Title	**Manage a food and/or beverage operation in a commercial hospitality environment**		
Level	5	Credits	20

Purpose	This unit standard is for experienced people who are responsible for managing food and/or beverage operations. They may be involved in working in a hotel, motel, casino, bar, restaurant, food or catering operation.
	People credited with this unit standard are able to: manage the customer interface; manage the staff interface; and perform management responsibilities, in a food and/or beverage operation.

Classification	Hospitality > Hospitality Management

Available grade	Achieved

Guidance Information

1   Definitions
     Customers – internal and external customers within the hospitality industry.
     Customer service experience – all the activities that are required to provide customer satisfaction in accordance with establishment requirements.
     Establishment requirements refer to applicable procedures found in the following: establishment performance guidelines and standards; equipment manufacturer's procedures and specifications; Government and local body legislation.
     Food and/or beverage operation – any operation providing food and/or beverage service as a stand-alone or integrated business including cafe, restaurant, bar, hotel, corporate catering, contract catering.

2   Legislation includes but is not limited to – Food Act 2014, Health and Safety at Work Act 2015, Sale and Supply of Alcohol Act 2012, Smokefree Environments and Regulated Products Act 1990.

3   Evidence for the practical components of this unit standard must be gathered either in the workplace or in a realistic environment where the candidate has to produce product or similar for customers who have the same expectations for quality and timeliness as a paying customer.

4   All tasks must be carried out in accordance with establishment requirements.

Outcomes and performance criteria

Outcome 1

Manage the customer interface in a food and/or beverage operation.

Performance criteria

1.1   Factors that affect the customer service experience are communicated to staff.

         Range   factors may include but are not limited to – establishment culture,
                    sequence of service, standards for service.

1.2   Standard of customer service is monitored to ensure the customer service
         experience is maintained throughout the customer's time in the establishment.

         Range   standard of customer service includes but is not limited to –
                    customer interaction, service operation, sales and/or product
                    promotion and/or recommendation, team interaction.

1.3   A rapport for obtaining effective feedback on quality of customer service is
         established through staff interactions with customers.

1.4   Feedback from customers is evaluated to identify improvements in customer
         service.

         Range   feedback may be formal or informal.

1.5   Problems from internal and external sources are analysed and actioned in
         accordance with delegated authority while minimising disruption to operational
         and customer service requirements.

Outcome 2

Manage the staff interface in a food and/or beverage operation.

Performance criteria

2.1   Staffing requirements are monitored to ensure efficient operation to meet
         establishment requirements for regular service, special requirements and
         functions.

         Range   staffing requirements include but are not limited to – staffing
                    numbers, rosters, experience of staff, labour costs.

2.2   Staff feedback is facilitated to monitor team and operational performance and
         alignment with the establishment's culture requirements.

2.3   Staff training and development procedures are monitored to ensure staff
         potential is maximised to meet establishment requirements.

2.4 Feedback from staff is sought on establishment's operation to recommend improvements.

2.5 Integration of new staff into the existing team is monitored in terms of induction and on-going team development.

2.6 Relationships between team members and/or internal customers are monitored and facilitated to ensure efficient operation of the establishment.

Range relationships may include but are not limited to – staff conflict, conflict between work areas, and managers.

Outcome 3

Perform management responsibilities in a food and/or beverage operation.

Performance criteria

3.1 Consequences of not complying with legislative requirements are identified in terms of financial and operational impacts.

3.2 Departmental revenue performance and cost control measures are evaluated in relation to operational benchmarks.

Range benchmarks may include but are not limited to – menu/beverage list analysis and product contributions, ratio of food/beverage sales to total sales, average spending power per customer, sales mix, payroll costs and productivity ratio, stock turnover, sales per cover, rate of seat turnover, sales per service personnel, contribution of physical floor space to sales, pricing policies, non-material costs to total sales;
evidence of six benchmarks is required.

3.3 The effect of the relationship between sales and costs, and sales mix on profitability is evaluated to determine operational profitability.

3.4 The composition of the menu and/or beverage list is analysed against revenue and customer feedback to maximise customer experiences.

3.5 Sales and/or promotional activities are implemented and evaluated to enhance operational profitability.

3.6 Staff relationships with suppliers are monitored to maintain operational efficiency.

3.7 Adherence by staff to establishment policies and procedures is monitored to ensure operational efficiency and maintenance of quality of service.

3.8 Contingencies and unexpected situations are identified and responded to while minimising disruption to operational and customer service requirements.

Planned review date	31 December 2027

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	25 January 2006	31 December 2012
Review	2	22 October 2010	31 December 2017
Review	3	20 February 2014	31 December 2020
Review	4	30 August 2018	31 December 2024
Review	5	2 March 2023	N/A

Consent and Moderation Requirements (CMR) reference	0112

This CMR can be accessed at http://www.nzqa.govt.nz/framework/search/index.do.

Comments on this unit standard

Please contact Ringa Hora Services Workforce Development Council
qualifications@ringahora.nz if you wish to suggest changes to the content of this unit
standard.