



# Hospitality Manager Apprenticeship Standard – Level 4



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.

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.

## How will Apprentices learn?

Our Personal Training Advisors will deliver high-quality face-to-face teaching and learning at the employer's premises. They will provide all the resources your Apprentices will need to progress.

Our intuitive learner management system, OneFile will really bring the subject to life through our online resources. We provide real-time learner information so that you will always know what is being taught and how learners are progressing.

## What will Apprentices learn?

This Apprenticeship has been designed to develop existing and new skills and to equip Apprentices with the knowledge, skills and behaviours required to support them in their role.

Our Apprenticeships provide highly effective teaching and learning tailored to meet individual business needs and to provide job-specific skills vital for peak business performance.

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

- **Food and Beverage Service Management**
- **House Keeping Management**
- **Front Office Management**
- **Revenue Management**
- **Conference and Events Management**

## Duration

The minimum timeframe for this qualification is 15 months. End Point Assessment will follow teaching and learning period and is estimated to take 3 months.

## Maths and English functional skills

Apprentices will be required to have or achieve level two English and Maths.

## Off the job (OJT)

The apprentice must receive off-the-job training for a minimum of 20% of the time that they are paid to work.

There are many activities that can be calculated towards the OJT hours such as;

- **Shadowing a colleague**
- **Online learning**
- **Internal training**
- **Team Meetings**
- **Appraisal/1-2-1 visits**

You can view the full qualification criteria by visiting;

[instituteforapprenticeships.org/apprenticeship-standards/hospitality-manager/](https://www.instituteforapprenticeships.org/apprenticeship-standards/hospitality-manager/)



## Hospitality Manager - Level 4 Knowledge, Skills & Behaviours



### Description of specialist management functions

<b>Food and Beverage manager</b>	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.
<b>Housekeeping manager</b>	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.
<b>Front office manager</b>	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.
<b>Revenue manager</b>	Revenue managers devise and implement strategies that aim to optimise revenue across the business, for example rooms, conference and events and food and beverage.
<b>Conference and events manager</b>	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.
<b>Hospitality outlet manager</b>	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.
<b>Kitchen manager (head chef)</b>	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.
<b>Multi-functional manager</b>	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.



# Hospitality Manager

## Knowledge, Skills & Behaviours - Level 4



**Core: All hospitality managers must have all of the following generic skills, knowledge and behaviour**

	Knowledge and Understanding	Skills	Behaviours
Business	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	Proactively seek and drive activities that support the achievement of the business vision and objectives, improve competitiveness, to meet financial targets	Inspire team members to demonstrate personal drive to achieve the business vision and objectives
	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	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	Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance
	Know the business strategy and its key competitors and how it fits within the wider hospitality industry in which it operates	Develop and effectively communicate own plans and strategy to management team in order to harmoniously work towards achieving business objectives	Openly share information with colleagues that support business objectives and growth
	Identify the management information available in own area and understand how to use, analyse and act on it to drive business change	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	Make decisions based on a sound analysis and judgement of available management information
	Understand the standard business operating procedures, the services and products and how they are managed and their potential consequences	Implement required operational processes and procedures in line with business standards	Actively promote the benefits of working within standard business operating procedures
	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	Monitor peaks and troughs in business levels to ensure operational plans allow service standards and resources to be maintained	Ability to make accurate forecasts based on current and future trends
	Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements	Develop and implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business	Think ahead and demonstrate resourcefulness when developing plans
	Understand how technology supports the delivery of products and services in hospitality businesses	Maximise the use of technology and evaluate its effectiveness for achieving the desired results	Use technology responsibly and take an interest in new developments that could support the business
	Understand environmental, legislative and social responsibilities and their impact within hospitality businesses	Manage and continuously review adherence to legislation	Be accountable, advocate and adhere to the importance of working legally in the best interest of all people
	Know how to identify potential risks to people and the business and how to plan for and minimise the impact	Identify and manage risks through empowering the team	Be solution focussed through proactive risk management personally and through others
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	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	Demonstrate commitment to self- improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills	
People	Know and understand how to consistently communicate and engage with people and teams	Demonstrate effective methods of communication and leadership that achieve the desired results, providing support and coaching to team members to maximise their performance	Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication
	Understand the responsibilities of an employer and the parameters the business works within	Manage people performance and capability, and develop teams in line with operational policy and procedures and support appropriate decision making	Empower team members whilst providing adequate support to aid their decision making



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## Knowledge, Skills & Behaviours - Level 4



<b>Customers</b>	Determine the customer service journey and understand how to meet expectations, taking into account business requirements	Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements	Proactively develop and maintain a customer centred culture
	Understand the impact of service failure on hospitality businesses and identify how to develop and implement successful service recovery strategies	Develop and implement service recovery strategies to uphold brand / business reputation and maintain customer satisfaction	Provide clear direction to team and empower them to implement effective customer service resolutions
	Know how to use customer feedback as a competitive tool in the hospitality industry	Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience	Drive behavioural change through encouraging others to seek and act on feedback
	Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques	Maximise the impact of marketing strategies, evaluate and act on feedback	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
	Understand what it means to champion the business and maintain comprehensive product / service, brand and market knowledge	Manage the targeted promotion of the brand and product / service to customers	Drive a strong cultural belief in the brand and product / service
<b>Leadership</b>	Understand the management and leadership styles and skills required in a hospitality business environment	Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others	Create a high performance culture
	Understand how to lead the implementation of change in hospitality business and the potential impact on stakeholders	Lead change to meet the business objectives and manage the impact of change on stakeholders	Pioneer business decisions and promote a positive attitude to change
	Understand the ethos of a diverse and inclusive culture that demonstrates social inclusion	Support team members to carry out work activities that respond to a diverse range of needs	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



# Hospitality Manager

## Knowledge, Skills & Behaviours - Level 4



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

	Know it	Show it	Live it
<b>Food and Beverage Service Management</b>	Know key ingredients, preparation, cooking and service methods of menu items and communicate relevant information to team members. Understand the benefits of food and beverage matching and how to maximise sales through effective menu design, seasonal promotions and themes. Understand different food service styles and when each is applied most effectively	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, promoting a themed drinks menu to complement dishes	Demonstrate passion for high quality food and drink products and service
	Understand how effective management and maintenance of food service equipment, accompaniments and drinks products impact on the business	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	
<b>House Keeping Management</b>	Understand how to monitor the cleanliness and presentation of the establishment and productivity, identify and implement areas for improvement	Monitor standards of cleanliness, presentation and productivity, identifying trends and opportunities to enhance the housekeeping service e.g. to achieve improved cleanliness and attractiveness in line with the style of the business (e.g. colour scheme of seasonal floral displays)	Actively seek innovative ideas for improving the physical presentation of the establishment in line with business constraints
	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  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	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  Determine the need for and schedule maintenance or repair work, managing its impact on the housekeeping service and other areas of the business	
<b>Front Office Management</b>	Understand how to allocate and manage rooms to maximise sales opportunities for the business and meet or exceed customer expectations	Manage the availability and sale of rooms and / or facilities to maximise revenue and meet customers' individual needs	Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team
	Understand how to monitor the effectiveness of reception and reservation systems, identify and implement areas for improvement	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	



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## Knowledge, Skills & Behaviours - Level 4



	Know It	Show it	Live it
<b>Hospitality Outlet Management</b>	Understand how to manage the delivery of on and off site sales of goods and products	Manage the delivery of on and off site sales of goods and products	Actively seek opportunities to improve the commercial presentation of the outlet to enhance and maximise sales
	Understand how to monitor food production to ensure standards are upheld, identify and implement areas for improvement	Manage food production to established standards and where relevant according to brand specifications, ensuring that all food safety practices are followed	
	Understand how to manage cleanliness and identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers	Maintain the appearance of the establishment to business standards managing cleanliness, maintenance, repairs and refurbishment	
<b>Multi- functional management</b>	<b>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:</b>		
	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	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.	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



# Hospitality Manager End Point Assessment – Level 4



The end point assessment will only commence once the Employer, Apprentice and Smart Training Advisor are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and that these are clearly evidenced through the progress review meetings and records. The independent end point assessment ensures that all Apprentices consistently achieve the industry set professional standard. The EPA can commence at any point once the apprentice is competent and after the twelve-month minimum period of learning and development. Prior to independent end point assessment the functional skills English and maths components of the apprenticeship must be successfully completed.

### What does the EPA comprise for this apprenticeship?

On demand test	Business project	Professional Discussion
<p>A 90-minute On-Demand Test with 35 scenario-based questions must be completed, timings include 30 minutes worth of reading time.</p> <p>This will be externally set and marked automatically by the assessment organisation and will cover the core and relevant specialist function.</p>	<p>To be researched and written within the 2-month assessment window and submitted at least 7 working days prior to the professional discussion, the 9,000-word business project is designed to give the apprentice the opportunity to demonstrate their wider understanding of the business.</p>	<p>In the concluding assessment element, the End-Point Assessor leads a 90-minute discussion with the apprentice.</p> <p>The employer can also be present to support the apprentice</p>
<b>Completion</b>		
<p>In order to pass the Apprenticeship it is necessary to pass each of the assessment areas. Should an Apprentice be unsuccessful in passing one assessment activity this can be retaken as soon as the apprentice is ready and when practicable for the business.</p> <p>Should they be unsuccessful on two or more of the assessments a period of further training and development lasting between one and three months must take place before a resit. For more information on grading criteria please refer to the Apprenticeship standard assessment plan by searching via <a href="https://findapprenticeshiptraining.esfa.bis.gov.uk/">https://findapprenticeshiptraining.esfa.bis.gov.uk/</a></p>		