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Hospitality supervisor apprenticeship standard: Assessment plan

Published September 2016

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1. Introduction

This document sets out the requirements and process for independent end assessment of the hospitality supervisor apprenticeship standard approved by the Government (Department for Education (DfE)). All apprenticeship standards must include independent end assessment to check the apprentice's overall performance against the standard. It is designed for employers, apprentices, education and training providers and assessment organisations.

Independent end assessment occurs when the employer is satisfied that the apprentice is working consistently at or above the level set out in the hospitality supervisor apprenticeship standard. The assessment period for the hospitality supervisor standard can commence at any point once the apprentice is competent after the twelve-month minimum period of learning and development.

2. Apprentice's readiness for independent end assessment

i.   Achieving full competence

The period of learning, development and continuous assessment is managed by the employer, in most cases with the service of an education or training provider. Although learning, development and on-programme assessment is flexible and the process is not prescribed, the following is the recommended baseline expectation for an apprentice to achieve full competence in line with the standard:

Throughout the period of learning and development, and at least every two months, the apprentice should meet with the on-programme assessor to review and record their progress against the standard using the on-programme progression template (freely available at People1st.co.uk). At these reviews evidence should be discussed and recorded by the apprentice. Once the apprentice is deemed competent the relevant section(s) of the standard should be signed off by the employer with the support of those involved in the learning and development.

The on-programme reviews and record is important to support the apprentice, on-programme assessor and employer in monitoring the progress of learning and development and to determine when the apprentice has achieved full competence in their job role and is ready for independent end assessment. The on-programme progression template is NOT a portfolio of evidence, but a record of what the apprentice can do following periods of training, development and assessment. A minimum of six meetings and completed records are recommended, to show ongoing competence across the entire standard, over a minimum of a twelve-month period prior to starting the independent end assessment.

Further guidance and support on planning and managing a hospitality supervisor apprentice's training and development journey is available at **www.people1st.co.uk.**

This assessment plan covers each specialist function of the hospitality supervisor standard. Regardless of the function selected the same assessment methodology will apply, with the content altered to the correct specialism.

ii.   Readiness for end assessment

The independent end assessment is synoptic, which means it takes an overview of the apprentices' competence. The end assessment should only commence once the employer is confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard which, as a best practice recommendation, could be clearly evidenced by the on-programme progression review meetings and records. The independent end assessment ensures that all apprentices consistently achieve the industry set professional standard for a hospitality supervisor. Prior to independent end assessment the English and maths components of the apprenticeship must be successfully completed.

A structured meeting will be held and must include the relevant people that have responsibility and accountability for the completion of the apprenticeship, such as: the line manager, on-programme assessor and /or a senior manager as appropriate to the business. It is recommended that the on-programme records, if utilised, are brought to this meeting. The outcomes of the meeting must be recorded on the readiness for independent end assessment record (freely available from People1st.co.uk) to ensure judgements are appropriate, consistent and fair.

Once the employer (supported by the on-programme assessor) is satisfied that the apprentice has achieved full competence a further meeting must take place that includes an independent end assessor, who must be provided with the completed readiness for independent end assessment record at least one week in advance. This meeting may be conducted remotely – e.g. a virtual meeting using technology such as Skype, as its aim is to secure the plan for the assessment activities, but does not contribute to any assessment decisions.

At the meeting the apprentice is required to supply a two-page synopsis of their proposed business project. This should be a written or typed proposal for discussion and approval. (If for any reason the proposal is not approved at this meeting a revised proposal should be sent to the employer and independent end assessor within one week).

The independent end assessor will agree a plan and schedule for each assessment activity with the apprentice and employer representative to ensure all components can be completed within a two-month end assessment window. Assessment organisations must inform People 1st of the independent end assessments prior to commencement to ensure external quality assurance activity can be planned and implemented. It should be noted that the on programme assessor is not involved in this planning activity as this forms the next step of the apprenticeship journey, moving from the on-programme phase to the end point assessment.

iii.   Order and timings of the end assessment

There are four assessment activities for the hospitality supervisor independent end assessment. The on-demand test, observation and business project may be undertaken in any order and the professional discussion must be the last activity completed. All assessment activities must be completed within two months.

3. Summary of independent end assessment process

The apprentice will be assessed to the apprenticeship standard using four complementary assessment methods. The assessment is synoptic, i.e. takes a view of the overall performance of the apprentice in their job. The assessment activities will be completed by the independent end assessor as follows:

On demand test:

- 2 hour (including 30 minutes reading time) on demand multiple choice test
- Covers the core and relevant specialist function
- Scenario based questions
- Externally set and marked automatically by the assessment organisation
- Undertaken either on the employer's premises or off-site
- Full details located in Annex B

Practical observation:

- 4 hour observation of the apprentice in the working environment
- Time may be split to cover preparation and service
- Shows apprentice covering a range of tasks in their specialist function
- Full details located in Annex C

Business project:

- Project to look at an opportunity / challenge / idea to make an improvement to the business
- E.g. customer experience, reducing wastage
- Research and write up within two months and then presented to employer and independent end assessor in formal 30 minute presentation with question and answer session
- Full details located in Annex D

Complete the first 3 activities in ANY order

Professional discussion:

- 1.5 hour structured meeting
- Led by the independent end assessor, involving the apprentice and employer (e.g. line manager)
- Focusing on the areas of the standard identified in Annex A
- Full details located in Annex E

Completion:

Independent end assessor confirms that each assessment element has been completed The overall grade is determined by the independent end assessor based on the combination of performance in all assessment activities and must include distinction in the observation and business project, plus a distinction in at least one of the other assessment activities and a pass in the other to achieve distinction overall.

4. Reliability, Validity and Consistency

Independent end assessment is a culmination of a learning and development journey resulting in external confirmation of an apprentice meeting the industry defined standard. The assessments are conducted by an independent end assessor approved and appointed by an assessment organisation, which is quality assured to ensure consistent, reliable and valid judgements.

In summary, the following controls must be adhered to:

✓ A formal structure to plan the end point assessment, allowing planning of internal and external quality assurance, including the use of the **readiness for independent end assessment record** (freely available from People1st.co.uk).

✓ A common approach to assessment tools and procedures for independent end assessment, which will be freely available. The common approach will help ensure that end assessment tools and procedures are consistent in meeting the requirements for fair, accurate and reliable assessment decisions, against the hospitality supervisor apprenticeship standard.

✓ The mandating of both technical and assessment competence and continuing professional development (CPD) for independent end assessors to ensure that they have the right tools, qualifications, training and experience to make reliable judgements.

✓ An end point assessor from an independent assessment organisation, who has had no prior involvement with the apprentice, providing an objective independent view

✓ The internal quality assurance of individuals conducting independent end assessments and of independent end assessment outcomes and results, by an SFA registered assessment organisation.

✓ Requirements for standardisation of independent end assessments across assessment organisations.

✓ The use of on demand tests with automated marking ensuring a consistent approach regardless of the apprentice's workplace.

✓ Four complementary assessment methods that provide a clear structure for synoptic assessment across the standard.

5. Roles and responsibilities

Independent end assessor

An independent end assessor must be someone who has nothing to gain from the outcome of the assessment and must not have been involved in training or line management of the apprentice. They must be approved and appointed by the assessment organisation to undertake the independent end assessment of the apprentice.

The employer led approach to end assessment allows assessors to originate from the employer's workforce to assess apprentices in their own organisation as long as independence from the apprentice can be demonstrated (i.e. they must not have been involved in either the learning and development or line management of the apprentice). During independent end assessment they are acting on behalf of, and responsible to, the assessment organisation.

To ensure consistent and reliable judgements are made, independent end assessors will be subject to rigorous quality assurance and must take part in regular standardisation activities. The mandatory criteria for independent end assessors is set out below:

a)   Occupational Expertise of Hospitality Supervisor Independent End Assessors

The requirements set out below relate to all hospitality supervisor independent end assessors. Independent end assessors must:

✓   Have excellent knowledge and understanding of the apprenticeship standard as set out in the industry set Grading Criteria (Annex F)

✓   Hold a recognised current workplace assessment qualification. The list of approved qualifications will be published at www.people1st.co.uk and updated as new, appropriate qualifications are released.

✓   Have current, relevant occupational expertise and knowledge, at the relevant level of the occupational area(s) they are assessing, which has been gained through 'hands on' experience in the industry.

✓   Practice standardised assessment principles set out by the assessment organisation.

✓   Have sufficient resources to carry out the role of independent end assessor i.e. time and budget.

b)   Continuous Professional Development for Hospitality Supervisor Independent End Assessors

It is necessary for independent end assessors to maintain a record of evidence of their continuous professional development (CPD). This is necessary to ensure currency of skills and understanding of the occupational area(s) being assessed, and can be achieved in a variety of ways. It should be a planned process, reviewed on an annual basis, for example as part of an individual's performance review.

Independent assessors should select CPD methods that are appropriate to meeting their development needs. Within a twelve-month period, an Independent End Assessor will be required to demonstrate they have gained practical experience in the hospitality industry which develops/updates their knowledge/skills. The following provides an example of a variety of methods that can be utilised for CPD purposes, a multiple of which need to be experienced/adopted on an annual basis.

Updating occupational expertise

✓ Internal and external work placements to gain 'hands on' experience

✓ Work experience and shadowing

✓ External visits to other organisations

✓ Updated and new training and qualifications

✓ Training sessions to update skills, techniques and methods

✓ Visits to educational establishments

✓ Trade fairs / shows

Keeping up to date with sector developments and new legislation

✓ Relevant sector websites and twitter feeds/social media platforms

✓ Membership of professional bodies and trade associations

✓ Papers and documents on legislative change

✓ Seminars, conferences, workshops, membership of committees/working parties

✓ Development days

Standardising and best practice in assessment

✓ Regular standardisation meetings with colleagues

✓ Sharing best practice through internal meetings, news-letters, email circulars, social media

✓ Comparison of assessment and verification in other sectors

Assessment organisations

Assessment organisations are registered on the SFA Register of apprenticeship assessment organisations. Assessment organisations are responsible for ensuring assessments are conducted fairly and that assessments are valid, reliable and consistent. It is essential that assessment organisations:

✓ Ensure independent end assessors are competent in meeting both occupational and assessment criteria requirements

✓ Approve and appoint independent end assessors*

✓ Ensure assessments are planned, communicated and executed fairly

✓ Quality assure independent end assessments

- With planned internal quality assurance activity

- Including both desk based and 'live' quality assurance activity

- This must be performed on a risk basis, i.e. new or poorly performing assessors must have every element of every assessment quality assured, but established, high performing assessors can be quality assured on a sampling basis, with at least one assessment activity being subject to either desk based or live internal quality assurance activity

✓ Ensure on-demand tests are correctly invigilated (Annex B)

✓ Ensure standardisation of all assessors occurs on a regular basis, including but not limited to:

- Review of annual adherence to CPD requirements

- Regular standardisation meetings – usually quarterly but required frequency to depend on internal and external quality assurance outcomes of each assessment organisation

- Assessment and verification training sessions

- Shadowing and cross checking of other assessors

✓ Address poor performance from assessors to ensure high standards of end assessment

✓ Obtain and review feedback/satisfaction results from apprentices and employers, taking appropriate actions for improvement

✓ Address and administer any appeals and grievances fairly and in line with the consistent approach

Employers wishing to conduct end point assessment, either in their own organisation or for other organisations, must register as an assessment organisation on the Register of Apprentice Assessment Organisations in the same way any assessment organisation is required to do. All assessment organisations are required to check the independence of the end point assessor from the apprentice, ensuring that the end point assessor has not been involved in the learning, development or line management of the apprentice. All assessment organisations are subject to external quality assurance.

* Where independent end assessors are sourced from the employer's workforce they must be able to demonstrate independence from the apprentice (i.e. they must not have been involved in either the learning and development or line management of the apprentice) and will act under the remit of the assessment organisation during the period of the assessment.

Assessment organisations will be subject to external quality assurance in order to deliver national consistency across the hospitality sector which is overseen by the Hospitality Apprenticeship Board and managed by People 1st.

6. External quality assurance (EQA) of the end point assessment for the hospitality supervisor apprenticeship standard

All assessment organisations listed on the Register of Apprentice Assessment Organisations (RoAAO) must follow the external quality assurance process in this plan. The external quality assurance will be overseen by a Hospitality Apprenticeship Board and conducted and managed by People 1st on a non-profit making basis. Supporting information on the external quality assurance can be found at **www.people1st.co.uk.**

Hospitality Apprenticeship Board

Membership to the Board is via a fair and open public nomination and selection process, with input from key industry, education and training organisations. Membership is open to all types and sizes of businesses, including representation from SMEs and organisations that are new to the apprenticeship process. When a vacancy arises, hospitality employers are invited to apply for a seat on the board, demonstrating support from at least two industry and/or education and training organisations, which may include charitable organisations. Nominees will be judged on their experience, knowledge, qualifications and commitment to ensuring that apprentices consistently achieve the apprenticeship standard. Where a nominee does not immediately secure a place on the board, they will be retained on a list of prospective members for future vacancies.

A Board of 15 members:
- Represent the views of their business and industry networks
- Are subject to re-election after a period of 2 years (requiring the support of two organisations). Re-election is not automatic in order to give opportunities for other employers to be part of the board
- Work openly, challenge, innovate and drive the industry's apprenticeship commitment to quality
- Contribute their specific experience and expertise
- Actively communicate and engage other employers and partners to achieve high quality apprenticeships

The Board also includes a nominated representative from a private training provider, a college and an assessment organisation, whose membership runs for a period of one year before re-election.

In relation to quality the responsibilities of the Board include:
- A full knowledge and understanding of the:
  o Content of the hospitality supervisor assessment plan
  o External quality assurance arrangements and methodology
  o Infrastructure and processes used to manage and operate the external quality assurance

- Agreeing measures to benchmark external quality assurance results set by People 1st
- Overseeing external quality assurance results based on the provision of quarterly reports provided by People 1st and agreeing corrective action as necessary
- Working collaboratively with training providers and assessment organisations, to identify and address matters relating to the external quality assurance process and results
- Reviewing evaluation results to ensure that the hospitality supervisor apprenticeship remains fit for purpose and advising on matters of performance which may impact on external quality assurance
- Reviewing and addressing complaints against hospitality supervisor apprenticeship and external quality assurance results

Process for initiating external quality assurance

Once an employer is confident that an apprentice has consistently reached full competence against the knowledge, skills and behaviours in the apprenticeship standard they will contact an assessment organisation to engage with an independent end assessor. In order to start the external quality assurance process, the assessment organisation will notify People 1st online at **www.people1st.co.uk.**

External quality assurance visits will be completed regularly on each assessment organisation, and may include more than one visit/activity where an assessment organisation operates in more than one region, or uses multiple assessment centres. External quality assurance will comprise a range of activities, examples of which are detailed below and will include on-site visits to assessment organisations.

External quality assurance activities

External quality assurance will focus on four defined areas to ensure compliance, including: consistency of assessment materials, competence and performance of staff, the internal quality assurance checks and the overall planning and reporting of the apprenticeship end point assessment process.

- **Ensuring consistency of assessment tools**
    - o Design of the assessment materials
    - o Consistent application and internal quality assurance of assessment materials during end point assessments
- **Competence of staff – EQA activity will check**
    - o Occupational competence of assessment and internal verification staff
    - o That assessment and internal quality assurance staff have been trained on end point assessment for the senior chef production cooking standard
    - o That continuous professional development of both occupational and assessment competence is occurring to the prescribed standard
- **Internal quality assurance – EQA activity will check**
    - o Independent assessment organisations have implemented internal quality assurance procedures as set out in the assessment plan
- **Reporting and management of information – EQA activity will check**
    - o Timely and accurate registration of the apprentice and notification of results
    - o Accuracy of internal data against registrations in the People 1st system
    - o Full, accurate and legible records

Sampling size and frequency

An assessment organisation's sample size will vary due to a number of considerations. Each assessment 'centre' (i.e. if an assessment organisation provides remote centres or operates multiple teams of assessors) will be sampled regularly. The baseline sample for the first external quality assurance visit will be 10%. At the end of each EQA visit the assessment organisation's performance will be graded (e.g. excellent, adequate, poor) and future EQA activity levels will be planned accordingly. Assessment organisations receiving excellent EQA results can expect future samples to be less than 10% and assessment organisations receiving poor EQA results can expect increased frequency of activity and size of EQA sample. At each EQA visit the sample required will include:

- Apprentices who are currently in the assessment window and those who have completed their end point assessment since the previous full external quality assurance visit.

- Assessment centres conducting end point assessments on multiple linked standards (i.e. hospitality team member, hospitality supervisor and hospitality manager may have external quality assurance activity combined for efficiency.

It is expected that EQA activity will typically occur every six months, but this frequency may be adjusted in accordance with the volume of apprentices completing end point assessment and the past performance of the assessment organisation.

Prior to an external quality assurance visit, assessment organisations will be contacted to provide and confirm relevant information regarding apprentices. From this information a sample will be selected and names of apprentices for whom evidence and activity are to be quality assured will be notified to the assessment organisation prior to the visit.

Typically, an external quality assurance visit will involve:

- Meetings between the external quality assurance representatives and apprentices, assessors and internal quality assurance staff.

- A desk review of assessment documentation, covering each assessment activity and usually covering the range of results from distinction, pass and fail, validating the internal quality assurance activity.

- Review of records relating to the planning of internal quality assurance and feedback from end point assessments.

- Review of records relating to the multiple choice test administration.

- Review of records relating to appeals and grievances.

- Review of competence and CPD for assessment and internal quality assurance staff.

- Review evidence of satisfaction measures for apprentices and employers.

- External quality assurance activity will normally include an opportunity to observe part of a practical assessment, professional discussion or conduct of an examination. All four forms of assessment will be observed over time during the course of external quality assurance visits.

Reporting and recommendations

Within 15 working days after the visit a draft report will be supplied to the independent assessment organisation, including recommendations, actions and a provisional risk grading. The assessment organisation will be given a further 15 working days to provide any feedback, as necessary, after which the final edition of the report, including final grade, will be sent to them.

Subsequent external quality assurance activity will be appropriate to the findings, recommendations and actions and may include interim EQA activity prior to the next full visit.

The EQA reports will not be made publically available, but may be shared, in whole or in part, with the employers on the Hospitality Apprenticeship Board to inform evaluations and improvements. Identifying information will be removed so that board members cannot identify the assessment organisation or individual apprentice.

7. Grading

The apprenticeship includes Pass and Distinction grades with the final grade based on the apprentice's combined performance in each assessment activity. In order to pass the apprentice is required to pass each of the four assessments. In order to achieve a distinction, the apprentice needs to gain the required number of points as set out in the table on the following page – gaining a distinction in both activities in section A and at least one activity in section B, with a pass in the other.

In order to pass:

In the **on demand test** the apprentice must achieve the correct percentage (e.g. 70%) of correct answers to pass the assessment activity. The on demand test will feature a sample of questions, based on a representative sample of the assessment criteria in Annex F(i). It will contain questions on both the core and the apprentice's chosen specialist function. Apprentices must pass both sections (core and specialist function) to pass overall on this assessment activity.

In the **observation** the apprentice must demonstrate competence against **all** of the assessment criteria in Annex F(ii), both for the core and their chosen specialist function. The apprentice will be observed in their normal working environment performing their job. Observations need to be carefully planned to ensure adequate opportunity to cover the criteria. To pass, the observation will recognise competence in achieving objectives on time and to standard.

In the **business project** the apprentice must demonstrate competence against all of the assessment criteria for a pass in Annex F(iii).

In the **professional discussion** the apprentice must demonstrate competence against all of the assessment criteria in Annex F(iv).

In order to achieve a distinction:

In the **on demand test** the apprentice must achieve a higher (e.g. 85%) percentage of correct answers to gain a distinction in the assessment activity. The on demand test will feature a sample of questions, based on a representative sample of the assessment criteria in Annex F(i). It will contain questions on both the core and the apprentice's chosen specialist function.

In the **observation** the apprentice must demonstrate competence against **all** of the assessment criteria in Annex F(ii), both for the core and their chosen specialist function. In addition to completing tasks on time to the required standard, to obtain a distinction apprentices must demonstrate excellence in their approach, working efficiently and effectively, prioritising tasks and using appropriate communication. Tasks will be executed to an excellent standard and the apprentice will work within planned timescales to maximise productivity and produce a high quality end result. The apprentice must ensure adherence to legal and organisational requirements throughout. Assessment organisations will design observation templates clearly distinguishing the pass and distinction requirements.

In the **business project** the apprentice must demonstrate competence against all of the assessment criteria for a pass and a distinction in Annex F(iii).

In the **professional discussion** the apprentice must demonstrate competence against all of the assessment criteria for a pass in Annex F(iv) and a distinction in Annex F(v) and will explain, and provide requested evidence to prove, how they have met the relevant assessment criteria, including effective communication, leadership, team work, self-evaluation and the detailed behavioural elements of the standard.

The independent end assessor will use the assessment tools and processes of their assessment organisation to determine whether the pass and distinction grades have been achieved. Tools will dictate, in detail, how each grade is achieved and their use will be internally and externally quality assured to further ensure assessment of apprentices across the sector is consistent, fair and reliable.

The assessment activities are not 'weighted' in percentage terms as they are all important to demonstrating the apprentice's synoptic performance; however, employers have been clear that in order to achieve a distinction overall the apprentice must perform to distinction level in the practical observation and business project, with a range of performance in the other assessment methods contributing to the overall grade. To reflect this, the scores available for the observation and business project are higher at distinction level. In order to achieve this, a simple 'Section A / Section B' approach should be taken, set out for each standard as follows:

Section A	Grade	Score (Pass=1, Distinction=3)
Practical observation		
Business project		
Total section A		

Section B	Grade	Score (Pass=1, Distinction=2)
On demand test		
Professional discussion		
Total section B		

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

Total score	Overall grade
4-8	**Pass**
9+	**Distinction**

The independent end assessor will be notified of successful completion of the on demand test (results of which will usually be computer generated and validated by the assessment organisation, or if not computer generated but paper based, must use automated marking by the assessment organisation and results notified), and then aggregate performance to determine the overall assessment outcome of refer, pass or distinction using a clearly defined, evidence-based process as prescribed by the assessment organisation.

Should an apprentice fail one assessment activity this should be retaken as soon as the apprentice is ready and when practicable for the business. Should they fail two or more activities a period of further training and development lasting between one and three months must take place before a resit. When retaking an assessment activity the maximum grade that can be achieved for that activity is a pass.

Affordability

It is anticipated that the cost of the hospitality supervisor end-point assessment will be approximately 15-20% of the total external costs of training and assessment required for the apprenticeship and that there will be up to 2,500 apprentices completing this standard each year.

Annex A – Assessment method by element of the hospitality supervisor standard

Hospitality supervisors work across a wide variety of businesses including bars, restaurants, cafés, conference centres, banqueting venues, hotels or contract caterers. They provide vital support to management teams and are capable of independently supervising hospitality services and running shifts. They typically work under pressure delivering fantastic customer service and motivating a team is essential to their role. The majority of supervisors' skills and knowledge are the same but supervisors may specialise in specific functions or work across a variety of functions which reflect the multi-functional nature of the industry.

Key to assessment method identification	
IEA	This chart provides an overview of what an apprentice can expect to be covered in each assessment method and the detailed assessment criteria that must be met can be found in Annex F
T	Assessment will be through the on-demand test
O	Assessment will be through the practical observation
BP	Due to the permissible variation on the content of the business project it may touch on any area of the core or specialist function, but must cover any areas referenced below
PD	Assessment will be through the professional discussion
2 methods	Some sections of the standard are assessed by more than one method. Specific assessment criteria are set against assessment activities in Annex F

Description of specialist supervisory functions

Food and beverage supervisor	Food and Beverage supervisors maintain standards in a range of settings from pubs, clubs and bars, restaurants, cafés, conference centres, banqueting venues, hotels restaurants and contract caterers. Their work can involve coordinating a range of dining experiences and styles and adapting to the ever increasing diversity in both food and beverage menus.
Bar supervisor	Bar supervisors typically work in pubs, nightclubs, hotels, restaurants and resorts to oversee the effective running of the bar, ensuring customer satisfaction by maintaining an exceptional standard of delivery and professionalism whilst achieving profitability in line with budget. This role often comes with irregular hours and bar supervisors need to be able to be on their feet for extended periods of time.
Housekeeping supervisor	Housekeeping supervisors maintain the presentation of establishments such as hotel and other overnight accommodation including hostel, serviced apartments and conference venues. Supervisors in this role for example, coordinate the work of cleaners, laundry services and room attendants to ensure customers' experience is in line with the business standards.
Concierge supervisor	Concierge supervisors maintain the porter service in hotels and serviced facilities, making sure that customer requirements including leisure activities, local knowledge, travel, parking and luggage storage are met. They also play a key role in protecting the security and safety of customers.
Front office supervisor	Front office supervisors coordinate the reception function and, where relevant, reservations for example in hotels, holiday resorts and conference venues. Central to many operations, the front office supervisor is responsible for ensuring that customers' arrival, time at the establishment and departure is delivered according to an establishments standards and meets the customer expectations.

Events supervisor	Events supervisors coordinate a variety of functions that take place at a venue, for example a business conference, convention, banquet or wedding. The role requires meticulous coordination to ensure, often multiple, event plans are fulfilled and the customer has a positive experience.
Hospitality outlet supervisor	Hospitality outlet supervisors support the manager in the day to day business operations of a retail outlet, such as quick service restaurants, branded coffee or sandwich shops. The role is often in a fast paced environment with the focus on meeting customers' expectations of efficiency and consistency for both the products and service they receive.

Core: All hospitality supervisors must have all of the following generic skills, knowledge and behaviour

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

	Knowledge and Understanding (Know it)	IEA	Skills (Show it)	IEA	Behaviours (Live it)	IEA
People	Understand how to effectively organise and coordinate a team to provide required levels of service to meet customer demand	T	Plan, resource and organise the team to meet expected levels of customer demand within business constraints	PD / O	Contribute to the review process, being aware of the individual needs of the team	PD
	Understand how to work with hospitality team members to achieve targets and support business objectives	PD / O	Set realistic but challenging objectives with the team and work continuously to accomplish the best results	PD / O	Encourage team to demonstrate personal pride in their role through a consistently positive and professional approach	PD / O
	Know how to select the best methods of communication to motivate and support team members in a hospitality environment	T	Demonstrate effective methods of communication that achieve the desired results, taking action to correct poor communication within the team	PD / O	Strive to continuously improve the effectiveness of personal communications	PD / O
	Identify the knowledge and skills required of hospitality teams; know how own team fits within the wider business and how to maximise team members' potential to drive the best results for the business	PD	Actively support team members to maximise potential in their role and identify opportunities for development	PD / O	Encourage team members to see the importance of their role within the wider business and opportunities for development	PD / O
Customers	Understand the importance of customer profiles, how to build them and understand how this enables the business to meet their needs profitably and in line with business / brand standards	T	Coordinate the team to deliver to customers according to their needs in line with business / brand standards, enhancing their experience where appropriate	PD / O	Proactively encourage a customer centric culture	PD
	Understand how to work with hospitality team members to achieve targets and support business objectives	PD / O	Set realistic but challenging objectives with the team and work continuously to accomplish the best results	PD / O	Encourage team to demonstrate personal pride in their role through a consistently positive and professional approach	PD / O
	Understand the requirements of the product and brand standards of the business	PD	Actively promote the brand and product; and consistently maintain the highest standards	PD / O	Demonstrate a belief in the brand and product the business offers	PD / O
Leadership	Identify the different leadership styles and supervisory management skills which are effective in hospitality businesses	T	Use leadership styles and supervisory management skills appropriate to the business and situation	PD / O	Lead by example to maximise performance	PD / O
	Understand how to work fairly with individuals that have diverse needs	PD	Ensure team members are aware of and follow policy relating to diversity	PD	Act as a role model operating in an empathic, fair and consistent professional manner	PD / O

Specialist supervisory functions

	Knowledge and Understanding (Know it)	IEA	Skills (Show it)	IEA	Behaviours (Live it)	IEA
Food and Beverage Supervisor	Knowledge and Understanding (Know it) Understand the basic principles of menu design, layout and presentation; know the specifications of menu items, how to match food and beverages and how to keep up to date with trends in food and beverages	T / PD	Ensure menus and promotional materials are up to date and presented accurately to the customer by the team in line with business / brand standards and customer needs. Brief team on menu items and ensure customers are provided with helpful information and recommendations on food and beverages	PD / O	Demonstrate passion for high quality food and drink products and service	PD / O
	Know how to keep up to date, source information and brief the team on service requirements, special requests that will impact on service, promotions and details on specials, dish content and beverage product features	T / PD	Prepare food and beverage service areas in good time ensuring all resources are available and ready for use; ensure team provide efficient, accurate and effective service in line with service style meeting customer needs and business / brand standards.	PD / O		
Bar supervisor	Understand how to keep bar operations running smoothly and deal with any customer concerns, identifying where potential conflict could occur, in accordance with the law	T / PD	Coordinate an effective bar service, ensuring licensing laws are adhered to at all times, customer issues are dealt with and potential conflict minimised	PD / O	Take a responsible approach to selling licensed products, and deal with conflict calmly and safely	PD / O
	Recognise the importance of monitoring cellar and beverage storage procedures to optimise beverage quality in line with business requirements; know how to monitor stock rotation and levels of demand to ensure sufficient stocks are available for service	T / PD	Maintain and monitor the cellar and beverage storage and cellar/wine dispense	PD / O		
House Keeping supervisor	Know how to allocate tasks and timescales on a daily basis to ensure areas are cleaned in line with business requirements; know how to ensure team follows procedures for responsible use of cleaning materials and equipment in line with business requirements	T/ PD	Coordinate team and allocate tasks on a daily basis to ensure positive presentation and image of the business within allocated timescales ensuring business / brand standards are maintained	PD / O	Set examples of cleanliness and presentation, and have the confidence to deal with issues effectively and promptly	PD / O
	Understand how to monitor standards and identify, prioritise and deal with maintenance, repairs and refurbishment issues	T / PD	Monitor standards of cleanliness and identify maintenance, repairs and refurbishment requirements, communicating them to the relevant person	PD / O		

	Knowledge and Understanding (Know it)	IEA	Skills (Show it)	IEA	Behaviours (Live it)	IEA
Concierge Supervisor	Know how to collect and keep up to date information on local services and know how to communicate these to customers in a way they are understood e.g. places of interest, travel options, places to eat and drink	T / PD	Maintain information on expected customer requirements including local services and travel options. Efficiently source information not readily available when needed, regularly review sources and develop effective networks	PD / O	Actively keep knowledge up to date to be able to give customers useful and up to date information which enhances their stay	PD / O
	Identify how to maintain secure storage systems for customers and recognise their importance to upholding customer confidence and business reputation	T / PD	Maintain a secure system for the storage of customers' luggage and other personal items	PD / O		
	Identify the porter and parking / valet and transport services offered by the business and know how to communicate relevant available options clearly to customers	PD / O	Coordinate the porter service and parking / valet and transport services offered by the business	PD / O		
Front Office Supervisor	Understand how to implement, and the importance of, check-in, check-out and reservation procedures to ensure they are efficient and reliable for customers	T / PD	Coordinate efficient check-in, check-out and the reservation procedures if applicable in own role	PD / O	Demonstrate consistently high standards of personal presentation	PD / O
	Identify the standards of personal presentation, recognise their importance to positive customer first impression and know how to ensure team uphold them	T / PD	Motivate the team to present a professional image at all times as the first point of call for most customers	PD / O		
	Know how to source information, keep up to date with and brief team on customer requirements; understand how to implement and the importance of procedures to maintain customer confidentiality in line with legislation and business requirements	T / PD	Coordinate customer requirements , providing accurate information and maintaining customer confidentiality at all times	PD / O		

	Knowledge and Understanding (Know it)	IEA	Skills (Show it)	IEA	Behaviours (Live it)	IEA
Events Supervisor	Identify the information required and know how to source, evaluate and use it to plan events which meet customer and business requirements	T / PD	Support event planning and coordinate events in line with customer requirements, communicating appropriately with a variety of organisations such as suppliers and exhibitors	PD / O	Is highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction	PD / O
	Understand how to develop and implement an event agreement to meet customer needs during the event	T / PD	Act as the main point of contact for customers during the event to ensure their requirements are met according to the event agreement	PD / O		
	Understand the budget requirements for the event and know how to ensure these are adhered to and accurate records kept	T / PD	Maintain a record of expenses and adhere to the budget set by the customer	PD / O		
Hospitality Outlet Supervisor	Identify the correct levels of stock and consumable items to ensure sufficient for customer demand	T/ PD	Coordinate operations to ensure equipment and display areas are stocked and presentable	PD / O	Demonstrate commercial awareness	PD / O
	Understand the importance of opening, monitoring and closing procedures to the efficient running of the outlet	T / PD	Open, monitor and close the outlet following business procedures	PD / O		
	Understand how to maintain effective displays and recognise their importance on sales and brand / business reputation	T / PD	Maintain the brand and business standard at all times, identifying possible areas for improvement	PD / O		

Annex B: On demand test specification

Key facts:

- ✓ Two hour on demand multiple choice test (including 30 minutes reading time)
- ✓ Scenario based questions
- ✓ Externally set and marked by an assessment organisation
- ✓ Undertaken either on the employer's premises or off site

The assessment will be an objective on demand test and will be in multiple-choice format ensuring validity and reliability and which allows for consistent, efficient and timely allocation of marks / grades. It is expected that the on demand tests will be on-screen and computer marked, with validated results notified to the independent end assessor. If on demand tests are paper based, they must be sent back to the assessment organisation for automated marking and the independent end assessor will be notified of the results. The question banks will cover the knowledge and skills identified on the standard (Annex A). Some questions will require the apprentice to consider a course of action or solution to a situation / problem based on a 'real-life' workplace activity in line with the identified requirements of the standard. The questions will be scenario based requiring the apprentice to demonstrate reasoning and joined up thinking, demonstrating synoptic performance against the key elements of the standard. The 2 hour test will include two parts, part A on the core and part B on the relevant specialist function using the grading criteria identified in Annex F(i).

Both sections of the test must be weighted equally and the apprentice must pass both sections to pass overall. The overall grade for the test is based on the total mark achieved across both sections, as long as both have been passed. Apprentices will complete their tests on-screen unless individual assessment needs dictate a suitable alternative method, such as paper based, away from the day to day pressures of work and in a 'controlled' environment, which may be on or off the employers' premises.

The assessment organisation will identify a suitable person to invigilate the on demand test. As this test is externally set and marked it may be invigilated by the on-programme assessor, alternatively it may, but does not have to be, the assessor conducting the observation and professional discussion. Tests will be invigilated in line with the requirements set out by the assessment organisation.

Test specifications will be available from **People1st.co.uk** and all assessment organisations must comply with the common approach contained therein.

Questions will be written using the language, tone and style expected for the level of standard. Apprentices taking the tests will be given a proportional sample of these questions which reflect general coverage of the standards to demonstrate competence within the given time constraints. Test specifications will include a clear rationale for pass and distinction levels.

The definition of a **'controlled environment'** will be clearly defined and explained by the assessment organisations prior to scheduling the test and will include environmental requirements such as lighting, space, privacy and the requirements for an invigilator to follow a best practice process.

Annex C: Practical observation specification

Key facts:

✓   Four hour observation of the apprentice in the workplace

✓   May be split into two, two hour observations to cover preparation and service / shift

✓   Covers core and specialist function elements of the standard

✓   Must maximise the apprentice's opportunity to demonstrate competence, e.g. moving to another area of the business to perform a different part of the job role

This assessment brings together all aspects of the standard, as identified in Annex A. The practical assessment is an observation of the apprentice in the hospitality environment. During the four hour observation the apprentice should have the opportunity, if required, to move from one area / function of the business to another in order to best demonstrate how they have applied their knowledge, skills and behaviours in a real-work environment to achieve genuine and demanding work objectives.

Observation requirements for each specialist function can be found with the grading criteria in Annex F. An apprentice must cover requirements for both the core and their relevant specialist function.

The practical observation provides the opportunity for substantial synoptic assessment against the relevant elements of the standard. The observation must be scheduled when the apprentice will be working in their normal place of work and will also:

✓   Be conducted at a time which reflects typical working conditions and avoids seasonal periods of low levels of trading

✓   Allow the apprentice to demonstrate all aspects of the standard being observed (e.g. the apprentice must interact with customers when being assessed for customer service)

✓   Take a synoptic approach to observing the overall competence

The apprentice and employer are required to provide a two week working schedule, including business levels, for the independent end assessor to determine when to carry out observations. The independent end assessor will plan the observation in conjunction with the apprentice and employer and use the assessment tools and procedures that are set by the assessment organisation, which will be subject to internal and external quality assurance. The observation may be split into two, two hour sessions to cover preparation and service / shift and will normally be carried out on one day, except in exceptional circumstances (such as a business operating different functions across two sites), requirements for which will form part of the assessment tools and procedures prescribed by the assessment organisation. Observations must be planned in advance to allow for quality assurance activity.

The grading criteria for all assessment activities are contained in Annex F.

Annex D: Business Project Specification

Key facts:

✓ 2,000 – 5,000 words

✓ Focussing on an opportunity/challenge/idea which the apprentice considers will make an improvement to the business they are working in

✓ Involves gathering / reviewing information and making recommendations to management

✓ Written report submitted, followed by a 30 minute presentation of the project and question and answer session

The project is designed to give the apprentice the opportunity to demonstrate their wider understanding of the business they are working in and in particular identify and 'think through' how an improvement could be made to the way it operates. The project must be based within their specialist function.

At the first meeting with the independent end assessor and employer the apprentice is required to take with them a written or typed proposal for discussion and approval. (If for any reason the proposal is not approved at this meeting a revised proposal should be sent to the employer and independent end assessor within one week.)

The project will contain the following:

• Introduction and background

• Outline of challenge or opportunity

• Aims and objectives

• Identification of measurable improvements and benefits to the organisation

• Evidence of consultation and engagement of stakeholders

• Analysis of costs and commercial context

• Legislative requirements explained and adhered to

• Evidence of effective research

• Justified recommendations for implementation

• Proposed timeframes for implementation

The project should follow a basic structure (a template will be provided by the assessment organisation). The length of the project should be between 2,000 and 5,000 words, but flexibility is given on word count, for instance if the apprentices presents information in different formats. The apprentice should be given sufficient time to undertake the research and writing/typing of the project and allocated a quiet room with IT facilities (if required) within or away from the workplace. (It will be necessary for the apprentice to sign a statement confirming that they have been the author of the project using a standard template available at www.people1st.co.uk).

Once the project is completed, the apprentice is required to submit the report to the independent end assessor and employer no less than seven days in advance of the presentation. The presentation will take place in a controlled environment either on or off-site. A 'controlled environment' is defined as a quiet room, away from the normal place of work with access to all the equipment the apprentice requires to deliver the presentation.

Apprentices may choose the most appropriate method to present their challenge to the assessor, e.g. PowerPoint presentation or an interactive demonstration. The apprentice will have 30 minutes to deliver the presentation to include time for questions and answers at the end. An employer representative can be present during the presentation as an observer only and will not interact with the assessment activity.

The independent end assessor will make their judgement on the delivery of the business challenge assessment using the criteria for assessment in Annex F. The independent end assessor should note particular aspects of the business challenge delivery that they wish to discuss with the apprentice during the question and answer session at the end of the presentation, either to confirm their judgement and/or provide further information on which to base the grading decision.

The research, report submission and presentation must all be completed within the two-month end assessment window.

Assessment criteria for the business project can be found in Annex F.

Annex E: Professional discussion specification

Key facts:

✓ 90 minute discussion between the apprentice and the independent end assessor

✓ Employer present to support (but not lead) the apprentice and confirm information

✓ Will include areas of the standard not seen in the observation or business project plus key additional areas identified in Annex A

✓ Planned in advance to allow the apprentice to prepare fully for the discussion

The professional discussion is a structured discussion between the apprentice and their independent end assessor. The employer may be present at this discussion to provide further examples and support (but not lead) the apprentice, or may provide them following a review of an audio or video recording or transcript of the discussion after it occurs and before the independent end assessor makes a decision on grading. The employer does not score the discussion. The independent end assessor conducting the professional discussion should normally be the same person who conducted the practical observation and marked the business project. It allows the independent end assessor to ask the apprentice questions in relation to:

✓ The period of learning, development and continuous assessment

✓ Coverage of the standard

✓ Personal development and reflection

The apprentice will be informed of the requirements prior to the discussion at least five days in advance and may bring additional materials to assist them to demonstrate their competence. The discussion must be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

The professional discussion will be conducted in a 'controlled environment' i.e. a quiet room, away from the normal place of work. If for any reason it is not possible for all involved to meet in the same place end assessors must ensure adequate controls are in place to maintain fair and accurate assessment. The professional discussion may be conducted using technology, as long as fair assessment conditions can be maintained. Acceptable means of remote assessment include video conferencing / video calling and must include a two way visual and audio link. A standard template, provided by the assessment organisation, which can be contextualised will be used, to ensure that standards are secure but interviewers are able to focus on key areas for confirmation of performance and effective appraisal of the evidence base. This will ensure that consistent approaches are taken and that all key areas are appropriately explored. The professional discussion will be planned in advance to allow for quality assurance activity in line with sampling requirements and will cover the key elements of the standard identified in Annex A.

The professional discussion will recognise areas which have already been covered in the observation and business project so as not to re-assess an area in which the apprentice has already demonstrated competence. The professional discussion will typically last 90 minutes and will be marked by the independent assessor using the standard template. The template will record full details of all marks applied (and evidence referenced) by the assessor.

Annex F: Grading criteria

N.B. Assessment organisations will clearly identify performance requirements above a pass for apprentices to achieve the distinction grade in each assessment activity. These criteria will be appropriate to the assessment method.

For example:

- On-demand test will have grade boundaries (e.g. 0-69 fail, 70-84 pass, 85-100 distinction)

- Observation will recognise competence in achieving tasks on time and to standard (pass) but will recognise efficient, coordinated working to exceed timescales, standards or ways of working (distinction)

- Professional discussion and business project will have descriptors for performance, such as describe, explain (pass) and evaluate, review, recommend (distinction)

Each apprentice must complete the assessment activities and cover the assessment criteria below. Assessment organisations must ensure they address the assessment criteria with a 'common sense' approach, ensuring that an apprentice clearly demonstrating competence that may not have covered every single bullet point due to, for example, working operational limitations during the observation. Assessment organisations may also take into account evidence identified in other assessment activities in order not to reassess areas of the standard unnecessarily, for example if competence has been demonstrated in the business project it should not be reassessed in the professional discussion. The criteria should be read in conjunction with the employer occupational brief to give further detail of required coverage. The brief can be found at **www.people1st.co.uk**.

Annex F(i)	In order to pass all apprentices will demonstrate knowledge and understanding of a representative proportion of the core and relevant specialist function criteria following in the on demand test:
Core	- Principles of an effective team, roles and responsibilities of team members and how team dynamics can affect the success of the team - Principles of motivation - Motivational techniques and the importance of fulfilling agreements to your team - Principles of key performance indicators, brand standards and service level agreements - Principles of departmental budgets, planning for expenditure and controlling costs - Common categories of costs and their relative proportions in the hospitality industry - Principles of waste management - Principles of hazard analysis and risk management - Legislation affecting hospitality operations - Principles of staff resource planning and supervision - Principles of effective communication - Principles of effective supervision - Principles of customer profiling, its importance and impact on hospitality operations - Theories, models and styles of leadership and supervisory management skills - The importance of consistency of product / service and adhering to organisational/brand standard - How to identify trends in levels of demand which may influence resource requirements
Food and beverage supervisor	- Legislation and regulations relevant to food and beverage supervision - Common menu styles and the factors which impact menu planning and design - Information which must be included on a menu - Principles of effective menu and dish composition - Benefits of menu knowledge in terms of ingredients, cooking methods, allergens and dietary needs for self and team members - Principles of food and beverage pairing - Principles of customer service and loyalty
Bar supervisor	- Legislation and regulations relevant to bar supervision, including licensing, weights and measures and trades description - The requirements for and importance of providing accurate information to staff and customers, particularly in relation to strength of drinks, special offers and promotions - The correct techniques, glassware and equipment for pouring and serving a range of alcoholic and soft drinks - How to respond to someone who may be under the influence of drugs or excess alcohol - Correct cellar security, temperature and environmental control and what ideal conditions are - Safe and hygienic working practices when preparing kegs, casks and gas for use - Principles of stock rotation, how to tell if stock is out of condition or out of date and why this is important

Housekeeping supervisor	• Legislation and regulations relevant to housekeeping supervision, including COSHH and lone working • The requirements for and importance of providing accurate information to staff and customers, particularly in relation to additional products and services, special offers and promotions • The correct techniques, equipment and cleaning products / materials required to clean and service a range of areas in line with safety and industry standards • Correct storage and security conditions and stock rotation requirements for linen, cleaning products and sundry items used in accommodation • Safe and hygienic working practices when servicing bedrooms, bathrooms / washrooms and public areas • Principles of effective facilities monitoring, including maintenance routines and reporting of defects • Reporting and data protection requirements for a housekeeping supervisor
Concierge supervisor	• Legislation and regulations relevant to concierge supervision, including manual handling, storage of third party property and data protection • The requirements for and importance of providing accurate information to staff and customers, particularly in relation to additional products and services, special offers and promotions • The correct techniques and methods to up-sell additional products / services to customers • Principles of receipt, transportation and storage of third party items, such as luggage • Principles of booking additional products and services • Reporting and data protection requirements for a concierge supervisor • The importance of security and confidentiality and the importance of integrity and discretion, upholding customer confidence and business reputation
Front office supervisor	• Legislation and regulations relevant to front office supervision, including hotel and accommodation specific legislation, consumer rights and trades description • The requirements for and importance of providing accurate information to staff and customers, particularly in relation to types of room, facilities and pricing structure, special offers and promotions • Principles and legislative considerations of booking accommodation, arrivals and departures of guests • How to respond to someone who may be from another country or culture, or who requires additional assistance • Understand the requirements for processing personal and sensitive data and the legislations which cover these • Correct front office and accommodation security and environmental control and what ideal conditions are • Methods of communication used to convey information regarding services efficiently and effectively to customers and staff

Events supervisor	• Legislation and regulations relevant to events supervision, including conference, banqueting • The variety of information required to plan different types of functions including: customers' specific requirements, staffing, equipment, budget, venue capacity & other specifications • Types of specific requirements customers may have, for example, for food, drinks, marketing or table planning and how these are incorporated in events supervision • How to manage the available resources for events to meet customer and business requirements • Types of records that should be maintained for functions and your organisation's procedures regarding how information about the function should be communicated to customers, including the event contract • Principles of calculating costs for event resources and the importance of communicating these accurately to the customer • The need to adhere to budgets and why the accurate recording of information is important
Hospitality outlet supervisor	• Legislation and regulations relevant to outlet supervision, including weights and measures, food safety, consumer rights and trades description • The requirements for and importance of providing accurate information to staff and customers, particularly in relation to ingredients, special offers and promotions • The need to adhere to budgets and why the accurate recording of information is important • Principles of ordering resources to ensure an efficient operation and in consideration of fluctuation in requirements • Principles of stock rotation, how to tell if stock is out of condition or out of date and why this is important • Principles of efficient use of resources, environmental impact and waste reduction • Understand the importance of maintaining brand standards and business reputation

Annex F(ii)	In order to pass the observation apprentices will demonstrate ALL of the core and relevant specialist function criteria following during the practical observation, assessment organisations will design observation templates distinguishing between performing at pass level (competence in achieving tasks on time and to standard) and distinction (efficient, coordinated working to exceed timescales, standards or ways of working):	
Coverage	The apprentice's observation should focus on the elements of the standard identified in Annex A and be observed in the normal working environment. In order to pass the apprentice will prepare for and then supervise a session in their relevant specialist function, confirming their underpinning knowledge, skills and behaviours in practice. The observation must include the apprentice working a 'normal' shift covering the range of competencies listed on the standard, for example a bar supervisor must ensure the bar is ready for service and then work on the bar ensuring an effective drinks service occurs, with a genuine and adequate level of customers and team members. The employer occupational brief provides additional detail to guide assessment requirements.	
Core	**In order to pass apprentices must demonstrate the following competencies against the CORE and their relevant SPECIALIST function** • Ensure all actions are in line with business / brand standard • Ensure activities comply with legal requirements, industry regulations, social responsibility, professional codes and organisational policies / standards • Brief the team on required activities, setting realistic work objectives • Communicate effectively with team, customers and other departments / stakeholders • Monitor the team during activities to ensure correct performance levels are achieved • Provide leadership, supervision and support to the team and its members as required, leading by example to maximise performance	**In addition to the pass criteria, apprentices can achieve a distinction by demonstrating the following competencies against the CORE and their relevant SPECIALIST function** • Plan activities to maximise time and available resources • Identify opportunities to 'go the extra mile' with either customers or in supporting team • Actively promote business / brand standard when briefing team members and monitoring service • Ensure communications are efficient, understood and resultant actions undertaken at the appropriate time • Minimise potential disruption by pro-actively assessing the activities and identifying and addressing issues in advance
Food and beverage supervisor	• Prepare the food / beverage area for service, ensuring business / brand standards are maintained and menus / promotional materials are up to date and presented accurately • Ensure stock / resources are ready for service • Ensure customers are met, given the correct information receive food and beverage service in line with business / brand standard • Process payments / record consumption and keep all records (manual or electronic) up to date and supplied to the correct person	

Bar supervisor	• Prepare the bar / drinks dispense area for service, ensuring business / brand standards are maintained and menus / promotional materials are up to date and presented accurately • Ensure stock / resources are ready for service • Ensure customers are met, given the correct information receive bar service in line with licencing requirements and to business / brand standard • Ensure customer behaviour is monitored and issues with customers who are underage, have taken drugs or are excessively drunk are managed correctly
Housekeeping supervisor	• Ensure the team have accurate room / area allocations and time expectations • Monitor the performance, location and safety of housekeeping staff, especially when working alone • Ensure adequate cleaning resources, linen and consumable items are available and ready for use • Ensure bedrooms, bathrooms and public areas are cleaned to business / brand standard and maintenance issues are reported promptly
Concierge supervisor	• Ensure the department has accurate information on facilities, events and activities within the organisation • Provide information and assistance to customers and team members, including the procurement of internal / external products / services • Supervise the movement and storage of guest and organisational property • Ensure required records / documentation is accurately completed in line with organisational procedures
Front office supervisor	• Ensure systems are checked and documentation is prepared and ready for arrival / departure of customers • Check reservations / allocations are completed in line with business / brand standards • Process payments / record consumption and keep all records (manual or electronic) up to date and supplied to the correct person • Ensure required records / documentation is accurately completed in line with organisational procedures
Events supervisor	• Prepare the relevant areas for the event, ensuring business / brand standards are maintained and menus / promotional materials are up to date and presented accurately • Ensure stock / resources are ready for service • Ensure the client brief is followed and that the key contact is liaised with at regular, appropriate intervals • Ensure required records / documentation is accurately completed in line with organisational procedures
Hospitality outlet supervisor	• Prepare the hospitality outlet for service, ensuring business / brand standards are maintained and menus / promotional materials are up to date and presented accurately • Ensure stock / resources are ready for service • Ensure customers are met, given the correct information receive products and services in line with business / brand standard • Process payments / record consumption and keep all records (manual or electronic) up to date and supplied to the correct person

Annex F(iii)	The following competencies must form the basis for the business project:
In order to pass an apprentice will:	• Give a general introduction and background to department, team or area of work, including how this relates to the rest of the business unit (if applicable) • Explain how the business fits into the hospitality industry • Demonstrate an awareness of and understanding for the need for deadlines • How the apprentice keeps up to date with trends and the changing industry • Outline the problem, challenge or opportunity identified • State the aims and objectives of the project • Identify how the potential changes would lead to measurable improvements and benefits to the department, team or area of working • Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations • Provide an indication of costs associated with the proposed recommendations • Identify applicable legislation and ensure the proposal complies where necessary • Provide research methodology to demonstrate a logical, coherent approach • Make clear recommendations for implementation • Concise validation and justification of recommendation
In order to achieve a distinction apprentices must, in addition to achieving all pass criteria:	• Give a detailed introduction and background of the department, team or working area / wider business unit (e.g. other departments, head office, local community / customer profile) • Outline the current situation which has led to the identification of a challenge or opportunity • Provide detailed aims and objectives for the project, linking to the current situation • Identification of measurable improvements and benefits to the organisation • Review the project to ensure it meets organisational and legal requirements • Show a range of research has been used effectively, including obtaining information from stakeholders, such as team members, management, suppliers or customers • Make detailed recommendations for implementation, including timings and potential costs • Show a range of qualitative and quantitative research has been used effectively • Detailed recommendations for implementation • Detailed validation and justification of recommendations • Proposed timeframes for implementation

Annex F(iv)	In order to pass the professional discussion apprentices will demonstrate ALL of the following during the professional discussion, unless naturally occurring evidence in the observation or business project has already demonstrated competence in which case it should not be reassessed.
Coverage	The apprentice's professional discussion should focus on the elements of the standard identified in Annex A and reference the detail contained within the employer occupational brief for the hospitality supervisor. In order to pass the apprentice will explain, using examples, how they perform to the standards required. This may incorporate the use of additional documentation / working examples.
In order to pass an apprentice will:	• Clearly articulate examples from the workplace relevant to evidencing competence across the standard • Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff • Provide examples of how staff are managed effectively, including motivation, training and development of teams and individuals, in line with legal requirements and organisation's policies and procedures • Provide reasoned examples of how the hospitality department operates efficiently • Explain the importance of keeping up to date with current industry trends and provide examples of how this has been achieved • Provide an overview of how the hospitality department meets the needs of the business and customer • Provide evidence to show they have been part of the effective planning and review in the team • Describe how the hospitality department meets regulatory requirements • Evidence effective day to day supervision of the team / department and how these lead to customer satisfaction and ensure business performance • Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated • Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with

Annex F(v)	In order to obtain distinction in the professional discussion apprentices will, in addition to achieving all pass criteria, demonstrate ALL of the following during the professional discussion
Across the standard – both core and specialist function	• Proactively keeps up to date with industry developments, trends and business objectives • Explains how effective hospitality supervision, contingency planning, motivation and adherence to company / brand standard have been developed and implemented and how this has decreased waste and increased overall team / departmental performance • Describe how recommendations for the improvement of quality, cost, value or efficiency have been made in the organisation • Demonstrate how a proactive approach to planning and supervision has been implemented, including proactively educating and monitoring staff on customer service, brand standards health and safety and risk matters beyond the legislative minimum • Provide examples of when improvement activities have been actively sought to develop own performance to raise standards in team performance, reaching objectives and customer service • Provides mentorship to team members with measurable improvements to the performance of individuals and the team • Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team

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If you would like to receive further information about our programmes and services, contact us:

People 1st
First Floor, Hospitality House
11-59 High Road
London N2 8AB
United Kingdom

Telephone: +44 (0)20 3074 1222

E-mail: info@people1st.co.uk

LinkedIn: People 1st

Website: www.people1st.co.uk