

GLOBAL CULINARY CERTIFICATION

CERTIFIED EXECUTIVE CHEF



The holder of this badge is a professional chef with an extensive knowledge and experience of managing food operations. This individual has a proven track record in managing all aspects of a culinary operation which includes strategic planning, managing and developing people, budgeting and forecasting and contributing to the implementation of the establishment's strategic plan. The holder of this badge is employed as an executive chef, corporate executive chef (or equivalent) or run their own business.

WHAT THE DIFFERENT COLOURS MEAN

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

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

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

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

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	Culinary operation refers to the kitchen, kitchens and/or culinary outlets which are part of the establishment and managed by the Executive Chef.
	CORE SKILLS
C1	Support the delivery of revenue strategy to achieve set goals
	Provide input into strategic decisions to inform the revenue plan for the establishment
	Support line manager to develop the establishment revenue plan
	Develop revenue plan for the culinary operation
	Work with direct reports to implement the revenue plan for the culinary operation
	Manage a co-ordinated delivery of operational projects underpinning the culinary operation, within budget and on time
C2	Set and monitor targets
	Translate the establishment revenue plan into targets and action plans for the culinary operation
	Set and communicate targets and action plans to all teams within the culinary operation
	Monitor the business performance of the establishment
	Monitor the performance of the culinary operation against establishment targets and action plans
	Take corrective action, as necessary, to ensure the targets set for the culinary operation are met
C3	Lead and manage teams to achieve targets
	Set a clear strategic direction for the culinary operation
	Set objectives for direct reports to achieve targets and goals
	Oversee the day-to-day operation of the culinary operation and manage any issues which have been escalated
	Conduct meetings for direct reports and the wider business, as necessary
	Conduct performance review for direct reports
	Manage performance issues, disciplinary actions and terminations
	Monitor the performance of the culinary operation and the establishment to identify opportunities for improvement
	Establish and maintain effective working relationship with staff, peers, line manager and line manager's peers

C4	Provide guest service
	Manage and coordinate all activities related to the culinary operation to ensure that that the food and food service are in line with establishment standards
	Monitor the quality and efficiency of food production and service to identify areas for improvements
	Formulate and implement strategies to maximise guest satisfaction
	Highlight potential problem areas to line manager and make recommendations for improvement to manage the reputation of the establishment
	Identify training needs to address problem areas, as necessary
C5	Solve problems and deal with pressure effectively in own area of responsibility
	Manage complex guest requirements and serious complaints which have been escalated
	Anticipate possible circumstances across the culinary operation and take action to pro-actively address these
	Conduct daily and random inspections to spot any service issues
	Be available to assist to help resolve any issues or problems
	Serious complaint refers to a situation where a guest raised their dissatisfaction with the food served, the food service and/or the establishment and which can create a reputational or commercial risk for the business. A serious complaint requires senior management level and/or external intervention.
	Circumstances refers to situations, conditions, hazards, guest requests and/or complaints
C6	Manage guest feedback effectively
	Monitor guest requirements, comments and service issues and identify problem areas or areas for improvement
	Respond to guest feedback/comments which have been escalated
	Develop and implement strategies to improve food and food service, based on guest feedback
C7	Recruit staff
	Identify recruitment needs for positions within the culinary operation
	Screen candidates for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct report positions
	Support interviews for other areas related to food and food service, as required
	Develops strategies to retain staff and reduce turnover within the culinary operation

C8	Manage staff training and development
	Deliver induction to the culinary operation and other departments, as necessary
	Oversee training plans to ensure staff within the culinary operation receive necessary skills training to maintain establishment standards and deliver guest experience
	Oversees training delivered within the culinary operation
	Monitor food, food service and guest food experience delivered to identify further training needs
	Coach direct reports, as necessary, to maintain standard operating procedures
	Develop and implement effective practices for the culinary operation to maximise revenue and/or improve profitability
	Constantly identify opportunities for direct report to develop new skills
	Work with direct reports to identify opportunities to help team members in the culinary operation progress
C9	Manage finances
	Assist in the development of the establishment's business plan
	Develop and implement the financial plan for the culinary operation
	Analyse financial performance and make adjustments to the kitchen operations, as necessary, to achieve goals set out in the financial plan
	Monitor sales and revenue figures to make sure targets are met
	Take pro-active measures in response to business needs
	Negotiate prices for the culinary operation, as part of procurement process
	Agree salaries for roles with relevant colleagues responsible for recruitment, workforce and financial planning
	<p>Business plan is the annual breakdown of the business strategy and includes financial plan.</p> <p>Business strategy refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.</p> <p>Revenue strategy refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the establishment.</p>
C10	Plan and manage resources to drive efficiencies
	Manage the procurement of food and non-food items for the culinary operation to maximise productivity and profitability
	Manage stock levels and stock takes for the culinary operation
	Oversee the management of staffing levels within the culinary operation
	Oversee the maintenance of kitchen and service equipment to ensure the effective running of the culinary operation

C11	Promote sustainable practices in the kitchen
	Demonstrate an understanding of key barriers that a culinary operation may need to overcome to establish sustainable practices in the kitchen:
	- Reducing food waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)
	- Consideration of animal welfare

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	ROLE SPECIFIC SKILLS
R1	Demonstrate an understanding of own role and the role of the culinary operation
	Explain key activities that are part of own role
	Describe how different departments/teams within the establishment work together to deliver food and food service
	Explain how the culinary operation can contribute to improving the profitability of the establishment
R2	Manage the culinary operation to deliver food and food service
	Manage the day-to-day operations of the culinary operation to achieve delivery standards
	Provide a physical presence by walking the kitchens and dining areas and by engaging with kitchen staff and guests
	Oversee the food production and food service to ensure establishment standards are met
	Demonstrate a detailed knowledge of the establishment
	Manage issues, guest feedback, comment or complaints which have been escalated
	Review the performance of the culinary operation to identify any issues that need to be addresses and take appropriate corrective actions
	Oversee and adjust staffing levels in the culinary operation to ensure maximum profitability
	Work with direct reports to review guest feedback and to identify areas for improvement
	Celebrate success/positive guest feedback
R3	Plan menus for the culinary operation
	Design dishes for a variety of events/occasions, taking into account guest and establishment profile and type of cuisine the culinary operation serves
	Ensure that all menus deliver a variety of menu items required by the establishment, within budget
	Co-ordinate recipes to ensure optimal food inventory and cross utilisation of products
	Ensure menus cater for guests with special requirements and special diets including allergens
	Ensure menus reflect seasonality and sustainability
	Work with the direct reports to develop the menus, as necessary
	Guest profile refers to characteristics which describe the type of customers who would dine at the culinary establishment and which are used to make decision concerning menu items and the service. These characteristics may include information such as demographics, gender, age, ethnicity, religion, location social background, buying patterns, income, purchase and dietary preferences.

	Establishment profile refers to characteristics of the culinary operation including location, guest profile, style of décor as well as local and regional requirements (eg sustainability, sourcing of food etc).
R4	Produce and present complex dishes to standards set by the culinary operation
	Ability to produce and present complex dishes to standards set by the culinary operation
	Complex dishes include appetisers, entrees, main courses, sauces, hot and cold desserts which require the use of complex recipes .
	Complex recipe refers to a recipe which uses many steps, complex combinations of ingredients, quantities, timings, a range of cooking methods and techniques. A complex recipe is expected to be technically challenging and demonstrate advanced level of knowledge and skills both in terms of cooking and presentation.
R5	Manage the procurement of ingredients and supplies for the culinary operation
	Identify and select suppliers to ensure the needs of the culinary operation can be met, within budget
	Ensure specifications for food items meet establishment standards and are in line with budget requirements
	Manage combined inventory and par levels
	Negotiate prices for the establishment, as required
	Oversee the ordering processes to maximise efficiencies
	Manage any issues related to food deliveries which have been escalated
	Manage supplier relationships
	Maintain stock levels in line with business needs
R6	Ensure that the principles of food safety are applied across the culinary operation
	Work with chefs de cuisine (or equivalent) to ensure kitchen staff all apply the following practices:
	- Maintain personal hygiene required for handling food
	- Keep the work area(s) and equipment clean and hygienic, using appropriate cleaning methods
	- Keep food safe from microbial, chemical, physical and allergenic hazards
	- Follow safe food handling practices and procedures, including safe work flow, to reduce contamination risks
	- Control temperature for storage and cooking of food to avoid food spoilage
	- Follow standard procedures for receiving deliveries and for storage food items
	- Maintain accurate records
	- Apply the principles of HACCP within own role
	Continuously review working practices and make adjustment to the HACCP plan, as necessary
	Food safety refers to the safe handling, preparing and storing food to prevent it from becoming contaminated and causing food poisoning and reduce the risk of individuals becoming sick from foodborne illnesses.

	<p>HACCP refers to Food Safety Management Systems based on the principles of Hazard Analysis Critical Control Point according to appropriate directives or regulations.</p>
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R7	Perform audits and inspections to ensure the culinary operations maintain full compliance with legislation, health and safety requirements and relevant by-laws
	Demonstrate strong working knowledge of relevant rules and regulations
	Supervise the work of direct reports to ensure the culinary operation operates in a way which meet relevant and current industry, legislative and company requirements and regulations
	Liaise with regulatory authorities to ensure compliance
	Carry out spot audits to check for compliance and to identify any potential non-compliance issues
	Works with direct reports to develop and implement action plans, in response to internal and external audits
R8	Maintain guest relationships to deliver guest experience
	Network with guests and VIP diners to ensure they are satisfied with the food and food service, while driving revenue
	Maintain effective relationships with key influencers within the culinary industry and trade associations to promote the establishment to them
	Continuously monitor and evaluate guest feedback on the food and food service to maintain and drive business
	Take actions to address situations which could impact on guest experience and/or create reputational risks for the culinary operation
R9	Drive new business strategy to maintain and improve the competitive value/differentiation of the culinary operation
	Explain how the culinary operation contributes to the financial performance and profitability of the establishment
	Explain how guest and establishment profile impact on the financial performance and profitability of the establishment
	Use guest profiling to formulate strategies to help improve the profitability of the culinary operation and to drive new business
	Formulate strategies to promote the culinary operation, as part of the products and services the establishment offers, to help maximise sales
	Monitor guest feedback, new trends - including competitor trends - and external events to identify opportunities to develop new business
	Identify opportunities to improve the profitability of the establishment by considering issues outside the department such as sustainability (under-utilised products, local product, local trends, event, seasonality etc)
	<p>Guest profile refers to the characteristics which describe the type of customers who visit the restaurant and which are used as a basis to make decisions concerning guest service. These characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.</p> <p>Establishment profile refers to characteristics of the restaurant including location, guest profile, style of décor and service.</p>

	Guest profiling refers to the process of analysing the characteristics which describe the type of customers who visit the restaurant and the characteristics of the restaurant to make decisions concerning guest service.
R10	Demonstrate a working knowledge of technology, appropriate for own role
	Use point of sales technologies or equivalent to run management reports for the culinary operation to track and analyse performance (eg staff costs, sales figures, inventories and reservations)
	Use a combination of reports to inform management and strategic decisions for the culinary operation
	Demonstrate a competent and safe use of kitchen equipment which has built-in digital or smart technology
	Use social media to monitor feedback
	Use social media to respond to guest feedback, as required
	Use digital communication devices to carry out research to find out about new trends, ideas, techniques and styles

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	PROFESSIONAL DEVELOPMENT
P1	Demonstrate in-depth knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe the structure of the establishment
	Describe how the culinary operation works with other parts of the establishment
	Identify career opportunities and pathways to those opportunities within the culinary profession and the hospitality industry
	Describe opportunities to progress from current role (ie next steps)
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify training or learning needs specific to own role
	Participate in training or learning activities
	Provide evidence of training or learning undertaken
	Training or learning activities refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	Training or learning needs refers to the development of skills and knowledge related to culinary arts which may include: - Product knowledge and food trends - Understanding of new developments, IT systems and equipment - Changes to legal or industry regulations such as health and safety and food safety - Changes to establishment standards - Development of soft skills such as communication and teamwork.
P3	Apply knowledge gained from the professional development activities to:
	- Improve working practices in the culinary operation
	- Inform the strategic direction of the culinary operation and the establishment
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to the way in which the culinary operation works and the impact of the changes
	Make recommendations for changes to the strategic direction of the culinary operation and the establishment.

P4	Develop and maintain own professional reputation as an executive chef, corporate executive chef or equivalent
	Ability to show, through a range of evidence from peers, customers, senior staff or competitions, excellence in the culinary skills
	Ensure skills and knowledge remain current and reflect the latest cooking techniques and culinary trends
	<p>Professional reputation is the recognition of excellence through peer reviews, feedback from customers or senior staff or success in competitions (for example Worldchefs endorsed competitions).</p> <p>Maintain own professional reputation refers to actions taken to ensure skills and knowledge remain current and reflect the culinary techniques and trends.</p>