



European Federation of Food,
Agriculture and Tourism Trade
Unions



Hotels, Restaurants & Cafés in Europe

EFFAT – HOTREC

“European Qualification and Skills’ Passport (QSP) in the Hospitality Sector”

Skills’ list to be integrated into EURES

Brussels, December 2012



**Elaborated in the context of a project carried out with the financial
support of the European Commission**

I. General Skills Lists for All the Areas

Subdivisions	Skills
1. General skills	a) Maintain a safe, hygienic and secure working environment b) Maintain guest care c) Maintain good guest service d) Comply with relevant legislation e) Maintain quality standards f) Deal effectively with complaints and ensure swift service recovery g) Work effectively as a team member h) Ensure a regular supply i) Forecast future business requirements j) Give essential first aid k) Liaise and work closely with staff in other departments l) Meet and greet guests m) Report faulty equipment

II. Booking and Reception Area

Subdivisions	Skills
1. Take bookings	<ul style="list-style-type: none"> a) Inform potential guests of the hotel's location, facilities and room availability b) Sell rooms and take bookings for special occasions, meetings and events c) Take opportunities to upsell d) Provide details of room availability, upsell and offer alternatives when required e) Match room sales and bookings to room type and availability
2. Deal with arrivals and departures	<ul style="list-style-type: none"> a) Prepare for guest arrivals b) Check in guests, allocate rooms and issue keys or key cards c) Deal with guest luggage d) Room guests and carry out room show around e) Deal with guest departures and check-out f) Prepare lists of guests arriving and checking out and communicate to other departments
3. Provide guest services	<ul style="list-style-type: none"> a) Answer the telephone and take messages b) Arrange taxis, chauffeur cars and parking guest cars c) Book theatre and cinema tickets, local attractions and coach tours d) Handle guest mail and packages e) Make airline and rail travel reservations f) Provide assistance to disabled guests and those with special needs g) Carry out show rounds of the hotel's facilities h) Provide information about and sell hotel services i) Provide information about local shops, attractions, and places to visit j) Provide information about train, airline and bus timetables
4. Handle financial transactions	<ul style="list-style-type: none"> a) Deal with currency exchange activities b) Handle deposits c) Handle routine Account to Company and Voucher Payments d) Maintain a record of guest disbursements and pay-outs e) Prepare guest accounts f) Take payments by cash, credit and debit card
5. Organise booking/reception operations	<ul style="list-style-type: none"> a) Produce a daily schedule of room bookings b) Monitor quality standards and seek continuous improvement c) Ensure swift service recovery d) Manage special situations, including language difficulties, lost or damaged personal effects, sickness and injury e) Ensure the periodic maintenance of equipment f) Build long term relationships with corporate clients, guests and suppliers g) Obtain feedback on levels of guest satisfaction

Subdivisions	Skills
6. Supervise and train booking/reception staff	<ul style="list-style-type: none"> a) Arrange regular staff meetings and briefings b) Compile work rosters c) Devise shift patterns and compile rotas d) Check that work is carried out in line with agreed schedules and standards e) Ensure a smooth and timely flow of information to front desk staff and rooms division personnel f) Ensure compliance with local legislation and data protection requirements g) Recruit, select and employ reservation and reception staff h) Supervise the work of staff on different shifts i) Coach, develop and motivate front office staff j) Train, coach, develop and motivate reservation staff
7. Maximise revenue for reception/bookings	<ul style="list-style-type: none"> a) Identify the changing needs of current and potential guests b) Devise and advertise special promotions c) Discuss and taking bookings for new special events, conferences and meetings d) Agree selling prices, group rates and corporate discounts e) Carry out routine bookkeeping and accounting activities f) Compile regular budget forecasts, room occupancy and yield management reports g) Ensure the safekeeping of petty cash, vouchers and expenditure receipts h) Formulate a forecast of future levels of business i) Maintain effective point of sale merchandising and promotions j) Maximise room occupancy and revenue yields k) Maximise sales revenues l) Minimise departmental expenditure and find establish more effective ways of working

III. Housekeeping Area

Subdivisions	Skills
1. Service rooms	<ul style="list-style-type: none"> a) Identify, handle and store linen b) Prepare and stock service trolleys c) Arrange floral decorations and displays d) Open windows, ventilate rooms and adjust room thermostats e) Strip and make beds f) Service bathrooms, toilets and shower areas g) Service departure rooms h) Service occupied stay-over rooms i) Record and account for mini-bar sales j) Restock guest mini-bars k) Present guest information and replenish guest disposables l) Deal with the safe keeping of guests' property and lost items m) Offer an evening turndown service n) Prepare and present bedroom trays and refreshments o) Provide guest service
2. Clean rooms and public areas	<ul style="list-style-type: none"> a) Clean departure rooms b) Clean occupied stay-over rooms c) Clean glass, mirrors and windows d) Dust and polish furniture, fixtures and fittings e) Maintain and present curtains and soft furnishings f) Vacuum and clean carpets and hard floors g) Recognise and deal with signs of infestation h) Remove, store and recycle refuse i) Clean public areas
3. Plan housekeeping services	<ul style="list-style-type: none"> a) Keep up to date with trends in décor, colour schemes, fabrics, textiles and changes in guest tastes and expectations b) Propose ideas for the refurbishment and redecoration of rooms and public areas c) Devise new guest services to meet changing needs and expectations
4. Manage housekeeping supplies and equipment	<ul style="list-style-type: none"> a) Maintain an inventory of linen stock, cleaning materials and equipment b) Advise on the choice of cleaning materials, equipment and suppliers c) Ensure that linen stocks are properly laundered, stored and kept in good repair d) Select, source and monitor suppliers with a view to reducing the cost of transport, storage, duplication and waste e) Receive, check and store chemicals and other cleaning materials and supplies in a safe and secure manner f) Receive, check and store supplies, and ensure effective stock rotation g) Ensure cleaning equipment is regularly maintained and checked for safe and efficient operation h) Ensure the periodic maintenance and cleaning of housekeeping equipment i) Manage and control the operation of laundry equipment

Subdivisions	Skills
5. Manage housekeeping operations	<ul style="list-style-type: none"> a) Organise the daily servicing and cleaning of rooms and public areas b) Carry out checks to verify procedures are followed to ensure guest comfort, safety, security and privacy c) Check standards of service and cleanliness d) Ensure compliance with health, safety, hygiene and other local legislation e) Monitor and control the quality of guest laundry services f) Monitor standards and seek continuous improvement g) Respond to guest requests and special requirements h) Organise periodic deep cleaning and disinfestations of rooms and public areas
6. Supervise and train housekeeping staff	<ul style="list-style-type: none"> a) Compile work rosters in line with forecast occupancy b) Devise shift patterns and compile rotas c) Arrange regular staff meetings d) Plan and supervise work for special cleaning and maintenance e) Train, coach, develop and motivate housekeeping staff f) Recruit, select and employ housekeeping staff
7. Manage housekeeping budgets	<ul style="list-style-type: none"> a) Forecast and plan for future levels of occupancy and business activity b) Compile regular budget forecasts and reports c) Minimise costs, seek ideas and establish more efficient ways of working

IV. Maintenance Area

Subdivisions	Skills
1. Maintain and repair property	<ul style="list-style-type: none"> a) Affix and repair wallpaper b) Clean windows, mirrors, light fittings, both internally and externally c) Demonstrate good and safe working practices with particular regard to manual handling techniques, the use of ladders and control of substances hazardous to health d) Maintain the appearance of car parks and ensure they are free from rubbish and obstructions e) Maintain, clear and clean external rainwater pipes and guttering f) Prepare and paint metal and wooden surfaces when required g) Remove and recycle refuse h) Repair carpets, matting and floor coverings i) Undertake light gardening duties
2. Maintain and repair equipment, furniture, fixtures and fittings	<ul style="list-style-type: none"> a) Carry out regular checks of furniture, fixtures, fittings and equipment b) Carry out routine maintenance of equipment in hotel, restaurant, kitchen and bar c) Fix and repair damaged articles d) Install, repair and maintain furniture, fixtures, fittings and equipment e) Change light bulbs f) Fix and repair toilets, bidets and showers in bathrooms g) Replace tap washers and repair leaks h) Test fire alarms and security devices i) Unblock sinks, pipes and drains j) Maintain emergency lighting k) Move, install or repair fixed and mobile equipment in the hotel, restaurant, kitchen and in public areas
3. Ensure the regular testing and inspection of property and equipment	<ul style="list-style-type: none"> a) Arrange for and organise the periodic testing of electrical equipment and wiring b) Conduct a regular safety and efficiency check of all major items of plant and equipment including central heating systems, air conditioning, vending, lifts and communications equipment
4. Organise maintenance operations	<ul style="list-style-type: none"> a) Devise an annual schedule of regular, routine and periodic cleaning, refurbishment and maintenance work b) Compile daily and weekly work plans based on routine maintenance schedules c) Schedule and record the repair of damaged or faulty equipment d) Prepare regular reports of servicing, maintenance and repair work e) Project manage major refurbishment, redecoration or building works f) Plan and supervise work for special cleaning and maintenance, refurbishment or building work g) Deal with emergencies and unplanned events including water leaks, gas escapes, small fires, blocked pipes and drains h) Solve engineering problems and deal effectively with unplanned events i) Deputise for the Chief Engineer in his or her absence j) Maintain good working relationships with suppliers, other Departmental Heads and Staff

Subdivisions	Skills
5. Manage maintenance and engineering equipment and materials	<ul style="list-style-type: none"> a) Maintain an inventory of equipment, fixtures and fittings b) Ensure effective and efficient stock rotation c) Ensure tools and equipment are in good repair and functioning in a safe manner d) Keep up-to-date with current best practice, new technology, equipment and materials with particular regard to energy efficiency and sustainability e) Identify, select and monitor suppliers f) Receive, check and store equipment, materials and supplies in line with agreed purchase orders g) Receive, check and store supplies with particular regard to the safekeeping of ladders, hazardous cleaning materials, gas cylinders, flammable liquids and dangerous equipment h) Store tools, materials and hazardous chemicals safely and securely
6. Supervise maintenance staff	<ul style="list-style-type: none"> a) Devise shift patterns and compile rotas b) Devise work rosters c) Arrange regular staff meetings d) Monitor quality standards and seek continuous improvement e) Recruit, select and employ maintenance and engineering staff f) Carry out fire training and instruction g) Organise, check and supervise the work of maintenance staff on different shifts h) Train, coach develop and motivate maintenance and engineering staff, with particular reference to safe working practices, the use of hazardous chemicals and the operation of dangerous equipment i) Engage, liaise with and monitor the work of subcontractors
7. Ensure compliance with maintenance regulations and legislation	<ul style="list-style-type: none"> a) Conduct risk assessments with particular regard to working practices, fire, health and safety b) Comply with local legislation and ensure COSHH guidelines are strictly followed c) Ensure the safekeeping of ladders, hazardous cleaning materials, gas cylinders and dangerous equipment d) Comply with relevant building regulations, licensing requirements, electrical installations and health and safety law
8. Manage maintenance budgets	<ul style="list-style-type: none"> a) Establish an annual budget b) Raise and authorise purchase orders in line with agreed expenditure and nominated suppliers c) Compile regular reports of expenditure against budget d) Minimise cost, find efficient savings and establish smarter ways of working

V. Spa Area

Subdivisions	Skills
1. Prepare and maintain the spa area	<ul style="list-style-type: none"> a) Open and prepare the gym for use b) Maintain a safe, hygienic and secure gym environment c) Open and prepare the pool for use d) Carry out regular health and safety checks of water, plant and public areas e) Carry out water tests of pool and spa water f) Maintain a safe, hygienic and secure pool environment g) Use the correct types and amounts of chemicals h) Handle and store hazardous chemicals in a safe manner
2. Provide client care in the spa area	<ul style="list-style-type: none"> a) Check in clients b) Inform clients of gym facilities and regulations c) Inform clients of pool facilities and regulations d) Deal effectively with client complaints e) Maintain guest care
3. Devise client health and fitness programmes	<ul style="list-style-type: none"> a) Promote fitness and health living in a leisure environment b) Assess individual clients and agree a written fitness programme with short and long term goals, having first identified medical conditions and potential risks c) Select relevant exercises and design appropriate programmes with adequate regard to health and safety d) Devise and issue a range of exercise cards for clients and suggest adaptations to meet individual needs e) Provide nutritional advice and guidance f) Recognise limits of own professional competence and seek specialist advice where necessary
4. Supervise clients in the spa area	<ul style="list-style-type: none"> a) Demonstrate a range of cardiovascular and resistance training methods which can be used by clients b) Provide advice and instruction on the safe and healthy use of equipment, having due regard to age and those with special needs c) Continually monitor and observe the health and wellbeing of clients at all times and correct unsafe methods where necessary d) Provide clients with feedback on levels of achievement in following agreed programmes e) Provide advice and instruction on safe swimming techniques and practices
5. Carry out emergency procedures in the spa area	<ul style="list-style-type: none"> a) Undertake safe contact water rescue using agreed rescue procedures b) Carry out safe swim rescue (conscious casualty) c) Carry out safe swim rescue (unconscious casualty) d) Conduct safe deep water rescue e) Perform cardiopulmonary resuscitation on adults and infants
6. Plan and organise spa operations	<ul style="list-style-type: none"> a) Carry out spa opening and closure in line with agreed operating procedures b) Monitor quality, maintain standards and seek continuous improvements c) Deal with and resolve client complaints and ensure speedy service recovery d) Build long term relationships with guests and suppliers

Subdivisions	Skills
7. Plan and manage spa supplies	<ul style="list-style-type: none"> a) Ensure there are always adequate stocks of products and materials available for use and for sale b) Ensure efficient and effective stock rotation c) Select and monitor suppliers d) Receive, check and store supplies, ensuring that dangerous and hazardous chemicals are kept securely and a record kept of their use
8. Supervise and train spa staff	<ul style="list-style-type: none"> a) Recruit, select and employ staff b) Arrange regular staff meetings and briefings c) Devise shift patterns and compile rotas d) Train, coach, develop and motivate spa staff
9. Plan, promote and sell spa services	<ul style="list-style-type: none"> a) Research the emerging needs of current and potential guests with regard to wellbeing, fitness and health b) Devise, organise and promote a range of new treatments, activities and services to meet changing guest needs c) Advertise and promote the spa d) Actively promote fitness and healthy wellbeing for everyday living e) Sell membership of the spa, attract new members and retain existing members f) Promote and sell gym membership g) Promote and sell pool membership h) Take payment by cash, credit or debit card
10. Manage health, safety, security and hygiene in the spa area	<ul style="list-style-type: none"> a) Ensure a clean, attractive and welcoming appearance of the spa, with safety notices and signs clearly on view at all times b) Ensure compliance with health, safety, hygiene and other local legislation c) Ensure periodic maintenance of pools, spas and associated equipment d) Ensure that all fitness and exercise equipment is clean and functioning in a safe manner e) Ensure that all pool equipment is clean, stored and in good working order f) Ensure the safe operation of equipment in the plant room
11. Maximise and protect spa revenue	<ul style="list-style-type: none"> a) Forecast future business and activity levels b) Agree selling prices and special promotions c) Ensure effective point of sale merchandising and promotion of products and services d) Maximise sales revenues and ensure overall profitability in line with agreed targets e) Minimise costs, seek ideas and establish more efficient ways of working f) Compile regular budget forecasts and reports g) Compile and prepare regular activity reports

VI. Kitchen Area

Subdivisions	Skills
1. Prepare and maintain food preparation and cooking areas	<ul style="list-style-type: none"> a) Prepare the kitchen area for service b) Handle and store knives, food and cleaning materials in safe, secure, hygienic manner at correct temperatures c) Operate kitchen equipment in line with safe and hygienic practices d) Maintain refrigeration and storage equipment at the correct temperature e) Carry out regular cleaning of floors, walls and worktops in line with agreed cleaning schedules and procedures f) Remove and recycle refuse
2. Prepare and cook basic dishes	<ul style="list-style-type: none"> a) Prepare and cook fruit and vegetables b) Prepare and cook eggs, cheese and other dairy products c) Prepare and cook basic bread dough d) Prepare and cook basic cakes and biscuits e) Prepare and cook basic fish and shellfish f) Prepare and cook basic meat and poultry g) Prepare and cook pastry h) Prepare and cook rice, pulses and pastas i) Prepare and cook sauces j) Prepare and cook soups k) Prepare and cook stocks l) Prepare and present buffets m) Prepare and present sandwiches n) Prepare salad dressings o) Prepare and cook hot and cold desserts p) Cook, chill and freeze food
3. Prepare, cook and finish complex dishes	<ul style="list-style-type: none"> a) Prepare, cook and finish complex bread and dough products b) Prepare, cook and finish complex cakes and biscuits c) Prepare, cook and finish complex fish and shellfish d) Prepare, cook and finish complex hot and cold pastry products, desserts and puddings e) Prepare, cook and finish complex poultry and game dishes f) Prepare, cook and finish complex hot and cold soups, sauces and dressings g) Prepare, cook and finish complex meat dishes h) Prepare, cook and finish complex pasta dishes i) Prepare, cook and finish complex vegetable dishes j) Prepare, finish and present canapés and cocktail products k) Prepare, cook and finish chocolate products l) Prepare, cook and finish marzipan, pastillage and sugar products
4. Plan food and beverage products	<ul style="list-style-type: none"> a) Identify and monitor cooking techniques and trends in eating out b) Compile recipes and cost menus with regards to balance, healthy eating and nutrition c) Advise guests on menus for special occasions and events

Subdivisions	Skills
5. Manage kitchen supplies, equipment and food preparation areas	<ul style="list-style-type: none"> a) Receive, check and monitor deliveries and ensure their safe and hygienic storage b) Maintain an inventory of stocks, materials and equipment c) Ensure effective and efficient stock rotation, and carry out stock takes d) Ensure the safe, hygienic storage and stock rotation of raw materials, dry goods and cooked items e) Ensure the safekeeping of hazardous chemicals and cleaning materials f) Select suppliers with particular regard to quality, local sourcing, seasonality, food miles and value g) Ensure the regular maintenance and cleaning of equipment h) Ensure the periodic cleaning of kitchen preparation, production and storage areas
6. Supervise kitchen staff	<ul style="list-style-type: none"> a) Anticipate future levels of service b) Compile rosters for kitchen staff c) Devise shift patterns and compile rosters d) Arrange regular staff meetings e) Supervise the work of kitchen staff on different shifts f) Co-ordinate and supervise activities within the kitchen g) Ensure compliance with health, safety, hygiene and other legislation, in general and HACCP in particular h) Carry out checks of portion size, taste and quality standards and seek continuous improvement i) Ensure the correct use of knives, colour coded chopping boards, buckets and cloths j) Attend to and remedy guest complaints k) Recruit, select and employ kitchen staff l) Coach, develop and motivate kitchen staff m) Close down the kitchen and leave in a safe and secure condition
7. Manage food and beverage budgets	<ul style="list-style-type: none"> a) Forecast future levels of business b) Compile daily flash budgets, periodic budget forecasts and reports c) Maintain budgeted gross profit d) Minimise the cost of inventories, purchases and waste

VII. Restaurant Area

Subdivisions	Skills
1. Prepare and maintain food service areas	<ul style="list-style-type: none"> a) Prepare the restaurant for service b) Set and lay tables c) Prepare service trolleys (room and floor service) d) Clear tables e) Remove and recycle refuse f) Decant wines
2. Wait at table	<ul style="list-style-type: none"> a) Present menus b) Advise guests on choice and upsell menu items c) Advise on match of foods with wines d) Take orders e) Prepare flambéed dishes f) Carve meat and fish g) Make and serve tea and coffee h) Open and pour non-alcoholic beverages i) Open and pour champagne and sparkling wines j) Open and pour still wines k) Serve aperitifs l) Carry trays m) Serve food (buffet service) n) Serve food (counter service) o) Serve food (family service) p) Serve food (function service) q) Serve food (lounge service) r) Serve food (plate service) s) Serve food (silver service) t) Serve cheeses u) Prepare bills v) Present bills w) Take payments for bills by cash, credit or debit cards
3. Provide guest service in the restaurant	<ul style="list-style-type: none"> a) Take restaurant bookings and reservations b) Greet guests and accompany to tables c) Maintain guest care d) Build long-term relationships with guests
4. Plan restaurant services	<ul style="list-style-type: none"> a) Research the needs of current and potential guests b) Devise new products and services to meet changing guest needs c) Provide advice on menu compilation d) Compile menus and wine lists in consultation with the chef e) Arrange banquets, functions and special events
5. Supervise restaurant staff	<ul style="list-style-type: none"> a) Compile work rosters b) Devise shift patterns and compile rotas c) Organise restaurant service d) Supervise the work of staff on different shifts e) Check on health, safety and food hygiene f) Ensure compliance with health, safety, hygiene and other relevant legislation g) Check table settings, equipment and accompaniments h) Monitor service i) Monitor quality standards and seek continuous improvement j) Handle guest complaints and ensure swift service recovery k) Plan and supervise work for special occasions and functions l) Recruit, select and employ staff m) Train, coach, develop and motivate food and beverage staff

Subdivisions	Skills
6. Manage restaurant supplies and equipment	<ul style="list-style-type: none"> a) Maintain an inventory and carry out stocktakes b) Ensure efficient and effective stock rotation c) Select and monitor suppliers d) Receive, check and store supplies e) Store linen f) Ensure service equipment, cutlery and glassware are clear, polished, stored and in good working order g) Ensure the safekeeping of hazardous cleaning materials h) Ensure the periodic maintenance and cleaning of equipment
7. Manage restaurant budgets	<ul style="list-style-type: none"> a) Agree selling prices and special promotions b) Advertise and promote the restaurant c) Compile regular budget forecasts and reports d) Ensure effective point of sale merchandising and promotion e) Ensure effective portion control f) Maximise sales revenues g) Minimise costs and find smarter ways of working h) Deal with cash, credit card and debit card payments

VIII. Bar Area

Subdivisions	Skills
1. Open and close the bar	<ul style="list-style-type: none"> a) Check the layout of the bar b) Clean and set the bar top c) Open and prepare the bar area for service d) Stock the bar e) Clear the bar at closing time using established procedures f) Close down the bar and leave in a safe and secure condition
2. Prepare and serve drinks	<ul style="list-style-type: none"> a) Inform guests of items on the drinks menu b) Take opportunities to upsell drinks and accompaniments c) Take orders from guests d) Prepare and serve a range of mixed alcoholic and non-alcoholic drinks e) Prepare and serve draught and bottled beers and lagers f) Prepare and serve drinks (beers and lagers) g) Prepare and serve drinks (still, sparkling and fortified wines) h) Prepare and soft drinks and mineral waters i) Prepare fruit and aperitif products j) Assemble cocktail decorations, straws and stirrers, spices and condiments k) Prepare and serve drinks (layered, shaken and stirred cocktails) l) Use a tray safely for the service of food and drink
3. Maintain bar equipment and supplies	<ul style="list-style-type: none"> a) Change and replenish spirit optics b) Clean and fill ice buckets c) Squeeze and store fruit juices d) Use glass washing equipment in a safe and hygienic manner e) Connect and change kegs and barrels in a safe and hygienic manner f) Store and change gas pressure cylinders in a safe and secure manner g) Clean beer and lager pipes
4. Plan and promote bar services	<ul style="list-style-type: none"> a) Identify the needs of current and prospective guests b) Compile drinks menu and price lists c) Devise special promotions d) Advertise and promote the bar e) Ensure effective point of sale merchandising and displays

Subdivisions	Skills
5. Plan and manage bar supplies and equipment	<ul style="list-style-type: none"> a) Ensure that all glassware, dispense and mixing equipment is clean, polished and safely stored in good working order b) Maintain refrigeration and storage equipment at the correct temperature c) Receive, check and correctly store supplies in a secure manner d) Maintain an inventory and carry out stocktakes e) Ensure effective and efficient stock rotation f) Ensure the safekeeping of hazardous chemicals and cleaning materials g) Ensure wines, fortified wines and spirits are correctly stored at the correct temperature h) Maintain a regular check on health, safety and food hygiene i) Select and monitor suppliers j) Ensure glass washing equipment is properly maintained and stocked with the correct cleaning agents k) Ensure ice making equipment is properly maintained, clean and ready for use l) Ensure periodic maintenance and cleaning of equipment m) Maintain an inventory of keys, equipment and fittings
6. Provide a welcoming, safe and legal bar area	<ul style="list-style-type: none"> a) Comply with particular regard to legislation related to alcohol, drug and substance abuse and underage drinking b) Ensure compliance with health, safety, hygiene and other legislation c) Build long term relationships with guests d) Maintain guest care e) Handle guest complaints and ensure swift drink service recovery f) Minimise noise, disturbance and disruption to guests and local residents
7. Supervise and train bar staff	<ul style="list-style-type: none"> a) Forecast future levels of business b) Compile work rosters c) Devise shift patterns and compile rotas d) Supervise the work of bar staff on different shifts e) Arrange regular staff meetings f) Organise bar service g) Monitor service standards and seek continuous improvements h) Recruit, select and employ bar staff i) Train, coach, develop and motivate bar staff
8. Manage bar revenue	<ul style="list-style-type: none"> a) Anticipate future levels of business b) Compile periodic budget forecasts and reports c) Maintain budgeted gross profit d) Maximise sales revenues e) Minimise costs and find better ways of working