

ESSENTIAL COMPONENTS OF RISK MANAGEMENT FOR GOLF ASSOCIATIONS

A THESIS

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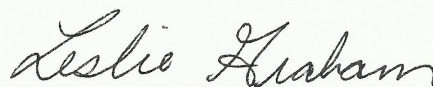
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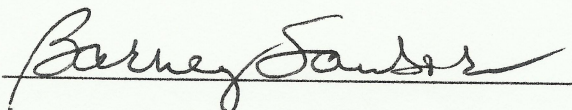
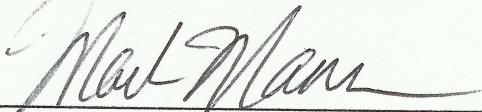
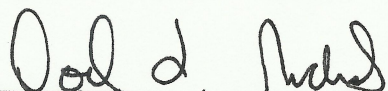
To the Dean of the Graduate School:

I am submitting herewith a thesis written by Brittany Beckett entitled "Essential Components of Risk Management for Golf Associations." I have examined this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Masters of Science with a major in Kinesiology.



Leslie Graham, Ph.D., Co-Chair

We have read this thesis and recommend its acceptance:



Department Chair & Co-Chair

Accepted:



Dean of the Graduate School

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## DEDICATION

For my parents, Randy and Melanie Beckett, thank you for your constant encouragement, never-ending patience, and love. To my fiancé, Gregory French ii, thank you for your love and support through this process.

## ACKNOWLEDGMENTS

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## ABSTRACT

BRITTANY BECKETT

### ESSENTIAL COMPONENTS OF RISK MANAGEMENT FOR GOLF ASSOCIATIONS

DECEMBER 2014

Risk management is important to many organizations to identify areas of their operations that could potentially cause damage to their reputation and brand. Golf associations can fall at risk of negligence from situations with participants or spectators to the severity of weather and copyright infringement based on the expanding nature of social media. This study examines two sections of the Professional Golf Associations of America; Northern Texas and Southern Texas, to identify the main areas of risk within their organization through a survey of their employees. Results found weaknesses in risk management and copyright prevention which allowed for improvement through a proposed risk management plan.

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## CHAPTER I

### INTRODUCTION: FORMULATING RISK MANAGEMENT PLANS

Risk management is one of the most important aspects to any organization. Risk management plans are constructed in order to protect companies from possible intellectual property infringement incidents that could be detrimental to their organizations. Intellectual property is defined a tangible asset that consist of human knowledge or ideas. Miladinović, Varga, and Vučković (2013) states that intellectual property rights are the civil private rights protected through civil laws and procedures. Risk management plans are orchestrated in order to provide the company protection from possible threats like negligence and copyright infringement. Through the implementation of these plans a company is able to gain an adequate amount of protection from any possible negligence or copyright infraction.

Spengler, et.al. (2010) states that “the most valuable assets a sport or recreation organization has is its name, logo, or other defining characteristics that the public can recognize” (p. 210), which applies to the “seal” that is trademarked by the Professional Golf Association of America (PGA). The seal holds tremendous value to the PGA, their sections, and the members who have earned the right of the PGA seal. Trade marking the seal, protects the organization from copyright and trademark infringement. The PGA of America serves as a collective mark over the sections of the PGA of America and the PGA Tour.

Members of this organization are described not only by the trademark seal, but

also by the meaning of being a part of the PGA of America, which holds a prestigious meaning in the world of golf. The PGA Tour is a collective mark of the PGA of America, due to the incorporation and partnership they have by working together with tournaments, national publicity, and programs that are globally and nationally publicized. It is important that within the PGA Tour they are protected and represent the PGA of America properly due to their partnership within the association. Another example of a collective mark within the PGA of America is the 41 sections that are comprised across the country. These sections house the local “player” associations and membership within the PGA of America, which encompasses nearly 27,000 men and women that are dedicated to the game of golf.

The Northern Texas PGA (NTPGA) is one of the 41 sections of the PGA of America, founded in 1968, which governs the PGA members of the Northern Texas region. The Northern Texas PGA Junior Golf Foundation was created in 1983 and houses one of the largest junior golf tours in the country. With over 3,300 members and over 300 junior tournaments a year and growing the NTPGA has anticipated risk that could be detrimental to their programming if not properly prepared for. The NTPGA is quickly becoming one of the most dominant and powerful junior tours in the country. However, several risks are prominent for exposure that could bring legality issues to the NTPGA. The tournaments lead to several risks in safety when it comes to spectators, golf carts, and weather.

However, most of the notoriety the NTPGA receives is the work their junior golf foundation does year after year to provide opportunities for children in the community through fundraising and scholarships. The NTPGA Junior Golf Foundation hosts fundraising events through Kids Play FORE Kids, Birdies for Kids, Great 108, Ewing

Charity Classic and other affiliated golf tournaments each year which raises money to go towards their charitable work and foundation scholarships. The foundation gives out two forms of scholarships a year. Through their partnership with Deloitte, the NTPGA host two Fairway to Success programs within four schools in Dallas each year. The purpose of this initiative is to offer an after school program to underprivileged kids and give them an opportunity to learn golf and a chance to receive college scholarships. Each participant that completes either the fall or spring 5-week program has the opportunity to apply for the scholarship program. Four \$20,000 scholarships are granted a year to 4 deserving high school seniors for their 4 - year college program (NTPGA, 2014). The foundation also gives 14 scholarships a year to past junior tour members. The importance of risk management plan within the NTPGA is to avoid possible threats that could compromise the NTPGA's initiatives as a nonprofit organization. In order to prevent these threats it is important that the organization prepares them with the proper risk management plan in order to reduce and prevent acts of negligence, trademark infringement, and copy right infringements.

### **Research Question**

The research will determine what the current state of risk management procedures are for the NTPGA and STPGA. This will be determined through the analysis of the study findings and applied through a proposed risk management plan. The importance of the study is to create a mindfulness of where the organizations my fault into potential risks. Through this investigation the NTPGA Junior Tour can utilize this plan in order to set standards that are already currently held within their organization. Through an official risk management plan the NTPGA would have an outlined procedure and policy to protect themselves from potential intellectual property infringement and

negligence. This will then be related to golf associations as a whole to determine the essential components of risk management for golf associations.

The researcher will face limitations of confidentiality through the study due to the small sample size. This can be protected by keeping the sample group anonymous and the duration of the study unknown to the sample group. The other challenge the researcher will face will be remaining unbiased through the study as they are a current employee for the NTPGA. In order to obtain the ultimate goal of the study the researcher must obtain objective through the study in terms of providing viable feedback of what areas need more mindfulness and attention.

The significance of this study is the research will allow the NTPGA and STPGA to determine their current operations and areas of improvement to protect them from the risk they are currently facing. This will be determined through the proposed risk management plan that the researcher orchestrated from the analysis of the study. Once this has been determined this will allow the findings of the study to be applied to other golf associations and determine their applications and operations that also fall risk to potential negligence and copyright infringement. By determining the risks that the NTPGA and STPGA face and orchestrating a proposed risk management plan, this plan can then be adapted to other golf associations to prevent risk within their operations.

### **Definitions**

Risk Management - Managing mitigating preventing potential losses to an organization

Copyright Infringement - the use of works protected by copyright law without permission, infringing certain exclusive rights granted to the copyright holder, such as the right to reproduce, distribute, display or perform the protected work, or to make derivative works

Negligence - an unintentional tort that results in a personal injury

Golf Associations - a regional or country wide association that houses members of the golf profession and junior golf organizations

Professional Golfers Association of America (PGA) - The governing body of professionals within the golf industry

Northern Texas PGA (NTPGA) - One of the Forty One Sections of the PGA of America that governs the golf professionals within the northern section of the state of Texas

Liability - something in which someone is liable; an obligation, responsibility or debt

Risk Management Plan - A formal document which foresees the risk and the prevention of risk within a project or organization.

## CHAPTER II

### LITERATURE REVIEW

The PGA of America was created in 1916 and is the national headquarters that houses memberships for PGA golf professionals, who could be golf course management professionals, run teaching programs, and operate golf courses or tournament entities across the country. These members complete a three level program that qualifies them for PGA membership within the organization and elected to this prestigious organization. There are 41 Sections of the PGA of America across the country that local PGA members report to in order to obtain service hours, maintain their status, and sustain their membership. The NTPGA and STPGA are the two housing sections for the state of Texas. Being the largest sport organization in the world the PGA of America and their Section is responsible for possible negligence and copyright infringement. Research on risk management plans can better protect golf associations from potential negligence and copyright infringement. By conducting assessments of the employee's knowledge of the current assessment of risk management within the company this brings a mindfulness of what needs to be address in regards to the awareness of risk that could affect the organization.

Risk management is a course of action designed to “reduce injury and loss to participants, spectators, employees, management and organizations” (Spengler, et. al., 2010, p.43). When creating risk management plans it is important to look at all avenues of possible risk for intellectual property. Sports organizations measure their success from

the profits and revenues the organization makes during the year. Risk management plans are important to companies for numerous reasons. Typically a risk management plan outlines the details of protection a company will take in the event of an infraction or crisis. There are many ways of understanding, assessing, and managing the unforeseen and potential surprises. The dominating way is the risk approach, based on risk conceptualization, risk assessment, and risk management, but there are also others, and in this paper we focus on two: ideas from the quality discourse and the use of the concept of mindfulness (Aven & Krohn, 2013). Through this method, Aven and Krohn's (2013) found by outlining what risk a company might face the company is more likely to be prepared to prevent these situations in the daily operations of a sport organization. The results showed that the key to any sport business is to provide superior customer service and a premier product that will set them apart from their competitors.

The research of Lepokey and Paret (2009) on large sporting events determined the revision of risk management as a proactive process that involves assessing all possible risks to the events and its stakeholders by strategically anticipating, preventing, minimizing, and planning responses to identified risks. Fifteen risk issue categories were also identified by the various stakeholder groups. The categories were: environment, financial, human resources, infrastructure, interdependence, legacy, media, operations, organizing, participation, political, relationships, sport, threats, and visibility. Research done among program coordinators and directors within Division I-A Colleges found that risk management plans are a necessary minimum investment among the programs as they significantly reduced the amount of reported injuries in intermural programs (Farley & Kwon, 2013). By identifying this information in golf associations the organization can



better prepare their production through examination of the fifteen key categories of risk management.

Sport business is unique in the sense that it displays intellectual property in action both during competition and daily operations. Intellectual property as it not only comes into play for personal matters within the competitors, but it comes into play in the daily actions of the employees (Cohen, 2011). It is highly important that patents, trademarks, and copyrights are established in all marketing, broadcasting, and brand oriented aspects. It is important to note that the physical related possibility of negligence during competition is extremely possible as well. Patents are important to businesses as the items they are intended to protect the influence of technological advances that result in better sporting equipment. Patents also bound ideas to a legalized contract in order to prevent ideas or products being stolen from others (Elhauge & Krueger, 2012). In the same aspect, trademarks, brands, and designs contribute to the distinct identity of sports events, teams, players, and their gear. With the new influence of social media and increase in technological marketing, trademarks, and copyright infringement tend to be the most prominent threat and the most overlooked aspect in most companies. Intellectual property rights are the basis of licensing and merchandising agreements that earn revenues to support development of the sports industry products.

Copyright and trademark infringement are the next key intellectual property pieces that run a severe risk within the PGA of America, specifically the NTPGA and STPGA organizations. Atalay, Yucal, and Boztepe (2013) stated that the key to organizations is to capitalize the innovation and industrialization that has evolved from the sport industry over the past few years. Through this evolution within the business technology has brought a new meaning into risk for not only the sport industry, but the

business world as a whole. Social media, websites, and video technology are all aspects of communication, promotion, and business that have brought sports to another level. Social media brings a new level of interaction within companies and their consumers that not only allows for a personal connection but allows for unlimited amount of branding opportunities. Within the same venue of branding opportunities risk are also foreseen. Within the NTPGA, its capitalization of social media for its Junior Tour has expanded their marketing to a new height. The utilization of social media through Instagram™, Twitter™, and Facebook™ allows Junior Tour members, parents, and spectators to be part of the communication and marketing of events, but it also gives the latest news of the organization. However, the biggest risk sport business runs into within these avenues are copyrighting and trademark risk that could be violated through sharing the information, promoting things improperly, or utilizing logos or pictures in improper instances. Francione (1986) found that copyrighting laws better protect organizations through their marketing, production, and promotions of the companies' materials. In recent research it has been found that due to the nature of the internet and social media it has made it harder to copyright and protect material specific to organizations as it is often found thought that the internet is public domain. Appleby (2013) found that by registering their work through U.S. Copyright office they are protected should copyright infringement occur through social media or an internet outlet without proper consent of their product.

Negligence is an unintentional tort that results in a personal injury. Within negligence there are four key elements that must be proved within standard of care, breach of duty, causation, and injury (damages). In order to be in breach of negligence one must prove that "the duty or responsibility of standard of care has been violated,

there was a breach of duty by failing to meet the standard of care, proximate or factual case or injury that actual harm may exist” (Spengler, et. al., 2010, p. 15). In contrast to this loss, prevention focuses on providing safety for those to whom an organization owes a duty or responsibility and protecting your organization from possible liability through implementation of reasonable safety measures. Losses in a sport-focused business are substantial, should negligence or intellectual property infringement occur. These losses can occur with money, time and effort, stress and image of good will. In order to prevent a significant loss within the company, risk management plans are set in place to observe recognition, analysis, and action of the company” (Spengler, et. al., 2010, p. 50).

The first element of negligence is to establish standard of care. Standard of care applies to the key of ruling out possible negligence in any infraction that occurs. When formulating a risk management plan it is important that the company establishes a precedent of standard of care. Companies focus on standard of care in a magnitude of different avenues. Specifically the company must focus on how intellectual property would affect their company. Once evaluated through negligence, employee environment, copyright infringement, trademark infringement or patents the organization can determine what steps to prevent risk within these areas of their operations. However, most sport organizations tend to face threats within copyright infringement, trademark infringement and negligence. Negligence is the conduct that is below standards established by law. Negligence can resonate in several ways within the sports world. For example, with the NTPGA Junior Tour, negligence can amount to allowing the kids play in dangerous situations; have staff transporting kids in a non-appropriate manner, or allowing the kids or spectators to be transported on the back of golf carts. Any of these events put the children at a risk for injury or a more serious consequence. Martin and

Sedler (2009) capitalized on the importance for risk management plans and evaluation of risk within organization in order to prevent potential injuries to the participants or employees. Livings (2007) highlight the importance of nature of consent and evaluation of understanding of risk to protect any company from potential negligence within their venues of competition. Through Livings' (2007) research non-sexual crimes that are involved through injury and misconduct within the sport industry were examined to determine as one of the most influential and dangerous situations for a company. The findings of this research outline the importance of examining the areas of foreseen risk and misconduct during sporting events or within sport organizations.

The PGA of America and NTPGA hold this to an incredibly high standard within their organizations having assumption of risk on their official scorecards of events and waivers within their membership agreements. However, volunteers, interns, event coordinators, and spectators bring in a higher risk to the individual situations as the standard and understanding can be lost in the communication of events. Any potential lack of consent or awareness of these risks can lead to extremely detrimental situations within an organization.

The purpose of the current study is to determine the significance of developing a risk management plan in order to protect copyright infringement and negligence in golf associations. Risk management plans can be accessed through several different approaches. However, the key property of the plan is to set standards, policies and processes to approach and evaluate foreseen risk within the organizations. One of the most prevalent risks the NTPGA faces are the spectators, members, and tournament infractions. The NTPGA has standard rules and regulations they operate their tour on. This document is found on their website and clearly states all the guidelines,

qualifications, and policies their organization holds (NTPGA, 2014). The NTPGA also has a waiver within their tournament system, Blue Golf, that requires each member to acknowledge their agreement to a waiver of assumption of risk for the organization and some of the tournaments offer individual waivers. However, the NTPGA faces challenges and risk as their organization is based around adult and junior golfers. Within the organization and due to limited staff many obstacles cannot always be prevented. Therefore by being prepared for the potential infractions whether it be a case of negligence or copyright infringement the NTPGA lowers the risk of liability and potential litigation they would be responsible for.

Through companies like the Philadelphia Insurance Company (2014) previous research has been done to determine what risk golf courses prime objects are and risk management suggestions for the PGA through the partnered umbrella insurance. This outlines policies and ways to prevent risk in all aspects when it comes to visitor's safety, possible errant shot damage, emergency preparation, and child safety. However, it is important to note that typically in tournament infractions an outside party running the tournament is not always protected from the specific courses risk management plan. Through the proper investigation it is important to analyze the potential risk that the NTPGA could possibly face within their Junior Tour operations. Signature Golf (2010) states that it is important to find key employees that are able to solve problems before they occur and that by empowering your employees in the golf organization with knowledge this allows the operations to run more smoothly without probable liability. Risk management plans within the NTPGA and STPGA will be able to serve as a proper guideline and reference in training of all staff, volunteers, and coordinators that will be at the Junior Tournaments throughout the year. Also, through this process the NTPGA will

be properly prepared and equipped with means of protecting their company from any potentially damaging litigation.

## CHAPTER III

### METHODS

#### **Methods**

A survey was conducted through an email sent to the sample group in order to gain their participation and acceptance of being in the study. The recruitment email was sent to (n=17) full time staff members and coordinators of the NTPGA in order to investigate the areas of improvement and potential risk in their current organization. Members of the NTPGA were chosen in order to investigate their current operations and how they perceived possible areas of improvement that risk management plans would assist their organizations. The STPGA was chosen to participate in order to allow a good comparison and create a solid sample group of similar organizations in order to help with a solid conclusion of areas of improvement. The same recruitment email was sent to (n=9) full time staff members of the STPGA were given the survey in order to investigate areas of improvement and potential risk in their current organization. The survey was distributed through a general recruitment email and two follow up emails over a three week period to gain participation in the study. The research was applied towards possible copyright infringement and negligence risk that the NTPGA faces. The survey was designed with the intent to create mindfulness of the current policies and procedures of the NTPGA and STPGA that are potentially creating risks within their organizations they are not aware of. This information will then be used to formulate a risk management plan for the NTPGA Junior Tour.

### **Research Question**

What is the current state of risk management procedures in the NTPGA and STPGA?

### **Instruments**

Survey Monkey™ was used to administer the questionnaire. A link was sent to each participant in an email and their answers remained confidential throughout the entire process. The survey contained 22 open ended, multiple choice and ordinal scale questions covering potential risks, current operations, and suggestions of improvement of their business.

### **Participants**

A pilot study amongst current interns (n=5) at the NTPGA was conducted in order to evaluate the survey. The survey included 22 questions on the current operations at the NTPGA and one question including ways to improve the survey. Once, the pilot study was completed the survey was conducted amongst (n=26) full time staff members of the NTPGA and STPGA. Administration of the NTPGA (n=17) were chosen in order to investigate their current operations and how they perceived possible areas of improvement that risk management plans would assist their organization. Administration of the STPGA (n=9) was chosen to participate as a comparison to the NTPGA.

### **Analysis Procedure**

The study was a mixed methods study that investigated the essential components of risk management in golf associations. Through the collection of the surveys an analysis of frequencies, means, and mediums of results were conducted to represent the trends of answers between the topics. Following this procedure the



analysis concluded how risk management plans can protect the NTPGA Junior Tour. Triangulation with data from the survey, along with previous literature, and the researcher's personal experience with current PGA policies and procedures surrounding risk management was used to conclude trends from all qualitative data to discover the themes and essentials needed in risk management plans for golf associations. This provided helpful insight as the researcher had hands on experience with the operations of these two organizations which allowed useful perspective to the triangulations to pull themes. However, it was important for the researcher to remain objective and not subjective while doing this task and to remain unbiased. Quantitative data gained analysis and conclusions through means and medians of the results. This information was compiled to determine the essentials components needed in risk management plans for golf associations. Through the review of data and conclusion of results a plan was formulated to provide suggestions on how to protect the company.

## CHAPTER IV

### RESULTS

A total of 22 (NTPGA=14; STPGA=8; M=14; 64%, F=8; 36%) participants from the NTPGA and STPGA staff completed the survey. The mean age of those surveyed was 37 years old and the ranges of age were 23 to 61 years old. Results were reviewed as quantitative and qualitative research. Within the research the main examinations were the current operations and understanding of the NTPGA and STPGA prevention of negligence, current risk management plan and prevention of copyright infringement within each organization. The results from this survey are pertinent as it can be related and compared to other golf association's current operations within the same vicinities.

Research found that 46% (n=10) of those surveyed believed there was a current risk management plan within their organization. However, also to be noted 36% (n=8) of those surveyed were unaware if the organization had a risk management plan. An important finding to note in this portion of the study was only 18% (n=4) were correct answering that the NTPGA and STPGA do not currently have a risk management plan within their organization. This can be seen as a potential risk as it relates to the companies' operations and how they operate their organization and tournaments. Within the same realm 50% (n=11) of those surveyed answered that there was not a risk management department. Of those who believed there was not a risk management department for their organization this finding is more important when broken down between organizations 43% (NTPGA=6) and 50% (STPGA=4). This is also an important finding as the NTPGA and STPGA currently do not have a department that handles risk

management therefore allowing potential oversight to areas within their organization that are potentially a risk. Also found within the survey 27% (n=6) of the employees answered that they were not trained within risk management or 23% (n=7) did not know if there was risk management training within their organization. It is incredibly important to have a complete understanding within an organization of what the policies are and how the operations are being ran within all areas of the organizations and tournaments (see Table 1). It is also important that each staff member should know the frequency of risk assessments within the organization.

Table 1

Risk Management Questions 1-3

(N=22)

Questions	Answers		
	Yes	No	I Do Not Know
1. Is there a risk management plan in place currently?	46%	18%	36%
2. Is there a department that manages risk management?	23%	50%	27%
3. Are employees trained within risk management?	41%	27%	32%

Fifty-nine percent (n=13) of those surveyed were unaware of the frequency of risk assessments within the organization. The survey determined that a solid understanding of the organizations risk management plan had not been clearly defined

by the organization to the employees, volunteers, and coordinators. This in return can result in an unorganized manner should a situation arise. Question 5, “How often are complaints made in regards to situations or possible risk at tournaments” (see Table 2) answers “daily” and “once a week” were not chosen. The most striking findings within the findings of this portion of the survey were found in question 6, “On a scale of one to five how would you rate the current risk management?” Thirty-six percent of the employees surveyed (n=8) answered that there was “little risk” within the current plan. However, this is to be compared to question 1 in Table 1 where 36% percent of those surveyed were unaware if there was a risk management within the organization. This contrast of findings is concerning as there is not a risk management plan currently in place at either organization. This is also important to note as it leads to the concerning nature that the staff as a whole is not aware of what is going on within this department and the prevention of potential negligence and copyright infringement.

Overall the main improvements within the organizations risk management realm can be found by having an organized written plan for all situations dealing with the Junior Tour and Section operations that are assessed at a minimum of once a quarter. In the qualitative data formulated through triangulation several themes were found in regards to the risk seen with volunteers. The following themes were found as risk as having volunteers at junior tournaments at the NTPGA and STPGA Junior Tour events. Volunteers typically have a lack of experience in running events; this lack of experience was seen as a risk. The survey results showed “background”, “character”, and “how to administer heat” and “weather related systems” were found to be the three major topics related risks in both the qualitative and quantitative data. Also, the risk of accidental injury and allowing children to ride on the back of golf carts were seen as other volunteer

related risks.

Table 2

Risk Management Questions 4-6

(N=22)

Questions	Answers				
	Daily	Once a Month	Once a Year	Never	I Do Not Know
4. How often are risk assessments orchestrated?	14%	5%	23%	0%	59%
	3 times a Month	Once a Month	10 Times a Year	Never	I Do Not Know
5. How often are complaints made in regards to risk at tournaments?	9%	23%	5%	9%	55%
	Little Risk	Possible Risk	Neutral	Some Risk	Extreme Risk
6. On a scale of one to five how would you rate current risk management?	36%	32%	18%	18%	0%

Negligence is another key factor that can be found within Risk Management as it pertains to the handling of operations at junior tournaments. This section of the survey

covered the main avenues within the organization that were seen as a primary risk for potential damages or litigations. Although half (n=11) of those surveyed answered “a legal situation has not arose in the last five years” something to be noted is similar to the risk management plan that 45% (n=10) of those surveyed were unaware if there had been any situations that arose within the organization. An interesting finding was that although 81% (n=18) of those surveyed agreed that staff members and coordinators have the same knowledge and training procedures. However, in contrast of what is expected of the fulltime staff and coordinators research showed that 50% (n=11) agreed that volunteers were not required the same type of training or understanding of operations or rules and regulations.

Volunteers can cause problems as they typically do not have the same understanding of the organizations rules, operations, and ethical foundation that the tournament staff has in place. This can lead to improper actions in regards to shuttling children in golf carts, rulings, weather situations, and other major tournament operations (see Table 3). Along the same lines within the study it was also found that 41 % (n=9) staff members felt that the members of the NTPGA had a neutral understanding of the rules and regulations. Twenty-three percent (n=5) of those surveyed felt junior tour members had an average understanding of the rules and regulations within the organization. This is important to note as the members understanding of the general operations of an organizations and how their safety is being protected or cared for helps the individual organizations, as well as their members. Forty-one percent (n=9) of NTPGA and STPGA staff also noted that they promote the changes within their rules once a month to help address specific problems at hand as they come (see Table 4).

Table 3

Negligence Questions 1, 3-5

(N=22)

Questions	Answers		
	Yes	No	I Do Not Know
1. Legal cases in the last five years.	5%	50%	45%
3. Is staff required same understanding of rules?	81%	14%	5%
4. Are coordinators required same understanding of rules?	81%	5%	14%
5. Volunteers required same understanding of rules?	23%	50%	27%

Table 4

## Negligence Questions 6-7

(N=22)

Questions	Answers				
	Little Risk	Some Risk	Neutral	Average	Extreme Risk
6. Junior members understanding of rules	27%	0%	41%	23%	5%
7. How frequently do you promote rules changes?	Once a Week	3 Times a Month	Once a Month	I Do Not Know	
	5%	5%	41%	27%	

Within the quantitative data and qualitative data, volunteers, weather (heat and severe storms), and golf cart usage were seen as the major risk factors within tournament operations. The qualitative data seemed to be the most influential as it cohesively reiterated the findings in the quantitative data. Three themes were found in the qualitative data as the potential risk at junior golf tournaments. In the negligence portion of the survey 59% (n=13) answered that lightening was dangerous to our tournaments. This theme was found to be the most significant and potential risk within the operations of tournaments. Weather is a key risk in golf associations as it is an outside sport. The primary weather risks are lightening and heat. Due to the unpredictability of Texas storms and high heat temperature's it is important that staff can be quick thinking and have proper weather management to ensure the participants are



not at risk of lightening. The high temperatures and potential risk of dehydration were found to be second most significant theme for the organizations to look for when planning their risk assessments as 56% (n=12) answered “heat” to be “somewhat dangerous”. Children on the back of golf carts was third potential factor as 45% (n=10) answered that “shuttling players on golf carts” was “somewhat dangerous”. This is seen as a potential danger due to the fact that participants can fall off the cart and sustain injury. Due to the responsibility the NTPGA and STPGA have for them during the tournament any risk related to their potential injury could cause harmful and damaging legality infractions for these organizations.

The most interesting trend found in question 9, “how to further improve the understanding of the rules and regulations among the volunteers” was that 23% (n=5) of the participants did not answer this portion of the survey. Due to lack of data it is hard to find common themes in answers. However, amongst those who answered the question the theme found was that “volunteers should be required to take a quiz regarding the rules and regulations prior to working a tournament”. Also providing these individuals with a summary of the events standard rules and policies can ensure that the organizations have taken the precautionary steps to prepare these volunteers for tournament operations. Similar to question 9 in the negligence portion of the survey, question number 10 “how to improve prevention of risk at junior tournaments” found that 23% (n=5) participants chose not to answer this question. However, the most common themes of prevention training within tournament operations were “proper training” and “rules and regulations understanding within the participants and staff”. Weather seemed to be the biggest potential risk evaluated through the survey (see Table 5). Fifty-nine percent (n=13) of those surveyed answered that “lightening” was a “dangerous situation”

and 55% (n=12) of those surveyed answered that “heat” was a “somewhat dangerous”.

Table 5

Negligence Question 8

(N=22)

Please rate the danger of possible negligence and risk of the following				
Situation	Not Dangerous	Possibly Dangerous	Somewhat Dangerous	Dangerous
Lightening	5%	18%	14%	59%
Course Conditions	45%	50%	5%	0%
Heat	0%	18%	55%	27%
Food Allergies	27%	32%	37%	14%
Shuttling Players in Golf Carts	9%	32%	45%	14%
Confrontations Between Spectators	18%	64%	18%	0%

In order to prevent infractions due to the weather it is important to have a solid weather procedure displayed for all staff members when it comes to heat, lightening, and potential dangerous storms. With up to date weather systems this allows the NTPGA and STPGA to detect lightening from a standard 20 mile radius. Typically the protocol is

to bring in players as lightening reaches the 10 mile radius, however this can be seen as a difficult task when communication is lacking.

Copyright infringement is the leading risk within many sport operation business as social media has become a leading promotion and marketing tool for organizations. Another leading tool within marketing is video and picture promotions. The NTPGA and STPGA have both progressively been expanding their outreach within the social media and video/picture promotions. When surveyed both the NTPGA and STPGA had little significance of copyright infringement with 14% (n=3) seeing “little risk” with social media and 23% (n=5) saw “little risk” with video/picture promotions (see Table 6). They both take precaution by using approved materials and have begun to trademark, copyright and watermark their products. Through the qualitative data three main questions were asked. The first question surveyed how the NTPGA and STPGA avoid copyright infringement in their programing. The main theme found was that the NTPGA and STPGA staff uses preapproved photos, music, and promotions within their organization. They also use products made and copy-written by their staff in order to prevent any copyright infringement.

Table 6

## Copyright Infringement Question 3

(N=22)

Please rate the danger of copyright infringement and the risk of the following					
Topic	Very Likely	Likely	Indifferent	Unlikely	Not Applicable
Video Promotion	0%	27%	32%	36%	5%
Picture Promotion	0%	23%	32%	41%	5%
Media Promotion	0%	9%	32%	55%	5%
Social Media Interaction	5%	14%	32%	45%	5%
Promotion of PGA of America Items	14%	5%	27%	45%	5%
Members Reproducing Promotions	5%	18%	23%	55%	5%

Similar findings from question 1 were found in question 2 in the copyright infringement section. Copyrighting and trademarking has been used to protect the social media campaigns within the two organizations. These organizations also use preapproved photos, licensed music, and promotion materials. The NTPGA and STPGA have both invested in staff members who can produce video, picture, and advertising materials for their organizations. When surveyed how the current staff of the NTPGA and STPGA would improve copyright infringement prevention the main trend found was that the company's marketing standards and organization should allow proper education for all staff members. In order to fully prevent any issues it is useful for all staff members to have a general understanding of the current regulations, copy written materials, licensing permissions and standard approved usage for logos of their sponsors and the PGA of America. The main suggestion found within this portion of the survey was to provide education to all staff members to provide the proper use of these materials. This education will also prevent the organization from any harm as all members will know the proper areas and ways to use promotion materials.

Through the results several foreseen risks were found within the NTPGA and STPGA organizations that ultimately could cause legality issues down the road. Through the proper implementation of a written risk management plan these risks will be minimized. The risk management plan will also allow the companies a set guideline to use for prevention and within crisis situations. Although some situations are almost unpreventable and can happen at the split second without warning having a solid communication, training, and organized plan that every staff member, coordinator, and volunteers are familiar with limits the potential risk and damage that can be brought upon the two organizations.

## CHAPTER V

### CONCLUSION AND DISCUSSION

Golf associations are ever growing, however at the same time the growth and retention of the game has decreased over the years. Within organizations such as the NTPGA the main priority aside serving the PGA member is growing junior golf. However, due to unknowing risk and potential negligence within their operations there are threats made daily upon this goal.

This research worked to determine the essential components of risk management for golf associations. Previously identified in Chapter 2 negligence and copyright infringement were the prime focuses during this research study as those are likely the prime factors at risk in golf associations. Signature Golf (2010) outlines the major risk and claims that golf courses and country clubs face on a daily basis however there has been little research to determine what areas tournaments and golf associations face. The current state of the NTPGA and STPGA risk management plans, prevention of negligence, and copyright infringement were examined through a survey among their current staff members. The key with risk management is ensuring the entire staff has the same understanding and preparation when situations arise during an event. The major risks identified within the golf associations were volunteer's lack of knowledge of the organization and the NTPGA and STPGA protocol's, weather oriented situations, such as heat exhaustion and lightening, and lack of knowledge towards copyright laws.

Aven and Krohn's (2013) research outlined that companies must look at the potential risks they are surrounded with-in their organization in order to prepare for their

daily operations. Farley and Kwon (2013) also found after surveying Division I–A Universities that of the 76% who completed the survey those directors and coordinators felt the need to have a risk management plan in order to reduce the amount of reported injuries within their organization. Therefore it is important that golf associations focus on the minimum prevention within their risk management. This is to remain consistent with previous research findings and future findings that can be done in order to provide more conclusive evidence and effectiveness of the methods.

Golf associations are much different than normal sporting organizations as the sport is individual participation. These associations' events are typically driven heavily from a volunteer base support for tournament operations, as well as other outside factors that could lead towards potential risk for organizations such as the NTPGA. However, golf associations are also predominantly filled with golf professionals who work closely with children in these aspects. Recently the PGA of America enforced a new regulation of mandatory background checks for all PGA professionals within their respective Sections (PGA Links, 2014). This new enforcement was in result to a PGA professional in the Southern California Section, who was indicted for sexual assaults he had been convicted of within California and other areas of the country (CNN, 2014). Along with ensuring PGA staff and Section staff have clean records it is important to ensure that volunteers working closely with these organizations are also cleared of any potential incriminating problems that could put the nearly 3,600 Junior Tour members of the NTPGA at risk.

With the importance of background checks it is important that the few essential components that golf associations implement within their risk management of their organization is specific training for staff, coordinators, and volunteers. Within the training

rules and regulations of the organization must be a mandatory understanding. It is important that everyone onsite at a tournament has the common understanding of what the organization stands for and how they operate in order to provide a consistency among their events. This study found that the majority of staff and coordinators are trained the same way and the understanding of the rules and regulations is consistent. A recommendation after this study is each year having a refresher of this training to allow each member of the staff a common understanding and also a time to maximize their knowledge of current policies as well as new policies. Along with this training the research identified that the proper education for copyright prevention was needed within the NTPGA. This can be added with the staff training to provide new laws and regulations of usage per specific logos through sponsorship agreements, as well as social media regulations and PGA of America standards of promotion.

Finally, the last component needed for risk management within a golf association is a detailed weather-related policy. Although, the NTPGA currently has a weather policy this policy is a verbal understanding amongst the staff members and not a written policy. The National Governing Body of Lacrosse (US Lacrosse, 2014) has a very detailed system they have outlined on their website for lacrosse teams under their governing body to create a system of their own in terms of lightening danger. Following a few of their suggestions it would be extremely beneficial for the NTPGA to create a policy not only for their staff members, coordinators, interns, and volunteers to have for tournament operations. In addition to this, a condense version of the plan should be placed on their website for participants and parents to review for preparation of weather related instances. In this same realm of weather related danger heat plays a significant role of risk within the state of Texas and was identified as another dangerous situation



for both the NTPGA and STPGA. Therefore a proposed prevention of heat exhaustion checklist given to each staff member, coordinator, intern, and volunteer would be an extremely valuable component of risk management among golf associations.

Through previous research and this study it can be concluded that the essential components of risk management for golf associations are proper training of policies amongst all participants of tournament operations within these organizations along with proper background checks of these individuals. Along with this training specific guidelines and standards to prevent copyright infringement will ensure all staff members of the NTPGA are prepared and protected of any litigation in terms of promotions, logos, or improper use of materials that could vastly effect the organization are necessary for every staff member. However, the most important component of risk management for the organization is a written plan strictly related to the weather policy. Year after year 60-70 fatalities occur from lightening (US Lacrosse,2014) and thousands of illness and over 650 fatalities result from heat exhaustion a year (CDC,2013).

In order to prevent this from occurring within the NTPGA the need for an official risk management plan is necessary. A written policy will allow a common understanding among participants and staff of what is expected and how to operate in these situations. This plan will also help eliminate potential negligence that may not be intended, but could arise within the tournament operations. In order to help reduce the potential risk to the organizations, the NTPGA Proposed Risk Management Plan (see Appendix A) was composed in order to provide the NTPGA information and an organized plan that would allow their entire staff a solid understanding of policies and procedures to go through in order to make their organization less likely to fall fault of legal issues. By implementing this plan, the NTPGA will not only better their operations they will also allow their

organization to become more efficient and successful which will allow their every growing and booming organization to continue to become a prominent staple in junior golf. In order to properly execute the plan it is imperative that the entire NTPGA is trained and briefed on the risk management operations. It is also important that all interns, coordinators, and volunteers are briefed properly on the execution of this plan when they are involved in the tournament operations. The proposed risk management plan was composed based on previous research and literature, along with the results found from the survey conducted in this study. This plan can potentially be defined and duplicated among other golf associations that also run risk to similar situations that the NTPGA are faced with daily.

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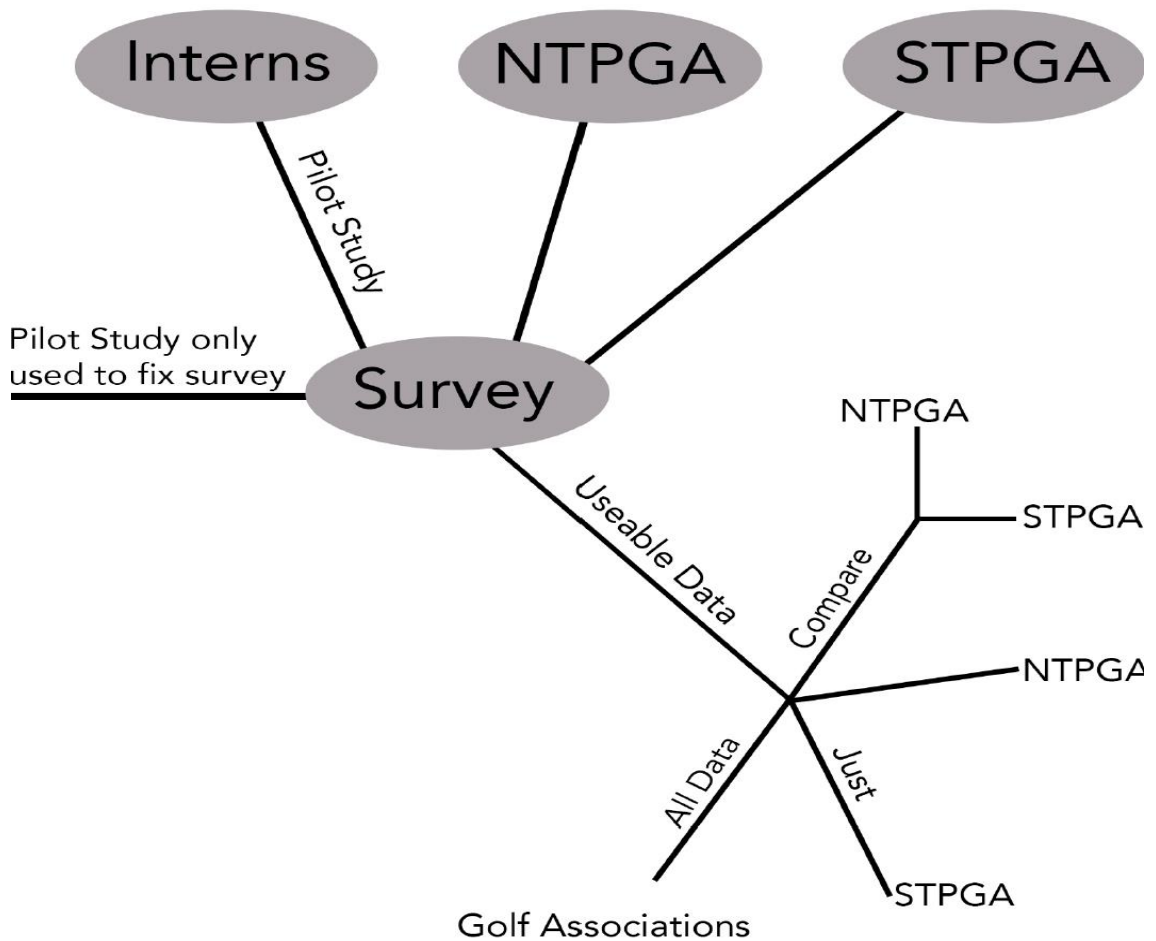
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## APPENDICIES

## OVERVIEW OF STUDY

The Northern Texas PGA and Southern Texas PGA are governed by Board of Directors and the PGA of America. Each Section has a section that governs the PGA members of their area and a Junior Golf Foundation which encompasses their own respective Junior Tours. Due to the extremely similar makeup of the organizations both organizations will be surveyed in order to allow a cross comparison of the organization make up and tournament operations.





## **Recruitment Emails**

**Texas Woman's University  
Recruitment Email**

**Title:** Survey for Current Risk Management Prevention at the Northern and Southern Texas PGA

**Principle Investigator:** Brittany Beckett, [bbeckett@twu.edu](mailto:bbeckett@twu.edu)

**Advisor:** Dr. Leslie Graham, [lgraham3@twu.edu](mailto:lgraham3@twu.edu)

**Purpose:** You are being asked to participate in a research study for Ms. Beckett's thesis at Texas Woman's University. The purpose of this study is to investigate the potential risk of copyright infringement and negligence within golf associations. How do the current operations of the Northern Texas PGA (NTPGA) and Southern Texas PGA (STPGA) put themselves at risk within copyright infringement and negligence? Through this study the essential components of risk management for golf associations will be determined. You have been chosen to be part of this study based on your current position with the Northern or Southern Texas PGA.

**Time Commitment:** 15 minutes

**Procedure:** In the [link provided](#) you will find 22 questions that pertain to the current operations of your company and areas of perceived or potential risk. Your answers will remain anonymous and your participation should not be discussed with anyone else to keep the validity of the study.

**Potential Risk:** A potential risk is loss of confidentiality. Confidentiality will be protected to the extent that is allowed by law. The survey will remain anonymous.

**Benefits:** Your involvement in this study is to completely voluntary and you may withdraw from the study at any time. If you would like to know the results we will email them to you.

The return of your completed questionnaire constitutes your informed consent to act as a participant in this research.

Thank you again for your participation.

Best Regards,

*Brittany Beckett*

Brittany Beckett  
[bbeckett@twu.edu](mailto:bbeckett@twu.edu)

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Recruitment Email**

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Thank you again for your participation.

Best Regards,

*Brittany Beckett*

Brittany Beckett  
[bbeckett@twu.edu](mailto:bbeckett@twu.edu)

## Survey

**Texas Woman's University  
Survey**

**The return of your completed questionnaire constitutes your informed consent to act as a participant in this research.**

**Section 1: Demographics**

1. Gender
  - a. Male
  - b. Female
2. Date of birth  
Month/Date/Year
3. Which PGA organization do you currently work for?
  - a. Northern Texas PGA
  - b. Southern Texas PGA
4. How many years have you worked for your current organization (NTPGA or STPGA)?
  - a. 0 - 1 years
  - b. 2 - 4 years
  - c. 5 - 10 years
  - d. 11 - 15 years
  - e. 16 - more years

**Section 2: Risk Management**

Risk management is one of the most important aspects to any organization. A Risk Management Plan is a document that a project manager prepares to foresee risks, estimate impacts, and define responses to issues.

1. Is there a risk management plan in place currently in your company?
  - a. Yes
  - b. No
  - c. I do not know
2. Is there a department that manages risk management within your company?
  - a. Yes
  - b. No
  - c. I do not know

3. Are employees trained within risk management actions for tournament operations?
  - a. Yes
  - b. No
  - c. I do not know
4. How often are risk assessments orchestrated within your operations?
  - a. Daily
  - b. Monthly
  - c. Once a year
  - d. Never
  - e. I do not know
5. How often are complaints made in regards to situations or possible risks at tournaments?
  - a. Daily
  - b. Once a week
  - c. More than three times a month
  - d. Once a month
  - e. More than ten times a year
  - f. Never
  - g. I do not know
6. On a scale of one to five (one = little risk, five = extreme risk) how would you rate your current risk management plan at tournaments?
 

1	2	3	4	5
Little risk	Possible risk	Neutral	Some risk	Extreme risk
7. What do you foresee the biggest risk amongst having volunteers at your junior tournaments?

## **Section 2: Negligence**

Negligence is an unintentional tort (damage, injury, or a wrongful act done willfully, negligently, or in circumstances involving strict liability) that results in a personal injury. In order to be in breach of negligence one must prove that the duty or responsibility of standard of care has been violated, there was a breach of duty by failing to meet the standard of care, proximate or factual cause or injury that actual harm may exist (Spengler, et. al., 2010, p.15).

1. In the past five years have legal issues arose due to negligence cases at your company?
  - a. Yes
  - b. No
  - c. I do not know

2. What would you consider possible risk at junior golf tournaments?
3. Are your staff members all required the same understanding of your rules and regulations?
  - a. Yes
  - b. No
  - c. I do not know
4. Are your coordinators all required the same understanding of your rules and regulations?
  - a. Yes
  - b. No
  - c. I do not know
5. Are your volunteers all required the same understanding of your rules and regulations?
  - a. Yes
  - b. No
  - c. I do not know
6. On a scale of one to five (one = none, five = excellent) how would you rate the current understanding of your rules and regulations amongst your junior members?

1	2	3	4	5
None	Little	Neutral	Average	Excellent

7. How frequently do you promote your changes in your rules and regulations?
  - a. Daily
  - b. Once a week
  - c. More than three times a month
  - d. Once a month
  - e. Once a year
  - f. Never
  - g. I do not know
8. Please rate the danger of possible negligence and risk of the following in your tournaments based on most dangerous to not dangerous.

	4	3	2	1
	Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous
a. Lightning				
b. Course conditions				
	4	3	2	1
	Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous



c. Heat			
4	3	2	1
Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous
d. Food allergies (providing snacks that are harmful to participants)			
4	3	2	1
Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous
e. Shuttling of players in golf carts			
4	3	2	1
Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous
f. Confrontations between spectators			
4	3	2	1
Dangerous	Somewhat dangerous	Possibly dangerous	Not dangerous

9. How would you improve the understanding of rules and regulations and policies to your volunteers to prevent risk?

10. How would you improve your prevention of risk at junior tournaments?

### Section 3: Copyright

Copyright infringement is the use of works protected by copyright law without permission, infringing certain exclusive rights granted to the copyright holder, such as the right to reproduce, distribute, display or perform the protected work, or to make derivative works.

1. How do you avoid copyright infringement through your programs?
2. How do you avoid copyright infringement in your advertising and promotions?

3. Please rate the danger of copyright infringement and the risk of the following in your promotions
- |                    |             |        |             |          |                |
|--------------------|-------------|--------|-------------|----------|----------------|
| a. Video Promotion | 1           | 2      | 3           | 4        | 5              |
|                    | Very likely | Likely | Indifferent | Unlikely | Not applicable |
- 
- |                      |             |        |             |          |                |
|----------------------|-------------|--------|-------------|----------|----------------|
| b. Picture Promotion | 1           | 2      | 3           | 4        | 5              |
|                      | Very likely | Likely | Indifferent | Unlikely | Not applicable |
- 
- |                    |             |        |             |          |                |
|--------------------|-------------|--------|-------------|----------|----------------|
| c. Media Promotion | 1           | 2      | 3           | 4        | 5              |
|                    | Very likely | Likely | Indifferent | Unlikely | Not applicable |
- 
- |                             |             |        |             |          |                |
|-----------------------------|-------------|--------|-------------|----------|----------------|
| d. Social Media Interaction | 1           | 2      | 3           | 4        | 5              |
|                             | Very likely | Likely | Indifferent | Unlikely | Not applicable |
- 
- |                                      |             |        |             |          |                |
|--------------------------------------|-------------|--------|-------------|----------|----------------|
| e. Promotion of PGA of America items | 1           | 2      | 3           | 4        | 5              |
|                                      | Very likely | Likely | Indifferent | Unlikely | Not applicable |
- 
- |  |             |        |             |          |                |
|--|-------------|--------|-------------|----------|----------------|
| f. Members Reproducing NTPGA Promotions or PGA of America Promotions | 1           | 2      | 3           | 4        | 5              |
|  | Very likely | Likely | Indifferent | Unlikely | Not applicable |
4. Please check (all that apply) the following mean(s) of protection against copyright infringement you currently use is/are:
- Waivers
  - Watermarks
  - Trademarking
  - Legal copyrighting
  - Licensing for reproducing materials such as videos, pictures and music
5. How would you improve your prevention of copyright infringement within your marketing?

**Thank you for your participation.**

## **IRB Approval Letter**



**Institutional Review Board**  
Office of Research and Sponsored Programs  
P.O. Box 425619, Denton, TX 76204-5619  
940-898-3378  
email: [IRB@twu.edu](mailto:IRB@twu.edu)  
<http://www.twu.edu/irb.html>

DATE: April 29, 2014

TO: Ms. Brittany Beckett  
Department of Kinesiology

FROM: Institutional Review Board - Denton

Re: *Exemption for Essential Components of Risk Management for Golf Associations (Protocol #: 17694)*

The above referenced study has been reviewed by the TWU Institutional Review Board (IRB) and was determined to be exempt from further review.

If applicable, agency approval letters must be submitted to the IRB upon receipt PRIOR to any data collection at that agency. Because a signed consent form is not required for exempt studies, the filing of signatures of participants with the TWU IRB is not necessary.

Although your protocol has been exempted from further IRB review and your protocol file has been closed, any modifications to this study must be submitted for review to the IRB using the Modification Request Form. Additionally, the IRB must be notified immediately of any adverse events or unanticipated problems. All forms are located on the IRB website. If you have any questions, please contact the TWU IRB.

cc. Dr. Charlotte Sanborn, Department of Kinesiology  
Dr. Leslie Graham, Department of Kinesiology  
Graduate School

## **Study Modification Approval Letter**



**Institutional Review Board**  
Office of Research and Sponsored Programs  
P.O. Box 425619, Denton, TX 76204-5619  
940-898-3378  
email: [IRB@twu.edu](mailto:IRB@twu.edu)  
<http://www.twu.edu/irb.html>

DATE: May 22, 2014

TO: Ms. Brittany Beckett  
Department of Kinesiology

FROM: Institutional Review Board - Denton

Re: *Notification of Approval for Modification for Essential Components of Risk Management for Golf Associations (Protocol #: 17694)*

The following modification(s) have been approved by the IRB:

Modification to recruitment procedure due to results of the pilot survey and edits made to the survey submitted to the study group.

cc. Dr. Leslie Graham, Department of Kinesiology

## **Proposed Risk Management Plan**

## NORTHERN TEXAS PGA PROPOSED RISK MANAGEMENT PLAN

The following policy was constructed in order to help provide the Northern Texas PGA (NTPGA) with a specific plan for the following instances in reference to their current tournament operations. This document will also serve the purpose of training and education for staff members, interns, coordinators, and volunteers.

### **General Operations Improvements**

In order to effectively run tournaments and allow the best opportunities to reduce risk management at the effects staff and training is key. For single day events, a minimum of two staff members should be in attendance for the basic operations of the events. This is important for an instance where a single coordinator is at events and the lack of supervision and control of the operations is being able to maintain standard NTPGA policies and expectations.

NTPGA full time staff, interns, and coordinators should all undergo formal training when it comes to handling the risk management of the organization. This is as simple as maintaining overview and safety on the practice facilities, proper shuttling and transportation of participants to their starting golf holes and basic first aid training. The basic first aid training will help tournament staff become better equipped to act if there is an injury onsite and prepare the employees with a protocol to follow should an injury become involved onsite and further attention needs to be addressed. It is imperative that the NTPGA takes complete action to provide the best safety for their junior members during their programs from background checks of all employees, PGA professionals, and volunteers; risk assessments of the course and practice facilities prior to the start of an



event; and most importantly the communication of risk to members and staff each season. NTPGA junior tour members will sign a waiver at the beginning of each year stating their assumption of risk prior to entering a tournament; however it is the responsibility of the NTPGA staff, interns, and coordinators to minimize the potential risks in all areas for their protection, as well as the participants and spectators protection. Basic copyright training and education to provide knowledge of the correct usage of logos and sponsorship agreements will be provided to the entire staff during staff training. This will ensure all staff is knowledgeable in regards to policy and procedures of these documents and copyright infringement is avoided.

### **Rain Policy for Junior Tournaments**

The NTPGA Junior Tour will conduct tournaments in all-weather including rain unless it affects visibility or the playability of the course. The decision to suspend or cancel play due to rain will be done with the facility staff and onsite NTPGA staff member, interns, or coordinator. The specified weather monitoring staff member of that week will be in direct communication with the golf professional or superintendent of the specific course. This will determine at what point the amount of rain will render the course unplayable and what potential damage or risk would arise from the expected rain. Consultation with these specific course staff members will be done as they are familiar with the golf course and know how the course drains, what areas of the course floods easily and can better help the NTPGA make an educated decision in terms of whether to continue or cancel the tournament.

Should the tournament be canceled or suspended without a full time staff member onsite the intern or coordinator should contact the designated weather monitor for that week so they can communicate the information with the field and remaining NTPGA Junior Tour Staff, as well as the NTPGA Director of Operations and Executive Director. When cancelling a tournament due to rain the staff member in charge of monitoring weather will be responsible for updating the website, social media sites and emailing/texting of the field through Blue Golf tournament software. This staff member will also be in charge of rescheduling the tournament or issuing a refund to the field after communicating with the Director of Junior Tour Operations.

### **Lightening Policy for Junior Tournaments**

Each week a designated full time member of the NTPGA Junior Tour staff will be responsible for monitoring the weather on MXVision Weather Sentry Online™. The Director of Junior Tour Operations, Senior Coordinator of Junior Tour Operations, and Coordinator of Junior Tour Operations will rotate this responsibility throughout the seasons and this plan will be communicated to all staff members, interns, and coordinators at the release of staff scheduling per season.

The designated monitoring staff member will be responsible for communicating delays, cancellations, or rescheduling with course staff and participants. This person will also be responsible for communicating plans to the Coordinator of Junior Tour Operations and the Senior Coordinator of Operations so they can therefore communicate procedures to their specific intern teams and coordinators work the events at hand. The Coordinator of Junior Tour Operations and Senior Coordinator of Junior

Tour Operations will be responsible for all emails, social media, and website updates to inform the tournament participants of their specific assigned tournaments on that day (see Table 1).

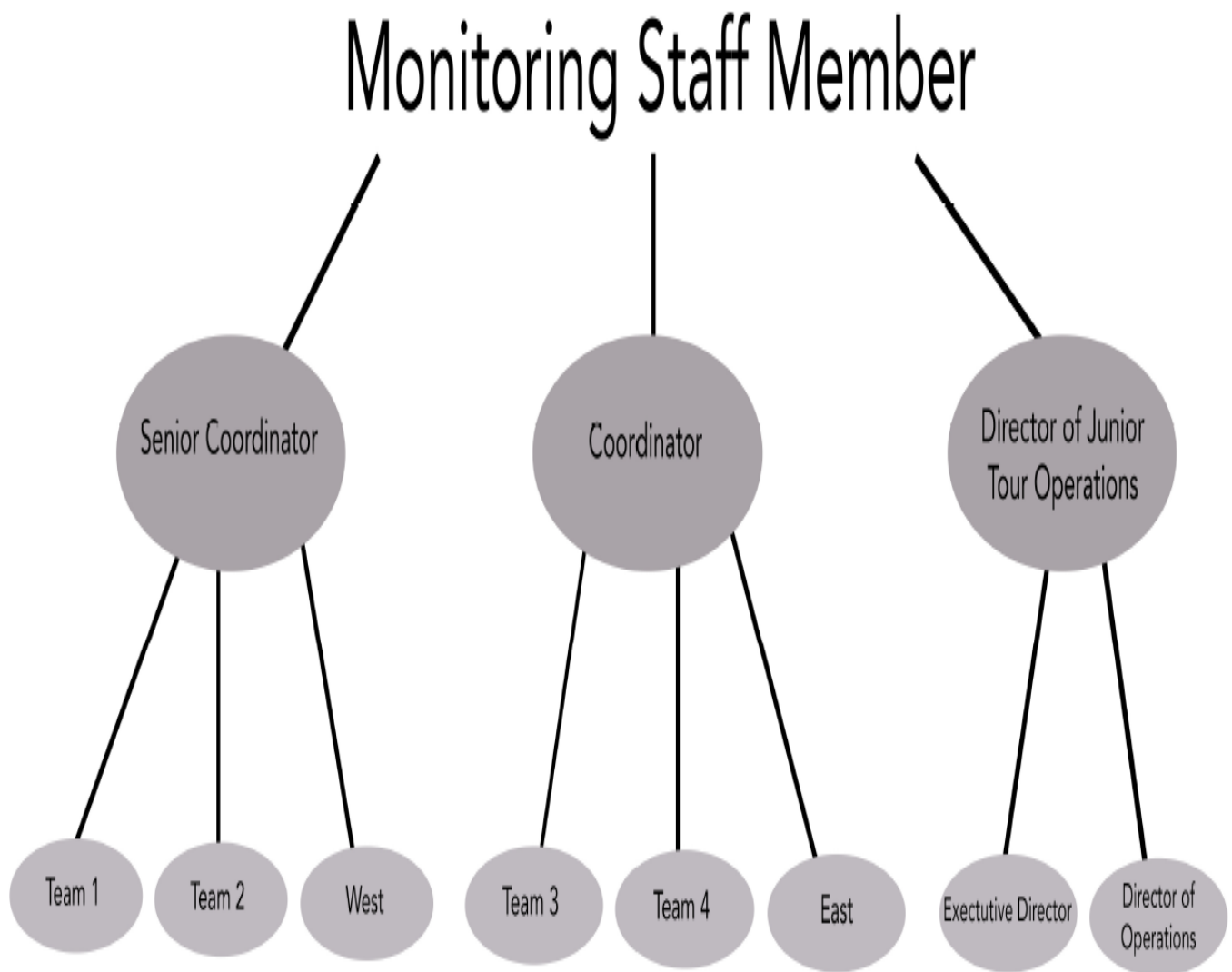
Participants will be removed from the golf course when lightening is within a 10 mile radius of the golf course and offers feasible danger. All participants will report immediately to the golf shop and wait for directions from the onsite tournament staff. Tournaments may be delayed or cancelled due to heavy participation that renders the course unplayable. Play will resume once lightning and thunder has been out of the designated area for more than twenty minutes and there are not any potential dangerous weather situations that will occur in the immediate future. Play will be discontinued by one long blow of the air horn by designated onsite staff members and resumed by two short blows of the air horn from the onsite staff member. All onsite members will be responsible for removing participants and spectators from the golf course in a timely manner. They will report to the designated weather person and obtain the updated information to communicate with the facility and participants.

The monitoring staff member will be responsible to communicate with the Director of Junior Tour Operations in weather related instances, should the Director not be responsible for monitoring weather that specific week. The Director of Operations will communicate any cancellations or delays to the Director of Operations and Executive Director. Full time staff members may make the “executive call” to delay a tournament or remove participants off the golf course without communicating with the monitoring staff member when danger is apparent onsite at their tournament. This staff member will be responsible with communicating plans and progress to the Director of Junior Tour

Operations, Director of Operations, and Executive Director in regards to cancellations and resumption of play.

Figure 1

Weather Communication Model



### **Rain and Lightning Policy at Summer Camps**

The Coordinator of Player Development will work with the Director of Operations to monitor the weather on MXVision Weather Sentry Online™ during the 5 - week summer camp program. It will be the Coordinator of Player Developments responsibility to work with each lead instructor at camps in regards to canceling or delaying participation due to rain or lightening. Each lead instructor will have the discretion to monitor the weather using the MXVision Weather Sentry App™ and will be allowed to make decisions in regards to safety and prevention without the approval of the Coordinator of Player Development. It will be the responsibility of the Coordinator of Player Development to communicate summer camp delay or cancellations with participants via email and website. Should this individual be unavailable to monitor the weather on the specific day the designated monitoring person for the junior tour that week will coordinate with the Director of Operations, camp instructors and Coordinator of Player Development for the best plan per individual camps.

### **Heat Exhaustion and Injury Prevention Policy for Junior Tournaments**

During intern training the intern team will be expected to complete a first aid and CPR training in the case of any medical issues occurring on the course. Interns will also be expected to go through training with Children's Medical Center staff during their training week to look for the key signs of heat exhaustion and ways to prevent heat exhaustion. All staff members and coordinators will be expected to go through these training purposes each January. Each team of tournament interns and staff will have two orange round coolers to place on the back of the golf cart full of water. The individual

with this cart will be obligated to stay on their designated nine holes to ensure there is a cooler on the front nine and back nine at all times. This will give each participant optimum opportunity to stay hydrated along with the course coolers at all times.

In the case a child is getting over heated or looks to be over heating a staff member will stay with this player until they start to feel better. The staff member will be responsible for ensuring the player is drinking fluids, offering to get an ice water towel around their neck to cool their core temperature. This procedure will be the same should a player get injured during tournament play or prior to the start of the tournament. Staff will assess the injury and seek professional guidance if available. It will be the staff members' responsibility to contact the players' parents in both heat exhaustion and injury instances. A staff member must stay with a child who has withdrawn from heat exhaustion or injury (that occurred onsite) until a parent or guardian has arrived to ensure the safety and health of this child. The child will be referred to an offsite doctor previously contacted and coordinated with prior to the tournament in the effect of this event.

In order to provide the best operations and services to the NTPGA junior tour members it is suggested that an athletic trainer or volunteer medical personal (doctor or nurse) are onsite at all two day events, championships, and Kids Play FORE Kids fundraising tournament. Having a trained medical staff member allows for less liability to be held upon the NTPGA should a severe injury or heat related illness be taken place at the tournament. This partnership could be done through a sponsorship of athletic trainers or an extension of the current partnership with Children's Medical Center. Also, to ensure the health and safety of the children all tournaments will be in the morning

during the summer. This is to provide the best opportunity for tournaments to be finished prior to the prime heat of the day. In order to supervise the heat index and heat advisories that are not safe for the children each intern team, coordinator and NTPGA staff member will be provided with a device that measures the heat index per location. If the heat index reaches above 105 caution should be taken as it involves the children and potential danger is possible for heat related disorders. Per National Weather Service research and caution (National Weather Service, 2014) once the heat index reaches the middle of the danger zone and increases to extreme danger the children are at a higher risk and more drastic measures should be taken to prevent this risk . Once the heat index reaches 110 or higher the NTPGA should cancel the tournament to ensure optimum safety and precaution of heat exhaustion to the field.

### **Heat Exhaustion and Injury Prevention at Summer Camps**

In order to provide the same services at the summer camps that the NTPGA staff provides at tournaments it is suggested that all PGA professionals leading summer camps are trained in first aid and heat exhaustion prevention. Also, to further alleviate potential risk of injury or illness having an athletic trainer and volunteer nurse at each camp. This partnership could be done through a sponsorship of athletic trainers or an extension of the current partnership with Children's Medical Center. In order to protect the kids from extreme heat exposure in the case the heat index reaches over 105 all camp activities will be moved inside for the remainder of the day. This precaution will be taken to ensure the children are not at extreme risk of exhaustion.

### **Skin Care Prevention at Junior Tournaments and Summer Camps**

To ensure that all the participants at each tournament and summer camp is protected from the violent rays of the sun the NTPGA staff will have sunscreen at each junior tournament and camp for participants and spectators to use. This will be located at registration at each tournament and staff members will have this on hand should participants or spectators need to reapply for protection. This policy will be enforced to promote skin care and provide awareness to the junior tournament of the danger they are at risk for sun poisoning and protection from sunburns during all NTPGA events.