

RESPONS

Responsible Skills Alliance for Sustainable Management of Small Hotels and Restaurants

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**European Qualification Framework for Lifelong Learning
Level 5
Profession: Manager of small restaurant**

Partner	Country
Chamber of Commerce and Industry – Dobrich	Bulgaria
PD Project Development	Bulgaria
Chamber of Commerce and Industry – Terrassa	Spain
Constanta Chamber of Commerce, Industry, Shipping and Agriculture	Romania
GIP-FCIP, Académie of Aix-Marseille	France
Foundation for Promotion of Entrepreneurship – Lodz	Poland
CIAPE – Rome	Italy
EUPROMA	Germany
Programme Francophone d’hôtellerie et restauration of NBU	Bulgaria

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1. Employment in HORECA sector

Hotel and catering sector (HORECA) is developing very dynamically. Market researches indicate that the conditions of the hotel industry in Europe are getting better. The increasing demand for widely understood hospitality services is the dominant trend. In the dynamic development of this industry there are noticeable trends concerning demographic change, increasing awareness and education, health and information.

Tourism has also become an integral part of social life. Catering services market is growing constantly. People more often move, rest and wait for improved gastronomical service. Employment in the sector is relatively easy to find on the European labor market. Provision of hospitality services combined with advanced technology and knowledge of the guests allows the faster reimbursement of expenses incurred, and thus improvement of profitability of capital hospitality industry. To operate effectively in a globalized, competitive market, one has to be a good expert, familiar with foreign languages, knowing the industry and modern trends, but also able to provide traditional hospitality. The hotel of XXI century is not only the building, but mostly competent, skilled, attentive and ready to serve and satisfy the guests' needs hotel staff.

The formation of skills in this sector allows vocational education, which includes specialized knowledge and skills in the field. Flexible vocational training systems, based on an approach based on learning outcomes are preferred by many potential employees and employer which tend to value time and knowledge. Vocational training and qualification or re-qualification opportunities should be innovative while consistent with the needs of the labor market. The aim of modern vocational and continuing training is to increase the employability and respond to widely understood societal challenges. Both youth and adults may have attractive and challenging career opportunities, thus such an approach tends to minimize the threat of exclusion from the labor market.

2. Needs and benefits of implementing a framework of qualifications for the 2 professions (Hotel Manager and Restaurant Manager)

Proposed description of qualifications has been prepared within the project RESPONS, which is aimed at small businesses from the hospitality and gastronomical industry. The project was developed in response to customer needs of the tourism sector and its growing demand for quality, attractiveness and diversity of tourist services. The project's main objective is to stimulate the competitiveness of **managers/owners of small hotels and restaurants** and improve their adaptation to European standards, to upgrade specific skills based on learning outcomes and to help transparency and comparability of qualifications.

Within the project a survey was carried out among the owners of small and medium-sized hotels and restaurants from partner countries to assess the situation in the industry. There have been identified (according to the European Qualification Framework) knowledge, skills and competencies that managers of small hotels and restaurants should or tend to have.

As a result of the survey a map of knowledge, skills and competencies desired among managers from the tourism and hotels and restaurants sector has been developed. Obviously from the analysis, owners and

managers perform various professional tasks in planning, managing, organizing, monitoring and evaluating activities in the hotel or restaurant.

Developed qualifications are targeted to current and potential managers of small hotels and restaurants and are to be applied within their formal training.

Qualification framework contains both the traditional aspects of the provision of hotel and catering services, as well as an innovative approach to meet the diverse and rapidly changing needs of tourists and travelers. There have been included interdisciplinary issues of promotion of tourist products, modern methods of sales promotion with the use of computer technology and the Internet, as well as in law, finance, management and interpersonal communication.

Implementation of the framework of qualifications for managers of small hotels and restaurants will support entities operating in the field of formal education and vocational training to be able to compare the profile and content of their courses and to ensure their quality.

3. ECVET AND EQAVET

It has been widely recognised that education and training are essential to the development and success of today's knowledge society and economy. The EU's strategy emphasises countries working together and learning from each other. *"Helping all citizens to be better skilled is crucial for EU growth and jobs, as well as for equity and social inclusion. The economic downturn puts these long-term challenges even more into the spotlight. Public and private budgets are under strong pressure, existing jobs are disappearing, and new ones often require different and higher level skills. Education and training systems should therefore become much more open and relevant to the needs citizens, and to those of the labour market and society at large"* (ET 2020).

A number of European instruments such as the European Qualifications Framework (EQF), Europass, European credit transfer systems (ECTS and ECVET), the multilingual classification of European Skills/Competences, Qualifications and Occupations (ESCO) and quality assurance frameworks have been developed and implemented to support the mobility of learners and workers. These tools are improving transparency, making qualifications comparable across countries (EQF) and credit points transferable (ECTS). These instruments were not developed in isolation from each other, they are in a close coherence where the different tools and services - including transparency and recognition of qualifications, validation of non-formal and informal learning and lifelong guidance - are offered in a coordinated way aiming to contribute to real European mobility where a person's knowledge, skills and competences can be clearly understood and quickly recognized.

The **European Credit System for Vocational Education and Training (ECVET)** was developed to enable people to build on what they have learnt in the past when wishing to achieve a qualification. Competent authorities may decide to use ECVET to give people the opportunities to get recognition for learning outcomes they achieved abroad, but also for learning outcomes achieved through learning in another institution or system within the same country or those acquired by experience.

In the context of economic restructuring, where certain sectors are declining and laying off staff while others have difficulties in recruiting adequately qualified staff, there is a need for a flexible workforce. People are expected to have the aptitude but also the opportunities to continue learning and develop new knowledge, skills and competence. Given the demographic pressure in Europe, there is a strong need for improving employment rates and ensuring that the human and social capital of people in Europe is used to its best.

Implementation of ECVET in the European qualification system is designed to make the recognition of professional qualifications of employees in the European countries in which the system operates. The application of ECVET results in an increase in social motivation to raise, extend and improve their professional skills throughout their working life in order to become more competitive on the European labor market. Employee should gather ECVET credits for all his working life, to become more adaptable on the labor market. This process should function at every stage of professional preparation: formal, non-formal and informal learning. The resulting points may build a professional portfolio of a worker and an employee, characterizing the suitability of his/her qualifications for a specific professional sector.

The core element of ECVET technical specifications is the use of **learning outcomes**. Learning outcomes describe what a person knows and is able to do and therefore they are neutral to how, in which context and over what duration individuals' have developed their knowledge, skills and competence. They make it possible to recognise learning in view of achieving a qualification independent of where the learning took place and over what duration.

The **European Quality Assurance Reference Framework for VET (EQAVET)** provides a European-wide system to help stakeholders to document, develop, monitor, evaluate and improve the effectiveness of their VET provision and quality management practices. It can be applied at both system and VET provider levels and can therefore be used to assess the efficiency of VET provision. It is adaptable to the different national systems and it can be used in accordance with national legislation and practice.

The Framework complements the work on the quality assurance aspects of the European Qualifications Framework (EQF) and the European Credit System for VET (ECVET). The Framework includes the need for regular monitoring (involving internal and external evaluation mechanisms) and reporting on progress while using common quality criteria and indicative descriptors to underpin the monitoring and reporting arrangements and stresses the importance of common indicators to support the evaluation, monitoring and quality assurance of VET systems and providers.

EQAVET is a community of practice bringing together Member States, Social Partners and the European Commission to promote European collaboration in developing and improving quality assurance in VET by using the European Quality Assurance Reference Framework.

The various instruments are confirming the key role that the VET systems can and must play in addressing skills shortages, especially for sectors with growth potential like HORECA or those undergoing major transformation requiring a better skilled workforce. The use of existing European tools for qualifications (EQF), credits (ECVET) and quality assurance (EQAVET) supports and facilitates mobility of a skilled labour force.

Europe will only resume growth through higher productivity and the supply of highly skilled workers, and it is the reform of education and training systems which is essential to achieving this.

4. European Qualifications Framework

The aim of the Recommendation of the European Parliament and the Council of 23rd April 2008 on the establishment of the **European Qualifications Framework** for lifelong learning was "the creation of common reference framework intended to serve as a tool for comparing qualifications in both general and professional education".

European Qualifications Framework for lifelong learning has been developed to allow easy comparison of qualifications achieved in different European countries. It is a common European reference framework, binding national qualifications systems of particular countries.

European Qualifications Framework enables linking the various national systems and qualifications frameworks based on eight reference levels. Eight benchmarks are described through learning outcomes.

In the European Qualifications Framework learning outcomes inform what a learner knows, understands and is able to do after completion the learning process. Therefore, in the European Qualifications Framework effects of learning are particularly important. Learning outcomes are listed in three categories:

- Knowledge;
- Skills;
- Competences.

Principles underpinning the European Qualifications Framework are widely recognized by the countries of the Community.

Benefits of implementing the EQFs:

- The qualifications are more readable and easier to understand in different countries and systems in Europe;
- The citizens' mobility between countries is promoted;
- Lifelong learning is facilitated;
- A comparison of learning outcomes in different European countries is allowed to facilitate cooperation between countries and institutions;
- The common European reference point links different national qualifications systems and thus facilitates better communication among them;
- A network of independent, but interrelated and mutually understandable qualification is created;
- The transfer of qualifications between countries, systems and institutions is made comparable;
- The access to lifelong learning and the scope of participation in this process is improved;
- The validation of non-formal and informal learning is facilitated;
- The transparency of qualifications awarded outside the national systems is encouraged.

5. Conclusion

The ambition of the project is to create and deliver a common reference framework for qualifications systems, covering vocational education and training and also be able to accommodate qualifications acquired through (the validation of) non-formal and informal learning for two wide spread professions - **Manager of a small hotel and Manager of a small restaurant**. Such a common framework is to facilitate transparency and comparability of qualifications, improve mutual trust among qualifications stakeholders and could also serve as a reference point for sector organizations issuing qualifications.

The EQFs are based on the traditional (formal) education in the partnering countries and relate different countries' national qualifications systems and frameworks together around a common European reference – eight reference levels and specifically based at Level 5.

The developed European Qualification Frameworks of the Managers of small hotels and restaurants in terms of knowledge, skills and competences are based on learning outcomes as statements of what the learner knows, understands and is able to do after completion of the learning process. The knowledge, skills and competences referred to in provide links to the next levels and could be enlarged and upgraded.

These EQFs have to serve as a reference tool to compare the qualification levels of the national qualifications systems and to promote the validation of non-formal and informal learning in the knowledge-based society, as well as the further integration of the European labour market, while respecting the rich diversity of national education systems.

They will contribute to the professional and personal (self)improvement of managers of small hotels and restaurants.

Ultimately, the EQFs developed within RESPONS Sector Skills Alliance aim to contribute to wider lifelong learning goals and increase the learning and labor mobility, employability and social integration of the work forces.

EQF is the starting point for the creation of new professional profile of the manager of a small hotel / restaurant but no one should forget that the qualifications are a living experience that evolves according to the needs and expectations of industry and the new challenges that industry faces against competitive markets. For this reason, vocational qualifications of high quality are those driven by industry itself so that the principles of relevancy and hands-on experience are to be adhered to at all stages of the learning process.

6. EUROPEAN QUALIFICATIONS FRAMEWORK FOR THE PROFESSION: MANAGER OF SMALL RESTAURANT

Learning Area A. Fundamentals of Law and Economics

Unit 1A: Management of the restaurant

Learning outcome 1.1: Plan, organize and control the marketing activity of the restaurant

Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows marketing tools and methods; - Knows all the characteristics of production and service in restaurants; - Knows the food service market and the intermediate services market for tourism and travel; identifies intermediaries and business representatives; - Knows and typifies the range of products likely to constitute the offering of a restaurant; - Knows the commercial strategies which apply to the direct competitive environment. 	<ul style="list-style-type: none"> - Analyses and anticipates opportunities, dangers and risks in a given context; - Identifies the customers' needs, expectations and requirements as well as preferences; - Identifies a structure's strengths and weaknesses; - Identifies and communicates the company's vision. Devises, conveys and promotes its corporate image; - Chooses an identity for his company and elaborates a consistent and coherent image for communication (in and out of the restaurant): commercial name, furniture, visual identity, website, internal and external communication elements; - Collects data on the market (competitors' location, products and prices) and estimates the strategy of his establishment compared with its peers'; - Implements promotional activity according to the set strategy and controls its fulfilment; - Devises the "menus and meals" sales pitch meant for the service staff, ensures that it has been rightly understood and/or carries out the necessary adjustments. 	<ul style="list-style-type: none"> - Analyses the factors which determine touristic supply and demand at regional, national and international levels; - Researches on and estimates the competitors' activity; - Studies the consumer behaviour and identifies the factors which influence the customer's decision-making process. Is able to undertake a segmented analysis of the clientele; - Estimates demand using statistical methods; - Possesses and implements the techniques aimed at a strategic policy in terms of products and rates (daily, seasonal, cyclical variations); - Estimates the strategies' efficiency and profitability according to the recorded results; - Uses the new communication technologies with a view to communicating and administrating; - Uses advisedly all the tools, functionalities and characteristics of web 2 (reading, interpretation, communication); - Estimates the rates and types of services offered by competition; - Oversees compliance with laws and regulations; - Takes on full responsibility for the decisions made as

		well as their consequences.
LO 1.2: Organize and manage advertising and public relations		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the various advertising vectors: characteristics, complementarities, common features, associated target markets; - Knows the laws regulating the market; - Knows the Consumer Protection Act; - Knows the characteristics of an advert and of an ethical and respectful communication for the consumer; - Identifies and clearly defines the role of the administrations, institutional partners and operators in the tourism and restaurant industry. 	<ul style="list-style-type: none"> - In a given context, chooses the most suitable and efficient advert; - Implements a coherent advertising campaign in line with the establishment's financial and human resources; - Implements an environmentally friendly communication advertising plan; - Implements the promotional activity while ensuring its follow-up; - Maintains a regular and effective prospection activity; - Attends shows and fairs; - Promotes and represents his company to its institutional partners and public administrations. - Regularly checks the profitability and efficiency of the actions implemented; - Delivers accurate specifications for a website creation and/or for WEB 2 communication media administration. 	<ul style="list-style-type: none"> - Is able to identify and combine the advertising media (materials, contents) with generic promotional situations; - Is able to estimate the human and financial resources required for implementing various typical promotional actions; - Defines the conditions for participation in fairs, shows, and promotional events; - Estimates the strategies' efficiency and profitability on the basis of the results collected on a target clientele; - Is able to communicate both orally and in writing in foreign languages, including English; - Wisely uses all the tools functionalities and characteristics of web 2 (reading, interpretation, communication); - Uses the new communication technologies (shared working tools) with the aim of communicating and administrating; - Resorts to advertising to boost sales.
LO 1.3: Organize, manage and control human resources		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the basic staff management techniques; - Knows the techniques for the organisation and conduct of meetings; - Knows the interviewing and recruiting techniques; - Masters the tools and methods used to enhance staff and team motivation; - Knows conflict-solving techniques; - Knows work regulation which applied to recruitment 	<ul style="list-style-type: none"> - Recruits: Identifies job profiles, runs job interviews; - Sets up an in-house career advancement policy: Advertises vacancies and jobs to be created, manages career paths; - Draws up the rules of procedure and ensures their distribution and implementation; - Organises and distributes work among the team thanks to his knowledge of each worker's skills; 	<ul style="list-style-type: none"> - Evaluates staffing needs and the required corresponding qualifications; - Creates a motivating work environment which promotes co-workers' team spirit and commitment to the company objectives; - Chooses his management style and is able to adjust it to different situations and contexts; - Delegates responsibilities and is able to implement

<p>(fixed terms and temporary contracts, apprenticeship contracts...), training, staff representative bodies, termination of employment contracts, etc.;</p> <ul style="list-style-type: none"> - Identifies the informative resources required for a competitive watch over labour laws; - Knows the hotels, cafes and restaurants collective agreement; - Knows the national and regional employment schemes, state policies and subsidies granted for recruiting: integration of ethnic minorities, long-term unemployed and disabled workers (obligations and grants); - Knows schemes for mentoring and apprenticeships. 	<ul style="list-style-type: none"> - Anticipates conflict situations; solves them at best, if he has not been able to prevent them, using appropriate methods (interviews, scoping meetings); - Draws up, signs or oversees employment contracts; - Identifies the staff needs in terms of training and arranges on-site training courses; - Promotes ongoing vocational training (company training plan and individual right to training), and uses it as part of the in-house career advancement policy; - Assesses team performance, both individually and collectively; - Empowers each worker with responsibilities while highlighting functional links; - Issues pay slips or have them issued; - Does the social declarations and keeps their record up to date, informs and negotiates with the institutional partners; - Ensures a regulatory watch of social issues (changes in remuneration fixing, working conditions, collective agreements, etc.); - Establishes the holiday and the shift change-over schemes; - Manages the overall HR budget. 	<ul style="list-style-type: none"> task-tracking and special actions calendar; - Enforces a fair wage policy in compliance with market laws and regulations; - Controls and checks the enforcement of the social regulatory measures: working conditions, health and safety, right to strike, holidays, working hours, etc.; - Ensures good relationships with the staff representatives (positive social climate); - Implements conflict solving techniques; - Implements techniques for interviewing, leading meetings and recruiting; - Uses the new communication technologies (shared working tools) with the aim of communicating and administrating; - Manages co-workers' skills and optimizes their qualifications. Trains his co-workers where needed and sets up an external training plan; - Implements schemes for mentoring and apprenticeships.
LO 1.4: Plan, manage and control the restaurant's finances, budget and accounts		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Masters accounting techniques; - Knows tax management, forecasting and control methods; - Knows tax law and the corresponding financial documentation; - Knows how to calculate costs; - Knows invoicing methods; 	<ul style="list-style-type: none"> - Analyses activity results, profitability and the discrepancies between the actual and the forecast financial figures; - Issues financial statements: inventory operations, corporation tax, invoicing and collection of money, staff costs, etc.; - Performs the compulsory tax declarations (VAT, etc.); 	<ul style="list-style-type: none"> - Interprets activity results and consequently adjusts his strategy (commercial, financial); - Estimates investment and financial needs in partnership with the financial institutions; - Chooses and implements cost calculation methods to meet business needs and the necessary energy saving ones;

<ul style="list-style-type: none"> - Knows the terms of payment; - Controls the administrative transactions related to accounting and financial management; - Knows the financial mathematics and statistics applied to business management; - Knows accounting and financial information systems. 	<ul style="list-style-type: none"> - Draws up resources and expenditures budgets (prepares operating budgets); - Keeps an up-to-date compulsory record of the accounting activities; - Uses the restaurant management software to budget, and any other monitoring activity computer tools (management control...), through an accounting and financial system. 	<ul style="list-style-type: none"> - Prepares a budgetary monitoring procedure (indicators, ratios, energy costs, etc.); - Ensures a liquidity plan; - Provides an efficient administrative organisation allowing a qualitative and quantitative follow-up on activities, good documentation management and information flow.
LO 1.5: Communicate efficiently with guests, partners and suppliers		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Identifies and clearly defines the role of the administrations, institutional and cultural partners, operators in the tourism industry; - Knows and typifies the range of products likely to build the offering of a restaurant; - Knows the sales strategies which apply to the direct competitive environment; - Weighs up the advantages, requirements and constraints of the “ethical” and “sustainable environment” components involved in the relationships with his guests, partners and suppliers; - Knows and typifies the different communication and negotiation techniques; - Knows the foreign guest’ s culture, traditions and customs; - Knows the town’s culture and traditions where the restaurant is established. 	<ul style="list-style-type: none"> - Sets up regular communication media with the guests after their departure from the restaurant; - Plans and initiates communication with the guests via the web 2 or through any other medium that he considers the most appropriate; - Identifies the guests’ needs and wishes to plan reception conditions and menus more conveniently; - Provides guests with sufficient and needed information to help them in their choice; - Builds up a partnership policy: identifies potential partners in the tourism industry, with whom he implements an exchange of services; - Builds up a communication network (echo for referencing), develops joint actions; - Creates links with cultural and public institutions, looks for referencing, relays local cultural actions by offering themed products (packages, etc.); - Selects his suppliers and his service providers taking the criteria of sustainable development into account; - Negotiates efficiently and fairly with suppliers or service providers. 	<ul style="list-style-type: none"> - Handles unexpected situations and shoulders his responsibilities; - Makes decisions after considering all the options; - Is able to negotiate with suppliers and service providers; - Is able to grasp the intercultural components related to the exchanges with the guests and/or foreign partners; - Uses the new communication technologies (website updating) with the aim of communicating and administrating; - Uses advisedly all the tools functionalities and characteristics of web 2 (reading, interpretation, communication); - Timely manages communication with guests, partners and suppliers; - Estimates the “partnership potential” with the different institutional, cultural and professional actors in the tourism industry; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.

LO 1.6: Communicate efficiently with the staff		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Controls the restaurant production output: from products purchase, kitchen activity to the processed and served products; - Knows team leadership techniques: problem-solving and decision making techniques, tools and techniques for collective and individual skills management, individual interviewing techniques, meeting conduct techniques, conflict management techniques; - Masters conflict management techniques; - Knows the principles, the procedures and tools of a qualitative approach applied to the restaurant business. 	<ul style="list-style-type: none"> - Conveys the corporate culture to his staff in order to boost their motivation in performing the tasks given; - Creates a motivating work environment which facilitates team building between his employees and their involvement into the company objectives; - Organises and implements team coordination procedures and instructions handover; - Ensures that his staff performs the tasks entrusted to them correctly; - Ensures that the staff spreads efficiently and clearly all the relevant information on the whole or part of the restaurant services to the guests; - Ensures that the service staff best advises the customers; - Plans ongoing regulation, debriefing and information sharing meetings; - Organises debriefing at team shift to ensure the guests catering. 	<ul style="list-style-type: none"> - Is able to implement procedures for team leadership meetings (periodical staff meetings, annual interviews, upskilling actions launching, skills assessment, results); - Identifies precisely all the functional links required for tasks coordination and performance; - Communicates instructions and expectations efficiently, simply and in an intelligible way; - Uses efficiently communication techniques in the workplace (techniques and technologies necessary for the implementation of a collaborative work); - Is able to implement a quality control procedure; - Designs and implements the in-house communication supports.

Learning Area B. Hygiene, health and sustainable development

Unit 2B: Assurance of Health and safety at work

LO 2.1: Create and control working conditions for health and safety at work		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the health and safety rules, the laws and regulations associated with the activity as well as the safety conditions provided to the customers; 	<ul style="list-style-type: none"> - Carries out an analysis of occupational risks for a given situation and put forwards preventive or corrective actions (training courses, compliance of 	<ul style="list-style-type: none"> - Communicates on the different actions related to health/safety for each workstation: fire drills, etc.; - Anticipates the risks linked to safety and health at

<ul style="list-style-type: none"> - Knows the different kinds of work accidents and occupational diseases; - Knows the regulatory measures related to the prevention of accidents and occupational diseases; - Knows the regulatory measures and the preventive actions related to electrical and mechanical hazards, risks of falling, etc.; - Knows the prevention and control facilities. 	<p>his premises, integrity of the materials, procedures and rules);</p> <ul style="list-style-type: none"> - Sets up the optimal conditions in order to best achieve tasks and guarantee the most comfortable, safe and stress-free working conditions; - Ensures good maintenance of warning systems, smoke detectors and emergency signage; - Checks and ensures that the provisions taken for the guest's safety and that of his belongings are followed by each department in the restaurant; informs on one time safety events and gives safety-related information outside the restaurant within the discretion and upon the guest's request. 	<p>work, especially having health and safety standards met by his employees;</p> <ul style="list-style-type: none"> - Uses the resources at hand to handle emergencies (doctor, fireman, hospital contacts); - Ensures a clear understanding of the rules and good use of safety equipment; - Identify the main pollution risks and sources which may affect the work environment and takes action to neutralise them.
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LO 2.2: Set and control sanitary requirements in the restaurant

Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the laws and regulations related to sanitary obligations in a restaurant; - Knows hygiene and the procedure for the clean-up of the premises, equipment, floorings and textiles (clean up, decontamination and sanitizing) of a restaurant in accordance with the existing regulations; - Knows the general regulatory measures for parasitology control, the technical measures to be followed in a restaurant; - Knows food microbiology and parasitology; - Knows toxicology and the regulatory measures: approval procedure for authorised products; - Knows deratization, disinsectisation and pest control programmes. 	<ul style="list-style-type: none"> - Implements solutions to prevent or limit any risk of microbial origin (staff training, design or upgrade of the premises, materials choice, goods selection, etc.); - Proposes an action plan to be followed in case of toxi-infections or poisoning; - Draws up protocols, defines and implements procedures, ensures they are followed; - Controls the staff health status, personal hygiene measures, and the risk of transmission. - Implements technical solutions to prevent food contamination at work; - Identifies the relevant body or department to ensure sanitary quality. 	<ul style="list-style-type: none"> - Controls and checks the developed protocols implementation. Ensures their integration in the employees' operational activities; - Justifies the choice of products and materials used; - Determines clean-up frequency; - Sets out control and self-control criteria; - Takes on full responsibility for the control of storage and sanitary conditions in the restaurant.

Unit 3B: Environment protection and sustainable development

LO 3.1: Manage the waste		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Maintains an adequate level of information on ecology, environment protection and sustainable development; - Knows the specific laws and regulations for hazardous waste or waste demanding a specific treatment; - Knows the different waste categories and the way to sort them. 	<ul style="list-style-type: none"> - Researches the ways to implement waste recovery in the restaurant (recycling, reprocessing); - Organises the waste selective sorting; - Lists the accredited providers likely to store (if storage in accordance with the regulatory conditions is not possible within the premises), transport and process the waste; - Keeps record of the waste management documentation (hazardous waste tracking documents and registers); - Inquires over the processed waste destination and tracking; - Calculates the processing cost to integrate it in quotations and invoices; - Undertakes measures in accordance with principles of sustainable development. 	<ul style="list-style-type: none"> - Communicates to the staff the selective waste sorting instructions in an efficient, simple and intelligible way; - Controls and checks that instructions are followed; - Takes full responsibility for the decisions made as well as their consequences.
LO 3.2: Apply energy efficiency		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows all the energy expenditure items; - Is familiar with energy saving and efficiency methods and principles, alternative and green energy sources. 	<ul style="list-style-type: none"> - Involves the guests and the staff in the energy savings approach; - Implements a sensible use and a controlled management of raw materials, supplies (cleaning products, packaging), fluids and energies. 	<ul style="list-style-type: none"> - Incorporates energy-related economic indicators into the restaurant budget; - Creates and enforces internal standards for energy savings and better energy efficiency with a view to cutting production costs.
LO 3.3: Apply principles of green marketing and sustainable development		
Knowledge	Skills	Competences

<ul style="list-style-type: none"> - Knows the trends and principles of green marketing; - Knows the environmental criteria related to sustainable development; - Knows the official quality signs and abbreviations (bio...), the labels, and certifications; - Knows principles of cause related marketing. 	<ul style="list-style-type: none"> - Draws up a sustainable development master plan in partnership with his staff in his restaurant; - Guarantees the adoption of the sustainable development procedure by all the staff (raising awareness, communication, training) and promotes good practices; - According to the master plan for sustainable development and environment protection, implements concrete measures: making the administrative side of communication paper-free, use of low energy equipment and renewable energy powered device, etc.; - More generally, follows the principles of green marketing and sustainable development. 	<ul style="list-style-type: none"> - Considers environmental standards when selecting suppliers and services providers: respecting products seasonality, sourcing locally, considering the resources scarcity; - Sets up the technological watch required for updating the equipment and improving job practices; - Takes full responsibility for the decisions made as well as their consequences.
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Learning area C. Organization of work in the restaurant

Unit 4 C: Maintenance and repair of the facilities and equipment

LO 4.1: Analyse the needs for facilities and equipment maintenance		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the requirements and specifications for each restaurant category; - -Knows the internal communication techniques, the intra and inter departmental instructions and transmission of information; - Knows the departments' activity planning according to the restaurant activity rates; - - Knows maintenance equipment, characteristics, 	<ul style="list-style-type: none"> - Estimates and anticipates the needs for new equipment and materials in line with the equipment procurement plan, the budget and sees to it that commitments to an eco-friendly and sustainable development policy are fulfilled; - Detects equipment repair needs; - Plans repair works in accordance with the established procedures; 	<ul style="list-style-type: none"> - Ensures a technological watch which enables him to be aware of the new materials and equipment brought into the market; - Chooses the most appropriate materials while best appraising its functionality, safety, cleanability, reliability, energy consumption and productivity; - Is able to calculate installation and maintenance



procedures and due dates.	<ul style="list-style-type: none"> - Arranges in-house periodic maintenance or has it done by equipment and machinery providers; - Establish the frequency of supply orders for each department. 	<ul style="list-style-type: none"> - investment costs; - Knows how to use a maintenance software or a scoreboard; - Applies activity planning techniques for services depending on the restaurant activity rate.
LO 4.2: Control repair and maintenance of the facilities and equipment		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the labour laws which apply to maintenance and service of restaurants; - Knows documents drafting and reporting techniques; - Knows the administrative standards and procedures for the construction and space arrangement of premises; 	<ul style="list-style-type: none"> - Checks maintenance activities performed for each department; - Checks, arranges and plans all the repair works (day to day or exceptional) required for the maintenance or refurbishment of the restaurant and of its facilities; - Ensures repair and maintenance works comply with the safety and security laws and regulations consistent with the branch; - Inspects the materials and equipment wear for each department. 	<ul style="list-style-type: none"> - Selects service providers and suppliers, monitors maintenance contracts and after-sales service terms, and controls the intervention performance.

Unit 5C: Professional and sales techniques in the kitchen

LO 5.1: Plan and calculate culinary production costs		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the dishes preparation process; - Identifies and assesses the customs and tastes evolution; - Knows the characteristics of raw materials and suppliers; - Knows the function and lay-out of product data sheets; - Knows the weight system and production supervision; 	<ul style="list-style-type: none"> - Manages the cost of materials: choice of products and suppliers; - Creates technical data sheets for meal production; - Creates specific menus: vegetarian, vegan, gluten-free, seasonal, healthy meals; - Keeps an eye on the materials cost, works out the cost/materials ratio; - Identifies the cost price constitutive elements. - Sets the most appropriate selling price; 	<ul style="list-style-type: none"> - Identifies the production type; - Devise a "suppliers" prospection plan; - Anticipates production quantities; - Identifies the most relevant suppliers' typology to guarantee a satisfactory price-quality ratio. - Knows how to negotiate with suppliers; - Identifies the main components of seasonal menus; - Can write out the data sheets corresponding to the

<ul style="list-style-type: none"> - Knows the methods used for calculating operational lifetime costs; - Knows the main components and the general rules for a balanced and healthy diets. 	<ul style="list-style-type: none"> - Draws up technical data sheets; - Analyses sales, calculates management indicators; - Anticipates attendance and orders; - Estimates and analyses the discrepancies between forecast and actual sales results; - Keeps informed of new technologies used in culinary production with a view to developing a new product (menu); - Negotiates with suppliers and maintains good working relationships with them. 	<ul style="list-style-type: none"> - new trends; - Teams up with the right “health” partners: dieticians, nutritionists; - Values healthy nutrition; - Uses the “health” added-value in his communication; - Knows how to pass on to his staff the techniques and behaviours required for a better use of the products.
LO 5.2: Organize purchase of food, beverages, consumables etc., negotiate and control delivery		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the characteristics of raw materials and wines; - Knows the different labels; - Knows the technical data sheets for meals preparation; - Knows the documentation related to sourcing. 	<ul style="list-style-type: none"> - Identifies the materials, products and foodstuffs needed for the forecast activity; - Drafts specifications (products quality and prices) and compares offers; - Anticipates and plans orders and deliveries; - Draws up the supply documents (food and non-food consumables, small items of equipment); - Proceeds with a qualitative and quantitative control of the products delivered; - Checks the products labels; - Monitors the purchased products quality: dietetics, origins, taste, organic produce and expiry date. 	<ul style="list-style-type: none"> - Controls the internal supply flow (orders and products); - Keeps a permanent watch on the diet principles, guests’ expectations, new diet types (gluten-free, low-fat).
LO 5.3: Organize and control the storage and safe-keeping of the products and production		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the storage location principle for the major product groups; - Knows the storage regulatory temperatures; - Knows the terms for the products’ different expected lifetimes (expiry date, optimal expiration 	<ul style="list-style-type: none"> - Controls packaging and unpacking processes; - Organises products identification and family classification; - Arranges products storage; - Determines stock levels; 	<ul style="list-style-type: none"> - Is able to follow the existing laws and regulations; - Is able to work out procedures and to transmit them to the staff; - Is able to draft “Hazard Analysis and Critical Control Point” specifications.

<ul style="list-style-type: none"> - date, opened products, surplus production); - Knows cold storage laws and regulations; - Knows the “Hazard Analysis and Critical Control Point” principle; - Knows inventory management techniques. 	<ul style="list-style-type: none"> - Updates stocks using the appropriate documentation and management tools; - Arranges inventory. 	
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LO 5.4: Organize and control the kitchen activities

Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows recipes technical data sheets; - Knows the current culinary terms definition; - -Knows the culinary preparation and cooking techniques; - - Knows hygiene standards 	<ul style="list-style-type: none"> - Plans his work and his staff's in time and space; - Optimises material and human resources (with regards to their skills); - Shares out work in a synchronised and balanced manner and sets timetables; - Control dishes preparation and service. 	<ul style="list-style-type: none"> - Plans and allocates resources, taking into account production needs and objectives; - Evaluates work performance and the resources used in order to get the highest quality/price ratio; - Checks that raw materials are rightly used (quality and quantity).

LO 5.5: Organize and control the effective and safe utilization of kitchen appliances and equipment

Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the appliances and equipment operating instructions and their precautionary use instructions; - Knows safety-related legal texts and regulations; - Knows the risk reduction principles and procedures (safety and accidents); - Knows the risks related to appliances and equipment; - Knows first aid techniques. 	<ul style="list-style-type: none"> - Spread safety instructions among the staff; - Provides first aid to an injured team member; - Checks the smooth operation of the used appliances as well as their safety status; - Checks the compliance with the applicable procedures in terms of systematic information on the maintenance specifications; - -Endeavours to use non-allergy and non toxic cleaning products. 	<ul style="list-style-type: none"> - Controls the appropriate use of equipment and appliances; - Is able to develop procedures and to communicate them to the staff; - Pinpoints the major risk sources in the work environment and is able to take action to neutralise them.

Unit 6 C: Professional and sales techniques in the restaurant (dining room)

LO 6.1: Plan and control the furnishing, decoration and preparation of the dining room

Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the different restaurant categories and their corresponding specifications; - Knows dining room preparation techniques; 	<ul style="list-style-type: none"> - Checks premises maintenance before serving. Implements and controls preparation; - Checks the relevance of the content and the 	<ul style="list-style-type: none"> - Possesses an aesthetic sense and a taste for space design and tableware.

<ul style="list-style-type: none"> - Knows restaurant space enhancement techniques. 	<ul style="list-style-type: none"> display of sales media (boards, slates); - Checks the environmental comfort factors: music, sound level, temperature and ventilation, lighting, flower decoration; - Checks the team activity distribution. 	
LO 6.2: Organize and control the overall process of service in the dining room – reservations, welcome, service and leaving of the guest		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Masters phone reception and the professional vocabulary required for booking management; - Masters two European languages, including English; - Knows the French and foreign clientele's habits and customs; - Knows the verbal and non-verbal communication techniques, one-on-one and phoning interviews and sales pitch techniques; - Knows all the accepted means of payment and their management procedure; - Knows the food labels; - Knows the dining room entertainment techniques; - Masters the food and drinks matching; - Knows the serving techniques: dish, buffet, plated ones. 	<ul style="list-style-type: none"> - Before serving, communicates with the team on local products promotion, today's specials and daily specialties; - Checks that the reservation taken is up to the guest's requirements upon his arrival; - Customizes guest reception and leaving according to the professional rules (salutations, language registers, etc.); - Optimally matches reception capacity to the number of reservations (duration of the meal, etc.); - Controls the waiters' work (carving, quality of serving, serving timing, attitude towards the guest) in the dining room; - Keeps in constant contact with the team throughout serving; - Regularly monitors the cashing in and register at the end of the day. - Collects invoicing data for accounts overview and consolidation. 	<ul style="list-style-type: none"> - Implements reservation procedures and ensures they are followed; - Optimizes the liaising card quality between the dining room, the kitchen and the bar; - Is computer literate; - Is capable of understanding and drafting job descriptions; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.
LO 6.3 Receive and process claims (complaints)		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the guest psychology and the European and foreign clientele's culture and habits; - Gives an intercultural approach to their 	<ul style="list-style-type: none"> - Draws up claims processing procedures and informs his staff thereof; - Identifies the most frequent complaints in the 	<ul style="list-style-type: none"> - Anticipates conflict situations and determines the problem solving procedure; - Draws up a service provision enhancement program depending on the types of claim;



<p>expectations (knowledge of European and foreign clients' cultures and customs);</p> <ul style="list-style-type: none"> - Knows the law on the restaurant-owner liability. 	<p>dining room to prevent their re-occurrence;</p> <ul style="list-style-type: none"> - Remedies to the dining room deficiencies; - Gives explanations to the guest and proposes an immediate solution which ensures his satisfaction in case of menu discontinuation or any other hazards or incidents; - - Manages conflicts as soon as they arise. 	<ul style="list-style-type: none"> - Makes the staff aware of guest comfort and satisfaction in the dining room; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.
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Unit 7C: In-house events Management

LO 7.1: Prepare, diversify and customize the offer		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows events requests major standards, identifies target and segment markets; - Knows the timeframes and techniques for event offer implementation; - Knows local habits and customs, traditional demand, regional customs and tastes; - Knows the different communication vectors applicable to events promotion; - Master sales communication techniques; - Knows different bar and restaurant techniques in order to be in a position to cater for specific requests; - - Knows the existing law applicable to restaurants: liability and obligations of the seller, laws and regulations, hygiene and public health, safety. 	<ul style="list-style-type: none"> - In a given context, defines, adapts or creates an offer that meets demand; - Estimates space requirements, constraints linked to space and equipment (concrete cases studies); - Customizes offers and adapts them to the needs expressed by the guests; - Estimates the cost for additional services, communicates them to the guests and can justify them; - Negotiates and closes the sale with the guest; - Involves his staff into the conduct of the project; Gives a sense of responsibility to them, communicates objectives and success markers; - Draws up data and communication media: leaflets, promotional material, price lists, e-communication, and web 2 media. 	<ul style="list-style-type: none"> - Is able, after analysing the local behaviours and customs, to make a customized offer (content and format); - Is able to anticipate trends, adapt to changing market demand; - Translates this anticipation into the addition of new products and services in the catalogue; - -Implements calculation methods for additional equipment needs; - Estimates production costs in order to offer good value for money services; - Is able to add other event aspects to the culinary service one: party organisation, arrangement of spaces, decoration, music; - Considers cultural and religious elements; - Design floor plans, uses specific materials to implement bar and restaurant techniques, finishing works, etc.;

		<ul style="list-style-type: none"> - Complies with the existing food and drinks legislation; - Analyses, interprets and assesses data, results, products, services; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.
LO 7.2: Organize and control special events – banquets, weddings, seminars, festive lunches/dinners		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Keeps informed of the most recent trends in the services sector; - Estimates the logistics and legal constraints related to this type of projects, and allocates adequate resources; - Knows the decoration and services major standards; - Knows the health and safety rules. 	<ul style="list-style-type: none"> - Keeps a constant eye on the event and its good achievement; - Ensures service quality and makes the necessary adjustments; - Watches over the compliance with the health and safety instructions; - Appraises, advises and guides his staff; - Ensures guest satisfaction. 	<ul style="list-style-type: none"> - Is creative and detail-oriented; - Places great value to service quality; - Takes sanitary and safety rules into account during service delivery; - Adapts to unexpected events, manages incidents; - Works out production standards and tests. For that, he takes the quantitative, qualitative and economic aspects of the products and the materials involved into consideration; - Implements calculation methods for additional equipment needs.

Unit 8 C: Catering Management

LO 8.1: Develop and offer catering packages		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows events requests major standards, identifies target and segment markets; - Keeps informed of the most recent trends in this specific market; - Knows the sanitary rules related to food transportation and preservation; 	<ul style="list-style-type: none"> - Initiates with the guest an exchange likely to objectivise and specify his request. Provides advice and guidance in the customer's choice; - Build customised answers to specific requirements. 	<ul style="list-style-type: none"> - Studies and analyses supply to adapt his products and services offering; - Calculates the service costs accurately; - Is able to provide a wide range of services by varying prices and quality parameters; - Is creative and detail-oriented;

<ul style="list-style-type: none"> - Knows the material transport and preparation conditions of the products on offer; - Knows the characteristics of the different products and food products and takes them into account in order to cope with presentation and service constraints; - Knows and masters the different payment methods, contract or accounting documents. 		<ul style="list-style-type: none"> - Places great importance to service quality; - Takes sanitary and safety rules into account in the development of services; - Is able to take into account the customer's religious and cultural characteristics as well as any others; - Adapts to unexpected events, handles incidents; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.
LO 8.2: Control the realization of catering events		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Know the cooking appliances – principles of use and operation in accordance with safety rules; - Know the different groups of foodstuffs and beverages (chemical composition and features), as well as the techniques used to prepare specific dishes for catering events; - Know the hygiene and sanitary requirements. 	<ul style="list-style-type: none"> - Oversees transport, storage and service conditions/ ensures strict compliance with sanitary and safety rules; - Chooses the packaging most suited to transport, presentation and product constraints; - Supervises restaurant preparation, makes the necessary adjustments and adapts to the guest's requests; - Estimates service performance and carries out the required improvements with his staff. 	<ul style="list-style-type: none"> - Is able to run the project, to assess it and to make the necessary adjustments; - Maintains ongoing and constructive communication with the guest: listens, interprets his request and proposes technical and sound explanations; - Is able to diagnose the risks inherent in the event location characteristics; - Associates risks and prevention to those characteristics; - Pays attention to service quality; - Takes sanitary and safety rules throughout service into account; - Adapts to unexpected events, handles incidents; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English.



Unit 9 C: Quality assessment of the offered service

LO 9.1: Organize the assessment of guest satisfaction		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Identifies the “quality” parameters specific to the restaurant activity and which the guest satisfaction relies on; - Knows techniques for selection and formulation of satisfaction criteria to be measured; - Knows the psychology and traditional expectations of customers; - Has an intercultural approach to their expectations (knowledge of foreign and European customers’ cultures and customs). 	<ul style="list-style-type: none"> - Is concerned with guest satisfaction at the end of the meal and enquires about service quality; - Plans communication scenarios on social networks to sharpen up and fine tune the quality of the received information; - Makes use of the guest satisfaction results in order to identify the corrective actions needed; - Informs his staff of these results, implements corrective measures and justifies them; - Knows standard office software. 	<ul style="list-style-type: none"> - Uses the “quality” excuse to maintain a profitable communication with the guest; - Is able to customize the “quality” communication message towards guests’ segments he will have identified; - Collects the information needed on customer target groups: lists their needs, tastes and expectations for adapting a customised service offer; - Is able to communicate and interact both orally and in writing in national and foreign languages, including English; - Uses the new communication technologies (website updating) with the aim of communicating and administrating; - Uses advisedly all the tools functionalities and characteristics of web 2 (reading, interpretation, communication).
LO 9.2: Information and feedback process		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> - Knows the guests psychology and the guests traditional expectations; - Takes a multicultural approach to their expectations (knowledge of foreign and European customers’ cultures and customs); - Knows the characteristics of a consumer friendly and ethical communication. 	<ul style="list-style-type: none"> - Gains guest loyalty by informing them of the restaurant daily activities, new services, and special events; - Keeps the WEB site updated; - Initiates a dialogue on Web 2 communication tools while highlighting guest satisfaction (discussion and exchange on the products offered, service quality, and all the additional services offered: culture, tourism, health); 	<ul style="list-style-type: none"> - Collects information from guests about the adequacy of the service offered to the expected one; - Analyses the information collected in order to control the main optimisation indicators which define the restaurant activity and puts forward appropriate commercial actions; - Uses the new communication technologies (WEB 2) with the aim of communicating and



	<ul style="list-style-type: none">- Readjusts his sales proposals in the light of the guest feedback.	<ul style="list-style-type: none">- administrating;- Uses the “quality” excuse to maintain a profitable communication with the guest;- Proves professional curiosity by reading the press and consulting professional websites regularly;- Collects the necessary information on customer target groups: lists their needs, tastes and expectations for adapting a customised service offer;- Is able to communicate and interact both orally and in writing in national and foreign languages, including English;- Uses the office suite software to manage his communication efficiently;- Uses the new communication technologies (WEB 2) with the aim of communicating and administrating;- Uses advisedly all the tools functionalities and characteristics of web 2 (reading, interpretation, communication).
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7. Professional profile "Manager of small restaurant"

I – Context of the activity

In current market conditions, managers of small restaurants plan, organize, manage, monitor and evaluate all activities at the restaurant (in the hall and in the kitchen) in order to ensure and guarantee the profitability and competitiveness according to the principles of sustainable development and environmental protection. Management and team leadership is exercised in the context of specific activity where the production and sale are often almost simultaneous.

The context of the activity varies depending on the nature of the "simple" or "gourmet" restaurant.

In carrying out these activities, the restaurant manager bears the following responsibilities (according to the size of the company, the manager may have to execute these activities):

1. Responsible for marketing and trade policy.
2. Responsible for protection of the property of the restaurant.
3. Responsible for the order and financial discipline at the restaurant.
4. Responsible for the safe operation of the machinery and equipment and for the fire-precaution safety in the restaurant.
5. Responsible for the safety of the clients and the staff.
6. Responsible for the ecological waste management and the environmental protection.
7. Responsible for the quality of the services offered, food and drinks.

Personal skills necessary for implementing those work activities: leadership and entrepreneurial skills, to be professionally competent and to have authority, to observe the moral and ethical standards of behavior. Be responsible to the intercultural sensitivity and to communicate in a way that respects diversity taking into account verbal and nonverbal exchange and body language and gestures in communication. He/she must show loyalty, responsibility, initiative, honesty, pragmatic thinking, adaptation, creativity, flexibility, and be able to assess the risks and possible consequences of the management decision making. He/she must use critical and creative thinking in solving problems or conflicts. He/she must be sociable, be able to work in a team.

The job requires the **ability** to act autonomously, knowing rely on a team, which requires sociability.

Professional skills: good knowledge of laws and regulations, such as: Labor Code, Internal labour rules, Rules for health and safety work conditions, Hotel and restaurants classification, National Classification of Occupations, Law for Consumer Protection, Hazard Analyses and Critical control points - HACCP, Food regulations, Tax legislation, other laws and regulations related to food and beverages.

Requirements for the occupation restaurant manager:

1. Education: Secondary Vocational Education, specializing in tourism or secondary education and professional qualification in tourism (fourth level of qualification) or secondary education and 3 years of experience in tourism.

2. Other Qualifications: computer literacy, very good knowledge (writing and speaking) in one foreign language and basic knowledge of a second foreign language.

3. Job is also related to the mastery of office pack, reservation software, internet and social networks

Conditions for the exercise of the job

Participation in the hospitality and customer service.

The work involves travel throughout the restaurant to oversee the service and execution of tasks.

The activity may involve travelling outside the restaurant during contacts with suppliers and for promotion of the restaurant.

The activity varies according to the business organization form and size and also serves as weekends and holidays.

Management and team leadership is exercised in the context of specific activity where the production, sale and consumption are often almost simultaneous.

The context of the activity varies depending on the nature of the "simple" or "gourmet" restaurant.

Appellations: restaurant operator, director of restaurant, restaurant manager, restaurant manager, boss, small restaurant owner.

II – Description of key activities (Ai) and key tasks (Ti)

ACTIVITY A1: Planning all activities in the restaurant.

T1 - The marketing approach:

T1.1. Anticipate consumer demand on the product and the price and set rates depending on time, reservation mode, etc.;

T1.2. Analyze the local environment and customer segments attending restaurant;

T1.3. Use products from organic agriculture and healthy;

T1.4. Develop balanced and healthy menus, in accordance with the image of the restaurant;

T1.5. Offer innovative services and high quality taking into account the specificities of "green marketing";

T1.6. Apply a policy of fair pricing, promotions and ethical advertising;

T1.7. Plan sales and negotiations (contracts with suppliers, partners, service providers and tour operators);

T1.8. Be the interface between its restaurant (image, culture) and local and regional partners.

T2 – Plan finances - revenues and expenditures of the company, purchases and investments:

T2.1. Plan budget, accounting and administrative tasks;

T2.2. Draw up the inventory for the restaurant and maintain supplies in stock;

T2.3. Plan future investments in reconstruction, repairs and modernization of necessary equipment; investments and sustainable development in line with environmental protection.

T3 – Plan human resources:

T3.1. Plan staff: need of personal;

T3.2. Identify training needs and qualification of the staff and plan according to the specifications of the restaurant;

T3.3. Ensure equal working conditions and wages.

ACTIVITY A2: Organize the implementation of planned activities.

T4. Organize renovation or construction / decoration required and search providers.

T5. Organize personnel policy:

T5.1. Organize recruitment;

T5.2. Present to the newly appointed employees their job descriptions, internal labor rules and safe working conditions;

T5.3. Build a career development system and measures to increase the staff motivation;

T5. Schedule working hours and holidays and conducting the necessary instructions and distribution of work in receiving and processing reservations.

T6. Organize staff training: courses, seminars and other forms of training.

T7. Organize and distribute the work in the kitchen (preparation of traditional menus, balanced, thematic or not, preparation and execution of the food production) and enforce the culinary bases.

T8. Organize and distribute the work in the room - give good instructions and properly allocate work (reception, service, taking leave of customers).

T9. Organize events such as incoming tour groups, formal dinners, corporate parties, weddings, birthdays, christenings, balls promotion.

T10. Marketing production.

ACTIVITY A3: Ensure a responsible management of all activities within the restaurant.

T11 – Manage finances:

T11.1. Manage expenses related to maintenance, repair and other construction layout of the restaurant;

T11.2. Keep properly of the restaurant documentation;

T11.3. Manage revenue, expenditure and accountability.

T12. Manage staff:

T12.1. Manage the staff in the dining-room – dining-room preparation; reception, service and making guests leave;

T12.2. Manage staff in the kitchen - supply and preparation of culinary production.

T13. Deal with requests or complaints related to services and to quality of culinary production and provide a swift response by offering solutions adapted to the restaurant's possibilities and to situation.

T14. Communicate with customers, suppliers, partners and staff.

T15. Ensure compliance with the regulations and requirements for health and safety work conditions.

T16. Ensure respect of quality procedures and anticipate / manage failures.

T17. Ensure ecological workplace.

T18. Ensure safety of the clients; protection of the property and environmental protection.

ACTIVITY A4: Accomplish control of the restaurant

T19 - Control finances:

T19.1. Control income and business expenses, purchases and investments;

T19.2. Supervise daily turnover, promotions and monitor operating results.

T20. Control the staff:

T20.1. Control of staff clothing, cleanness and impeccability;

T20.2. Monitor implementation of the timetable;

T20.3. Supervise the implementation of tasks.

T21. Controls the service, storage and safe-keeping of the products and beverage.

T22. Control the work in the dining- room – dining- room maintenance, hospitality and service.

T23. Control the work in the kitchen - the quantity and quality of the products, quality of culinary production.

T24. Control the level of hygiene in all parts of the restaurant.

T25. Control compliance with all regulatory requirements, the quality of services provided by the defined procedures, labor regulations.

T26. Control compliance with the requirements for safe working conditions and fire prevention, compliance with safety requirements for customers.

ACTIVITY A5: Assess the quality.

T27. Assess services and client satisfaction.

T28. Assess training and staff performance.

T29 Assess financial results of the restaurant.

8. Glossary and abbreviations

Term	Abbreviation	Definition
Learning Area	LA	A learning area is a field of knowledge, skill and attitude encompassing a subject or concept. It has predefined learning standards, helping to demonstrate continuity and progression. Within the curriculum the learning area can interlink various subjects.
Unit	U	A learning unit is a component of a qualification, consisting of a coherent set of knowledge, skills and competence that can be assessed and validated. Learning units enable progressive achievement of qualifications through transfer and accumulation of learning outcomes. They are subject to assessment and validation which verify and record that the learner has achieved the learning outcomes expected. Depending on the existing regulations, learning units may be common to several qualifications or specific to one particular qualification
Learning outcomes	LO	<i>Learning outcomes are statements of what a learner knows, understands and is able to do on completion of a learning process.</i> Learning outcomes can be used for various purposes such as to establish descriptors of qualifications frameworks, define qualifications, design curricula, define assessment criteria, etc. Learning outcomes are set out in various levels of detail depending on their purpose and context.
Knowledge	K	“Knowledge” means the outcome of the assimilation of information through learning. Knowledge is the body of facts, principles, theories and practices that is related to a field of work or study. In the context of the European Qualifications Framework, knowledge is described as theoretical and/or factual.
Skills	S	“Skills” means the ability to apply knowledge and use know-how to complete tasks and solve problems. In the context of the European Qualifications Framework, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) or practical (involving manual dexterity and the use of methods, materials, tools and instruments).
Competence	C	“Competence” means the proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development. In the context of the European Qualifications Framework, competence is described in terms of responsibility and autonomy.



9. References:

[Using ECVET to Support Lifelong Learning](#)

[Get to know ECVET better Questions and Answers](#)

[The European Qualifications Framework for Lifelong Learning](#)

[HORECA Skills Analysis](#)

[Rethinking education: investing in skills for better socio-economic outcomes](#)

[About EQAVET](#)