

# MAKE GOLF YOUR THING™



**INCLUSION GUIDELINES  
FOR GOLF FACILITIES**

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# FOREWORD

Golf is a sport that has been enjoyed by people of all ages and backgrounds for centuries. However, despite its popularity, there are still significant barriers that prevent individuals from fully participating in the sport. These barriers can be physical, financial, or social, and can make golf feel exclusive and inaccessible to many people.

As a golf industry professional, you come in contact with thousands of different people every year at your facility. Each person is unique in their own way. We, as golf industry professionals, have an incredible opportunity to engage diverse segments of the communities at your facilities and in the game we love. Golf is a sport of invitation and we have the power to invite those who play, work and do business in our game.

The Inclusion Guidelines for Golf Facilities were created to help you, the golf industry professional, better understand how you are operationalizing inclusion. Similar to golf, there are areas where one is strong, and other areas that can be improved respective to inclusion.

These guidelines were designed not to tell you what you are doing wrong, but rather to identify, quantify and celebrate all the good things you are doing along with providing a framework for areas that have room for growth. The overall goal of this tool is to help you best understand ways to create an inclusive environment that welcomes all individuals, regardless of their age, race, gender, sexual orientation, ability, or socioeconomic status.



As golf industry professionals, we all believe that golf should be a sport that is open and welcoming to all and that everyone should have the opportunity to experience the joy and benefits that come with playing golf. By adopting these guidelines, golf industry professionals can help to break down the barriers that prevent individuals from participating in the sport, create better business outcomes, and provide an environment that is truly inclusive.

We understand that implementing these guidelines will require a commitment from golf facilities to make changes to their operations, policies, and facilities. This change will not happen overnight. However, we believe that these small, intentional changes will ultimately benefit both you as the golf industry professional and the industry at large by making golf more accessible and inclusive.

We hope that these guidelines will serve as a valuable resource for you and your team. We hope this tool will help inspire you to take action to create a more inclusive environment for all golfers. Together, we can work towards a future where golf is truly a sport for all.

## GLOSSARY/UNDERSTANDING OF TERMS

**DIVERSITY:** The characteristics that describe differences among people; they include demographic characteristics, such as gender, race, ethnicity, age, national origin, religion, disability status, sexual orientation, and deeper level characteristics, such as people's personalities, their values, the things that they're passionate about, their personal interests.

**INCLUSION:** A relational construct; ultimately it is about how your team functions and performs based on the quality of social connections, openness to learning, agility, and depth of decision-making. It is focused on synergistic interpersonal processes that make it possible for diverse groups to yield performance benefits for their organization.

**EQUITY:** The presence of equal opportunities that have the potential for equal outcomes. Equity is the result of diversity and inclusion over time.

**UNCONSCIOUS BIAS:** Snap judgments that result from the shortcuts and preexisting knowledge structures in our brains. This ability makes us very efficient at interpreting incoming information quickly, below our level of conscious awareness, about what or who we see. These judgments tell us who or what is likable, safe, valuable, right, or competent. They impact how we see people and affect our objective observations.

**CLIMATE:** Employees' shared perceptions about the behaviors that are expected and rewarded within the organizational or workgroup context. It is a powerful tool that drives employee behaviors.

## THE ASSESSMENT

### TIME

Please carve out enough time with your staff to complete each of the four sections without rushing.

### ANSWERS

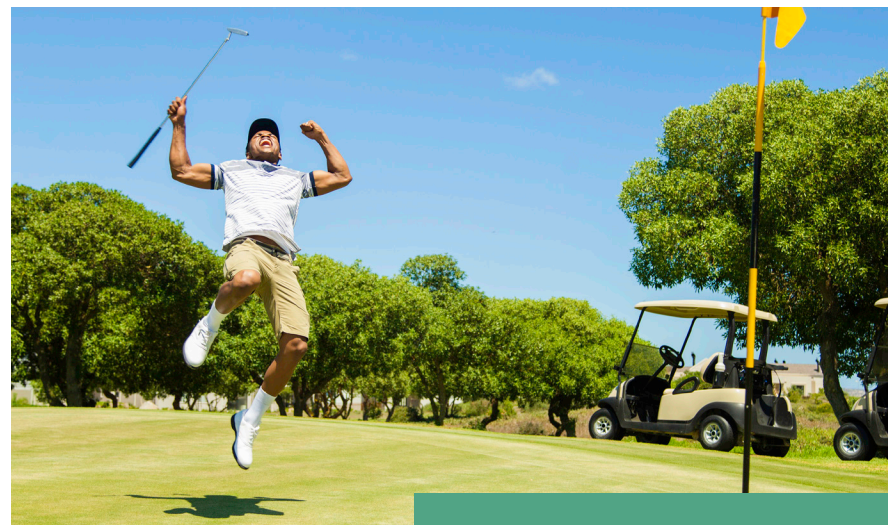
Be explicit with your answers, and write detailed notes to share with your team members afterward.

### FEEDBACK

Be open and honest when sharing your results. Ask and answer questions with your team.

### IMPROVEMENTS

List all the areas in need of improvement and begin with those that are easiest to implement and may be cost free - and then progress to those that may take more time, discussion and expense to improve your facility, and make it more welcoming for all.



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## MARKETING & COMMUNICATIONS



In this section, you will review your facility's marketing and communications across all mediums - print, digital and social media. Language creates culture, and your facility's marketing and communications is the first touch point between the facility, members and guests. As you review the materials be sure to apply a lens of inclusion to help ensure they will resonate with all customers and potential customers.

**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 1 Are all your marketing materials clear, concise, and understandable?  
Have you had non-golfers and non-golf industry people review?  

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- 2 Do your marketing materials use fonts and a literacy level that are visually easy to read and easy to understand?  

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- 3 Are there marketing materials promoting engagement across different generations and age groups?  

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- 4 Do your marketing materials promote engagement across genders?  

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- 5 Do your marketing materials provide evidence of attracting new individuals to the facility?  

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 6 Have you extended your marketing materials to various diverse local groups in your area such as: LGBTQ+ community, individuals with disabilities, people of color, multiracial, age groups, religious or social groups?  

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- 7 Do you host unique events geared toward diverse populations, such as women, people of color, LGBTQ+ individuals, individuals with disabilities, Veterans, and differing national origin?  

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- 8 Have you hosted a unique event led by a local community group/individual from a diverse background to attract new communities to your facility?  

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- 9 Have you reached out to local Chambers of Commerce to invite in diverse communities from their membership?  

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**10** Do photographs, videos and articles in your marketing and communication showcase diverse communities and populations?

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**11** Do you see imagery and stories about women from all backgrounds and ages?

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**12** Do you see imagery and stories about people of color?

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**13** Do you see imagery and stories about LGBTQ+ individuals and families?

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**14** Do you see imagery and stories about individuals with disabilities?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**15** Do you see imagery and stories about youth and seniors?

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**16** Do you see imagery and stories about people from different religions?

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**17** Do you see imagery and stories about people from different national origins?

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**18** Do you see imagery and stories about staff members at your facility?

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**19** Do you see imagery and stories about veterans?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1

No  
(Definitely  
Not)

2

Somewhat  
True (Minor  
Evidence)

3

Mostly True  
(Yes, But  
Something's  
Missing)

4

Yes  
(Definitely)

- 20** Are translated publications readily available and distributed to members, visitors and families who have been identified as needing translation into their language?




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## PHYSICAL ENVIRONMENT - OUTSIDE



The physical appearance both inside and outside of your facility is an essential element in creating a welcoming and inclusive environment. When you tour your facility's grounds, use an inclusive lens to answer the questions below using the numerical rating system.

Note that for some questions the rating system will not apply. Please write your answer for those questions in the space provided. Take detailed notes, so you will be able to discuss your observations with your teammates at the end of your tour.



**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 1** Are there visible and clearly stated directions as you enter the facility's grounds for all types of visitors and transportation (e.g. member, guest, rideshare, accessible, motor coach, etc.)?

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- 2** Are there visible and clearly stated directions to the facility's entrance for check-in and are they posted at or near the front entrance/bag drop?

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- 3** Is there a welcome sign displayed at or near the entrance of your facility?

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- 4** Are the facility's hours of operation posted at or near the front entrance and all other entrances?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 5** Are there accessible entrances to your facility clearly marked and available for individuals visiting with a disability?

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- 6** Is there a map of your facility available near the front entrance or in your facility?

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- 7** Does your facility use language that is inclusive?  
For example, ("Grille" vs. "Men's Grille" or "Forward tee" vs. "Women's tee")

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- 8** Is your golf facility designed to accommodate individuals with physical disabilities? If so, can you provide some specific examples of the accessibility features you have implemented?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**9** Are there designated parking spaces close to the clubhouse and practice areas for individuals with mobility challenges? How many accessible parking spots are available?

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**10** Are golf carts available for individuals who may have difficulty walking the entire course due to physical limitations? Are these carts equipped with features like hand controls or lift mechanisms for easy access?

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**11** Do you provide adaptive equipment or assistive devices for golfers with physical disabilities? For example, do you offer adaptive golf clubs, specialized grips, or mobility aids that can enhance accessibility and participation?

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**12** How do you ensure that the golf course is accessible to individuals with visual impairments? Are there measures in place, such as audible markers or guides, to assist visually impaired golfers in navigating the course?

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## PHYSICAL ENVIRONMENT - INSIDE



### RATE EACH QUESTION AS FOLLOWS

1

No  
(Definitely  
Not)

2

Somewhat  
True (Minor  
Evidence)

3

Mostly True  
(Yes, But  
Something's  
Missing)

4

Yes  
(Definitely)

- 1 Is there a map available inside the facility and/or displayed near the main entrance (and other public entrances) that showcase frequently visited locations? (Ex. Driving range, 1st/10th tee, restaurant etc.)




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- 2 Is there signage and/or digital displayers announcing news, upcoming events and programs at your facility?




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- 3 Are there photos of staff, members, guests, all genders, people of color, cultures, LGBTQ+ individuals/families, individuals with disabilities and multiple generations on promotional materials?




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- 4 Does the imagery and displays throughout the facility reflect individuals from all backgrounds and dimensions of diversity?




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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**5** Is there information geared towards youth and families, and does it include photos of women, people of color, cultures, individuals with disabilities, LGBTQ+ individuals/families, seniors and youth?

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**6** Is there specific outreach geared toward women at your facility?

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**7** Is there specific outreach geared toward LGBTQ+ individuals/families at your facility?

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**8** Is there specific outreach geared toward individuals with a disability at your facility?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**9** Is there specific outreach geared toward seniors and youth at your facility?

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**10** Are all areas of your facility ADA Compliant?

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**11** Is the merchandise offered in the golf shop engaging across genders, races, ethnicities and generations?

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**12** Is there an All Gender/Gender Neutral Restroom and a Family Restroom available, both with diaper changing tables?

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**RATE EACH QUESTION AS FOLLOWS**

1

No  
(Definitely  
Not)

2

Somewhat True (Minor Evidence)

3

Mostly True  
(Yes, But  
Something's  
Missing)

4

Yes  
(Definitely)

**13** Is there gender neutral signage around your facility?

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## NOTES

# POLICIES PRACTICES & PROCEDURES



Your facility's policies and practices can enhance or undermine a welcoming and inclusive atmosphere. Conduct a comprehensive review of all policies and practices, especially those that are disseminated to or have a downstream impact on the public. If you're not already aware to all policies and practices, reach out to senior leadership at the facility and request access to them.

**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 1** For new members or guests, is a welcoming meeting or orientation provided? Are these meetings held at times and locations (in person/virtual) that suit a variety of needs?

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- 2** Do you have specific information available to visitors, new members, and families that includes tee times, events, lessons, clinics, costs, etc?

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- 3** Is the information about tee times, events, lessons, clinics, costs, etc. available across all mediums? (Website, print, brochure, in-person at facility)

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- 4** Does your family membership include same sex couples, guardians, grandparents and multigenerational households?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 5** How does staff most often engage with members, visitors, and families? Is it by phone, web or in-person? If they engage mostly in-person, are there written materials that are given with information about tee times, events, instruction programs, etc.?

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- 6** Are there any special accommodations set up for those with limited schedules due to work, like off-peak tee times, 9-hole rounds, etc.?

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- 7** If you have youth programming, how are the expectations about what students should be learning in each level communicated to families? Is it in-person, by phone or email? Does anyone communicate in another language?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**8** Do you host informal social occasions, including off-site events, so that members and newcomers can get to know each other and staff members? Are these events targeting and resonating with women, people of color, culutres, individuals with disabilities and the LGBTQ+ community and the younger generation?

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**9** Does your facility utilize alternative communication methods, such as with members or newcomers who are English language learners or parents with disabilities, helping them to understand, especially when it comes to their family's participation?

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**10** Is there an established and well-publicized protocol for anyone to communicate concerns around inclusion, bias, discrimination and the like without fear of retaliation or retribution?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

**11** Are staff members engaged in regular professional development opportunities to learn about culturally responsive approaches to authentically engaging all customers?

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**12** Is there a calendar of events posted for everyone to view? Do the pictures on the event information reflect a multicultural demographic, and is it in more than one language?

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**13** Is event information provided in other languages, such as Spanish, Chinese and Japanese?

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**14** Does your staff validate use of the forward tees and respectfully encourage play that matches player ability and distance?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 15** Are there any efforts to engage communities that are often underrepresented in golf, such as people of color, women, LGBTQ+ individuals, Veterans and individuals with disabilities?

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- 16** Do you have meaningful and active connections with local social groups, schools, churches, Sororities and Fraternities, diverse Chambers of Commerce, and civic organizations for recruitment?

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- 17** Do you regularly deploy surveys to gather member and guest feedback, and how often do you review the feedback?

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- 18** Do you include local and diverse-owned suppliers in your procurement opportunities to help ensure minority-, women-, LGBTQ-, disabled- and Veteran-owned businesses are benefiting from the economics of golf?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 19** When recruiting new staff do you use blind resume reviews to help ensure equity in the process?

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- 20** When hiring new staff, do you incorporate panel-style interviews to gather multiple perspectives on candidate selection?

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- 21** Have you structured the same interview questions for each candidate to ensure equitable evaluations?

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## WELCOMING STAFF



This section will review your staff and attitudes. The attitudes of your staff members are an essential element in creating a welcoming atmosphere. Each person who interacts with your staff members should be treated the way you would like to be treated, regardless of their age, gender identity, race, culture, religion, sexual orientation, ability or background.

Your team will quietly observe the behaviors of staff across the operations, including phone etiquette and interactions between staff, members, and visitors. To answer questions 2-5, one team member may call the facility asking for information.



**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 1** Does the staff greet all members and guests with the same sense of urgency, a smile, and in a friendly, courteous way, as if they were greeting their best friend or own family member?

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- 2** Does the staff answer the telephone in a friendly and professional way? Are they patient with those who are less proficient with the English language or have difficulty hearing?

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- 3** Is prompt attention given to all telephone calls and interactions, inviting two-way communication?

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- 4** If an upset member or guest contacts the facility, is the staff responding in a calm, attentive and professional manner to resolve the problem or find someone who can?

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**RATE EACH  
QUESTION  
AS FOLLOWS**

1	2	3	4
No (Definitely Not)	Somewhat True (Minor Evidence)	Mostly True (Yes, But Something's Missing)	Yes (Definitely)

- 5** Are all prospective customers who are seeking information and resources given up-to-date information and directed to supporting resources in a welcoming manner?

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- 6** In terms of your facility's culture, does the staff across inside and outside operations consistently greet and interact with everyone from all backgrounds in a warm, friendly, and courteous way?

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- 7** Is there a visible and accessible suggestion box(es) where everyone can contribute ideas? Have you considered anonymously publishing the questions and your responses?

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- 8** Do staff members passing in the hall acknowledge each other and guests with a smile, a nod or a hello?

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RATE EACH  
QUESTION  
AS FOLLOWS

1

No  
(Definitely  
Not)

2

Somewhat  
True (Minor  
Evidence)

3

Mostly True  
(Yes, But  
Something's  
Missing)

4

Yes  
(Definitely)

9 Do staff members know how to address inappropriate language or behavior and feel confident in doing so? Examples include: When working with junior golfers, not assuming what the family makeup is. Some kids have one parent, no parents, or two parents of the same gender. It’s best to say “parents” instead of mom & dad.

10 Is all confidential information addressed in an area where others cannot overhear?

11 Have you audited the demographic composition of your workforce to identify whether it reflects the community you aspire to attract and engage across genders, generations, race, ethnicity, LGBTQ+ individuals and Veteran status?

NOTES







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