

Tourism Competence Guidelines



Competences in Food and Beverage Service

Introduction

The Tourism Competence Guidelines were compiled by the MTA's Strategic Planning and Research Division on behalf of the Human Resources and Support Services Directorate with a view to establishing occupational competence standards in the tourism industry.

These guidelines were drawn up following a consultation process with key people from accommodation and catering establishments together with representatives from the Institute of Tourism Studies. A number of working groups were set up to discuss competences relating to food and beverage service, food preparation and cooking, housekeeping as well as front office operations. The competences are based on the National Vocational Qualifications (NVQs) drawn up by the Hospitality Training Foundation (Htf) in the UK. A number of HR-related research studies, both local and foreign, were also taken into account.

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Disclaimer

The MTA has taken extreme care and attention to ensure that all the information contained within this booklet was accurate up to the date of printing. This booklet should only serve as a source of reference since the field in which it is concerned is constantly adapting and changing to ensure the improvement of the whole human resource environment. Consultation with professionals in the appropriate field is always advisable prior to taking decisions of a sensitive nature.

These Guidelines are also available online at:
www.mtadigest.com.mt

ISBN 99932-623-1-5

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Uses of Tourism Competence Guidelines

The Tourism Competence Guidelines are an essential resource to support key people in tourism-related establishments, through the effective management of human resources. The competence guidelines will help set standards of service in the tourism industry, address skill shortages, enhance the image of tourism employment, provide a more motivated workforce and contribute to the overall improvement of business performance and productivity.

The guidelines offer important benefits to both employers and employees. The benefits for **employers** accrue in terms of improved quality of service leading to better performance. This is because the competence guidelines can be used to:

- Prepare job descriptions and draw up recruitment criteria
- Set in-house standards of performance and develop workplace procedures
- Identify skills and training needs
- Develop training programmes
- Measure the effectiveness of training
- Appraise staff performance
- Deliver consistent service quality
- Increase employee motivation to learn and perform well

The benefits for **employees** are:

- Recognition for skills and knowledge
- Enhanced status and self-esteem
- Improved motivation and job satisfaction levels
- Career advancement opportunities
- Better workplace relationships

The Tourism Competence Guidelines form part of MTA's training and development strategy for human resources employed in the industry and will be used in the drafting of an HR plan for the industry. It will also help to raise the profile of 'service jobs' in the tourism industry by ensuring that the service provided is consistent and of excellent quality, through competent and professional employees.

Structure of the Tourism Competence Guidelines

The Tourism Competence Guidelines reflect a variety of job roles within the hospitality industry. The guidelines consist of **four** booklets highlighting competences in (1) food and beverage service; (2) housekeeping operations; (3) food preparation and cooking; and (4) front office operations. These sub-sectors are the most labour-intensive in tourism employment and are of utmost importance provided by different categories of staff employed in different tourist establishments. The development of the guidelines therefore plays an essential role in ensuring the right training, education and competences are available.

Job competence is grouped according to (i) category of staff (operational, supervisory and managerial) and (ii) the type of work performed. Associated job positions are also identified. **An establishment may have some or all of the mentioned job positions depending on type, size and mode of operation.**

A competent person has the ability to perform a number of **job specific tasks** (by applying vocational skills), **is knowledgeable** about workplace procedures and other work-related issues and possesses the **right personal qualities** and personality attributes for the job.

Job Positions in Food & Beverage Service

A number of job positions relating to food and beverage service are identified and grouped according to category of staff, that is, operational, supervisory and managerial levels of staff. **These job positions, however, may not be applicable to all establishments but depend on the type of restaurant, its size, style of management and operational procedures.**

Competences in Food and Beverage Service:

Operational

1.1 Basic Food and Beverage Service

- Waiter/Waitress/Food and Beverage Service Attendant
- Commis de Rang/Commis Waiter
- Trainee

1.2 Bar Service

- Bar Waiter/Waitress
- Bartender

Supervisory

1.3 Professional Wine Service

- Sommelier

1.4 Restaurant Supervision

- Assistant Restaurant Manager
- Restaurant Supervisor/Head Waiter/Head Waitress/Host/Hostess
- Chef de Rang/Station Supervisor
- Banqueting Supervisor

1.5 Bar Supervision

- Head Barman/Assistant Bars Manager

Managerial

1.6 Restaurant and Bar Management

- Restaurant Manager
- Bars Manager
- Banqueting Manager

Human and Generic Skills

Tourism is one of the most dynamic and people-oriented industries. “Personality attributes” or “attitudinal skills” such as enthusiasm, commitment, flexibility, charisma, responsibility and the will to learn are of utmost importance for anyone working or aspiring to work in the tourism industry. Therefore successful job applicants and existing employees must have the “right personality” to work in tourism. For this reason, all food and beverage service employees, whether at operational, supervisory or managerial levels must possess a number of generic skills and personality traits:

Human & Generic Skills	Attitudes & Personality Traits
Communication skills	Enthusiasm, personality, self-confidence, charisma, initiative
Customer care skills	Commitment, dedication, responsibility
Team-working	Creativity, innovation
Negotiating skills and the ability to deal with conflict	Self-discipline
Problem solving, dealing with complaints effectively	Self-presentation and appearance
Leadership (including small business management skills)	Honesty
Time-management	Sensitivity and discretion
Entrepreneurial skills	Will to learn
Selling skills	Will to work
Marketing skills	Flexibility
Administrative skills (record-keeping, cash-handling)	Physical strength and stamina
Computer skills (word-processing, e-mail, internet)	The right disposition towards employment
Foreign languages (especially good knowledge of English)	A passion for food and wine

Food and beverage service employees are required to **create and maintain effective working relationships** by greeting and assisting customers in a polite manner and communicating effectively with other members of staff.

Customer care skills have to be practised when communicating with customers by using the appropriate body language, identifying customer needs, and passing on the correct information. Employees have to deal with complaints effectively - where possible make suggestions to take action to prevent the same complaint from recurring. Employees need to promote the establishment by means of presenting promotional material (e.g. leaflets and menus) and by interacting positively with customers.

Food and beverage service employees need to have a clean and tidy appearance. They also need to maintain a **safe and secure working environment** for customers and staff. This includes security at the workplace, identifying potential risks and hazards and following appropriate health and safety procedures.

Operational



Competences in Food and Beverage Service

1.1 Basic Food and Beverage Service

Associated job positions:

- Waiter/Waitress/Food and Beverage Service Attendant

Other job positions :

- Commis de Rang/Commis Waiter
- Trainee

Whether working in small, large, informal, or elegant restaurants, food and beverage servers improve customers' experience and encourage them to return.

Food and beverage service personnel may do some or all of the following tasks:



Job Specific Tasks

Take restaurant reservations	<ul style="list-style-type: none">• Answer the phone in a polite and welcoming manner• Provide accurate information
Prepare service areas and equipment for table service	<ul style="list-style-type: none">• Set tables with clean linen, place mats, cutlery, crockery and glasses• Ensure that service areas and equipment are clean and hygienic at all times
Provide a table service	<ul style="list-style-type: none">• Greet and seat customers in a polite and welcoming manner• Hand out menus• Give accurate information about dishes and drinks• Describe extra dishes not on the menu• Take orders and pass them to kitchen staff or bar attendants• Provide customers with the correct cutlery and condiments• Prepare and serve wine• Serve customers' orders• May help prepare some dishes such as desserts
Provide carvery/buffet service	<ul style="list-style-type: none">• Prepare and maintain a carvery/buffet display• Serve customers at the carvery/buffet including portioning the food and using the correct service style
Prepare bills and present them to customers	<ul style="list-style-type: none">• Handle money or credit cards• Operate a cash register
Maintain dining and service areas	<ul style="list-style-type: none">• Keep customer and dining areas clean and tidy at all times• Deal with spillages and breakages appropriately• Clear tables and return dishes and cutlery to washing area• Remove and replace dirty table linen as required
Carry out a daily stock take	<ul style="list-style-type: none">• Order and buy food and drinks, including alcohol



All food and beverage service employees should be knowledgeable about

- The organisation's standards, policies and procedures
- How to deal with unexpected situations and inform the appropriate person where necessary
- Health and safety measures at the work place
- Food hygiene
- Product knowledge (equipment, menus, temperature, accompaniments, food allergies)
- Menu information as well as which condiments and accompaniments best complement menu items
- Handling of waste
- Storage of food and drinks not intended for immediate consumption
- How to promote company products
- Customer care (dealing with unexpected situations, people with special needs, anticipating customers' needs)



Personal Qualities

- A clean and tidy appearance
- Good communication skills
- A good memory
- Manners and patience
- Be friendly and efficient
- Enjoy working with people
- Ability to deal with complaints and solve problems
- Be prepared to work evenings, weekends and public holidays
- Stamina
- Be reliable and punctual



An establishment may also employ the following food and beverage servers

Commis waiter/commis de rang and/or **Trainee** is a less experienced waiter who assists an experienced waiter in clearing and setting tables and transferring food from the kitchen, or serving station, to customers at tables.

Wine waiters are waiters who serve wine and other beverages.

Associated job positions:

- Bar Waiter/Waitress
- Bartender

Bar Waiters/Waitresses and/or Bartenders prepare and serve drinks in bars, restaurants, cafes and clubs. The majority of bartenders directly serve and interact with customers; thus bartenders have to be friendly and helpful to create a friendly and welcoming atmosphere.

Bar personnel may perform the following tasks:



Job Specific Tasks

Prepare the bar area	<ul style="list-style-type: none"> • Ensure that the bar area is clean and hygienically tidy • Check that there are sufficient stocks of drinks, drink accompaniments and additional products • Prepare service area and equipment such as ice buckets and tongs, glasses, measures, shakers, service cloths, blenders, fruit knives and zesters • Prepare some garnishes in advance
Prepare and serve drinks and cocktails (spirits, wines, bottled wines, liqueurs, soft drinks, beers, cocktails)	<ul style="list-style-type: none"> • Greet customers in a polite and welcoming manner • Fill drink orders that waiters/waitresses take from customers • Give accurate information on drinks and accompaniments • Determine customer requirements for drinks • Present product list within the appropriate time frame • Mix and serve drinks and cocktails and the appropriate accompaniments • Promote drinks, cocktails and/or bottled wines to customers • Present and serve wines • Deal with customer queries in a polite manner • Ensure that customers do not drink too much (host responsibility)
Prepare and serve hot drinks	<ul style="list-style-type: none"> • Mis en place for hot beverages, including the cleanliness of the coffee machine, coffee, tea cups, and accompaniments (selection of sugars or teas) • Prepare and serve hot drinks such as coffees, teas and hot chocolates, decaffeinated coffees, as well as speciality coffees
Prepare bills and present them to customers	<ul style="list-style-type: none"> • Check cash float • Handle money or credit cards or cheques • Operate a cash register • Understand billing procedures
Check inventories and stocks	<ul style="list-style-type: none"> • Check and maintain stock levels • Check deliveries and fill the necessary documentation • Be able to rotate stock on a first in first out basis • Check shelf life of stock • Keep track records of requisitions • Fill in stock log book



Bartenders should be knowledgeable about

- The organisation's standards, policies and procedures
- How to deal with unexpected situations and inform the appropriate person where necessary
- Health and safety measures at the work place
- Product information and accompaniments
- Legal measures for serving alcohol and alcohol consumption
- Storage of drinks and stock rotation
- How to promote company products
- How to address customers



Personal Qualities

- Smart appearance
- Good communication skills
- A good memory
- Manner and patience
- Be friendly and efficient
- Enjoy working with people
- Ability to deal with complaints and solve problems
- Be prepared to work evenings, weekends and public holidays
- Stamina
- Be reliable and punctual

Supervisory



Competences in Food and Beverage Service

1.3 Professional Wine Service

Associated job positions:

- Sommelier

Wine appreciation and knowledge is a valuable asset for every wine and food lover and a trait which is sought after in the hospitality industry. The Sommelier should possess wine service skills in order to provide an improved standard of beverage service in hotels and restaurants.

In large establishments, sommeliers may be entrusted with restaurant supervisory duties. In this regard, refer to Section 1.4 on Restaurant Supervision. In addition sommeliers may perform the following tasks:



Job Specific Tasks

Prepare service areas, equipment and stock for wine service	<p>Wine includes red wine, white wine, sparkling/semi-sparkling wine, rosés, aromatized wines, liqueur wines.</p> <ul style="list-style-type: none"> • Ensure service equipment for serving wine is clean and ready for use. This includes wine glassware, trays, service cloths and linen, corkscrews/bottle openers, ice buckets and chillers/coolers • Ensure sufficient wine stock is free from damage, available for service and is stored at the correct serving temperature
Determine customer requirements for wines	<ul style="list-style-type: none"> • Greet customers and deal with them in a polite and welcoming manner at all times • Present the host with the wine list within the appropriate timescale • Promote bottled wine to the customer • Give accurate wine list information (name, style, quality and type of wine, prices, characteristics of taste, alcohol content, country of origin, wine and food harmony) to meet customer requirements • Deal with customer queries politely, correctly and promptly • Identify customer orders accurately
Present and serve wines	<ul style="list-style-type: none"> • Prepare service equipment and wine correctly • Serve customers in a polite and helpful manner at all times • Handle the wine and present it to the customer in the appropriate style and manner • Serve the wine at the appropriate temperature, using the correct service equipment • Identify any faults with the wine (e.g. cork in the wine, wrong bottle of wine, cloudy wine) • Replenish customers' wine glasses regularly in line with their requirements and established procedures



Job Specific Competences (Continued)

Contribute to the development of a wine list	<ul style="list-style-type: none"> • Contribute to the planning and development of a wine list, taking into consideration predicted customer requirements, current and future trends, available finance/cost/sales price when suggesting new wines, and food offered by the organisation • Obtain information about new wines from appropriate people • Brief staff on the new wine items and how to introduce them • Collect feedback from staff and customers to evaluate the impact of new wines
Maintain wine cellar and storage operations	<ul style="list-style-type: none"> • Inspections are carried out to ensure that wines are properly stored – wine quantities, storage room temperature and ventilation, stock rotation procedures, storage area cleaning



Sommeliers should be knowledgeable about

- The organisation's standards, policies and procedures related to service areas, service equipment, stocks and budgets
- What equipment is necessary for different types of wine
- What temperatures different types of wine should be stored and maintained before service
- The compatibility of different wines with the menu
- What wines are available from suppliers
- How to deal with unexpected situations and inform the proper person where necessary
- Health and safety measures at the work place
- Ways of clearly describing the characteristics of wine to the customer
- The importance of offering customers accurate information about wines e.g. alcohol content and basic characteristics
- Factors to consider when providing advice to customers on choice of wine e.g. customers' expressed taste, the occasion, etc.
- Legal measures for alcohol serving
- Storage of opened bottles of wine not intended for immediate consumption



Personal Qualities

- Smart appearance
- Good communication skills
- A good memory
- Manners and patience
- Be friendly and efficient
- Good at working with people
- The ability to deal with complaints and solve problems
- Be prepared to work evenings, weekends and public holidays
- Stamina
- Be reliable and punctual

1.4 Restaurant Supervision

Associated job positions:

- Assistant Restaurant Manager
- Restaurant Supervisor or Head Waiter/Waitress or Host/Hostess
- Chef de Rang or Station Supervisor
- Banqueting Supervisor

Restaurant supervisors oversee the service provided by food and beverage service personnel. They supervise staff, help in preparing work schedules, assist managers in training new and existing staff, and ensure that standards are met.

Restaurant Supervisors may perform some or all of the following tasks:



Job Specific Tasks

Supervise Operations	
Develop and maintain positive working relationship with customers and other employees to promote restaurant usage and sales	<ul style="list-style-type: none"> • Receive as well as confirm reservations and assign tables • Greet and welcome customers at entrance • Seat guests at their table and offer drinks • Speak with customers to ensure satisfaction with food and drink service • Receive compliments as well as any complaints with regards to the restaurant and service • Identify and respond to customer needs • Evaluate customer's feedback to improve service • Work with other employees to evaluate and improve service
Supervise functions (e.g. dinners, weddings, conferences)	<ul style="list-style-type: none"> • Supervise the preparation and running of the function - ensure that equipment and materials required for the function are on site in good time, inspect the venue to ensure that all preparations have been made and liaise with relevant people during the function • Implement procedures for the closing of the function
Sales and marketing	<ul style="list-style-type: none"> • May be responsible for marketing and promoting the dining establishment • Identify, implement and review sales development activities
Maintain entertainment and vending machines (if applicable)	<ul style="list-style-type: none"> • Ensure that vending machines are adequately stocked • Identify faults with machines and provide the necessary maintenance • Monitor customer behaviour to ensure that machines are operated appropriately



Job Specific Competences (Continued)

Supervise the Working Environment

Maintain the condition of restaurant/dining area

- Inspect dining and serving areas as well as equipment, ensuring restaurant tables are set correctly
- Deal with faults promptly
- Organise clean up of restaurant
- Organise closing of restaurant

Maintain health, safety and security of the restaurant/dining area

- Implement and update health and safety procedures
- Inform employees of potential hazards and risks
- Provide and ensure safe use of equipment
- Monitor and deal with accidents and hazards
- Ensure the restaurant and/or bar is clean and hygienic, including the personal hygiene of staff

Supervise Physical Resources

Control physical resources – equipment and supplies

- Ensure that necessary equipment and supplies are available
- Place orders with suppliers together with restaurant manager
- Ensure that required physical resources are checked prior to use
- Ensure that resources are used properly
- Make recommendations for improving the use of physical resources
- May control the issuing, receipt and storage of food supplies
- Requisition necessary food and supplies to support restaurant activities
- Assist restaurant manager in carrying out stocktaking

Control practices for handling payments

- Monitor payment-handling practices
- Check bills
- Process payment information

Supervise Human Resources

Supervise food and beverage service personnel

- Supervise and evaluate assigned personnel in functions such as greeting customers, serving food, proper use of equipment, maintaining safety and sanitation standards and company procedures, promotion of company products

Create and foster effective working relationships

- Assign and co-ordinate the activities of food and beverage attendants and other serving staff
- Inform staff, such as waiters/waitresses, barmen, of their responsibilities and supervise them
- Liaise with kitchen staff to see what specials are available and whether there are any changes in the menu
- May assist restaurant managers prepare work schedules and payrolls



Job Specific Competences (Continued)

Supervise Human Resources (continued)

Create effective working relationships (continued)	<ul style="list-style-type: none"> • Communicate company activities and procedures with employees • Listen to employees' suggestions • Participate in the performance appraisal of employees • Develop teams by motivating and building trust • Minimise team conflict
Contribute to the provision and development of food	<ul style="list-style-type: none"> • May assist restaurant managers recruit and select food and beverage service employees • Train and supervise new and existing restaurant employees • Identify skill gaps and provide the necessary training to existing employees

Monitor Information

Monitor information collected	<ul style="list-style-type: none"> • Maintain accurate records such as cost of meals and hours worked by employees • Process data (customer feedback, employee data, stock records) in a computer system
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Supervise Food and Beverage Service Operations

Maintain the beverage service	<p>Beverages include beers, wines, spirits, liqueurs, soft drinks, cocktails and hot drinks, etc.</p> <ul style="list-style-type: none"> • Ensure the drink service area is well prepared • Use effective communication with customers to maintain service standards • Monitor customer behaviour • Inform staff of bar service operations
Maintain the food service	<ul style="list-style-type: none"> • Ensure the food service area is clean and ready for use • Ensure that staff carry out the correct methods of food service
Contribute to the development of a wine list	<ul style="list-style-type: none"> • Contribute to the planning and updating of wine list taking into consideration food offered by the restaurant, customer requirements and available finance • Brief staff on new wine items • Gather feedback relating to the introduction of new wines
Contribute to the development and introduction of recipes and menus	<ul style="list-style-type: none"> • Participate in the planning and costing of menus for the restaurant and for related catering functions • Ensure that proper consideration is given to appropriate food combinations and dietary requirements (nutritional, religious, medical) when developing new recipes



Job Specific Competences (Continued)

Supervise Food and Beverage Service Operations (continued)

Maintain cellar and drinks storage operations

- Monitor procedures relating to the cellar area
 - Receipt and return of goods
 - Storing and handling of products
 - Stock rotation
 - Maintenance and cleaning of equipment
 - Cleaning of storage areas
 - Security
 - Temperature and ventilation control



Restaurant supervisors should be knowledgeable about

- The organisation's standards, policies and procedures
- How to deal with unexpected situations
- How to handle complaints
- Health, safety and sanitation principles applicable to restaurant operation
- Menu development and recipe costing
- Recipe formulation and adjusting
- General nutritional requirements
- Food allergies
- Storage of food and drinks, intended not for immediate consumption
- Company products and how to promote them
- Principles of supervision and training



Personal Qualities

- Good communication skills
- Good interpersonal skills
- Decision-making skills
- Team building skills
- Planning and co-ordinating skills
- Selling and marketing skills
- Report writing skills
- Ability to set example and maintain good grooming and personal hygiene
- Ability to work well with people
- Ability to deal with complaints and solve problems
- Be prepared to work evenings, weekends and public holidays



Restaurant hosting

Some restaurants may have a **Restaurant Host** or **Hostess**; in other establishments the duties of the restaurant host/hostess may be carried out by the Head Waiter/Waitress or Restaurant Supervisor. Since they are the first people who the customer meets when entering a restaurant, hosts/hostesses serve a major role in establishing the right atmosphere.

Restaurant hosts/hostesses may perform some or all of the following duties:

- Take and schedule reservations
- Greet customers at entrance
- Escort customers to their tables or accompany them to waiting areas until their tables are ready
- Provide menus to customers
- Assist customers in planning special events such as parties and banquets when required
- Supervise and co-ordinate the activities of food and beverage service attendants
- Inspect dining and serving areas and equipment
- Order necessary dining room supplies and equipment
- Speak with customers to ensure satisfaction with food and beverage service
- Attend to customer complaints
- Market and promote the restaurant
- Accept payment from customers for the food and beverage service
- May prepare work schedules and payrolls of restaurant staff
- Keep time records of restaurant staff
- May assist restaurant manager in interviewing, hiring and training new staff
- May maintain financial statements and records

Like all food and beverage service employees, hosts/hostesses have to be courteous, polite and smart in appearance, have strong customer skills and good communication skills, be good at working with people, be able to deal with difficult clients, be prepared to work evenings, weekends and public holidays and be reliable and punctual.

1.5 Bar Supervision

Associated job positions:

- Head Barman
- Assistant Bars Manager
- Bar Supervisor

Bar supervisors oversee the service provided by bar waiters/waitresses and bartenders. In this regard, they may perform some or all of the following tasks:



Job Specific Tasks

Prepare and serve spirits, liqueurs, wine and cocktails	<ul style="list-style-type: none"> • Work is planned and time appropriately allocated to meet daily schedules • Service staff (bar waiters/waitresses or bartenders) are liaised with to ensure sufficient stocks and service equipment are available and clean • Ensure beverage service equipment and products are correctly prepared for service. Service equipment includes glassware, trays, chillers, shakers, knives, service cloths, measures and blenders. Products relate to brandies, liqueurs, spirits, mixers, wines, liqueur coffees and cigars • Customers are greeted and dealt with in a polite and helpful manner • The products are served and presented to the customers at the appropriate temperature • Beverage list is presented within the appropriate time • Accurate product information and appropriate advice is given to the customer • Ensure an effective rapport is established with the customer and maintained throughout the service • Customer queries are dealt with in a polite manner • Unpredicted situations and problems, like customer complaints and equipment failure, are dealt with effectively
Maintain the beverage service area	<ul style="list-style-type: none"> • Ensure that the beverage service area is well prepared - coordinating procedures for clearing, cleaning and stocktaking products in bar • Opportunities are taken to ensure the attractiveness and comfort of service and drinking areas to meet the needs of the customer • Supervise operations during the bar service ensuring that customers are greeted politely, servers understand customer requirements, drinks are prepared and serviced with the proper accompaniments. • Maintain rapport with customer throughout the service and handle complaints in an appropriate manner • Organise closing of bar
Contribute to the development of beverage list (cocktails, wines, alcoholic drinks, non-alcoholic drinks)	<ul style="list-style-type: none"> • Contribute to the planning and development of a beverage list, taking into consideration customer requirements, current and future trends, available finance/cost/sales price, and food offered by the restaurant • Obtain information about new beverage products from appropriate people and suppliers • Brief staff on the new beverage items and how to promote them to customers • Collect feedback from staff and customers to evaluate the impact of new beverages



Job Specific Competences (Continued)

Maintain inventories and liquors, wine and cocktails

- Carry out effective stocktaking by checking stock levels and **stocks**, ordering stocks
- Check deliveries and fill the necessary documentation
- Carry out stock rotation procedures
- Ensure stock is correctly stored at the appropriate temperatures
- Requisition procedures for replenishing stock are fully maintained
- Staff is liaised with to ensure beverage service equipment is clean, free from damage and stored in the appropriate place

Generic Duties Relating to Bar Operations

Develop and maintain positive working relationships with customers and other employees to promote bar usage and sales

- Speak with customers to ensure satisfaction with service
- Receive compliments as well as any complaints about the bar and service
- Identify and respond to customer needs
- Evaluate customers' feedback to improve service
- Work with other employees to evaluate and improve the service

Sales and marketing

- May be responsible for marketing and promoting the bar service area
- Identify, implement and review sales development activities

Maintain entertainment and vending machines (if applicable)

- Ensure that vending machines are adequately stocked
- Identify faults with machines and provide the necessary maintenance
- Monitor customer behaviour to ensure that machines are operated appropriately

Maintain health, safety and security of the bar area

- Implement and update health and safety procedures
- Inform employees of potential hazards and risks
- Provide and ensure safe use of equipment
- Monitor and deal with accidents and hazards
- Ensure the bar is clean and hygienic, including the personal hygiene of staff

Create and foster effective working relationships

- Assign and co-ordinate the activities of bar waiters/waitresses or bartenders
- Inform staff of their responsibilities and supervise them
- Liaise with kitchen staff to see what food items are available to complement bar and whether there are any changes in the menu
- May assist the bar manager to prepare work schedules and payrolls
- Communicate company activities and procedures to employees
- Listen to employees' suggestions
- Participate in the performance appraisal of employees
- Develop teams by motivating and building trust
- Minimise team conflict

Contribute to the training and development of bartending employees

- May assist the bar manager recruit and select bartending staff
- Train and supervise new and existing employees
- Identify skill gaps and provide the necessary training to existing employees
- Train new staff and/or supervise the training of new staff



Head bartenders or bar supervisors should be knowledgeable about

- The organisation's standards, policies and procedures
- How to deal with unexpected situations
- How to handle complaints
- Health, safety and sanitation principles applicable to bar operations
- Menu development and costing of beverage items
- Storage of drinks not intended for immediate consumption
- Company products and how to promote them
- Principles of supervision and training



Personal Qualities

- Good communication skills
- Good interpersonal skills
- Decision-making skills
- Team building skills
- Planning and co-ordinating skills
- Selling and marketing skills
- Report writing skills
- Ability to set example for and maintain good grooming and personal hygiene
- Ability to work well with people
- Ability to deal with complaints and solve problems
- Be prepared to work evenings, weekends and public holidays

Managerial



Competences in Food and Beverage Service

1.6 Restaurant and Bar Management

Associated job positions:

- Restaurant Manager
- Bars Manager
- Banqueting Manager

In addition to the duties of selecting and pricing menu items, using food and other supplies efficiently and achieving quality in food preparation and service, restaurant managers are also responsible for a number of administrative and human resource tasks. For example, managers must find and evaluate new ways of recruiting employees. Once hired, they must also find creative ways of retaining experienced workers.

In many restaurants, the management team consists of a Manager, one or more Assistant Managers and an Executive Chef. The Executive Chef is responsible for kitchen operations, while the Assistant Managers oversee the service in the restaurant. In small restaurants the Executive Chef may also be the Manager/Patron.

Restaurant managers may perform a variety of tasks including:



Job Specific Tasks

Manage Food and Beverage Service Operations

Manage the food service	<ul style="list-style-type: none"> • Inform relevant staff about specific duties and objectives relating to food and beverage service • Ensure food service and customer areas are well prepared • Provide necessary resources (equipment/utensils, products, staff, promotional items) for service • Resolve customer complaints about food quality or service • Monitor staff and customer behaviour to ensure that health and safety standards are maintained • Ensure that appropriate measures are taken to minimise factors that may disrupt the provision of service
Manage the beverage service	<p>Beverages include beers, wines, spirits, liqueurs, soft drinks, cocktails, hot drinks, etc.</p> <ul style="list-style-type: none"> • Ensure the beverage service and designated customer areas are ready for use by checking stocks, creating the right atmosphere, ensuring equipment is properly located and in good working condition • Effective communication with customers
Establish and implement cellar and beverage storage procedures	<ul style="list-style-type: none"> • Review and evaluate established cellar and beverage storage operations including: <ul style="list-style-type: none"> - Receipt, return, storage and handling of goods - Identify and monitor hazards - Maintenance and cleaning of equipment - Cleaning of cellars - Security - Temperature and ventilation control • Problems identified are to be investigated promptly and corrective action is to be taken



Job Specific Competences (Continued)

Manage Food and Beverage Service Operations (continued)

Deal with suppliers	<ul style="list-style-type: none"> • Estimate food consumption, place orders with suppliers and schedule delivery of food and beverages • Check quality and expiry dates of food and beverage deliveries • Meet sales representatives to order supplies such as tableware, cooking utensils and cleaning items
Plan and develop recipes and menus	<ul style="list-style-type: none"> • Develop and introduce new recipes and menus taking into consideration customer demands, financial considerations and available resources (staff, equipment, supplies and time) <i>Factors to take into consideration</i> include style of service, competition, social factors, sales mix, and dietary requirements <i>Menu information</i> has to be communicated in accurate and clear language • Inform employees about new menu items
Develop wine lists	<ul style="list-style-type: none"> • Review and update current wine list • Propose new wine items taking into account customer and financial requirements and available resources • Contribute to the design of wine lists • Inform food and beverage service attendants of new wine list
Plan, control and monitor sales development activities	<ul style="list-style-type: none"> • Identify opportunities for sales development including promotional activities • Inform staff of new sales activities • Monitor staff to ensure they are carrying out sales tasks according to the requirements of the sales development plan • Review sales activities to measure their effectiveness and benefits • Record recommendations for improvement to successive sales development plans
Determine market opportunities	<ul style="list-style-type: none"> • Identify strengths and weaknesses in the organisation • Determine market opportunities and threats • Plan future provision of services in response to market situation taking into consideration target market and demands, competitors, and organisation structure • Develop new marketing operational objectives and set achievable targets • Brief relevant people regarding their responsibilities
Manage a function (e.g. conferences, dinners, weddings)	<ul style="list-style-type: none"> • Inform relevant people about the function • Prepare a function plan including costings, schedules and resource estimates specifying individual and departmental responsibilities • Manage the running of the function • Evaluate the effectiveness of the function



Job Specific Competences (Continued)

Manage Human Resources*

Determine the work of teams and individuals	<ul style="list-style-type: none"> • Allocate work to teams and individuals • Ensure employees understand and are committed to the work allocated to them • Evaluate the performance of employees ensuring that the required objectives are met • Recognise competent employees • Provide employees with feedback about their performance
Develop teams and individuals to enhance performance	<ul style="list-style-type: none"> • Identify training and development needs of employees – full-timers, part-timers, permanent and seasonal employees • Provide the necessary training to new entrants • Ensure continuous development of existing employees • Support individual learning and development • Evaluate the effectiveness of training by assessing performance
Develop productive working relationships	<ul style="list-style-type: none"> • Develop trust and support in relationships with colleagues and team members • Communicate effectively and regularly with employees • Create an effective working environment to minimise interpersonal conflict
Address poor performance of teams and individuals	<ul style="list-style-type: none"> • Identify unsatisfactory employee performance • Help team members or individuals improve their performance • Contribute to the implementation of disciplinary and grievance procedures
Recruit new personnel	<ul style="list-style-type: none"> • Establish personnel requirements • Assess information on each candidate objectively • Select new personnel

* This could be done through the support of the Human Resources Department

Manage Oneself

Develop own resources	<ul style="list-style-type: none"> • Assess own performance and plan development needs This includes skills relating to decision-making, communication, leadership, time management, planning and organisational, selling and marketing, and financial management
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Manage Information

Facilitate meetings	<ul style="list-style-type: none"> • Lead meetings • Make contributions to meetings which are led by others
Maintain updated records	<ul style="list-style-type: none"> • Maintain employee records – personal files and payroll • Monitor book-keeping records



Job Specific Competences (Continued)

Manage Customer Service

Manage customer service

- Review and monitor customer service standards
- Training is provided to staff to meet customer service standards
- Monitor staff behaviour to ensure that levels of customer service are maintained
- Collect feedback about satisfaction levels from customers
- Maintain customer relations through personal contact
- Deal with customer complaints in an effective manner

Manage Financial & Physical Resources*

Manage systems for handling payments

- Monitor payment-handling systems by staff including use of credit cards, cheques, credit notes, discounts, vouchers and cash payments
- Evaluate systems for handling payments and propose new/more efficient payment methods if necessary
- Encourage staff to identify payment discrepancies
- Investigate any discrepancies and ensure that appropriate action is taken

Manage the use of financial resources

- Make recommendations for expenditure relating to supplies, people, overhead expenses and capital equipment
- Control expenditure against budgets
- Take corrective action taken in response to actual or potential variations from budget
- Maintain accurate records of expenditure

Plan and manage the finances of the business

- Set a financial plan for the business, including financial objectives and financial forecasts
- Ensure maintenance of accounting system
- Take capital investment decisions
- Manage the cash flow of the business
- Maintain profitability of the business

Manage the use of physical resources, equipment and supplies

- Plan the use of physical resources taking into account trends, developments and factors likely to affect future resource use
- Prepare requests for resources indicating costs involved and anticipated benefits from the use of the resource
- Identify supplies needed and place orders with suppliers
- Ensure supplies meet quality, quantity and delivery requirements
- Ensure that records of supplies are complete, accurate and available to authorised people
- Monitor the use of physical resources identifying deviations from plan and taking corrective action where necessary

* This could be done through the support of the Accounts/Finance Department



Job Specific Competences (Continued)

Manage the Working Environment

Ensure health, safety, security and hygiene of the working environment

- Devise and introduce procedures to maintain health, safety, security and hygiene standards in the restaurant
- Ensure health and safety measures are maintained by informing all employees of such measures and any risk areas
- Provide the necessary training
- Carry out risk assessments to identify hazards and potential hazards
- Provide the necessary working tools and equipment
- Ensure that direct cleaning of kitchen and dining areas is done properly

Control the condition of work areas and equipment

- Inspect work areas and equipment on a regular basis, identify faults and take corrective action

Contribute to the planning and design of operational areas

- Review existing design of operational areas and identify problems
- Carry out routine inspections relating to hygiene, safety, appearance, cleanliness, work flows and maintenance
- Contribute to the planning and implementation of change in operational areas



Restaurant managers should be knowledgeable about

- The organisation's standards, policies and procedures
- The competitive environment
- How to plan activities and resources
- How to record and present information
- How to motivate others to be committed to change
- How to communicate effectively with customers, employees and other members of the management team
- How to deal with unexpected situations and how to handle complaints
- How to prepare contingency plans
- How work is to be prioritised and allocated
- What resources (equipment, supplies and people) are required to carry out operations
- Who can provide financial advice on the business
- Health, safety and sanitation principles applicable to restaurant operation
- Menu development and recipe costing
- General nutritional requirements
- Food allergies
- Storage of food and drinks, not intended for immediate consumption
- Company products and how to promote them
- Principles of management and training



Personal Qualities

- Good entrepreneurial skills
- Good communication skills
- Good interpersonal skills
- Decision-making skills
- Team building skills
- Planning and co-ordinating skills
- Selling and marketing skills
- Financial and budgeting skills
- Problem solving skills
- Time management skills
- Evaluating and developing objectives
- Report writing skills
- The ability to work with people
- Be responsible to customer needs

