

## NGCOA Canada Pulse Survey Results

NGCOA Canada's Pulse Surveys provide operational benchmarking data to assist you in developing strategies for your operation. Surveys are released in February, May, and August annually and focus on one aspect of a golf operation.

### Results

Our August 2024 survey focused on **staffing and volunteers**. Results were separated to show the differences based on type of facility.

### Staffing Levels for the 2024 Golf Season

	Private Clubs	Semi-Private & Public Clubs	All Respondents
We are at 100% of normal staffing	20%	38%	34%
We have 80-99% of normal staffing	80%	53%	58%
We have less than 80% of normal staff numbers	-	9%	8%
	100%	100%	100%

Two-thirds of respondents reported staffing shortages for the current golf season. As a result, 19% of clubs have had to reduce or eliminate some services to manage these shortfalls.

### Return Rates of Seasonal Staff for the 2024 Golf Season

	Private Clubs	Semi-Private & Public Clubs	All Respondents
We have 100% returnees	0%	4%	3%
We have 75-99% returnees	70%	47%	51%
We have 50-74% returnees	30%	38%	37%
We have less than 50% returnees	-	11%	9%
	100%	100%	100%

Over half of respondents reported that 75% or more of their 2024 seasonal staff were returnees.

## Member and Green Fee Player Employment at Golf Clubs

	Private Clubs	Semi-Private & Public Clubs	All Respondents
Yes	5%	22%	19%
No	95%	78%	81%
	100%	100%	100%

The vast majority of clubs do not employ members or green fee players.

## Staff Food & Beverage Discount Policies

	Private Clubs	Semi-Private & Public Clubs	All Respondents
25-50% discounts allowed	28%	76%	67%
> 50% discounts allowed	67%	8%	19%
(Discounts apply only while working)	(89%)	(68%)	(72%)
Other Policy	5%	9%	8%
No discounts allowed	0%	7%	6%
	100%	100%	100%

The most common staff F&B discount policy is a 25-50% discount on food, applicable only while working. Around 30% of respondents also extend the discount to beverages. Private clubs are more likely to offer higher discounts, with two-thirds allowing discounts greater than 50%.

## Staff Golf Privileges Policies

	Private Clubs	Semi-Private & Public	All Respondents
All Staff have unlimited free golf privileges	3%	28%	23%
All staff have golf privileges with some restrictions	89%	66%	70%
Only certain staff have free golf privileges	5%	5%	5%
No golf privileges afforded	3%	1%	2%
	100%	100%	100%

Nearly all clubs offer golf privileges to their staff, with 70% providing access under certain restrictions.

## Volunteer Use Across Golf Clubs

	Private Clubs	Semi-Private & Public Clubs	All Respondents
For special programs only	10%	16%	15%
For some on-course jobs	2%	27%	23%
For Both programs and on-course jobs	5%	18%	16%
Not at all	83%	39%	46%
	100%	100%	100%

Volunteers are most commonly used for on-course roles, such as starters and rangers, at semi-private and public courses. Private clubs make minimal use of volunteers, and overall, just over half of respondents incorporate volunteers into their operations.

## Volunteer Compensation

	Private Clubs	Semi-Private & Public Clubs	All Respondents
Through discounts on carts, fees etc.	15%	46%	39%
Not at all	83%	43%	50%
Not Applicable	2%	11%	11%
	100%	100%	100%

Among clubs that use volunteers, just over half do not provide any form of compensation for their contributions.