

Assessment ID/CIPD_3CO04_24_01

Essentials of people practice



LEARNER INSTRUCTIONS

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for 3CO04 *Essentials of people practice*.

Each of the learning outcomes (LO) and assessment criteria (AC) for the assessment must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essentials videos, activities**, and the **assessment guide video** available via your virtual learning environment (VLE).

Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria.
- Refer to the generic grade descriptor grid at the end of the assessment which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format, unless another format is requested within the brief, eg PowerPoint.
- Harvard referencing system should be used to ensure the original source(s) of quotations or models used within your assessment can be verified.
- You must sign the Learner Authenticity statement (a photo or scan of your signature is acceptable).



WORD COUNT AND EXPECTATIONS

- Your word count allowance is specified against each task. There is a +/-10% allowance on this word count and you must not exceed this. If you exceed the overall word count your work will be returned to you unmarked.
- Please note everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings used. We will be unable to mark your work if it is unclear where one assessment criteria ends and the next one begins.
- The bibliography or list of references is not included in the total word count.
- You must title your answers using the relevant Assessment Criteria number.
- Expectations are set out in the marking descriptor grid which you will find at the end of this document, you must pass all assessment criteria / learning outcomes to successfully achieve this unit.

- You must update the version of your assessment which includes the tutor feedback.
- **Please ensure you do not change any of the assessment criteria where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback whilst remaining within the allocated word count.**
- When updating any AC which has received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be '~~removed~~' appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this**. This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not accepted by the Awarding Organisation.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at cipdsupport@mollearn.com, who will be able to respond to any administrative questions.

If you receive a Refer grade for your assessment you will have three weeks to resubmit from the date your feedback is released.

LEARNER INFORMATION

Centre name and number	MOL - 531
Learner CIPD membership number	
Learner surname	
Learner other names	
Unit code and title	3CO04 Essentials of people practice
Assessment ID	CIPD_3CO04_24_01
Assessment start date	To be completed by the centre
Assessment submission date	To be completed by the centre
First Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Second Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Declared word count	
Declared learning difficulty	Please stipulate your learning difficulty if applicable.
Assessor name	
Assessor signature	
IQA name (if applicable)	
IQA signature (if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name			
Learner statement of authenticity	I can confirm that: 1. This assessment is all my own work. 2. Where I have used materials from other sources, they have been properly acknowledged and referenced. 3. I have not used Artificial Intelligence tools to generate content for my assessment. I understand the consequences of malpractice and accept that any violation of this agreement may result in disciplinary action.		
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
Signed		Date	

Declaration by the centre

Centre statement of authenticity	On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study. I confirm that • the learner's work was conducted under the conditions laid out by the assessment brief • I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner		
Name	Janet Brown	Role	Quality Manager
Signed		Date	

This unit introduces the fundamentals of people practice, ranging from the employee lifecycle to policies, regulation, and law. It further explores a diverse array of specialist subjects such as recruitment, talent management, reward and learning and development, essential to a career in people practice. Importantly, this unit enables practitioners to apply their knowledge and skills, building their confidence and ability to practice progressively.

Inter Luxe Hotel Group is a multi-national hotel chain with 800 properties in 25 countries. The hotels are based in coastal resorts and cities. In coastal resorts, customers are mainly those on holiday. In cities, the customer base is more diverse and includes sightseers and business customers. Both groups of customers have high expectations. You work as a People Advisor in the People Function of a cluster of eight hotels. Inter Luxe Hotel Group employs graduate trainees who spend time in different functions to enable them to develop knowledge and understanding of the whole business. A graduate trainee will soon be starting their placement in your function, and you are responsible for their learning during this placement.

Written advice (recruitment and selection)

- You feel a good starting place is to learn about the employee lifecycle. You decide to explain the stages of the employee lifecycle and how a people practitioner could contribute to each stage. (AC 1.1)

Employee turnover is high for Food and Beverage Assistants, and you are about to recruit and select new employees for this role. You decide to advise the graduate trainee on how to recruit and select Food and Beverage Assistants.

- Explain the purpose and key content of a job description and person specification. Explain how job analysis can be used to decide on the content of these documents. (AC 1.2)
- Explain **two** different recruitment methods that Inter Luxe Hotel Group could use for the Food and Beverage Assistant vacancies and why the **two** methods are appropriate for the role. (AC 1.3)
- Explain factors to consider when deciding on the content of copy used in the recruitment methods you have explained above. You could consider factors such as budget, balance between providing an accurate and positive image, space available, corporate image. (AC 1.4)
- Explain **two** different selection methods that Inter Luxe Hotel Group could use for the Food and Beverage Assistant vacancies and why the **two** methods are appropriate for the role. (AC 2.1)

- Explain what selection records Inter Luxe Hotel Group should retain and why they should retain these records. (AC 2.4)
- Write letters of appointment and non-appointment for the Food and Beverage Assistant role. (AC 2.5)

Your evidence must consist of

- written advice – with reference to the case study (1500 words +/- 10%)
- letters of appointment and non-appointment (not included in word count)

1.1 Graduates and trainees look forward towards new job opportunities with great expectations and new enthusiasm towards first job. As a first attempt to train employees and guide them for their new job roles, it is important for them to know about employee lifecycle and its contribution in a workplace. According to Mosca, Gianecchini & Campagnolo (2021), employee lifecycle is considered as guide for an HR (Human Resource) manager in a workplace to guide employees and retain them. There are 7 major stages which are incorporated in this employee lifecycle which are recruitment, attraction, onboarding, retention, development, off boarding and happy leavers. These seven stages allow maintaining employee relationship with the organisation (Setiawan et al., 2020). In case of Inter Luxe hotel group, the graduate trainees will be doing different works which would cater to needs of customers of this hotel. In accordance to the work placements and work requirements the employee lifecycle will enable graduate trainees to co-operate and work with stability for the company.

Considering first stage of employee life cycle which is attraction, this will help the graduate employees to get desired job roles and placement in Inter Luxe hotel. As a people advisor, I would be able to gather suitable candidates and make them apply for a job place in this organisation. The next phase is recruitment where as a people advisor I will be recruiting fresh talents as graduate employees for the company through different job postings over social media and recruitment sites (Nurdin & Yusuf, 2020). After the selection onboarding of graduate trainees will help to introduce the graduate trainees with specific job posts and work that they had applied for (Malik et al., 2023). On the other hand, as a people advisor I would be implementing different HR metrics such as job performance measurement, perks and incentives which will help to retain employees and develop their working. Off boarding and happy leavers shows the exit policies which are incorporated by and HR group of an organisation for every employee that leaves the company.

1.2 A job description on the other hand refers to the overall summary of the main functional tasks required of a position. It gives a general description of the nature of the job, responsibilities, conditions for work, and any requirements for the position. For instance, for a Food and Beverage Assistant post within Inter Luxe Hotel Group, the description for the job could feature the following tasks, serving guests, cleaning food areas, and attending to customers' queries among others.

A person specification is an important part of the job description and provides details of the skills, required qualifications, and personality the employee should possess to perform the job (Jahmani *et al.*, 2023). The essential and desirable attributes about the candidate it states, however general a policy of the organisation may be, are those needed for the candidate to perform a particular job as in the case of hospitality, communication, experience, interpersonal skills, customer orientation, and being a team player.

Job analysis is vital in the preparation of correct job descriptions and person specifications in an organisation so that the two components have to match the existing job. For example, during the job analysis of the Food and Beverage Assistants at the Inter Luxe Hotel Group, such documents can be used in specifying these jobs, the content of the documents must have clear identification of the tasks as well as the traits expected from the incumbents.

Job Analysis Methods:

Interviews: current Food and Beverage Assistants and their managers can be interviewed to obtain more specific data. This enables you to have a clue of the routine duties which may include, welcoming the clients, preparing the clients' bills, ordering the food, serving foods and drinks, grasping the used utensils, and answering the clients' questions (Styles, Swiegelaar & Buhari's, 2021). It is important for jobs such as claiming expectations from guests, controlling diet preferences, and adequately addressing organisational performance during rush periods to appear from interviews when conducted in a busy hotel.

Observations: Surveillant staff in their shifts is a better way because more is learned about the tasks needed and the abilities needed to perform them at a particular standard. This is possible by observing how the staff relate to guests, how they take orders, or how they deal with unhappy customers, which makes it easy to determine areas of essential competencies like customer relations, ability to work on multiple tasks at the same time, and time management (Wingate, Bourdage & Steel, 2024). They also observe to gauge the speed, and stress that is involved within the job, for instance during breakfast/lunch/dinner rush or any occasion, important when defining the role in the job description.

Questionnaires: Administration questionnaires to several hotels in the cluster with Food and Beverage Assistants will generate quantitative information on typical tasks as well as the competencies needed for the position. Such may involve processing stocks, working at the till, or dealing with money. The responses from questionnaires will enable you to adjust the job description and person specification according to the experiences of the staff.

Job Description and Person Specification Content:

Job Description: According to the job analysis, the following responsibilities shall be expected of a Food and Beverage Assistant at Inter Luxe, “greet and seat guests,” “take orders and serve food and drinks,” “cleanliness of dining areas” and “health and safety compliance. “The guidelines have also spelled out the expectations of the position and offer direction on how to assess the performance.

Person Specification: From the job analysis process, it will be possible to determine the characteristics and requirements of the candidate. For instance, the job needs a good customer service attitude, good performance under pressure, and oratory skills (Shang et al., 2023) The person specification would also focus on team working mainly in a busy hotel setting and adherence to detail to fulfil client requirements.

Real-world Application: For example, whereas in the coastal resort environment in Inter Luxe, Food, and Beverage Assistants are likely to encounter substantial numbers of holidaymakers in a casual social dining environment, they are apt to require values such as patience and friendly (Styles, Swiegelaar & Buhari's, 2021). On the other hand, city-based hotels may need extended written and oral communication skills to meet business clientele who may expect proper communication and organisation. It enables the company to modify the elements of job description and person specification created by the analysis of work requirements due to these varying demands.

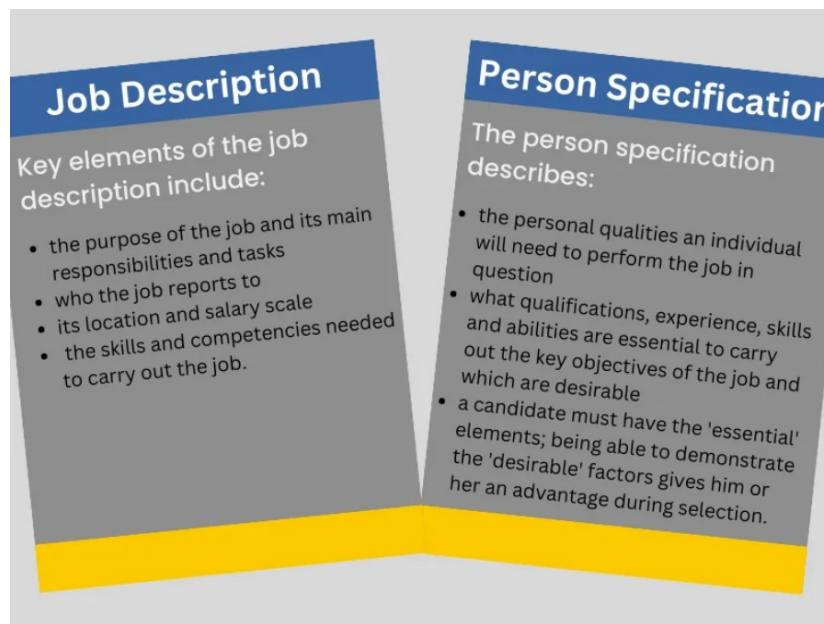


Figure 1: Essentials of a job description and candidate specifications

(Source: Alzoubi, 2020)

1.3 The recruiters of any company follow different recruitment methods which allow them to recruit and onboard skilled employees for a specified job role. In words of Muduli & Trivedi (2020), out of all recruitment methods, internships and recruitment through employment website are very much in trend. Since modern business scenario is changing, therefore the need of employees as well as businesses are changing as well (Zheng & Bluestein, 2021). In case of Inter Luxe hotel group, internships are one of the most appropriate methods for gathering compatible and suitable employees as food and beverage assistant. Internships would allow bunch of graduates to work in the job position of food and beverage assistant which would help the HR managers to find compatible employees suitable and competent in the job role.

Another method which is suitable from recruitment is through employee website where a career site of Inter Luxe hotel group would be informing about the job role and positions of Food and beverage assistant. This would help to gather those employees which are experienced and have a better qualification (Koman, Boršoš & Kubina, 2024). It will enable the company to get experienced employees who will be dealing with job position in an efficient manner providing customer satisfaction and adding to brand value of the company.

1.4 Job posting is essential for any kind of job position in a corporate world since job posting caters to finding different skilled employees. A job posting must be attractive with specific information that would provide all kinds of information to a candidate seeking work in the same job field (Morandini et al., 2023). There are different factors which influence job posting such as provision of information about vacancies left for the job role, company's branding and corporate image. IN case of providing job post for Food and Beverage assistant it is essential for people advisors to clarify the brand image and work culture in the job post. This can be data regarding number of continuing employees in the company as well as in the particular job role (Caligiuri et al.,

2022). On the other hand, the job post needs to be specific with skills and competencies which the recruiters are looking for in the candidate so that suitable and confident candidates can apply for the job role. On the contrary, specifying the vacancy which is left for Food and beverage assistant's job role in Inter Luxe hotel is also to be specified regional wise that will help to gather suitable employees for specified regions. Thus, the above factors are necessary to be considered by people advisor for the job post.

2.1 Application screening and ability tests are two main methods of selecting suitable employees which are appropriate for Inter Luxe hotel group. These two methods would allow the people advisors and recruiters to assess the capabilities and skills of applicants for the job role of Food and Beverage assistant in the company. In words of Tippins et al., (2021), application screening is done by checking the basic qualifications of applicants for a desired job position. In case of Inter Luxe hotel group, screening the application would allow people advisors to learn about basic skills of applicant and mark suitability of those employees in the company. Secondly, the ability test would justify the level of motioned skills of applicants in real life job scenario (Woods et al., 2020). The people advisors or recruiters of Inter Luxe hotel group would allow to judge the applicant's skills by allowing them to do a practical task in job post of food and beverage assistant's role. Therefore, the skilled and suitable employee would be selected for the specified job role.

2.4 Inter Luxe Hotel Group has an effective recruitment program, management must keep various selection records. Many of these records are for business and historical reference, ranging from employment processes to health and safety, and prevention of unlawful acts including that of *Discrimination Act 2010* and *Data Protection Act 2018*. The following key selection records to retain and their reason are following:

Key Selection Records to Retain:

Application Forms and CVs: These are used for supporting claims of the candidate's education, prior experience, and abilities. Maintenance of these records means the company can easily show that the recruitment was done through a fair process and on merit (Hu, Trivedi & Teichert, 2022).

Interview Notes and Assessment Feedback: Interview notes and any test reports such as psychometric tests, and skills tests. These records in fact prove that decisions which were made were made on merit and not on bias.

Shortlisting and Selection Criteria: Any types of documents mainly reveal the critical which is mainly used for shortlisting and the selection of various candidates is mainly given huge evidence to maintaining the process of compliance with the exercise.

Offer Letters and Contracts: These records help support the employment offered to the candidates and are vital in case of a fight, particularly to do with the terms of employment as well as the conditions resident within any employment contract (Chang et al., 2023).

Why These Records Should Be Retained:

Compliance with Legislation: These records assist in guaranteeing conformity to the rules of the Equality Act of 2010 which safeguards against discrimination in employment. In the case of discrimination complaints, these records act as proof that the company has conducted a fair, standard, and impartial hiring procedure.

Protection Against Legal Claims: Such records minimise the possibilities of legal claims because the organisation has records revealing what transpired in detail. For instance, if a candidate feels that he/she was rightfully denied a job due to gender, age, or ethnic origin, the records provide authentic data of suitability based on some spelled-out criteria (Madhura, et al., 2023).

Operational and Strategic Value: These records also assist Inter Luxe in the evaluation of the company's recruitment process and make the necessary changes it is obliged to, to optimise the overall procedure in the future. For example, analysing past selection results allows for modifying the recruitment process, and improving the approach to future selection activities.

Data Protection Compliance: The Data Protection Act 2018 takes into consideration the handling of the personal data of citizens. Companies should only keep records for as long as is required when conducting their recruitment (Cherenkov et al., 2024). For example, some donor data should be kept for no more than six months after the applicants were rejected, unless they are in the category of an organisation's "future candidate pool." This is to avoid the situation where personal data is retained for a very long time without the consent of the data subject.

Timeframes for Retention:

Record type	Time of retention period	Reason for retention
Successful Candidates	Kept for the period of employment and up to 6 years after the employment has terminated. About legal proceedings arising out of legal terms and conditions of employment (Asadeh et al., 2022)	In addressing potential legal claims mainly related to employment terms and conditions.
Unsuccessful Candidates	Discharge within 6 months to 1 year but if the candidate was kept in a database that was relevant for future consideration, this was the duration that was adhered to.	In order to follow the Employment Equity Act and prevent unfair dismissal charges by candidates who were deemed unfit for the position (Chang et al., 2023)
Talent pool candidates*	It should take up to 1 year or until the candidate is contacted regarding any other position.	As a means of holding records in case, there are other vacancies for the candidates.

Data Disposal	Record removal and disposal after repetitional periods, in a manner that would ensure security Dispose of records when their retention period elapses.	According to the Data Protection Act 2018 and to guard against access by unauthorised persons.
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Table 1: Retention Timeframes

The following is the list of retention periods and the reasons for those records to prevent contravention of data protection legislation and shield the organisation from legal dangers.

2.5 The letters are as follows

Letter of Appointment

From,			
Inter	Luxe	Hotel	Group
[29.08.2024]			
Subject: Appointment for the Position of Food and Beverage Assistant			
Dear Candidate,			
We are pleased to inform you that after careful consideration and assessment of your application and interview performance, we are offering you the position of Food and Beverage Assistant at Inter Luxe Hotel Group. Your appointment is effective from [Start Date].			
Key Details of Your Appointment:			
• Position: Food and Beverage Assistant • Reporting to: [Supervisor's Name and Title] • Location: Inter Luxe Hotel Group • Working Hours: Shifting Duties • Salary: £11.30 per hour			
As a Food and Beverage Assistant, your primary responsibilities will include assisting in food and beverage preparation, maintaining cleanliness in the service areas, ensuring customer satisfaction, and complying with health and safety standards.			

We believe that your skills and enthusiasm will make a valuable contribution to our team. Please review the attached employment contract, which outlines the terms and conditions of your employment. Kindly sign and return it by [Return Date] to confirm your acceptance of this offer.

We look forward to welcoming you to our team. Should you have any questions, please feel free to contact [HR Manager's Name] at [HR Manager's Contact Information].

Congratulations once again, and we are excited to work with you!

Yours sincerely,

HR of Inter Luxe Hotel Group

Letter of non-appointment

From,

Inter

Luxe

Hotel

Group

[29.08.2024]

Subject: Application for the Position of Food and Beverage Assistant

We would like to express our sincere gratitude for your interest in the **Food and Beverage Assistant position** at Inter Luxe Hotel Group and for taking the time to participate in the interview process.

After careful consideration, we regret to inform you that we will not be proceeding with your application for this role. This decision was difficult, as we received applications from many highly qualified candidates.

Please do not be discouraged by this outcome. We encourage you to apply for future opportunities that align with your skills and experience. Your resume will be kept on file, and we will contact you if a suitable position becomes available.

We wish you every success in your job search and future career endeavours.

Thank you once again for your interest in joining our team.

Yours sincerely,

HR of Inter Luxe Hotel Group

Simulated interview

- Devise selection criteria for the post of Food and Beverage Assistant using the job description already written (Appendix A). Use the selection shortlisting matrix (Appendix B) to shortlist applications against the selection criteria to determine candidates to be interviewed. Your assessor will provide you with completed, sample application forms. (AC 2.2)
- Interview **one** applicant and decide whether they meet the criteria for the post. The interview could be a panel or one-to-one interview (as determined by your centre). The interview could be conducted face-to-face or by web conferencing. (AC 2.3)

[If working as a panel, it is essential that each member of the team actively takes part in devising the criteria, shortlisting, interviewing and decision-making.]

A copy of CIPD STARR Model Interview Questions (Appendix C) has been included, that can be used when developing interview questions.]

Your evidence must consist of

- The selection criteria that you devised. (Not included in word count).
- Your notes from the shortlisting process **or** a skills observation feedback form completed by your assessor as to your part in shortlisting. (Not included in word count).
- A video recording of the interview (approximately 20 minutes long).
- A skills observation feedback form completed by your assessor about your role in the interview (Not included in word count).
- Either a video of the subsequent decision-making process **or** your notes from the decision-making process. (Not included in word count).

Job description

Job title	Food and Beverage Assistant
Reporting to	Food and Beverage Manager
Main purpose of job	To provide an enjoyable dining experience
Key tasks	1. Greet customers. 2. Answer questions about the menu. 3. Accurately take customers' orders. 4. Pass orders to the kitchen, ensuring allergy information is clearly communicated. 5. Collect orders from the kitchen and deliver orders to tables. 6. Prepare bills and charge to room account or take payments. 7. Clear table, clean table and prepare table for new customers. 8. Provide high quality, excellent customer service.

SELECTION SHORTLISTING MATRIX

ATTRIBUTES	ESSENTIAL	DESIRABLE	TOTAL
Qualifications	Certification on food hygiene (Score: 2)	Certification in food tolerance and allergy (Score: 3)	5
Experience	Experience in managing customers in hospitality sector (Score: 2)	Last experience in reputed hotel (Score: 2)	4
Knowledge	Food management and food hygiene (Score: 2)	Knowing about diversified cuisines and dining (Score: 2)	4
Skills	Communication and team working skills (Score: 2)	Diversified languages (2 or more) and service delivery skills (Score: 3)	5
Personal qualities	Approachable to customers, polite and humble (Score: 3)	Team working and team work pressure management (Score: 2)	5
Additional Requirements	Working hours flexibility (Score: 2)	Attending training sessions after work time (Score: 1)	3
TOTAL SCORE			26
			Yes

STARR Model Interview Questions

STARR Model Interview Questions

Thank you for joining us today. Let's start with some questions related to your experience in the hospitality industry.

Interviewer: Tell me about a time when you had to ensure strict food hygiene standards were maintained in a busy hospitality environment.

Candidate: Certainly. I was working as a kitchen supervisor at a large hotel during the holiday season, one of our busiest times of the year. Ensuring food hygiene was critical, especially with the high volume of guests we were serving.

Interviewer: What was your specific role in maintaining these standards?

Candidate: My primary responsibility was overseeing the kitchen staff to ensure that everyone adhered to the food safety regulations. This included monitoring food storage, handling, preparation, and cooking processes. I also conducted daily checks on the cleanliness of workstations, equipment, and food storage areas.

Interviewer: How did you go about ensuring that all staff followed proper food hygiene procedures?

Candidate: I implemented a system where each team member had specific duties related to food hygiene, such as checking expiration dates, labeling ingredients, and sanitizing surfaces. I also conducted regular training sessions to reinforce the importance of hygiene and held brief meetings before each shift to review key practices. During peak hours, I would walk through the kitchen to spot-check procedures and address any issues immediately.

Interviewer: What was the outcome of your efforts? How did you measure the success of your food hygiene management?

Candidate: As a result of these efforts, we passed our health inspection with no violations, even during our busiest time. The staff became more diligent, and there were no incidents of foodborne illnesses reported. Success was measured by the inspection results, staff compliance, and guest feedback.

Interviewer: Looking back on that experience, what did you learn about managing food hygiene in a hospitality setting? What would you do differently if faced with a similar situation in the future?

Candidate: I learned that consistent training and clear communication are key to maintaining high hygiene standards, especially in a fast-paced environment. If I were to do it again, I would introduce more frequent spot checks during peak hours and consider implementing a buddy system where team members could check each other's work, ensuring accountability.

Interviewer: Can you describe a particularly challenging customer service situation you faced in your last role in a hotel or restaurant?

Candidate: Absolutely. There was a situation where a guest was extremely unhappy with their meal due to dietary restrictions that were not properly communicated to the kitchen. The guest had specific allergies, and their meal was prepared with an ingredient they couldn't consume.

Interviewer: What was expected of you in handling this situation?

Candidate: I was expected to quickly resolve the issue, ensure the guest's safety, and restore their trust in our service. It was crucial to address the guest's concerns with empathy and provide a solution that met their needs.

Interviewer: Walk me through the steps you took to address the customer's concerns.

Candidate: First, I apologized to the guest and immediately removed the dish from the table. I then informed the kitchen about the allergy and personally oversaw the preparation of a new meal, ensuring it was free from the offending ingredient. I also offered the guest a complimentary dessert and drink as a gesture of goodwill. Throughout the process, I kept the guest informed of the steps we were taking to rectify the situation.

Interviewer: How was the situation resolved? How did the customer react to your handling of the situation?

Candidate: The guest was very appreciative of the quick response and the extra effort to ensure their meal was safe. They complimented our service in the feedback form and mentioned that they felt well cared for despite the initial mistake.

Interviewer: What did this experience teach you about delivering outstanding customer service in the hospitality sector?

Candidate: This experience reinforced the importance of clear communication and attentiveness to guest needs, especially when it comes to dietary requirements. It taught me that resolving issues promptly and with empathy can turn a potentially negative experience into a positive one.

Interviewer: Give me an example of a time when you had to lead a diverse team in a high-pressure hospitality environment.

Candidate: During a major event at the hotel, I was tasked with leading a team of servers, kitchen staff, and bartenders. The event had over 500 guests, and we had to coordinate everything seamlessly, from food service to handling special requests.

Interviewer: What were your responsibilities as the team leader in this situation?

Candidate: My responsibilities included assigning roles, ensuring everyone understood their tasks, and maintaining constant communication throughout the event. I was also responsible for troubleshooting any issues that arose, such as delays in service or last-minute changes to the menu.

Interviewer: How did you communicate with your team members to ensure smooth operations? Can you provide examples of how you used your language skills, if applicable?

Candidate: I used a combination of verbal briefings, written schedules, and hand signals for non-verbal communication during the event. I also made sure to be approachable so team members could quickly bring any issues to my attention. Given the diversity of the team, I used simple, clear language and made sure everyone understood the instructions before we started. I also translated key information for team members who were more comfortable in their native language.

Interviewer: What was the outcome of your team management approach? How did it impact the overall service delivery?

Candidate: The event was a success, with minimal issues and positive feedback from the guests. My approach ensured that everyone was on the same page, which helped in delivering prompt and efficient service. The team felt supported and worked well together, contributing to the event's overall success.

Interviewer: What insights did this experience give you about effective team management in a diverse, high-pressure environment?

Candidate: I learned that clear communication, flexibility, and understanding your team's strengths are crucial in managing a diverse group under pressure. In the future, I would focus even more on pre-event planning to identify potential issues early and involve the team in problem-solving.

Interviewer: Describe a time when you had to adapt to a particularly challenging work schedule in your previous hospitality role.

Candidate: During the peak holiday season, I was often scheduled for back-to-back shifts, sometimes working late into the night and then returning early the next morning. The unpredictable hours were challenging, especially when managing other responsibilities.

Interviewer: What was expected of you in terms of flexibility?

Candidate: I was expected to be available whenever needed, often at short notice, and to maintain the same level of energy and service quality throughout each shift.

Interviewer: How did you manage your time and energy to meet the demands of the flexible schedule?

Candidate: I made sure to rest whenever possible between shifts, focusing on short naps and proper hydration. I also planned my meals to ensure I had enough energy during long hours. Additionally, I kept a positive mindset and reminded myself of the importance of my role in providing excellent service.

Interviewer: How did your ability to adapt impact your performance and the overall operation?

Candidate: My adaptability allowed me to consistently perform at a high level, even during the most demanding times. This reliability helped maintain smooth operations and contributed to a cohesive team environment, as my colleagues knew they could count on me.

Interviewer: What did you learn about yourself and your capacity to handle flexible working hours in the hospitality industry?

Candidate: I learned that I am resilient and capable of handling high-pressure situations with grace. However, I also realized the importance of setting boundaries and managing self-care to avoid burnout. In the future, I would focus more on maintaining a healthy work-life balance while still being flexible.

Interviewer: Tell me about a time when you had to deal with a customer with severe food allergies or intolerances.

Candidate: I once had a guest who informed us that they had a severe peanut allergy. This was a significant concern because peanuts were used in several dishes on our menu.

Interviewer: What was your responsibility in ensuring the customer's dietary needs were met safely?

Candidate: My responsibility was to ensure that the guest's meal was prepared in a completely peanut-free environment and that cross-contamination was avoided. I had to communicate this clearly to the kitchen staff and monitor the preparation process closely.

Interviewer: What steps did you take to guarantee the customer's meal was prepared according to their requirements?

Candidate: I first spoke with the chef to confirm which dishes were safe and could be prepared without peanuts. I

then relayed this information to the guest and took their order. I personally supervised the preparation of the meal, ensuring that all utensils and surfaces were thoroughly cleaned before use. Once the meal was ready, I double-checked it before serving to ensure it met all safety standards.

Interviewer: How did the customer respond to your handling of their dietary needs? Were there any challenges you had to overcome?

Candidate: The customer was very appreciative of the care and attention given to their needs. They expressed their gratitude and mentioned that they felt safe dining with us. The main challenge was ensuring that all staff members were aware of the severity of the allergy, but constant communication and reminders helped overcome this.

Interviewer: How has this experience influenced your approach to handling food allergies and intolerances in your work?

Candidate: This experience made me more vigilant and proactive in handling food allergies. I now ensure that every team member is aware of the importance of allergen safety and that we have clear procedures in place to handle such situations. Moving forward, I would implement more detailed allergen training for staff and ensure that we have a dedicated station for preparing allergen-free meals.

Guidance document (legislation and employment relations)

After meeting the graduate trainee, you realise that their knowledge of employment legislation and employment relations is limited. As part of their development, you develop a guidance document.

The guidance document must include:

- an explanation of the importance of achieving work-life balance within the employment relationship with an overview of the legislation relevant to working time. (AC 3.1)
- an explanation of what is meant by, and the importance of, wellbeing in the workplace. (AC 3.2)
- a summary of the main points of discrimination legislation. (AC 3.3)
- an explanation of what diversity and inclusion mean and why they are important. (AC 3.4)
- an explanation of the difference between fair and unfair dismissal. (AC 3.5)

Your evidence must consist of

- A guidance document (1250 words +/-10%)

3.1 Maintenance of work-life balance is essential for an employee since it allows the employee to balance work life with personal life. According to Tamunomiebi & Oyibo (2020), work-life balance is essential for maintaining a healthy professional relationship at workplace along with achieving positive impact on work which is done by an employee. In case of Inter Luxe hotel group the work life balance can be achieved with help of different legislations and acts which would ensure positive impacts on an employee's work life. Since the rate of employee turnover is high in food and beverage assistant, therefore legislations such as Working Time Regulations (1988) is an appropriate legislation (Volk *et al.*, 2024). This legislation ensures a particular work time for an employee in food and beverage assistant's job role allowing the employee to work for a specified time shift. In case of Inter Luxe company, the hotel's management would be able to maintain 48 hours working schedule of employees per week with an allowance of 11 hours rest of employees from work. In words of Bhende *et al.*, (2020), the relaxation of work timing provided to employees would help in contributing more to the job role and enhancing their own job performance. Employee satisfaction, burnout, productivity, loyalty, and overall job performance all benefit from a well-balanced work-life balance. Employees who are content are more likely to provide high-quality service, which is essential for meeting the Group's diverse clientele's high standards. Thus, Inter Luxe, hotel group would be able to retain more employees in job role of food and beverage assistant.

3.2 Well-being of employees in workplace is essential which ensures an employee's mental, physical and emotional health at a workplace. Figure 2 below shows the increasing market of employee wellbeing in corporate sector with a forecast of wellness market growing at a CAGR of 6.1 % by 2032 (market.us, 2024). Therefore, in case of Inter Luxe hotel group, it is essential to maintain well-being of employees at workplace catering to physical as well as mental need of employees.

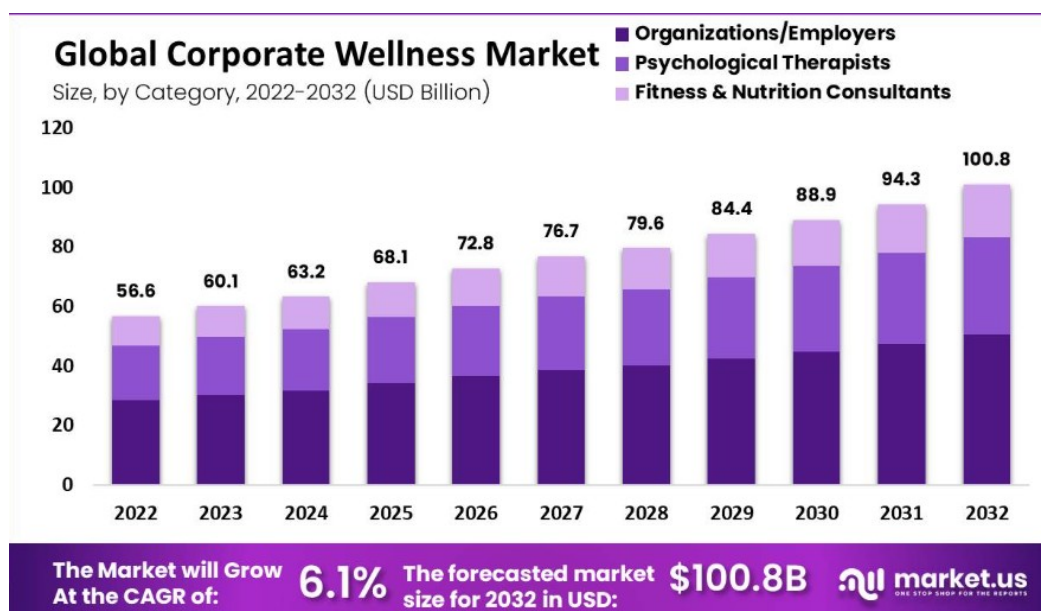


Figure 2: Corporate well-being of employees

(Source: market.us, 2024)

The employees working as food and beverage assistant had to come across a lot of customers since most of customers in this hotel are from business and sightseers' group. Thus, the level of expectations and satisfaction is

high that such customers look for in holidays (Fox et al., 2022). Adhering to this, employees face quite a hard time in satisfying customers with their need and requirements which effects their mental health. Thus, different perks, relaxation timings and mental refreshment sessions for employees would prove to be fruitful for employees working as a food and beverage assistant. This would be important for helping employees of Inter Luxe hotel to relax and cut off the work pressure for a while. On the other hand, Tuzovic & Kabadayi (2021) stated that along with mental wellness, physical well-ness is also necessary for employees at a workplace. The free medical camps and check ups for employees working in Inter Luxe hotel would be beneficial for keeping and maintaining good health of employees yielding good productivity for the company.

3.3 Discrimination in regulation is urgent for shielding representatives from out of line treatment in the working environment. The Equality Act of 2010 is the primary piece of legislation in the UK that governs this subject (Ocloo et al., 2021). It is now illegal to discriminate against employees based on protected characteristics because this Act unifies previous anti-discrimination laws into a single framework (Vargas et al., 2020). Age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex, and sexual orientation are some of these characteristics.

Direct discrimination, in which a person is treated less favourably because of a protected characteristic, and indirect discrimination, in which a seemingly neutral policy disproportionately affects a particular group, are two examples of discrimination (Wingfield & Chavez, 2020). The Act also covers victimisation, which occurs when a person is treated unfairly because they have complained about discrimination or supported someone who has, and harassment, which is unwanted behaviour related to a protected characteristic that violates an individual's dignity (Köchling & Wehner, 2020).

These rules must be followed by Inter Luxe Hotel Group to ensure that all employees, including Food and Beverage assistants, are treated fairly and with respect. Not only does this keep you out of legal trouble, but it also helps create a positive work environment where everyone can succeed. Moreover, the ensuring of safety of women employees at workplace would ensure the high working culture of company along with no discrimination policy. This would also ensure retention of employees and would lead to low employee turnover in food and beverage assistant's job role.

3.4 In today's workplaces, diversity and inclusion are crucial concepts, particularly for global businesses like Inter Luxe Hotel Group. Variety alludes to the portrayal of a great many qualities and encounters inside the labour force, remembering contrasts for race, orientation, age, religion, sexual direction, handicap, and social foundation. On the other hand, inclusion focuses on creating an atmosphere in which every employee feels valued, welcome, and able to fully participate in the workplace. In words of Highton (2023), a workforce that is diverse brings a wealth of ideas and perspectives that can drive innovation, creativity, and improved decision-making.

Consideration guarantees that these different voices are heard and regarded, prompting higher worker fulfilment and commitment. Diversity and inclusion are particularly important for Inter Luxe Hotel Group because of its

global presence and diverse clientele. The hotel group can improve its reputation, attract top talent, and better understand and meet the needs of its customers by promoting these values (Brierley, Bruell & McDermott, 2024). Additionally, an inclusive environment helps to ensure compliance with legal requirements, such as those outlined in the Equality Act of 2010, and reduces the likelihood of discrimination.

3.5 In order to effectively manage employment relationships, it is essential to distinguish between fair and unfair dismissal. When an employer has a valid reason to terminate an employee's contract and the dismissal procedure is carried out in accordance with legal requirements, it is considered to be a fair dismissal. According to Lee et al., (2024), employee misconduct, poor performance, redundancy, and situations in which continuing the employment would be illegal, such as when a driver loses their license, are all common grounds for fair dismissal. The employer must follow a clear and open procedure to ensure fairness, which includes warnings, conducting an investigation if necessary, and giving the employee the chance to respond or appeal the decision. On the other hand, unfair dismissal occurs when an employer fails to follow proper procedures or terminates an employee without a valid reason. Discriminatory termination, termination without proper notice, and termination without giving an employee the opportunity to defend themselves are all examples of unfair dismissal (Von Bergen & Bressler, 2023). These hampers work culture of a place and also allows false and negative comments about the company to rotate in the markets affecting brand's reputation. Employees who believe they have been fired unfairly can file a claim with an employment tribunal in the UK (Ogunfowora et al., 2023). For Inter Luxe hotel group, it is imperative to deal with excusals cautiously and decently to keep up with positive representative relations, stay away from lawful debates, and maintain the organization's standing. The People Function's development and overall success depend on graduate trainees' comprehension of these concepts.

Guidance document (performance management and reward)

The second part of the guidance document contains essential knowledge and understanding of performance management and reward. You need to ensure that your explanation includes:

- the purpose and typical components of performance management. (AC 4.1)
- two factors that need to be considered when managing performance. (AC 4.2)
- different methods of performance review. (AC 4.3)
- key components (financial and non-financial) that are required to achieve an effective total reward system. (AC 5.1)
- how reward can motivate employees to perform. (AC 5.2)
- at least two reasons for treating employees fairly in relation to pay. (AC 5.3)

Your evidence must consist of

- Guidance document (1500 words +/-10%)

4.1 Performance management of employees are very much essential since it allows a company to understand the growth of an employee at workplace. Performance management is a crucial step in ensuring that Inter Luxe Hotel Group's employees support the company's long-term objectives and contribute to their success. The goal of performance management is to support staff members' professional development, such as those in the Food and Beverage assistant positions, foster continuous improvement, and maximize employee performance (Hristov et al., 2021). It entails clearly establishing expectations, providing regular feedback, and assessing performance in relation to agreed-upon goals. The average parts of execution the board incorporate objective setting, where explicit, quantifiable, feasible, important, and time-bound (Brilliant) targets are laid out; normal execution examinations, where representatives' advancement and accomplishments are inspected; and consistent input, where directors give direction and backing to assist workers with working on their exhibition (Awan et al., 2020). As well as recognizing and rewarding high performance, performance management frequently incorporates development plans to address skill gaps and career aspirations. Inter Luxe Hotel Group can ensure that its employees are able to meet the high expectations of its diverse customer base by effectively managing performance.

4.2 It is essential to take into account both an employee's own capabilities and any external factors that may have an impact on their performance when managing performance. Before setting performance goals that are both attainable and realistic, it is essential to comprehend each employee's capabilities, experience, and potential (Ahmed, 2024). For instance, another Food and Refreshment aide could require more direction and preparing contrasted with an accomplished partner, and their exhibition assumptions ought to mirror this. Second, an employee's performance can be significantly impacted by external factors like workload, available resources, and work environment (Kitchin, 2021). For instance, staff members, even those in entry-level positions, may perform less well if the hotel is experiencing a high guest volume. In order to assist employees in succeeding, managers need to be aware of these aspects and provide the necessary support, such as more staff or improved procedures. By taking into account both individual and outside factors, Bury Luxury Inn Gathering can establish a fair and strong climate that empowers all workers to perform at their best.

4.3 At Inter Luxe Hotel Group, there are a variety of ways to evaluate and improve employee performance through performance reviews. The annual performance appraisal, in which employees and managers formally discuss achievements and identify areas for improvement, is one common method. A structured opportunity for planning and reflection is provided by this approach. 360-degree feedback is another strategy that involves obtaining feedback from a variety of sources, including peers, subordinates, and even clients (Ellison et al., 2022). **A comprehensive view of an employee's performance is provided by this approach, highlighting strengths and areas for growth from various angles. Another effective method is continuous feedback, in which managers provide informal feedback regularly throughout the year. On-job training and provision of feedback on performance is known to be generating good results for employees to understand performance gaps and upgrade performance in a workplace. Receiving continuous feedback from managers helps employees to be constantly**

guided by the hierarchy and improve in work. It also allows employees to feel engaged and guided at workplace and also allows bonding between managers and staff for better future performances. Employees can make real-time adjustments to their performance and remain in line with the goals of the organization thanks to this ongoing dialogue (Ugwoke et al., 2023). Finally, self-assessment encourages employees to reflect on their progress and take ownership of it by allowing them to evaluate their performance. This particular form of feedback is essential for own self-growth at a workplace for employees. Self-assessment and self-analysis allow any employee or staff to focus on own self-development which would lead to a better learning process and better workplace performance. Moreover, the trainee at Inter Luxe Hotel Group would be able to understand specific areas where development is required for having better work performance and uplifting own job performance. Inter Luxe Hotel Group is able to foster a culture of growth and improvement by utilizing a combination of these strategies to ensure a comprehensive and ongoing approach to performance management.

5.1 In order to accommodate the diverse requirements and motivations of employees, Inter Luxe Hotel Group's effective total reward system should incorporate both financial and non-financial components. Competitive salaries, performance-based bonuses, and incentives for achieving specific goals are examples of the most tangible financial rewards (Ulfsdotter Eriksson, Larsson & Adolfsson, 2021). These incentives are essential for attracting and retaining talent because they directly impact an employee's financial well-being. Non-financial rewards, on the other hand, have a significant impact on employee engagement and job satisfaction. These may include initiatives for work-life balance such as flexible working hours or additional leave, opportunities for professional development and career advancement, and recognition programs that recognize exceptional performance (Grabner & Martin, 2021). Non-financial rewards can also include the company's culture and values, which can help employees feel like they belong and have a purpose. Inter Luxe Hotel Group is able to develop a well-balanced and comprehensive reward system that encourages long-term commitment, aligns with organizational objectives, and motivates employees by incorporating both financial and non-financial elements.

5.2 Reward frameworks are strong inspirations that can drive representatives to perform at their best. A well-organised reward system can motivate employees at Inter Luxe Hotel Group, including Food and Beverage assistants, to achieve higher levels of productivity and service excellence (Dermawan, 2022). Employees are motivated to meet or exceed their goals right away by receiving financial incentives, such as performance-based bonuses or salary increases. Reward systems in a workplace is known to be an added encouragement for employees which allows the employees to engage more in work and give better efforts. Rewards and incentives allow employees to be mentally and emotionally motivated which helps them to think better and do good for benefit of an organization. On the other hand, with better employee performance an organization is benefitted with better organizational productivity. In case of Inter Luxe Hotel Group, rewards for employee will allow them to cater to customer needs and provide better services to customers while generating good profits for hotel. Employees are more motivated to work hard when they know that these rewards can meet basic financial needs and contribute to a sense of financial security. By meeting psychological and emotional needs, non-financial

rewards also play a crucial role in motivating individuals (Wulandari, 2022). Public recognition of an employee's contributions, for instance, can boost self-esteem and encourage continued high performance. Employees can be motivated by career advancement and professional development opportunities that link their personal growth to the success of the company. In addition, employees are more likely to remain committed to their roles when they work in a supportive workplace that values work-life balance (Chiarini & Kumar, 2021). Inter Luxe Hotel Group is able to cultivate a motivated and engaged workforce through the effective utilization of both financial and non-financial rewards, resulting in improved performance and customer satisfaction.

5.3 Getting representatives genuinely in connection pay is fundamental for keeping a positive and useful working environment at Inter Luxe Hotel Group. First and foremost, employee satisfaction is fundamentally impacted by fair pay. Employees are more likely to be satisfied with their jobs if they believe they are being compensated fairly, which can result in increased motivation, loyalty, and productivity (Han et al., 2020). On the other hand, dissatisfaction, lower morale, and higher turnover rates can result from perceived pay disparity. Guaranteeing that all representatives, remembering those for lower-level positions like Food and Refreshment colleagues, get fair pay makes a steady and serious labour force (Kanwal & Van Hoya, 2020). Second, ensuring legal compliance and avoiding disputes require fair pay practices. Preventing legal challenges and cultivating a culture of trust and fairness within the organization are two benefits of adhering to equal pay laws and ensuring that employees are paid fairly for comparable work regardless of gender, race, or other protected characteristics. By getting workers genuinely in connection pay, Bury Luxury Inn Gathering can upgrade its standing as a moral boss, draw in top ability, and diminish the gamble of expensive legitimate questions.

Written answers (learning and development)

Your manager is keen that being responsible for the development of the graduate trainee is also a development opportunity for you. Your manager asks you to:

- explain why learning and development activities are of benefit to the graduate trainee and Inter Luxe Hotel Group. (AC 6.1)
- describe different types of learning needs and reasons why they arise for the graduate trainee and Inter Luxe Hotel Group. (AC 6.2)
- summarise different face-to-face and blended learning and development approaches, including facilitation; training; coaching; and mentoring that you could use when developing the graduate trainee. (AC 6.3)
- explain how, in the design and delivery of learning and development initiatives, individual requirements and preferences of the graduate trainee must be accommodated. (AC 6.4)
- discuss at least two methods of evaluating the graduate trainee's learning and development and its impact. (AC 6.5)

Your evidence must consist of

- Written answers (1250 words +/-10%)

6.1 The graduate trainee and Inter Luxe Hotel Group both benefit greatly from learning and development opportunities. These activities provide the graduate trainee with an opportunity to acquire crucial skills, gain practical experience, and comprehend the operational complexities of the hospitality industry (Dhaliwal & Misra, 2020). Taking part in organized learning permits the student to apply hypothetical information in genuine situations, improving their certainty and skill in different jobs, including the Food and Drink colleague position. Development and learning activities help trainee employees to gain better skills which are essential for catering needs and service levels of customers. It helps trainee employee to be more competitive in acquiring service skills and professional skills that served expectations of customers and allows them to provide maximum satisfaction to customers through premium services. In case of Inter Luxe hotel group, putting resources into the student's improvement guarantees that the association is developing a profoundly talented labour force that lines up with its essential objectives. It is because trainees feel valued and see clear pathways for career advancement within the company, this strategy not only increases employee performance but also fosters loyalty and reduces turnover (Busulwa, Pickering & Mao, 2022). Additionally, well-trained employees are better able to meet the diverse customer base's high expectations, which improves customer satisfaction and the brand's reputation. The trainee's professional development and the company's long-term success are both boosted by learning and development activities, which ultimately result in a win-win situation for both parties.

6.2 There are a number of reasons why graduate trainees' learning needs can vary greatly. Expertise based acquiring needs are normal, especially when a learner needs unambiguous specialized abilities expected for a job, for example, understanding food handling guidelines or dominating client care methods in the Food and Beverage assistant position (Goh et al., 2022). The trainee's need to effectively carry out their responsibilities and contribute to the team's success drives these requirements. When a trainee needs to learn more about the hotel's policies, industry trends, or operational aspects of the hospitality industry, they have knowledge-based learning needs (Bilska, Tomaszewska & Kołożyn-Krajewska, 2022). As the trainee moves from academic knowledge to practical application, these needs arise.

Broader competencies like leadership, communication, and problem-solving are linked to developmental learning needs, which are necessary for long-term career advancement within the Inter Luxe Hotel Group. As the trainee begins to take on more responsibility and gets ready for possible roles in the future, these needs typically arise (Abdelwahed et al., 2022). The trainee benefits both the individual and the organization by being well-equipped to meet the demands of their current role and prepared for future challenges when these diverse learning needs are recognized and addressed.

6.3 A combination of face-to-face and blended learning strategies can be extremely beneficial for graduate trainee development. Face-to-face facilitation allows for personalized instruction, hands-on practice, and immediate feedback thanks to the trainer's direct interaction with the trainee (Zagouras et al., 2022). Food preparation and customer service are two essential skills for the Food and Beverage assistant position, and this method is ideal for teaching them. Training sessions can be held in a classroom or on the job, in which trainees

participate in planned lessons and activities (Atwa et al., 2022). When imparting particular knowledge, such as company policies or industry regulations, this strategy is advantageous.

Individualised coaching entails one-on-one sessions with a mentor or experienced coworker who offers direction, support, and feedback. The trainee learns to solve problems and gains self-assurance through coaching (Buluma & Walimbwa, 2021). By pairing a trainee with a senior employee who can offer career guidance, share experiences, and offer insights into the industry, mentoring provides long-term development. These face-to-face methods are combined with online resources like e-learning modules or virtual simulations in blended learning, which gives the trainee flexibility and lets them learn at their own pace. This all-encompassing methodology guarantees that the learner gets far reaching improvement that tends to both their prompt requirements and long-haul vocation objectives.

6.4 While planning and conveying learning and improvement drives for the alumni learner, it is critical to oblige their singular necessities and inclinations to guarantee successful learning results. Each trainee has a different way of learning, which might be visual, auditory, reading/writing, or kinaesthetic (McDaniel & Einstein, 2020). Understanding these inclinations permits you to tailor the preparation strategies appropriately, for example, consolidating visual guides, intuitive conversations, or involved exercises to line up with how the student best ingests data.

In addition, the trainee's prior knowledge and experience ought to be taken into consideration in order to avoid repetition and concentrate on the areas in which they require the most growth. Adaptability in the preparation plan is likewise significant, permitting the learner to offset learning with their work liabilities without feeling overpowered (Widyaningsih & Yusuf, 2020). Online modules, for example, can accommodate trainees who prefer to learn at their own pace by offering self-paced learning options. Besides, standard registrations and criticism meetings are crucial for measure the learner's headway and make any fundamental changes in accordance with the preparation plan (Putra et al., 2021). Inter Luxe Hotel Group is able to create an individualized learning experience that maximizes trainee engagement, satisfaction, and overall effectiveness by taking into account these individual factors.

6.5 Assessing the alumni student's learning and advancement is crucial for measure its adequacy and the effect on both the learner and Inter Luxe Hotel Group. Continuous assessment, which entails regularly reviewing the trainee's performance through observations, feedback sessions, and performance metrics, is one method of evaluation (Sinaga, Amri & Lestari, 2021). This approach ensures that the trainee is making the expected progress and allows for real-time program adjustments. A comprehensive view of how well the trainee is integrating new skills and knowledge into their daily tasks is provided by feedback from multiple sources, including supervisors, coworkers, and the trainee themselves.

Key performance indicators (KPIs) like higher levels of customer satisfaction, quicker task completion, or lower rates of error in job performance are another approach (Kaso, 2021). It is possible to quantitatively evaluate the effectiveness of the learning initiatives by comparing these metrics before and after the training. The trainee's

retention and comprehension of the material covered can also be measured using post-training evaluations like quizzes, tests, or practical assessments (Nurtanto et al., 2021). Also, long haul follow-up assessments can evaluate the supported effect of the preparation on the student's exhibition and vocation advancement. Inter Luxe Hotel Group is able to guarantee that the trainee's efforts in learning and development are producing the desired outcomes, which are in the trainee's and the company's best interests.

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TO BE COMPLETED BY THE ASSESSOR			
Centre name	MOL	Centre number	531
Learner name			
Membership number	<i>Please enter your learner number here. Must be first 7 digits of CIPD membership number</i>		

» ASSESSMENT MARKSHEET

LO1 Understand the employee lifecycle and different roles within it.

LO2 Be able to contribute to the effective selection and appointment of individuals.

LO3 Know how legislation and organisational practices affect employment relationships.

LO4 Know the importance of performance management in motivating and retaining individuals.

LO5 Know the importance of reward in attracting, motivating and retaining individuals.

LO6 Understand how to support others to develop the skills and knowledge required to meet both individual and organisational objectives.

Note to Assessor – Please enter a **mark** for each AC. You need only provide **feedback** where you have awarded a mark of **1**. This feedback should be developmental.

TASK 1 – Written advice Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)		Mark (1-4)
1.1	Explain each stage of the employee life cycle and the role of the people professional within it.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
1.2	Explain different ways in which you can prepare information for specified roles.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
1.3	Explain different recruitment methods and when it is appropriate to use them.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
1.4	Explain factors to consider when deciding on content of copy used in recruitment methods.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	

2.1	Explain different selection methods and when it is appropriate to use them.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
2.4	Explain the selection records that need to be retained.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
2.5	Write letters of appointment and non-appointment for an identified role.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
Total marks for TASK 1		
Total marks for TASK 1 (resubmission 1 if applicable)		
Total marks for TASK 1 (resubmission 2 if applicable)		

TASK 2 – Simulated interview Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development) Note to assessors: Please ensure that all video recordings are retained and, if selected for moderation, uploaded to ROGO along with other materials for 3CO04. Please ensure that each learner is identified by name in the recording. Please ensure that an individual Skills Observation Feedback Form (Appendix D) is completed for each learner regardless of whether an individual or panel interview is carried out. If a panel interview is conducted, individual contributions must be clearly and uniquely identified through comments on the Skills Observation Feedback Form. Each panel should comprise no more than 3 panel members.		Mark (1-4)
2.2	Develop selection criteria and shortlist candidate applications for interview for an identified role.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
2.3	Participate effectively in a selection interview and the decision-making process for an identified role.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
Total marks for TASK 2		
Total marks for TASK 2 (resubmission 1 if applicable)		
Total marks for TASK 2 (resubmission 2 if applicable)		

Appendix D - CIPD Skills observation feedback form (SOF)

Centre number:			
Centre name:			
CIPD Learner No (1st seven digits of CIPD Membership number):			
Learner surname:			
Learner other names:			
Qualification title:			
Unit title:	Essentials of people practice	Unit code:	3C004
Learning outcome(s):	2 Be able to contribute to the effective selection and appointment of individuals.		
Assessment criteria:	2.2, 2.3		
Skills required:	Assessor feedback - to be completed by the assessor with notes to support the decision		

Appropriate selection criterion devised based on person specification.	The interview questions were well-aligned with the roles and responsibilities typical in hospitality, focusing on key competencies such as food hygiene, customer service, team management, flexibility in working hours, and handling food allergies.
Shortlisting of candidates carried out based on criteria.	The questions asked during the interview suggest that the candidate was likely shortlisted due to their relevant experience and ability to address specific challenges in a hospitality environment.
Suitable environment/technology prepared.	The transcript does not explicitly mention the interview environment or technology, but the structured nature of the questions suggests that the interview was conducted in a professional setting, possibly with proper note-taking tools or recording technology in place.
Interview opened appropriately: • introductions • outline of interview process and structure	While the transcript begins with the interviewer asking questions, it is assumed that introductions and an outline of the interview process were provided. This would be typical for a structured interview.
Rapport established and candidate put at ease.	The interview questions were clear, and the interviewer gave the candidate space to elaborate on their experiences, which likely helped establish rapport and put the candidate at ease.
Appropriate questions used: • relevant to person spec • open questions & probing • competency-based • clarifying	Relevant to Person Specification: The questions were directly related to the job role, focusing on key skills needed in hospitality. Open Questions & Probing: The interviewer used open-ended questions ("Tell me about a time...") and follow-up probing to gather detailed responses. Competency-Based: Questions were competency-based, asking the candidate to demonstrate past experience in critical areas like food hygiene, customer service, and team management. Clarifying: The interviewer asked clarifying questions to ensure a comprehensive understanding of the candidate's role and actions in each situation.

Communication skills (verbal and non-verbal) used effectively with candidate, e.g. listening and speaking and using appropriate body language.	The interview questions were well-aligned with the roles and responsibilities typical in hospitality, focusing on key competencies such as food hygiene, customer service, team management, flexibility in working hours, and handling food allergies.
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TASK 3 – Guidance document Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)		Mark (1-4)
3.1	Explain the importance of work-life balance within the employment relationship and how it can be influenced by legislation.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
3.2	Explain the concept of wellbeing in the workplace and why it is important.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
3.3	Summarise the main points of discrimination legislation.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
3.4	Explain what diversity and inclusion mean and why they are important.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	

3.5	Explain the difference between fair and unfair dismissal.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
Total marks for TASK 3		
Total marks for TASK 3 (resubmission 1 if applicable)		
Total marks for TASK 3 (resubmission 2 if applicable)		

TASK 4 – Guidance document Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)		Mark (1-4)
4.1	Explain the purpose and components of performance management.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
4.2	Explain factors that need to be considered when managing performance.	
	<i>First submission</i>	Enter mark
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
4.3	Explain different methods of performance review.	
	<i>First submission</i>	Enter mark

	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
5.1	Explain the key components of an effective total reward system.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
Total marks for TASK 4		
Total marks for TASK 4 (resubmission 1 if applicable)		
Total marks for TASK 4 (resubmission 2 if applicable)		

TASK 5 – Written answers		Mark (1-4)
Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)		
6.1	Explain why learning and development activities are of benefit to individuals and organisations.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
6.2	Describe different types of learning needs and reasons why they arise for individuals and organisations.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	

6.3	Summarise different face-to-face and blended learning and development approaches including: •facilitation •training •coaching •mentoring	
	First submission	Enter mark
	Resubmission 1 (if applicable)	
	Resubmission 2 (if applicable)	
6.4	Explain how individual requirements and preferences must be accommodated in the design and delivery of learning and development.	
	First submission	Enter mark
	Resubmission 1 (if applicable)	
	Resubmission 2 (if applicable)	
6.5	Discuss how learning and development can be evaluated.	
	First submission	Enter mark
	Resubmission 1 (if applicable)	
	Resubmission 2 (if applicable)	
Total marks for TASK 5		
Total marks for TASK 5 (resubmission 1 if applicable)		
Total marks for TASK 5 (resubmission 2 if applicable)		

Total marks for unit <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total marks for first resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total marks for second resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	

<u>Assessor Feedback Summary</u> Please use this box to summarise your feedback on the assessment overall. This should highlight strengths and any areas for improvement, either referring to specific (good or requires improvement) ACs or commenting more generally across the assessment. (Note: developmental feedback on any ACs awarded a mark of 1 should have already been provided in the relevant box of the assessment form above. Please use a different font colour for any resubmission comments)			
Assessor name	Submission	Resubmission 1	Resubmission 2
Assessor signature* I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.			
Date			

*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.

» MARKING GUIDELINES

You will receive a **Low Pass/Pass/High Pass** or **Refer/Fail** result at unit level. Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit. The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental. **To pass the unit assessment you must achieve a 2 (Low Pass) or above for each of the learning outcomes/assessment criteria.**

Mark	Range	Descriptor
1	Refer/Fail	The response DOES NOT demonstrate sufficient knowledge, understanding or skill (as appropriate) to meet the AC. Insufficient examples included where required to support answer. Presentation or structure of response is not appropriate and does not meet the requirement of the question/assessment brief.
2	Low Pass	The response demonstrates an acceptable level of knowledge, understanding or skill (as appropriate) to meet the AC. Sufficient acceptable examples included where required to support answer. Answer is acceptable but could be clearer in responding to the question/task and presented in a more coherent way. Required format adopted but some improvement required to the structure and presentation of the response.
3	Pass	The response demonstrates a good level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes confident use of examples, where required to support the answer. Answer responds clearly to the question/task and is well expressed. Presentation and structure of response are appropriate for the question/task.
4	High Pass	The response demonstrates a wide and confident level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes strong examples that illustrate the points being made and support the answer. *Evidence of wider reading, appropriately referenced, informs the answer. Answer responds clearly to the question/task and is particularly well expressed or argued. Presentation and structure of response are clear, coherent, and respond directly to the requirements of the question/task. * Whilst reference to wider reading may contribute to a '4' grading, it is not essential for a '4' to be awarded. A response which is strong in other ways, e.g. by providing strong examples or being very clear and coherent in presentation, may be sufficient to merit a '4' without evidence of wider reading.

The overall mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria have been referred.

Overall mark	Unit result
0 to 49	Refer
50 to 64	Low Pass
65 to 82	Pass
83 to 100	High Pass