

**Hotel and Restaurant Management  
Occupational Analysis DACUM Chart**

Facilitated by Craig Edwards and Lorna Smith  
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**DACUM Skill Rating Scale**

- 1 - Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
- 2 - Can perform this skill satisfactorily but requires periodic assistance and/or supervision.
- 3 - Can perform this skill competently without assistance or supervision.
- 4 - Can perform this skill competently with more than acceptable speed and/or quality and can teach the skill to others.

<b>COMMUNICATE</b>
<b>A</b>

Demonstrate social interaction skills A1	Use etiquette A2	Use appropriate language and grammar A3	Demonstrate appropriate telephone etiquette A4	Use appropriate non-verbal communication A5	Interpret non-verbal communication A6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Manage interactions A7	Customize message to audience A8	Spell / proofread A9	Use active listening skills A10	Give directions and instructions A11	Use industry / organization terminology A12
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Use technology-based etiquette A13	Provide and receive feedback (written and oral) A14	Resolve conflicts A15	Demonstrate oral presentation skills (internal and external) A16	Facilitate and participate in meetings A17	Write business documents A18
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Manage change A19	Manage media A20				
1   2   3   4	1   2   3   4				

**DEMONSTRATE  
PROFESSIONAL  
BEHAVIOUR  
B**

Demonstrate energy and enthusiasm B1 1   2   3   4	Practice personal hygiene and grooming B2 1   2   3   4	Follow dress code B3 1   2   3   4	Stay motivated and inspired B4 1   2   3   4	Maintain composure under stress B5 1   2   3   4	Demonstrate teamwork B6 1   2   3   4
Demonstrate respectful behaviour B7 1   2   3   4	Practice integrity B8 1   2   3   4	Maintain confidentiality B9 1   2   3   4	Demonstrate legal, ethical and moral behaviour B10 1   2   3   4	Maintain objectivity B11 1   2   3   4	Demonstrate time management skills B12 1   2   3   4
Work long hours B13 1   2   3   4	Demonstrate punctuality B14 1   2   3   4	Demonstrate adaptability B15 1   2   3   4	Set personal and professional goals B16 1   2   3   4	Demonstrate commitment to lifelong learning B17 1   2   3   4	Educate palate B18 1   2   3   4
Maintain current industry certification B19 1   2   3   4	Practice wellness techniques B20 1   2   3   4	Maintain work/life balance B21 1   2   3   4	Practice self-reflection B22 1   2   3   4	Demonstrate a commitment to the community B23 1   2   3   4	Represent brand B24 1   2   3   4
Identify internal stakeholders B25 1   2   3   4	Implement procedures B26 1   2   3   4	Adhere to policies and procedures B27 1   2   3   4	Act as an ambassador B28 1   2   3   4	Participate in strategic planning B29 1   2   3   4	Demonstrate strategic thinking skills B30 1   2   3   4
Demonstrate accountability B31 1   2   3   4	Assess risk B32 1   2   3   4	Support empowerment B33 1   2   3   4	Identify the problem B34 1   2   3   4	Brainstorm solutions / options B35 1   2   3   4	Think critically B36 1   2   3   4
Implement best solution B37 1   2   3   4	Solve problems B38 1   2   3   4	Evaluate results B39 1   2   3   4	Work independently B40 1   2   3   4	Prepare resume B41 1   2   3   4	Prepare and build personal professional portfolio B42 1   2   3   4

**DEMONSTRATE  
LEADERSHIP SKILLS**

**C**

Lead by example				Take initiative				Listen to staff				Organize				Influence others				Identify culture							
C1				C2				C3				C4				C5				C6							
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Demonstrate emotional intelligence				Develop coping skills				Influence culture				Influence change				Set expectations				Plan							
C7				C8				C9				C10				C11				C12							
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Articulate a vision				Mentor staff																							
C13				C14																							
1	2	3	4	1	2	3	4																				

<b>PROVIDE CUSTOMER SERVICE</b>  <b>D</b>
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Demonstrate positive attitude D1	Solicit guest feedback D2	Demonstrate attention to detail D3	Demonstrate cultural sensitivity D4	Demonstrate empathy D5	Develop and maintain rapport D6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Provide a memorable experience D7	Define customer needs D8	Anticipate customer needs D9	Develop and maintain customer relationships D10	Track and use customer feedback D11	Respond to difficult situations D12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Respond to guest feedback D13	Respond to guest complaints D14	Demonstrate product knowledge D15	Demonstrate standard service procedures D16	Explain restaurant policies D17	Conduct regular product quality checks D18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Ensure quality assurance D19	Accommodate guests with special needs D20	Educate staff on dietary restrictions / issues / sensitivities D21	Establish a protocol for dietary restrictions D22		
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		

**SERVE FOOD AND BEVERAGE**

**E**

Set a table E1	Welcome the table / guests E2	Apply service etiquette E3	Menu the table E4	Water the table E5	Match food and beverage E6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate alcoholic beverage product knowledge E7	Upsell E8	Take an order E9	Mix cocktails / drinks E10	Serve alcoholic beverages E11	Demonstrate wine service skills E12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Serve food / beverages E13	Manage the table E14	Check quality E15	Apply table maintenance E16	Clear a table E17	Bill the table E18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Convert currency E19	Process the payment E20	Thank guests for patronage E21			
1 2 3 4	1 2 3 4	1 2 3 4			

**MANAGE OPERATIONS**  
F

Manage spa F1	Manage food and beverage outlets F2	Manage banquets F3	Manage culinary operations F4	Manage reservations F5	Manage housekeeping F6																
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Manage front office / guest services F7	Manage maintenance and physical plant F8																				
1	2	3	4	1	2	3	4														

**MAINTAIN OPERATIONS**  
G

Clean G1	Troubleshoot equipment problems G2	Maintain equipment G3	Comply with licensing codes G4	Analyze functionality G5	Manage trades G6														
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

**MAINTAIN CONCEPT**  
H

Create atmosphere H1	Demonstrate creativity H2	Create food and beverage theme H3	Analyze food and beverage trends H4	Develop a menu H5	Demonstrate aesthetics H6														
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Provide a memorable experience H7																			
1	2	3	4																

**APPLY HR  
MANAGEMENT SKILLS**

I

Orient staff				Recruit staff / volunteers				Train staff				Evaluate staff				Discipline staff				Terminate staff			
I1				I2				I3				I4				I5				I6			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Create work schedules				Work with unions				Create policies				Develop staff				Coach staff				Administer performance management system			
I7				I8				I9				I10				I11				I12			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Write job specifications				Write job descriptions				Interview staff				Hire staff				Reward and recognize staff				Identify talent			
I13				I14				I15				I16				I17				I18			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Comply with legislation and regulations (e.g., employment standards, compensation and benefits, worker compensation, human rights, criminal code, labour laws, employment equity, diversity training, workplace violence protection plan, etc.)								Create staffing guidelines				Follow staffing guidelines				Respect diversity				Create a safe (inclusive) work environment			
I19								I20				I21				I22				I23			
1	2	3	4					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

**USE TECHNOLOGY**  
**J**

Use word processing skills J1	Use spreadsheets J2	Use presentation software J3	Use internet J4	Use email J5	Use electronic daytimer J6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use office technology J7	Use a variety of communication devices J8	Use social media J9	Collaborate on line J10	Use P.O.S. systems J11	Use basic accounting software J12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use industry-specific software J13	Use property management systems J14	Use database software J15	Use industry ordering systems J16	Operate audiovisual equipment J17	Use desktop publishing software J18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Explain technology to guests J19	Create and maintain web pages J20				
1 2 3 4	1 2 3 4				



**DEMONSTRATE SALES,  
CATERING &  
MARKETING SKILLS**

**K**

Prospecting (sales) K1	Identify and define target market K2	Analyze competition K3	Assess customer needs / wants K4	Qualify customer(s) K5	Describe product benefits and features K6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Demonstrate selling techniques K7	Identify external stakeholders / partners K8	Identify industry trends K9	Create promotional materials K10	Demonstrate negotiation skills K11	Implement marketing strategies K12
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Demonstrate research skills K13	Develop a marketing plan K14	Design marketing strategies K15	Develop a sales plan K16	Report to stakeholders K17	Demonstrate corporate social responsibility K18
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Negotiate sponsorships K19	Manage sponsorships K20	Manage social media K21	Manage public relations K22	Conduct sales calls K23	Track discussion forums K24
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Use accurate contract terminology K25	Create donations strategy / policy K26	Track social media trends K27	Manage donations strategy K28		
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4		

**CATER EVENTS**  
L

Plan an event A1	Manage contracts A2	Create a function sheet A3	Develop a floor plan A4	Coordinate logistics A5	Outsource rentals A6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Plan for contingencies A7	Set up meeting rooms A8	Conduct pre-event meeting A9	Troubleshoot audiovisual equipment A10		
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4		

**USE SAFE WORK PRACTICES**  
M

Apply WHMIS principles M1	Apply HACCP principles M2	Maintain clean work environment M3	Practice safety, security, and emergency preparedness M4	Use and maintain personal protective equipment M5	Identify and report safety hazards M6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Observe staff work practices in others M7	Create and maintain a safe environment M8	Identify risky behaviour / behavioural change M9	Create procedure manuals M10	Create job assessments M11	Conduct job assessments M12
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Comply with legislation and regulations (e.g., WSH Act & Regulations, WCB, MLLC) M13	Identify staffing safety requirements M14	Apply First Aid / CPR / AED M15	Implement safety procedures M16	Deliver safety training M17	Complete incident reports M18
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Manage safety risks M19					
1   2   3   4					

**APPLY ACCOUNTING  
AND FINANCIAL SKILLS**

**N**

Manage owner relationships N1	Report to stakeholders N2	Manage accounts receivable and accounts payable N3	Create a business plan N4	Set and maintain internal controls N5	Record payroll N6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage cash flows N7	Identify fixed costs N8	Reconcile cash N9	Calculate net operating income (NOI), Gross Operating Profit (GOP), Gross Margins (GM), Earnings before Interest, Taxes, and Depreciation (EBITAD) N10		Manage labour costs N11
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		1 2 3 4
Manage budgets N12	Prepare budgets N13	Analyze financial statements N14	Calculate profit margins N15	Prepare cost / benefits analysis N16	Manage inventory N17
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Apply math skills N18	Manage forecast N19	Control variable costs N20			
1 2 3 4	1 2 3 4	1 2 3 4			

**MANAGE REVENUE**  
O

Manage yields O1	Upsell O2	Identify revenue streams O3	Manage daily operations O4	Establish daily targets O5	Cross-sell / promote O6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Capitalize on demand (prices) O7	Create forecast O8	Manage risks O9	Strategize market mix O10	Deliver on forecast O11	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

**MANAGE EXPENSES**  
P

Project a profit P1	Cost a menu P2	Analyze pricing P3	Negotiate prices P4	Purchase products P5	Receive products P6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage food and beverage inventory P7	Calculate food and beverage costs P8	Maintain costs P9	Manage productivity P10	Measure productivity P11	Forecast capital expenses (e.g., furniture, equipment, glassware, small wares, etc.) P12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4