

Qualification Specification

600/8068/1

iCQ Level 4 Diploma in Hospitality Management (RQF)

iCQ
Awards

Qualification Details

Title : iCQ Level 4 Diploma in Hospitality Management (RQF)

Awarding Organisation : [iCan Qualifications Limited](#)

Fees Price List Url : <https://icanqualify.net>

Qualification Type : RQF

Qualification Sub Type : None

Qualification Level : Level 4

Qualification Sub Level : None

EQF Level : Level 5

Regulation Start Date : 31-Jan-2013

Operational Start Date : 01-Feb-2013

Offered In England : Yes

Offered In Wales : Yes

Offered In Northern Ireland : Yes

Assessment Language In English : Yes

Assessment Language In Welsh : No

Assessment Language In Irish : No

SSA : 7.4 Hospitality and Catering

Purpose : D. Confirm occupational competence and/or 'licence to practice'

Sub Purpose : D1. Confirm competence in an occupational role to the standards required

Total Credits : 59

Min Credits at/above Level : 35

Minimum Guided Learning Hours : 196

Maximum Guided Learning Hours : 310

Total Qualification Time : 590

Diploma Guided Learning Hours : 196

Barring Classification Code : ZZZZ

Overall Grading Type : Pass

Assessment Methods : Portfolio of Evidence

Structure Requirements : To achieve this qualification, learners must attain a minimum of 59 credits. A minimum of 35 credits must be achieved at Level 4. Learners must achieve all of the Mandatory units, attaining 22 credits. An additional 37 credits must be attained from the Optional units contained in Groups A and B. A minimum of 14 credits must come from the Optional units in Group A. A minimum of 8 credits must come from the Optional units in Group B.

Age Ranges : Pre-16 : No; 16-18 : No; 18+ : Yes; 19+ : Yes

Qualification Objective : This qualification is intended for those who work in the management team in a hospitality environment and who wish to develop their skills

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
OAG) Over-arching Group	Yes	0	2	0	59	0
↳ M) Mandatory Units	Yes	4	0	0	22	0
O) Optional Units	Yes	0	2	0	37	0
↳ A) Generic Management Optional Units	Yes	24	0	0	14	0
↳ B) Hospitality Management Optional Units	Yes	26	0	0	8	0

Group M Mandatory Units

URN	Title	Level	GLH	Credit
D/504/1058	Work as part of a hospitality management team to achieve strategic goals	4	33	6
H/504/1059	Manage compliance with regulatory and legislative requirements in hospitality	4	28	6
L/600/9586	Manage own professional development within an organisation	3	20	4
Y/504/1057	Manage the performance of teams and individuals	4	16	6

Group A Generic Management Optional Units

URN	Title	Level	GLH	Credit
A/504/1049	Maximise sales and profit from hospitality services	4	47	10
A/504/1052	Manage hospitality functions	4	34	8
A/600/9695	Manage a budget for own area or activity of work	5	30	7
D/601/1228	Use customer service as a competitive tool	3	53	8
D/601/1231	Organise the promotion of additional services or products to customers	3	47	7
H/504/1045	Manage purchasing costs in hospitality	4	39	9
H/600/9691	Know how to follow disciplinary procedures	4	20	4
J/504/1054	Manage the payroll costs of a hospitality team	4	30	8
J/601/1238	Review the quality of customer service	4	53	8
K/504/1046	Devise and implement training and development plans	4	30	7
K/504/1063	Manage staffing rotas for a hospitality team	4	18	6
K/600/9692	Managing grievance procedures	4	10	3
K/600/9711	Manage physical resources	4	25	3
K/601/1524	Handle referred customer complaints	4	67	10
L/504/1055	Manage feedback from customers of hospitality services	4	23	8
M/504/1047	Information systems management in hospitality	4	50	11
M/504/1050	Manage operational aspects of hospitality premises refurbishment programmes	4	40	9
M/600/9659	Implement change in own area of responsibility	4	25	6
M/600/9712	Manage the environmental impact of work activities	4	10	5
R/504/1056	Manage a team meeting	3	14	3
T/504/1048	Determine market opportunities for hospitality services	4	44	11
T/504/1051	Manage supplier contracts	4	36	7
T/601/7214	Employment Rights and Responsibilities in the Hospitality, Leisure, Travel and Tourism Sector	2	16	2
Y/504/1060	Recruit and select hospitality staff	4	29	8

Group B Hospitality Management Optional Units

URN	Title	Level	GLH	Credit
A/504/0998	Design, implement and manage a food safety management system	4	23	7
A/504/1035	Manage room availability to maximise revenue potential	4	18	5
A/504/1066	Plan and design food production areas	4	25	8
D/504/1030	Manage arrivals and departures of guest to maximise revenue	4	34	9
D/504/1044	Develop enhanced levels of food and beverage service	4	26	7
F/504/1036	Manage the provision of additional services	4	13	4
F/504/1070	Manage the billing and payment processes	4	42	10
H/504/1000	Develop and create innovative dishes and recipes	4	34	11
H/504/1028	Manage the presentation and portion size of dishes	4	21	7
H/504/1031	Manage the reservation systems	4	34	7
H/504/1062	Develop menus to meet the organisations cost requirements	4	32	10
J/504/1037	Manage the linen service	4	15	4
J/504/1040	Manage the organisation of the food and beverage service area	4	24	6
J/504/1068	Manage customer profile information to improve service	4	47	11
J/504/1071	Manage front of house and guest relations	4	57	10
K/504/1029	Current hospitality industry and food trends	4	23	10
K/504/1032	Implement and manage housekeeping procedures in hospitality	4	30	8
L/504/1038	Manage the supply of uniforms and housekeeping of staff areas	4	16	4
L/504/1041	Develop beverage lists to complement menus	4	26	6
L/504/1069	Manage statutory fire and security procedures for a hospitality establishment	4	35	9
M/504/1033	Manage the security and privacy of hospitality guests	4	16	4
M/504/1064	Manage a team to prepare, cook and present food	4	38	12
R/504/1039	Manage a food and beverage service	4	32	7
R/504/1042	Manage the production and presentation of menus	4	21	6

T/504/1034	Monitor maintenance and repair work within a hospitality premises	4	19	6
Y/504/1043	Manage cellar and beverage operations	4	26	7

Qualification Framework : RQF
Title : Work as part of a hospitality management team to achieve strategic goals
Unit Level : Level 4
Unit Sub Level : None
Guided Learning Hours : 33
Unit Credit Value : 6
SSAs : 7.4 Hospitality and Catering
Unit Grading Structure : Pass
Assessment Guidance : Please refer to the Online iCQ Assessment Guidance .

Unit: D/504/1058 : Work as part of a hospitality management team to achieve strategic goals

Be able to participate in management team meetings

Assessment Criterion - The learner can:

01.01	Prepare for meetings in readiness to contribute to agenda items
01.02	Present information, to meet the requirements of the meeting
01.03	Articulate opinions, risks and issues, representing the interests of others, ensuring that proposed steps for resolution are discussed
01.04	Respond to information and opinions provided by colleagues
01.05	Communicate information in a timely manner to the relevant people, in line with any communication protocol agreed at the meeting

Be able to work interactively with the management team

02.01	Work with other members of the team to achieve organisational objectives
02.02	Work with the management team to achieve strategic goals
02.03	Participate in ad-hoc management team meetings as required

Be able to recruit and develop team members

03.01	Confirm that the teams recruitment needs are: a) discussed with and justified with the management team b) factored into the organisations recruitment plans c) based on approved budgets
03.02	Monitor that own teams training and development plans are aligned with other teams and with the organisations objectives
03.03	Benchmark own teams performance against others teams to confirm that it is maintaining the organisations standards
03.04	Seek advice on identified disparities in the teams performance from management colleagues

Be able to take responsibility for the management team at periodic times

04.01	Clarify instructions from management team colleagues
04.02	Monitor the effective operation of work activities
04.03	Respond to queries and unplanned events in line with organisational policies and procedures
04.04	Develop reports of key activities

Understand how to participate in management team meetings

05.01	Explain ways of preparing for potential agenda items to achieve the required result at meeting
05.02	Explain how to prioritise information in own area of responsibility to raise at meetings
05.03	Explain the importance of consulting members of own team that have an interest in agenda items
05.04	Explain the importance of setting objectives for a meeting
05.05	Explain the importance of articulating any issues and problems emerging from discussion
05.06	Outline how to help resolve problems that emerge during management meetings
05.07	Explain why it is important to respond constructively to information and opinions provided by other people
05.08	Explain how to communicate decisions in an appropriate manner in line with communication protocol agreed at the meeting

Understand how to work interactively with the management team

06.01	Describe the type of crisis management issues that require the suspension of normal duties to achieve resolution
06.02	Explain when management colleagues can assist in dealing with conflict within own team
06.03	Describe ways to offer assistance to management colleagues in a supportive and non-judgemental manner
06.04	Evaluate the organisations procedures for managing large functions or events
06.05	Explain how to make contribution to management meetings, to address key priorities when they are called at short notice
06.06	Explain how to align team objectives with organisational objectives, cascading these appropriately through the team structure

Understand how to review own teams performance

07.01	Assess the alignment of recruitment needs of own team with those of other teams, to support organisational objectives and budgets
07.02	Examine own teams performance through internal benchmarking
07.03	Identify ways to rectify discrepancies to improve own teams performance

Qualification Framework : RQF

Title : Manage compliance with regulatory and legislative requirements in hospitality

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 28

Unit Credit Value : 6

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

1 **Regulatory and legislative requirements**, relating to:

- a) Licensing (including weights and measures and Licensing Objectives relevant to the country they operate in)
- b) Health and Safety (e.g. COSHH, HACCP, risk assessments, Health & Safety at Work Act)
- c) Food Safety
- d) Environmental health
- e) Fire regulations
- f) Data Protection
- g) Trade Description
- h) Human Resources (e.g. permission to work, working time regulations, night-time working, absence management)

Unit: H/504/1059 : Manage compliance with regulatory and legislative requirements in hospitality

Be able to keep up to date with regulatory and legislative requirements

Assessment Criterion - The learner can:

- | | |
|-------|---|
| 01.01 | Select and justify methods to keep up to date with regulatory and legislative requirements in hospitality |
| 01.02 | Use selected methods to monitor new developments relating to regulatory and legislative requirements in hospitality |
| 01.03 | Review relevance of current regulatory and legislative requirements for own area of responsibility |

Be able to monitor team members compliance to regulatory and legislative requirements

- | | |
|-------|---|
| 02.01 | Develop policies and procedures to ensure team members meet all regulatory and legislative requirements |
| 02.02 | Confirm the delivery of all regulatory and compliance training, including refresher training |
| 02.03 | Check that team members understand relevant regulatory and legislative requirements before working in related areas |
| 02.04 | Maintain records, as required by the guidelines for due diligence contained in relevant legislation and regulations |
| 02.05 | Evaluate team members performance in relation to regulatory and legislative requirements |

Be able to plan for and action outcomes of regulatory and legislative inspections and compliance visits

- | | |
|-------|---|
| 03.01 | Prepare for inspections and compliance visits ensuring that own area of responsibility meets requirements |
| 03.02 | Respond to issues raised by inspection and compliance visits |
| 03.03 | Report on areas that are not compliant to relevant colleagues |
| 03.04 | Propose changes that will improve compliance with regulatory and legislative requirements, as necessary |

Understand how to monitor an organisations compliance to regulatory and legislative requirements

- | | |
|-------|--|
| 04.01 | Explain the regulatory and legislative requirements relating to a hospitality organisation |
| 04.02 | Explain the sources of information that may be used to keep up to date with regulation and legislation that impacts the hospitality industry |
| 04.03 | Explain the consequences of non-compliance to regulatory and legislative requirements |
| 04.04 | Identify compliance matters that should be escalated, because of the potential impact on the organisation |

Understand how to manage team members compliance to regulatory and legislative requirements

- | | |
|-------|--|
| 05.01 | Evaluate methods for checking team members understanding of relevant regulatory and legislative requirements |
| 05.02 | Explain own responsibility for the teams compliance with regulatory and legislative requirements |
| 05.03 | Explain consequences of not conveying compliance messages to team members |
| 05.04 | Identify methods to evaluate teams performance in relation to regulatory and legislative requirements |

Understand how to plan for and action outcomes of regulatory and legislative inspections and compliance visits

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|-------|--|
| 06.01 | Explain the key factors in preparing for inspections and compliance visits, in line with relevant criteria |
| 06.02 | Explain how to maintain future compliance when issues are raised at inspections and compliance visits |
| 06.03 | Evaluate the organisations reporting process following inspection and compliance visits |

Qualification Framework : RQF

Title : Manage own professional development within an organisation

Unit Level : Level 3

Unit Sub Level : None

Guided Learning Hours : 20

Unit Credit Value : 4

SSAs : 1.4 Public Services, 14.1 Foundations For Learning and Life, 15.2 Administration, 15.3 Business Management, 15.4 Marketing and Sales

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/600/9586 : Manage own professional development within an organisation

Be able to assess own career goals and personal development.

Assessment Criterion - The learner can:

- | | |
|-------|--|
| 01.01 | Identify own career and personal goals. |
| 01.02 | Assess how own career goals affect work role and professional development. |

Be able to set personal work objectives.

- | | |
|-------|---|
| 02.01 | Agree SMART (Specific, Measurable, Achievable, Realistic and Time-bound) personal work objectives in line with organisational objectives. |
|-------|---|

Be able to produce a personal development plan.

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|-------|---|
| 03.01 | Identify gaps between objectives set, own current knowledge and skills. |
| 03.02 | Produce a development plan. |

Be able to implement and monitor own personal development plan.

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|-------|--|
| 04.01 | Plan activities identified in own development plan. |
| 04.02 | Explain how to monitor and review own personal development plan. |

Qualification Framework	: RQF
Title	: Manage the performance of teams and individuals
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 16
Unit Credit Value	: 6
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance . Personal circumstances Such as those relating to culture, age, gender, health or background

Unit: Y/504/1057 : Manage the performance of teams and individuals

Be able to set objectives and work plans with teams and individuals

Assessment Criterion - The learner can:

- 01.01 Facilitate the development of SMART objectives and work plans with team members
- 01.02 Confirm that the objectives, work plans and schedules meet :a) equal opportunities legislationb) team members' abilities and development needsorganisational objectives

Be able to communicate, manage and evaluate objectives and work plans

- 02.01 Present organisational objectives and work plans to team members
- 02.02 Complete documentation as required by an organisation
- 02.03 Confirm at appropriate intervals that team members understand and are committed to objectives and work plans
- 02.04 Provide advice to team members on how to achieve objectives
- 02.05 Evaluate objectives and work plans regularly, taking into account individual, team and organisational changes
- 02.06 Monitor objectives and work plans to give equality of opportunity to all team members

Be able to assess the performance of teams and individuals against objectives and work plans

- 03.01 Explain the purpose of monitoring and assessment of performance to teams and individuals
- 03.02 Give team members the opportunity to monitor and assess own performance against SMART objectives and work plans
- 03.03 Conduct assessments against agreed criteria at appropriate times
- 03.04 Ensure that performance assessments take account of team members personal circumstances in line with organisational constraints

Be able to provide feedback to teams and individuals on performance in line with organisational guidelines

- 04.01 Provide feedback to team members, giving individuals an opportunity to respond
- 04.02 Manage poor performance and performance above expectation, in line with an organisations guidelines
- 04.03 Agree actions for improved performance with team members

Understand how to agree and set objectives and work plans with teams and individuals

- 05.01 Explain which factors to consider when developing objectives and work plans for the short, medium and long term which are realistic and achievable
- 05.02 Describe the types of issues that teams and individuals may need advice and guidance on how to achieve objectives
- 05.03 Identify methods that can be used to clearly communicate to team members
- 05.04 Explain the importance of following legal and organisational policy relating to equal opportunities when agreeing objectives and work plans
- 05.05 Explain the importance of consulting teams and individuals to encourage involvement in the development of their own objectives and work plans
- 05.06 Explain how to match objectives and work plans to teams and individuals abilities and development needs
- 05.07 Identify organisational constraints that have an impact on objectives and work plans
- 05.08 Explain the implications for work planning when managing teams and individuals outside own area of responsibility
- 05.09 Explain the importance of accurately completing documentation and why copies should be retained

Understand how to assess the performance of teams and individuals

- 06.01 Explain why it is important to monitor and assess the on-going performance of team members
- 06.02 Explain how to make fair and objective assessments when assessing team and individuals, taking into account their personal circumstances
- 06.03 Evaluate different methods of monitoring and assessment
- 06.04 Identify the key information needed to assess performance
- 06.05 Identify the sources of obtaining key information, which can be validated for assessment purposes
- 06.06 Explain how to enable team members to monitor and assess their own performance

Understand how to provide feedback to teams and individuals on performance

- 07.01 Evaluate methods for providing positive and negative feedback to teams and individuals
- 07.02 Explain how to provide clear and accurate feedback in a way which demonstrates respect, confidentiality and acknowledges personal circumstances
- 07.03 Evaluate methods to motivate team and individuals and gain their on-going commitment when providing feedback
- 07.04 Explain the importance of providing constructive suggestions on how to improve performance giving teams and individuals the opportunity to suggest how they could improve their own performance

Qualification Framework : RQF

Title : Maximise sales and profit from hospitality services

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 47

Unit Credit Value : 10

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Waste minimisation and energy saving

This can include recycling where possible, eliminating excess packaging, avoiding unnecessary energy usage and commodity controls.

Unit: A/504/1049 : Maximise sales and profit from hospitality services

Be able to obtain information that can help maximise sales and profit

Assessment Criterion - The learner can:

01.01	Obtain current data on an organisations existing sales and profitability
01.02	Obtain qualitative and quantitative data which describes factors that impact on sales and profitability including: a) known competitor activity b) trends c) customer behaviour d) costs e) Return on Investment f) sales targets g) sales volume h) changing market conditions i) possible responses to competitor behaviour

Be able to implement strategies for maximising sales and profit

02.01	Determine actions to be taken to maximise sales and profit based on data findings
02.02	Confirm actions to be taken to maximise sales and profit with the management team
02.03	Maintain relationships with suppliers in order to maximise buying power and reduce purchasing costs
02.04	Develop strategies for: a) minimising waste b) saving energy c) maximising the profit potential of high performing products
02.05	Establish contingency plans to manage risks that may arise from actions to maximise profit
02.06	Manage training of own team to ensure opportunities to up sell and maximise profits are taken advantage of
02.07	Meet own sales and profit targets with the aim of exceeding them

Be able to analyse strategies for maximising sales and profit

03.01	Evaluate the relative impact of strategies taken to maximise sales and profits
03.02	Make recommendations for future strategies based on evaluation outcomes

Understand how to obtain information that can help develop strategies to maximise sales and profit

04.01	Explain why it is critical to ensure that data used to inform decision-making is accurate and up to date
04.02	Analyse information to identify opportunities which maximise sales and profit
04.03	Explain how to run a break-even analysis

Understand how to agree and implement strategies for maximising sales and profit

05.01	Explain the process for agreeing actions with the management team
05.02	Explain ways to obtain the best deal from suppliers
05.03	Identify an organisations policies related to product pricing strategies
05.04	Explain the impact that consumer protection legislation has upon product pricing strategies
05.05	Explain strategies to minimise waste and excess energy usage
05.06	Explain how minimising waste and excess energy usage contributes to profit margins
05.07	Explain methods used to ensure teams and individuals are trained to recognise and take advantage of opportunities to up sell and maximise profits
05.08	Explain strategies which will maximise the sale of high performing products
05.09	Explain the importance of protecting return on investment
05.10	Explain how to conduct a risk analysis
05.11	Explain the strategic planning needed to meet profit targets for own area
05.12	Explain why it is important to be aware of any action needed by suppliers and others within an organisation when implementing strategies

Understand how to analyse strategies for maximising sales and profit

06.01	Explain the importance of monitoring and evaluating the impact of actions taken to maximise sales and profits
06.02	Explain how to use evaluation data to inform future decision making

Qualification Framework	: RQF
Title	: Manage hospitality functions
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 34
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Functions

1. banquet
2. corporate entertainment event
3. reception
4. conference

2 Customers

1. Internal
2. External

3 Legislation

1. Health and safety
2. Fire regulations
3. Licensing restrictions
4. Food Safety
5. First Aid

4 Problems

1. supply problems
2. power failures
3. equipment problems
4. staffing problems

Records

1. manual
2. computerised
3. reports
4. checklists

Unit: A/504/1052 : Manage hospitality functions

Be able to manage the organisation of a hospitality function

Assessment Criterion - The learner can:

01.01	Obtain information on the specific requirement of the function
01.02	Establish procedures to meet the agreed requirements of the function
01.03	Conduct checks prior to the function, to confirm that the: a) venue meets the agreed specification b) equipment and materials required for the function are available and on site at the required time c) food preparation and service takes account of specified requirements (e.g. allergies) d) function, and associated activities, comply with relevant legislation e) customers and team members are aware of relevant legislation
01.04	Co-ordinate with customers and other departments to confirm details of the function
01.05	Check that customers have full schedules and costing for the function
01.06	Establish a system to inform the customers of any changes of plan prior to the function

Be able to monitor the function

02.01	Monitor the function to make sure it is running to plan
02.02	Assess that the function is meeting customer requirements
02.03	Check that records of agreements made with internal and external suppliers are being maintained
02.04	Maintain information that will assist with planning and running of future functions

Be able to evaluate the success of a function

03.01	Review feedback from customers, team members and other colleagues
03.02	Investigate problems and areas for improvement, distinguishing problems that were unavoidable and those resulting from systemic or individual fault
03.03	Make recommendations to avoid problems being repeated and to improve future functions
03.04	Establish a system to maintain records of evaluation
03.05	Report the findings to the management team

Understand how to plan a function

04.01	Explain how to minimise the inconvenience of a function that has the potential for causing a disturbance
04.02	Explain how to calculate function schedules and costings
04.03	Describe the essential information required to plan different types of functions
04.04	Explain methods for dealing with customers special requirements
04.05	Explain the process to select appropriate suppliers
04.06	Explain how to manage suppliers contracts to benefit an organisation, within the limit of own responsibility
04.07	Explain how to ensure that staff and contractors have the right skills and knowledge to fulfil their responsibilities
04.08	Outline key considerations when arranging food and beverages for functions
04.09	Explain how to use the outcomes of risk assessment

Understand how to monitor a function

05.01	Describe requirements of managing staff at a function
05.02	Describe factors that can influence the ambience of functions
05.03	Identify ways of anticipating problems and requests from customers during a function
05.04	Identify the health and safety and other legal requirements that can affect the running of a function
05.05	Explain why certain legal requirements must be communicated to customers
05.06	Explain how to determine a procedure to evacuate the premises safely in the event of an emergency
05.07	Explain the importance of having qualified first aiders in the team
05.08	Explain how to carry out an inspection of equipment used during functions
05.09	Outline the procedure for dealing with loss or damage to equipment
05.10	Evaluate an organisations procedures for maintaining records during functions

Understand how to evaluate a function

06.01	Explain the process of evaluating different types of functions
06.02	Explain how to deal with different types of problems including those that are one-off and unavoidable, and those that are systematic and individual
06.03	Explain how to deal with confidential material in evaluation reports

Qualification Framework	: RQF
Title	: Manage a budget for own area or activity of work
Unit Level	: Level 5
Unit Sub Level	: None
Guided Learning Hours	: 30
Unit Credit Value	: 7
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/600/9695 : Manage a budget for own area or activity of work

Be able to prepare a budget for own area of responsibility.

Assessment Criterion - The learner can:

01.01	Evaluate information on resource requirements for own area of activity or work.
01.02	Produce a draft budget.
01.03	Communicate the final budget with relevant stakeholders.

Be able to manage a budget.

02.01	Analyse variances between planned and actual expenditure.
02.02	Provide information on performance to relevant stakeholders.
02.03	Explain how to take corrective action within the limits of own authority, in response to budget variances and developments.
02.04	Explain proposed revisions to budget and obtain agreement where actions are beyond the scope of own authority.

Be able to review budget management performance.

03.01	Review performance against budget.
03.02	Assess improvements for future budget planning and management.
03.03	Monitor budget performance and implement changes within the limits of own authority or obtain agreement.

Qualification Framework : RQF

Title : Use customer service as a competitive tool

Unit Level : Level 3

Unit Sub Level : None

Guided Learning Hours : 53

Unit Credit Value : 8

SSAs : 15.2 Administration

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

The assessment and quality assurance requirement for this unit provides evidence towards A and V units.

Unit: D/601/1228 : Use customer service as a competitive tool

organise customer service to gain a competitive advantage

Assessment Criterion - The learner can:

01.01	develop their own and colleagues understanding of the services and products offered by their organisation
01.02	define their organisations service offer and the ways in which it compares with those of their competitors
01.03	set an example for colleagues and present an image to their customers that reinforces their organisations service offer
01.04	encourage customer service actions that create and develop customer loyalty

deliver a competitive service

02.01	take positive actions and encourage colleagues to take actions that provide individual customers with added value within their organisations service offer
02.02	remind customers about their service offer and the extra benefit it provides over those of their competitors
02.03	offer additional technical advice to customers within their organisations service offer
02.04	show awareness of the financial implications of any added value actions that they or their colleagues might offer
02.05	meet customer service targets to ensure that customers see the benefit of dealing with them rather than with a competitor
02.06	re-direct customers to other service providers without offence when their expectations cannot be met by the organisations service offer
02.07	ensure that customers who have shown a previous interest in repeat and additional services are reminded of this
02.08	encourage colleagues to offer complementary services and products when customer satisfaction indicates that customers would be interested in them

understand how to use customer service as a competitive tool

03.01	identify the factors that lead to customers belief that they are enjoying value for money
03.02	describe the services and products offered by their organisation
03.03	describe the services and products offered by competitors
03.04	identify the features and benefits of services and products that are seen by customers as added value
03.05	explain the purpose of adding non-chargeable items to the service offer in order to impress customers and develop customer loyalty
03.06	explain how to portray a positive image that reinforces their organisations competitive position
03.07	explain their organisations customer service targets and cost implications of added value actions to improve the organisations competitive position
03.08	describe complementary services and products that may be of interest to their customers

Qualification Framework : RQF

Title : Organise the promotion of additional services or products to customers

Unit Level : Level 3

Unit Sub Level : None

Guided Learning Hours : 47

Unit Credit Value : 7

SSAs : 15.2 Administration

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

The assessment and quality assurance requirement for this unit provides evidence towards A and V units.

Unit: D/601/1231 : Organise the promotion of additional services or products to customers

offer additional services or products

Assessment Criterion - The learner can:

01.01	offer additional services or products to customers
01.02	identify the benefits of offering additional services or products for customers and the organisation
01.03	explain the features and benefits of additional services or products to customers
01.04	identify ways of encouraging customers to ask about additional services or products

organise support to promote use of additional services or products

02.01	discuss with others ways of promoting additional services or products to customers
02.02	implement procedures to ensure that customers interested in additional services or products are dealt with promptly
02.03	promote services or products which will suit customers but which are supplied from outside their own area of the organisation
02.04	help customers to access services or products which are supplied outside of their own area of the organisation

monitor the promotion of additional services or products

03.01	devise methods to inform customers about additional services or products
03.02	use different methods to inform customers about additional services and products and record successes and failures against each method
03.03	use their record of successes and failures to identify the best approach for offering additional services or products
03.04	share information with others regarding the best approach to take when offering additional services or products to customers

understand how to organise and promote services or products to customers

04.01	describe their organisations procedures and systems for encouraging the use of additional services or products
04.02	explain how the use of additional services or products will benefit their customers
04.03	describe the main factors that influence customers to use their services or products
04.04	explain how to introduce additional services or products to customers outlining their benefits, overcoming reservations and agreeing to provide the additional services or products
04.05	describe how to give appropriate, balanced information to customers about services or products

Qualification Framework	: RQF
Title	: Manage purchasing costs in hospitality
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 39
Unit Credit Value	: 9
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
	1 Resources
	1. Stock
	2. Equipment

Unit: H/504/1045 : Manage purchasing costs in hospitality

Be able to manage the supply of goods from suppliers

Assessment Criterion - The learner can:

01.01	Negotiate with suppliers to maximise the potential for profit adhering to an organisations quality criteria and procedures
01.02	Monitor the use of suppliers to meet organisational objectives
01.03	Evaluate purchasing costs against those of other potential suppliers
01.04	Identify resources that are cost effective to purchase in bulk

Be able to manage the delivery of supplies

02.01	Develop a system for checking deliveries against orders ensuring discrepancies, including damage or defects are reported as they occur
02.02	Ensure an organisations procedures for using purchase orders are followed
02.03	Confirm that team has the required knowledge to check delivered supplies for: a) quality points b) expiry date c) discrepancies
02.04	Monitor the correct storage of resources
02.05	Monitor the correct implementation of stock control procedures

Be able to establish procedures to reduce waste and promote sustainability

03.01	Establish a system of waste management to minimise resource waste within own area of responsibility
03.02	Brief staff on how to use waste management systems
03.03	Develop procedures to promote sustainability amongst colleagues and customers

Understand how to manage purchasing costs

04.01	Analyse the methods used for negotiating with suppliers to achieve required results, within limits of own responsibility
04.02	Explain how to maximise the advantages of economies of scale when purchasing resources
04.03	Evaluate the organisations procedures for obtaining suitable recompense when terms and conditions for supplied resources are not met
04.04	Assess the essential procedures that need to be incorporated into a system for checking deliveries
04.05	Explain how to deal with discrepancies when monitoring invoices for accuracy
04.06	Explain the importance of dealing with damages, defects or discrepancies with existing resources as soon as possible
04.07	Explore current developments regarding suppliers to the hospitality industry

Qualification Framework : RQF

Title : Know how to follow disciplinary procedures

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 20

Unit Credit Value : 4

SSAs : 1.4 Public Services, 14.1 Foundations For Learning and Life, 15.2 Administration, 15.3 Business Management, 15.4 Marketing and Sales

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/600/9691 : Know how to follow disciplinary procedures

Be able to understand performance expectations of an organisation.

Assessment Criterion - The learner can:

- | | |
|-------|---|
| 01.01 | Explain an organisations required standards of conduct and performance. |
| 01.02 | Explain an organisations formal disciplinary procedure. |

Be able to identify and use communication methods to assess potential cases of misconduct or unsatisfactory performance.

- | | |
|-------|---|
| 02.01 | Explain how to identify when an individuals performance falls below organisational standards. |
| 02.02 | Identify communication methods used to gather information on potential cases of misconduct or unsatisfactory performance. |

Be able to know how to informally with cases of minor misconduct or unsatisfactory performance.

- | | |
|-------|---|
| 03.01 | Identify the differences between misconduct, gross misconduct and unsatisfactory performance, and how each should be handled. |
| 03.02 | Evaluate whether a case of misconduct or unsatisfactory performance can be dealt with informally. |
| 03.03 | Assess methods available to improve performance or behaviour. |
| 03.04 | Explain the importance of recording informal disciplinary proceedings. |

Be able to follow an organisations formal disciplinary procedure.

- | | |
|-------|--|
| 04.01 | Explain the importance of seeking advice and guidance from specialists prior to taking action. |
| 04.02 | Explain when to follow formal disciplinary procedures. |
| 04.03 | Assess the importance of communicating disciplinary procedures to individuals. |
| 04.04 | Explain how to record and store information throughout the disciplinary process. |

Qualification Framework	: RQF
Title	: Manage the payroll costs of a hospitality team
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 30
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: J/504/1054 : Manage the payroll costs of a hospitality team

Be able to budget for required team staffing levels in line with legal requirements

Assessment Criterion - The learner can:

- | | |
|-------|--|
| 01.01 | Calculate the direct and indirect cost of employing staff, taking into account the cost of meeting legal obligations |
| 01.02 | Lead negotiations with recruitment agencies as necessary to meet operational needs, whilst remaining within budget |
| 01.03 | Manage the suitable balance of permanent, temporary and casual staff to reflect fluctuating levels of operational activity |

Be able to manage a team payroll

- | | |
|-------|--|
| 02.01 | Confirm that the team provides documentation needed for a payroll to be processed accurately and on time |
| 02.02 | Monitor a system for gathering, recording, storing and retrieving payroll information |
| 02.03 | Maintain the payroll system through regular review of payroll data and costs against: a) actual records of hours worked b) allocated staff budgets, identifying potential cost savings where appropriate |
| 02.04 | Manage discrepancies relating to the payroll system |
| 02.05 | Respond to payroll queries from team within limits of own responsibility |
| 02.06 | Prepare work-related management information about own team to inform organisational planning |

Understand how to plan for and review payroll costs

- | | |
|-------|--|
| 03.01 | Evaluate different options available for employing staff |
| 03.02 | Explain how to identify potential cost savings in relation to staffing, without affecting staff morale or efficiency |
| 03.03 | Assess circumstances when it is necessary to use recruitment agencies to meet operational needs |
| 03.04 | Explain methods of negotiating with recruitment agents to achieve the best rate |

Understand how to monitor the operation of a payroll system

- | | |
|-------|--|
| 04.01 | Analyse the key requirements for processing payroll, including the documentation required according to legal and organisational requirements |
| 04.02 | Explain the main differences in the payroll documentation requirements between the UK, EU and non-EU members of staff |
| 04.03 | Assess the implications for team and organisation of not meeting payroll cut-off dates |
| 04.04 | Assess the features of the payroll system that are essential to meet financial management requirements |
| 04.05 | Evaluate the organisations procedure for dealing with payroll discrepancies |
| 04.06 | Asses the implications of not keeping personal data confidential |
| 04.07 | Explain the procedures for the security of personal data |
| 04.08 | Explain circumstances when payroll queries and problems should be referred to an alternative source of expertise |
| 04.09 | Explain own responsibility for seeing all problems and queries through to resolution |

Qualification Framework : RQF

Title : Review the quality of customer service

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 53

Unit Credit Value : 8

SSAs : 15.2 Administration

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

The assessment and quality assurance requirement for this unit provides evidence towards A and V units.

Unit: J/601/1238 : Review the quality of customer service

plan how to measure customer service

Assessment Criterion - The learner can:

01.01	identify the features of customer service delivery that affect customer satisfaction
01.02	plan how they will monitor the features of customer service delivery that affect customer satisfaction
01.03	plan how they will analyse the information they have collected

collect and analyse information on customer service

02.01	implement their plans for monitoring customer service processes and outcomes
02.02	analyse the monitoring information they have collected
02.03	compare the conclusions of their analysis with the criteria they identified
02.04	adapt their plans if the agreed methods of collecting and analysing information are not proving effective
02.05	communicate the results of their measurement of customer service to colleagues
02.06	agree actions to improve customer service that result from their measurements and analysis

understand how to review the quality of customer service

03.01	explain the importance of measuring the quality of customer service
03.02	explain which aspects of the customer service process affect customer satisfaction
03.03	explain how to select the criteria they will use for measurement of customer service
03.04	explain how to construct representative samples
03.05	describe the types of information collection methods they could use
03.06	describe methods of analysing information on the quality of service
03.07	explain how to identify recommendations that flow from their measurement of customer service
03.08	explain the procedures for making recommendations on customer service improvements within their organisation

Qualification Framework	: RQF
Title	: Devise and implement training and development plans
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 30
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
	1. Training Needs
	1. Individual's
	2. Team's
	3. Organisation's
	2. Aims
	1. To meet organisational objectives
	2. To meet individuals aspirations

Unit: K/504/1046 : Devise and implement training and development plans

Be able to identify training needs in relation to an organisations aims and objectives

Assessment Criterion - The learner can:

01.01	Evaluate existing training that takes place in an organisation
01.02	Establish the scope of the available training budget
01.03	Analyse opportunities to identify and implement generic training
01.04	Establish links with training providers to deliver generic training in line with requirements
01.05	Implement a training needs analysis with team members to jointly agree the skills and knowledge that need to be further developed

Be able to produce and implement personal development plans with team members

02.01	Devise development plans for individual team members by identifying with them:a) ways of achieving both their short-term and long-term aimsb) the most suitable training, that will fulfil their training needs
02.02	Monitor the training process to ensure it takes place in a timely and organised manner
02.03	Implement regulatory training to ensure it complies with legal requirements and is conducted within the required timescales

Be able to monitor staff training and identify the need for further development

03.01	Maintain records of training that has taken place
03.02	Obtain feedback on staff training
03.03	Evaluate the short and long-term effects of the training, including the benefits to an organisation
03.04	Make recommendations for improvements to training based on the outcomes of evaluation
03.05	Agree further support and training required with teams and individuals

Understand how to identify training needs in relation to the organisations aims

04.01	Explain the importance of reviewing provision that is already in place within an organisation when identifying training needs
04.02	Identify key components to a training needs analysis process
04.03	Explain how the training needs of individual team members must relate to organisational aims

Understand how to produce and implement personal development plans with team members

05.01	Explain the importance of producing development plans with team members that are achievable, relevant and time and cost effective
05.02	Explain the importance of checking that regulatory training is carried out in line with legal requirements
05.03	Explain how to allocate the training budget to areas where it is most needed
05.04	Explain how to ensure team members understand the importance of taking responsibility for agreed personal development
05.05	Compare the advantages and disadvantages of using external training providers to deliver certain types of training
05.06	Describe methods of identifying the learning outcomes of different types of training
05.07	Evaluate how different types of training can meet an organisations and individuals aims
05.08	Explain why it is important to consider the long-term benefits as well as the short-term benefits of training

Qualification Framework : RQF

Title : Manage staffing rotas for a hospitality team

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 18

Unit Credit Value : 6

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Types of hospitality staff

This refers to the different working arrangements under which hospitality staff are often employed, e.g. full-time, part-time, seasonal, casual, as well as different levels and types of staff who may use the rotas and plans.

Unit: K/504/1063 : Manage staffing rotas for a hospitality team

Be able to plan staffing rotas for own team

Assessment Criterion - The learner can:

01.01	Produce staffing rotas for own area of responsibility, that meet operational needs, including: a) accurate staff numbers b) appropriate levels of staff skill for hospitality services c) specification of work areas d) start and finish times e) annual leave and sick leave(g) contingency to deal with unplanned situations or ad-hoc workloads
01.02	Plan scheduled activities for own team in a way that maximises productivity
01.03	Schedule hours of work to adhere to relevant legislation,organisational policy and contracts of employment
01.04	Develop staffing plans and shift patterns for own team which allow for fluctuations in organisational activity demand

Be able to produce rotas for own team

02.01	Produce rotas that are: a) clear for staff to understand and use b) equitable in the allocation of shifts c) reflective of individual needs and circumstances
02.02	Disseminate the rota in line with an organisations policy
02.03	Communicate the rota to relevant people within the organisation

Understand how to plan and produce staffing rotas for a hospitality team

03.01	Explain how legislation, organisational policy and contract terms and conditions affect the planning of staffing rotas
03.02	Select and justify the pool of skills needed to meet operational needs
03.03	Compare the skills required to meet operational needs to the skill-set of team members
03.04	Explain how to utilise the skills of individuals to benefit an organisation
03.05	Explain how to incorporate staff development time when planning rotas
03.06	Explain how to plan for fluctuations of organisational activity demand when developing staffing plans
03.07	Select and justify methods of contingency planning that will cope with unplanned staffing requirements
03.08	Explain the importance of being fair and impartial, when allocating work in rotas
03.09	Evaluate an organisations procedures to manage unplanned absence

Qualification Framework	: RQF
Title	: Managing grievance procedures
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 10
Unit Credit Value	: 3
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: K/600/9692 : Managing grievance procedures	
Understand how to prevent potential grievances.	
Assessment Criterion - The learner can:	
01.01	Identify situations that are likely to lead to grievances in an organisation.
01.02	Explain how to prevent potential grievances.
Understand an organisations grievance policy and procedure and deal with concerns raised by individuals informally.	
02.01	Explain an organisations grievance policy and procedure.
02.02	Identify the circumstances where a concern may be dealt with informally.
02.03	Explain the methods used to deal informally with concerns.
Understand how to follow grievance procedures.	
03.01	Explain how to follow an organisations written grievance procedure.
03.02	Explain the importance of communicating grievance procedures.
03.03	Identify how to seek advice and guidance from specialists or colleagues when dealing with grievances.
03.04	Explain how to record and store information throughout the grievance process.

Qualification Framework	: RQF
Title	: Manage physical resources
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 25
Unit Credit Value	: 3
SSAs	: 15.3 Business Management
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: K/600/9711 : Manage physical resources	
Understand the importance of sustainability when using physical resources.	
Assessment Criterion - The learner can:	
01.01	Explain the importance of using sustainable resources.
01.02	Explain the potential impact of resource use on the environment.
01.03	Explain how to use resources effectively and efficiently.
01.04	Describe actions one can take to minimise any adverse environmental impact of using physical resources.
Be able to identify resource requirements for own area of responsibility.	
02.01	Consult with colleagues to identify their planned activities and corresponding resource needs.
02.02	Evaluate past resource use to inform expected future demand.
02.03	Identify resource requirements for own area of responsibility.
Be able to obtain required resources for own area of responsibility.	
03.01	Submit a business case to procure required resources.
03.02	Review and agree required resources with relevant individuals.
03.03	Explain an organisations processes for procuring agreed resources.
Be able to monitor and review the quality and usage of resources in own area of responsibility.	
04.01	Monitor the quality of resources against required specifications.
04.02	Identify differences between actual and planned use of resources and take corrective action.
04.03	Analyse the effectiveness and efficiency of resource use in own area of responsibility.
04.04	Make recommendations to improve the effectiveness and efficiency of resource use.

Qualification Framework : RQF

Title : Handle referred customer complaints

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 67

Unit Credit Value : 10

SSAs : 15.2 Administration

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

The assessment and quality assurance requirement for this unit provides evidence towards A and V units.

Unit: K/601/1524 : Handle referred customer complaints

investigate referred customer complaints

Assessment Criterion - The learner can:

01.01	collect all the available information on the nature of the complaint and identify and analyse the organisational implications of the complaint
01.02	take personal responsibility for dealing with the complaint subject to the limits of their authority
01.03	keep their customer informed about what steps are being taken to deal with the customers complaint
01.04	follow the correct procedures if their customer wishes to escalate the complaint even higher or if the complaint has wider implications for the organisation.

take action to deal with referred customer complaints

02.01	identify a range of possible solutions that balance customer expectations and the organisations service offer
02.02	liaise with their customer and colleagues to negotiate an acceptable solution
02.03	agree a solution that adapts current policies and procedures within their own authority and furthers their organisations aims and objectives
02.04	implement the agreed solution and liaise with their customer to ensure that the customer is satisfied with the action that has been taken

identify repeated customer complaints and recommend changes to policies and procedures

03.01	identify patterns and trends in customer complaints
03.02	analyse trends in customer complaints
03.03	identify solutions acceptable to their customers that fit the organisations service offer
03.04	identify possible changes to customer service policies and procedures
03.05	consider the benefits and drawbacks of each possible change in terms of balancing customer service and organisational aims
03.06	select an option for change and follow organisational procedures to ensure that their recommendations come to the attention of decision makers

understand how to handle referred customer complaints

04.01	explain the importance of minimising customer complaints and dealing with them effectively and promptly when they occur
04.02	explain their organisations complaints procedures and the limits of their authority
04.03	describe the procedures they must follow if a complaint is likely to be escalated or have wider implications
04.04	describe the types of complaints that could have wider implications for their organisation
04.05	explain why it is important to communicate with their customer at all stages of the complaints procedure
04.06	explain how to devise solutions that balance customer expectations and organisational aims
04.07	explain why it is important to identify and present to the customer a range of possible options
04.08	explain why it may be necessary sometimes to adapt organisational policies and procedures to provide a solution acceptable to their customer and how they could justify this
04.09	research how to identify trends and patterns in customer complaints and solutions
04.10	describe how to explore the implications of these patterns and trends for their organisations policies and procedures
04.11	explain how to recommend changes to organisational policies and procedures

Qualification Framework	: RQF
Title	: Manage feedback from customers of hospitality services
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 23
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

1. Feedback

1. Ad-hoc / face-to-face
2. Systemised
3. Customer complaints
4. External sources

2. Customer Profiles

1. Age
2. Gender
3. Booking type (e.g. leisure, business)
4. Social demographics

Unit: L/504/1055 : Manage feedback from customers of hospitality services

Be able to obtain customer feedback on hospitality services

Assessment Criterion - The learner can:

01.01	Identify which features of hospitality services require customer feedback in order to meet an organisations objectives
01.02	Develop systems to obtain customer feedback, in line with an organisations requirements
01.03	Collect feedback from customers and staff regarding the effective delivery of hospitality services

Be able to analyse customer feedback on hospitality services

02.01	Analyse feedback from customers and staff
02.02	Match an organisations customer profiles to feedback
02.03	Review feedback against organisational objectives
02.04	Select and justify improvements required to meet customers needs in line with an organisations objectives

Be able to use customer feedback to improve work processes and staff performance

03.01	Check that staff understand the results of the feedback analysis
03.02	Demonstrate how feedback is used to improve the work processes and staff performance
03.03	Report actions taken as a result of customer feedback to the management team

Understand how to obtain, analyse and implement actions in response to customer feedback

04.01	Explain an organisations policy, procedures and systems for obtaining customer feedback
04.02	Explain how to maximise the use of feedback to improve working processes and staff performance
04.03	Select and justify research methods used to identify data sources which support the methodology and analysis
04.04	Assess how qualitative and quantitative feedback can be used to inform analysis
04.05	Explain the legal requirements relating to the use of customer information
04.06	Identify when feedback received could be of importance to the wider organisation

Qualification Framework : RQF

Title : Information systems management in hospitality

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 50

Unit Credit Value : 11

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Performance

1. personnel-related (attendance, recruitment - i.e. HR issues)
2. financial performance
3. supplier performance
4. operational performance (customer feedback)
5. resource management performance
6. organisational performance
7. regulatory performance (kitchen temperature checks, fire equipment checks, COSHH checks)

Unit: M/504/1047 : Information systems management in hospitality

Be able to manage information systems to meet operational needs

Assessment Criterion - The learner can:

01.01	Use information systems in line with the organisations requirements
01.02	Confirm that the relevant training is provided to team members
01.03	Manage information systems to comply with regulatory requirements
01.04	Utilise information systems to procure information that supports the analysis of performance
01.05	Manage the use of information systems to help the effective planning of the workforce

Be able to evaluate information systems to meet operational needs

02.01	Evaluate the suitability of existing information systems to meet operational needs
02.02	Review the latest developments relating to information systems in the hospitality industry
02.03	Propose improvements to an organisations information systems to the relevant people

Understand how to manage information systems to meet operational needs

03.01	Explain the relevant legislation regarding the use of confidential information
03.02	State to whom confidential information is accessible
03.03	Explain how to maintain records to comply with legislative and regulatory requirements
03.04	Explain the importance of training when new information systems are implemented
03.05	Explain how to use information systems in a methodical manner and the impact on efficiency
03.06	Explain the importance of restricted access to an organisations systems
03.07	Explain methods of analysing data drawn from management information systems
03.08	Explain how to deal with different information system faults
03.09	Identify when changes and improvements can be effected within limits of own authority
03.10	Identify who should be notified when changes and improvements are effected

Qualification Framework	: RQF
Title	: Manage operational aspects of hospitality premises refurbishment programmes
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 40
Unit Credit Value	: 9
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: M/504/1050 : Manage operational aspects of hospitality premises refurbishment programmes

Be able to plan refurbishment programmes

Assessment Criterion - The learner can:

01.01	Identify areas of the establishment both within and outside own area of responsibility which are in need of general refurbishment
01.02	Calculate a refurbishment budget
01.03	Plan refurbishment designs, in line with limits of own responsibility
01.04	Obtain quotations for refurbishment as required
01.05	Inform the management team, and other potentially affected staff of the planned refurbishment
01.06	Ensure that refurbishment work takes account of relevant legislation
01.07	Ensure procedures are in place to enable external contractors to work, while maintaining the security of private and secure areas

Be able to oversee refurbishments

02.01	Manage the refurbishment work in own area of responsibility to minimise disruption, without compromising the quality and speed of completion
02.02	Monitor the adherence to timelines and refurbishment plans
02.03	Minimise disruption to guests and team members work during refurbishment work
02.04	Check the adherence of completed refurbishment work to the initial plans

Be able to evaluate refurbishments

03.01	Evaluate the success of the refurbishment project
03.02	Communicate the outcome of the refurbishment project to the leadership team
03.03	Provide recommendations for potential improvements in the way refurbishments are managed

Understand how to plan refurbishments

04.01	Explain the quality and condition points which may indicate the need for large-scale refurbishment
04.02	Identify the various elements that need to be factored into a refurbishment budget
04.03	Explain how refurbishment plans should be designed to meet organisational standards and customer expectations, and cause minimum disruption to guests
04.04	Identify levels of business activity which help to decide the best time to undertake a refurbishment programme
04.05	Explain how to obtain reasonable quotes for refurbishment within limits of own authority

Understand how to oversee refurbishments

05.01	Explain how to ensure the security of areas off-limit to contractors during refurbishment work
05.02	Identify the relevant legislation that governs safe working practices for refurbishment work
05.03	Explain how to keep refurbishment programmes to the planned timescales
05.04	Explain how to deal with problems relating to refurbishment work promptly, minimising disruption
05.05	Identify checks that must be made to assess the satisfactory completion of refurbishment work

Understand how to evaluate refurbishments

06.01	Explain how to evaluate the success of a refurbishment project
06.02	Explain how to use evaluation data to inform future refurbishment projects

Qualification Framework : RQF

Title : Implement change in own area of responsibility

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 25

Unit Credit Value : 6

SSAs : 1.4 Public Services, 14.1 Foundations For Learning and Life, 15.2 Administration, 15.3 Business Management, 15.4 Marketing and Sales

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/600/9659 : Implement change in own area of responsibility

Understand how to implement change in own area of responsibility.

Assessment Criterion - The learner can:

01.01 Explain the main models and methods for managing change.

Be able to involve and support others through the change process.

02.01 Communicate the benefits of and reasons for change and how they relate to business objectives.

02.02 Implement and agree a plan to support change.

Be able to implement and monitor a plan for change in own area of responsibility.

03.01 Apply SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with individuals and teams to plan for change.

03.02 Assess opportunities and barriers to change.

03.03 Review action plans and activities according to identified opportunities and barriers to change.

Qualification Framework : RQF

Title : Manage the environmental impact of work activities

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 10

Unit Credit Value : 5

SSAs : 1.4 Public Services, 14.1 Foundations For Learning and Life, 15.2 Administration, 15.3 Business Management, 15.4 Marketing and Sales

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/600/9712 : Manage the environmental impact of work activities

Understand the legal requirements and environmental policies that impact on own area of responsibility.

Assessment Criterion - The learner can:

- | | |
|-------|---|
| 01.01 | Explain the legal requirements that impact on own area of responsibility. |
| 01.02 | Explain the environmental policies that impact on own area of responsibility. |

Understand how to assess the impact of work activities on the environment and how this can be minimised.

- | | |
|-------|--|
| 02.01 | Explain what specialist advice is available to manage the environmental impact of work activities. |
| 02.02 | Explain how to assess the impact of work activities and resources on the environment. |
| 02.03 | Explain how to minimise the environmental impact of work activities. |

Be able to assess and report on the environmental impact of work activities in own area of responsibility.

- | | |
|-------|---|
| 03.01 | Assess the environmental impact of work activities and resource use. |
| 03.02 | Produce a report on the environmental impact of work activities and resource use, with recommendations for improvement. |

Be able to organise work activities and resource use to minimise environmental impact.

- | | |
|-------|--|
| 04.01 | Adapt the use of resources in own area of responsibility to reduce environmental impact. |
| 04.02 | Organise activities in own area of responsibility to reduce environmental impact. |

Be able to promote ongoing improvement in environmental performance.

- | | |
|-------|---|
| 05.01 | Establish means by which individuals can identify and report opportunities for improving environmental performance. |
| 05.02 | Communicate environmental benefits resulting from changes to work activities. |

Qualification Framework	: RQF
Title	: Manage a team meeting
Unit Level	: Level 3
Unit Sub Level	: None
Guided Learning Hours	: 14
Unit Credit Value	: 3
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: R/504/1056 : Manage a team meeting	
Be able to organise and manage meetings	
Assessment Criterion - The learner can:	
01.01	Establish the purpose and objectives for the meeting
01.02	Identify a cost effective venue that meets the requirements of the meeting
01.03	Identify the role of required participants, advising them with sufficient notice of the time, location, content and purpose of the meeting
01.04	Produce an agenda which covers the required objectives of the meeting, including flexibility to cover additional items as necessary
01.05	Disseminate agenda and other relevant documentation to the appropriate persons, within specified deadlines
01.06	Manage the meeting to time, adhering to allocated time slots for each item, adjusting times slots as necessary
01.07	Provide opportunities for all participants to have an opportunity to contribute
01.08	Summarise discussion points and confirm points of agreement
01.09	Allocate agreed action points with timescales to participants
01.10	Confirm that all decisions, action points, and other minutes are recorded and distributed to all relevant stakeholders in the agreed timescale
Be able to follow up the actions of a meeting to achieve objectives	
02.01	Follow up on action points after the meeting confirming that they are implemented within the agreed time scale
02.02	Raise recurrent or serious themes with the management team when help is needed
Understand how to organise and manage meetings	
03.01	Explain key facts when establishing the purpose of a meeting to meet required objectives
03.02	Explain how to set the agenda with sequence and timings that will achieve the objectives of the meeting
03.03	Explain how to prepare self to lead a meeting
03.04	Explain what materials will assist in leading a meeting
03.05	Understand how to run a meeting to achieve the required objectives
03.06	Explain how to keep agenda items to their respective time slots, and when flexibility should be applied
03.07	Describe methods of dealing with internal and external disruptions
03.08	Identify potential barriers to effective communication
03.09	Describe how to give participants opportunities to contribute to the meeting
03.10	Explain the limits of own authority when making decisions at meetings
Understand how to follow up the actions of a meeting to achieve objectives	
04.01	Evaluate an organisations procedures for disseminating minutes and action points
04.02	Explain the consequence of not following up on agreed action points
04.03	Explain when issues should be raised arising from meetings with management team
Understand how own performance can be improved at future meeting	
05.01	Identify ways to obtain feedback on own performance at meetings
05.02	Explain ways to use feedback obtained to improve own performance
05.03	Explain the importance of self-reflection of own performance at meetings

Qualification Framework	: RQF
Title	: Determine market opportunities for hospitality services
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 44
Unit Credit Value	: 11
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1. Team

1. departmental team
2. leadership team

2. Hospitality Services

1. sport and leisure
2. health and beauty
3. cultural and heritage
4. entertainment (e.g. ticket bookings)
5. dining
6. accommodation
7. events
8. bar services
9. corporate
10. Retail (e.g. concessions, vending)
11. transport services (e.g. taxi, shuttle bus)

3. Resources

1. staff
2. budget

SWOT (strengths, weaknesses, opportunities and threats)
ROI (return on investment)

Unit: T/504/1048 : Determine market opportunities for hospitality services

Be able to determine market opportunities for hospitality services based on research and analysis

Assessment Criterion - The learner can:

01.01	Obtain qualitative feedback on an organisations service offer
01.02	Obtain structured quantitative customer feedback on service offer
01.03	Identify which aspects of existing service offer could be modified for improved profitability and quality
01.04	Conduct market analysis to assess an organisations service offer in the context of the wider hospitality market
01.05	Develop competitor profiles using a SWOT analysis
01.06	Use outcomes of qualitative and quantitative feedback to produce a SWOT analysis for an organisation

Be able to interpret the analysis to determine market opportunities for hospitality services

02.01	Interpret the outcomes of the SWOT analysis to establish a realistic assessment of market opportunities
02.02	Identify gaps in the provision of local hospitality services, which align to an organisations strategic objectives and brand image, from which it could profit
02.03	Develop opportunities which meet the needs of an organisations existing and potential target markets
02.04	Prioritise opportunities, taking into account ease of implementation, ROI and alignment with existing service offer
02.05	Confirm that an organisation is adequately resourced to offer a new and modified service

Be able to prepare for the implementation of new and modified hospitality services

03.01	Consult with the management team to reach conclusions regarding the provision of new and modified services
03.02	Identify success factors for new and modified services that fall within own area of responsibility
03.03	Produce a project plan for the successful launch of new and modified services

Understand how to research and analyse data to help determine market opportunities for hospitality services

04.01	Explain the differences and benefits between qualitative and quantitative feedback
04.02	Explain how to obtain structured quantitative customer feedback on an organisations existing service offer
04.03	Explain how to obtain detailed market research analysis for the hospitality industry

Understand how to interpret the analysis to determine market opportunities in line with an organisations objectives

05.01	Describe the benefits of conducting a SWOT analysis
05.02	Explain how to weight the outcomes of a SWOT analysis in order of relative importance
05.03	Explain the profitability and customer satisfaction levels for an organisations existing service offer
05.04	Identify an organisations chief competitors
05.05	Evaluate the hospitality services available in the local area
05.06	Explain an organisations strategic objectives, brand image and existing target market
05.07	Explain how to calculate ROI
05.08	Explain the impact on resources that the provision of a new and modified hospitality service would make

Understand how to prepare for the implementation of new or modified hospitality services

06.01	Explain how to make an effective contribution to an organisations decision making process for new and modified services
06.02	Identify the factors that will define the success of new and modified services
06.03	Explain how to develop a project plan which takes account of all necessary resources and deadlines
06.04	Explain the limits of own authority for planning and managing an organisations service offer

Qualification Framework	: RQF
Title	: Manage supplier contracts
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 36
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
1 Resources	
	1. Stock
	2. Equipment
	3. Services

Unit: T/504/1051 : Manage supplier contracts

Be able to initiate contracts with suppliers and contractors to meet identified organisational needs

Assessment Criterion - The learner can:

01.01	Identify the resources needed to satisfy operational requirements
01.02	Establish the purchasing budget for each resource
01.03	Research potential suppliers for each resource
01.04	Promote invitations to tender to a range of potential suppliers
01.05	Evaluate tenders against established criteria
01.06	Select suppliers based on the closest fit to an organisations requirements
01.07	Negotiate contracts that maximise the potential for profit whilst adhering to an organisations quality criteria

Be able to manage supplier/contractor contracts

02.01	Identify where it is cost effective for groups of resources to be supplied together
02.02	Implement arrangements for resources to be supplied together
02.03	Oversee contracts with suppliers to ensure they are consistent and meet both legal and organisational requirements
02.04	Establish service level agreements that are clear and acceptable to an organisation and a supplier
02.05	Maintain supplier relationships to achieve the outcomes required by an organisation
02.06	Monitor compliance with contracts, taking into account legal, regulatory and organisational requirements

Be able to evaluate the success of contractual arrangements for the future benefit of an organisation

03.01	Evaluate the success of contractual arrangements on a regular basis
03.02	Re-negotiate contract terms to the benefit of an organisation, without detriment to the supplier relationship
03.03	Report on supplier contracts to management team, identifying possible synergies with other areas of an organisation

Understand how to initiate contracts with suppliers/contractors

04.01	Compare different types of supplier contracts and agreements
04.02	Explain when it is appropriate to have different types of supplier contracts and agreements
04.03	Explain own authority to select suppliers on an organisations preferred list and with those which are not
04.04	Explain the importance of clearly communicating requirements and specifications when establishing supplier contracts
04.05	Explain the key points to consider when evaluating tenders
04.06	Explain why it is important to invite a range of potential suppliers to bid for contracts
04.07	Explain the different types of information and sources of information that can be used to evaluate contracts

Understand how to manage supplier/contractor contracts

05.01	Identify the basic legal, regulatory and organisational requirements governing supplier contracts
05.02	Explain the benefits of productive working relationships with suppliers
05.03	Explain how to balance the maintenance of good supplier relationships with achieving the best terms for an organisation
05.04	Evaluate which groups of resources could be best supplied together within one contract
05.05	Evaluate different methods of monitoring contract compliance
05.06	Explain how to select the most appropriate method of monitoring contract compliance for an organisation and contractor
05.07	Explain the importance of using a service level agreement
05.08	Explain the process for dealing with supplier disputes
05.09	Identify to whom supplier disputes should be referred when outside the limits of own authority
05.10	Identify how to utilise other supplier relationships within an organisation

Understand how to evaluate suppliers in line with an organisations requirements

06.01	Explain why it is important to evaluate and report on suppliers strengths and areas for improvement
06.02	Explain how to raise the need for improvements with suppliers

Qualification Framework : RQF

Title : Employment Rights and Responsibilities in the Hospitality, Leisure, Travel and Tourism Sector

Unit Level : Level 2

Unit Sub Level : None

Guided Learning Hours : 16

Unit Credit Value : 2

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/601/7214 : Employment Rights and Responsibilities in the Hospitality, Leisure, Travel and Tourism Sector

Know employer and employee rights, responsibilities and own organisational procedures

Assessment Criterion - The learner can:

01.01	State employer and employee rights and responsibilities under employment law, including Disability Discrimination Act, Health & Safety and other relevant legislation
01.02	State importance of having employment rights and responsibilities
01.03	Describe organisational procedures for health & safety, including documentation
01.04	Describe organisational procedures for equality & diversity, including documentation
01.05	Identify sources of information and advice on employment rights and responsibilities, including Access to Work and Additional Learning Support

know factors that affect own organisation and occupation

02.01	Describe the role played by own occupation within organisation and industry
02.02	Describe career pathways available to them
02.03	State types of representative body related to the industry, their main roles and responsibilities and their relevance to the industry
02.04	Identify sources of information and advice on own industry, occupation, training and career
02.05	Describe principles, policies and codes of practice used by own organisation and industry
02.06	Describe issues of public concern that affect own organisation and industry

Qualification Framework	: RQF
Title	: Recruit and select hospitality staff
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 29
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: Y/504/1060 : Recruit and select hospitality staff

Be able to identify the need for hospitality staff

Assessment Criterion - The learner can:

01.01	Identify any shortfalls in the skills, knowledge, understanding and experience of teams and individuals through regular review
01.02	Evaluate options for identifying ways to address shortfalls in the team

Be able to prepare to recruit and select hospitality staff

02.01	Develop job descriptions and person specifications relevant to job roles identified for recruitment
02.02	Agree the stages in the recruitment and selection process, with colleagues including: a) the appropriate methods to use b) the associated timings c) who will be involved
02.03	Review information on vacancies to ensure it is clear, accurate and in line with legislation before roles are advertised

Be able to manage the recruitment and selection process of hospitality team members

03.01	Utilise specialist expertise in relation to recruiting, selecting and retaining team members
03.02	Recruit staff ensuring the process is: a) objective b) complies with relevant anti-discrimination legislation
03.03	Confirm the appropriate checks are made to ensure applicants have the necessary legal permission to work in the country in which the role is based
03.04	Manage the use of recruitment agencies to ensure correct procedures are in place before selecting agency staff
03.05	Manage the use of probationary periods

Be able to evaluate the recruitment, selection and retention of team members

04.01	Evaluate the effectiveness of the recruitment and selection process in relation to recent appointments in own area
04.02	Identify areas for improvement in the recruitment and selection process
04.03	Evaluate own management performance including its impact on staff retention
04.04	Conduct exit interviews to identify reasons for staff turn over
04.05	Employ methods to address staff turnover problems, within own area of responsibility
04.06	Share methods for addressing staff turnover with the management team

Understand how to identify the need for additional hospitality team members

05.01	Review the workload in own area of responsibility to identify any shortfall with the team
05.02	Determine the different options for addressing identified shortfalls
05.03	Explain the key content requirements for job descriptions and person specifications
05.04	Explain why it is important to give clear, accurate and legally compliant information on vacancies to potential applicants

Understand how to manage the recruitment and selection process

06.01	Evaluate sources of specialist expertise in relation to recruitment, selection and retention
06.02	Explain the importance of recruiting team members with the personality and attitude to complement an organisations values and culture
06.03	Explain the documentation required by applicants which prove their right to work in the country in which the role is based
06.04	Explain the different stages in the recruitment and selection process, including who to consult
06.05	Evaluate different recruitment and selection methods
06.06	Explain the implications of using agencies to fulfil staffing needs
06.07	Explain how to ensure the selection process meets the requirements of anti-discrimination legislation
06.08	Outline how to judge whether applicants meet the stated vacancy requirements
06.09	Explain how to use references to assist in the selection process
06.10	Explain how judicious use of probationary periods can benefit the recruitment process

Understand how to evaluate the loss and retention of team members

07.01	Explain the importance of understanding why staff leave
07.02	Explain how to measure staff turnover
07.03	Compare the causes and effects of high and low staff turnover
07.04	Select and justify measures which can be employed to address staff turnover problems

Qualification Framework	: RQF
Title	: Design, implement and manage a food safety management system
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 23
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

1 Risks

1. physical
2. chemical
3. allergic

2 Resources

1. equipment
2. suppliers
3. staff
4. time
5. money
6. facilities

3 Working practices

1. range of dishes on the menu(s)
2. sourcing safe supplies and information on ingredients
3. stages in food preparation, cooking and service
4. range of equipment used, premises and work environment
 1. storage
 2. waste management
 3. infestation management

4 Training

1. identifying training needs
2. determining staff training methods
3. implementing a training programme
4. allocation of staff to posts that make good use of training received

Unit: A/504/0998 : Design, implement and manage a food safety management system

Be able to establish the requirements of a food safety management system

Assessment Criterion - The learner can:

01.01	Analyse the legislative requirements for food safety to inform the design of the food management system
01.02	Analyse the risks to food safety from various hazards
01.03	Review current procedures and practices to determine their suitability
01.04	Manage the allocation of resources, roles and responsibilities for specific components of a food safety management system
01.05	Establish procedures for: a) cleaning b) pest control c) chemical control, use and storage d) personal protective equipment e) food holding and storage f) food handling g) supplier delivery storage h) recording information i) handling waste

Be able to implement and manage a food safety management system

02.01	Implement new procedures for changes to working practices according to an organisations food safety management system
02.02	Evaluate training provided to staff in food safety management procedures
02.03	Monitor visitor, supplier and staff compliance to current procedures
02.04	Conduct risk assessments to ensure food safety management is maintained
02.05	Collect feedback on new procedures following implementation
02.06	Evaluate implementation of food safety management procedures
02.07	Monitor the application of the food safety management system

Understand how to design implement and monitor a food safety management system

03.01	Explain the essential factors in designing implementing and managing food safety management system
03.02	Explain the benefits of establishing food safety management procedures
03.03	Explain the consequences of non-compliance to current and on-going legislation
03.04	Evaluate the organisations risk assessment process as part of the food safety management system
03.05	Describe the suitable corrective actions to control food safety hazards
03.06	Evaluate the organisations policy for reporting and dealing with hazards
03.07	Explain the importance of regularly monitoring records
03.08	Outline methods to evaluate feedback on food safety management
03.09	Explain the due diligence and compliance responsibilities of food business operators

Qualification Framework	: RQF
Title	: Manage room availability to maximise revenue potential
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 18
Unit Credit Value	: 5
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: A/504/1035 : Manage room availability to maximise revenue potential

Be able to monitor room availability to maximise revenue potential

Assessment Criterion - The learner can:

01.01	Develop a standard for room turnaround times, which meets an organisations requirements
01.02	Benchmark the teams average room turnaround standard against recognised industry and organisational standards
01.03	Estimate room requirements on a daily and long term basis
01.04	Respond to the particular needs of large group bookings
01.05	Manage room turnaround by confirming that allocated rooms take priority
01.06	Manage essential room maintenance in a way which minimises disruption to room availability
01.07	Maintain room availability by confirming an adequate supply of resources

Be able to monitor staff to ensure room availability which maximises revenue potential

02.01	Develop contingency plans to address unexpected changes to anticipated demand at short notice and ensure team flexibility to meet changing requirements
02.02	Measure the use of temporary staff to meet business demands
02.03	Measure the use of temporary staff to meet business demands
02.04	Monitor a teams performance against room turnaround targets whilst confirming the organisations standards are not compromised by tight deadlines
02.05	Analyse a teams performance in terms of rooms serviced per day against the agreed standard
02.06	Report on a teams performance against room targets and the success of procedures to senior management

Understand how to manage room availability to maximise revenue potential

03.01	Explain organisational and regulatory requirements that affect the housekeeping service
03.02	Explain industry practice and standards for the management of room availability
03.03	Analyse how a budget impacts on securing resources
03.04	Evaluate how the housekeeping budget and resources impact on maximizing room availability
03.05	Explain how to benchmark the teams performance against that of competitors
03.06	Explain how to plan the teams workloads to meet organisational turnaround times without compromising standards
03.07	Explain why certain rooms take precedence for turnaround and the impact on revenue if they did not
03.08	Describe when it is appropriate to employ temporary staff
03.09	Explain how to manage the closure of rooms for essential maintenance in a way which minimises disruption to room availability
03.10	Identify key factors about a teams performance that need to be discussed with senior management

Qualification Framework	: RQF
Title	: Plan and design food production areas
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 25
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance . Relevant specialists a. architects b. kitchen planners c. designers d. equipment manufacturers and suppliers 2 Equipment a. food storage b. food preparation c. cooking d. serving e. surfaces 3 Services a. gas b. electric c. water d. supplies e. drainage f. ventilation g. lighting 4 Ancillary areas a. pot washing b. dishwashing c. still areas d. cleaning and disinfections e. sanitary conveniences and cloakrooms f. waste disposal g. offices h. storage areas i. servicing areas j. delivery areas and loading bays

Unit: A/504/1066 : Plan and design food production areas

Be able to assess the future needs of food production areas

Assessment Criterion - The learner can:

01.01	Analyse the advantages and disadvantages of existing food production areas
01.02	Identify the need for new equipment based on an organisations future requirements
01.03	Conduct risk assessments of existing food production areas
01.04	Carry out feasibility studies of possible options for food production areas
01.05	Assess cost and budget requirements of possible design options
01.06	Review the impact of current and future legislation on food production areas
01.07	Co-ordinate the development of proposals for kitchen design and layout in conjunction with relevant specialists
01.08	Seek approval for design proposals from the appropriate people
01.09	Modify plans for kitchen designs according to feedback from appropriate people

Be able to re-design food preparation and production areas

02.01	Assess how the application of new equipment will impact on the design of food production areas
02.02	Plan the positioning of equipment to optimise workflow, improve energy use and assist cleaning, maintenance and safety
02.03	Participate in the modification of kitchen design and layout
02.04	Revise the budget to take account of the re-design of food production areas
02.05	Monitor the design and layout of food production areas to ensure they conform to legislative requirements
02.06	Confirm that services and supplies are functional and ancillary areas are accounted for
02.07	Deal with problems relating to the design and layout of food preparation and production areas

Understand how to assess and plan for the future needs of food production areas

03.01	Explain the process of assessing the future need of food production areas
03.02	Evaluate the extent to which new food production operations will meet an organisations objectives
03.03	Explain how to assess the cost of proposed options
03.04	Explain the procedure for obtaining approval for changes to the food production area
03.05	Identify the legislation relevant to the areas being designed
03.06	Identify where to gain information on current and future legislation

Understand how to re-design food preparation and production areas

04.01	Evaluate the impact of change on inter-departmental working
04.02	Explain the difference changes will make to operational activities
04.03	Describe how to assess the impact of current and future uses of equipment
04.04	Explain the key information to assess in equipment specifications
04.05	Outline the main points to include within a food production design specification
04.06	Identify where to get information on potential equipment
04.07	Explain the relevant legislation for the safe working of the redesigned food production area

Qualification Framework	: RQF
Title	: Manage arrivals and departures of guest to maximise revenue
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 34
Unit Credit Value	: 9
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Tariffs/Rates

1. Room only
2. Room and breakfast
3. Half board
4. Full board
5. Long lets
6. Special packages

2 Relevant departments

1. Housekeeping/accommodation
2. Conference/events
3. Function rooms
4. Maintenance
5. F&B/room service/kitchen
6. Sales
7. Reservations
8. Revenue

Reservation sources

1. Individuals
2. Travel agents
3. Tour operators
4. Businesses/companies
5. Central reservations
6. Airlines
7. Conference organisers

Glossary

Hotel reservation systems

For example - Opera, Fidelio, Protel

Unit: D/504/1030 : Manage arrivals and departures of guest to maximise revenue

Be able to establish systems and procedures for the arrival and departure of guests

Assessment Criterion - The learner can:

01.01	Implement systems to set and manage room sales targets
01.02	Design check in and check out procedures that are: a) easy to monitor b) support guest flow c) maximise guest satisfaction
01.03	Implement systems that ensure staff are aware of opening and closing figures, yield management and latest set rates

Be able to manage procedures for the arrival and departure of guests

02.01	Monitor front office staff to ensure they adhere to an organisations room rates and tariff strategy
02.02	Confirm that staff are trained on the process of guest arrivals and departures
02.03	Confirm that suitable systems are in place to correctly record information
02.04	Monitor the reception and all public areas to ensure they are maintained to an organisations required standard
02.05	Maintain up to date accounting and guest payment procedures
02.06	Maximise revenue income when managing the accounting and guest payment procedures
02.07	Confirm that staff are aware and up to date on room availability and status
02.08	Confirm that staff allocate the most appropriate rooms according to availability and guest needs
02.09	Co-ordinate the arrival of guests and departures with other relevant departments
02.10	Monitor the smooth running of the reservations processes

Be able to meet targets and maximise revenue potential

03.01	Check that staffs knowledge on products, services and promotions is accurate and up to date
03.02	Monitor staff so that they: a) use appropriate selling techniques b) are trained to organisational standards c) are able to identify the available range of selling opportunities
03.03	Manage the sale of rooms to achieve the most appropriate rate and commercial targets
03.04	Check that staff inform guests of special offers and promotional packages
03.05	Optimise relationships with relevant reservation sources
03.06	Meet maximum room occupancy and revenue targets, average daily rate against REVpar targets and year-on-year targets

Understand how to manage procedures for guest arrivals and departures

04.01	Explain an organisations policy on room rates
04.02	Explain the importance of briefing staff on different sources of advanced and ad-hoc reservations
04.03	Explain how to maximise revenue and at the same time improve guest relations
04.04	Explain the important factors when writing and conveying procedures and work instructions for staff and colleagues

Understand how to meet targets and maximise revenue potential

05.01	Outline the basis on which an organisations revenue targets are set
05.02	Evaluate different marketing approaches to increase revenue
05.03	Evaluate the effectiveness of different selling techniques
05.04	Explain how to communicate selling techniques to staff
05.05	Describe how to measure performance against an organisations standards
05.06	Evaluate the main hotel operating systems available to:a) compare the data they provideb) identify how they can be used to maximise sales
05.07	Explain: a) KPIs, REVpar b) average daily rate c) occupancy targets d) weekly yield targets e) year-on-year targets

Qualification Framework	: RQF
Title	: Develop enhanced levels of food and beverage service
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 26
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: D/504/1044 : Develop enhanced levels of food and beverage service

Be able to establish procedures and guidelines to enhance levels of food and beverage service

Assessment Criterion - The learner can:

01.01	Establish food and beverage service procedures that are appropriate to the level of dining for each food and beverage service area
01.02	Establish procedures that promote anticipative, yet unobtrusive, service
01.03	Establish guidelines for behaviour, dress and performance which align to an organisations standards
01.04	Establish procedures that ensure customers with additional requirements are assisted in an unobtrusive manner

Be able to develop a team to enhance levels of food and beverage service

02.01	Confirm that the team is trained to: a) understand the principles of high-quality food and beverage service b) use appropriate body language in line with the standard of service being provided
02.02	Develop the team to: a) confirm customers receive the required product information on food and beverages b) achieve an efficient flow of food and beverage service from kitchen and bar to table c) recognise when customers may be celebrating an occasion, and adapt service accordingly d) deal with customer incidents in a manner that balances their needs and those of the organisation

Be able to use appropriate sources of information to improve the food and beverage service

03.01	Identify areas of a service teams procedures that could be improved
03.02	Benchmark an organisations quality of food and beverage service against competitors that operate at a similar level
03.03	Implement improvements to food and beverage services as required
03.04	Respond to customer complaints and suggestions

Understand key facts to providing enhanced levels of food and beverage service

04.01	Identify the industry standards for different styles of food and beverage service
04.02	Explain how industry standards impact on providing enhanced levels of food and beverage service
04.03	Analyse the fundamental principles of high-quality food and beverage service

Understand how to develop team members to enhance levels of food and beverage service

05.01	Explain why anticipative, yet unobtrusive, service can enhance the customer experience
05.02	Explain the importance of a service teams adherence to an organisations standards for dress, behaviour and performance
05.03	Explain how a service teams product knowledge can improve customer relationships
05.04	Outline methods to ensure that a service team has the required product knowledge to recommend the appropriate beverages for all menu items
05.05	Explain how body language helps a service team portray high quality service
05.06	Explain how to develop a service team to achieve an efficient service from service areas to the customer
05.07	Explain how to develop a service team to respond to customers special occasions in a way that enhances the customer experience
05.08	Explain how a service team should deal with customer incidents in a way that enhances service levels and balances the needs of an organisation
05.09	Explain how a service team should deal with customers with additional requirements unobtrusively

Qualification Framework	: RQF
Title	: Manage the provision of additional services
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 13
Unit Credit Value	: 4
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1. Additional Services

1. Dry cleaning
2. Minor decoration
3. Seasonal decoration
4. Plants & flowers
5. Window cleaning
6. Housekeeping of leisure facilities
7. Provision of hygiene facilities
8. Butler/Valet service
9. Cleaning of public areas
10. Cleaning of external areas
11. Carpets, upholstery and fabric cleaning

Unit: F/504/1036 : Manage the provision of additional services

Be able to identify and plan for additional services

Assessment Criterion - The learner can:

01.01	Identify additional services for which the team will have responsibility
01.02	Develop a schedule for the provision and maintenance of additional services,taking into account available resources and the organisations priorities
01.03	Identify ad-hoc internal issues that may require the time of the housekeeping staff
01.04	Calculate the cost of the provision and maintenance of additional services to the overall budget

Be able to monitor additional services

02.01	Implement negotiations with external contractors to set key performance indicators
02.02	Monitor the work of both internal staff and external contractors in relation to additional services
02.03	Minimise potential risks relating to the effective delivery of additional service, in line with the organisations standards and regulatory requirements
02.04	Implement actions to improve the provision of additional services, identified as necessary through the monitoring process

Understand how to identify and plan for additional services

03.01	Explain how to identify additional services which require personal management responsibility
03.02	Analyse whether available resources are sufficient for the delivery of additional services
03.03	Explain how to prioritise the provision of additional services, according to the organisations needs
03.04	Explain the type of additional minor issues the team can reasonably be expected to deal with during the course of their duties
03.05	Explain how to manage the budget for additional services, within the context of the overall budget

Understand how to manage additional services

04.01	Explain how to negotiate with potential external providers to achieve the most cost effective option
04.02	Explain how to deal with issues and disputes relating to the provision of additional services, in a way that maintains the organisations image and standards
04.03	Evaluate the organisations quality standards for additional services
04.04	Explain the regulatory requirements relating to the provision of additional services
04.05	Analyse risks in relation to the provision of additional services
04.06	Explain how to avoid unacceptable levels of risk
04.07	Evaluate possible improvements to the provision of additional services

Qualification Framework	: RQF
Title	: Manage the billing and payment processes
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 42
Unit Credit Value	: 10
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance . Payment systems a. credit/debit cards b. cheques c. credit notes d. discounts e. travellers cheques f. vouchers g. cash h. account billing i. virtual credit cards/cards not present j. invoicing k. BACS Staff a. permanent FOH staff b. temporary FOH staff c. staff in other departments d. senior staff Organisational requirements relating to a. speed of processing b. security measures c. recording of payments d. customer service e. passing of payments to accounts f. outside standard office hours Security procedures a. in advance / on deposit payments b. cash levels in till / on premises c. bank transfers d. handling and processing payments e. credit/debit card protection Payment points e.g. EPOS systems

Unit: F/504/1070 : Manage the billing and payment processes

Be able to manage the billing and payment process

Assessment Criterion - The learner can:

01.01	Monitor systems and procedures to ensure that they are:a) adequately resourcedb) being followed in line with an organisation's policy
01.02	Gather feedback from staff and customers regarding systems and procedures
01.03	Propose new methods and systems to respond to feedback, in keeping with the organisations requirements
01.04	Monitor payments to confirm that: a) staff work in line with the organisation's policy b) payments and refunds are correctly authorised c) discount and promotion data is up to date
01.05	Check that billing systems are appropriate to an organisations requirements
01.06	Make recommendations for alternative billing systems where necessary

Be able to manage the operation of payment handling system and procedures

02.01	Confirm that staff training is in place for operating payment handling systems and related procedures
02.02	Support staff when they need clarification of systems and procedures
02.03	Support staff with problems relating to payments
02.04	Reconcile actual takings against recorded takings
02.05	Deal with discrepancies in line with an organisations procedures
02.06	Complete all documents relating to takings in line with an organisations procedures
02.07	Deal with disruptions to service

Be able to establish and maintain the security of payment handling systems

03.01	Develop staff to enable them to identify possible fraudulent transactions and breaches of security
03.02	Brief staff on how respond to possible fraudulent transactions and breaches of security
03.03	Manage secure payment point procedures
03.04	Authorise the collection of payment point contents following an organisations procedures
03.05	Deal with payment discrepancies in line with customer service guidelines
03.06	Monitor staff to ensure security procedures:a) are being followedb) identify deviations

Understand how to monitor and evaluate the billing and payment processes

04.01	Explain an organisations procedures for handling payments
04.02	Describe the channels of communication for feedback on the billing and payment process
04.03	Explain what actions to take when standards are not achieved
04.04	Explain how to monitor organisational procedures
04.05	Outline techniques to monitor, evaluate, and review the payment handling process
04.06	Explain how to deal with identified problems and breaches of security

Understand how to manage the operation of the billing and payment process

05.01	Explain how to communicate to staff the: a) handling of payments b) range of an organisation's services c) discounts and promotions that may apply
05.02	Evaluate the systems and packages that are appropriate for payment handling within the context of an organisations policies
05.03	Identify the legislation relevant to payment handling
05.04	Describe an organisations policy and procedures on refunds

Understand how to establish and maintain the security of payment handling systems

06.01	Explain how to plan and implement the security of staff and receipts
06.02	Describe potential threats to security within an organisation
06.03	Explain how to deal with suspected dishonesty in an organisation when handling payments
06.04	Identify types of security issues associated with payments
06.05	Describe how to communicate the importance of security to staff
06.06	Identify corrective action to deal with breaches in security
06.07	Discuss the type of contingency plans that can be devised and implemented to reduce the impact of security breaches
06.08	State an organisations legal position regarding security breaches

Qualification Framework : RQF

Title : Develop and create innovative dishes and recipes

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 34

Unit Credit Value : 11

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Resources

1. staff
2. equipment
3. supplies
4. time
5. money
6. facilities
7. waste management

Dietary requirements

1. nutritional balance
2. religious
3. medical
4. allergens
5. vegan/vegetarian
6. cultural

Customer

1. current customer base
2. target markets

Glossary

Range of different products includes: local or company approved providers; seasonality; different types of produce, meat, fish poultry, vegetables

Unit: H/504/1000 : Develop and create innovative dishes and recipes

Be able develop dishes and recipes that reflect organisational style

Assessment Criterion - The learner can:

01.01	Research ideas for dishes and recipes using diverse sources
01.02	Create innovative dishes and recipes that use a range of produce
01.03	Create dishes and recipes that are in line with an organisations menu and style, and consumer requirements taking into account: a) the available resources and costs b) food combinations c) flavour d) dietary requirements e) prices of existing and new suppliers
01.04	Calculate ingredient ratios, cooking times and temperatures for producing the recipe in varying quantities
01.05	Establish systems for recording and evaluating feedback on new dishes and recipes
01.06	Obtain feedback on dishes and recipes from relevant people

Be able to cost dishes and recipes

02.01	Maintain accurate records and costing sheets on dishes and recipes
02.02	Calculate portion yield
02.03	Cost the ingredients required for the quantity of dishes being produced
02.04	Cost dishes and recipes to meet an organisations financial policy

Understand how to develop and introduce dishes and recipes

03.01	Evaluate sources of information that may be used to influence and inform the development of new dishes and recipes
03.02	Identify stages associated with new dish and recipe development
03.03	Explain the process of evolving a dish from a recipe
03.04	Explain current and expected trends in recipe and dish innovation
03.05	Explain methods to obtain feedback on proposed dishes and recipes
03.06	Explain how to determine the nutritional content of recipes and dishes
03.07	Explain an organisations policy for the introduction of new recipes and dishes

Understand the impact of the cost of dishes and recipes

04.01	Explain the key financial considerations when developing dishes and recipes
04.02	Explain the impact of inaccurately calculating portion yield for new dishes and recipes
04.03	Explain how new dishes contribute toward meeting required financial targets
04.04	Explain how to balance innovation against cost
04.05	Evaluate an organisations policy regarding the costing of new dishes and recipes
04.06	Explain the implication of new dishes and recipes on resources
04.07	Identify the implications of large scale preparation and cooking when using multiple components and cooking methods

Qualification Framework	: RQF
Title	: Manage the presentation and portion size of dishes
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 21
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Methods of relaying information

1. verbally
2. written
3. pictorial

2 Appropriate presentation equipment

1. kitchen tools
2. servers
3. crockery
4. glassware
5. cooking dishes

3 Marketing and promotional messages

1. menus
2. pictures
3. information in literature supplied by the organisation
4. newspapers in which the marketing message may be featured
5. magazines in which the marketing message may be featured

Unit: H/504/1028 : Manage the presentation and portion size of dishes

Be able to manage the portion size and presentation of dishes to meet an organisations standards

Assessment Criterion - The learner can:

01.01	Communicate the correct portion size and presentation requirements for each dish to staff
01.02	Calculate portion size based on: a) cost to profit margin ratios b) minimising waste c) appropriate presentation protocols, ensuring value for money
01.03	Monitor procedures for staff training on portion size and presentation
01.04	Monitor the availability of appropriate presentation equipment
01.05	Justify that business based decisions on portion size are linked to results
01.06	Review portion size and presentation before food leaves the kitchen to conform with marketing and promotional messages

Understand how to manage the portion size, to minimise waste

02.01	Evaluate the organisations policy on portion control
02.02	Analyse the impact that waste and inefficiency has on cost
02.03	Identify how to reduce waste through robust portion control to maximise profit
02.04	Explain the relationship between portion control and cost and profit margin ratios
02.05	Identify how portion control contributes to business measures and key performance indicators
02.06	Explain the potential impact if the importance of portion control is not understood by staff

Understand how to manage the presentation of dishes to meet an organisations standards

03.01	Explain how to manage dish presentation to meet an organisations standards and profit margins
03.02	Explain types of presentation appropriate for different events
03.03	Explain why the management of staff in portion control is critical in order to meet organisational objectives
03.04	Explain the techniques to use when managing the presentation of dishes to achieve organisational objectives

Qualification Framework	: RQF
Title	: Manage the reservation systems
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 34
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Booking channels

1. online booking
2. agents
3. tour operators
4. individuals
5. global distribution systems

2 Reservation systems

1. bedroom booking
2. conference booking
3. restaurant bookings
4. function booking

Unit: H/504/1031 : Manage the reservation systems

Be able to manage the reservation service in line with an organisations procedures and systems

Assessment Criterion - The learner can:

01.01	Confirm that procedures and systems are in place to capture all reservations and booking information
01.02	Monitor the reservation service in line with an organisations objectives, policies, and procedures
01.03	Confirm that appropriate systems are in place to manage and record all booking channels offered by an organisation
01.04	Confirm that deposit and cancellation policies are known and operated by staff
01.05	Monitor the implementation of night audit and end of day procedures

Be able to manage the operation of the reservation service

02.01	Maximise occupancy levels
02.02	Monitor the implementation of the reservation service, ensuring that: a) room rates and availability data is kept up to date b) contingency plans are in place to minimise disruption if problems occur c) staff know how to use booking and operating systems effectively d) reservation staff are aware of methods of managing and controlling booking levels e) reservations staff are trained in and aware of, product and service rates, weekend deals, special arrangements, promotions and discounts
02.03	Interpret sales reports and reservations information to confirm that relevant data is kept up to date
02.04	Monitor charges on booking systems arrangements with outside agencies

Understand the legal requirements, policies, procedures and systems for managing the reservation service

03.01	Explain an organisations objectives, policies and procedures relating to the reservations service
03.02	Explain the importance of data protection in relation to the reservation process

Understand how to manage the operation of the reservation service

04.01	Evaluate different booking and reservation systems in the context of meeting the organisations needs
04.02	Explain how to make best use of the reservation systems currently in place in an organisation
04.03	Explain methods for managing discrete shift handovers
04.04	Explain how to train staff on the use of reservation systems
04.05	Identify the advantages of maintaining arrangements with various booking channels
04.06	Explain the importance of monitoring and analysing sales and staff performance
04.07	Explain methods to minimise disruption to service when problems occur
04.08	Outline methods of maintaining good working relationships between front and back office staff

Qualification Framework : RQF

Title : Develop menus to meet the organisation's cost requirements

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 32

Unit Credit Value : 10

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

1 Menus
 breakfast, lunch, dinner, afternoon tea, snack, functions/special event menus
 2 Diet
 nutritional balance, medical, allergens, religious, vegan/vegetarian, cultural
 3 Functions
 conferences, weddings, fine dining events
 4 Cost (information)
 cost-to-profit ratios, revenue figures, energy costs, staffing costs
 5 Resources
 staff, equipment, supplies, facilities, time, money, waste management
 Glossary
 Sources of data available
 e.g. sales, popular and innovative menu items, alternative recipe sources, customer perception or satisfaction surveys
 Sources of produce
 For example: approved quality suppliers, alternative suppliers, provenance, quality stamps, range of acceptable produce, seasonality, foraged food
 Sustainability
 Carbon footprint, ethical moral process in relation to supply chain

Unit: H/504/1062 : Develop menus to meet the organisations cost requirements

Be able to plan menus

Assessment Criterion - The learner can:

01.01	Use a variety of sources to obtain information on customer requirements when developing menus
01.02	Plan menus to take into account: a) the skills, experience and training needs of staff b) the equipment and facilities available c) what is logistically viable in terms of preparation time and kitchen protocols d) the sources of produce including consistency of supply with the menu plan i.e. seasonal and local e) future developments according to an organisation's business plan

Be able to develop menus

02.01	Develop menus taking into account: a) appropriateness to an organisation's customer base in terms of diet and price b) the sourcing of produce at prices that allow optimum profit margins c) the use of local and seasonal produce where possible d) the use of produce from appropriate sources that meet an organisation's quality standards e) an organisation's style of service to ensure menu balance, creativity and imagination f) legal requirements
02.02	Update menus in line with customer feedback
02.03	Develop dishes and menus for different functions
02.04	Develop a menu that is relevant to the quantities of dishes required
02.05	Maintain the required records on dishes and menus

Be able to cost menus

03.01	Calculate the proportions of the main component and accompaniments in dishes
03.02	Calculate the sales mix and the balance of price and offers
03.03	Identify the main sources of revenue from the menu
03.04	Estimate the use of energy for sustainable food production
03.05	Evaluate the impact of seasonality restrictions on menu costs calculations
03.06	Calculate the cost to profit margin ratios in line with organisational policy
03.07	Calculate staffing costs associated with the production of menu items
03.08	Cost produce to accurately price dishes

Understand how to plan menus

04.01	Explore the principles of planning, trialling and testing new recipes
04.02	State the current legislation, dietary considerations and health, safety and hygiene requirements when planning menus
04.03	Evaluate methods for obtaining information for menu planning
04.04	Explain how to assess menus to ensure conformity to organisational policy and legislation

Understand how to develop menus

05.01	Analyse an organisations target market and their requirements
05.02	Compare different dishes and menus suitability for different formats of service
05.03	Describe how to achieve a balanced menu
05.04	Explain how to maximise the use of resources
05.05	Identify where to obtain accurate nutritional guidelines
05.06	Explain how to analyse the nutritional content of menus
05.07	Explain how to resource new menu ideas
05.08	State an organisations buying procedures for produce

Understand how to cost menus

06.01	Identify key considerations when costing dishes and menus
06.02	Evaluate an organisations environmental policies and the extent to which they impact on the costing of menus
06.03	Identify the impact of costs and revenue from various sources
06.04	Analyse the current trends that influence menu choices
06.05	Analyse the current economic climate, including cost of produce, and its potential impact on menu costing and pricing
06.06	Explain the scope and limitation of available equipment in relation to costs

Qualification Framework	: RQF
Title	: Manage the linen service
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 15
Unit Credit Value	: 4
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
	1. Linen
	1. For guest rooms
	2. For the restaurant
	3. For other areas
	2. Laundry service
	1. On-premises laundry
	2. Laundry contractor

Unit: J/504/1037 : Manage the linen service

Be able to monitor a linen service

Assessment Criterion - The learner can:

01.01	Maintain par-stock levels of linen, sufficient to cover peak occupancy rates and contingencies
01.02	Manage the day-to-day performance of the laundry contractor, linen room and on-premises laundry
01.03	Develop procedures for handling contaminated linen
01.04	Liaise with other departments to assess their need for linen
01.05	Manage the laundry contract in liaison with relevant departments
01.06	Implement regular stock-takes of linen
01.07	Evaluate the stock-taking process
01.08	Manage the cost-effective purchasing of replacement linen stock and related items, in line with an organisations purchasing guidelines

Be able to manage the linen service team

02.01	Confirm that staff understand the safe use of: a) machinery b) cleaning supplies c) chemicals d) manual handling e) waste management
02.02	Confirm that staff are trained to identify and deal with evidence of contamination
02.03	Delegate supervisory responsibilities to key members of staff within a team
02.04	Resource the in-house linen provision to meet requirements

Be able to manage a system for the delivery of linen

03.01	Provide staff with clear criteria for accepting or rejecting linen
03.02	Monitor the percentage of rejected linen, taking action to reduce the amount where it exceeds service level agreements and an organisations guidelines
03.03	Establish a system for staff to report stock discrepancies
03.04	Respond to major problems with the linen service that are identified

Understand how to manage the delivery of linen to ensure required quality

04.01	Evaluate the organisations linen par-stock levels, calculating the typical laundry costs per item
04.02	Evaluate the terms and conditions of linen contracts in meeting an organisations needs
04.03	Explain an organisations guidelines on the regulations governing the safe use of chemicals used in the laundry service
04.04	Analyse the operational effectiveness of the laundry provision
04.05	Explain methods to negotiate with suppliers
04.06	Describe the process for dealing with problems relating to linen discrepancies
04.07	Explain how to manage the different requirements other departments may have for linen stock
04.08	Evaluate how turn-around times for the linen service, including dry cleaning, meet an organisations needs
04.09	Describe the measures to take to keep linen service within agreed budgets, and meeting profit and loss targets
04.10	Identify ways in which linen stock-takes can be improved to benefit an organisation

Qualification Framework	: RQF
Title	: Manage the organisation of the food and beverage service area
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 24
Unit Credit Value	: 6
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Food and beverage service area

1. Reservations
2. Table seating
3. Phases of service

2 Future planning

1. Seasonal activities
2. Special events or functions
3. Variations in projected business activity

Unit: J/504/1040 : Manage the organisation of the food and beverage service area

Be able to plan the organisation of the food and beverage service area

Assessment Criterion - The learner can:

01.01	Monitor projected business activity to inform planning of a food and beverage service
01.02	Identify staff allocation based on projected business activity
01.03	Monitor the food and beverage service area to ensure: a) the layout conforms to all relevant regulatory and legislative requirements b) the layout assists the normal flow of food service from kitchen to table c) the layout maximises available space without compromising the quality of the customer experience d) all signage is clearly displayed for the benefit of customers e) supervisory staff are effectively managing schedules of service

Be able to manage the food and beverage service area

02.01	Change the layout of food and beverage service areas in line with an organisations requirements
02.02	Monitor reservation system which capture the required booking information
02.03	Implement a system for shift handover which eliminates confusion in a team
02.04	Intervene when serious disruption is caused to the organisation of food and beverage service

Be able to review the organisation of a food and beverage service area

03.01	Evaluate the strengths and weaknesses of the current organisation of food and beverage service areas
03.02	Inform future planning and organisation of the food and beverage service area based on reservation data and other sources of relevant information

Understand how to manage the organisation of food and beverage service areas

04.01	Explain the basis on which an organisations projected business activity has been set
04.02	Explain how projected business activity informs the planning of a food and beverage service area
04.03	Explain the regulatory and legislative requirements relating to food and beverage service
04.04	Explain the best layout of the service area for:a) normal flow from kitchen to tableb) functions, special promotions or large reservations
04.05	Evaluate the available options for table reservation systems
04.06	Explain how best to utilise the abilities of team members to benefit the individual and organisation
04.07	Explain the operational risks that can occur during shift handover and how to prevent them
04.08	State the information that needs to be prominently displayed in service areas to ensure an enjoyable and safe customer experience
04.09	Explain why service schedules are important to a food and beverage service
04.10	Explain ways to ensure that team members can deal with problems and complaints to the satisfaction of customers and the organisation
04.11	Compare methods of reviewing and evaluating the success of the organisation of the food and beverage service area

Qualification Framework : RQF

Title : Manage customer profile information to improve service

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 47

Unit Credit Value : 11

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

- 1 Customer information
 - a. Personal and contact details
 - b. Past and current bills/accounts
 - c. Usage of services
 - d. Personal preferences
 - e. Frequency of custom
- 2 Profile
 - a. demographics
 - b. age
 - c. gender
 - d. location of origin
 - e. spend per head
 - f. spend per year
 - g. business/leisure customers
- Glossary
- Current legislation
- Data Protection Act
- Threats to information
- IT, viruses, computer misuse/hacking, theft, data loss/back up protection, remote working and data security, information leaks.
- Procedures and systems
- IT systems, arrival and departure data, financial information, billing information capture, software allowing convergence of information.

Unit: J/504/1068 : Manage customer profile information to improve service

Be able to establish and manage customer profile information systems

Assessment Criterion - The learner can:

- | | |
|-------|--|
| 01.01 | Establish systems for collecting, maintaining, and retrieving customer data |
| 01.02 | Develop customer profiles using up to date and accurate information |
| 01.03 | Use customer information and profiles in line with legislation |
| 01.04 | Monitor the security of customer information and profiles, protecting from threats |

Be able to utilise customer profile information to provide an enhanced customer service

- | | |
|-------|---|
| 02.01 | Analyse customer profiles to inform the tailoring of individual customer needs |
| 02.02 | Assess why customers use an organisations products and services in preference to its competitors |
| 02.03 | Assess threats and weaknesses in an organisations services |
| 02.04 | Provide customer profiles and information to senior managers as appropriate to enhance customer service |
| 02.05 | Confirm that staff are trained in data protection and appropriate use of customer data |

Be able to forecast future trends using customer profiles

- | | |
|-------|---|
| 03.01 | Assess current and future developments in the hospitality industry, including competitor activities |
| 03.02 | Identify opportunities to expand into new markets and innovations that meet customer needs |
| 03.03 | Profile future target markets using data available from existing customer profiles |

Understand how to establish and maintain systems for managing customer profile information

- | | |
|-------|---|
| 04.01 | Explain the current legislation and ethical considerations relating to collecting, holding and sharing customer information |
| 04.02 | Explain how to prevent potential security risks and threats to customer information and profiles |
| 04.03 | Evaluate an organisations risk management methods and procedures |
| 04.04 | Explain the importance of profiling customers correctly to developing new products and services |
| 04.05 | Analyse the cost benefit of obtaining customer feedback |
| 04.06 | Compare how different software can best be used to collect and analyse information |
| 04.07 | Explain the consequences of inappropriate use of the data collection system |

Understand how to utilise customer profile information to provide an enhanced customer service

- | | |
|-------|--|
| 05.01 | Evaluate sources of customer information |
| 05.02 | Explain how to analyse and measure customer data to deliver useful information for an organisation |
| 05.03 | Explain the use of customer profiles when benchmarking an organisations offer against that of its main competitors |
| 05.04 | Explain how to use customer profiles to support the achievement of an organisations vision and objectives for service requirements |

Understand how to forecast future trends using customer profiles

- | | |
|-------|---|
| 06.01 | Identify best practice trends in customer service |
| 06.02 | Explain how best practice trends in customer service relate to an organisations vision and objectives |
| 06.03 | Assess the relevance of forecasted future trends to the market in which an organisation operates |
| 06.04 | Identify opportunities for collecting new customer data to inform future trends |
| 06.05 | Describe an organisations available technologies and processes in relation to forecasting future trends |

Qualification Framework : RQF

Title : Manage front of house and guest relations

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 57

Unit Credit Value : 10

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Front of house service
 portage and luggage service, concierge and night teams
 2 Local and other customer information
 visitor attractions, transport services, restaurants, theatres, cinemas, local services/shops
 3 Guest property
 luggage, valuables, important documents, messages by fax, telephone, email
 4 Secure areas
 left luggage areas, safety deposit boxes, safes, message holding, electronic communications storage
 5 Security systems
 CCTV, suspicious package procedures, security personnel
 6 External establishments
 theatres, restaurants, travel agents, booking agencies, public houses
 7 Services and products
 spa and/or sports facilities, restaurants, conferences, shopping
 8 Emergency or unusual situations requiring
 medical assistance, first aid, police assistance, fire brigade, locksmith

Unit: J/504/1071 : Manage front of house and guest relations

Be able to manage front of house services

Assessment Criterion - The learner can:

01.01	Confirm the implementation of standards, policies and procedures for front of house services
01.02	Communicate front of house standards, policies and procedures to staff
01.03	Confirm security systems are in place and working
01.04	Confirm that the appearance and behaviour of staff meets an organisations standards
01.05	Confirm that there is up to date provision of customer information
01.06	Confirm customers have access to the building at all times according to an organisations policy
01.07	Monitor the appearance of front of house areas
01.08	Confirm that customer requests, queries, complaints and feedback are dealt with
01.09	Maintain positive working relationships with external establishments that customers may wish to use

Be able to manage the receipt and secure storage of customer property

02.01	Check that procedures are in place to manage the receipt and secure storage of customer property
02.02	Establish a system to securely store and handle customer property
02.03	Provide staff training for receipt, storage, handling and securing of customer property

Be able to manage customer relation services

03.01	Brief staff so they are fully aware of available services and products that can be promoted to customers
03.02	Establish systems to meet customer needs promptly
03.03	Check that staff have been trained to know what to do in an emergency or unusual situation
03.04	Establish good working relationships with internal departments to meet customer needs
03.05	Plan for the different needs of customers to protect an organisation against potential litigation

Understand how to manage front of house services

04.01	Explain the security procedures in place to respond to potential threats to the establishment or customers
04.02	Identify how local and internal services may be used to enhance customers experience of an organisation
04.03	Explain why it is essential that staff understand why good appearance is important to a front of house service
04.04	Explain how to implement legal, fire, health and safety and security requirements
04.05	State what to do in an a) emergency b) in the event of a security problem
04.06	Identify ways of communicating and training staff to follow procedures
04.07	State employer and customer liability and personal responsibilities relating to these procedures
04.08	Describe the process to follow when writing procedures and work instructions
04.09	Explain how to create and implement contingency plans
04.10	Explain how to assess staff performance
04.11	Explain the procedure for assessing the status of front of house area

Understand how to manage customer relation services

05.01	Explain how to minimise disruption to customer service when problems occur
05.02	Identify the range of products and services available in an organisation
05.03	Explain how to anticipate and meet customer needs
05.04	Explain ways of identifying and evaluating possible solutions to problems
05.05	Outline the resources available to support own area of responsibility
05.06	Explore relevant developments in cultural and social awareness
05.07	Explain the impact of developments in cultural and social awareness on service

Qualification Framework : RQF

Title : Current hospitality industry and food trends

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 23

Unit Credit Value : 10

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Relevant industry events

1. other establishments e.g. special functions, openings or social occasions
2. exhibitions
3. conferences
4. competitions
5. functions

Glossary

Gastronomy

Discovering, tasting, experiencing, researching and understanding about food, culture, art and science of food

Unit: K/504/1029 : Current hospitality industry and food trends

Be able to investigate current industry and food production trends

Assessment Criterion - The learner can:

01.01	Identify trends by researching: a) specialist hospitality and catering publications b) equipment publications c) websites d) publications on changing techniques and practices
01.02	Attend relevant industry events, to: a) identify new developments and innovations b) impart own knowledge and exchange information
01.03	Identify changes in customers preferences for food based on feedback
01.04	Analyse changes in: a) wider social trends b) the economic climate c) environmental issues d) health issues e) political and technological developments
01.05	Analyse the influence of different agricultural and food manufacturing methods on food preparation and production
01.06	Research different design innovations impact on improved and faster food preparation
Be able to apply new methods to food production within an organisations constraints	
02.01	Confirm staff are trained in, new: a) equipment, processes and protocols b) developments in cooking methods using modern techniques and basic foods c) trends in different services, styles and presentations
02.02	Update staff on current principles of diet, nutrition and the control of allergens
02.03	Use new methods of food production to develop new dishes and recipes
02.04	Apply new techniques in the context of sustainability, carbon foot print and resource considerations
02.05	Implement waste management strategies
02.06	Apply different methods of food production within budgetary constraints, resources, time and the organisations objectives
Understand how to investigate current industry and food production trends	
03.01	Explain an organisations policy for adopting new innovations within budgetary constraints
03.02	Evaluate differences in locally versus centrally sourced produce
03.03	Evaluate the offer from different produce and equipment suppliers
03.04	Explain how to manage the budget when working with new produce and food production methods
03.05	Explain the impact of food production trends on meeting the organisations objectives
03.06	Assess the risk of introducing new equipment or tools to the kitchen for optimum return
03.07	Explain the roles of professional, trade, awarding and merit bodies
Understand how to apply new methods to food production within an organisations constraints	
04.01	Explain how food science and gastronomic principles relate to an organisations food production
04.02	Compare methods of contemporary approaches to team working and development to those used in the organisation
04.03	Explain how contractual constraints can impact on the potential for change
04.04	Examine the implications of using new methods of food production to an organisation
04.05	Explain why staff training is essential to the implementation of new developments in food production
04.06	Explain how new innovations and techniques may impact on regular day to day business activities in food production
04.07	Compare the relative benefits of different waste management strategies

Qualification Framework	: RQF
Title	: Implement and manage housekeeping procedures in hospitality
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 30
Unit Credit Value	: 8
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1. Housekeeping procedures

1. Re-stocking
2. Cleaning
3. Linen service
4. Fault reporting

2. Public areas

1. Lobby
2. Corridors
3. Entrances
4. Restaurants
5. Bars
6. Leisure facilities

Unit: K/504/1032 : Implement and manage housekeeping procedures in hospitality

Be able to plan and implement housekeeping procedures

Assessment Criterion - The learner can:

01.01	Develop a housekeeping service level agreement, in consultation with other departments, which meets an organisations requirements
01.02	Confirm that the housekeeping team is trained to meet an organisations standards and regulatory requirements
01.03	Develop contingency procedures to deal with housekeeping problems
01.04	Present operational procedures so that the housekeeping team can easily use them
01.05	Establish procedures for the procurement of housekeeping supplies
01.06	Establish a system which maintains appropriate stock levels of housekeeping supplies
01.07	Develop safe procedures for the handling of contaminated linen and potentially hazardous objects

Be able to monitor housekeeping procedures to meet an organisations standards and needs

02.01	Apply systematic methods for checking the work of the housekeeping team
02.02	Manage, in liaison with relevant colleagues, the preparation and availability of:a) meeting and conference roomsb) guest rooms
02.03	Manage the cleaning of public areas within own limits of responsibility
02.04	Evaluate the teams performance levels and ability to multitask against those of competitors, where possible
02.05	Review regulation and legislation with the team as specified by organisational procedures
02.06	Confirm that an organisations housekeeping standards are being met
02.07	Review expected usage of housekeeping supplies against actual usage
02.08	Report on the performance of the housekeeping team and the relative success of proceduresto senior management

Understand how to implement housekeeping procedures

03.01	Explain an organisations own and regulatory requirements which affect the housekeeping service
03.02	Explain how to develop clear plans and procedures across a variety of areas
03.03	Evaluate an organisations procurement of supplies for housekeeping services
03.04	Explain how to maintain stock levels for housekeeping supplies
03.05	Explain safe working practices for dealing with contaminated linen and potentially hazardous objects
03.06	Outline an organisations requirements for room turnaround times
03.07	Explain how to plan a housekeeping teams working patterns to meet room servicing times
03.08	Explain the impact of the housekeeping procedures not meeting the organisations needs in terms of room standards and availability
03.09	Explore how the latest developments in the housekeeping industry may influence the development of procedures, including : a) technology b) health and safety c) employment practice d) environmental good practice
03.10	Explain ways to check a teams understanding of regulatory requirements, including Health and Safety, hazardous waste and Food Safety
03.11	Evaluate an organisations waste management policy

Understand how to manage housekeeping procedures to meet organisational standards and needs

04.01	Evaluate methods of managing supervisory staff to ensure housekeeping standards are achieved
04.02	Explain how to monitor the appropriate use of chemicals and cleaning procedures
04.03	Explain the realistic rooms-per-day targets that a housekeeping team can be set to meet the organisations needs
04.04	Identify key factors about a housekeeping teams performance that need to be discussed with senior management

Qualification Framework	: RQF
Title	: Manage the supply of uniforms and housekeeping of staff areas
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 16
Unit Credit Value	: 4
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance . Glossary Uniform or workwear Uniform / workwear that requires separate laundry or storage For example - personal protective equipment (PPE); kitchen/chef whites

Unit: L/504/1038 : Manage the supply of uniforms and housekeeping of staff areas

Be able to monitor the supply and upkeep of staff uniforms

Assessment Criterion - The learner can:

01.01	Confirm that uniforms supplied to staff meet an organisations guidelines and colleagues requirements
01.02	Manage the supply of uniforms that require separate laundry and storage
01.03	Confirm that staff deal with orders of new uniforms to meet staff members needs within the agreed time
01.04	Maintain a stock control system, which logs and accounts for all issued uniforms
01.05	Plan a contingency system that accommodates extra demand for uniforms at short notice
01.06	Establish guidelines for the replacement of uniforms, which can be communicated to staff
01.07	Manage the laundry of uniforms, to provide adequate clean supplies at all times

Be able to monitor the housekeeping of staff areas

02.01	Manage a team to maintain the regular housekeeping of staff areas and facilities
02.02	Manage the security of staff areas, confirming that access is restricted to current employees only
02.03	Establish a system for the maintenance of staff areas

Understand how to manage the provision and upkeep of staff uniforms

03.01	Evaluate the cost effectiveness of an organisations policy for staff uniforms
03.02	Explain the cost implication of incorrectly laundering uniforms
03.03	Evaluate how par stock levels and delivery turnaround times meet uniform demand
03.04	Explain the key features of the contingency plan which will deal with unusual levels of demand for uniforms
03.05	Identify ways for minimising the need for replacement uniforms

Understand how to manage the housekeeping of staff areas

04.01	Identify the limits of a teams responsibility for the housekeeping of staff accommodation
04.02	Identify how to deal with issues with the upkeep of staff areas and facilities
04.03	Explain how to enforce that only current employees have access to staff areas according to the organisations policy
04.04	Explain how to deal with identified equipment defects and faults
04.05	Evaluate the system used for the regular maintenance of staff areas
04.06	Explain under what circumstances management colleagues need to be involved in the maintenance of staff areas

Qualification Framework	: RQF
Title	: Develop beverage lists to complement menus
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 26
Unit Credit Value	: 6
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

1 Beverages

1. Red wines
2. White wines
3. Ros[-61][-87] Wines
4. Champagnesand sparkling wines
5. Fortified wines, including port and sherry
6. Spirits
7. Liqueurs
8. Cocktails
9. Keg beer
10. Bottled beer
11. Cask '(real)' ale
12. Non-alcoholic cold beverages
13. Non-alcoholic hot beverages
14. Alcoholic hot beverages

Unit: L/504/1041 : Develop beverage lists to complement menus

Be able to produce beverage lists for the organisation that meet legal requirements

Assessment Criterion - The learner can:

01.01	Develop beverage lists that reflect the organisations image, pricing structures and target market
01.02	Develop beverage lists to ensure they: a) comply with relevant regulatory requirements b) contribute to gross profit c) meet the needs of existing and potential markets

Be able to manage beverage lists to complement menus and service styles

02.01	Provide the service team with information to advise customers about available beverages
02.02	Monitor the relevance of beverage lists to menu items
02.03	Identify potential complementary beverages in consultation with relevant people
02.04	Identify varieties of beverages that are considered complementary to each food group
02.05	Utilise product information from food suppliers to help identify complementary beverage items for their products
02.06	Develop alternative beverage lists for special occasions and different times of the year
02.07	Develop separate beverage lists where different (or no) food menus are in operation
02.08	Develop beverage lists that complement different menus
02.09	Check that the visual design of beverage listscomplement food menus and the organisations style

Be able to manage the purchase of beverages

03.01	Select beverage items for which there is sufficient facilities to store
03.02	Liaise with suppliers to inform the beverage list
03.03	Negotiate with beverage suppliers to obtain the best deal for the organisation, within limits of own responsibility

Be able to review the organisations beverage list

04.01	Analyse customer feedback on the beverage offer
04.02	Evaluate the impact of newly developed beverage lists
04.03	Report on feedback from customers to the senior management team

Understand how to develop beverage lists which reflect organisational style and comply with relevant legislation

05.01	Explain the impact that legislation relating to licensing, weights and measures has upon the development of beverage lists
05.02	Explain the beverage offers contribution to an organisations gross profit margins
05.03	Identify types of beverages that fit with the organisations style, pricing structures and target markets, and those that would not

Understand different types of beverage and their source

06.01	Explain the differences between the range of beverages included in a beverage list
06.02	Evaluate the benefits of locally and sustainably produced beverages
06.03	Explain how locally and sustainably produced beverages can be sourced
06.04	Explain the various beverage quality standards

Understand how to manage beverage lists that complement menus and service styles

07.01	Explain how beverages on the organisations list complement menu items
07.02	Explain the type of information that can be obtained from food suppliers on potential complementary beverages
07.03	Explain the types of beverages that are suitable for special occasions
07.04	Explain the types of beverages that are suitable for different times of year
07.05	Explain how different menus and styles of food service require different accompanying beverage options

Qualification Framework : RQF

Title : Manage statutory fire and security procedures for a hospitality establishment

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 35

Unit Credit Value : 9

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Staff

- a. Contractors
- b. In house staff (permanent)
- c. Temporary staff
- d. Agency staff

2 Records

- a. Accident records
- b. Maintenance records

- c. Fire records
- d. HACCP

e. RIDDOR

3 Area of work

- a. Front of house
- b. Stock rooms
- c. Offices
- d. Public areas
- e. Staff rooms
- f. Back of house
- g. Meeting rooms

Glossary

Relevant legislation

HASWA, COSHH, RIDDOR, DDA, Fire Regulations

Relevant inspection agencies and authorities

Health and Safety Executive, Local Authority, Building Control, Enforcement officer, Fire Service/Officer, Statutory Bodies

Responsibilities

Risk assessment, Fire certificates, public liability insurance, PAT testing, fire alarm testing

Unit: L/504/1069 : Manage statutory fire and security procedures for a hospitality establishment

Be able to implement, monitor and review statutory fire and security procedures

Assessment Criterion - The learner can:

01.01	Establish monitoring and review schedules to ensure procedures are being followed
01.02	Review procedures regularly confirming they are up to date
01.03	Develop new procedures determined within a review
01.04	Introduce changes to working practices to fit in with procedures if necessary
01.05	Confirm that procedures cover all aspects of operations, including normal everyday activities, emergencies and unusual occurrences

Be able to conduct and act on risk assessments and compliance inspections

02.01	Carry out risk assessments to identify hazards and potential hazards
02.02	Rectify identified hazards
02.03	Carry out regular inspections to confirm compliance issues are being met
02.04	Take action to deal with failures in compliance

Be able to oversee the management the statutory fire and security procedures

03.01	Confirm that staff are trained to: a) report actual and potential issues b) deal with emergencies, or out of the ordinary situations c) comply with relevant legislation
03.02	Confirm that there are adequate resources and appropriate systems in place to maintain compliance
03.03	Support the implementation of inspections by agencies and authorities for fire and security procedures
03.04	Obtain expert advice regarding statutory fire and security procedures as necessary
03.05	Report problems with equipment to the relevant person as necessary

Understand key factors when monitoring statutory fire and security procedures

04.01	Explain the relevant legislation, regulations and codes of practice
04.02	Evaluate the organisations procedures to deal with specific circumstances
04.03	Explain the potential impact if the correct procedures are not in place to monitor safety and security
04.04	Explain the implications of breaking the law to the organisation and members of staff
04.05	Explain how to monitor activities against procedures

Understand how to manage risk assessment and compliance

05.01	Explain why it is necessary to carry out risk assessments
05.02	Explain an organisations policy for reporting hazards
05.03	State how to record and report information

Understand how to oversee the management the statutory fire and security procedures

06.01	Explain how to use feedback from staff and customers
06.02	Explain the responsibilities of staff regarding safety and security
06.03	Explain which records need to be monitored regularly and why
06.04	Identify where to obtain current legal information
06.05	Explain the action to take if there is conflict between statutory and organisational requirements
06.06	Evaluate procedures for customers who need specific assistance in the case of evacuation

Qualification Framework	: RQF
Title	: Manage the security and privacy of hospitality guests
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 16
Unit Credit Value	: 4
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: M/504/1033 : Manage the security and privacy of hospitality guests

Be able to manage a team to protect guest security and privacy

Assessment Criterion - The learner can:

01.01	Implement the recruitment of housekeeping staff having confirmed that thorough reference checks have been conducted
01.02	Confirm that team members are trained to understand their responsibilities:a) regarding guest belongings and datab) when dealing with increased levels of security and privacy
01.03	Monitor the observance of protocols by a housekeeping team
01.04	Confirm that a housekeeping team:a) respects the privacy of guests when seeking access to roomsb) do not leave rooms in a manner that could compromise guest security or privacy
01.05	Monitor staff performance with regard to security and privacy procedures
01.06	Review guest security and privacy procedures at team meetings

Be able to manage guest security and privacy in accordance with organisational and legal requirements

02.01	Develop procedures for dealing with potential threats to guest security
02.02	Implement procedures to deal with lost property enquiries, complying with relevant data protection
02.03	Implement security and regulatory procedures when managing the disposal of lost property
02.04	Deal with any issues regarding the secure storage of guests high-value items
02.05	Confirm that confidential data is disposed of in accordance with an organisations and regulatory requirements

Understand how to manage guest security and privacy in accordance with legislation, regulations and an organisations procedures

03.01	Evaluate an organisations procedures relating to: a) governing guests personal information b) guests security and privacy c) returning lost property to guests d) disposal of lost property, and the timelines related to this e) key and door pass control f) disposal of confidential data
03.02	Evaluate threats to guest security within an organisation
03.03	Explain the increased security measures and need for privacy that a very important person (VIP) may require
03.04	Explain how to deal with issues relating to high-value guest items
03.05	Explain how to deal with reported security and privacy breaches
03.06	Identify the key people that must be contacted following breaches in guest security or privacy
03.07	Explain the actions which should be taken following breaches in guest security or privacy

Understand how to manage a team to protect guest security and privacy

04.01	Identify the limit of own responsibilities and that of a housekeeping team with regard to guest data and property
04.02	Identify the key elements that should be included in guest security and privacy training
04.03	Explain ways to confirm that privacy and security procedures are being followed

Qualification Framework : RQF

Title : Manage a team to prepare, cook and present food

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 38

Unit Credit Value : 12

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

1 Resources

a. Equipment

b. Food and other supplies

c. Power

d. Staff

e. Time

2 Procedures for

a. Ordering

b. Storage

c. Presentation

d. Portion control

e. Receipt of supplies

f. Preparation

g. Production

h. Heating / re-heating

i. Distribution

j. Waste disposal

3 Instructions

a. Written

b. Verbal

c. Pictorial

4 Individual needs

a. Cultural

b. Religious

c. Medical

Glossary

Suppliers of produce: local suppliers; central supply networks, fresh supplies, frozen supplies; of equipment: kitchen - large / small, crockery/serving dishes

Style of service - contract food service, fast food, high end food, fine dining, outside catering

Unit: M/504/1064 : Manage a team to prepare, cook and present food

Be able to plan food production to an organisations standards

Assessment Criterion - The learner can:

01.01	Manage the allocation of resources according to the style of service and menu
01.02	Match the skills of staff to appropriate tasks
01.03	Establish team structures to enable the smooth running of different food production sections
01.04	Implement processes, which allow working arrangements to be managed fairly and consistently
01.05	Manage supplier arrangements and procedures to ensure stocks required for food production are always available
01.06	Regularly inspect and update food production arrangements and procedures
01.07	Develop contingency plans to respond to problems as they arise
01.08	Evaluate food production procedures in light of experience or service problems
01.09	Plan the sustainable production of food

Be able to manage food production operations to an organisations standards

02.01	Agree objectives and work plans with staff members
02.02	Confirm that staff members are trained for assigned tasks
02.03	Manage work plans, objectives and production procedures to make best use of resources
02.04	Minimise and overcome problems as they arise through constant observation of production procedures
02.05	Monitor production yield, portion control and costs to achieve budgetary targets
02.06	Confirm that staff comply with relevant legislation and organisational policy when preparing and producing food
02.07	Record relevant information relating to food preparation and production before and during service
02.08	Communicate information relating to food preparation and production as required
02.09	Confirm that food produced meets customer requirements
02.10	Evaluate the food production and service
02.11	Feedback evaluation of food and production service to staff

Understand how to plan food production to an organisations standards

03.01	Review the team to identify skills, strength and development needs
03.02	Explain how the allocation of staff to suitable roles affects team performance
03.03	Explain what individual needs should be considered in the allocation of staff
03.04	Outline staff members induction, training and development programme
03.05	Identify techniques to assess resource requirements and costs
03.06	Explain how food production plans fit with the organisations procedures and business objectives
03.07	Explain how budgets and resources available for food production are utilised
03.08	Explain sources of information for planning
03.09	Evaluate methods of work scheduling
03.10	Explain how to estimate realistic targets and deadlines
03.11	Explain key considerations when contingency planning

Understand how to manage food production operations to an organisations standards

04.01	Explain how food production impacts on other departments and services to customers
04.02	Identify the current legislation impacting on food production operations
04.03	Explain the importance of protecting customers by taking account of allergens, dietary requirements or medical considerations
04.04	Explain how to prioritise or re-prioritise work allocations according to the availability of resources
04.05	Explain what to do in the event of short-staffing
04.06	Analyse how changes to work allocations can impact on cost, deadlines and smooth working procedures
04.07	Evaluate methods that can be used to minimise the impact of change to work allocations

Qualification Framework	: RQF
Title	: Manage a food and beverage service
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 32
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
	1 Disruption to:
	1. staffing
	2. equipment
	3. supplies

Unit: R/504/1039 : Manage a food and beverage service

Be able to manage a food and beverage team to meet organisational standards

Assessment Criterion - The learner can:

01.01	Monitor supervisory staff to achieve an organisations service standards with their respective team members
01.02	Assess business activity to confirm that staff resources are flexible to meet fluctuations in service
01.03	Confirm that members of a service team understand their specific objectives
01.04	Confirm that supervisors and other service staff are trained to meet an organisations standards

Be able to manage a food and beverage operation to meet an organisations standards

02.01	Comply with relevant legislative and regulatory requirements
02.02	Develop food and beverage procedures for the:a) preparation of the service areasb) clearing, cleaning and stocking of the service area
02.03	Monitor the preparation of service areas for special events, such as functions or promotions
02.04	Maintain a comfortable and attractive environment in line with the expectations of the existing customer base and the target market
02.05	Implement corrective action when service operations are threatened with disruption
02.06	Maximise profit without compromising the quality of the service
02.07	Monitor the flow of service

Be able to manage the quality of food and beverage operations

03.01	Monitor the quality of service
03.02	Monitor the quality of the food and beverages being served
03.03	Respond to deviations from the quality standard
03.04	Monitor the scheduled maintenance of equipment
03.05	Evaluate the performance of service on an on-going basis

Understand how to manage a food and beverage team to consistently meet an organisations standards

04.01	Explain the level of responsibility that can be delegated to the service team
04.02	Compare different approaches to motivating and inspiring service teams
04.03	Evaluate methods of staff development which can improve service standards
04.04	Explain how to allocate staff objectives taking into account of their ability

Understand how to manage food and beverage operations to meet an organisations standards

05.01	Explain the relevant legislative and regulatory requirements relating to food and beverage services
05.02	State standard industry practices which help the smooth running of the service
05.03	Explain how to develop new procedures to make best use of available resources
05.04	Explain the particular requirements of functions and special promotions with regard to staffing, equipment, supplies and organisation
05.05	State the organisations quality standards for all food and beverage menu items
05.06	State the quality standards for food and beverage services which reflect the organisations business objectives
05.07	Describe how to monitor service performance unobtrusively
05.08	Explain the required maintenance schedules for equipment in own area of responsibility
05.09	Describe the type of circumstances that require direct intervention to prevent disruption to services

Understand how to manage the performance of food and beverage services

06.01	Explain the basis on which short and long term projected levels of business activity have been set
06.02	Explain own budgetary responsibilities, including profit and loss targets
06.03	Explain how profit margins are calculated for food and beverage service items
06.04	Explain how to encourage staff to maximise profit margins when selling
06.05	Explain how to evaluate the performance of food and beverage services

Understand how to meet the needs of an organisations customers

07.01	Describe the standard of service the organisations target market expects
07.02	Explain what elements create an attractive environment
07.03	Describe the impact of ambient factors on the customer experience

Qualification Framework	: RQF
Title	: Manage the production and presentation of menus
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 21
Unit Credit Value	: 6
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .

Unit: R/504/1042 : Manage the production and presentation of menus

Be able to source information to develop new menus

Assessment Criterion - The learner can:

01.01	Review existing menus with the management team taking into account profit margins, style and current trends
01.02	Analyse qualitative and quantitative feedback from customers, and other sources, to help inform menu development
01.03	Respond to feedback from the kitchen management team regarding any issues with the production of menu items

Be able to produce and present menus

02.01	Develop menus to: a) comply with an organisation's guidelines and style b) reflect ingredient prices and availability c) maximise profit margins without compromising the quality of ingredients and dishes d) ensure menu items complement each other and the beverage list e) provide attractive presentation of menu options
02.02	Establish the practicality of cooking and serving proposed menu items with available resources by consulting the relevant people
02.03	Develop menus for special occasions and events, which appeal to the target market
02.04	Communicate new menu content to service teams in a manner which is easy to understand
02.05	Provide guidance to a service team on specialist service techniques
02.06	Obtain feedback on proposed menus from the management team

Be able to evaluate the impact of new menus to inform the management team

03.01	Evaluate the impact of new menus using feedback from relevant people
03.02	Present menu evaluation to the management team

Understand how to source information to develop new menus

04.01	Analyse current trends in gastronomy, across the industry
04.02	Explain how an organisation can utilise current trends in gastronomy in menu development
04.03	Explain the sales figures and profit margins of the existing menu items

Understand how to produce and present menus

05.01	Explain an organisations guidelines which determine the menu content
05.02	Compare the likelihood of future price variations and changes in availability of raw materials to existing prices and availability
05.03	Explain how resources such as staff, equipment and space impact on the menu items that can be offered
05.04	Explain how to calculate the profit margin for proposed menu items
05.05	Explain the relationship between cost and profits
05.06	Describe the best way for a service team to learn about the content and service of new menu items
05.07	Explain ways of presenting menus that will help to guide and inform customers

Qualification Framework : RQF

Title : Monitor maintenance and repair work within a hospitality premises

Unit Level : Level 4

Unit Sub Level : None

Guided Learning Hours : 19

Unit Credit Value : 6

SSAs : 7.4 Hospitality and Catering

Unit Grading Structure : Pass

Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Glossary

Maintenance required by legislation

This may include, but is not limited to: Portable Appliance Testing (P.A.T.), Health and Safety checks on water tanks, testing of electrical appliances (used by both staff and guests), maintenance of fire exits, smoke sensors and alarm systems, fire risk assessments

Unit: T/504/1034 : Monitor maintenance and repair work within a hospitality premises

Be able to plan maintenance and repair work in an organisation

Assessment Criterion - The learner can:

01.01	Confirm that rooms closed for maintenance work do not impact on business activity
01.02	Identify staff in the organisation who have responsibility for property, maintenance and repair
01.03	Develop the team to identify and prioritise maintenance and repair issues
01.04	Confirm that a team can differentiate between:a) maintenance and replacementb) minor issues they can deal with and other issues that require outside assistance
01.05	Implement a system of fault notification, with both the team and management colleagues
01.06	Identify when a maintenance issue is systematic
01.07	Manage maintenance and repair issues within the limits of own responsibility and budget
01.08	Identify issues beyond the limits of own responsibility with the senior management team
01.09	Consult stakeholders on key decisions, providing information to support decision making

Be able to monitor arrangements for maintenance and repair work in an organisation

02.01	Implement a schedule to manage regular maintenance of guest rooms, aligning it to the peaks and troughs of business activity
02.02	Monitor maintenance activities required by legislation
02.03	Develop energy-saving and recycling policies to reduce the need for maintenance and replacement
02.04	Respond to emergency maintenance issues, which directly impact customers
02.05	Oversee large-scale refurbishment programmes with the management team
02.06	Confirm that health and safety and insurance measures are in place during maintenance and repair work
02.07	Review the effectiveness of maintenance and repair procedures and associated costs, to identify where improvements can be made

Be able to manage the use of external contractors

03.01	Evaluate the cost of using internal expertise against the cost of employing external contractors
03.02	Arrange to use of external contractors, when it is established that a problem cannot be dealt with internally
03.03	Use negotiating techniques when dealing with external contractors, that will meet the needs of the organisation

Understand how to monitor the maintenance and repair work for an organisation

04.01	Explain relevant health and safety legislation governing items which require regular maintenance checks
04.02	Review an organisations standards for both guest rooms and public areas
04.03	Explain how energy-saving working methods can be incorporated into maintenance plans
04.04	Explain how recycling and energy-saving measures can increase the lifespan of equipment and resources
04.05	Analyse the impact of room closures on an organisations planned activities
04.06	Explain how to decide when it is more cost effective to replace equipment than repair it
04.07	Analyse the expected standard lifespan of equipment and resources under normal conditions
04.08	Explain how to maintain good relationships with guests, when a maintenance issue disrupts their stay
04.09	Explain when external contractors are needed to conduct maintenance and repair work
04.10	Explain the limits of own authority when negotiating with contractors
04.11	State the health, safety and insurance measures that need to be in place during maintenance and repair work
04.12	Assess how to balance the needs of an organisation and guests when prioritising maintenance work

Qualification Framework	: RQF
Title	: Manage cellar and beverage operations
Unit Level	: Level 4
Unit Sub Level	: None
Guided Learning Hours	: 26
Unit Credit Value	: 7
SSAs	: 7.4 Hospitality and Catering
Unit Grading Structure	: Pass
Assessment Guidance	: Please refer to the Online iCQ Assessment Guidance .
	1 Legislation
	1. Health and Safety
	2. Licensing
	2 Problems
	1. Out-of-date stock
	2. Stock shortages
	3. Beverage quality issues

Unit: Y/504/1043 : Manage cellar and beverage operations

Be able to manage the implementation of cellar and beverage storage procedures

Assessment Criterion - The learner can:

01.01	Monitor the implementation of cellar and beverage storage procedures to:a) comply with relevant legislation and an organisation's policiesb) maintain the quality of beverage products
01.02	Implement training in cellar and beverage storage procedures for team members and for other staff that have occasional responsibilities in those areas
01.03	Monitor the implementation of stock ordering and rotation procedures which will maximise the shelf-life of beverages
01.04	Audit cellar and beverage stocks on a regular basis

Be able to manage the efficient running of the cellar and beverage operations

02.01	Advise customer-facing team members on any cellar or beverage storage issues
02.02	Brief a team to take appropriate action when addressing problems relating to cellar and beverage storage
02.03	Develop contingency plans that can be implemented in the event of a problem with the cellar and beverage storage
02.04	Respond to any recurrent issue with beverage suppliers
02.05	Monitor the accurate supply of beverages to different bars and departments, where relevant, and any variations required in terms of product and price
02.06	Confirm that supplied beverages are at agreed prices, quantity and quality
02.07	Confirm that team members deal with any discrepancies in line with the organisations procedures

Be able to implement and communicate changes to the cellar and beverage operations

03.01	Review the cellar and beverage procedures when changes are made to cellar and beverage operations
03.02	Implement changes to the cellar and beverage operation as required
03.03	Explain planned changes to cellar and beverage stock lists, including storage procedures
03.04	Report on implemented changes on cellar and beverage operations to the management team

Understand how to manage the cellar and beverage storage procedures

04.01	Explain the current legislation relating to licensing, weights and measures and any Licensing Objectives applicable to the country of the operating premises
04.02	State the health, safety and hygiene legislation and codes of practice which relate to cellar and drink storage operations
04.03	Summarise the different storage procedures for the commonly used beverage products, in order to maintain their quality
04.04	Explain how an organisations policies impact on the development of cellar and beverage storage procedures
04.05	Describe methods of monitoring a teams performance with relation to stock audits and rotation

Understand how to manage the efficient running of the cellar and beverage operations

05.01	Explain methods of communicating cellar and beverage storage procedures to the service team
05.02	Explain the importance of all members of the food and beverage service team remaining aware of cellar and beverage stock issues
05.03	Explain how to plan contingencies to deal with threats to the smooth performance of cellar operations
05.04	Explain the type of problems that may be highlighted by audits that are sufficiently serious to require personal intervention
05.05	Explain the process of managing supplier contracts to benefit the organisations, taking into account the different factors which inform supplier actions
05.06	Explain salient points regarding cellar operation performance that need to be reported to the management team