

2020 U.S. Restaurants

Rapid Response Staffing Guide



Welcome

to your Rapid Response Staffing Guide!

We're here to **serve our communities** and our **people** are at the heart of that.

This Guide was created to offer best practices to McOpCo restaurants that may help with effectively recruiting and retaining employees during the crisis. The information is provided as an optional resource to owner/operators who may choose to use all, some, or none of these materials in operating their restaurant(s). Franchisees are independent employers and each franchisee and each franchisee restaurant is unique. Franchisees are alone responsible for all employment matters in their restaurant(s), including alone making all decisions regarding the requirements for jobs and setting all terms and conditions of employment, including hiring, firing, discipline, supervision, staffing and scheduling. McDonald's USA has no control over employment matters at restaurants owned and operated by franchisees.

Pages 3 through 5 contain the recommended tactics that link to related resources in the appendix and on @mcd. You can also print [this checklist](#).

McOpCo should contact their People Supervisor with any questions.

Owner/operators are encouraged to contact the EPLI Helpline at 1-877-376-4100 with questions on staffing. For any additional questions on this guide, please contact your Field HR Manager.

Hiring Readiness

If you need more crew to staff your restaurants while navigating the crisis, consider these best practices first:

■ Do you know if your system is prepared to handle an influx of applications?

- It is recommended to first evaluate your staffing needs and estimate how many employees you may need to hire through the crisis and into recovery.
- Ensure your roles are posted so candidates may apply. Jobs turned on in McHire and Snag will be posted on the McDonald's [career site](#) which is refreshed every day for new or removed job posts.
- Jobs included on the careers site are posted to partner organization job boards and popular platforms such as Indeed. Learn more about job boards and McDonald's partnerships [here](#).
- [Strong job titles and descriptions](#) not only grab the attention of more candidates, but also post your open roles to more job boards.
- Consider talking to your employees about your hiring process so they can easily answer questions from customers and job seekers.

■ Is it clear that your restaurant is hiring?

- Recruitment POP is currently available from Altrua and Bowman on the [US People Attraction Sub-Page](#), including customizable options with a diverse array of employee images and ways to advertise your unique employee benefits.
 - ★ **Best Practice:** Pay window decals and bag stuffers maximize reach while drive-thrus are busy.
- Include your Text-to-Apply code on POP as a fast and easy way candidates can apply for jobs. McHire users: Find your code in Location Management or [click here](#) for a job aid.
 - For any owner/operators on Snag, you can reach out to mcdonalds@shaker.com with your NSNs and store specific Snag URLs, and Shaker will provide your text-to-apply code.

Have you considered multiple ways to increase your applications?

- ▶ [Referral programs](#) and competitions can help increase applications and retention.
 - ▶ Current employees want to work with other motivated people, and may be looking for additional incentives. They are more likely to refer employees who will stay.
 - ▶ **Example:** Host for 2 weeks. Award the employee with the highest number of hired referrals a cash prize of \$50/100/200/\$250 plus an additional \$50/100/200/\$250 for employees who stay at least 90 days. Provide referrals a \$50 bonus to start.
- ▶ Consider reconnecting with employees who worked at your restaurant and left due to school or for a job that may have been impacted by the crisis (e.g. retail).
 - ▶ **Example:** Begin the rehire exploration conversation by asking how they are doing, reminding them of your benefits, and consider offering a returner bonus.
- ▶ If there are companies near you with employees impacted by the crisis, consider partnering with store owners and inform them of your open roles that could offer their employees a new opportunity. Similarly, university students may be looking for work and you could contact career centers to get the word out on your open roles.
- ▶ The [Recruitment Catalog](#) includes considerations for local media activation and paid advertising efforts.

As a reminder, the [Coronavirus FAQs](#) have information on personnel policies and practices. The [Staffing and Retention Best Practices](#) document has additional ideas on staffing during a crisis.

Could you shorten your interview process?

- ▶ **Best Practice:** During the crisis, [phone or virtual interviews](#) help protect managers and candidates while also ensuring an efficient interview process.
- ▶ Have multiple managers conduct interviews so more candidates move through the hiring process quickly.
- ▶ The [Interview Guide](#) has example questions for crew, GEL, and manager roles and what to listen for.
- ▶ If you're using McHire, these [quick resources](#) can help you update your settings so Olivia is working with candidates in a way that makes the most sense for the environment your restaurants are operating in today.
- ▶ Once employees complete onboarding, you may also want to consider virtual or phone orientations.

Retention Readiness

Retaining employees during and after the crisis can help grow employee engagement, which could lead to increased guest counts and sales. Plus, turnover is expensive and these costs can add up quickly. Consider these best practices first to retain your employees.

How are you keeping employees engaged?

- 🌟 **Best Practice:** Hold daily check-in calls and create a phone tree with your managers to provide updates and answer questions. Be open and honest with your team.
 - 👉 Discuss what is going on in the community. Focus on facts and dispel myths.
 - 👉 The [Employee Engagement Guide](#) outlines many different ways to connect with your team and includes starter questions to help guide these conversations.
 - 👉 Be present in the restaurants, show empathy, and be a listening ear to calm anxieties.
 - 👉 Kick off shift huddles with compassion and highlight the importance of keeping lines of communication open. Review example shift huddles in the [Coronavirus Resource Center](#).
- 🌟 **Best Practice:** Assemble care packages for employees who need supplies – e.g. gift cards, food, cleaning supplies, toilet paper, diapers, etc.

How are you recognizing employees?

- 👉 Consider offering bonuses, meal discounts, or other incentives and recognition during the crisis to increase employee engagement.
- 👉 The [Recognition Guide](#) has many simple, free, or low-cost ideas to recognize employees, which plays a large factor in retention.
- 👉 Consider writing thank you notes, birthday cards, or use [McD Bravo](#) to show your appreciation.

Treating employees with respect and empathy increases their likelihood of staying with your restaurant. They may even be your next shift leader!

Have you considered offering your employees additional resources and benefits?

- 👉 The [External Product/Service Resources Listing](#) may be useful in easing some of the financial burdens employees may be experiencing.
- 👉 The [NRAEF Restaurant Employee Relief Fund](#) helps restaurant industry employees impacted by the COVID-19 crisis. Restaurant employees who have worked full- or part-time in the restaurant industry for at least 90 days in the past year and who have experienced a decrease in wages or job loss as a result of the COVID-19 virus crisis on or after March 10, 2020 are eligible to apply for an NRAEF grant of \$500 per employee.

This information is offered as a resource to owner/operators. Owner/Operators are independent employers who establish their own policies and may choose the information from this material that will be helpful to them in operating their businesses. For any legal issues affecting their business, owner/operators should consult their legal counsel. Owner/Operators are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurant(s).

Appendix

Crisis Hiring Checklist

This printable checklist offers ideas around hiring actions to take in your organization immediately or later and which of your employees might be a good fit to lead the task. This timeline should only be used for guidance and you can choose which tasks to do or not do or identify the best employee(s) to complete the task. It is best to contact your Operations Consultant and People Supervisor with any questions about staffing your restaurants.

Owner/operators are encouraged to contact the EPLI Hotline at 1-877-376-4100 or other legal counsel with any questions about staffing your restaurants.

Timing	Task Owner	Task	Tactics	Complete?
Now	GM	Determine your staffing needs	Review your staffing levels	
Day 2	GM, People DM, People Supervisor / HR Manager	Prepare for applications	Make sure jobs are turned on	
			Ensure employees understand the hiring process	
Day 2	GM, HR Manager	Make it clear the restaurant is hiring	If needed, order POP with Text-to-Apply code	
Day 2-4	GM, People DM, People Supervisor / HR Manager	Increase applications quickly	Initiate a referral program and/or competition	
			Reach out to former employees	
			Review the Recruitment Catalog for paid tactics	
Day 3-5	GM, People DM, People Supervisor / HR Manager	Streamline your interview process	Ensure multiple managers are on the interview calendar	
			If needed, switch to a phone and/or virtual interview process and update McHire	
			Review the Interview Guide	
			Update McHire settings	

This information is offered as a resource to owner/operators. Owner/Operators are independent employers who establish their own policies and may choose the information from this material that will be helpful to them in operating their businesses. For any legal issues affecting their business, owner/operators should consult their legal counsel. Owner/Operators are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurant(s).



Writing Effective Job Descriptions and Titles

A strong job description and job title that meets industry standards helps to capture the attention of candidates. It also increases the likelihood of your open jobs getting posted to job boards, such as Indeed non-sponsored postings.

Review [Indeed's best practices](#) and [quality standards](#) which can help ensure your jobs are posted to Indeed to boost visibility and applications.

Some best practices include avoiding language only used by your company and multiple special characters (\$, &, @) in job titles. Jobs posted for 120 days or less are also more likely to get posted on Indeed.

Posting on Job Boards

Jobs that are turned on in McHire and Snag will be posted on the McDonald's [career site](#), which is refreshed every day for new or removed job posts. The careers site is optimized so that the roles posted (if they meet industry standards) are picked up by job boards such as Indeed and Glassdoor. They are also posted to platforms McDonald's has partnerships with, which were selected due to higher levels of candidate traffic. The job boards on AARP and RetirementJobs expand the reach of restaurant job posts to multi-generational candidates.

- [AARP Job Board](#)
- [DirectEmployers Job Board & Networks](#)
- [Glassdoor Job Listings](#) (non-sponsored*)
- [Indeed Job Listings](#) (non-sponsored*)
- [RetirementJobs Job Board](#)

*non-sponsored job listings are organic job listings, meaning no paid support is behind the jobs. Jobs will not always appear at the top of the job search results and may be posted a few pages deep depending on the job board. Non-sponsored job listings will drive some applications, however if your store is not receiving the desired application volume you may want to consider running a sponsored campaign.

You may also want to consider posting on ZipRecruiter, Craigslist, and Snagajob. The [Recruitment Catalog](#) includes options for paid advertising and local media activation, including:

- Display Advertising (geo-targeted to your market)
- Local Print or News Publications
- Local Radio Ads
- Sponsored Jobs

This information is offered as a resource to owner/operators. Owner/Operators are independent employers who establish their own policies and may choose the information from this material that will be helpful to them in operating their businesses. For any legal issues affecting their business, owner/operators should consult their legal counsel. Owner/Operators are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurant(s).

McHire Settings Management

Phone and **video (virtual) interviews** are both creative ways you can speed up your interviewing process during this period.

In McHire, you can also adjust your interview settings to accommodate your “updated” interview process.

- Turn off auto-scheduling and work with McHire support to add the application link into conversation capture.
- Adjust Olivia’s settings to [edit interview type](#) from “in-person” to **phone** or **virtual**.
- At any time you can [update existing interviews](#) scheduled with the McHire Platform.

NEW! McHire will soon offer integrated virtual interviews-on-demand. Please note you must be currently using McHire to use this feature.

For owner/operators, other video conferencing tools include Skype, FaceTime, or Zoom. These live interviews would occur outside of the McHire system. Please contact EPLI and privacy counsel if you have any questions about using these products or similar video interviewing tools in your hiring process.

Hiring managers can adjust their calendars regularly to accommodate interview times for Olivia to schedule screened candidates.

Best practices include:

- ✨ Hold interviews during different day parts throughout the week.
- ✨ Review McHire training videos: [Managing your calendar](#).
- ✨ Confirm your systems time zones by [updating your time zone](#) in settings.
- ✨ Review the [Interview Guide](#) to help standardize your interview process.
- ✨ Learn how to [share applicants](#) with other restaurants in your organization.

This information is offered as a resource to owner/operators. Owner/Operators are independent employers who establish their own policies and may choose the information from this material that will be helpful to them in operating their businesses. For any legal issues affecting their business, owner/operators should consult their legal counsel. Owner/Operators are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurant(s).



This information is offered as a resource to Owner/Operators. Owner/Operators are independent employers who establish their own policies and may choose the information from this material that will be helpful to them in operating their businesses. For any legal issues affecting their business, Owner/Operators should consult their legal counsel. Owner/Operators are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurant(s).

