Level 3 Award in Hospitality Supervision and Leadership Principles (7108-12)

Qualification handbook for centres

600/0554/3

www.cityandguilds.com
September 2017
Version 2.1

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Version and date	Change detail	Section
2.1 September 2017	Added GLH and TQT details	Introduction to the qualification
	Removed QCF	Relationship to other qualification and sources of general information

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1 Introduction to the qualification

This document contains the information that centres need to offer the following qualification:

Qualification title and level	Level 3 Award in Hospitality Supervision and Leadership Principles
GLH	78
TQT	110
City & Guilds qualification number	(7108-12)
Ofqual accreditation number	600/0554/3
Last registration/certification date	See the online catalogue/Walled Garden for last dates

This qualification is designed to prepare learners for employment in supervision and leadership roles in the hospitality sector, as well as providing the knowledge component for the Hospitality Supervision and Leadership Advanced Apprenticeship framework. It covers the make up of the hospitality industry, communication in the hospitality industry, leading a team, the supervision of customer service, stock control and the effective use of resources.

It will provide learners with the knowledge required for a supervision and leadership role within the Hospitality industry. The qualification serves as a technical certificate, in the Hospitality Supervision and Leadership Advanced Apprenticeship framework. The qualification provides valuable accreditation of skills and/or knowledge for candidates, without requiring or proving occupational competence.

1.1 Qualification structure

To achieve the Level 3 Award in Hospitality Supervision and Leadership Principles, learners must achieve 11 credits from the two mandatory units (301 plus (302 or 322)).

Accreditation unit reference	Unit title	Mandatory/ optional for full qualification	Credit value	City & Guilds Unit No.

R/502/3964	Unit 1 Principles of leading a team in the Hospitality Industry	Mandatory	5	301
D/502/3952	Unit 2 Supervision of Operations in the Hospitality Industry	Mandatory	4	301
L/600/1066	Unit 3 Principles of Supervising Customer Service Performance in Hospitality Leisure Travel and Tourism	Mandatory	2	302 or 322

Total Qualification Time

Total Qualification Time (TQT) is the total amount of time, in hours, expected to be spent by a Learner to achieve a qualification. It includes both guided learning hours (which are listed separately) and hours spent in preparation, study and assessment.

Title and level	GLH	TQT
Level 3 Award in Hospitality Supervision and Leadership Principles	78	110

1.2 Opportunities for progression

On completion of this qualification candidates may progress into employment or to the following City & Guilds qualification:

- Level 3 Diploma in Hospitality Supervision and Leadership (NVQ)

1.3 Qualification support materials

City & Guilds also provides the following publications and resources specifically for this qualification:

Description	How to access
Qualification handbook	**www.cityandguilds.com**
Assessment and answer pack	**www.cityandguilds.com**

2 Centre requirements

This section outlines the approval processes for Centres to offer this qualification and any resources that Centres will need in place to offer the qualifications including qualification-specific requirements for Centre staff.

Centres already offering City & Guilds qualifications in this subject area

Centres approved for Level 3 Hospitality Supervision and Leadership Principles qualification 7108-01 will be automatically approved to deliver 7108-12.

Centres approved to offer the qualification Level 3 Hospitality Supervision and Leadership (NVQ) (7250), Level 3 Hospitality Supervision (7247) may apply for approval for the new Level 3 Hospitality Supervision and Leadership Principles using the **fast track approval form**, available from the City & Guilds website.

Centres may apply to offer the new qualification using the fast track form

- providing there have been no changes to the way the qualifications are delivered, and
- if they meet all of the approval criteria specified in the fast track form guidance notes.

Fast track approval is available for 12 months from the launch of the qualification. After this time, the qualification is subject to the **standard** Qualification Approval Process. It is the centre's responsibility to check that fast track approval is still current at the time of application.

2.1 Resource requirements

Human resources

Staff delivering this qualification must be able to demonstrate that they meet the following occupational expertise requirements. They should:

- be technically competent in the area for which they are delivering training and/or have experience of providing training. This knowledge must be at least to the same level as the training being delivered
- have recent relevant experience in the specific area they will be assessing
- have credible experience of providing training.

Centre staff may undertake more than one role, eg tutor and assessor or internal verifier, but must never internally verify their own assessments.

Assessors and internal verifiers

While the Assessor/Verifier (A/V) units are valued as qualifications for centre staff, they are not currently a requirement for the qualification.

Continuing professional development (CPD)

Centres are expected to support their staff in ensuring that their knowledge remains current of the occupational area and of best practice in delivery, mentoring, training, assessment and verification, and that it takes account of any national or legislative developments.

2.2 Candidate entry requirements

Candidates should not be entered for a qualification of the same type, content and level as that of a qualification they already hold.

There are no formal entry requirements for candidates undertaking this qualification. However, centres must ensure that candidates have the potential and opportunity to gain the qualification successfully.

Age restrictions

There are no age limits attached to candidates undertaking the qualification unless this is a legal requirement of the process or the environment.

3 Units

Availability of units

The following is a list of the learning outcomes for each unit. For the complete set of units including the assessment criteria, go to **www.cityandguilds.com**.

Structure of units

The units in this qualification are written in a standard format and comprise the following:

- City & Guilds reference number
- title
- level
- credit value
- unit accreditation number
- unit aim
- relationship to NOS, other qualifications and frameworks
- endorsement by a sector or other appropriate body
- information on assessment
- learning outcomes which are comprised of a number of assessment criteria

Summary of units

Unit Title	Unit number	Credits	City & Guilds unit No.
Unit 1 Principles of leading a team in the hospitality industry	R/502/3964	5	301
Unit 2 Supervision of operations in the hospitality industry	D/502/3952	4	301
Unit 3 Principles of supervising customer service performance in hospitality leisure travel and tourism	L/600/1066	2	302 or 322

Unit 1 (301) Principles of leading a team in the hospitality industry

Level: **3**
Credit value: **5**
UAN: **R/502/3964**

Unit aim

This unit provides the knowledge required to deliver leadership through teams in the hospitality industry. It includes an understanding of the spectrum of hospitality businesses, the importance of clear communication and effective teamwork and the consequences of different factors acting on the hospitality industry.

Learning outcomes

There are **four** learning outcome to this unit. The candidate will:

1. Know the different types of hospitality organisations
2. Understand the need for effective communication
3. Understand how to lead a team effectively
4. Understand factors that impact on the hospitality industry

Guided learning hours

It is recommended that 30 hours should be allocated for this unit. This may be on a full-time or part-time basis.

Assessment

This unit will be assessed by:

- An on-line synoptic multiple choice test covering units 1 and 2 (301).

Unit 1 (301) Principles of leading a team in the hospitality industry

Outcome 1 Know the different types of hospitality organisations

Assessment criteria

Underpinning knowledge

The learner can:

1. describe **key types** of hospitality organisations
2. describe the characteristics of **different service styles** in the hospitality and catering industry
3. outline **internal and external factors** that effect hospitality organisations.

Range

Key types of organisations

Hotels – lodges, B&Bs, guest houses

Food outlets – restaurants, fast food outlets, sandwich bars, cafés

On licence premises – Bars, pubs, night clubs

Travel – trains/stations, airlines/airports, cruises, coach stations

Tourism – museums, historic buildings, theme parks

Public sector – hospitals and residential homes, schools, colleges, prison services, industrial catering, HM Forces

Chains – private, national, international, franchised

Contract catering

Events management

Different service styles

Service styles dependant on level of demand and establishment standards eg public sector catering (high volume catering) and boutique hotel (low volume catering)

Accommodation – range of styles based on price, location, standard of service, personal requirements, eg ranging from budget accommodation (hostel, B&Bs) to luxury accommodation (5* hotels)

Food – à la carte, table d'hote, range of styles based on price, location, standard of service, personal requirements, eg ranging from fast food service to luxury fine dining (eg counter service, family service, plated service, gueridon service, Russian service, French service, silver service)

Drink – alcoholic, non-alcoholic, hot, cold, on/off premises consumption

Internal and external factors

Internal – location, resources (eg budgetary), staff issues (recruitment, Unions), training, security

External – social trends, cultural, economic (consumer spending, inflation), regulation, legislation, tourism, media, environmental, political, technological

Unit 1 (301) Principles of leading a team in the hospitality industry

Outcome 2 Understand the need for effective communication

Assessment criteria

Underpinning knowledge

The learner can:

1. describe the **key ways** in which supervisors can communicate with colleagues (peers/managers), customers/clients, suppliers
2. explain the **benefits** of effective communication
3. analyse a range of effective **methods of communication** used within hospitality organisations
4. explain why different **methods of communication** are used in different **scenarios.**

Range

Key ways of communicating / methods of communication

High level (eg face to face), mid level (eg telephone), low level (other methods)

Verbal communication – face to face, telephone, via team briefings/meetings, one to one appraisals, web communication

Non-verbal communication – body language, eye contact, attentive listening, pagers

In writing – (letters, email, text, fax, memos), minutes of meetings, staff rotas, staff notice boards, merchandising messages (media, posters, leaflets), ICT (news boards, digital screens)

Via demonstration (eg demonstrating skills and techniques)

Benefits

To ensure maximum efficiency/productivity/revenue, to achieve targets (eg financial, customer service targets), staff related benefits (eg to maintain/increase staff motivation, to reduce staff turnover, to attract new staff), to attract new customers, to maintain the standard of service, to maintain positive business reputation through good customer service and marketing

Scenarios

Formal – internal (eg disciplinary procedure, peers, supervisors), external (eg effective handling of customer complaints, supplier tendering process, marketing communications, dealing with government bodies/enforcement officers)

Informal – internal customers/colleagues/peers/superiors (eg positive feedback on performance), external customers where appropriate (eg established suppliers)

Unit 1 (301) Principles of leading a team in the hospitality industry

Outcome 3 Understand factors that impact on the hospitality industry

Assessment criteria

Underpinning knowledge

The learner can:

1. describe how to **support, motivate and develop staff** in a team
2. explain the **importance of effective working relationships** and their **impact on the organisation**
3. explain the **importance of performance management** and its impact on the organisation
4. Identify various **leadership styles** and how they differ
5. explain how different **styles of leadership** can be effective within the hospitality and catering industry
6. explain the **principles** of developing daily and weekly work plans
7. explain the **importance of objective setting** in daily and weekly allocation of work
8. explain the **importance of ongoing review of work allocation**
9. describe internal and external operational **factors** that affect decision making
10. produce daily and weekly work plans
11. identify **factors** that may influence long term work planning.

Range

Support, motivate and develop staff

Training (formal training, on-the-job coaching, mentoring), appraisals, one to one sessions, personal development plans, career progression, leading by example, encouragement/incentives, reward and recognition; visible, documented disciplinary and grievance procedures; Disability Discrimination Act policies, equal opportunity policy

Importance of effective working relationships

Maximising effectiveness of individuals and team (eg effect on customers, financial implications), ensure staff motivation,

Impact on the organisation

Contributes to cost effectiveness, staff retention, improved customer relations, improved profits, positive business reputation

Importance of performance management

Performance management – effective supervision of staff members in a team

Importance – ensuring targets are met, ensuring customer requirements are met, business runs efficiently, environment is safe, environment/work is valued by employees, legal requirements are met, recognising individual potential, identifying training needs, ensuring company standards are maintained, SWOT (Strengths, Weaknesses, Opportunities, Threats)

Leadership styles

Autocratic/authoritarian, democratic/participative, laissez-faire/delegative

Principles

To ensure effective running of the business operations

Points to be considered: monitoring trends, contingency planning, operating constraints, outside influence, allocation of work, legislation, time regulations, financial implications, resources, work requirements (eg busy periods), budgetary considerations, length of shifts (contract/organisational limitations/fair spread of shifts), team member circumstances/availability/holidays, efficiency

Importance of objective setting/ongoing review

Objective – a target that is specific, measurable, achievable, realistic, time-bound (SMART)

Importance of objective setting – to ensure that daily and weekly targets are met

Importance of ongoing review – to ensure that the work is completed according to operational plans and adjusted as required

Factors

Internal/external – staff resources (availability/expertise of staff), financial resources, other resources eg equipment/materials, time, work flow/work patterns

Long term planning factors – business aims/business culture and environment, potential growth, consumer trends, environmental issues, technological issues, legislation, financial/economic (consumer spending, inflation)

Unit 1 (301) Principles of leading a team in the hospitality industry

Outcome 4 Understand factors that impact on the hospitality industry

Assessment criteria

Underpinning knowledge

The learner can:

1. describe requirements of **key legislation** that applies to the hospitality industry
2. describe the **impact of key regulations and codes of practice** on behaviour and service delivery in the hospitality industry
3. explain the **consequences** of failing to follow key internal and external regulations and codes of practice
4. outline **environmental issues** that affect the hospitality industry
5. describe the health, safety and security **responsibilities** of individuals and team leaders in hospitality organisations
6. state **common hazards and risks** in hospitality organisations
7. describe the **consequences** of not following health & safety procedures to staff, the business and the company
8. state supervisor **responsibilities** for responding to identified risks in hospitality organisations.

Range

Key legislation

Health and Safety, Licensing Law, Food Safety, Equality and Diversity, Disability Discrimination Act, Employment Law, Data Protection, Accommodation legislation, all current relevant legislation

Impact of key regulations and codes of practice

To ensure that the staff comply with the current and relevant legislation commensurate with their job role

Consequences

For the individual/staff – dismissal/fines/imprisonment, loss of reputation, effect on future career/employability, personal conscience

For the business/company/organisation – improvement notice, prohibition order, heavy fine, loss of reputation/bad publicity, closure of business

For the customer – data protection, failure to maintain health, safety and hygiene

Environmental issues

Recycling and waste management, energy utilisation, carbon footprint/air miles, use of/demand for free range/organic/sustainable produce, minimising packaging, use of e-documentation rather than paper-based

Responsibilities

Individuals – compliance with the law, attendance of training, maintaining compliance with organisational policies and procedures

Team leaders/supervisors – to ensure individuals know their responsibility within the law, monitor staff compliance, provide or arrange training and updates, identify potential risks, record where appropriate, take appropriate action and rectify, due diligence

Common hazards and risks

Food safety risks – food/chemical poisoning, contamination (microbial, chemical, physical, allergenic) potentially resulting in injury, illness or death

Health and safety risks – slips, trips and falls, strains and sprains, cuts/bruises, back injuries, concussion, electrocution, burns/scalds, death

Security risks – fire, theft, explosion, physical attack, loss of confidentiality

Unit 2 (301) Supervision of operations in the hospitality industry

Level: **3**
Credit value: **4**
UAN: **D/502/3952**

Unit aim

This unit provides the knowledge required to supervise hospitality operations. It includes an introduction to the principles of supervising customer service in the hospitality industry, and the importance of effective stock controls and resource utilisation in hospitality businesses.

Learning outcomes

There are **three** learning outcomes to this unit. The candidate will:

1. Understand customer service supervision
2. Understand the principles of stock control
3. Understand how to use resources effectively.

Guided learning hours

It is recommended that 28 hours should be allocated for this unit. This may be on a full-time or part-time basis.

Assessment

This unit will be assessed by:

- An on-line synoptic multiple choice test covering units 1 and 2 (301).

Unit 2 (301) Supervision of operations in the hospitality industry

Outcome 1 Understand factors that impact on the hospitality industry

Assessment criteria

Underpinning knowledge

The learner can:

1. describe different **customer groups**
2. explain the **benefits** of good customer service to colleagues, customers/clients, the organisation
3. describe ways in which service standards can be **internally and externally monitored** effectively
4. describe ways of improving customer service
5. describe **how to deal with unsatisfactory customer experiences**
6. outline ways to **promote a customer service culture** within a team.

Range

Customer groups

Internal/external

Captive (no choice), semi-captive (restricted choice), free (wide range of easily accessible options)

Business (local/travelling)/tourism/hallmark event customer (eg weddings, events)

Benefits

Colleagues – motivation, improved team work and efficiency, staff morale/satisfaction, loyalty/repeat business

Customers/clients – customer satisfaction

Organisation – achievement of targets, repeat business, increased business/profit, good reputation, staff loyalty, job security

Internally and externally monitored

Internally – through customer service policies, staff training, ensuring staff are kept up to date with organisational procedures, appraisals, performance management systems, management review

Externally – through customer surveys, verbal feedback, mystery customers, guides/star ratings (tourist board, AA, RAC, Michelin stars), websites (reviewing sites), auditing

Deal with unsatisfactory customer experiences

Most importantly, listen; then apologise, rectify and communicate actions with customer; put systems in place to ensure same complaint does not reoccur

Ensure there is a clear customer policy in place, ensure staff are aware of organisational policies, regular staff training, ensure legislation is followed (eg Food Safety)

Promote a customer service culture

Provide staff training, motivational recognition/reward system for staff, encourage good communication and teamwork, leading by example

Unit 2 (301) Supervision of operations in the hospitality industry

Outcome 2 Understand the principles of stock control

Assessment criteria

Underpinning knowledge

The learner can:

1. state key **types** of supplies available to a supervisor
2. describe **stock ordering processes**
3. describe **procedures for receiving stock**
4. explain the **principles of storing stock**
5. describe the **factors** that influence stock levels in a hospitality organisation
6. describe how to **monitor use of stock** to avoid wastage and to maintain sufficient levels
7. explain the **financial and operational impacts** of not maintaining the correct levels of stock.

Range

Types

Equipment (large – eg oven, ice machine, small – eg crockery, glassware), disposable items, commodities, perishables and non-perishables (frozen, refrigerated, dry goods), alcoholic and non-alcoholic products, cleaning materials, laundry items (staff uniforms, bed linen, table/tea cloths, napkins)

Stock ordering processes

Identify minimum stock levels (central purchasing agreement), check stores to identify current level, replenish stock to minimum levels and with correct type appropriate to the establishment (eg using requisition orders), make suitable delivery and payment arrangements, use of computer-based stock control systems

Procedures for receiving stock

Ensure suitable person receives stock, check delivery note against the order, ensure packaging is not dirty or damaged, stock is in date, items match specifications

Food products – store as appropriate, hygiene of vehicle and driver, temperature controls, maintain due diligence records (eg return of unsuitable stock and reporting to the appropriate person/authorities in line with the government legislation)

Principles of storing stock

Ensure the suitable person follows the government legislation – eg Food Safety, use in date order, minimise wastage, reduce risk of contamination, minimise pest infestation, stock rotation principles (FIFO), ensure stock is kept secure depending on type

Factors

Different volumes depending on seasons (eg Christmas period), menu changes, available resources, organisation storage structure, cost of stock, storage issues (eg contamination, space), economic climate/turnover forecasts, theft/pilferage

Monitor use of stock

Ensure the suitable person follows the government legislation – eg correct rotation (FIFO), ensure stock is only issued against requisitions, regular stock takes and audits, monitor and record wastage, computerised stock management systems

Financial and operational impacts

Too much stock – will affect cash flow, wastage, difficult to keep tight controls, pilfering

Too little stock – customer dissatisfaction/disappointment, changes required to menus, possible reduction in revenue

Unit 2 (301) Supervision of operations in the hospitality industry

Outcome 3 Understand how to use resources effectively

Assessment criteria

Underpinning knowledge

The learner can:

1. describe how to use key types of supplies **cost effectively**
2. state the **importance** of encouraging others to **use supplies efficiently**
3. explain the need to maintain appropriate **staffing levels.**

Range

Cost effective use of supplies

Achieving targeted gross profit, effective budgeting and tendering process (ie choice of suppliers), menu planning and ordering relevant stock requirements, replenishing supplies when minimum levels reached, monitoring guest numbers/room sales

Importance of using supplies efficiently

To ensure budget and financial targets are achieved in order to maintain viability of business/job security

Ensure that ordering systems, stock rotation, stock takes, regular audits are in place

Staffing levels

To prevent overspend, to maintain smooth running of business functions, to provide good levels of customer service, to maintain staff motivation and reduce staff turnover

Unit 3 (302 or 322) Principles of supervising customer service performance in hospitality, leisure, travel and tourism

Level: **3**
Credit value: **2**
UAN: **L/600/1066**

Unit aim

This unit will provide in-depth knowledge of how to manage customer service performance in the sector. The unit will be appropriate for supervisory and management staff to enable them to support their staff in providing excellent customer service in the workplace.

Learning outcomes

There are **three** learning outcomes to this unit. The learner will be able to:

1. Understand how to develop a customer service culture within their business
2. Understand how to build teams and motivate colleagues through techniques such as on-site coaching
3. Understand how to effectively monitor and communicate levels of customer service performance.

Guided learning hours

It is recommended that 20 hours should be allocated for this unit. This may be on a full-time or part-time basis.

Assessment

This unit will be assessed by:

- Externally set and internally marked short answer questions (302) ***or*** an on-line multiple choice test (322).

Unit 3 (302 or 322) Principles of supervising customer service performance in hospitality, leisure, travel and tourism

Outcome 1 Understand how to develop a customer service culture within their business

Assessment Criteria

Underpinning knowledge

The learner can:

1. describe the role of the supervisor in **leading by example** when delivering excellent customer service
2. explain the **impact** of customer service on the performance of the business
3. explain the **relationship** between delivering customer service and selling services
4. identify and apply good practice **techniques** to monitor the delivery of customer service against **organisational standards**.

Range

Leading by example

Professionalism, behaviour, working according to organisation procedures, listening skills, body language, assertiveness, appropriate use of language, use of eye contact, communication skills/questioning techniques, personal presentation, motivating, leadership, support

Impact

Positive: Increased sales, fewer complaints, new customers, numbers of compliments, repeat business/brand loyalty, reduced staff turnover, referred business, increased market share, job satisfaction and staff motivation

Negative: loss of business and a reputation

Relationship

Customers buy from people not organisations. A customer service deliverer who is knowledgeable about the product, presentable and professional, friendly and eager-to-please will build rapport with the customer.

Techniques

Use of performance indicators, analysis of customer feedback, analysis of complaint log, Investors In People (IIP), use of mystery shopper/diner, reviewing standards, review of reputation / press coverage

Organisational standards

Set out in the organisation's service offer or customer charter relating to providing service to meet customer needs and expectations and procedures for dealing with problems and complaints.

Unit 3 (302 or 322) Principles of supervising customer service performance in hospitality, leisure, travel and tourism

Outcome 2 Understand how to build teams and motivate colleagues through techniques such as on-site coaching

Assessment Criteria

Underpinning knowledge

The learner can:

1. analyse how **effective teams** can be **developed** to deliver excellent customer service
2. explain the importance of **staff development** in ensuring that excellent customer service is delivered
3. describe the **role** of the supervisor in developing teams
4. describe how **training and coaching sessions** can be implemented to improve the delivery of customer service
5. describe the **importance** of providing feedback to staff
6. apply appropriate **methods** to deliver feedback to staff.

Range

Effective teams

Co-operation and understanding of other's feelings, courtesy and respect, admitting blame when due, encouraging a non-blame - non-critical culture, building of loyalty, giving praise where it is due, understanding why some decisions have been made even when they don't agree with them, learning to listen and to think before speaking, empathising with the views of the others even if they oppose own views, communicating the goals of the team and working with them to achieve them.

Developed

Individual team roles (Belbin), the team dynamics, good working relationships, communication and interpersonal skills required, monitoring against service standards, support and feedback on performance, personal development of self and team members

Staff development

Product knowledge, communication and interpersonal skills, use of equipment, knowledge of company procedures, knowledge of legislative requirements.

Role

- Continuously developing staff that provide customer service
- Monitor and assess performance, eg observation, psychometric testing, training needs analysis (TNA), feedback, questioning
- Set objectives and targets that relate to customer service in area of responsibility
- Identify when development and training could improve customer service performance
- Understand the range of types and styles of development and training and how to select those that are appropriate to customer service, organisation, and specific training and development needs

- Understand that individuals have different learning styles and some development techniques will suit some and not others
- Understand why it is important to have an input into the design and delivery of customer service development and training
- Help staff to put into practice what they have learned
- Assess the impact that development and training has had on customer service performance
- Access types of additional support that could be provided to staff following development and training.

Training and coaching sessions

Shadowing will improve customer service delivery by observation of best practice by an experienced member of staff/expert

Mentoring – another individual providing one-to-one support, feedback and evaluation of performance

Coaching/training– using customer service improvement techniques

Classroom – training members of staff in a specific environment on specific subjects; particularly useful for development of knowledge (procedures, legislation)

Roleplay- used to simulate situations and improve interpersonal skills

Importance

Motivate staff, identify weaknesses or training needs, aid in target setting, aid development of the team

Methods

Formal or informal, positive or negative

Unit 3 (302 or 322) Principles of supervising customer service performance in hospitality, leisure, travel and tourism

Outcome 3 Understand how to effectively monitor and communicate levels of customer service performance.

Assessment Criteria

Underpinning knowledge

The learner can:

1. analyse the **importance** of developing and implementing clear customer **service standards**
2. describe appropriate ways in which supervisors can **monitor and measure the performance** of team members
3. describe appropriate **corrective actions** that can be taken to resolve failures in the delivery of customer service
4. explain how performance against customer service standards can be **recorded** and **communicated**
5. identify ways in which measurement of the **effectiveness** of customer service can be used to **improve** future performance.

Range

Importance

Standardisation of operation across the organisation, consistency in the level of service provided, organisational procedures allowing staff to ensure that a specific job or task is completed in a set way to achieve the same outcome and level of service, transparency of service and provision

Service standards

Level of service during and after sale, procedures for complaints, complying with industry codes of practice and legislation

Monitor and measure performance

Benchmarking, KPIs, appraisal / performance review, customer feedback, observation, mystery shopper, self-assessment and target-setting, SWOT analysis.

Corrective actions

Investigate what went wrong, identify failures and causes, apologise/resolve customer problem, review procedures, consider disciplinary/ warning, feedback to staff, consider development and training of staff.

Recorded

Progress reporting, performance review, analysis of records or feedback.

Communicated

Verbally – in team meetings or one-to-ones.

In writing – reports, memos, emails, target scoreboard.

Effectiveness

Customer feedback, number of complaints, records (such as sales)

Improve

Identify areas for improvement, identify areas of good practice, indicate a review policies/procedures/customer charter, identify training needs, re-evaluate customer needs/expectations, implement initiatives.

Summary of assessment methods

City & Guilds provides the following assessments:

Unit Title	Assessment Method	Where to obtain assessment materials
Unit 1 Principles of leading a team in the hospitality industry	A synoptic City & Guilds e-volve on-line multiple choice test The assessment covers all of the knowledge outcomes	Examinations provided on GOLA
Unit 2 Supervision of operations in the hospitality industry		
Unit 3 Principles of Supervising Customer Service Performance in Hospitality Leisure Travel and Tourism	Externally set and internally marked short answer questions ***or*** City & Guilds e-volve on-line multiple choice test	Assessment pack and answer pack are available on **www.cityandguilds.com**

Test specifications

The test specification for the qualification is below:

Test 1: 7108-301 Hospitality Supervision and Leadership Principles
Duration: 1.5 hours

Unit title	Outcome	No. of questions	%
Unit 1 Principles of leading a team in the hospitality industry	1. know the different types of hospitality organisations	5	8%
	2. understand the need for effective communication	8	13%
	3. understand how to lead a team effectively	12	20%
	4. understand factors that impact on the hospitality industry	13	22%
Unit 2 Supervision of operations in the hospitality industry	1. understand customer service supervision	8	13%
	2. understand the principles of stock control	11	19%
	3. understand how to use resources effectively	3	5%
	Total	60	100

4 Recommended delivery strategies

Centre staff should familiarise themselves with the structure, content and assessment requirements of the qualification before designing a course programme.

Centres may design course programmes of study in any way which:

- best meets the needs and capabilities of their candidates
- satisfies the requirements of the qualification

In particular, staff should consider the skills and knowledge related to the national occupational standards.

City & Guilds recommends that centres address the wider curriculum, where appropriate, when designing and delivering the course. Centres should also consider links to the National Occupational Standards, Key/Core Skills and other related qualifications. Relationship tables are provided in Relationships to other qualifications to assist centres with the design and delivery of the qualification.

Centres may wish to include topics as part of the course programme which will not be assessed through the qualification.

5 Relationships to other qualifications

Links to other qualifications and frameworks

City & Guilds has identified the connections to other qualifications. This mapping is provided as guidance and suggests areas of overlap and commonality between the qualifications. It does not imply that candidates completing units in one qualification are automatically covering all of the content of the qualifications listed in the mapping.

Centres are responsible for checking the different requirements of all qualifications they are delivering and ensuring that candidates meet requirements of all units/qualifications. For example, units within a qualification may be similar in content to units in the NQF qualification which the candidate may have already undertaken and this may present opportunities for APL.

This qualification has connections to the:

- Level 3 NVQ Diploma in Hospitality Supervision and Leadership

Literacy, language, numeracy and ICT skills development

This qualification can develop skills that can be used in the following qualifications:

- Functional Skills (England) – see **www.cityandguilds.com/functionalskills**
- Essential Skills (Northern Ireland) – see **www.cityandguilds.com/essentialskillsni**
- Essential Skills Wales (from September 2010).

Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the **Centres and Training Providers homepage** on **www.cityandguilds.com**.

Centre Guide – Delivering International Qualifications contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve 'approved centre' status, or to offer a particular qualification. Specifically, the document includes sections on:

- The centre and qualification approval process and forms
- Assessment, verification and examination roles at the centre
- Registration and certification of candidates
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Frequently asked questions.

Providing City & Guilds qualifications – a guide to centre and qualification approval contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve 'approved centre' status, or to offer a particular qualification. Specifically, the document includes sections on:

- The centre and qualification approval process and forms
- Assessment, verification and examination roles at the centre
- Registration and certification of candidates
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Frequently asked questions.

Ensuring quality contains updates and good practice exemplars for City & Guilds assessment and policy issues. Specifically, the document contains information on:

- Management systems
- Maintaining records
- Assessment
- Internal verification and quality assurance
- External verification.

Access to Assessment & Qualifications provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for candidates who are eligible for adjustments in assessment.

The **centre homepage** section of the City & Guilds website also contains useful information such on such things as:

- ***Walled Garden***
  Find out how to register and certificate candidates on line
- ***Events***
  Contains dates and information on the latest Centre events
- ***Online assessment***
  Contains information on how to register for GOLA assessments.

City & Guilds

Skills for a brighter future

www.cityandguilds.com

Useful contacts

UK learners **General qualification information**	**T: +44 (0)844 543 0033** **E: learnersupport@cityandguilds.com**
International learners General qualification information	T: +44 (0)844 543 0033 F: +44 (0)20 7294 2413 E: **intcg@cityandguilds.com**
Centres Exam entries, Certificates, Registrations/enrolment, Invoices, Missing or late exam materials, Nominal roll reports, Results	T: +44 (0)844 543 0000 F: +44 (0)20 7294 2413 E: **centresupport@cityandguilds.com**
Single subject qualifications Exam entries, Results, Certification, Missing or late exam materials, Incorrect exam papers, Forms request (BB, results entry), Exam date and time change	T: +44 (0)844 543 0000 F: +44 (0)20 7294 2413 F: +44 (0)20 7294 2404 (BB forms) E: **singlesubjects@cityandguilds.com**
International awards Results, Entries, Enrolments, Invoices, Missing or late exam materials, Nominal roll reports	T: +44 (0)844 543 0000 F: +44 (0)20 7294 2413 E: **intops@cityandguilds.com**
Walled Garden Re-issue of password or username, Technical problems, Entries, Results, GOLA, Navigation, User/menu option, Problems	T: +44 (0)844 543 0000 F: +44 (0)20 7294 2413 E: **walledgarden@cityandguilds.com**
Employer Employer solutions, Mapping, Accreditation, Development Skills, Consultancy	T: +44 (0)121 503 8993 E: **business_unit@cityandguilds.com**
Publications Logbooks, Centre documents, Forms, Free literature	T: +44 (0)844 543 0000 F: +44 (0)20 7294 2413

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