

## Standard Assessment Specification

### Level 4 Hospitality Manager



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## Introduction

### Innovate Awarding

Innovate Awarding is an End-Point Assessment Organisation approved by the Education and Skills Funding Agency (ESFA) and a nationally regulated Awarding Organisation with a collaborative approach to doing business. We work with employers and training providers to deliver fit for purpose End-Point Assessment and qualification services in a number of sectors. For further information, please see our website, [www.innovateawarding.org/apprenticeship-standards/end-point-assessment](http://www.innovateawarding.org/apprenticeship-standards/end-point-assessment).

## Apprenticeship overview

This apprenticeship develops knowledge of business and people management principles in the Hospitality sector whilst building the skills to maximise income, minimise wastage and enhance business performance and productivity.

The apprentice will cover four core modules: People, Customers, Business and Leadership. Apprentices will then be able to choose the module relevant to their area of specialism. Specialisms include: Food and Beverage Management, Housekeeping Management, Front Office Management, Revenue Management, Conference and Events Management, Hospitality Outlet Management, Kitchen Management and Multi-functional Management. Each module is divided into knowledge, skills and behaviour, which have been amplified in the table below.

Standard Name	Hospitality Manager
Level	4
Sector	Hospitality
Programme duration	Typically 18 months
Minimum time on programme	12 months
EPA Duration	2 months
EPA Methods	<ul style="list-style-type: none"> <li>• On demand test</li> <li>• Business project</li> <li>• Professional discussion</li> </ul>
Outcomes	Fail, Pass, Distinction
External Quality Assuring Centre	People 1 <sup>st</sup>

### Who is the apprenticeship for?

This apprenticeship is for people entering or working in hospitality management positions, with the responsibility for delivering a positive experience to customers that will encourage repeat custom and loyalty to the brand/business.

It is suitable for people starting their careers in Hospitality Management, as well as those who have gained previous experience in other roles within the Hospitality sector.

There are different pathways that managers can follow and each will have different skill, knowledge and behaviour requirements. In general terms a Hospitality Manager will manage the delivery of business standards across different aspects of the business and will be focused on the balance between business requirements and customer needs and expectations.

All Hospitality Managers will be expected to cover the core areas of Business, People, Customers and Leadership in the apprenticeship as well as their specialist management functions. These include the following areas where they will also be expected to demonstrate competence;

- Food and Beverage Management
- Housekeeping Management
- Front Office Management
- Revenue Management
- Conference and Event Management
- Hospitality Outlet Management
- Kitchen Management
- Multifunctional Management

Hospitality Managers may be working in a range of diverse and different settings for example bars, restaurant, cafes, conference centres, banqueting venues, hotels, contract caterers, quick service restaurant, branded coffee or sandwich shops.

All managers will be expected to have the necessary skills, knowledge and competencies to be able to manage staff, maximise revenue, ensure that legislation and in-house standards are adhered to and provide efficient and consistent service and products.



## Role of Innovate Awarding

Innovate Awarding is the End-Point Assessment Organisation which will complete all aspects of the End-Point Assessment requirements for the apprenticeship. Innovate Awarding will provide information on the processes that enable employers and training providers to support the apprentice to achieve the End-Point Assessment.

## Support Materials

Support materials provided include:

- Guides for assessment methods
- Assessment specifications
- Assessment manual
- Mock on-demand test
- Practice papers
- Full mock papers
- Exemplar assessments
- Videos of assessments

## Entry requirements

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

## On-programme Requirements

The on-programme learning and development will be agreed between the training provider and employer, or internally if training is delivered by an employer provider.

For this standard, it is recommended you complete a minimum of six meetings and completed records are recommended, to show ongoing competence across the entire standard, over a minimum of a twelve-month period prior to starting the independent End-Point Assessment

## Gateway

To qualify for End-Point Assessment, the apprentice must pass through the gateway. To do this, they need to be able to evidence that they have:

- achieved Level 2 Functional Skills in English and Maths
- completed all aspects of the apprenticeship. It is recommended that on-programme review records are brought to this meeting

The employer and training provider/employer training provider must confirm that all the requirements have been met and that the apprentice is ready to complete the End-Point Assessment before they can pass through the gateway. This will be confirmed at the gateway sign-off and documented on EPA Pro. This notifies Innovate Awarding that the apprentice is ready for their assessment and the End-Point Assessment planning meeting needs to be organised.

## Module Overview

The modules are the titles of the knowledge, skills and behaviours highlighted in the standard.

Modules	Assessment Methods		
	On-demand test	Business project	Professional discussion
Business knowledge	✓	✓	✓
Business skills	✓	✓	✓
Business behaviours		✓	✓
People knowledge	✓		✓
People skills			✓
People behaviours		✓	✓
Customer knowledge	✓	✓	✓
Customer skills	✓	✓	✓
Customer behaviours		✓	✓
Leadership knowledge	✓		✓
Leadership skills	✓	✓	✓
Leadership behaviours		✓	✓
<b>Apprentices will follow one of the following specialisms:</b>			
Food & Beverage Service knowledge	✓		✓
Food & Beverage Service skills		✓	✓
Food & Beverage Service behaviours		✓	✓
Housekeeping knowledge	✓		✓
Housekeeping skills		✓	✓
Housekeeping behaviours		✓	✓
Front Office knowledge	✓		✓
Front Office skills		✓	✓
Front Office behaviours		✓	✓
Revenue knowledge	✓		✓
Revenue skills		✓	✓
Revenue behaviours		✓	✓



### Apprentices will follow one of the following specialisms:

Modules	Assessment Methods		
	On-demand test	Business project	Professional discussion
Food & Beverage Service knowledge	✓		✓
Food & Beverage Service skills		✓	✓
Food & Beverage Service behaviours		✓	✓
Housekeeping knowledge	✓		✓
Housekeeping skills		✓	✓
Housekeeping behaviours		✓	✓
Front Office knowledge	✓		✓
Front Office skills		✓	✓
Front Office behaviours		✓	✓
Revenue knowledge	✓		✓
Revenue skills		✓	✓
Revenue behaviours		✓	✓
Conference and Events knowledge	✓		✓
Conference and Events skills		✓	✓
Conference and Events behaviours		✓	✓
Hospitality Outlet knowledge	✓		✓
Hospitality Outlet skills		✓	✓
Hospitality Outlet behaviours		✓	✓
Kitchen knowledge	✓		✓
Kitchen skills		✓	✓
Kitchen behaviours		✓	✓
Multifunctional knowledge	✓		✓
Multifunctional skills		✓	✓
Multifunctional behaviours		✓	✓

## End-Point Assessment

The End-Point Assessment requires the apprentice to demonstrate that they have achieved all requirements of the apprenticeship standard.

### What will the End-Point Assessment look like?

A planning meeting will take place once the gateway has been passed and the apprentice has been deemed ready for the End-point Assessment.

The purpose is to:

- plan when the assessments will take place
- identify the requirements of each assessment method
- answer any questions or concerns the apprentice may have about the assessment process
- aid in the preparation requirements for End-point assessment (e.g. arranging access, facilities and resources)

### What is the on-demand test?

The on-demand test will be a 90-minute multiple choice test with 35 scenario-based questions. It will be conducted via Innovate Awarding's online EPA Pro system, either on the employer's premises or off site. The core section of the test will have 25 questions and the specialism will have 10 questions with each question worth one mark each. The apprentice must pass both sections to pass overall.

### What is the business project?

The business project will focus on an opportunity, challenge or idea, which the apprentice considers will make an improvement to the business they are working in. It involves gathering or reviewing information and making recommendations to management. Apprentices will submit a two-page synopsis of their project at the planning meeting with the report in full to be completed during the two-month assessment window. The report will be 9000 words (+/- 10%) and must be submitted at least 7 working days prior to the professional discussion.





## What is the professional discussion?

The professional discussion is a 90-minute structured meeting between the apprentice and the independent End-point Assessor. It will take place in a controlled environment and be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence. The discussion will be planned in advance to allow the apprentice to prepare fully.

Prior to the professional discussion but within the assessment window, the apprentice will gather constructive and objective feedback on specified areas from their superior, a peer and a direct report. This feedback itself is not marked but used by the apprentice to reflect on their developed knowledge, skills and behaviours. A copy of the feedback must be sent to the End-point Assessor a minimum of five working days prior to the professional discussion.

The End-point Assessor will ask the apprentice a minimum of 30 questions to cover core areas of the standard, the apprentice's chosen specialism and the feedback gathered.

# Apprenticeship Standard Amplification

## Module 1 – Business

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain how to use operating models to help achieve the vision and objectives of hospitality businesses within scope of own role	S1	Proactively drive activities that support the achievement of business vision and objectives
K2	Explain how operating models are used in own area of business	S2	Manage income, within scope of own role and in the context of own business
K3	Analyse how to manage finance within own businesses	S3	Manage costs, within scope of own role and in the context of own business
K4	Analyse the strategy used by own business	S4	Develop plans and strategy, within the scope of own role
K5	Identify the management information available in own area	S5	Communicate own plans and strategy to management team, within the scope of own role
K6	Explain how to use management information to drive business change, within scope of own role	S6	Evaluate sales and/or productivity data and information and use them to make recommendations for future planning
K7	Explain standard business operating procedures used in own organisation	S7	Implement required operational processes and procedures, in line with standard business operating procedures
K8	Describe how services and products are managed in own business	S8	Monitor peaks and troughs in business levels, within scope of own role
K9	Analyse the factors which influence peaks and troughs in own business's levels	S9	Develop contingency plans in line with organisational requirements
K10	Explain how to develop contingency plans, used in own role	S10	Implement contingency plans in line with organisational requirements
K11	Explain how technology supports the delivery of products and services in own business	S11	Maximise the use of technology and evaluate its effectiveness for achieving the desired results
K12	Explain external responsibilities and their impact on own business	S12	Manage adherence to legislation, within scope of own role



Behaviours (Live it):	
B1	Inspire team members to demonstrate personal drive to achieve the business vision and objectives
B2	Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance
B3	Openly share information with colleagues that support business objectives and growth
B4	Make decisions based on a sound analysis and judgement of available management information
B5	Actively promote the benefits of working within standard business operating procedures
B6	Ability to make accurate forecasts based on current and future trends
B7	Think ahead and demonstrate resourcefulness when developing plans
B8	Use technology responsibly and take an interest in new developments that could support the business
B9	Be accountable, advocate and adhere to the importance of working legally in the best interest of all people

Delivery content and guidance (text in <b>bold</b> is mandatory)					
Ref	Knowledge (Know it)	Maps to	Ref	Skills (Show it)	Maps to
K1	<b>Understand how roles, skills, structure, processes, assets and technology allow businesses to achieve goals and objectives</b> including the business's vision, values, company and departmental objectives, financial targets, financial reviews and strategies.		S1	<b>Establish goals consistent with the business vision, develop plans, guide the work of others towards meeting objectives, set SMART objectives, communicate effectively, find innovative and imaginative solutions, allocate suitable resources.</b>	
K2	<b>Apprentices should know the financial strategy of the business, typical risks, constraints, and the implications of these. They should be able to understand how to forecast and access information and the necessary controls and procedures for managing resources and financial expenditure.</b>		S2	<b>Apprentices should use forecasting to set realistic targets, evaluate the control of resource allocation, and prepare financial cases for improvement projects. Monitor financial performance making necessary adjustments where required, follow procedure, reduce waste and manage resources effectively to achieve business objectives.</b>	S2 & S3
K3	<b>Understand how to manage finance including minimising costs. The Apprentice must be able to analyse financial information including income streams cost centres and areas for potential waste or loss within own area of business.</b>	S2 & S3	S3	<b>Conduct market analysis identifying gaps that could help achieve business objectives and produce a competitive edge for the business in the market place.</b>	S2 & S3

Delivery content and guidance					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K4	Apprentices must understand financial management. Know how to obtain market research and understand how the business fits within the wider hospitality industry. Understand the benefits of SWOT, Porter's 5 Forces and / or PESTLE and how to use them to analyse how the business is performing against the competition.		S4	Conduct market analysis into the provision of service of local competitors and identify gaps in the provision of service that complement own business planning and could increase profitability. Communicate the information gathered during the analysis effectively, using suitable methods to the management team.	S4 & S5
K5	Apprentices should understand and use management information, internal systems and procedures as well as the legal and regularity requirements. They must also know how to report, review and analyse accurate up to date information and act on information to drive business change.		S5	Communicate with staff and senior management team in order to achieve business objectives. Provide the senior management team information on own plans and strategies for achieving business objectives in own area of work.	
K6		K5	S6	Evaluation must include evidence of interpretation and analysis. Receive, review, collate, analyse and evaluate up to date information to determine accurate knowledge of business productivity and performance. Take necessary actions to improve where required to drive business change.	
K7	Know the range of commonly-used standard operating procedures (SOPs) by managers in the hospitality industry. Known how to work efficiently managing time effectively. Know how to produce reports with own business SOPs.		S7	Work methodically, effectively and efficiently in all tasks obtaining training where required. Use process and store data. Manage resources efficiently to plan the work of staff, analyse existing working methods to identify and make recommendations for changes to improve. departmental systems and communicate these to the relevant people.	
K8	Describe products and service in a range of different hospitality businesses related to own area of work for example: leisure facilities, concierge, portering and products (food, drink, business services).		S8	Use available resources to plan the work of the staff in the most efficient way by analysis of existing data on peaks and troughs within the business.	



### Delivery content and guidance

Ref	Knowledge	Maps to	Ref	Skills	Maps to
K9	<b>Analyse and describe the influencing factors on the business for example</b> (season, weather, culture, special occasions weddings, birthdays, Valentine’s day, New Year’s Eve). Understand how business culture and objectives are used to target the market. Explain how to obtain market research, analyse and produce reports on the factors which influence peaks and troughs in businesses.		S9	<b>Ensure resources are in place to provide consistent levels of service required by the business. Review and analyse operational performance to evaluate products service, productivity and performance.</b>	
K10	<b>Understand the business requirement, types and purpose of legislation as well as codes of practice and the information that is required and authorised for use in the job role.</b> How to identify problems, how to seek advice (where, who and when). How to develop policies and procedures including contingency to maintain provision of service. <b>Understand how to evaluate, review and revise information in order to drive business change.</b>		S10	<b>Develop and / or implement procedures and contingency plans to ensure, resources are available for successful delivery of products and services.</b>	
K11	<b>Understand legislation, regulations and codes of practice in the use of technology and associated information. Know how technology supports the achievement of business objectives.</b> Know how technology is used to manage information including protocols. Understand guidance, skills and support required for staff in the use of, or attitudes to use of, technology in the workplace.		S11	<b>Develop and implement plans to change, enhance technology and engage with stakeholders. Ensure that up to date guidance, support and skills development for staff in the use of technology is provided. Monitor and evaluate the effectiveness of technology.</b>	
K12	Understand current legislation, regulations and codes of practice.		S12	Develop/implement plans to introduce changes/enhance technology and systems. Provide guidelines, support skills and the development of staff. Monitor and evaluate the effectiveness of technology in achieving business objectives. Manage adherence to legislation within scope of own role.	K12

## Module 2 – People

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe how to identify potential risks to people and own business and how to plan for and minimise their impact	S1	Manage risks through empowering own team, in line with own organisation's procedures
K2	Explain how to create a people strategy, in line with own business's needs	S2	Carry out talent management planning, in line with the organisational strategy
K3	Explain how to communicate and engage with people and teams in own role	S3	Use coaching, communication and leadership skills to achieve organisational goals
K4	Explain the responsibilities of an employer, and the parameters that own business works within	S4	Manage and develop the team's capability in line with operational policy, procedures and support appropriate decision making
Behaviours:			
B1	Be solution focussed through proactive risk management personally and through others		
B2	Demonstrate commitment to self-improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills		
B3	Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication		
B4	Empower team members whilst providing adequate support to aid their decision making		



### Delivery content (text in **bold** is mandatory)

Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	Explain how to identify risks to people, and businesses including the key stages of risk management. Know how to develop a detailed written risk management policy. Understand the most effective methods to communicate the policy across the business. Understand the requirements of RIDDOR. Explain methods of developing a risk awareness culture to reduce/eliminate accidents.		S1	Conduct risk assessments and methods to minimise risk, develop a risk awareness culture. Act to reduce risk within the work place, record any accidents (RIDDOR), empower the team. Learn best practice from mistakes.	K1
K2	Know how to manage recruitment (where to access sources of expertise for recruitment), inductions, create job descriptions in line with business needs and team development. Explain how to identify skills shortages, shortfalls in staffing and succession planning. Describe how to conduct appraisals, reviews, provide feedback on performance and the importance and reason to conduct exit interviews to meet own business's people strategy.		S2	Develop the team, plan, train, coach and support their development and identify critical activities. Monitor progress against business objectives and standards set. Communicate with senior managers, fully engage with succession planning. Develop a culture of continuous development in line with organisational goals.	K2
K3	Understand the best methods to communicate consistently, to engage with people and teams. Know how to provide both negative and positive feedback. Know how to motivate by providing constructive feedback when required, encouraging self-reflections to team members to improve their work. Explain varied leadership styles in different situations (transformational, transactional, autocratic, laissez-faire, democratic, bureaucratic, servant, charismatic).		S3	Use and adapt methods of appropriate communication (face-to-face, using social media) that are appropriate to the situation. Communicate business objectives to the team (team meetings, one-to-one meeting, during appraisals, through disciplinary meetings, coaching, training sessions job chats, reviews). Check understanding, confirm commitment, use varied leadership styles.	K3
K4	Describe how to maintain knowledge and understanding of own role, current law, regulations and codes of practice, emerging issues and their impact. Know how and when to obtain specialist advice.		S4	Provide support and coaching to team members to maximise their performance. Set clear work objectives, manage performance (poor or above expectations), allow teams to assess own performance. Manage and develop the team's capability in line with operations policies and procedures.	

## Module 3 – Customers

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe the customer service journey relevant to own organisation	S1	Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements
K2	Explain how to meet customer expectations, while considering own business requirements		
K3	Describe the impact of service failure in own organisation		
K4	Explain how to develop successful service recovery strategies, in line with own business's requirements	S2	Develop service recovery strategies to uphold brand / business reputation and maintain customer satisfaction, in line with business standards
K5	Explain how to implement successful service recovery strategies, in line with own business's requirements	S3	Implement service recovery strategies to uphold brand / business reputation and maintain customer satisfaction, in line with business standards
K6	Explain how to use customer feedback as a competitive tool in the hospitality industry	S4	Seek, analyse and evaluate customer feedback and take action to improve the quality of service and customer experience
K7	Explain how to identify and support marketing and sales strategies used by own business	S5	
K8	Explain how to implement and evaluate marketing and sales strategies used by own business		Maximise the impact of marketing strategies, evaluate and act on feedback relevant to own role
K9	Explain what it means to champion the business, maintain comprehensive product, service, brand and marketing knowledge, within the scope of own role	S6	Manage the targeted promotion of the brand and service / product to customers, in line with own business's procedures
Behaviours:			
B1	Proactively develop and maintain a customer centred culture		
B2	Provide clear direction to team and empower them to implement effective customer service resolutions		
B3	Drive behavioural change through encouraging others to seek and act on feedback		
B4	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		
B5	Drive a strong cultural belief in the brand and product / service		





### Delivery content (text in **bold** is mandatory)

Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	Understand that organisations have standards of customer service, policies and procedures. Know how to collect qualitative and quantitative customer feedback. Know how to analyse feedback and how to benchmark the quality of feedback. Understand how to create and interpret customer profiles. Know the types and methods of collecting and measuring customer satisfaction surveys.		S1	Brief colleagues on customer service responsibilities, empower staff to deliver excellent customer service, provide training, resources and support processes. Develop, nurture, respect individual values. Recognise and reward staff. Monitor and make recommendations to improve customer satisfaction.	
K2	Understand the factors that make customer satisfaction, legal and regulatory frameworks including customer service, consumer rights, relevant codes of practice and ethical codes. Explain strength and weaknesses in products and services provided to customers. Understand how to balance organisational objectives and customer expectations.				
K3	Understand the impact of failure of service, loss of business, reputation, reduced sales and dissatisfied customers. Understand the level of service expected in a competitive environment and the importance of customer satisfaction. Know how to use feedback to modify working methods. Know the methods of and importance of reporting important feedback to the organisation when there is service failure.				
K4		K1 & K2	S2	Monitor customer service obtain feedback on service levels and evaluate customer expectations. Use the feedback to improve processes and manage staff performance to improve the level of customer satisfactions.	K6
K5		K3	S3	Demonstrate increased levels of customer care. Report on areas identified for improvement to the senior management team.	

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K6	Understand the level of service expected in a competitive environment and the importance of customer satisfaction. Know how to use feedback to modify working methods. Report important feedback to the organisation to improve performance.		S4	Obtain qualitative and quantitative feedback and benchmark own business against competitors. <b>Demonstrate increased levels of customer satisfaction.</b> Identify and provide feedback to senior management team and colleagues where they could benefit from own experience.	
K7	Understand current marketing developments in the sector. Identify sources of information for monitoring and evaluation or promotions and marketing.		S5	<b>Follow objectives, deploy sales resources to meet sale objectives. Monitor and evaluate marketing strategy and make recommendations for improvements or changes.</b>	
K9	Understand the current legal, regulatory, ethical requirements, codes of practice and organisational policies relating to the brand (advantages and disadvantages). Understand how to ensure staff know how to behave in a consistent manner in line with the business objectives to meet brand standards, characteristics and values.		S6	Manage promotional awareness, communicate brand characteristics and values to all parties (internal and external). Ensure staff understand the expectations of customers and the importance of their performance. Track and gather valid and reliable information on brand perception.	



## Module 4 – Leadership

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain management styles and skills required in a hospitality business environment	S1	Use management and leadership skills appropriate to the business to motivate and inspire others
K2	Explain how to lead the implementation of change in own hospitality business including the potential impact of change on stakeholders	S2	Lead change required to meet business objectives
K3	Define the ethos of a diverse and inclusive culture that demonstrates social inclusion	S3	Manage the impact of change on stakeholders
		S4	Support team members to carry out work activities that respond to a diverse range of needs
Behaviours (Live it):			
B1	Create a high-performance culture		
B2	Pioneer business decisions and promote a positive attitude to change		
B3	Lead by example to promote business and social responsibility		
B4	Act as a role model to ensure self and team are operating in an empathic, fair and consistently professional manner		

Delivery content (text in bold is mandatory)			
Ref	Knowledge	Ref	Skills
K1	<b>Understand and analyse the effect of varied management leadership styles and how that impacts on strengths. Know the limitations of different styles of leadership in order to select appropriate style required in various situations with different people. Understand the principles of how to empower people and manage staff performance according to organisational policies and procedures. Understand how to use varied methods to motivate staff in order to create a positive working culture. Identify the methods that can be used to be supportive, encouraging and recognising achievements to motivate people. Understand the impact of own strength and limitation in leadership role.</b>	S1	

Delivery content (text in bold is mandatory)			
Ref	Knowledge	Ref	Skills
K2	Know about change management, understand and adjust communication methods to suit the situation. Understand the principles of consultation, negotiation and how to apply them. Know the importance of continuous improvements. Understand how to identify and evaluate potential obstacles to change and the importance of negotiation and consultation during the process of change. Know how to include those involved with change so that they feel involved. Identify the implications of changes to the quality of work and how to minimise this by taking proactive action.	S2	Provide accurate information giving opportunities for relevant people to comment on the proposed changes.
K3	Explain the complexities in managing a diverse team. Understand how to encourage intercultural knowledge, to learn from and support each other. Know how to minimise disagreements, misunderstanding and conflict, treating everyone equally to maintain fairness. Understand how equality laws, regulations and company guidelines must be applied and adhered to and where to get further information and advice from.	S3	Identify obstacles and ways to overcome them, monitor and evaluate the implementation of changes at agreed times.
		S4	Apply equal opportunities to all staff, challenge any stereotypes, prejudice or racism expressed by anyone about self and others. Support and train team members to value, respect, beliefs and cultural conventions and the contribution of others. Develop a working culture to maximise productivity balancing cultural needs and expectations. Use skills and experience of all team members when planning and carrying out work. Ensure no one is excluded from any work or non-work-based team activities due to race or cultural backgrounds.



## Module 5 – Food and Beverage Service Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe key ingredients, preparation, cooking and service methods of items on the menu	S1	Use management skills to ensure service operation meets business / brand standard at all times
K2	Explain how to communicate relevant information to team members, to achieve organisational goals		
K3	Explain the benefits of food and beverage matching in own business	S2	Ensure the beverage offer complements food menus
K4	Explain how to maximise sales within scope of own role in the business	S3	Maximises sales by delivering a service that will enhance business opportunities
K5	Explain the most appropriate application of different food service styles		
K6	Describe how to effectively manage resources and operations and the impact on the business	S4	Manage the storage and maintenance of resources to deliver the best result to customers and maximum profit to the business
Behaviours (Live it):			
B1	Demonstrate passion for high quality food and drink products and service		

Delivery content (text in bold is mandatory)				
Ref	Knowledge	Ref	Skills	Maps to
K1	<p><b>Ingredients:</b> Meat, fish, shellfish, poultry, game, offal, vegetables, vegetable proteins, grains, rice, pasta, dairy products, soups, stocks, sauces, sweets cakes, dessert, scones, biscuits, non-alcoholic drinks, alcoholic drinks.</p> <p><b>Preparation methods:</b> cuts of meat, fish, poultry, game, offal, vegetable, sauce, soup making</p> <p>Cooking methods: Baking, boiling, stewing, roasting, steaming, braising, grilling, frying (deep, shallow, sauté)</p> <p><b>Understand current legislation and regulatory requirements including food safety, dietary requirements, allergies and intolerances. Know how to gather service planning information. Know the different service requirements for dishes on the menu.</b></p> <p><b>Service methods:</b> table service, self-service, assisted service, single point service, silver service, family-style service, table theatre, plated, buffet, takeaway, carvery.</p>	S1	<p>Manage the service operation ensuring staff, facilities, menus and equipment are available and adequate for the required service period. Manage and develop supervisory and service staff (skills, experience, training and development) to prepare service area to meet peaks and troughs of the business. Effectively communicate service requirements to staff. Ensure food and beverage service complies with legislation and regulations. Demonstrate techniques to motivate the team (praise, rewards, feedback, coaching, training).</p>	

Delivery content (text in bold is mandatory)				
Ref	Knowledge	Ref	Skills	Maps to
K1	<p><b>Ingredients:</b> Meat, fish, shellfish, poultry, game, offal, vegetables, vegetable proteins, grains, rice, pasta, dairy products, soups, stocks, sauces, sweets cakes, dessert, scones, biscuits, non-alcoholic drinks, alcoholic drinks.</p> <p><b>Preparation methods:</b> cuts of meat, fish, poultry, game, offal, vegetable, sauce, soup making</p> <p>Cooking methods: Baking, boiling, stewing, roasting, steaming, braising, grilling, frying (deep, shallow, sauté)</p> <p><b>Understand current legislation and regulatory requirements including food safety, dietary requirements, allergies and intolerances. Know how to gather service planning information. Know the different service requirements for dishes on the menu.</b></p> <p><b>Service methods:</b> table service, self-service, assisted service, single point service, silver service, family-style service, table theatre, plated, buffet, takeaway, carvery.</p>	S1	<p>Manage the service operation ensuring staff, facilities, menus and equipment are available and adequate for the required service period. Manage and develop supervisory and service staff (skills, experience, training and development) to prepare service area to meet peaks and troughs of the business. Effectively communicate service requirements to staff. Ensure food and beverage service complies with legislation and regulations. Demonstrate techniques to motivate the team (praise, rewards, feedback, coaching, training).</p>	
K2	<p><b>Describe different methods of communication depending on requirements. Know how to motivate the team. Explain how to train and develop staff in order to improve service standards. Understand why knowledge of all products on the menu is important.</b></p> <p>Explain how to set objectives for staff to meet business objectives.</p>			
K3	<p><b>Explain the importance of understanding menu items, composition of dishes and complementary items such as side dishes and drinks.</b></p> <p><b>Understand the terms taste</b> (sweetness, saltiness, sourness, bitterness and umami) <b>and flavours</b> (combinations of ingredients to create and links in ingredients that enhances the overall taste of the dish).</p> <p><b>Understand which food and drinks complement each other. Describe how food and drink (alcoholic and non-alcoholic) can be paired. Know the terms used to describe food and drinks when pairing</b> (balance, flavour intensity, bitter, sweet).</p>	S2	<p>Manage, train and support staff to ensure that they have sufficient training and knowledge to be able to offer customers advice on food and beverage pairing.</p>	K2 & K3



### Delivery content (text in bold is mandatory)

Ref	Knowledge	Ref	Skills	Maps to
K4	Describe the quality standards which are in line with organisational standards. Understand the need to balance quality against profits margins. Know how to ensure staff can promote menu items to maximise profits, increase sales and profit margins as well as provide customer satisfaction.	S3	Demonstrate how to maximise sales by identifying opportunities to maximise sales for example by offering seasonal offers, special menus, promoting specific drinks and identifying drinks that complement dishes on the menu.	
K5	Describe how the type of event, impacts on the style of service (table service, self-service, assisted service, single point service, silver service, family-style service, table theatre, plated, buffet, takeaway, carvery) and guest requirements. Understand why different styles of service are appropriate for different events/ functions.			
K6	Know how to project business activity (long and short term). Describe methods of effective monitoring maintenance and repairs. Understand health and safety during maintenance and repair work. Explain the importance of recycling, energy conservation, manage resources effectively (correct levels for business and customer needs) and consumption levels. Understand the importance of communicating and monitoring team performance. Describe the processes required for stock audits and rotation. Describe how effective management of resources can impact on the business.	S4	Demonstrate the management and monitoring of legislation, equipment, maintenance and repairs. Ensure resources are managed, monitor stock and ensure stock is rotated and audited. Deal with any problems.	

## Module 5 – Housekeeping Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe how to monitor the standards of cleanliness and presentation of business and implementing areas for improvement	S1	Manage standards and identify opportunities to enhance the housekeeping service, within scope of own role, ensuring they meet brand standard
K2	Describe requirements for current and forecasted business of all housekeeping resources to ensure there is sufficient supply to meet demand	S2	Manage the use of all housekeeping supplies to ensure adequate stock for current and anticipated demand on and offsite, in line with organisational procedures
K3	Describe how to determine the need for maintenance and repair and manage any disruption to minimise the impact on customers or the business	S3	Manage maintenance, in line with organisational procedures and business needs
Behaviours (Live it):			
B1	Actively seek innovative ideas for improving the physical presentation of the establishment in line with business constraints		

Delivery content (text in <b>bold</b> is mandatory)				
Ref	Knowledge	Ref	Skills	Maps to
K1	<b>Know current organisational and regulatory requirements. Develop clear plans and procedures including safe use of chemicals. Realistic targets for the team to meet organisational requirement. Know safe working practices for dealing with hazards (such as contaminated linen or hazardous objects). Know organisational requirements, turnaround times and work patterns required to meet these. Explain how to monitor cleaning procedures, identify and evaluate possible improvements and/or additional services.</b>	S1	<b>Identify service level agreements, schedule cleaning activities, train staff to meet organisation requirements and develop contingency plans. Manage housekeeping and public areas cleaning procedures to maintain standards and to intervene if standards fall below an acceptable level. Make recommendations for improvements.</b>	
K2	<b>Know par stock levels, negotiate with suppliers to ensure sufficient levels of stock, costs and effective supplies (including linen). Understand organisations quality standards for resources. Know how to forecast projected business activity. Know how to implement and evaluate housekeeping resources, stock takes and reviews of usage.</b>	S2		K1 & K2





**Delivery content (text in bold is mandatory)**

Ref	Knowledge	Ref	Skills	Maps to
K3	Understand relevant health and safety legislation, which require regular checks of maintenance (e.g. PAT testing). Know the importance of organisational standards for guest rooms and public areas. Understand the procedures for maintenance and when to raise these with internal or external staff outside of the housekeeping department. Know how to prioritise maintenance and repair schedules, the lifespan of equipment and resources under normal usage.	S3	Implement regular guest room maintenance schedules, liaise with other managers to help minimise the impact to business. Develop team members to identify maintenance and repair issues differentiating between minor issues and other issues. Intervene in urgent or emergency maintenance and repair issue to minimise impact on the business. Manage fault notification system for repairs and maintenance communicating with all staff and managers. Act within limits of authority in terms of budgets and raising issues to the senior management team.	

## Module 5 – Front Office Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain how to allocate and manage rooms in line with own business's procedures	S1	Manage reception and reservation systems to maximise revenue and meet individual customer and business needs in line with organisational procedures / business needs
K2	Explain how to analyse the effectiveness of reception and reservation performance in own business	S2	Analyse the reception and reservation systems and performance identify and implement improvements in line with business requirements
K3	Explain how to identify and implement areas for improvement, within scope of own role		
Behaviours (Live it):			
B1	Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team		

Delivery content (text in bold is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	<b>Know company policy on rates/tariffs, sources of advanced and ad hoc reservations, revenue targets, promotions and marketing approaches to increase business. Understand how communication maximises revenue and customer's experience, selling techniques and how to communicate them to staff. Know how to operate systems, the data and how it can be used to maximise sales, KPIs, par revenue, revenue per available room (RevPAR), average daily rates, occupancy targets (weekly, year on year) yield and customer feedback.</b>		S1	<b>Ensure staff adhere to organisations room rates and tariffs strategy, implement systems to set room sales targets/incentives, ensure staff are aware of rooms status/availability allocate, upgrade promote marketing packages and sell products appropriately. Ensure reservations, check-in, check-out processes and procedures run smoothly. Train staff with necessary skills in selling products, and service. Maximise revenue target and average daily rates against par revenue targets to maximise revenue income.</b>	
K2	<b>Understand how to work effectively with reservation systems. Train staff on the systems the information they contain and the importance of accuracy.</b>	K3	S2	<b>Review quality, standards of service, customer experience, identify and recommend areas for improvement to senior management team and stakeholders on ways to develop and improve organisational systems and procedures to improve efficiency of front desk operations.</b>	K3
K3	<b>Analyse and evaluate the effectiveness of the reservation system data and identify improvements that could be made.</b>	S2			



## Module 5 – Revenue Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe what information is relevant to the reservations process	S1	Analyse and present a range of complex information and provide data on revenue in relationship to market factors
K2	Explain how to analyse and interpret data to drive revenue growth	S2	Monitor relevant competitor performance and make business and industry comparisons
K3	Explain how to gather reliable information on competitors' performance and make comparisons, recognising the importance to the business		
K4	Explain how to carry out and recognise the importance of effective yield management, relevant to own role	S3	Carry out effective yield management in line with business requirements
K5	Explain how to work with other managers and use relevant and available information to forecast potential revenue performance	S4	Forecast potential revenue performance, in collaboration with other managers
Behaviours (Live it):			
B1	Demonstrate the ability to identify commercial opportunity to maximise revenue for the business across the different functions and departments of the business		

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	<b>Know how best to work reservations systems. Understand how to access information on current rates, products, availability, promotions and discounts.</b>		S1	<b>Ensure procedures and systems are in place to capture all revenue information. Manage, coordinate, analyse revenue data, produce reports on up to date information and distribute information to colleagues to maximise revenue.</b>	
K2	<b>Describe methods to monitor and analyse sales, staff performance, organisational objectives, policies and procedures. Understand the importance of knowing organisational objectives, policies and procedures</b>		S2	<b>Build competitor profiles and carry out SWOT analysis of competitors.</b>	

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K3	Describe how to conduct market research for the sector and who the main competitors are. Understand why the information is important. Describe how to carry out full financial analysis and how to evaluate results. Know how to calculate return on investment (ROI).		S3	Conduct market analysis of the wider hospitality market to complement planning activities, identify areas of improvement, streamlining, profitability and/or quality, identify commercial opportunities relevant to organisational objectives, brand image, prioritise opportunities, identify ease of implementation, ROI alignment with overall service offer.	
K4	Know how to use booking procedures and systems. Understand the importance of carrying out upselling, room/products rates, yield management and how these to apply to the revenue management role.		S4	Ensure all staff use appropriate techniques to sell products and services. Ensure all staff are trained and can identify a range of selling opportunities. Manage operations to meet targets and maximise revenue.	
K5	Know how to find internal information in the system that could contribute towards sales forecasting, acceptable variances in forecasting and common causes. Understand competitors' activities and potential impact upon sales activities. Know how to use qualitative and quantitative information from individuals and teams. Understand the systems for developing and recording sales forecasts. Explain who to consult and involve in sales forecasting and target setting and the benefits of doing so		S5	Evaluate and make recommendations on potential/past revenue figures/targets to inform future forecasting. Identify and evaluate a range internal/external factors and their impact on sales trends, market conditions, potential sale opportunities and the pattern of sales for the future and changes in behaviour/markets. Work with other managers to develop scenarios based on forecasting and evaluate their contribution to sales planning. Consult and feedback to other sales forecasts the implications of sales forecasts to business objectives. Put into place measurements activities to monitor, measure, control performance against forecast, set realistic sales objectives/targets using relevant information from sales forecasts.	



## Module 5 – Conference and Events Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain how to plan multiple events to ensure allocation and use of resources meets business needs	S1	Manage the planning of multiple events, in line with organisational procedures
K2	Explain how to implement multiple events to ensure allocation and use of resources meets business needs	S2	Manage the delivery of multiple events, in line with organisational procedures
K3	Identify required business levels in own business		
K4	Explain how to track and analyse enquiries to meet required business levels, required within own role	S3	Track and analyse enquiries to fulfil forecast business levels required within own role
K5	Explain how to develop effective working relationships, and why this is important for the business	S4	Manage relationships with relevant organisations and stakeholders that impact positively on the business
Behaviours (Live it):			
B1	Be highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction		

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	Describe the impact to customers, residents and local businesses that may result from the event/function and the actions required to minimise disturbance.		S1	Have all necessary information about customer requirements, establish procedures to ensure requirements are met and contingencies are developed. Ensure all resources required are available on site in good time and staff know how to use them. Inspect function venue to check it is prepared correctly and confirm details with customer and other departments. Provide customers with a full schedule and costings. Keep them updated during the function checking that the function meets their requirements and update them if there are any changes. Monitor the function and coordinate/communicate with contributing departments and deal with any problems that threaten to disrupt the function.	

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K2	<p>Explain how to calculate schedule/costs, the variety of information required to plan different events/functions and where to find this. Know how to deal with specific requirements for different client groups with different needs (food and drinks, promotions, seating), special requirements for different client groups including children, elderly, disabled. Know how to effectively manage, allocate responsibilities, brief staff, manage available resources. Describe the necessary contingency plans to have in place, the sorts of problems that may occur, how to deal with them, monitor functions against plan, communicate and liaise with the organiser and the methods to do this.</p>	K1	S2		S1, K2
K3		K1, K2			
K4	<p>Explain why it is important that data used to inform decision making is accurate and up to date. Know how to analyse enquiries and identify opportunities to maximise sales and profit. Describe the information that needs to be taken into account - costs, sales, volumes, market conditions, demand, targets for sales, return on investment (ROI), and the relative merits of these. Ensure teams are trained to recognise them. Explain how to take advantage of upselling and maximising profits.</p>		S3	<p>Consult with management to ensure all data used to inform decision making is accurate and up to date, proactively identify opportunities to maximise sales and profit. Identify high yield occasions and respond with suitable strategies to maximise profit potential. Ensure that the team are trained to recognise and take advantage of opportunities to upsell and maximise profits. Meet and where possible exceed profit and business level targets. Monitor and evaluate the effect of actions taken to maximise sales and profit use this to inform future decision making.</p>	



Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K5	Explain how to identify methods stakeholders can use to achieve individual and business objectives. Know how to appoint and manage the types of contractors/suppliers likely to be employed in your area of responsibility. Know how to ensure staff/contractors have the necessary skills, knowledge and resources to carry out their responsibilities.		S4	Collect and analyse relevant information from sources and share with work team to assure competent performance. Manage the team to ensure smooth working relationships with external suppliers and exhibitors ensuring arrangements are met. Communicate ideas/information in a manner that is sensitive to cultural, social diversity and specific needs. Take action to gain trust and confident of stakeholders through competent performance. Use networks to build relationship. Identify and analyse difficulties, take action to correct the situation in line with <b>business and legal requirements</b> . Liaise with stakeholders (other members of the organisation, clients, suppliers, contractors, outsourcing agencies).	

## Module 5 – Hospitality Outlet Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain how to manage the delivery on and off site of goods and products, in line with organisational standards	S1	Manage the delivery on and off site of goods and products, in line with organisational procedures
K2	Explain how to monitor food production to ensure standards are upheld, and how to identify and implement areas for improvement in food production in own business	S2	Manage food production to established standards and where relevant according to brand specifications, ensuring that all food safety practices are followed
K3	Explain how to manage cleanliness relevant to own role	S3	Ensure that all food safety practices are followed and maintain the appearance of the establishment to business standards managing cleanliness, maintenance repairs and refurbishment
K4	Explain how to manage maintenance or repair work in ways which minimise disruption to customers and the business		
Behaviour (Live it):			
B1	Actively seek opportunities to improve the commercial presentation of the outlet to enhance and maximise sales		

Delivery content (text in <b>bold</b> is mandatory)			
Ref	Knowledge	Ref	Skills
K1	Know how to deal with organisations preferred suppliers. Understand how to build productive working relationships with suppliers / contractors. Describe the importance of using a service level agreement when possible. Explain how company purchase order procedures work. Describe the key checking procedures for checking deliveries (key acceptance criteria for supplies) Know how to ensure the team apply these checking procedures. Understand the terms and conditions of obtaining resources and how to obtain recompense where these are not met. Explain the appropriate storage conditions for team resources and how to monitor it. Understand the principles of stock control/rotation.	S1	Identify the resources that need to be purchased to meet operational requirements. Establish service level agreements that are clear to both organisation and suppliers/contractors. Ensure company procedures are followed for purchase orders, monitor and check supplier's invoices for accuracy and deal with discrepancies. Identify key staff to help reduce resource costs. Ensure the team have the knowledge to be able to check delivered supplies against criteria (quality, condition expiry dates). Follow up with suppliers where good are not received. Monitor storage of resources adhering to stock rotation, minimise resource management and a rigorous system of waste management.





Delivery content (text in bold is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K2	Know relevant legislation and regulations relating to food production. Explain how to project levels of business long and short term to ensure adequate supplies. Describe how to target the customer market and the standards the market expects. Describe how to motivate and inspire the team. Explain how to allocate staff objectives that reflect their ability and match business objectives. Understand when to take direct intervention to ensure service is not disrupted. Know how to identify the correct quality standards for all food and beverage items on sale. Monitor and evaluate food production performance and carry out necessary corrective action when required.		S2	Ensure all food production complies with relevant legislation and regulatory requirements. Manage and develop supervisory staff to understand service requirements and supervise their staff. Create an environment that motivates and inspires. Develop and implement procedures for preparation, production, cleaning and stocking of the food production areas. Take action and intervene when planned food production is threatened with disruption. Ensure food is produced that maximises profit whilst maintain quality. Monitor and evaluate the quality of food production through regular observation and deal with any deviation from recognised quality standards.	
K3	Describe how to identify, prioritise, schedule and implement maintenance work appropriate to the needs of customers and business. Explain current organisational and regulatory requirements which impact on the outlet service to be provided. Know how the organisational requirements should be met and describe how to develop working patterns to meet these. Explain key developments in the hospitality industry (technology, health and safety, employment practice) and how these impact on the development of procedures. Know how to monitor cleaning procedures and resources for each task undertaken by the team. Understand how to set realistic targets for the team which meet organisational objectives. Explain how to identify and evaluate possible improvements to service.		S3	Train the team to meet organisational, legal and regulatory requirements in their job roles. Manage procedures to meet organisation standards and business needs. developing contingency procedure to deal with any problems that arise. Manage cleaning of public areas, intervene when expected standards are not met. Make recommendation and implement actions to improve the provision of service.	

## Module 5 – Kitchen Management

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Explain the process for procurement of food ingredients and commodities used in own business, including purchasing specifications	S1	Manage and train the kitchen team members to deliver food production operation to meet customer requirements or business and brand standards
K2	Explain how to prepare menus, recipes and standardised systems and procedures in own business to ensure consistency and quality of food		
K3	Explain ongoing maintenance systems for kitchen equipment used in own business	S2	Effectively manage kitchen equipment and resources in line with legislative and operational requirements
K4	Explain how, why and when staff should be trained and monitored in the use of kitchen equipment		
K5	Explain how to manage food safety systems in line with current legislative requirements	S3	Manage food safety systems to adhere to legislation
K6	Explain how to carry out all activities in ways which minimise disruption to customers	S4	Ensure that all required procedures are completed within timescales and issues addressed appropriately
Behaviour (Live it):			
B1	Lead the department with passion, instilling a sense of pride in team ensuring a consistently high quality and efficient food production operation		



Delivery content (text in bold is mandatory)			
Ref	Knowledge	Ref	Skills
K1	Understand how to source and use resources effectively. Explain the buying and procurement process for produce. Describe how to deal with and manage suppliers. Understand the use of purchasing specifications.	S1	Demonstrate how food production operations should be consistent, time managed and adhere to brand standards at all times. Collect information about customer requirements. Take account of skills, experience, training needs of staff, in order to plan menus according to equipment and facilities available. Ensure source and supply of produce is consistent in line with menu (seasonal, local) at a price that allows optimum profit. Devise training plans to ensure staff are competent to deliver food to a consistent quality and to brand standards (where appropriate). Monitor and evaluate staff performance implementing improvement strategies where necessary.
K2	Describe how organisational policy on costs and menu style should be adhered to. Explain current legislation, dietary considerations (including allergens) health and safety and food safety. Describe how to find sources of information relevant to menu planning (customer data, revenue figures) and assess that menus meet organisational and legal requirements. Know how to scope the capacity and identify the limitations of available equipment when designing menus. Describe the market price of food and the impact this has on procurement and menu design.		
K3	Understand health and safety legislation that governs items which require regular checks or maintenance. Explain why it is important that staff are trained to safely use machinery, cleaning supplies and chemicals.	S2	Manage systems for effective reporting of faults with all stakeholders and other managers responsible for maintenance and repair. Manage the monitoring of maintenance required by legislation on equipment. Liaise with senior managers to ensure maintenance or repair of equipment doesn't impact on customers or the business. Monitor that staff are trained in the safe use of machinery, cleaning and chemical supplies as appropriate to their job role.

Delivery content (text in bold is mandatory)			
Ref	Knowledge	Ref	Skills
K4	Describe the different methods that can be used to train staff. Understand why and when staff should be trained (for example in the safe use of machinery and chemicals).		
K5	Explain how to design, lay out and maintain food areas to comply with current food safety legislation and other compliance requirements, including penalties and dangers of non-compliance. Know the fundamental requirements of risk assessment and why they are needed. Describe HACCP and food safety management procedures. Explain which records need to be regularly monitored and why. Describe the responsibilities of all staff concerned in the management of food safety. Understand how food safety management operations ensure compliance and the due diligence.	S3	Implement, manage and monitor food safety systems and risk from hazards to ensure compliance. Examine and review procedures and practices to establish new processes where appropriate. Communicate and train staff in food safety management procedures, allocate resources, roles and responsibilities for all aspects of the food safety system. Establish protocols for cleaning, pest control, chemical control, use and storage, use of personal protective equipment (PPE), food holding and storage and food handling, supply, delivery and storage. Ensure all visitors, suppliers and staff comply with procedures. Manage suppliers and procedures for stock delivery, storage and holding.
K6	Identify, prioritise, schedule and implement monitoring, training, maintenance or repair work in ways which minimise disruption to customers.	S4	Keep necessary accurate records on food safety management and monitor regularly. Ensure due diligence is exercised in implementing food safety systems.



## Module 5 – Multifunctional Management

Multifunctional 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.

Assessment criteria			
Ref	Knowledge (Know it) Apprentices will need to:	Ref	Skills (Show it) Apprentices will need to:
K1	Describe the interdependence required of people and departments within a business to deliver products and services on time and in line with customer needs and business / brand standards.	S1	Plan, manage, review and evaluate the work of the team and resources across the operational functions to ensure that people and tools are in the right place at the right time
K2	Explain the need to plan across a number of different operational functions including the potential implications of delivering a multi-functional approach	S2	Manage own team and resources to ensure that the needs of the customer are met whilst maintaining business / brand standard
K3	Explain how the needs of the customer and skills of the team differ from one operational function to another		
K4	Explain how to ensure each function is delivered to maximise customer experience and achieve business objectives		
Behaviours (Live it):			
B1	Think strategically when planning the use of team members and resources to maximise current and future operations.		
B2	Proactively seek ways of working that embrace multi-functional teams		

Delivery content (text in <b>bold</b> is mandatory)					
Ref	Knowledge	Maps to	Ref	Skills	Maps to
K1	<b>Explain how to plan the work of the team and its resources to address business customer needs. Understand how and why to support team members in identifying and dealing with problems and unforeseen events. Explain how to motivate team members to complete work allocated and where requested/possible provide additional support/resources to aid this. Understand the interdependence required for all operational functions within the business. Describe the importance of team performance in achieving business objectives and customer satisfaction.</b>		S1		K1

Delivery content (text in bold is mandatory)					
Ref	Knowledge	Maps to	Ref	Skill	Maps to
K2	Describe how to adapt to changing customer, team or business demands, responding to the immediate situation and considering longer term solutions. Explain the importance of planning across different operational functions (front office, events, food and beverage, housekeeping) in order to maintain service. Describe the potential implications of delivering services in a multi functions operation (staff issues, shortfall in resources, peaks and troughs in business, unexpected situations).		S2		
K3	Understand the varying needs of customers (products and services) as well as types of customers (those with special requirements, business customers, families, single people, those attending events, elderly, disabled).	K1 & K2			
K4	Understand how to organise staff and resources to meet customer service standards. Explain the importance and need to take account of varying levels of demand, team skills and likely contingency planning.				



## End-Point Assessment Coverage

Each End-Point Assessment will cover specific elements of the modules within the standard. This coverage is as follows. The coverage is taken from the delivery content that is listed on the preceding pages.

### On-demand multiple-choice test

The on-demand multiple-choice test will cover the following modules of the standard:

Knowledge and understanding	Coverage
Module 1: Business	K1-3, K9, K10, K12 S2, S3, S9, S10, S12
Module 2: People	K1-3
Module 3: Customers	K3-9 S4, S5
Module 4: Leadership	K1, K2 S1, S2, S3
<b>In addition to the above, one of the following specialisms:</b>	
Module 5: Food & Beverage Service	All knowledge
Module 5: Housekeeping	All knowledge
Module 5: Front Office	All knowledge
Module 5: Revenue	All knowledge
Module 5: Conference & Events	All knowledge
Module 5: Hospitality Outlet	All knowledge
Module 5: Kitchen	All knowledge
Module 5: Multifunctional Multifunctional 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 here.	All knowledge

## Business Project

The assessment method will cover the following modules and criteria of the standard:

Knowledge and understanding	Coverage
Module 1: Business	K3, K4 S1, S4-6, S8 B4, B6-8
Module 2: People	B1
Module 3: Customers	K1, K2 S4, S6 B3
Module 4: Leadership	S2, S3 B2
<b>In addition to the above, one of the following specialisms:</b>	
Module 5: Food & Beverage Service	All Skills B1
Module 5: Housekeeping	All Skills B1
Module 5: Front Office	All Skills B1
Module 5: Revenue	All Skills B1
Module 5: Conference & Events	All Skills B1
Module 5: Hospitality Outlet	All Skills B1
Module 5: Kitchen	All Skills B1
Module 5: Multifunctional Multifunctional 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 here.	All Skills B1





## Professional Discussion

The assessment method will cover the following modules and criteria of the standard:

Knowledge and understanding	Coverage
Module 1: Business	K1, K2, K5-8, K11 S1-5, S7-S11 B1-3, B5-9
Module 2: People	K4 S1-4 B2-4
Module 3: Customers	K1, K2 S1-3, S6 B1, B2, B4, B5
Module 4: Leadership	K2, K3 S1, S3 B1-4
<b>In addition to the above, one of the following specialisms:</b>	
Module 5: Food & Beverage Service	All Knowledge All Skills B1
Module 5: Housekeeping	All Knowledge All Skills B1
Module 5: Front Office	All Knowledge All Skills B1
Module 5: Revenue	All Knowledge All Skills B1
Module 5: Conference & Events	All Knowledge All Skills B1
Module 5: Hospitality Outlet	All Knowledge All Skills B1
Module 5: Kitchen	All Knowledge All Skills B1
Module 5: Multifunctional Multifunctional 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 here.	All Knowledge All Skills B1

## Re-Assessment

If the apprentice fails an assessment, this will need to be completed again.

Should an apprentice fail one assessment activity this should be retaken as soon as the apprentice is ready and when practicable for the business. Both the on-demand test and the business project must be successfully completed before moving on to the professional discussion. Should they fail two or more activities a period of further training and development lasting between one and three months must take place before a retake of the whole End-Point Assessment. When retaking an assessment activity the maximum grade that can be achieved for that activity is a pass.

A re-sit may be undertaken if there are extenuating circumstances and in this case the grade is not limited to a pass.

For a list of the retake costs, please see [www.innovateawarding.org](http://www.innovateawarding.org). It is the responsibility of the employer and the employer/training provider to ensure that apprentices are ready to pass the End-Point Assessments and it is expected that apprentices will pass the assessments first time.

## Assessment Overview

The End-Point Assessor will review the evidence for each apprentice and grade the apprentice on the following scale: Fail, Pass or Distinction. The End-Point Assessor will make the final decision as to whether or not the standard has been met.

All apprentices must participate in all elements of End-Point Assessment.

There are three assessment activities for the Hospitality Manager independent End-Point Assessment. The on-demand test and business project may be undertaken in any order and the professional discussion must be the last activity completed. All assessment activities must be completed within two months.



## Grading

Apprentices will be graded as having a fail, pass or distinction.

In order to pass the apprentice is required to achieve a minimum of a pass in each of the three assessments.

Assessment Method	Marks and Grading
On-demand test	<p><b>Pass:</b> The apprentice must achieve a minimum of 70% of correct answers.</p> <p><b>Distinction:</b> The apprentice must achieve a minimum of 85% of correct answers.</p> <p>The on-demand multiple-choice test will feature a sample of questions, based on a representative sample of the assessment criteria and outlined in the End-Point Assessment coverage table. It will consist of 35 questions, each with 4 response options.</p> <p>The core section of the test will have 25 questions and the specialism will have 10 questions with each question worth one mark each. The apprentice must pass both sections to pass overall. Above a pass, marks are permitted from part A and Part B to determine the overall test grade. Apprentices will complete their tests on-screen unless individual assessment needs dictate a suitable alternative method, such as paper based, away from the day-to-day pressures of work and in a 'controlled' environment, which may be on or off the employers' premises.</p>
Business project	<p><b>Pass:</b> The apprentice must demonstrate competence against all the assessment criteria for a pass.</p> <p><b>Distinction:</b> The apprentice must demonstrate competence against all the assessment criteria for a pass and a distinction.</p>
Professional discussion	<p><b>Pass:</b> The apprentice must demonstrate competence against all the assessment criteria for a pass.</p> <p><b>Distinction:</b> The apprentice must demonstrate competence against all the assessment criteria for a pass and a distinction and will explain, and provide requested evidence to prove, how they have met the relevant assessment criteria, including effective communication, leadership, team work, self-evaluation and the detailed behavioural elements of the standard.</p>

The assessment activities are not ‘weighted’ in percentage terms as they are all important to demonstrating the apprentice’s synoptic performance; however, in order to achieve a distinction overall the apprentice must perform to distinction level in the business project, with a range of performance in the other assessment methods contributing to the overall grade. To reflect this, the scores available for the business project are higher at distinction level. In order to achieve this, a simple ‘Section A / Section B’ approach will be taken as set out in the table below:

Section A	Grade	Score (Pass = 1, Distinction = 3)
Business project		
<b>Total section A</b>		

Section B	Grade	Score (Pass = 1, Distinction = 2)
On demand test		
Professional discussion		
<b>Total section B</b>		

Once the apprentice has achieved at least a pass in each assessment activity, the final grade will be calculated as follows:

Total score	Overall grade
3-5	Pass
6+	Distinction

A final grade result is provided following overall review of apprentice performance across the assessment methods. A final grade result cannot be provided until all assessments have been completed.



## Internal Quality Assurance


Internal quality assurance is conducted by Innovate Awarding. All assessments completed by an apprentice are subject to Innovate Awarding's Internal Quality Assurance Policies.

## External Quality Assurance

The external quality assurance organisation may require access to an apprentice's assessments and they may need access to speak to the apprentice directly. Innovate Awarding has a responsibility to accommodate any reasonable request made by the external quality assurance organisation.

## Further Information

[www.innovateawarding.org/apprenticeshipstandards](http://www.innovateawarding.org/apprenticeshipstandards)



**Innovate Awarding**  
Block F  
291 Paintworks  
Arnos Vale  
Bristol, BS4 3AW

0117 314 2800

[innovateawarding.org](http://innovateawarding.org)

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