

CITY & GUILDS
**GLOBAL HOSPITALITY
CERTIFICATION**
HANDBOOK



RESTAURANT
OPERATIONS
MANAGER

CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

RESTAURANT OPERATIONS MANAGER



The holder of this badge is an industry professional who has a proven track record in managing restaurants and an extensive knowledge of the hospitality industry. This individual is responsible for the operational running of a restaurant which includes managing all departments, leading and developing people, budgeting and forecasting, operational planning and the implementation of the restaurant strategic plan.

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH THE
CITY & GUILDS GLOBAL CERTIFICATION INTRODUCTION HANDBOOK

WHAT THE DIFFERENT COLOURS MEAN

Skills required: Skills required to achieve a badge are shown in black colour.

Examples: For each skill required, a range of examples are provided to illustrate how the relevant skill can be demonstrated. Examples are shown in blue colour.

Examples are a list of activities which are likely to be carried out when undertaking the role the badge relates to. The list of examples is **not** exhaustive. Individuals are **not** required to demonstrate every skill listed and there may be other relevant skills which are not listed, but can be accepted.

Definitions: Key terms, which are used to illustrate the skills required and/or the examples, are explained in light blue colour.

Restaurant Operations Manager	
	CORE SKILLS
C1	Support the creation and delivery of the restaurant revenue strategy
	Contribute to the creation of the revenue plan for the restaurant by providing input into strategic and operational decisions
	Work with direct reports to create department revenue plans
	Monitor the implementation of department revenue plans
	Manage the delivery of all operational projects underpinning the restaurant revenue plan, within budget and on time
C2	Set and monitor goals and targets
	Translate the restaurant revenue plan into targets and action plans for all departments
	Set and communicate targets and action plans for each department
	Have an in-depth knowledge of the restaurant's business performance
	Monitor each department's performance against department targets and action plans
	Take corrective action, as necessary, to ensure department targets are met
	Evaluate and reflect on own performance
	Continuously monitor and respond to guest and staff feedback to improve efficiencies and business performance
C3	Lead, motivate and manage a team of senior managers to deliver targets and goals
	Set objectives for direct reports to achieve restaurant targets and goals
	Oversee the day-to-day operation of the restaurant and manage any issues which have been escalated
	Conduct departmental meetings
	Conduct performance review for direct reports
	Oversee the management of performance issues, disciplinary actions and terminations, and provide assistance as required
	Monitor the performance of all departments to identify opportunities for improvements
	Establish and maintain effective working relationship with the Restaurant General Manager, direct reports and their teams
	Provide input into senior executive meetings, as required by the Restaurant General Manager
	Recognise and celebrate success when targets and goals are met

C4	Manage guest service
	Demonstrate strong operational and working knowledge of establishment standards
	Manage and coordinate all activities across departments to ensure compliance with service and establishment standards
	Monitor the quality and efficiency of service across departments to identify areas for improvements Evaluate problem areas and formulates strategies to maximise guest satisfaction
	Make strategic recommendations to the Restaurant General Manager to manage the reputation of the restaurant
	Oversee and approve training plans to address problem areas, as necessary
	Establishment standards refers to standards set for establishment by the Restaurant General Manager, head office and/or the owners and include standard operating policies and procedures, establishment operating controls and service standards.
C5	Solve problems and deal with pressure to manage the reputation of the restaurant
	Manage complex guest requirements and serious complaints which have been escalated from the departments
	Anticipate possible circumstances which have the potential to impact on the reputation of the restaurant and take preventative action to avoid these
	Conduct daily and spot inspections across the restaurant to identify any service issues
	Be available to assist direct reports to help resolve any issues or problems
	Manage operational issues and problems which have been escalated
	Serious complaint refers to a situation where a guest raised their dissatisfaction with the service received and/or the restaurant and which can create a reputational or commercial risk for the business. A serious complaint requires senior or executive management level and/or external intervention.
	Circumstances refers to situations, conditions, hazards, guest requests and/or complaints.
C6	Monitor and manage guest feedback
	Oversee the handling of guest requests and complaints by the departments
	Check and evaluate guest comments and complaints to identify problem areas and areas for improvements
	Respond to guest feedback/comments which have been escalated by the departments
	Work with the Restaurant General Manager to resolve guest requests and complaints which could create or have created reputational risks for the restaurant
	Share positive guest feedback with direct reports and the departments to celebrate success
	Work with direct reports to develop and implement strategies to improve guest service and service efficiency, based on guest feedback

C7	Oversee recruitment activities
	Work with direct reports to identify staffing needs
	Work with HR to authorise recruitment requests, in line with budget
	Ensure staffing levels are appropriate across all departments
	Screen applicants for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct report positions
	Support interviews for department roles, as required
	Develop strategies to retain staff and reduce turnover within the restaurant
C8	Oversee staff training and development
	Deliver establishment induction, as required
	Work with direct reports to ensure staff within departments receive necessary skills training to maintain establishment standards and deliver guest experience
	Ensure training delivered for the departments is within budget
	Monitor service delivery, guest feedback and external evaluations to identify further training needs to help maximise revenue and/or improve profitability
	Constantly identify opportunities for direct reports to develop new skills
	Coach and mentor direct reports to ensure effective succession planning
C9	Manage finances
	Support the Restaurant General Manager in developing the restaurant's annual business plan
	Implement establishment financial plan
	Analyse financial performance of the restaurant to identify business needs which require pro-active measures
	Monitor sales and revenue figures for the restaurant and make adjustments to the operations, as necessary, to achieve targets
	Negotiate commercial contracts, as required
	Manage staff costs
	<p>Annual business plan refers to the annual breakdown of the restaurant's business strategy, including the financial plan.</p> <p>Business strategy refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the restaurant.</p> <p>Revenue strategy refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the restaurant.</p>
C10	Plan and manage resources, within budget
	Manage procurement for the restaurant to maximise efficiencies and profitability
	Drive efficiencies for the restaurant by:
	- Controlling stock management
	- Managing staff levels
	- Overseeing the maintenance of the restaurant

C1 1	Drive sustainable practices
	Take pro-active steps to promote sustainable practices in the restaurant. Sustainable practices may include, but are not limited to:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the restaurant (eg food miles)
	- Community engagement to help disadvantaged communities as part of the restaurant's corporate social responsibility.

Restaurant Operations Manager	
	ROLE SPECIFIC SKILLS
R1	Deputise for the Restaurant General Manager
	Support the Restaurant General Manager in the overall running of the restaurant by providing strategic input
	Step into the role of the Restaurant General Manager when required
R2	Manage the overall functioning of the restaurant
	Run the day-to-day operations of the restaurant
	Provide a physical presence by walking the floor and by engaging with staff and guests
	Coach direct reports to ensure standard operating procedures are met across departments
	Demonstrate a working and operational knowledge of all departments and be able to resolve any challenges and/or issues that are escalated
	Review the performance of all departments to identify any issues that need to be addressed and take appropriate corrective actions
	Oversee and adjust staffing levels across all departments to ensure maximum profitability
	Work with the direct reports to review guest feedback and to identify areas for improvements
	Celebrate success/positive guest feedback
R3	Manage revenue and forecast for the restaurant
	Monitor sales figures
	Manage revenue figures to ensure targets are met
	Take pro-active measures in response to business needs
R4	Maintain relationships to deliver guest experience
	Network with guests and VIP to ensure they are satisfied, while driving revenue
	Maintain effective relationships with key influencers within the restaurant industry and trade associations to promote the restaurant to them
	Continuously monitor and evaluate guest feedback to maintain profitability
	Take actions to address situations which could impact on guest experience and/or create reputational risks for the restaurant
	Work with direct reports to look for opportunities to improve guest service and service efficiency
	Share positive guest feedback with direct reports and their team to celebrate good performance and success

R5	Drive new business and ideas to maintain and improve the competitive value/differentiation of the restaurant
	Explain how the restaurant operates to achieve and maintain financial stability and deliver growth
	Explain how guest and establishment profile impact on the financial performance and profitability of the restaurant
	Use guest profiling to formulate strategies to help drive new business for the restaurant
	Monitor trends, including competitor trends, to make recommendations to help drive new business
	Monitor and evaluate guest feedback to make recommendations to the Restaurant General Manager for continued improvements, using different methods including social media
	Identify opportunities to improve the profitability of the restaurant by considering wider issues such as sustainability (under-utilised products, local product, local trends, event, seasonality etc)
	<p>Guest profile refers to the characteristics which describe the type of customers who visit the restaurant and which are used as a basis to make decisions concerning guest service. These characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.</p> <p>Establishment profile refers to characteristics of the restaurant including location, guest profile, style of décor and service.</p> <p>Guest profiling refers to the process of analysing the characteristics which describe the type of customers who visit the restaurant and the characteristics of the restaurant to make decisions concerning guest service.</p>
R6	Perform audits and inspections
	Ensure property, grounds, physical plant, service and guest areas are maintained to required standards
	Ensure the professional appearance of staff is in line with establishment standards
	Carry out spot and regular audits on guest service and back of house areas
	Develop action plans, in response to audits, and manage their implementation
R7	Maintain full compliance of the establishment with legislation, health and safety requirements and relevant by-laws
	Demonstrate strong working knowledge of relevant legislation and regulations
	Work with the Restaurant General Manager to ensure the restaurant complies with legal, regulatory, quality, and other relevant requirements including establishments standards
	Support the Restaurant General Manager in working with regulatory authorities to ensure compliance
	Carry out spot audits in all areas to check for compliance and to identify any potential non-compliance issues
	Work with direct reports to develop and implement action plans, in response to internal and external audits

R8	Demonstrate a working knowledge of technology, appropriate for own role
	Use technology enabled devices to run management reports for the restaurant including financial reports, reservations, staff costs and inventories
	Use a combination of reports to inform management and strategic decisions for the restaurant
	Demonstrate a competent use of IT systems related to key areas of operations
	Use social media to monitor and respond to guest feedback
	Use digital communication devices to carry out research to find out about new trends, ideas, techniques and styles

Restaurant Operations Manager	
	PROFESSIONAL DEVELOPMENT
P1	Demonstrate in-depth knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe opportunities to progress from current role and the steps that could be taken to get to those opportunities
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify training or learning needs specific to own role
	Participate in training or learning activities
	Provide evidence of training or learning undertaken
	Training or learning activities refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	Training or learning needs refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> - Product knowledge - Understanding of new developments, trends, IT systems and equipment - Changes to legal or industry regulations such as health and safety and food safety - Changes to establishment standards - Development of soft skills such as communication and teamwork.
P3	Apply knowledge gained from the professional development activities to:
	- Improve own working practices
	- Improve the operations of the establishment
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to operating in own role and the impact of the changes
	Make recommendations for changes to the restaurant operation and the impact (or anticipated impact) of the changes