



**星級旅遊服務認可計劃**

Programa de Avaliação de Serviços Turísticos de Qualidade  
Quality Tourism Services Accreditation Scheme

# **Assessment Criteria (Second Class Restaurant)**



澳門特別行政區政府旅遊局  
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MACAO GOVERNMENT TOURISM OFFICE

# Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

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# **Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)**

## **1 Introduction**

In order to be in line with the development goal of building Macau as World Centre of Tourism and Leisure, the Macau Government Tourist Office (MGTO) launched the “Quality Tourism Services Accreditation Scheme” (QTSAS) in 2014 to define the standard of service quality for the tourism industry as well as encourage and support the industry to enhance the service culture. The food and beverage industry was chosen to kick off the scheme. In accordance with the classification of licence, there are four categories created, namely, “Deluxe Restaurant”, “First Class Restaurant”, “Second Class Restaurant” and “Food and Beverage Establishments”. All licensed restaurants and establishments in Macau are eligible to apply for QTSAS.

This document depicts the basic concepts of assessments and the assessment criteria applicable for the category of “Second Class Restaurant”. It may assist industry incumbents in preparing for their participation in the Scheme.

## **2 All-directional Service Quality Assessment Criteria**

The assessment criteria of the “Quality Tourism Services Accreditation Scheme” are designed to review and evaluate the service quality of participating merchants at all angles, encompassing two parts: the “Mystery Shopping Assessment” and the “Service Management System Audit”. The first part, the “Mystery Shopping Assessment” examines the level of frontline service of participating merchants, while the second part, the “Service Management System Audit” evaluates the key elements and outcomes of the service management.

### **2.1 Mystery Shopping Assessment**

Quality tourism services underpin pleasant experiences for tourists who then leave with good memories and positive experiences that they readily share with their friends. Therefore, the first part of the assessment is based on the behavioural index and complementary features of “Moment of Truth”. Mystery shoppers are deployed to anonymously visit participating merchants to evaluate their service performance. In addition to the mandatory assessment items, there are some bonus assessment items to reward merchants with outstanding performance in the process of service delivery.

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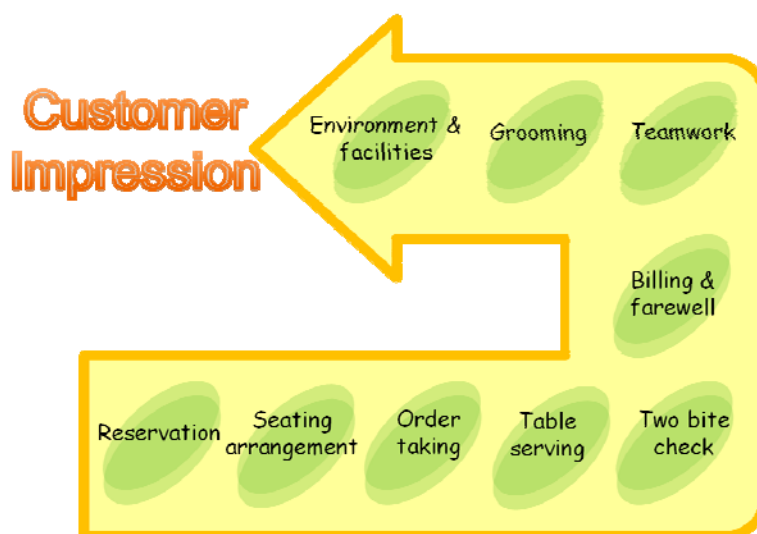


Figure 1: Behavioural index and complementary features of “Moment of Truth”

### 2.2 Service Management System Audit

There must be certain key drivers in place to enable quality services. Based on years of management experience and insight from experts and consultants, and also reference to the international management concepts encompassing “Man”, “Machine”, “Material”, “Method” and “Continuous Improvement” as framework, five value drivers are identified as the key elements of service management. The framework is illustrated below.



Figure 2: Value drivers

The purpose of the Service Management System Audit is to evaluate the five key management elements. Each management element is further divided into several audit focal points to be examined. In addition to the mandatory assessment items, bonus points are given to merchants who spent extra effort to improve their service management processes.

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### 3 Assessment Method

The assessment scoring is based on the “Mystery Shopping Assessment Criteria” stated in Chapter 4 and the “Service Management System Audit Criteria” stated in Chapter 5. The average scores of both assessments are then used to calculate the final “All-directional Service Quality Score”. The scoring of mandatory and bonus assessment items are detailed below:

#### **Mandatory Assessment Items:**

The most appropriate score from the rating scale is chosen. If the performance status of the applicant ranges between two levels on the rating scale, a median should be given. (For example, if the performance level is between 75 and 100 points, a 87.5 points should be given.)

#### **Bonus Assessment Items:**

In the case where an applicant fully fulfils the criteria, they can score 100 points; or otherwise, the item can be marked as “Not Applicable”.

The “Service Performance Average Score” is equal to the total points achieved for all applicable items divided by the number of applicable items. The same method is applied to the calculation of the “Service Management System Average Score”.

The “All-directional Service Quality Score” is equal to 0.7 times the “Service Performance Average Score” plus 0.3 times the “Service Management System Average Score”.

The scores are useful for tracking service performance over time. Merchants are therefore recommended to conduct self-assessment according to their own understanding of the actual service performance and service management system to identify areas for improvement.

#### 3.1 Service Performance Scoring Table (Second Class Restaurant)

| Moment of Truth                           | Assessment Items                                 | Mandatory | Bonus |
|---|--|-----------|-------|
| 4.1 Telephone reservation (if applicable) | 4.1.1 Answer call efficiently                    |           |       |
|   | 4.1.2 Greet and introduce merchant’s name warmly |           |       |
|   | 4.1.3 Obtain reservation details politely        |           |       |
|   | 4.1.4 Repeat reservation details clearly         |           |       |
|   | 4.1.5 Farewell with courtesy before hang up      |           |       |
|   | <b>Sub-total</b>                                 |           |       |
| 4.2 Seating arrangement                   | 4.2.1 Serve guests efficiently                   |           |       |
|   | 4.2.2 Greet enthusiastically                     |           |       |
|   | 4.2.3 Usher the guests to seats properly         |           |       |
|   | 4.2.4 Direct guests to seats with hand gesture   |           |       |
|   | 4.2.5 Pull chair for guests ( <b>Bonus</b> )     |           |       |

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

| Moment of Truth          | Assessment Items  | Mandatory | Bonus |
|--------------------------|---|-----------|-------|
|                          | 4.2.6 Eye contact & smile   |           |       |
|                          | 4.2.7 Ensure proper seating arrangement to offer privacy ( <b>Bonus</b> )                     |           |       |
|                          | 4.2.8 Cutleries and serviette are placed in order ( <b>Bonus</b> )                            |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.3 Order taking         | 4.3.1 Respond to guests' order taking request efficiently                                     |           |       |
|                          | 4.3.2 Introduce menu and recommend dishes actively  |           |       |
|                          | 4.3.3 Recommend additional dishes sincerely ( <b>Bonus</b> )                                  |           |       |
|                          | 4.3.4 Confirm orders  |           |       |
|                          | 4.3.5 Check for other needs before leaving  |           |       |
|                          | 4.3.6 Say 'thank you' after completing order taking   |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.4 Table serving        | 4.4.1 Provide adequate and appropriate cutleries  |           |       |
|                          | 4.4.2 Provide suitable condiments   |           |       |
|                          | 4.4.3 Name food and drinks upon serving   |           |       |
|                          | 4.4.4 Serve food and drinks carefully to the table  |           |       |
|                          | 4.4.5 Serve food and drinks to guests correctly without missing orders                        |           |       |
|                          | 4.4.6 Serve foods and drinks in proper sequence and timing                                    |           |       |
|                          | 4.4.7 Serve with etiquette ( <b>Bonus</b> )   |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.5 Two-bite check       | 4.5.1 Respond to guests' needs efficiently  |           |       |
|                          | 4.5.2 Answer guests' enquires properly or consult/refer to other staff                        |           |       |
|                          | 4.5.3 Respond to guests in a friendly manner  |           |       |
|                          | 4.5.4 Clear used dishes and cutleries in a timely manner                                      |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.6 Billing and Farewell | 4.6.1 Respond to billing request promptly   |           |       |
|                          | 4.6.2 Present bill with courtesy ( <b>Bonus</b> )   |           |       |
|                          | 4.6.3 Invite guests to sign on credit card slip   |           |       |
|                          | 4.6.4 Return change / credit card politely  |           |       |
|                          | 4.6.5 Eye contact and smile   |           |       |
|                          | 4.6.6 Actively say 'Thank you', 'Goodbye' and 'Welcome back' to guests before their departure |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.7 Teamwork             | 4.7.1 Staff support each other at work  |           |       |
|                          | 4.7.2 Staff perform consistently at the same standard   |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.8 Grooming             | 4.8.1 Keep face clean   |           |       |
|                          | 4.8.2 Keep hair tidy and clean  |           |       |
|                          | 4.8.3 Keep hands and fingernails clean  |           |       |
|                          | 4.8.4 Keep uniform / clothing clean   |           |       |
|                          | 4.8.5 Stand straight, stay alert with good spirits  |           |       |
|                          | <b>Sub-total</b>  |           |       |
| 4.9 Environment and      | 4.9.1 Environment is clean  |           |       |

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| Moment of Truth | Assessment Items  | Mandatory        | Bonus |
|-----------------|---|------------------|-------|
| facilities      | 4.9.2 Tables and chairs are clean and neat / without damage                       |                  |       |
|                 | 4.9.3 Dishware and cutleries are clean / without damage                           |                  |       |
|                 | 4.9.4 Menus are clean / intact  |                  |       |
|                 | 4.9.5 Good ventilation / suitable room temperature                                |                  |       |
|                 | 4.9.6 Provide classy dishware and cutleries ( <b>Bonus</b> )                      |                  |       |
|                 | 4.9.7 Provide ample dining space ( <b>Bonus</b> )                                 |                  |       |
|                 | 4.9.8 Play suitable background music ( <b>Bonus</b> )                             |                  |       |
|                 | 4.9.9 Adorn with characteristic ornaments / elegant decorations ( <b>Bonus</b> )  |                  |       |
|                 | 4.9.10 Restrooms are clean and necessary personal cleansing supplies are provided |                  |       |
|                 |   | <b>Sub-total</b> |       |

| General Opinion        | Assessment Items   | Mandatory | Bonus |
|------------------------|--|-----------|-------|
| 4.10 Food quality      | 4.10.1 Ingredients look fresh  |           |       |
|                        | 4.10.2 Neat presentation   |           |       |
|                        | 4.10.3 No spillover  |           |       |
|                        | 4.10.4 No foreign materials in food                                  |           |       |
|                        | 4.10.5 Right temperature   |           |       |
|                        | 4.10.6 Reasonable seasoning/ flavouring                              |           |       |
|                        | 4.10.7 Reasonable proportion of ingredients                          |           |       |
|                        | 4.10.8 Ingredients match with descriptions given in menu or by staff |           |       |
|                        | 4.10.9 Ingredients without unfresh or rotten mouthfeel               |           |       |
|                        | 4.10.10 Reasonable match among ingredients in taste                  |           |       |
|                        | 4.10.11 No strange taste   |           |       |
|                        | 4.10.12 No strange mouthfeel   |           |       |
|                        | 4.10.13 Proper cooking time  |           |       |
|                        | 4.10.14 Reasonable portion   |           |       |
|                        | 4.10.15 Food makes re-visit worthy                                   |           |       |
|                        | <b>Sub-total</b>   |           |       |
| 4.11 Customer feedback | 4.11.1 Good value for money  |           |       |
|                        | 4.11.2 Feel welcoming and hospitable                                 |           |       |
|                        | 4.11.3 Recommendable to others                                       |           |       |
|                        | <b>Sub-total</b>   |           |       |

|  |  |
|--|--|
| <b>Total</b>   |  |
| <b>Service Performance Average Score</b><br>[Total points/ The number of applicable items <sup>1</sup> ] |  |

<sup>1</sup> The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

### 3.2 Service Management System Scoring Table (Second Class Restaurant)

| Value Drivers  | Assessment Items  | Mandatory | Bonus |
|--|---|-----------|-------|
| 5.1 Teamwork and culture   | 5.1.1 Recruitment   |           |       |
|  | 5.1.2 On-job training   |           |       |
|  | 5.1.3 Language proficiency to serve overseas guests<br><b>(Bonus)</b> |           |       |
|  | 5.1.4 Coordination and division of work                               |           |       |
|  | 5.1.5 Internal communication  |           |       |
|  | 5.1.6 Staff development <b>(Bonus)</b>                                |           |       |
|  | <b>Sub-total</b>  |           |       |
| 5.2 Food hygiene   | 5.2.1 Clean work station and facilities                               |           |       |
|  | 5.2.2 Personal hygiene  |           |       |
|  | 5.2.3 Processing and storage of ingredients and food                  |           |       |
|  | 5.2.4 Sterilization of premises and facilities <b>(Bonus)</b>         |           |       |
|  | 5.2.5 Standardization management <b>(Bonus)</b>                       |           |       |
|  | <b>Sub-total</b>  |           |       |
| 5.3 Operational process  | 5.3.1 Basic services  |           |       |
|  | 5.3.2 Procurement of food ingredients                                 |           |       |
|  | 5.3.3 Facility maintenance  |           |       |
|  | 5.3.4 Fire safety and training  |           |       |
|  | 5.3.5 Diversified food selection <b>(Bonus)</b>                       |           |       |
|  | <b>Sub-total</b>  |           |       |
| 5.4 Continuous improvement   | 5.4.1 Hospitality   |           |       |
|  | 5.4.2 Customer feedback and complaint handling                        |           |       |
|  | 5.4.3 Area for improvement <b>(Bonus)</b>                             |           |       |
|  | <b>Sub-total</b>  |           |       |
| 5.5 Promotion and achievement  | 5.5.1 Promotion <b>(Bonus)</b>  |           |       |
|  | 5.5.2 Achievement <b>(Bonus)</b>                                      |           |       |
|  | <b>Sub-total</b>  |           |       |
| <b>Total</b>   |   |           |       |
| <b>Service Management System Average Score</b><br>[Total points/ The number of applicable items <sup>2</sup> ] |   |           |       |

### 3.3 All-directional Service Quality Scoring Table (Second Class Restaurant)

|  |  |
|--|--|
| Service Performance Average Score x 0.7                                    |  |
| Service Management System Average Score x 0.3                              |  |
| <b>All-directional Service Quality Score = Sum of the two scores above</b> |  |

<sup>2</sup> The number of applicable items is the sum of mandatory assessment items and bonus assessment items, excluding “not applicable” items (if any).



## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

### 4 Mystery Shopping Assessment Criteria

#### 4.1 Telephone reservation

When customers decide to visit a restaurant, they usually make a reservation or enquiry by phone. For this type of encounter, customers are able to ensure seating availability and select a suitable time for dining that fits their schedule. Efficient reservation service may leave them a good first impression, or otherwise upset them and cause a negative impact on their impression.

| Rating Scale                                     |                           |       |           |        |                                       |                          |
|--|---------------------------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items                                 | Type                      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.1.1 Answer call efficiently                    | Mandatory (if applicable) | 0     | 25        | 50     | 75                                    | 100                      |
| 4.1.2 Greet and introduce merchant's name warmly | Mandatory (if applicable) | 0     | 25        | 50     | 75                                    | 100                      |
| 4.1.3 Obtain reservation details politely        | Mandatory (if applicable) | 0     | 25        | 50     | 75                                    | 100                      |
| 4.1.4 Repeat reservation details clearly         | Mandatory (if applicable) | 0     | 25        | 50     | 75                                    | 100                      |
| 4.1.5 Farewell with courtesy before hang up      | Mandatory (if applicable) | 0     | 25        | 50     | 75                                    | 100                      |

#### 4.2 Seating arrangement

Upon the customer's arrival at the restaurant, ushering is of equal value and importance as telephone reservation as both of these functions are aimed to guarantee seating in advance. In cases where a reservation has been made, the customer expects to be seated promptly. When the number of customers in queue is increasing, a good usher mechanism can maintain the normal order of the restaurant where customers can be seated without a hitch.

| Rating Scale                                   |           |       |           |        |                                       |                          |
|--|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items                               | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.2.1 Serve guests efficiently                 | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.2.2 Greet enthusiastically                   | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.2.3 Usher the guests to seats properly       | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.2.4 Direct guests to seats with hand gesture | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.2.5 Pull chair for guests                    | Bonus     | N/A   |           |        |                                       | 100                      |

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|       |  |           |     |    |    |    |     |
|-------|--|-----------|-----|----|----|----|-----|
| 4.2.6 | Eye contact and smile                              | Mandatory | 0   | 25 | 50 | 75 | 100 |
| 4.2.7 | Ensure proper seating arrangement to offer privacy | Bonus     | N/A |    |    |    | 100 |
| 4.2.8 | Cutleries and serviette are placed in order        | Bonus     | N/A |    |    |    | 100 |

### 4.3 Order taking

Order taking is an important step in which the waiter should be alert at all times and ready to serve customers. A value-added service is provided when suggestions and recommendations are given to best fit customers' needs and help them enjoy the cuisine. On the contrary, excessive hard selling will cause dissatisfaction. Therefore, understanding the needs and expectations of customers before giving suggestions and recommendations is an essential factor leading to good performance.

| Rating Scale     |   |           |           |        |                                       |                          |     |
|------------------|---|-----------|-----------|--------|---------------------------------------|--------------------------|-----|
| Assessment Items | Type  | Never     | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |     |
| 4.3.1            | Respond to guests' order taking request efficiently | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.3.2            | Introduce menu and recommend dishes actively        | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.3.3            | Recommend additional dishes sincerely               | Bonus     | N / A     |        |                                       |                          | 100 |
| 4.3.4            | Confirm orders                                      | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.3.5            | Check for other needs before leaving                | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.3.6            | Say 'thank you' after completing order taking       | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

### 4.4 Table serving

To make customers feel like VIPs, service etiquette cannot be neglected. Furthermore, waiters should always be cautious and take the safety of customers into account by avoiding harm to customers or loss to their belongings. Reckless behaviour may cause accidents, harm or damage to the customers or their belongings. Pay attention to etiquette at all times, otherwise the entire dining experience will be ruined even when the food is delicious.

| Rating Scale   |           |       |           |        |                                       |                          |
|--|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items   | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.4.1 Provide adequate and appropriate cutleries                       | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.2 Provide suitable condiments                                      | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.3 Name food and drinks upon serving                                | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.4 Serve food and drinks carefully to the table                     | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.5 Serve food and drinks to guests correctly without missing orders | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.6 Serve foods and drinks in proper sequence and timing             | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.4.7 Serve with etiquette   | Bonus     | N / A |           |        |                                       | 100                      |

### 4.5 Two-bite check

Customers may have enquiry or need follow-up service during the meal. Waiter should stay alert and provide necessary assistance with courtesy, allowing customers to enjoy delicious food and excellent customer service at the same time.

| Rating Scale   |           |       |           |        |                                       |                          |
|--|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items   | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.5.1 Respond to guests' needs efficiently                             | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.5.2 Answer guests' enquires properly or consult/refer to other staff | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.5.3 Respond to guests in a friendly manner                           | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.5.4 Clear used dishes and cutleries in a timely manner               | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

### 4.6 Billing and Farewell

The rule of thumb for good billing service is accuracy and timeliness. It sounds easy, but customers may feel annoyed and deceived if the bills are delayed or miscalculated.

| Rating Scale  |           |       |           |        |                                       |                          |
|---|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items  | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.6.1 Respond to billing request promptly   | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.6.2 Present bill with courtesy  | Bonus     | N / A |           |        |                                       | 100                      |
| 4.6.3 Invite guests to sign credit card slip  | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.6.4 Return change / credit card politely  | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.6.5 Eye contact and smile   | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.6.6 Actively say ‘Thank you’, ‘Goodbye’ and ‘Welcome back’ to guests before their departure | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |

### 4.7 Teamwork

To establish a good team image, a harmonious working environment should be created.

| Rating Scale  |                        |       |           |        |                                       |                          |
|---|------------------------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items                                      | Type                   | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.7.1 Staff support each other at work                | Mandatory <sup>3</sup> | 0     | 25        | 50     | 75                                    | 100                      |
| 4.7.2 Staff perform consistently at the same standard | Mandatory <sup>3</sup> | 0     | 25        | 50     | 75                                    | 100                      |

<sup>3</sup> This item shall be over 70 points for “Service Star Award”.

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### 4.8 Grooming

Customers expect to be served by attendants who are clean and tidy. Moreover, staff should always stay neat which will enhance the overall hygiene level of the restaurant.

| Rating Scale                                       |           |       |           |        |                                       |                          |
|--|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items                                   | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.8.1 Keep face clean                              | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.8.2 Keep hair tidy and clean                     | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.8.3 Keep hands and fingernails clean             | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.8.4 Keep uniform / clothing clean                | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.8.5 Stand straight, stay alert with good spirits | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |

### 4.9 Environment and facilities

Restaurants with bright and beautiful environments and well maintained facilities are always preferable because dirty and shabby environment affect the appetites.

| Rating Scale  |           |       |           |        |                                       |                          |
|---|-----------|-------|-----------|--------|---------------------------------------|--------------------------|
| Assessment Items  | Type      | Never | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |
| 4.9.1 Environment is clean                                  | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.9.2 Tables and chairs are clean and neat / without damage | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.9.3 Dishware and cutleries are clean / without damage     | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.9.4 Menus are clean and intact                            | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.9.5 Good ventilation / suitable room temperature          | Mandatory | 0     | 25        | 50     | 75                                    | 100                      |
| 4.9.6 Provide classy dishware and cutleries                 | Bonus     | N / A |           |        |                                       | 100                      |
| 4.9.7 Provide ample dining space                            | Bonus     | N / A |           |        |                                       | 100                      |
| 4.9.8 Play suitable background music                        | Bonus     | N / A |           |        |                                       | 100                      |

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

|        |  |           |       |    |    |    |     |
|--------|--|-----------|-------|----|----|----|-----|
| 4.9.9  | Adorn with characteristic ornaments / elegant decorations                  | Bonus     | N / A |    |    |    | 100 |
| 4.9.10 | Restrooms are clean and necessary personal cleansing supplies are provided | Mandatory | 0     | 25 | 50 | 75 | 100 |

### 4.10 Food quality

Customers will make their choice of restaurant based on food quality, the key is customers' sensational experience in sight, smell, taste and mouthfeel. Although the feelings of customers towards food are sometimes subjective, it is necessary to think from their perspective and offer food to meet their expectations in order to make restaurants become popular.

| Rating Scale     |   |           |           |        |                                       |                          |     |
|------------------|---|-----------|-----------|--------|---------------------------------------|--------------------------|-----|
| Assessment Items | Type of scored item   | Never     | Sometimes | Mostly | Always but with occasional exceptions | Always without exception |     |
| 4.10.1           | Ingredients look fresh  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.2           | Neat presentation   | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.3           | No spillover  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.4           | No foreign materials in food                                  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.5           | Right temperature   | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.6           | Reasonable seasoning/ flavouring                              | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.7           | Reasonable proportion of ingredients                          | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.8           | Ingredients match with descriptions given in menu or by staff | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.9           | Ingredients without unfresh or rotten mouthfeel               | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.10          | Reasonable match among ingredients in taste                   | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.11          | No strange taste  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.12          | No strange mouthfeel  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.13          | Proper cooking time   | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.14          | Reasonable portion  | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |
| 4.10.15          | Food makes re-visit worthy                                    | Mandatory | 0         | 25     | 50                                    | 75                       | 100 |

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### 4.11 Customer feedback

Customer feedback reflects both positively and negatively on the level of food and beverage service.

Constructive suggestions from customer may even help improve service quality.

| Rating Scale                         |           |                   |                   |       |                |             |
|--------------------------------------|-----------|-------------------|-------------------|-------|----------------|-------------|
| Assessment Items                     | Type      | Strongly disagree | Somewhat disagree | Agree | Strongly Agree | Fully Agree |
| 4.11.1 Good value for money          | Mandatory | 0                 | 25                | 50    | 75             | 100         |
| 4.11.2 Feel welcoming and hospitable | Mandatory | 0                 | 25                | 50    | 75             | 100         |
| 4.11.3 Recommendable to others       | Mandatory | 0                 | 25                | 50    | 75             | 100         |

**Quality Tourism Services Accreditation Scheme  
Assessment Criteria (Second Class Restaurant)**

**5 Service Management System Audit Criteria**

**5.1 Teamwork and culture**

Staff management is always at the top of the meeting agenda of the management as it is the critical factor coordinating and controlling service and food quality. In order to equip the restaurant staff with right awareness, ability, attitude and team spirit in service delivery, staff recruitment and training as well as the way they are treated play an important role.

| Rating Scale          |           |               |  |                                   |                                     |   |
|-----------------------|-----------|---------------|--|-----------------------------------|-------------------------------------|---|
| Assessment Items      | Type      | No regulation |  | Implement by designated person(s) | Implement as required by regulation | Implement as required by regulation with desirable result |
| 5.1.1 Recruitment     | Mandatory | 0             |  | 50                                | 75                                  | 100   |
| 5.1.2 On-job training | Mandatory | 0             |  | 50                                | 75                                  | 100   |

| Assessment Items                                    | Type  | None  |  |  |  | Fluent language proficiency |
|---|-------|-------|--|--|--|-----------------------------|
| 5.1.3 Language proficiency to serve overseas guests | Bonus | N / A |  |  |  | 100                         |

| Assessment Items                        | Type                   | No regulation |  | Implement by designated person(s) | Implement as required by regulation | Implement as required by regulation with desirable result |
|---|------------------------|---------------|--|-----------------------------------|-------------------------------------|---|
| 5.1.4 Coordination and division of work | Mandatory <sup>4</sup> | 0             |  | 50                                | 75                                  | 100   |
| 5.1.5 Internal communication            | Mandatory <sup>4</sup> | 0             |  | 50                                | 75                                  | 100   |

| Assessment Items        | Type  | No regulation |  |  |  | Implement as required by regulation |
|-------------------------|-------|---------------|--|--|--|-------------------------------------|
| 5.1.6 Staff development | Bonus | N/A           |  |  |  | 100                                 |

<sup>4</sup> This item shall be over 70 points for “Service Star Award”.



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### Practical guidelines

1. Recruitment requirements should encompass eligibility to work in Macau, educational background, working experience and personality. Educational background and working experience may not be considered necessary for some positions, such as cleaners and stewards. However, higher requirements are needed for recruiting shop managers. Additional requirements such as medical check report are necessary for kitchen staff and those who have contact with food and ingredients.
2. Candidates should be allocated with duties that paired with their personal capability. This can be facilitated by way of probation.
3. Ensure proper communication and information sharing mechanism to coordinate the different positions between order taking, kitchen, serving and billing can ensure placing an order, the kitchen, serving and billing services.
4. Build company culture and conduct work briefing for staff of different functions. Internal communication can be enhanced through morning and evening briefings sharing the value and vision of the company, breaking news, skills and techniques, and recent customer complaints.
5. Yelling and quarrelling in front of customers are acts that definitely demonstrate poor team spirit. Dispute should be avoided despite unpleasant incidents. These should be avoided even when there is something goes wrong. Providing adequate training and briefing to staff before assigning them to serve customers is a good way to prevent mistakes and errors.
6. Regular team building activities or social gatherings should be arranged among the staff to foster communication and a harmonious working environment.
7. Communication with customers can be made through spoken language, pictures and body language. The only advice is not to drive customers away because of language barrier.

### 5.2 Food hygiene

Apart from the quality of service experienced by the customers in a restaurant, their health is paramount. Food hygiene must be ensured through the combined efforts of the kitchen staff and restaurant attendants, and which hinges on personal discipline and practice. Therefore, the food hygiene hazard point should be identified and effective control should be implemented to minimize the likeliness of occurrence of factors causing food contamination. Food contamination can be caused by microbiological, chemical and physical aspects. The main factors that lead to contamination are related to personnel, pests, temperature, appliances, operating procedures and the environment.

| Rating Scale                 |           |               |                                   |                                     |   |   |
|------------------------------|-----------|---------------|-----------------------------------|-------------------------------------|---|---|
| Assessment Items             | Type      | No regulation | Implement by designated person(s) | Implement as required by regulation | Implement as required by regulation with desirable result | Monitor the effectiveness with continuous improvement |
| 5.2.1 Clean work station and | Mandatory | 0             | 25                                | 50                                  | 75  | 100   |

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

|            |  |           |   |    |    |    |     |
|------------|--|-----------|---|----|----|----|-----|
| facilities |  |           |   |    |    |    |     |
| 5.2.2      | Personal hygiene                               | Mandatory | 0 | 25 | 50 | 75 | 100 |
| 5.2.3      | Processing and storage of ingredients and food | Mandatory | 0 | 25 | 50 | 75 | 100 |

| Assessment Items | Type                                     | No regulation |     |  |  | Implement as required by rule |
|------------------|--|---------------|-----|--|--|-------------------------------|
| 5.2.4            | Sterilization of premises and facilities | Bonus         | N/A |  |  | 100                           |
| 5.2.5            | Standardization management               | Bonus         | N/A |  |  | 100                           |

### Practical guidelines

1. Good cleaning guidelines for workplace and facilities shall include essential elements such as cleaning schedules, procedures and cleaning agents. An example of “Workplace and Facility Cleaning Procedure” is provided in Appendix 1.
2. The hands of restaurant staff are in regular contact with food ingredients and dishes. Therefore, all staff should be well informed of the steps for hand-washing in detail. Regular checks of fingernails and provision of nail clippers are also basic measures for maintaining good personal hygiene habit.
3. Staff with contagious diseases shall not report for duty, or be assigned to positions that do not involve direct contact with customers or with food that are ready to be served.
4. The following five food contamination preventive measures shall be implemented:
  - a) Label the utensils used for processing raw (or not ready to eat) and cooked (ready to eat) food respectively for easy identification.
  - b) Store raw (or not ready to eat) and cooked (ready to eat) food separately.
  - c) Seal or cover food properly.
  - d) Implement effective management of the storage and usage of chemicals for cleaning, sterilization and pest control. Cleaning chemicals shall be labelled with identification tags and stored in designated place.
  - e) Implement effective management of the uniform wore by personnel who have access to the kitchen or food processing room and ensure their uniforms or protective clothing are clean.
5. Storage temperature for high risk food items shall be controlled at below 4 °C (e.g. storage for cream cake, sashimi, sushi, ready-to-eat raw meat, etc.) or above 60 °C. (e.g. storage for meat pies as well as rice, noodles and meat that are well cooked, etc.).
6. Defrosting, cooling and processing conditions (means, temperature and time) for high risk food items (sashimi, sushi, fish, etc.) shall be controlled with proper equipment.
7. Instruction documents are available to describe the conditions of defrosting, cooling and processing high risk food ingredients (sashimi, sushi, fish, etc.).

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

8. Storage facilities with temperature control shall be regularly monitored and checked with thermometers.
9. Temperature records shall be properly kept for investigation purpose should an incident arise.
10. Investigation and preventive measures shall be undertaken in accordance with prescribed procedures should an incident arise. An example of Procedure for Incident Investigation and Preventive Measures is provided in Appendix 2.
11. Sterilization intervals, methods and agents shall be specified in the sterilization procedures. This can be done internally or by contractors.

### 5.3 Operational process

Operational process directly affects the dining experience of customers. Therefore, should an efficient and effective operation process be designed and carried out, it will help increase the competitiveness of restaurant, and some additional efforts such as fire safety training, design of a well-diversified menu, etc. not only add value to the restaurant but also ensure its delivery of consistent and reliable service and quality.

| Rating Scale                          |           |               |  |                                   |                                     |   |
|---------------------------------------|-----------|---------------|--|-----------------------------------|-------------------------------------|---|
| Assessment Items                      | Type      | No regulation |  | Implement by designated person(s) | Implement as required by regulation | Implement as required by regulation with desirable result |
| 5.3.1 Basic services                  | Mandatory | 0             |  | 50                                | 75                                  | 100   |
| 5.3.2 Procurement of food ingredients | Mandatory | 0             |  | 50                                | 75                                  | 100   |
| 5.3.3 Facility maintenance            | Mandatory | 0             |  | 50                                | 75                                  | 100   |

| Assessment Items                 | Type      | No regulation |  | Staff has awareness |  | Implemented |
|----------------------------------|-----------|---------------|--|---------------------|--|-------------|
| 5.3.4 Fire safety and training   | Mandatory | 0             |  | 50                  |  | 100         |
| 5.3.5 Diversified food selection | Bonus     | N/A           |  |                     |  | 100         |

#### **Practical guidelines**

1. Basic services include customer service, from reservation to billing. It is important for the staff to understand the Do's and Don'ts in carrying out their duties.
2. Other basic services include cleaning of restrooms, dining areas, lounge, cutleries and dishes, etc. Furthermore, regular pest and rodent control shall not be neglected. Clear requirements shall be clearly defined to allow staff to understand the expected results.

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

3. The objective of procurement is to keep a supply of fresh food ingredients and avail the source of supplies traceable. To achieve this objective, purchasing from a fixed pool of suppliers, monitoring of stock level and following “First In, First Out” principle are essential.
4. Facility maintenance implies regular inspection, repair and replacement of damaged facilities as well as conducting preventive maintenance work.
5. Fire safety knowledge comprises part of the daily work. Staff shall well understand the fire evacuation procedures and participate in fire drill on a regular basis.
6. Restaurant staff should possess operating knowledge of fire extinguishers or other fire fighting equipment as it will be beneficial to the safety of customers.

### 5.4 Continuous improvement

The long term success of a restaurant depends on its ability to learn from experience and continuously improve as it will enhance the overall service and capacity for operation.

| Rating Scale      |           |            |  |                         |                           |                              |
|-------------------|-----------|------------|--|-------------------------|---------------------------|------------------------------|
| Assessment Items  | Type      | No concept |  | Communicated with staff | Demonstrated to customers | Deliver service as committed |
| 5.4.1 Hospitality | Mandatory | 0          |  | 50                      | 75                        | 100                          |

| Assessment Items                               | Type      | No regulation | Implement by designated person(s) | Implement as required by regulation | Implement as required by regulation with desirable result | Monitor the effectiveness with continuous improvement |
|--|-----------|---------------|-----------------------------------|-------------------------------------|---|---|
| 5.4.2 Customer feedback and complaint handling | Mandatory | 0             | 25                                | 50                                  | 75  | 100   |

| Assessment Items           | Type  | None |  |  |  | Implemented with desirable result |
|----------------------------|-------|------|--|--|--|-----------------------------------|
| 5.4.3 Area for improvement | Bonus | N/A  |  |  |  | 100                               |

### Practical guidelines

1. Hospitality emphasizes on importance of and commitment to customers. A simple statement such as “We treasure our customers and are committed to serving them with hearts!” is good enough to convey the hospitality culture of a restaurant to customers.
2. Provide a user-friendly and human-based channel to collect customer feedback. Analyze the feedback collected, prioritize the problems, and then take responsive measures in order to improve service performance.

## Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)

3. Customer complaint handling shall include containment of incident, investigation into the incident, compensation to affected customers and preventive actions. An example of customer complaint handling procedure is provided in Appendix 2 for reference.
4. Improvement is normally self-initiated in the pursuit of excellence in service performance. Area for improvement may be inferred from measures like benchmarking with other restaurants or customer opinion survey.

### 5.5 Promotion and achievement

The efforts of a restaurant should be recognized when it contributes to the overall success of the food and beverage industry in Macau with its strength.

| Rating Scale      |       |      |  |  |  |                                |
|-------------------|-------|------|--|--|--|--------------------------------|
| Assessment Items  | Type  | None |  |  |  | Implemented / desirable result |
| 5.5.1 Promotion   | Bonus | N/A  |  |  |  | 100                            |
| 5.5.2 Achievement | Bonus | N/A  |  |  |  | 100                            |

#### **Practical guidelines**

1. Promotion may be made through website or advertisement media.
2. Achievement may include local or international awards or prizes in recognition of brand image, food or service quality.

*This document contains a Chinese, Portuguese and English version. If there is any inconsistency or ambiguity among three versions, the Chinese version shall prevail.*

# **Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)**

## **Appendix 1**

### **Workplace and Facility Cleaning Procedure**

#### **1 Objective**

To prevent heaps of garbage, food residues or remains that causes bacterial growth, pest and rodent infestation.

#### **2 Scope**

Working environment and facilities that associated with food storage, preparation, processing and cooking.

#### **3 Procedure**

Cleaning tasks and schedules shall be defined clearly. Cleaning of environment and facilities in the workplace such as kitchen, cooking utensils, uniforms, etc. shall be arranged. Cleaning schedule shall include daily and periodic cleaning tasks and the length of periodic cleaning cycle depends on the design of the environment and facilities, actual operational conditions and the risk of food contamination.

Boiled water or food grade disinfectants are commonly used for cleaning kitchens, cooking facilities and utensils. Usage instructions from manufacturer shall be followed when using disinfectants.

Cleaning rags for different areas or utensils shall be properly marked for clear identification. Uniforms such as aprons shall never be used for cleaning of areas and utensils. Also, cleaning rags shall be washed frequently.

The surface and internal structure of objects being cleaned should be defined in order to ensure they are cleaned with desirable result.

The storage method of cleaned utensils should be defined in order to ensure they will not be contaminated during storage.

#### **4 Daily inspection**

In addition to keeping a check on cleaning outcome, it is also necessary to pay attention to the trace of rodent and pest in daily inspection. Rodent and pest control shall be strengthened if necessary. Meanwhile, inspection records shall be retained as evidence for future incident investigations and audits.

# **Quality Tourism Services Accreditation Scheme Assessment Criteria (Second Class Restaurant)**

## **Appendix 2**

### **Incident Investigation and Follow-Up Procedure**

#### **1 Objective**

To handle incidents properly in order to minimize the impact and improve management system.

#### **2 Scope**

Prosecutions, customer complaints or negative media coverage brought forward by incidents like food poisoning, diseases caused by contaminated food, sub-standard food ingredients, non-compliance to hygiene regulations and misconduct in operations.

#### **3 Procedure**

Define the scale of impact of the incident and take immediate action to stop the incident from escalating.

Comfort affected persons, and prepare press release or public statement if necessary.

Analyze the cause(s) of incident, likelihood of recurrence and its severity, and suggest preventive measures.

Establish a preventive action plan.

Implement action plan and verify the effectiveness of the measures.

Retain records for analysis in the future, and determine if further action is necessary based on the nature and trend of the incidents to protect the best interest and reputation of the merchant.