



# Recruitment & Training at McDonald's

## Careers at McDonald's



Customer Services



Marketing



Finance



Franchising



Stock Control



Recruitment & Training

### Recruitment

As the biggest family restaurant business in the world, McDonald's vision is to provide the best family restaurant experience – by far. To achieve this, we put people at the centre of everything we do, and that goes for our employees as much as our customers.

McDonald's recognise that people do well when they feel good in their job, so we go all-out to create the right working environment for everyone. That's a lot of people to consider, which is why we strive to provide a variety of rewards and benefits to suit all kinds of lifestyles. In achieving the best working experience for our people, we aim to provide the best restaurant experience for our customers.

In working for McDonald's, employees not only become part of one of the largest global brands, but a constantly evolving organisation that offers a culture of flexibility, opportunity, equality and diversity.

Reflective of the society and communities in which we operate, we offer probably one of the most diverse work cultures in the UK. While our people come from all walks of life, they share a common approach: a positive one. When recruiting Crew Members, our policy is to 'hire the smile'. This helps to foster a workforce of people with a positive outlook and approach, which in turn creates an upbeat and friendly atmosphere.

Of course, it's not just about hiring happy people – it's about doing everything we can to keep them smiling.

How? By offering rewards and benefits that fit in with their lifestyle, whether they're

a part-time employee working to fund their college education or a Trainee Business Manager straight out of university.





## Recruiting suitable applicants

Whether employees join as a Crew Member or a Trainee Business Manager, we can provide exceptional support, real progression opportunities, a range of excellent rewards and all the potential associated with working for a world-famous global brand.

## Crew Members

To make sure we're right for each other, we've designed a two-step application process for potential Crew Members. The first phase of the application is an online application. If successful, the candidate will be invited to a restaurant for an On Job Evaluation (OJE) and interview.

The OJE serves two purposes: it gives a good opportunity to evaluate the candidate's customer service skills against what's needed to be a successful member of the McDonald's team, and it allows the candidate to see if the McDonald's high-energy environment suits their preferred style of working. During the process, which only lasts about 15 minutes, the candidate will work in one of our customer facing areas and will be given full instruction on what to do. In addition, they will have an interview with the Business Manager. The whole process should take about 30 minutes.

## Crew Benefits

- 24 days paid holiday per annum (rising to 28 days from April 2009)
- Free private health care after three years service
- Stakeholder Pension Scheme
- Restaurant performance related bonuses
- Argos, Thomas Cook, Debenhams, Marks & Spencer and House of Fraser vouchers awarded at service milestones
- Opportunity to sacrifice up to £110 per pay period in exchange for Childcare Vouchers. (This is taken from gross salary therefore saving on tax and NI payments.)
- Annual pay reviews
- Great discounts, currently including:
  - Up to £13 discount at Alton Towers and £12 discount at Thorpe Park
  - Save up to 50% at Legoland
  - 10% off at dress-for-less.com
  - Savings of up to £63 on the special BSM learner starter pack
  - Up to 25% off many short breaks and holidays
  - Up to 65% off Universal Cycles
  - Exclusive prices at CD Wow!





## Welcome Meeting

Once Crew Members have been hired, they will attend a welcome meeting at their chosen restaurant or recruitment centre. This meeting will last an hour and is designed to engage and inform new starters. It involves viewing a DVD which gives important information about the company, and also allows for manager/new starter interaction.

The second part of the orientation is a compulsory online Health & Safety and Food Safety test that the new starter completes in their own time.

The first shift begins with a tour of the store highlighting key Health & Safety and Food Safety procedures. It is recommended that this should last for the first two hours of the shift.

## Trainee Business Manager

A Trainee Business Manager will be participating in an award-winning management training scheme and will need to show strong leadership skills. Winning a place on our Management Development Programme is no small feat. Nor is it a short-term commitment but rather represents a long-term career decision.

We want to make sure that the candidate and McDonald's are right for each other, so the candidate goes through a four-step selection process. The first stage is the initial screening process which ensures that the candidate meets the basic criteria.

If the candidate is successful, they will be asked to complete the next stage, an online personality questionnaire. This will ensure that the candidate has the desired attributes and that the McDonald's environment is suited to their preferred style of working.

The next step will be the restaurant based 'On Job Evaluation' or OJE. The candidate will do the job for real for a day and discover what it's really like working in a McDonald's restaurant.

The final step of the selection process is an interview with a Senior Manager.

Initially the Trainee Business Manager will complete an intensive 18-week Management Development Programme. The Management Development Programme will give the candidate a thorough grounding in the McDonald's business and all the commercial skills needed to thrive and develop into an effective Assistant Manager. An Assistant Manager may later progress to become a Business Manager or an Operations Consultant (Area Manager) depending on their desire to achieve.



## Benefits

McDonald's will provide the candidate with a package of professional rewards that includes a starting salary of up to £21,500 including London weighting (£3,000 in inner London and £1,500 in our South East region). Within weeks of joining, there is the potential of a quarterly bonus. In under three years, the candidate could be running their own restaurant and earning a salary and package worth £45,000.

In addition, the successful candidate would expect:

- Five weeks holiday per annum, rising to six weeks (from April '09)
- Annual performance related pay review
- Life assurance cover
- Optional contributory pension scheme
- Private healthcare cover available after six months services (Also extended to the employee's spouse and any dependent children up to 21 years of age.)
- Company car or cash alternative after six months as a Business Manager
- Home telephone bill assistance
- A paid sabbatical leave of eight weeks for every 10 years of service





## ■ Training at McDonald's

McDonald's continued success is built on the highest standards of quality, service and cleanliness delivered to customers in each of its restaurants. Well trained crew and managers are the first step to achieving these standards. It is company policy to provide career opportunities that allow all employees to develop their full potential. This policy includes a comprehensive development programme for crew and operations management, and career progression that enables a 'first job' employee to progress to a senior management position through merit-based promotions.

### Crew Development Programme

The first stage of training is at the Welcome Meetings where the Company standards and expectations are explained. This is followed by a structured training programme that provides training in all areas of the business. Crew Trainers work shoulder-to-shoulder with trainees while they learn the skills necessary to run each of the workstations in the restaurant, from the front counter to the grill area. The majority of the training is floor based, or on-the-job training, because people learn more and are more likely to retain information if they are able to practise while they learn. All new employees have an initial training period. During this period they are shown the basics and given the chance to develop their skills to a level where they are competent in each area within the restaurant. The time scale for this will depend on their status i.e. whether they are full or part-time employees. They will also complete workbooks and unit tests in the areas of quality, service and cleanliness.

After the initial training period all employees receive ongoing training. This is done with the aid of 'Station Observation Checklists', a score sheet for the skills needed to work in each part of the restaurant. The ratings from the checklist will go towards their Performance Review.

### Management Opportunities

Restaurants do promote Crew Members to hourly paid management positions where they have the responsibility for shift running within the restaurant. The training begins within the restaurants with a Shift Management Development Programme and development days which cover areas such as Customer Care, First Aid, Taste of Quality and Food & Restaurant Safety. On successful completion of a management entrance exam, employees will attend a training course held by the Training Department before returning to the restaurant in a management position.





## Curriculum

The McDonald's Management Development Curriculum takes new recruits from Trainee Manager to Business Manager. The curriculum consists of on-the-job training and open learning development modules supported by courses and seminars at National and Regional Training Centres.

The Shift Management Development Curriculum is divided into four key programmes:

**Shift Management** - Enabling Trainee Managers to develop the skills and techniques required to become effective in all aspects of running a shift.

**Systems Management** - Targeting Second Assistant and newly promoted First Assistant managers, this programme covers all areas of McDonald's systems, increasing the manager's business knowledge. It also develops the individual's management skills.

**Restaurant Leadership** - Introducing managers to the key skills needed to become effective leaders, e.g. team-building, decision-making and communication.

**Business Leadership** – Focuses experienced Business Managers on the need to develop a business strategy that encompasses both internal and external factors.

Most departments offer Business Managers opportunities to be seconded to work in a regional office. This gives an experienced manager a chance to develop and learn new skills, to see a different side of the business and to experience how each department's strategies have a role in achieving the company's goals.

A training curriculum is available to office based employees that combines online learning, IT training and soft-skills development to help individuals further develop and progress in their roles.





## Externally recognised qualifications

As part of being a progressive employer, McDonald's provides a company website called ourlounge.co.uk which is open to all employees and which provides access to a learning facility which can lead to nationally recognised Level 1 and 2 basic skills qualifications.

Qualifications are achieved via an online learning platform, My Learning, which has been specially designed for McDonald's. The Individual Learning Plan generated for each learner is unique to the learner's own curriculum needs which are assessed via an initial skills check. E-tutors are assigned to learners at the beginning of the programme and are on hand throughout to assist, help and advise. E-tutors are 'Skills for Life' tutors who have, or are in the progress of, completing Level 4 qualifications in Skills for Life tutoring.

The programme is optional and flexible enough to allow learners to study whenever and wherever they feel comfortable and at their own pace. Exams are held in accredited exam centre restaurants with trained invigilators.

The Maths and English qualifications map to National Standards. Level 1 is the equivalent to the Skills Level of a GCSE D-G and a Level 2 is equivalent to the Skills Level of a GCSE A\*-C.

In 2008 McDonald's was given official awarding body status by the exam regulator, meaning it can develop and award its own nationally recognised qualifications. This means that the in-house training managers receive at McDonald's will be accredited and count towards other academic qualifications such as vocational diplomas or even degrees.

## Conclusion

McDonald's believes that the success of the restaurants and the company is achieved through their people. The company aims to recruit the best people, to retain them by offering ongoing training relevant to their position and to promote them when they are ready. The recruitment policies, procedures and practices reflect the company's determination to fulfil its aim.



## Talking points

1. What is involved in the Welcome Meeting and Orientation?
2. What is the purpose of the Welcome Meeting and Orientation?
3. How do McDonald's use on-the-job training?
4. What are the advantages of on-the-job training?
5. Why do McDonald's offer training?
6. Would a training manual be suitable as a sole method of training for McDonald's to use? Explain your answer.
7. Why do McDonald's use workbooks and end of unit tests as part of its training programme?
8. Why do McDonald's offer a 'comprehensive development programme' for crew and operations management and career progression that enables a 'first job' employee to progress to a senior management position through merit based promotions?



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