



U.S. People

Staffing and Retention Best Practices

In times of crisis and uncertainty, we believe it is even more important to adequately staff restaurants to serve our communities and keep employee engagement high.

We recommend considering the best practices outlined here, many of which have been provided by owner/operators throughout the system. Not all of these recommendations may be required to meet the needs of your employees. We encourage you to talk with your employees, understand their concerns, and consider enhancing your current benefit offerings. **This document will be updated regularly and we recommend you check back here as additional ideas are collected. Please share any best practices from your restaurants [here](#) as we strive to be Better Together.**

We also recommended regularly reviewing the [US Coronavirus Resource Center](#), which is updated frequently and offers additional tools and resources that may help your organization respond to actual or suspected employee exposure to COVID-19.

As a reminder, these tactics are 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). Owner/operators are solely responsible for all employment-related decisions concerning their employees and ensuring that their organizations comply with any laws, rules, regulations, or directives, including those relating to coronavirus, applicable to their restaurants. We recommend contacting EPLI with any additional questions.

Best Practices: Staffing

- **Offer premium pay** to healthy employees to pick up additional shifts (e.g. \$1/hour for a specified timeframe or daypart).
- **Offer paid time off or waive tenure requirements** from your existing program. For example, hourly employees can earn 2% accrual on gross earnings or 1 hour for every 30 hours worked.
- If transportation is a challenge for some employees, **designate a driver** to assist employees in getting to and from their shifts.
- Identify healthy employees (including mid-managers) that can flex into other tasks: training, shift/department manager roles, etc.
- Ensure your **open roles are posted** on <https://careers.mcdonalds.com/us-restaurants>.



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- If you're on McHire, [click here](#) for best practices in using the system and review the **COVID-19 McHire Support section**.
- Use bag stuffers to promote how job seekers can apply. Contact Altrua, Bowman, or S2K to see their latest offerings. If you are using McHire, it is recommended to include your Text-to-Apply code.
- Employ a **referral program** and if you already have one, consider increasing the incentive. Post details of the referral program in the crew room and mention in shift huddles.
- Review the [US Coronavirus FAQs](#) for additional information on staffing and personnel policies.

Best Practices: Retention

Employee Engagement

- Hold **daily check-in calls** with your mid-managers and GMs to provide updates, answer questions, and be open & honest with your team.
- Be present in the restaurants, **show empathy**, and be a listening ear to calm anxieties.
- Ask GMs to delegate daily check-ins with crew or **create a phone tree**. Ask how they and their families are faring, answer questions and provide updates to maintain a positive atmosphere and organizational trust.
- **Maintain engagement** and share updates on daily 1-on-1 calls, texts, group text chats, organization newsletters, or company pages on relevant applications.
 - Discuss what is going on in the community. Make sure to focus on facts and dispel myths.
- Kick off shift huddles with compassion and highlight the importance of keeping lines of communication open. **Review an example shift huddle [here](#)**.
- Provide employees that are working with a **travel letter** they can use when commuting to/from work.
- **Regularly discuss availabilities** and what hours an employee may want to work, or can work.
- Assemble **care packages** for employees that need supplies – e.g. gift cards, food, cleaning supplies, toilet paper, diapers, etc.



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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).



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Rewards and Recognition

- **Recognize** individuals in your team and the team as a whole. This can be achieved through thank you cards, praising in public and on group texts, gift cards, etc. You may also want to consider using [McD Bravo](#).
- Consider implementing **weekly pay** or a more frequent pay cycle.
- Offer [Teladoc](#) as an additional benefit during the crisis and through recovery.
- Provide an additional **free meal** as an employee leaves work or on their day off, or a take-home meal to employees' families.
- Offer **bonuses** for crew and managers who may have family members struggling and/or who are going above and beyond.

If you have any additional questions, please contact your Field HR Manager.