

Hospitality Manager Level 4

Apprenticeship A-Card



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Apprenticeship A-Card (MDP)

The Hospitality Manager Apprenticeship has been designed to develop outstanding Head of Departments (HODs).

This programme is aimed at assistant and newly appointed managers who are looking to excel in a leadership role.



For more information or to apply contact us:

Umbrella Training

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Your Development Programme at a Glance...



What will I learn?

- How to use relevant operating models
- How to manage finance and minimise costs
- How to use, analyse and act on management information to drive business change
- How to identify peaks and troughs in business levels and understand the factors which influence them
- How to develop contingency plans
- How to plan for and minimise the impact of risks to business
- How to effectively manage recruitment, induction, team development and succession planning
- How to consistently communicate and engage
- How to develop and implement successful customer service and service recovery strategies
- How to identify, support, implement and evaluate marketing, sales strategies
- Understand the management and leadership styles & skills
- How to manage change

What will it look like?

- Once a month off the job development days filled with role plays, case studies and practical activities relevant to your job role and standard
- Monthly 1-1 Coaching Support
- Professional Discussions
- Mock end-point assessment – helps you to prepare for independent end point assessment
- Apprenticeship Clubs: Customer Service, Business
- Virtual Learning Environments – platforms designed to help with learning for visual learners
- Workplace Observations
- Presentation of Business Improvement Project

How long will it take?

The development part of your journey will be 11 months followed by up to 2 month assessment gateway where you will be expected to pass through to end-point assessment.

How do I get assessed? End point assessment (EPA)

After you have completed all the on programme development activities including Functional Skills in English and maths, your Learning Development Manager (LDM) and mentor / line manager will agree on your readiness for EPA.

Your independent EPA will consist of:

- 2-hour on demand multiple choice test
- 360-degree feedback
- Business project to look at an opportunity / challenge / idea to make an improvement
- 2-hour professional discussion led by the independent end-point assessor involving the apprentice and employer

Functional Skills English & Maths

You must pass Level 2 English and maths or have attained an equivalent level qualification.

Progression? Yes please!

Use your newly acquired skills and knowledge to gain career progression and join our Operations / Department Manager Apprenticeship development programme.

Hospitality Manager, Level 4 Standard

The Specialist Management Functions -	
Food and Beverage manager	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.
Housekeeping manager	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.
Front office manager	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.
Revenue manager	Revenue managers devise and implement strategies that aim to optimise revenue across the business, for example rooms, conference and events and food and beverage
Conference and events manager	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
Hospitality outlet manager	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.
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.
Multi-functional manager	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.

The collection of evidence through the organisations training, Umbrella projects, professional discussion, observations and witness statements will demonstrate the live it criteria.

	Know it	Show it	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 target	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
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

Hospitality Manager, Level 4 Standard

	Know it	Show it	Live it
People	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 skill
	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
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	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

Specialisms

	Know it	Show it	Live it
Food and Beverage Service Management	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	
House Keeping Management	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	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	

	Know it	Show it	Live it
House Keeping Management	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	Determine the need for and schedule maintenance or repair work, managing its impact on the housekeeping service and other areas of the business	
Front Office Management	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	
Revenue Management	Identify the information relevant to the reservations process and understand how to analyse, interpret and use it to drive revenue generation	Analyse and present a range of complex information and provide intelligence, for example on revenue in relation to market factors	Demonstrate the ability to identify commercial opportunity to maximise revenue for the business across the different functions and departments of the business
	Understand how to gather reliable information on competitor performance and make business / industry comparisons, recognising the importance to the business	Monitor competitor performance and business / industry comparisons	
	Understand how to carry out and recognise the importance of effective yield management	Carry out effective yield management in line with business requirements	
	Understand how to work with other managers and use relevant and available information to forecast potential revenue performance	Forecast potential revenue performance in collaboration with other managers	
Conference and Event Management	Understand how to plan and implement multiple events to ensure best allocation and use of resources to meet demand	Manage the planning and delivery of multiple events	Is highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction
	Identify required business levels and know how to track and analyse enquiries to fulfil them	Track and analyse enquiries to fulfil forecast business levels	
	Understand how to develop and maintain effective working relationships with suppliers, exhibitors and other stakeholders and why this is important for the business	Manage relationships with a variety of organisations and stakeholders such as suppliers and exhibitors	
Hospitality Outlet Management	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	
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	
Multifunctional Management	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
	Understand how the needs of the customer and skills of the team differ from one function to another and how to ensure each function is delivered to maximise customer experience and achieve business objectives	Manage the team and resources to ensure that the needs of the customer are met whilst maintaining business / brand standards	

WILL BE REQUIRED TO DEVELOP COMPETENCE AGAINST 50% OF THE SKILLS, KNOWLEDGE AND BEHAVIOURS IN TWO OF THE FUNCTIONS ABOVE AS WELL AS THOSE BELOW.

Blended Learning Approach

By Umbrella Training

The Apprenticeship Clubs are designed to provide support, off-the-job training, learning activities and interactive meetings for our Apprentices to help them achieve the Apprenticeship.

It allows Apprentices to develop new and interesting skills which they can efficiently apply in your workplace. We pride ourselves in offering only the best, quality activities to our Apprentices and make sure every trip is as entertaining and educational as the last!

We have the following clubs:



Culinary Club - for Chef Apprentices, Hospitality team members or F&B Service
Clever Clogs Club - for Level five Apprentices
Tidy Angels Club - for Housekeeping team members and supervisors
Business Club - for Business Administration Apprentices
Customer Club - for all Apprentices who interact with customers

Kitchen Inspirations



A series of short films, made in collaboration with some of the best chefs in the industry. These programmes help and inspire Apprentices by teaching new dishes and sharing some of the career stories from those who have worked their way through the kitchen; supporting the off-the-job training and further developing their skills.

<https://www.umbrellatraining.co.uk/kitchen-inspirations/>



Off-the-job-training - 70:20:10 Learning model

- An Apprenticeship is a job with a formal programme of training; of which at least 20% must be off-the-job training.
- All Apprenticeship standards have been developed under the guidance that they are sufficiently stretching to require at least a year of employment, with off-the-job training accounting for at least 20% of the Apprentice's employed time.

Off-the-job training must be directly relevant to the Apprenticeship standard and could include the following:

- The teaching of theory (for example: lectures, role playing, simulation exercises, online learning or manufacturer training).
- Practical training: shadowing, mentoring, industry visits and attendance at competitions.
- Learning support and time spent writing assessments/assignments.

Off-the-job training does not include:

- English and maths (up to level 2) which is funded separately,
- Progress reviews or on-programme assessment needed for an Apprenticeship standard.
- Training which takes place outside the Apprentice's paid working hours.
- The requirement for at least 20% off-the-job training is one of our core, and well established, principles which underpins our Apprenticeships at all levels. Through Umbrella Training, Chef Apprentices receive student membership to the Craft Guild of Chefs. Supervisor Apprentices receive membership with the Institute of Hospitality.

70:20:10 Learning model



E-Learning
Accessed via our Virtual
Learning Platform

Independent End-Point Assessments

All Apprentices must undertake an independent end-point assessment.

All Apprentices must undertake an independent end-point assessment which is a synoptic assessment of the knowledge, skills and behaviours that have been learnt throughout the Apprenticeship. The purpose of the assessment is to make sure the Apprentice meets the standard set by employers and are fully competent in their occupation.

It is taken by Apprentices at the very end of the on-programme phase of training when their employer and training provider are satisfied that they have met the "gateway" criteria to undertake the assessment. End-point assessments are graded and an Apprenticeship certificate is only awarded after end-point assessment is successfully completed.

'...assessment of the knowledge, skills and behaviours that have been learnt throughout the Apprenticeship.'

The end point assessment of all Apprenticeships must be externally quality assured to ensure that they are valid, consistent and reliable across Apprenticeship assessment organisations (AAOs).

For the Hospitality industry end-point assessment, there is an employer-led process which is managed on behalf of industry Apprenticeship boards by People 1st.

It is up to the employer to choose their Apprenticeship assessment organisation (AAO) and they do not have to opt for the AAO recommended by their training provider.



Apprenticeship Standards



Genuine need for training of at least 12 months in a new job role.



No mandatory qualifications. Method of training flexible. English & Maths.

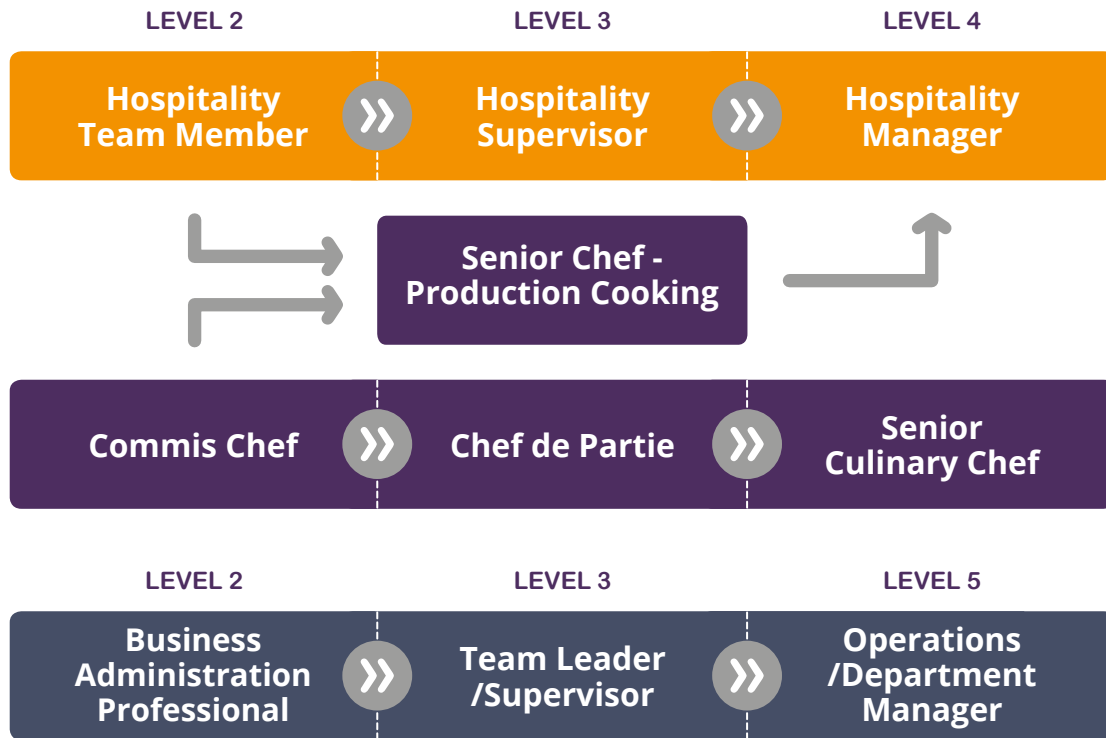


Employer is confident that the Apprentice is competent.



Independent end assessment graded: Fail, pass, distinction or merit.

Apprenticeship Pathways



Hospitality Team Member, Supervisor and Managers has a Specialist Area:

Food & Beverage Service, Food Production, Barista, Concierge & Guest Services, Housekeeping, Reception, Reservations, Conference & Event Operations.

LEVEL 6&7
Degree Apprenticeships

- Hospitality Team Member Apprenticeships
- Culinary Apprenticeships
- Business & Management Apprenticeships

Progression? Yes Please!

To find out more on how to use your newly acquired skills and knowledge to gain career progression, contact us today:

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