

# How to Take Your Restaurant to the Next Level - Complete Hospitality Training

Canonical: <https://cht.edu.au/news/how-to-take-restaurant-to-next-level/>

## Details:

The venue stays the same size. Same room, same seats, same trading hours, and it gets measurably better at what it already does. That is the version of improvement most operators actually need, and it is harder than opening something new because there is nothing to announce. The work is in consistency, systems, staff capability and menu discipline, and it shows up in repeat custom rather than in a launch.

There is also a competency that describes this job almost exactly, and it is worth knowing what it requires. SITXMGT004 Monitor work operations is a core unit of both the Certificate IV in Hospitality and the Diploma of Hospitality Management, and its four elements are a better improvement plan than most consultants produce.

## Test growth ideas with the team and guests

The original restaurant guide suggests refreshing the menu, trying a new product, reviewing delivery and digital channels, and pairing online promotion with in-venue offers. Ask staff what guests request and what slows service down; test a small change, then watch its effect on sales, workload and guest feedback before expanding it. The systems, staffing and food-safety checks below help make a promising idea repeatable.

## Consistency is the product

A customer does not judge a venue on its best night. They judge it on the difference between the night they were told about and the night they got. Variation between shifts, between chefs and between servers is the single most common reason a good venue plateaus.

Fixing it means writing down what good looks like: recipe cards with quantities rather than handfuls, plate photographs at the pass, a defined sequence of service, and a standard for how long a table waits at each step. None of that is glamorous and all of it is repeatable by someone who was not there when the standard was set.

The training package agrees on how literally to take this. SITXCCS014 Provide service to customers, core in both Certificate III in Hospitality qualifications, requires staff to communicate within designated response times — a defined number, not a feeling — and to adhere to the professional standards expected of service industry personnel. If nobody has defined the response time, nobody can meet it and nobody can supervise it.

And SITHFAB034 Provide table service of food and beverage requires the candidate to deliver table service over a minimum of 12 service periods, giving full explanations and advice on food and beverage menu options in every one of them, while working with speed and efficiency and handling numerous tasks simultaneously. That is what the assessment system considers proof of consistency: twelve repetitions, not one demonstration.

## Service systems beat service instincts

Instinct works while the owner is on the floor. Systems work when they are not. The useful ones are small and specific: who greets, within how many seconds, who runs the water, who owns the section, how a complaint is escalated and who is authorised to fix it without asking. A written escalation rule turns a bad table into a recovered one instead of a review.

The core service unit requires exactly that boundary to exist. Criterion 4.4 limits a staff member to resolving complaints according to their own level of responsibility and organisational policy , and 4.5 requires escalation of complex service issues . Neither works unless the venue has drawn the line.

Briefing before service is the cheapest system available. Five minutes covering the specials, the eighty-sixed items, allergen changes and who is on which section removes most of the errors that occur in the first hour.

## *The element that makes improvement stick*

Most improvement efforts fail at the same two points, and SITXMGT004 names both. Its fourth element sets out a complete method:

Identify and analyse workplace problems from an operational and customer service perspective — both lenses, not one

Initiate short-term actions to resolve immediate problems where appropriate

Analyse problems for long-term impact , and assess and action potential solutions in consultation with relevant colleagues

Encourage the individuals who raise problems to participate in solving them

Take follow-up action to monitor the effectiveness of solutions

Skip step 1 and you produce a fix that suits the kitchen and annoys the guest. Skip step 5 and you never learn whether the change worked, which is how venues accumulate procedures nobody can justify.

The unit's first element is the monitoring half, and it is equally specific: monitor efficiency and service levels through close contact with day-to-day operations ; ensure operations support organisational goals and quality assurance initiatives; identify quality problems and make adjustments to procedures and systems with relevant approvals ; proactively consult colleagues about improving efficiency and service levels including new technologies and other innovations ; provide feedback to inform future planning; evaluate current and emerging industry trends ; and assess and respond to opportunities to improve sustainability .

Note "close contact with day-to-day operations". The unit's position is that a venue is monitored from the floor, not from a dashboard.

On closing the loop, SITXCCS014 criterion 5.2 requires staff to identify individual and recurring complaints and feed them back internally to avoid future occurrence. That single word, recurring , is the difference between a remake and a fix. How to measure any of this is covered in how to measure and improve customer service .

## Staff capability, deliberately built

Capability is the constraint behind most consistency problems. A qualification changes what an employee can be given responsibility for, and it also has a pay consequence worth understanding in advance.

First, check which award covers you, because coverage follows the premises, not the job title , and there are four of them. Hotels, pubs, motels, resorts, casinos and caterers are MA000009 .

Not-for-profit registered clubs are MA000058 — the hospitality award expressly excludes them at clause 4.4(d)(i). Standalone restaurants, cafes, night clubs, reception centres and roadhouses are MA000119 . Food sold primarily to be eaten away from the counter, and food courts, are MA000003 . Getting it wrong means the whole pay table is drawn from the wrong instrument. The detail is on improving the bookkeeping in your business .

### ***The Level 4 floor***

Under MA000009, MA000119 and MA000058, a relevant AQF Certificate III or higher that the employee actually uses at work sets a minimum classification of Level 4. The fast food award, MA000003, has no equivalent provision. The qualification argument works in a pub, a restaurant, a cafe and a registered club, and fails in a food court.

| Award    | Clause  | What the definition says                                                                                                                                                                    |
|----------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MA000009 | cl 18.1 | AQF Certificate III or higher relevant to the classification, and the employee makes use of the skills and knowledge derived from those competencies                                        |
| MA000119 | cl 18.1 | Identical wording                                                                                                                                                                           |
| MA000058 | cl 18.3 | "AQF Certificate III qualifications relevant to the classification" — no "or higher", and the Fair Work Commission may require the employee to demonstrate they utilise the relevant skills |
| MA000003 | —       | No equivalent note. No Level 4 floor                                                                                                                                                        |

Dispute routes differ: MA000009 clause 40 , MA000119 clause 34 , or for MA000058 referral to the Fair Work Commission .

### ***The tradesperson grade, under the hospitality award***

There is a sharper version of this for a kitchen, and it sits in MA000009 . Level 4 is that award's reference point — the standard weekly and hourly rate from which its apprentice percentages are calculated — and it is attached to cook (tradesperson) grade 3 and food and beverage attendant (tradesperson) grade 4. The cook stream reaches grade 3 by apprenticeship, trade test or "the appropriate level of training" . So a relevant Certificate III, used at work, is a route to a tradesperson grade without serving an apprenticeship . That is the single most useful thing you can tell a good cook who is wondering whether the qualification is worth finishing.

"The appropriate level of training" is defined in MA000009 clause 2 and has three limbs: completing an appropriate training program meeting the requirements of a qualification or units of competency from a training package; or being assessed by a qualified skills assessor as having at least equivalent skills; or , as at 30 June 2010 , having been doing that classification's work for at least 3 months. That third limb is anchored to a closed date , so it is not a rolling three-month rule and cannot help a recent hire. For a long-serving employee without a certificate, the skills assessor route is the live one.

Those grade names and clause 2 limbs are stated of MA000009 , because that is the award they were verified against. MA000119 and MA000058 each have their own classification structure and definitions clause, so check the award covering your venue rather than assuming they carry across.

The qualification ladder maps onto the roles a venue already has.

| Level                     | What it corresponds to                          | Example qualification                                                                                                  |
|---------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| AQF 2, entry              | Supported work in a defined task                | SIT20322 Certificate II in Hospitality; SIT20421 Certificate II in Cookery                                             |
| AQF 3, operational        | Confident independent work in a defined role    | SIT30622 Certificate III in Hospitality , 15 units, 6 core                                                             |
| AQF 3, front of house     | Table service to restaurant standard            | SIT30722 Certificate III in Hospitality (Restaurant Front of House), 20 units, 9 core, with RSA and cash handling core |
| AQF 3, kitchen            | Cooking to standard without supervision         | SIT30821 Certificate III in Commercial Cookery , 25 units, 20 of them core                                             |
| AQF 4, supervisory        | Running a shift, leading a small team           | SIT40422 Certificate IV in Hospitality , 21 units, 9 core, three of the nine are HR units                              |
| AQF 4, kitchen management | Planning, costing and staffing a kitchen        | SIT40521 Certificate IV in Kitchen Management, 33 units, 27 of them core                                               |
| AQF 5, management         | Systems, cost control, whole-of-venue decisions | SIT50422 Diploma of Hospitality Management, 28 units, 11 core                                                          |

Two things in that table are worth pausing on. SIT30821 is 20 core units out of 25 and SIT40521 is 27 out of 33 , which means the cookery qualifications have very little elective freedom. You cannot shape them around a venue's quirks the way you can a Certificate III in Hospitality with its 9 electives. And the Certificate IV in Hospitality is the supervision qualification : three of its nine core units are HR units, covering coaching others in job skills, rostering staff, and leading and managing people, alongside monitoring work operations and managing finances within a budget.

Two entries on the register match that management gap precisely. BSB40520 Certificate IV in Leadership and Management is on our scope of registration — 12 units, 5 of them core — and it is one of only five of our qualifications the national register records as equivalent to the code it replaced, BSB42015 , so the two have equivalent workplace outcomes. A manager holding BSB42015 does not automatically receive BSB40520; any credit-transfer or transition decision requires an evidence and requirements check. And SITXGLC002 Identify and manage legal risks and comply with law is a core unit of SIT50422 Diploma of Hospitality Management, which is the part of a management qualification that deals with the compliance exposure an expanding venue actually carries.

Delivery is not uniform across the country. According to our current delivery information, SIT50422 is delivered in Victoria only ; SIT30821 is available in South Australia, Tasmania, Victoria and Western Australia; SIT30622 and SIT40422 are available in all eight states and territories. The National Register confirms the codes on our scope but does not record delivery states. We deliver to AQF level 5 and no higher. Victorian delivery may be supported under a Victorian Skills First VET Funding Contract, while delivery in New South Wales is fee-for-service and unsubsidised. Confirm the current position and the fee directly.

***If a full qualification is more than you need***

Our scope of registration carries 17 current qualifications and 81 current skill sets , built from 579 current units , every component at the extent "Deliver and assess". Several skill sets are aimed squarely at this page's subject:

| Skill set                                                                    | What it addresses                                         |
|------------------------------------------------------------------------------|-----------------------------------------------------------|
| SITSS00082 Essential Business Skills for a Restaurant Manager                | The commercial side of running the room                   |
| SITSS00096 Understanding Financial Concepts for Budgeting                    | Reading and using a budget                                |
| SITSS00076 Business Management                                               | Broader management capability                             |
| SITSS00087 Mentoring and Supervision                                         | Building the person who trains the next person            |
| SITSS00077 Customer Service Management                                       | Designing the service standard rather than delivering it  |
| SITSS00079 Environmentally Sustainable Hospitality and Restaurant Operations | The sustainability criterion in SITXMGT004, made concrete |

A skill set is a defined group of units, and each unit completed still produces a Statement of Attainment on the national record.

Existing staff who already work at a higher level than their paperwork suggests are candidates for a skills assessment , or for recognition of prior learning, which RTOs must offer and which is raised at the pre-training review. RPL is a genuine assessment against the same evidence as the taught unit, not a waiver. Training delivered on site is covered under workplace training , and how to plan it is in creating an effective training plan .

## Menu discipline

Long menus hide weak dishes. Reviewing each item on two axes, how much margin it contributes and how often it sells, produces four groups and four different decisions: keep and promote, reprice, rework, remove. Cutting items shortens prep, reduces wastage and improves consistency at once. It is the rare change that costs nothing and improves three numbers.

There is a unit for the costing half of that. SITHKOP010 Plan and cost recipes is a core unit of SIT30821 Certificate III in Commercial Cookery, which means every cook completing that qualification has been assessed on it. If your menu has never been costed line by line, the capability may already be sitting in your kitchen. SITXINV006 Receive, store and maintain stock is also core in that qualification, and a reliable stocktake is what turns a theoretical food cost into an actual one.

On the money side, SITXFIN009 Manage finances within a budget , core in the Certificate IV and the Diploma, is written for the person managing a budget somebody else developed , which is most venue managers. Two of its criteria are directly useful here: report deviations according to the significance of the deviation , which stops a weekly report becoming noise; and take account of impacts on customer service levels and colleagues when proposing a change, which stops a cost saving quietly destroying the product.

## Food safety is part of "next level", not a separate compliance chore

A venue with a kitchen that cooks is category one under Standard 3.2.2A of the Food Standards Code, which commenced 8 December 2023 . The categories are activity-based: category one processes unpackaged potentially hazardous food into food that is both potentially hazardous and ready to eat. A restaurant or cafe is not category two.

Category one carries the substantiation records duty , which category two does not. Those records cover receipt at correct temperature, storage under temperature control, process steps achieving pathogen reduction, minimising time at growth-permitting temperatures, cooling and reheating within specified timeframes , display and transport under temperature control, and cleaning and sanitising of food-contact surfaces and equipment. They must be kept for 3 months after being made and be accessible at the premises .

That is a systems requirement, and it is the same systems discipline this page has been arguing for throughout. A venue that already writes things down finds it trivial; one that runs on memory finds it an audit problem.

## **Reputation follows the room**

Reviews largely reflect what happened in the room. A venue that fixes consistency and service recovery usually finds the reviews follow without a campaign. What helps is responding to feedback in a way that shows it was read, and closing the loop internally so the same complaint does not arrive twice.

If the next step is a second site rather than a better first one, see a strategic approach to expanding your restaurant or cafe . If the constraint is the kitchen leadership, see how to find the best chef for your kitchen . And the safety framework that sits under all of it is in health and safety best practice .

## **About us**

We are Complete Hospitality Training , RTO 3722, CRICOS 04242E. Legal name Complete Hospitality Training (Vic) Pty Ltd , ABN 27 006 947 262 , ACN 006 947 262 . Registered as RTO 3722 since 1 June 1994 , transferred from the Victorian regulator to the national regulator, ASQA, on 8 September 2017 , with the current registration period running 1 July 2025 to 30 June 2032 . Level 3, 28 Elizabeth Street, Melbourne VIC 3000, and 410 Elizabeth Street, Surry Hills NSW 2010. Contact [melbourne@cht.edu.au](mailto:melbourne@cht.edu.au) or +61 3 9654 1554 .

We link to the relevant course and regulatory sources in this guide. Check those sources for current requirements, and confirm course availability, delivery, fees and entry requirements with us before enrolling.

## **Source records and further guidance**

We link the unit records and regulator guidance relevant to this page below. Check the current source before making an enrolment, licensing or employment decision.

SIT30821 Certificate III in Commercial Cookery

SIT50422 Diploma of Hospitality Management

SITXMGT004 Monitor work operations

SIT40521 Certificate IV in Kitchen Management

SIT30622 Certificate III in Hospitality

Responsible Service of Alcohol training requirements (Western Australia)

Responsible Service of Alcohol training requirements (South Australia)

Responsible Service of Alcohol training requirements (Tasmania)

Food Standards Code — Standards 3.2.2 and 3.2.2A (food safety practices and food safety management tools)

Hospitality Industry (General) Award 2020 (MA000009)

Restaurant Industry Award 2020 (MA000119)

Skills First (Victoria) — VET Funding Contract obligations

Equivalence wording clarified on 2 October 2026. We verify evidence and applicable requirements before making credit-transfer decisions; an equivalence mapping is not an automatic award of a newer qualification. ASQA credit-transfer guidance ; ASQA training-product changes .

### ***What is the highest AQF level Complete Hospitality Training delivers?***

AQF level 5, the Diploma. SIT50422 Diploma of Hospitality Management comprises 28 units, 11 of them core, and per our scope records is delivered in Victoria only.

### ***Which unit describes the job of improving a venue?***

SITXMG004 Monitor work operations, core in the Certificate IV in Hospitality and the Diploma of Hospitality Management. Its four elements cover monitoring and improving operations, planning and organising workflow, monitoring and supporting team members, and solving problems and making decisions.

### ***Does staff training change what has to be paid?***

Under MA000009, MA000119 and MA000058, yes. An employee who holds a relevant AQF Certificate III or higher and uses those competencies at work has a minimum classification of Level 4. The fast food award MA000003 has no equivalent provision.

### ***Can a Certificate III reach a tradesperson grade?***

Under MA000009, yes. Level 4 is that award's reference point and is attached to cook (tradesperson) grade 3, and the cook stream reaches grade 3 by apprenticeship, trade test or the appropriate level of training. So a relevant Certificate III used at work is a route to that grade without serving an apprenticeship. Do not assume the same grade names under MA000119 or MA000058 — each has its own classification structure.

### ***What exactly does the employee have to demonstrate?***

Under MA000009 and MA000119, that the qualification is relevant to the classification they are employed in and that they make use of the skills and knowledge derived from those Certificate III competencies. Under MA000058 the note omits "or higher" and the Fair Work Commission may require the employee to demonstrate they utilise the relevant skills.

### ***My best cook has the experience but no certificate. Anything I can use?***

Under MA000009 clause 2, being assessed by a qualified skills assessor as having at least equivalent skills. A third limb covers people who, as at 30 June 2010, had been doing the classification's work for at least 3 months, but that date is closed and cannot be newly satisfied, so it is not a rolling three-month rule.

### ***How do I know which award covers my venue?***

By the premises, not the job titles. Hotels, pubs, motels, resorts, casinos and caterers are MA000009. Not-for-profit registered clubs are MA000058. Standalone restaurants, cafes, night clubs, reception centres and roadhouses are MA000119. Food sold primarily to be eaten away from the counter, and

food courts, are MA000003.

***What if we disagree about the classification?***

The dispute route depends on the award: MA000009 clause 40, MA000119 clause 34, or for MA000058 referral to the Fair Work Commission for determination.

***Where should a venue start if consistency is the problem?***

With documentation of the standard: recipe cards, plate references and a defined service sequence, followed by a short pre-service briefing every shift. Systems have to exist before they can be trained.

***How do I stop an improvement from quietly unwinding?***

By doing the step almost everybody skips. SITXMGT004 element 4 requires follow-up action to monitor the effectiveness of solutions. Re-measure the same way over a comparable period, then decide whether to keep the change.

***Who should solve a problem once someone raises it?***

The person who raised it, with support. The unit requires you to encourage the individuals who raise problems to participate in solving them, which produces both better diagnosis and better retention.

***Is a shorter menu really an improvement?***

Often, yes. Fewer items means less prep, less wastage and fewer opportunities for variation between shifts.

***Who in my kitchen can cost the menu?***

Potentially any cook holding SIT30821, because SITHKOP010 Plan and cost recipes is a core unit of that qualification. Ask before hiring a consultant.

***Why is the cookery qualification so inflexible?***

Because SIT30821 is 20 core units out of 25, and SIT40521 Certificate IV in Kitchen Management is 27 out of 33. Very little elective freedom by design. The Certificate III in Hospitality, by contrast, is 6 core and 9 elective.

***Is my restaurant category one or category two for food safety?***

If it processes unpackaged potentially hazardous food into food that is both potentially hazardous and ready to eat, it is category one, which carries the substantiation records duty. A restaurant with a kitchen is category one.

***How long do the food safety records have to be kept?***

Three months after being made, and accessible at the premises.

***Is there something shorter than a qualification for a venue manager?***

Yes. Our scope carries skill sets including SITSS00082 Essential Business Skills for a Restaurant Manager, SITSS00096 Understanding Financial Concepts for Budgeting, SITSS00076 Business Management and SITSS00087 Mentoring and Supervision. Ask which are currently scheduled via contact (/contact/), and confirm current fees directly.

***My experienced staff do not have the paperwork. Do they have to start from scratch?***

Not necessarily. RTOs must offer recognition of prior learning, raised at the pre-training review, and a skills assessment (/skills-assessment/) may be the right first step. RPL is a real assessment against the same evidence requirements, not a shortcut. Note also that under MA000009 clause 2, assessment by a qualified skills assessor is itself an alternative route to the appropriate level of training.

***Which qualification suits a supervisor being moved into management?***

BSB40520 Certificate IV in Leadership and Management is on our scope of registration, at 12 units with 5 core. It is also one of the five CHT qualifications the register records as equivalent to its predecessor, BSB42015.

***Is compliance actually taught in a hospitality management qualification?***

Yes. SITXGLC002 Identify and manage legal risks and comply with law is a core unit of SIT50422 Diploma of Hospitality Management, so it cannot be avoided by elective choice.