



Hospitality Supervisor Level 3

Overview



Hospitality Supervisor Level 3

Overview

The Hospitality Supervisor Level 3 apprenticeship provides a great training opportunity for supervisory and middle management team members working within the hospitality sector.

On completion of this 14 month standard, learners will demonstrate how they are capable of independently supervising and motivating a team whilst working under pressure and delivering excellent customer service in a hospitality environment.

Key responsibilities may include:

- Operating within business budgets
- Organising and coordinating a team to provide required levels of service to meet customer demand
- Implementing sales and marketing strategies
- Understanding business vision and values to achieve business targets

Benefits



Specialising within an operational area of a hospitality business



Improving communication and confidence with customers



Being a supportive and leading team member



Gaining practical 'on the job' skills and supporting industry knowledge

Suitable for:

- Team members that provide vital support to management teams, supervise service and run shifts within a hospitality establishment

Programme delivery

Programme length

14 months (on average) plus End-point Assessment (EPA).

Delivery method

Programme delivered through Lifetime's blended learning approach

Blended learning

Facilitated learning: Learners complete learning sessions with their Lifetime coach every 4-6 weeks

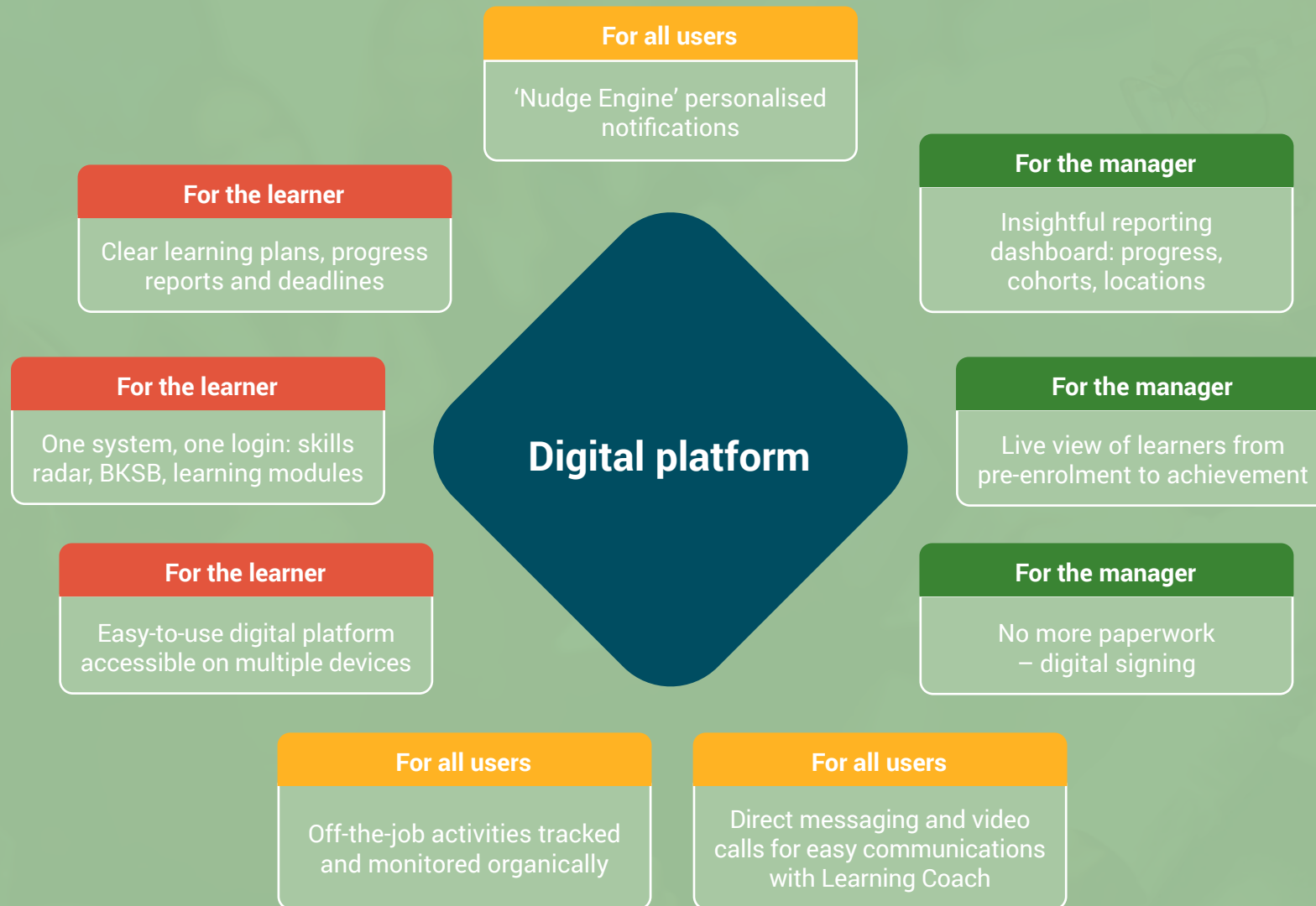
Self study: Learners expected to carry out self-study using Lifetime's online learning platform

Virtual sessions: Carried out between the learner and their Lifetime coach

Contact: Learners have access to their Lifetime coach via the email, telephone and Lifetime's online learning platform



Blended delivery through Lifetime's online learning platform



Programme modules

The Hospitality Supervisor Level 3 apprenticeship includes the following compulsory modules:

1. Customer

2. Business Operations

3. Leadership

4. Management Skills

5. Business Legislation and Procedures

6. People Roles and Responsibilities

7. People Performance Management



Programme modules Deep dive



Customer

Covered:

- Customer Profiles
- Customer Service and Customer Loyalty
- Products and Services
- Brand Standards
- Sales and Marketing
- Market Share



Mail the news.

Use your customer database to tell everyone about the new product or service (but make sure you comply with data protection laws). Add brief details to everyday emails, too, and include leaflets in outgoing correspondence to save on postage.



Brand Standards

Brand standards create an awareness of your brand and differentiate your brand from your competition. It is recommended that even the smallest companies develop and maintain brand standards. The breadth and depth of brand standards can vary greatly, depending on your needs. For a brand to have meaning in any useful sense there must be a collection of clear and concise standards which ensure that each user of the brand has the responsibility to deliver a consistent and uniform customer experience.

The great hospitality operating organisations of the world whether they are international or local, or whether they have one brand or a suite of brands, depend on their owners and franchisees to adhere to brand standards. For both managed and franchised organisations, operators take various approaches to brand standard compliance.

Reporting situations that impact your brand



Once you have read the article complete this activity. Click the book icon to the left to view the article.

Identify and describe your organisations process for reporting situations that could affect your brand

Business Operations

Covered:

- Vision, Values and Business Objectives
- Technology in the Hospitality Industry
- Minimise Waste and Energy
- Financial Targets and KPI's



HOSPITALITY LEVEL 3 QUANTITATIVE & QUALITATIVE FEEDBACK 

Quantitative & Qualitative Feedback

Quantitative Feedback

Quantitative feedback enables you to interpret the data statistically, you can make mathematical judgements about the data. This is what you need if you are:

- ① Trying to identify patterns over a period of time
- ② Deciding how effective a certain variable is, or
- ③ Determining the satisfaction levels of a particular service, etc

This approach is useful because it can provide you with objective information to understand what has occurred or what will occur. Below is an example of a question which provides Quantitative data



Please rate Company XYZ's level of customer service

1 2 3 4 5

Poor Excellent

WHAT IS THE DIFFERENCE BETWEEN ROLES AND RESPONSIBILITIES?

Roles	Responsibilities
The positions someone has in an organisation. Sometimes roles are the positions team members assume or the parts that they play in an operation or process. (For example, a role an individual might assume is that of facilitator, or communications liaison within the team)	Are the specific tasks or duties that employees are expected to complete as a function of their roles. They are the specific activities or obligations for which they are held accountable when they assume or are assigned to a role on a team.

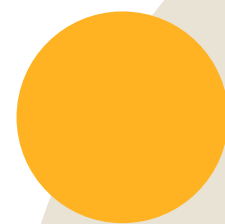
How might you apply the GROW model in this situation?

Goal	
Reality	
Options	
Way forward	

Leadership

Covered:

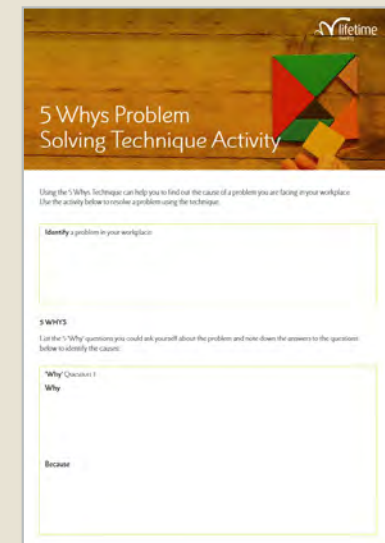
- Leadership Styles
- Leadership Models and Theories
- Teamwork and Building Trust
- Motivating the Team
- Promoting Equality and Diversity



Management Skills

Covered:

- Management Skills and Theories
- Problem Solving and Decision Making
- Delegation
- Business Demographics



lifetime

5 Whys Problem Solving Technique Activity

Using the 5 Whys technique can help you to find out the cause of a problem you are facing in your workplace. Use the activity below to solve a problem using the technique.

Identify a problem in your workplace

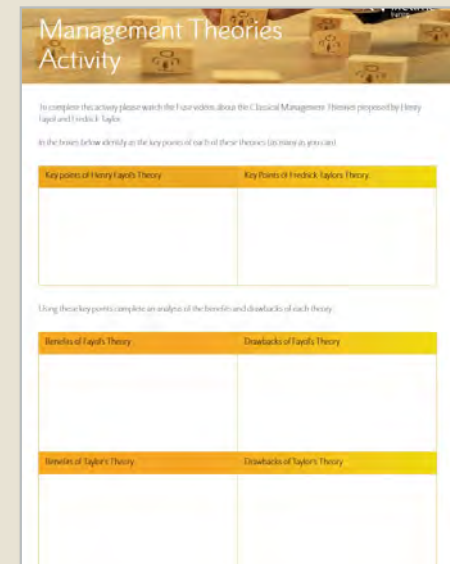
3 WHYS

List the 3 "Why" questions you could ask yourself about the problem and now down the answers to the questions below to identify the cause.

Why Question 1

Why

Because



Management Theories Activity

To complete this activity please watch the 1 hour video about the Classical Management Theories proposed by Henry Fayol and Frederick Taylor.

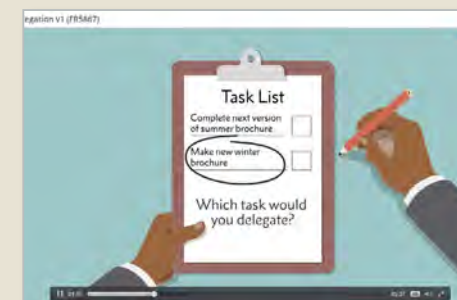
In the boxes below identify the key points of each of these theories (as many as you can).

Key points of Henry Fayol's Theory	Key Points of Frederick Taylor's Theory

Using these key points complete an analysis of the benefits and drawbacks of each theory.

Benefits of Fayol's Theory	Drawbacks of Fayol's Theory

Benefits of Taylor's Theory	Drawbacks of Taylor's Theory



Task List

- Complete next version of summer brochure
- Make new winter brochure

Which task would you delegate?

Business Legislation and Procedures

Covered:

- Legislation and Codes of Practice in the Hospitality Industry
- Legislative Responsibilities
- Organisational Procedures
- Reporting Procedures
- Business Risks and Hazard Analysis



Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures, and work with varying cultural beliefs and calendars. While there are countless cultural variations, here are some essential to the workplace -



Communication - Providing information accurately and promptly is critical to effective work and team performance. This is particularly important when there is a problem and corrective action is needed. People from different cultures vary in how, for example, they relate to bad news. People from some Asian cultures are reluctant to give supervisors bad news, while those from other cultures may exaggerate it.



Team-building - Some cultures are individualistic, and people want to go it alone. Other cultures value cooperation within or among other teams. Team-building issues can become more problematic as teams are comprised of people from a mix of these cultural types. Effective cross-cultural team-building is essential to benefiting from the potential advantages of cultural diversity in the workplace.



Time - Cultures differ in how they view time. For example, they differ in the balance between work and family life, and the workplace mix between work and social behaviour. Other differences include the perception of overtime, or even the exact meaning of a deadline. Different perceptions of time can cause a great misunderstanding and mishap in the workplace, especially with scheduling and deadlines.



Calendars - The business world generally runs on the western secular year, beginning with January 1 and ending with December 31. However, many cultures use other calendars to determine holidays. For example, Eastern Orthodox Christians celebrate Christmas on a different day from western Christians. For Muslims, Friday is a day for prayer. Jews observe holidays ranging from Rosh Hashanah to Yom Kippur. These variations affect the workplace as people require time off to observe their holidays. A diversity calendar is a useful resource to display for all employees to observe.

Complete the sentences in the spaces provided

Equality in organisations means:	Diversity in organisations means:	Inclusion in organisations means:
The impact of equal opportunities on organisational policies is:	The impact of diversity on organisational policies is:	The impact of inclusion on organisational policies is:

People Roles and Responsibilities

Covered:

- Communication
- Active Listening and Constructive Feedback
- Role and Responsibilities
- Workforce Planning and Trends

QUANTITATIVE & QUALITATIVE FEEDBACK 

Above all, make sure to let customers know that they are being listened to, and that they are valued for more than the money they spend with your organisation. Building loyalty requires dedication and hard work and the practical application of valuable feedback.

Whether feedback is from customers or employees you can use it to improve or streamline products or services. They may come up with great ideas and the changes they recommend may be able to help you to encourage other customers to use your products and services. Feedback can help you continually improve. When you get feedback that is good, tell the relevant employees. This recognition indicates to them that management are aware of their efforts and may well push them towards becoming more engaged in the workplace. This means they may become more productive and achieve more.

When customers are happy with their experience with your company, they keep coming back, and they are more likely to refer others to you. In increasingly competitive markets, one of the only ways to differentiate yourself from your competition is to make sure your customer experience is great.



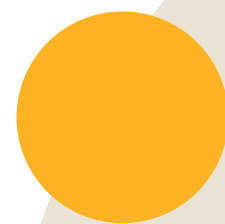
	Allows you to fine tune marketing tactics. If you do special offers, promotions etc. Knowing which ones are successful helps keep your customers coming back. It takes out the guess work and allows you to fine tune and focus. It also means you can quickly drop those that do not get results.	
	Highlights Key Factors. Even if there is only a couple of reasons why they keep buying this information can be used when attracting new customers. These factors build up over a longer time. This is because as they develop a relationship with your business and products or services you will discover more insights.	
	Customers who keep buying from you do have a closer relationship. This means it will be more difficult for competitors to entice them away. Have a look at what the split is between new and repeat customers, their characteristics, what they buy, how often and why. Then you can make sure all marketing activities are focused on ensuring they keep buying.	



People Performance Management

Covered:

- Setting Goals and Meeting
- Business Objectives
- Dealing with Performance
- Challenging Conversations
- Conflict within a Team



'SMART' Objective Setting

Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance. Some examples of business objectives include minimising expenses, expanding internationally, or making a profit.

Setting work objectives serve four basic functions:



1. They provide guidance and direction



2. Facilitate planning



3. Motivate and inspire employees



4. Help organisations evaluate and control performance

Team Roles

Team role	Strength	Weaknesses
Task related team roles		
Shaper	Challenging, dynamic, goal orientated, has drive and courage	Prone to provocation, can offend people's feelings
Implementer	Disciplined, organised, efficient, turns ideas into actions	Somewhat inflexible, slow to respond to new possibilities
Completer/finisher	Accurate, conscientious, meticulously prevents errors	Inclined to worry, reluctant to delegate

HOSPITALITY SUPERVISOR LEVEL 3

Staff Planning Overview Activity

This activity is designed for you to overview your staff planning requirements and reflect on the last 2 weeks. You can look at your whole department or a section of it if it is easier. Look at your staff roles and identify how staff you have planned in the time slots below, then review your operations through the weeks and note down how many people you actually needed - remember this could be more or less. Then add up the columns.

	07:00-09:00		09:00-11:00		11:00-13:00		13:00-15:00		15:00-17:00		17:00-19:00		19:00-21:00		21:00-23:00	
	Planned	Needed	Planned	Needed	Planned	Needed	Planned	Needed	Planned	Needed	Planned	Needed	Planned	Needed	Planned	Needed
Week 1																
Monday																
Tuesday																
Wednesday																
Thursday																
Friday																
Saturday																
Sunday																
TOTAL																

Specialist Pathways



Specialist Pathways

The Hospitality Supervisor Level 3 Apprenticeship is then split into the following pathways as each operational area will have specific specialist knowledge, skills and behaviours:

1. Hospitality outlets

2. Bar

3. Front Office

4. Food & Beverage

5. Housekeeping

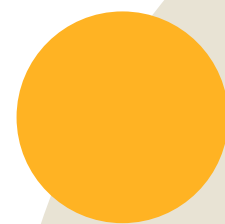
6. Events



Hospitality outlets

Covered:

- Promote a Professional Image
- Supervising the Team
- Customer Communication
- Legislation
- Business and Brand Reputation
- Opening and Closing Procedures
- Stock Control
- Maintaining Effective Displays
- Environmental Waste and Recycling



MANAGING STOCK LEVELS: ACTIVITY

lifetime

Managing Stock Levels: Activity

Summarise your organisation's stock control process and how each step is communicated to your team, you will need to include:

- Security
- Restrictions and legal requirements e.g. assessment of age restricted products
- Wastage
- Record Keeping

	Stock Control Process	Team Communication Channel
Security		
Restrictions		
Wastage		
Record Keeping		

Vision and Values

Business vision and values is when you start getting into the core of why your business exists, what you hope to accomplish, and what you stand for. Firstly, it's important to clarify your **values**. This means considering all the various stakeholders (stakeholders are a person or group that has interest or concern in an organisation) that your company is accountable to. This includes owners, employees, suppliers, customers, and investors. Now consider how you would like to ideally conduct business with any one of those stakeholders, this will give you a **business vision**.

A vision statement describes the organisation as it would appear in a future successful state.

A values statement describes what the organisation believes in and how it will behave.

Activities	Budget (£)	Actual (£)	Variance (£)	Total (£)
Purchase Materials	450.00	507.00	57.00	57.00
Preparation of ground	200.00	185.00	-15.00	42.00
Concreting	250.00	245.00	-5.00	37.00
Erect Shed	125.00	135.00	10.00	47.00
				47.00

Bar

Covered:

- Promote a Professional Image
- Supervising the Team
- Customer Communication
- Legislation
- Serving Alcoholic and Non Alcoholic Drinks
- Drugs Awareness and Disorderly Customers
- Stock Control
- Cellar Storage
- Cellar Maintenance



Examples of Beer Faults Activity

Read through the descriptions of the faults below and type in next to the descriptions if you think it matches A, B or C.

Perfectly fresh beers can form poor heads. However, when a beer is supposed to form a rich head, such as classic pilsner or Germanic lager, and fails to do so, staleness is usually the answer. A head is an emulsion of hop oil and malt proteins. If the hop oils degrade through age, the head will be proportionately poorer. Detergent traces in the glass might equally cause lack-lustre heads. Answer:

Also, referred to as "skunked" This flaw most commonly afflicts beers packaged in clear glass bottles. Hop oils are converted by ultraviolet light into rancid-smelling chemicals. Answer:

This manifests itself by tell-tale aromas of paper or cardboard, indicating a beer that is past its prime. It is a common problem with draft beer that has been in a half-empty barrel for too long. Answer:

Light Struck	Oxidation	Poor Head Formation
A	B	C

Bar Special Offers, Promotions & Promotional Activities

Sales promotion activities are designed to promote temporary sales, mainly to increase business at quiet periods such as Mondays, early evenings and January and February. Sales reports and sales forecasts data can be used in order to plan offer incentives.

Examples of such activities are: reducing prices, offering something free as part of a deal or special promotion deals such as a certain wine or spirit or products to compliment calendar dates. For bar operations, three aspects of sales promotion are considered, these are:

- Sales promotion through advertising
- Sales promotion through merchandising
- Sales promotion through personal selling

Zero Tolerance
Allowing drug misuse goes against all the licensing objectives. All licensed premises must adhere to zero tolerance policy. It is not for sale to customers and staff that there is "zero tolerance" to drugs and associated criminal acts on the premises.

Recognising the Signs of Misuse & Dealing
Manager and staff need to know what evidence to look for and how to spot drug misuse and deal with it. It should be noted that all staff must be alerted to the signs of misuse. It is only after suitable tests have been carried out that the likelihood of the substance can be confirmed.

Staff Responsibilities
Training staff should be regarded as a high priority. It is important that all staff are aware of their responsibilities and know what the company policy is on drug misuse, what to do if a problem arises and whether it needs to be escalated to a supervisor or manager.

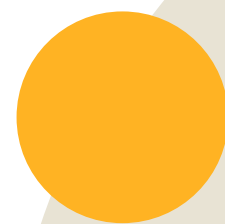
Recognising the Signs of Misuse

Patrolling and Monitoring
In view of the risks that drugs may be hidden on premises, it is vital to ensure that staff are trained on how to conduct a walk around the building paying particular attention to areas such as:

Front Office

Covered:

- Front Office Systems
- Reservations and Bookings
- Legislation
- Preparing Customer Accounts
- Arrivals and Departures
- Payments



customers expectations can be managed by ensuring that customers are informed about what to expect

This can be done through:
The organisations service offer
The organisations brand
Keeping your promises made to customers

I PROMISE

BRAND



COMMUNICATION - CORPORATE IMAGE

Communication Corporate Image




Within a management role it is vital to communicate at all levels in an effective and suitable manner. Whether that be via your chosen method, style or location it is important to ensure the communication itself meets the needs of the respective audience.

Describe why the following are 'key factors' when cascading information and the impact each can have on corporate image / brand standards:

Factor	Explanation
Time	

Processing Payments Activity



Make notes below on the following and upload to your journal:

- ⊗ How you use a PDQ in your establishment.
- ⊗ What would you do if you had to refuse payment from a customer? (If you have had to refuse payment before then make some notes on what you did).

You can use the box below to make notes or make notes on a separate document. If you use this document don't forget to save it to your computer first before typing in it.

Food & Beverage

Covered:

- Promoting a Professional Image
- Supervising the Team
- Customer Communication
- Trends in Food and Beverage
- Service Styles
- All About the Menu
- Dish Composition
- Preparation and Cooking Methods
- Food and Beverage Pairing



Hospitality Trends Activity

Read the resource on Hospitality Trends and then complete the two activities shown below. Ensure you upload these to your learner journal and discuss the findings with your regional trainer.

Activity 1) You are the head chef of the Spotty Cow and have been kept busy with local customers. Recently a new housing estate has been built a few miles away, with a younger customer profile. You want to draw in these customers but understand they may have a smaller budget to spend. What action do you take to identify new opportunities and promote your business?

Housekeeping

Covered:

- Promote a Professional Image
- Supervising the Team
- Customer Communication
- Legislation
- Brand Standards
- Supervising Housekeeping Supplies
- Cleaning Materials and Equipment
- Monitoring Housekeeping Services
- Maintenance and Refurbishment



HOSPITALITY WORKFORCE PLANNING & TRENDS

Workforce Planning & Trends

Workforce planning is getting the right number of people with the right skills employed in the right place at the right time to deliver an organisation's short- and long-term objectives. It covers a diverse range of activities, such as succession planning, flexible working, job design, and many more.

Whatever its precise form, workforce planning should be linked to strategic business goals and viewed as an important part of the strategic business planning process.

The workforce planning process can take many forms but is essentially about operationalising the business strategy into a set of actions to ensure a workforce capable of delivering the organisation's strategic goals and objectives.

The process of workforce planning should not be overly complicated. It's important to involve stakeholders from all parts of the organisation and ensure that they can understand the data and what it means for both 'short' and 'long-term' resourcing needs.

The stages are:

Determine business strategy - organisational strategy, operations plan, people strategy

Analyse and discuss available data - input information from data collection exercises, input resourcing information from HR, business partners and business managers

Agree objectives of the plan - review labour supply data, both internal and external, review workforce capability to deliver the plan

Determine actions and implement plan - agree assessment and evaluation criteria, regularly review outcomes

To make employee resourcing easier a software solution is very effective. However you do your employee resourcing, covering all your shifts with the right person while making the process more efficient and less stressful should be your goal.

HOSPITALITY VEGANS OR VEGETARIANS

Vegans or Vegetarians

Neither vegans nor vegetarians eat meat. However, while vegetarians tend to consume dairy products and eggs, vegans avoid all animal products, including eggs and dairy, and often avoid inedible animal based products, such as leather, wool, and silk. Vegetarianism is usually a diet, while veganism is a lifestyle.

Vegetarians often choose their diet based on its reported health benefits or for religious reasons. In general, vegans have much stronger political beliefs regarding their diet, with some believing animals should be protected under many of the same laws that humans are.

Vegans

Vegetarians

Introduction	Veganism is a philosophy and compassionate lifestyle whose adherents seek to exclude the use of animals for food, clothing, or any other purpose. Vegans endeavour not to use or consume animal products of any kind.	Introduction	Vegetarianism is the practice of a diet that excludes meat (including game and slaughtered by products, fish, shellfish and other sea animals; and poultry). There are several variants of the diet, some of which also exclude eggs.
Diet	Vegans do not consume meat, eggs, milk, honey or any food that is derived from animals.	Diet	Vegetarians usually do not eat meat or fish. There are variations of the diet as well - an ovo-lacto vegetarian diet includes both eggs and dairy products, an ovo-vegetarian diet includes eggs but not dairy products, and a lacto-vegetarian diet includes dairy products but not eggs.
Products	Do not use any animal-derived products, e.g. fur, leather, wool, etc. Do not condone the use of animal testing.	Products	While vegetarians do not eat meat, most vegetarians do not mind using other animal-derived products, e.g. fur, leather, or wool.

Events

Covered:

- Promote a Professional Image
- Supervising the Team
- Customer Communication
- Legislation
- Risk Assessment
- Planning Events
- Events Agreements and Budget Control
- Supervising Events
- Accurate Record Keeping



The Licensing Act 2003

If you are using a **mobile device** please view the PDF [here](#). Please **click** on the numbered shapes below for information on the Licensing Act 2003.

Licensing objectives

There are four licensing objectives under the Licensing Act 2003. Everyone knows what they are as each objective is repeated and forms the acronym of the following text:

To demonstrate progress for the licensing objectives it is advisable that all staff are properly trained and qualified in licensing law. This will guarantee the licensing objectives are all met in your premises.

WHAT CONFERENCE ROOM LAYOUT SHOULD BE USED?

U SHAPE STYLE

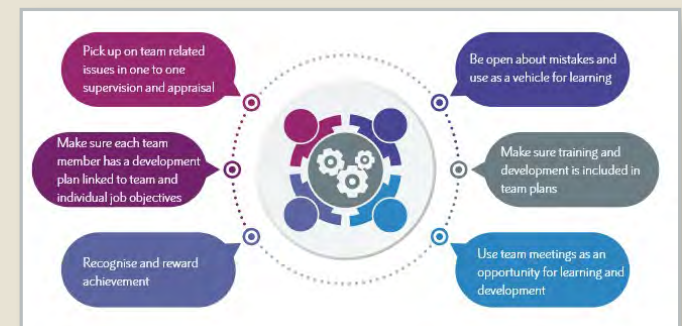
The U Shape style is ideal for meetings where there is going to be discussions as everyone can see one another as well as the presenter. The layout is simple enough. Tables take up 3 sides of the room with all delegates facing towards the centre.

RECOMMENDED FOR:

- ① Meetings that have less than 40 people
- ② Allowing the speaker to move around the room
- ③ Presentations and debates
- ④ Meetings that are looking for great interaction between the session leader and the delegates.

NOT SUITED FOR:

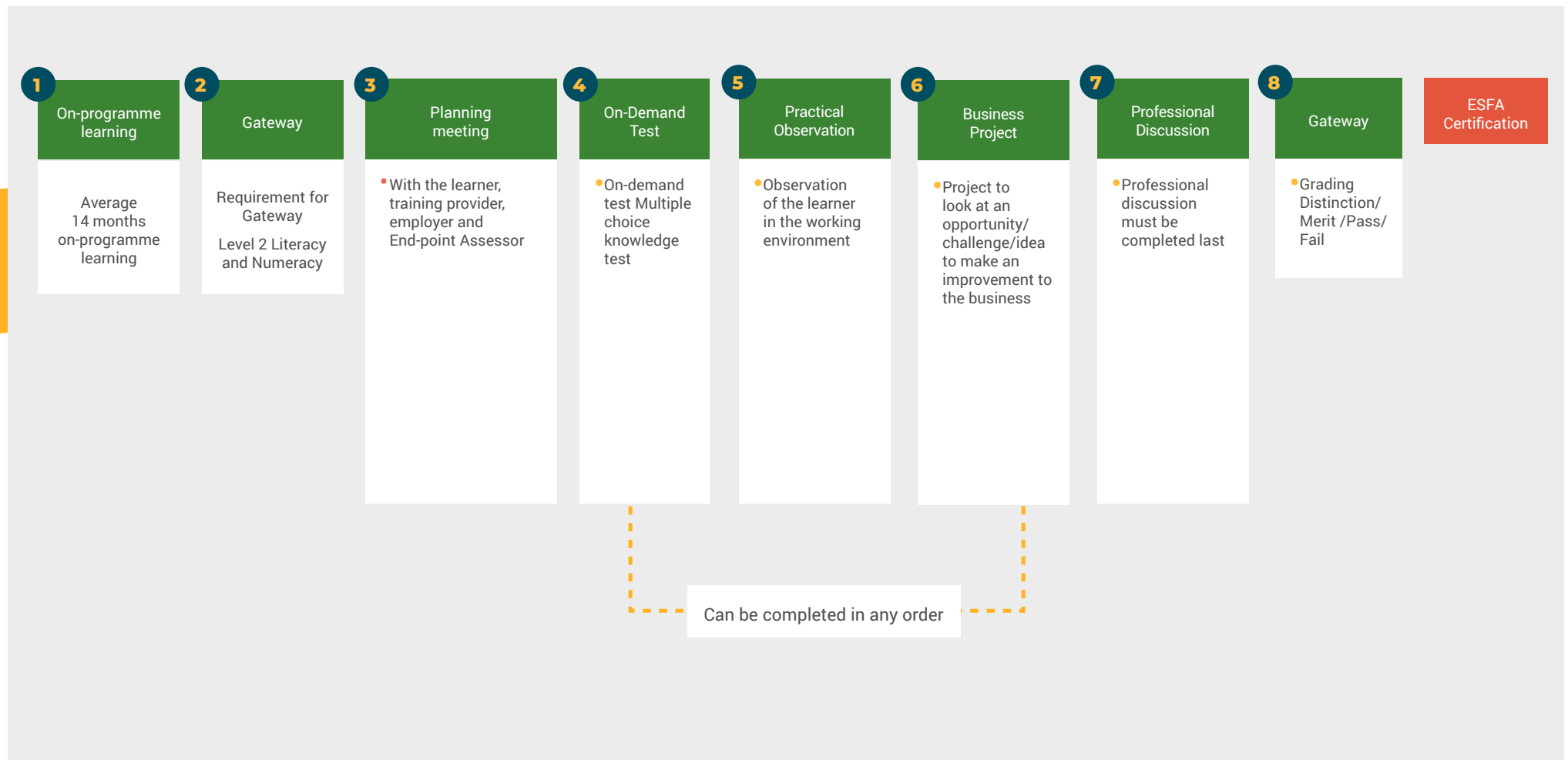
- ① Very large conferences
- ② Smaller rooms where the style may not fit in the room



End-point Assessment (EPA)




End-point Assessment Journey





**Thanks for
your time.**

 hello@lifetimetraining.co.uk

 www.lifetimetraining.co.uk/contact-us

