

Framework curriculum

for courses at higher vocational colleges for

the hotel and catering industry

Sponsor:

Sponsoring body for the RLP HF Hotel and
Catering c/o SHL Swiss Hotel Management
School Lucerne Adligenswilerstrasse 22
6006 Lucerne

Approved by:

State Secretariat for Education, Research and Innovation SERI on:

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1 Introduction

1.1 Purpose of the ' ' framework curriculum

The framework curriculum for the 'Certified Hotelier-Restaurateur HF' course forms the binding guideline for the development of an HF course and its recognition by SERI.

The framework curriculum defines the protected professional title and the name of the course, and positions it within the Swiss education system.

It thus defines the implementation of the educational mandate and contributes to uniform quality assurance throughout Switzerland. It ensures that HF diplomas are comparable, that the competences defined within the framework of HF courses meet the minimum requirements, and that they are geared towards the demands of the labour market.

1.2 Sponsoring body

The following organisations from the hotel and catering industry, together with the current providers of federally recognised training programmes, jointly form the governing body:

- Hotel & Gastro Union, Adligenswilerstrasse 22, 6006 Lucerne
- GastroSuisse, Blumenfeldstrasse 20, 8046 Zurich
- HotellerieSuisse, Monbijoustrasse 130, 3001 Bern
- SHL Swiss Hotel Management School Lucerne, Adligenswilerstrasse 22, 6006 Lucerne
- Belvoirpark Hotel Management School Zurich, Seestrasse 141, 8002 Zurich
- Ecole Hôtelière Genève, Avenue de la Paix 12, 1202 Geneva
- Thun Hotel Management School, Mönchstrasse 37, 3602 Thun
- EHL Swiss School of Tourism and Hospitality, Hauptstrasse 12, 7062 Passugg
- SSSAT Higher Specialist School of Hospitality and Tourism, Viale Stefano Franscini 32, 6501 Bellinzona

1.3 Review and update of the framework curriculum

The periodic review and updating of the framework curriculum is the responsibility of the governing body. It appoints a working group/committee for this purpose; the review takes place at least every 7 years.

1.4 Legal Basis

Federal Act on Vocational Education and Training (Vocational Education and Training Act, BBG) of 13 December 2002 (as at 1 January 2015)

Ordinance on Vocational Training (Vocational Training Ordinance, BBV) of 19 November 2003 (as at 1 February 2019)

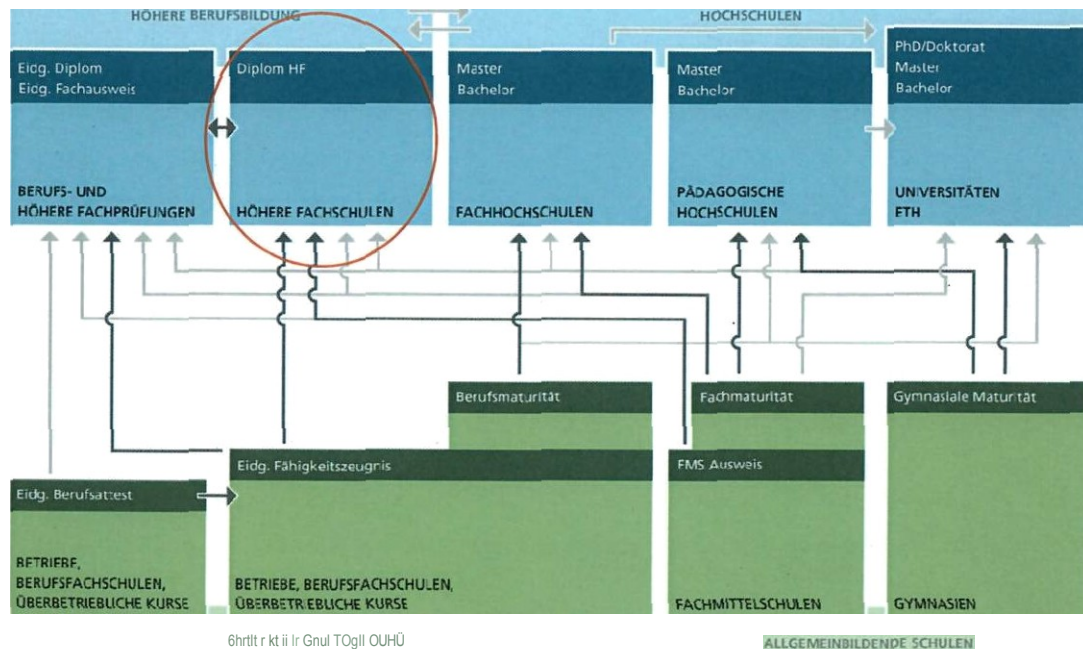
Ordinance of the Federal Department of Education, Research and Innovation (EER) on the Minimum Requirements for the Recognition of Study Programmes and Postgraduate Courses at Higher Technical Colleges (MiVo-HF) of 11 September 2017 (as at 1 November 2017)

Guidelines for the Development and Revision of Framework Curricula for Educational Programmes and Postgraduate Studies at Higher Technical Colleges, State Secretariat for Education, Research and Innovation, January 2020.

2 Qualification profile: Hotel and Catering

2.1 Positioning

Higher vocational schools for the hotel and catering industry are part of higher vocational education and are integrated into the Swiss education system as follows:



2.2 Overview of operational competencies

The following table sets out the practical skills expected of qualified hotel and catering managers, providing an overview of the job profile:

Areas of practical competence	Professional competencies				
1. Hotel- und Gastronomiekonzepte entwickeln und planen	1.1 Analyse the environment of the hotel and catering business with regard to economic, social, political, technological, ecological and legal conditions.	1.2 Analyse the stakeholders of the hotel and catering business in terms of their interests and contributions.	1.3 Develop hotel and catering concepts and derive offers from them.		
2. Take on management tasks and leadership responsibilities	2.1 Contribute to the business's core values and strategic objectives.	2.2 Define and adapt the organisation of the business.	2.3 Establish and implement leadership and collaboration with staff.	2.4 Carrying out the company's financial planning and ensuring its achievement.	2.5 Plan and monitor the management of the infrastructure.
	2.6 Develop marketing strategies for the business and ensure their implementation.				
3. Hotel und Gastronomiedienstleistungen vorbereiten und durchführen	3.1 Plan, monitor and contribute to services in the accommodation sector.	3.2 Plan, monitor and contribute to services in the catering sector.	3.3 Plan, monitor and evaluate services in other business areas.		
4. Im professionellen Umfeld arbeiten und zusammenarbeiten	4.1 Actively participate in the recruitment and management of staff.	4.2 Ensure proper bookkeeping.	4.3 Play an active role in marketing the business and ensure effective communication.		
5. Contribute to the development of the business and oneself.	5.1 Develop an information strategy for the environment and identify changes.	5.2 Reflect on and further develop one's professional role			

2.3 Description of the ' ' (Professional Competence) – Operational Competences/Requirement Levels

The competencies are set out in detail below using the IPRE framework. On the one hand, the application scenarios are described; on the other hand, successful action in these scenarios is explained according to the following four steps of a complete action cycle:

- I: (Gather) information
- P: Plan
- R: Implement
- E: Evaluate

The IPRE steps are then formulated as performance criteria.

In this profile, the level of demand is reflected in the degree of complexity and unpredictability of the situation, as well as in the degree of responsibility and the significance of the decisions. In the competence profile, this is expressed purely linguistically in the description of the competences – in the description of the situation and/or the descriptions of the actions.

The competences described in this framework curriculum are based on Level 6 of the National Qualifications Framework for Vocational Education and Training (NQR). Individual competences may demonstrate a higher or lower level of competence.

At the end of each area of competence, there is a list of relevant resources that must be available to enable competent performance in the workplace and in this specific situation. This list of resources is not exhaustive.

Competence area 1: Developing and planning hotel and catering concepts

This area of competence focuses on the **conceptual** activities of qualified hotel and catering managers, which are based on comprehensive analyses of the business environment and the organisation's stakeholders.

j,j	Analysing the environment of the hotel and catering business with regard to the economic, social, political, technological, ecological and legal framework conditions.
Situation The qualified hotelier-caterer carries out systematic research and analysis of the environment in which the business operates, using appropriate methods as and when required and on a regular basis. These research and analysis activities serve to identify at an early stage any changes in the operating environment in the areas of the economy, society (trends), politics, technology, ecology and legislation, to adapt the business to the changed operating environment and to take appropriate measures in good time. They document the research and analysis appropriately and communicate the findings to the relevant groups.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	• is kept up to date with economic developments in the region, Switzerland and target markets both at home and abroad. • is familiar with the applicable laws and legal standards. • keeps abreast of trends and broader societal changes • follows relevant political decision-making processes • is aware of relevant innovations in the fields of technology and digitalisation • is aware of the environmental dependencies of their services
P	• takes into account insights into the business environment and framework conditions when designing offers, services and partnerships
R	• conducts day-to-day business operations in accordance with legal standards at all times. • integrates insights into the operating environment and its changes into day-to-day operations and strategic decisions. • actively promotes the interests of the organisation and its network. • identifies useful new technological applications for themselves and their partners. • takes the environmental implications for guests into account in decision-making. • documents the relevant research findings and conclusions.
E	• verifies the findings. • checks whether the documentation is accessible.

Resources

Ability to gather, filter and link information; capacity for reflection;

Openness, capacity for innovation, understanding of sustainability, integrity, critical thinking

1.2	The stakeholders of the hotel and catering business with regard to their interests and services.
Situation The qualified hotelier-caterer carries out, where necessary, systematic research and analysis of the organisation's stakeholders using appropriate methods, as these stakeholders provide key services to the organisation. They must therefore be aware of the level of satisfaction among guests, staff, suppliers, owners and investors. They document the research and analysis appropriately and communicate the findings to the relevant groups.	
The qualified hotelier-caterer acts competently in this situation if they...	
I	• is familiar with the characteristics of the various guest groups. • maintains dialogue with staff and understands their expectations of an attractive workplace. • takes into account the motivation and priorities of the business owner or investors. • has a thorough understanding of the existing offering in their market. • understands the value of networks and cooperation partners and engages with the objectives of existing and potential new partners.
P	• continuously adapts the planning of offerings and services to the needs of guest groups. • carries out procurement planning effectively and efficiently. • outlines individual career planning for staff • plans regular communication with the owners and/or investors.
R	• tailors processes to the needs of guest groups. • harnesses the development potential of staff • fosters a constructive relationship with the owners. • establishes targeted contacts and partnerships with other market players to gain knowledge, inspiration and synergies. • creates win-win situations with partners and through collaborations. • documents the relevant research findings and conclusions.
E	• checks whether all relevant information regarding stakeholders has been obtained and recorded. • Assesses whether the conclusions are plausible and feasible. • checks whether the documentation is appropriate, complete and comprehensible.
Resources Ability to categorise according to relevant criteria, seek and evaluate feedback, reflect, think creatively, negotiate, empathise, build relationships, network, and think economically	

1.3	Develop hotel and catering concepts and derive offers from them.
Situation The qualified hotelier-caterer develops hotel and/or catering concepts based on the findings of the environmental and stakeholder analysis, and derives concrete, successful and commercially viable offers from these. In doing so, they adhere to the guidelines and interests of the owners and/or investors. They document the concepts and offers appropriately and communicate them through the appropriate channels.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	- reviews the findings of the environmental and stakeholder analysis and the client's specifications once again. - keeps up to date with new developments and trends.
P	- incorporates insights into the business environment and operating conditions the design of products, services and partnerships. - prioritises these insights. - sets appropriate priorities. - selects appropriate methods and procedures for the design phase.
R	- structures the design process appropriately. - derives a suitable rationale for the concept and the proposals. - outlines a suitable prioritisation for implementation. - realistically estimates and reports the investments. - credibly demonstrates the success and sustainability of the concept. - the concepts are documented in such a way that they are clear, relevant, factual, up-to-date and innovative.
E	- assesses whether the concepts are feasible and whether the structure is logical and clear. - checks whether the reasoning and arguments are factual and substantiated. - checks whether the documentation is appropriate, complete and comprehensible.
Resources Ability to translate the information gathered into successful concepts, innovative thinking, communication skills, ability to argue a case, understanding of sustainability, critical thinking	

Area of competence 2: Taking on leadership tasks and responsibilities

This area of competence focuses on the actions of the qualified hotelier-caterer that relate to their leadership tasks and are predominantly of a **strategic and normative** nature.

2.1	Help shape the company's core values and strategic objectives.
Situation The qualified hotelier-caterer contributes to the development and/or implementation of the core values. They are either familiar with the established core values and strategic objectives and are responsible for ensuring that these are lived out and implemented within the organisation, or they contribute to the development of the core values and strategic objectives and take charge of their implementation within the organisation. They ensure that the core values and strategic objectives are communicated both internally and externally.	
The qualified hotelier-restaurateur acts competently in this situation when he/she...	
I	- finds out what the company's core values and strategic objectives are. - ascertains from the owners what the company's key core values and strategic objectives are and/or will be. - becomes aware of the key values and objectives of the stakeholders. - knows what the business expectations are.
P	- plans the implementation of the core values and strategic objectives effectively and for the long term. - systematically plans the review of the core values and the achievement of the strategic objectives.
R	- actively contributes to defining the vision and uses it as a management tool. - sets out the company's core values and implements them systematically and consistently. - acts as a role model and regularly communicates these values. - contributes to the formulation of strategic objectives and, together with senior management, derives and communicates appropriate measures. - ensures that employees are involved and grants them appropriate autonomy to implement the measures. - Focuses on business success when implementing the strategic objectives. - Develops appropriate management tools.

E	• systematically and periodically reviews the defined core values and strategic objectives of the organisation to ensure they remain relevant. • the implementation of the core values and strategic objectives reviewed. • checks whether the communication of the core values and strategic objectives is appropriate, comprehensive and clear.
Resources Ability to formulate meaningful core values and objectives, ability to translate core values and objectives into everyday practice, values-based corporate governance, role model function, ability to motivate, assertiveness, ability to delegate, communication skills.	

2.2	Defining and adapting the organisation of the business.
Situation The qualified hotelier and restaurateur implements the organisation and structure within the business. They establish effective and efficient organisational and operational systems. In doing so, roles, responsibilities and competencies are clearly defined and documented accordingly, ensuring smooth collaboration and maintaining quality standards. The organisation and structure, as well as the processes taking place within them, are documented. They are systematically and periodically reviewed, adapted and improved. In doing so, they observe legal and institutional requirements.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	• is familiar with the existing organisational structure of the business and analyses it on a regular basis. • is familiar with the organisation's existing implementation tools and analyses them periodically. • keeps abreast of new technologies that affect the company's processes. • understands the structure and workflow of projects. • is aware of the importance of quality management. • actively seeks feedback. • is familiar with and adheres to the safety policy. • keeps up to date with legal requirements regarding occupational safety, health protection and hygiene safety.
P	• plans regular reviews of the organisational structure and processes. • plans the measures and changes resulting from the review. • Plans projects and the associated resources efficiently and effectively. • Analyses feedback and plans measures. • plans safety, health and hygiene protocols and associated measures. • Defines the guidelines for environmental values. • Defines the safety policy.
R	• Defines and documents the operational and procedural organisation of the business. • adapts and optimises structures to changes brought about by digitalisation and collaborations. • Initiates projects and establishes the framework conditions. • Implements a quality assurance system to standardise processes. • Actively implements measures based on feedback. • documents and implements safety, health and hygiene policies and takes appropriate measures. • ensures sustainable and environmentally friendly practices. • ensures good cooperation with the relevant authorities and recommends external specialist bodies where necessary.

E	• regularly evaluates and optimises the structures and processes within the organisation to ensure their efficiency and effectiveness. • Monitors projects and the resources made available. • regularly reviews the protection concepts. • checks whether the documentation is appropriate, complete and accessible.
Resources Ability to design organisational and operational tools and to train staff in their use , acting as a role model, ability to cooperate with external specialist agencies.	

2.3	Define and implement leadership and collaboration with staff.
Situation The qualified hotelier-restaurateur defines the objectives, strategies and measures for their area of responsibility within the business. In doing so, they take legal requirements into account and ensure a pleasant working atmosphere and a high level of workplace attractiveness.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	• is familiar with the objectives and guidelines of higher-level departments regarding cooperation within the organisation, or obtains this information. • is aware of the vital importance of staff to the company's success.
P	• systematically and regularly plans personnel objectives, strategies and measures. • Develops HR development plans that are business- and employee-focused.
R	• sets and documents the qualitative and quantitative objectives for human resources management. • implements business- and employee-oriented staff development. • Develops a coherent HR policy, coordinates this with other management areas and links it to the company's overall strategy. • Derives objectives, strategies and measures for the recruitment, management, development, remuneration and retention of skilled staff. • ensures a high level of workplace attractiveness and takes measures to reduce staff turnover.
E	• regularly reviews HR objectives, strategies and measures to assess their effectiveness and efficiency. • checks whether the documentation is appropriate, complete and comprehensible.
Resources Empathy, leadership skills, compassion, ability to reflect.	

2.4	Carry out the financial planning for the business and ensure that targets are met.
Situation The qualified hotelier-caterer draws up the financial plan for their area of responsibility and derives the sub-budgets from it. They continuously monitor the financial situation of their area of responsibility and initiate appropriate measures where necessary. Accounting is carried out in accordance with legal and institutional requirements. They document the financial performance of the business regularly and systematically.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	• obtains the relevant information and forecasts for financial planning. • is familiar with the owners’ needs and financial requirements. • is aware of the legal requirements for financial instruments. • is familiar with the relevant industry key figures.
P	• organises the finance and accounting for their area of responsibility, as well as reporting to the relevant bodies. • Defines interfaces with external specialist departments.
R	• draws up a multi-year investment plan based on the available information and, where necessary, with the assistance of experts. • Formulates the financial targets for their area of responsibility, coordinates these with the other management areas and links them to the overall strategy. • drafted the budget in consultation with senior staff and communicated it to higher authorities. • supports the various departments of the business in the development of qualitative and quantitative implementation plans. • understands the methods of business valuation. • calculates the relevant key performance indicators and compares them with benchmarks. • Prepares meaningful annual reports that meet the requirements.
E	• analyses past planning and derives appropriate steps. • regularly reviews the company’s earnings, assets and liquidity position and initiates optimisation measures. • monitors the costs and profitability of products and services on the basis of key figures. • checks whether the planning tools and financial reporting are appropriate, complete and transparent, and comply with legal requirements.
Resources IT skills, planning ability, a down-to-earth approach, and the ability to seek professional support when necessary	

2.5	Plan and monitor the management of the infrastructure.
Situation The qualified hotelier-restaurateur shares responsibility for the property and the establishment's infrastructure. They help to plan investments, maintenance and the replacement of installations, furniture and small items of equipment with foresight.	
The qualified hotelier-caterer acts competently in this situation if he/she...	
I	• has a basic understanding of the most important areas of maintenance and upkeep • identifies defects and ensures that they are rectified. • maintains ongoing communication with all departments and discusses necessary purchases, alterations and replacements with senior management. • keeps up to date with developments in relevant technologies.
P	• Plans and budgets for investments, maintenance and the replacement of installations, furniture and small items of equipment within his/her area of responsibility.
R	• ensures the use of efficient materials in operations. • operates in accordance with the organisation's environmental and sustainability principles. • pays attention to the practicality and lifespan of materials when purchasing. • Seeks professional support where necessary.
E	• Regularly checks installations, furniture and small items of equipment for functionality and efficiency.
Resources Product knowledge regarding practicality and durability, forward thinking, cost awareness, resource awareness, sustainable operational thinking	

2.6	Develop marketing strategies for the business and ensure they are implemented .
Situation The qualified hotelier-caterer analyses the market and develops marketing concepts for their area of responsibility. These include objectives, strategies and measures for the successful marketing of the establishment. They understand the needs of their guest segments and tailor the products, services and communication accordingly.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	• keeps up to date with developments in new technologies for market monitoring and market development.
P	• plans marketing objectives, strategies and measures based on the market analysis. • develops a marketing concept for their area of responsibility, coordinates this with other management departments and integrates it into the overall strategy. • helps to define the sales strategy, pricing strategy and communication strategy, and derives appropriate plans and measures from these.
R	• analyses the market with the aid of analyses and in collaboration with any partners. • segments the guest base, identifies guest needs and tailors the offering accordingly. • takes into account the development of new technologies for market monitoring and market development.
E	• regularly reviews the objectives, strategies and measures in the marketing area for their effectiveness and efficiency and makes appropriate adjustments. • checks whether the documentation is appropriate, complete and comprehensible.
Resources Strategic thinking and planning, ability to reflect, responsiveness, innovative thinking, creativity	

Competence area 3: **Preparing and delivering hotel and catering services**

This area of competence focuses on the actions of the qualified hotelier-caterer in the **operational** delivery of services. In this role, they act as a sparring partner for department heads and can offer active support where required.

3.1	Planning, monitoring and contributing to services in the accommodation sector.
Situation The qualified hotelier-caterer is responsible for the accommodation sector, comprising the reception, housekeeping and maintenance departments. They draw up a coherent concept, define the offerings and standards, and plan and monitor processes in collaboration with staff. They are able to contribute and provide support.	
A qualified hotelier-caterer acts competently in this situation if they...	
I	is familiar with the processes and procedures involved in accommodation.
P	- defines a coherent accommodation concept together with the staff. - establishes the procedures and processes involved in accommodation provision with staff.
R	- establishes and implements the framework conditions in the accommodation sector. - Supports staff in implementing the accommodation concept. - provides professional service to guests. - In the event of complaints, finds the best possible solution for all parties involved to ensure guest satisfaction.
E	- regularly reviews the quality and profitability of the offering and provides feedback to those responsible for accommodation. - Critically assesses whether the products and services on offer are attractive to the market. - Regularly monitors procedures in the reception, housekeeping and maintenance departments. - Carries out regular checks on the cleanliness and functionality of installations in all areas and takes appropriate action where necessary. - checks whether the documentation is appropriate, complete and comprehensible.
Requirements Organisational skills, specialist knowledge in reception, housekeeping and maintenance, leadership skills, intercultural competence, a well-groomed appearance, good manners, empathy, language skills, open-mindedness	

3.2	Plan, monitor and contribute to services in the catering sector.
Situation The qualified hotelier-caterer is responsible for the catering department. They draw up a coherent concept, define the offerings and standards, and plan and monitor processes in collaboration with staff. They are able to contribute and provide support.	
The qualified hotelier-caterer acts competently in this situation if they...	
I	• is familiar with the processes and procedures of catering. • keeps up to date with the latest trends and guest requirements.
P	• defines a coherent catering concept together with staff. • works with staff to establish catering procedures and processes. • develops service standards with staff. • works with the kitchen management to develop the menu and new ideas.
R	• defines and implements the framework conditions in the catering area. • supports staff in implementing the catering concept. • provides professional service to guests. • finds the best possible solution for all parties involved in the event of complaints, to ensure guest satisfaction. • keeps staff informed about current trends and new guest requirements, highlights these and encourages innovation.
E	• regularly reviews the quality and cost-effectiveness of the catering provision and provides feedback to those responsible for catering. • Regularly checks orders, monitors product returns and provides feedback to those responsible. • Critically assesses whether the products and services on offer are attractive to the market. • Carries out regular checks on processes and work results. • Regularly checks the goods flow and complies with legal requirements. • Checks orders and stock levels, discusses them with those responsible and optimises them where necessary.
Requirements Organisational skills, practical expertise in kitchen and catering, leadership skills, intercultural competence, a well-groomed appearance, good manners, empathy, language skills, open-mindedness	

3.3	Plan, monitor and contribute to services in other business areas.
Situation The qualified hotelier-caterer is responsible for other business areas within the establishment, such as wellness/spa, the sports department, the MICE department (Meetings, Incentives, Conferences, Exhibitions), the catering department and events. They develop a coherent concept, define the offerings and standards, and plan and monitor processes in collaboration with those responsible. They are able to contribute and provide support.	
The qualified hotelier and restaurateur acts competently in this situation if they...	
I	• is familiar with the processes and procedures of the other business areas. • keeps itself regularly informed about trends and new developments in the relevant business areas.
P	• defines a coherent business unit concept in consultation with those responsible. • Establishes the procedures and processes for the business areas together with those responsible. • Develops the business units' offering together with those responsible.
R	• Establishes and implements the framework conditions within the business units. • Supports the managers in implementing the concepts. • provides professional service to guests. • finds the best possible solutions for all parties involved in the event of complaints, to ensure guest satisfaction. • keeps staff informed about current trends and new guest requirements.
E	• regularly reviews the quality and profitability of the offering and provides feedback to those responsible. • critically assesses whether the products and services on offer are attractive to the market. • carries out regular checks on processes and work results.
Resources Organisational skills, specialist knowledge in the areas of wellness/spa, MICE, catering, events, leadership skills, intercultural competence, a well-groomed appearance, good manners, empathy, language skills, open-mindedness	

Area of competence 4: Working and collaborating

This area of competence focuses on the **operational/administrative** tasks of the qualified hotelier-caterer and collaboration within a professional environment. They maintain a network, communicate and cooperate appropriately with regard to the situation and audience, both within a team and/or with specialists.

4.1	Play an active role in the recruitment and management of staff.
Situation The qualified hotelier-caterer is actively involved in the recruitment and management of their staff. They help to establish an effective and efficient personnel administration system and support those responsible in implementing the personnel policy. They are responsible for ensuring a pleasant working atmosphere and monitor compliance with legal and institutional rules and guidelines. They are able to contribute and provide support.	
The qualified hotelier-restaurateur acts competently in this situation when he/she...	
I	• is aware of the quantitative and qualitative staffing requirements. • is aware of their particular responsibility towards apprentices and trainees and understands the legal requirements. • is familiar with the applicable labour law and statutory provisions.
P	• organises the recruitment of staff in collaboration with the relevant managers and the HR department. • helps plan the recruitment of managerial staff. • establishes appropriate conditions for attracting and retaining staff. • monitors staff deployment planning • ensures a clear and transparent pay structure.

R	• I have developed and implemented the procedures and processes for onboarding and managing staff. • actively supports staff and maintains an ongoing dialogue through regular discussions. • Provides employees with regular feedback. • I conduct regular appraisal interviews with managers and/or staff in a professional manner. • I manage the departure process professionally.
E	• ensures that everyone has the necessary information in their area and passes this on to staff. • checks employment contracts for compliance with the law and signs them. • checks that applicable labour law is complied with and that documents for external bodies (social security, statistics) are prepared and submitted in a timely manner.
Resources Planning skills, interpersonal skills, communication skills, empathy, openness, awareness of diversity, expertise in human resources management, respectful approach, ability to delegate, cost awareness, efficiency, expertise in law and employment law, ability to take criticism, interpersonal skills, leadership skills	

4.2	Ensuring proper bookkeeping.
Situation The qualified hotelier-caterer ensures that the accounts are recorded fully and correctly. They help to establish an effective and efficient accounting system and coordinate the interface with external partners. They are able to contribute and provide support where necessary.	
The qualified hotelier-caterer acts competently in this situation if they...	
I	• is familiar with the legal requirements for proper bookkeeping. • is familiar with the standard instruments and comparable benchmarks. • is familiar with generally accepted financing and valuation principles. • keeps abreast of new technological developments in the field of payment transactions and accounting. • applies generally comparable financing and valuation principles.
P	• develops and documents the accounting processes for their area of responsibility and collaboration with external partners and interfaces.
R	• prepares the relevant information and documents in a timely manner and forwards them where necessary. • ensures that accounts are submitted correctly and on time. • works with the tools commonly used in the industry. • calculates comparable benchmarks. • ensures compliance with the retention obligation through a suitable filing system
E	• checks that the accounts are kept properly • ensures that deadlines are met.
Resources IT skills, analytical skills, specialist knowledge of bookkeeping	

4.3	Play an active role in marketing the business and ensure effective communication.
Situation The qualified hotelier and restaurateur is responsible for implementing the marketing strategy. They plan activities and measures relating to pricing and communication. They assess the success of these activities and measures and ensure the best possible occupancy rates for the establishment. They are required to act and provide support in this situation.	
The qualified hotelier-caterer acts competently in this situation if they...	
I	• is familiar with the business's marketing concept. • seeks information on new technological developments in distribution and communication.
P	• plans marketing activities for their area of responsibility in a sensible and effective manner. • incorporates synergies with other providers (destination marketing) into the planning of communication and information measures.
R	• Puts forward proposals for marketing strategies and measures for their implementation, whilst involving the company's partners. • uses key marketing control tools. • Applies new technological developments in distribution and modern communication channels. • applies various pricing methods. • Effectively implements and documents emergency and crisis communication. • Represents the business both externally and internally and communicates accordingly.
E	• uses marketing control to assess whether the desired impact of the measures and tools has been achieved and makes any necessary adjustments. • checks whether the desired capacity utilisation has been achieved. • assesses whether the sales activities have been implemented.
Requirements Expertise in marketing, communication and sales; expertise in yield and revenue management; expertise in emergency and crisis communication; presentation skills; sales and negotiation skills; persuasiveness	

Area of Competence 5: Participation in the development of the business and themselves

This area of competence focuses on the development of the business and the development of the qualified hotelier-caterer. They recognise changes in the environment, are aware of their role and reflect on their own behaviour.

5.1	Develop an information strategy for the organisation and identify changes
Situation The qualified hotelier-caterer works under constantly changing and challenging conditions. They anticipate challenging and changing situations in order to be able to take appropriate measures, make adjustments and implement changes in good time.	
The qualified hotelier-caterer acts competently in this situation when he/she...	
I	- recognises challenging and changing situations. - keeps up to date with trends and innovations.
p	- assesses the situation, identifies the need for action and correctly prioritises tasks. - plans additional or supportive measures in the event of changing circumstances. - determines whether support is required from within or outside the organisation. - an information strategy is developed to identify changes in the environment - derives new developments and innovations from the information concept.
R	- Targeted implementation of adjustments within their area of responsibility in response to changing situations - Makes suggestions for adjustments to the positioning of the service offering and the business. - Actively supports and contributes to change processes.
E	Periodically assesses individual products and services together with those responsible and compares them with market needs.
Resources Innovative ability, creativity, imagination, reflective ability, critical thinking, ability to work in a team	

5.2	Reflecting on and developing one’s professional role.
Situation The qualified hotelier and restaurateur has a clear understanding of their professional role and constantly reflects on their own attitude and behaviour in professional, social and political contexts. They incorporate the principles of professional ethics into their work and develop their own professional identity. They are aware of their own strengths and areas for development, as well as the impact they have on others, and remain as authentic as possible.	
The qualified hotelier-caterer acts competently in this situation when they...	
I	• is mindful of their own responsibilities and the remit associated with their position and role. • identifies and interprets the expectations of all those involved and recognises role patterns. • recognises the possibilities and limitations of their role.
P	• reflects on their own role, attitude, behaviour, as well as the possibilities and limitations.
R	• acts in accordance with the mandate when faced with conflicting expectations and their own role definition. • communicates clearly in the event of role conflicts or inappropriate role expectations. • develops their own professional identity. • is aware of their role as a role model. • has the resources to represent their professional stance both internally and externally.
E	• regularly reflects on their professional identity, their own role behaviour and the impact on others. • analyses their own strengths and areas for development and draws conclusions from this.
Resources Ability to reflect, capacity for self-criticism, analytical skills, communication skills, ability to take criticism, sense of responsibility	

2.4 Field of work and context

Tasks

A qualified hotelier and restaurateur (HF) manages businesses in the hotel and catering industry as well as related service sectors, and assumes specialist and managerial responsibilities in the areas of business administration and management.

The Certified Hotelier-Restaurateur works in the hotel and catering sector as well as in related service areas of the industry. Following their training, they take on managerial roles. In smaller establishments, they may take on the role of general manager.

The qualified hotelier-caterer HF

- manages companies in the hotel and catering industry, either in their entirety or in part, independently and with strategic, operational and social competence; they assume specialist and managerial responsibility for business and operational matters;
- independently carries out operational management tasks in senior management roles within national and international companies in the hotel and catering industry, assuming specialist and managerial responsibility for business and operational matters;
- independently manages the accommodation and catering divisions;
- designs market-oriented offerings in the hotel and catering sectors and markets them;
- organises and implements service processes, service chains and work processes for the provision of accommodation and catering services and other business areas in accordance with economic and ecological principles;
- communicates with guests, senior management, staff, tourism professionals and suppliers, as well as other stakeholders, in a socially competent manner in several languages;
- organises administrative and other support processes, quality management, sustainable resource management and financial control in an efficient and operationally appropriate manner.

Working environment and context

The hotel and catering industry is part of the service sector and operates at all geographical levels: local, regional, national and international. The hotel industry is influenced by social, economic, environmental, political, legal and technological conditions and developments.

Of the approximately 5 million people in employment in Switzerland, 78.5% work in the service sector. The hospitality industry, with around 260,000 employees, accounts for 5.2% of the total workforce — of these, around 78,000 work in the hotel sector. The proportion of women across all economic sectors stands at 46.2%, at 52.3% in the tertiary sector and as high as 57.5% in the hotel industry¹.

Interpersonal and social skills play an important role due to the intensive contact with guests from different cultures and the high level of staff involvement and diversity. This fact is also taken into account in training

¹ Source: 2019 Swiss Hospitality Yearbook, hotelleriesuisse

published.

Due to economic and technical developments in recent years, globalisation, digitalisation and sustainability are becoming increasingly important, and this is also reflected in the training programme.

Graduates bring a high degree of independence and personal responsibility to the successful completion of their tasks. Due to rapidly changing market conditions and the often irregular working hours resulting from long opening times, high demands are placed on flexibility and resilience.

Labour market

There is a relevant job market for graduates of higher vocational colleges in the hotel and catering industry:

- in the national and international hotel and catering industry
 - in institutional and chain catering
 - in hospitals, clinics and care homes
 - in the supply industry (food, beverages, technology, equipment, etc.)
 - in companies offering services to the hotel and catering industry (marketing and sales agencies, trust companies, recruitment agencies, IT service providers, laundry services, cleaning companies, etc.)

Graduates of higher vocational schools for the hotel and catering industry also have particular links and opportunities for progression to the diverse labour market and to further training programmes in tourism.

3 Admission

3.1 Admission requirements

Admission to a Higher Vocational School for Hospitality and Catering requires a qualification recognised in Switzerland at Upper Secondary Level or an equivalent qualification.

Foreign qualifications at ISCED levels 3A, 3B or 3C, or 4A or 4B, may be recognised.

Students whose first language is not German must provide evidence, prior to starting the course, that they have mastered the language of instruction to at least level B2 according to the Common European Framework of Reference for Languages.

In addition to the language of instruction, HF graduates must have proficiency in a further language at least at level B1 of the Common European Framework of Reference for Languages and, by the time of graduation, conversational proficiency in an additional language at level A2.

If lessons are taught in a regional language, English as a foreign language is compulsory.

If lessons are not taught in a national language, at least one national language is a compulsory subject.

3.2 Admission with a relevant Certificate of Proficiency (EFZ) ():

The following qualifications in the hotel and catering industry are recognised as relevant EFZs:

- Cook EFZ
- Restaurant Manager EFZ
- Hotel Manager EFZ
- Hotel Communications Specialist EFZ
- Commercial Clerk EFZ (Hotel, Catering and Tourism sector)
- Chain Restaurant Specialist EFZ / Chain Restaurant Specialist EFZ

The course comprises at least 3,600 hours of study for students holding one of the relevant certificates of proficiency listed above.

Educational providers may impose additional conditions for admission.

3.3 Admission with another secondary school qualification (e II)

The following admission requirements must be met:

- Federal Certificate of Competence (EFZ) in professions other than the hotel and catering industry, or
- A Gymnasium Maturität or
- A federally recognised specialised Matura or
- Another qualification of at least equivalent value

For students without a relevant certificate of proficiency but with another qualification at upper secondary level, the course comprises at least 5,400 hours of study.

Educational providers may set additional admission requirements, such as professional experience in the hotel and catering industry.

3.4 Admission without a secondary- II qualification

Admission without a secondary school leaving certificate is possible on the basis of an application. Educational providers set out the criteria for this in their regulations. The course lasts at least 5,400 teaching hours.

3.5 Admission procedure

The admission procedure is carried out for all candidates. The education providers are responsible for the admission procedure and regulate it in accordance with the admission requirements set out in the framework curriculum.

3.6 Recognition of prior learning

Educational providers decide on the recognition of prior learning. In any case, the course comprises at least 3,600 learning hours.

4 Organisation of the course

4.1 Forms of provision and their scope

Courses leading to the Diploma in Hotel and Catering Management (HF) are offered either as school-based programmes with integrated work placements or as part-time courses.

These courses are characterised by their strong practical focus.

4.1.1 School-based courses with integrated work placements

The course comprises classroom-based and practical components.

The course comprises 3,600 hours of study for those holding a relevant certificate of proficiency in accordance with section 3.2², or 5,400 hours of study for those without a relevant certificate of proficiency in accordance with section 3.3.

The practical component is completed in the form of at least 2 work placements for 5,400 learning hours, or at least 1 work placement for 3,600 learning hours.

For students without the relevant certificate of competence, their work experience during the course must include employment in both the accommodation and catering sectors.

4.1.2 Part-time e courses

For the part-time course, employment in the hotel and catering industry of at least 50% is required.

For students without a relevant certificate of competence, their work experience during the course must include employment in both accommodation and catering.

For students with a relevant certificate of proficiency, 800 hours of work must be carried out in a different area of the hotel and catering industry to that in which their basic vocational training was completed.

The professional experience must meet the requirements set out in section 4.3.

The training programme comprises 3,600 hours of training for those holding a relevant certificate of proficiency in accordance with section 3.2, or 5,400 hours of training for those without a relevant certificate of proficiency in accordance with section 3.3.

² MiVo: Ordinance of the Federal Department of Education, Research and Innovation (EER) on minimum requirements for the recognition of training programmes and

4.2 Coordination of school-based and practical training components

Education providers are responsible for coordinating the school-based and practical components of the programme. They ensure that all the competences defined in the occupational profile are taught in both the school setting and in practice.

Educational providers check whether the conditions for supervised practical training are met. If the conditions are not met, the educational provider may terminate the partnership and suspend the student's placement.

4.2.1 School-based components

Educational providers develop training concepts with curricula for the courses; they regulate the examination and promotion procedures as well as the qualification procedure, and issue school regulations/study regulations.

The school-based components amount to at least 3,600 learning hours (66.6%) for 5,400 learning hours, and at least 2,880 learning hours (80%) for 3,600 learning hours⁴.

School-based educational components include:

- **Contact hours**

Face-to-face teaching, guided theoretical and practical learning (individual or in groups, blended learning, e-learning), in-depth seminars, training and transfer in the school learning environment, excursions

Unsupervised self-study

Computer-assisted self-study programmes, decentralised study groups, revision time, reading of literature (lecture notes)

- **Assessment procedures**

Project and/or dissertation, written, oral and/or practical examinations

4.2.2 Practical training components (work placements)

Internships refer to placements undertaken by students in companies within the hotel and catering industry. They are directly related to the content of the course and provide relevant professional and personal skills and experience.

⁴ MiVo Art. 3

4.3 Tabular overviews

4.3.1 With relevant EFZ:

	Schulische Bildungsgänge mit Praktika		Berufsbegleitende Bildungsgänge	
	Percentage	Lessons	Percentage	Lessons
Kontaktstunden	At least 68% ^a	At least 1958	At least 68% [^]	At least 1958
Unsupervised self-study	Max. 25%	Max. 720	Max. 25%	Max. 720
Qualification procedure	5-7%	144-201	5-7%	144-201
Total schulische Bestandteile		Mind. 2880		Mind. 2880
Relevant professional experience	---	---		f/lind. 720
Praktika		720-1620		
Total		Mind. 3600		Mind. 3600

4.3.2 Without relevant EFZ:

	Schulische Bildungsgänge mit Praktika		Berufsbegleitende Bildungsgänge	
	Prozente	Lernstunden	Percentage	Lernstunden
Contact hours	At least 68%	At least 2448	At least 68% ^a	At least 2448
Unsupervised self-study	Max. 25%	Max. 900	Max. 25%	Max. 900
Qualification procedure	5-7%	180-252	5-7%	180-252
Total schulische Bestandteile		Mind. 3600		Mind. 3600
Relevant professional experience	---	---		Min. 1800
Work placement		1800 - 2430		
Total		Mind. 5400		Mind. 5400

Of total school-based components
[^] Of total school-based components
 Of total school-based components
^a Of total school-based components

4.4 Provisions regarding work placements and the relevant professional activity for the

Education providers are responsible for selecting the placement organisations and setting the requirements for them.

They regulate the following matters for students and placement organisations in accordance with the placement regulations:

- **Purpose and objectives of the placements**
The work placements are designed to put what has been learnt at school into practice, to develop the ability to work both independently and as part of a team, and to gain experience in dealing with managers, colleagues and guests. They provide an insight into production and work processes and help students identify their own strengths and areas for development.
- **Duration and timing of work placements**
The duration, timing within the course and the content focus of the individual placements are defined by the training providers within the stipulated provisions of this framework curriculum.
- **Internship location & ratio of Switzerland to abroad**
The training providers regulate the requirements regarding the diversity of the placement organisations and the ratio of placements completed in Switzerland to those completed abroad.
Students without relevant professional experience in Switzerland must complete at least one work placement in Switzerland.
- **Support for interns**
Educational providers ensure that students are supported in their job search and during the placement by a placement coordinator.
The internship host organisation appoints an internship coordinator as the point of contact for students, as well as a specialist who possesses the technical and managerial skills required to achieve the internship objectives in the relevant field of work.
- **Monitoring**
Educational providers use appropriate tools, such as internship reports and site visits, as well as close contact with host organisations, to verify that the internship objectives and the competences set out in the framework curriculum's occupational profile are acquired through the internships or relevant professional activity.
- **Employment contract**
Any work placement or employment undertaken in Switzerland is based on an employment contract concluded between the student and the host organisation in accordance with applicable Swiss law. A written employment contract is also required for work placements abroad.
The employment contract is available before the start of employment and the education provider holds a copy.
Remuneration, working conditions and terms of employment are agreed in the employment contract and are governed by national laws and regulations as well as the currently applicable legislation (LGAV).
- **Existence of the placements and the relevant professional activity**
Educational providers determine the conditions under which an internship or relevant professional placement is deemed to have been successfully completed, and the implications of successful or unsuccessful placements for the doctoral and qualification process.

The internship supervisors at the companies assess and justify, for the benefit of the school and the student, whether the internship objectives have been achieved, and issue a qualifying work certificate as well as other documents defined by the educational providers.

5 Promotion and Qualification Procedures

The education providers issue examination and promotion regulations which govern the qualification procedures and promotions during the course of study, the final qualification procedure, and the recognition and validation of competences acquired elsewhere.

5.1 Principles

During the course of the programme, the competences set out in section 2.3 of the occupational profile are assessed and evaluated on a regular and summative basis. Integrated and interdisciplinary assessment procedures are both possible and encouraged.

Training providers assess the school-based component, whilst placement organisations assess practical performance.

Appropriate assessment tools are used to evaluate performance in the school-based and practical components of the programme. Assessments may take various forms (grades, percentages, written assessments), but must in all cases include a pass/fail or met/not met rating.

5.2 Regulations for Graduation and Examinations

The degree and examination regulations set out the criteria under which academic modules, semesters and practical training components are deemed to have been passed, and the conditions under which the course of study may be continued (graduation). They govern admission to the final qualification procedure and the final qualification procedure itself.

The promotion and examination regulations specifically govern the following points:

- Criteria for progression during the course
- Conditions for admission to the final qualification procedure
- The elements of the final qualification procedure
- Assessment and weighting of performance
- Consequences of failing to meet the required standards
- Opportunities to retake the procedure
- Recognition and validation of competences acquired elsewhere
- Appeal procedures and legal protection

5.3 Final qualification procedure

As part of the final qualification process, students demonstrate that they have acquired the competences described in section 2.3 of the job profile.

5.3.1 Admission

Students are admitted to the final qualification procedure if they have successfully completed the academic and practical components of the programme in accordance with the education provider's study regulations/school rules.

5.3.2 Responsibility

The education provider is responsible for the proper conduct of the final qualification procedure. It sets the requirements and the competencies to be assessed for each part of the examination, determines how performance is recorded (grades) and makes the decision regarding qualification.

The training provider is responsible for appointing the examination assessors. The assessors for the final qualification procedure consist of lecturers from the training provider and experts from the professional field representing organisations from the world of work. The independence of the assessors is guaranteed. Organisations from the world of work may recommend assessors.

5.3.3 Content

The final qualification procedure consists of at least one practice-oriented dissertation or practice-oriented project, as well as written and/or oral qualification assessments. Practice-oriented and interdisciplinary approaches are possible and encouraged.

The requirements for the final qualification procedure are based on Level 6 of the Ordinance on the National Qualifications Framework for Vocational Education and Training Qualifications (V-NQR-BB).

5.4 Diploma

The diploma is awarded once the student has passed the final assessment. In addition to the diploma, the education provider issues a diploma certificate and the Diploma Supplement prescribed by SERI.

6 Titles

The following protected titles are awarded:

German	'dipl. Hotelier-Gastronom HF'
	'Certified Hotelier-Restaurateur HF'
French	'Certified Hotelier-Restaurateur ES'
	'Certified Hotelier-Restaurateur ES'
Italian	'Certified Hotelier-Restaurateur SSS'
	"Certified Hotelier and Restaurateur SSS"

The English translation is:

English	«Advanced Federal Diploma of Higher Education in Hospitality Management»
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7 Final provisions

7.1 Repeal of the previous ' ' framework curriculum

The framework curriculum for courses at higher vocational colleges in the hotel and catering industry, dated 10 March 2009, is repealed.

7.2 Entry into force

This framework curriculum shall enter into force upon approval by SERI.

7.3 Transitional provisions

Providers of courses recognised on the basis of the framework curriculum of 10 March 2009 must submit an application to SERI for a review of the course's recognition within one year of the approval of this framework curriculum.

If this deadline is not met, the recognition of the programme in question shall lapse.

Individuals who, prior to the entry into force of this framework curriculum, obtained the German qualification

'dipl. Hôtelière-Restauratrice HF' or 'dipl. Hôtelier-Restaurateur HF' (framework curriculum of 10 March 2009) are entitled to use the title in accordance with section 6 of this framework curriculum; no new diploma will be issued.

7.4 Review

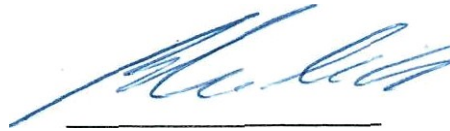
A review shall take place as required, but at least every 7 years.

8 Adoption

The framework curriculum is issued by the following bodies: ÜÄ ** ""* *"

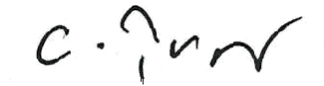

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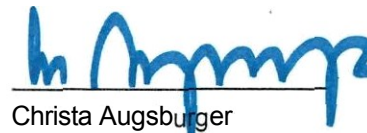


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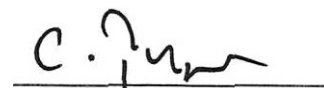


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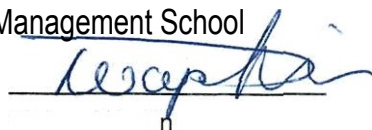
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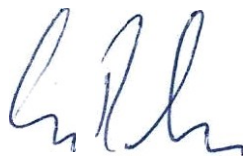


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9 Approval

State Secretariat for Education,
Research and Innovation



Rémy Hübschi
Deputy Director

5 January 2000

Head of the Vocational and Continuing Education Department