

CITY & GUILDS

GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



RESTAURANT
OUTLET
MANAGER



CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

RESTAURANT OUTLET MANAGER



The holder of this badge has an in-depth knowledge and a proven track record in managing food and beverage operations in a restaurant or in a dining outlet which is part of a hotel or a hospitality establishment. This individual is responsible for the overall running of the food and beverage service which includes leading and developing a team, budgeting and forecasting and the implementation of the revenue plan for the food and beverage department.

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.

Restaurant Outlet Manager	
	Team at managerial level refers to team members working under the direction/guidance of the individual holding or applying for this badge.
	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 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
C2	Set and monitor targets
	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
C3	Lead and manage a team (or teams) to deliver service standards
	Set objectives to achieve team goals
	Supervise the day-to-day operations of own area of responsibility through a team of supervisors
	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
	Maintain effective working relationship with members of own team, peers, line manager and line manager's peers
C4	Provide guest service
	Manage and coordinate all activities within own area to provide guest service
	Monitor service quality and efficiency daily and make suggestions for improvements
	Respond to guest comments and feedback and escalate these, as necessary
	Formulate and implement solutions to address problem areas within own area of responsibility
	Highlight problem areas to line manager and make recommendations for improvements in service
	Deliver training or arrange for training to be delivered to address problem areas, as necessary

C5	Solve problems and deal with pressure effectively in own area of responsibility
	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
	Resolve operational issues or problems which may impact on guest experience
	Manage guest requirements and complaints which have been escalated
C6	Recruit staff
	Identify recruitment needs for own team(s)
	Screen applicants
	Conduct interviews
	Select staff for own team(s)
	Monitor the retention and turnover of staff
C7	Train and develop team(s)
	Deliver induction to new staff
	Conduct department training sessions
	Train team(s) to meet restaurant/restaurant outlet standards
	Identify individual training needs of own team(s) and allocate appropriate training
	Support the development of members of own team(s) to help them progress
	Coach members of own team(s)
C8	Manage finances
	Contribute to the development of the department financial plan
	Monitor financial performance
	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
C9	Plan and manage resources, within budget
	Help drive efficiencies for the department:
	- Manage own team(s) (organising staff rotas, work shifts and in-house training)
	- Contribute to managing and overseeing daily requirements
	- Manage stock and storage
	- Check equipment is safe to use and in good working order
	- Ensure safe and secure storage of stock and/or equipment
	- Arrange for maintenance of equipment, as necessary
C10	Promote sustainable practices
	Describe how sustainable practices can impact on a hospitality establishment:
	- 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)

Restaurant Outlet Manager	
	ROLE SPECIFIC SKILLS
R1	Demonstrate an understanding of own role and role of own department(s)
	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 restaurant/restaurant outlet contributes to the effective running of the establishment
R2	Manage food and beverage service within the restaurant/restaurant outlet
	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
	Work with direct reports to make sure the food and beverage area is ready for service
	Oversee the food and beverage service to ensure that the service meets standards set by establishment
	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
	Maintain a clear log of maintenance, incidents, guest issues and shift handovers
	Ensure that the team follows property specific procedures for handling emergency situations (e.g. evacuations, medical emergencies, natural disasters and lost property)
R3	Works across different departments to enable the effective delivery of food and beverage service
	Maintain day-to-day relationship with departments whose work can impact on the food and beverage service - such departments may include kitchen, bar and, for hotels, front of house and/or housekeeping
	Check daily and special requirements for the food and beverage service and identify those which need or may need cross-department support
	Notify relevant departments of known daily and special requirements and work with them to agree support to be provided for the food and beverage service
	Respond to unexpected cross-department requirements or business needs for food and beverage 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

R4	Drive new business and ideas to maintain and improve the competitive value/differentiation of the restaurant/restaurant outlet
	Explain how the restaurant/restaurant outlet contributes to the financial performance and profitability of the establishment
	Identify guest and establishment profile and explain how they impact on the financial performance and profitability of the restaurant/restaurant outlet
	Monitor trends, including competitor trends, to make recommendations to line manager for opportunities which can help drive business
	Evaluate levels of guest satisfaction and monitor trends 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 restaurant/restaurant outlet
	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.
	Establishment profile refers to characteristics of the establishment including location, guest profile, style of décor and service.
R5	Maintain full compliance with legislation, health and safety requirements and by-laws relevant to own area of responsibility
	Ensure the food and beverage area operates in a way which meets relevant and current industry, legislative and company requirements and regulations
	Ensure that the food and beverage team completes all mandatory training
	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, as necessary
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 reservations, staff costs, sales figures and inventories
	Use reports to make future management decisions for the food and beverage area
	Use social media to monitor guest feedback
	Use social media to respond to guest feedback, as appropriate
	Use digital communication devices to carry out research to find out about new trends, ideas, service techniques and styles

Restaurant Outlet Manager	
	PROFESSIONAL DEVELOPMENT
P1	Demonstrate knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe the structure of the restaurant
	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	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
	<p>Training or learning activities refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.</p> <p>Training or learning needs refers to the development of skills and knowledge related to hospitality which may include:</p> <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/ skills gained from training or learning activities to
	- 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 changes to the way in which the team works with other teams, within or outside the department