

Employer Occupational Brief

A guide to apprenticeship training and on-programme
assessment



Senior Production Chef

October 2016

Overview of the job role

Senior production chefs strive to produce customers' meals consistently to perfection according to predetermined specifications. They have the ability to work independently and lead a team in often hot and highly challenging kitchen environments. Production Chefs are likely to work in organisations where brands, recipes and menus have been created by a central development team. Production chefs and their teams work quickly and efficiently, producing food often in high volumes, which is repeated day after day, requiring energy, highly methodical organisational skills and attention to detail.

The detail behind the standard:

	Knowledge 'Know it'	Skills 'Show it'	Behaviours 'Live it'
Culinary (1)	<p>Understand the principles of food preparation and cooking, knife selection and handling, taste, diet and nutrition, and how to bring these together in a challenging and time bound environment</p> <ul style="list-style-type: none"> • Understand how the seven basic tastes impact on dishes and menus • Explain the impact of traditional vs modern cuisine • Understand the impact of diet on health and how this influences customer choice • Explain the nutritional value of dishes • Understand the process of evolving a dish from a recipe • Understand the process of planning, creating and delivering food • Know what preparation and cooking methods are available and viable for use in the workplace 	<p>Demonstrate a range of food preparation, knife and cooking skills and techniques to produce quality dishes in line with business requirements</p> <ul style="list-style-type: none"> • Produce dishes and menu items using a combination of preparation, cooking and finishing skills and techniques in line with specifications • Evaluate finished dishes and improve if necessary with statements from the line manager 	<p>Remain calm under pressure and handle many tasks at once ensuring they are completed at the right moment and to the agreed standard</p> <ul style="list-style-type: none"> • Approaches tasks in a methodical and calm manner • Maintains focus on task objectives throughout performance • Approaches potential issues and problems during production in a decisive manner • Applies techniques to minimise the negative impact of pressure • Works with the team to overcome obstacles which may affect the flow of operations

<p>Culinary (2)</p>	<p>Know the business or brand specifications and understand how to use them to create standardised menu items and dishes</p> <ul style="list-style-type: none"> • Know the business or brand specifications and understand their importance to the business • Understand the implications of not adhering to the business or brand specifications • Know how menu items should be prepared to business or brand specifications to ensure that standards are maintained correctly • Know how business or brand standards are used to ensure portion control and why this is important to the business • Identify what course of action to take if insufficient ingredients are available to achieve the required business or brand specifications • Recognise how to prioritise kitchen tasks 	<p>Produce profitable menu items and dishes according to business specifications</p> <ul style="list-style-type: none"> • Prioritise and re-allocate or re-organise tasks as necessary to ensure menu items and dishes are produced as specified • Monitor menu items going out of the kitchen • Check and maintain the whole culinary output is in line with the business and/or specifications 	<p>Take a flexible and adaptable approach to meet business requirements</p> <ul style="list-style-type: none"> • Takes ownership of the food offer, including quality and output • Displays flexibility and adaptability within the needs of the business • Displays a sense of urgency when responding to business challenges • Remains positive when asked to respond to additional needs such as food allergies or special dietary requirements
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	<ul style="list-style-type: none"> • Know how to calculate costs e.g. portion control and cost of overall dish, cost of using alternative, gross profit calculations 		
Culinary (3)	<p>Understand how technology supports the preparation and production of menu items and dishes</p> <ul style="list-style-type: none"> • Identify types of equipment and their uses in different types of business operation • Know how to use equipment correctly • Understand how technology supports efficiency of food production • Know what to do when technology fails • Evaluate the use of technology in order to ensure its effective and efficient use 	<p>Use technology appropriately and efficiently to support the production of food and ensure maintenance issues and malfunctions are dealt with promptly</p> <ul style="list-style-type: none"> • Use technology efficiently and effectively • Strictly follow safety instructions and procedures when using equipment • Monitor working practices to ensure all team members are following the correct procedures when using and maintaining technology • Monitor technology to ensure it is working efficiently and effectively • Ensure technology is periodically tested to check that it is in full working order according to business requirements and in line with legislation 	<p>Keep up to date with new technology and recommend updates where appropriate</p> <ul style="list-style-type: none"> • Maintain current knowledge of technology through trade publications, forums, social media and current suppliers. • Alert line management when new technology would benefit the business • Be proactive about technology with own team and work colleagues

		<ul style="list-style-type: none"> Identify defects and ensure they are dealt with safely and efficiently with minimum disruption to the business 	
Culinary (4)	<p>Know how to recognise malfunctions or hazards and work to agreed practices and guidelines to ensure a safe, clean and hygienic kitchen environment</p> <ul style="list-style-type: none"> Know the manufacturer's, safety and business instructions and procedures for equipment use Identify the relevant hazards and potential hazards relating to specialist equipment and understand how these can be minimised Know the process for dealing with and reporting faults Understand own and others' responsibilities Know the legal responsibilities relating to safe working practices 	<p>Support team to deal with unexpected malfunctions or hazards that disrupt work activities</p> <ul style="list-style-type: none"> Ensure the team operates equipment safely and in line with the manufacturer's, safety and business instructions and procedures for its' use Ensure the team clean and maintain equipment on a day to day basis or in line with the business operating procedures Ensure the team are fully trained in how to identify, deal with and report malfunctions or hazards Encourage and support the team to communicate malfunctions or hazards which may disrupt work activities Support the team when they come across an unexpected malfunction or hazard, providing support and advice 	<p>Be solution focussed when dealing with unexpected challenges</p> <ul style="list-style-type: none"> Communicates action clearly, concisely, accurately and in ways that are understood Clearly communicates what is expected of others and manages their performance accordingly Considers the impact of own actions and decisions on the outcome

		<ul style="list-style-type: none"> • Understand own and others' responsibilities • Ensure the team are aware of their legal responsibilities in relation to safe working practices 	
Culinary (5)	<p>Understand how personal approach and performance impacts on the successful production of menu items and dishes</p> <ul style="list-style-type: none"> • Know how behaviour affects the standards of performance • Understand working culture and value of the business and the importance of applying a personal approach • Know the process for decision making • Understand line management responsibilities and relationships with other departments • Understand how power, influence and politics impact on the business. 	<p>Ensure positive business or brand image is upheld in work activities and the delivery of products at all times</p> <ul style="list-style-type: none"> • Check dishes and menu items to ensure they have been prepared to the business or brand specification correctly • Make adjustments to the presentation of the dish to ensure that the business or brand specification is reflected accurately • Present dishes for service as set out within the brand standards and specifications 	<p>Demonstrate a belief in the value of products and services the business offers</p> <ul style="list-style-type: none"> • Creates a sense of common purpose within the team • Ensures the team fulfil commitments • Displays energy and motivation • Has pride in the delivery and output
Culinary (6)	<p>Keep up to date knowledge of product range, brand development, promotions and current trends</p>	<p>Exceed customer satisfaction by maintaining consistency in product and service quality</p> <ul style="list-style-type: none"> • Monitor, analyse and act upon customer feedback ratings in relation 	<p>Take ownership for keeping up to date with the business offer and brand developments</p> <ul style="list-style-type: none"> • Regularly reviews new company materials to keep up to date.

	<ul style="list-style-type: none"> • Understand how to gather up to date information in own business and from external sources • Understand the importance of keeping up to date knowledge • Know how to review current offer in comparison to promotional requirements to ensure opportunities to increase sales are maximised • Explain changes in external factors in comparison to the business offer, assess the impact and identify opportunities 	<p>to business targets or key performance indicators</p> <ul style="list-style-type: none"> • Monitor performance against time available and specification to ensure task completion, adjusting pace and working methods as needed • Support the team to produce dishes in line with standards and specifications • Demonstrate working effectively and efficiently with other departments to maintain and exceed delivery standards 	<ul style="list-style-type: none"> • Generates ideas to improve quality of products and service via the most appropriate and correct channels • Proactively seeks out new trends through trade publications, forums and social media and feeds them back to line management
Food Safety (1)	<p>Know the food safety practices and procedures to ensure the safe preparation and cooking of food</p> <ul style="list-style-type: none"> • Explain the importance of food safety management systems and procedures • Understand responsibilities of own role, employers and employees in respect of food safety legislation and procedures for compliance • Know how the legislation is enforced • Understand the importance of, and know methods for temperature control 	<p>Prepare, cook and present food to agreed food safety practices and guidelines, ensuring a clean and hygienic kitchen environment is maintained at all times</p> <ul style="list-style-type: none"> • Take responsibility for ensuring brand food safety procedures are followed at all times • Keep working areas clean and hygienic at all times • Maintain own personal hygiene at all times 	<p>Take responsible decisions that support high standards of food safety practices</p> <ul style="list-style-type: none"> • Ensure team are up to date with food safety and actively maintain own professional development • Takes personal responsibility for ensuring compliance • Encourages and supports others to take decisions autonomously where appropriate to do so • Acts within limits of own authority

	<ul style="list-style-type: none"> • Know procedures to control contamination and cross-contamination • Understand the importance of high standards of personal hygiene • Know the procedures for cleaning, disinfection and waste disposal • Identify requirements relating to the design of food premises and equipment • Understand the importance of, and know methods for pest control • Understand the importance to food safety of microbial, chemical, physical and allergenic hazards • Know methods and procedures for controlling food safety to include critical control points, critical limits and corrective actions • Understand requirements for monitoring and recording food safety procedures • Know methods for, and understand the importance of, evaluating food safety controls and procedures • Know the requirements for induction and on-going training of the team 	<ul style="list-style-type: none"> • Check food before and during operations for any hazards • Follow correct procedures for dealing with food hazards • Follow organisational procedures for items that may cause allergic reactions • Prevent cross-contamination between different types of food • Use methods, times, temperatures and checks to make sure food is safe following operations • Keep necessary records up to date • Provide evidence of relevant food safety training / qualification • Demonstrate how you supervise the team members in all aspects of food safety practices and procedures within own area of responsibility • Take part in internal and external audits within own area of responsibility 	<ul style="list-style-type: none"> • Demonstrates integrity and consistency in decision making
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	<ul style="list-style-type: none"> • Understand the importance of effective communication of food safety procedures • Assess the impact of HSE inspecting the premises and know how to manage a health and safety check • Assess the impact of non-compliance and know how to deal with it • Know how to deal with an external audit 		
<p>Food Safety (2)</p>	<p>Know what to look for in ingredients and how to handle and store them to maintain quality, in line with food safety legislation</p> <ul style="list-style-type: none"> • Know what to look for in ingredients in line with food safety legislation • Recognise the importance of making sure food deliveries are undamaged, are maintained at the correct temperature and are used within use-by-date • Understand the importance of preparing food for storage • Understand why food must be put in the correct storage area 	<p>Ensure ingredients are stored, prepared, cooked and presented to deliver a quality product that is safe for the consumer</p> <ul style="list-style-type: none"> • Ensure the team follows product /brand food safety specifications, processes and procedures at all times • Check food to ensure it's undamaged, at appropriate temperature and received within the use by date that is acceptable to the business • Note and review any labelling information and implement as necessary • Prepare for storage in line with business and legislative requirements 	<p>Use a considered approach to managing ingredients to maintain their quality and safety</p> <ul style="list-style-type: none"> • Recognises changes in ingredient quality or availability promptly and adjusts plans and activities accordingly • Make the team aware of food about to reach it's sell by date to allow them to proactively sell it • Identify issues and make judgements on risks, and make provision so that unexpected events do not impede the achievement of or compromise food safety and/ or service delivery

	<ul style="list-style-type: none"> • Know the temperature food should be stored at • Understand the importance of keeping storage areas clean and tidy and know what to do if storage areas aren't • Understand the importance of, and know how to store food at the correct temperature • Identify what types of food are raw • Know what types of food are ready-to eat • Understand the importance of effective stock rotation procedures • Understand why food beyond its 'use-by-date' must be disposed of 	<ul style="list-style-type: none"> • Place food in storage as quickly as necessary to maintain its safety • Check storage areas are clean, suitable and maintained at the correct temperature for the type of food • Store food so that cross contamination is prevented • Follow stock rotation procedures • Safely dispose of food that is beyond 'use-by-date' • Keep necessary records up to date 	<ul style="list-style-type: none"> • Take personal responsibility when managing ingredients to maintain their quality and safety
People (1)	<p>Know how to support and influence the team positively to deliver a high quality product</p> <ul style="list-style-type: none"> • Know how to select different methods for motivating, supporting and encouraging team members and recognising their achievements 	<p>Support team members and ensure the food produced is of high quality, delivered on time and to specification</p> <ul style="list-style-type: none"> • Use effective techniques to motivate and manage the team • Use performance management and communication techniques to ensure food is of high quality, delivered on time and to specification 	<p>Encourage the team to take a pride in their role through a consistently positive and professional approach</p> <ul style="list-style-type: none"> • Responds positively to others when communicating risks and issues • Demonstrates respect and builds trust for the views and actions of others • Develops an atmosphere of professionalism and mutual support

	<ul style="list-style-type: none"> • Know how to coach and mentor the team in a way which is appropriate to the individual • Know how to delegate and prioritise • Know how to identify day-to-day opportunities to support team e.g. one to one support, when under pressure • Understand the basics of leadership skills, management theories, styles of leadership and how it relates to and underpins own role • Explain different types of communication and how to use them effectively • Know the current performance management procedures to the level required in your position 	<ul style="list-style-type: none"> • Monitor and maintain standards in a timely fashion • Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when appropriate • Give support and advice to the team members when they need it especially during periods of setback and change • Coach and mentor the team according to their individual needs • Listen to, respond to and act on feedback provided 	<ul style="list-style-type: none"> • Models behaviour that shows helpfulness and co-operation • Is able to have a difficult conversation • Encourages team work • Forms and maintains an effective, happy and productive team • Is disciplined in following performance management guidance • Makes effective and timely decisions
People (2)	<p>Recognise how all staff and teams are dependent on each other and understand the importance of teamwork both back and front of house in achieving business objectives</p> <ul style="list-style-type: none"> • Understand how teams and stakeholders work together 	<p>Maintain harmony across the team and with colleagues in other parts of the organisation, identifying and dealing with problems constructively to drive a positive outcome</p> <ul style="list-style-type: none"> • Establish, drive and maintain effective working relationships with all colleagues 	<p>Be solution focussed to achieve the required outcome and support positive, open communications that help team members achieve the best result for customers and the business</p> <ul style="list-style-type: none"> • Presents valid information clearly, concisely, accurately and in ways that promotes understanding

	<ul style="list-style-type: none"> • Understand how the team forms part of the wider picture and how own role fits into it • Know how to influence within internal or external stakeholders • Understand business communication and negotiation • Understand / have a basic working knowledge of front of house and the importance of teamwork between them to meet business objectives • Understand how to respond to own team just as the front of house staff do with customers in a way that creates harmony • Understand the importance of working arrangements and why they are in place • Understand how conflict can arise • Understand what 'passing the buck' means and how to be personally responsible and accountable in own job role • Understand the principles of safeguarding • Know the information and resources which colleagues may need 	<ul style="list-style-type: none"> • Recognise the roles and responsibilities of colleagues and, particularly in situations of matrix management, their managers' requirements • Take into account the priorities, expectations, and authority of colleagues in decisions and actions • View difficult situations and issues from colleague's perspective and provide support, where necessary, to move things forward • Fulfil and communicate agreements made with colleagues • Promptly advise colleagues of any difficulties or where it will be impossible to fulfil agreements • Identify conflicts of interest and disagreements with colleagues and respond to them in ways that minimise damage to the work being carried out • Share knowledge with colleagues to make sure that all parties can work effectively 	<ul style="list-style-type: none"> • Seeks to understand people's needs and motivations • Clearly agrees what is expected of others and holds them to account • Considers the impact of own actions on others • Is assertive in suggesting alternative courses of action • Demonstrates the ability to make decisions based on sound valid information and within limits of own authority • Constantly reinforces consistent messages
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	<ul style="list-style-type: none"> understand specific agreements with colleagues 	<ul style="list-style-type: none"> Provide feedback to colleagues on their performance and encourage them to feedback on own performance in order to identify areas for improvement Communicate and evaluate information and interpret data to meet business objectives Adapt communication strategies dependent on who you are dealing with Conduct effective team meetings and briefings Effectively participate in a variety of meetings Manage time and prioritise effectively 	
People (3)	<p>Understand how to work with people from a wide range of backgrounds and cultures and recognise how local demographics may impact on the product range of the business</p> <ul style="list-style-type: none"> Have an understanding of different cultures and backgrounds – dependent on local demographics of the business and a broad diversity appreciation 	<p>Use effective methods of communication and operate in a fair and empathic manner that achieves the desired result and demonstrates a customer centric culture</p> <ul style="list-style-type: none"> Use a range of communication styles to suit the person you are talking to Adapt communication in different contexts 	<p>Actively listen and empathise with other peoples' point of view, respond politely and promote a fair, non-discriminatory and equal working environment</p> <ul style="list-style-type: none"> Adapts own language, tone of voice and behaviour so that it is relevant to different people and different situations and how it can be interpreted by others

	<ul style="list-style-type: none"> • Understand the food requirements of different cultures of your customers • Understand the importance of and how to follow policy with regard to backgrounds and cultures • Understand and have knowledge of your local demographics and customer base e.g. age, background, ethnicity and how this reflects your product offering • Know how to research the customer base and requirements; know where to source the information • Understand the importance of understanding customers and local demographics when considering business success planning • Know how to listen in a non-judgemental manner • Know how to identify potential risks • Understand how own use of language, body language, gestures and tone of voice may appear to customers and colleagues; and how theirs' may affect your perceptions of them 	<ul style="list-style-type: none"> • Make enough time and effort and respond flexibly and positively so that own working practice engages all customers • Seek clarification and manage situations • Use techniques to minimise misunderstanding and improve communication 	<ul style="list-style-type: none"> • Creates an environment of trust and mutual respect • Has an accurate self –awareness • Learns and actively seeks ways to improve behaviours • Proactively looks for potential risks in relation to communications • Proactively keeps up to date with all legislation with regard to equality and inclusivity
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	<ul style="list-style-type: none"> • Know how to contextualise conversations 		
People (4)	<p>Know how to communicate knowledge and experience to the team and support individuals' development</p> <ul style="list-style-type: none"> • Identify the performance standards required by the business • Know how to assess individual and team performance against standards and identify skills and knowledge gaps • Know how to conduct professional discussions with team • Research and identify relevant interventions to meet the development needs of individuals, team and the business • Know the principles of demonstration, presentation, coaching and mentoring skills, on-job training 	<p>Identify development needs and actively encourage and support individuals to enhance their skills and knowledge</p> <ul style="list-style-type: none"> • Communicate regularly with the team through 1:1, team meetings, performance reviews to: <ul style="list-style-type: none"> - identify individual and team learning and development needs - identify individual objectives and barriers to learning - give honest and constructive feedback about their performance, progress and their learning experience • Identify and facilitate different learning opportunities to practice skills and apply knowledge • Use demonstration, presentation, coaching and mentoring skills as appropriate • Support individuals to identify further training and development 	<p>Celebrate personal growth and achievement of team members</p> <ul style="list-style-type: none"> • Actively promotes an environment of continual development and learning • Rewards and recognises colleagues for a job well done • Encourages and recognises quality and achievement of targets within the team • Recommends team members for internal and external awards • Maintains consistent, regular dialogue with team • Advocates the principles and values of the organisation • Instils cultural values in the team to ensure activities are performed in the same way • Personally demonstrates a culture of self-development from a business perspective

		<ul style="list-style-type: none"> Evaluate the effectiveness of own support for the individual and team 	
Business (1)	<p>Know the business vision and objectives and brand standards and the principles of business success by growing sales, reducing costs and maximising profit</p> <ul style="list-style-type: none"> Identify the key characteristics and purpose of a business vision Understand business culture Understand key performance indicators and targets and why they are set Understand objectives and their importance to business Understand the principles of profit & loss and how they apply to own business area Understand how to apply business vision, culture, objectives, targets and key performance indicators to own business area Understand how to add value to business profitability 	<p>Effectively use techniques that support cost reduction and improve performance, revenue, profit margins and customers' experience</p> <ul style="list-style-type: none"> Regularly review working practices and procedures and gather feedback from team to identify potential areas for improvement Analyse and use feedback from customers, suppliers and colleagues to identify potential opportunities to improve customer experience Analyse own business area and identify areas where the current offering could be improved and / or streamlined to improve performance, profitability and / or quality Identify and prioritise opportunities which align to business objectives and brand standards 	<p>Demonstrate a keen business sense, producing food to brand standards efficiently and cost effectively</p> <ul style="list-style-type: none"> Actively seeks opportunities to improve performance, revenue, profit margins and customers' experience and encourages colleagues to do the same following company policies and within brand guidelines Responds positively and constructively to feedback received from customers and colleagues and acts on it Acts in the best interest of the business, the team and customers at all times Promotes a culture of improvement, achievement and aspiration

		<ul style="list-style-type: none"> • Develop plans which take account of all necessary resources and deadlines and outline how success will be measured 	
Business (2)	<p>Understand how to operate efficiently to deliver profit margins, reduce wastage and support the overall financial performance of the business</p> <ul style="list-style-type: none"> • Know how to operate efficiently and effectively following business processes • Identify the financial impact that wastage of physical resources can have upon the business • Identify opportunities for energy efficiency and waste reduction in the business • Know how to minimise use of power sources • Evaluate the organisational procedures for storing and disposing of waste • Know how to prevent and deal with excessive waste • Know how to build short term business plans and realistic targets in relation to waste 	<p>Monitor costs, using forecasting to set realistic targets with the team; effectively control resource allocation; minimise wastage and use sustainable working practices</p> <ul style="list-style-type: none"> • Produce weekly sales, wage cost and food cost forecasts to help set targets with the team • Set targets in line with forecast and business objectives/ key performance indicators • Monitor working practices to ensure all team members follow procedures and identify areas for improvement • Report equipment faults or potential wastage to the appropriate person • Manage labour and productivity levels to effectively produce the requirement of the shift 	<p>Actively discourage waste and work to avoid complaint related wastage; demonstrating commitment to sustainable working practices</p> <ul style="list-style-type: none"> • Sets an example to others through working consistently in line with company policies and procedures, keeping waste to a minimum • Conducts or organises awareness raising training for colleagues • Actively looks for ways of working efficiently

	<ul style="list-style-type: none"> Understand sustainable working practices 	<ul style="list-style-type: none"> Control resource allocations and minimise waste through evaluating and continuously improving Implement any initiatives to improve waste prevention and sustainable working practices 	
Business (3)	<p>Recognise and understand legislative responsibilities and the importance of protecting peoples' health, safety and security</p> <ul style="list-style-type: none"> Analyse the requirements of relevant legislation and compare to the procedures in the business to ensure compliance Recognise and understand own legislative responsibilities Know how to accurately complete all necessary documentation in timely manner Understand the importance of maintaining documents as evidence of due diligence 	<p>Comply with legal requirements and inspire customer confidence by maintaining the safety and security of people at all times</p> <ul style="list-style-type: none"> Monitor working practices to ensure procedures are consistently followed in line with company policy Regularly consult colleagues on matters of health, safety and security Ensure team is trained commensurate with their tasks Ensure the right workplace facilities are provided Ensure H&S posters are displayed prominently Maintain and monitor appropriate documentation 	<p>Advocate the importance of working safely and legally in the best interest of all people</p> <ul style="list-style-type: none"> Acts as a role model an example to others by working cleanly, safely and securely at all times Takes responsibility for team working safely Has pride in how own paperwork is completed, presented and filed

<p>Business (4)</p>	<p>Know how to identify, plan for and minimise risks to the service and operation</p> <ul style="list-style-type: none"> • Understand the difference between an issue and a risk, and identify what is a 'high' risk • Know where risks can occur within the kitchen and associated areas • Know the principles of risk assessment, risk management and contingency plans • Understand the process of HACCP and how this links to risk management (link to section 2) • Know when and how to escalate a problem • Know how to maintain documentation that relates to risk • Understand the implications of poor risk management and non-compliance to the business 	<p>Risk assess situations, identifying and isolating matters of concern, by establishing the cause and intervening accordingly to minimise any risk to people and comply with legislation</p> <ul style="list-style-type: none"> • Take action when problems arise to ensure service is not unduly interrupted with minimum disruption to customers • Conduct regular risks assessments and when new ingredients, dishes, equipment and ways of working are introduced • Maintain clear and accurate records and documents using a logical and orderly process • Act upon results of risks assessments and take corrective action to control hazards • Escalate relevant problems to the right person at the right time 	<p>Think and act quickly to address problems as they arise and keep customers satisfied and operations flowing smoothly</p> <ul style="list-style-type: none"> • Takes a calm and considered approach when problems occur, minimising the risk to others safety quickly and confidently • Shows integrity, fairness and consistency in decision making • Takes personal responsibility for making things happen and sustains the practice of change • Openly shares experience of when things have gone wrong, and takes effective preventative measures to ensure that the same mistakes are not made again • Has the confidence and courage to escalate problems and take difficult decisions
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Business (5)	<p>Know the customer profile of the business, who its main competitors are and the business growth strategy</p> <ul style="list-style-type: none"> • Understand the principles of a business growth strategy and why it is important • Identify how brands are aligned to a business growth strategy • Understand how brands and teams contribute to the growth strategy within own business • Understand how social media can affect own business area • Understand the implications of not reflecting the brand positively • Identify and analyse the customer profile of the business in relation to the menu offer • Know how to align dishes, menus and promotional activities to the business growth strategy to ensure profitability 	<p>Carry out activities in line with business and brand values that actively market the business, support competitiveness and help meet business objectives</p> <ul style="list-style-type: none"> • Align dishes and menus to the business growth strategy to ensure profitability • Follow brand guidelines, marketing guidelines and business procedure to market own business area • Implement and monitor promotional activities to ensure the target markets are being reached and plans and standards are being met • Collect, analyse, communicate and act upon information on the effectiveness of promotions 	<p>Visibly and authentically live the brand, culture and values of the business through a passionate enthusiasm to provide everyone with the best possible experience</p> <ul style="list-style-type: none"> • Actively seeks opportunities to improve customers' experience and encourages colleagues to do the same • Is open and responds positively to feedback received from customers and colleagues • Is an advocate for the value/ culture of the company or brand • Shows respect for the team at all times • Is visible to people both internally and externally where appropriate • Demonstrates passion and enthusiasm for the industry and company/brand

	<ul style="list-style-type: none">• Know how to implement effective promotional activities within own business area		
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