

Employer Occupational Brief

A guide to apprenticeship training and on-programme
assessment



Hospitality Manager

October 2016

Overview of the job role

Hospitality managers work across a wide variety of businesses including bars, restaurants, cafés, conference centres, banqueting venues, hotels or contract caterers. Common to all managers in this industry is their passion for exceeding customers' expectations. Hospitality managers have a high level of responsibility and are accountable for fulfilling the business vision and objectives which requires excellent business, people and customer relation skills.

Individuals in this role are highly motivated team leaders that combine a talent for management and specific industry skills and thrive on the customer facing nature of the role.

This employer occupational brief is designed to bring context and expand upon the standard to assist employers and education and training providers to develop the 'on-programme' elements of an apprenticeship. It should be read in conjunction with the assessment plan to ensure full coverage of the requirements is incorporated into the learning and development phase. The statements below are designed to guide and provide examples in a general environment, additional contextualisation will often be necessary to ensure brand / organisational standards are being met.

The detail behind the apprenticeship standard:

	Knowledge ‘Know it’	Skills ‘Show it’	Behaviours ‘Live it’
<p>Business (1)</p> <p>Business goals Business goals may be set centrally, at business unit, or departmental. Whether or not the apprentice is involved in their development they must establish that they clearly understand what they are and how they must be achieved in day to day operations</p>	<p>Understand how to use relevant operating models to help achieve the business vision and objectives of hospitality businesses and how these are used in own area of business</p> <ul style="list-style-type: none"> • Know the business vision, values and objectives • Understand the targets and/or goals for the business unit, and the rationale for these • Understand the relevant operating models, key features of operating and financial reviews and how these are used in the business • Know the recent financial performance of the business area, including trends and why these have occurred, and the strategies in place to improve future performance 	<p>Proactively seek and drive activities that support the achievement of the business vision and objectives, improve competitiveness, to meet financial targets</p> <ul style="list-style-type: none"> • Establish the goals for the business area, which are challenging, yet realistic, and which are consistent with the vision for the organisation • Develop a plan for the business area that will guide the work of others towards achieving the organisation's vision and business goals • Delegate responsibility for achieving goals, and allocate resources effectively • Benchmark the performance and relevant business practices of the 	<p>Inspire team members to demonstrate personal drive to achieve the business vision and objectives</p> <ul style="list-style-type: none"> • Present complex information clearly, concisely and accurately and in ways that promote understanding • Present information and assessments convincingly, and in ways which gain the commitment and support of others • Generate and recognise imaginative and innovative solutions

		<p>organisation against those of selected organisations, and take action based upon the findings, using the findings to influence how the business practices can be enhanced</p>	
<p>Business (2)</p> <p>Financial Management</p> <p>Each business unit will have their own procedures for managing finance and the associated cost centres and income streams. They will also have defined processes for controlling the costs, increasing the income and how to present all financial information. While the apprentice may not have whole responsibility for these they will need to be aware of them and</p>	<p>Understand how to manage finance and minimise costs within hospitality businesses; identify the income streams and cost centres and areas for potential waste or loss within own area of business</p> <ul style="list-style-type: none"> • Understand the financial strategy of the business unit, including the risks, constraints and implications for policies • Know the financial data required to support decision making and forecasting, and how to access this • Know the business unit's internal control procedures for managing financial expenditure 	<p>Monitor and manage income and costs, use forecasting to set realistic targets, evaluate the control of resource allocation, and prepare financial cases for improvement projects</p> <ul style="list-style-type: none"> • Monitor financial performance, recognising good outcomes, and identifying where improvements are required, taking the necessary action • Carry out procedures for managing financial expenditure within the business unit • Establish a rigorous system of waste management within own area of 	<p>Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance</p> <ul style="list-style-type: none"> • Present financial information clearly, concisely and accurately and in ways that promote understanding and gain the commitment and support of others • Operates astutely and credibly in matters of finance, maximising sales opportunities, reducing

<p>understand how they are applied to the business.</p>	<ul style="list-style-type: none"> • Understand the concepts of regularity and propriety, and the need for financial accountability 	<p>responsibility, minimising resource waste wherever possible</p>	<p>waste, reducing costs and retaining customers</p>
<p>Business (3) Business Strategy. As an hospitality manager apprentice it is imperative that you are aware of the business strategy and how it fits into the local and national industry that it operates. You need to understand how to compile the strategy, work towards completing your own and then be confident in presenting this to the team and colleagues all the while embracing opportunities.</p>	<p>Know the business strategy and its key competitors and how it fits within the wider hospitality industry in which it operates</p> <ul style="list-style-type: none"> • Know the business unit's strategic objectives and target market • Understand the organisation's brand image and how the business unit's offering of services fits within the local market and its key competitors • Know how to obtain detailed market research analysis for the hospitality sector and the availability of hospitality services in the area • Know who the business unit's chief competitors are • Understand the benefits of S.W.O.T. Porter's 5 Forces and PESTLE analysis and how to conduct them 	<p>Develop and effectively communicate own plans and strategy to management team in order to harmoniously work towards achieving business objectives</p> <ul style="list-style-type: none"> • Conduct market analysis which assesses the provision of services in the wider hospitality market in a way which complements the business unit's planning • Identify gaps in the provision of hospitality services in the local area, from which the business unit could profit and communicate these effectively to the management team 	<p>Openly share information with colleagues that support business objectives and growth</p> <ul style="list-style-type: none"> • Actively encourage the team to embrace commercial opportunities which align to organisational strategic objectives and brand image • Operate effectively within the limits of own authority and responsibility in relation to the planning and management of services

<p>Business (4)</p> <p>Service sales and / or productivity data – Each organisation will have their own measures and records of sales and performance. Apprentices should understand how this is measured in their business unit, what part they play in measuring and interpreting the data and how this impacts on their role</p>	<p>Identify the management information available in own area and understand how to use, analyse and act on it to drive business change</p> <ul style="list-style-type: none"> • Understand the systems and procedures for producing management information required for reports • Know the legal and regulatory requirements for producing management information • Know the information that you are required and authorised to receive • Know the procedures to ensure that all information is accurate and up-to-date • Understand how to review and analyse findings and act on it to drive business change 	<p>Analyse, interpret and evaluate product / service sales and / or productivity data and information and use it to make recommendations for future planning e.g. of staff and resources, ideas for new initiatives, and drive business change</p> <ul style="list-style-type: none"> • Receive and collate all required and relevant reports • Ensure that all information is accurate and up-to-date • Review and analyse findings to make an accurate evaluation of products, services, productivity and performance • Identify from findings where action can be taken to make improvements and drive business change 	<p>Make decisions based on a sound analysis and judgement of available management information</p> <ul style="list-style-type: none"> • Encourage others to share information and knowledge within the limits of client and commercial confidentiality • Demonstrate the ability to make a critical evaluation of arguments, assumptions, concepts and data • Propose courses of action that are timely, appropriate and achievable • Have an awareness of the consequences, implications and risks of courses of action you propose • Gather and manage information effectively,

			efficiently, ethically and lawfully
<p>Business (5)</p> <p>Operating procedures These can often be formal policies set down in written form; however they may also be established ways of working which may not be seen as formal requirements. Whether formal or 'the way we do things' a manager needs to ensure consistency and control across their area of responsibility.</p>	<p>Understand the standard business operating procedures, the services and products and how they are managed and their potential consequences</p> <ul style="list-style-type: none"> • Know the range of standard operating procedures (SOPs) commonly used by managers in the hospitality industry • Know how to use systems in a logical and methodical way which makes best use of time • Know how to produce reports with the business unit's SOPs 	<p>Implement required operational processes and procedures in line with business standards</p> <ul style="list-style-type: none"> • Use department's operating systems in a methodical, effective and efficient manner, obtaining relevant training where necessary • Ensure data is currently managed in terms of storage and processing within area of responsibility • Use relevant management information, in a way that helps you analyse performance • Use available resources to plan the work of staff in the most efficient way • Evaluate existing ways of working and recommend appropriate changes or improvements to the 	<p>Actively promote the benefits of working within standard business operating procedures</p> <ul style="list-style-type: none"> • Demonstrate a positive attitude towards promoting the benefits of following business operating procedures • Lead by example to demonstrate the effectiveness of operating procedures

		department's systems to the relevant people	
<p>Business (6)</p> <p>Sales Forecasting</p> <p>Forecasting sales is a key competence in being a hospitality manager. You need to understand what affects the business and then ensure operational plans reflect these peaks and troughs. You must ensure that you maximise sales opportunities where possible and control resources where business levels are low.</p>	<p>Identify peaks and troughs in business levels and understand the factors which influence them e.g. season, weather, cultural and special occasions such as Valentine's Day, New Year's Eve</p> <ul style="list-style-type: none"> • Know the business unit's strategic objectives and target market • Understand the business unit's cultural image and how the business unit's offering of services fits within the area demographic • Know how to obtain detailed market research analysis for peak times in own area • Know how to produce appropriate reports with the business unit's operating systems to support operational plans which maximise sales 	<p>Monitor peaks and troughs in business levels to ensure operational plans allow service standards and resources to be maintained</p> <ul style="list-style-type: none"> • Monitor operational performance, recognising peaks and troughs in business levels, and identifying where adjustments in resources are required, taking the necessary action • Review and analyse findings to make an accurate needs evaluation of products, services, productivity and performance 	<p>Ability to make accurate forecasts based on current and future trends</p> <ul style="list-style-type: none"> • Demonstrate the ability to make a critical and accurate evaluation of information and data • Demonstrate efficient management of resources based on accurate forecasts

<p>Business (7)</p> <p>Develop and/or implement contingency plans</p> <p>In some larger or centrally controlled organisations apprentices will not directly develop the contingency plans; however they will demonstrate their knowledge and understanding of how these have been put together in relation to the business unit and how the plans provided from others have been consolidated in to their area of responsibility</p>	<p>Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements</p> <ul style="list-style-type: none"> • Understand the business requirements, own professional responsibilities and responsibilities required by related legislation and codes of practice • Understand the main problems that may occur in the business unit, where and when to seek professional advice and guidance • Understand the importance of developing policies and procedures, including contingency plans, for the provision of services • Know the importance of evaluating the provision of services and reviewing and revising the plan to ensure it continues to meet objectives 	<p>Develop and /or implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business</p> <ul style="list-style-type: none"> • Develop and/or implement procedures to ensure facilities, supplies, equipment and any other resources required are available for the successful provision of services • Develop and/or implement appropriate contingency plans to meet anticipated events/issues and maintain consistent service levels of the business unit 	<p>Think ahead and demonstrate resourcefulness when developing and/or implementing plans</p> <ul style="list-style-type: none"> • Maintain a high level of professional competence and ethics • Demonstrate the ability to make critical evaluations of arguments, assumptions, concepts and data and propose courses of action that are resourceful, appropriate and achievable
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<p>Business (8)</p> <p>Technology</p> <p>Technology can cover a wide variety of hardware and software in the hospitality industry. This element of the standard is about recognising the basic principles of the technology available and then, on an organisational level, ensuring that the business area is maximising what technology it has as well as identifying potential new opportunities as they arise</p>	<p>Understand how technology supports the delivery of products and services in hospitality businesses</p> <ul style="list-style-type: none"> • Understand current legislation, regulation, codes of practice and guidelines relating to the use of technology systems and associated information • Know how technology supports the business unit to achieve business objectives • Know how technology is used in the business unit including protocols and standards for information management • Understand the guidance, support and skills development that can be provided for staff, and recognise individual attitudes towards, and use of, technology 	<p>Maximise the use of technology and evaluate its effectiveness for achieving the desired results</p> <ul style="list-style-type: none"> • Develop and/or implement plans to introduce changes and enhancements to technology systems, engaging colleagues and stakeholders in the development process • Issue up-to-date guidance, support and skills development activities for those using technology • Monitor and evaluate the effectiveness of technology in achieving desired business objectives 	<p>Use technology responsibly and be proactive in identifying new developments that could support the business</p> <ul style="list-style-type: none"> • Lead by example ensuring that the team correctly use the technology appropriate to their role • Research new technologies through trade publications, forums, suppliers and social media platforms • Encourage the learning of new technologies among the team
<p>People (1)</p> <p>Risk Management</p>	<p>Know how to identify potential risks to people and the business and how to plan for and minimise the impact</p>	<p>Identify and manage risks through empowering the team</p>	<p>Be solution focussed through proactive risk management personally and through others</p>

<p>Risk management is a key part of any business, however big or small. The processes and procedures associated with this will vary from business to business dependent on several factors including size, no. of employees, but an apprentice should be aware of how to compile a policy, implement it and generate a culture of accountability.</p>	<ul style="list-style-type: none"> • Know the types of risk and the factors which drive different types of risk • Know the key stages in the risk management process • Know how to develop a written risk management policy, what it should cover and how best to communicate it across the business unit • Understand ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences • Understand ways of developing an organisational culture in which people are risk aware, acting to eliminate or reduce any risks when undertaking activities 	<ul style="list-style-type: none"> • Ensure own area of responsibility complies with the risk management policy in line with own role • Conduct risk assessment • Periodically review and evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences • Encourage an organisational culture in which people are risk aware • Encourage an environment where learning from mistakes is best practise 	<ul style="list-style-type: none"> • Constantly seek to improve performance being vigilant for potential risks and hazards • Identify the implications or consequences of a situation. balancing risks against the benefits that may arise from taking risks • Take personal responsibility for making things happen • Create a sense of common purpose by empowering the team
<p>People (2)</p>	<p>Understand how to create a people strategy and how to effectively manage</p>	<p>Carry out talent management planning in line with the people strategy, and</p>	<p>Demonstrate commitment to self-improvement, championing</p>

<p>People Strategy</p> <p>The recruitment, induction, development and succession planning of people within the hospitality industry are integral factors in managing a successful business. Apprentices need to be aware of how to write a people strategy based around these 4 areas and then how to implement it thereby creating a culture of continuous development of current and future staff.</p>	<p>recruitment, induction, team development and succession planning in a hospitality business to deliver it</p> <ul style="list-style-type: none"> • Understand how to create a people strategy within the organisation • Know how to review the workload in the organisation in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience • Know how to create job descriptions and person specifications and why it is important to recruit colleagues with the personality and attitude to complement the organisation's values and culture • Know where to access sources of specialist expertise in relation to recruitment, selection and retention • Understand why it is important to know why colleagues are leaving and how to use this information constructively 	<p>develop a culture of continuous development, actively supporting team members to improve and grow within their roles and careers</p> <ul style="list-style-type: none"> • Ensure that critical posts are identified • Develop a culture of continuous development for the team, planning, supporting, identifying any priorities or critical activities and making best use of the available resources • Monitor progress against objectives and evaluate performance against the standard expected at agreed times • Provide information to allow senior leaders and managers to understand and fully engage with succession planning processes and activities • Ensure that succession plan records are accurate and maintained 	<p>a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills</p> <ul style="list-style-type: none"> • Create a sense of common purpose and support others to make effective use of their abilities • Seize opportunities presented by the diversity of people • Use a range of leadership styles appropriate to different people and situations
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	<ul style="list-style-type: none"> • Understand how to provide individuals with feedback designed to maintain and improve their performance • Understand the importance of identifying and addressing unacceptable or poor performance, and how to do so • Understand the reasons for and benefits of succession planning; processes and methodologies and how to develop these to meet organisational needs 	<ul style="list-style-type: none"> • Ensure that succession plan information is used when filling key positions 	
<p>People (3)</p> <p>Communication</p> <p>The way in which we communicate as a manager is crucial. As an apprentice you will need to be aware of all types of verbal and non-verbal communication and ensure that you apply these consistently and effectively.</p>	<p>Know and understand how to consistently communicate and engage with people and teams</p> <ul style="list-style-type: none"> • Understand the principles of effective communication and how to apply them in order to communicate effectively with the team • Understand the importance of good communication skills when providing positive and negative feedback 	<p>Demonstrate effective methods of communication and leadership that achieve the desired results, providing support and coaching to team members to maximise their performance</p> <ul style="list-style-type: none"> • Determine the best time and method of communication to impart matters that affect the business objectives and the team 	<p>Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication</p> <ul style="list-style-type: none"> • Display behaviour which demonstrates and inspires others to show respect, integrity, professionalism and positivity at all times

	<ul style="list-style-type: none"> • Know how to motivate team members and gain their commitment by providing constructive feedback • Understand the importance of giving those involved the opportunity to provide suggestions on how to improve their work 	<ul style="list-style-type: none"> • Confirm team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals • Adapt communication method and leadership style to suit the needs of the individual • Ensure that any communication on social media platforms is appropriate to its audience 	
<p>People (4)</p> <p>Performance Management</p> <p>As a manager you will be required to performance manage team members and be responsible for them from a legal point of view as well as following company codes of practice and industry guidelines relating to people management.</p>	<p>Understand the responsibilities of an employer and the parameters the business works within</p> <ul style="list-style-type: none"> • Understand the need to maintain own knowledge and understanding of the responsibilities of own role • Know the impact that current law, regulation, codes of practice and guidelines has on own role • Know how to identify emerging issues that could impact on own role and responsibilities 	<p>Manage people performance and capability, and develop teams in line with operational policy and procedures and support appropriate decision making</p> <ul style="list-style-type: none"> • Give opportunities to the team members to help define their own objectives and work plans • Confirm team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals 	<p>Empower team members whilst providing adequate support to aid their decision making</p> <ul style="list-style-type: none"> • Empower team members by providing clear and transparent benchmarks against which they can measure their own success • Build a pattern of recognition through praise or reward and incentive schemes

	<ul style="list-style-type: none"> • Know how and when to obtain specialist advice when needed 	<ul style="list-style-type: none"> • Give opportunities to teams and individuals to monitor and assess their own performance against objectives and work plans • Manage the performance of teams and individuals • Manage both poor performance and performance above expectations, in line with organisational performance management guidelines, and in a manner appropriate to the team or individual 	<ul style="list-style-type: none"> • Win, through your performance and behaviour, the trust and support of team members.
<p>Customers (1)</p> <p>Customer Service</p> <p>Determining the customer service journey may entail completing this from a blank sheet of paper, or applying a pre-determined experience (e.g. brand</p>	<p>Determine the customer service journey and understand how to meet expectations, taking into account business requirements</p> <ul style="list-style-type: none"> • Know organisational standards and expectations for customer service • Know the organisation's policy, procedures, and systems for obtaining customer feedback 	<p>Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements</p> <ul style="list-style-type: none"> • Ensure that colleagues are briefed on and understand the expectations of customers and their own roles and responsibilities in meeting these expectations, including any 	<p>Proactively develop and maintain a customer centred culture</p> <ul style="list-style-type: none"> • Constantly seek to improve performance • Advocate customers' interests within your organisation

<p>standard) into your department or business unit</p>	<ul style="list-style-type: none"> • Understand the difference between qualitative and quantitative customer feedback, and how both can be used to inform analysis • Know how to benchmark the quality of the organisation's customer feedback • Know the customer satisfaction survey, feedback and measuring methods that are suitable for the organisation • Know how to create and interpret customer profiles 	<p>agreed standards of customer service</p> <ul style="list-style-type: none"> • Empower colleagues to deliver good customer service, including identifying and addressing their learning needs and providing other resources • Ensure that clear and effective processes are in place to support customers and sort out their problems • Develop a culture which nurtures, respects, values, recognises and rewards 'front line' colleagues who work with customers • Monitor and make recommendations and propose plans to improve the level of customer satisfaction 	<ul style="list-style-type: none"> • Articulate a vision that generates excitement, enthusiasm and commitment to exceeding customer expectation
<p>Customers (2) Service failure</p>	<p>Understand the impact of service failure on hospitality businesses and identify how</p>	<p>Develop and implement service recovery strategies to uphold brand /</p>	<p>Provide clear direction to team and empower them to</p>

<p>Not that any of us would want to experience it regularly but sometimes the service we strive to provide fails and as a manager it falls upon you to ensure that problems are dealt with effectively and efficiently thereby minimising the impact on the business.</p>	<p>to develop and implement successful service recovery strategies</p> <ul style="list-style-type: none"> • Understand the factors that make customers satisfied • Understand the legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes • Know the strengths and weaknesses of the organisation's products and services in terms of customer satisfaction 	<p>business reputation and maintain customer satisfaction</p> <ul style="list-style-type: none"> • Consult with management colleagues to identify the areas on which feedback is required • Ensure that feedback on own area is also captured via wider company feedback systems • Review feedback against organisational and customer expectations • Evaluate how effectively agreed outcomes and processes are being achieved • Communicate analysis results to the team in an appropriate manner and at the appropriate time • Use feedback to improve work processes and manage staff performance 	<p>implement effective customer service resolutions</p> <ul style="list-style-type: none"> • Empower staff to solve customer problems within clear limits of authority • Take personal responsibility for resolving customer problems referred to you by other staff
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<p>Customers (3)</p> <p>Customer Feedback</p> <p>Customer feedback can be gathered via a wide variety of sources. In the current marketplace it is imperative that you use this feedback as a competitive tool with your team and promote a culture where staff are proactive in dealing with feedback.</p>	<p>Know how to use customer feedback as a competitive tool in the hospitality industry</p> <ul style="list-style-type: none"> • Know how to use feedback to modify the team's way of working, when feedback received could be of importance to the wider organisation, and to whom this should be reported • Know the importance of achieving customer satisfaction in a competitive environment or an environment where high levels of service are expected 	<p>Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience</p> <ul style="list-style-type: none"> • Benchmark both quantity and quality of feedback against that obtained by competitors, where this is possible • Demonstrate increasing levels of customer satisfaction with the organisation's products and/or services and processes • Report concisely to the senior management team on own actions with feedback, identifying areas where management colleagues could benefit from own experience 	<p>Drive behavioural change through encouraging others to seek and act on feedback</p> <ul style="list-style-type: none"> • Proactively demonstrate the effectiveness of feedback by recognising recurring problems and promoting changes to structures, systems and processes to resolve these • Constantly seek to improve performance and positively recognise the achievements and the success of others
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<p>Customers (4)</p> <p>Marketing</p> <p>As a manager you will need to know all the current marketing strategies within your workplace, understand any legalities around them and take a proactive interest in marketing within the hospitality industry. A hospitality manager needs to be able to maximise the impact a marketing strategy can have and make sure that all his team are motivated and informed to ensure its success.</p>	<p>Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques</p> <ul style="list-style-type: none"> • Know the legal, regulatory and ethical requirements impacting upon marketing and promotions in the hospitality sector • Know current marketing developments in the hospitality sector • Understand the organisation's actual and potential customer base • Understand the needs and expectations of the organisation's actual and potential customers • Know where to access sources of information that can aid monitoring and evaluation of promotions and marketing 	<p>Maximise the impact of marketing strategies, evaluate and act on feedback</p> <ul style="list-style-type: none"> • Follow business objectives in order to deliver organisational strategies • Deploy sales resources to meet organisational and sales objectives • Monitor and evaluate the success of the marketing strategy and make recommendations for change 	<p>Personally market the business and industry through creating a culture of passionate enthusiasm to provide customers with the best possible experience, seeking and acting upon feedback</p> <ul style="list-style-type: none"> • Personally take responsibility to determine sales direction of the organisation • Create a sense of common purpose and direction, involving others in decision making activities where appropriate • Generate interest, excitement, enthusiasm and commitment to exceeding customer expectation
<p>Customers (5)</p> <p>Product</p>	<p>Understand what it means to champion the business and maintain comprehensive</p>	<p>Manage the targeted promotion of the brand and product / service to customers</p>	<p>Drive a strong cultural belief in the brand and product / service</p>

<p>Ensuring that you and your team have thorough product knowledge is an important factor in helping to guarantee customer satisfaction. Your staff need to believe in what they are selling or the service they are providing at all times.</p>	<p>product / service, brand and market knowledge</p> <ul style="list-style-type: none"> • Know the current legal, regulatory and ethical requirements, codes of practice and organisational policies and procedures relating to branding • Understand methods for championing the characteristics of a brand and their advantages and disadvantages • Know how to ensure that all staff understand why behaviour needs to be consistent with brand characteristics and values • Know how to track perceptions of the brand 	<ul style="list-style-type: none"> • Manage promotion of awareness of the brand, communicating the brand characteristics and values internally and externally • Ensure that all staff understand the brand characteristics and values and the importance of behaving in ways that are consistent with these • Track and gather valid and reliable information on perceptions of the brand 	<ul style="list-style-type: none"> • Display behaviour which demonstrates and inspires others to champion the business brand at all times • Create a culture of common purpose and support others to deliver outstanding service
<p>Leadership (1)</p> <p>Management & Leadership Styles</p> <p>The way you manage your team can have both positive and negative effects on a hospitality business. You</p>	<p>Understand the management and leadership styles and skills required in a hospitality business environment</p> <ul style="list-style-type: none"> • Understand how to select and successfully apply different methods for managing and communicating with people across own area of responsibility 	<p>Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others</p> <ul style="list-style-type: none"> • Manage difficulties, challenges and conflicts within the team and develop a culture which encourages 	<p>Create a high performance culture</p> <ul style="list-style-type: none"> • Create a culture of high performance by recognition through praise or reward

<p>will need to decide which leadership styles and skills to use within different situations and with different members of staff.</p>	<ul style="list-style-type: none"> • Analyse the effect that different leadership styles and management skills can have on the team, business area and organisation • How to select and apply correct management and leadership styles to different situations and people • Know how to empower people effectively • Know how to manage and improve the performance of people in own area of responsibility in accordance with organisational policies and procedures • Understand how to select and successfully apply different methods for encouraging, motivating, recognising achievement and supporting people • Understand how to create and maintain a positive working culture that encourages cooperation and creativity • Know own strengths and limitations in the leadership role 	<p>positive engagement, cooperation and creativity</p> <ul style="list-style-type: none"> • Demonstrate a range of management styles and apply them to appropriate situations and people • Make effective use of different methods to establish clear lines of communication with the team, demonstrating respect for their views, choices, wishes and privacy • Motivate and empower the team to achieve their work and development objectives, recognise success and provide support and advice when needed 	<ul style="list-style-type: none"> • Delegate responsibilities to team members to provide development opportunities • Empower colleagues to identify and prioritise learning and development needs to constantly raise performance standards
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<p>Leadership (2)</p> <p>Change Management</p> <p>Change in any business can be a difficult period. As a manager you will need to understand how this can affect your team and business and decide on the most appropriate way of communicating this change to the benefit of the business. Change is a constant in the ever evolving hospitality environment and as such you will need to embrace it and develop a culture where your team see it as a positive wherever possible.</p>	<p>Understand how to lead the implementation of change in hospitality business and the potential impact on stakeholders</p> <ul style="list-style-type: none"> • Know the types of information relating to change management which need to be communicated to different groups of people in different circumstances • Understand how to adjust methods of communicating change management according to situation and audience • Know the principles of consultation and negotiation in the management of change and how to apply them • Understand the importance of the continuous improvement in activities to the effectiveness of the organisation and own role and responsibilities in relation to this • Know how to identify and evaluate potential obstacles to change and produce solutions which minimise the impact on what is proposed 	<p>Lead change to meet the business objectives and manage the impact of change on stakeholders</p> <ul style="list-style-type: none"> • Provide accurate information on the proposed change to relevant people and contribute to planning its implementation • Give opportunities for relevant people to comment on the proposed change and contribute to planning its implementation • Identify and evaluate obstacles to change and ways to overcome them effectively • Implement changes in activities • Monitor and evaluate changes at appropriate times against agreed implementation 	<p>Pioneer business decisions and promote a positive attitude to change</p> <ul style="list-style-type: none"> • Present information clearly, concisely, accurately and in ways that promote understanding • Make time available to support others • Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal • Encourage and motivate the team to work towards a clearly defined vision of the future
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	<ul style="list-style-type: none">• Know how to communicate effectively with team members, colleagues, line managers, the importance of empowering other staff to make recommendations to improve work activities and how to encourage them to do so• Understand the importance of enabling those affected by change to contribute to the style of implementation and how to achieve this• Know how to monitor and assess the effectiveness and efficiency of activities and identify potential improvement• Know how to identify the implications of change for the quality of the organisation's work and strategies to minimise adverse effects• Understand the importance of negotiation and consultation in the management of change and methods to do so		
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<p>Leadership (3)</p> <p>Diversity and Inclusivity</p> <p>The hospitality industry attracts people from all cultures and backgrounds. As a manager you will need to understand what their values, beliefs and cultural conventions are and ensure your team are open and positive with regard to these.</p>	<p>Understand the ethos of a diverse and inclusive culture that demonstrates social inclusion</p> <ul style="list-style-type: none"> • Understand what to consider when developing a diverse working culture • Know the benefits of encouraging team members to share their intercultural knowledge and learn from and support each other • Understand the complexities involved in managing a diverse team and what practices can cause disagreements, misunderstanding or conflict • Know how to meet different team members' cultural needs whilst maintaining fairness for all and the areas of work where you will need to take team members' different cultural perspectives into consideration • Know ways to improve working relationships between team members. • Know equality laws and regulations and company guidelines that dictate how 	<p>Support team members to carry out work activities that respond to a diverse range of needs</p> <ul style="list-style-type: none"> • Support and train team members to respect each other's values, beliefs and cultural conventions and to value the contributions of all team members • Develop a working culture that maximises productivity while balancing the cultural needs and expectations of all team members • Ensure all team members are inducted into the working culture and have the skills and encouragement to continually assess their interaction with their colleagues from different countries or diverse cultures • Manage the team in a way that meets team objectives while showing flexibility towards team members' cultural needs 	<p>Lead by example to promote business and social responsibility and act as a role model to ensure self and team are operating in an empathic, fair and consistently professional manner</p> <ul style="list-style-type: none"> • Appreciate why differences and similarities may exist • Be open to the positive potential of cultural diversity in the generation of ideas and in developing workplace productivity • Display behaviour that shows, and inspires others to show, respect, inclusion and greater critical understanding of difference
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	<p>you are expected to behave with people from different countries or diverse cultures, how to apply them in relation to work and where to get further information and advice about them</p>	<ul style="list-style-type: none"> • Use the skills, experiences and contributions of all team members to the benefit of the team when planning and carrying out work • Apply equality of opportunity to all team members and make sure no team members are excluded from any work-based or non work-based team activities because of race or cultural background • Challenge any stereotypes, prejudice or racism expressed by other people about yourself or others in the team 	
<p>Food & Beverage Management (1)</p>	<p>Know key ingredients, preparation, cooking and service methods of menu items and communicate relevant information to team members. Understand the benefits of food and beverage matching and how to maximise sales through effective menu design, seasonal promotions and themes. Understand different food service styles and when each is applied</p>	<p>Ensure food and beverage service operation meets business / brand standard at all times through its staff, facilities, menus and equipment. Ensure the beverage offer complements menus and maximises</p>	<p>Demonstrate passion for high quality food and drink products and service</p> <ul style="list-style-type: none"> • Positively present a professional image of own

	<p>most effectively</p> <ul style="list-style-type: none"> • Understand current legislation, dietary consideration and health, safety and hygiene requirements • Know how to gather information relevant to service planning e.g. customer data, revenue figures and use this to effectively plan service • Understand the different dishes and menus suitable for different formats of service • Understand all relevant legislative and regulatory requirements relating to food and beverage service • Know the projected levels of business activity both in the short and long term • Understand how to motivate and inspire a food and beverage service team and the standard industry practices which help to ensure smooth running of service • Know methods of communication 	<p>sales, delivering a service that will enhance business opportunities, e.g. seasonal special offers, promoting a themed drinks menu to complement dishes</p> <ul style="list-style-type: none"> • Ensure the food and beverage service area is prepared and resourced according to the forthcoming service • Take account of the skills, experience and training needs of staff • Ensure all food and beverage service complies with relevant legislative and regulatory requirements • Manage and develop supervisory staff who understand the service requirements of the organisation, and can effectively translate these requirements to the service team • Manage the service ensuring staffing is flexible enough to meet 	<p>self and the business at all times</p> <ul style="list-style-type: none"> • Demonstrate passion for the business and in delivering quality food and beverage service • Demonstrate drive and commitment at all times • Keep up to date with all food and beverage areas through trade publications, social media, forums, competitors and colleagues
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	<p>and staff development which can improve service standards</p> <ul style="list-style-type: none"> • Know quality standards for food & beverage service which reflect the organisation's aspirations • Understand ways to ensure that the service team has the product knowledge to recommend the appropriate beverage(s) for all menu items • Which beverages may complement planned menus, and why • Know how to develop your team's ability to promote selected menu items in a way that maximises organisational profit 	<p>peaks and troughs of business activity</p> <ul style="list-style-type: none"> • Create a working environment which motivates and inspires the food and beverage service team • Maintain an environment which is comfortable and attractive in line with the expectations of the existing customer base and the target market • Ensure the food and beverage service team understand their specific objectives relating to service, developing skills where necessary • Ensure that the service team has the product knowledge to recommend the appropriate beverage(s) for all menu item • Ensure food and beverage service is carried out in a way which maximises profit without affecting the quality of the service 	
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		<ul style="list-style-type: none"> • Monitor and evaluate the quality of food and beverage service through regular observation scheduled basis 	
<p>Food & Beverage Service Management (2)</p>	<p>Understand how effective management and maintenance of food service equipment, accompaniments and drinks products impact on the business</p> <ul style="list-style-type: none"> • Know how to create effective monitoring and maintenance schedules which balance the needs of the organisation and customers • Know how and what to prioritise when developing maintenance and repair schedules • Know the health, safety and insurance measures that need to be in place during maintenance and repair work • Know how regular recycling and energy-saving measures can increase the lifespan of equipment and resources 	<p>Manage the storage and maintenance of food service equipment, accompaniments and beverage products to deliver the best result to customers and maximum profit to the business</p> <ul style="list-style-type: none"> • Manage the effective monitoring of maintenance required by legislation • Manage maintenance and repair issues within the limits of your budget • Ensure resource stocks are audited on a regular basis, and any problems highlighted are dealt with in line with organisational procedure • Manage stock ordering and rotation procedures which will maximise the shelf-life of resources 	

	<ul style="list-style-type: none"> • Understand how to manage the available resources for operations to meet customer and business requirements • Know normal consumption levels for your business and the correct resources required for operations • Understand how to effectively communicate procedures to your team, regarding stock storage operations • Understand effective methods of monitoring your team's performance with relation to stock audits and rotation 	<ul style="list-style-type: none"> • Ensure the team take effective action to address problems relating to storage of resources • Manage storage procedures which maintain the quality of beverage products and comply with relevant legislation and organisational policies 	
<p>Housekeeping Management (1)</p>	<p>Understand how to monitor the cleanliness and presentation of the establishment and productivity, identify and implement areas for improvement</p> <ul style="list-style-type: none"> • Know current organisational and regulatory requirements which affect the housekeeping service you can provide 	<p>Monitor standards of cleanliness, presentation and productivity, identifying trends and opportunities to enhance the housekeeping service e.g. to achieve improved cleanliness and attractiveness in line with the style of the business (e.g. colour scheme of seasonal floral displays)</p>	<p>Actively seek innovative ideas for improving the physical presentation of the establishment in line with business constraints</p> <ul style="list-style-type: none"> • Demonstrate pride and passion in the business and in delivery quality

	<ul style="list-style-type: none"> • Know how to develop clear plans and procedures across a variety of housekeeping areas • Understand safe working practices for dealing with contaminated linen and potentially hazardous objects • Know organisational requirements for room turnaround times, and how to plan your team's working patterns to meet these • Know the latest developments in the housekeeping industry, including those relating to technology, health and safety, and employment practice, and how these may impact on the development of procedures • Know how to monitor that the appropriate cleaning procedure and chemical(s) are used for every scenario encountered by the housekeeping team • Understand realistic rooms-per-day targets you can set your team, which meet organisational needs 	<ul style="list-style-type: none"> • Establish a housekeeping service level agreement, in consultation with other departments, which meets organisational requirements • Ensure the housekeeping team is trained to meet organisational standards and regulatory requirements in the course of their duties • Develop contingency procedures to deal with any problems that may arise • Manage housekeeping procedures to meet organisational standards and business needs • Manage the cleaning of public areas • Intervene swiftly when housekeeping standards fall below that which is expected • Recommend and implement actions to improve the provision of additional services (such as linen, 	<p>customer experience</p> <ul style="list-style-type: none"> • Actively seek opportunities to improve the presentation of your establishment • Demonstrate energy and drive to exceed customer expectations
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	<ul style="list-style-type: none"> • Know how to evaluate and identify possible improvements to the provision of additional services 	room decorations or floral arrangements)	
Housekeeping Management (2)	<p>Know requirements for current and forecast linen stock and other housekeeping supplies and know how to manage these to ensure sufficient supply to meet demand</p> <ul style="list-style-type: none"> • Know par- stock levels of your organisational housekeeping resources • Know how to negotiate effectively with suppliers to ensure sufficient, yet cost-effective supplies • Understand the organisation’s quality standards for resources and how to ensure these levels are met • Know the organisation’s anticipated short-term occupancy rates and the organisation’s projected levels of business activity • Know how to implement and evaluate housekeeping resource stock-takes 	<p>Track the use of housekeeping supplies and linen on and off-site taking action to ensure sufficient stock for current and anticipated demand, minimise loss and wastage</p> <ul style="list-style-type: none"> • Maintain par stock levels of linen for the establishment, sufficient to cover peak occupancy rates, and to cover contingencies such as conferences and functions • Monitor that staff are trained in the safe use of machinery, cleaning supplies and chemicals where appropriate • Effectively delegate supervisory responsibilities to key staff within your team • Ensure housekeeping staff check deliveries for quality and quantity, 	

	<ul style="list-style-type: none"> • Know how to conduct reviews of housekeeping supply usage 	<p>raising reported discrepancies directly with suppliers / contractors</p> <ul style="list-style-type: none"> • Intervene directly where major discrepancies or problems with resources / supplies are identified • Managing the laundry contract • Implement and evaluate regular stock-takes of resources • Manage the cost-effective procurement of housekeeping supplies, including linen stock and related items, in line with organisational purchasing guidelines 	
<p>Housekeeping Management (3)</p>	<p>Understand how to identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers and impact on other areas of the business</p>	<p>Determine the need for and schedule maintenance or repair work, managing its impact on the housekeeping service and other areas of the business</p> <ul style="list-style-type: none"> • Implement a schedule to manage regular maintenance of guest 	

	<ul style="list-style-type: none"> • Understand relevant health and safety legislation governing items which requires regular checks or maintenance • Know organisational standards for both guest rooms and public areas • Know the organisation's forecasted levels of business activity and the impact of room closures on the organisation's planned activities • Understand who is responsible for different aspects of maintenance and repair and when issues need raising to internal or external staff outside the housekeeping team • Understand the difference between maintenance and condition issues • Know the expected standard lifespan of equipment and resources under normal conditions • Know how and what to prioritise when developing maintenance and repair schedules 	<p>rooms, aligning this to peaks and troughs of business activity</p> <ul style="list-style-type: none"> • Liaise with other managers to ensure rooms closed for maintenance or repair do not impact on overall room availability or other business activity • Develop your team to identify maintenance and repair issues, and how they should prioritise these • Ensure that the team can differentiate between maintenance and condition issues • Ensure that the team can differentiate between minor issues they can deal with at the time, and other issues that require outside assistance • Intervene in urgent or emergency maintenance or repair issues, where this is impacting directly on current guests 	
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		<ul style="list-style-type: none"> • Manage an effective system of fault notification, both between you and your team, and yourself and other managers responsible for maintenance and repair • Manage the effective monitoring of maintenance required by legislation • Manage maintenance and repair issues within the limits of your responsibility and budget, raising issues beyond these limits with the organisational leadership team 	
Front Office Management (1)	<p>Understand how to allocate and manage rooms to maximise sales opportunities for the business and meet or exceed customer expectations</p> <ul style="list-style-type: none"> • Know your company policy on room rates / tariffs • Understand the different sources of advanced and ad-hoc reservations • Know your company revenue targets 	<p>Manage the availability and sale of rooms and / or facilities to maximise revenue and meet customers' individual needs</p> <ul style="list-style-type: none"> • Make sure that front office staff adhere to the organisation's room rates and tariffs strategy • Implement systems to set and manage room sales targets and incentivise staff 	<p>Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team</p> <ul style="list-style-type: none"> • Positively present a professional image of yourself and the business at all times • Demonstrate personal

	<ul style="list-style-type: none"> • Understand the different promotions and marketing approaches to increase business • Understand why good communication maximises revenue and improves customer • Understand the methods and procedures which may maximise revenue potential • Understand appropriate selling techniques and communicating them to staff • Know the different property management operating systems available, the data they provide and how it can be used to maximise sales • Understand KPIs - Par revenue per room, average daily rate, occupancy targets, weekly yield targets, year-on-year targets, customer feedback 	<ul style="list-style-type: none"> • Ensure promotion and marketing packages are in place and offered appropriately by staff • Actively promote and observe easy to use check in and check out procedures to help with customer flow and enhance customer satisfaction • Ensure reservations processes and procedures run smoothly, staff are aware of open and close figures, yield management and latest set rates • Make sure all staff use appropriate techniques to sell products and services available, and are adequately trained • Make sure that staff are able to identify the range of selling opportunities available • Meet maximum room occupancy and revenue targets, average daily rate against 'par revenue' targets 	<p>commitment to achieving the objectives of the business and actively support your team members to do the same</p> <ul style="list-style-type: none"> • Demonstrate passion for the business and pride in delivering quality customer service
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		<p>and year-on-year targets, where these are used in the organisation</p> <ul style="list-style-type: none"> • Ensure that accounting and guest payment procedures are up to date and operate effectively to maximise revenue income • Ensure that staff are aware and up to date on room availability and status, and allocate the most appropriate rooms according to customer need, upgrading where appropriate to enhance customer experience 	
<p>Front Office Management (2)</p>	<p>Understand how to monitor the effectiveness of reception and reservation systems, identify and implement areas for improvement</p> <ul style="list-style-type: none"> • Understand how different reservation systems work, and the most appropriate ones for your organisation • Know how best to work with the reservation systems currently in place 	<p>Analyse the reception and reservation systems and performance, identify and implement improvement, e.g. to reduce guest waiting times, minimise check-in / check-out congestion</p> <ul style="list-style-type: none"> • Analyse reception and reservations systems and procedures to identify where they can be improved 	

	<ul style="list-style-type: none"> • Know how to train staff on the use of reservation systems and the information they contain, and the importance of this • Know how to evaluate the effectiveness of the reservations system and identify improvements which could be implemented 	<ul style="list-style-type: none"> • Review the quality and standard of service from customer experiences and identify and recommend areas for improvement • Make recommendations to senior management and other stakeholders on ways of developing and improving your organisation's systems and procedures to improve the efficiency of the front office 	
Conference and Events Management (1)	<p>Understand how to plan and implement multiple events to ensure best allocation and use of resources to meet demand</p> <ul style="list-style-type: none"> • Understand how and why it is important to assess the impact that functions are likely to have on customers, residents or local businesses, and actions that can be taken to minimise disturbance • Know how to calculate function schedules and costings • Understand the variety of information required to plan different types of 	<p>Manage the planning and delivery of multiple events</p> <ul style="list-style-type: none"> • Gather all the necessary information about the functions, customer requirements and your responsibilities • Establish procedures to ensure that requirements are met and contingencies are developed • Make sure that equipment and materials needed for functions are 	<p>Is highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction</p> <ul style="list-style-type: none"> • Demonstrate drive and commitment • Highly organised and shows a genuine interest in stakeholder satisfaction which clearly demonstrates an understanding of how

	<p>functions and where to find this, including: customers' specific requirements, staffing, equipment, budget, venue capacity and other specifications</p> <ul style="list-style-type: none"> • Know how to deal with special requirements for different client groups including: children, older people and people with disabilities • Know the types of specific requirements your customers may have, for example, for food, drinks, promotional or seating arrangements • Understand how to ensure effective management of staff for the event including allocation of responsibilities, briefing and supervision • Know how to manage the available resources for events • Understand why it is important to anticipate problems, the types of problems that may occur during functions and how you should deal with 	<p>on site in good time and are available to the staff that will need to use them</p> <ul style="list-style-type: none"> • Inspect the function venues to make sure they have been prepared as agreed • Confirm details with customers and other departments within the organisation • Provide customers with full schedules and costings for the function, and update them of any changes throughout • Co-ordinate the different departments contributing to the running of the function • Liaise with the customer throughout the functions to make sure that the arrangements meet their requirements • Monitor functions to make sure they are running to plan and deal 	<p>behaviours influence customer impressions</p> <ul style="list-style-type: none"> • Treats all contacts with integrity, respect and empathy • Has an instinctive awareness of communication styles and how to manage them according to the circumstances
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	<p>these</p> <ul style="list-style-type: none"> • Know how to monitor functions and who you should liaise with during the function to make sure things are going as planned • Understand why it is important to communicate with the organiser of the function and how you should do this 	<p>with any problems that threaten to disrupt operations</p>	
<p>Conference and Events Management (2)</p>	<p>Identify required business levels and know how to track and analyse enquiries to fulfil them</p> <ul style="list-style-type: none"> • Understand why it is critical to success to ensure that the data used to inform decision-making is accurate and up-to-date • Understand how to analyse enquiries and identify opportunities to maximise sales and profit • Know what information to take into account including: costs, sales volumes, market conditions and demand, targets for sales and 	<p>Track and analyse enquiries to fulfil forecast business levels</p> <ul style="list-style-type: none"> • Consult with management colleagues to ensure that the data used to inform decision-making is accurate and up-to-date • Proactively identify enquiry opportunities to maximise sales and profit • Identify high-yielding occasions, and respond with suitable strategies which will maximise their profit potential • Ensure your team are trained to recognise and take advantage of 	

	<p>return on investment, and the relative merits of these</p> <ul style="list-style-type: none"> • Understand how to ensure your team are trained to recognise and take advantage of opportunities to upsell and maximise profits 	<p>opportunities to upsell and maximise profits</p> <ul style="list-style-type: none"> • Meet and, where possible, exceed your profit and business level targets • Monitor and evaluate the effect of actions taken to maximise sales and profits, and use this information to inform future decision-making 	
<p>Conference and Events Management (3)</p>	<p>Understand how to develop and maintain effective working relationships with suppliers, exhibitors and other stakeholders and why this is important for the business</p> <ul style="list-style-type: none"> • Understand ways in which stakeholders work together to achieve individual and business objectives • Know how to ensure appropriate appointment of contractors/suppliers and how to manage the types of contractors likely to be employed in your area of responsibility 	<p>Manage relationships with a variety of organisations and stakeholders such as suppliers and exhibitors</p> <ul style="list-style-type: none"> • Collect relevant information from appropriate sources and analyse and share with the work team to assure competent performance • Manage the team to ensure that relationships are forged with external suppliers and exhibitors to ensure that arrangements meet their requirements • Communicate ideas and information in a manner which is 	

	<ul style="list-style-type: none"> • Know how to ensure that staff (including contractors) have the required skills, knowledge and resources to carry out their responsibilities 	<p>appropriate and sensitive to the cultural and social diversity of the audience and any specific needs</p> <ul style="list-style-type: none"> • Gain and maintain the trust and confidence of colleagues, customers, exhibitors and suppliers through competent performance • Use networks to identify and build relationships • Identify and analyse difficulties, and take action to rectify the situation within the requirements of the organisation and relevant legislation 	
<p>Hospitality Outlet Management (1)</p>	<p>Understand how to manage the delivery of on and off site sales of goods and products</p> <ul style="list-style-type: none"> • Know your organisation's preferred suppliers, and your authority to deal with suppliers other than these • Understand why it is important to build productive working relationships with 	<p>Manage the delivery of on and off site sales of goods and products</p> <ul style="list-style-type: none"> • Identify the resources that you need to purchase, in order to satisfy operational requirements • Establish service level agreements that are clear and acceptable to both your organisation and suppliers/contractor 	<p>Actively seek opportunities to improve the commercial presentation of the outlet to enhance and maximise sales</p> <ul style="list-style-type: none"> • Positively present a professional image of yourself and the business at all times • Demonstrate passion for the business and in delivering

	<p>suppliers and/or contractors and how to do so</p> <ul style="list-style-type: none"> • Understand why it is important to use service level agreements wherever possible • Know company purchase order procedures • Understand the key procedures that need to be incorporated into a system for checking deliveries, the key acceptance criteria (e.g. quality points, condition, expiry dates) for supplied resources, and how to ensure your team applies these • Know the terms and conditions under which resources are supplied, and how to obtain suitable recompense where these are not met • Know the appropriate storage conditions for your team's resources, and how to monitor these • Understand principles of stock control and rotation 	<ul style="list-style-type: none"> • Ensure company procedures for using purchase orders are followed • Monitor supplier invoices for accuracy, dealing with discrepancies • Identify key staff who will assist you in the effective reduction of resource costs • Ensure your team has the required knowledge to be able to check delivered supplies against agreed criteria (e.g. quality points, condition, expiry dates) • Follow up effectively with suppliers to retrieve costs where resources are not supplied as agreed • Monitor the appropriate storage of resources, and that storage is adhering to principles of stock rotation • Establish a rigorous system of waste management within your area of responsibility, minimising resource waste wherever possible 	<p>quality food and beverage service</p> <ul style="list-style-type: none"> • Demonstrate drive and commitment at all times • Personally take responsibility to determine sales direction of the organisation • Create a sense of common purpose and direction, involving others in decision making activities where appropriate • Generate interest, excitement, enthusiasm and commitment to exceed customer expectation
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<p>Hospitality Outlet Management (2)</p>	<p>Understand how to monitor food production to ensure standards are upheld, identify and implement areas for improvement</p> <ul style="list-style-type: none"> • Know relevant legislative and regulatory requirements relating to food production • Know the projected levels of business activity both in the short and long term • Understand your establishment's target customer market and the standards this market expects • How to motivate and inspire the food production team • How to allocate staff objectives which reflect their ability and which feed into organisational objectives • Understand when direct intervention is needed to ensure service operations are not disrupted • Know organisational quality standards for all food and beverage menu items 	<p>Manage food production to established standards and where relevant according to brand specifications, ensuring that all food safety practices are followed</p> <ul style="list-style-type: none"> • Ensure all food production complies with relevant legislative and regulatory requirements • Manage and develop supervisory staff who understand the production requirements of the organisation, and can translate these requirements to the service team • Create a working environment which motivates and inspires the food production team • Develop procedures for the preparation, production, cleaning and stocking of the food production areas 	
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	<ul style="list-style-type: none"> • Know how to monitor production performance unobtrusively • Understand how to evaluate the performance of food production 	<ul style="list-style-type: none"> • Intervene and take action when planned food production operations are threatened with disruption • Ensure food production is carried out in a way which maximises profit without affecting the quality of the service • Monitor the quality of food production through regular observation dealing with any deviation from the recognised quality standard • Evaluate the performance of food production on an ongoing basis 	
<p>Hospitality Outlet Management (3)</p>	<p>Understand how to manage cleanliness and identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers</p> <ul style="list-style-type: none"> • Know current organisational and regulatory requirements which affect the outlet service you can provide 	<p>Maintain the appearance of the establishment to business standards managing cleanliness, maintenance, repairs and refurbishment</p> <ul style="list-style-type: none"> • Ensure your team is trained to meet organisational standards and regulatory requirements in the course of their duties 	

	<ul style="list-style-type: none"> • Know how to develop clear plans and procedures across a variety of business areas • Know organisational requirements, and how to plan your team's working patterns to meet these • Know the latest developments in the hospitality industry, including those relating to technology, health and safety, and employment practice, and how these may impact on the development of procedures • Know how to monitor that the appropriate cleaning procedure and chemical(s) are used for every scenario encountered by your team • Understand realistic targets you can set your team, which meet organisational needs • Know how to evaluate and identify possible improvements to the service you provide 	<ul style="list-style-type: none"> • Develop contingency procedures to deal with any problems that may arise • Manage procedures to meet organisational standards and business needs • Manage the cleaning of public areas • Intervene swiftly when standards fall below that which is expected • Recommend and implement actions to improve the provision of services 	
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<p>Revenue Management (1)</p>	<p>Identify the information relevant to the reservations process and understand how to analyse, interpret and use it to drive revenue generation</p> <ul style="list-style-type: none"> • Know how best to work with the reservation systems currently in place, understand how to access information regarding current rates, products availability, promotions, discounts • Know how to monitor and analyse sales and staff performance • Know the organisation's objectives, policies and procedures 	<p>Analyse and present a range of complex information and provide intelligence, for example on revenue in relation to market factors</p> <ul style="list-style-type: none"> • Ensure procedures and systems are in place to capture all revenue information • Ensure staff co-ordinate revenue data, integrate this data and channel information as appropriate • Manage and interpret revenue data, and ensure relevant data is kept up to date to date • Analyse and share information with appropriate colleagues to maximise revenue across the business 	<p>Demonstrate the ability to identify commercial opportunity to maximise revenue for the business across the different functions and departments of the business</p> <ul style="list-style-type: none"> • Operate astutely and credibly to maximise revenue for the business • Demonstrate a positive, proactive manner towards sales opportunities • Keep up to date with competitor's products, price and services
<p>Revenue Management (2)</p>	<p>Understand how to gather reliable information on competitor performance and make business / industry comparisons, recognising the importance to the business</p>	<p>Monitor competitor performance and business / industry comparisons</p> <ul style="list-style-type: none"> • Build competitor profiles which highlight their strengths, 	

	<ul style="list-style-type: none"> • Understand how to obtain detailed market research analysis for your business sector, who your organisation's chief competitors are and why this is important • Know how to carry out a full financial analysis of the business and how to evaluate the results accordingly • Know how to calculate return on investment (ROI) 	<p>weaknesses, opportunities and threats (S.W.O.T. analysis)</p> <ul style="list-style-type: none"> • Conduct market analysis which assesses the provision of services in the wider hospitality market in a way which complements your planning • Identify areas where your current offering of services could be improved and / or streamlined to improve profitability and / or quality • Identify commercial opportunities which align to organisational strategic objectives and brand image • Prioritise opportunities, taking into account ease of implementation, return on investment (ROI), and alignment with the overall service offering 	
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<p>Revenue Management (3)</p>	<p>Understand how to carry out and recognise the importance of effective yield management</p> <ul style="list-style-type: none"> • Know your organisation's booking procedures and systems • Understand the importance of and how to carry out up-selling, room/product rates and yield management, and how these apply to your work role 	<p>Carry out effective yield management in line with business requirements</p> <ul style="list-style-type: none"> • Make sure all staff use appropriate techniques to sell products and services available, and are adequately trained • Make sure that staff are able to identify the range of selling opportunities • Manage operations to meet daily targets and maximise revenue potential 	
<p>Revenue Management (4)</p>	<p>Understand how to work with other managers and use relevant and available information to forecast potential revenue performance</p> <ul style="list-style-type: none"> • Understand information available in own organisation's systems that could contribute towards sales forecasting activities 	<p>Forecast potential revenue performance in collaboration with other managers</p> <ul style="list-style-type: none"> • Evaluate past revenue figures and targets for their relevance to future sales forecasts • Identify and evaluate a range of internal and external factors 	

	<ul style="list-style-type: none"> • Know acceptable variances in previous forecasts and their common causes • Understand competitor activities and the impact they may have upon sales forecasts • Understand the uses of qualitative and quantitative information for revenue forecasting including information that can be obtained from individuals and teams • Know your organisational guidelines and systems for developing and recording sales forecasts • Know who to consult and involve in sales forecasting and target setting activities and the benefits of doing so • Know forecasting method(s) which are most likely to give you an accurate forecast of the future 	<p>including changes in client behaviour and markets</p> <ul style="list-style-type: none"> • Consider the implications of internal and external factors upon sales trends, market conditions, potential selling opportunities and the likely pattern of sales for the future • Work with other managers to develop scenarios upon which to base forecasts and evaluate them to contribute towards sales planning • Consult with and feedback to others on the outcomes of the forecasts, consider the implications of sales forecasts for the organisation in terms of meeting organisational objectives • Put in place measurement activities, to monitor, measure and control actual performance against forecast sales 	
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		<ul style="list-style-type: none"> • Make recommendations for potential sales objectives and targets for the future and consider the implications for future planning • Set realistic sales objectives and targets for your own area of responsibility, using relevant information from sales forecasts 	
Kitchen Management (1)	<p>Understand the process for procurement of food ingredients and commodities, including purchasing specifications. Know how to prepare menus, recipes and standardised systems and procedures to ensure consistency and quality of food</p> <ul style="list-style-type: none"> • Understand the organisation’s policy on costs and menu style • Know current legislation, dietary consideration and health, safety and hygiene requirements • Know how to gather information relevant to menu planning e.g. customer data, revenue figures 	<p>Train and manage kitchen team members to deliver a consistent and timely food production operation to meet the needs and expectations of the customer and business, including adherence to brand standards where appropriate</p> <ul style="list-style-type: none"> • Gather information about customer requirements, take account of the skills, experience and training needs of staff and plan menus according to the equipment and facilities available • Take account of the sources of produce and ensure supply is 	<p>Lead the department with passion, instilling a sense of pride in team ensuring a consistently high quality and efficient food production operation</p> <ul style="list-style-type: none"> • Demonstrate passion for the business and in delivering quality food • Demonstrate drive and commitment at all times • Generate interest, excitement, enthusiasm and commitment to exceeding customer expectation

	<ul style="list-style-type: none"> • Know how to assess that menus conform to organisational policy and legislation • Understand how to source and use resources effectively • Know the organisation's buying procedures for produce • Know how to deal with and manage suppliers • Know the scope and limitations of available equipment • Know the current market price of produce • Understand how to monitor and evaluate the performance of food production 	<p>consistent with the menu plan i.e. seasonal/local</p> <ul style="list-style-type: none"> • Source the produce required at a price that allows optimum profit margins • Calculate the sales mix and the balance of price and offers • Calculate cost to profit margin ratios in line with organisational policy • Devise training plans to ensure staff are competent to deliver quality food to consistent brand standards • Monitor and evaluate staff performance implementing improvement strategies where necessary 	<ul style="list-style-type: none"> • Keep up to date with all food related areas through trade publications, social media, forums, competitors and colleagues
<p>Kitchen Management (2)</p>	<p>Understand the requirement for and on-going maintenance for kitchen equipment. Know how, why and when staff should be trained and monitored on its use</p>	<p>Effectively manage kitchen equipment and resources in line with legislative and operational requirements. Ensure regular servicing and maintenance has minimal impact on operations</p>	

	<ul style="list-style-type: none"> • Understand relevant health and safety legislation governing items which requires regular checks or maintenance • Understand why and when staff are trained in the safe use of machinery, cleaning supplies and chemicals where appropriate • Understand the importance of monitoring staff in the safe use of machinery, cleaning supplies and chemicals 	<ul style="list-style-type: none"> • Manage an effective system of fault notification, both between you and your team, and yourself and other managers responsible for maintenance and repair • Manage the effective monitoring of maintenance required by legislation • Liaise with other managers to ensure that maintenance or repair of equipment does not impact on customer satisfaction or business operations • Monitor that staff are trained in the safe use of machinery, cleaning supplies and chemicals where appropriate 	
<p>Kitchen Management (3)</p>	<p>Understand how to manage food safety systems in line with current legislative requirements and identify, prioritise, schedule and implement monitoring, training, maintenance or repair work in</p>	<p>Manage food safety systems to adhere to legislation. Ensure that all required procedures, training and monitoring documentation are completed within</p>	

	<p>ways which minimise disruption to customers</p> <ul style="list-style-type: none"> • Understand how the design layout, use and maintenance of the food area can affect food safety • Know the current and ongoing legislative and compliance requirements and the penalties and dangers of non-compliance • Understand the fundamental requirements of risk assessments and why they are needed (HACCP) • Know how to establish food safety management procedures • Know which records need to be regularly monitored and why • Know the responsibilities of all staff concerning food safety management • Know how food business operators can ensure compliance and the due diligence process 	<p>timescales and issues addressed as appropriate</p> <ul style="list-style-type: none"> • Implement and monitor a kitchen food safety management system • Manage the legislative requirements for food safety to ensure compliance • Manage the risks for food safety from a variety of hazards • Examine and review current procedures and practices to establish new processes, where appropriate • Communicate food safety management procedures to staff and train staff in requirements • Allocate resources and roles and responsibilities for specific aspects of the food safety system • Establish protocols for cleaning, pest control, chemical control, use and storage, personal protective equipment use, food holding and 	
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		<p>storage, food handling, supplier delivery and storage</p> <ul style="list-style-type: none"> • Ensure all visitors, suppliers and staff comply with procedures laid down • Manage suppliers and procedures for food stock delivery, storage and holding • Keep accurate and appropriate records on food safety management and monitor regularly • Ensure due diligence is exercised in the implementation of the food safety system 	
	<p>Multi-functional managers will be required to demonstrate competence against at least 50% of the skills, knowledge and behaviour in each of two functions above, as well as those detailed below.</p>		
<p>Multi-functional Management (1)</p>	<p>Know the interdependence required of the functions within the business and how to plan the work of the team and its resources to address each of these requirements to deliver products and services on time and in line with customer needs and business / brand standards.</p>	<p>Plan, manage, evaluate and review the work of the team and use of resources across hospitality functions to ensure the right people and tools are in the right place at the right time</p>	<p>Think strategically when planning the use of team members and resources to maximise current and future operations. Proactively seek</p>

	<p>Understand the need to plan across a number of different functions and the potential implications of delivering a multi-functional approach on customer experience, team performance and future business and team objectives. Adapt to changing customer, team or business demands, responding to the immediate situation and considering longer term solutions</p> <ul style="list-style-type: none"> • Know how and why you support team members in identifying and dealing with any problems and unforeseen events • Know how you motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion • Understand the interdependence required of separate functions within the business and the importance of 	<ul style="list-style-type: none"> • Determine and plan the work of team members taking account of their skills, knowledge and experience • Brief team members on the work they have to complete and the level of expected performance • Check the progress and quality of the work of team members against the level of expected performance and performance indicators and provide prompt and constructive feedback • Support team members in identifying and dealing with any problems and unforeseen events • Motivate team members to complete the work they have to complete, providing, where requested and where possible, any additional support and/or resources to help completion 	<p>ways of working that embrace multi-functional teams</p> <ul style="list-style-type: none"> • Take a positive, strategic approach to the planning and deployment of diverse teams • Demonstrate drive and commitment to achieving business objectives • Strengthen team dynamics by utilising team members to their personal and collective strengths
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	<p>team performance in achieving business objectives and customer satisfaction</p>	<ul style="list-style-type: none"> • Give staff feedback on their work and develop the team • Identify any unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members • Recognise progress or successful completion of significant pieces of work or work activities by team member(s) 	
<p>Multi-functional Management (2)</p>	<p>Understand how the needs of the customer and skills of the team differ from one function to another and how to ensure each function is delivered to maximise customer experience and achieve business objectives</p> <ul style="list-style-type: none"> • Know how to organise staffing and other resources to meet customer service standards, and the importance of taking account of varying levels of demand, team skills and likely contingencies 	<p>Manage the team and resources to ensure that the needs of the customer are met whilst maintaining business / brand standards</p> <ul style="list-style-type: none"> • Engage people within your organisation and other key stakeholders in managing customer service • Establish clear and measurable standards of customer service, taking into account customers' expectations, your organisation's 	

	<ul style="list-style-type: none"> • Understand the individuals within your area of work, their roles, responsibilities, competences and potential • Understand the importance of ensuring staff understand the standards of customer service they are expected to deliver and the extent of their autonomy in responding to customers' requests and problems • Know how to monitor the standards of customer service delivered, customers' requests and problems and feedback from staff and customers, and the importance of doing so continuously. 	<p>resources and any legal or regulatory requirements</p> <ul style="list-style-type: none"> • Organise people and other resources to meet customer service standards, taking account of varying levels of demand, team skills and likely contingencies • Ensure people delivering customer service are competent to carry out their duties, and provide them with any necessary training, support and supervision • Encourage staff and customers to provide feedback on their perceptions of the standards of customer service • Continuously monitor the standards of customer service delivered, customers' requests and problems and feedback from staff and customers • Analyse customer service data to identify the causes of problems and 	
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		<p>opportunities for improving customer service</p> <ul style="list-style-type: none">• Make or recommend changes to processes, systems or standards in order to improve customer service	
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