

CITY & GUILDS

# GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



FRONT OF HOUSE  
MANAGER



# CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

## FRONT OF HOUSE MANAGER



The holder of this badge has an extensive knowledge and a proven track record in managing the front of house operations within a hotel or a hospitality establishment with accommodation. This individual is responsible for the overall running of the reception and front of house service which includes managing and developing people, budgeting and forecasting and contributing to the implementation of the establishment 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.

Front of House Manager	
	<b>Department</b> at this level refers to all the teams who work under the direction of the person receiving this badge. The holder of this badge will have multiple teams reporting into them.
	<b>CORE SKILLS</b>
<b>C1</b>	<b>Support the delivery of revenue strategy to achieve set goals</b>
	Provide input into strategic decisions to inform the revenue plan for the establishment
	Support line manager to develop the establishment revenue plan
	Develop revenue plan for the department
	Work with direct reports to implement the revenue plan for the department
	Manage a co-ordinated delivery of operational projects underpinning the department revenue plan, within budget and on time
<b>C2</b>	<b>Set and monitor targets</b>
	Translate the establishment revenue plan into targets and action plans for own department
	Set and communicate targets and action plans to the department
	Maintain an overview of the establishment's business performance
	Monitor the department's performance in relation to the establishment's business performance
	Monitor the performance of the teams against department targets and action plans
	Take corrective action, as necessary, to ensure department targets are met
<b>C3</b>	<b>Lead and manage teams to achieve targets and deliver service standards</b>
	Set objectives for direct reports to achieve department targets and goals
	Oversee the day-to-day operation of the department and manage any issues which have been escalated
	Conduct department meetings
	Conduct performance review for direct reports
	Manage performance issues, disciplinary actions and terminations
	Monitor the performance of teams to identify opportunities for improvements
	Establish and maintain effective working relationship with members of the department, peers, line manager and line manager's peers

<b>C4</b>	<b>Provide guest service</b>
	Manage and coordinate all activities across the department to ensure compliance with service and brand standards
	Monitor the quality and efficiency of service across the department to identify areas for improvements
	Formulate and implement strategies to maximise guest satisfaction
	Highlight potential problem areas to line manager and make recommendations for improvements to manage the reputation of the establishment
	Identify training needs to address problem areas, as necessary
<b>C5</b>	<b>Solve problems and deal with pressure effectively in own area of responsibility</b>
	Manage complex guest requirements and <b>serious complaints</b> which have been escalated
	Anticipate possible <b>circumstances</b> and take action to pro-actively address these
	Conduct daily and random inspections across the department to spot any service issues
	Be available to assist the department to help resolve any issues or problems
	<b>Serious complaint</b> refers to a situation where a guest raised their dissatisfaction with the service received and/or the establishment 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.
	<b>Circumstances</b> refers to situations, conditions, hazards, guest requests and/or complaints.
<b>C6</b>	<b>Manage guest feedback effectively</b>
	Monitor guest requirements, comments and service issues across the department and identify problem areas or areas for improvements
	Respond to guest feedback/comments which have been escalated
	Develop and implement strategies to improve guest service and service efficiency, based on guest feedback
<b>C7</b>	<b>Recruit staff</b>
	Identify recruitment needs for the department
	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
	Develops strategies to retain staff and reduce turnover within the department

<b>C8</b>	<b>Manage staff training and development</b>
	Deliver induction to own department and other departments, as necessary
	Oversee department training plans to ensure teams receive necessary skills training to maintain establishment standards and deliver guest experience
	Oversee training delivered within the department
	Monitor service to identify training needs
	Coach direct reports, as necessary, to maintain standard operating procedures
	Develop and implement effective working practices for own department to maximise revenue and/or improve profitability
	Constantly identify opportunities for direct reports to develop new skills
	Work with direct reports to identify opportunities to help team members progress
<b>C9</b>	<b>Manage finances</b>
	Assists in the development of the establishment's <b>business plan</b>
	Develop and implement department financial plan
	Analyse financial performance and make adjustments to the department operations, as necessary, to achieve goals set out in the financial plan
	Monitor sales and revenue figures to make sure targets are met
	Take pro-active measures in response to business needs
	Negotiate prices for the department, as necessary, as part of procurement process
	Agree salaries for roles within the department with relevant colleagues responsible for recruitment, workforce and financial planning
	<p><b>Business plan</b> is the annual breakdown of the <b>business strategy</b> and includes financial plan.</p> <p><b>Business strategy</b> refers to an overarching plan of strategic initiatives, including the <b>revenue strategy</b>, which will help achieve the strategic vision of the establishment.</p> <p><b>Revenue strategy</b> refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the establishment.</p>
<b>C10</b>	<b>Plan and manage resources to drive efficiencies</b>
	Manage procurement for the department to maximise productivity and profitability
	Drive efficiencies for the department
	Manage stock levels and stock takes
	Oversee the management of staffing levels
	Oversee the maintenance of equipment
<b>C11</b>	<b>Promote sustainable practices</b>
	Demonstrate an understanding of the key barriers that a hospitality establishment may need to overcome to establish sustainable practices:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)

Front of House Manager	
	<b>ROLE SPECIFIC SKILLS</b>
<b>R1</b>	<b>Demonstrate an understanding of own role and role of own department</b>
	Explain key activities that are part of own role
	Describe how the department works with other departments to deliver guest service
	Explain how the department contributes to the effective running of the establishment
<b>R2</b>	<b>Manage front of house service for the establishment</b>
	Manage the day-to-day operations for front of house to achieve delivery standards
	Provide a physical presence in front of house area and by engaging with staff and guests
	Oversee all service across front of house to ensure establishment standards are met
	Demonstrate a working and operational knowledge of all front of house areas
	Manage issues, guest feedback, comment or complaints which have been escalated
	Review the performance of front of house to identify any issues that need to be addressed and take appropriate corrective actions
	Oversee and adjust staffing levels across front of house to ensure maximum profitability
	Work with direct reports to review guest feedback and to identify areas for improvements
	Celebrate success/positive guest feedback
<b>R3</b>	<b>Work collaboratively with other departments to ensure effective delivery of guest service</b>
	Work with direct reports to identify areas for improved cross-department working
	Work with peers (other heads of departments) to formulate strategies to improve cross-department working - Other departments may include housekeeping, food and beverage service and kitchen
	Work with peers to continuously monitor and evaluate guest feedback to maintain business across the establishment and to identify areas for improvements
	Take actions to address situations which could impact on guest experience and/or create reputational risks for the establishment

R4	Drive new business and ideas to maintain and improve the competitive value/differentiation of the establishment
	Explain how front of house contributes to the financial performance and profitability of the establishment
	Explain how <b>guest</b> and <b>establishment profile</b> impact on the financial performance and profitability of the establishment
	Use <b>guest profiling</b> to formulate strategies to help drive new business for the establishment
	Formulate strategies to promote products and services of the establishment to help maximise sales
	Monitor guest feedback, new trends and external events to identify opportunities to develop new business
	<p><b>Guest profile</b> refers to the characteristics which describe the type of customers who visit the establishment 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><b>Establishment profile</b> refers to characteristics of the establishment including location, guest profile, style of décor and service.</p> <p><b>Guest profiling</b> refers to the process of analysing the characteristics which describe the type of customers who visit the establishment and the characteristics of the establishment to make decisions concerning guest service.</p>
R5	Perform audits and inspections to ensure own department maintains full compliance with legislation, health and safety requirements and relevant by-laws
	Demonstrate strong working knowledge of relevant legislation and regulations
	Supervise the work of direct reports to ensure all front of house areas operate in a way which meet relevant and current industry, legislative and company requirements and regulations
	Support line manager in liaising with regulatory authorities to ensure compliance
	Carry out spot audits on front of house areas to check for compliance and to identify any potential non-compliance issues
	Works with direct reports to develop and implement action plans, in response to internal and external audits
R6	Demonstrate a working knowledge of technology, appropriate for own role
	Demonstrate a competent use of IT systems related to front of house
	Use software to run management reports including financial reports, reservations, occupancy rates, staff costs and sales figures
	Use a combination of reports to inform management and strategic decisions for front of house
	Use social media to monitor guest feedback
	Use social media to respond to guest feedback, as required
	Use digital communication devices to carry out research to find out about events, new trends and ideas

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