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**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**FOOD AND BEVERAGE SALES AND SERVICE MANAGER**

**LEVEL 6**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

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# FOREWORD

The provision of quality education and training is fundamental to the Government’s overall strategy for social economic development. Quality education and training will contribute to achievement Kenya’s development blue print and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. The policy document requires that training in TVET shall be competency based, curriculum development shall be industry led, certification shall be based on demonstration of competence and mode of delivery shall allow for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency based curriculum for Food and Beverage Sales and Service Managers. These Occupational Standards will also be the basis for assessment for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Hospitality sector’s growth and sustainable development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING**

**MINISTRY OF EDUCATION**

# PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and the Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need toreform curriculum development, assessment and certification. This called for shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Hospitality and Accommodation Sector Skills Advisory Committee (SSAC) and Boma International Hospitality Institute have developed these Occupational Standards for a Food and Beverage Sales and Service Manager. These occupational standards will be the basis for development of competency based curriculum for Food and Beverage Sales and Service Management. These Standards will also be the basis for assessment of an individual for competence certification.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to Council Secretariat, Council Technical Committee, Hospitality and Accommodation SSAC and expert workers and all those who participated in the development of these occupational standards.

**CHAIRPERSON, TVET CDACC**

# ACKNOWLEDGMENT

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am sincerely thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to the Hospitality and Accommodation Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I also thank all the individuals and organizations who participated in the validation of these Standards.

My gratitude also goes to the Boma International Hospitality Institute who cooperated with TVET CDACC in the development of these Standards.

I acknowledge all institutions which in one way or another contributed to the success of development of these Standards.

**CHAIRPERSON**

**HOSPITALITY AND ACCOMMODATION SECTOR SKILLS ADVISORY COMMITTEE**

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# ABBREVIATIONS AND ACRONYMS

BC Basic Competency

CDACC Curriculum Development, Assessment and Certification Council

CPU Central Processing Unit

CR Core Competency

FB Food and Beverage Sales and Service

HOS Hospitality Industry

ICT Information Communication Technology

KCSE Kenya Certificate of secondary Education

KNQA Kenya National Qualifications Authority

NEMA National Environmental Management Authority

OS Occupational Standards

OSHA Occupation Safety and Health Act

OSHS Occupation Safety and Health Standards

PPE Personal Protective Equipment

SOPs Standard Operating Procedures

SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

# KEY TO UNIT CODE

**HOS/OS/FB/BC/01/6/A**

Industry or sector

Occupational Standards

Occupational area

Type of competency

Competency number

Competency level

Version control

# OVERVIEW

The Food and Beverage Sales and Service Management Level 6 Qualification consists of competencies that an individual must achieve to manage the sales and service in an institution. It consists of managing restaurant guests’ experience, food and beverage operations and room service operations. It also involves managing banquets and events, speciality restaurant as well as managing revenue performance.

The Units of Competency comprising Food and Beverage Sales and Service Management Level 6 Qualification include the following:

**BASIC UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit title** |
| HOS/OS/FB/BC/01/6/A | Demonstrate communication skills |
| HOS/OS/FB/BC/02/6/A | Demonstrate numeracy skills |
| HOS/OS/FB/BC/03/6/A | Demonstrate digital literacy |
| HOS/OS/FB/BC/04/6/A | Demonstrate entrepreneurial skills |
| HOS/OS/FB/BC/05/6/A | Demonstrate employability skills |
| HOS/OS/FB/BC/06/6/A | Demonstrate environmental literacy |
| HOS/OS/FB/BC/07/6/A | Demonstrate occupational health and safety practices |

**CORE UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit title** |
| HOS/OS/FB/CR/01/6/A | Manage food and beverage guest experience |
| HOS/OS/FB/CR/02/6/A | Manage food and beverage operations |
| HOS/OS/FB/CR/03/6/A | Manage bar operations |
| HOS/OS/FB/CR/04/6/A | Manage room service |
| HOS/OS/FB/CR/05/6/A | Manage banquets and events services |
| HOS/OS/FB/CR/06/6/A | Manage specialty outlets |
| HOS/OS/FB/CR/07/6/A | Perform food and beverage administrative duties |
| HOS/OS/FB/CR/08/6/A | Manage food and beverages revenue performance |

**BASIC UNITS OF COMPETENCY**

# DEMONSTRATE COMMUNICATION SKILLS

**UNIT CODE:** HOS/OS/FB/BC/01/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Meet communication needs of clients and colleagues | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements 2. Different communication approaches are identified and applied according to clients’ needs 3. Conflict is identified and addressed as per the standards of the organization |
| 1. Develop communication strategies | * 1. Strategies for effective internal and external dissemination of information are developed as per organization’s requirements   2. Special communication needs are considered in developing strategies according workplace procedures   3. ***Communication strategies*** are analyzed, evaluated and revised based the workplace needs |
| 1. Establish and maintain communication pathways | * 1. Pathways of communication are established as per organization policy   2. Pathways are maintained and reviewed according to organization procedures |
| 1. Promote use of communication strategies | * 1. Information is provided to all areas of the organization as per strategy requirements   2. Effective communication techniques are articulated and modeled according work requirements   3. Personnel are given guidance about adapting communication strategies as per organization procedures |
| 1. Conduct interview | 1. A range of appropriate communication strategies are employed in ***interview situations*** based on the workplace requirements 2. Records of interviews are made and maintained in accordance with organizational procedures 3. Effective questioning, listening and nonverbal communication techniques are used as per needs |
| 1. Facilitate group discussion | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements 2. Strategies to encourage group participation are identified and used as per organizations’ procedures 3. Meetings objectives and agenda are set and followed based on workplace requirements 4. Relevant information is provided and feedback obtained according to set protocols 5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines 6. Specific communication needs of individuals are identified and addressed as per individual needs |
| 1. Represent the organization | 1. 7Relevant presentation are researched and presented based on internal or external communication forums requirements 2. Presentation is delivered in a clear and sequential manner as per the predetermined time 3. Presentation is made as per appropriate media 4. Difference views are respected based on workplace procedures 5. Written communication is done as per organizational standards 6. Inquiries are responded according to organizational standard |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication strategies may include but not limited to: | * Language switch * Comprehension check * Repetition * Asking confirmation * Paraphrase * Clarification request * Translation * Restructuring * Approximation * Generalization |
| 1. Effective group interaction may include but not limited to: | * Identifying and evaluating what is occurring within an interaction in a nonjudgmental way * Using active listening * Making decision about appropriate words, behavior * Putting together response which is culturally appropriate * Expressing an individual perspective * Expressing own philosophy, ideology and background and exploring impact with relevance to communication |
| 1. Situations may include but not limited to: | * Establishing rapport * Eliciting facts and information * Facilitating resolution of issues * Developing action plans * Diffusing potentially difficult situations |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Active listening
* Interpretation
* Negotiation
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Communication process
* Dynamics of groups
* Styles of group leadership
* Key elements of communications strategy

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Direct observation 2. Oral questioning 3. Written texts |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE NUMERACY SKILLS

**UNIT CODE:** HOS/OS/FB/BC/02/6/A

**UNIT DESCRIPTION**

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Apply a wide range of mathematical calculations for work | * 1. Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.   2. Mathematical information is interpreted and comprehended as per job specifications   3. A range of mathematical and problem solving processes are selected and used as per job specification   4. Different forms of fractions, decimals and percentages are flexibly used as per SOPs   5. Calculation performed with positive and negative numbers as per SOPs   6. Numbers are expressed as powers and roots and are used in calculations as per SOPs   7. Calculations done using routine formulas as per SOPs   8. Estimation and assessment processes are used to check outcome as per workplace procedures   9. Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures |
| 1. Use and apply ratios, rates and proportions for work | * 1. Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs   2. Mathematical information related to ratios, rate and proportions is analysed as per SOPs   3. Problem solving processes are used to undertake the task as per workplace procedures   4. Equivalent ratios and rates are simplified as per SOPs   5. Quantities are calculated using ratios, rates and proportions as per SOPS   6. Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs   7. The outcomes reviewed and checked as per job specifications   8. Information is record using mathematical language and symbols as per workplace procedures |
| 1. Estimate, measure and calculate measurement for work | * 1. Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications   2. Appropriate workplace measuring equipment are identified and selected as per job specifications   3. Accurate measurements are estimated and made as per SOPs   4. The area of ***2D shapes*** including compound shapes are calculated as per SOPs   5. The volume of 3D shapes is calculated using relevant formulas as per SOPs   6. Sides of right angled triangles are calculated using Pythagoras’ theorem as per SOPs   7. conversions are perform between units of measurement as per job specification   8. Problem solving processes are used to undertake the task as per workplace Procedures   9. The measurement outcomes are reviewed and checked as per workplace procedures   10. Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures |
| 1. Use detailed maps to plan travel routes for work | * 1. Different types of maps are identified and interpreted as per job requirements   2. Key features of maps are identified as per job requirements   3. Scales are identified and interpreted as per job requirements   4. Scales are applied to calculate actual distances   5. Positions or locations are determined using directional information as per job requirements   6. Routes are planned by determining directions and calculating distances, speeds and times as per job requirements   7. Information is gathered and identified and relevant factors related to planning a route checked as per job requirements   8. Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements   9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements |
| 1. Use geometry to draw 2D shapes and construct 3D shapes for work | * 1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications   2. Features of 2D and 3D shapes are named and described as per job specifications   3. Types of angles in 2D and 3D shapes are identified as per job specifications   4. Angles are drawn, estimated and measured using geometric instruments as per job requirements   5. Angle properties of 2D shapes are named and identified as per SOPs   6. Angle properties are used to evaluate unknown angles in shapes as per SOPs   7. Properties of perpendicular and parallel lines are applied to shapes as per SOPs   8. Understanding and use of symmetry is demonstrated as per SOPs   9. Understanding and use of similarity is demonstrated as per SOPs   10. The workplace tasks and mathematical processes required are identified as per workplace procedures   11. 2D shapes is drawn for work as per job specification   12. 3D shapes is constructed for work as per job specification   13. The outcomes are reviewed and checked as per workplace procedures   14. Specialized mathematical language and symbols appropriate for the task are used as per SOPs |
| 1. Collect, organize, and interpret statistical data for work | * 1. Workplace issue requiring investigation are identified as per workplace procedures   2. Audience / population / sample unit is determined as per workplace procedures as per workplace procedures   3. Data to be collected is identified as per workplace procedures   4. Data collection method is selected as per workplace procedures   5. Appropriate statistical data is collected and organized as per SOPs   6. Data is illustrated in appropriate formats as per SOPs   7. The effectiveness of different types of graphs are compared as per SOPs   8. The summary statistics for collected data is calculated as per SOPs   9. The results / findings are interpreted as per SOPs   10. Data is checked to ensure that it meets the expected results and content as per workplace procedures   11. Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure   12. Mathematical language and symbols are used to report results of investigation as per workplace procedure |
| 1. Use routine formula and algebraic expressions for work | * 1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs   2. Simple algebraic expressions and equations are developed as per job specification   3. Operate on algebraic expressions as per job requirement   4. Algebraic expressions are simplified as per job requirement   5. Substitution into simple routine equations is done as per SOPs   6. Routine formulas used for work tasks are identified and comprehended as per SOPs   7. Routine formulas are evaluate by substitution as per SOPs   8. Routine formulas transposed as per SOPs   9. Appropriate formulas are identified and used for work related tasks as per workplace procedures   10. Outcomes are checked and result of calculation used as per workplace procedures |
| 1. Use common functions of a scientific calculator for work | * 1. Required numerical information to perform tasks is located as per job specification   2. The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification   3. Function keys on a scientific calculator are identified and used as per SOPs   4. Estimations are referred to check reasonableness of problem solving process as per workplace procedures   5. Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. 2D shapes may include but not limited may include but not limited to: | * Triangles * Square * Rectangle * Triangle |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Logical thinking
* Computing
* Drawing of graphs
* Applying mathematical formulas
* Analytical

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Types of common shapes
* Differentiation between two dimensional shapes / objects
* Formulae for calculating area and volume
* Types and purpose of measuring instruments
* Units of measurement and abbreviations
* Fundamental operations (addition, subtraction, division, multiplication)
* Rounding techniques
* Types of fractions
* Different types of tables and graphs
* Meaning of graphs, such as increasing, decreasing, and constant value
* Preparation of basic data, tables & graphs

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE DIGITAL LITERACY

**UNIT CODE:** HOS/OS/FB/BC/03/6/A

**UNIT DESCRIPTION**

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify appropriate computer software and hardware | * 1. Concepts of ICT are determined in accordance with computer equipment   2. Classifications of computers are determined in accordance with manufacturers specification   3. Appropriate computer software is identified according to manufacturer’s specification   4. Appropriate computer hardware is identified according to manufacturer’s specification   5. Functions and commands of operating system are determined in accordance with manufacturer’s specification |
| 1. Apply security measures to data, hardware, software in automated environment | * 1. ***Data security and privacy are classified*** in accordance with the prevailing technology   2. ***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT |
| 1. Apply computer software in solving tasks | * 1. ***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation as per the job requirements   2. ***Word processing utilities*** are applied in accordance with workplace procedures   3. Worksheet layout is prepared in accordance with work procedures   4. Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures   5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements   6. Database design and manipulation is undertaken in accordance with office procedures   7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures |
| 1. Apply internet and email in communication at workplace | * 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy   2. Office internet functions are defined and executed in accordance with office procedures   3. ***Network configuration*** is determined in accordance with office operations procedures   4. Official World Wide Web is installed and managed according to workplace procedures |
| 1. Apply Desktop publishing in official assignments | * 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications   2. Desktop publishing tools are developed in accordance with work requirements   3. Desktop publishing tools are applied in accordance with workplace requirements   4. Typeset work is enhanced in accordance with workplace standards |
| 1. Prepare presentation packages | * 1. Types of presentation packages are identified in accordance with office requirements   2. Slides are created and formulated in accordance with workplace procedures   3. Slides are edited and run-in accordance with work procedures   4. Slides and handouts are printed according to work requirements |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Appropriate computer hardware may include but not limited to: | Collection of physical parts of a computer system such as:   * Computer case, monitor, keyboard, and mouse * All the parts inside the computer case, such as the hard disk drive, motherboard and video card |
| 1. Data security and privacy may include but not limited to: | * Confidentiality of data * Cloud computing * Integrity -but-curious data surfing |
| 1. Security and control measures may include but not limited to: | * Counter measures against cyber terrorism * Risk reduction * Cyber threat issues * Risk management * Pass-wording |
| 1. Security threats may include but not limited to: | * Cyber terrorism * Hacking |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical skills
* Interpretation
* Typing
* Communication
* Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
* Using calculator
* Basic ICT skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Software concept
* Functions of computer software and hardware
* Data security and privacy
* Computer security threats and control measures
* Technology underlying cyber-attacks and networks
* Cyber terrorism
* Computer crimes
* Detection and protection of computer crimes
* Laws governing protection of ICT
* Word processing;
* Functions and concepts of word processing.
* Documents and tables creation and manipulations
* Mail merging
* Word processing utilities
* Spread sheets;
* Meaning, formulae, function and charts, uses and layout
* Data formulation, manipulation and application to cells
* Database;
* Database design, data manipulation, sorting, indexing, storage retrieval and security
* Desktop publishing;
* Designing and developing desktop publishing tools
* Manipulation of desktop publishing tools
* Enhancement of typeset work and printing documents
* Presentation Packages;
* Types of presentation Packages
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Computer networking and internet.
* Electronic mail and world wide web
* Emerging trends and issues in ICT;
* Identify and integrate emerging trends and issues in ICT
* Challenges posed by emerging trends and issues

**EVIDENCE** **GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified and controlled security threats   2. Detected and protected computer crimes   3. Applied word processing in office tasks   4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures   5. Opened electronic mail for office communication as per workplace procedure   6. Installed internet and World Wide Web for office tasks in accordance with office procedures   7. Integrated emerging issues in computer ICT applications   8. Applied laws governing protection of ICT |
| 1. Resource Implications | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENTREPRENEURIAL SKILLS

**UNIT CODE :** HOS/OS/FB/BC/04/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT** | **PERFORMANCE CRITERIA** |
| 1. Demonstrate understanding of an Entrepreneur | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship |
| 1. Demonstrate understanding of Entrepreneurship and self-employment | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship 2. Importance of self-employment is analysed based on business procedures and strategies 3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies 4. Role of an Entrepreneur in business is determined according to business procedures and strategies 5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies 6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies 7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits |
| 1. Identify Entrepreneurship opportunities | 1. Sources of business ideas are identified as per business procedures and strategies 2. Business ideas and opportunities are generated as per business procedures and strategies 3. Business life cycle is analysed as per business procedures and strategies 4. Legal aspects of business are identified as per procedures and strategies 5. Product demand is assessed as per market strategies 6. Types of ***business environment*** are identified and evaluated as per business procedures 7. Factors to consider when evaluating business environment are explored based on business procedure and strategies 8. Technology in business is incorporated as per best practice |
| 1. Create entrepreneurial awareness | 1. ***Forms of businesses*** are explored as per business procedures and strategies 2. Sources of business finance are identified as per business procedures and strategies 3. Factors in selecting source of business finance are identified as per business procedures and strategies 4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies 5. Problems of starting and operating SSEs are explored as per business procedures and strategies |
| 1. Apply entrepreneurial motivation | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories 2. Self-assessment is carried out as per entrepreneurial orientation 3. Effective communications are carried out in accordance with communication principles 4. Entrepreneurial motivation is applied as per motivational theories |
| 1. Develop innovative business strategies | 1. Business innovation strategies are determined in accordance with the organization strategies 2. Creativity in business development is demonstrated in accordance with business strategies 3. ***Innovative business strategies*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Identified Business is described as per business procedures and strategies 2. Marketing plan is developed as per business plan format 3. Organizational/Management plan is prepared in accordance with business plan format 4. Production/operation plan in accordance with business plan format 5. Financial plan is prepared in accordance with the business plan format 6. Executive summary is prepared in accordance with business plan format 7. Business plan is presented as per best practice |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Internal and external motivation may include but not limited to: | * Interest * Passion * Freedom * Prestige * Rewards * Punishment * Enabling environment * Government policies |
| 1. Business environment may include but not limited to: | * External * Internal * Intermediate |
| 1. Forms of businesses may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Governing policies may include but not limited to: | * Increasing scope for finance * Promoting cooperation between entrepreneurs and private sector * Reducing regulatory burden on entrepreneurs * Developing IT tools for entrepreneurs |
| 1. Innovative business strategies may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care strategies
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion strategies
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | 1. Assessment requires evidence that the candidate: 2. Distinguished entrepreneurs and businesspersons correctly 3. Identified ways of becoming an entrepreneur appropriately 4. Explored factors affecting entrepreneurship development appropriately 5. Analysed importance of self-employment accurately 6. Identified requirements for entry into self-employment correctly 7. Identified sources of business ideas correctly 8. GeneratedBusiness ideas and opportunities correctly 9. Analysed business life cycle accurately 10. Identified legal aspects of business correctly 11. Assessed product demand accurately 12. Determined Internal and external motivation factors appropriately 13. Carried out communications effectively 14. Identified sources of business finance correctly 15. Determined Governing policy on small scale enterprise appropriately 16. Explored problems of starting and operating SSEs effectively 17. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly 18. Prepared executive summary correctly 19. Determined business innovative strategies appropriately 20. Presented business plan effectively |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | 1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio of Evidence |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE EMPLOYABILITY SKILLS

**UNIT CODE:** HOS/OS/FB/BC/05/6/A

**UNIT DESCRIPTON**

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct self-management | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 2. Emotional intelligence is demonstrated as per workplace requirements. 3. Individual performance is evaluated and monitored according to the agreed targets. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for own actions are demonstrated based on workplace instructions. 6. Self-esteem and a positive self-image are developed and maintained based on values. 7. Time management, attendance and punctuality are observed as per the organization policy. 8. Goals are managed as per the organization’s objective 9. Self-strengths and weaknesses are identified based on personal objectives |
| 1. Demonstrate interpersonal communication | 1. Writing skills are demonstrated as per communication policy 2. Negotiation and persuasion skills are demonstrated as per communication policy 3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy 4. Communication networks are established based on workplace policy 5. Information is shared as per communication policy |
| 1. Demonstrate critical safe work habits | * 1. Stress is managed in accordance with workplace policy.   2. Punctuality and time consciousness is demonstrated in line with workplace policy.   3. Personal objectives are integrated with organization goals based on organization’s strategic plan.   4. ***Resources*** are utilized in accordance with workplace policy.   5. Work priorities are set in accordance to workplace goals and objectives.   6. Leisure time is recognized and utilized in line with personal objectives.   7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy.   8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy.   9. Safety consciousness is demonstrated in the workplace based on organization safety policy.   10. ***Emerging issues*** are identified and dealt with in accordance with organization policy. |
| 1. Lead a workplace team | 1. Performance targets for the ***team*** are set based on organization’s objectives 2. Duties are assigned in accordance with the organization policy. 3. ***Forms of communication*** in a team are established according to organization’s policy. 4. Team performance is evaluated based on set targets as per workplace policy. 5. Conflicts are resolved between team members in line with organization policy. 6. Gender related issues are identified and mainstreamed in accordance workplace policy. 7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010. 8. Healthy relationships are developed and maintained in line with workplace. |
| 1. Plan and organize work | 1. Work plans are prepared based on activities and budget. 2. Assigned tasks are interpreted and expectations identified as per the workplace instructions. 3. Task occupational safety and health requirements are identified and observed regulations. 4. Work resources are identified, mobilized, allocated and utilized based on organization work plans. 5. Work activities are monitored and evaluated in line with work plans and workplace policy. 6. Work plans are reviewed based on target and available resources. |
| 1. Maintain professional growth and development | * 1. Personal training needs are identified and assessed in line with the requirements of the job.   2. ***Training and career opportunities*** are identified and utilized based on job requirements.   3. Resources for training are mobilized and allocated based organizations and individual skills needs.   4. Licensees and certifications relevant to job and career are obtained and renewed as per policy.   5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.   6. Recognitions are sought as proof of career advancement in line with professional requirements. |
| 1. Demonstrate workplace learning | * 1. Learning opportunities are sought and managed based on job requirement and organization policy.   2. Improvement in performance is demonstrated based on courses attended.   3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job   4. Time and effort is invested in learning new skills based on job requirements   5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.   6. New systems are developed and maintained in accordance with the requirements of the job.   7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job. |
| 1. Demonstrate problem solving skills | * 1. Creative, innovative and practical solutions are developed based on the problem   2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.   3. Team problems are solved as per the workplace guidelines   4. Problem solving strategies are applied as per the workplace guidelines   5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Manage ethical performance | * 1. Policies and guidelines are observed as per the workplace requirements   2. Self-worth and professionalism is exercised in line with personal goals and organizational policies   3. Code of conduct is observed as per the workplace requirements   4. Integrity is demonstrated as per legal requirement |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Drug and substance abuse may include but not limited to: | Commonly abused   * Alcohol * Tobacco * Miraa * Over-the-counter drugs * Cocaine * Bhang * Glue |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Forms of communication may include but not limited to: | * Written * Visual * Verbal * Non verbal * Formal and informal |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Personal objectives may include but not limited to: | * Long term * Short term * Broad * Specific |
| 1. Trainings and career opportunities may includes but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Innovation may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |
| 1. Emerging issues may include but not limited to: | * Terrorism * Social media * National cohesion * Open offices |
| 1. Range of media for learning may include but not limited to: | * Mentoring * peer support and networking * IT and courses |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Interpersonal
* Communication
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Record keeping
* Problem solving
* Decision Making
* Resource utilization
* Resource mobilization

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies
* Company operations, procedures and standards
* Occupational Health and safety procedures
* Fundamental rights at work
* Workplace communication
* Concept of time
* Time management
* Decision making
* Types of resources
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender mainstreaming
* HIV and AIDS
* Drug and substance abuse
* Professional growth and development
* Technology in the workplace
* Innovation
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   * 1. Conducted self-management   2. Demonstrated interpersonal communication   3. Demonstrated critical safe work habits   4. Demonstrated the ability to lead a workplace team   5. Planned and organized work   6. Maintained professional growth and development   7. Demonstrated workplace learning   8. Demonstrated problem solving skills   9. Demonstrated the ability to manage performance ethically |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENVIRONMENTAL LITERACY

**UNIT CODE:** HOS/OS/FB/BC/06/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs, analyzing resource use and developing resource conservation plans

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Control environmental hazard | 1. Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 2. Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 3. ***PPE*** is used according to OSHS. |
| 1. Control environmental Pollution | * 1. Environmental pollution ***control measures*** are implemented in accordance with international protocols.   2. Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999   3. Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration Pollution and Control Regulations, 2009 |
| 1. Demonstrate sustainable resource use | * 1. Methods for minimizing wastage are complied with based on organizational waste management guide   2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)   3. Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 . |
| 1. Evaluate current practices in relation to resource usage | * 1. Information on resource efficiency systems and procedures are collected and provided as per work groups/sector   2. Current resource usage is measured and recorded as per work group   3. Current purchasing strategies are analyzed and recorded according to industry procedures.   4. Current work processes to access information and data is analyzed following enterprise protocol. |
| 1. Identify environmental legislations/conventions for environmental concerns | 1. Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 2. Industrial standard/environmental practices are described according to the different environmental concerns |
| 1. Implement specific environmental programs | 1. Programs/Activities are identified according to organizations policies and guidelines. 2. Individual roles/responsibilities are determined and performed based on the activities identified. 3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines 4. Stakeholders are consulted based on company guidelines |
| 1. Monitor activities on Environmental protection/Programs | 1. Activities are periodically monitored and Evaluated according to the objectives of the environmental program 2. Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 3. Data gathered are analyzed based on Evaluation requirements 4. Recommendations are submitted based on the findings 5. Management support systems are set/established to sustain and enhance the program 6. Environmental incidents are monitored and reported to 7. concerned/proper authorities |
| 1. Analyze resource use | 1. All resource consuming processes are Identified as per the organizational work plan 2. Quantity and nature of resource consumed is determined based on processes 3. Resource flow is analyzed as per different parts of the process. 4. Wastes are classified according to NEMA regulations on waste management. |
| 1. Develop resource Conservation plans | 9.1. Efficiency of use/conversion of resources is determined according to industry protocol.  9.2. Causes of low efficiency of use of resources are Determined based on industry protocol.  9.3. Plans for increasing the efficiency of resource use are developed based on findings. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. PPE may include but not limited to | * + Mask   + Gloves   + Goggles   + Safety hat   + Overall * Hearing protector |
| 1. Control measures may include but not limited to | * Methods for minimizing or stopping spread and ingestion of airborne particles * Methods for minimizing or stopping spread and ingestion of gases and fumes * Methods for minimizing or stopping spread and ingestion of liquid wastes |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Recording
* Analytical
* Monitoring
* Communication
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* PPEs
* Environmental regulations
* OSHS
* Pollution
* Waste management
* Principle of 3Rs
* Types of resources
* Techniques in measuring current usage of resources
* Environmental hazards
* Regulatory requirements

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Controlled environmental hazard   2. Controlled environmental pollution   3. Demonstrated sustainable resource use   4. Evaluated current practices in relation to resource usage   5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.   6. Described industrial standard environmental practices according to the different environmental issues/concerns.   7. Resolved problems/ constraints encountered based on management standard procedures   8. Implemented and monitored environmental practices on a periodic basis as per company guidelines   9. Recommended solutions for the improvement of the program   10. Monitored and reported to proper authorities any environmental incidents |
| 1. Resource Implications | The following resources should be provided:   * 1. Workplace with storage facilities   2. Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)   3. PPE, manuals and references   4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection   5. Case studies/scenarios relating to environmental Protection |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

**UNIT CODE:** HOS/OS/FB/BC/07/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify workplace hazards and risk | 1.1 ***Hazards*** in the workplace are identified ***based their indicators***  1.2 Risks and hazards are evaluated based on legal requirements.  1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements. |
| 1. Control OSH hazards | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.  2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.  2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. Implement OSH programs | 3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements.  3.2 Company OSH programs are implemented as per legal requirements.  3.3 Workers are capacity built on OSH standards and procedures as per legal requirements  3.4 ***OSH-related records*** are maintained as per legal requirements. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Hazards may include but not limited to: | * Physical hazards – impact, illumination, pressure, noise, * vibration, extreme temperature, radiation * Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects * Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors * Ergonomics * Psychological factors – over exertion/ excessive force,   awkward/static positions, fatigue, direct pressure,   * varying metabolic cycles * Physiological factors – monotony, personal relationship, work out cycle * Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris * Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work) |
| 1. Indicators may include but not limited to: | * Increased of incidents of accidents, injuries * Increased occurrence of sickness or health complaints/ symptoms * Common complaints of workers related to OSH * High absenteeism for work-related reasons |
| 1. OSH concerns may include but not limited to: | * Workers’ experience/observance on presence of work hazards * Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) * Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines |
| 1. Safety gears /PPE (Personal Protective Equipment) may include but not limited to: | * Arm/Hand guard, gloves * Eye protection (goggles, shield) * Hearing protection (ear muffs, ear plugs) * Hair Net/cap/bonnet * Hard hat * Face protection (mask, shield) * Apron/Gown/coverall/jump suit * Anti-static suits * High-visibility reflective vest |
| 1. Appropriate risk controls   may include but not limited to: | * Appropriate risk controls in order of impact are as follows: * Eliminate the hazard altogether (i.e., get rid of the dangerous machine) * Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) * Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) * Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) * Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) * Use personal protective equipment (i.e., wear * gloves and goggles when using the machine) |
| 1. Contingency measures may include but not limited to: | * Evacuation * Isolation * Decontamination * (Calling designed) emergency personnel |
| 1. Incidents and emergencies may include but not limited to: | * Chemical spills * Equipment/vehicle accidents * Explosion * Fire * Gas leak * Injury to personnel * Structural collapse * Toxic and/or flammable vapors emission. |
| 1. OSH-related Records may include but not limited to: | * Medical/Health records * Incident/accident reports * Sickness notifications/sick leave application * OSH-related trainings obtained |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Interpersonal
* Presentation
* Risk assessment
* Evaluation
* Critical thinking
* Problem solving
* Negotiation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* General OSH Principles
* Occupational hazards/risks recognition
* OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
* National OSH regulations; company OSH policies and protocols
* Systematic gathering of OSH issues and concerns
* General OSH principles
* National OSH regulations
* Company OSH and recording protocols, procedures and policies/guidelines
* Training and/or counseling methodologies and strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified hazards in the workplace based their indicators 2. Evaluated workplace hazards based on legal requirements. 3. Addressed OSH concerns raised by workers as per legal requirements. 4. Implemented hazard prevention and control measures as per legal requirement. 5. Conducted risk assessment as per legal requirement. 6. Developed risk matrix based on likely impact. 7. Recognized and established contingency measures in accordance with organization procedures. 8. Identified, evaluated and reviewed company OSH program based on legal requirements. 9. Implemented company OSH programs as per legal requirements. 10. Capacity built workers on OSH standards and procedures as per legal requirements 11. Maintained OSH-related records as per legal requirements. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CORE UNITS OF LEARNING

# MANAGE FOOD AND BEVERAGE GUEST EXPERIENCE

**UNIT CODE:** HOS/OS/FB/CR/01/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage food and beverage guests’ experience. It involves meeting and greeting guests, maintaining guests’ databases, collecting feedback from guests’, addressing complaints and special needs. It also involves providing other team members with necessary information to meet and exceed guest expectations.

This unit applies to the hospitality industry.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Coordinate guest interactions | 1. . Guest is welcomed as per workplace policy. 2. . Guest is guided to desired location as per workplace policy. 3. . An institution services are promoted based on its products. 4. ***. Options to enhance guest experience*** are recommended based on guest preference, status, and duration of stay and workplace policy. |
| 1. Collect, process and disseminate guest information | 1. . Guest contact details are taken and compiled as per workplace policy. 2. . Guest ***dietary preferences/needs*** and ***special requirements*** are obtained as workplace policy. 3. . Guest information is shared with relevant stakeholders as per workplace policy. |
| 1. Handle guest’s feedback | 1. Feedback from the guests is obtained, analyzed and shared as per workplace policy. 2. Guest feedback is addressed as per workplace policy. 3. Action taken on guest information is followed-up and monitored as per workplace policy. 4. ***Compensation of guest experience*** is conducted as per workplace policy and SOPs. 5. Satisfaction of the guest is assessed based on guest feedback and/or future experience with the guest. |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Options to enhance guest experience | * Menu options * Seating arrangements * Special orders |
| 1. Dietary preferences/needs | * Vegetarian meals * Lactose intolerance * Gluten intolerance * Sugar free products * Nut allergies * Protein allergies |
| 1. Special requirements | * Birthday entertainment * Wheelchair access * Baby chairs * Baby walkers * Family seating * Valet services * Nanny services |
| 1. Compensation of guest experience | * Replacement service * Complimentary meal/beverage * Refund |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* Communication
* Interpersonal
* F&B service skills
* Listening
* Problem solving
* Negotiation
* Attention to detail
* Analytical
* Leadership
* Report writing
* Entrepreneurial
* Critical thinking
* Information Technology (IT)
* Decision making
* Customer care

**Underpinning Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

The individual needs to demonstrate knowledge of:

* F&B operations
* Business communication
* Customer care
* Basic accounting
* Financial accounting
* Property management
* Basic culinary techniques
* An institution and catering law
* Hygiene and sanitation
* Food safety
* Principles of management
* Principles of marketing

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Welcomed guests courteously. 2. Guided guests to the desired location. 3. Promoted institution products and services. 4. Recommended options to enhance guest experience. 5. Collected and compiled guest information. 6. Shared guest information with relevant stakeholders on time. 7. Obtained, analyzed and shared guest feedback from the guests. 8. Followed up and monitored action taken on guest information. 9. Conducted compensation of guest experience appropriately. 10. Assessed guest satisfaction. |
| * + - 1. Resource Implications | The following resources must be provided:   1. An institution with a functional food and beverage department and a food production unit. |
| * + - 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written tests   3. Interview   4. Project   5. Third party report |
| * + - 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| * + - 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE FOOD AND BEVERAGE OPERATIONS

**UNIT CODE:** HOS/OS/FB/CR/02/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage food and beverage operations (F&B). It involves plan and organizing operations in food and beverage service outlet, overseeing operations in food and beverage service outlet and controlling and directing operations in food and beverage service outlet.

This unit applies to the Hospitality Industry.

**Elements and Performance Criteria**

| **Elements**  These describe the **key outcomes** which make up workplace function. | **Performance Criteria**  These are **assessable statements** which specify the required level of performance for each of the elements. |
| --- | --- |
| 1. Plan and organize operations in food and beverage service outlet | * 1. F & B outlet standard operating procedures are developed in accordance with organizational policy.   2. Duty rota and daily tasks are prepared as per **outlet operational needs.**   3. F & B outlet duties are assigned as per job description.   4. F & B outlet is opened in accordance with workplace policy.   5. Daily specials are planned in accordance to the **F & B outlet concept.**   6. New menu is set and priced as per **management objectives and guest needs.**   7. **F&B outlet operating equipment** and **service ware** are prepared for use as per the menu or daily specials.   8. **F&B outlet furniture is set** in accordance to F & B outlet policy and design.   9. Service stations are prepared in accordance with F & B outlet policies and standard operating procedures.   10. Side boards are prearranged as per the menu and daily specials. |
| 1. Oversee operations in food and beverage service outlet | 1. Tables are set up in accordance with F & B outlet SOPs. 2. **Daily specials** are offered as per F & B outlet policy. 3. F & B outlet operations are monitored according to SOPs. 4. Guest complaints/ compliments are handled as per workplace policy. 5. Outlet service report is prepared as per F & B outlet policy. 6. F & B menus are reviewed as per F & B outlet policies and SOPs. 7. F & B outlet activities are carried out according to **applicable laws.** |
| 1. Control and direct operations in food and beverage service outlet | 1. P**oint of sale** system is supervised in accordance with F & B outlet SOPs. 2. Closing stocks are checked against established par levels. 3. Revenue is recorded and secured as per accounting policy. 4. Safety and security issues are handled as per workplace policy and legal requirements. 5. Compliance to policy and regulations is confirmed as legal requirements. 6. F & B service report is prepared and shared with relevant personnel as per workplace policy. |

**Range**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **VARIABLE** | **RANGE** |
| --- | --- |
| 1. Operating equipment and service ware may include but not limited to: | * Cutlery * Crockery * Glassware * Hollow ware * Trays * Sideboards * Linen * Condiments * Service Trolleys |
| 1. Operational needs May include but not limited to: | * Shift coverage, * Completion of tasks * Completion of service cycle * Type of clientele * Type of menu |
| 1. Daily special May include but not limited to: | * Daily menus * Signature dishes |
| 1. F & B outlet concept May include but not limited to: | * Theme and décor * Cuisine * Target clientele |
| 1. Management objectives May include but not limited to: | * Profitability * Customer satisfaction * Corporate image |
| 1. Customer needs May include but not limited to: | * Social cultural * Economic * Physiological |
| 1. Applicable law May include but not limited to: | * Legal provisions * Health and safety * Employment act * An institution and restaurant outlet act * EMCA 1999 |
| 1. F & B outlet furniture May include but not limited to: | * Tables * Chairs * Sideboard * Trolleys |
| 1. Point of sale May include but not limited to: | * Micros stations * Cashiering stations * KOT (Kitchen order ticket) printers |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* F&B service skills
* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
* Report writing
* Negotiation
* Interpersonal
* Entrepreneurial
* Critical thinking
* Problem solving
* Information Technology (IT)
* Decision Making

**Required Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

* F&B operations
* Basic accounting
* Financial management
* Property management
* Basic culinary techniques
* An institution and catering law
* Hygiene and sanitation
* Food safety
* Principles of management
* Principles of marketing
* Business communication
* Basic human resource management
* Customer care

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. . Developed F & B outlet standard operating procedures. 2. . Set and priced new menus. 3. . Monitored F & B outlet operations. 4. . Handled guest’s complaints and compliments correctly. 5. . Reviewed Food and Beverage menus. 6. . Supervised point of salesystem. 7. . Checked closing stocks. 8. . Recorded and secured revenue. 9. . Handled safety and security issues effectively. 10. Confirmed compliance to policy and regulations. 11. Prepared and shared food and beverage **service report** with relevant personnel. |
| 1. Resource Implications | The following resources must be provided:   1. An institution with a functional F&B department and a food production unit. |
| 1. Methods of Assessment | Competency may be assessed through:   1. Observation 2. Written tests 3. Interviews 4. Project 5. Third party reports |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# MANAGE BAR OPERATIONS

**UNIT CODE:** HOS/OS/FB/CR/03/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage bar operations. It involves planning bar operations, overseeing bar operations, controlling and directing bar operations. It also entails managing operation of special bars and provision of bar entertainment services.

This unit applies to the Hospitality industry.

**Elements and Performance Criteria**

|  |  |
| --- | --- |
| **Elements**  These describe the **key outcomes** which make up workplace function. | **Performance Criteria**  These are **assessable statements** which specify the required level of performance for each of the elements. |
| 1. Plan bar operations | * 1. Bar standard operating procedures are developed in accordance with organizational policy.   2. Duty rota and daily tasks are prepared as per **bar operational needs.**   3. Bar duties are assigned as per job description.   4. Bar is opened and closed in accordance with workplace policy and legal requirements.   5. Daily specials are planned in accordance to the **bar concept.**   6. ***Bar menus*** are set and priced as per **management objectives** and guest needs.   7. ***Bar operating equipment*** and ***service ware*** are prepared for use as per the menu or daily specials.   8. ***Bar furniture*** is setin accordance to F&B outlet policy and design. |
| 1. Oversee bar operations | 1. Bar is opened as per SOPs and legal requirements. 2. **Bar specials** are offered as per organisational policy. 3. Bar operations are monitored according to SOPs. 4. Guest complaints/ compliments are handled as per workplace policy. 5. Bar service report is prepared as per organisational policy. 6. Bar menus are reviewed as per need and SOPs. 7. Bar outlet activities are carried out according to ***applicable laws.*** 8. Portions are served as per set recipes. |
| 1. Control and direct bar operations | * 1. ***Point of sale*** system is supervised in accordance with bar SOPs.   2. Closing stocks are checked against established par levels.   3. Revenue is recorded and secured as per accounting policy.   4. Safety and security issues are handled as per workplace policy and legal requirements.   5. Compliance to policy and regulations is confirmed as per legal requirements.   6. Bar **service report** is prepared and shared with relevant personnel as per workplace policy. |
| 1. Manage special bars | 1. Special bar standard operating procedures are developed in accordance with organizational policy 2. ***Special bar concepts*** are prepared in accordance to workplace policy**.** 3. Special bars are operated in line with SOPs and legal requirements. 4. Costing of beverage is done as per recipe and pricing policy. 5. Special bar closing procedures are carried out as per SOPs. |
| 1. Provide bar entertainment services | 1. Bar entertainment activities are planned as per need/***occasion*** and theme as well as workplace policy. 2. Costing for bar entertainment activities are carried out as per ***management objectives***. 3. Bar entertainment activities are offered in line with applicable legal requirements. |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE**  may include but not limited to: |
| 1. Operating equipment and service ware may include but not limited to: | * Cutlery * Crockery * Glassware * Trays * Sideboards * Linen * Condiments * Blender * Cocktail mixers * Hollow ware * Assorted bar accessories * Coolers * Glasswasher |
| 1. Operational needs may include but not limited to: | * Shift coverage, * Completion of tasks * Completion of service cycle * Type of clientele * Type of menu |
| 1. Functional Bar may include but not limited to: | * Counter * Display of beverages * Appropriate glassware * Internationally recognized beverages * Bar accessories * POS * Furniture * Coolers * Storage * Wine cellar |
| 1. Bar concept may include but not limited to: | * Theme and décor * Beverage offers * Target clientele |
| 1. Management objectives may include but not limited to: | * Profitability * Customer satisfaction * Corporate image |
| 1. Customer needs may include but not limited to: | * Social-cultural * Economic * Physiological |
| 1. Applicable law may include but not limited to: | * Legal provisions * Health and safety * Employment act * An institution and F & B outlet act * EMCA 1999 * Liquor licensing |
| 1. Bar furniture may include but not limited to: | * Bar counters * Tables * Chairs * Sideboards * Trolleys * Bar stools * Cocktail tables * Wine rack |
| 1. Point of sale may include but not limited to: | * Micros stations * Cashiering stations * KOT (Kitchen order ticket) printers |
| 1. Special bar concepts may include but not limited to: | * Mobile bars * Outside catering bars * Cocktail bars * Open bars * Cash bars * Milk bar * Mini bar |
| 1. Occasion may include but not limited to: | * Christmas * Easter * Public holidays * Weekend * Birthdays * Anniversaries * Valentines * Idd/Diwali |
| 1. Bar specials may include but not limited to: | * Cocktail of the day/week * Bar special menu * Promotional package * Happy hour |
| 1. Bar menus may include but not limited to: | * Beverage menu * Cocktail menu * Snack menu * Wine list |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* Bar service skill
* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
* Report writing
* Negotiation
* Interpersonal
* Entrepreneurial
* Critical thinking
* Decision making
* Problem solving
* Information Technology (IT)

**Underpinning Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Bar operations
* Mixology
* Basic accounting
* Financial accounting
* Basic culinary techniques
* An institution and catering law
* Liquor licensing laws
* Hygiene and sanitation
* Food safety
* Principles of management
* Principles of marketing
* Business communication
* Customer care

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Developed bar standard operating procedures accordingly. 2. Set and price bar menus correctly. 3. Monitored bar operations. 4. Handled guest complaints/ compliments correctly. 5. Prepared bar service report. 6. Reviewed bar menus. 7. Carried out bar outlet activities legally. 8. Supervised point of salesystem accordingly. 9. Checked POS closing status. 10. Recorded and secured revenue correctly. 11. Handled safety and security issues appropriately. 12. Confirmed compliance to policy and regulations. 13. Planned bar entertainment activities. 14. Carried costing of bar entertainment activities. |
| 1. Resource Implications | The following resources must be provided:   1. . A functional bar. 2. . A restaurant with a functional bar unit. 3. . An institution with a functional bar unit |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written tests   3. Interview   4. Project   5. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. A combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE ROOM SERVICE

**UNIT CODE:** HOS/OS/FB/CR/04/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage room service operations. It involves planning room service operations, overseeing room service operations and controlling and directing room service operations.

This unit applies to the Hospitality industry**.**

**Elements and Performance Criteria**

| **Elements**  These describe the key outcomes which make up workplace function | **Performance Criteria**  These are **assessable statements** which specify the required level of performance for each of the elements. |
| --- | --- |
| 1. Plan room service operations | * 1. Room service standard operating procedures are developed in accordance with workplace policy.   2. Room service staff issensitized on room service procedures as per SOPs.   3. **Room service station Fixture, Furniture and Equipment (FF&E)** is setin accordance to workplace policy and number of guests/size of institution.   4. **Room service operating equipment** and **service ware** are prepared for use as per the menu.   5. Menus are set, costed and priced as per **management objectives** and guest needs.   6. Duty rota and daily tasks are prepared as perroom service **operational needs.**   7. Room service duties are assigned as per job description.   8. Room service is provided in accordance with workplace policy. |
| 1. Oversee room service operations | * 1. Room service tray is set up in accordance with room service SOPs.   2. **Daily specials** are offered as per workplace policy.   3. Room service operations are monitored according to SOPs.   4. Guest complaints/ compliments are handled as per workplace policy.   5. Room service report is prepared as per workplace policy.   6. Room service menus are reviewed as per best practices and SOPs.   7. Room service is carried out according to workplace policy and **applicable law.** |
| 1. Control and direct room service operations | * 1. P**oint of sale** system is supervised in accordance with room service SOPs.   2. Closing stocks are checked against established par levels.   3. Revenue is recorded and secured as per accounting policy.   4. Safety and security issues are handled as per workplace policy and legal requirements.   5. Compliance to policy and regulations is confirmed as legal requirements.   6. Room **service report** is shared with relevant stakeholders as per workplace policy. |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Fixture, Furniture and Equipment (FF&E) may include but not limited to: | * Cabinets * Coolers * Shelves * Trolleys * Trays * Linen * Cutlery * Crockery * Glassware * Hollow ware * Room service accessories |
| 1. Room service operating equipment may include but not limited to: | * Trolleys * Foldable table |
| 1. Service ware may include but not limited to: | * Cutlery * Crockery * Glassware * Hollow ware * Glasswasher |
| 1. Management objectives may include but not limited to: | * Profitability * Customer satisfaction * Corporate image |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* F&B service skill
* Basic food production skills
* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
  + Telephone etiquette
  + Report writing
* Negotiation
* Interpersonal
* Entrepreneurial
* Critical thinking
* Problem solving
* Information Technology (IT)
* Customer care

**Required Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

The individual needs to demonstrate knowledge of:

* F&B operations
* Communication
* Guest relations
* Basic accounting
* Financial accounting
* Property management
* Basic culinary techniques
* An institution and catering law
* Hygiene and sanitation
* Food safety
* Principles of management
* Sales and marketing

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Developed room service standard operating procedures.   2. Room service menu is set, costed and priced as per **management objectives** and guest needs.   3. Prepared duty rota and allocated daily tasks appropriately.   4. Monitored room service operations.   5. Handled guest complaints/ compliments appropriately.   6. Prepared room service report comprehensively.   7. Supervised point of sale system effectively.   8. Checked closing stocks.   9. Recorded and secured revenues.   10. Handled safety and security issues correctly.   11. Confirmed compliance to policy and regulations. |
| 1. Resource Implications | The following resources must be provided:   * An institution with a functional food and beverage department and a food production unit. |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written tests   3. Interview   4. Project   5. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE BANQUETS AND EVENTS SERVICES

UNIT CODE: HOS/OS/FB/CR/05/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage banquets and events. It involves planning banquets and events, overseeing banquets and events and controlling and directing banquets and events.

This unit applies to the Hospitality industry**.**

**Elements and Performance Criteria**

| **Elements**  These describe the key outcomes which make up workplace function. | **Performance Criteria**  These are assessable statements which specify the required level of performance for each of the elements. |
| --- | --- |
| 1. Plan banquets and events | * 1. ***Banquets and events*** office is set up as per institution design and workplace policy.   2. Banquets and events standard operating procedures are developed in accordance with workplace policy.   3. Banquets and events ***communication tools*** are developed as per workplace policy.   4. Work schedules are prepared as perbanquets and events forecast.   5. Banquets and events duties are assigned as per job description and workplace policy.   6. Banquets and events menu are set and priced as per ***management objectives*** and guest needs.   7. Banquets and events ***FF&E*** and ***service ware*** are set as per function and workplace policy.   8. ***Service stations*** are prepared in accordance with workplace policy and standard operating procedures. |
| 1. Oversee banquets and events | * 1. Banquets and events reservations are taken and recorded as per workplace policy   2. Set up is done in accordance with banquets and events SOPs.   3. Banquets and events operations are monitored according to SOPs.   4. Guest complaints/ compliments are handled as per workplace policy.   5. Banquets and events service report is prepared as per workplace policy.   6. Banquets and events menus and communication tools are reviewed as per workplace policy and SOPs.   7. Banquets and events activities are carried out according to **applicable law.** |
| 1. Control and directing banquets and events | 1. P**oint of sale** system is supervised in accordance with banquets and events SOPs. 2. Opening/closing stocks are checked against established par levels. 3. Revenue is recorded and secured as per accounting policy. 4. Safety and security issues are handled as per workplace policy and legal requirements. 5. Compliance to policy and regulations is confirmed as per legal requirements. 6. Banquets and events operations are evaluated according to SOPs. 7. Banquets and events **service report** is shared with relevant stakeholders as per workplace policy. |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Banquets and events may include but not limited to: | * Weddings * Wedding reception * Anniversary * Birthdays parties * Cocktail parties * MICE (Meetings, incentives, conferences and events) |
| 1. Communication tools may include but not limited to: | * Menus * Packages * Flyers * Brochures * Banners * Web based tools |
| 1. Management objectives may include but not limited to: | * Positioning * Profitability * Corporate image * Guest satisfaction |
| 1. FF&E may include but not limited to: | * Banqueting trucks * Refrigerated truck * Tables * Chairs * Linen * Banqueting accessories |
| 1. Service stations may include but not limited to: | * Food stations * Bar * Landing stations  |  | | --- | |  | |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* F&B service skill
* Bar service skills
* Reservations
* Coordination
* Organizing
* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
* Report writing
* Negotiation
* Selling
* Marketing
* Interpersonal
* Entrepreneurial
* Critical thinking
* Problem solving
* Information Technology (IT)
* Customer care
* Decision making

**Underpinning Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

The individual needs to demonstrate knowledge of:

* F&B operations
* Sales and marketing
* Basic accounting
* Financial accounting
* Property management
* Basic culinary techniques
* An institution and catering law
* Hygiene and sanitation
* Food safety
* Principles of management
* Business communication
* Basic human resource management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Set up banquets and events office. 2. Developed banquets and events standard operating procedures are developed accordingly. 3. Developed banquets and events communication tools. 4. Prepared work schedules. 5. Set and priced banquets and events menus. 6. Oversee set banquets and events FF&E and service ware. 7. Monitored banquets and events operations effectively. 8. Handled guest complaints/ compliments appropriately. 9. Prepared comprehensive banquets and events service report and shared. 10. Reviewed banquets and events menus and communication tools. 11. Supervised point of sale system. 12. Checked opening and closing stocks 13. Recorded and secured revenue accurately. 14. Handled safety and security issues appropriately. 15. Confirmed compliance to policy and regulations. 16. Evaluated banquets and events operations. |
| 1. Resource Implications | The following resources must be provided:  A functional banqueting and events unit |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written tests   3. Interview   4. Project   5. Third party report   6. Portfolio of evidence |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE SPECIALITY OUTLETS

**UNIT CODE:** HOS/OS/FB/CR/06/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage specialty outlets. It involves planning and preparing to operate specialty outlet, overseeing operations of a specialty outlet and controlling and directing specialty outlet operations. It also entails managing the provision of specialty outlet entertainment.

This unit applies to the Hospitality industry

**Elements and Performance Criteria**

| **Elements**  These describe the **key outcomes** which make up workplace function. | **Performance Criteria**  These are **assessable statements** which specify the required level of performance for each of the elements. |
| --- | --- |
| 1. Plan and prepare to operate specialty outlet | * 1. Specialty outlet concept is developed based on the management objectives.   2. Specialty outlet menu is prepared as per outlet concept.   3. Menus are priced as per management objectives, guest needs and menu complexity.   4. Speciality outlet FF and E is established as per outlet concept.   5. Speciality outlet staffing levels are established as per outlet organizational Structure   6. Speciality outlet staff is recruited based on ***special competencies*** and organization structure.   7. Duty rota and daily tasks are prepared as per **outlet operational needs.**   8. Speciality outlet duties are assigned as per job description.   9. Speciality outlet service SOPs are developed as per outlet concept.   10. Speciality outlet is opened in accordance with workplace policy.   11. Daily specials are planned in accordance with the **outlet concept.**   12. ***Service stations*** are prepared in accordance with outlet policies and standard operating procedures.   13. Side boards are prearranged as per the menu and daily specials. |
| 1. Oversee operations of a Specialty outlet | * 1. Outlet set-up is done in accordance with outlet concept.   2. Daily specials are offered as per outlet policy.   3. Outlet operations are monitored according to SOPs.   4. Speciality menus are priced as per outlet accounting policy.   5. Guest complaints/compliments are handled as per workplace policy.   6. Outlet service report is prepared as per outlet policy.   7. Speciality outlet menus are reviewed as per outlet policies and SOPs.   8. ***Speciality outlet activities*** are carried out according to ***applicable law*.** |
| 1. Control and direct specialty outlet operations | * 1. P**oint of sale** system is supervised in accordance with outlet SOPs.   2. Opening and closing stocks are checked against established par levels.   3. Revenue is recorded and secured as per accounting policy.   4. Safety and security issues are handled as per workplace policy and legal requirements.   5. Compliance to policy and regulations is confirmed as per legal requirements.   6. Speciality outlet **service report** is prepared and shared with relevant stakeholders as per workplace policy. |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Special competencies may include but not limited to: | * Speciality cuisine chef * Nyama Choma (Barbecue) * Sushi chef * Tepanyaki table chef * Indian * Thai * Chinese * Moroccan |
| 1. Outlet operational needs may include but not limited to: | * Shift coverage, * Completion of tasks * Completion of service cycle * Type of clientele * Type of menu |
| 1. Outlet concept may include but not limited to: | * Theme and décor * Cuisine * Target clientele |
| 1. Service stations may include but not limited to: | * Sushi bars * Live cooking stations * Carving station |
| 1. Speciality outlet activities may include but not limited to: | * Entertainment * Celebrations * Fireworks displays |
| 1. Applicable Law may include but not limited to: | * Legal provisions * Health and safety * Employment act * An institution and restaurants act * EMCA 1999 |
| 1. Management objectives may include but not limited to: | * Profitability * Customer satisfaction * Positioning * Corporate image |
| 1. Speciality furniture, fittings and equipment (FF&E) may include but not limited to: | * Cutlery * Crockery * Glassware * Trays * Sideboards * Linen * Condiments * Table * Chairs * Mats * Lighting * Lampshades |
| 1. Point of sale may include but not limited to: | * Micros stations * Cashiering stations * KOT (Kitchen order ticket) printers |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* F&B service skill
* Speciality/ethnic skills
* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
* Report writing
* Negotiation
* Interpersonal
* Entrepreneurial
* Critical thinking
* Problem solving
* Information Technology (IT)
* Customer care
* Decision making

**Underpinning Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

The individual needs to demonstrate knowledge of:

* F&B operations
* Special cuisine
* Speciality/ethnic culture
* Basic accounting
* Financial accounting
* Property management
* Basic culinary techniques
* An institution and catering law
* Safety and security
* Hygiene and sanitation
* Food safety
* Principles of management
* Principles of marketing
* Business communication
* Basic human resource management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Prepared speciality outlet menu as per outlet concept.   2. Set and priced menus as per management objectives, guest needs and menu complexity.   3. Established Speciality outlet FF and E as per outlet concept.   4. Established Speciality outlet staffing levels as per outlet organizational Structure   5. Recruited speciality outlet staff based on ***special competencies*** and organization structure.   6. Developed speciality outlet service SOPs as per outlet concept.   7. Monitored outlet operations according to SOPs.   8. Developed, reviewed and priced speciality menus as per outlet accounting policy.   9. Handled guest complaints/ compliments as per workplace policy.   10. Prepared and shared outlet service report as per outlet policy.   11. Carried out ***Speciality outlet activities*** according to ***applicable law*.**   12. Supervised P**oint of Sale** system in accordance with outlet SOPs.   13. Recorded and secured Revenue as per accounting policy.   14. Handled safety and security issues as per workplace policy and legal requirements.   15. Confirmed compliance to policy and regulations as per legal requirements. |
| 1. Resource Implications | The following resources must be provided:   1. . A functional Speciality F &B outlet with a food production unit. 2. . An institution with a specialty F & B outlet. |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Written tests   3. Interview   4. Project   5. Third party report   6. Portfolio of evidence |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# PERFORM FOOD AND BEVERAGE ADMINISTRATIVE DUTIES

**UNIT CODE:** HOS/OS/FB/CR/07/6/A

**UNIT DESCRIPTION**

This unit describes the competencies required to perform food and beverage administrative duties. It involves planning, coordinating and controlling departments’ activities. It also entails managing personnel, representing the institution in external fora and performing institution duty management role from time to time.

It applies in the Hospitality sector.

**ELEMENT AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Plan food and beverage department activities | 1.1 Goals and objectives of the department are developed based on the strategy of the institution.  1.2 Departments’ organization structure is developed based on institutions’ master plan.  1.3 Tasks are developed as per goals and objectives of the department and organization structure.  1.4 ***Required resources*** are determined based on tasks to be performed.  1.5 Departments’ operation plan is developed based on the institutions’ master plan.  1.6 Departments’ plan implementation schedules are developed based tasks, objectives and resources availability.  1.7 Methods and tools for monitoring work progress are determined based on implementation schedule.  1.8 Departments’ plan is shared with implementers as per workplace policy. |
| 2. Coordinate food and beverage department activities | * 1. Departmental meetings are held regularly as per operation schedules and best practices.   2. Resources are allocated based on departments’ operation plan.   3. Departments’ performance reports are prepared, evaluated and disseminated to ***relevant authority***. |
| 3.Control food and beverage department activities | 1. Follow-up activities are conducted to track progress as per department operational targets. 2. Actual performance is measured and analyzed against expected performance targets. 3. Performance gaps’ ***correction activities*** are conducted as per progress report. 4. Resource utilization is monitored based on workplace policy. |
| 4. Manage food and beverage department personnel | 1. Human resource policy is developed based on overall institution policy and best practices. 2. Staff is recruited based human resources policy. 3. Staff is inducted and deployed based human resource policy. 4. Staff is supervised and appraised based on human resource policy. 5. Staff performance feedback is given based on performance assessment results. 6. Staff is ***capacity built*** and mentored based on training needs assessment report. 7. Staff is compensated, ***motivated*** and welfare programmes developed and maintained based on human resource policy. 8. Staff disciplinary and ***separation issues*** are handled as per human resource policy. |
| 5. Represent the institution in internal and external fora | 1. Institutions communication policy is developed based on institution vision, mission and best practices. 2. Institutions’ external communications are handled as per institutions’ communication policy. 3. ***Legal and statutory requirements*** are adhered to as required by law. 4. ***Stakeholder*** ***networks*** and ***partnerships*** are established and maintained as per workplace policy. |
| 1. Perform institution duty management role | 1. General institution operations are overseen as per SOPs and workplace policy. 2. Interdepartmental activities are coordinated as per workplace policy. 3. ***Guest complaints*** are received, handled and escalated as per workplace policy. 4. Fire, life and safety issues are handled as per workplace crisis policy and best practices. 5. Risk assessment is conducted as per workplace policy. 6. ***Staff issues*** are received, handled and escalated as per workplace policy. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. Required resources may include but not limited to: | * Human resource * Capital * Materials * Supplies * Tools * Equipment |
| 1. Relevant authorities may include but not limited to: | * Government/ agencies * Directors * Local authorities * NGO |
| 1. Corrective activities may include but not limited to: | * Resources reallocation * Training/capacity building |
| 1. Capacity building may include but not limited to: | * Training * Coaching * Mentorship * Induction |
| 1. Motivation may include but not limited to: | * Financial * Promotion * Appraisal * Capacity * Flexible working hours * Recognition |
| 1. Separation issues may include but not limited to: | * Dismissal * Termination * Retirement * Death * Terminal illness * Duty dissertation |
| 1. Legal and statutory requirements may include but not limited to: | * OSH Act 2007 * EMCA * Employment Act 2010 * Children’s Act * NEMA regulations * Public health Act Cap 242 * HACCP |
| 1. Partners may include but not limited to: | * Tour companies * Airlines * Travel agents * Local communities |
| 1. Stakeholder networks may include but not limited to: | * Associations * Trade Unions * Other institutions * Government * Supplies |
| 1. Guest complaints may include but not limited to: | * Food and beverages served * Room view * Room position * Cleanliness * Arrival experience * Room service |
| 1. Staff issues may include but not limited to: | * Poor uniform * Absenteeism * Lateness * Intoxication * Fighting * Harassment |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication Skills
* Negotiation skills
* Report writing
* Evaluation
* Analytical
* Problem solving
* Decision making
* Critical thinking
* Customer care
* Leadership skills
* Interpersonal skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Customer care
* Basic human resource management
* Basic accounting
* Finance management for none accountants
* Labour laws
* Labour relations
* Planning and budgeting
* Statutory legislations and regulations
* Institution management
* Management principles and practices
* Record keeping
* Organization structure
* Networking and linkages
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developedgoals and objectives for the department. 2. Identified tasks that met operational threshold of the department. 3. Accurately determined resources required for the department. 4. Developed viable department operation plan. 5. Developed tools for monitoring work progress. 6. Monitored departments’ work progress. 7. Allocated department s’ resources based on the operational plan. 8. Prepared, evaluated and disseminated departments’ performance reports. 9. Maintained work records as evidence of tracking progress. 10. Records of actual performance against expected targets were kept. 11. Recorded corrective measures taken to fill up performance gaps. 12. Demonstrated an understanding of the human resource policy. 13. Human resource policy was implemented in management of departments’ personnel. 14. Demonstrated an understanding of the institutions’ communication strategy. 15. Adhered to legal and statutory requirements. 16. Developed departments’ SOPs. 17. Maintained records of received, handled and escalated guest complains. 18. Handled fire, life and safety issues adequately and promptly. 19. Received, handled and escalated staff issues prudently and appropriately. |
| 1. Resource Implications | The following resources should be provided:   1. An institution with operational food and beverage department. |
| 3. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Written tests 3. Oral questioning 4. Third party reports 5. Interviews 6. Case studies 7. Project 8. Portfolio of evidence |
| 4. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job or a combination of these 3. During Industrial attachment/attachment 4. Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE FOOD AND BEVERAGE REVENUE PERFORMANCE

**UNIT CODE:** HOS/OS/FB/CR/08/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage food and beverages revenue performance. It involves developing and costing food and beverages standard recipes, determining menu prices, monitoring food and beverages stock levels and controlling and reporting revenue and expenditure.

This unit applies to the Hospitality industry.

**Elements and Performance Criteria**

|  |  |
| --- | --- |
| These describe the **key outcomes** which make up workplace function. | **Performance Criteria**  These are **assessable statements** which specify the required level of performance for each of the elements. |
| 1. Develop and cost food and beverages standard recipes | 1. Research is conducted based on target market dining preferences. 2. Data and information is organized and presented as per the workplace policy 3. Data and information is analyzed, reported and recommendations given based research findings. 4. Standard recipes are developed as per target market requirements/research findings. 5. Cost of production is determined based on cost of ingredients and ***incidental costs.*** 6. ***.*** Standard recipes are documented as per workplace policy. |
| 1. Determine menu prices | 1. Selling price is calculated based on food and beverage cost percentage profit margin, competitor price and ***management objectives.*** 2. Selling price is communicated to stakeholders as per workplace policy. 3. Menu selling price is configured into the POS as per workplace policy. 4. POS is interfaced with institution PMS (property management system) as per workplace policy. |
| 1. Monitor food and beverages stock levels | 1. Par stock levels are determined as per outlet business. 2. Stock taking is conducted as per workplace policy. 3. Stock take reports are prepared and communicated to the ***relevant stakeholders.*** 4. Stock reconciliation is carried out against set par levels. 5. Stocking re-ordering is done based on set par level. |
| 1. Control revenue collection and expenditure | 1. Posting of menu items is conducted in accordance with workplace policy. 2. Billing is carried out in accordance with set menu prices and workplace policy. 3. Cashiering activities are carried out as per accounting and workplace policy. 4. End of day ***reporting*** is done as per workplace policy. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Incidental costs may include but not limited to: | * Energy * Labour * Water * Spoilage/Spillage/Wastage * Depreciation |
| 1. Menu may include but not limited to: | * Food * Beverage * price |
| 1. Standard recipes may include but not limited to: | * Food * Beverage * Quantity |
| 1. Management objectives may include but not limited to: | * Positioning * Corporate image * Profitability * Customer satisfaction |
| 1. Relevant stakeholders. may include but not limited to: | * Financial controller * F&B manager * Bar tenders * Store keeper |
| 1. Reporting may include but not limited to: | * Food cost reports * Beverage cost reports * Stock reconciliation reports * Shift cashiering reports * End of day outlet reports * Daily sales report |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

This section describes the required skills which supports performance. These skills will need to be considered in the learning and assessment process.

* Analytical
* Leadership
* Listening
* Attention to detail
* Communication
* Report writing
* Negotiation
* Interpersonal
* Entrepreneurial
* Critical thinking
* Problem solving
* Information Technology (IT)
* Decision making
* Customer care

**Required Knowledge**

This section describes the required knowledge which supports performance. This knowledge will need to be considered in the learning and assessment process.

* F&B operations
* Accounting
* Property management
* Basic culinary techniques
* An institution and catering law
* Hygiene and sanitation
* Principles of management
* Business communication
* Food safety

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge and range.

|  |  |  |
| --- | --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Conducted research based on target market. 2. Organized data and information collected. 3. Analyzed data and information, and gave a report on research findings. 4. Developed standard recipes. 5. Determined cost of production. 6. Documented standard recipes. 7. Calculated selling prices. 8. Communicated selling price. 9. Determined stock par levels. 10. Prepared and shared stock taking reports with ***relevant stakeholders.*** 11. Carried out stock reconciliation. 12. Did end of day reporting. | |
| 1. Resource Implications | The following resources must be provided:   1. An institution with a functional food and beverage department and a food production unit. 2. A functional F&B outlet |
| 1. Methods of Assessment | Competency may be assessed through:   1. Observation 2. Written tests 3. Interview 4. Project 5. Third party report 6. Portfolio of evidence |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job, 2. Off-the-job 3. Or a combination of these 4. During industrial attachment   Off the job assessment must be undertaken in a closely simulated workplace environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |