

GCSE Applied Business

In this task I am going to look at recruitment and training. I will explain the different types of stages that McDonalds use to recruit. I will also look at the different types of training which McDonalds use to help their employees .

Recruitment

The process from the decision to fill a job vacancy to the point where completed job applicants are received

The reason why McDonalds need to recruit employees may be because

- There are employees soon retiring
- Someone going on paternity/ maternity leave
- Someone leaves McDonalds
- Promotion
- Sacked

McDonald's recruitment stage

Agree the vacancy

Staff are expensive and in McDonalds need to obtain permission to recruit a new member of staff. If McDonalds is struggling, they may also need agreement to replace someone who is leaving. Normally therefore there is a specific procedure managers must follow before the recruitment process can be started.

Agree the Job Description

The job being advertised may be new, in which case a job description needs to be devised. Even if someone is being replaced, it is useful to update the job description in case any task or duties have changed,

Example of a Job Description

Department : Marketing
Job Title: Marketing Assistant
Hours of work: 38 per week, normally 9am-5 45pm Monday-Friday with one hour lunch, but some flexibility required

Salary scale: 12000-£14000

Responsible to: Marketing Manager

Responsible for: Not applicable

Job purpose: to provide general support for the marketing team, to prepare marketing materials, to keep the website up to date and monitor online responses.

Duties and responsibilities

- Receive telephone calls, deal with general enquires and take messages for other team members as necessary

- Assist in the monthly update of the product brochure by writing basic product descriptions and obtaining artwork as necessary.
- Keep the customer database up to date
- Assist in the preparation and distribution of mail shots to customers
- Update the marketing section of McDonalds with new products or special offers as requested
- Monitor website activity and produce monthly report for the Marketing manager
- Ensure all customers email enquires receive prompt responses
- Attend any training course or team events that may be considered appropriate by the Marketing manager
- Maintain staff confidently at all times and be aware that breach of this could lead to instant dismissal
- Undertake any other relevant duties which may be identified

Person Specification

Identifies the essential and desirable qualifications required and the skills and attributes of the person required. This helps to ensure that the advertisement covers all the important aspects and also makes it easier to compare applicants when these are received.

Example of person specification

Department: Marketing
Job title: Marketing assistant
Vacancy number: 601

Personal attributes: Essential

Qualifications

5 GCSE's grade c or above, including English or equivalent business qualification

Experience

One year's previous experience working in business
 Previous experience of working in Marketing

Skills and Abilities

- Verbal communication skills
- Webpage updating
- Neat handwriting
- Use of Microsoft Office

Personal Attributes

- Keen interest in working in Marketing, willing to undertake further study, neat and tidy appearance
- Friendly and outgoing
- Personality
- Creative abilities

Advertise the vacancy

The method of advertising will depend upon the vacancy, a senior post may be advertised in the National press or trade magazine, an administrative vacancy in the local paper. The best choice must be made in relation to the type of job and the cost of the advert.

This may include writing letters and attaching a CV or completing an official application form. McDonalds are very likely to set a closing date after which no more applicants will be considered.

Processing Applicants

All applicants are normally logged on receipt, often by allocating each one a reference number. They will normally be kept safely until the closing date by the HR in McDonalds.

Short-listing Applicants

Many vacancies attract far more applicants than can be interviewed. In this case the applicants are "pruned" to select the most suitable candidates, this must be done systematically and according to specific procedures and agreed criteria.

McDonalds consider

- Any candidates without the essential requirements are rejected
- Those with the essential requirements and all or most are put in a priority order
- If this is still too many the applicants are again assessed again on other aspects such as neatness and style.

Interviewing Applicants

The type of interview will depend on the job. a basic one stage interview is usual for manual or junior vacancies in McDonalds. A two stage interview in McDonalds would involve a panel of interviewers used for senior or high skill vacancies.

Some interviews will include basic tests of aptitude or specific skills such as keyboarding or numeracy

All interviewers in McDonalds should be trained so they know how to question candidates skilfully and fairly. They should know how to spot gaps on application forms, understand how to follow up inadequate answers and have the skills to encourage shy or reserved candidates to do their best. They must also be clear on all the laws e.g. sex discrimination, health and safety etc.

They should also be able to be fair, this involves same questions and discussions.

Making an offer

Once a person has been selected McDonalds makes a formal job offer. The other candidates are normally not contacted at this stage, in case the first choice refuses because then a offer can be given to the second best. Only

after the offer is accepted 100% the other applicants are told they have been unsuccessful.

McDonalds know that waiting for news is agonising for candidates they speed things up contacting candidates by phone so that the remaining letters can be sent quickly.

Training

The reason why McDonalds train their employees is to make sure their employees are learning knowledge and skills which can be used in employment.

Training can be split into two parts

On the job training

This means that the employee is trained in the McDonalds. Many people enjoy this as it gives them experience and enables them to do their job properly.

Off the job training

This means attending a course elsewhere such as colleges or a training centre away from McDonalds.

Skills Training

Training is about gaining more skills

Non transferable skills

These are skills that are specific to the job held. They may be of little use in another job. E.g. training to make burgers in the restaurant provides the employee with a non transferable skill. This is not a problem unless they look for a new job, get made redundant, or skill becomes out of date.

Transferable Skills

These are skills that can be used in various other jobs.

These have advantages as they are

- More useful to employers because they can be used in different jobs.
- E.g. customer service and be able to make burgers

Induction Training

Is the process of introducing new employees to McDonalds and showing them how the restaurant works. A successful job applicant should be provided induction training.

Updating training

Employees are now required to learn more and more skills to update their knowledge and skills regularly as skills are becoming useless.

Employee development

Helping the employee by setting targets for improving performance and arranging the necessary training

To help employees be more successful McDonalds will analyse how well there are working. To be able to do this employees have to be given a appraisal by their own manager.

Appraisal

An examination of an employee's performance over a period of time

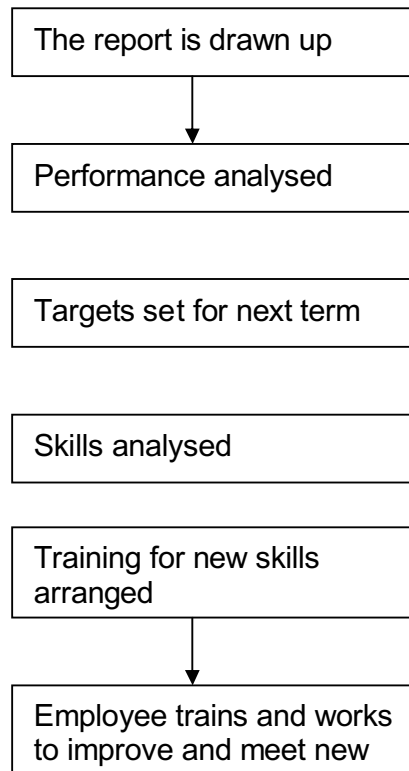
Appraisal Report

- Strengths of the employee
- Weaknesses of the employee
- Advice on how they could improve there performance and quality of work from the previous year
- Plan for next year and highlight key areas that employees are expected to do and achieve by next year.

McDonalds do an appraisal every six months. This is carried out by the by the job holders immediate boss.

Advantages for McDonalds for having a Appraisal

- Improves communication between managers and employees
- Encouragement and motivation to do well for next year
- May reveal useful skills
- Helps to identify training and development needs
- Fix pay rises by improvements



McDonalds use a method to develop employees

Job rotation

This is where McDonalds give people a range of jobs in rotation widens their experience and helps to increase their range skills.

Job enlargement

This is where McDonalds allocating people extra tasks in their j obs gives management a better idea of an employee’s true ability and determination.

Job enrichment

Where McDonalds add more interest and more difficult tasks to the job. This is done with an employee with promising potential to see just how capable the person really is.

Understudying

An employee is attached to a very senior manager to act as an assistant.

Shadowing

This is where in McDonalds an employee spends more time each week with a manager to learn what they do and to get a better idea of what prob lems they deal with. It is used in McDonalds to adapt a employee rapidly into a top job.

Mentoring

This is used in McDonalds a lot; it is where a senior manager passes on the benefits of his or her experience and wisdom to a younger employee.

Project work

Giving a promising employee a specific investigative project enables them to get appropriate many aspects of McDonalds and it enables them to get to know senior management.

National Awards

McDonalds are very keen to train and develop their employees. The government encourages McDonalds to invest time and money to be able to do this. Employees can achieve NVQ's (National Vocational Qualifications).

National training awards

McDonalds and their employees can be granted National training awards for achieving excellence and success through training. The awards are aimed at people who have decided to improve their chances of success through learning new skills.

National Vocational Qualifications

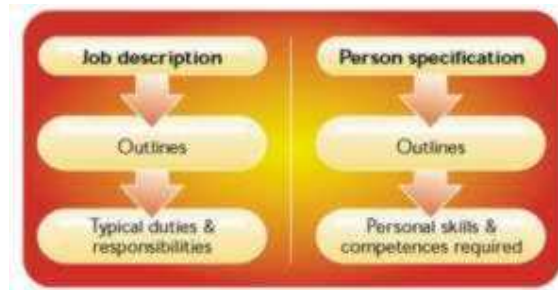
The reason for NVQ's is to create a national system of approved skills based qualifications for all employees. These qualifications are workplace based and they cover vocational areas such as McDonalds Administration.

Training and development are vitally important for the overall efficiency and competitiveness of McDonalds. The way in which McDonalds recruit and train is excellent as their employees have generally improved. The appraisal is a good method which also helps the employees performance, because McDonalds do this every six months to analyse progression.

For McDonald's, people are its most important asset. This is because customer satisfaction begins with the attitudes and abilities of employees and committed, effective workers are the best route to success. For these reasons, McDonald's strives to attract and hire the best, and to provide the best place to work.

All businesses experience staff turnover for various reasons e.g. career change, leaving the area, returning to education, a new opportunity elsewhere. Recruiting and training staff is very expensive and businesses will look to keep staff turnover to a minimum. One way of doing this is to 'choose wisely, and treat well'.

McDonald's needs people who want to excel in delivering outstanding service. To ensure the company recruits the right people, it has identified essential skills and behaviours that applicants should be able to demonstrate. For each position there is a job description outlining typical duties and responsibilities and a person specification defining personal skills and competences.



Recruiting suitable applicants

Under McDonald's [recruitment policy](#), each individual restaurant is responsible for filling hourly-paid positions. The Management Recruitment department in East Finchley co-ordinates the recruitment of managers.

For recruiting hourly-paid employees McDonald's use several avenues. Positions are generally advertised in the restaurant. The [company's](#) recruitment history shows this is the best method of hiring [quality](#) staff e.g. people living locally and/or friends of existing employees. McDonald's also uses local job centres, career fairs and other local facilities. It is vital to use effective hiring material with a clear message [targeted](#) at the right audience.



A recruitment exercise often generates more applications than there are positions available. The manager will select the applicants to be interviewed and will conduct the interviews.

Over 60% of restaurant crew are aged 20 or under and; for the majority of applicants, a job with McDonald's would be their first experience of employment. For many young people, McDonald's also offers a career opportunity. A well-run interview will identify an applicant's potential to be a successful McDonald's employee. To find people who will be committed to excel in delivering outstanding service, McDonald's scripts an interview guide that helps the company predict how an applicant's past behaviour is likely to influence future performance. It uses a fact-based decision-making process. The questions look for actual events or situations rather than allowing applicants to give a general or theoretical response. Interviewers look for behavioural evidence in the applicant's life history that fits with the requirements of the job. The interviewer rates candidates on their responses and offers jobs to those who earn the highest ratings.

McDonald's future managers come from two main sources. More than half of all salaried management positions are taken up by hourly-paid employees who earn promotion. The remainder are predominately graduates.

Wherever possible, McDonald's directs applicants towards applying on line at www.mcdonalds.co.uk. People who cannot access the web can call the Recruitment Hotline, or pick up a pre-paid Business Reply Card from a McDonald's restaurant.

The selection process includes an initial online psychometric test. This test produces an initial score. The applicant then attends a first stage interview and is offered "On Job Experience" (OJE). This is a 2-day assessment in a restaurant. Successful completion at OJE will lead to a final

Training at McDonald's Restaurants Limited

McDonald's 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 employees to develop their full potential. This includes a comprehensive training programme for crew and operations management and career progression that enables a 'first job' employee to progress through to a senior management position through merit-based promotions.

The first stage of training is at the Welcome Meetings. These set out the company's standards and expectations. This is followed by a structured development programme that provides training in all areas of business. Crew trainers work shoulder-to-shoulder with trainees while they learn the operations skills necessary for running each of the 11 workstations in each restaurant, from the front counter to the grill area. All employees learn to operate state-of-the-art foodservice equipment, gaining knowledge of McDonald's operational procedures. The majority of 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 as they learn. All new employees have an initial training period. Here they are shown the basics and allowed to develop their skills to a level where they are competent in each area within the restaurant. The time scale for this depends on their status i.e. full or part-time. They will also attend classroom-based training sessions where they will complete workbooks for quality, service and cleanliness.

After the initial training period all employees receive ongoing training. This is done using "Observation Checklists" for the station they are working at. The rating will go towards their appraisal grading.

The restaurants do promote crew members to hourly-paid management positions that carry accountability for areas within the restaurant, or responsibility for a shift. Training and development is given in the restaurant and in addition the participants will attend regular development days. On successful completion of a management entrance exam, employees will attend a training course held by the training

department at the regional office before returning to the restaurant in a management position.

The McDonald's Management Development Curriculum takes new recruits from trainee manager to Restaurant Manager. This consists of on-the-job training and open learning development modules, supported by courses and seminars at the Company's National and Regional Training Centres. The Management Development Curriculum is aimed at persons aged 21 or over, either graduates or individuals with some previous management experience. It offers a direct route into restaurant management, through an intensive structured training programme.

The aims and objectives for a worldwide know popular fast food restaurant like McDonalds are there so that the business can set a goal in order to succeed or stay in the business.

With a company like McDonalds, which has done so well despite the bad press or media they get their objectives as well as aims as the business, progresses from time to time. This may be because of new products and other changes to the economy. The aim is what describes the overall goal that they want to achieve. McDonalds aim or vision is to be 'the world's best quick service restaurant experience. This means running and opening great restaurants and providing exceptional quality, service, cleanliness and value ('QSC&V'), so that we make every customer in every restaurant smile'.

Survival is an aim for many businesses. For McDonalds, as they started out they would first try aiming to stay in the business by earning enough money from customers to meet all of the businesses expenses. McDonalds also has the majority of its businesses as franchise. This means that the person or manager opening a McDonalds restaurant up would have to aim for making enough money to cover its costs during the first year or so.

Maximising sales revenue or profit is an aim McDonalds may have been using since the beginning as the success of the business has grown immensely. This is where the business will seek out to gain an increase in their income from the customers. For example, McDonalds have done this by selling two burgers for the price of one or even one pound per burger. This gains a lot of customers coming in and spending more as they assume they are getting value for their money plus more and no doubt that they actually like these offers McDonalds is so generously giving out.

Growth is an aim McDonalds have succeeded in however are still always aiming to grow in order to fulfil new targets or objectives.

The objectives are more detailed aims, which set.