

CITY & GUILDS

# GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



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## HEAD SOMMELIER



The holder of this badge has an in-depth specialist knowledge and a proven track record in managing wine service operations within a hospitality establishment. This individual is responsible for the overall running of the wine service which includes leading and developing people, budgeting and forecasting, managing wine stock and contributing to the implementation of a department and establishment revenue 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.

Head Sommelier	
	<b>Team</b> at Head Sommelier level refers to team members, which may include Sommelier(s) and/or Junior Sommelier(s), working under the direction/guidance of the individual holding or applying for this badge.
	<b>CORE SKILLS</b>
<b>C1</b>	<b>Support the delivery of revenue strategy to achieve set goals</b>
	Provide input into strategic decisions to inform the revenue plan for the department
	Support line manager to develop the department revenue plan
	Support the delivery of operational projects underpinning the department revenue plan, within budget and on time
<b>C2</b>	<b>Set and monitor targets</b>
	Translate the department revenue plan into targets and action plans for own team
	Communicate targets and action plans to the team
	Monitor the performance of the team against targets and action plans
	Take corrective action, as necessary, to ensure targets are met
<b>C3</b>	<b>Lead and manage a team to deliver service standards</b>
	Set objectives to achieve team goals
	Supervise the day-to-day operations of own area of responsibility
	Conduct team meetings/briefings
	Conduct performance review for members of own team
	Support line manager on personnel actions such as performance issues, disciplinary actions and terminations, as required
	Maintain effective working relationship with members of own team, peers, line manager and line manager's peers
<b>C4</b>	<b>Provide guest service</b>
	Manage and coordinate all activities within own area to provide guest service
	Monitor the quality and efficiency of wine service and make improvements
	Respond to guest comments and feedback
	Formulate and implement solutions to address problem areas regarding wine service
	Highlight strategic problem areas to line manager and make recommendations for improvements
	Deliver training or arrange for training to be delivered to address problem areas, as necessary
	Manage supplier contacts effectively to build strong business relationships

<b>C5</b>	<b>Solve problems and deal with pressure effectively in own area of responsibility</b>
	Monitor wine orders to spot and address any issues that may come up with deliveries and/or suppliers
	Balance the requirements of kitchen (chefs) and guests against the financial pressures of the establishment regarding profitability
	Identify potential service issues and guest complaints and address these pro-actively
	Be available on the floor to assist team(s) to deal with any issues or problems related to wine service
	Resolve operational issues or problems which may impact on guest experience including changes to the wine and bar lists during service
	Manage guest requirements and complaints related to wine service which have been escalated
<b>C6</b>	<b>Recruit staff</b>
	Identify recruitment needs for own team
	Screen applicants, as required
	Conduct interviews, as required
	Contribute to the selection of staff for own team
	Monitor the retention and turnover of staff
<b>C7</b>	<b>Train and develop team(s)</b>
	Deliver induction for the members and new members of the department
	Conduct department training sessions
	Train team(s) to meet establishment standards
	Identify individual training needs of own team and allocate appropriate training
	Support the development of members of own team to help them progress
	Coach members of own team
<b>C8</b>	<b>Manage finances</b>
	Contribute to the development of the department financial plan
	Monitor financial performance of the department
	Plan and control operational budgets and costs for the department
	Contribute to driving sales to achieve department revenue targets
	Take corrective actions within own area of responsibility, as required, to ensure financial targets are met.

<b>C9</b>	<b>Plan and manage resources, within budget</b>
	Help drive efficiencies for the department:
	- Organise staff rotas for wine service to ensure continued service cover
	- Co-ordinate in-house and external training while minimising impact on the business
	- Contribute to managing and overseeing daily requirements for wine service
	- Review and manage wine stock levels
	- Manage the storage of wine
	- Check equipment for wine service is safe to use and in good working order
	- Ensure safe and secure storage of wine stock and/or related equipment
	- Arrange for maintenance of equipment, as necessary
	- Establish clear requirements for measurements to be used when serving wine to maximise efficiencies without compromising the guest experience
<b>C10</b>	<b>Promote sustainable practices</b>
	Describe how sustainable practices can impact on a hospitality establishment:
	- Reducing wine waste/ preserving wine
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint including: - Environmental impact of getting wine to the establishment vs the choice required by the establishment and guests - Ordering in bulk - Ordering from local wine suppliers
	Identify any practices which are already applied/in place in own department or the establishment.

Head Sommelier	
	<b>ROLE SPECIFIC SKILLS</b>
<b>R1</b>	<b>Demonstrate an understanding of own role and role of own department(s)</b>
	Explain key activities that are part of own role
	Describe how different teams within <u>and outside</u> the department work together to deliver guest service
	Explain how the sommelier team contributes to the effective running of the establishment
<b>R2</b>	<b>Manage wine service</b>
	Check reservations for daily requirements, including guest numbers and any special requirements
	Plan staffing, resources and the service flow to ensure that daily requirements can be met
	Make sure team is ready to deliver wine service
	Check all resources required to deliver wine service are available
	Make sure wine lists are up-to-date
	Ensure wines are stored safely and securely, under the correct conditions
	Oversee the delivery of wine service to ensure that the wine service meets standards set by establishment
	Oversee that accurate measurements or free pouring techniques are used
	Conduct spot checks during service to identify potential service issues to maintain service standards
	Manage staffing levels in accordance with the flow of guests, including daily and seasonal fluctuations
	Manage issues that may arise during service to ensure guest satisfaction
	Ensure accurate documentation of record keeping of wine stock
	Update wine and bar lists during service if there are any changes to wine stock
	Inform staff on duty of changes to the wine and bar lists during service
<b>R3</b>	<b>Works across different departments to enable the effective delivery of wine service</b>
	Maintain day-to-day relationship with departments whose work is impacted by the wine service - such departments may include kitchen, food and beverage and bar service
	Check daily and special requirements for wine service and identify those which need or may need cross-department support
	Notify relevant departments of known daily and special requirements and agree any support that may be required for the wine service
	Notify relevant teams of any changes to the <b>wine/bar lists</b> before and during service
	Organise tasting sessions for teams
	Respond to unexpected business needs for wine service by liaising with relevant departments and by co-ordinating suitable actions with those departments
	Identify areas for more effective cross-department working practices and make recommendations for improvements to line manager

	<b>Wine/bar lists</b> include paper based or electronic/digital list(s) of wines served by the establishment. May also include bar and cocktail lists/menus.
<b>R4</b>	<b>Drive new business and ideas to maintain and improve the competitive value/differentiation of the establishment</b>
	Explain how wine service contributes to the financial performance and profitability of the establishment
	Identify how the <b>guest</b> and <b>establishment profile</b> influence the wine service
	Manage wine lists to ensure suitable variety and types of wine taking into account popularity and profitability whilst maintaining a competitive edge
	Select wines for the wine list
	Monitor trends, including industry and competitor trends, to make recommendations to line manager for opportunities which can help drive business
	Evaluate levels of guest satisfaction with the wine service to make recommendations for continuous improvements to line manager
	Consider issues outside the department, such as sustainability (under-utilised products, local product, local trends, events, seasonality etc), to help improve the profitability of the establishment
	<b>Guest profile</b> 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.
	<b>Establishment profile</b> refers to characteristics of the establishment including location, guest profile, style of décor and service.
<b>R5</b>	<b>Maintain full compliance with legislation, health and safety requirements and by-laws relevant to own area of responsibility</b>
	Ensure the team operates in a way which meets relevant and current industry, legislative and company requirements and regulations
	Ensure that all members of the team complete all mandatory training
	Maintain knowledge of current legal and industry requirements
	Inform line manager of any changes in legislation and requirements which may impact on the wine service and/or the establishment
	Provide updates on changes to relevant legislation, requirements and by-laws to the team
	Work with direct reports to identify any non-compliance issues and take corrective actions or escalate these to line manager, if necessary

<b>R6</b>	<b>Demonstrate a working knowledge of technology appropriate for own role</b>
	Demonstrate a competent use of IT systems related to wine service:
	- Online ordering
	- Internet to research products to inform decisions for wine stock
	- Software to produce and update wine and bar lists
	- Emails for communication with head office, suppliers and guest enquiries
	- Software to run management reports including reservations, staff costs, sales figures and wine inventories
	- Social media to monitor guest feedback
	- Internet to carry out research to find out about new trends, ideas and service techniques and styles
	- Handheld devices

Head Sommelier	
	<b>PROFESSIONAL DEVELOPMENT</b>
P1	<b>Demonstrate knowledge of career pathways within the hospitality industry, including progression opportunities for current role</b>
	Describe the structure of the establishment
	Identify key links between own and other departments
	Describe the structure of own department
	Identify career opportunities within the hospitality industry
	Describe opportunities to progress from current role (ie next steps)
P2	<b>Undertake a range of training or learning activities to acquire new or update existing skills and knowledge</b>
	Identify <b>training or learning needs</b> specific to own role
	Participate in <b>training and learning activities</b>
	Provide evidence of training or learning undertaken
	Professional development for head sommeliers – self-development / professional courses – visiting vineyards - self organising
	Achieve a Wine and Spirit Education Trust (WSET) qualification at level 3 or equivalent
	<b>Training or learning activities</b> refers to on-the-job training, trade visits, vineyard visits, supplier tastings, workshops, seminars, conferences, courses, competitions and mentoring.
	<b>Training or learning needs</b> refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> <li>- Product knowledge including knowledge of wine</li> <li>- Understanding of new developments, trends, IT systems and equipment</li> <li>- Changes to legal or industry regulations such as health and safety and food safety</li> <li>- Changes to establishment standards</li> <li>- Development of soft skills such as communication and teamwork.</li> </ul>
P3	<b>Apply knowledge/ skills gained from training or learning activities to</b>
	- Improve own working practices
	- Improve working practices of the team
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to operating in own role and the impact of the changes
	- Changes made to the way in which the team works and the impact of the changes
	Make recommendations for other teams to improve their knowledge of wines (eg visiting vineyard)