

Hospitality Manager Apprenticeship



Hospitality managers work across a huge variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers. These managers generally specialise in a particular area, however their core knowledge, skills and behaviours are aligned. Common to all managers in the hospitality sector is their passion for exceeding customers' expectations.

Hospitality managers have a high level of responsibility and are accountable for fulfilling the business vision and objectives; this requires excellent business, people and customer relations skills.

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

Entry

Employers will set their own entry requirements in order to start on this apprenticeship.

Duration

Typically this apprenticeship will take 18 months.

Level

This apprenticeship standard is set at level 4.

Functional Skills

If the employee does not have maths and English GCSE passes at grade C or above, they will need to pass maths and English Functional Skills level 2 during their Apprenticeship.

End Assessment

To achieve this apprenticeship standard, the employer, training provider and apprentice will agree when the apprentice is competent and ready to undertake the independent end point assessment.

HIT Professional Trainers

Alongside the apprentice they will agree on a personal learning and development plan, setting a timetable of learning activities in preparation for the End Point Assessment (EPA).

The HIT Vocational Trainer will meet with the apprentice regularly either online or face to face to complete and review assessments, provide further coaching where required and agree the next steps of learning.



Description of specialist management functions

Kitchen manager (head chef)

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

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

	Knowledge and Understanding (Know it)	Skills (Show it)	Behaviours (Live it)
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
	Leadership	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
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

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

	Knowledge and Understanding (Know it)	Skills (Show it)	Behaviours (Live it)
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
	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
Customers	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

Specialist Hospitality managers must complete the specialist function

	Knowledge and Understanding (Know it)	Skills (Show it)	Behaviours (Live it)
Kitchen Management	Understand the process for procurement of food ingredients and commodities, including purchasing specifications. Know how to prepare menus, recipes and standardised systems and procedures to ensure consistency and quality of food	Train and manage kitchen team members to deliver a consistent and timely food production operation to meet the needs and expectations of the customer and business, including adherence to brand standards where appropriate	Lead the department with passion, instilling a sense of pride in team ensuring a consistently high quality and efficient food production operation
	Understand the requirement for and on-going maintenance for kitchen equipment. Know how, why and when staff should be trained and monitored on its use	Effectively manage kitchen equipment and resources in line with legislative and operational requirements. Ensure regular servicing and maintenance has minimal impact on operations	
	Understand how to manage food safety systems in line with current legislative requirements and identify, prioritise, schedule and implement monitoring, training, maintenance or repair work in ways which minimise disruption to customers	Manage food safety systems to adhere to legislation. Ensure that all required procedures, training and monitoring documentation are completed within timescales and issues addressed as appropriate	

Independent End Point Assessment

The end point assessment will only commence once the employer, apprentice and HIT Vocational Trainer are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and clearly evidenced by the on-programme progression review meetings and records.

Summary of Independent End Point Assessment Process

The apprentice will be assessed to the apprenticeship standard using complementary assessment methods below. The assessment is synoptic, i.e. takes a view of the overall performance of the apprentice in their job. The assessment activities will be completed by the independent End Point Assessment organisation.



On Demand Test

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



Business Project

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

Complete and pass On Demand Test and Business Project prior to Professional Discussion



Professional Discussion

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



Completion

- ▶ Independent end-point assessor confirms that each assessment element has been completed
- ▶ The overall grade is determined by the independent end-point assessor based on the combination of performance in all assessment activities. Grades are: Pass/Distinction/Fail.

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