

View point of the hr executive of mcdonalds



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This report has been prepared from the view point of being the HR Executive of McDonald. It intends to highlight the requirement and selection procedure of McDonald, current UK employment legislation as it affects the requirement and selection of personnel. It will also critically evaluate the requirement and selection of McDonald giving recommendations for improvement. For this purpose a vacancy of crew member has been selected.

Recruitment and selection represent activities that underlie human resource management. The influence they have on the whole organisation is very important because the profit can increase if it is performed through professional criteria. In the same time money can decrease when attention towards an important aspect is omitted and settling the right person in the right place it is a fundamental principle which influences the movement of the organisation in a positive way. Development and functioning of an organization depends largely on the flow of new people. To procure new employees can be a costly and difficult task which involves running some steps as planning the need for new employees, finding suitable people for job applications (recruitment), deciding on who will be hired (selection) and integrating people in the organization.

McDonald's is the largest chain of fast food restaurants in the world with annual profits of 21 billion dollars. Global success of the restaurant chain can be measured due to the amazing numbers published by the company: 52 million people are fed every day. According to HowStuffWorks.com in 1968 the organisation had only 1,000 restaurants but today the chain has over 30,000 units worldwide. It all started in 1937 when the brothers Dick and Mac McDonald opened a small family restaurant selling hamburgers and hot

dogs in San Bernardino, California. In the early '50s Ray Kroc a multimixers supplier was amazed at the speed of preparation and serving of products sold by McDonald's brothers and he proposed them to expand their business

2. 0 Job Analysis

Job analysis is analysing the requirement of the particular vacancy e. g: finding out what is the job , salary, where the particular person is suppose to work. It also finds out about the nature of the job and the skills , experience and qualification of the person. Job analysis can be conducted through survey, questioners. Interview with the current job holderor by direct observation of the job. For the above vacancy of crew member the HR executives should make sure that all above information about this position has been acquired before designing the job description and a person specification.

The function of job analysis are:

Recruit staff either internally or externally.

Provide essential information that will help in decision making regarding the kind of tools andresources to be engaged with the post

Define and specify training necessities of a specific post

Detect any regions of threat and hazard at work

Aid in fixing payment for work tasks(the times. co. uk 2010)

So as to outline the capabilities of the post , it is significant to begin with a job analysis . Job analysis incorporates matters such as:

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The jobs that the job possessor has to accomplish

To whom the job possessor will be answerable

The general objective of the position

By what means performance will be measured and evaluated

What duties the job possessor will have

Where the job possessor will fit into the company as a whole

What will motivate the job possessor

What type of training the job possessor would require

Recently at McDonald a vacancy in one of the London stores has arisen for the position of the first assistant business manager in Woolwich . As a HR manager at Mcdonald, one would have to perform a job analysis. This can be done by means of straight observation of the existing staff operating at work. perhaps the business manager in Woolwich, and identifying what duties this position entails and what assistance it would require and also observing what duties do assistant business manager perform. Moreover , interviewing the assistant managers at other Woolwich stores across London and finding out exactly what their responsibilities involve and also questioning the business manager to learn what s/he expect of the assistant. Also one would look through relevant documentation such as the training manuals .(thetimes. co. uk 2010)

2. 2 Job Description

This is the record defining in detail the main accountabilities and errands concerned in doing a certain job, or in other words how would an individual add to the company. A typical and proper job description would comprise of the following:

Job title

Which authority a position possessor is responsible to

What employee are accountable to the position possessor

What resources the position possessor can be admitted to

Ways which would be applied to evaluate the position possessor's performance

Hours of work

Clear and precise account of the function and tasks of an employee in the company

Job description give beneficial information for the staffing of applicants to available positions. Afterwards, this data may give the foundation for assessment and appraisal of the position possessor's achievement and performance. Although job description may become quite inflexible since the demands of a position vary all the time, so the job description may stop novelty and change. It would inflict the necessity to re-consult the contract. (storey, 1999)

This is a job description drawn up especially for the newly appeared vacancy of the first assistant business manager in London.

Assistant store manager, woolwich mcDonald

Job reference no : 430

Employment type : full time

Salary : 24 k p/a + bonus

Location : woolwich, london

Vacancy till 27 november 2010

Expectation ;

- Applying commercial skills to meet sales and cost budgets.
- Recruiting, developing and retaining staff.
- Ensuring your team deliver good customer service.
- Meeting operational expectations by implementing and maintaining high retail standards.
- Motivating staff
- Dealing with enquiries and complaints
- Serving customers
- Effective store merchandising
- Helping organise promotions

Managing deliveries from suppliers

2.3 Person specification

A job specification underlines the psychological and physical qualities essential for the job possessor. In another words it describes the perfect individual to fill in the vacancy and become a member of the company. Different characteristics could be recognised like skills, knowledge, cleverness, education, training, experience, age, character and physical features. A lot of the companies centre their person specification around two major theories . the Rodger's Seven Point plan or the Munro-Fraser's Five Fold grading system, which are briefly outlined below:

Alec Rodger's Seven Point Plan

Physical make up- health, appearance, bearing and speech

Attainment-education, qualifications, experience.

General intelligence-intellectual capacity

Interests intellectual-practical, constructional, physically active, social, artistic.

Disposition-acceptability, influence over others, steadiness, dependability, self-reliance

Circumstances-domestic circumstances, occupation of family

Special aptitude (capacity)-mechanical, manual dexterity (handiness), facility in the use of words or figures.

Munro Fraser fivefold grading system

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Impact on others-physical make-up, appearance, speech and manner

Acquired qualifications-education, vocational training, work experience

Innate abilities-natural quickness for comprehension and aptitude for learning

Motivation-kinds of goals set by the individual, his or her consistency and determination in following them up and success in achieving them

Adjustments-emotional stability, ability to stand up to stress and ability to get in with people.

Employment legislation

Anyone involved in the recruitment and selection of staff should be aware of their responsibilities under the relevant UK European legislation and McDonald is not an exception. There are numerous acts and legislation that must be followed but some the major are as follows:

Employment equality age regulation 2006 :

The Regulations apply to all employment and vocational training (employees, prospective employees and trainees). It is unlawful to discriminate, harass or victimise job applicants, employees or trainees on the grounds of age (young or old). Direct discrimination occurs where the employer treats a job applicant / employee / trainee less favourably than he treats or would treat other persons unless he can objectively justify that treatment. It includes discrimination based on apparent age whether or not that is in fact the correct age. Indirect discrimination occurs where the employer applies a

provision, criterion or practice which puts persons of a particular age group at a particular disadvantage and they suffer disadvantage as a result.

Discrimination by way of victimisation occurs if the employer treats an job applicant / employee / trainee less favourably because of something they have done under or in connection with the Regulations (e. g. supporting a fellow worker who has brought a claim for age discrimination). If an employer gives instructions to an employee to discriminate against another employee and those instructions are not carried out and that employee is then subjected to less favourable treatment, this will still constitute discrimination on the grounds of age.(compactlaw. co. uk, 2010)

Employment equality sexual orientation regulation:

The act says that there should not be any discrimination between individuals who have orientation towards of same sex , opposite sex or both. The act also covers both direct and indirect aspects of discrimination.

Fairness at work and good job performance go hand in hand. Tackling discrimination helps to attract, motivate and retain staff and enhances an organisation's reputation as an employer. Eliminating discrimination helps everyone to have an equal opportunity to work and to develop their skills.

Equal pay act :

It is an Act of the United Kingdom Parliament which prohibits any less favourable treatment between men and women in terms of pay and conditions of employment. The effect of a successful claim is that an “

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equality clause” is inserted into the claimant’s contract, following which, the employee is entitled to equality of pay and other terms and conditions with someone of the opposite sex, in a comparable job.

Employment equality religion or belief regulation :

The Employment Equality (Religion or Belief) Regulations 2003 prohibit discrimination and harassment on grounds of religion or philosophical belief in employment, vocational training and the provision of goods, facilities and services. The Regulations cover not just believers of organised religions, but anyone who holds any religious or “ philosophical belief ” such as paganism or humanism. The Regulations also protect non-believers. They cover people who are “ associated with” someone who holds certain religious or philosophical beliefs, or people who are perceived as having certain beliefs when, in fact, they don’t. Religious hate crimes are a criminal matter and are dealt with by the police.

The Disability discrimination act :

The Disability Discrimination Act 1995 (DDA) made it unlawful to discriminate against workers in employment, education, transport and the provision of goods and services. it applies to employees, workers, the self-employed, temporary and agency workers. It also extends to job applicants, apprentices, contractors, prison officers, fire fighters and police officers. Members of the armed forces and volunteers are excluded from the Act’s protection. There is no qualifying period of service required under the Act, so a worker is protected from the time they apply for a job. Ex-employees can also make a claim against a former employer, if they are complaining about

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something that was closely connected to that period of employment. It applies to all discrimination in the workplace such as selection for a job, terms and conditions of employment, promotion or transfer, training, employment benefits and dismissal or any other detrimental treatment.

The Sex Discrimination act :

The Sex Discrimination Act 1975 (SDA) outlaws discrimination on the grounds of sex and marital status in employment, education, transport and the provision of goods and services. It applies to all discrimination in the workplace, such as, selection for a job, training, promotion, work practices, dismissal or any other disadvantage such as sexual harassment. If a worker is discriminated against in their contractual terms of employment, then the Equal Pay Act applies. Whilst this booklet refers to women in the majority of examples, it should be noted that the law applies equally to both men and women.

Recruitment procedure

After job analysis, McDonald HR manager will begin recruitment, which is carried out according to their recruitment policy. Some of the methods implemented by the company to advertise and recruit employees would be discussed below.

4. 1 Internal recruitment

At first HR manager will try recruiting internally that is fulfilling the vacancy with existing personnel. The benefit if this is that McDonald will be utilizing the internal resources and thus develop further the skills and expertise of the

existing human resources. Which implies that the valuable staff retained in Mcdonald and the promoted individual would not only be motivated but also not require of training since they would be familiar with the company and its policies, so no need for adaptation. So the induction period will be shorter. Also it provides opportunity for development and promotion for existing working people, which is inspiring to others too. Internal recruitment is much cheaper and quicker than recruiting externally. However, this process is not vary varied since the number of applicants is limited so there is a threat on losing out on interesting and fresh skills and ideas that could come externally.(Torrington, Hall & Taylor 2008)

4. 2 external recruitment

Yet another way of recruiting crew is External recruitment. It makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas in to the business. Disadvantages are that it is more costly and the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation. Or in other word external recruitment refers to the filling of job vacancies from outside the business (contrast with internal recruitment). Most businesses engage in external recruitment fairly frequently, particularly those that are growing strongly, or that operate in industries with high staff turnover.

Mcdonald can accomplish its external recruitment through various way as mentioned below;

Employment / recruitment agencies :

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These businesses specialise in recruitment and selection. They often specialise in recruitment for specific sectors. They usually provide a shortlist of candidates based on the people registered with the agency. They also supply temporary or interim employees.

The main advantages with using an agency are the specialist skills they bring and the speed with which they normally provide candidates. They also reduce the administrative burden of recruitment. The cost is the high agency fees charged – often up to 30% of the first year wages of anyone employed.

Job centres :

Government run agency – good for identifying local candidates for relatively straightforward jobs. The job centre service is free to employers and is most useful for advertising semi-skilled, clerical and manual jobs.

Government Funded Training Schemes :

There is a variety of government funded schemes that provide potential recruits, including the New Deal and Modern Apprenticeships. The advantage of these schemes is that government funding lowers the cost of employment and the business can get to know the employee before committing for the long-term. However, relatively few employment requirements are covered by these schemes.

Advertising :

Probably the most common method. Advertising allows the employer to reach a wider audience. The choice of advertising media (e. g. national

newspaper, internet, specialist magazine etc) depends on the requirement for the advert to reach a particular audience and, crucially, the advertising budget.

Selection

Recruitment is the process of identifying that the organisation needs to employ someone up to the point at which application forms for the post have arrived at the organisation. Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. Training consists of a range of processes involved in making sure that job holders have the right skills, knowledge and attitudes required to help the organisation to achieve its objectives.(thetimes100. co. uk, 2010)

There are process of selection in mcdonald, these are ;

Shortlisting : Once a Job Vacancy has been advertised and reached the closing date, we will shortlist candidates using the Core Competencies on the Job Purpose. The shortlisting process may take a few days if there are numerous applicants. As soon as a decision has been made, the HR Department will contact shortlisted applicants to arrange interviews. Normally you would expect to hear from us within two to three weeks of the closing date if you are to be interviewed. In order to concentrate our resources where they are most needed, we are unable to keep in contact with every applicant. Consequently, if you do not receive further communication from us within six weeks of the closing date, please assume that your application has been unsuccessful. In some cases, we will need to

seek references prior to interview, in others we will only seek these following an offer, however, we do require at least two references prior to appointing.

Interviews : Interviews are normally conducted by a panel which will include the line manager, an HR Representative and perhaps more senior members of the Department or Faculty. In some cases, there may be second or even third interviews. Some interviews may need to be conducted by telephone. In all cases, we do our best to ensure that all candidates are given a fair, equal and appropriate opportunity to demonstrate their ability to do the job.

Offers : Once the interviews are complete, we will select the preferred candidate and may issue a conditional offer of employment - conditions may include satisfactory references, medical, etc. When we have completed all the necessary employment checks on a preferred candidate, we will issue a formal unconditional offer of employment and contract. We will ask you to accept the offer by signing and returning the Principal Statement. All successful applicants will need to have provided evidence, e. g. a Passport, of their right to work in the UK. Applicants should be sure they meet the requirement of the points based criteria as defined on the UK Border Agency website.

5. 1 Required documents

In order to choose the candidate for the vacant place at Mcdonald and make the correct decision, particular document are required to be shown to the company. These includes followings:

Application form or a CV

Covering letter

Valid British passport or passport with valid visa

Medical statement

Criminal record check statement

Interview notes, assessment form completed after it and a video of the actual interview

Records of any assessment and test result taken during the selection process

Checklist used for short listing the applicants

Reference

Relevant certificates as proof of qualification and experience

Critical evaluation

Once the whole of the recruitment and selection process is done, it has to be monitored, to assess and evaluate whether it was in actual fact successful and whether the correct person was chosen for the right position at the right time. Future recruitment exercise may require modifications to the methods used, a successful recruitment for one job does not automatically mean the same method will be as successful again. This is particularly true if the labour market changes with for instance, fewer school leavers but more mature workers being available.

Each procedure of the recruitment and selection process ought to be examined and evaluated to see if any improvement could be made so as to save cost and time in the future to come. There are a few minutes in the recruitment and selection process applied at mcdonald. Job description and person specification at mcdonald are quite precise and thorough, which would mean that applicants understand about the duties involved in the job and what is expected of them. All seems in order, however the section may be at times too detailed and out rule a lot of talented candidates, that may not have lots of experience, yet are young, fresh, full of ideas and eager to take on the challenges.

The way mcdonald advertises is not open, in a sense that very few places that one can see their adverts. This once again limits their applicants choice.

The shortlisting using a scoring system and the various stages of selection, such as assessments and several interviews ensure that the candidates are able to demonstrate the skills and desirable qualities that the mcdonald is looking for in the successful assistant store manager. A range of assessments are specifically designed to measure applicants skills, their communication, negotiation, team work, leadership skills as well as basic maths, operating on time and thinking fast on the spot. This mixture of assessments and interviews at the selection stage, give a more reliable and accurate view of the applicants.

Recommendation

For the future one would recommend Mcdonald to:

Existing practice of advertising in job newspapers ought to be reviewed. For other posts appropriate use should be made of journals and local newspapers.

A constant methodology to candidate contact should be implemented, whether internal or external candidates

Feedback should be given on time in writing when needed

A data management system should be developed that will capture all recruitment information and allow easy analysis

The scoring frame should be reviewed to accommodate a consistent framework across each selection exercise

For volume or senior competition, short listing and/or interviewing may be outsourced.

Conclusion

Analyzing recruitment and selection It acquired knowledge and thus It got to know how to prepare for my future career. After my experience at McDonald's I have realised as a candidate and worker in the same time that the organisation has to be more dedicated with its employees and offer respect and security before losing them. Thus McDonald's will receive loyalty from its employees and it is likelihood to achieve performance without losing time and money.

I've learnt that it is necessary to know myself very well to be able to evaluate the company I want to work for. Hence with a comprehensive

attitude towards the learning and appraisal of my characteristics I will find an organisation suitable for my personality and experience. For me being more organised with recruitment and selection concepts leads myself to a certain future.

I believe it is very important for McDonald's reputation to define diversity and consider every person who applies for a job because it can detect employees that have high potential and high value and can be the leaders of the company's future. Hence people are the most flexible organisational resource and the nomination of suitable people with appropriate skills for the occupied positions is a fundamental prerequisite for the organisational success