Eva Jenkins –

1.1 - The employee lifecycle is usually broken down into 6 stages, which includes, attraction, recruitment, onboarding, development, retention and separation.

Firstly, attraction. The people practitioners role is to make the role look enticing. This is the first impression potential employees will have of the organisation; therefore, it needs to be presented well. The people practitioners need to promote Inter Luxe through career pages, social media and job fairs. They will also need to support the workforce planning by identifying staffing needs and considering demands in specific locations.

Next, is recruitment. Recruitment Is the process of sourcing, interviewing, and hiring candidates. The people practitioners' role in recruitment is to create inclusive job descriptions and advertisements, screen applications and help manage interviews, ensure recruitment practices comply equality and employment legislation.

Thirdly, there's onboarding. Onboarding is the step of integrating employees into the organisation. It's important that the new employee receives welcome packs and orientation sessions to ensure they feel comfortable in their new role. People practitioners should also ensure that compliance checks and paperwork have been completed before starting. Onboarding should also include history and culture of Inter Luxe to help new hires understand the expectations.

Then, there's development, which is ongoing training, learning and career progression. The people practitioner role is to coordinate training such as health & safety and customer service. They should also help create individual learning plans and support career pathways. Additionally, supporting high potential employees through talent management programs could be an effective way to help employees work their way upwards in Inter Luxe.

Next, is retention. This is to ensure that employees feel motivated and encouraged, for them to stay with the company. The people practitioners' role in the retention stage is to conduct employee engagement surveys and analyse feedback regularly. People practitioners should also ensure they promote inclusive practices and fairness across the whole of Inter Luxe.

Lastly, is the exit, this is where you must manage the process when an employee leaves the company. In this situation the people practioners role is to conduct exit interviews to gather feedback of their time at Inter Luxe. However, this would only be conducted for voluntary leavers, to help understand why they left and what they can do to increase the

longevity of staff in the company. They also must make sure all administrative process has been completed – such as, final pay, benefits and references.

1.2 – The purpose of a job description is to outline the scope, duties, responsibilities and expectations of a role to potential candidates. A job description is to clarify what the job involves – for HR, managers and candidates, so they get a clear idea of what exactly their job is. It also provides a basis for recruitment and selection, in order for candidates to understand what the role will include. The key content of a job description usually includes the job title, Food and Beverage Assistant. It should also include the department, reporting line manager, the main purpose/summary of the role itself, health and safety/ legal regulations and working hours, for example, shift patterns and flexibility.

The person specification supports a fair and effective selection by defining the ideal attributes, skills and experience required to perform the job. This will help HR and hiring managers assess who is best suited for the role. The person specification provides a clear benchmark for candidates, so they know what is expected from them in the role. This also supports legal compliance, especially around equal opportunities and fair treatment. The key content of the person specification includes qualifications, experience, skills and abilities, personal attributes and language skills which are all important to working in the food and beverage industry. This helps the candidate gain a clear idea whether they'd be suitable for the role at Inter Luxe.

1.3 - Two examples of recruitment methods for Food and Beverage assistants at Inter Luxe Hotel Group are Online job boards and employee referrals.

Online Job boards such as Indeed are effective due to their wide reach. Indeed is a popular job search app which most people use when looking for a job. Indeed helps filter the jobs by distance, pay, field and many more. These platforms attract a large pool of candidates who are actively looking for hospitality work. For example, seasonal work, or entry level work can be very attractive on job descriptions. Inter Luxe often need to hire multiple food and beverage assistants quickly, particularly during peak seasons. Online job boards allow quick posting and filter through adverts with a high volume of applications. As job boards filter through applications, it can help narrow down candidates through experience, location and availability which helps shortlist candidates efficiently. For example, as Inter Luxe are busy during summer, they can post bulk vacancies to attract candidates with relevant experience for those who want seasonal or shift work.

Employee referrals is believed to be a trusted method of hiring new candidates. Existing employees can refer people they believe would be a good cultural and team fit, reducing the risk of poor hires entering the business. Employees may refer ex-colleagues and

family members for roles within Inter Luxe. This method is also very cost effective. Referrals often reduce cost for the business due to no advertising fees, and no time wastage for interviews or reading through applications. This also improves employee retention, due to referred candidates usually staying longer as they know people within the business. One study found that Over 45% of employees referred by colleagues stay for more than four years, while only 25% of employees sourced through job boards stay for longer than two years. Referrals were favoured by 82% of employers for yielding the best return on investment (15 Surprising Employee Referral Statistics That Matter (2025) , 2025) Inter luxe can incentivise referrals by offering bonuses to staff who recommend successful hires especially ahead of busy seasons.

1.4 – The first thing to consider is budget. While using job boards such as Indeed or Occupop, they may charge per word/per advert or based on how prominently the advert has been placed. This could seriously affect the businesses budget and may not even find a successful candidate with the adverts placed. Accuracy must also be considered when creating a job advert. The job advert must honestly reflect the role to attract the right candidates and avoid unrealistic expectations – which can lead to a high turnover of employees.

Balance and transparency is also key when it comes to advertising job roles. Being honest about fast-paced environments, and customer facing challenges can create trust between employees and employers. Using language such as "You will thrive in a fast-paced environment…" will entice people to apply, while being open and honest about the work. This will confirm to employees what to expect when working for Inter Luxe. As employees know what to expect when starting their new role, there will be higher retention of new employees.

Corporate image and employer brand should reflect what Inter Luxe's brand really is. The tone, language and design should reflect professionalism, service excellence and inclusivity. By using language that aligns with Inter Luxe's brand it can entice appropriate candidates who value quality, expertise, and attention to detail.

2.1 – When selecting candidates, it's important to use selection methods which are fair, efficient and aligned with the customer focused nature of the role.

Structured interviews involve asking all the candidates the same set of pre-planned questions, focusing on job relevant skills, qualifications and previous experience. Structured interviews ensure a consistent and fair process to all candidates especially when hiring in volume. It allows the hiring manager to assess the candidates' skills in communication, attitude and ability to handle pressure, which are critical Inter Luxe's brand values. This helps narrow down candidates whether they align with Inter Luxe's

brand values and standards. Structured interviews may inadvertently introduce bias and discrimination to the selection process. Studies have shown that structured interviews are more reliable than unstructured ones, with a predictive success rate of 26% instead of 14% (Structured interviews: How to avoid cognitive bias? - chatgpt.com | Central Test , Aug 2023)

Work trials and practical assignments is where candidates take part in a short and supervised shift or a role-pay exercise where candidates perform tasks related to the job such as setting tables, demonstrating guest interactions and taking orders. This test the candidates real time performance under pressure which is critical in Inter Luxe's fast paced environment. This can provide insight into their attitude, teamwork and customer service style which can be difficult to gauge through interviews alone. This also reduces the risk of poor hiring decisions as you can see candidates handling the physical and impersonal demands of the job fairhandedly. In Inter Luxe, as it's a resort hotel preparing for peak season candidates should be ready to deliver 5-star service from day one. This can give employers a realistic preview of how the candidate will work in their role. However, there are rules and regulations around work trials in which the individual is entitled to pay even if the trial is presented as "unpaid". The Employment Rights Act 1996 ensures that all workers are entitled to pay (National Minimum Wage) for all hours worked.

2.4 – There are many types of selection records that Inter Luxe hotel group should retain due to audits, legal compliance, accountability and data retention. For example, right to work documents including birth certificates and passports of successful candidates should be kept ensuring employees are legal and avoid fines and penalties due to non-compliance. Retaining proof of Right to Work is a legal obligation in many countries due to immigration requirements. Other examples of records that need to be retained are CV's, interview notes, any type of communication with candidates and assessment results.

Luxe need to retain these records for audit and compliance checks to avoid having claims of discrimination. If a candidate claims discrimination, having a clear objective and selection criterion can serve as evidence of fair treatment. Records also provide a clear audit trail of how hiring decisions were made – which are important for HR and senior leadership as it displays transparency and accountability. HR must abide by data protection laws such as GDPR. GDPR stands for General Data protection Regulation which came into effect in 2018. The key principles of GDPR is to ensure lawfulness, fairness and transparency. Unsuccessful candidates' data should be kept for 6 months whereas successful candidate records should become part of their employee file. Reviewing past hiring data can also help identify patterns in turnover and candidate quality. Retaining records can improve future recruitment campaigns, interview

questions and selection methods – therefore will benefit Inter Luxe greatly. Additionally, this will help Inter Luxe with any claims of Discrimination. The Equality Act 2010 protects individuals based on 9 protected characteristics – which include age, disability, religion and sexual orientation.

Letter of Appointment:

29th April 2025

Holly Evans

16 White Lane
Llanelli
SA16 7GU

Dear Holly,

OFFER OF APPOINTMENT:

Following your recent Interview, I am pleased to offer you the position of **Food and Beverage Assistant** at **Inter Luxe Hotel Group**.

Your employment will be subject to the terms and conditions (attached) and the completion of your 6-month probation period.

Start date: **Saturday April 3rd, 2025**
Location: Inter Luxe Hotel, Llanelli, SA15 3XU
Contract type: Full-time, 40 hours a week (-30 min breaks deducted, 37.5 hrs paid)
Salary: £13. 00p.h – Weekly paid
Reporting to: Food and Beverage Supervisor – Darren Lewis

Please find your contract of employment attached to this email which includes full details regarding your terms and conditions.

If you have any queries don't hesitate to contact me on 01554 678555 or via email at evajenkins@hr.com
Please sign, date and return a copy of the T&Cs before your start date.

Finally, congratulations and welcome to the Inter Luxe family.

Kind regards,

Eva Jenkins
Human Resources Advisor
Inter Luxe Hotel Group

Letter of non-appointment:

29th April 2025

Holly Evans

16 White Lane
Llanelli
SA16 7GU

Dear Holly,

APPLICATION OUTCOME:

Thank you for attending a recent interview for the role of **Food and Beverage Assistant** at **Inter Luxe Hotel Group**.

We appreciate the time and effort you have put into your application and interview. After careful consideration we regret to inform you that you have been unsuccessful on this occasion.

This decision wasn't easy due to the high volume of applicants, and while your application was strong, we've selected a candidate who closely matched the requirements for this role.

We wish you every success in your future career and we encourage you to apply for other opportunities within the Inter Luxe Hotel Group. You can find more information on our careers page.

Thank you again for the time and effort.

Yours sincerely,

Eva Jenkins
Human Resources Advisor
Inter Luxe Hotel Group