

# Enhancing the Quality of Hire and Building a More Successful Workforce at McDonald's

Every day, more than 2.5 million people in the United Kingdom eat at McDonald's, relying on the company's quality standard for food, dependable service and overall value. McDonald's is highly regarded for its innovative HR initiatives, and as a result, it employs some of the best and brightest individuals in the job market.

"People are key to our success," said Nicky Ivory, Reputation and Resourcing Consultant at McDonald's. "We recognize that everything we do is driven by our employees. If we have the right people in the right roles, we will be successful."

Each McDonald's restaurant is managed by a business manager and a number of assistant managers. In order to bring a robust and consistent approach to its recruitment process, the company introduced Kenexa's Branch Manager Questionnaire (BMQ) Assessment.

Kenexa's BMQ consists of a seven factor personality questionnaire that is designed to reflect the restaurant environment.

Prior to introducing the assessment, the HR team had to manually screen applications and then organize in-person interviews for candidates with mid-managers. "We were finding that a lot of candidates in the interviews weren't suitable, and it was wasting valuable time."

"Since introducing the BMQ, we know we've been hiring the right people," said Ivory.

In addition to its management recruitment, McDonald's has introduced a completely new online recruitment process for its crew, customer care and maintenance positions.

Each year, the organization receives more than 420,000 applications for its UK team of hourly paid staff.

"Previously, the recruitment process had been a very labor-intensive process," said Ivory. "We needed a new process to bring consistency to our recruitment approach and to assist our managers in recruiting the right people to save time and costs."

## Customized Assessment

When candidates apply for positions through McDonald's Careers website, they choose which restaurant they want to work for and complete a standard application form. However, to augment this process, McDonald's wanted to implement customized online psychometric assessments that assess key behaviors necessary for the positions that candidates are applying for.

"We previously had a paper-based assessment in place called, 'hire the smile,' but we wanted a tool that would complement it," said Ivory.

The HR team at McDonald's carried out a rigorous process to identify a supplier that could design and implement such an assessment.

"We short-listed four vendors that we met and then reviewed their suitability," said Ivory. "We chose Kenexa for a number of reasons."

First, we already had an excellent relationship with Kenexa because of the BMQ—the company had a proven track record with us. Kenexa also demonstrated an excellent understanding of our needs, which made it a perfect supplier to continue working with.”

### Designing the Assessment

Upon being named as the chosen vendor, consultants from Kenexa met a number of the key stakeholders within McDonald’s and spent four days interviewing employees to identify the key behaviors necessary for a successful career with the company.

The result of this job analysis was a 46-item questionnaire that measured candidates against key competencies deemed necessary for a successful career—customer engagement, personal interaction, teamwork, speed and accuracy.

The questionnaire is now being rolled out to all applicants and candidate feedback has been extremely positive. “This new process has been a massive change in the way we recruit people,” said Ivory. “The quality of applicants has improved and feedback from candidates has indicated that the process is a lot more professional and streamlined, which in part is due to the psychometric assessment.”

### Enhancing Quality of Hire

Hiring managers have also offered the HR department positive feedback in regard to the changes. “Hiring managers have been very positive, telling us time and again that the quality of hire is higher because the quality of candidates has increased, which has also reduced time-to-hire.”

McDonald’s has clearly benefited from an enhanced recruitment process. “Previously, we were hiring one in every nine applicants. This number has since reduced to one in every six, and our crew turnover has already reduced by two percent.”

### Sustained Success

For the last two years, the company was voted the best place to work in the UK hospitality industry by *Caterer and Hotelkeeper* magazine and was listed in the *Financial Times*’ Top 50 Best Workplaces list in both 2007 and 2008.

While many organizations are cutting jobs, McDonald’s is growing and expanding. “We have recently announced 4,000 new jobs as a result of continuing sales growth and expansion. We’re in a great place and we intend to continue what we’re doing as it’s proving extremely successful,” concluded Ivory.

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## About McDonald’s

Founded in 1955, McDonald’s is the leading global foodservice retailer with more than 30,000 restaurants serving 52 million people in more than 100 countries each day. Website: [www.mcdonalds.com](http://www.mcdonalds.com)