

Professional discussion – feedback form

Highfield Level 4 ST0229 Hospitality Manager apprenticeship standard end-point

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| Apprentice Name | |
| Learner ID | HABC |
| Pathway | Multi-functional Management |
| Purpose of the template | |
| <p>This template should be used to gather feedback regarding the apprentice’s competence across the areas listed below. Feedback should be gathered from any of the below:</p> <ul style="list-style-type: none"> • A superior - a higher manager, area manager, human resource manager, company owner or director. If the apprentice does not have a superior, a main stakeholder, for example, prime customer, supplier or business associate, may be used instead. • A peer - someone of the same level in the organisation, or in a similar organisation where a working relationship can be demonstrated. • A direct report - a member of the apprentice’s team for whom they have line management responsibility. <p>If the apprentice does not have a superior, a main stakeholder (such as a prime customer, supplier or business associate) may be used instead. This feedback is not marked but will be used by the apprentice to reflect on their competency.</p> <p>Once the apprentice has collected the feedback, a copy must be sent to Highfield (electronically or by post) a minimum of 5 working days before the professional discussion take place.</p> | |

| Area of the standard (including behaviours) | Feedback comments |
|---|--------------------------|
| Business, including: <ul style="list-style-type: none"> ○ Business vision and objectives ○ Business finance ○ Business strategy ○ Management information ○ Operational processes ○ Business levels ○ Contingency plans ○ Use of technology ○ Legislation | |
| People, including: <ul style="list-style-type: none"> ○ Risk management ○ People strategy ○ Communication ○ Team development | |
| Customers, including: <ul style="list-style-type: none"> ○ Customer service ○ Service recovery ○ Customer feedback ○ Marketing ○ Brand promotion | |

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| <p>Leadership, including:</p> <ul style="list-style-type: none"> ○ Management and leadership skills ○ Change management ○ Diversity and inclusion | |
| <p>Multi-functional management, including:</p> <ul style="list-style-type: none"> ○ Planning, managing, evaluating and reviewing the work of the team and use of resources across hospitality functions ○ Delivering products and services on time and in line with customer needs and business / brand standards ○ Adapting and responding to changing customer, team or business demands ○ Thinking strategically when planning the use of team members and resources to maximise current and future operations ○ Proactively seeking ways of working that embrace multi-functional teams | |
| <p>*Hospitality outlet management, including:</p> <ul style="list-style-type: none"> ○ Managing the delivery of on and off site sales of goods and products ○ Managing food production to ensure standards are upheld ○ Managing cleanliness and implementing maintenance, repairs and refurbishment ○ Actively seeking opportunities to improve the commercial presentation of the outlet to enhance and maximise sales | |
| <p>*Kitchen management, including:</p> <ul style="list-style-type: none"> ○ Procuring ingredients | |

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| <ul style="list-style-type: none"> ○ Delivering a consistent, timely and quality food production ○ Managing and maintaining equipment ○ Managing food safety in line with legislation ○ Leading the department with passion, instilling a sense of pride | |
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*Multi-functional managers will be required to demonstrate competence against kitchen management and hospitality outlet knowledge, skills and behaviours

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| Name of person giving feedback | |
| Role of person giving feedback | |
| Signature | |
| Date | |