Summary of Changes   
Food and Beverage Service Competency Model

The Food and Beverage Service Competency Model was updated twice in October 2023 and February 2025.

**February 2025 Update:**

Updates have been made on Tiers 1 and 2, to align with the new Building Blocks Model, including the addition of new digital literacy competencies.

**October 2023 Update:**

# Global Updates

*For clarity, global updates are not included in the subsequent list of updates.*

* Deleted **Tier 5: Industry-Sector Technical Competencies** and consolidated its content into **Tier 4: Industry-Wide Technical Competencies**.
* Relabeled **Tiers 6 – 8: Occupation Specific Requirements: Management Competencies** as **Tier 6: Management Competencies**.

# Tier 1: Personal Effectiveness Competencies

* **1.5 Adaptability and Flexibility**
  + 1.5.1 Entertaining new ideas
    - *Edited key behavior description:*
      * 1.5.1.1 ~~Open to considering~~ Explore new and innovative ways of doing things.
  + 1.5.2 Dealing with change
    - *Edited key behavior description:*
      * ~~Display the ability to~~ Adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
* **1.6 Ability and Willingness to Learn**
  + Competency description
    - *Edited competency description:*
      * ~~Demonstrate~~ Demonstrating the ~~importance of learning~~ ability to learn new information for both current a future problem solving and decision-making.

# Tier 4: Industry-Wide Technical Competencies

* **4.1 Front of the House (FOH) Knowledge and Service Culture**
  + Competency title and description
    - *Deleted competency title and description:*
      * ~~4.1 Service Quality: Effectively meeting customer needs and expectations.~~
    - *Added competency title and description:*
      * 4.1. Front of the House (FOH) Knowledge and Service Culture: Providing the desired level of service efficiently and effectively.
  + Critical work functions title
    - *Deleted critical work functions title*
      * ~~Critical Work Functions~~
  + 4.1.1 Hospitality and customer service
    - *Deleted critical work function title:*
      * ~~4.1.1 Communication~~
    - *Added critical work function title:*
      * 4.1.1 Hospitality and customer service.
    - *Deleted critical work functions:*
      * ~~4.1.1.1 Listen to customer needs and communicate effectively with them in a friendly manner.~~
      * ~~4.1.1.2 Greet customers in a warm, inviting manner that encourages open communication.~~
      * ~~4.1.1.3 Make an excellent first impression.~~
      * ~~4.1.1.4 Exhibit effective communication skills in face-to-face situations as well as through a variety of media including written, electronic, and other forms of communication.~~
      * ~~4.1.1.5 Explain the importance of the spirit of genuine hospitality and how it enhances service.~~
    - *Added critical work functions:*
      * 4.1.1.1 Identify and explain the types of establishments in the commercial restaurant and foodservice industry segment, including:
        + Restaurants (Family Dining Full-Service, Casual Dining Full-Service, Fine Dining Full-Service, Quick-Service, and Quick-Causal)
        + Catering and Banquets
        + Retail
        + Stadiums
        + Cruise Ships and Airlines
      * 4.1.1.2 Explain and identify the types of establishments in the noncommercial foodservice industry segment, including:
        + Schools and Universities
        + Health-care Facilities
        + Business and Industry
        + Clubs
        + Government
      * 4.1.1.3 Define hospitality and service.
      * 4.1.1.4 Identify how providing high quality service benefits the operations.
      * 4.1.1.5 Identify the critical role teamwork plays in an operation.
      * 4.1.1.6 Recognize that quality customer service will have different definitions depending on the operation type.
  + 4.1.2 Team member characteristics
    - *Deleted critical work function title:*
      * ~~4.1.2 Personal skills that contribute to quality customer service~~
    - *Added critical work function title:*
      * 4.1.2 Team member characteristics
    - *Deleted critical work functions:*
      * ~~4.1.2.1 Display a genuine interest in customer needs.~~
      * ~~4.1.2.2 Display the characteristics that customers demand, such as ethical behavior, empathy, and a respect for diversity.~~
      * ~~4.1.2.3 Recognize the importance of professional appearance.~~
      * ~~4.1.2.4 Display a commitment to teamwork.~~
      * ~~4.1.2.5 Recognize loyal, return customers.~~
    - *Added critical work functions:*
      * 4.1.2.1 Explain the importance of maintaining positive work relations with others to include peers, supervisors, and customers.
      * 4.1.2.2 Identify characteristics such as ethical behavior, empathy, respect for diversity, and courtesy towards others.
      * 4.1.2.3 Interact respectfully and cooperatively with others who are of a different race, religion, national origin, disability, color, age, medical condition, marital, veteran or citizenship status, sexual orientation, etc.
      * 4.1.2.4 Recognize the value of an environment that supports and accommodates a diversity of people, cultures, and ideas.
      * 4.1.2.5 Define unconscious bias.
      * 4.1.2.6 Recognize that all people have some form of unconscious bias.
      * 4.1.2.7 Recognize the impact of bias on the workplace.
      * 4.1.2.8 Identify strategies for dealing with unconscious bias in the workplace.
      * 4.1.2.9 Encourage others to share problems and successes.
      * 4.1.2.10 Explain why emotional composure and staying calm is important.
      * 4.1.2.11 Identify the value of continuous learning.
      * 4.1.2.12 Recognize the importance of professional appearance and practicing good personal hygiene.
      * 4.1.2.13 Perform work-related duties according to laws, regulations, contract provisions, and company policies.
      * 4.1.2.14 Use company time (time management) and property responsibly.
      * 4.1.2.15 Explain the responsibility to perform other duties and responsibilities as assigned by management.
      * 4.1.2.16 Explain what an organizational chart is.
  + 4.1.3 Effective communication
    - *Deleted critical work function title:*
      * ~~4.1.3 Customer complaints and service recovery~~
    - *Added critical work function title:*
      * 4.1.3 Effective communication
    - *Deleted critical work functions:*
      * ~~4.1.3.1 Display a genuine interest in customer needs.~~
      * ~~4.1.3.2 Display the characteristics that customers demand, such as ethical behavior, empathy, and a respect for diversity.~~
      * ~~4.1.3.3 Recognize the importance of professional appearance.~~
      * ~~4.1.3.4 Display a commitment to teamwork.~~
      * ~~4.1.3.5 Recognize loyal, return customers.~~
    - *Added critical work functions:*
      * 4.1.3.1 Identify characteristics of professional and clear verbal communication.
      * 4.1.3.2 Identify how to listen effectively and recognize the benefits of doing it.
      * 4.1.3.3 Identify characteristics of effective written communication.
      * 4.1.3.4 Describe how to communicate in a friendly manner and the importance of eye contact.
      * 4.1.3.5 Know how to read your guests’ needs.
      * 4.1.3.6 Deliver constructive criticism and voice objections to others’ ideas and opinions in a supportive, non-accusatory manner.
      * 4.1.3.7 Respond appropriately to positive and negative feedback.
  + 4.1.4 First impressions
    - *Deleted critical work function title:*
      * ~~4.1.4 Product knowledge~~
    - *Added critical work function title:*
      * 4.1.4 First impressions
    - *Deleted critical work functions:*
      * ~~4.1.4.1 Exhibit a thorough knowledge of the operation’s product offerings, including both goods and services. This can include information such as product or service availability, ingredients, allergens, preparation or wait time, etc.~~
    - *Added critical work functions:*
      * 4.1.4.1 Describe points of interaction in service when customers form impressions.
      * 4.1.4.2 Explain how correct facility maintenance and ambiance impacts arriving guests' impressions of service quality.
      * 4.1.4.3 Explain the importance of making a positive first and last impression with a customer no matter what your position is.
      * 4.1.4.5 Explain how to greet customers in a warm, inviting manner that encourages open communication.
      * 4.1.4.6 Notice nonverbal cues that indicate a guest is unhappy with their experience and respond appropriately (bad facial expressions, not eating, etc.).
  + 4.1.5 Guest needs
    - *Deleted critical work function title:*
      * ~~4.1.5 Quality customer service~~
    - *Added critical work function title:*
      * 4.1.5 Guest needs
    - *Deleted critical work functions:*
      * ~~4.1.5.1 Describe the aspects of high-quality customer service.~~
      * ~~4.1.5.2 Recognize that quality customer service will have different definitions depending on the operation type.~~
      * ~~4.1.5.3 Provide quality service to both internal and external customers with an attention to friendliness, ambiance, and quality.~~
      * ~~4.1.5.4 Explain the importance of high-quality customer service to a restaurant or foodservice operation.~~
    - *Added critical work functions:*
      * 4.1.5.1 Identify internal and external customers.
      * 4.1.5.2 Provide quality service to both internal and external customers with an attention to friendliness, ambiance, and quality.
      * 4.1.5.3 Display a genuine interest in customer needs.
      * 4.1.5.4 Identify the basic needs and expectations of guests.
      * 4.1.5.5 Recognize some customers have special needs and/or dietary needs (allergies, proper child seating, guest with disabilities).
      * 4.1.5.6 Describe the importance of menu knowledge when assisting customers with meal selection.
      * 4.1.5.7 Explain the importance of recognizing loyal, return customers.
  + Technical content areas title
    - *Deleted technical content areas title:*
      * ~~Technical Content Areas~~
  + 4.1.6 Products and services
    - *Deleted technical content area title:*
      * ~~4.1.6 Communicating effectively~~
    - *Added critical work function title:*
      * 4.1.6 Products and services
    - *Deleted technical content areas:*
      * ~~4.1.6.1 When communicating with customers listen to them and do not interrupt.~~
      * ~~4.1.6.2 Speak in a friendly manner and with a friendly tone of voice. Speak clearly at an even pace and enunciate.~~
      * ~~4.1.6.3 Maintain eye contact so that customers know you are giving them your full attention.~~
      * ~~4.1.6.4 When sending a written communication, remember to avoid statements that could be seen as judgmental. The same rules apply as in verbal communication in that you should write in a friendly manner with a friendly tone. Communication should be professional. Pay attention to grammar and use spellcheck before sending the written communication.~~
      * ~~4.1.6.5 Genuine hospitality is an important concept that can enhance service and improve the customer experience. Hospitality includes things such as remembering returning customers by name, recognizing first time guests, and recognizing when a guest needs help. When guests are treated with gratitude and appreciation, they are more likely to return.~~
      * ~~4.1.6.6 Smile and project warmth.~~
    - *Added critical work functions:*
      * 4.1.6.1 Define suggestive selling and give examples of how to do it.
      * 4.1.6.2 Describe the importance of having knowledge of the operation's product offerings, including both goods and services.
      * 4.1.6.3 Describe the importance of product knowledge in relationship to preparation of food.
      * 4.1.6.4 Identify the different types of service styles in the industry (e.g., quick-service, fast-casual, full service, fine dining).
  + 4.1.7 Positions, tools, and service styles
    - *Deleted technical content area title:*
      * ~~4.1.7 Customer service skills~~
    - *Added critical work function title:*
      * 4.1.7 Positions, tools, and service styles
    - *Deleted technical content areas:*
      * ~~4.1.7. Show customers that you are genuinely interested in their needs by uncovering those needs, addressing them, and meeting or exceeding those needs when possible. Customers should feel that you care about them and their needs.~~
      * ~~4.1.7. Pay attention to repeat customers. Remembering names, orders, or any other personal characteristics will make customers feel special.~~
      * ~~4.1.7. In addition to being friendly and warm, always act in a respectful, ethical way. Do not say anything or do anything that could be construed as negative, mean, bigoted, or disrespectful.~~
      * ~~4.1.7. Always project a professional appearance. Shower or bathe before work and always wear clean, neat clothing. Show customers that you take pride in both yourself and your work with your appearance.~~
      * ~~4.1.7. The entire team must work together to ensure every customer is satisfied. This means assisting your teammates as well as the customers fellow employees are attending to whenever able.~~
    - Added critical work functions:
      * 4.1.7.1 Identify FOH service positions and the responsibility of each.
        + Maître d’hôtel
        + Headwaiter
        + Captain
        + Apprentice
        + Floor Manager
        + Servers
        + Food Runners
        + Dining Room Attendants
        + Cashier
        + Host or Hostess
        + Waitstaff
        + Busser/Runner
      * 4.7.1.2 Identify different types of segments of the restaurant industry.
      * 4.7.1.3 Identify the different types of tools used by Front of House Employees (e.g., corkscrew, pen, order pad, crumber, service station).
  + 4.1.8 Reservations, orders, and payment processing
    - *Deleted technical content area title:*
      * ~~4.1.8 Handling customer complaints~~
    - *Added critical work function title:*
      * 4.1.8 Reservations, orders, and payment processing
    - *Deleted technical content areas:*
      * ~~4.1.8.1 Having happy, satisfied customers is the end goal. So customer complaints are important to address promptly and with your full attention. Follow your company’s policy, or use the acronym LAST when dealing with customer complaints:~~
        + ~~Listen – Listen to the customer’s complaint. Maintain eye contact and show that you are paying attention to them and taking their complaint seriously.~~
        + ~~Apologize – Say, “I am sorry,” or “I apologize.” Before you say anything else, first show that you are sorry for whatever occurred. This validates the customer’s feelings.~~
        + ~~Solve – After apologizing, offer up a solution. If something is wrong with their meal, offer to have it remade or offer a refund. Sometimes a free dessert can go a long way.~~
        + ~~Thank – Thank the customer for bringing the issue to your attention. This shows that you are committed to high-quality products and high-quality customer service.~~
      * ~~4.1.8.2 Follow up to ensure any guest request has been met or problem has been resolved to ensure the guest leaves satisfied.~~
    - *Added critical work functions:*
      * 4.1.8.1 Identify the process for receiving and recording reservations and special requests.
      * 4.1.8.2 Identify how to take orders correctly.
      * 4.1.8.3 Identify how to handle cash payments.
      * 4.1.8.4 Identify how to void transactions.
      * 4.1.8.5 Identify how to process credit and debit cards properly.
      * 4.1.8.6 Identify how to handle alternative forms of payment (gift cards, coupons, loyalty cards).
  + 4.1.9 Service Recovery
    - *Deleted technical content area title:*
      * ~~4.1.9 Quality customer service~~
    - *Added critical work function title:*
      * 4.1.9 Service Recovery
    - *Deleted technical content areas:*
      * ~~4.1.9.1 Strive to not only meet customer expectations, but to exceed them.~~
      * ~~4.1.9.2 Build trust with your customers. Put yourself in the customer’s mindset to help meet their needs. Show a thorough knowledge of the operation’s goods and services, for example ingredients, allergens, taste profiles, and potential wait times. Maintain a clean, high-quality personal appearance and a clean, high-quality operation.~~
      * ~~4.1.9.3 Give customers your full attention. Leave personal problems at home and maintain a happy, conscious relationship with customers. Pay attention to not only what they say to you, but to what’s happening when they’re not speaking to you. Try to anticipate any needs or issues.~~
      * ~~4.1.9.4 Show you care and make customers feel special. Fulfill needs that customers request and try to anticipate any other needs. For instance, for customers with children, offering up some crayons and paper for the kids to pay with while they wait for their food can go a long way to making both the kids and parents feel special. Or if customers sit down at a table that is not standing flat, address the issue and fix it immediately before the customers point it out.~~
      * ~~4.1.9.5 Whatever it takes to make your customers happy, make it happen. If a customer wants a customized drink that’s not on your menu, make it happen if you can. And if you absolutely cannot make it happen, then offer something up to the customer that will help fill that need.~~
    - *Added critical work functions:*
      * 4.1.9.1 Recognize when guests are not satisfied.
      * 4.1.9.2 Recognize the importance of customer complaints.
      * 4.1.9.3 Describe why it is important to use an appropriate, empathetic manner when working to solve customer problems in accordance with the operation's policy.
      * 4.1.9.4 Explain why rapid service recovery is important when handling a customer complaint.
      * 4.1.9.4 Identify the process for service recovery.
* **4.2 Back of House (BOH) Fundamentals**
  + Competency title and description
    - *Deleted competency title and description:*
      * ~~4.2 Product Quality and Cost Control: Providing the highest quality products and services while controlling costs.~~
    - *Added competency title and description:*
      * 4.2 Back of House (BOH) Fundamentals: Preparing, cooking, and presenting food.
  + Critical work functions title
    - *Deleted critical work functions title:*
      * ~~Critical Work Functions~~
  + 4.2.1 Roles and skills
    - *Deleted critical work function title:*
      * ~~4.2.1 Product quality~~
    - *Added critical work function title:*
      * 4.2.1 Roles and skills
    - *Deleted critical work functions:*
      * ~~4.2.1.1 Recognize the importance of product quality to the operation and the industry.~~
      * ~~4.2.1.2 Explain the importance of using standardized recipes as they relate to product quality, portion control, and cost control.~~
      * ~~4.2.1.3 Describe the use of food production control and quality control tools, such as check lists, production sheets, etc.~~
      * ~~4.2.1.4 Describe the importance of supplier quality to product quality, cost control, and food safety.~~
    - *Added critical work functions:*
      * 4.2.1.1 Identify a variety of different BOH positions and the essential duties performed.
        + Pastry Chef
        + Station Cook
        + Dishwasher
        + Banquet Chef
        + Prep Cook
        + Executive Chef
        + Sous Chef
      * 4.2.1.2 Convert a recipe to yield smaller quantities.
      * 4.2.1.3 Convert a recipe to yield larger quantities.
  + 4.2.2 Receiving and storing food and non-food items
    - *Deleted critical work function title:*
      * ~~4.2.2 Cost control and profitability~~
    - *Added critical work function title:*
      * 4.2.2 Receiving and storing food and non-food items
    - *Deleted critical work functions:*
      * ~~4.2.2.1 Describe the importance of cost control to restaurant and foodservice operations, including both for-profit and not-for-profit operations.~~
      * ~~4.2.2.2 Explain the importance of portion size to cost control.~~
      * ~~4.2.2.3 Explain the importance of controlling waste, shrinkage, and theft as they relate to cost control.~~
      * ~~4.2.2.4 Exhibit a basic understanding of the concept of profitability and the necessary conditions to achieve it.~~
    - *Added critical work functions:*
      * 4.2.2.1 Identify the equipment used when receiving and storing food.
      * 4.2.2.2 Describe receiving protocols to ensure quality product is delivered to include communication with management when an issue arises.
      * 4.2.2.3 Identify signs that indicate food has been contaminated prior to receiving it.
      * 4.2.2.4 Explain the requirements for proper labeling of food.
      * 4.2.2.5 Define first-in, first-out (FIFO).
      * 4.2.2.6 Identify how to prevent cross-contamination when storing food.
      * 4.2.2.7 Identify how to handle and store chemicals to prevent cross-contamination.
      * 4.2.2.8 Identify how to control the time and temperature of food during storage.
      * 4.2.2.9 Explain the correct storage requirements for dry, refrigerated, and frozen goods.
      * 4.2.2.10 Recognize each operation may have its own receiving and storing protocols and the importance of following management standards.
      * 4.2.2.11 Explain the correct storage requirements for smallwares to include utensils, plate ware, pots and pans, and knives.
  + Technical content area title
    - *Deleted technical content area title:*
      * ~~Technical Content Areas~~
  + 4.2.3 Preparation equipment, knives, cutters, and mixers
    - *Deleted technical content area title:*
      * ~~4.2.3 Product quality, cost control, and profitability~~
    - *Added critical work function title:*
      * 4.2.3 Preparation equipment, knives, cutters, and mixers
    - *Deleted technical content areas:*
      * ~~4.2.3.1 Keeping consistent high-quality product will reflect positively upon the operation and encourage repeat customers.~~
      * ~~4.2.3.2 Using standardized recipes will ensure consistency across dishes in regard to both taste and presentations. Portion sizes should be controlled in an effort to control food waste and cost. Doing so will let you know exactly how much food you are using per dish, and how much each individual dish costs the operation.~~
      * ~~4.2.3.3 In addition to recipes and portion control, many operations use quality control tools such as check lists, production charts, or computer programs to track food production and purchasing.~~
      * ~~4.2.3.4 It is important to choose reliable, high-quality suppliers who will not only supply your operation with the quality product you request, but also can be trusted to follow food safety standards and work with you to control cost.~~
      * ~~4.2.3.5 In order to be profitable, an operation must make more money on each dish than what the dish cost the operation in food costs and incidental operating costs. Therefore, controlling food costs at every step in the flow of food is important. This starts with ensuring the correct products are received from suppliers in the correct amounts, that the food is stored correctly to avoid spoilage, and that the correct amount of food is ordered from suppliers to avoid waste.~~
      * ~~4.2.3.6 It is also important to control costs in the front of the house, including preventing employee and customer theft.~~
    - *Added critical work functions:*
      * 4.2.3.1 Identify basic types of smallwares and their common uses, such as pots and pans and utensils.
      * 4.2.3.2 List the different types of knives, cutters, and slicers used in restaurants and give examples of their uses.
        + Chef’s knife: Also known as the French knife, can be used for almost every task—chopping, slicing, and mincing all manner of ingredients. At a length between eight and fourteen inches, with a sleek blade that tapers into a sharp tip, this is a tool designed for high-rotation use.
        + Serrated knife: has a long saw-like blade that is used to slice baked goods like breads and cakes.
        + Slicer (knife): has a long blade, some as long as fourteen inches, that is primarily used for carving slices of cooked meat.
        + Paring knives: are made to trim and pare vegetables and fruits. The smaller size of the knife with its two- to four-inch blade makes it perfect for this task.
        + Boning knives: in the six-inch range are much more often used for butchery, such as removing meat from the bone. They can be flexible with thinner blades for when you need to get around a piece of bone, or less flexible with a thicker blade for larger pieces of protein.
        + Cleaver: is best for cutting through bones. The heavy, rectangular blade can also be used to chop a variety of vegetables and meat.
        + Cimeter: is curved to best do things like cutting beef steaks off of the loin.
        + Slicers: meat slicers have a slanted, circular blade. Food either passes through the machine automatically or a cook pushes a hopper that holds the product along a carriage and into the blade. The guard on the hopper must always be used to move the hopper, to protects your hands.
        + Mixers: have bowls ranging from 5-, 20-, 60-, and up to 80-quart sizes and are used to mix and whip up ingredients. Depending on the ingredient or preparation, special attachments including paddles, wire whips, dough hooks, meat grinders, shredders, slicers, and juicers can be used.
      * 4.2.3.3 Explain how to correctly care for knives and smallwares.
      * 4.2.3.4 Describe the safe and correct use of knives.
  + 4.2.4 Identify production and presentation methods
    - *Added critical work function title:*
      * 4.2.4 Identify production and presentation methods
    - *Added critical work functions:*
      * 4.2.4.1 Identify the components and functions of a standardized recipe.
      * 4.2.4.2 Explain the importance of following standardized recipes.
      * 4.2.4.3 Identify ways to determine if a food item is done cooking.
      * 4.2.4.4 Describe different prepping and cooking techniques and methods used in restaurants and the food for which they are suited.
      * 4.2.4.5 Identify the equipment needed for holding and serving food.
  + 4.2.5 Prepare and serve meals
    - *Added critical work function title:*
      * 4.2.4 Prepare and serve meals
    - *Added critical work functions:*
      * 4.2.5.1 List the guidelines for presenting food (plating, wrapping, boxing, etc.) that has finished cooking.
      * 4.2.5.2 Describe production protocols to ensure quality product is delivered.
* **4.3 Basic Food Handler Food Safety and Sanitation**
  + Competency title and description
    - *Edited competency title and description:*
      * 4.3 Basic Food ~~and~~ Safety and Sanitation: Displaying knowledge of the critical importance of food safety and the necessary steps to ensure food safety in a restaurant or ~~food service~~ foodservice operation.
  + Critical work functions title
    - *Deleted critical work functions title:*
      * ~~Critical Work Functions~~
  + 4.3.1 Identify the necessary steps to ensure food safety in a restaurant or foodservice operation
    - *Edited critical work function title:*
      * Identify the necessary steps to ensure food safety ~~and sanitation~~ in a restaurant or foodservice operation
    - *Edited critical work functions:*
      * 4.3.1.2 Recognize the importance of good personal hygiene, and describe behaviors associated with it such as handwashing, ~~reportable~~ reporting illnesses, etc.
      * Define time and temperature control~~,~~ and describe actions necessary to provide safe food, such as safe food storage, correct cooking temperatures, correct cooling, and the use of thermometers.
      * 4.3.1.6 Explain correct cleaning and sanitizing, including how, where, and when it should be done~~.~~ (e.g., safety equipment, goggles, gloves).
  + Technical content areas title
    - *Deleted technical content areas title:*
      * ~~Technical Content Areas~~
  + 4.3.2 Provide and assess knowledge of procedures for serving people who indicate they have a food allergy
    - *Deleted technical content areas title:*
      * ~~4.3.2 Food safety and sanitation~~
    - *Added critical work functions title:*
      * 4.3.2 Provide and assess knowledge of procedures for serving people who indicate they have a food allergy
    - *Deleted technical content areas:*
      * ~~4.3.2.1 A foodborne illness is a disease transferred to people by food. The costs associated with it can be incredible and include costing the operation thousands of dollars in fees, closure, and illness to the victims, and even death.~~
      * ~~4.3.2.2 One way to prevent a foodborne illness is to practice good personal hygiene. This includes always wearing clean clothing and uniforms when working; avoiding wearing jewelry while working; bathing or showering before work; keeping long hair pulled back and wearing hair coverings; correct handwashing; correct glove use; and reporting illness to management.~~
      * ~~4.3.2.3 Another way to prevent foodborne illness is to practice good time and temperature control. Any type of food can be contaminated. But some types allow more pathogen growth. The best way to control pathogen growth in these items is to control time and temperature. So, these food items are known as food that needs time and temperature control for safety, or TCS food for short. Here are the most common types of TCS food: milk and dairy products; eggs; meat; poultry; fish; shellfish and crustaceans; baked potatoes; heat-treated plant food such as cooked rice; tofu or other soy protein; sliced melons and cut tomatoes; sprouts and sprout seeds; and untreated garlic oil and mixtures.~~
      * ~~4.3.2.4 To control temperature, be sure you are using the correct thermometer and you are cooking food to the correct temperature for the correct amount of time. To keep TCS food safe, it must be kept out of the temperature danger zone (41 ̊F to 135 ̊F (5 ̊C to 57 ̊C). It must also be stored correctly. Ready-to-eat food should always be stored above other food in a cooler. Coolers must not be overloaded.~~
      * ~~4.3.2.5 All food that is not stored in its original container must be labeled. That label must include the common name of the food.~~
      * ~~4.3.2.6 Ready-to-eat TCS food must be marked if it will be held for longer than 24 hours. The mark must indicate when the food must be sold, eaten, or thrown out.~~
      * ~~4.3.2.7 Ready-to-eat TCS food prepared on-site can be stored for only seven days if held at 41˚F (5˚C) or lower.~~
      * ~~4.3.2.8 Cross-contamination is the transfer of pathogens from one surface or food to another. It can be a major cause of foodborne illness.~~
      * ~~4.3.2.9 When handling raw meat, seafood, and poultry, always use separate cutting boards, plates, and utensils from ready-to-eat food. Never place ready-to-eat food on a surface that previously held raw meat, poultry, or seafood.~~
      * ~~4.3.2.10 Always practice correct handwashing and use single-use gloves that are changed any time they become dirty, torn, or you begin a new task.~~
      * ~~4.3.2.11 Any surface that touches food must be both cleaned and sanitized. To do this correctly, follow the correct cleaning and sanitizing steps. Additionally, always be sure to follow manufacturers’ directions on cleaners and sanitizers, and purchase from safe and reputable suppliers.~~
      * ~~4.3.2.12 High-risk populations include young children, elderly people, and people with compromised immune systems. These people are at higher risk for a foodborne illness.~~
    - *Added critical work functions:*
      * 4.3.2.1 Describe what a food allergy is.
      * 4.3.2.2 Describe the symptoms of an allergic reaction.
      * 4.3.2.3 Identify major food allergens.
      * 4.3.2.4 Identify the dangers of allergens and how to prevent cross-contact.
      * 4.3.2.5 Identify proper cleaning methods to prevent allergen contamination.
      * 4.3.2.6 Describe how and when to communicate to guests and staff about allergens.
      * 4.3.2.7 Identify special considerations related to allergens from workstations and self-serve areas and proper food preparation for guests with food allergies.
      * 4.3.2.8 Identify how to handle special dietary requests.
      * 4.3.2.9 Identify how to handle emergencies, including allergic reactions (call 911, get a manager involved immediately).
      * 4.3.2.10 Explain the importance of food labels.
      * 4.3.2.11 Identify how to handle food deliveries in relation to allergens.
      * 4.3.2.12 Describe the role of cleaning and personal hygiene considerations to prevent contaminating food with allergens.
      * 4.3.2.13 Explain the operation’s Food Allergen Policy and Standard Practice instructions.
  + 4.3.3 Display knowledge of the critical importance of general safety
    - *Added critical work functions title:*
      * 4.3.3 Display knowledge of the critical importance of general safety
    - *Added critical work functions:*
      * 4.3.3.1 Explain why it is important to abide by federal, state, and local regulations.
      * 4.3.3.2 Follow established regulatory and company policies and procedures.
      * 4.3.3.3 Comply with and practice safe work habits, identify safety hazards, and employ preventative safety measures (proper lifting, avoiding slips, cuts, burns and falls, Material Safety Data Sheets (MSDS), wet floor sign, Personal Protective Equipment (PPE)).
* **4.4 Basic Business Operations**
  + Competency title and description
    - *Deleted competency title and description:*
      * ~~4.4 Marketing and Branding: Providing internal and external customers with a clear understanding of the goods and services offered by the operation.~~
    - *Added competency title and description:*
      * 4.4 Basic Business Operations: Conducting restaurant operations to attract customers and generate profit.
  + Critical work functions title
    - *Deleted critical work functions title:*
      * ~~Critical Work Functions~~
  + 4.4.1 Cost and profitability
    - *Added critical work function title:*
      * 4.4.1 Cost and profitability
    - *Added critical work functions:*
      * 4.4.1.1 Recognize the importance of cost control to restaurants.
      * 4.4.1.3 Recognize the importance of controlling wastes, shrinkage, and theft as they relate to cost control.
      * 4.4.1.4 Identify what profitability is and the necessary conditions to achieve it.
      * 4.4.1.5 Identify the role salesmanship plays in the profitability of a restaurant.
    - *Renumbered and edited critical work function:*
      * ~~6.3.5.4~~ 4.4.1.2 ~~Explain~~ Identify the importance of portion control to ~~food~~ cost control.
    - *Added critical work function title:*
      * 4.4.2 Maintain product quality and cost control
    - *Added critical work functions:*
      * 4.4.2.1 Recognize the importance of product quality to the operation.
      * 4.4.2.2 Recognize the importance of using standardized recipes as it relates to product quality, portion control, and cost control.
      * 4.4.2.3 Identify food production control and quality control tools, such as checklists, production sheets, etc.
    - *Renumbered and edited critical work function title:*
      * ~~4.4.1~~ 4.4.3 Effective Branding
    - *Renumbered and edited critical work functions:*
      * ~~4.4.1.1~~ 4.4.3.1 ~~Recognize~~ Identify the importance of understanding the operation’s brand.
      * ~~4.4.1.2~~ 4.4.3.2 ~~Recognize~~ Identify how the brand is marketed to internal and external customers (social media, TV, radio, email, in-store collateral).
    - *Renumbered and edited critical work function title:*
      * ~~4.4.2~~ 4.4.4 ~~Skill necessary to use the brand effectively~~ Marketing
    - *Renumbered and edited critical work functions:*
      * ~~4.4.2.1~~ 4.4.4.1 ~~Know~~ Identify who the operation’s customers are and what they want.
      * ~~4.4.2.2~~ 4.4.4.2 ~~Exhibit an~~ Identify the importance of understanding ~~of~~ the operation’s products.
      * ~~4.4.2.3~~ 4.4.4.3 ~~Exhibit an~~ Recognize the importance of understanding ~~of~~ the operation’s story, history, and mission.
  + Technical content areas title
    - *Deleted technical content areas title:*
      * ~~Technical Content Areas~~
    - *Deleted technical content areas:*
      * ~~4.4.3.1 It is important to understand your operation’s brand and to act in accordance with brand standards. An operation should present a consistent fact to the customer base.~~
      * ~~4.4.3.2 Understanding the brand includes knowing the products, having an understanding of company culture, knowing who the customers are and what they want, and knowing the story and history of the operation.~~
      * ~~4.4.3.3 It is important to be able to describe products and make suggestions to customers for additional purchases such as a specialty beverage, add-on salad, or dessert.~~
* **4.5 Restaurant and Food Service Industry Principles and Concepts**
  + Competency title and description
    - *Deleted competency title and description:*
      * ~~4.5 Restaurant and Food Service Industry Principles and Concepts: Knowledge of industry segments and ratings.~~
  + Critical work functions title
    - *Deleted critical work functions title:*
      * ~~Critical Work Functions~~
  + 4.5.1 Industry knowledge
    - *Deleted critical work function title:*
      * ~~4.5.1 Industry knowledge~~
  + Technical content areas title
    - *Deleted technical content areas title:*
      * ~~Technical Content Areas~~
  + 4.5.2 Industry knowledge
    - *Deleted technical content area title:*
      * ~~4.5.2 Industry knowledge~~
    - *Deleted technical content areas:*
      * ~~4.5.2.1 The commercial segment makes up 80% of the foodservice industry. Commercial foodservice operations include restaurants, catering and banquets, retail, stadiums, airlines, and cruise ships.~~
      * ~~4.5.2.2 The non-commercial segment represents 20% of the foodservice industry. This segment prepares food in support of some other establishment's main function or purpose. Categories in this segment include schools, universities, the military, healthcare businesses and industry, and clubs.~~
      * ~~4.5.2.3 Many customers look to organizations that review establishments and post ratings to decide where to dine. Two popular resources are the Zagat Survey and the Michelin Guide.~~

# Tier 6: Management Competencies

* **Tiers 6-8: Occupation specific Requirements: Management Competencies**
  + Tier title
    - *Edited tier title:*
      * Tier~~s~~ 6~~-8~~: ~~Occupation Specific Requirements:~~ Management Competencies
  + Tier description
    - *Deleted tier description:*
      * ~~The Department of Labor’s Occupational Information Network (O\*NET) program is the nation's primary source of occupational information. Every occupation requires a different mix of knowledge, skills, and abilities, and is performed using a variety of activities and tasks. These distinguishing characteristics of an occupation are described by the O\*NET Content Model, which defines the key features of an occupation as a standardized, measurable set of variables called "descriptors".~~
    - *Added tier description:*
      * All occupations require a specific knowledge base over and above that which is required in the industry as a whole. A great deal of information about the knowledge required in various occupations can be obtained from existing resources, such as the Department of Labor's Occupational Information Network (O\*NET), which can be used as a basis for specifying detailed knowledge competencies required for work in a specific occupation. Job descriptions and educational program curricula can also be excellent sources of information on occupational knowledge requirements.
  + Competency block organization
    - Renumbered and edited competency blocks titles:
      * ~~6.2 Leadership Skills~~ 6.1 Fundamentals of Restaurant Leadership
      * ~~6.5 Manage Daily Operations~~ 6.2 Fundamentals of Managing Daily Restaurant Operations
      * 6.3 Monitoring and Controlling Resources
      * ~~6.1 Safety and Regulations (HR)~~ 6.4 Managing Safety Regulations
      * ~~6.6 Financial Management~~ 6.5 Financial Management
      * ~~6.4 Purchasing~~ 6.6 Purchasing and Controlling Operational Cost
      * ~~6.8 Staffing~~ 6.7 Managing the Employment Process
      * ~~6.7 Marketing~~ 6.8 Restaurant Marketing
* **6.1 Fundamentals of Restaurant Leadership**
  + Competency title and description
    - *Renumbered and edited competency title and description:*
      * ~~6.2~~ 6.1 Fundamentals of Restaurant Leadership: ~~Skills~~ Supervising and developing a team to optimize performance and support successful restaurant operations.
  + 6.1.1 Leadership and teamwork
    - Renumbered and edited critical work function title:
      * ~~6.2.1~~ 6.1.1 ~~Dynamics of~~ Leadership and teamwork
    - *Added critical work functions:*
      * 6.1.1.1 Describe the dynamics of leadership (e.g., listens well, respects others, supports company values, has a sense of self-worth, responsibility, and accountability, values trust, and human dignity, encourages employees to adopt the company's vision, keeps calm in a crisis, takes responsibility for developing future leaders, teaches and mentors).
      * 6.1.1.4 Explain why teamwork is important to the success of a restaurant.
      * 6.1.1.5 Discuss basic principles helpful in building and maintaining effective teams.
    - *Renumbered and edited critical work functions:*
      * ~~6.2.1.2~~ 6.1.1.2 Describe the different ~~Discuss basic management activities and management~~ styles ~~(goal setting, process development, etc.)~~ of management and explain how to use the various styles to lead people.
      * ~~6.2.1.4~~ 6.1.1.3 ~~Explain that managers have~~ Describe the professional responsibilities that supervisors have in an operation (i.e., professionalism and responsibility to customers and staff).
      * ~~6.2.1.3~~ 6.1.1.6 Explain the importance of ethical decision-making, and being fair and consistent ~~the role of codes of ethics in restaurant and foodservice operations, and tasks involved in developing, implementing, and enforcing codes of ethics~~.
    - *Deleted critical work functions:*
      * ~~6.2.1.1 Review basic leadership qualities and strategies for facilitating the work of employees such as motivation, leadership, coaching, and conflict resolution.~~
      * ~~6.2.1.6 Explain procedures that are helpful when delegating work tasks.~~
  + 6.1.2 Managing employees and goal basics
    - *Added critical work function title:*
      * 6.1.2 Managing employees and goal basics
    - *Added critical work functions:*
      * 6.1.2.1 Explain why employee recognition is important.
      * 6.1.2.2 Describe ways to maintain a positive work environment (e.g., leading by example, consistency, fairness, fostering communication).
      * 6.1.2.3 Identify ways to manage conflict and procedures for resolving employee conflicts.
      * 6.1.2.4 Explain what a SMART goal is.
      * 6.1.2.5 Describe how to goal set for a shift.
  + 6.1.3 Delegating tasks, motivating, and coaching employees
    - *Added critical work function title:*
      * 6.1.3 Delegating tasks, motivating, and coaching employees
    - *Added critical work functions:*
      * 6.1.3.1 List the steps for delegating tasks.
      * 6.1.3.2 Describe ways to motivate employees.
      * 6.1.3.3 Describe basic coaching practices and procedures for coaching employees.
  + 6.1.4 Training adult learners
    - *Renumbered and edited critical work function title:*
      * ~~6.2.2~~ 6.1.4 ~~Professional development programs~~ Training adult learners
    - *Renumbered and edited critical work function:*
      * ~~6.2.2.2~~ 6.1.4.1 ~~Discuss~~ Identify three ~~commonly used professional development~~ different methods to train adults ~~(cross-training, delegating, mentoring, apprenticeship, coaching, job rotation, on-the-job-training, etc.)~~.
    - *Deleted critical work functions:*
      * ~~6.2.2.1 Explain the importance of professional development and career-building activities.~~
  + 6.1.5 Communication fundamentals
    - *Renumbered and edited critical work function title:*
      * ~~6.2.4~~ 6.1.5 ~~Effective~~ Communication fundamentals
    - *Added critical work functions:*
      * 6.1.5.1 Describe effective communication skills (e.g., eye contact, avoid interrupting, speak clearly, interact with listener, effective listening).
      * 6.1.5.3 Describe open communication and collaboration in the workplace.
      * 6.1.5.5 Identify how to control nonverbal communication.
    - *Renumbered and edited critical work functions:*
      * ~~6.2.4.2~~ 6.1.5.2 ~~Provide an overview of the communication process including common communication challenges~~ Describe common communication challenges.
      * ~~6.2.4.3~~ 6.1.5.4 ~~Review~~ Identify basic principles ~~useful~~ for business speaking, ~~using the telephone~~, listening, and writing~~, and controlling nonverbal communication~~.
    - *Renumbered critical work functions:*
      * ~~6.2.4.5~~ 6.1.5.6 Explain practices for developing effective messages and for managing internal and external communication procedures.
      * ~~6.2.4.1~~ 6.1.5.7 Explain why it is important for supervisors to use effective communication skills.
    - *Deleted critical work function:*
      * ~~6.2.4.4 Identify strategies that enhance interpersonal communication (constructive feedback, etc.).~~
  + 6.1.6 Giving and receiving feedback
    - *Added critical work function title:*
      * 6.1.6 Giving and receiving feedback
    - *Added critical work functions:*
      * 6.1.6.1 Explain how to give constructive feedback.
      * 6.1.6.2 Explain how to receive constructive feedback.
  + 6.1.4 Responsible alcoholic beverage service
    - *Deleted critical work function title:*
      * ~~6.1.4 Responsible alcoholic beverage service~~
    - *Deleted critical work functions:*
      * ~~6.1.4.1 Explain why the ability to serve alcohol is a privilege, not a right.~~
      * ~~6.1.4.2 Explain the concept of legal liability and third-party liability as it relates to the sale of alcoholic beverages.~~
      * ~~6.1.4.3 Explain the importance of understanding BAC to the responsible service of alcohol.~~
      * ~~6.1.4.4 State the two main purposes of a responsible alcohol service training program.~~
      * ~~6.1.4.5 List the four steps managers take to train employees in the responsible service of alcohol.~~
      * ~~6.1.4.6 Explain how managers ensure employees serve alcohol responsibly.~~
      * ~~6.1.4.7 Describe the role that managers and employees play in effective guest intervention procedures.~~
  + 6.2.3 Facilitate the planning process
    - *Deleted critical work function title:*
      * ~~6.2.3 Facilitate the planning process~~
  + 6.2.5 Manage and facilitate teamwork
    - *Deleted critical work function title:*
      * ~~6.2.5 Manage and facilitate teamwork~~
    - *Deleted critical work functions:*
      * ~~6.2.5.1 Explain why teamwork is important to the success of restaurant and foodservice operations.~~
      * ~~6.2.5.2 Discuss basic principles helpful in building and maintaining effective teams.~~
* **6.2 Fundamentals of Managing Daily Restaurant Operations**
  + Competency title and description
    - *Renumbered and edited competency title and description:*
      * ~~6.5~~ 6.2 ~~Manage~~ Fundamentals of Managing Daily Restaurant Operations: Performing routine management tasks to ensure the restaurant operates efficiently and effectively.
  + 6.2.1 Business fundamentals and working shift standards
    - *Renumbered and edited critical work function title:*
      * ~~6.5.1~~ 6.2.1 ~~Work~~ Business fundamentals and working shift standards
    - *Added critical work functions:*
      * 6.2.1.3 Describe ways in which managers can enforce operating standards (policies, procedures).
      * 6.2.1.5 Explain the importance of communicating between BOH and FOH about specials and items no longer in stock (e.g., 86’d items).
      * 6.2.1.6 Describe methods restaurant managers use to communicate with staff before and throughout the shift (e.g., pre shifts, daily huddles, standups, daily logs).
      * 6.2.1.7 Describe the opening, mid, and closing procedures the restaurant manager oversees to prepare for a shift.
    - *Edited critical work functions:*
      * ~~6.5.1.1~~ 6.2.1.1 Describe how ~~restaurant and foodservice~~ managers should establish priorities.
      * ~~6.5.1.2~~ 6.2.1.2 ~~Explain why~~ Identify the importance of operating standards ~~are important and how managers can enforce them (policies, procedures)~~ (quality, consistency, setting expectations).
      * ~~6.5.3.1~~ 6.2.4.4 Describe methods ~~how restaurant and foodservice~~ managers ~~should~~ use to develop and submit reports to ~~upper management~~ the general manager.
  + 6.2.2 Using technology
    - *Added critical work function title:*
      * 6.2.2 Using technology
    - *Added critical work function:*
      * 6.2.2.1 Explain the use of industry specific technology applications to enhance business performance.
        + Touchscreen Point of Sale Terminals
        + Order and Pay at the Table
        + Handheld Point of Sale Systems
        + Contactless Payments
        + Self-ordering Kiosk
        + Kitchen Display System
        + Integrated Online Ordering Platform
        + Online Ordering Systems and Delivery Apps
        + Online Table Reservation System
        + Automated Inventory Management Software
        + QR Codes
        + Restaurant Customer Relationship Management Systems
        + Third-Party Online Ordering Solutions
        + Subscription Management Software
        + Voice Ordering System
  + 6.2.3 Scheduling and assessing needs
    - *Added critical work function title:*
      * 6.2.3 Scheduling and assessing needs
    - *Renumbered and edited critical work functions:*
      * ~~6.5.1.9~~ 6.2.3.2 Identify how to assess service and production needs throughout a shift ~~(staffing, prep levels)~~.
    - *Renumbered critical work function:*
      * ~~6.5.4.1~~ 6.2.3.1 Explain the need for effective work schedules.
  + 6.2.4 Monitoring performance standards
    - *Added critical work function title:*
      * 6.2.4 Monitoring performance standards
    - *Added critical work functions:*
      * 6.2.4.1 Identify the role the Back of House (Kitchen) has in supporting sales and service goals for the Front of the House (e.g., food quality, execution, ticket times).
      * 6.2.4.2 Describe how to monitor work performance and provide feedback and on the job training.
    - *Renumbered and edited critical work function:*
      * ~~6.5.4.3~~ 6.2.4.3 Identify common practices that are helpful for monitoring employees during work shifts ~~(line-up meetings, coaching, etc.)~~.
  + 6.2.5 Monitoring and assessing product quality
    - *Added critical work function title:*
      * 6.2.5 Monitoring and assessing product quality
    - *Added critical work functions:*
      * 6.2.5.4 Identify ways to monitor takeout and delivery quality.
    - *Renumbered and edited critical work functions:*
      * ~~6.5.1.6~~ 6.2.5.3 ~~Review~~ Describe how tools (checklists, communication logs, etc.) can be used to monitor quality.
    - *Renumbered critical work functions:*
      * ~~6.5.1.4~~ 6.2.5.1 Identify, implement, and review production and quality goals for the Back of the House.
      * ~~6.5.1.7~~ 6.2.5.2 Describe the main methods managers use to assess product quality (primarily customer feedback).
  + 6.2.6 Evaluating and monitoring service quality
    - *Added critical work function title:*
      * 6.2.6 Evaluating and monitoring service quality
    - *Added critical work functions:*
      * 6.2.6.2 Identify how to assess service quality throughout a shift (e.g., staffing, prep levels).
      * 6.2.6.3 Describe methods managers use to do service checks throughout the shift.
    - *Renumbered critical work functions:*
      * ~~6.5.8.1~~ 6.2.6.1 Describe the key areas managers evaluate when assessing service quality (promptness and cleanliness).
  + 6.2.7 Off-premise customers and handling guest complaints
    - *Added critical work function title:*
      * 6.2.7 Off-premise customers and handling guest complaints
    - *Renumbered and edited critical work functions:*
      * ~~6.5.3.2~~ 6.2.7.3 Describe ~~the procedures~~ guidelines managers use to address customer complaints.
    - *Renumbered critical work functions:*
      * ~~6.7.4.1~~ 6.2.7.1 Explain the importance of high-quality customer service to the marketing of a restaurant or foodservice operation.
      * ~~6.7.4.2~~ 6.2.7.2 Describe the tools managers can use to communicate their service commitment to off-premise customers.
  + 6.2.8 Effective selling methods
    - *Added critical work function title:*
      * 6.2.8 Effective selling methods
    - *Renumbered and edited critical work function:*
      * ~~6.5.1.4~~ 6.2.8.2 Identify, implement, and review sales and service goals for the Front of the ~~H~~ouse (e.g., upselling, salesmanship, customer service program, special needs).
    - *Renumbered critical work function:*
      * ~~6.7.7.2~~ 6.2.8.1 Describe effective selling methods and how to evaluate them (personal selling, sales events, suggestive selling).
  + 6.2.9 Handling customer complaints
    - *Added critical work function title:*
      * 6.2.9 Handling customer complaints
    - *Added critical work function:*
      * 6.2.9.1 Describe guidelines managers use to address customer complaints.
* **6.3 Monitoring and Controlling Resources**
  + Competency title and description:
    - *Edited competency title and description competency description:*
      * 6.3 Monitoring and Controlling Resources: Managing the costs associated with restaurant operations.
  + 6.3.1 The manager’s role in cost control and food cost
    - *Edited critical work function title:*
      * 6.3.1 The ~~importance of~~ manager’s role in cost control and food cost
    - *Added critical work functions:*
      * 6.3.1.4 List factors that affect food cost.
    - *Renumbered and edited critical work functions:*
      * ~~6.3.1.2~~ 6.3.1.1 Describe the ~~manager’s~~ supervisor’s role in cost control.
      * ~~6.3.1.2~~ 6.3.1.2 ~~Explain the importance of controlling~~ ~~Identify~~ prime cost (i.e., total sum of your labor costs and your cost of goods sold (COGS), including all food and liquor costs).
      * ~~6.3.2.1~~ 6.3.1.3 Define and calculate food cost~~s and explain how managers track and analyze food costs~~.
  + 6.3.2 Controlling costs during purchasing
    - *Edited critical work function title:*
      * 6.3.2 ~~Calculating food cost~~ Controlling costs during purchasing
    - *Renumbered and edited critical work functions:*
      * ~~6.4.2.1~~ 6.3.2.2 ~~Have knowledge of~~ Describe how to determine ~~quantities~~ ~~(~~par levels~~)~~ (i.e., quantities) of products to purchase (e.g., unit pricing, cash flow, forecasting, stock levels, etc.).
    - *Renumbered critical work function:*
      * ~~6.3.4.1~~ 6.3.2.1 Explain the importance of effective purchasing as it relates to cost control.
      * ~~6.4.2.2~~ 6.3.2.3 Explain how product yields affect purchase quantities.
  + 6.3.3 Controlling costs during receiving
    - *Renumbered and edited critical work function title:*
      * ~~6.3.4~~ 6.3.3 Controlling costs ~~in purchasing,~~ during receiving~~, storing, and issuing~~
    - *Added critical work functions:*
      * 6.3.3.2 Describe methods of requesting and receiving credit.
      * 6.3.3.3 Describe the term cost of goods on hand and factors that can contribute to it.
    - *Renumbered critical work functions:*
      * ~~6.3.4.2~~ 6.3.3.1 Explain the process for managing vendor deliveries and receiving goods.
  + 6.3.4 Labor cost and understanding profitability
    - *Renumbered and edited critical work function title:*
      * ~~6.3.6~~ 6.3.4 ~~Controlling~~ Labor ~~and other restaurant~~ costs ~~and understanding profitability~~
    - *Added critical work functions:*
      * 6.3.4.2 List factors that affect labor cost.
    - *Renumbered and edited critical work function:*
      * 6.3.6.1 ~~Explain how payroll cost, FICA, Medicare, and employee benefits make up~~ Define and calculate labor cost.
    - *Renumbered critical work function:*
      * ~~6.3.1.1~~ 6.3.4.3 Explain how restaurant and foodservice costs and pricing affect profitability.
  + 6.3.5 The inventory process, calculating and pricing inventory
    - *Added critical work function title:*
      * 6.3.5 The inventory process, calculating and pricing inventory
    - *Renumbered critical work function:*
      * ~~6.3.4.3~~ 6.3.5.1 Identify and describe the correct methods of taking inventory and the various methods of inventory pricing.
  + 6.3.6 Controlling cost during storage and issuing
    - *Added critical work function title:*
      * 6.3.6 Controlling cost during storage and issuing
    - *Added critical work function:*
      * 6.3.6.2 Explain methods to control inventory shrinkage.
    - *Renumbered and edited critical work function:*
      * ~~6.3.4.4~~ 6.3.6.1 Describe the inventory issuing process~~, including issuing beverages~~.
  + 6.3.7 Production costs
    - *Added critical work function title:*
      * 6.3.7 Production costs
    - *Renumbered and edited critical work function:*
      * ~~6.3.5.3~~ 6.3.7.1 ~~Detail~~ Identify how managers monitor the food and beverage production processes.
  + 6.3.8 Production quality and waste
    - *Renumbered and edited critical work function title:*
      * ~~6.3.5~~ 6.3.8 ~~Food costs and~~ Production quality ~~control during production, sales, and service and~~ waste
    - *Renumbered critical work function:*
      * ~~6.3.5.6~~ 6.3.8.1 Explain the importance of product usage and waste reports to control the cost of high-cost food items.
      * ~~6.3.5.2~~ 6.3.8.2 Explain how managers monitor food and beverage quality.
  + 6.3.9 Controlling theft
    - *Added critical work function title:*
      * 6.3.9 Controlling theft
    - *Renumbered and edited critical work function:*
      * ~~6.3.3.5~~ 6.3.9.1 Identify ways to prevent the theft of food and beverage products and revenue.
    - *Renumbered critical work function:*
      * ~~6.3.7.5~~ 6.3.9.2 Explain several ways to discourage theft by employees.
  + 6.3.10 Service and portion control
    - *Added critical work function title:*
      * 6.3.10 Service and portion control
    - Renumbered and edited critical work function:
      * ~~6.3.5.5~~ 6.3.10.2 Explain the importance of training, monitoring, and follow-through as they relate to the service ~~team~~ team’s role in cost control.
    - Renumbered critical work function:
      * ~~6.3.5.7~~ 6.3.10.1 Explain how to complete a daily sales report.
  + 6.3.11 Labor cost controls
    - *Added critical work function title:*
      * 6.3.11 Labor cost controls
    - *Added critical work functions:*
      * 6.3.11.2 Describe the methods used to control labor costs at the shift level.
      * 6.3.11.4 Identify how to create a master schedule.
      * 6.3.11.5 Identify how to measure labor productivity.
    - *Renumbered and edited critical work function:*
      * ~~6.5.4.2~~ 6.3.11.3 ~~Describe~~ Identify how to ~~create and distribute work~~ develop an effective employee ~~schedules~~ schedule ~~(crew, staff, team, FOH, BOH, managers, etc.)~~.
    - *Renumbered critical work function:*
      * ~~6.3.6.2~~ 6.3.11.1 Explain the methods used to measure labor productivity.
    - *Deleted critical work function:*
      * ~~6.3.6.3 Outline the steps involved in controlling labor costs.~~
  + 6.3.12 Forecasts and scheduling
    - *Added critical work function title:*
      * 6.3.12 Forecasts and scheduling
    - *Added critical work functions:*
      * 6.3.12.1 Identify factors that influence guest counts.
      * 6.3.12.2 Identify how to calculate variances in labor costs.
      * 6.3.12.3 Identify labor control strategies for reducing costs.
  + 6.3.13 Handling cash and deposits
    - *Added critical work function title:*
      * 6.3.13 Handling cash and deposits
    - *Renumbered critical work functions:*
      * ~~6.6.1.6~~ 6.3.13.1 Determine whether a cash drawer is over or under at the end of a day.
      * ~~6.6.1.8~~ 6.3.13.2 Calculate the amount of a cash deposit.
      * ~~6.6.1.9~~ 6.3.13.3 Figure net cash receipts.
      * ~~6.3.7.3~~ 6.3.13.4 Explain the basic control standards to safeguard cash and credit card information.
  + 6.3.3 Controlling bar costs
    - *Deleted critical work function title:*
      * ~~6.3.3 Controlling bar costs~~
  + 6.3.5 Food costs and quality control during production, sales, and service
    - Deleted critical work function:
* **6.4 Managing Safety Regulations**
  + Competency title and description
    - *Renumbered and edited competency title and description:*
      * ~~6.1~~ 6.4 Managing Safety ~~and~~ Regulations ~~(HR)~~: Ensuring the restaurant is safe and healthy for staff and customers and complies with relevant regulations.
  + 6.4.1 Operational law
    - *Renumbered and edited critical work function title:*
      * ~~6.1.1~~ 6.4.1 ~~Ensuring a lawful workplace~~ Operational law
    - *Renumbered and edited critical work function:*
      * ~~6.1.1.6~~ 6.4.1.1 ~~Discuss~~ Describe federal, state, and local laws that regulate restaurant ~~and foodservice~~ operations~~, and describe the legal aspects of serving food~~.
    - *Renumbered critical work function:*
      * ~~6.1.2.4~~ 6.4.1.2 Review procedures for ensuring the rights of pregnant, disabled, and younger employees.
    - *Deleted critical work function:*
      * ~~6.1.1.3 Describe the methods used for managing payroll records (confidentiality, e-verify, payroll tax, etc.).~~
  + 6.4.2 Inspections and serving safe food and beverages
    - *Renumbered and edited critical work function title:*
      * ~~6.1.3~~ 6.4.2 Inspections and serving safe food ~~safety management~~ and beverages
    - *Added critical work functions:*
      * 6.4.2.14 Identify correct managerial actions during an official inspection.
    - *Renumbered and edited critical work functions:*
      * ~~6.1.3.1~~ 6.4.2.1 ~~Understand~~ Explain the food safety responsibilities of the person in charge of the operation as recommended by the Food and Drug Administration (FDA) for regulatory monitoring.
      * ~~6.1.3.2~~ 6.4.2.2 ~~Understand~~ Explain the concepts of active managerial control and the methods for achieving it.
      * ~~6.1.3.4~~ 6.4.2.4 ~~Understand~~ Explain the seven ~~HACCP~~ Hazard Analysis Critical Control Point (HACCP) principles for preventing foodborne illness and how to implement a HACCP plan when applicable.
      * ~~6.1.2.7~~ 6.2.4.13 ~~Have knowledge of~~ Identify how to work professionally with regulators ~~and demonstrate the correct managerial action during an official inspection~~.
      * ~~6.1.1.8~~ 6.4.2.15 ~~Review~~ Explain the legal aspects of serving alcoholic beverages.
    - *Renumbered critical work functions:*
      * ~~6.1.3.3~~ 6.4.2.3 Explain the FDA's public health interventions.
      * ~~6.1.3.5~~ 6.4.2.5 Explain how to prepare for, respond to, and recover from a crisis, including a foodborne-illness outbreak.
      * ~~6.1.3.6~~ 6.4.2.6 Describe how to respond to imminent health hazards including power outages, fire, flood, water interruption, and sewage.
      * ~~6.1.3.7~~ 6.4.2.7 Explain procedures on to how to handle requests from customers with food allergies, sensitivities, and intolerances.
      * ~~6.1.3.8~~ 6.4.2.8 Identify when food handlers should be prevented from working with or around food or from working in the operation.
      * ~~6.1.3.9~~ 6.4.2.9 Recognize the need for food defense systems.
      * ~~6.1.3.10~~ 6.4.2.10 Have knowledge of the five CDC risk factors that cause foodborne illness and procedures to prevent them.
      * ~~6.1.3.11~~ 6.4.2.11 Outline correct procedures for managing pests.
      * ~~6.1.1.7~~ 6.4.2.12 Describe the legal aspects of serving safe food (FDA Food Code, etc.).
  + 6.4.3 Manage a safe and health workplace
    - *Renumbered and edited critical work function title:*
      * 6.1.2 ~~Managing~~ Manage a safe and healthy workplace
    - *Added critical work functions:*
      * 6.4.3.1 Explain the importance of maintaining confidentiality with personnel records.
      * 6.4.3.2 Identify the different types of harassment and the role the manager has in prevention.
      * 6.4.3.5 Identify strategies that managers can use to reduce bias in hospitality operations.
      * 6.4.3.6 Identify the benefits of and procedures for promoting an environment that supports and accommodates a diversity of people, cultures, and ideas.
      * 6.4.3.7 Describe the value of wellness programs in the workplace (e.g., improve employees’ health; create a happier, healthier workforce; reduce stress among employees).
    - *Edited and renumbered critical work functions:*
      * Discuss nonsexual types of harassment in the workplace ~~(pregnancy discrimination act, FMLA, ADA, etc.)~~ (e.g., pregnancy discrimination act, Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA)).
      * ~~6.1.2.5~~ ~~6.4.3.8~~ ~~Define~~ Identify the role of Occupational Safety and Health Administration (OSHA) regulations.
    - *Renumbered critical work functions:*
      * ~~6.1.2.2~~ 6.4.3.3 Provide an overview of what managers can do to maintain a zero-tolerance sexual harassment policy.
  + 6.4.4 Workplace safety and preventing violence
    - *Added critical work function title:*
      * 6.4.4 Workplace safety and preventing violence
    - *Added critical work functions:*
      * 6.4.4.2 Describe proper lifting procedures.
      * 6.4.4.5 Describe methods to prevent robberies.
    - *Renumbered and edited critical work functions:*
      * ~~6.1.2.1~~ 6.4.4.1 ~~Understand~~ Describe procedures ~~and create policies for providing~~ used to provide a safe workplace environment (ladder use, emergency plan, fire extinguishers, lifting and carrying, etc.).
    - *Renumbered critical work function:*
      * ~~6.1.2.6~~ 6.4.4.3 Review procedures for preventing workplace violence.
      * ~~6.1.2.8~~ 6.4.4.4 Explain procedures on to how to handle a customer or employee incident requiring first aid or medical attention.
  + 6.4.2 Purchase quantity requirements
    - *Deleted critical work function title:*
      * 6.4.2 Purchase quantity requirements
  + 6.4.3 Selecting vendors
    - *Deleted critical work function title:*
      * ~~6.4.3 Selecting vendors~~
  + 6.4.4 Ordering products: Pricing decisions
    - *Deleted critical work function title:*
      * ~~6.4.4 Ordering products: Pricing decisions~~
    - *Deleted critical work functions:*
      * ~~6.4.4.2 Summarize the importance of and the steps useful in effective negotiation (win-win, negotiating tactics, etc.).~~
      * ~~6.4.4.3 Describe several types of pricing discounts and explain rebates (prompt payment and quantity discounts, etc.).~~
* **6.5 Financial Management**
  + Competency title and description:
    - *Renumbered and edited competency title and description:*
      * ~~6.6~~ ~~6.5~~ Financial Management: Overseeing the financial resources of the restaurant.
  + 6.5.1 Accounting and finance basics
    - *Renumbered and edited critical work function title:*
      * ~~6.6.1~~ 6.5.1 Accounting and finance basics
    - *Renumbered critical work functions:*
      * ~~6.6.1.1~~ 6.5.1.1 Explain the purpose of accurate accounting and a Uniform System of Accounts.
      * ~~6.6.1.5~~ 6.5.1.2 Describe the importance of managing cash flow in restaurant and foodservice operations.
      * ~~6.6.1.7~~ 6.5.1.3 Calculate the closing balance in a restaurant’s bank account and demonstrate how to reconcile bank accounts.
      * ~~6.6.1.10~~ 6.5.1.4 Explain the process used to prepare a capital budget.
    - *Deleted critical work functions:*
      * ~~6.6.1.1 Describe the difference between cash accounting and accrual accounting.~~
      * ~~6.6.1.2 Describe the three components of the accounting equation and the importance of Generally Accepted Accounting Principles (GAAP).~~
      * ~~6.6.1.3 Explain the purpose of a balance sheet and describe the three main components of a balance sheet (assets, liabilities, owner’s equity).~~
      * ~~6.6.1.11 Discuss the major differences between leasing and buying a capital item.~~
      * ~~6.6.1.12 Explain the impact of effective tax management and planning.~~
  + 6.5.2 Controlling food and labor costs
    - *Added critical work function title:*
      * 6.5.2 Controlling food and labor costs
    - *Renumbered critical work function:*
      * ~~6.6.2.7~~ 6.5.2.1 Describe the steps needed to implement cost control systems (e.g., food, labor, and other).
  + 6.5.3 Understanding income statements (profit and loss statements)
    - *Renumbered and edited critical work function title:*
      * ~~6.6.3~~ 6.5.3 Understanding income statements ~~(P&Ls)~~ (profit and loss statements)
    - *Renumbered and edited critical work function:*
      * ~~6.6.3.2~~ 6.5.3.2 Identify the three major types of financial information included in an income statement (e.g., revenue, costs, profits).
    - *Renumbered critical work functions:*
      * ~~6.6.3.1~~ 6.5.3.1 Explain the purpose of an income statement.
      * ~~6.6.3.3~~ 6.5.3.3 Identify operating costs as controllable, non-controllable, fixed, variable, or semi-variable.
      * ~~6.6.3.4~~ 6.5.3.4 Explain how managers read and analyze an income statement.
  + 6.5.4 Explain menu pricing basics and menu sales mix analysis
    - *Renumbered and edited critical work function title:*
      * 6.6.6 ~~Profitable~~ Explain menu pricing basics and menu sales mix analysis
    - *Renumbered and edited critical work functions:*
      * ~~6.6.6.2~~ 6.5.4.2 Explain the relationship between price, cost, revenue, and profits.
      * ~~6.6.6.3~~ 6.5.4.3 Explain the methods managers use to establish food and beverage prices (e.g., competitive pricing, food cost, and bottom-line return).
    - *Renumbered critical work functions:*
      * ~~6.6.6.1~~ 6.5.4.1 Describe the relationship between price and value.
      * ~~6.6.6.4~~ 6.5.4.4 Describe the procedure used to analyze a menu sales mix.
      * ~~6.6.6.5~~ 6.5.4.5 State the process used to make needed modifications to menu items and prices.
  + 6.6.5 Forecasting and budgeting basics
    - *Renumbered and edited critical work function title:*
      * ~~6.6.4~~ 6.5.5 Forecasting and budgeting basics
    - *Added critical work functions:*
      * 6.5.5.8 Calculate the average number of customers.
      * 6.5.5.9 Calculate through-put and flow-through.
      * 6.5.5.10 Explain the difference between operating profit and bottom-line profit (i.e., restaurant level profitability).
    - *Renumbered and edited critical work functions:*
      * ~~6.6.4.7~~ 6.5.5.6 Calculate the average number of customers based on given information and figure the average dollar sale based on the given information (i.e., per person average).
      * ~~6.6.4.8~~ 6.5.5.7 ~~Figure the average dollar sale based on given information.~~ Calculate product cost percentage and calculate a breakeven point.
    - *Renumbered critical work functions:*
      * ~~6.6.4.1~~ 6.5.5.1 Explain the purpose of operating budgets and forecasts.
      * ~~6.6.4.2~~ 6.5.5.2 List and describe the types of budgets and forecasting methods used by restaurant and foodservice managers.
      * ~~6.6.4.3~~ 6.5.5.3 Summarize the method used to forecast an operation’s revenue and expenses.
      * ~~6.6.4.4~~ 6.5.5.4 Describe how to prepare food and labor cost budgets.
      * ~~6.6.4.5~~ 6.5.5.5 State the importance of accurately budgeting for profits.
    - *Deleted critical work functions:*
      * ~~6.6.4.6 Explain the importance of variance and its use in operations.~~
      * ~~6.6.4.9 Perform a cost-volume-profit analysis to determine hours of operation.~~
  + 6.5.6 Managing for profit and managing variance
    - *Renumbered and edited critical work function title:*
      * ~~6.6.7~~ 6.5.6 ~~Assessing actual performance~~ Managing for profit and managing variance
    - *Added critical work function:*
      * 6.5.6.1 Describe how profit goals affect daily management activities.
    - *Renumbered and edited critical work functions:*
      * ~~6.6.7.2~~ 6.5.6.2 Explain ~~the purposes for comparing budgeted results to actual operating results~~ why managers compare actual results against budget.
      * ~~6.6.7.3~~ 6.5.6.3 ~~Describe the way managers~~ Calculate budget ~~variances~~ variance and budget variance percentages.
    - *Renumbered critical work functions:*
      * ~~6.6.7.4~~ 6.5.6.4 Identify reasons for variation in revenue, expense, and profit line items.
      * ~~6.6.7.5~~ 6.5.6.5 State factors that could result in revenue or expense-related budget revisions.
    - *Deleted critical work functions:*
      * ~~6.6.7.1 Determine an operation’s profit for a year based on given information.~~
      * ~~6.6.7.6 State factors that could result in profit-related budget revisions.~~
  + 6.5.7 Accounts receivable
    - *Added critical work function title:*
      * 6.5.7 Accounts receivable
    - *Renumbered critical work function:*
      * ~~6.6.5.5~~ 6.5.7.1 Explain the methods used to manage an operation’s accounts receivable (AR).
  + 6.5.3 Service recovery
    - *Deleted critical work function title:*
      * ~~6.5.3 Service recovery~~
* **6.6 Purchasing and Controlling Operational Cost**
  + Competency title and description
    - *Renumbered and edited competency title and description:*
      * 6.4 Purchasing and Controlling Operational Cost: Supplying the restaurant and working with staff and vendors.
  + 6.6.1 Product ordering, pricing decisions, and procedures
    - *Renumbered and edited critical work function title:*
      * 6.4.5 ~~6.6.1 Ordering Products:~~ Product ordering, pricing decisions and ~~Effective~~ procedures
    - *Added critical work functions:*
      * 6.6.1.2 Explain the importance of ensuring orders are placed and received on time.
    - *Renumbered and edited critical work functions:*
      * ~~6.4.5.1~~ 6.6.1.1 Explain the basic steps in the ordering process (e.g., ordering policies, ~~Request for Proposals (RFPs),~~ electronic ordering systems, use of order guide, product mix, and par levels ~~etc.~~).
      * ~~6.4.5.2~~ 6.6.1.3 Identify special ordering concerns involving bidding (e.g., ~~RFPs~~ Requests for Proposals (RFPs), price quotes, and vendor selection).
    - *Renumbered critical work function:*
      * ~~6.4.4.1~~ 6.6.1.4 Explain the factors that affect product pricing (cost, demand, service, quality).
    - *Deleted critical work function:*
      * ~~6.4.5.3 Explain the types of purchase contracts, elements in contracts, and common terms and conditions used in contracts.~~
  + 6.6.2 Describe restaurant purchasing and quality requirements
    - *Renumbered and edited critical work function title:*
      * ~~6.4.1~~ 6.6.2 Describe restaurant purchasing and quality requirements
    - *Renumbered and edited critical work functions:*
      * ~~6.4.1.1~~ 6.6.2.1 Describe the purchasing process and who should make purchasing decisions (e.g., determine product needs, define quality and quantity requirements, ~~selecting~~ select vendors).
      * ~~6.4.1.2~~ 6.6.2.2 Identify internal and external factors that impact the purchasing process and the decision to make or buy premade products (e.g., employee skills, facilities, market conditions~~, etc.~~).
      * ~~6.4.3.3~~ 6.6.2.4 Explain the importance of ethical concerns in purchase decision making (i.e., ethics and legality in purchasing).
    - *Renumbered critical work function:*
      * ~~6.4.1.3~~ 6.6.2.3 Explain the importance of consistently purchasing products of the correct quality and describe how the establishment of quality standards is an important first step in defining quality needs.
    - *Deleted critical work functions:*
      * ~~6.4.1.4 Explain the role of correctly constructed product specifications in communicating product quality needs to vendors and describe how product specifications are developed and implemented.~~
      * ~~6.4.1.5 State the importance of make-or-buy analysis and describe how the process should be done.~~
  + 6.6.3 Evaluating the purchasing process and credits
    - *Renumbered and edited critical work function title:*
      * ~~6.4.6~~ 6.6.3 Evaluating the purchasing ~~follow-up~~ process and credits
    - *Added critical work function:*
      * 6.6.3.2 Describe the process to ensure inventory credits are applied.
    - *Renumbered and edited critical work function:*
      * ~~6.4.6.2~~ 6.6.3.3 Describe the importance of basic methods that can be used to evaluate the purchasing process~~.~~:
        + Purchase requisition
        + Purchase guide (Order guide)
        + Invoice
        + Receiving report
        + Invoice approval process
    - *Renumbered critical work function:*
      * ~~6.4.6.1~~ 6.6.3.1 Explain the basic procedures to monitor vendor compliance with quality and quantity standards at the time of receiving.
  + 6.6.4 Select vendors and types of suppliers
    - *Renumbered and edited critical work function title:*
      * ~~6.4.3~~ 6.6.4 ~~Selecting~~ Select vendors and types of suppliers
    - *Added critical work function:*
      * 6.6.4.3 Explain the basic steps in the ordering process (e.g., ordering policies, RFPs, electronic ordering systems).
      * 6.6.4.4 Identify special ordering concerns involving bidding (e.g., RFPs, price quotes, and vendor selection).
      * 6.6.4.5 Explain the factors that affect product pricing (e.g., cost, demand, service, quality).
    - *Renumbered and edited critical work functions:*
      * ~~6.4.3.1~~ 6.6.4.1 Explain how to select ~~the right~~ appropriate vendors (e.g., reputation, using trade publications and trade shows~~, etc.~~) and list the characteristics of the best vendors (e.g., price, service, delivery~~, etc.~~).
      * ~~6.4.3.2~~ 6.6.4.2 List and describe alternative purchasing sources (e.g., buyer’s clubs, specialty line vendors, cooperative purchasing, multi-unit buying groups).
  + 6.6.5 Forecasting sales and calculating food and beverage costs
    - *Added critical work function title:*
      * 6.6.5 Forecasting sales and calculating food and beverage costs
    - *Added critical work function:*
      * 6.6.5.1 Define food costs and explain how managers track and analyze food costs (i.e., actual vs. theoretical, variance, target food cost).
    - *Renumbered and edited critical work functions:*
      * ~~6.3.3.1~~ 6.6.5.5 Explain how managers forecast beverage and food sales.
      * ~~6.3.3.2~~ 6.6.5.6 Demonstrate the calculation of beverage and food cost of goods sold (COGS).
      * ~~6.3.3.3~~ 6.6.5.7 State the formula for a beverage and food cost percentage and explain its use.
      * ~~6.3.3.4~~ 6.6.5.8 Summarize procedures managers use to control preproduction beverage and food product costs.
    - *Renumbered critical work functions:*
      * ~~6.3.2.2~~ 6.6.5.2 Explain how to calculate the cost of sales.
      * ~~6.3.2.3~~ 6.6.5.3 Describe how to calculate the food-cost percentage.
      * ~~6.3.2.4~~ 6.6.5.4 Outline the process for calculating plate cost.
      * ~~6.3.5.1~~ 6.6.5.9 Describe the tools managers use to estimate food-production levels (sales forecasts, historical data, menu-mix analyses, etc.).
  + 6.6.6 Understanding labor costs and optimizing labor productivity
    - Added critical work function title:
      * 6.6.6 Understanding labor costs and optimizing labor productivity
    - *Added critical work function:*
      * 6.6.6.1 Explain how payroll cost, Federal Insurance Contributions Act (FICA), Medicare, and employee benefits make up labor cost.
    - *Renumbered and edited critical work function:*
      * ~~6.5.4.4~~ 6.6.6.3 Explain methods for analyzing during- and after-shift labor information.
    - *Renumbered critical work function:*
      * ~~6.3.6.5~~ 6.6.6.2 Explain how managers can optimize labor productivity (training, coaching, controlling turnover, etc.).
      * ~~6.3.6.4~~ 6.6.6.4 Describe the components and factors to consider in the development of a master schedule.
      * ~~6.5.4.2~~ 6.6.6.5 Describe how to create and distribute work schedules (crew, staff, team, FOH, BOH, managers, etc.).
  + 6.6.7 Protecting revenue
    - *Renumbered critical work function title:*
      * ~~6.3.7~~ *6.6.7* Protecting revenue
    - *Renumbered and edited critical work functions:*
      * ~~6.3.7.2~~ 6.6.7.1 ~~List the~~ Describe external and internal threats to revenue security.
      * ~~6.3.7.7~~ 6.6.7.3 Describe the steps in verifying the receipt of goods and services (e.g., purchase invoice variances~~, etc.~~).
    - *Renumbered critical work functions:*
      * ~~6.3.7.6~~ 6.6.7.2 Have knowledge of accounts payable's impact on the operation: cash flow and supplier relationships.
      * ~~6.3.7.1~~ 6.6.7.4 Identify and explain the three parts of a revenue collection system (charging guest, collecting revenue, protecting cash assets).
    - *Deleted critical work function:*
      * ~~6.3.7.4 Describe the four steps in the revenue security system (verify product sales, guest charges, payment collection, and deposit).~~
  + 6.6.2 Planning the profitable restaurant
    - *Deleted critical work function title:*
      * ~~6.6.2 Planning the profitable restaurant~~
    - *Deleted critical work functions:*
      * ~~6.6.2.1 Explain the goal of a business plan and state the tasks required.~~
      * ~~6.6.2.2 Identify the main purpose of a financial plan.~~
      * ~~6.6.2.3 Identify the areas assessed when analyzing market conditions.~~
      * ~~6.6.2.4 Describe the major factors affecting market conditions.~~
      * ~~6.6.2.5 Explain the role demographics play in defining target markets.~~
      * ~~6.6.2.6 State the steps required to conduct a financial history analysis.~~
  + 6.6.5 Managing cash, accounts receivable, and accounts payable
    - *Deleted critical work function title:*
      * ~~6.6.5 Managing cash, accounts receivable, and accounts payable~~
    - *Deleted critical work functions:*
      * ~~Explain the importance of safeguarding cash in a restaurant or foodservice operation.~~
      * ~~Describe the steps required to process guest checks for payment.~~
      * ~~Explain the procedures used to complete a bank deposit.~~
      * ~~State the importance of effectively managing a petty cash fund.~~
      * ~~Explain the difference between a random and a targeted accounts payable audit.~~
* **6.7 Managing the Employment Process**
  + Competency title and description
    - Renumbered and edited competency title and description:
      * ~~6.8~~ 6.7 ~~Staffing~~ Managing the Employment Process
  + 6.7.1 Recruiting, hiring, and onboarding
    - *Renumbered and edited critical work function title:*
      * ~~6.8.1~~ 6.7.1 Recruiting ~~and selecting the best employees~~, hiring, and onboarding
    - *Added critical work function:*
      * 6.7.1.9 Describe the basics of an orientation plan.
    - *Renumbered and edited critical work functions:*
      * ~~6.8.1.1~~ 6.7.1.1 Describe how to perform position analysis (e.g., task, task breakdown, performance standards, and job description).
      * ~~6.8.1.5~~ 6.7.1.5 List and explain the tools that can help screen job applicants to determine which should receive job offers (e.g., pre-screening tools, interview guides, industry related or personality tests).
      * ~~6.8.2.1~~ 6.7.1.7 Review basic procedures that should be used for employment and payroll documentation (e.g., W-4, I-9, benefits statements, etc.).
    - *Renumbered critical work functions:*
      * ~~6.8.1.2~~ 6.7.1.2 Describe how and where to place effective recruitment advertisements.
      * ~~6.8.1.3~~ 6.7.1.3 Explain the uses of job descriptions and how they should be developed.
      * ~~6.8.1.4~~ 6.7.1.4 Review basic employee recruitment and interview procedures and the related laws.
      * ~~6.8.1.6~~ 6.7.1.6 Explain how to make or decline job offers to candidates.
      * ~~6.8.2.2~~ 6.7.1.8 Explain basic procedures that should be included in hiring and orientation activities.
      * ~~6.8.2.5~~ 6.7.1.10 Explain procedures for planning and delivering training programs (e.g., instructor led, on-the-job training).
      * ~~6.8.2.3~~ 6.7.1.11 Describe how to plan and evaluate orientation programs.
      * ~~6.8.2.6~~ 6.7.1.12 Describe how to create employee manuals and standards.
  + 6.7.2 Facilitate effective employee performance
    - *Renumbered critical work function title:*
      * ~~6.8.3~~ ~~6.7.2~~ Facilitate effective employee performance
    - *Renumbered and edited critical work functions:*
      * ~~6.8.3.3~~ 6.7.2.3 State procedures helpful in maintaining a positive workplace (e.g., open communication, feedback, celebrating success, fairness, etc.).
    - *Renumbered critical work functions:*
      * ~~6.8.3.1~~ 6.7.2.1 Describe the tools that are available to aid in improving and maintaining an employee’s performance.
      * ~~6.8.3.2~~ 6.7.2.2 Discuss the development and management of employee recognition and incentive programs.
      * ~~6.8.3.4~~ 6.7.2.4 Describe procedures for promoting or transferring an employee to a new position.
      * ~~6.8.3.5~~ 6.7.2.5 Describe basic coaching practices and procedures for coaching employees.
      * ~~6.8.3.6~~ 6.7.2.6 Review procedures for planning and implementing employee development programs.
      * ~~6.8.3.7~~ 6.7.2.7 Explain the steps used to objectively measure employee performance in a restaurant or foodservice operation.
      * ~~6.8.3.8~~ 6.7.2.8 Explain procedures for conducting effective performance appraisals.
      * ~~6.8.3.9~~ 6.7.2.9 Identify ways to manage conflict and procedures for resolving employee conflicts.
      * ~~6.8.5.1~~ 6.7.2.10 Describe leadership strategies to enhance employee retention and productivity.
      * ~~6.2.2.3~~ 6.7.2.11 Describe basic procedures for developing succession plans.
      * ~~6.8.5.1~~ 6.7.2.12 Identify the benefits of and procedures for promoting employee diversity within restaurant and foodservice operations.
  + 6.7.3 Managing benefits and terminations
    - *Renumbered and edited critical work function title:*
      * ~~6.8.5~~ 6.7.3 ~~Employee retention~~ Managing benefits and terminations
    - *Renumbered critical work functions:*
      * ~~6.8.5.3~~ 6.7.3.1 Explain common procedures used in progressive discipline programs.
      * ~~6.8.5.4~~ 6.7.3.2 Describe procedures for voluntary and involuntary termination.
      * ~~6.8.5.5~~ 6.7.3.3 Explain the basics of unemployment compensation.
  + 6.7.4 Components of compensation and compensation laws and procedures
    - *Renumbered and edited critical work function title:*
      * ~~6.8.4~~ 6.7.4 ~~Manage~~ Components of compensation ~~programs~~ and compensation laws and procedures
    - *Renumbered and edited critical work functions:*
      * ~~6.8.4.2~~ 6.7.4.1 Describe the three major components of compensation~~:~~ (i.e., wages, salaries, and benefits).
      * ~~6.1.1.4~~ 6.7.4.6 ~~Discuss three~~ Describe retirement and health ~~benefits~~ benefit laws that impact voluntary benefits ~~(ERISA, COBRA, HIPAA)~~ (e.g., Employment Retirement Income Security Act (ERISA), Consolidated Omnibus Budget Reconciliation At (COBRA), Health Insurance Portability and Accountability Act (HIPAA)).
    - *Renumbered critical work functions:*
      * ~~6.8.4.1~~ 6.7.4.2 Explain how managers must balance the concerns of owners, employees, and themselves as they develop and manage compensation programs.
      * ~~6.8.4.4~~ 6.7.4.3 Describe how to calculate fair and competitive compensation.
      * ~~6.8.4.5~~ 6.7.4.4 Identify how to develop compensation policies and procedures.
      * ~~6.8.4.3~~ 6.7.4.5 Describe major requirements of federal and state compensation laws.
      * ~~6.1.1.5~~ 6.7.4.7 Describe ~~five~~ employee benefit programs that are mandated by federal laws (e.g., social security, unemployment compensation, worker’s compensation, FMLA, Uniformed Services Employment and Reemployment Rights Act).
  + 6.7.5 State and federal employment laws
    - *Added critical work function title:*
      * 6.7.5 State and federal employment laws
    - *Renumbered and edited critical work functions:*
      * ~~6.1.1.1~~ 6.7.5.1 ~~Present an overview of~~ Describe the laws that impact restaurant and foodservice operations (including laws on sanitation, harassment, health care, workplace safety, and payroll).
      * ~~6.1.1.2~~ 6.7.5.2 ~~Review~~ Describe state and federal employment laws that affect operations ~~(EEOC, OSHA, FLSA, minimum wage, and overtime, etc.)~~ (e.g., Equal Opportunity Employment Commission (EEOC), OSHA, Fair Labor Standards Act (FLSA), minimum wage, and overtime).
      * ~~6.1.1.9~~ 6.7.5.3 Indicate procedures that should be followed to protect the operation from legal actions (e.g., post required notices, attend hearings.)
      * ~~6.1.1.10~~ 6.7.5.4 Explain how restaurant and foodservice operations should interact with unions if applicable (e.g., overview of grievance process, role of the Nation Labor Relations Act (NLRA)).
  + 6.7.6 Time management and planning
    - *Renumbered and edited critical work function title:*
      * ~~6.2.3~~ 6.7.6 ~~Facilitate the~~ Time management and planning ~~process~~
    - *Renumbered and edited critical work functions:*
      * ~~6.2.3.2~~ 6.7.6.3 Describe ~~how a value statement,~~ the role of the company’s vision statement~~,~~ and mission statement ~~are developed and implemented~~ in the planning process.
      * ~~6.2.3.3~~ 6.7.6.4 State the importance of SMART goals (i.e., specific, measurable, achievable, time-bound) in the planning process ~~(specific, measurable, achievable, time-bound)~~.
      * ~~6.2.3.4~~ 6.7.6.5 Describe procedures for conducting a SWOT analysis (i.e., strengths, weaknesses, opportunities, threats).
    - *Renumbered critical work functions:*
      * ~~6.2.1.5~~ 6.7.6.1 Identify key elements in an effective time management plan.
      * ~~6.2.3.1~~ 6.7.6.2 Explain basic principles of planning with an emphasis on how employees can assist and procedures useful in managing planning information.
      * ~~6.2.3.5~~ 6.7.6.6 Identify how restaurant and foodservice managers use long-range, business and marketing plans and operating budgets, and explain the relationship among these planning tools.
      * ~~6.2.3.6~~ 6.7.6.7 Explain an effective strategy for implementing change.
  + 6.7.7 Planning and conducting meetings
    - *Renumbered and edited critical work function title:*
      * ~~6.5.2~~ 6.7.7 ~~Manage~~ Planning and conducting meetings
    - *Renumbered critical work functions:*
      * ~~6.5.2.1~~ 6.7.7.1 Explain the need for meetings to be effectively managed.
      * ~~6.5.2.2~~ 6.7.7.2 Describe procedures for planning and conducting effective meetings.
  + 6.7.3 Understanding customer behavior
    - *Deleted critical work function title:*
      * ~~6.7.3 Understanding customer behavior~~
    - *Deleted critical work functions:*
      * ~~6.7.3.1 Identify factors that influence buyer behavior (e.g., external factors such as income, peer group; internal factors such as age, gender).~~
      * ~~6.7.3.2 Explain the differences between commercial and noncommercial foodservice operations (these types of operations have different goals and marketing needs).~~
  + 6.7.4 Marketing the positive guides experience
    - *Deleted critical work function title:*
      * ~~6.7.4 Marketing the positive guides experience~~
* **6.8 Restaurant Marketing**
  + Competency title and description
    - *Renumbered and edited competency title and description:*
      * ~~6.7~~ 6.8 Restaurant Marketing: Promoting and selling the restaurant’s products and services.
  + 6.8.1 Marketing and pricing, calculating selling prices
    - *Renumbered and edited critical work function title:*
      * ~~6.7.5~~ 6.8.1 ~~Setting menu prices~~ Marketing and pricing, calculating selling prices
    - *Added critical work function:*
      * 6.8.1.1 Set menu prices
    - *Renumbered and edited critical work functions:*
      * ~~6.7.5.2~~ 6.8.1.2 Explain the importance of proper pricing (e.g., price as a signal to buyers, considering food and labor costs~~, etc.~~).
      * ~~6.7.5.5~~ 6.8.1.3 Explain four methods managers can use to calculate selling prices (i.e., food-cost percentage, contribution margin, prime cost, ratio pricing).
    - *Deleted critical work functions:*
      * ~~6.7.5.1 Contrast pricing as viewed from the perspectives of sellers and of buyers (considering both customer demands and costs).~~
      * ~~6.7.5.3 Describe the menu product mix and menu engineering.~~
      * ~~6.7.5.4 Describe how managers choose an appropriate pricing strategy (profit-oriented, sales-oriented, and status quo pricings).~~
  + 6.8.2 Menu design and labeling
    - *Renumbered and edited critical work function title:*
      * ~~6.7.9~~ ~~6.8.2~~ Menu ~~marketing~~ design and labeling
    - *Renumbered and edited critical work functions:*
      * ~~6.7.9.2~~ 6.8.2.1 ~~Outline~~ Describe the principles of effective menu layout and design.
      * ~~6.7.9.3~~ 6.8.2.2 Describe the federal legislation that governs menu, nutrition labeling, and truth-in-menu practices in restaurants and foodservice operations (i.e., Nutrition Labeling and Education Act).
    - *Deleted critical work function:*
      * ~~6.7.9.1 Explain the impact of customer psychology on menu development (menu pricing strategies).~~
  + 6.8.3 Beverage pricing and regulation of alcoholic beverages
    - *Renumbered and edited critical work function title:*
      * ~~6.7.10~~ 6.8.3 ~~Marketing~~ Beverage ~~products responsibly~~ pricing and regulation of alcoholic beverages
    - *Renumbered critical work functions:*
      * ~~6.7.10.3~~ 6.8.3.1 Identify beverage selling opportunities available to managers and any applicable laws.
      * ~~6.7.10.1~~ 6.8.3.2 Describe the manager’s primary goal in marketing a beverage operation.
      * ~~6.7.10.2~~ 6.8.3.3 Describe the drink pricing methods used by beverage managers.
  + 6.8.4 Evaluating the marketing impact
    - *Renumbered and edited critical work function title:*
      * ~~6.7.11~~ 6.8.4 Evaluating the marketing ~~effort~~ impact
    - *Added critical work function:*
      * 6.8.4.1 Evaluate the marketing effort.
    - *Renumbered and edited critical work function:*
      * ~~6.7.11.1~~ 6.8.4.2 Identify the areas managers assess when evaluating their marketing efforts and the tools used to do this (e.g., systematic assessment of marketing results, customer feedback~~, etc.~~).
  + 6.8.5 Measuring marketing impact on guest purchases
    - *Added critical work function title:*
      * 6.8.5 Measuring marketing impact on guest purchases
    - *Renumbered and edited critical work function:*
      * ~~6.7.11.2~~ 6.8.5.1 List the tools managers use to evaluate the impact of marketing on guest purchases (e.g., check averages, contribution margin~~, etc.~~).
  + 6.8.6 Measuring marketing returns on investment
    - *Added critical work function title:*
      * 6.8.6 Measuring marketing returns on investment
    - *Renumbered critical work function:*
      * ~~6.7.11.3~~ 6.8.6.1 Explain the importance of assessing marketing-related return on investment (ROI) (calculating ROI for different marketing options).
  + 6.8.7 The marketing plan
    - *Renumbered and edited critical work function title:*
      * ~~6.7.1~~ 6.8.7 The marketing ~~process in restaurants~~ plan
    - *Renumbered and edited critical work functions:*
      * ~~6.7.1.1~~ 6.8.7.1 Describe how marketing and delivering quality products are essential to the success of restaurant and foodservice operations (e.g., setting customer expectations and meeting customer requirements).
      * ~~6.7.1.3~~ 6.8.7.3 Describe an effective marketing plan (e.g., written plans that are targeted, major areas addressed by the plan, return on investment).
      * ~~6.7.1.4~~ 6.8.7.4 ~~State~~ Explain how managers assess the impact of a correctly implemented marketing plan (e.g., comparing financial, service, and other goals with actual outcomes).
    - *Renumbered critical work function:*
      * ~~6.7.1.2~~ 6.8.7.2 Describe how to develop and implement a marketing plan.
  + 6.8.8 Quality and branding
    - Added critical work function title:
      * 6.8.8 Quality and branding
    - Renumbered and edited critical work function:
      * 6.7.1.5 6.8.8.1 ~~Understand~~ Describe the importance of branding in the marketing process (~~e.g.,~~ importance of brand identity).
  + 6.8.9 Market research
    - *Renumbered and edited critical work function title:*
      * ~~6.7.2~~ 6.8.9 ~~Understanding the~~ Market ~~environment~~ research
    - *Renumbered and edited critical work functions:*
      * ~~6.7.2.1~~ 6.8.9.2 Identify the key information sources restaurant and foodservice managers use to better understand their marketing environment (e.g., utilizing available internal information collected by the operation, external information such as ~~POS~~ Point of Sale (POS) records, and external information such as market reports, small business administration, research~~, etc.~~).
      * ~~6.7.2.2~~ 6.8.9.3 Explain the factors that impact the market environment, to include economic environment, legal environment (local, state, and federal), and competitors in assessing market conditions.
    - *Renumbered critical work functions:*
      * ~~6.5.3.1~~ 6.8.9.1 List the steps to develop and manage an effective customer feedback program.
    - *Deleted critical work functions:*
      * ~~6.7.2.3 Identify demographic factors used to define the target market (age, education, geography, etc.).~~
      * ~~6.7.2.4 Identify psychographic factors used to define the target market (lifestyle, values, etc.).~~
  + 6.8.10 Social media and technology apps
    - *Renumbered and edited critical work function title:*
      * ~~6.7.6~~ 6.8.10 ~~Communication channels~~ Social median technology apps
    - *Renumbered critical work functions:*
      * ~~6.7.6.2~~ 6.8.10.1 Explain the importance of social media in marketing.
      * ~~6.7.6.3~~ 6.8.10.2 Describe the importance of cell phone applications (apps) in marketing.
  + 6.8.11 Advertising objectives
    - *Renumbered and edited critical work function title:*
      * ~~6.7.7~~ 6.8.11 Advertising ~~and sales~~ objectives
    - *Renumbered and edited critical work function:*
      * ~~6.7.7.1~~ 6.8.11.1 Describe how managers establish and measure advertising objectives and schedules (e.g., awareness objectives and trial objectives).
      * 6.7.6.1 6.8.11.2 Identify the principles of effective advertising ~~(print, broadcast, mail, web, email, etc.)~~ via television, radio, and the Internet.
    - *Deleted critical work function:*
      * ~~6.7.7.3 List and describe the components of an effective on-site merchandising program (products, placement, packaging, and pricing).~~
  + 6.8.12 Sales promotions and public relations
    - *Renumbered and edited critical work function title:*
      * ~~6.7.8~~ 6.8.12 Sales promotions~~, publicity, and~~ public relations
    - *Renumbered critical work functions:*
      * ~~6.7.8.1~~ 6.8.12.1 Explain the difference between sales promotions, publicity, and public relations in the marketing effort.
      * ~~6.7.8.2~~ 6.8.12.2 Describe the importance of effective external and internal promotion marketing.
      * ~~6.7.8.3~~ 6.8.12.3 Explain the impact of good media relations on positive and negative publicity.
      * ~~6.7.8.4~~ 6.8.12.4 State the reasons managers should include public relations as part of the marketing mix.
  + 6.8.13 Loyalty programs and community marketing
    - *Added critical work function title:*
      * 6.8.13 Loyalty programs and community marketing
    - *Renumbered and edited critical work functions:*
      * ~~6.7.4.3~~ 6.8.13.1 List the steps required to develop and execute an effective on-premise suggestive selling program (e.g., advertising, promotions, public relations~~, etc.~~).
      * ~~6.7.8.6~~ 6.8.13.4 Identify the goals of community-based marketing programs (e.g., creating a positive image in the local area).
    - *Renumbered critical work functions:*
      * ~~6.7.4.4~~ 6.8.13.2 Discuss the impact of high-quality customer service on the success of loyalty programs.
      * ~~6.7.8.5~~ 6.8.13.3 Explain the importance of developing an effective guest loyalty program.
  + 6.8.2 Employee orientation and training
    - *Deleted critical work function title:*
      * ~~6.8.2 Employee orientation and training~~
    - *Deleted critical work function:*
      * ~~6.8.2.4 Identify different methods to train employees.~~
  + 6.8.5 Employee retention and terminations
    - *Deleted critical work function title:*
      * ~~6.8.5 Employee retention and terminations~~