

**ТЕМАТИЧНИЙ НАПРЯМ 6**  
**ФОРМУВАННЯ ПРОФЕСІЙНИХ КОМПЕТЕНТНОСТЕЙ**  
**МАЙБУТНЬОГО ФАХІВЦЯ ДЛЯ СФЕРИ ТУРИЗМУ Й ГОТЕЛЬНО-**  
**РЕСТОРАННОЇ СПРАВИ**

**FORMATION OF PROFESSIONAL COMPETENCIES OF THE**  
**FUTURE HOSPITAL SPECIALIST**

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The situation on the market of hospitality enterprises today is not easy, entrepreneurs note increased competition, lack of customers due to a decrease in the level of income of the population, an increase in prices for suppliers of products and services. It is becoming increasingly difficult to maintain a high level of service. Naturally, the question arises of what to do in order to remain competitive, what to do in this regard. There are two main ways – increasing the turnover and reducing the cost of the business.

The prime cost of a business is seen as a decrease in all operating costs for maintaining a business, as well as a decrease in the cost of production. Cost reduction is possible by reducing the cost of rent and taxes, for consumables and utility bills, for the purchase of products, for salaries. It should be remembered that even though wages are a significant item of expenditure, their reduction is a "painful issue". You can try to reduce costs by eliminating theft (withdrawal of proceeds and products from the checkout) – this is usually helped by video surveillance, automation of accounting and inventory made on time - since there is no worse situation when the staff feels uncontrolled and unpunished.

An increase in turnover is possible by attracting the attention of guests with various promotions and contests. It is possible to attract the attention of potential visitors with discounts during the "dead hours" for the entire menu or its individual items. Sales also depend on the motivation and competencies of the staff – the establishment is not popular, the catering establishment itself is not profitable, but it is the staff that creates the atmosphere, they also make money.

The staff is the menu, the quality of service, the average check, the turnover, and the bottom line. What is invested in personnel in the form of attention, vocational training, salary, is later realized in the atmosphere of the institution, the quality of service and the level of income in this business, therefore the presence of a system of motivation and incentives for employees is very important.

Professional competence is understood as formally described requirements for the personal and professional qualities of specialists (employees of the enterprise). In this understanding, professional competencies are used in personnel assessment. The set of competencies, the availability of knowledge and experience necessary for effective activity in a particular area is called competence [1, p. 20].

At a catering enterprise, several categories of personnel can be distinguished: administration (manager, accounting, personnel department, marketing and advertising services); kitchen specialists (chef, cooks); service personnel in the hall (hall managers

– administrators, waiters, bartender); ancillary services (food delivery, washing dishes, auxiliary work in the kitchen, cleaning).

The manager and the chef are key figures in a cafe or restaurant, capable of creating a favorable working atmosphere, influencing the behavior of other employees, and forming a well-coordinated team. Often the owner of the establishment is its manager.

The manager performs tasks that are standard for any manager: develops a development plan; determines the strategy for positioning a cafe or restaurant; carries out financial control over the activities of the institution; participates in the preparation of the menu; decides on marketing, advertising, PR - events; defines the corporate culture; carries out personnel planning [2, p. 63].

In general, all categories of employees are important for achieving optimal results in a catering establishment. At the same time, it is important to single out employees who directly communicate with customers (manager, administrator, waiter, bartender), for whom customer focus is important as a key basic competence, the assessment of which is an obligatory element of personnel management in a catering enterprise.

The development of rational and effective working methods and the creation of conditions for all employees of the institution is the task of the administration. First of all, any catering establishment must have documents that detail the responsibilities and rights of each employee (cook, hall administrator, waiter, bartender, dishwasher). Detailed job descriptions are needed to support any operation with a minimum investment of time and effort.

The public catering sector in Ukraine is characterized by a shortage or absence of highly qualified management personnel, the lack of professionalism of ordinary employees and a high turnover of personnel among line personnel, so the issue of recruiting employees is always relevant.

A common mistake associated with assessing the competence of a candidate is when only what a potential candidate “can” is assessed when hiring, and what he “wants” is not assessed at all. As a result, a tested person is hired, who has completed a test task, but does not work well in the future. Why? He just does not want to work, his motivation does not correspond to the standards accepted in the institution. The concept "wants" includes what the potential candidate likes to do, and what material and non-material benefits he expects to receive from the work. You need to try to hire people who sincerely like most of what they can do, for example, a cook - cook, an administrator – communicate, please. Letting employees do what they like is great motivation. When a person likes his job, he is creative, he works better, he realizes himself.

### References

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2. Budiakova O., Shaposhnikova O. Innovative approaches in hotel and restaurant business entrepreneurship. *Науковий економічний журнал «Інтелект XXI»*. Випуск 4/2020. С. 60-64. DOI: <https://doi.org/10.32782/2415-8801/2020-4.11>