



Hospitality Manager

Level 4 Apprenticeship



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Hospitality Manager Level 4 Apprenticeship

Working across a variety of organisations focusing on ensuring excellent customer experience.

Summary

Hospitality managers work across a huge variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers. These managers generally specialise in a particular area, however their core knowledge, skills and behaviours are aligned. Common to all managers in this role 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.

Entry

Employers will set their own entry requirements, but individuals should have had supervisory responsibility in order to start on this apprenticeship.

Duration

Based on the entry requirements set by the employer the minimum duration for this apprenticeship is 12, but will typically be 18, months to complete.

Level

This apprenticeship standard is set at level 4.



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Description of specialist management functions

Food and Beverage manager

Food and Beverage managers manage the delivery of business standards in a range of settings including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers.

House keeping manager

Housekeeping managers manage the delivery of business standards for the presentation of establishments such as hotels and other overnight accommodation including hostels, serviced apartments and conference venues, making sure that they are clean, fresh and tidy in public areas and guest accommodation.

Front office manager

Front office managers manage the delivery of the business standards for the reception function and, where relevant the nights' team and porters, reservations for example in hotels and conference venues.

Revenue manager

Revenue managers devise and implement strategies that aim to optimise revenue across the business, for example rooms, conference and events and food and beverage.

Conference and events manager

Conference and events managers manage the delivery of functions often simultaneously such as business conferences, conventions, banquets or weddings. The role requires managing meticulous coordination liaising with multiple departments across the business to meet a variety of different customer needs and expectations.

Hospitality outlet manager

Hospitality outlet managers manage the operations of a hospitality retail outlet, such as quick service restaurants, branded coffee or sandwich shops. The role is often in a fast paced environment with the focus on meeting customers' expectations of efficiency and consistency for both the products and service they receive.

Kitchen manager (head chef)

Kitchen Managers/Head chefs take responsibility for the delivery of consistent levels of food preparation, cooking and service, typically in high volume and often fast paced or complex production catering kitchens. High levels of financial accountability, adherence to strict procurement, stock management and food safety requirements provide a challenging environment which needs to be managed with a considerable amount of expertise.

Multi-functional manager

In some organisations a hospitality manager covers a range of different operational functions, applying their skills, knowledge and behaviours in different contexts, and not necessarily addressing one function in full. Multi-functional managers have substantial accountability and responsibility for meeting clear management objectives with their team and must balance priorities across each of the functions they are given responsibility for. For example a manager may be required to oversee the restaurant service and be responsible for bar, banqueting and conferences on the same day.

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Core

All hospitality team members must have the following core hospitality knowledge, skills and behaviours

Knowledge, Skills and Behaviours

Business		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Proactively seek and drive activities that support the achievement of the business vision and objectives, improve competitiveness, to meet financial targets 	<ul style="list-style-type: none"> Inspire team members to demonstrate personal drive to achieve the business vision and objectives
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance
<ul style="list-style-type: none"> Know the business strategy and its key competitors and how it fits within the wider hospitality industry in which it operates 	<ul style="list-style-type: none"> Develop and effectively communicate own plans and strategy to management team in order to harmoniously work towards achieving business objectives 	<ul style="list-style-type: none"> Openly share information with colleagues that support business objectives and growth
<ul style="list-style-type: none"> Identify the management information available in own area and understand how to use, analyse and act on it to drive business change 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Make decisions based on a sound analysis and judgement of available management information
<ul style="list-style-type: none"> Understand the standard business operating procedures, the services and products and how they are managed and their potential consequences 	<ul style="list-style-type: none"> Implement required operational processes and procedures in line with business standards 	<ul style="list-style-type: none"> Actively promote the benefits of working within standard business operating procedures
<ul style="list-style-type: none"> 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 Years 	<ul style="list-style-type: none"> Monitor peaks and troughs in business levels to ensure operational plans allow service standards and resources to be maintained 	<ul style="list-style-type: none"> Ability to make accurate forecasts based on current and future trends

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Knowledge, Skills and Behaviours

<ul style="list-style-type: none"> • Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements 	<ul style="list-style-type: none"> • Develop and implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business 	<ul style="list-style-type: none"> • Think ahead and demonstrate resourcefulness when developing plans
<ul style="list-style-type: none"> • Understand how technology supports the delivery of products and services in hospitality businesses 	<ul style="list-style-type: none"> • Maximise the use of technology and evaluate its effectiveness for achieving the desired results 	<ul style="list-style-type: none"> • Use technology responsibly and take an interest in new developments that could support the business
<ul style="list-style-type: none"> • Understand environmental, legislative and social responsibilities and their impact within hospitality businesses 	<ul style="list-style-type: none"> • Manage and continuously review adherence to legislation 	<ul style="list-style-type: none"> • Be accountable, advocate and adhere to the importance of working legally in the best interest of all people

People		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> • Know how to identify potential risks to people and the business and how to plan for and minimise the impact 	<ul style="list-style-type: none"> • Identify and manage risks through empowering the team 	<ul style="list-style-type: none"> • Be solution focussed through proactive risk management personally and through others
<ul style="list-style-type: none"> • Understand how to create a people strategy and how to effectively manage recruitment, induction, team development and succession planning in a hospitality business to deliver it 	<ul style="list-style-type: none"> • Carry out talent management planning in line with the people strategy, and develop a culture of continuous development, actively supporting team members to improve and grow within their roles and careers 	<ul style="list-style-type: none"> • Demonstrate commitment to self-improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills
<ul style="list-style-type: none"> • Know and understand how to consistently communicate and engage with people and teams 	<ul style="list-style-type: none"> • Demonstrate effective methods of communication and leadership that achieve the desired results, providing support and coaching to team members to maximise their performance 	<ul style="list-style-type: none"> • Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication
<ul style="list-style-type: none"> • Understand the responsibilities of an employer and the parameters the business works within 	<ul style="list-style-type: none"> • Manage people performance and capability, and develop teams in line with operational policy and procedures and support appropriate decision making 	<ul style="list-style-type: none"> • Empower team members whilst providing adequate support to aid their decision making

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Knowledge, Skills and Behaviours

Customers		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> Determine the customer service journey and understand how to meet expectations, taking into account business requirements 	<ul style="list-style-type: none"> Monitor customer satisfaction to ensure product/service is delivered according to their profile and business requirements 	<ul style="list-style-type: none"> Proactively develop and maintain a customer centred culture
<ul style="list-style-type: none"> Understand the impact of service failure on hospitality businesses, identify how to develop and implement service recovery strategies 	<ul style="list-style-type: none"> Develop and implement service recovery strategies to uphold brand/business reputation, maintaining customer satisfaction 	<ul style="list-style-type: none"> Provide clear direction to team and empower them to implement effective customer service resolutions
<ul style="list-style-type: none"> Know how to use customer feedback as a competitive tool in the hospitality industry 	<ul style="list-style-type: none"> Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience 	<ul style="list-style-type: none"> Drive behavioural change through encouraging others to seek and act on feedback
<ul style="list-style-type: none"> Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques 	<ul style="list-style-type: none"> Maximise the impact of marketing strategies, evaluate and act on feedback 	<ul style="list-style-type: none"> Personally market the business through creating a culture of passionate enthusiasm to provide customers with the best possible experience, acting upon feedback
<ul style="list-style-type: none"> Understand what it means to champion the business, maintain comprehensive product/service, brand and market knowledge 	<ul style="list-style-type: none"> Manage the targeted promotion of the brand and product/service to customers 	<ul style="list-style-type: none"> Drive a strong cultural belief in the brand and product/service
Leadership		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> Understand the management and leadership styles and skills required in a hospitality business environment 	<ul style="list-style-type: none"> Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others 	<ul style="list-style-type: none"> Create a high performance culture
<ul style="list-style-type: none"> Understand how to lead the implementation of change in hospitality business and the potential impact on stakeholders 	<ul style="list-style-type: none"> Lead change to meet the business objectives and manage the impact of change on stakeholders 	<ul style="list-style-type: none"> Pioneer business decisions and promote a positive attitude to change
<ul style="list-style-type: none"> Understand the ethos of a diverse and inclusive culture that demonstrates social inclusion 	<ul style="list-style-type: none"> Support team members to carry out work activities that respond to a diverse range of needs 	<ul style="list-style-type: none"> 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

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Specialist

Hospitality managers must select one of the following areas in line with their specialist function to demonstrate technical skill and expertise

Knowledge, Skills and Behaviours

Food and Beverage Service Management		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> • 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 and how to maximise sales through effective menu design, seasonal promotions and themes. Understand different food service styles 	<ul style="list-style-type: none"> • 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 sales, delivering a service that will enhance business opportunities, e.g. seasonal special offers and themed promotional drinks menu 	<ul style="list-style-type: none"> • Demonstrate passion for high quality food and drink products and service
<ul style="list-style-type: none"> • Understand how effective management and maintenance of food service equipment, accompaniments and drinks products impact on the business 	<ul style="list-style-type: none"> • 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 	
House Keeping Management		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> • Understand how to monitor the cleanliness and presentation of the establishment and productivity, identify and implement areas for improvement 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Actively seek innovative ideas for improving the physical presentation of the establishment in line with business constraints
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	

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Knowledge, Skills and Behaviours

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| <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Determine the need for and schedule maintenance or repair work, managing its impact on the housekeeping service and other areas of the business |
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Front Office Management

Knowledge

- Understand how to allocate and manage rooms to maximise sales opportunities for the business and meet or exceed customer expectations
- Understand how to monitor the effectiveness of reception and reservation systems, identify and implement areas for improvement

Skills

- Manage the availability and sale of rooms and/or facilities to maximise revenue and meet customers' individual needs
- Analyse the reception and reservation systems and performance, identifies and implement improvement, e.g. to reduce guest waiting times, minimise check-in/check-out congestion

Behaviours

- Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team

Revenue Management

Knowledge

- Identify the information relevant to the reservations process and understand how to analyse, interpret and use it to drive revenue generation
- Understand how to gather reliable information on competitor performance and make comparisons
- Understand how to carry out and recognise the importance of effective yield management
- Understand how to work with other managers and use relevant and available information to forecast potential revenue performance

Skills

- Analyse and present a range of complex information and provide intelligence, for example on revenue in relation to market factors
- Monitor competitor performance and business/industry comparisons
- Carry out effective yield management in line with business requirements
- Forecast potential revenue performance in collaboration with other managers

Behaviours

- Demonstrate the ability to identify commercial opportunity to maximise revenue for the business across the different functions and departments of the business

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Knowledge, Skills and Behaviours

Conference and Events Management		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> Understand how to plan and implement multiple events to ensure best allocation and use of resources to meet demand 	<ul style="list-style-type: none"> Manage the planning and delivery of multiple events 	<ul style="list-style-type: none"> Is highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction
<ul style="list-style-type: none"> Identify required business levels and know how to track and analyse enquiries to fulfil them 	<ul style="list-style-type: none"> Track and analyse enquiries to fulfil forecast business levels 	
<ul style="list-style-type: none"> Understand how to develop and maintain effective working relationships with suppliers, exhibitors and other stakeholders and why this is important for the business 	<ul style="list-style-type: none"> Manage relationships with a variety of organisations and stakeholders such as suppliers and exhibitors 	

Hospitality Outlet Management		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> Understand how to manage the delivery of on and off site sales of goods and products 	<ul style="list-style-type: none"> Manage the delivery of on and off site sales of goods and products 	<ul style="list-style-type: none"> Actively seek opportunities to improve the commercial presentation of the outlet to enhance and maximise sales
<ul style="list-style-type: none"> Understand how to monitor food production to ensure standards are upheld, identify and implement areas for improvement 	<ul style="list-style-type: none"> Manage food production to established standards and where relevant according to brand specifications, ensuring that all food safety practices are followed 	
<ul style="list-style-type: none"> Understand how to manage cleanliness and identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers 	<ul style="list-style-type: none"> Maintain the appearance of the establishment to business standards managing cleanliness, maintenance, repairs and refurbishment 	

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Knowledge, Skills and Behaviours

Kitchen Management		
Knowledge	Skills	Behaviours
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Lead the department with passion, instilling a sense of pride in team ensuring a consistently high quality and efficient food production operation
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Effectively manage kitchen equipment and resources in line with legislative and operational requirements. Ensure regular servicing and maintenance has minimal impact on operations 	
<ul style="list-style-type: none"> 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 ways which minimise disruption to customers; 	<ul style="list-style-type: none"> Manage food safety systems to adhere to legislation. Ensure that all required procedures, training and monitoring documentation are completed within timescales and issues addressed as appropriate 	

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Knowledge, Skills and Behaviours

Multi- functional management

Knowledge	Skills	Behaviours
<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>		
<ul style="list-style-type: none"> • 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. 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Think strategically when planning the use of team members and resources to maximise current and future operations. Proactively seek ways of working that embrace multi-functional teams
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Manage the team and resources to ensure that the needs of the customer are met whilst maintaining business/brand standards 	

Summary of independent end assessment process

The apprentice will be assessed to the apprenticeship standard using four complementary assessment methods. The assessment is synoptic, i.e. takes a view of the overall performance of the apprentice in their job. The assessment activities will be completed by the independent end assessor as follows:

On demand test

- 90 minutes on demand multiple choice test
- 35 questions (each with 4 response options)
- Covers the core and relevant specialist function
- Scenario based questions
- Externally set and marked by the end-point assessment organisation
- Undertaken either on the employer's premises or offsite

Business project

- Research and write within the 2 month assessment window
- Submit at least 7 working days prior to the professional discussion
- Covers the core and relevant specialist function
- Project to look at a proposal for an opportunity/challenge/idea to make an improvement to the business
- Project plan to be agreed and externally marked by the Endpoint Assessment Organisation

◀ **COMPLETE FIRST 3 ACTIVITIES IN ANY ORDER** ▶

Professional discussion

90 minute structured meeting
Covers the core and relevant specialist function
Includes apprentice reflection on feedback
Structured discussion between the apprentice and the end-point assessor
Led by the independent end-point assessor

Completion

Independent end-point assessor confirms that each assessment element has been completed
The overall grade is determined by the independent end-point assessor based on the combination of performance in all assessment activities.

Why Choose TESS?

- 2017 Ofsted Visit gave us a Good rating.
- Investors in People rated us Gold
- Won Apprenticeship Provider of the Year 2016 at the Apprenticeships4England Awards.
- We stand out from the industry as being a Learning & Development Provider with an MD that is CIPD qualified so the focus is definitely on learning!
- Learner & Employer Portal which shows real-time course progress plus allows learners to work on outstanding actions and attend E-learning sessions
- Reporting & Communication - the business has a dedicated Account Manager who is there to help with any queries. We also provide customised 24/7 live reporting to keep you up to speed with value from the apprenticeships.
- Tailored Marketing - we offer bespoke brochures and an online portal where interested learners can find out more about the qualifications. This marketing would have your business logo and input to it, to make it fit for purpose.
- Diverse Qualifications and training solutions for each person & department

For more information,
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We are the training experts





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