

Hiring a tennis professional



Another quality publication of the
United States Professional Tennis Association

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Founded in 1927, USPTA increases interest and awareness in the sport of tennis and actively promotes new membership and programs for minorities and women.

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USPTA's World Headquarters building in Houston.

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How USPTA certification makes a difference

USPTA offers the industry's most respected certification for career tennis professionals. This is a result of several factors, including USPTA's:

- Certification process
- Educational opportunities emphasizing operations management and other professional topics
- Advanced programs for specialist credentials
- National programming to increase tennis participation

USPTA's certification process

USPTA's professional certification involves an extensive education and testing process. Applicants' Professional ratings are derived from results on the certification exam, the most comprehensive in the industry, which includes:

1. A Professional Tennis Coaches Academy
2. A 100-question written exam covering business and instruction
3. A stroke analysis and tennis grips exam
4. A stroke production exam
5. An on-court exam that requires teaching a private and a group lesson



USPTA ratings and minimum job skills

The USPTA Certification Exam is structured so that the rating a professional receives can help club managers and tennis directors determine which job a prospective employee is most qualified to hold. For example:

Master Professional

All Professional 1 skills and more than 10 years of experience and proven expertise.

- Ability to run any program at any facility
- Accomplished in teaching, playing, business, industry service and other comprehensive attributes of the highest-rated professionals in the world

Most common job titles: Director of tennis or tennis manager

Professional 1

All Professional 2 skills but with higher levels of experience and expertise.

- Train competitive players
- Pro shop management
- Facility management
- Activity management
- Other business management activities including human relations, hiring, budgets, communications and professional management team skills

Most common job titles: Director of tennis or head tennis professional

Professional 2

All Professional 3 skills plus:

- Instruct all students at all levels
- Conduct group and private lessons
- Assist and develop competitive players
- Design and implement lesson plans
- Organize and implement most tennis programs
- Assist with and/or direct pro shop management and facility maintenance

Most common job titles: Head tennis professional or associate professional or assistant professional

Professional 3

- Instruct students up to 4.0
- Conduct private lessons
- Assist with group lessons

Most common job titles: Associate tennis professional or assistant professional

Developmental Coaches

- Part-time tennis teachers who may assist full-time professional staff

Most common job title: Part-time instructor

USPTA specialist degrees

USPTA members may attain various specialist degrees, the highest professional development credential available through the continuing education program. Members earn degrees by meeting prerequisite qualifications, fulfilling the determined curriculum and completing a verification of knowledge and skills.

Specialist degrees are being attained by USPTA members in the following areas:

- Little Tennis®
- Computer technology
- Competitive player development
- Facility management
- Sport science
- Wheelchair tennis
- Pro shop operations

Additional specialist categories are added each year.



USPTA Code of Ethics

The Association expects its members to be of good character, to treat the public honestly and fairly, and to treat their fellow members in the tennis-teaching profession in the same way. Accordingly:

1. Any complaint against a member of dishonest or unfair dealing, either to the public or to a fellow member, shall be referred to an ethics committee that will be appointed by the President and that will always include general counsel. In its discretion, the ethics committee will act on the complaint, including an attempt to resolve the matter between the parties. Upon the determination of the ethics committee, however, the exercise by a member of his or her legal rights will be recognized and honored, and issues of fact or law will be left to the decision of a court of law.
2. If the ethics committee, in its discretion, considers the charge to be sufficiently serious, it may refer the matter to the Board of Directors, which, after due consideration, will have the power to expel the member or to determine any lesser punishment.
3. Any member who is convicted of a serious crime, as determined by the Board of Directors, will be subject to immediate expulsion from the Association.

How to select a tennis professional in 10 steps

We would like to offer you a step-by-step guide to be used in the hiring process of a tennis professional. USPTA wants you to find exactly the right person. By closely following the suggestions in this booklet, you will greatly increase your chances of doing just that.

A checklist of these steps is included with the Summary and checklist on Page 46. As each one is completed, check it off and move on to the next.

1. Contact USPTA
2. Appoint a selection committee
3. Evaluate facility needs
4. Write a job and a candidate description (Exhibit A)
5. Complete the job information worksheets (Exhibit B)
6. Consult with USPTA and post your job
7. Receive and screen applications
8. Interview selected applicants
9. Make selection and sign contract
10. Notify candidates, media and USPTA (Exhibit D)



1 Contact USPTA

If you need a person professionally trained in the business of tennis, you've come to the right place. USPTA is the oldest and largest association of tennis-teaching professionals, so it is our business to certify and provide education to tennis professionals.

In addition to providing professional benefits to members, USPTA provides benefits to you as an employer. Our resources, including Find-a-Pro, help you easily advertise your job opening to the people you most want to reach – USPTA-certified Professionals.

USPTA's Club Relations Department has two vehicles for quickly putting you in contact with the right candidates – the national Find-a-Pro online job listing service and other job posting services available in USPTA's 17 domestic regional divisions.

1. Find-a-Pro online job posting service – Located at www.uspta.com, Find-a-Pro is the only job listing service that gives only USPTA-certified professionals free, 24-hour access to your job information. Posting your job information is easy and free.

Also available within the Find-a-Pro site are:

- An online version of this booklet
- A short description of the USPTA certification process
- A description of USPTA certification ratings and the minimum job skills associated with them
- Sample job advertisements



When your job is advertised on Find-a-Pro, it is listed among other available jobs in your state. When USPTA members search the database by state or view all the listings worldwide, the jobs are displayed state by state. USPTA members may also search the database by job title. Still, some employers like to advertise their job openings at the regional level. USPTA can help with that, too.

2. USPTA is comprised of 17 U.S. divisions. Each geographical division has a board of officers, a full contingent of committees, plus an executive administrator/director. Division leaders are top professionals in their areas who receive administrative support, guidance and backup from the World Headquarters. Many divisions have job hotlines, classified ads in newsletters and other means of advertising your job opening regionally. The USPTA World Headquarters can put you in touch with division leaders who can explain available options.

Do not hesitate to contact the USPTA World Headquarters with questions:

Club Relations Department
USPTA World Headquarters
3535 Briarpark Drive, Suite One
Houston, TX 77042
Phone: 713-978-7782 or 800-877-8248
Fax: 713-978-7780
e-mail: findapro@uspta.org

Appoint a selection committee

The selection of a professional to lead your tennis program is an extremely important task. Regardless of the facility type (public, private, resort or military), it is a good idea to appoint a selection committee to assist in hiring your professional. Keep the committee small in number, three to five people being ideal. Include a fair representation of the various interest groups at the club/facility, and one or two small retail businesspeople who can appreciate the problems of running a seasonal business with a limited market.

Recruit committee people who are willing to work diligently since the selection process, if handled properly, requires considerable time and effort. A good way to speed up the selection process is to authorize the committee to have full selection power, providing members are unanimous in their recommendation.

You may find that this is the first time some of your committee members have had the responsibility of working on a tennis professional selection committee. It is likely that each is successful in her own field, and many will have experience in the general hiring process. However, the task at hand should not be underestimated. Tennis history is filled with examples of the wrong professional being hired, with results being setbacks

for both the club and a professional's career. The high turnover rate that once existed confirms that this happened too frequently in the past. This is why we also recommend that the committee include a personnel expert, or at least have one available as a resource, to help it maintain focus on the central issues for your club.

Frequently, a major challenge is that tennis operations simply do not know enough about themselves. It takes time and discipline to evaluate a tennis program and determine what should be expected from a tennis professional. To be fair, this is not a one-sided critique of clubs/facilities or selection committees. Over the years, professionals have contributed to the problem by accepting jobs without knowing enough about the positions. These are challenges USPTA hopes to help professionals and employers overcome.

3 Evaluate facility needs

Someone once said that a tennis facility is like a person. No two are alike. When you think about clubs/facilities in your area, this becomes obvious. While they all fall into broad classifications such as private or public, with four, 10 or 20 courts, many that appear to be similar are substantially different in business personality and requirements.

For example, take two 12-court facilities with 300 tennis-playing members each, one in a large northern city and the other in a southern town. One might have twice the play of the other, and demand for lessons could be three times higher. The tennis shop volume may vary significantly between the two, both in dollars and type of merchandise sold. As a result, the net profit at each will be entirely different.



It is apparent, then, that the club/facility must evaluate many factors prior to hiring a new person. It is critical that you spend the time to do this.

What are the needs of your club/facility? If your membership is declining or your facility usage is low, you need enthusiastic promotion. If, on the other hand, you are bulging at the seams, you may need an especially adept organizer and administrator. Do your tennis events and tournaments need a shot in the arm? Are people crying for instruction? Do you have a strong playing clientele that wants a professional with an excellent competitive record? Does your job require an aggressive merchandiser? Would management skills be the greatest asset for your new tennis professional?

You must conscientiously evaluate your needs, discuss them and write them down. When there is a consensus among your committee members, move on to step four to begin the process of identifying more precisely the scope of the position.

Write a job and a candidate description

The purpose of a job description is to clearly define a particular working position in a management structure. To assist you, we have included (in Exhibit A) a sample of a comprehensive job description for a head tennis professional including both specific and general duties. These duties may vary depending on the type of club/facility. You will have to adjust the sample worksheet according to your evaluation of needs.

If the position is at a public facility, semiprivate resort, university or military operation, several elements might need to be added, such as collecting court fees, selling and/or vending refreshments and foodstuffs, depositing daily receipts at the bank, etc. Special emphasis should be placed on establishing lines of authority and areas of responsibility.

When you have more properly defined the job, you can begin to consider the kind of person it will take to successfully implement your requirements. No one person could probably rate as an expert in all facets of the tennis business, but certainly he should rank high in the areas your committee has determined to be most important to your facility.

Refer to Page 24 of Exhibit B, Selecting the composite professional. Make a copy for each member of your committee and have each rank your preferred professional's required qualities using numbers from one to five. The exercise will help you determine the qualities that should be given the greatest consideration in your selection, which will result in a candidate description.

Complete **5** the job information worksheet

If you have ever served on a committee to hire a tennis professional – or a minister, a school superintendent or a corporate lawyer – you know that it is not uncommon to receive applications and résumés from hundreds of hopefuls regardless of the job’s description and financial value. You know from experience that while résumés serve a specific and useful purpose, they do not offer a complete picture and, by themselves, are insufficient for applicant evaluation.

One of the many uses for Exhibit B – Job information worksheet for hiring a USPTA professional – is to help you eliminate the overqualified, overambitious and underqualified applicants more quickly.

Another use of Exhibit B is assembling the data on past performance to familiarize your committee with the income and expense portions of the tennis operation. This should also be made available to candidates for the position so that they have an honest picture of the job’s financial potential.

Someone (probably an experienced private club/facility president) once said there are four income levels of a tennis professional:

1. What the members think she makes.
2. What the board promises she will make.
3. What her banker wishes she would make.
4. And what she actually makes.

Whether the facility is private or public, there is a good deal of misunderstanding about the income levels of most tennis professionals.

The tennis professional’s net income is generally exaggerated because people fail to realize the difference between gross profit and net profit. When a piece of merchandise is marked up 40 percent, the customer too frequently associates this with 40 percent net profit, so to them \$50,000 gross sales represents \$20,000 net profit. The average net profit is closer to between 16 percent and 18 percent, and if the merchandise is purchased on borrowed money, and all costs of doing business are considered, the actual net income (before taxes) may be close to 10 percent or, in this instance, \$5,000. That, by the way, is not a very good return on an investment, particularly when you consider all of the work and risk involved.

Consult with USPTA and post your job

Once the composite professional picture and worksheet are complete, creating a focused 75-word or less job advertisement will be an easier task. For further assistance, you will find sample job advertisements when you visit the Find-a-Pro Web site.

Now is the time to visit USPTA's Find-a-Pro Web site at www.uspta.com. In addition to sample job ads, you will have immediate access to resources such as a description of the USPTA rating structure and expected corresponding job titles/duties, and a sample work agreement like that in Exhibit F on Page 35. First-time users of Find-a-Pro will be asked to log in and register with USPTA. Approval time is less than 24 hours.

Once you receive notice of your approved registration, you may post your job on Find-a-Pro. In addition to the 75-word advertisement, menus will help you specify job characteristics, such as whether it is full time, part time or seasonal. Only USPTA-certified members – Master Professionals, Professionals rated at levels 1, 2 and 3, and Developmental Coaches – will have access to the job information you post.

In addition, USPTA staff are available to answer any questions you may have. You may contact the Club Relations Department by calling (713) 978-7782 or writing to findapro@uspta.org.

The screenshot shows the USPTA Find-a-Pro website interface. At the top, there is a navigation bar with links for Home, Site map, Contact us, and Member login. Below this is a secondary navigation bar with links for About USPTA, Benefits, Education, How to join, and Tennis A-Z. The main content area is titled "Find-a-Job" and includes a search form with fields for Job title, Job status, Key words, City, State, ZIP, Country, and Within. Below the search form, there is a "Search results" section showing a list of job postings with columns for Date posted, Job title, City, State, and Company/facility.

Home • Site map • Contact us • Member login

Find-a-Pro

About USPTA • Benefits • Education • How to join • Tennis A-Z

Find-a-Pro Find-a-Job Post-a-Job Address change E-mail for Help Find-a-Pro home

Find-a-Job

Visit USPTA's [Career Center](#) for more help with your job search!

To view all listings, click the Find-a-Job button below. To search for more than one type of position, hold down the "Ctrl" key as you select the titles. Jobs are listed by most recent posting date. Otherwise, limit your search preference by specifying the information in the fields below. Results will be listed at the bottom of the page.

Begin your search

Job title: Job status: Key words:
(Example: Houston TX Part Time Club Assistant)

Activity Director
Administration
Assistant Club Manager
Assistant Director

Search by location:

City: State: ZIP:
Country: Within:

Search results
Click on a job title to read the complete job description.

68 POSTINGS Matches 1-10 [Next>>](#)

| Date posted | Job title | City | State | Company/facility |
|-------------|---|-------------------|-------|-------------------------------|
| 10/02/2009 | Tennis Professional | Dayton | OH | KTC Quail Tennis Clubs |
| 09/30/2009 | Tennis Director | Oklahoma City | OK | Oklahoma City Tennis Center |
| 09/30/2009 | Tennis Professional | Bainbridge Island | WA | Bainbridge Athletic Club |
| 09/29/2009 | Head Professional | Hamilton | MA | Myopia Hunt Club |
| 09/29/2009 | Staff Professional | Knoxville | TN | Smoky Mountain Tennis Academy |
| 09/25/2009 | Assistant Head Professional | Evergreen | CO | Evergreen Spots Center |

7 **Receive and screen applicants**

When you ask for applications, be sure and request a written résumé. When a résumé or application is received, please acknowledge it. A sample acknowledgment letter is included in Exhibit D. Most importantly, ask for references. If the candidate interests you, be sure to have the references thoroughly checked. Also, run a credit check on the candidate so as to have this information before a possible interview.

There is no magic number as to how many applicants you should screen. You should, however, be able to narrow the list to a maximum of a dozen or fewer candidates.

Hiring someone about whom you have first-hand knowledge is widely considered the best option. When that is not possible, interviewing people who have first-hand knowledge of a professional's past performance is critical. Of course, it is logical for an applicant to list only references who will give him good mention. Note the quality of the references and, above all, make some calls. Contact some people not listed who might know the candidate. If the applicant is top caliber, it will quickly become evident.

When speaking with listed references and others, your questions should help you evaluate the total person. Avoid generalities and ask questions about specifics. Try not to ask questions that can be answered by a simple yes or no. Don't ask "Is the professional a good teacher?" Say, "Tell me how the professional handles the teaching job." Don't say "Does the professional have a good credit rating?" Say, "Did the professional stay current with most suppliers or did he demand extended terms?" Remember to ask why he left the previous job, as this may well be a key consideration.

Once you have screened the applicants and narrowed them down to a final small group (six is a reasonable number), we recommend you contact them by letter with an invitation to interview (see Exhibit D, second example). Give them a couple of alternate times. Make sure to provide them a copy of your job description and job worksheet.

Ask the final candidates to be prepared to present a specific plan on how they would administer the major activities in which you have expressed the greatest interest.

8 Interview selected applicants

The following reminders, ranging from basic rules to critical concepts, are meant to help you cover all bases in preparation for and during the interview process.

1. Make the candidate feel at ease. Ask him about the season, family, his trip or any other relaxing small talk.
2. The interview should be held in a room that is private and quiet. The candidate should be given your undivided attention for the allotted time of the interview. Avoid phone calls or conversation with anyone but the committee. You owe the applicant and your fellow club members a professional approach to filling this important position.
3. Know everything possible about the applicant prior to the interview. Start by generally inquiring about background, experience, etc.
4. Determine the specific questions you want answered prior to each interview, so that you can concentrate on what you know about the applicant and how he might fulfill your requirements.
5. Each member of the committee should understand the job description and the reasons you have set the priorities as listed. Ask the applicant to present his plans on how he will handle these specific goals.
6. Be good listeners. The committee chairman should conduct the majority of the interview to make certain that specific requirements are covered in an organized manner. She should only talk enough to give the interview direction, and other committee members should hold questions until the end of the interview.
7. If the applicant makes a solid impression – in keeping with the information gathered from references before the interview – he should be told at the end of the interview that he: (a) will be considered for the job; (b) will be notified of the board's decision (if their approval is required); (c) will be asked back for a second and final interview; or, in certain cases after a short, private deliberation by the committee, (d) that he may have the job.
8. If the candidate is obviously not qualified, he should not be told in person, but the interview should be cut short. He can be notified by letter when you write all finalists who were not hired, thanking them for their time and interest (see Exhibit D, third letter).
9. The more thorough your interview preparations, the better your chances are of choosing the right person. If information gathering is left for the interview, and decisions are based on impressions from the interview, you will greatly diminish your chances of hiring the person most capable and willing to do the best job.
10. Finally, don't interview a candidate unless you consider him a serious contender. It is both time-consuming and expensive to do so.

For an evaluation tool, you may wish to consider a procedure similar to the one shown in Exhibit E, Pages 33 and 34.

It is also suggested that each member of the committee make notes about the candidate during the interview. Additional observations might relate to an overall subjective impression and reaction to the person. Members of the selection committee might choose to play a few sets of tennis with the applicants, rotating among them after a few games. A few sets of tennis can be very revealing. Some club/facility selection committees invite finalists and their spouses to dinner the night before, which also can prove helpful in making a selection since a spouse may influence a candidate's desire for the job.

After the interview, each committee member should complete her evaluation – based on reference interviews, the applicant interview and other information – as soon as possible. Then review each other's evaluations as a group. This might result in a general approval or disapproval of the candidate, or perhaps in the decision to conduct a second interview. You might want the candidate to demonstrate, for instance, lesson technique with junior players or another particularly important market segment. Or you may want another committee meeting after you evaluate everyone else who has applied for the position.

One final question is, who pays expenses for the interview? There is no standard policy. Some expenses are paid in full by the club/facility for the final six, some for the final three, some offer to share 50 percent and some pay only if a second interview is requested. It depends on how badly you want some candidates and your ability to meet these expenses. Keep in mind that some good candidates may not be able to afford the interview, particularly if they have recently been asked to come to several such sessions, each costing hundreds of dollars, with travel. If you are not sure how to proceed, you may want to discuss it honestly with the candidate.

Make selection and sign contract

Making a final choice may be the hardest part of your task. But if you have done your homework, it can be done knowing that any one of your finalists could do an excellent job. That's an enviable position for you.

When a decision has been reached on your No. 1 choice, do not make any announcements until the contract has been signed. Job relocation is a complex decision for anyone, particularly if they have a family. A verbal commitment in good faith on a candidate's part may be reversed by the realities of uprooting a family and leaving familiar surroundings, so wait until you have signatures on a contract before notifying other finalists or the media. Reasonable confidentiality at this point is also advisable because your top two choices may end up rejecting the position if the final arrangements do not meet their expectations. No one likes to be thought of as a second choice.

Experience suggests that it is mutually beneficial for you and the USPTA tennis professional to enter into a formal written employment contract. The contract simply reduces your agreement to writing and eliminates many possible areas of misunderstanding or assumption. A contract between you and your professional establishes a clear working arrangement, assures him that he will be given reasonable time to perform a good job

and gives you the assurance that you will have the right person on your professional management team for several years.

A sample employment agreement (with guideline comments) is attached in Exhibit F, Page 35. It is important, however, that each party work with its respective attorney since this is simply a guideline that may need modification based on the job description and the specific needs of the parties.

10 Notify candidates, media and USPTA

Once you and your new professional have signed the contract, one member of your committee should develop a press release and perhaps personally contact the local news media. If you are seeking promotion, don't let this opportunity pass. A sample press release can be found in Exhibit D, Page 32.

Contact the other finalists with a personal letter thanking them for their participation, and compliment them on their presentations (see Exhibit D, third letter.) You may wish to send an announcement to the non-finalists who took the time to send a résumé.

Finally, please take the time to notify the national and divisional USPTA representatives with whom you have had contact. Tell them the name of the professional you have hired, the official position and the effective date of employment. Please also give us your feedback on the Find-a-Pro system.

Please read the Postscript on the following page before putting this booklet aside. Feel free to call USPTA at any time for assistance.



Postscript

The importance of evaluations

Now that you have hired a tennis professional, it is important that the relationship is pleasant and profitable for both of you. To achieve this goal, you need good communication. Together you should define objectives for the tennis program and develop a plan to meet those objectives.

It is advisable to hold an evaluation rap session at least annually. Set a time each year that an evaluation will take place. This should be understood at the time of hiring. Most USPTA professionals are qualified management people who would welcome a friendly evaluation of their performance.

You can sit down informally with your professional and discuss her strengths and weaknesses. It will give you a chance for appraisal of the professional's personal efforts, a chance to praise or critique her performance and an opportunity to review the accomplishments of the objectives set for the past year.

The session is also advantageous for the professional. Besides finding out how well she is succeeding in the job, it allows her to give her point of view about the tennis operation and to pursue areas in which she can assist you to be more successful.

Areas of disagreement can be reconciled and any potential areas of dissension can be eliminated. A good evaluation session is far superior to vague critical comments and rumors of dissatisfaction that are detrimental and nonproductive.

This booklet includes a personal evaluation chart, Exhibit G, for your convenience. This chart will ensure that your appraisals will be done in a consistent and objective manner.

It will establish an understanding of the club's/facility's goals and help your professional to accomplish them so that you may develop a cooperative action plan.

It will allow identification of your professional's talents and strengths, while also pinpointing where training and development are required to do a better job.

It will provide information for compensation decisions, since income must have a significant relationship to performance.

It also shows a desire on your part to evaluate and develop your professional's skills.

Remember that an evaluation is a two-way communications effort. Seek advice and comments from your professional on how the club/facility and its members, customers or other staff rate in her view and what might need to be done to meet the objectives of the club/facility and the professional. One of the primary concerns of the United States Professional Tennis Association and its members is that the relationship between the club/facility and its tennis professional will be a long, pleasant and profitable one.

Exhibits, worksheets and other resources

Exhibit A

Job description

General duties

1. Supervise all tennis play, as directed by the tennis committee.
2. Supervise charging of court fees and other privilege fees.
3. Supervise the rental of club/facility equipment and the maintenance thereof.
4. Provide competent tennis instruction for all groups and levels of players.
5. Supervise the operation of any player handicapping system or track player rankings through the Dynamic National Tennis Rating Program (DNTRP) at such times and to the extent directed by the tennis committee.
6. Supervise personnel such as assistant professionals, shop personnel, maintenance staff, etc., in the performance of their duties. The department that hires and supervises such personnel will be determined in the contractual arrangement.
7. Enforce all the club's/facility's rules and regulations governing the use of the facility, its equipment and other property.
8. Operate and maintain a reputable pro shop staffed with competent personnel and featuring quality merchandise and services.
9. Maintain close relationships with the other club professionals (golf, swimming, etc.).
10. Devote a reasonable number of hours to playing tennis with members regardless of their tennis excellence; such play is not to be considered a playing lesson.
11. Enthusiastically encourage tennis participation by planning events to promote the sport and fellowship in the club/facility. Prepare tennis clinics, films, fun playing events or tennis education programs, etc., for such activities.
12. Represent the club/facility in professional tennis activities, including meetings of the national and/or local division of USPTA and in tournaments such as programs with members, as well as state or national tennis events as time will permit, but only with the approval of the tennis committee.

Specific duties (where applicable)

A. Tournaments

1. Meet with the tournament committee chairman and event chairman for the purpose of preparing and planning the details of tennis events in writing.
2. Secure adequate support personnel for various aspects of tournament events (publicity, umpires, etc.).
3. Promote the tournament.
4. Coordinate match schedules with the referee and/or activities director.
5. Ensure all facilities are ready for events.
6. Secure draw sheets, score cards and other such items necessary for respective tournaments.
7. Prepare and distribute event information sheets and entry blanks for participants.
8. Coordinate with the club/facility on the use of other departmental amenities by participants (food, etc.).
9. Be available for rules decisions and other necessary coordination throughout the event.
10. Prepare post-tournament reports with details of the events for the tennis committee.

B. Programs

1. Ensure programs are in place at the club/facility to service the entire membership (juniors, adults, seniors, etc.).
2. Organize periodic special events at the club/facility in an effort to attract and retain members' tennis interests.
3. Provide beginner through advanced instruction to enhance broad-based member participation.
4. Provide educational opportunities for all members so they can understand and enjoy tennis.
5. Provide guidance to the tennis committee for the proper programming of the club/facility based on the number of courts, personnel and funds necessary for operational management.
6. Help in the preparation of an annual calendar of tennis activities for the club/facility.
7. If required, assist club/facility officials with the preparation of an annual budget for the responsible operation of the tennis facilities.

C. Maintenance

1. Inspect the courts/facilities on a daily basis prior to the start of play and ascertain that all necessary maintenance has been performed.
2. Be certain that necessary personnel for the maintenance and upkeep of the club/facility are hired and knowledgeable.
3. Make certain that the necessary equipment for the maintenance and upkeep of the club/facility is on hand and properly maintained.
4. Keep the tennis committee informed on the status of the club/facility and equipment for the purpose of budgeting for replacement and repair items.
5. Ascertain that all areas of the tennis club/facility are neat and clean at all times.

D. Tennis pro shop operations

1. Keep pro shop in clean and presentable condition.
2. Maintain hours of operation of the pro shop agreed upon by management and the tennis committee.
3. Maintain tennis merchandise at a reasonable level commensurate with members' needs.
4. Provide necessary coordination with the club/facility accounting system to assure a smooth billing operation.

Exhibit B

Job information worksheets for hiring a USPTA professional

By completing this worksheet, you will provide information to help your club/facility find the very best professional to suit your needs. Please consider the USPTA ratings on Page 5. These descriptions will help you narrow the search for the ideal employee based on his or her certification level and the skills you desire.

General information

Name of club/facility _____

Address _____

Phone number _____

Name of club/facility contact person _____

His/her title _____ His/her phone number _____

Type of club/facility _____ Number of courts _____

Position is: Year-round _____ Seasonal _____

If seasonal: From _____ to _____

Number of tennis-playing members:

Men _____

Women _____

Juniors _____

Seniors _____

Job opening for:

Director of tennis _____ Pro/manager _____

Head professional _____ Director/general manager _____

Assistant professional _____ Other _____

Selecting the composite professional

In the right-hand column, on a scale of one to five, rate the importance of the following skills that are desirable of a professional at your club/facility. Rate the most important as a 5, lesser important as a 4, etc. See the scale below.

- 5 extremely important
- 4 very important
- 3 important
- 2 not very important
- 1 low priority

| Skills | Rating |
|--|--------|
| Teaching ability | |
| Businessperson/merchant | |
| Administrator of programs and events | |
| Promoter (of club/facility and tennis) | |
| Playing ability | |
| Public and human relations | |
| Leadership (in community and USPTA activities) | |
| Appearance | |
| Personality | |
| Other _____ | |

Professional background preferred (type of jobs held, reputation as player, businessperson, etc.) _____

Educational background preferred _____

Are there any specific skills or characteristics, in addition to those previously listed, that are essential and on which you will place great emphasis in making your choice of a professional? _____

Why did your last professional leave? _____

In what ways were his/her performance satisfactory and not satisfactory? Be specific. _____

Financial arrangements

Review the income and expense figures from the tennis operation over the past two years. See Exhibit C for details. Be sure your figures are reasonably accurate, not just someone's opinion.

Professional's income

| | |
|--|--|
| Salary | |
| Merchandise sales – gross sales vs. gross profit | |
| Stringing income | |
| Ball machine rental | |
| Lessons | |
| Help allowances for added income | |
| Other _____ | |
| Total gross income | |

Professional's expenses (sample in Exhibit C)

| | |
|--|--|
| Payroll (includes bonuses, etc.) | |
| Insurance (all types) | |
| Depreciation (goods, equipment, etc.) | |
| Dues and subscriptions | |
| Interest | |
| Leases and licenses | |
| Office expenses | |
| Security | |
| Repairs and maintenance | |
| Shop expenses | |
| Taxes (city, state, personal, property, payroll) | |
| Telephone | |
| Travel and entertainment | |
| Unemployment compensation | |
| Bookkeeping and accounting fees | |
| Legal fees | |
| Postage and expenses | |
| Equipment and supplies | |
| Total expenses | |
| Estimated gross income (before taxes) | |

Anticipated contractual arrangements

See Exhibit F for possible discussion items including the following:

Contract provisions

Term
Compensation
Duties of professional*
Concessions
Duties of club*
Tournament play
Termination
Liquidated damages
Renewal

Standard contract items

Breach
Arbitration
Construction
Severability
Waiver
Waiver of modification
Benefit and assignment
Relationship between parties
Entire agreement

**including responsibilities for salaries*

What is the financial position of club/facility? _____

Application procedure

The following list will help an employer determine the timetable and procedures necessary to advertise, interview and hire a tennis professional.

1. Determine and set a specific deadline for receiving applications. _____
2. Provide the name of a person and an address to which résumés should be sent. _____

3. Decide whether club/facility or committee will accept phone calls regarding the position. _____
4. If calls will be accepted, decide which number to provide to applicants. _____
5. Determine when interviews of selected applicants will begin and end. _____
6. Estimate a date by which a new professional will be hired. _____
7. Set a date on which professional is required to report for the job. _____

Other comments: _____

Exhibit C

Sample tennis professional's operational expenses

The tennis operations at any club are comprised of several departments of responsibility. While distinctly different elements of income and expenses determine the net income in certain departments, there are sometimes financial items that are common to all departments (e.g., salaries, postage, supplies, etc.). It is vital to reflect net income on a departmental basis and not combine the common items. This will permit an accurate evaluation of the job, determine staff requirements and salaries, assure a balanced effort in each department and assist the club/facility in determining factors related to increases in fees and services. Therefore, it is essential that each department be self-supporting.

Listed below are a few of the tennis professional's operational expenses that may be used as a guide:

I. Shop operation

- A. Purchases
 - 1. Cost of goods
- B. Salaries
 - 1. Wages
 - 2. FICA taxes
 - 3. State unemployment taxes
 - 4. Federal unemployment taxes
 - 5. Christmas bonuses
 - 6. Commissions
- C. Casual labor
 - 1. Part-time help
 - 2. Extra help for events
- D. Insurance
 - 1. Shop liability insurance
 - 2. Merchandise – fire, theft, burglary insurance
 - 3. Teaching/playing liability insurance
 - 4. Professional equipment liability insurance
 - 5. Workers' compensation insurance
 - 6. Business interruption insurance
 - 7. Product liability insurance
- E. Licenses
 - 1. Teaching and personal services license
 - 2. Renting equipment license (ball machine, etc.)
 - 3. Retail business license
 - 4. Occupancy permit
- F. Taxes
 - 1. Personal property taxes – inventory taxes, equipment taxes
 - 2. Professional's absorbed sales taxes – rentals
 - 3. Federal income taxes
 - 4. State income taxes
 - 5. County income taxes
 - 6. City income taxes
- G. Interest

- H. Tax return fees
- I. Bookkeeper and accounting fees
- J. Legal fees
- K. Telephone – long distance
- L. Postage and express mail
- M. Supplies
 - 1. Cleaning and maintenance
 - 2. Office
 - 3. Display fixtures and supplies
 - 4. Tools and equipment
 - 5. Materials – repairs

II. Tennis club services

- A. Salaries
 - 1. FICA taxes
 - 2. State unemployment taxes
 - 3. Federal unemployment taxes
 - 4. Workers' compensation insurance
 - 5. Christmas bonuses
- B. Casual labor
 - 1. Part-time events
 - 2. Summer, etc.
- C. Insurance
 - 1. Fire
 - 2. Theft, etc.
- D. Tools and equipment
- E. Materials and supplies
- F. Laundry and uniforms
- G. Postage

III. Teaching department

- A. Office supplies
 - 1. Books, charts, records, etc.
- B. Visual aids
 - 1. Books, library, etc.
- C. Equipment
 - 1. Cameras, film, video camera, software
 - 2. Balls, teaching aids
- D. Education expenses, professional trade group (USPTA) dues

Exhibit D

Sample letters

Professional courtesy dictates the acknowledgement of résumés and informing the applicants of their status during the hiring process. Included on this and the following pages are four sample documents that can be used by a club/facility when hiring a professional. The first is an acknowledgment of a candidate's application, the second is an invitation to interview, the third is a notice to an unsuccessful candidate and the fourth is a press release to announce a newly hired professional.

Acknowledgement letter

Dear _____ (*candidate's name*):

I wish to officially acknowledge receiving your résumé and your expressed desire to be the next head professional at _____ (*name of club/facility*). The tennis professional selection committee wishes to be very careful and thorough in its selection. Therefore, we have established a precise system and schedule for making our determination. As you know, our recruiting efforts have started and we intend to solicit résumés until _____ (*date*). During the week of _____ (*month, day*), the selection committee will do a preliminary screening to determine those individuals who will be invited for an interview. These interviews will take place in early _____ (*month*) with final selection of the new head professional to be made no later than _____ (*date*).

In the meantime, if you have any questions concerning the selection process of the professional position at _____ (*club/facility*), please do not hesitate to call me. I have enclosed some information about the facility that I believe might interest you.

Sincerely,

_____ (*Name of club/facility*)

Chairman, tennis professional selection committee

Enclosures

cc: Tennis professional selection committee

Invitation letter

Dear _____ (*candidate's name*):

We would like to invite you to be interviewed by our selection committee for the head tennis professional position at _____ (*club/facility*). The interview will be conducted in two parts and will take place at _____ (*location*) on _____ (*month, day*) and _____ (*month, day*). _____ (*month, day*) will be a tennis and get-acquainted day and _____ (*month, day*) will be spent meeting with the selection committee.

The committee wishes for you and your spouse to be its guests during these dates. Accommodations have been reserved for you at the _____ (*hotel name and address*). Since precise details and scheduling are still not finalized, I will be in touch with you as soon as the plans are more definite.

In the meantime, please contact me immediately to indicate whether this preliminary schedule is acceptable to you.

Sincerely,

_____ (*Name of club/facility*)

Chairman, Tennis professional selection committee

Enclosures

cc: Tennis professional selection committee

Note: If the facility is not going to cover the cost associated with travel and accommodations, it should make that clear to all applicants.

Regrets letter

Dear _____ (*candidate's name*):

On behalf of the board of trustees and the tennis professional selection committee of _____ (*club/facility*), we wish to thank you for your interest in the head professional position. Your résumé and personal presentation at the final interview were excellent.

The final candidates for the position were undoubtedly among the best in their field. Unfortunately, as in all contests, there can only be one winner, and after a very difficult selection process, the committee decided to hire _____ (*name of successful candidate*) of _____ (*city or former club's name*)

Once again, thank you for allowing us to meet with you and consider your application. We wish you the best of luck in your career.

Sincerely yours,

_____ (*Name of club/facility*)

Chairman, Tennis professional selection committee

Press release

(Announcement of newly hired professional)

FOR IMMEDIATE RELEASE, _____ (date)

CONTACT: Joe Publicity
(123) 555-1234

PHOTO ATTACHED

_____ (Pro's name) **new** _____ (title) at _____ (club name)

_____ (Professional's name) of _____ (city, state) has been appointed as
_____ (job title) at _____ (club/facility). _____ (Professional's name) will begin
duties at the facility on _____ (month, date).

_____ (Professional's name) is a certified member of the United States Professional Tennis Association (USPTA), the world's oldest and largest association of tennis teaching professionals. Most recently he was head tennis professional at Orchard Racquet Club in McLean, Va.

_____ (Professional's name) is a graduate of Ferris State University in Big Rapids, Mich. He has been a tennis professional for 12 years, and is a USPTA Specialist in Facility Management. He also is Virginia's 15th-ranked player in men's 40-and-over singles.

_____ (Club chairman or general manager's name and title) said, "We're pleased to have a new tennis director who has the business acumen and tennis skills to lead our top-notch program. We also believe that _____ (pro's name) will fit well into our family-oriented club."

"_____ (Club name) is a beautiful facility with active and friendly members who I'm eager to begin working with," _____ (professional's name) said.

_____ (Club name) is a private country club located in northeast Dallas. Founded in 1975, the club has three indoor and seven outdoor courts and an extensive tennis program for players of all ages. It also has a golf course, swimming pool, fitness facility and dining room.

###

Exhibit E

Interview procedure and evaluation system

Modify the values of the percentage criteria in the rating system portion of this sample worksheet to coordinate with the facility's specific requirements as determined in Exhibit B. The committee may also want to interpret information received from the applicants' references to rate candidates on the specific requirements outlined in Exhibit B or in the following areas.

Topics of discussion

I. Reduce applications to six candidates

II. Interview and review as follows:

January 13, 17, and 19 (flexible as necessary). Two candidates per session. One hour or more each, as deemed necessary.

- A. Candidate will have opportunity to tell about himself/herself and will be expected to discuss proposed program (content, methods, promotion and impact).
- B. Specific questions from committee.
- C. Committee discussion after each interview. (Technique: informal discussion approach.)

III. Rating system: These are possible qualifications and attributes that might influence the selection. They include a sample percentage score for weighing the candidate's qualities (*based on a perfect score of 100*).

- A. Program development and promotion 15 percent
Consider the candidate's experience in tennis programs including, but not limited to, clinics, lessons, tournaments, utilization of the media and other communication techniques, activities, involvement in professional organizations and other promotional activities.
- B. Public and human relations attributes..... 20 percent
Consider the following attributes: demeanor as perceived by the public; ability to exercise the authority and discipline necessary to control play at the club/facility; ability to generate and maintain a high level of respect; and a willingness to mix with the public.
- C. Personal qualifications..... 10 percent
Consider (obviously somewhat subjectively) the candidate's professional appearance, education, hobbies, involvement and leadership in community affairs and military service.
- D. Teaching and playing ability 25 percent
Of these, teaching ability is more important; especially as it relates to specific groups on which the facility focuses, such as juniors or senior members. However, a marked proficiency of play is desirable.
- E. Merchandising capabilities 20 percent
Merchandising capabilities must be of high caliber in order to generate adequate personal income to the professional so that a contract of adequate term can be assured.
- F. Business administration capabilities 10 percent
Understanding good business practices and measurable proficiency in management are essential. Commitment to fair hiring practices should be considered.

Tennis professional selection committee evaluation sheet

Name _____ Home facility _____

Date _____ City and state _____

A. Program development and promotion (possible 15 points)

| | | |
|--------------|-------------|-------------|
| Outstanding | 15-14 | |
| Good | 13-12 | |
| Fair | 11-10 | |
| Unacceptable | 9 and below | Score _____ |

B. Public and human relations (possible 20 points)

| | | |
|--------------|--------------|-------------|
| Outstanding | 20-18 | |
| Good | 17-15 | |
| Fair | 14-12 | |
| Unacceptable | 11 and below | Score _____ |

C. Personal qualifications (possible 10 points)

| | | |
|--------------|-------------|-------------|
| Outstanding | 10 | |
| Good | 9 | |
| Fair | 8 | |
| Unacceptable | 7 and below | Score _____ |

D. Teaching and playing ability (possible 25 points)

| | | |
|--------------|-------------|-------------|
| Outstanding | 25-22 | |
| Good | 21-18 | |
| Fair | 17-10 | |
| Unacceptable | 9 and below | Score _____ |

E. Merchandising (possible 20 points)

| | | |
|--------------|--------------|-------------|
| Outstanding | 20-18 | |
| Good | 17-15 | |
| Fair | 14-12 | |
| Unacceptable | 11 and below | Score _____ |

F. Business administration (possible 10 points)

| | | |
|--------------|-------------|-------------|
| Outstanding | 10 | |
| Good | 9 | |
| Fair | 8 | |
| Unacceptable | 7 and below | Score _____ |

Total score should indicate the following

| | |
|--------------|--------------|
| Outstanding | 100-92 |
| Good | 91-78 |
| Fair | 77-64 |
| Unacceptable | 63 and below |

Total score _____

Exhibit F

Sample employment agreement recommended by USPTA

The following contract contains ideas and suggestions for the basis of an employer-employee contract. It is not an independent contractor agreement. Since laws governing employment issues are complex and change frequently, we strongly advise that you seek legal assistance of an attorney before completing any agreement, regardless of whether you decide to use the ideas contained in this employment agreement.

(Includes suggestions in italics)

This agreement, entered into at _____ this ____ day of _____ 20____, by and between _____, hereinafter referred to as "CLUB," and _____, hereinafter referred to as "PROFESSIONAL."

Whereas, the CLUB is desirous of engaging the services of the PROFESSIONAL, and,

Whereas, the PROFESSIONAL is desirous of undertaking the duties of the professional of the CLUB,

Now, therefore, the parties, in consideration of the mutual covenants and agreements herein contained, agree as follows:

I. Term

The CLUB hereby engages the services of the PROFESSIONAL as its CLUB professional for the tennis facility operated by it at _____ for a term of _____ years, commencing _____, 20____, and ending _____, 20____, which shall be the term of this agreement.

(Once the club is clearly satisfied that it has the right person, a multiple-year contract (three to five years) should be offered. This provides the professional with the confidence and security to appropriately stock the tennis shop and make long-term program plans.)

II. Duties of the PROFESSIONAL

- A. The PROFESSIONAL shall devote his/her time, attention and energies to the performance of duties as tennis professional at the CLUB during the term of this agreement.
- B. In cooperation with the chairman of the tennis committee, the PROFESSIONAL shall conduct all tennis tournaments and shall initiate and promote tennis activities for members and guests.
- C. The PROFESSIONAL shall cooperate with members of the CLUB, guests and the chairman of the tennis committee, and render professional advice, opinions, assistance and services as required.
- D. The PROFESSIONAL shall maintain a credit rating with suppliers and manufacturers and others so as not to discredit the reputation or name of the CLUB.
- E. The PROFESSIONAL shall supervise, direct and train a staff of employees, including assistant professionals, so as to perform duties and meet requirements

for sales, rentals and services that are, in the opinion of the CLUB and the PROFESSIONAL, necessary.

- F. The PROFESSIONAL shall operate and maintain a tennis shop for repairs, handling, storage, sales and services related to tennis equipment/accessories.
- G. The PROFESSIONAL will cooperate and work closely with the CLUB manager and other CLUB professionals.
- H. The PROFESSIONAL agrees to be available to attend the regular and special meetings of the board of directors/tennis committee and to discuss areas both within the realm of the PROFESSIONAL'S duties and those for the benefit of the CLUB.

(USPTA recommends that the tennis professional sit as a member of the professional management team in all board/committee meetings where operations of the club or facility are discussed.)

III. Duties of the CLUB

The CLUB agrees:

- A. To act as an agent for the PROFESSIONAL in collecting and distributing to the PROFESSIONAL all charges made by him/her to members and guests and others, in all related matters set forth herein, including sales, services, rentals and concessions. Said charges shall be paid to the PROFESSIONAL not later than the 10th of the month following submission of charges by the PROFESSIONAL to the CLUB, and payment of said amount to be guaranteed by the CLUB.
- B. To be responsible for the salaries of the tennis shop personnel, maintenance staff and others employed by the CLUB and supervised and directed by the PROFESSIONAL.

(It is important that the contract delineate which employees are paid by the club and which by the professional. To determine this, it may be helpful to establish who they are primarily serving, professional or club.)

- C. To encourage all tournaments, CLUB members and CLUB committees to purchase prize requirements from the tennis pro shop.
- D. To pay annual membership dues and registration fees for USPTA and its conventions to USPTA on behalf of the PROFESSIONAL.
- E. To provide medical and hospitalization coverage for the PROFESSIONAL.
- F. To provide life insurance coverage for the PROFESSIONAL.
- G. To include PROFESSIONAL in any pension or similar plans for CLUB employees.
- H. To provide meals for the PROFESSIONAL and assistants during all hours that they are required by their employment to be on the CLUB premises.
- I. To provide membership privileges for the PROFESSIONAL and his/her family.
- J. To name the PROFESSIONAL as an additional insured on the CLUB'S liability policies.
- K. To furnish PROFESSIONAL for his/her use and sole occupancy all necessary facilities, properly maintained, for the operation of his/her business, as set forth herein, including, but not limited to, areas on the CLUB premises for the tennis shop operation, tennis club services and business office, all including proper furnishings, fixtures, floor coverings and utilities.

- L. To furnish facilities to store, house and maintain all tennis equipment necessary to the facility.
- M. To furnish and maintain both a practice court and teaching courts as necessary for the PROFESSIONAL to conduct his/her lessons as well as those of his/her assistant teachers.

IV. Compensation

In addition to other remuneration herein indicated to be received by the PROFESSIONAL, under Paragraph V below, the PROFESSIONAL shall be paid for his/her services the sum of _____ dollars (\$ _____) for each annual period, payable in 12 equal monthly installments commencing the _____ day of _____ 20____. In each succeeding year of this agreement, this sum will be adjusted to reflect the change in the cost of living based upon the previous year's index. During the term of this agreement, the PROFESSIONAL shall be under the supervision and directly responsible to _____ (title).

If the relationship between the CLUB and the PROFESSIONAL with respect to the employment referred to in this section shall be that of employer and employee, the CLUB shall pay all Social Security benefits and unemployment compensation taxes, and all other mandatory deductions, both federal and state, that are required of the employer with respect to such employment.

(A salary or retainer is the club's payment to the professional for his/her expertise in tennis, the developing of a program of events, promoting the club and the game, and managing a total tennis operation. It should be representative of his/her ability and the importance of his/her duties. Once the initial figure is established, it should take into consideration any changes in his/her responsibilities, and the cost of living on an annual basis. Traditionally, the professional reports directly to his/her tennis chairman. In cases where the professional serves as the pro/manager or general manager, he/she would report to the board or club president. The most important consideration is that the lines of reporting and communication are clearly defined.)

V. Concessions

In addition to performing the duties required under section II herein, the PROFESSIONAL shall perform the following duties, and shall retain all receipts for such services:

- A. **Sale of merchandise.** The PROFESSIONAL shall have the exclusive right to sell merchandise on the CLUB'S property with the obligation upon the PROFESSIONAL to maintain a proper stock to adequately serve the members. The PROFESSIONAL shall set and post business hours for the tennis shop according to the season.

(Club officials should strongly encourage members to purchase their tennis equipment from their professional, providing he/she has earned that loyalty. Club regulations generally limit the professional from advertising for outside business to expand his/her market. If the tennis shop is a service to the members, they should support it.)

- B. **Tennis instruction.** The PROFESSIONAL and his/her staff shall have the exclusive right to give tennis lessons at the location of the CLUB. Charges for such lessons shall be fixed by the PROFESSIONAL.

(The established charge should reflect the professional's reputation and experience plus a comparison of hourly charges for services in similar professions.)

C. Other.

1. The PROFESSIONAL shall have the exclusive right to have a ball machine service for the practice enjoyment of the members and their guests. Said ball machines shall be provided by the PROFESSIONAL and all revenues realized from its rental shall be returned to the PROFESSIONAL.
2. The PROFESSIONAL shall supervise all tennis activities in connection with outside parties and shall provide the guests with adequate services including rental racquets, etc., as may be required. The PROFESSIONAL shall be compensated by each guest for his/her time and expense at normal rates.

- D. Annual review.** It is agreed that, during the term of this contract, all concession rates and percentages are subject to an annual review.

VI. Vacations

Provided the PROFESSIONAL is not employed on a seasonal basis, he/she shall be entitled to time off during each week exclusive of any tennis events. In addition, the PROFESSIONAL, if employed on a 12-month basis, shall receive three (3) weeks' vacation during each annual period for which compensation under Paragraph IV shall be paid in full.

VII. Tournament play and meetings

The PROFESSIONAL shall have the right and is expected to represent the CLUB in various tennis competitions. He/she shall submit his/her tournament schedule (exclusive of events on his/her day off or during vacation) for approval by the tennis chairperson or board of directors. In the event that he/she qualifies, he/she shall have the right to play in the U.S. Open (or any other Grand Slam championship), any USPTA International Championship event or any circuit event held locally. PROFESSIONAL will also have reasonable time off, with compensation under Paragraph IV, to attend USPTA regional meetings and the USPTA World Conference on Tennis.

VIII. Termination

This agreement will terminate upon the happening of any of the following events:

- A. Upon its normal termination if not renewed.
- B. Upon the death of the PROFESSIONAL.
- C. Upon the physical disability of the PROFESSIONAL. Said disability shall be such as will incapacitate the PROFESSIONAL for an aggregate of six months during the working period of this agreement. After such period the CLUB can elect to terminate this agreement within 60 days after notice is delivered to the PROFESSIONAL.
- D. Upon written notice by the CLUB of termination for good and sufficient cause. Such good and sufficient cause shall include, but not be limited to, the following:
 1. Dishonesty detrimental to the best interests of the CLUB.

2. Continuing inattention or negligence of duties.
3. Serious illegal or immoral conduct.

In the event of termination of this agreement, the PROFESSIONAL shall be paid his/her compensation to and including the month of death or, in the event of disability, shall be paid to the last day of a month in which termination occurs.

In the event of termination by death, disability or by the CLUB other than for good and sufficient cause prior to the normal termination date, the PROFESSIONAL or his/her representative may elect to have the CLUB purchase all merchandise at PROFESSIONAL'S cost, less depreciation, as set forth under standard accounting practices, and to pay the same to the PROFESSIONAL or his/her representative within 30 days of the date of the notice of such election.

The PROFESSIONAL or his/her representative shall be responsible for all outstanding debts of the PROFESSIONAL.

IX. Breach

- A. In the event that either party claims that the other is guilty of a substantial breach of any of the provisions of this agreement, a conference will be called between the parties and every reasonable effort shall be made to reach an amicable solution. At said conference, either party shall be entitled to have representatives present.
- B. Either party shall have 30 days within which to correct any activity or conduct claimed by the other to have constituted a substantial breach of the agreement.
- C. In the event that either party notifies the other in writing within said 30-day period of its denial of said substantial breach, then the dispute shall be submitted for arbitration under and pursuant to the rules of the American Arbitration Association.
- D. In the event that either party shall, within said 30-day period, fail to correct the activity claimed to constitute a substantial breach of this agreement, or to notify the other party in writing of its denial of said substantial breach of this agreement, then this agreement shall cease and terminate as of the expiration of said 30-day period.

X. Arbitration

Any controversy or claim arising out of or relating to this agreement shall be settled by arbitration in accordance with the rules of the American Arbitration Association, and judgment upon the award rendered in such arbitration may be entered in any court having jurisdiction thereof.

XI. Notice

Any notice required or permitted to be given under this agreement shall be sufficient if in writing and sent by registered or certified mail, in the case of the PROFESSIONAL to his/her residence, and in the case of the CLUB to its principal office.

XII. Construction

This agreement shall be controlled by the laws of the state in which it is drawn.

XIII. Severability

The invalidity or unenforceability of any provision hereof shall in no way affect the validity or enforceability of any other provision.

XIV. Waiver

Failure to insist upon strict compliance with any terms, covenants or conditions of the agreement shall not be deemed a waiver of such, nor shall any waiver or relinquishment of such right or power at any time be taken to be a waiver of any other breach.

XV. Waiver or modification

Any waiver, alteration or modification of any of the provisions of the agreement, or cancellation or replacement of this agreement, shall not be valid unless in writing and signed by the parties.

XVI. Benefit and assignment

This agreement shall inure to the benefit of and bind the parties hereto and their respective legal representatives, successors, heirs, personal representatives and assigns.

XVII. Liquidated damages

In the event the PROFESSIONAL is discharged prior to the normal expiration of this agreement for reasons other than death, disability or for good and sufficient cause, the CLUB shall pay PROFESSIONAL the salary for the remainder of the term, plus an amount to cover anticipated profits to be derived from all other sources contemplated in this agreement and arrived at as follows:

- A. Using the PROFESSIONAL's latest federal income tax return, a total of net income from all other sources related to the CLUB will be divided by 12 and multiplied by the number of months remaining in the term.
- B. The amount arrived at shall be construed as liquidated damages and shall be paid by the CLUB to the PROFESSIONAL within 30 days of the termination of employment.
- C. Payment and acceptance of this amount shall be in lieu of any other claim the parties may have against the other.

XVIII. Relationship between parties

The PROFESSIONAL is retained and employed by the CLUB only for the purpose and to the extent set forth in this agreement. He/she shall be free to dispose of such other portion of his/her time, energy and skill as does not interfere with his/her obligation to the CLUB.

XIX. Renewal

This agreement will automatically renew itself for the same period as referred to herein unless written notice to the contrary is given by either of the parties hereto at least 90 days prior to the termination date of the agreement. Renegotiation should commence 180 days prior to normal termination.

XX. Entire agreement

This agreement contains the entire agreement between the parties. In witness whereof, the parties hereto have executed this agreement on the date first above written.

| | |
|-----------------------|---------------|
| _____ | _____ |
| <i>(Club)</i> | <i>(Date)</i> |
| _____ | _____ |
| <i>(Professional)</i> | <i>(Date)</i> |

Exhibit G

Tennis professional's performance appraisal, year one

(To be completed yearly or as deemed necessary by tennis chairman or president)

| Performance criteria | Exceptional | Better than standard | Meets standard | Below standard | Unacceptable |
|---|-------------|----------------------|----------------|----------------|--------------|
| Ability to organize and plan | | | | | |
| Knowledge of equipment and ability to repair it | | | | | |
| Willingness to work | | | | | |
| Quality of work | | | | | |
| Business and merchandising skills | | | | | |
| Observance of policies | | | | | |
| Teaching ability | | | | | |
| Leadership | | | | | |
| Meeting time schedules | | | | | |
| Appearance | | | | | |
| Physical condition, health and fitness | | | | | |
| Personality – manner and friendliness with people | | | | | |
| Personal development – willingness to grow | | | | | |
| General attitude | | | | | |
| Ethical and moral conduct | | | | | |
| Attention to detail/records | | | | | |
| Creativity – devise new ideas and ways to do things | | | | | |
| Housekeeping | | | | | |
| Knowledge of rules and tournament management | | | | | |
| Playing ability | | | | | |

Tennis professional's performance appraisal, year two

(To be completed by tennis chairman or president)

Performance standards

Strengths: Describe, with input from professional, his/her specific strengths, e.g., areas where he/she best meets performance factors. _____

Weaknesses: Describe professional's weaknesses, e.g., specific areas where he/she does not meet performance factors. Encourage the professional's participation while suggesting improvements, and defining specific goals and objectives to be achieved within specific time limits. _____

Club/facility performance appraisal

(To be completed by tennis professional)

Performance standards

Strengths: Describe club's/facility's strengths, particularly those elements that influence the tennis program. _____

Weaknesses: Discuss areas where there could be greater cooperation, communication or assistance from the club/facility. _____

Summary and checklist

(Check each item, as accomplished)

1. Contact USPTA.
 - We are here to help.
 - There is no charge for our services.
2. Appoint a selection committee.
 - Appoint a small representative committee.
 - Make them aware that it's a job and takes time.
 - Turnover is high when selection is poor.
3. Evaluate facility needs.
 - Facilities outwardly similar can have different needs.
 - Identify your own needs.
 - Get a consensus on the club's needs.
4. Write a job and a candidate description. (Exhibit A)
 - Job descriptions will vary by type of facility.
 - Utilize sample for ideas.
 - Develop the picture of the “composite professional” you desire.
5. Complete the job information worksheet. (Exhibit B)
 - Develop a clear job description with precise requirements.
 - Analyze financial figures from past.
 - Familiarize yourself with the expense aspects of the job.
6. Consult with USPTA and post your job.
 - Write your job listing.
 - Post the job on Find-a-Pro at uspta.com.
7. Receive and screen applicants.
 - Acknowledge résumés.
 - Do thorough credit check on interesting candidates.
 - Ask pointed questions of their references.
 - Ask pointed questions of candidates.
8. Interview selected applicants.
 - Limit interviews to serious candidates only.
 - Prepare interview procedure and a system for rating candidates in advance.
 - Determine how expenses will be handled before invitations are extended.
9. Make selection and sign contract.
 - Do not disclose selection information until contract is signed.
 - Refer to sample contract in Exhibit F.
10. Notify candidates, USPTA and media.
 - Utilize opportunity for publicity if desired.
 - Notify all candidates, especially finalists, regarding decision.
 - Notify USPTA World Headquarters and the division representatives.

USPTA professional development resources

USPTA offers a variety of continuing education resources for tennis professionals, including distance learning opportunities, on its Web site at www.uspta.com. The following resources and many others are available through USPTA's U.S. Pro Tennis Shop, also located on the Web at www.usprotennisshop.com.

USPTA publications in print

- *Tennis: A Professional Guide*
- *The USPTA Tennis Professional's Business Manual*
- *The USPTA Guide to Country Club Tennis Operations*
- *The USPTA Guide to Municipal Tennis Operations*
- *USPTA's Complete Guide to Little Tennis®*
- *Teaching Wheelchair Tennis*
- *Developmental Coach Workshop Guide*

DVDs

- Visit www.usprotennisshop.com for a complete listing of more than 200 titles, including specialty courses, seminars, special conference programming and episodes of the "On Court with USPTA" TV series.

USPTA Web sites & programs

USPTA develops and promotes Web resources and programs to help tennis professionals build their businesses. These resources and programs include:

www.tennisresources.com – Searchable site with hundreds of educational tennis materials in one central location.

www.coachesresource.uspta.com – Register to access customizable team practice planner, tips, drills and more to help tennis coaches and players of all levels.

www.uspta.tv – Provides programming information for "On Court with USPTA" on the Tennis Channel and lists available DVDs. To see Webisodes, register and log in.

USPTA Junior Circuit™ – This tournament series introduces young players (ages 10 to 18) to competition in a friendly environment.

USPTA Lessons for Life™ – Through Lessons for Life, USPTA members raise money for the charities at work in their communities and nationwide.

USPTA Little Tennis® – This structured program moves children ages 3-10 quickly through the transitional stages of graduated equipment to full-court tennis.

USPTA's Tennis Across America™ – USPTA professionals draw new players to tennis through free, grassroots clinics and other special events each spring.