

CITY & GUILDS

GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

FOOD & BEVERAGE MANAGER



The holder of this badge has an extensive knowledge and a proven track record in managing all food and beverage operations within a hotel or a hospitality establishment. This individual is responsible for the overall running of the food and beverage service across all outlets which includes managing and developing people, budgeting and forecasting and contributing to the implementation of the establishment strategic plan.

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH THE
CITY & GUILDS GLOBAL CERTIFICATION INTRODUCTION HANDBOOK

WHAT THE DIFFERENT COLOURS MEAN

Skills required: Skills required to achieve a badge are shown in black colour.

Examples: For each skill required, a range of examples are provided to illustrate how the relevant skill can be demonstrated. Examples are shown in blue colour.

Examples are a list of activities which are likely to be carried out when undertaking the role the badge relates to. The list of examples is **not** exhaustive. Individuals are **not** required to demonstrate every skill listed and there may be other relevant skills which are not listed, but can be accepted.

Definitions: Key terms, which are used to illustrate the skills required and/or the examples, are explained in light blue colour.

Food & Beverage Manager	
	Department at this level refers to all the teams who work under the direction of the person receiving this badge. The holder of this badge will have multiple teams reporting into them.
	CORE SKILLS
C1	Support the delivery of revenue strategy to achieve set goals
	Provide input into strategic decisions to inform the revenue plan for the establishment
	Support line manager to develop the establishment revenue plan
	Develop revenue plan for the department
	Work with direct reports to implement the revenue plan for the department
	Manage a co-ordinated delivery of operational projects underpinning the department revenue plan, within budget and on time
C2	Set and monitor targets
	Translate the establishment revenue plan into targets and action plans for own department
	Set and communicate targets and action plans to the department
	Maintain an overview of the establishment's business performance
	Monitor the department's performance in relation to the establishment's business performance
	Monitor the performance of the teams against department targets and action plans
	Take corrective action, as necessary, to ensure department targets are met
C3	Lead and manage teams to achieve targets and deliver service standards
	Set objectives for direct reports to achieve department targets and goals
	Oversee the day-to-day operation of the department and manage any issues which have been escalated
	Conduct department meetings
	Conduct performance review for direct reports
	Manage performance issues, disciplinary actions and terminations
	Monitor the performance of teams to identify opportunities for improvements
	Establish and maintain effective working relationship with members of the department, peers, line manager and line manager's peers

C4	Provide guest service
	Manage and coordinate all activities across the department to ensure compliance with service and brand standards
	Monitor the quality and efficiency of service across the department to identify areas for improvements
	Formulate and implement strategies to maximise guest satisfaction
	Highlight potential problem areas to line manager and make recommendations for improvements to manage the reputation of the establishment
	Identify training needs to address problem areas, as necessary
C5	Solve problems and deal with pressure effectively in own area of responsibility
	Manage complex guest requirements and serious complaints which have been escalated
	Anticipate possible circumstances and take action to pro-actively address these
	Conduct daily and random inspections across the department to spot any service issues
	Be available to assist the department to help resolve any issues or problems
	Serious complaint refers to a situation where a guest raised their dissatisfaction with the service received and/or the establishment and which can create a reputational or commercial risk for the business. A serious complaint requires senior or executive management level and/or external intervention.
	Circumstances refers to situations, conditions, hazards, guest requests and/or complaints.
C6	Manage guest feedback effectively
	Monitor guest requirements, comments and service issues across the department and identify problem areas or areas for improvements
	Respond to guest feedback/comments which have been escalated
	Develop and implement strategies to improve guest service and service efficiency, based on guest feedback
C7	Recruit staff
	Identify recruitment needs for the department
	Screen applicants for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct report positions
	Support interviews for department roles, as required
	Develops strategies to retain staff and reduce turnover within the department

C8	Manage staff training and development
	Deliver induction to own department and other departments, as necessary
	Oversee department training plans to ensure teams receive necessary skills training to maintain establishment standards and deliver guest experience
	Oversee training delivered within the department
	Monitor service to identify training needs
	Coach direct reports, as necessary, to maintain standard operating procedures
	Develop and implement effective working practices for own department to maximise revenue and/or improve profitability
	Constantly identify opportunities for direct reports to develop new skills
	Work with direct reports to identify opportunities to help team members progress
C9	Manage finances
	Assists in the development of the establishment's business plan
	Develop and implement department financial plan
	Analyse financial performance and make adjustments to the department operations, as necessary, to achieve goals set out in the financial plan
	Monitor sales and revenue figures to make sure targets are met
	Take pro-active measures in response to business needs
	Negotiate prices for the department, as necessary, as part of procurement process
	Agree salaries for roles within the department with relevant colleagues responsible for recruitment, workforce and financial planning
	<p>Business plan is the annual breakdown of the business strategy and includes financial plan.</p> <p>Business strategy refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.</p> <p>Revenue strategy refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the establishment.</p>
C10	Plan and manage resources to drive efficiencies
	Manage procurement for the department to maximise productivity and profitability
	Drive efficiencies for the department
	Manage stock levels and stock takes
	Oversee the management of staffing levels
	Oversee the maintenance of equipment
C11	Promote sustainable practices
	Demonstrate an understanding of the key barriers that a hospitality establishment may need to overcome to establish sustainable practices:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)

Food & Beverage Manager	
	ROLE SPECIFIC SKILLS
R1	Demonstrate an understanding of own role and role of own department
	Explain key activities that are part of own role
	Describe how the department works with other departments to deliver guest service
	Explain how the department contributes to the effective running of the establishment
R2	Manage food and beverage service for the establishment
	Manage the day-to-day operations of the food and beverage department to achieve delivery standards
	Provide a physical presence by walking the food and beverage areas and by engaging with staff and guests
	Oversee the food and beverage service across all restaurants outlets to ensure establishment standards are met
	Demonstrate a working and operational knowledge of all food and service areas
	Manage issues, guest feedback, comment or complaints which have been escalated
	Review the performance of the restaurants outlets to identify any issues that need to be addressed and take appropriate corrective actions
	Oversee and adjust staffing levels across the restaurants outlets to ensure maximum profitability
	Work with direct reports to review guest feedback and to identify areas for improvements
	Celebrate success/positive guest feedback
R3	Work collaboratively with other departments to ensure effective delivery of food and beverage service
	Work with direct reports to identify areas for improved cross-department working
	Work with peers (other heads of departments) to formulate strategies to improve cross-department working - Other departments may include kitchen, bar, front of house and housekeeping
	Work with peers to continuously monitor and evaluate guest feedback to maintain business across the establishment and to identify areas for improvements
	Take actions to address situations which could impact on guest experience and/or create reputational risks for the establishment

R4	Drive new business and ideas to maintain and improve the competitive value/differentiation of own department
	Explain how the food and beverage department contributes to the financial performance and profitability of the establishment
	Explain how guest and establishment profile impact on the financial performance and profitability of the department
	Use guest profiling to formulate strategies to help drive new business for the department
	Monitor new trends, including competitor trends, and guest feedback to formulate strategies which will help drive new business
	Identify opportunities to improve the profitability of the restaurant outlet by considering issues outside the department such as sustainability (under-utilised products, local product, local trends, events, seasonality etc)
	<p>Guest profile refers to the characteristics which describe the type of customers who visit the establishment and which are used as a basis to make decisions concerning guest service. These characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.</p> <p>Establishment profile refers to characteristics of the establishment including location, guest profile, style of décor and service.</p> <p>Guest profiling refers to the process of analysing the characteristics which describe the type of customers who visit the establishment and the characteristics of the establishment to make decisions concerning guest service.</p>
R5	Perform audits and inspections to ensure own department maintains full compliance with legislation, health and safety requirements and relevant by-laws
	Demonstrate strong working knowledge of relevant legislation and regulations
	Supervise the work of direct reports to ensure all food and beverage areas operate in a way which meet relevant and current industry, legislative and company requirements and regulations
	Support line manager in liaising with regulatory authorities to ensure compliance
	Carry out spot audits on food and beverage areas to check for compliance and to identify any potential non-compliance issues
	Works with direct reports to develop and implement action plans, in response to internal and external audits
R6	Demonstrate a working knowledge of technology, appropriate for own role
	Demonstrate a competent use of IT systems related to food and beverage service
	Use software to run management reports including financial reports, reservations, staff costs, sales figures and inventories
	Use a combination of reports to inform management and strategic decisions for the food and beverage department
	Use social media to monitor guest feedback
	Use social media to respond to guest feedback, as required
	Use digital communication devices to carry out research to find out about new trends, ideas, service techniques and styles

Food & Beverage Manager	
	PROFESSIONAL DEVELOPMENT
P1	Demonstrate in-depth knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe the structure of the establishment
	Identify career opportunities and pathways to those opportunities within the hospitality industry
	Describe opportunities to progress from current role (ie next steps)
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify training or learning needs specific to own role
	Participate in training or learning activities
	Provide evidence of training or learning undertaken
	Training or learning activities refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	Training or learning needs refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> - Product knowledge - Understanding of new developments, trends, IT systems and equipment - Changes to legal or industry regulations such as health and safety and food safety - Changes to establishment standards - Development of soft skills such as communication and teamwork.
P3	Apply knowledge gained from the professional development activities to:
	- Improve working practices in the department
	- Inform the strategic direction of the department and the establishment
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to the way in which the department works and the impact of the changes
	Make recommendations for changes to the strategic direction of the department