Internal and external recruitment and selection management essay

The recruitment is seen by Lewis as ' the activity that generates a pool of applicants, who have the desire to be employed by the organization, from which those suitable can be selected' and selection as ' the activity in which an organization uses one or more methods to assess individuals with a view to making a decision concerning their suitability to join the organization, to perform tasks which may or may not be specified. (Peter W. Winfield, Ray Bishop, Keith Porter. Core Management for HR students and pimractitioners. [Online]. Available on: Google. com)

Recruiting suitable applicants

McDonald's usually advertises positions (job levels in the organization).

. McDonald's usually fills its positions by two main sources

Internal

External

Internal

The best source for filling the open positions are current employees working within the organisation. JOB POSITIONING TECHNIQUE helps Mc Donald's to publicize and open job to its current employees (through intranets and bulletin boards) . Morever job attributes are also listed that are:-

Qualification

Work schedule

Pay rates

External

Eternal sources used by McDonald's are

Giving adverts in Newspapers and journals

MC Donald's usually advertises in all the leading papers and any candidate who has eligibility can apply for the job

Advertisement on Web Site

Mc Donald's also advertises on some commonly used websites such as yahoo MSN etc . and also vacancies are defined in detail manner on mc Donald's official website

SELECTION

Short listing all the applicants:-from the group of applications (by candidates) short listing is done in which applicants which are eligible are short listed. This is done be HR manager.

Written Test:-this test is the written and the aim of this test is to know whether the recruits are able enough to work according to the general practical requirements of the position.

Initial Interview:-this is one to one interview of every candidate who have passed written test. This interview is conducted by restaurant manager.

Reference checks:-this is done to check the references that are provided by candidates if they are valid or not

Final Interview:-then the final interview is done this is conducted by five or six interviewers

TRAINING AND DEVELOPMENT

Well trained crew, managers and employees are required to achieve the standards like quality, service and cleanliness that are provided to customers in mc Donald's. Training process is highly structured. At every level training is provided to employees they are trained to work on both floor (taking orders) and back Kitchen area. It is according to the company's core principles:-

Quality work performance,

Service fast and valued

Cleanliness at both food and service level

(Abbreviated as (Q, S, C. V)

TRAINING

WELCOME MEETINGS:-these lectures set out the company's standards that defined in advance and expectations from the new employees. Where employees are introduced with a complete description about the job and a guideline that how to work and what are the job requirements and procedures . a verbal outline is given to the employees.

ON THE JOB TRAINING: – Mostly training is floor based. All new employees have to go through initial training period. Basics are made clear and shown

to employees and they can develop there skills. So that they are able to compete in every level and in every area within the organization. Also classroom based training classes are provided where they learn things about company's core principles.

JOB ROTATION: – Job rotation is on the job training process. This is to make employees familiar with all levels of job and within different departments.

AUDIO _VIDEO BASED TRAINING: – for the new trainees Mc Donald's provide with DVDs, films, video or audio tapes related to the operational or functional work inside the company.

EVALUATION OF TRAINING: – Mc Donald's evaluate its training program through on the job behavior that after the training session the behavior of employees are changed or not. They match up the performance behavior of employees before training and after like the behavior if a crew member is more courteous to customers?

DEVELOPMENT

Mc Donald's organizes many development plans for managers and employees. It usually has two types of plans:-

Managerial Development Plan

For employees for managers

AT ALL POSITIONS TRAINEE MANAGERS, RETAURANT MANAGERS

(LEVElS)

1. Helps in career 1. helps to learn managerial behaviors, match with

Planning standards of organization.

FOR EMPLOYEES

: Summer crash course for employees

: TWO WAY COMMUNICATION concept is used as medium is used for sharing

of ideas

FOR MANAGERS

The management career starts from the trainee manager and path is shown

below

MANAGEMENT DEVELOPMENT PLAN

Learning program

Trainee manager

Shift management

1. Develops skills and techniques

2. Make them able to control all aspects of running a shift.

Second assistant manager

First assistant manager

System management

1. go through all systems of Mc Donald's

2. increases manager's business knowledge

3. develops individual techniques

Restaurant manager

Restaurant leadership

1. effective team leaders

2. team building, communication skills and decision making technique

Beyond manager

Business leadership

1. developing business strategy

PERFORMANCE APPRAISAL

It is used to evaluate performance level of every employee. Performance is reviewed two times a year in Mc Donald's. New employees after completing a 6 year of its job is evaluated that is he or she is doing his job according to the standard level of organisation. OLE(on Job Evaluation) is performed by Mc Donald's and if employees need improvement they can do it after going through feedback provide as results to them.

GRADES OF PERFORMENCE

There are four levels to evaluate the performance of employees

Out Standing

Excellent

Good

Need Improvement

After giving the total grade to the employee the appraiser writes down about the strength and the areas needing improvement of the employee.

1(b/c)

(1)Objectives for recruitment and selection in mc Donald's

To recruit the best people.

to cover direction of whole selection process by producing list of candidates who are capable

To attract suitable candidates

To produce a short list for future investigation in the selection process.

Analyzing the management of human resources in Mc Donald's on achieving these objectives

Mc Donald's aims to select and recruit candidates that are best for the job for this Mc Donald's consider required knowledge, skills and techniques, qualification and other personal characteristics which are needed for a current job position. These terms are well specified in job description in advance . and mostly efforts are to recruit a best candidate. And chances for the effective recruitment are significantly high. Thus the targeted objectives

are fully achieved by Mc Donald's . and if sometimes the results are not efficient enough (that the employee is not working properly) then the improvement procedure for employee is provided by human resource department.

REFERING HARVARD MODEL

Mc Donald's considered its employees and staffs its important stakeholder . Mc Donald's pay proper attention towards recruiting ' best fit' for the position. Another factor is that company always want to maintain its customer satisfaction. According to company's recruitment policy, each restaurant (under Mc Donald's) has to fill hourly-paid positions. That is beneficial for its employees and also attracts more and more eligible candidates. Moreover company's recruitment process implies best selected recruits. Thus these employees are able enough to compete inside or outside the organisation.

REFERING GUEST MODEL

STRATEGY

HRM PRACTICES

OUTCOMES

BEHAVIOURAL OUTCOMES

PERFORMANCE OUTCOMES

FINANCIAL OUTCOMES

Recruitment learning and development strategy

1. Recruiting the best fit

2. Job Forecasting

3. recruiting eligible candidates

3. developing and validating

Selection procedure

1. commited employees

1. best employees for organisation

2. competitive staff

1. good operational and managerial control

1. customer c

2. competitive advantage

(2)Objectives of Training and development in mc Donald's

To determine the what is required for the job position/

To make the employees able to match with the current standards

To develop and structure the most effective training Programs organizing them making steps to implement them.

To deliver the development programs and training programs with the most effective ways.

To create the most effective results on the results/behaviours of selected recruits

Analyzing the management of human resources in Mc Donald's on achieving these objectives

Mc Donald's offers two types of training and development within the organisation. It is one of the reasons of highest standards of quality, service and cleanliness. Well trained staff and manager are a one of the pillars on which standards are made.

And for the purpose well organized and structured training process is conducted by Mc Donald's.

MC Donald's s policy is to provide its employees with more and more career opportunities . through training employees are able to develop their full potential.

Mc Donald's organizes very comprehensive training programmes for its staff in which operations management is taught and career progression is suggested to a ' first job' employee and thus he is able to progress towards senior position (i. e. merit based promotions.

For setting standards and expectations ' welcome meeting' is organized.

Crew trainers work along with the new trainees through which they learn Operational skills.

They also attend classroom-based training Programs where they attend lectures, complete workbooks for quality, service and cleanliness.

REFERING HARVARD MODEL

It is quite beneficial policy to provide career opportunities to its employee's . For the purpose training program is organized by Mc Donald's. That is for:-

CREW

OPERATIONS MANAGEMENT

CAREER PROGRESSION

And as a result employee is able progress to upward level positions easily (through merit-based promotions). and after that employees go through well structured development programmed which uses different development programs like " on the job " or floor based training programmers. Moreover Mc Donald's management Development curriculum organizes Training and development program for the employees (For trainee to beyond manager).

That develops the operational and controlling managerial qualities in the managers.

REFERING GUEST MODEL

STRATEGY

HRM PRACTICES

OUTCOMES

BEHAVIOURAL OUTCOMES

PERFORMANCE OUTCOMES

FINANCIAL OUTCOMES

Learning and development strategies

1. Training and development programs

1. Developing performance of employees

1. improvement in skills

2. confiedence in employees

1. committed and competitive employees

1. high standard

2. valued staff gives high customer satisfaction that brings good financial results

(3)Objectives of performance appraisal in Mc Donald's

providing feed back and improving employees performance

identifying the training needs of employees

Validating the selection techniques and human resource policies to meet federal equal employment opportunity requirements.

To know and judge the gap between actual performance of employee and required performance

Enhancing the communication between management and employees

Analyzing the management of human resources in Mc Donald's on achieving these objectives

M Donald's do performance review twice a year after 6 month of job period new employees are reviewed analyzed (their work performance), are they meeting organisations standards ad provide usual feedbacks to them and if any kind of improvement is needed employee is helped to improve his skills .

For the purpose two methods are used by Mc Donald's:

Raise is the employee's salary is based on performance appraisal . raise is done by 10%, and performance is recorded each year.

REFERING HARVARD MODEL

REFERING GUEST MODEL

STRATEGY

HRM PRACTICES

OUTCOMES

BEHAVIOURAL OUTCOMES

PERFORMANCE OUTCOMES

FINANCIAL OUTCOMES

Investment strategy

Talent management strategy

1. applying Graphical rating scale

. Taking interview

. getting 360 degree feedbacks

1. Management come to know about the employee performance and need of improvement if needed

1. improvement in working techniques and abilities

1. improvement in quality of service

1. high standard

2(a/b)

HR planning's purpose is to determine what HRM requirements exist for current & future supplies & demands of workers. To realize the McDonald's service vision, the organization believes in strengthening their team and ensures to deliver the right skills and knowledge to the right person for getting the right job done. The strength, for making the strong team players to shine under the Golden Arches lies in the People Practice and Development Program.

HUMAN RESOURCE PLANNING METHODS

PLANNING AND FORECASTING PERSONNEL NEEDS

Mc Donald's uses " TREND ANALAYSIS" to forecast the needs and requirement of jobs within the organisation. Through this Mc Donald's tries to know its past employment requirements and tries to know its future requirement about the employees. Mc Donald's is established itself from a decade and know about the people's and customer's minds a lot and also about the current trends and requirement and improvement of workforce. Mc Donald's usually forecasts its requirement and according to which was the marketing trend i. e. sales and labour needs in the previous years.

For this MC Donald's have two ways

MANAGEMENT ESTIMATES

Managers have to forecast the required staff positions that fall under them. They have to do this on the basis of past, present and future needs.

WORK STUDY TECHNIQUES

Work study specialist studies about how long various jobs are to, about using the machinery and equipments; they have to collect information about how sales will be done, and for that how many employees are required and working hours

McDonalds forecasts the requirements of staff and employees by inside and outside supply of

candidates.

JOB ANALYSIS METHOD

Job analysis is a structured approach for setting the Skills and responsibilities for a job and about of types and eligibility of candidate who should be hired for it. It is done by HUMAN RESOUCE DEPARTMENT in Mc Donald's . they define job description regarding different departments, responsibilities, working environment and conditions and staff head's responsibilities. And after job descriptions finalization job is restricted which is usually based on observations of the management and seniors. Job analysis is usually interview based.

JOB EVALUATION METHOD

This is regarding the wages and salaries of employees according to their job position. and it is based on job analysis's results. There are two types of employees (based on working hours)

In McDonald There are two types of working hour's employees:

- Part Time Employees:-total hour of working

- Full Time Employees:-monthly based salary

HUMAN RESOURCE DEVELOPMENT METHODS
DEVELOPMENT CAREER MANAGEMNT

Managers usually have its own different management development plans. Its development program is well established and well structured. That is for managers and its employees.

It includes:

EDUCATING PEOPLE

Restaurant manager in each department of Mc Donald's takes classes to provide general information the new members. Quality reference guide (a BOOK) is given to every employee through whom employs get knowledge about the skills and techniques. And then employees can apply for exam of training scrod.

DEVELOPING AND TRAINING

Hamburger University is a centre of training centre of Mc Donald's. The training provided here includes study of basics of operations and business.

EFFECTIVENESS OF ABOVE METHODS TO MEET THE ORGANIZATIONAL OBJECTIVES

The main objectives of human resource planning in Mc Donald's are:

BECOMING MARKET LEADER

MEETING THE CHANGES IN EXTERNAL ENVIRNOMENT

EVALUATING FUTURE RECRUITMENT NEEDS OF ORGANISATION IN ADVANCE(for one year)

BUILDING UP PROMOTION AND CAREER DEVELOPMENT STRATEGIES

DEVELOPING FLEXIBLE WORK FORCE TO MEET WITH THA CHANGING REQUIREMENTS AND ENVIRNOMENT

PROVIDING BEST SERVICE

PROVIDING GOOD RETURNS TO THEIR STAKEHOLDERS

After analyzing above methods it is clear that Mc Donald's is using the best of its human resources and it know very well how it can get best from them. Manager's responsibility is to enhance working capabilities of each and every employee's working under him/or her. They usually support them rather than simply dictating. Moreover Manager holds the responsibility of improvement of working performance of employee if needed. MC DONALDS's HUMAN RESOURCE PLANNING METHODS are quite effective in achieving the objectives of organisation

MC DONALDS IS a BIG Name in food chain industry. No Doubt Mc Donald's is one step ahead other competitors.

Mc Donald's Human Resource Planning is well structured and quite clearly defined . Planning and forecasting is quite effective in acquiring the future needs of organization because it have quite clear goals

1. Studying past employment needs

PLANNING AND FORCASTING>>>>>>>>>>>>> 2. Predict future employment needs

Trend analysis methods

This method not only is good way to make general forecasts about the job requirements. but also helps in changing its needs according to the changes in external environment.

HUMAN RESOURCE MANAGEMENT department do job analysis that is to examine and find the exact requirement of position. This helps in searching a right candidate for a job.

JOB evaluation Method is beneficial in making a balance between rewards. Wages and salaries.

In Mc Donald's development program Mc Donald's not only provide its employees a basic training it includes a effective training plan but also employee gets diploma or degree recognized by hamburger university.

At McDonald's, our training mission is to be the best talent developer of people with the most committed individuals to Quality, Service, Cleanliness and Value (QSC&V) in the world. Our strong commitment to the training and development of our People has resulted in many " firsts" and honors, including being…

The first restaurant company to develop a global training center

The only active QSR currently to receive college credit recommendations from the American Council on Education (ACE), the United States' oldest and most recognized unifying body for higher education

Continually recognized for excellence in training.(HAMBURGER UNIVERSITY. [INTERNET]. AVAILABLE ON: http://www. aboutmcdonalds. com)

3a/b

Indicating and monitoring method of human resource performance

PERFORMANCE APPRAISEL

Mc Donald's do performance review twice a year in which each and every employee is reviewed and evaluated. This is to know the performance level of employee. It consist of forms for a specific job that have

INTERNATIONAL MC DONALDS STANDARDS

ACTUAL EMPLOYEE PERFORMANCE

FEEDBACK (provided to employee)

METHODS USED

GRAPHIC SCALE METHOD

It involves the following traits:

î€€Communicating with others

î€€Personal effectiveness/efficiency in work and behaviour

î€€Teamwork within the department

î€€Productivity

î€€Quality of work done

î€€Reliability

It is the simple and best way which is used by Mc Donald's because with the help of this method employees are rated on floor based to managerial level easily. The feedback is collected after rating the employee according to the rating scale and is fairly according to the performances of employees.

360 DEGREE METHOD

This is an upward feedback. Information is collected all around. here in this information collecting process participants are

Subordinates can appraise their seniors. Employee satisfaction survey is done and department heads come to know which employee is giving what result in his or her performance.

SUGGESTIONS AND RECOMENDATIONS

In simpler aspect performance appraisal systems are considered as way to strengthen the relationships between supervisors and employees. In Mc Donald's however uses to best approaches for performance appraisal . but performance matters in both ways always it can give bad results if:-

Bad judgement by supervisor—————————> 1. good performance is not judged carefully

2. Employees may be not serious

A collaborative approach

In this approach both supervisors and employees take part in developing appraisal system, and when both are involved they do their best to make it successful. However 360 degree approach is adopted by Mc Donald's for performance appraisal in which data is collected all around collaborative approach when mixed with 360 degree it can give quite beneficial results.

Clearance of objectives

The two main objectives of performance appraisal are:-

1. Providing feedback to employee so that they are made able to develop their capabilities.

2. Documenting the whole performance, communicating and supporting administrative decisions about increasing salary, and promotions etc

For making both these objective clear and effective focus should be on one at time.

The aims must not be stable

Mangers should not have one aim for a whole year . it must be changed half a year. For a example while for half year manager is examine the no of clients, then it changes to examine the no of returning clients . this method

is quite beneficial to find new ability of employee and to examine new methods of job work.

CONCLUSION

HR Policies and practices of Mc Donald's include very important tasks such as recruitment and selection, training and development, Performance appraisal etc . and for these tasks human resource department of a company is fully committed. They have well structured approach to accomplish the tasks. Mc Donald's however dreams of becoming the world's leading food service retailer, it also believes in the well being of all his employees , workers and staff. It has different programs for training and development of employees.