Highfield Level 4 End-Point Assessment for ST0229 Hospitality Manager

End-Point Assessment Kit

Pathway:

Front Office Management

Highfield Level 4 End-Point Assessment for ST0229 Hospitality Manager – Front Office Management

EPA kit

Contents

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How to use this EPA kit

Welcome to the Highfield End-Point Assessment kit for the **Hospitality Manager – Front Office Management** apprenticeship standard.

Highfield is an independent end-point assessment organisation that has been approved to offer and carry out the independent end-point assessments for the Level 4 Hospitality Manager – Front Office Management apprenticeship standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process, and additionally all end-point assessments are externally quality assured by the relevant EQA organisation.

The EPA kit is designed to outline all you need to know about the end-point assessments for this standard and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts

Apprenticeship standard:	Hospitality Manager – Front Office Management
Level:	4
On-programme duration:	Minimum of 12 months (typically 18 months)
End-point assessment window:	2 months
Grading:	Pass/distinction
End-point assessment methods:	On-demand test Business project Professional discussion

In this kit, you will find:

- an overview of the standard and any on-programme requirements
- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- suggestions on how to prepare the apprentice for each part of the end-point assessment
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out 'mock' assessments

Introduction

Standard overview

Hospitality managers work across a variety of organisations including bars, restaurants, cafes, conference centres, banqueting venues, hotels and contract caterers. These managers generally specialise in a particular area. Despite this, their core knowledge, skills and behaviours are the same. All managers in this role should have a passion for exceeding customers' expectations.

Hospitality managers have a high level of responsibility and are responsible for fulfilling the business vision and objectives. This requires excellent business, people and customer relation skills. Hospitality managers are highly motivated and talented when managing people and applying specific industry skills. They also thrive on the customer facing nature of the role.

Specialist function overview

Front office managers manage the delivery of the business standards for the reception function. They also oversee the nights' team and porters and reservations, particularly in hotels and conference venues.

On-programme requirements

Apprentices will be required to demonstrate continuous and sustained progress towards the end-point assessment by completing work as set out by their employer, demonstrating the knowledge and skills required in the relevant role. The period of learning, development and continuous assessment is managed by the employer, usually with the service of an education or training provider. Although learning, development and on-programme assessment is flexible, and the process is not prescribed, the following is the recommended baseline expectation for an apprentice to achieve full competence in line with the Hospitality Manager – Front Office Management apprenticeship standard.

The role of the training provider is to support the apprentice with the on-programme delivery of the standard. They may also deliver some classroom-based (off-the-job) training to the apprentice to cover knowledge, as well as conducting on-the-job formative assessments and progress reviews to ready the apprentice for gateway and end-point assessment.

The training programme leading to end-point assessment should cover the **breadth and depth** of the standard, using suggested on-programme assessment methods that **integrate the knowledge, skills and behaviour components** and that ensure that the apprentice is sufficiently prepared to undertake the end-point assessment. Once the apprentice is deemed competent, the relevant section(s) of the standard should be signed off by both the on-programme end-point assessor and employer.

Throughout the period of learning and development, and **at least every 2 months**, the apprentice should meet with the on-programme assessor to review and record their progress against the standard. At these reviews, evidence should be discussed and recorded by the apprentice. Once the apprentice is deemed competent, the relevant section(s) of the standard should be signed off by the employer with the support of those involved in the learning and development. The process of maintaining a continuous assessment record is important so employers are confident that the apprentice has achieved full competence and is ready for end-point assessment. The continuous record is **not** a portfolio of evidence, but a practical record of what the apprentice can do following periods of training, development and assessment.

A **minimum of 9 meetings** are recommended to show ongoing competence across the entire standard, over a minimum of a **12-month** period and prior to starting the end-point assessment. All apprentices must spend at **least 12 months** (typically **18 months**) on-programme and **at least 20%** of their on-programme time completing off-the-job training.

Use of Artificial Intelligence (AI) in the EPA

Where AI has been used as part of the apprentice's day-to-day work and forms part of a project report, presentation, or artefact, it should be referenced as such within the work. AI must not be used to produce the report or portfolio.

Where AI has been used as part of a portfolio that underpins an interview or professional discussion or any other assessment method, it should be fully referenced within the portfolio.

Additional, relevant on-programme qualification

There are **no mandatory qualifications** for this standard. However, employers may wish to include relevant qualifications to help structure the on-programme delivery.

Readiness for end-point assessment

For an apprentice to be ready for the end-point assessments:

- the apprentice **must** complete the **20%** of their weekly working hours as off-the-job training. Where the apprentice works more than 30 hours in a week, off-the-job training is **capped at 6 hours**
- the apprentice must have achieved **Level 2 English** and **maths** qualifications

- the apprentice's employer **must** confirm that they think their apprentice is working at or above the occupational standard
- the apprentice **must** submit a business project proposal for the business project **within 14 days** of the EPA being arranged. This **must** be approved by the end-point assessor (please see Assessing the business project for more information)
- the line manager (employer) **must** be confident that the apprentice has developed all the knowledge, skills and behaviours defined in the standard and that the apprentice is competent. To ensure this, the apprentice **must** attend a formal meeting with their employer to complete the **Gateway Readiness Report**
- the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all components can be completed within a **2-month** end-point assessment window. Further information about the gateway process is covered later in this kit

If you have any queries regarding the gateway requirements, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Order of end-point assessments

There are **3 assessment components** for the Hospitality Manager – Front Office end-point assessment.

- The on-demand test may be taken **at any time** before the professional discussion.
- The business project **must** be submitted to Highfield a minimum of **7 days** before the professional discussion takes place.
- The professional discussion **must** be the last assessment completed.
- **All** assessment methods **must** be completed **within 2 months**.

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The Highfield approach

This section describes the approach Highfield has adopted in the development of this end-point assessment in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

Standard (2018)

[Hospitality manager / Institute for Apprenticeships and Technical Education]

End-point assessment plan (2017 ST0229)

[Assessment Plan - Hospitality Manager (instituteforapprenticeships.org)]

Specific considerations

All the evidence criteria used within the end-point assessment have been written by Highfield and are based on the Hospitality Manager apprenticeship standard and assessment plan.

The assessment plan does not specify the number of marks specifically needed to **pass** the on-demand test, only that **70% must be achieved** (**85%** for **distinction**). When transferring this to the marks required, Highfield found that this did not yield a whole number. Highfield has therefore rounded up the calculated mark to the next whole number and designated the following marks. This is to ensure apprentices will meet the percentage required for each grade.

The on-demand test is comprised of **2 sections**.

- **Core Hospitality Manager functions**: apprentices **must achieve 18 of the 25** core marks available to **pass** this component of the on-demand test
- **Front Office Management specialist pathway**: apprentices **must achieve 7 of the 10** pathway marks available to **pass** this component of the on-demand test

An **overall total** of **at least 70%** must be achieved for the apprentice to achieve a pass grade. This should comprise of the scores above for **both** the Core Hospitality Manager functions and the Front Office Management specialist pathway.

Due to the nature of the business project, knowledge, skills and behaviours are **not** included in the standard. This is to allow apprentices to cover a topic that is relevant to their specialist pathway and employment setting. Criteria relating to the professional discussion may also be included in the business project. In this instance, this criterion will **not** be reassessed during the professional discussion. However, it should be noted that apprentices **will** be given the opportunity to achieve distinction criteria during the professional discussion, should they have achieved a pass grade in the project but not yet **attempted** the distinction criteria.

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Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between **the apprentice**, **their employer and training provider** to determine that the apprentice is ready to undertake their end-point assessment. The apprentice should prepare for this meeting by bringing along work-based evidence, including:

- customer feedback
- recordings
- manager statements
- witness statements

As well as evidence from others, such as:

- mid and end-of-year performance reviews
- feedback to show how they have met the apprenticeship standards while on-programme

In advance of gateway, apprentices will **need** to have:

- achieved **Level 2** English
- achieved **Level 2** maths
- produced the business project proposal

Therefore, apprentices should be advised by employers and providers to gather this evidence and undertake these qualifications **during their on-programme training** if they have not previously been achieved. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards **before** the formal gateway meeting is arranged.

The gateway meeting

The gateway meeting should last around an **hour** and must be completed **on or after** the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm if the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **Gateway Readiness Report** should be used to log the outcomes of the meeting and **agreed by all 3 parties**. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the **Gateway Readiness Report**, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations

Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments policy for further information/guidance.

ID requirements

Highfield Assessment will need to ensure that the person undertaking an assessment is indeed the person they are claiming to be. All employers are, therefore, required to ensure that each apprentice has their identification with them on the day of the assessment so the end-point assessor can check.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving licence
- a valid warrant card issued by HM forces or the Police
- another photographic ID card, such as an employee ID card or travel card

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The Hospitality Manager – Front Office Management apprenticeship standard

The following pages contain the Hospitality Manager – Front Office Management apprenticeship standard and the assessment criteria in a format that is suitable for delivery.

Below are the knowledge, skills and behaviours (KSBs) from the standard and related assessment criteria from the assessment plan. On-programme learning will be based upon the KSBs and the associated assessment criteria are used to assess and grade the apprentice within each assessment method. These are grouped into learning areas.

Business		
Knowledge	**Skills**	**Behaviours**
K1 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	**S1** Proactively seek and drive activities that support the achievement of the **business vision and objectives,** improve competitiveness, to meet financial targets	**B1** Inspire team members to demonstrate personal drive to achieve the **business vision and objectives**
K2 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	**S2** 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	**B2** Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance
K3 Know the **business strategy** and its key competitors and how it fits within the wider hospitality industry in which it operates	**S3** Develop and **effectively communicate** own plans and strategy to management team in order to harmoniously work towards achieving business objectives	**B3** Openly share information with colleagues that support **business objectives** and growth
K4 Identify the management information available in own area and understand how to	**S4** Analyse, interpret and evaluate product / service sales and / or productivity data and information and use it to make recommendations for future planning	**B4** Make decisions based on a sound analysis and judgement of available management information

use, analyse and act on it to drive business change	e.g. of staff and resources, ideas for new initiatives, and drive business change	
K5 Understand the **standard business operating procedures**, the services and products and how they are managed and their potential consequences	**S5** Implement required **operational processes** and procedures in line with business standards	**B5** Actively promote the benefits of working within **standard business operating procedures**
K6 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	**S6** Monitor **peaks and troughs** in business levels to ensure operational plans allow service standards and resources to be maintained	**B6** Ability to make accurate **forecasts** based on current and future trends
K7 Determine how to develop **contingency plans** which allow **consistent levels of service** in line with business standards and requirements	**S7** Develop and implement **contingency plans** to ensure resources are in place to provide **consistent levels of service** required by the business	**B7** Think ahead and demonstrate resourcefulness when developing plans
K8 Understand how **technology** supports the delivery of products and services in hospitality businesses	**S8** Maximise the use of **technology** and evaluate its effectiveness for achieving the desired results	**B8** Use **technology** responsibly and take an interest in new developments that could support the business
K9 Understand **environmental, legislative and social responsibilities** and their impact within hospitality businesses	**S9** Manage and continuously review adherence to **legislation**	**B9** Be accountable, advocate and adhere to the importance of working legally in the best interest of all people

On-demand test
Criteria covered in on-demand test
C1: The importance of **business value and objectives** (K1) **C2:** The need for **performance targets** and how these are commonly developed (K1) **C3:** How **trends** are incorporated into **forecasting** (K6) **C4:** How a **financial strategy** is prepared, including the risks, constraints and implications for policies (K2, S2) **C5:** The financial data required to support decision making and **forecasting** in a hospitality business (K2, S2) **C6:** The concepts of **regularity** and **propriety**, and the need for **financial accountability** (K2, S2) **C9:** The importance of having a clear **strategy for the business** (K1) **C10:** The principles and purpose of a **contingency plan** (K7, S7)

<table>
<tr><td colspan="2">C19: Legal and regulatory framework covering the hospitality industry (K9, S9)
C20: Legal and ethical principles governing marketing in the sector (K9, S9)</td></tr>
<tr><td colspan="2">Professional discussion</td></tr>
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<tr><td>To pass, the apprentice will:</td><td>To gain a distinction, in addition to achieving all pass criteria, the apprentice will:</td></tr>
<tr><td>PD1: Clearly articulate examples from the workplace relevant to evidencing competence across the standard (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD2: Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD4: Discuss reasoned examples of how the hospitality department operates efficiently (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD5: Explain the importance of keeping up to date with current industry trends and refer to examples of how this has been achieved
PD8: Describe how the hospitality department meets regulatory requirements (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD9: Evidence effective day to day management of the team / department and how these lead to customer satisfaction and ensure business performance (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)</td><td>PD13: Proactively keeps up to date with industry developments, trends and business objectives(K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD14: Explains how effective hospitality management, 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 (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD15: Describe how recommendations for the improvement of quality, cost, value or efficiency have been made in the organisation (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)
PD16: Demonstrate how a proactive approach to planning and management has been implemented, including proactively educating and monitoring staff on customer service, brand standards, health and safety and risk matters beyond the legislative minimum (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)</td></tr>
<tr><td colspan="2">Amplification and guidance</td></tr>
<tr><td colspan="2"><u>C1: The importance of business value and objectives</u>

Business vision, values and objectives</td></tr>
</table>

- **Business vision** - how the business sees itself and would like to be seen by customers, including the goals that a business sets for future success.
- **Business values** - the standards that the business sets in place for all to follow, for example, culture, integrity, team collaboration and customer focus.
- **Business objectives** - specific and measurable targets or steps required to achieve the overall business aims or vision. All objectives will be Specific, Measurable, Attainable, Realistic and Timed (SMART) and may include targets for sales, costs, profitability, customer satisfaction, repeat business and service standards.

C2: The needs for performance targets and how these are commonly developed

Performance targets - the way in which progress or success can be measured. Key performance indicators (KPIs) support the profitability of the business. These are quantifiable measures used to evaluate the success of the business/business area in meeting objectives. New or revised targets may consider financial data, business projections and areas requiring improvement. KPIs could include:

- 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

C3: How trends are incorporated into forecasting

Trends, peaks and troughs - business fluctuations from highest capacity to the lowest levels that will change depending upon time of year, day, time of day, bookings and how these can impact the business:

- **trends** - how to keep up to date with customer preferences and hospitality trends/news, for example, news, alerts, TV, magazines, comparison with similar businesses and competitors
- **peaks** - the highest point of a business cycle
- **troughs** - the lowest point of a business cycle

C4: How a financial strategy is prepared, including the risks, constraints and implications for policies

Financial strategy - describes where and how money/time will be spent to support the achievement of business goals and objectives including any constraints and implications for policy. The strategy will show how financial projections will support business activities, the sources of income or funding, contingency plans and procedures to manage finances, including revenue. Constraints and risks, such as staff training and expertise, funding, customer feedback and spending, should also be considered, as well as the implications this will have on the business.

C5: The financial data required to support decision making and forecasting in a hospitality business

Forecasting - predicted spending based on information held over the estimated timescales. This also includes return on investment (ROI) and the resource/materials required to deliver and the tools and models used to support this, such as using balance sheets, profit and loss statements, cash flow statements and historical data to create a budget for the next period. Potential areas of waste or loss should also be considered.

C6: The concepts of regularity and propriety, and the need for financial accountability

Regularity - the need to ensure both compliance with legislation and consistency in procedures. Financial regularity requires procedures to be in place to accurately manage, track and report on business progress. This includes hiring new employees.

Propriety - appropriate or suitable standards of operation that are usually accepted within the hospitality industry.

Financial accountability - being held responsible for the achievement of financial objectives, improving profitability, cashflow forecasting, use of resources, control of spending and transactions, including the accuracy of records and income statements.

C9: The importance of having a clear strategy for the business

Business strategy - actions that a business would plan to achieve its overall goals and objectives: these can be short, medium or long term.

Marketing strategy – a plan or approach which aims to achieve specific marketing objectives. It outlines the actions that will be undertaken to promote products or services and includes elements such as target market, marketing objectives, budget and resource allocation, execution, monitoring and evaluation. A thorough marketing strategy is important for differentiation, target audience reach, consistency with brand building, resource allocation, competitive advantages and it provides the business with focus and direction.

C10: The principles and purpose of a contingency plan

Contingency plans - plans that can be implemented to minimise (or mitigate) possible risks should circumstances change radically

C19: Legal and regulatory framework covering the hospitality industry

Legislative responsibilities (Legal and regulatory framework) - different legislation and regulations that must be adhered to and promoted, as well as their implications and applications to the way a business operates.

- The Consumer Rights Act 2015
- The Trade Descriptions Act 1972
- The Data Protection Act 2018
- The Licensing Act 2003 and age-related sales
- The Equality Act 2010
- The Health and Safety at Work etc. Act 1974
- Specific operational legislation relating to food production, including weights and measures and the Food Safety Act 1990.
- This also includes compliance, which is the act of adhering to the rules, laws and regulations that are relevant to the business and sector. Examples of compliance include:
  - legal
  - internal
  - security and data
  - industry-specific compliance

C20: Legal and ethical principles governing marketing in the sector

Legal and ethical principles - code of conduct governing the professionalism that is expected when dealing with external parties and safe operation to avoid commercial and legal risk from misconduct by parties involved in the process. Ethical principles impact the governing market by promoting fairness, justice, trust, reputation, consumer protection, compliance, regulation, sustainability and corporate governance.

Knowledge, skills and behaviours

K1 Operating models - the different types of models that hospitality businesses use, such as owner operated, chain operated, or brand operated. These may include lease, managed or franchised. These models may vary depending on the size of the operation and the control held by the brand owner. They should be reviewed to ensure they are fit for purpose and meet the current business vision and values.

K2 Income streams - the diverse ways in which an organisation can bring revenue into the business from various activities and possible future opportunities.

K2 Cost centres - a business' different departments that generate or incur expenses. These may require separate budgets depending on the size of the business, for example, human resources and technical support departments.

K2 Areas for potential waste or loss - the areas requiring careful control or management to avoid additional costs or losses for the business.

- **Potential losses** include loss of income due to mismanaged bookings, customer no-shows, customer refunds or poor staffing levels.
- **Waste** includes wasted food or drink caused by over production/spillage/spoilage, customer returns, lack of portion control or poor stock control.
- **Loss** may be incurred due to equipment or resources being incorrectly used, not maintained, damaged or stolen.

S2 Resource allocation - managing the logistics of the business to ensure the correct resource is in the correct place at the correct time. This includes products, people and places.

S3 Effective communication - using the most appropriate way of communicating based on the situation and how these can be used to support team members, for example, written, online, face-to-face and types of communication, such as verbal, non-verbal, building rapport and listening skills, including active listening.

- **Written**, for example, staff magazines, newsletters, posters and notices
- **Online**, for example, intranet, internal chat systems and emails

K5 Standard business operating procedures - process and policy that are written down to outline the way in which the business works to achieve routine tasks.

S5 Operational processes - the step-by-step actions ensuring tasks or activities are achieved to support the vision and values of the business and refined to ensure profitability and efficiency.

K7 Consistent levels of service - ensuring that expected service methods, standards and levels are achieved every time.

K8 Technology - understanding how different types of technology can support the business, for example, tablet, QR codes and applications (apps). How it is changing the service levels/ styles offered to customers in an efficient and profitable way and its inherent dangers, such as data theft/loss.

K9 Environmental responsibilities - how the business acts to prevent and reduce the damage (and waste) it causes to the environment and/or community, for example, recycling process, waste management, environmental controls and emission controls.

K9 Social responsibilities - businesses' actions and their impact on the community, wider society and the world. This includes mitigating risks and unforeseen consequences as well as positive contributions to the welfare of society, for example, age verification, alcohol harm, noise and managing antisocial behaviour.

People		
Knowledge	**Skills**	**Behaviours**
K10 Know how to identify potential **risks** to people and the business and how to plan for and **minimise the impact**	**S10** Identify and manage **risks** through empowering the team	**B10** Be solution focussed through **proactive risk management** personally and through others
K11 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	**S11** 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	**B11** Demonstrate commitment to self-improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own **leadership skills**
K12 Know and understand how to **consistently communicate and engage** with people and teams	**S12** Demonstrate effective methods of **communication** and **leadership** that achieve the desired results, providing support and coaching to team members to maximise their performance	**B12** Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication
K13 Understand the responsibilities of an employer and the parameters the business works within	**S13** Manage people performance and capability, and develop teams in line with **operational policy and procedures** and support appropriate decision making	**B13 Empower** team members whilst providing adequate support to aid their decision making
On-demand test		
Criteria covered in on-demand test		
C11: The content and importance of a **risk management policy** (K10) **C12:** The principles of **effective risk management** (K10) **C13:** The content and importance of a **people strategy** (K11) **C14:** The principles of **recruitment, induction and performance management**, including supporting documentation and procedures such as job and person specifications (K11) **C15:** The **principles of effective listening,** feedback and evaluation of team performance (K12) **C16:** Principles of **effective communication** (K12)		

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<tr><td>PD3: Give examples of how staff are managed effectively, including motivation and development of teams and individuals (K13, S10, S11, S12, S13, B11, B12, B13)
PD7: Explain how and when they have been part of the effective planning and review in the team (K13, S10, S11, S12, S13, B11, B12, B13)</td><td>PD18: Provides mentorship to team members with measurable improvements to the performance of individuals and the team (K13, S10, S11, S12, S13, B11, B12, B13)</td></tr>
<tr><th colspan="2">Amplification and guidance</th></tr>
<tr><td colspan="2"><u>C11: The content and importance of a risk management policy</u>

Risk management policy - includes the 5 key elements of risk assessment: risk identification, risk analysis, responding to the risk, mitigating (or minimising) the risk and risk monitoring.

<u>C12: The principles of effective risk management</u>

Risk management - 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.

<u>C13: The content and importance of a people strategy</u>

People strategy - a method of workforce planning, aligned to the business strategy, that focuses on attracting, retaining and growing the right people to achieve the best performance.

<u>C14: The principles of recruitment, induction and performance management, including supporting documentation and procedures such as job and person specifications</u></td></tr>
</table>

- **Recruitment** - recruitment process, competency based interviews, job description and person specification, CV, application form, the Equality Act 2010 (including protected characteristics), eligibility to work in the UK (the Immigration Asylum and Nationality Act 2006) and probationary period.
- **Induction** - ensuring employees integrate well into the organisation and understand what is expected in their role.
- **Performance management** - processes, continuous professional development (CPD), informal and formal disciplinary processes, performance management cycle, time management and staff attrition and turnover.

C15: The principles of effective listening, feedback and evaluation of team performance

Principles of effective listening - ensuring the other person is heard and knows you are listening. This includes active listening:

- stop talking and pay attention
- put the person at ease
- remove distractions
- paraphrase or repeat
- provide feedback
- face the speaker
- maintain eye contact
- listen to non-verbal cues
- do not interrupt

Team performance - how this can be improved using a range of strategies, including team training and development, feedback and support and team building exercises. Team development is used to ensure employees within a team work together effectively to maximise productivity.

C16: Principles of effective communication

Effective communication - using the most appropriate way of communicating based on the situation and how these can be used to support team members, for example, written, online, face-to-face and types of communication such as verbal, non-verbal, building rapport and listening skills.

- **Written**, for example, staff magazines, newsletters, posters and notices
- **Online**, for example, intranet, internal chat systems and emails
- **Face-to-face**, for example, staff forums, meetings, briefings and presentations

Effective communication skills also include being clear, honest, open and willing to answer questions and support employees, as well as choosing the most appropriate tone depending on the situation.

Knowledge, skills and behaviours

B10 Proactive risk management - planning in advance realistic contingency actions to reduce or minimise interruption to the business or service.

K11 Managing recruitment, induction, team development and succession planning - managing the staffing process to ensure sufficient numbers of suitably skilled and trained people are available at the right time to meet immediate and future business needs, often managed alongside human resource (HR) professionals.

K11 Succession planning - a tool used for managing change.

S11 Talent management planning - using the people strategy to ensure that people engaged are also empowered to develop alongside the business visions and objectives and can take on more responsibility or different roles.

B11 Leadership skills - such as commitment, communication, creativity, delegation, feedback, flexibility, motivation, positivity, responsibility, trustworthiness and organisation.

K12 Consistently communicate and engage - delivering the same key messages in all situations, avoiding fluctuation or changes. May involve setting times for communication and engagement activities to promote certainty, and repetition of messages to create a shared approach.

S13 Operational policy and procedures - ensuring all tasks or interactions are efficient, safe and within the framework of law by documenting a standardised approach to processes required.

B13 Empower - the act of turning over decision-making responsibilities and, where appropriate, authority, to employees and the impact this can have on them and the business.

Customers		
Knowledge	**Skills**	**Behaviours**
K14 Determine the **customer service journey** and understand how to meet expectations, taking into account business requirements	**S14** Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements	**B14** Proactively develop and maintain a **customer centred culture**
K15 Understand the impact of **service failure** on hospitality businesses and identify how to develop and implement **successful service recovery strategies**	**S15** Develop and implement **service recovery strategies** to uphold **brand / business reputation** and maintain customer satisfaction	**B15** Provide clear direction to team and empower them to implement **effective customer service resolutions**
K16 Know how to use **customer feedback** as a **competitive tool** in the hospitality industry	**S16** Actively seek, analyse and evaluate **customer feedback** and take appropriate action to **improve quality of service** and customer experience	**B16** Drive behavioural change through encouraging others to seek and act on feedback
K17 Understand how to identify, support, implement and evaluate **hospitality marketing, sales strategies and techniques**	**S17** Maximise the impact of **marketing strategies**, evaluate and act on **feedback**	**B17** 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**
K18 Understand what it means to **champion the business** and maintain **comprehensive product / service, brand** and **market knowledge**	**S18** Manage the **targeted promotion** of the **brand** and **product / service** to customers	**B18** Drive a strong cultural belief in the **brand** and **product / service**

On-demand test	
Criteria covered in on-demand test	
C7: The diverse **target markets** of hospitality businesses (K15, K16, K17) **C8:** The purpose of **market research** (K15, K16, K17) **C17:** Factors upon which customers measure **performance and satisfaction** (S16) **C18: Principles of measuring customer satisfaction** and planning for improvements (S17) **C21:** The difference between **perception, reputation** and **performance** (K18)	
Professional discussion	
To pass the professional discussion, apprentices must demonstrate all the below criteria. However, if specific criteria have been previously achieved in the business project, it does not need to be reassessed within the professional discussion.	
To pass, the apprentice will:	**To gain a distinction, in addition to achieving all pass criteria, the apprentice will:**
PD6: Provide an overview of how the hospitality department meets the needs of the business and supports the diverse range of customers including those with a disability (K14, S14, S15, S18, B14, B15, B17, B18)	*There are no distinction criteria for this component.*
Amplification and guidance	

<u>C7: The diverse target markets of hospitality businesses</u>

Target market - customers who have been identified as most likely buyers of a product based on their demographic. There are 4 major sections:

- **geographic** – customers are chosen based on where they live, work and travel
- **demographic** - customers are chosen based on shared traits, such as age, pets, diet, income and gender
- **psychographic** - customers are chosen based on their lifestyle, for example, interests and hobbies, social media use and personality
- **behavioural** - customers are chosen based on their previous behaviour with the business, as well as their wants and needs

C8: The purpose of market research

Market research - techniques used to gather information regarding the viability of a new product or service, or to better understand the needs of a target market so the business can evolve and stay ahead of competitors.

C17: Factors upon which customers measure performance and satisfaction

Performance and satisfaction - how customers evaluate the service they receive throughout their service journey will influence their overall level of satisfaction. They may evaluate service times and methods, service staff behaviours and interactions as well as food and drink quality and how problems were resolved, including a service recovery strategy.

C18: Principles of measuring customer satisfaction and planning for improvements

Principles of measuring customer satisfaction - measuring the extent of customer satisfaction requires an understanding of expectations followed by a method to evaluate their perception of both quality and value. Factors customers measure performance against includes requirements, expected service, costs, quality, social and environmental responsibility, communication and experience. Methods include surveys, reviews and repeat business.

C21: The difference between perception, reputation and performance

Perception, reputation and performance:

- **perception -** a subjective assessment by an individual of a service or product.
- **reputation** - the public perception of a business, it may be positive or negative and may not always match the actual situation.
- **performance** - how the business operates. This can be affected by perception and impact collaboration, communication, engagement and productivity.

Knowledge, skills and behaviours

K1 Customer service journey - a description of the path of customer interactions within the hospitality business including engagements with both products and services.

B14 Customer centred culture - the environment created to ensure all employees work with customer experience as their main focus point. To create a positive experience for every customer consistently.

K15 Service failure - recognising all the points within the process at which service levels and standards can fall and the expectations and experience of the customer compromised.

S15 Successful service recovery strategies - ensuring that when something goes wrong within the business, a plan is in place to make it right. This may include mapping the customer service journey to understand why it went wrong, understanding the types of customers (as well as their wants, expectations and needs) and utilising conflict management techniques to empower staff to make amends.

S15 Brand reputation - how everyone involved internally or externally feels about the products and services offered by the organisation.

S15 Business reputation - how the business is perceived against the competition. This may be driven by perceived qualities such as success, integrity, and whether it operates in a professional manner.

B15 Effective customer service resolutions - the ways in which customer service issues or problems will be resolved or remedied.

K16 Feedback - this can be taken from a range of sources.

- **Customer** - surveys, reviews, verbal feedback and questionnaires (online, social media, email, postal and in store)
- **Manager** - reviews, one-to-ones, appraisals and performance reviews
- **Stakeholders** - views of other departments and individuals involved in the business

K16 Competitive tool - using customer data and feedback to achieve a competitive advantage. Some tools are used to monitor the competition using technology, to gain insights and to learn from them.

S16 Improve quality of service - implementing changes or new approaches to enhance customer satisfaction and exceed expectations. Data and information leading to service quality improvement can be collected using various methods.

- Measurement factors
- Reviews
- Surveys
- Feedback
- Customer service

- Trends

K17 Hospitality marketing, sales strategies and techniques - the many ways a business may target its customers. It may include demographics, social media, promotions and events with the primary focus of increasing awareness and footfall of the brand and what it offers. Techniques for selling internally include examples such as upselling and suggestive selling.

K18 Champion the business - creating brand standards and motivating the team to operate to those standards and become ambassadors of the organisation. Creating the vision as to what sets the organisation ahead of the competition creating a unique selling point to encourage customers to spend across a diverse range of people.

K18 Comprehensive product/ service, brand and market knowledge - having a thorough understanding of the business and the factors which impact upon or influence the operation.

S18 Targeted promotion - raising awareness of a particular product or service that is aimed at and intended for a specific and defined group of potential customers, including weight, gender and geography.

Leadership		
Knowledge	**Skills**	**Behaviours**
K19 Understand the management and **leadership styles and skills** required in a hospitality business environment	**S19** Use a wide range of **management and leadership skills** appropriate to the business to motivate and inspire others	**B19** Create a **high performance culture**
K20 Understand how to lead the **implementation of change** in hospitality business and the potential impact on **stakeholders**	**S20** Lead change to meet the **business objectives** and manage **the impact of change on stakeholders**	**B20** Pioneer business decisions and promote a positive attitude to change
K21 Understand the **ethos** of a **diverse and inclusive culture** that demonstrates **social inclusion**	**S21** Support team members to carry out work activities that respond to a **diverse** range of needs	**B21** 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
On-demand test		
Criteria covered in on-demand test		
C22: Leadership styles, their selection and application in a number of contexts (K19) **C23:** Principles of **motivation** (S19) **C24:** Principles of **effective change management** (K20, S20) **C25:** Principles of **empowerment** of team members (S19)		

Professional discussion	
To pass the professional discussion, apprentices must demonstrate all the below criteria. However, if specific criteria have been previously achieved in the business project, it does not need to be reassessed within the professional discussion.	
To pass, the apprentice will:	**To gain a distinction, in addition to achieving all pass criteria, the apprentice will:**
PD10: Reflect on own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated (K20, K21, S19, S21, B19, B20, B21) **PD11:** Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with (K20, K21, S19, S21, B19, B20, B21) **PD12:** Reflect and discuss the feedback received from a superior, a peer and a direct report (K20, K21, S19, S21, B19, B20, B21)	**PD17:** Discuss examples of when improvement activities have been actively sought to develop own performance to raise standards in team performance, reaching objectives and customer service (K20, K21, S19, S21, B19, B20, B21) **PD19:** Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team (K20, K21, S19, S21, B19, B20, B21) **PD20:** Describe how feedback has been used to categorise strengths and weaknesses, linking them to learning and development objectives (K20, K21, S19, S21, B19, B20, B21) **PD21:** Explain how feedback will inform future development referring, if relevant, to the final feedback received from superior, peer and direct report (K20, K21, S19, S21, B19, B20, B21)

Amplification and guidance

C22: Leadership styles, their selection and application in a number of contexts

Management and leadership styles and skills - the ways in which a team leader or supervisor can provide guidance, direction and motivation to their staff and teams.

- **Leadership styles:**
  - **transformational** - leaders influence, inspire and motivate others by paying attention to their needs. They set high standards and encourage innovation

- **democratic** - leaders actively lead the team and involve them in decision-making processes, often by seeking feedback and input and encouraging discussion
- **autocratic** - leaders take little or no input from others in the team and hold most of the decision-making power. The leader expects compliance with their directives
- **transactional** - leaders focus on results and utilise rewards and punishments to motivate and direct the team. Rewards are given for compliance and high performance. Punishments and corrective actions are given for non-compliance and low performance
- **laissez-faire** - leaders are 'hands-off' and allow the team to choose their actions. It is the direct opposite of micromanaging. Team members are given autonomy and independence in their work

- **Leadership theories** and how they can be applied in different ways to differing circumstances.
  - **Modern trait theory** - also known as the Five-factor Model. This theory dictates that people have basic traits and the differing levels or strengths of these account for personality differences. Human personality is based on 5 fundamental dimensions, which are seen as the most significant aspects of personality.
    - Openness
    - Conscientiousness
    - Extraversion
    - Agreeableness
    - Neuroticism
  - **Behavioural theory** - this theory suggests that leadership qualities and behaviours can be developed or copied from other leaders through specific actions and behaviours. Studies include the Ohio State Studies (Consideration and Initiating Structure) and the University of Michigan Studies (Employee-Orientated and Production-Orientated).
  - **Contingency theory** - effective leadership is dependent upon the leader's characteristics and behaviours, as well as the situational context. Examples include Fiedler's Contingency theory, the Path-Goal theory and the Decision-making theory and the Situational Leadership theory.
  - **Full range theory** - the Full Range Leadership Model (FRLM) relates different leadership styles and focuses on the behaviours of leaders towards their team, believing these behaviours can be developed and refined over time.

- **Leadership skills**:
    - commitment
    - communication
    - creativity
    - delegation
    - feedback
    - flexibility
    - motivation
    - positivity
    - responsibility
    - trustworthiness
    - organisation

C23: Principles of motivation

Motivation - setting clear objectives and monitoring progress, providing supportive feedback, providing opportunity for self-development and recognising and rewarding successes. This includes championing the business by motivating team members and encouraging them to operate to brand and business standards, therefore becoming ambassadors for the business.

C24: Principles of effective change management

Effective change management:

- understanding the need for change
- communicating
- evaluating
- implementing
- innovating

- planning, for example, succession, contingency, strategic, consultation
- recognising comfort zones
- resistance and fear of change and why this may occur
- types of change, for example, developmental, incremental, process, structural, system and transformational/radical
- consequences when changes are not well managed, for example, high employee turnover, increased complaints, fewer suppliers, inadequate or poor service, difficulties recruiting employees and confusion or dispute within the business.

C25: Principles of empowerment of team members

Empowerment - the act of turning over decision-making responsibilities and, where appropriate, authority, to employees and the impact this can have on them and the business, including relationship development, employees feeling valued, lower employee turnover and more open communication.

Knowledge, skills and behaviours

B19 High performance culture - a set of beliefs, behaviours and values upheld by employees, leading to a high level of company growth, results and how to create this.

K20 Implementation of change - when leading change, managers should effectively communicate compelling reasons for change, listen to feedback, set clear goals and produce an action plan. Any resistance to change will require mentoring, training and support for individuals and teams. Progress and the effectiveness of implementation will be monitored.

K20 Stakeholders - anyone who can affect or be affected by an organisation, strategy or project. Consider how the relationships are created, built and managed for success. Stakeholders can be internal or external.

- **Internal stakeholders** include employees, project managers, the board of directors and shareholders.
- **External stakeholders** include suppliers, investors, clients/customers and partner organisations.

S20 Business objectives - specific achievements that a business may use to measure success.

S20 The impact of change on stakeholders - different stakeholders will be impacted in a variety of ways and to different extents by change and all stakeholders will need to be informed of the impacts and encouraged to support change. How the need for change is communicated and handled will vary but sensitivity will be required where stakeholders are emotionally or financially affected.

K21 Ethos - how a person is guided by their own beliefs, drive and moral ideas. Embracing the idea that all individuals are different. This can affect the way a person thinks about a work life balance.

K21 Diverse and inclusive culture - valuing and recognising that everyone is an individual with different values, beliefs and ideas. These could include religious or cultural beliefs. To ensure that as an individual everyone is included as part of a working team and business environment, and that not everyone will agree with ideas, but can embrace differences of opinion.

K21 Social inclusion - ensuring access to all who may feel disadvantaged for whatever reason.

B21 Social responsibility - how we benefit those around us.

Business project

The information below pertains specifically to the business project. Due to the nature of the business project, knowledge, skills and behaviours (KSBs) cannot be specifically identified. Any KSBs or professional discussion criteria achieved in the business project will **not** be reassessed in the professional discussion. However, if pass criteria is achieved, and the distinction criteria has not yet been attempted, the distinction criteria can still be achieved.

Business project	
Pass criteria	**Distinction criteria**
Introduction and background	
BP1: Explain how the business fits into the hospitality industry, both from a local and national perspective **BP2:** Demonstrate an awareness of and understanding for the need for deadlines **BP3:** How the apprentice keeps up to date with **trends** and the changing industry	**BP12:** Outline the current situation which has led to the identification of a challenge or opportunity
Outline, aims and objectives	
BP4: Outline the problem, challenge or opportunity identified	**BP13:** Provide detailed **aims and objectives** for the proposal, linking to the current situation
Identification of improvements, consultation, legislation, and research	
BP5: Identify how the potential changes would lead to **measurable improvements** and benefits to the department and wider hospitality business **BP6:** Consult relevant **stakeholders** (e.g. customers, team members, managers) to inform the results and recommendations and explain how their feedback informed the outcomes **BP8:** Identify applicable **legislation** and ensure the proposal complies where necessary	**BP14:** Identification of **measurable improvements** and benefits to the organisation **BP15:** Review the proposal to ensure it meets **organisational and legal requirements** **BP19:** Show a range of research has been used effectively, including obtaining information from stakeholders, such as team members, management, suppliers or customers
Analysis of cost and findings	

BP7: Provide a detailed **analysis of costs** associated with the proposed recommendations	**BP16:** A thorough **analysis of costs** and benefits of the recommendations in the short, medium and long term **BP17:** Critically analyse the proposal to ensure it meets **organisational and legal requirements** **BP18:** Include data acquired using **qualitative and quantitative research**
Conclusion, recommendations, and proposed timeframe	
BP9: Make clear recommendations for implementation **BP10:** Concise **validation** and justification of recommendation **BP11**: Set out proposed timeframes for implementation	**BP20:** Make detailed recommendations for implementation, including timings and potential costs **BP21:** Comprehensive link from the project into the medium term strategy of the organisation **BP22:** Detailed recommendations for implementation **BP23:** Detailed **validation** and justification of recommendations

Amplification and guidance

Introduction and background

BP3 Trends – how to keep up to date with hospitality trends/ news, for example, alerts, TV, magazines, comparison with similar businesses and competitors.

Outline, aim and objectives

BP13 Aims - an aim is the broad statement of what you intend to achieve at the end.

BP13 Objectives - an objective is a specific and measurable outcome or task showing how the aim will be achieved.

Identification of improvements, consultation, legislation and research

BP5 Measurable improvements - specific changes that are quantifiable or noticeable in terms of quantity or quality of service, products or feedback.

BP6 Stakeholder - anyone who can affect or be affected by an organisation, strategy or project. Consider how the relationships are created, built and managed for success. Stakeholders can be internal or external.

- **Internal stakeholders** include employees, project managers, the board of directors and shareholders.
- **External stakeholders** include suppliers, investors, clients/customers and partner organisations.

BP8 Legislation - different legislation that must be adhered to and promoted, as well as their implications and applications to the way a business operates.

- The Consumer Rights Act 2015
- The Trade Descriptions Act 1972
- The Data Protection Act 2018
- The Licensing Act 2003 and age-related sales
- The Equality Act 2010
- Specific operational legislation relating to food production, including weights and measures, the Health and Safety at Work etc. Act 1974 and the Food Safety Act 1990

BP15 Organisational and legal requirements - refers to the activities and capabilities that are necessary to keep the business operational (the right people, the right place and the right resources) alongside what is required by law.

Analysis of cost and findings

BP7 Analysis of costs - calculation of cost effectiveness through identifying the potential benefit/improvement minus the cost of implementation.

BP18 Qualitative and quantitative research

- **Qualitative research** identifies the thoughts, ideas and accounts of individuals or groups using tools such focus groups or questionnaires.
- **Quantitative research** identifies numerical data, and statistics and includes the analysis of patterns and facts.

Conclusion, recommendations and proposed timeframe

BP10 Validation - checks carried out to confirm and prove the accuracy and viability of recommendations, to ensure it meets the needs.

Specialist pathway

The information below pertains specifically to the Hospitality Manager - Front Office Management pathway.

Front Office management		
Knowledge	**Skills**	**Behaviours**
KFO1: Understand how to allocate and manage rooms to **maximise sales opportunities** for the business and meet or exceed **customer expectations**	**SFO1**: Manage the availability and sale of rooms and / or facilities to **maximise revenue** and **meet customers' individual needs**	**BFO1**: Demonstrate consistently **high standards of personal presentation and conduct**, and instil the same values in the team
KFO2: Understand how to monitor the **effectiveness of reception and reservation systems,** identify and implement **areas for improvement**	**SFO2**: 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	
On-demand test		
Criteria covered in on-demand test		
FO1: Managing an **effective reception and reservation system** (KFO2) **FO2: Managing sales of rooms to maximise revenue** (KFO1) **FO3:** Ensuring **effective room allocation** is operated (KOF1) **FO4:** Analysing **reception and reservation performance** (KOF2) **FO5:** Using data to take action that will **improve the effectiveness or efficiency of the reception and reservation service** (KOF2)		
Professional discussion		
Criteria covered in professional discussion if specific criteria have been previously achieved in the business project, it does not need to be reassessed within the professional discussion.		
SFO1: Manage the availability and sale of rooms and / or facilities to **maximise revenue** and **meet customers' individual needs** **SFO2:** 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 **BFO1:** Demonstrate consistently **high standards of personal presentation and conduct**, and instil the same values in the team		

Amplification and guidance
<u>FO1: Managing an effective reception and reservation system</u> **Effective reception and reservation system** – a system which works well for its intended purpose and is effective for the type of business it supports. Staff should be trained on using these systems with real customers and scenario-based interactions. Examples of this include, but are not limited to: • an online booking system which is straightforward, secure and explanatory • databases of customer preferences • receptionists available to greet and check in guests • self-check in facilities • 24/7 help desk, online chat or number • porter and valet services **<u>FO2: Managing sales of rooms to maximise revenue</u>** **Managing sales** - the process of managing and organising activities that lead to business success. This can include effective planning, implementing and evaluation of sales performance. This can also include recognising when and managing the sales of rooms or upselling/upgrading of rooms and services at the point of managing the sale. This can be done successfully through effective calendar planning and the use of historical data. **Maximise revenue** - lowering the price of products, such as rooms or upgrades, to maximise the revenue by selling a higher total number of products. Maximising revenue concentrates on generating as many sales as possible, rather than generating the highest profit. This often leads to smaller profit margins. However, it gives the business a greater ability to increase prices in the future. **Consideration of dynamic pricing of rooms and applying discounts to these when appropriate** - such as the strategic lowering of prices when it is unlikely to be sold, for example a 5% profit is better than an unsold room as long as the revenue exceeds the cost of servicing the room. This can be based on customer segmentation. This may also be impacted by increasing prices at strategic moments of demand, for example major celebrations or events in the locality, or increasing the room rate due to a train strike and people not being able to get home. Increasing sales by decreasing prices may or may not increase turnover and/or footfall and room occupancy but at the expense of profit. Maximising profit is not only about sales, but increasing monetary takings.

<u>FO3: Ensuring effective room allocation is operated</u>

Effective room allocation – room allocation is often done based on the room reservation status, duration of stay and if they are a regular customer. There are several benefits to effective room allocation.

- Allows the hotel to run efficiently and know which rooms are available
- Staffing can be better managed
- Ensures customer needs are met
- Reduces the chance of double or over booking
- Spaces can be better managed
- Other amenities within the business (such as restaurants) can better prepare for busier or quieter periods

Front office managers should also consider how to manage no shows and the effective implementation of the cancellation policy.

<u>FO4: Analysing reception and reservation performance</u>

Reception and reservation performance - analysing performance of reception and reservations can better help business performance and ensure both business and brand standards are consistently met. This can be done through direct observations of staff, customer feedback and reviews, performance management and the use of anonymous and unbiased reviews such as mystery shoppers.

<u>FO5: Using data to take action that will improve the effectiveness or efficiency of the reception and reservation service</u>

Improve the effectiveness or efficiency of the reception and reservation service - poorly performing or under-performing factors can be assessed and addressed and systems or training can be put in place to improve performance.

Operational data, occupancy rates and reservation reports can be used to support effective and efficient reception and reservation service, such as the use of feedback, customer surveys and service quality (SERVQUAL) analysis.

<u>Knowledge, skills and behaviours</u>

KFO1 Maximise sales opportunities - the systems and strategies in place to potentially increase sales in a business.

- Knowing the customer demographic
- Effective marketing
- Interacting with new and returning customers using various media (for example, website, newspapers, word of mouth, partner companies, social media)
- Offering deals, discounts and offers

- Staying up to date with trends and relevant information
- Analysing and evaluating prices and amending these effectively
- Offering various payment methods
- Upselling
- Knowing what the competition are doing and how they are performing
- Events in the locality which may influence footfall
- Calendar events such as graduation ceremonies in University towns

KFO1 Customer expectations - what customers anticipate when they bring custom to the business. An acute awareness of these can help to meet or exceed the customer's expectations, which in turn could improve the business profits and positively impact on the customer experience and business reputation. Consideration to providing a customer focussed experience. Factors underpinning customer expectations and therefore influencing customer experience include:

- available services, such as check-in and check-out
- amenities
- customer service
- data protection
- security and privacy
- straightforward systems and processes
- readily available information, such as check-out times
- overall customer experience
- staff availability to support the customer
- products and services being provided to support the experience
- wants, needs and expectations and how these are generated

SFO1 Meet customers' individual needs - specific customer needs may vary and may include factors such as cost, good service, room type, floor of room, dietary requirements and allergies. However, more general approaches to ensuring customers' needs are met include:

- referring to policies, procedures, processes, standard operating procedures (SOPs) and key performance indicators (KPIs) to determine parameters in which business and customer requirements are to be met
- knowing the limitations of own authority within the department and wider business in being able to meet specific business needs in relation to meeting specific customer requirements

- displaying a sound understanding and critical oversight of the business strategy, including awareness of business goals and objectives
- recognition of customers individual needs before they ask based on demographics

BFO1 High standards of personal presentation and conduct - this encompasses more than just good personal hygiene and professional attire. High standards of presentation and conduct also impact the business. It is important to show customers, and other members of staff, that you are professional. Examples of high-quality personal presentation and conduct include:

- professional, neat appearance, including uniform
- good hygiene
- effective communication skills
- positive non-verbal cues
- behaviour and integrity
- self-esteem
- confidence
- teamwork and collaboration with other departments

KFO2 Areas for improvement - systems, qualities or specific sectors that the business has analysed and aims to develop and improve using a range of resources to increase their sales, revenue and profit relating to reservation and reception areas. How these systems are used to monitor effectiveness and make suggestions for improvements. Ways of measuring systems to define quality.

SFO2 implement improvement - understanding that different guests may require different services and resources (such as a particular room type or catering for their dietary requirements) and ensuring that these needs or requirements are met by the business as efficiently as possible. This also includes improving guest waiting times, check-in / check-out congestion and options to upgrade and prolong their stay.

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Assessment summary

The end-point assessment for the Hospitality Management – Front Office Management apprenticeship standard is made up of **3 components**:

1. A **90-minute** on-demand test consisting of **35 scenario-based, multiple-choice** questions
2. A **9,000 word (+/- 10%)** business project which must be researched, written and submitted **within the 2-month assessment window** and a **minimum of 7 days** before the professional discussion takes place
3. A **90-minute** professional discussion encompassing **both** the Core Hospitality Manager functions and Front Office pathway, as well as apprentice reflection

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Each component of the end-point assessment will be assessed against the appropriate criteria laid out in this kit and a grade allocated. The **final grade** will be determined based on the apprentice's **combined performance** in each assessment activity.

On-demand test

The on-demand test is comprised of **2 sections**.

- **Core Hospitality Manager functions**: apprentices **must achieve 18 of the 25** core marks available to **pass** this component of the on-demand test
- **Front Office Management specialist pathway**: apprentices **must achieve 7 of the 10** pathway marks available to **pass** this component of the on-demand test

It has **35 total marks** available.

- To achieve a **pass**, apprentices must achieve an overall total of **at least 25/35** (approximately **70%**). This must be comprised of the scores stated above for **both** the Core Hospitality Manager functions **and** the Front Office specialist pathway.
- To achieve a **distinction**, apprentices must achieve an overall total of **at least 30/35** (approximately **85%**). The apprentice **must** achieve a **minimum of 18 out of 25 in the core** section and a **minimum of 7 out of 10 in the pathway** section. However, the **remaining marks may be achieved from either or both sections** of the on-demand test.
- **Unsuccessful** apprentices will have scored **less than 70% (24 or below).**

The test may be delivered online or be paper-based and should be in a ‘**controlled**’ environment.

Business project

To achieve a **pass** in the business project:

- the project must meet all **pass** criteria

To achieve a **distinction** in the business project:

- the project must meet all **pass and distinction** criteria

Unsuccessful apprentices will **not** have demonstrated competence in all the **pass** criteria. This is overall or in either of the pass and distinction sections.

The business project should be conducted during work time and **within the 2-month assessment period**. During this time, the apprentice will undertake the research and writing/typing of the project in a quiet room with IT facilities (if required), within or away from the workplace.

Professional discussion

To achieve a **pass** in the professional discussion:

- all **pass** criteria must be covered for all relevant areas. Any professional discussion pass criteria that have already been met in the business project **do not** need to be re-assessed

To achieve a **distinction** in the professional discussion:

- all **pass and distinction** criteria **must** be covered for all relevant areas. Any professional discussion distinction criteria that have already been met in the business project do not need to be re-assessed

Unsuccessful apprentices will **not** have demonstrated competence in all the **pass** criteria.

The professional discussion may be conducted using technology, so long as fair assessment conditions can be maintained. Acceptable means of remote assessment include video conferencing or video calling. Remote assessment **must** include a **2-way visual and audio link.**

Grading

The apprenticeship includes **pass** and **distinction** grades with the final grade based on the apprentice's combined performance in each assessment activity.

The assessment activities are not 'weighted' in percentage terms. However, to achieve a **distinction** overall, the apprentice must perform to **distinction** level in the business project. To reflect this, the score available for the business project is higher at **distinction** level.

The overall grade for the apprentice is determined using the method below.

Business project

Score:

- pass = 1
- distinction = 3

On-demand test

Score:

- pass = 1
- distinction = 2

Professional discussion

Score:

- pass = 1
- distinction = 2

If any assessment activity is failed it **must** be resat/retaken. Apprentices cannot achieve the apprenticeship without gaining at least a **pass** in every assessment method. Once the apprentice has achieved at least a **pass** in each assessment activity, the final grade will be calculated as follows:

Total score	Overall grade
0 - 2	Fail
3 - 5	Pass
6 - 7	Distinction

In summary, to achieve a **pass** overall, the apprentice must achieve a pass in each component. To achieve a **distinction**, the apprentice must achieve a **distinction** in the business project, as well as a **distinction** in **1 other** component.

Retake and resit information

Should an apprentice **fail** 1 assessment activity, this should be resat as soon as the apprentice is ready, when practicable for the business and in line with Highfield policies, practices and procedures.

Should the apprentice **fail 2 or more** activities, a period of further training and development lasting between **1 and 3 months** must take place before retaking the whole end-point assessment. When resitting/retaking an assessment activity the maximum grade that can be achieved for that activity is a **pass**. In the event of an exceptional circumstance causing the apprentice not to have had the full opportunity to undertake an assessment method, then they will not be graded for that method (meaning they are not given a **fail** or a **pass**). Instead, the assessment method will be re-arranged to take place as soon as possible. It is for the end-point assessor to decide if exceptional circumstances apply. This could be, for example, (but is not limited to) sudden ill health of the apprentice causing the assessment to breakdown. Feedback will be provided on the areas of failure and a retake checklist will need to be submitted when the professional review has taken place.

Apprentices who achieve a **pass** grade **cannot** resit or retake the EPA to achieve a higher grade. Resits and retakes are capped at **pass**.

Please note that **both** the on-demand test and the business project **must** be successfully completed before moving onto the professional discussion. However, should the professional discussion need to be resat or retaken, the business project criteria will **not** need to be resat if it has been previously passed, and the achieved criteria should still be referenced.

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Assessing the on-demand test

The following areas of the Hospitality Manager – Front Office Management standard will be assessed by a **90 minute on-demand test**, consisting of **35 scenario-based**, **multiple-choice** questions. Each question will have **4 answers** to choose from, **1 of which is correct** and worth **1 mark**. The on-demand test will be broken down into **2 parts**.

Part A (Core Hospitality Management functions) will consist of:

- business
- people
- customers
- leadership

Part B will consist of:

- front office management

In each paper, questions will cover each of the areas above.

The test is divided into 2 sections:

- part A (core) has **25 questions**
- part B (front office management) has **10 questions**

To achieve a **pass**, apprentices **must** achieve an overall mark of at least **25/35** (approximately **70%)**. They **must** achieve a minimum of:

- **18 out of 25** in part A
- **7 out of 10** in part B

To achieve a **distinction**, apprentices must achieve a mark of **at least 30/35** (approximately **85%**).

Before the assessment

As an employer/training provider, you should brief the apprentice on the areas that will be assessed by the on-demand test.

The apprentice should complete a mock test in readiness for end-point assessment: a test is available to download from the Highfield Assessment website for this purpose.

On-demand test criteria

Details of the indicative assessment criteria are outlined in the amplification and guidance.

The apprentice will	Indicative assessment criteria
Business	
K1 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	**C1:** The importance of business value and objectives **C2:** The need for performance targets and how these are commonly developed **C9:** The importance of having a clear strategy for the business
K2 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	**C4:** How a financial strategy is prepared, including the risks, constraints and implications for policies **C5:** The financial data required to support decision making and forecasting in a hospitality business **C6:** The concepts of regularity and propriety, and the need for financial accountability
S2 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	
K6 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	**C3:** How trends are incorporated into forecasting
K7 Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements	**C10:** The principles and purpose of a contingency plan
S7 Develop and implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business	
K9 Understand environmental, legislative and social responsibilities and their impact within hospitality businesses	**C19:** Legal and regulatory framework covering the hospitality industry **C20:** Legal and ethical principles governing marketing in the sector
S9 Manage and continuously review adherence to legislation	

The apprentice will	Indicative assessment criteria
People	
K10 Know how to identify potential risks to people and the business and how to plan for and minimise the impact	**C11:** The content and importance of a risk management policy **C12:** The principles of effective risk management
K11 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	**C13:** The content and importance of a people strategy **C14:** The principles of recruitment, induction and performance management, including supporting documentation and procedures such as job and person specifications
K12 Know and understand how to consistently communicate and engage with people and teams	**C15:** The principles of effective listening, feedback and evaluation of team performance **C16:** Principles of effective communication

The apprentice will	Indicative assessment criteria
Customers	
K15 Understand the impact of service failure on hospitality businesses and identify how to develop and implement successful service recovery strategies	**C7:** The diverse target markets of hospitality businesses **C8:** The purpose of market research
K16 Know how to use customer feedback as a competitive tool in the hospitality industry	
K17 Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques	
K18 Understand what it means to champion the business and maintain comprehensive product / service, brand and market knowledge	**C21:** The difference between perception, reputation and performance
S16 Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience	**C17:** Factors upon which customers measure performance and satisfaction
S17 Maximise the impact of marketing strategies, evaluate and act on feedback	**C18:** Principles of measuring customer satisfaction and planning for improvements

The apprentice will	Indicative assessment criteria
Leadership	
K19 Understand the management and leadership styles and skills required in a hospitality business environment	**C22:** Leadership styles, their selection and application in a number of contexts
K20 Understand how to lead the implementation of change in hospitality	**C24:** Principles of effective change management

The apprentice will	Indicative assessment criteria
Leadership	
business and the potential impact on stakeholders	
S20 Lead change to meet the business objectives and manage the impact of change on stakeholders	
S19 Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others	**C23:** Principles of motivation **C25:** Principles of empowerment of team members

The apprentice will	Indicative assessment criteria
Front Office Manager	
KFO1: Understand how to allocate and manage rooms to maximise sales opportunities for the business and meet or exceed customer expectations	**FO2:** Managing sales of rooms to maximise revenue **FO3:** Ensuring effective room allocation is operated
KFO2: Understand how to monitor the effectiveness of reception and reservation systems, identify and implement areas for improvement	**FO1:** Managing an effective reception and reservation system **FO4:** Analysing reception and reservation performance **FO5:** Using data to take action that will improve the effectiveness or efficiency of the reception and reservation service

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The purpose of the business project is to give the apprentice the opportunity to demonstrate their wider understanding of the business they are working in and identify, investigate and evaluate how an improvement could be made to its operation.

The project should focus around exploring and solving an issue, problem, challenge or opportunity within the apprentice's day-to-day role. It **must** examine how the operations of the **specialist function** can be improved as part of the wider organisation. The project should demonstrate how the apprentice has:

- understood the context of the business
- maintained an up-to-date knowledge of trends and developments in the hospitality industry/sector
- identified the need for the project, for example, related to customer feedback, cost efficiency, reputation of the business, increasing market share and increased productivity
- gathered and reviewed information
- developed realistic business recommendations

Written project

The project should follow a basic structure, which is outlined below, and be **9,000 (+/- 10%)** words long. The project will involve researching information and making recommendations.

End-point assessors will **only mark** projects **up to 9,000 (+/- 10%) words**, at which point they will stop marking and **only credit the criteria covered to that point**. Projects which **fall short** of the word count will be **marked in full, against all criteria**.

The project **must** be accompanied by the **written submission sheet** which is available to download from the Highfield Assessment website. This is to confirm that they are the author of the project.

The project should follow the structure below:

- Introduction and background:
  - Introduction, including how business fits into the hospitality industry
- Focus, aims and objectives:
  - Outline of challenge or opportunity
  - Aims and objectives with reference to the specialist function
- Research:
  - Evidence of consultation and engagement of stakeholders
  - Evidence of effective research
  - How the apprentice keeps up to date with trends/changing industry

- Findings:

    - Identification of measurable improvements and benefits to the wider organisation
- Conclusions and recommendations:
    - Analysis of costs and commercial context
    - Legislative requirements explained and adhered to
    - Justified recommendations for implementation
    - Proposed timeframes for implementation

The apprentice should be given sufficient **time during working hours** and **within the 2-month end-point assessment window**, to undertake the research and writing of the project. This should be a **minimum of 40 hours**. The apprentice should also be allocated a quiet room with IT facilities (if required), within or away from the workplace.

Once the project is completed, the apprentice is required to submit the report to the end-point assessor **no less than 7 days** in advance of the professional discussion.

- To achieve a **pass** in the business project, the apprentice must demonstrate competence against all the grading criteria for a **pass**
- To achieve a **distinction** in the business project, the apprentice must demonstrate competence against all the assessment criteria for a **pass and** a **distinction**

Should the professional discussion need to be resat or retaken, the business project criteria will **not** need to be resat if it has been previously passed. The achieved criteria should still be referenced within the professional discussion.

Before the assessment

It is recommended that the business project proposal is completed on the **Business Project Proposal form** provided at gateway, however alternative forms developed by training providers are permissible. This should take the form of a **2-page synopsis**. Highfield will sign off the proposal at gateway to ensure the proposed project has the potential to meet the business project criteria. This will be done **within 7 days** of agreeing the EPA schedule. If, for any reason, the proposal is **not** approved at this stage, a **revised proposal** should be sent to the employer and Highfield **within 7 days**. The **Business Project Proposal form** can also be found on the Highfield website.

The proposal should include identification of the problem (or issue / opportunity / challenge) that is to be explored in their project and the intended approach to research and making recommendations.

Highfield will make the following considerations when determining whether the project meets the requirements.

- Does the project focus on a problem, opportunity or idea on which the apprentice can develop realistic business recommendations for improvement?
- Will the apprentice be able to measure improvements and/or benefits to the organisation?
- Does the project give the apprentice the opportunity to access the highest attainable grade for the business project?
- Does the project give reference to improving the specialist function?
- Does the project proposal outline the intended approach to research and making recommendations?

Business project mock assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment. Highfield recommends that the apprentice completes a mock business project in preparation for the real thing. The most appropriate form of a mock business project will depend on the apprentice's setting and the resources available at the time.

In designing a mock assessment, the employer/training provider should include the following elements in their planning:

- the apprentice should be given a relevant amount of time to complete their mock business project.
- the business project should be expected to total approximately **9,000 words** (+/- 10%). However, each section of the business project may be split into more accessible sections.
- consider allowing the mock assessment to be available to other apprentices, especially if it is not practicable for the employer/training provider to mark and assess a separate mock business project for each apprentice.
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience. This should also be in line with assessment criteria outlined in the kit.
- follow the structure set out above in the written project section to ensure consistency and familiarity.

Business project criteria

The apprentice can achieve a **pass** grade in the business project by meeting all the business project **pass** assessment criteria in the table below. A **distinction** can be achieved if all **pass and distinction** criteria are met.

Apprentices should prepare for the business project by considering how the criteria can be met and by reflecting on their past experiences.

Business project	
Pass criteria	**Distinction criteria**
Introduction and background	
BP1: Explain how the business fits into the hospitality industry, both from a local and national perspective **BP2:** Demonstrate an awareness of and understanding for the need for deadlines **BP3:** How the apprentice keeps up to date with trends and the changing industry	**BP12:** Outline the current situation which has led to the identification of a challenge or opportunity
Outline, aims and objectives	
BP4: Outline the problem, challenge or opportunity identified	**BP13:** Provide detailed aims and objectives for the proposal, linking to the current situation
Identification of improvements, consultation, legislation, and research	
BP5: Identify how the potential changes would lead to measurable improvements and benefits to the department and wider hospitality business **BP6:** Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations and explain how their feedback informed the outcomes. **BP8:** Identify applicable legislation and ensure the proposal complies where necessary	**BP14:** Identification of measurable improvements and benefits to the organisation **BP15:** Review the proposal to ensure it meets organisational and legal requirements **BP19:** Show a range of research has been used effectively, including obtaining information from stakeholders, such as team members, management, suppliers or customers
Analysis of cost and findings	
BP7: Provide a detailed analysis of costs associated with the proposed recommendations	**BP16:** A thorough analysis of costs and benefits of the recommendations in the short, medium and long term **BP17:** Critically analyse the proposal to ensure it meets organisational and legal requirements **BP18:** Include data acquired using qualitative and quantitative research

Conclusion, recommendations, and proposed timeframe	
BP9: Make clear recommendations for implementation **BP10:** Concise validation and justification of recommendation **BP11**: Set out proposed timeframes for implementation	**BP20:** Make detailed recommendations for implementation, including timings and potential costs **BP21:** Comprehensive link from the project into the medium term strategy of the organisation **BP22:** Detailed recommendations for implementation **BP23:** Detailed validation and justification of recommendations

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Assessing the professional discussion

The professional discussion is a **90-minute**, **structured** discussion between the apprentice and the end-point assessor. It will include areas of the standard planned in advance to allow the apprentice to prepare fully for the discussion and **must** be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

It allows the end-point assessor to ask the apprentice a **minimum of 30 questions** in relation to:

- coverage of the standard (a **minimum of 5 questions** per core section **plus 5 questions on specialist function**). This includes:
    - business
    - people
    - customers
    - leadership
    - front office
- reflection on the superior, peer and direct report feedback (a **minimum** of 5 questions)

Some questions will concentrate on knowledge recall, whereas others will require the apprentice to consider a course of action to a problem based on 'real-life' workplace activity in line with the identified requirements of the standard.

Before the professional discussion

Before the professional discussion (but within the assessment window) the employers/ training providers should:

- plan the professional discussion to allow the apprentice the opportunity to demonstrate each of the required standards
- ensure the apprentice knows the date and time of the assessment
- ensure the apprentice knows which criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard
- be prepared to provide the apprentice with clarification and signpost them to relevant parts of their on-programme experience in preparation for the discussion
- provide the apprentice with a template (produced by Highfield) to gather constructive and objective feedback from the end-point assessor.

Feedback

The template should be used to gather feedback regarding the apprentice's competence across the areas listed below. This will be sent either electronically or by post from Highfield to the apprentice. The apprentice will gather feedback from the below.

- **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.

The template will set out the areas that need to be covered. The feedback itself is not marked, but used by the apprentice to reflect on their competency in the below areas:

- business
- people
- customers
- leadership
- specialist function specific criteria
- behaviours (for the core and specialist function)

If the apprentice does not have a superior, a main stakeholder (for example, prime customer, supplier or business associate) may be used instead.

Completion of feedback

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.

Conditions of professional discussion

The professional discussion will be conducted in a '**controlled environment**'. This should be a quiet room, away from the normal place of work.

The professional discussion may be conducted using technology. Acceptable means of remote assessment include video conferencing/ video calling. This **must** include a **2-way visual and audio link**.

Structure of professional discussion

A **minimum of 30 questions must** be asked to cover all the criteria requirements and give the apprentice a full opportunity to demonstrate the requirements for a **distinction**. However, the number of questions may vary according to the breadth and depth of answers given (and the number of follow on questions required).

To achieve a **pass** in the professional discussion, the apprentice **must** demonstrate competence against all the **pass** criteria.

To achieve a **distinction** in the professional discussion, the apprentice **must** demonstrate competence against all the assessment criteria for a **pass** and a **distinction**.

Unsuccessful apprentices will **not** have met all relevant **pass** criteria.

The professional discussion will recognise areas that have already been covered in the business project so as not to re-assess an area in which the apprentice has already demonstrated competence.

Should the professional discussion need to be resat or retaken, the business project criteria will **not** need to be resat if it has been previously passed. The achieved criteria will still be referenced within the professional discussion.

Professional discussion mock assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment. Highfield recommends that the apprentice experiences a mock professional discussion in preparation for the real thing. The most appropriate form of a mock professional discussion will depend on the apprentice's setting and the resources available at the time.

In designing a mock assessment, the employer/training provider should include the following elements in its planning:

- the mock professional discussion should take place in a suitable location.
- a **90-minute** time slot should be available to complete the professional discussion, if it is intended to be a complete professional discussion covering all relevant standards. However, this time may be split up to allow for progressive learning.
- consider a video or audio recording of the mock professional discussion and allow it to be available to other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice.
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete

the learning experience. Mock assessment sheets are available to download from the Highfield Assessment website and may be used for this purpose.

- use structured 'open' questions that do not lead the apprentice but allows them to express their knowledge and experience in a calm and comfortable manner. For example:

Business

- Explain why it is important to ensure procedures are followed in your organisation.
- How does the hospitality department meet regulatory requirements?
- Explain, using examples, how you effectively manage the team on a daily basis.
- Describe a time you have made recommendations to improve the efficiency of the organisation?
- Explain how you have reflected and acted on the feedback you have received regarding your business knowledge.

People

- How have you managed team members effectively?
- Give an example of when you have developed the team's knowledge or skills.
- Describe a time you have used motivation to manage staff.
- Describe a time when your team have carried out effective planning and how this was undertaken.
- Explain a time you have mentored a team member and the impact this had.

Customers

- How do you support the development of a customer-centric culture?
- Describe a time you have had to apply your knowledge of customer diversity.
- How does your department meet the needs of the business?
- Explain how your department provides support for customers with disabilities.
- Explain how your department meets customer expectations.

Leadership

- Describe a time you have identified and acted upon areas for improvement.
- How have you effectively sought feedback from managers?
- How have you sought feedback from customers?
- Explore how you reflected on the feedback you received from a superior.
- What impact has stakeholder feedback had on you and your team's performance?

Front office

- Explain how you allocate and manage rooms to maximise sales opportunities for the business.
- How do you manage the availability and sale of facilities to meet customers' individual needs.
- How do you demonstrate consistently high standards of personal presentation in your team?
- Tell me how about the performance of your reception and reservation systems.
- Explain how you could reduce guest waiting times in your organisation.

Feedback-based questions

- Using feedback from your supervisor, reflect on how you ensure customer satisfaction.
- Using your feedback, reflect on how you have developed an individual's knowledge or skills.
- Reflect on how you have managed team members based on the feedback you received.
- Using the feedback provided, reflect on how you have monitored customer satisfaction.
- Explain how you have reflected and acted on the feedback you have received regarding your knowledge of customer feedback.
- Using the feedback as a reflective tool, how have you sought feedback from senior leaders and how has this impacted your role?
- Reflect on how you identify required business levels based on your feedback.

Professional discussion criteria

Throughout the **90-minute** professional discussion, the end-point assessor will review the apprentice's competence in the criteria outlined below.

The apprentice should **clearly articulate examples** from the workplace which are relevant to the criteria, therefore evidencing competence across the standard.

Pass criteria	Distinction criteria
Business	
PD1: Clearly articulate examples from the workplace relevant to evidencing competence across the standard (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD2:** Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD4:** Discuss reasoned examples of how the hospitality department operates efficiently (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD5:** Explain the importance of keeping up to date with current industry trends and refer to examples of how this has been achieved (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD8:** Describe how the hospitality department meets regulatory requirements (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD9:** Evidence effective day to day management of the team / department and how these lead to customer satisfaction and ensure business performance (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)	**PD13:** Proactively keeps up to date with industry developments, trends and business objectives (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD14:** Explains how effective hospitality management, 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 (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD15:** Describe how recommendations for the improvement of quality, cost, value or efficiency have been made in the organisation (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9) **PD16:** Demonstrate how a proactive approach to planning and management has been implemented, including proactively educating and monitoring staff on customer service, brand standards health and safety and risk matters beyond the legislative minimum (K1, K4, K5, K8, S1, S2, S3, S5, S6, S7, S8, B1, B2, B3, B5, B6, B7, B8, B9)

Pass criteria	Distinction criteria
People	
PD3: Give examples of how staff are managed effectively, including motivation and development of teams and individuals (K13, S10, S11, S12, S13, B11, B12, B13) **PD7:** Explain how and when they have been part of the effective planning and review in the team (K13, S10, S11, S12, S13, B11, B12, B13)	**PD18:** Provides mentorship to team members with measurable improvements to the performance of individuals and the team (K13, S10, S11, S12, S13, B11, B12, B13)

Pass criteria	Distinction criteria
Customers	
PD6: Provide an overview of how the hospitality department meets the needs of the business and supports the diverse range of customers including those with a disability (K14, S14, S15, S18, B14, B15, B17, B18)	*There are no distinction criteria for this component.*

Pass criteria	Distinction criteria
Leadership	
PD10: Reflect on own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated (K20, K21, S19, S21, B19, B20, B21) **PD11:** Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with (K20, K21, S19, S21, B19, B20, B21) **PD12:** Reflect and discuss the feedback received from a superior, a peer and a direct report (K20, K21, S19, S21, B19, B20, B21)	**PD17:** Discuss examples of when improvement activities have been actively sought to develop own performance to raise standards in team performance, reaching objectives and customer service (K20, K21, S19, S21, B19, B20, B21) **PD19:** Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team (K20, K21, S19, S21, B19, B20, B21) **PD20:** Describe how feedback has been used to categorise strengths and weaknesses, linking them to learning and development objectives (K20, K21, S19, S21, B19, B20, B21) **PD21:** Explain how feedback will inform future development referring, if relevant, to the final feedback received from superior, peer and direct report (K20, K21, S19, S21, B19, B20, B21)

Front Office Management Criteria
SMFO1: Manage the availability and sale of rooms and / or facilities to maximise revenue and meet customers' individual needs **SMFO2:** 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 **BMFO1:** Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team

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