

# Hospitality Manager Level 4 Apprenticeship End-Point Assessment Plan



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## Introduction

This document sets out the requirements and process for independent end-point assessment of the hospitality manager apprenticeship standard. 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 end-point assessment organisations.

Independent end-point assessment occurs when the employer is satisfied that the apprentice is working consistently at or above the level set out in the hospitality manager apprenticeship standard. The assessment period for the hospitality manager standard can commence at any point once the apprentice is competent after the twelve-month minimum (typically 18 months) period of learning and development.

## Apprentice's readiness for independent end-point 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. 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-point 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 (typically 18 months) prior to starting the independent end-point assessment.*

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

### ii. Readiness for end-point assessment

The independent end-point assessment is synoptic, which means it takes an overview of the apprentices' competence. The end-point 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. The independent end-point assessment ensures that all apprentices consistently achieve the industry set professional standard for a hospitality manager.

All apprentices must complete the required amount of off-the-job training specified by the apprenticeship funding rules. The apprentice must have achieved English and maths qualifications in line with the apprenticeship funding rules.

The apprentice's employer must confirm that they think their apprentice is working at or above the occupational standard. The apprentice will then enter the gateway. The employer may take advice from the apprentice's training provider(s), but the employer must make the decision.

When the EPA is arranged with the EPAO the apprentice must submit the following supporting material within 14 days of the EPA being arranged: two-page synopsis of their business project. To ensure the project allows the apprentice to meet the KSBs mapped to

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this assessment method to the highest available grade, the EPAO should sign-off the project's title and scope at the gateway to confirm it is suitable. A brief project summary must be submitted to the EPAO in the form of a two-page synopsis. The EPAO must confirm the business project is suitable within 7 days of agreeing the EPA schedule. This needs to show that the project will provide the opportunity for the apprentice to cover the KSBs mapped to this assessment method. (see Annex C for details).

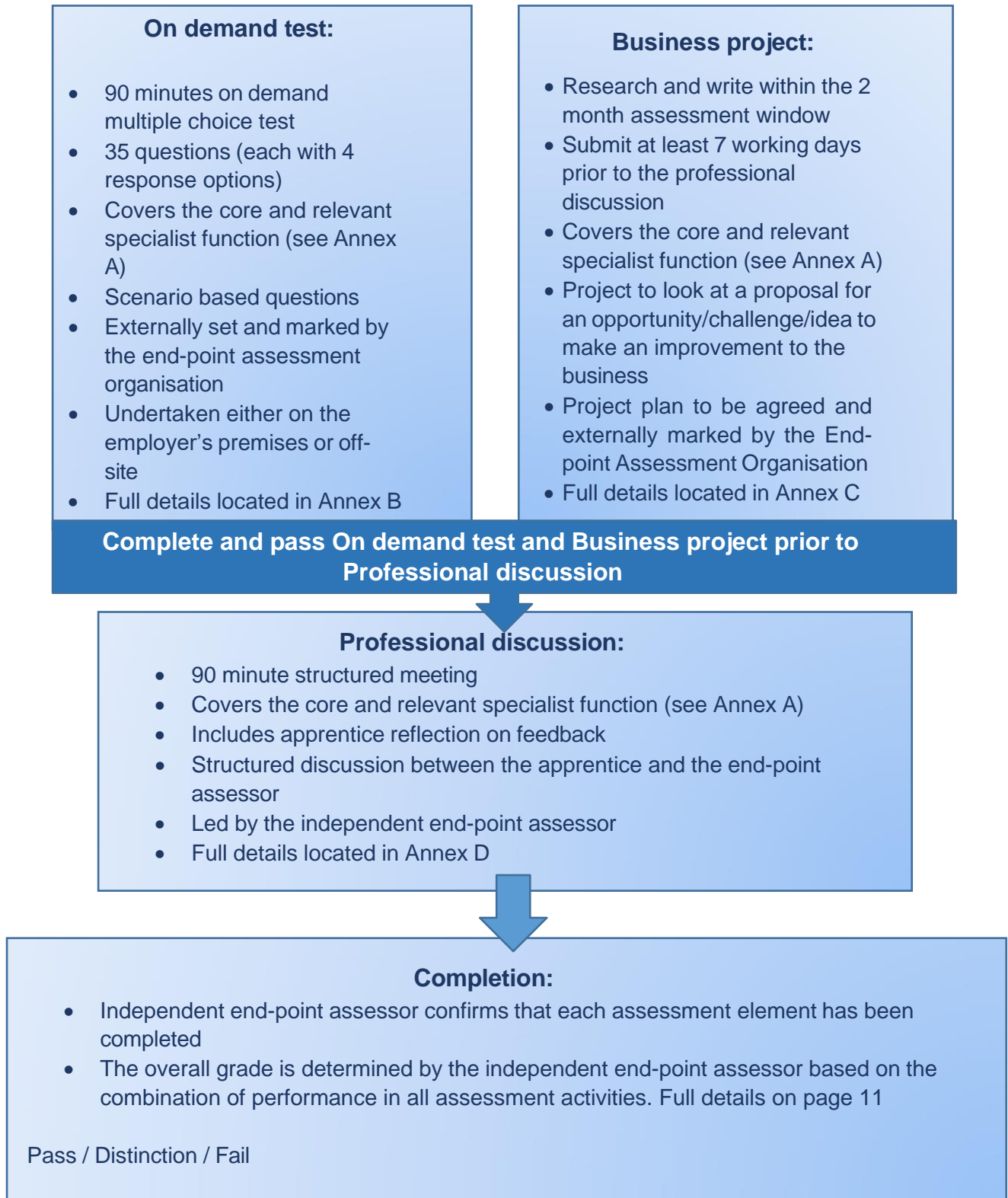
The independent end-point assessor will agree a plan and schedule for each assessment activity with the apprentice and employer representative to ensure all components can be completed within a two-month end-point assessment window. It should be noted that the on-programme assessor is not involved in 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-point assessment**

There are three assessment activities for the hospitality manager independent end-point assessment. The on-demand test can be taken at any time prior to the Professional Discussion. The business project must be submitted to the independent end-point assessor a minimum of 7 working days prior to the professional discussion being undertaken. The professional discussion must be the last activity completed. All assessment activities must be completed within two months.

## Summary of assessment process

The apprentice will be assessed to the apprenticeship standard using three 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-point assessor as follows:



## Reliability, Validity and Consistency

Independent end-point 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-point assessor approved and appointed by an end-point assessment organisation which is on the register of end-point assessment organisations and 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,
- ✓ The mandating of both technical and assessment competence and continuing professional development (CPD) for independent end-point assessors to ensure that they have the right tools, qualifications, training and experience to make reliable judgements.
- ✓ An end-point assessor from an independent end-point 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-point assessments and of independent end-point assessment outcomes and results, by an ESFA registered end-point assessment organisation.
- ✓ The use of on demand tests with automated marking ensuring a consistent approach regardless of the apprentice's workplace.
- ✓ Three complementary assessment methods that provide a clear structure for synoptic assessment across the standard.

## Roles and responsibilities

### Independent end-point assessor

An independent end-point 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 end-point assessment organisation to undertake the independent end-point assessment of the apprentice.

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

#### a) Occupational Expertise of Hospitality Manager Independent End-Point Assessors

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

- ✓ Have excellent knowledge and understanding of the apprenticeship standard as set out in the industry set Grading Criteria (Annex E)
- ✓ Hold a recognised current workplace assessment qualification.
- ✓ Have current occupational expertise and knowledge, at the level of the occupational area(s) they are assessing, which has been gained through 'hands on' experience in the industry. It is expected that the independent assessor will have experience of working at this level or above, within a range of types and sizes of hospitality organisations.
- ✓ Practice standardised assessment principles set out by the end-point assessment organisation.
- ✓ Have sufficient resources to carry out the role of independent end-point assessor

#### b) Continuous Professional Development for Hospitality Manager Independent End-Point Assessors

It is necessary for independent end-point 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 end-point assessors should select CPD methods that are appropriate to meeting their development needs. Within a twelve-month period an Independent End-point Assessor will be required to demonstrate to the end-point assessment organisation they have gained practical experience in the hospitality industry which develops/up-dates their knowledge/skills. The following provides an example of a variety of methods that can be utilised for CPD purpose, 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

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- ✓ 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

### **End-point assessment organisations**

End-point assessment organisations are registered on the ESFA Register of end-point assessment organisations. End-point assessment organisations are responsible for ensuring assessments are conducted fairly and that assessments are valid, reliable and consistent. It is essential that end-point assessment organisations:

- ✓ Ensure independent end-point assessors are competent in meeting both occupational and assessment criteria requirements
- ✓ Approve and appoint independent end-point assessors
- ✓ Ensure assessments are planned, communicated and executed fairly
- ✓ Quality assure independent end-point 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 end-point 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-point 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

All end-point 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. End-point 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.

## **External quality assurance (EQA) of the end-point assessment for the hospitality manager apprenticeship standard**

The external quality assurance will be an employer-led model carried out by People 1st on behalf of the employers.

## 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 three assessments. In order to achieve a distinction the apprentice needs to gain the required number of points as set out in the table below – gaining a distinction in the activity 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 a minimum of 70% of correct answers to pass the assessment activity. In the on demand test, the apprentice must demonstrate competence against all of the grading criteria for a pass in Annex E (i).

In the **business project**, the apprentice must demonstrate competence against all of the grading criteria for a pass in Annex E (ii).

In the **professional discussion**, the apprentice must demonstrate competence against all of the grading criteria in Annex E (iii).

### In order to achieve a distinction:

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

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

In the **professional discussion**, the apprentice must demonstrate competence against **all** of the assessment criteria for a pass in Annex E (iii) and a distinction in Annex E (iv) and will explain how they have met the relevant assessment criteria, including effective communication, leadership, teamwork, self-evaluation and the detailed behavioural elements of the standard.

The independent end-point assessor will use the assessment tools and processes of their end-point 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 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 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)
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 resat/retaken. Apprentices cannot achieve the apprenticeship without gaining at least a pass in every assessment method. Once the apprentice has achieved at least a pass in each assessment activity the final grade will be calculated as follows:

Total score	Overall grade
3 - 5	Pass
6+	Distinction

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

Should an apprentice fail one assessment activity this should be resat as soon as the apprentice is ready and when practicable for the business. Both the On-demand test and the Business Project must be successfully completed before moving on to the Professional Discussion. 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 retake of the whole end-point assessment. When resitting/retaking an assessment activity the maximum grade that can be achieved for that activity is a pass. In the event of an exceptional circumstance causing the apprentice not to have had the full opportunity to undertake an assessment method, then they will not be graded for that method (meaning they are not be given a fail or a pass). Instead, the assessment method will be re-arranged to take place as soon as possible. It is for the Independent End-point Assessor to decide if exceptional circumstances apply. This could be, for example, (but is not limited to) sudden ill health of the apprentice causing the assessment to breakdown.

## Affordability

It is anticipated that the cost of the hospitality manager end-point assessment will be approximately 15 - 18% of the overall fundable cost of the apprenticeship and that there will be up to 2,000 apprentices completing this standard each year.

## Annex A: Assessment method by element of the hospitality manager standard

Hospitality managers work across a huge variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers. These managers generally specialise in a particular area, however their core knowledge, skills and behaviours are aligned. Common to all managers in this role is their passion for exceeding customers' expectations. Hospitality managers have a high level of responsibility and are accountable for fulfilling the business vision and objectives, which requires excellent business, people and customer relation skills. Individuals in this role are highly motivated team leaders that combine a talent for management and specific industry skills and thrive on the customer facing nature of the role.

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 E
T	Assessment will be through the on-demand test
BP	The content of the business project 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 E

### Description of specialist management functions

<b>Food and Beverage manager</b>	Food and Beverage managers manage the delivery of business standards in a range of settings including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers.
<b>Housekeeping manager</b>	Housekeeping managers manage the delivery of business standards for the presentation of establishments such as hotels and other overnight accommodation including hostels, serviced apartments and conference venues, making sure that they are clean, fresh and tidy in public areas and guest accommodation.
<b>Front office manager</b>	Front office managers manage the delivery of the business standards for the reception function and, where relevant the nights' team and porters, reservations for example in hotels and conference venues.
<b>Revenue manager</b>	Revenue managers devise and implement strategies that aim to optimise revenue across the business, for example rooms, conference and events and food and beverage.

<b>Conference and events manager</b>	Conference and events managers manage the delivery of functions often simultaneously such as business conferences, conventions, banquets or weddings. The role requires managing meticulous coordination liaising with multiple departments across the business to meet a variety of different customer needs and expectations
<b>Hospitality outlet manager</b>	Hospitality outlet managers manage the operations of a hospitality 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.
<b>Kitchen manager (head chef)</b>	Kitchen Managers / Head chefs take responsibility for the delivery of consistent levels of food preparation, cooking and service, typically in high volume and often fast-paced or complex production catering kitchens. High levels of financial accountability, adherence to strict procurement, stock management and food safety requirements provide a challenging environment, which needs to be managed with a considerable amount of expertise.
<b>Multi-functional manager</b>	In some organisations, a hospitality manager covers a range of different operational functions, applying their skills, knowledge and behaviours in different contexts, and not necessarily addressing one function in full. Multi-functional managers have substantial accountability and responsibility for meeting clear management objectives with their team and must balance priorities across each of the functions they are given responsibility for. For example a manager may be required to oversee the restaurant service and be responsible for bar, banqueting and conferences on the same day.

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

	Knowledge and Understanding (Know it)		Skills (Show it)		Behaviours (Live it)	
<b>Business</b>	Understand how to use relevant operating models to help achieve the business vision and objectives of hospitality businesses and how these are used in own area of business	T PD	Proactively seek and drive activities that support the achievement of the business vision and objectives, improve competitiveness, to meet financial targets	BP PD	Inspire team members to demonstrate personal drive to achieve the business vision and objectives	PD
	Understand how to manage finance and minimise costs within hospitality businesses; identify the income streams and cost centres and areas for potential waste or loss within own area of business	T BP	Monitor and manage income and costs, use forecasting to set realistic targets, evaluate the control of resource allocation, and prepare financial cases for improvement projects	PD T	Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance	PD
	Know the business strategy and its key competitors and how it fits within the wider hospitality industry in which it operates	BP	Develop and effectively communicate own plans and strategy to management team in order to harmoniously work towards achieving business objectives	PD BP	Openly share information with colleagues that support business objectives and growth	PD
	Identify the management information available in own area and understand how to use, analyse and act on it to drive business change	PD	Analyse, interpret and evaluate product / service sales and / or productivity data and information and use it to make recommendations for future planning e.g. of staff and resources, ideas for new initiatives, and drive business change	BP	Make decisions based on a sound analysis and judgement of available management information	BP
	Understand the standard business operating procedures, the services and products and how they are managed and their potential consequences	PD	Implement required operational processes and procedures in line with business standards	PD	Actively promote the benefits of working within standard business operating procedures	PD

	Identify peaks and troughs in business levels and understand the factors which influence them e.g. season, weather, cultural and special occasions such as Valentine's Day, New Years	T	Monitor peaks and troughs in business levels to ensure operational plans allow service standards and resources to be maintained	BP PD	Ability to make accurate forecasts based on current and future trends	BP PD
	Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements	T	Develop and implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business	T PD	Think ahead and demonstrate resourcefulness when developing plans	BP PD
	Understand how technology supports the delivery of products and services in hospitality businesses	PD	Maximise the use of technology and evaluate its effectiveness for achieving the desired results	PD	Use technology responsibly and take an interest in new developments that could support the business	BP PD
	Understand environmental, legislative and social responsibilities and their impact within hospitality businesses	T	Manage and continuously review adherence to legislation	T	Be accountable, advocate and adhere to the importance of working legally in the best interest of all people	PD
<b>People</b>	Know how to identify potential risks to people and the business and how to plan for and minimise the impact	T	Identify and manage risks through empowering the team	PD	Be solution focussed through proactive risk management personally and through others	BP
	Understand how to create a people strategy and how to effectively manage recruitment, induction, team development and succession planning in a hospitality business to deliver it	T	Carry out talent management planning in line with the people strategy, and develop a culture of continuous development, actively supporting team members to improve and grow within their roles and careers	PD	Demonstrate commitment to self-improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills	PD
	Know and understand how to consistently communicate and engage with people and teams	T	Demonstrate effective methods of communication and leadership that achieve the desired results, providing support and coaching to team members to maximise their performance	PD	Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication	PD
	Understand the responsibilities of an employer and the parameters the business works within	PD	Manage people performance and capability, and develop teams in line with operational policy and procedures and support appropriate decision making	PD	Empower team members whilst providing adequate support to aid their decision making	PD
<b>Customers</b>	Determine the customer service journey and understand how to meet expectations, taking into account business requirements	BP PD	Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements	PD	Proactively develop and maintain a customer centred culture	PD
	Understand the impact of service failure on hospitality businesses and identify how to develop and implement successful service recovery strategies	T	Develop and implement service recovery strategies to uphold brand / business reputation and maintain customer satisfaction	PD	Provide clear direction to team and empower them to implement effective customer service resolutions	PD



	Know how to use customer feedback as a competitive tool in the hospitality industry	T	Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience	T BP	Drive behavioural change through encouraging others to seek and act on feedback	BP
	Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques	T	Maximise the impact of marketing strategies, evaluate and act on feedback	T	Personally market the business and industry through creating a culture of passionate enthusiasm to provide customers with the best possible experience, seeking and acting upon feedback	PD
	Understand what it means to champion the business and maintain comprehensive product / service, brand and market knowledge	T	Manage the targeted promotion of the brand and product / service to customers	BP PD	Drive a strong cultural belief in the brand and product / service	PD
<b>Leadership</b>	Understand the management and leadership styles and skills required in a hospitality business environment	T	Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others	T PD	Create a high performance culture	PD
	Understand how to lead the implementation of change in hospitality business and the potential impact on stakeholders	T PD	Lead change to meet the business objectives and manage the impact of change on stakeholders	BP T	Pioneer business decisions and promote a positive attitude to change	BP PD
	Understand the ethos of a diverse and inclusive culture that demonstrates social inclusion	PD	Support team members to carry out work activities that respond to a diverse range of needs	PD	Lead by example to promote business and social responsibility and act as a role model to ensure self and team are operating in an empathic, fair and consistently professional manner	PD

## Specialist management functions

	Knowledge and Understanding (Know it)		Skills (Show it)		Behaviours	
<b>Food and Beverage Service Management</b>	Know key ingredients, preparation, cooking and service methods of menu items and communicate relevant information to team members. Understand the benefits of food and beverage matching and how to maximise sales through effective menu design, seasonal promotions and themes. Understand different food service styles and when each is applied most effectively	T PD	Ensure food and beverage service operation meets business / brand standard at all times through its staff, facilities, menus and equipment. Ensure the beverage offer complements menus and maximises sales, delivering a service that will enhance business opportunities, e.g. seasonal special offers, promoting a themed drinks menu to complement dishes	BP PD	Demonstrate passion for high quality food and drink products and service	BP PD
	Understand how effective management and maintenance of food service equipment, accompaniments and drinks products impact on the business	T PD	Manage the storage and maintenance of food service equipment, accompaniments and beverage products to deliver the best result to customers and maximum profit to the business	BP PD		

<b>House Keeping Management</b>	Understand how to monitor the cleanliness and presentation of the establishment and productivity, identify and implement areas for improvement	T PD	Monitor standards of cleanliness, presentation and productivity, identifying trends and opportunities to enhance the housekeeping service e.g. to achieve improved cleanliness and attractiveness in line with the style of the business (e.g. colour scheme of seasonal floral displays)	BP PD	Actively seek innovative ideas for improving the physical presentation of the establishment in line with business constraints	BP PD
	Know requirements for current and forecast linen stock and other housekeeping supplies and know how to manage these to ensure sufficient supply to meet demand	T PD	Track the use of housekeeping supplies and linen on and off-site taking action to ensure sufficient stock for current and anticipated demand, minimise loss and wastage	BP PD		
	Understand how to identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers and impact on other areas of the business	T PD	Determine the need for and schedule maintenance or repair work, managing its impact on the housekeeping service and other areas of the business	BP PD		
<b>Front Office Management</b>	Understand how to allocate and manage rooms to maximise sales opportunities for the business and meet or exceed customer expectations	T PD	Manage the availability and sale of rooms and / or facilities to maximise revenue and meet customers' individual needs	BP PD	Demonstrate consistently high standards of personal presentation and conduct, and instil the same values in the team	BP PD
	Understand how to monitor the effectiveness of reception and reservation systems, identify and implement areas for improvement	T PD	Analyse the reception and reservation systems and performance, identifies and implement improvement, e.g. to reduce guest waiting times, minimise check-in / check-out congestion	BP PD		
<b>Revenue Management</b>	Identify the information relevant to the reservations process and understand how to analyse, interpret and use it to drive revenue generation	T PD	Analyse and present a range of complex information and provide intelligence, for example on revenue in relation to market factors	BP PD	Demonstrate the ability to identify commercial opportunity to maximise revenue for the business across the different functions and departments of the business	BP PD
	Understand how to gather reliable information on competitor performance and make business / industry comparisons, recognising the importance to the business	T PD	Monitor competitor performance and business / industry comparisons	BP PD		
	Understand how to carry out and recognise the importance of effective yield management	T PD	Carry out effective yield management in line with business requirements	BP PD		
	Understand how to work with other managers and use relevant and available information to forecast potential revenue performance	T PD	Forecast potential revenue performance in collaboration with other managers	BP PD		
<b>Conference and Events Management</b>	Understand how to plan and implement multiple events to ensure best allocation and use of resources to meet demand	T PD	Manage the planning and delivery of multiple events	BP PD	Is highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction	BP PD
	Identify required business levels and know how to track and analyse enquiries to fulfil them	T PD	Track and analyse enquiries to fulfil forecast business levels	BP PD		
	Understand how to develop and maintain effective working relationships with suppliers, exhibitors and other stakeholders and why this is important for the business	T PD	Manage relationships with a variety of organisations and stakeholders such as suppliers and exhibitors	BP PD		
<b>Hospitality Outlet</b>	Understand how to manage the delivery of on and off site sales of goods and products	T PD	Manage the delivery of on and off site sales of goods and products	BP PD	Actively seek opportunities to improve the commercial	BP PD

<b>Management</b>	Understand how to monitor food production to ensure standards are upheld, identify and implement areas for improvement	T PD	Manage food production to established standards and where relevant according to brand specifications, ensuring that all food safety practices are followed	BP PD	presentation of the outlet to enhance and maximise sales	
	Understand how to manage cleanliness and identify, prioritise, schedule and implement maintenance or repair work in ways which minimise disruption to customers	T PD	Maintain the appearance of the establishment to business standards managing cleanliness, maintenance, repairs and refurbishment	BP PD		
<b>Kitchen Management</b>	Understand the process for procurement of food ingredients and commodities, including purchasing specifications. Know how to prepare menus, recipes and standardised systems and procedures to ensure consistency and quality of food	T PD	Train and manage kitchen team members to deliver a consistent and timely food production operation to meet the needs and expectations of the customer and business, including adherence to brand standards where appropriate	BP PD	Lead the department with passion, instilling a sense of pride in team ensuring a consistently high quality and efficient food production operation	BP PD
	Understand the requirement for and on-going maintenance for kitchen equipment. Know how, why and when staff should be trained and monitored on its use.	T PD	Effectively manage kitchen equipment and resources in line with legislative and operational requirements. Ensure regular servicing and maintenance has minimal impact on operations	BP PD		
	Understand how to manage food safety systems in line with current legislative requirements and identify, prioritise, schedule and implement monitoring, training, maintenance or repair work in ways which minimise disruption to customers;	T PD	Manage food safety systems to adhere to legislation. Ensure that all required procedures, training and monitoring documentation are completed within timescales and issues addressed as appropriate	BP PD		
<b>Multifunctional management</b>	Multi-functional managers will be required to demonstrate competence against at least 50% of the skills, knowledge and behaviour in each of two functions above, as well as those detailed below:					
	Know the interdependence required of the functions within the business and how to plan the work of the team and its resources to address each of these requirements to deliver products and services on time and in line with customer needs and business / brand standards. Understand the need to plan across a number of different functions and the potential implications of delivering a multi-functional approach on customer experience, team performance and future business and team objectives. Adapt to changing customer, team or business demands, responding to the immediate situation and considering longer term solutions	T PD	Plan, manage, evaluate and review the work of the team and use of resources across hospitality functions to ensure the right people and tools are in the right place at the right time.	BP PD	Think strategically when planning the use of team members and resources to maximise current and future operations. Proactively seek ways of working that embrace multi-functional teams	BP PD
	Understand how the needs of the customer and skills of the team differ from one function to another and how to ensure each function is delivered to maximise customer experience and achieve business objectives	T PD	Manage the team and resources to ensure that the needs of the customer are met whilst maintaining business / brand standards	BP PD		

## Annex B: On demand test specification

Key facts:

- ✓ 90 minute on demand multiple choice test
- ✓ 35 Scenario based questions with 4 response options per question
- ✓ Each question worth 1 mark
- ✓ 25 questions on the core and 10 questions on the specialism
- ✓ Externally set and marked by the end-point assessment organisation on the register of end-point assessment organisations
- ✓ Undertaken either on the employer's premises or off site

The assessment will be an objective on demand test and will be in a 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-point assessor. If on demand tests are paper based, they must be sent back to the end-point assessment organisation for automated marking and the independent end-point 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 be knowledge recall, whereas others 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 90-minute 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 E (i).

The core section of the test will have 25 questions and the specialism will have 10 questions with each question worth one mark each. The apprentice must pass both sections to pass overall. Above a pass, marks are permitted from part A and Part B to determine the overall test grade. 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.

End-point assessment organisations need to maintain question banks of a minimum of 105 questions. They should ensure the questions are selected randomly so that the test questions remain valid and prevent the assessments from being predictable, including re-sits and re-takes. End-point assessment organisations need to have in place processes and procedures to review (minimum every 6 months) the question bank including statistical information to improve quality and validity of the test questions

The end-point assessment organisation will identify a suitable person to invigilate the on demand test. It may, but does not have to be, the assessor marking the business project and conducting the professional discussion. Tests will be invigilated in line with the requirements set out by the end-point assessment organisation.

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 end-point assessment organisation 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: Business Project Specification

Key facts:

- ✓ Written project of 9,000 words (+/- 10%) submitted
- ✓ 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
- ✓ 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 examine how the operations of the specialist function can be improved as part of the wider organisation.

When the EPA is arranged with the EPAO the apprentice must submit a two-page synopsis of the business project (If for any reason the proposal is not approved at this stage a revised proposal should be sent to the employer and independent end assessor within 7 days.) This should set out the identification of the problem / issue / opportunity / challenge that is to be explored for their project and their intended approach to research and making recommendations.

As a key element of the standard apprentices are required to think in business terms about the organisation and look for solutions to issues, problems, challenges or opportunities.

The project is not written or assessed until the end-point assessment process commences.

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 wider 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 end-point assessment organisation). The length of the project should be 9,000 (+/-10%) words. The apprentice should be given sufficient time, (a minimum of 40 hours, if required) during work time and within the 2-month end-point assessment window, to undertake the research and writing/typing of the project and be 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.)

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

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

## Annex D: Professional discussion specification

Key facts:

- ✓ 90 minute discussion between the apprentice and the independent end-point assessor
- ✓ Will include areas of the standard identified in Annex A
- ✓ Planned in advance during EPA period to allow the apprentice to prepare fully for the discussion

The professional discussion is a structured discussion between the apprentice and their independent end-point assessor. The independent end-point assessor conducting and marking the professional discussion would normally be the same person who marked the business project. It allows the independent end-point assessor to ask the apprentice a **minimum** of 30 questions in relation to:

- ✓ Coverage of the standard as defined in Annex A ( A **minimum** of 5 questions per core section plus 5 questions on specialist function)
- ✓ Reflection on the superior, peer and direct report feedback as detailed below. (A **minimum** of 5 questions)

Prior to the professional discussion, but within the assessment window, the apprentice will gather constructive and objective feedback regarding their competence across the areas listed below from their superior (e.g. line manager), a peer and a direct report. If the apprentice does not have a superior, a main stakeholder (e.g. prime customer, supplier, business associate) may be used instead. The feedback itself is not marked, but used by the apprentice to reflect on their developed knowledge, skills and behaviours.

- ✓ Business
- ✓ People
- ✓ Customers
- ✓ Leadership
- ✓ Specialist function specific criteria
- ✓ Behaviours (for the core and specialist function)

A peer – someone of the same level in the organisation, or in a similar organisation where a working relationship can be demonstrated.

A superior – a higher manager, area manager, human resource manager, company owner or director (If the apprentice does not have a superior, a main stakeholder (e.g. prime customer, supplier, business associate) may be used instead).

A direct report - member of the apprentice's team for whom they have line management responsibility.

At the planning meeting, the end-point assessor will give the apprentice a template to be used to collect the peer, superior and direct report feedback. Additionally, this will be sent electronically or posted (1<sup>st</sup> class) to the apprentice. The template will set out the areas that need to be covered within the feedback, as outlined above.



Once the apprentice has collected the feedback, a copy must be sent to the end-point assessor (electronically or by post) within a minimum of five working days prior to the professional discussion.

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, the end-point assessor 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 end-point 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 discussion. 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 that have already been covered in the business project so as not to re-assess an area in which the apprentice has already demonstrated competence. The professional discussion will typically last 90 minutes, and will be marked by the independent end-point assessor using the standard template. The template will record full details of all marks applied (and evidence referenced) by the end-point assessor. The amount of questions asked during the professional discussion will vary according to the breadth and depth of the answers given (and how many follow on questions are required) but as a **minimum** there must be 30 questions asked to cover all the criteria requirements and give full opportunity for the apprentice to demonstrate all the requirements for a distinction.

Grading criteria for the professional discussion can be found in Annex E.

## Annex E: Grading criteria

N.B. End-point 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 0-69 fail, 70-84 pass, 85-100 distinction
- Other assessment activities will have descriptors for performance, such as describe, explain (pass) and evaluate, review, recommend (distinction). See Annex E (ii-iv) for details on Pass and Distinction requirements.

Each apprentice must complete the assessment activities and cover the grading criteria below for both the core and their relevant specialist function.

Annex E (i)	In order to pass all apprentices will demonstrate the knowledge, understanding and skills of the core and relevant specialist function criteria following in the on demand test:
<b>Core</b>	<ul style="list-style-type: none"> <li>• The importance of business value and objectives</li> <li>• The need for performance targets and how these are commonly developed</li> <li>• How trends are incorporated into forecasting</li> <li>• How a financial strategy is prepared, including the risks, constraints and implications for policies</li> <li>• The financial data required to support decision making and forecasting in a hospitality business</li> <li>• The concepts of regularity and propriety, and the need for financial accountability</li> <li>• The diverse target markets of hospitality businesses</li> <li>• The purpose of market research</li> <li>• The importance of having a clear strategy for the business</li> <li>• The principles and purpose of a contingency plan</li> <li>• The content and importance of a risk management policy</li> <li>• The principles of effective risk management</li> <li>• The content and importance of a people strategy</li> <li>• The principles of recruitment, induction and performance management, including supporting documentation and procedures such as job and person specifications</li> <li>• The principles of effective listening, feedback and evaluation of team performance</li> <li>• Principles of effective communication</li> <li>• Factors upon which customers measure performance and satisfaction</li> <li>• Principles of measuring customer satisfaction and planning for improvements</li> <li>• Legal and regulatory framework covering the hospitality industry</li> <li>• Legal and ethical principles governing marketing in the sector</li> <li>• The difference between perception, reputation and performance</li> <li>• Leadership styles, their selection and application in a number of contexts</li> <li>• Principles of motivation</li> <li>• Principles of effective change management</li> <li>• Principles of empowerment of team members</li> </ul>
<b>Food and Beverage Service Management</b>	<ul style="list-style-type: none"> <li>• Principles of matching food and beverages</li> <li>• Maximising profit through sales of food and beverages</li> <li>• Effective management of resources, and operations</li> <li>• Effective management of food and beverage service equipment and stock</li> <li>• Appropriate application of food and beverage service style</li> </ul>
<b>Housekeeping Management</b>	<ul style="list-style-type: none"> <li>• Improving physical environment, monitoring standards of cleanliness and presentation</li> <li>• Scheduling, prioritising, identifying trends and monitoring productivity</li> <li>• Effective management of resources and data</li> <li>• Managing disruptions to minimise impact on the business</li> <li>• Determining the need for maintenance and repair work</li> </ul>

<b>Front Office Management</b>	<ul style="list-style-type: none"> <li>• Managing an effective reception and reservation system</li> <li>• Managing sales of rooms to maximise revenue</li> <li>• Ensuring effective room allocation is operated</li> <li>• Analysing reception and reservation performance</li> <li>• Using data to take action that will improve the effectiveness or efficiency of the reception and reservation service</li> </ul>
<b>Revenue Management</b>	<ul style="list-style-type: none"> <li>• Principles of effective revenue management</li> <li>• Analysing and interpreting data to drive revenue improvements</li> <li>• Presenting and reporting on revenue analysis</li> <li>• Identifying and collecting data from different sources</li> <li>• Revenue forecasting</li> </ul>
<b>Conference and Events Management</b>	<ul style="list-style-type: none"> <li>• Planning and implementing a variety of conferences and events</li> <li>• Maximising available resources across conference and events</li> <li>• Managing and developing relationships with conferencing and event stakeholders</li> <li>• Managing the delivery and legislative requirements of offsite sales</li> <li>• Forecasting, tracking and analysing conference and event data</li> </ul>
<b>Hospitality Outlet Management</b>	<ul style="list-style-type: none"> <li>• Managing hospitality outlets and the sale of on and off site products</li> <li>• Maintaining the standard and quality of a hospitality outlet</li> <li>• Ensuring brand specifications are adhered</li> <li>• Legislation and regulations relating to hospitality outlet operations is followed</li> <li>• Identify, prioritise and schedule repair and maintenance of the outlet</li> </ul>
<b>Kitchen Management</b>	<ul style="list-style-type: none"> <li>• Managing the operation of an efficient kitchen environment Processing and procuring food and commodities</li> <li>• Delivering food of a consistent quality</li> <li>• Managing food safety systems that meet legislative requirements</li> <li>• Preparing new recipes and menus in accordance with the style of the business</li> </ul>
<b>Multi-functional Management</b>	<ul style="list-style-type: none"> <li>• Managing the independencies of multiple teams effectively</li> <li>• Planning the activities of multiple teams</li> <li>• Utilising resources effectively across multiple teams</li> <li>• Using multi-functional management to adapt service to business priorities</li> <li>• Maintaining brand/business standards across multi-functional teams</li> </ul>

Annex E (ii)	The following competencies must form the basis for the business report
<p><b>In order to pass an apprentice will:</b></p>	<ul style="list-style-type: none"> <li>• Explain how the business fits into the hospitality industry, both from a local and national perspective</li> <li>• Demonstrate an awareness of and understanding for the need for deadlines</li> <li>• How the apprentice keeps up to date with trends and the changing industry</li> <li>• Outline the problem, challenge or opportunity identified</li> <li>• Identify how the potential changes would lead to measurable improvements and benefits to the department and wider hospitality business</li> <li>• Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations and explain how their feedback informed the outcomes.</li> <li>• Provide a detailed analysis of costs associated with the proposed recommendations</li> <li>• Identify applicable legislation and ensure the proposal complies where necessary</li> <li>• Make clear recommendations for implementation</li> <li>• Concise validation and justification of recommendation</li> <li>• Set out proposed timeframes for implementation</li> </ul>
<p><b>In order to achieve a distinction apprentices must, in addition to achieving all pass criteria:</b></p>	<ul style="list-style-type: none"> <li>• Outline the current situation which has led to the identification of a challenge or opportunity</li> <li>• Provide detailed aims and objectives for the proposal, linking to the current situation</li> <li>• Identification of measurable improvements and benefits to the organisation</li> <li>• Review the proposal to ensure it meets organisational and legal requirements</li> <li>• A thorough analysis of costs and benefits of the recommendations in the short, medium and long term</li> <li>• Critically analyse the proposal to ensure it meets organisational and legal requirements</li> <li>• Include data acquired using qualitative and quantitative research</li> <li>• Show a range of research has been used effectively, including obtaining information from stakeholders, such as team members, management, suppliers or customers</li> <li>• Make detailed recommendations for implementation, including timings and potential costs</li> <li>• Comprehensive link from the project into the medium term strategy of the organisation</li> <li>• Detailed recommendations for implementation</li> <li>• Detailed validation and justification of recommendations</li> </ul>

<b>Annex E (iii)</b>	<b>In order to pass the professional discussion apprentices will demonstrate ALL of the following during the professional discussion, unless naturally occurring evidence in the business project has already demonstrated competence in which case it should not be reassessed.</b>
<b>Coverage</b>	The apprentice's professional discussion should focus on the elements of the standard identified in Annex A. In addition, discuss training and personal development activities and how the learning was applied to the role and workplace. The apprentice will have gathered feedback from a superior, a peer and a direct report, which they will refer to. In order to pass the apprentice will explain, using examples, how they perform to the standards required and reflect upon feedback received. This may incorporate the use of additional documentation / working examples.
<b>In order to pass an apprentice will:</b>	<ul style="list-style-type: none"> <li>• Clearly articulate examples from the workplace relevant to evidencing competence across the standard</li> <li>• Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff</li> <li>• Give examples of how staff are managed effectively, including motivation and development of teams and individuals</li> <li>• Discuss reasoned examples of how the hospitality department operates efficiently</li> <li>• Explain the importance of keeping up to date with current industry trends and refer to examples of how this has been achieved</li> <li>• Provide an overview of how the hospitality department meets the needs of the business and supports the diverse range of customers including those with a disability</li> <li>• Explain how and when they have been part of the effective planning and review in the team</li> <li>• Describe how the hospitality department meets regulatory requirements</li> <li>• Evidence effective day to day management of the team / department and how these lead to customer satisfaction and ensure business performance</li> <li>• Reflect on own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated</li> <li>• Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with</li> <li>• Reflect and discuss the feedback received from a superior, a peer and a direct report</li> </ul>

Annex E (iv)	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	<ul style="list-style-type: none"> <li>• Proactively keeps up to date with industry developments, trends and business objectives</li> <li>• Explains how effective hospitality management, contingency planning, motivation and adherence to company / brand standard have been developed and implemented and how this has decreased waste and increased overall team / departmental performance</li> <li>• Describe how recommendations for the improvement of quality, cost, value or efficiency have been made in the organisation</li> <li>• Demonstrate how a proactive approach to planning and management has been implemented, including proactively educating and monitoring staff on customer service, brand standards health and safety and risk matters beyond the legislative minimum</li> <li>• Discuss examples of when improvement activities have been actively sought to develop own performance to raise standards in team performance, reaching objectives and customer service</li> <li>• Provides mentorship to team members with measurable improvements to the performance of individuals and the team</li> <li>• Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team</li> <li>• Describe how feedback has been used to categorise strengths and weaknesses, linking them to learning and development objectives</li> <li>• Explain how feedback will inform future development referring, if relevant, to the final feedback received from superior, peer and direct report</li> </ul>