

Highfield Level 3 End-Point Assessment for Hospitality Supervisor – Bar Supervisor pathway

EPA-Kit

Delivering the Standard

- Business
- People
- Customers
- Leadership
- Bar Supervisor
- Business Project

The Hospitality Supervisor Apprenticeship Standard

The following pages contain the Hospitality Supervisor Apprenticeship Standard and the assessment criteria in a suggested format that is suitable for delivery.



Business		
Knowledge	Skills	Behaviour
Understand own role in motivating the team to work according to the business vision and values and to achieve business targets, always focussing on the importance of providing the best service for customers	Contribute to and monitor operational procedures, working practices and team performance and make recommendations for business improvements	Demonstrate a personal drive to achieve the business values, vision and objectives
Understand the financial operations of hospitality businesses and know how to source and use financial information relating to own area of work	Operate within budget, exercising strict resource control and minimising wastage, using appropriate techniques to manage and control costs	Operate astutely and credibly on all matters that affect business finance
Understand how own business area interacts with others and the organisation as a whole	Supervise the delivery of a quality service that supports the department in achieving overall business objectives	Operate with a quality focus to achieve the best for the business
Know the standard business operating procedures	Monitor the team to ensure they follow processes and procedures in line with business/brand standards at all times	Positively support the benefits of working within standard business operating procedures
Understand how to identify, plan for and minimise risks to the business and service	Identify and isolate matters of concern, establish the cause and intervene accordingly to minimise disruption to the service and risk to people	Be solution focussed and remain calm under pressure, adopting a constructive attitude to dealing with problems and driving a positive outcome
Understand how a variety of technologies support the delivery of hospitality products and services	Use available technology effectively in all work activities and performance	Champion the responsible use of technology

Understand legislative requirements, their implications and applications in hospitality businesses	Monitor and ensure compliance to legislative requirements in all work activities	Advocate and adhere to the importance of working safely and legally in the best interest of all people
On Demand Test		
<i>Criteria covered in on-demand test</i>		
BU1. Principles of key performance indicators, brand standards and service level agreements BU2. Principles of departmental budgets, planning for expenditure and controlling costs BU3. Common categories of costs and their relative proportions in the hospitality industry BU4. Principles of waste management BU5. Principles of hazard analysis and risk management BU6. How to identify trends in levels of demand which may influence resource requirements BU7. Legislation affecting hospitality operations		
Practical Observation		
<i>To pass, the following must be evidenced</i>		<i>To gain a distinction</i>
BU8. Ensure all actions are in line with business/brand standard BU9. Ensure all activities comply with legal requirements, industry regulations, social responsibility, professional codes and organisational policies/standards BU10. Monitor the team during activities to ensure correct performance levels are achieved		BU11. Actively promote business/brand standard when briefing team members and monitoring service BU12. Minimise potential disruption by pro-actively addressing the activities and identifying and addressing issues in advance

Professional Discussion	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
<p>BU13. Explain the importance of keeping up to date with current industry trends and provide examples of how this has been achieved</p> <p>BU14. Explain why it is essential to instill the importance of company vision, values, empowerment and following procedures to staff and how you can achieve this</p> <p>BU15. Provide reasoned examples of how the hospitality department operates efficiently</p> <p>BU16. Evidence effective day to day supervision of the team/department and how this leads to customer satisfaction and ensures business performance</p> <p>BU17. Describe how the hospitality department meets regulatory requirements</p> <p>BU18. Clearly articulate examples from the workplace relevant to evidencing competence across the standard</p>	<p>BU19. Proactively keeps up to date with industry developments, trends and business objectives</p> <p>BU20. Describe how recommendations for the improvement of quality, cost, value or efficiency have been made in the organisation</p> <p>BU21. Explain how effective hospitality supervision, contingency planning, motivation and adherence to company/brand standard have been developed and implemented and how this has decreased waste and increased overall team/departmental performance</p> <p>BU22. Demonstrate how a proactive approach to planning and supervision has been implemented, including proactively educating and monitoring staff on customer service, brand standards, health and safety and risk matters beyond the legislative minimum</p>

Amplification and Guidance

Key performance indicators which support the profitability of the business – quantifiable measures used to evaluate the success of the business/business area in meeting objectives e.g. labour costs, food costs, stock value, customer satisfaction, sales per head, take per staff hour – TPSH, guest spend per head, gross profit on sales, marketing and advertising costs, bookings.

Business/brand standards – standards applied across the organisation or brand to ensure guests and customers experience a consistent and uniform experience

Methods of financial control (departmental budgets, planning for expenditure and controlling costs) – the procedures an organisation has in place to manage, track and report on financial data, resources and transactions. Methods of financial control may include cash flow and income statements, budget sheets, Profit and Loss sheets (P&L), and accounting systems

Hazard analysis/risk assessment – the process of identifying different types of hazards that may arise, as well as their possible causes and consequences; assessing the risk of harm occurring from hazards, and putting in place appropriate controls to minimise risks from hazards

Legislation affecting hospitality operations – may include requirements from various relevant legislation, including Trades Description, Consumer Rights legislation, data protection and confidentiality, weights and measures, licensing and age-related sales, Health and Safety Act, Food Safety Act and their implications and applications

People		
Knowledge	Skills	Behaviour
Understand how to effectively organise and coordinate a team to provide required levels of service to meet customer demand	Plan, resource and organise the team to meet expected levels of customer demand within business constraints	Contribute to the review process, being aware of the individual needs of the team
Understand how to work with hospitality team members to achieve targets and support business objectives	Set realistic but challenging objectives with the team and work continuously to accomplish the best results	Encourage team to demonstrate personal pride in their role through a consistently positive and professional approach
Know how to select the best methods of communication to motivate and support team members in a hospitality environment	Demonstrate effective methods of communication that achieve the desired results, taking action to correct poor communication within the team	Strive to continuously improve the effectiveness of personal communications
Identify the knowledge and skills required of hospitality teams; know how own team fits within the wider business and how to maximise team members' potential to drive the best results for the business	Actively support team members to maximise potential in their role and identify opportunities for development	Encourage team members to see the importance of their role within the wider business and opportunities for development
On Demand Test		
<i>Criteria covered in on-demand test</i>		
PE1. Principles of an effective team , roles and responsibilities of team members and how team dynamics can affect the success of the team PE2. Principles of staff resource planning and supervision PE3. Principles of motivation PE4. Motivational techniques and the importance of fulfilling agreements to your team PE5. Principles of effective communication		

Practical Observation	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
PE6. Brief the team on required activities, setting realistic work objectives PE7. Communicate effectively with team, customers and other departments/ stakeholders	PE8. Plan activities to maximise time and available resources PE9. Ensure communications are efficient, understood and resultant actions undertaken at the appropriate time
Professional Discussion	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
PE10. Provide examples of how staff are managed effectively in line with legal requirements and organisation's policies and procedures, including motivation, training and development of teams and individuals PE11. Provide evidence to show you have been part of the effective planning and review in the team	PE12. Provides mentorship to team members with measurable improvements to the performance of individuals and the team
Amplification and Guidance	
<p>Principles of an effective team – may include for example, common goals and approach, complementary skills and knowledge, good communication, listening and conflict management skills, effective leadership</p> <p>Team dynamics – invisible forces that operate between different people within a team influenced by various factors such as personality styles, team roles, business layout, organisation culture</p> <p>Motivational techniques – e.g. setting clear objectives and monitoring progress, providing supportive feedback, providing opportunity for self-development, recognising and rewarding successes</p> <p>Communication – including effective communication methods and how these can be used to motivate and support team members – e.g. written – staff magazines and newsletters, posters, notice boards; verbal – telephone conversations; face-to-face – staff forums, meetings, team briefings, presentations; online – intranet, internal staff emails</p>	

Stakeholders – Anyone either internal or external to an organisation that has an interest in, may be affected by, or can have an effect on, its objectives, actions or policies. This may include directors, shareholders, employees, suppliers, customers, the local community and creditors.

Customers		
Knowledge	Skills	Behaviour
Understand the importance of customer profiles, how to build them and understand how this enables the business to meet their needs profitably and in line with business/brand standards	Coordinate the team to deliver to customers according to their needs in line with business/brand standards, enhancing their experience where appropriate	Proactively encourage a customer centric culture
Know the marketing and sales activities of the business and how to support them to achieve the desired outcome	Implement sales and marketing strategies in own area, ensuring team are fully supported to deliver them. Make suggestion for future sales and marketing activities within area of responsibility	Be proactive in supporting sales and marketing activities
Understand the requirements of the product and brand standards of the business	Actively promote the brand and product; and consistently maintain the highest standards	Demonstrate a belief in the brand and product the business offers
On Demand Test		
<i>Criteria covered in on-demand test</i>		
CU1. Principles of customer profiling , its importance and impact on hospitality operations CU2. The importance of consistency of products/services and adhering to organisational/ brand standard		
Professional Discussion		
<i>To pass, the following must be evidenced</i>		<i>To gain a distinction</i>
CU3. Provide an overview of how the hospitality department meets the needs of the business and customer		<i>There are no distinction criteria for this component.</i>

Amplification and Guidance

Customer profiling – types or profiles that represent a typical customer that uses a product or service. Profiles are based on customer research into what type of goals or characteristics different groups of customers may share and how they prefer to spend their money

Business/brand standards – standards applied across the organisation or brand to ensure guests and customers experience a consistent and uniform experience

Leadership		
Knowledge	Skills	Behaviour
Identify the different leadership styles and supervisory management skills which are effective in hospitality businesses	Use leadership styles and supervisory management skills appropriate to the business and situation	Lead by example to maximise performance
Understand how to work fairly with individuals that have diverse needs	Ensure team members are aware of and follow policy relating to diversity	Act as a role model operating in an empathic, fair and consistent professional manner
On Demand Test		
<i>Criteria covered in on-demand test</i>		
TL1. Principles of effective supervision TL2. Theories, models and styles of leadership and supervisory management skills		
Practical Observation		
<i>To pass, the following must be evidenced</i>		<i>To gain a distinction</i>
TL3. Provide leadership, supervision and support to the team and its members as required, leading by example to maximise performance		TL4. Identify opportunities to 'go the extra mile' with either customers or in supporting team

Professional Discussion	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
<p>TL5. Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results there of evaluated</p> <p>TL6. Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with</p>	<p>TL7. Provide examples of when improvement activities have been actively sought to develop own performance to raise standards in team performance, reaching objectives and customer service</p> <p>TL8. Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team</p>
Amplification and Guidance	
<p>Theories, models and styles of leadership – e.g. theories may include modern trait theory, behavioural theory, contingency theory, full range theory; leadership styles may include autocratic; democratic; transformational, laissez-faire, transactional</p> <p>Feedback – obtained, for example, through in-person discussion, comment cards, questionnaires, internet sites and social media (Trip Advisor, Facebook, Twitter), performance reviews.</p> <p>Stakeholders – Anyone either internal or external to an organisation that has an interest in, may be affected by, or can have an effect on, its objectives, actions or policies. This may include directors, shareholders, employees, suppliers, customers, the local community and creditors.</p>	

Bar Supervisor

Knowledge	Skills	Behaviours
Understand how to keep bar operations running smoothly and deal with any customer concerns, identifying where potential conflict could occur, in accordance with the law	Coordinate an effective bar service, ensuring licensing laws are adhered to at all times, customer issues are dealt with and potential conflict minimised	Take a responsible approach to selling licensed products, and deal with conflict calmly and safely
Recognise the importance of monitoring cellar and beverage storage procedures to optimise beverage quality in line with business requirements; know how to monitor stock rotation and levels of demand to ensure sufficient stocks are available for service	Maintain and monitor the cellar and beverage storage and cellar/wine dispense	
On-Demand Test		
<i>Criteria covered in on-demand test</i>		
<p>B1. Legislation and regulations relevant to bar supervision</p> <p>B2. The requirements for, and importance of, providing accurate information to staff and customers</p> <p>B3. The correct techniques, glassware and equipment for pouring and serving a range of alcoholic and soft drinks</p> <p>B4. How to respond to someone who may be under the influence of drugs or excess alcohol</p> <p>B5. Correct cellar security, temperature and environmental control and what ideal conditions are</p> <p>B6. Safe and hygienic working practices when preparing kegs, casks and gas for use</p> <p>B7. Principles of stock rotation, how to tell if stock is out of condition or out of date and why this is important</p>		

Practical Observation	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
<p>B8. Prepare the bar/drinks dispense area for service, ensuring business/brand standards are maintained and menus/promotional materials are up to date and presented accurately</p> <p>B9. Ensure stock/resources are ready for service</p> <p>B10. Ensure customers are met, given the correct information and receive bar service in line with licensing requirements and to business/brand standard</p> <p>B11. Ensure customer behaviour is monitored and issues with customers who are underage, have taken drugs or are excessively drunk are managed correctly</p>	<p><i>There are no distinction criteria for this component.</i></p>
Professional Discussion	
<i>To pass, the following must be evidenced</i>	<i>To gain a distinction</i>
<p><i>There are no pass criteria for this component.</i></p>	<p><i>There are no distinction criteria for this component.</i></p>
Amplification and Guidance	
<p>Legislation and regulations – including trades description, consumer rights, weights and measures, licensing and age-related sales, health and safety and food safety related legislation</p> <p>Information – particularly in relation to strength of drinks, special offers and promotions</p> <p>Correct techniques, glassware and equipment (for pouring and serving a range of drinks) includes understanding appropriate equipment, measures, glassware, temperatures, accompaniments and quality considerations in the service of different alcoholic beverages</p> <p>Safe and hygienic working practices (in relation to preparing kegs and gas) – e.g. - knowing recommended methods to connect and disconnect kegs and gas cylinders; importance of checking new kegs and gas cylinders to ensure correct date and product; importance of checking new kegs or gas cylinders are fitted and working correctly; knowing how to deal with leakages; knowing how to ensure all equipment and cellar surfaces are kept clean and hygienic; knowing importance of regular cleaning of dispense systems/lines</p>	

Principles of stock rotation – ensuring stock is managed effectively, with products with earlier expiry/best before/use-by dates being positioned so they are used up or sold first

Resources – may include, for example, sufficient stock of linen, table items, service equipment and wine lists; drinks stock; wine buckets/coolers, bottle openers, napkins, stands, carafes, different types of glassware

Business Project	
Pass criteria	Distinction criteria
Introduction and background	
BP1. Give a general introduction and background to department, team or area of work, including how this relates to the rest of the business unit (if applicable)	BP14. <i>Give a detailed introduction and background of the department, team or working area wider business unit (e.g. other departments, head office, local community / customer profile)</i>
BP2. Explain how the business fits into the hospitality industry	
Focus, Aims and Objectives	
BP3. Outline the problem, challenge or opportunity identified	BP15. <i>Outline the current situation which has led to the identification of a challenge or opportunity</i>
BP4. State the aims and objectives of the project	BP16. <i>Provide detailed aims and objectives for the project, linking to the current situation</i>
Research	
BP5. Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations	BP17. <i>Show a range of research has been used effectively, including obtaining information from stakeholders, such as team members, management, suppliers or customers</i>
BP6. How the apprentice keeps up to date with trends and the changing industry	
BP7. Provide research methodology to demonstrate a logical, coherent approach	BP18. <i>Show a range of qualitative and quantitative research has been used effectively</i>
Findings	
BP8. Identify how the potential changes would lead to measurable improvements and benefits to the department, team or area of working	BP19. <i>Identification of measurable improvements and benefits to the organisation</i>
Conclusion and Recommendations	
BP9. Make clear recommendations for implementation	BP20. <i>Make detailed recommendations for implementation,</i>

BP10. Provide an indication of costs associated with the proposed recommendations	<i>including timings and potential costs</i>
BP11. Concise validation and justification of recommendation	BP21. <i>Provide detailed validation and justification of recommendations</i>
BP12. Identify applicable legislation and ensure the proposal complies where necessary	BP22. <i>Review the project to ensure it meets organisational and legal requirements</i>
BP13. Demonstrate an awareness of and understanding for the need for deadlines	BP23. <i>Proposed timeframes for implementation</i>