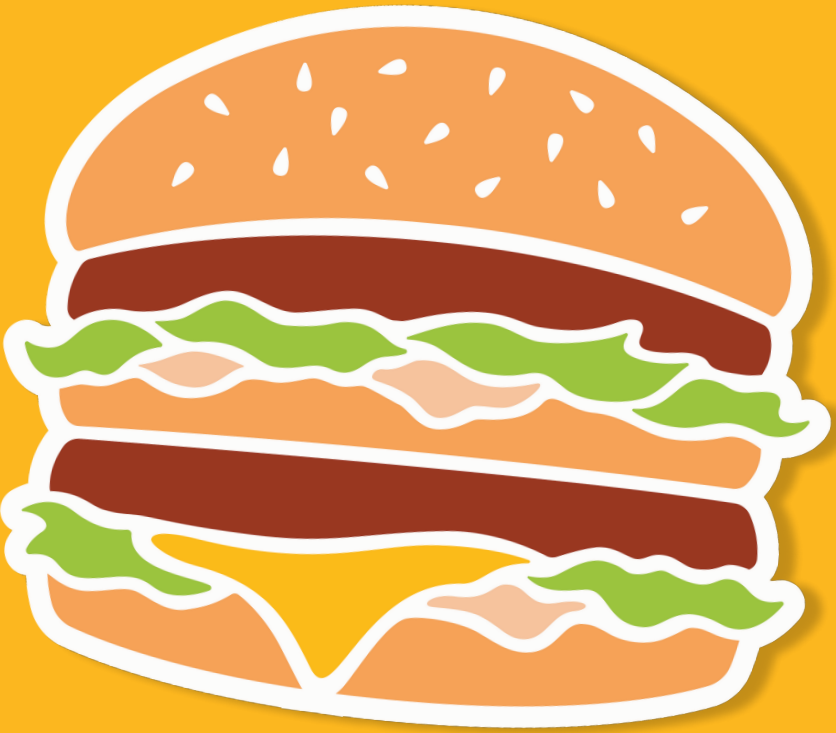# Mueller Family
McDonald's
est. 1972

Hiring
Best
Practices

Candidate Selection

① Choose great employees

At your McDonald's, everything runs on teamwork so you're always on the lookout for great candidates—those golden individuals who can move at the speed of happy, serve guests delicious food and make people smile.

How do you know whether or not a candidate has what it takes to create the Feel-Good Moments that McDonald's is famous for?

Look to the Gold Standard Hospitality principles.

**Connect with Guests**   **Be Authentic**   **Put Guests First**   **Serve Delicious Food**

These four principles give us guidelines for creating great guest experiences—and together, they form a great foundation for choosing new employees.

This Interview Guide is designed to help you ask the right questions—and listen for the right answers—so you can connect with candidates, uncover their talents and make an educated decision. On the following pages, you'll find simple interview tools for team and management candidates.

Keep this guide readily available so that you can come back to it whenever you conduct interviews.
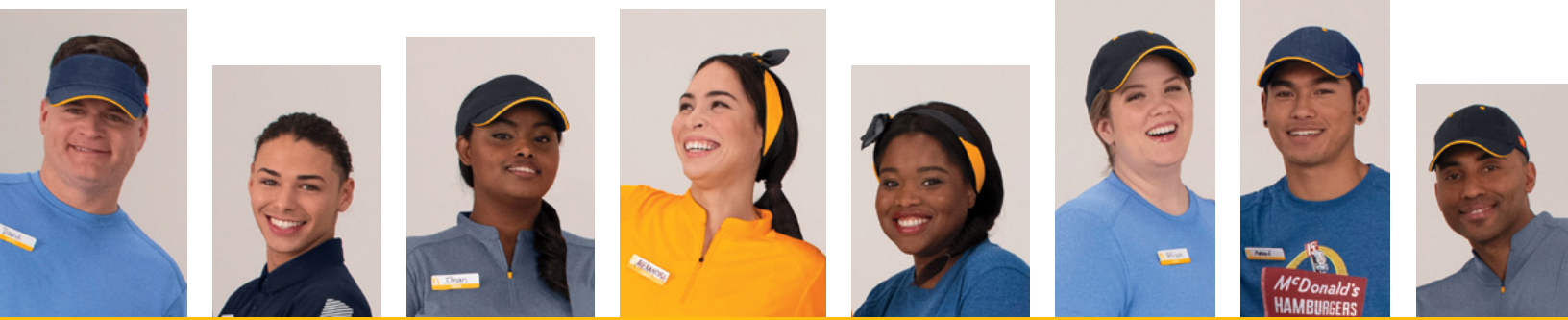
Reduce turnover with "One More to the Core"
The right interview strategy can help you reduce turnover in your restaurant.

Here's how:
Imagine a McDonald's restaurant with 10 positions:

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

If the annual turnover for this restaurant is 100%, does that mean that each of those 10 positions turns over once each year?

Probably not.

Chances are, there were **some positions where there was zero turnover.** These were "core" positions because they were filled by employees who remained for the entire year. It also means the restaurant had **other positions where there was 200% turnover.** Let's say that our imaginary McDonald's has five "core" positions with employees who remain all year long and five other positions that turn over twice.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

What if this restaurant's manager had access to clear, easy-to-use tools with the right questions to ask candidates—plus guidance about how to evaluate their answers? Could these tools result in one more employee who would be a good fit for the team and remain for a year, adding "One More to the Core"?


| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

This illustration shows how just one smart hiring decision **can reduce a restaurant's annual turnover by 20%.**

That's why it's worth the effort to use the tools in this guide to find the right fit for each open position. Remember, just adding "One More to the Core" can make a big difference in your restaurant's turnover numbers.

Tips for choosing candidates

✓ **Be picky.**
Great team members deserve to work with other great team members. Your team will be unmotivated by having to work with someone who doesn't measure up to the Gold Standard Hospitality Principles.

✓ **Seek multiple candidates.**
Consider at least two or three candidates for an open position. Settling for a candidate who isn't a good fit will likely cause more problems and take more time than holding out for an awesome candidate.

✓ **Listen carefully.**
The interview tools will help you assess whether a candidate's answers indicate a good fit for your restaurant.

✓ **Be open minded.**
Take the time to conduct a complete interview before making a decision. Looks and experience may not convey someone's ability, especially for first-time job seekers.
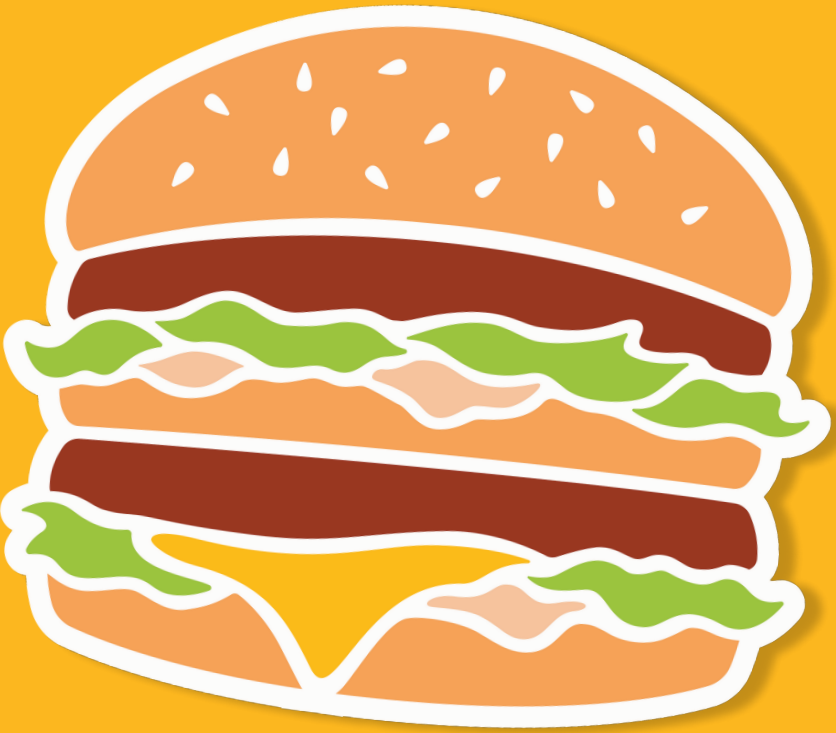
Interview
Guide

2 Prep for the interview

To find excellent candidates, you need to know what golden candidates look and sound like.

Fortunately, you know more about this than you might think.

Use your best performers as role models

Think about the most outstanding team members or managers you've worked with, past and present. Ask yourself this question: **Who are the golden people on my team now?**

Now think about each person who comes to mind and answer these four questions:

	Question	Answer
Knowledge: May either be acquired prior to becoming a team member or within a short period of time after starting	**What do they know?**	
Attributes: Personality characteristics and motivations that demonstrate hospitality and will enable greater success within the role	**Who are they?**	
Experience: Types of work experience that would help someone succeed as a team member	**What have they done?**	
Skills: Behaviors that are linked with the ability to be successful in the specified role	**What can they do?**	

Take a couple minutes to write down your answers. Even better, if you have more time, conduct a practice interview with one or more of these individuals using one of the interview tools in this guide. Pay attention to their responses to your questions. Take notes. This exercise can tell you a lot about what golden looks and sounds like.

It's also helpful to think about team members who fell short of expectations. Why did they fail? What were their knowledge gaps? What attributes, experiences or skills were missing?

Interview prep tips

✓ **Pick your spot.** Find a quiet place without heavy traffic to conduct the interview.

✓ **Be considerate.** Be on time and let your team know you're conducting an interview and you should only be interrupted for an emergency. Set distractions aside.

✓ **Read up.** Review the application of the candidate prior to the interview.

✓ **Print out.** Print a copy of the appropriate interview tool and be ready to take notes.

3 Conduct the interview

This guide includes a printable interview tool for team members and another tool for interviewing managers.

Gold Standard Hospitality principles.

Connect with Guests

Be Authentic

Put Guests First

Serve Delicious Food

There are four sections to each interview tool:

1 Gold Standard categories.
Each interview question is aligned with one of the four Gold Standard Hospitality principles.

2 What to ask.
Choose 1–2 questions from each of the four hospitality principles. Be consistent with your questions for each candidate.

3 What to listen for.
Use this column to help you assess the candidate's responses.

4 Interview notes.
Use this section to jot down your notes about the candidate's responses.

Interview tips

✓ **Print out.**
Print a copy of the appropriate interview tool and be ready to take notes.

✓ **Be consistent.**
Ask the same questions to all candidates so you can compare their responses.

✓ **Be careful.**
Only take notes about the candidate's responses to your questions. Avoid writing down observations about the candidate's physical appearance.

✓ **Obey the law.**
Avoid asking questions that aren't related to the job or the qualifications of the candidate. If you have any questions about this, check with your owner operator, HR partner or other appropriate contact.

Interview tool links

Team Member or GEL Interview Questions

Management Interview Questions

④ Conclude the interview

Your approach to the end of the interview will vary depending on whether or not you want to hire the candidate.

For candidates who are a great fit

Talk to the candidate about the benefits that will be most appealing to him or her. For example, mention the Archways Opportunity program to candidates who are putting themselves through school. Or mention flexible hours to candidates who are considering McDonald's as a second job.

Ask the candidate if they have any questions. At McDonald's, we often interview people who have not had a lot of job search experience, so they may not know what to ask.

The interview tools also include a section for "The Candidates Turn" to ask questions, to help candidates interview you and learn more about working for McDonald's.

This is a great way to keep the conversation going and establish a positive rapport with interviewees.

For candidates who aren't a good fit

Every interviewee is more than a prospective employee—it's likely that he or she is also a guest. If you are certain you won't want to hire an individual, you don't have to tell them so outright. It is more kind and respectful to say something like this:

> **Thank you for coming in today. I have two more interviews scheduled for this position. If you don't hear from me shortly, you can assume we've selected another candidate.**

By giving them a brief window of time to expect an answer, you are letting these candidates know they should continue to apply for other jobs elsewhere.

If a candidate should call or come back to inquire about their interview status, you should let them know you've selected another candidate. Keep in mind, they are still a guest.

Tips for the end of the interview

✓ **Be thoughtful.**
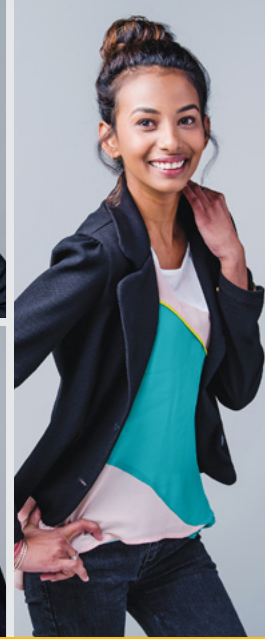Make sure each candidate feels respected and appreciated.

✓ **Set expectations.**
Provide candidates with information about what next steps, if any, will follow the interview.

✓ **Thank them.**
Remember that your candidate is also a guest. Thank them verbally and you may consider giving them a BOG card to extend your appreciation.

5 Make a decision

This Interview Guide includes an <u>Applicant Comparison Tool</u> to help you decide between multiple candidates for an open position.

Compare applicants

After you have completed all interviews for an open position, use the Applicant Comparison Tool to summarize your interview notes, consider how well the candidates meet the Gold Standards, and decide which one will get the offer.

Here is an example of a completed form:

Candidate	Connect with Guests	Be Authentic	Put Guests First	Serve Delicious Food
A	Seems more interested in computers than people	Doesn't seem open to being coached	Does not seem very friendly	Looking for any kind of job
B	Is a good listener	Is responsible, including other jobs	Very outgoing, including in school	Likes being around food
C	Had some good ideas about taking care of others	Misses a lot of work	Not a good candidate for cashier	Likes retail and restaurants

Decision: Making an offer to "B".

How to handle hiring questions:

"Hi, are you hiring?"

Hello! We are always accepting applications! Let me take your name and phone number so our hiring manager can get in touch with you.

Have you already filled out an application? If not, you can fill one out at McHire.com!

Our hiring manager will review your application and reach out if they are interested in setting up an interview. Thank you!

Do's and Don'ts

DO'S

Be polite, friendly, and professional

Refer them to McHire.com

Ask for their name & number

Tell them about our benefits!

DON'TS

Give out personal information of hiring manager such as schedule, full name, phone number, etc.

Make hiring decisions if you are not authorized. Do not guarantee someone a job or tell them they won't be hired because _____.

Send them away without telling them how to apply!

Interview Guide

General Questions - Any Candidate

Ask the candidate:	Green Flags:	Yellow Flags:	Red Flags:	Probing Questions:
What made you choose McDonald's when looking for a job?	Enthusiasm in McDonald's as a brand, learning new skills, or working in a fast paced environment	"Not really sure" - this is common for someone re-entering the work force, a first time job-seeker, or someone changing career paths entirely.	"Just looking for a job", you're the only placed that called them, etc.	What do you know about the job duties?
What parts of the job do you think you would enjoy the most?	Someone who has an understanding of what the role entails - adaptability, open-mindedness, quick thinking, flexibility, etc.	"Not really sure" - this is common for someone re-entering the work force, a first time job-seeker, or someone changing career paths entirely.	"Seems easy" or "the pay" - the pay is not necessarily a red flag, but if they can't identify any other reason to work for you they are likely not going to be driven or dedicated	Do you have any experience with ____?
What skills or characteristics do you have that make you believe that you'd be a good fit for this position?	Team player, self driven, interested in building a career, etc.	"Not really sure" - this is common for someone re-entering the work force, a first time job-seeker, or someone changing career paths entirely.	Someone that tells you how great they would be at a task but can't elaborate on how or why they would be.	I have a few other candidates to interview. What makes you stand out from them?
What kind of things would you dislike to do?	Someone who is up for anything!	If someone does not want to work in a specific station (ie; grill, front, etc), ask follow up questions to determine why. Candidate may be lacking confidence in their ability to work in that station (ie; shy around strangers, etc). This does not mean they won't be a good fit anywhere else. Often, once they start and build the knowledge and confidence, they are able to be cross	"I absolutely refuse to…" "There's no way I'm going to ____"	Have you had any experience with doing ___? Is it something you may be open to in the future, given proper training?
Tell me about a time that you were part of a team (sports, school project, work team, etc.) and you accomplished something great. What did your team do to accomplish that task?	Someone who can enthusiastically tell you about their experience working with others. Someone who can share how the team worked together to accomplish their goal.	Someone who has never been part of a team - first try providing examples of types of team work and if they have truly never worked with a team, move on to next questions.	Someone who can only tell you about their own contributions or that uses a lot of "I" statements rather than "We". This is someone who likely does not work well with others.	What was your role on that team?
Please tell me about your previous work or volunteer experiences. Start with your first significant experience and bring me up to today.	Has learned from past job or activities, has strong or relevant experience, is not overly negative about previous employers	No work/volunteer history - use your best judgment. Did this person spend the last 20 years raising a family? Are they looking for their first job as a teenager?	Someone who takes the opportuntiy to bash previous employe in an unprofessional way.	What was your favorite part of the job? What was your least favorite? *Listen for clues that this person may or may not be a good fit in our line of work.*
Tell me about a time you experienced a major change at school/work/etc. How did you handle that change?	Someone who embraced the change well and was able to adapt fairly quickly.	Someone who says that the change was very difficult (this is NORMAL!) to implement and a bit frustrating but that overall they were able to adapt to it.	Someone who hates the change/adjustment and was unable to overcome that change.	How do you think others perceived that change?

Candidates with Prior Experience

Ask the candidate:	Green Flags:	Yellow Flags:	Red Flags:	Probing Questions:

Ask the candidate:	Green Flags:	Yellow Flags:	Red Flags:	Probing Questions:
Tell me about an experience that you had with a customer that stands out.	Someone who fondly recalls an experience they shared with a guest that had a positive outcome.	Someone who didn't work with customers at all - ask different questions!	Someone who talks about frustration with customers. Everyone gets frustrated with customers, but it is unprofessional during an interview.	How do you handle difficult or rude customers?
What skills did you pick up at _____ that will help you here?	Listen for skills such as how to work at a fast pace, flexibility, customer service, people skills, punctuality, time management, etc.	A candidate that only thinks of surface level skills such as using a register, production, etc.	A candidate who cannot think of any skills they developed at their last job.	How will you bring those skills here?
Did you have any specific targets or metrics you needed to meet?	Someone that was involved in helping their previous employer meet goals/targets such as service times, sales, etc. Person can describe specific ways they contributed.	Someone who does not have any knowledge of their previous employers' targets. Ask additional questions to confirm they understand.	Someone who talks about the targets and metrics but cannot describe how they helped meet or work toward meeting the targets. Someone who has only negative things to say about the targets.	What motivates you?

High School/College Students

Ask the candidate:	Green Flags:	Yellow Flags:	Red Flags:	Probing Questions:
Who was/is your best teacher and why?	Listen for comments about the teacher's ability to help them learn, keep them engaged, and manage their classroom. This candidate wil llikely respond well to authority and structure.	Someone who talks about how fun their teacher was - ask additional questions!	Their most fun teacher, teachers who "let them do whatever they want", teachers that do not assign any homework, "easy" teachers, etc. This person may have a hard time responding to authority/structure.	What is one lesson they taught you that stuck/will stick with you?
Tell me about a time you worked on a school project and how it worked out.	Listen for someone who took on a leadership position or that was able to work through challenges.	Someone who ignored conflict withing the group and just did their own thing - this person is likely non confrontational. Candidate may be suitable for a Crew position but likely not in a leadership position.	Someone who simply hates group projects or claims they did all the work but cannot provide detail on what steps they took or how they handled the conflict.	What was the most challenging part of working on this project? What was the outcome?
Do you have plans after graduation?	Someone that knows exactly what they want to do and has it all planned out or someone that is looking to build a career right away.	Someone who isn't sure - that's normal and okay. Ask about hobbies and interests!		

Candidates with Large Gaps in Employment History or Adults That Never Worked Before

Ask the candidate:	Green Flags:	Yellow Flags:	Red Flags:	Probing Questions:
I see that there is a period of time from _____ to _____. Can you tell me about what you were doing during that time frame?	Stay at home parents, taking care of a family member, in school, etc.	Someone that says they worked somewhere but didn't put it on the application - why did they exclude it?›	Someone who cannot explain their gap in work history .	Do you have any reservations about entering the workforce?

Guía de entrevista

Preguntas generales - Cualquier candidato

Pregunta al candidato:	Banderas verdes:	Banderas amarillo:	Banderas roja:	Preguntas de sondeo:
¿Qué te hizo elegir McDonald's a la hora de buscar trabajo?	Entusiasmo en McDonald's como marca, aprender nuevas habilidades o trabajar en un entorno de ritmo acelerado	No estoy muy seguro: esto es común para alguien que vuelve a ingresar a la fuerza laboral, una persona que busca trabajo por primera vez o alguien que cambia completamente de carrera.	Solo busco trabajo, eres el único lugar que los llamó, etc.	¿Qué sabes sobre las funciones del trabajo?
¿Qué partes del trabajo crees que disfrutarías más?	Alguien que comprenda lo que implica el puesto: adaptabilidad, mentalidad abierta, pensamiento rápido, flexibilidad, etc.	No estoy muy seguro: esto es común para alguien que vuelve a ingresar a la fuerza laboral, una persona que busca trabajo por primera vez o alguien que cambia completamente de carrera.	Parece fácil o "el pago": el pago no es necesariamente una señal de alerta, pero si no pueden identificar ninguna otra razón para trabajar para usted, es probable que no se sientan motivados o dedicados.	¿Tienes alguna experiencia con ____?
¿Qué habilidades o características tienes que te hacen creer que serías un buen candidato para este puesto?	Jugador de equipo, autónomo, interesado en desarrollar una carrera, etc.	No estoy muy seguro: esto es común para alguien que vuelve a ingresar a la fuerza laboral, una persona que busca trabajo por primera vez o alguien que cambia completamente de carrera.	Alguien que te dice lo bueno que sería en una tarea, pero no puede dar más detalles sobre cómo o por qué sería.	Tengo algunos otros candidatos para entrevistar. ¿Qué te hace destacar entre ellos?
¿Qué tipo de cosas no te gustaría hacer?	¡Alguien que está dispuesto a cualquier cosa!	Si alguien no quiere trabajar en una estación específica (es decir, parrilla, frente, etc.), haga preguntas de seguimiento para determinar por qué. El candidato puede carecer de confianza en su capacidad para trabajar en esa estación (es decir, tímido con extraños, etc.). Esto no significa que no encajarán bien en ningún otro lugar. A menudo, una vez que comienzan y desarrollan el conocimiento y la confianza, pueden recibir capacitación	Me niego rotundamente a... "De ninguna manera voy a ____"	¿Has tenido alguna experiencia haciendo ____? ¿Es algo a lo que puede estar abierto en el futuro, con la capacitación adecuada?
Cuéntame sobre alguna vez que formaste parte de un equipo (deportivo, proyecto escolar, equipo de trabajo, etc.) y lograste algo grande. ¿Qué hizo su equipo para lograr esa tarea?	Alguien que pueda contarle con entusiasmo sobre su experiencia trabajando con otros. Alguien que pueda compartir cómo el equipo trabajó en conjunto para lograr su objetivo.	Alguien que nunca ha sido parte de un equipo: primero intente proporcionar ejemplos de tipos de trabajo en equipo y si realmente nunca ha trabajado con un equipo, continúe con las siguientes preguntas.	Alguien que solo puede contarte sobre sus propias contribuciones o que usa muchas declaraciones "yo" en lugar de "nosotros". Es alguien que probablemente no funciona bien con los demás.	¿Cuál era tu papel en ese equipo?
Cuéntame sobre tu trabajo anterior o experiencias de voluntariado. Comience con su primera experiencia significativa y tráigame hasta el día de hoy.	Ha aprendido de trabajos o actividades anteriores, tiene una experiencia sólida o relevante, no es demasiado negativo sobre los empleadores anteriores	Sin historial de trabajo/voluntariado: use su mejor juicio. ¿Pasó esta persona los últimos 20 años criando una familia? ¿Están buscando su primer trabajo siendo adolescentes?	Alguien que aprovecha la oportunidad para criticar al empleador anterior de una manera poco profesional.	¿Cuál fue tu parte favorita del trabajo? ¿Cuál fue tu menos favorito? Escuche las pistas de que esta persona puede o no encajar bien en nuestra línea de trabajo.
Hábleme de un momento en que experimentó un cambio importante en la escuela/trabajo/etc. ¿Cómo manejaste ese cambio?	Hábleme de un momento en que experimentó un cambio importante en la escuela/trabajo/etc. ¿Cómo manejaste ese cambio?	Alguien que dice que el cambio fue muy difícil (¡esto es NORMAL!) de implementar y un poco frustrante pero que en general supieron adaptarse.	Alguien que odia el cambio/ajuste y no pudo superar ese cambio.	¿Cómo crees que los demás percibieron ese cambio?

Candidatos con Experiencia Previa

Pregunta al candidato:	Banderas verdes:	Banderas amarillo:	Banderas roja:	Preguntas de sondeo:
Cuénteme sobre una experiencia que haya tenido con un cliente que se destaque.	Alguien que recuerda con cariño una experiencia que compartió con un invitado que tuvo un resultado positivo.	Alguien que no trabajó con los clientes en absoluto: ¡haga preguntas diferentes!	Alguien que habla de frustración con los clientes. Todo el mundo se frustra con los clientes, pero no es profesional durante una entrevista.	¿Cómo maneja a los clientes difíciles o groseros?
¿Qué habilidades adquiriste en ____ que te ayudarán aquí?	Escuche habilidades tales como cómo trabajar a un ritmo rápido, flexibilidad, servicio al cliente, habilidades con las personas, puntualidad, gestión del tiempo, etc.	Un candidato que solo piensa en habilidades superficiales como el uso de un registro, producción, etc.	Un candidato que no puede pensar en ninguna habilidad que haya desarrollado en su último trabajo.	¿Cómo traerás esas habilidades aquí?
¿Tenías objetivos o métricas específicas que necesitabas cumplir?	Alguien que estuvo involucrado en ayudar a su empleador anterior a alcanzar metas/objetivos como tiempos de servicio, ventas, etc. La persona puede describir formas específicas en las que contribuyó.	Alguien que no tiene ningún conocimiento de los objetivos de sus empleadores anteriores. Haga preguntas adicionales para confirmar que entienden.	Alguien que habla sobre los objetivos y las métricas, pero no puede describir cómo ayudó a cumplir o trabajar para alcanzar los objetivos. Alguien que solo tiene cosas negativas que decir sobre los objetivos.	¿Lo que te motiva?

Estudiantes de secundaria y universitarios

Pregunta al candidato:	Banderas verdes:	Banderas amarillo:	Banderas roja:	Preguntas de sondeo:
¿Quién fue/es tu mejor maestro y por qué?	Escuche los comentarios sobre la capacidad del maestro para ayudarlos a aprender, mantenerlos comprometidos y administrar su salón de clases. Es probable que este candidato responda bien a la autoridad y la estructura.	Alguien que hable de lo divertido que fue su maestro: ¡haga preguntas adicionales!	Su profesor más divertido, profesores que "les dejan hacer lo que quieran", profesores que no asignan tareas, profesores "fáciles", etc. Esta persona puede tener dificultades para responder a la autoridad/estructura.	¿Cuál es una lección que te enseñaron que se quedó/se quedará contigo?
Háblame de un momento en que trabajaste en un proyecto escolar y cómo funcionó.	Escuche a alguien que asumió una posición de liderazgo o que pudo superar los desafíos.	Alguien que ignoró el conflicto dentro del grupo y simplemente hizo lo suyo: es probable que esta persona no sea conflictiva. El candidato puede ser adecuado para un puesto de tripulación, pero probablemente no para un puesto de liderazgo.	Alguien que simplemente odia los proyectos grupales o afirma que ellos hicieron todo el trabajo pero no pueden brindar detalles sobre los pasos que tomaron o cómo manejaron el	¿Cuál fue la parte más desafiante de trabajar en este proyecto? ¿Cuál fue el resultado?
¿Tienes planes después de la graduación?	Alguien que sabe exactamente lo que quiere hacer y lo tiene todo planeado o alguien que busca construir una carrera de inmediato.	Alguien que no está seguro, eso es normal y está bien. ¡Pregunte por aficiones e intereses!		

Candidatos con grandes brechas en el historial de empleo o adultos que nunca trabajaron

Pregunta al candidato:	Banderas verdes:	Banderas amarillo:	Banderas roja:	Preguntas de sondeo:
Veo que hay un período de tiempo de ____ a ____. ¿Puedes contarme qué estabas haciendo durante ese período de tiempo?	Quedarse en casa padres, cuidar a un familiar, en la escuela, etc.	Alguien que dice que trabajó en algún lugar pero no lo puso en la solicitud, ¿por qué lo excluyeron?>	Alguien que no puede explicar su brecha en el historial laboral.	¿Tiene alguna reserva acerca de ingresar a la fuerza laboral?

Team member or guest experience leader (GEL) interview

Interviewer notes: Start with a little small talk to put your candidates at ease. Ask how their day is going. Thank them for coming in. Spend a few minutes telling them about your McDonald's experience and what you do today. You should also explain if the restaurant is corporate or operator owned.

Create a feel-good moment: At the start of the interview, consider offering the candidate a coffee. At the end of the interview, you can offer the candidate a menu item or give them a BOG card for a return visit. Remember, they're not just a candidate, but also a guest.

Get started: Explain that you'll be asking questions that will help you learn about the candidate and you'll take notes to help you remember what was said. Add that you'll ask the same questions to everyone who is applying for the position so you can fairly compare each candidate. Let the candidate know that he or she will have a chance to ask you questions as well.

Throughout the conversation: Remember the attributes of your golden team members. Keep them in mind as you listen to the candidate's responses to your questions. Consider where your candidate may best fit your restaurant based on their responses. Are they a great fit for a GEL role? Would they be an awesome asset to production? Could they do both?

Choose 1–2 questions from each of the four hospitality principles. Be consistent with your questions for each candidate.

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Introduction:		
It's great that you've decided to apply for a job at McDonald's. Can you tell me why? As a follow up, what do you know about the position you're applying for?	• Enthusiasm in McDonald's as a brand and not just looking for "a job" • Looking to learn new skills or get great training • Understands the position responsibilities; a first-time job seeker may not really know, so take this time to provide an honest overview of what the job entails	
Please tell me about your previous work or volunteer experiences. Start with your first significant experience and bring me up to today. (Follow up) What did you enjoy most about your previous work?	• Has learned from past job or school/community activities • Has strong/relevant experience (example: retail experience) of what the job entails	
Connect with Guests:		
We like to make sure that every guest receives an authentic greeting to start their experience. What are two different ways you would welcome a guest?	• Greeting includes smiling, saying hello or welcome	
Let's say you are hired here and while working, a guest is angry because the item they ordered is sold out. What do you do?	• Understanding their frustration • Helping them find another menu item	

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Be Authentic:		
Tell me about a time when you served as a role model for others.	• Successful in getting others to follow his/her lead • Set a positive example	
What can a manager do to help you do a better job?	• Excitement to learn and be coached	
Why would someone recommend you for this job?	• Team player • Loves working with guests • Friendly	
Put Guests First:		
While serving a guest you notice a parent's child has spilled their lunch, creating a potential hazard. What would you do?	• Excuse yourself from the current guest to find help for the other and keep the restaurant safe	
Tell me about a time when you had to help someone who was difficult or rude. How did you handle the situation?	• Does not get defensive • Resolves the situation	
You are working in the restaurant and it's very busy when a co-worker asks you to help out with a guest. What would you do?	• Awesome team members help the co-worker, demonstrating initiative	
Serve Delicious Food:		
As a team member, in what part of the restaurant do you think you would most enjoy working, such as the kitchen or guest service?	• Use information for possible placement and training. They may also reveal that none of the areas sound enjoyable, which could change the outcome of the interview.	
How do you deal with tasks you don't really like to do?	• Our golden team members may not like them, but do them anyway. This shows flexibility.	
Why do you think it is important for a guest to get what they ordered correctly?	• It creates a great experience; it's more likely they will come back.	

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Closing:		
If you are hired, what do you hope to gain from this job?	• Listen for an interest in growth and development, not just obtaining "a job".	
That was my final question. Is there anything else you would like to tell me about yourself?	• Listen for information applicable to the job. If you'd like more detail or clarification about the candidate's answer, ask now.	

The candidate's turn!

Our best ingredient is the people on our team. So we're on the lookout for newcomers who think in sync and make it work. Ask the candidate what questions they may have about the job or McDonald's. If they do not have any questions to ask, you may consider offering them additional information provided below. You do not need to provide them all of this information, but it may be beneficial.

Tell them	Share your experience
The most important thing to know about McDonald's as a place to work is...	• What do you as the interviewer and employee at McDonald's believe is the most important thing a new hire should know?
There are opportunities at McDonald's to grow in your career. Some people may only work as crew, but there are others who move into management, get jobs at the corporate offices and even some who go on to own a McDonald's.	• You may choose to include more about your career progression or a leader's within your organization
People succeed at McDonald's because they...	• What has made others on your team successful?
I love working here because...	• Why do you love your job?

Manager candidate interview

Interviewer notes: Start with a little small talk to put your candidates at ease. Ask how their day is going. Thank them for coming in. Spend a few minutes telling them about your McDonald's experience and what you do today. You should also explain if the restaurant is corporate or operator owned.

Create a feel-good moment: At the start of the interview, consider offering the candidate a coffee. At the end of the interview, you can offer the candidate a menu item or give them a BOG card for a return visit. Remember, they're not just a candidate but also a guest.

Get started: Explain that you'll be asking questions that will help you learn about the candidate and you'll take notes to help you remember what was said. Add that you'll ask the same questions to everyone who is applying for the position so you can fairly compare each candidate. Let the candidate know that he or she will have a chance to ask you questions as well.

Throughout the conversation: Remember the attributes of your best managers. Keep them in mind as you listen to the candidate's responses to your questions. Do they have the experience to lead people and shifts or take on additional responsibilities?

Choose 1–2 questions from each of the four hospitality principles. Be consistent with your questions for each candidate.

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Introduction:		
Thank you for applying at McDonald's. Why are you interested in working here? As a follow up, what do you know about the job?	• Strong interest in leading/developing people in a fast paced environment, including retail or quick service restaurants • Enthusiasm of McDonald's as a brand	
Please tell me about your previous work experiences. Start with your first significant experience and bring me up to today. What have you enjoyed most about your previous work?	• Listen for relevant managerial experience, not only leading others but responsibilities such as scheduling, ordering or managing a P&L report • They should be passionate about training others or working to help a team be successful	
Connect with Guests:		
How would you train your team to get guests to come back again?	• You are looking for someone who would go above and beyond, possibly suggest a new menu item and creating feel-good moments	
How do you excite a team about what they are going to do? (Follow up) Tell me about it.	• Listen for motivation methods focusing on meeting goals	
How would you deal with a very angry guest who was yelling at a team member?	• Our best managers step in to deal directly with unhappy guests and then take steps to make sure the problem doesn't happen again; Manager should also consider how to address the situation with the team member	

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Be Authentic:		
What are your strengths for leading a group?	• Coaching and developing others is at the top of the list for our most talented managers	
Tell me about the most significant goal you've accomplished at work? How long did it take and how did you get the desired results?	• Something to show they are thinking about the future, are committed to growth, etc.	
Can you tell me about someone you helped to train who was promoted or was able to take on additional responsibilities?	• Successfully develop team members by encouraging them to grow their skills	
Why would someone recommend you for this job?	• Listen for list of accomplishments and attributes	
Put Guests First:		
When people come to a restaurant, what do you think they want most?	• Great food, served fast and with a smile	
Tell me about a time when someone failed to provide you with good service and what that person did poorly.	• Identifies at least two ways the situation could have been handled differently	
Let's say you are training a new employee who asks what the most important thing he/she has to do as an employee in your restaurant? What would you tell him/her?	• Looking for an individual who understands the importance of taking good care of the guests	

Ask this	Examples of what to listen for	How did the candidate answer? Your notes:
Serve Delicious Food:		
How do you deal with tasks you don't really like to do?	• A good answer shows flexibility	
Tell me about how you keep yourself organized.	• Created a plan and worked to make it successful	
McDonald's promise is to make delicious, feel-good moments for everyone. What does this mean to you?	• Taking care of the guest, creating memorable moments that will make them want to come back	
Closing:		
That was my final question. Is there anything else you would like to tell me about yourself?	• Listen for information applicable to the job. If you'd like more detail or clarification about the candidate's answer, ask now.	

The candidate's turn!

Our best ingredient is the people on our team. So we're on the lookout for newcomers who think in sync and make it work. Ask the candidate what questions they may have about the job or McDonald's. If they do not have any questions to ask, you may consider offering them additional information provided below. You do not need to provide them all of this information, but it may be beneficial.

Tell them	Share your experience
The most important thing to know about McDonald's as a place to work is…	• What do you as the interviewer and employee at McDonald's believe is the most important thing a new hire should know?
There are opportunities at McDonald's to grow in your career. Some people move into different management roles, get jobs at the corporate offices and even some who go on to own a McDonald's.	• You may choose to include more about your career progression or a leader's within your organization
People succeed at McDonald's because they…	• What has made others on your team successful?

Applicant comparison tool

Use this tool to summarize your interview notes, consider how well the candidates meet our Gold Standards and decide which one will get the offer.

Candidate Name	Connect with Guests	Be Authentic	Put Guests First	Serve Delicious Food

Decision:

Once you've made a decision on all candidates, follow the steps as outlined in the Hiring & Onboarding guide.
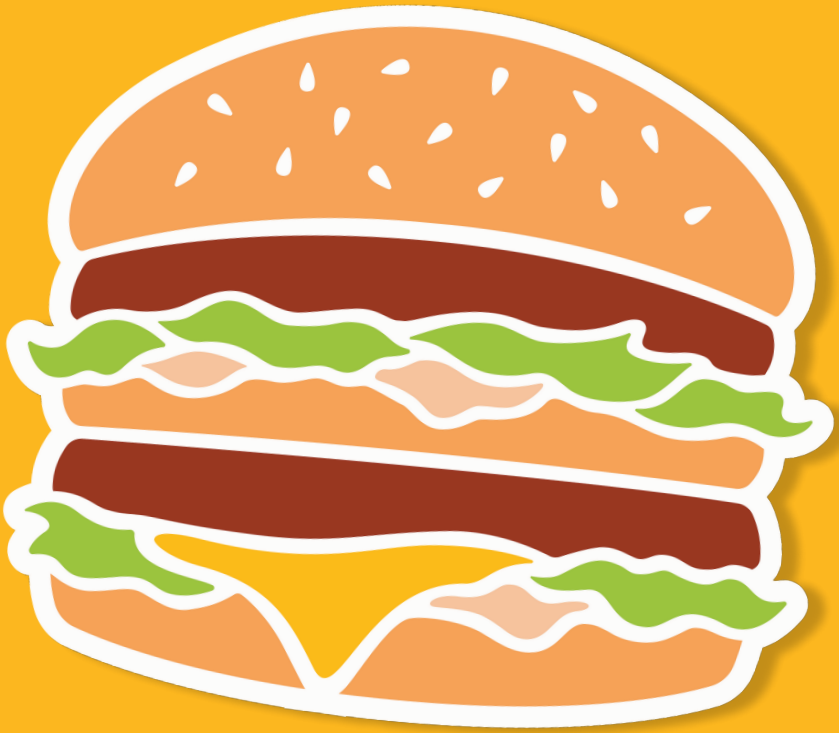
Onboarding & Training

Guardian

Common Errors and Fixes

If your McHire portal is displaying an "incomplete" Manager Task, this could mean a step was not completed or an error has occurred.

Manager Tasks

> ⚠ **Guardian / LawLogix - I9 Task**
> Section 1 Incomplete   View
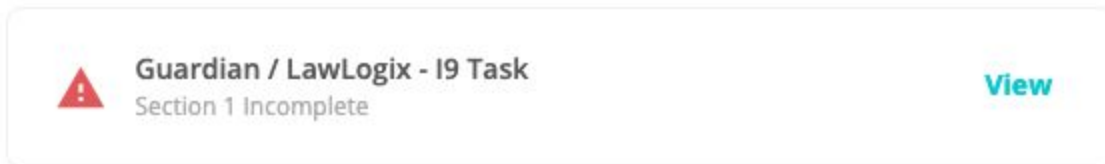
There are several issues that could occur during the I-9 process, some common ones are listed below:

- **No I-9 Links Received**
  - If your new hire lost their link email or says they never received it, the link can be generated again from the **Login Info** tab.
- **Section 2 Incomplete**
  - If a Section 2 wasn't marked as complete, the I-9 will still show as pending. This must be completed before the form is fully finished.
- **E-Verify Issue**
  - If your store participates in E-Verify, the case may have returned a result that requires more data.
- **Document Retention**
  - If your organization requires copies of authorizing documents, this could trigger an error if not performed.

To correct any of these issues, users are encouraged to login directly to the Guardian application. Once signed in, the dashboard will display items needing attention.

Should more specific assistance be needed, users may access numerous user guides and tutorials via the **Help** menu within Guardian.

Guardian

How to Create a New I-9

If for any reason the I-9 creation within the McHire application isn't working, the I-9 can be created within the Guardian application.

Generating a new I-9 within Guardian

1. Sign into Guardian at hr1.lawlogix.com
2. Click **Start I-9** in the left-hand menu.
3. Enter the employee's Social Security Number.
   a. If social security number is not readily available, click 'Employee does not have or will not reveal Social Security Number' and options for searching by name will appear.
4. Click **Search**.
5. Add employee details and click **Create I-9 for New Employee.**

Proceed with the I-9 creation process as usual to send the employee a new form for them to complete. Once completed, the I-9 task will update to reflect its status in McHire.

Guardian

How to Generate an Employee I-9 Access Link

If your new hire is receiving an 'expired link' message when attempting to access Guardian, this may surface in the Manager Tasks as 'Section 1 Incomplete' status.

Manager Tasks

⚠️ **Guardian / LawLogix - I9 Task**
Section 1 Incomplete

View

To provide access to the new hire before the first day of work, manually generate an access link from Guardian through the following steps.

Generating the link

1. Sign into Guardian hr1.lawlogix.com
2. View **Top Pending I-9s** dashboard.
3. Find the employee that needs a new link and click their name.
4. Click the **Login Info** tab.
5. Click **Generate New Link**.
6. Enter the employee's email address in the **To** field
7. Click **Send Email**.

| Personal | Job Details | Tasks | I-9 Forms | OnDocs | **Login Info** | Custom Fields | E-Verify |

Login Information

Contact Information

E-Mail

Employee Login Link

https://uat1.lawlogix.com/4DCGI/WEB_Log_Login/EMP/USVQLEK7YS0VR87B/RMLNM

Generate New Link   Disable Link
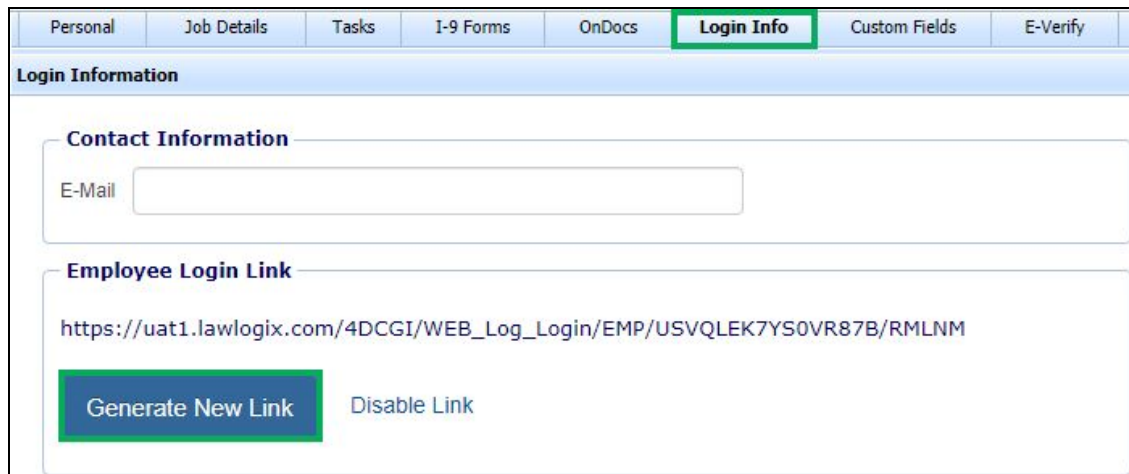
Guardian will send the employee this email to access Guardian and complete their portion of the I-9 form.
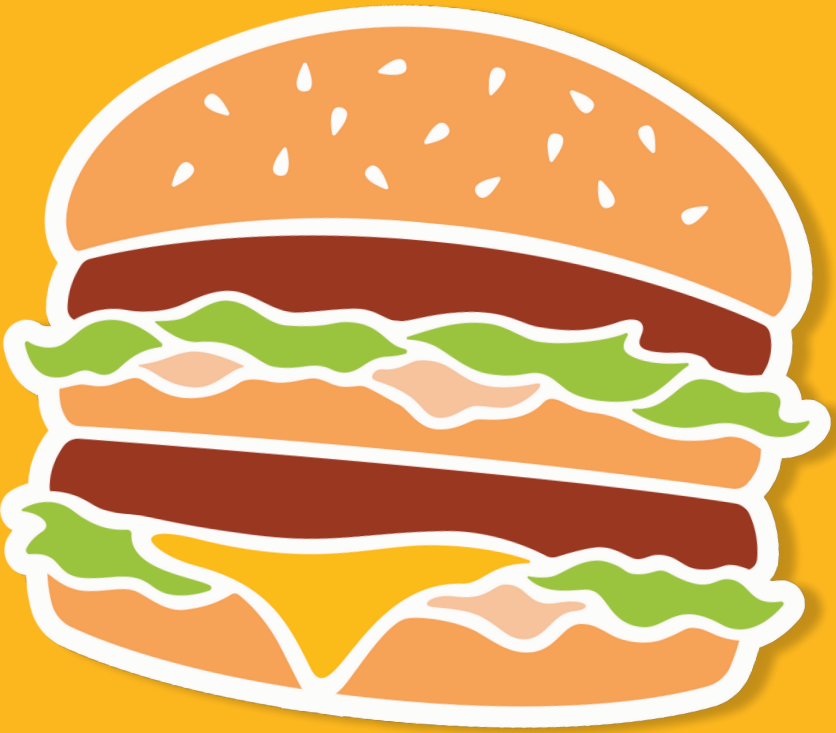
McHire
Guides

NAVIGATING MCHIRE

When logging in, the default application that will be shown is the **Candidate Inbox**.
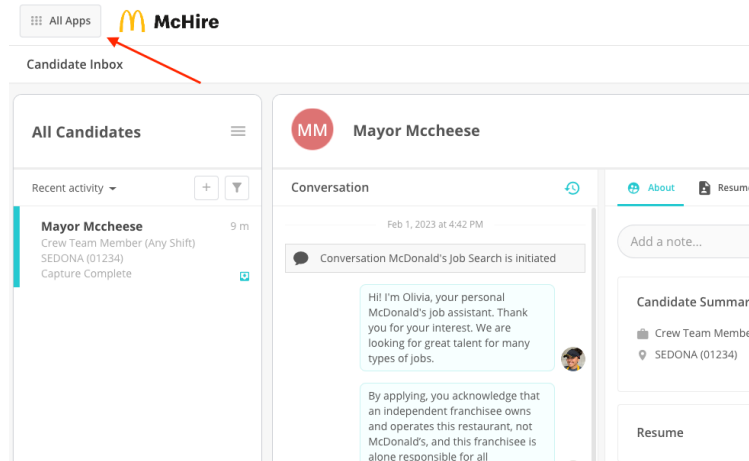
To access other applications, click the **All Apps** button to have the application tray be available to view.

On the top right corner of the screen, there will be the:
1. Account Name
2. Emplpuee Avatar
   - → My Profile
   - → Help Site Access
   - → Logout
3. Candidate Journey Drop Down
4. More: Candidate Manage Options
   - → Edit (Candidate Information)
   - → Attributes
   - → Lookup
   - → Mark Unread
   - → Print
   - → Spam
   - → Share
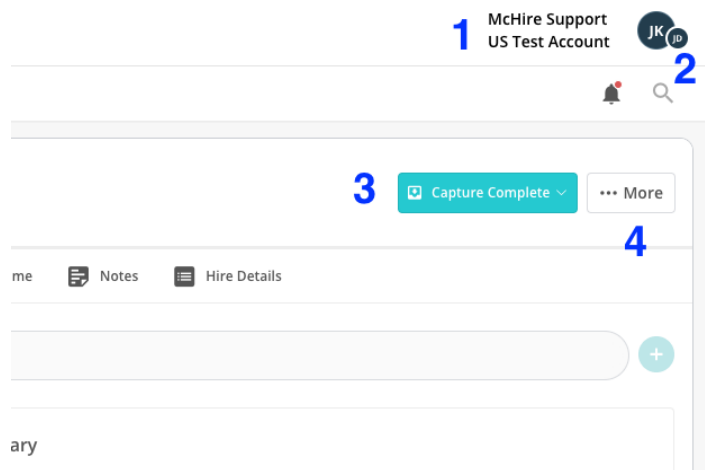
MY PROFILE

The **My Profile tab** has a large influence over how the system looks and schedules within the system. Each user can manage their busy times, recurring availability, and their time zone on this page.

To get started, go to:
- **Employee Avatar > My Profile**
- Locate the mobile phone number field and click in to type your number to receive SMS alerts.

Job and location viewing permissions — **View Permissions**

Add photo

First name: Jane
Last name: Doe

Job title: Admin

Mobile phone number: +1
Email: test@test.com

Employee ID: e123456
Country: United States

Change Your Time Zone

Please ensure your time zone is updated to the timezone you are located in to make sure that Olivia schedules your interviews correctly.

Set weekly recurring times for when you want to be available for interviews. If your calendar is connected, Olivia will not book over your busy times.

Edit Availability

Sun	Mon	Tue	Wed	Thu	Fri	Sat
None	None	None	None	None	None	None

Timezone: (UTC-07:00) US/Arizona - MST (AZ)

🔍 Search timezone

(UTC-05:00) US/East-Indiana - EST

(UTC-05:00) US/Eastern - EST

(UTC-05:00) US/Michigan - EST

(UTC-06:00) US/Central - CST

(UTC-06:00) US/Indiana-Starke - CST

Busy Days, Vacations, and Holidays

Select dates when you're not available for interviews.

Personal Assistant

This person can help manage when you're available for interviews.

Alternate Interviewer

If you decline an interview, the following employee(s) can take your place.

Connect an External Calendar

For users connecting their calendars, they can choose the calendar service they would like to integrate with.
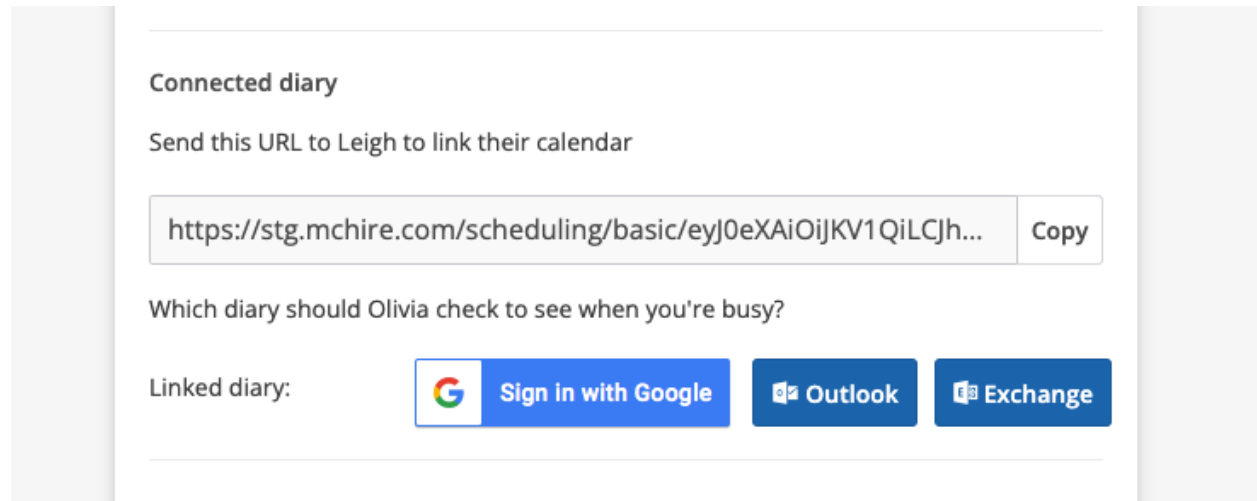
- These buttons above will take the user to an OAuth page for their calendar service where users can log in to their account.
- After choosing the account to connect, the calendar service will ask the user to approve the permissions that our calendar apps **need to view the free/busy times on the user's calendar.**

Open Interview Times (Recurring Availability)

Open interview times are the foundation of our scheduling product and are the first place that Olivia will check when finding any available times for interview requests. The **Open Interview Times** section of a user's profile page is where the user can manage their recurring availability. To learn more please go to the adding & updating recurring availability section.

Busy Days, Vacations, and Holidays

Users can manage their busy days when they do not want to be scheduled for interviews. **If a user adds dates to this field, these dates will be removed from their recurring availability**.
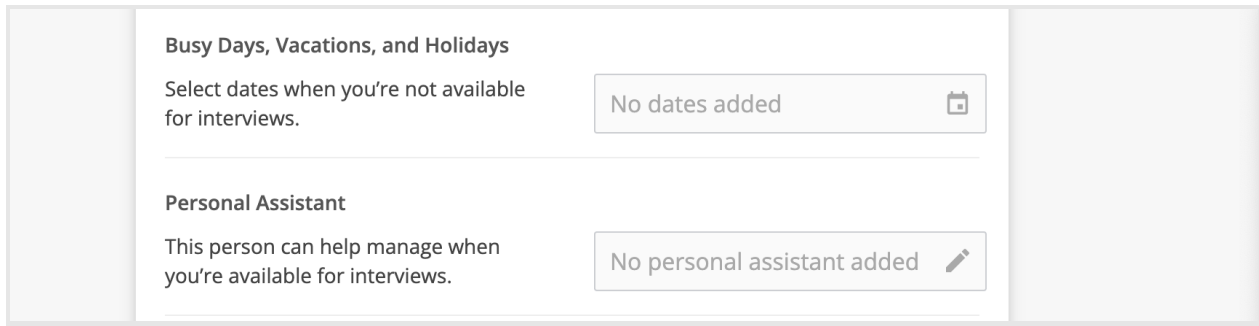
Personal Assistant

Users can set up a personal assistant to act on their calendar for them.

All communication typically sent to the users when updates to their calendar are requested will instead be sent to the personal assistant that has been added in this field.

Alternate Interview

If a user sets up an *Alternate Interviewer* and **declines an interview**, Olivia will automatically invite the *Alternate Interviewer* listed on the users' profile and replace the original users in the attendee list.
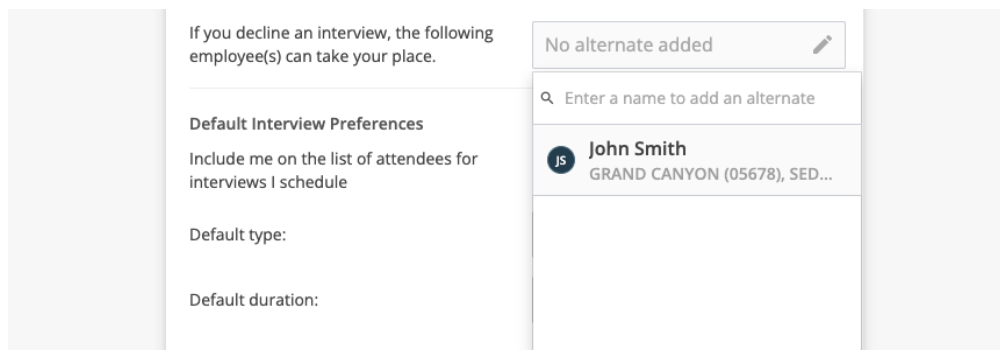
Default Interview Preferences

For users that are actively working in the system, they can set up their default interview that will populate into the scheduling request functionality when it is opened on any candidate. This is helpful for similar interview requests that will always apply when interviews are **manually scheduled**.

Note: It is the best bet to schedule in-person interviews.

Default Interview Instructions

For each of the main interview types, users can add default interview instructions that will be auto-filled and added to the scheduling request by default.

This is helpful for similar interview requests or for giving basic instructions that will always apply when interviews are **manually scheduled**.

WCAG Accessibility

Next, users can enable **WCAG compliance** on their accounts to increase the contrast of certain colours throughout the system. In addition, you can manipulate the text size throughout the system to make it more legible.

The Web Content Accessibility Guidelines (**WCAG**) are part of a series of web accessibility guidelines published by the Web Accessibility Initiative (WAI) of the World Wide Web Consortium (W3C), the main international standards organization for the Internet.

WCAG Accessibility

Customize accessibility settings to assist with navigating the CEM.

Color Contrast

Text Resizing

100%
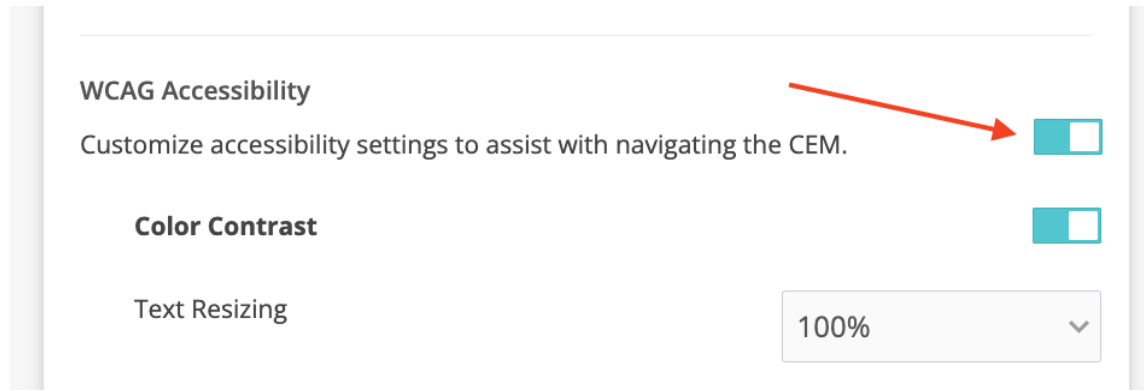
The last step in the setup process is to click **Save**.

PART II. SCHEDULING AND INTERVIEWS

MANAGING INTERVIEW AVAILABILITY

After setting up your profile, the next step in the process is understanding how to manage your calendar. McHire allows any users that will conduct interviews to set up and maintain a calendar with open interview availability.

This availability is what Olivia will use when scheduling interviews in the McHire system; it can be set up to be recurring or day by day depending on the area in the system.

ADDING & UPDATING RECURRING AVAILABILITY

McHire users can add and edit **recurring calendar availability** by:
- Log into McHire
- Click on the **Employee Avatar** > **My Profile**
- Scroll down to the *Open Interview Times* option
- Select *Edit Availability*

A weekly calendar view will appear that allows you to choose the days and times that you would like your AI Assistant to schedule interviews for you. To add an open interview time, simply drag and drop over a time period.

To edit or delete availability at any time, click on the availability block and make your selections.

Note: Please set your appropriate time zone in the "time zone" section.

After customising your Open Interview Times on the weekly calendar, remember to click **Save**!

Note: This calendar option is recurring. The times you select will continue to serve as your recurring weekly availability unless you edit them at a later time.

This option works well for users with a set schedule or restaurants with open interview days, etc.

As the best bet, Recurring availability should be set up as a minimum and all additional interview slots should be set up three weeks in advance.

ADDING & UPDATING WEEKLY AVAILABILITY

McHire users can add, view, and edit their weekly schedules by:
- Logging into McHire and clicking on **All Apps > My Calendar**.
- A weekly calendar view will appear that allows you to choose the days and times that you would like Olivia to schedule interviews for you. **Note**: **If you have added recurring time to your calendar from part 1 under My Profile it will show here!**
- To add an open interview time, simply click on a timeslot, drag your cursor to expand the slot, and release the cursor.
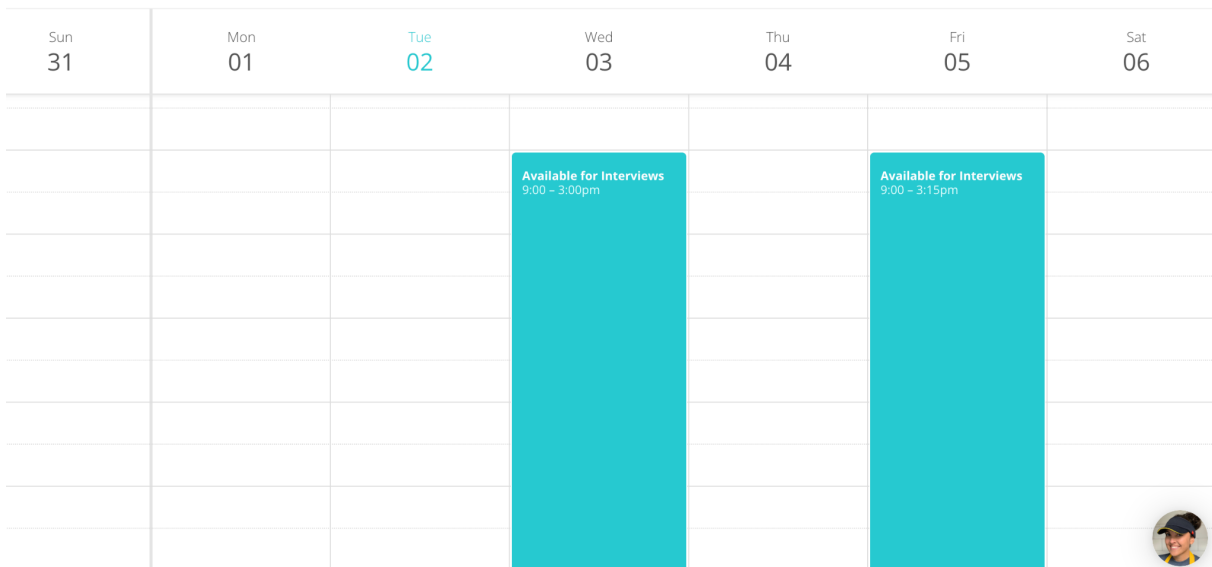
Sun 31	Mon 01	Tue 02	Wed 03	Thu 04	Fri 05	Sat 06
			Available for Interviews 9:00 – 3:00pm		**Available for Interviews** 9:00 – 3:15pm	

- To edit or delete availability at any time, click on the availability block and make your selections.
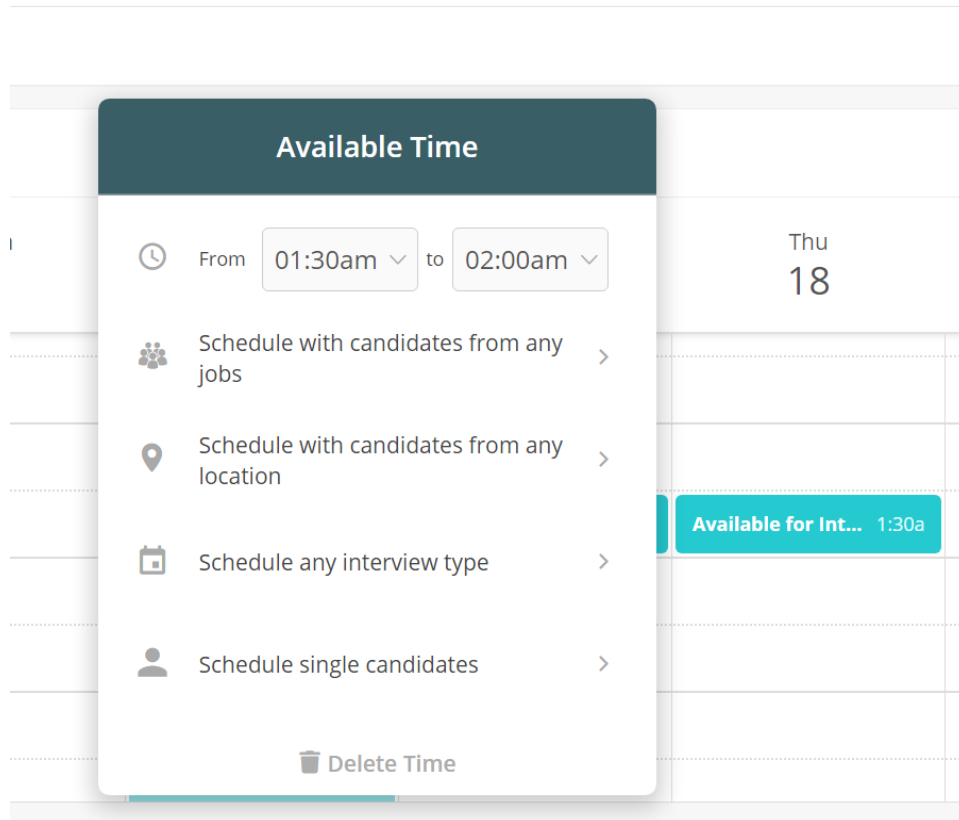
Note: This calendar option will not recur and is ideal for Managers or Supervisors who do not have set schedules or set availability. It allows the users to update their availability on a weekly basis. Please see the instructions regarding setting up recurring availability.

MANAGING LOCATION-BASED INTERVIEW AVAILABILITY

Organizations using McHire can now set location-based availability. This is great for organizations with a centralised hiring practice or organizations that may hold their interviews at a specific location.

To configure:
- Navigate to either calendar option listed above (weekly or recurring).
- Click into their available interview times and select "Schedule Interviews with candidates from any location".
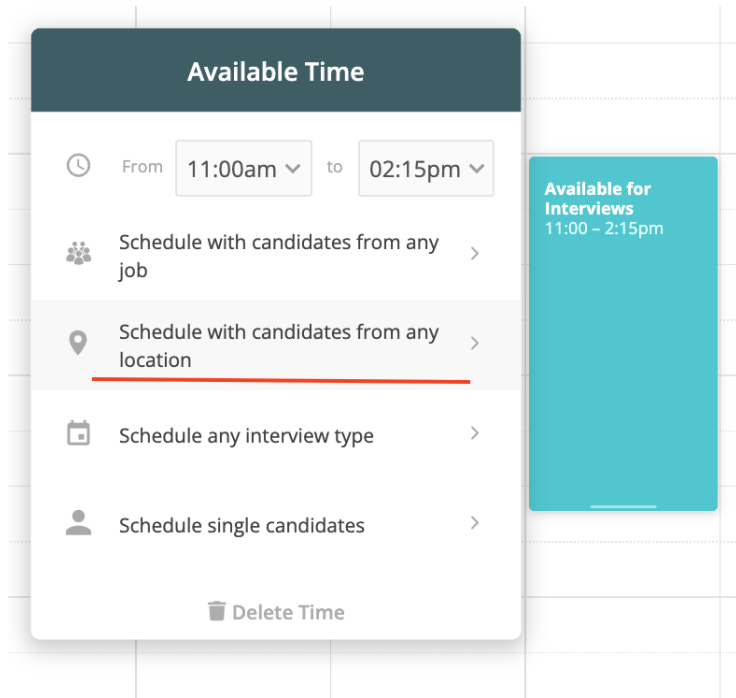
- Next, the users can select the location(s) they would like interviews to be scheduled for during that time block.
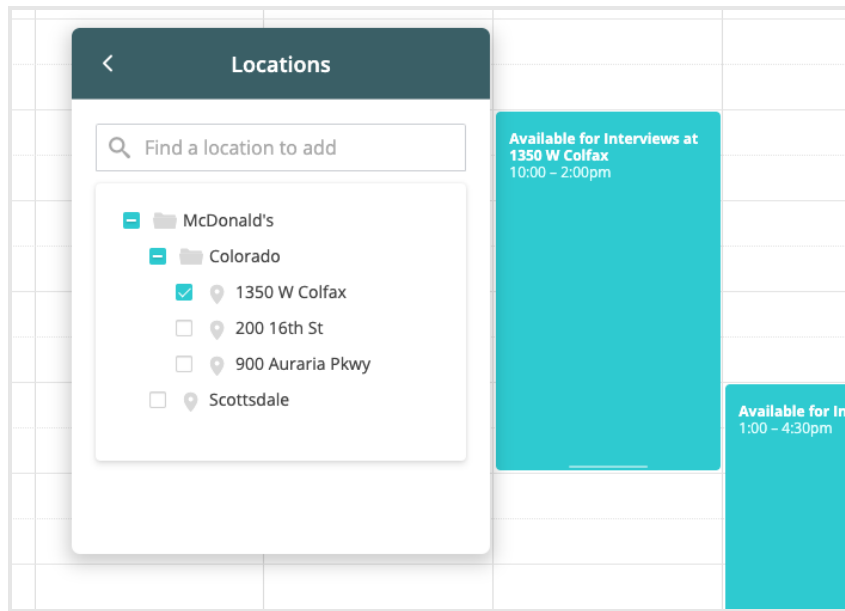
Note: This option is for in-person interviews only and will only apply if your organization is using centralised hiring.

If you are a recruiter going between locations this configuration is extremely important. Please take the time to check each interview location and ensure that you take care and select the correct location and give enough time for travel when required.

INTERVIEW TYPES

McHire allows flexibility in scheduling different kinds of interviews. The following interview types are available in the system:

- **In-Person**: Schedules an interview between a manager and candidate to take place in person at the restaurant.
  Note: In-Person interviews are the McHire best practice.
- **Phone**: Schedules an interview between a manager and candidate to take place over the phone.
- **Virtual**: Schedules an interview between a manager and a candidate to take place virtually through the McHire Virtual Interview portal.

GROUP INTERVIEWS

If your location or organization conducts group interviews, you will need to determine if this is going to be the default or automatically scheduled option OR if you will manually schedule group interviews on a one-off basis.

For automated interviews, the interview type is configured on the job level.
Note: There is a full section on Job configuration that outlines the remaining steps. This is for group interview information only.

- Click on **All Apps** > **Settings Icon**
- Select **Jobs**
- Click into the job category you will be configuring or editing with group interviews
- Select the appropriate job
- Move to the Candidate Journey section of the job configuration page
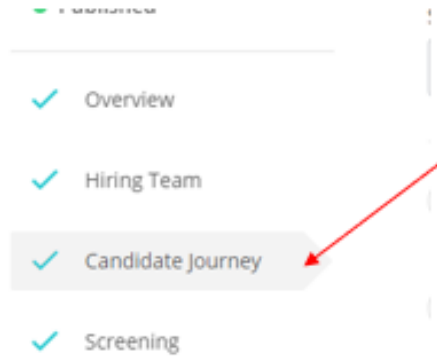
- Locate the Scheduling section and change the Interview details
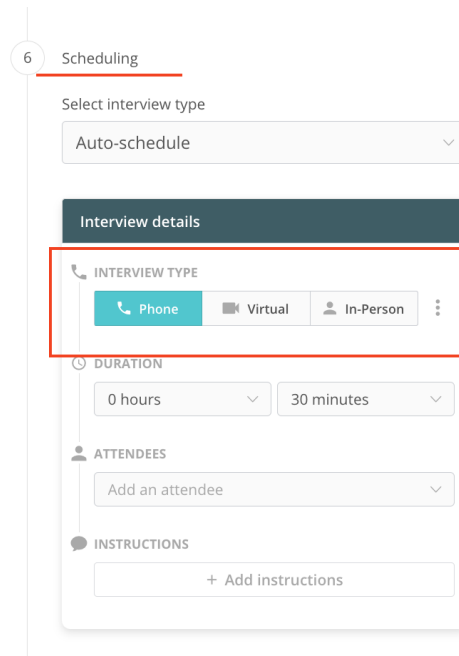
- Group interviews are available; however, they are not included in the main three types. Click the three dots next to interview type and select group interview
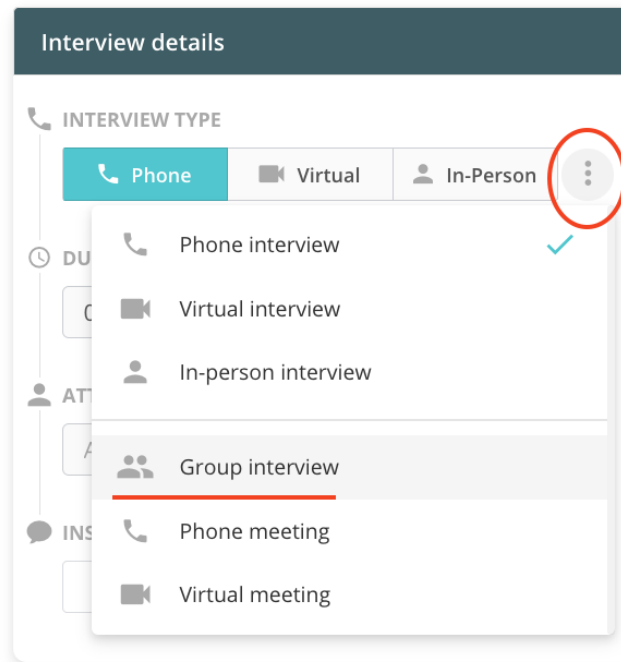
- Set the location as "Candidate's Selected Location" unless the interview will take place outside of the location the candidate has applied for
- Configure the duration and attendees and click **Save**

In order for Olivia to successfully schedule group interviews, you will also need to edit the availability in your calendar on the days/times you would like to have group interviews scheduled.

- Open either your weekly OR recurring calendar
- Select the interview time block you would like to schedule group interviews for
- Click on "Schedule single candidates"
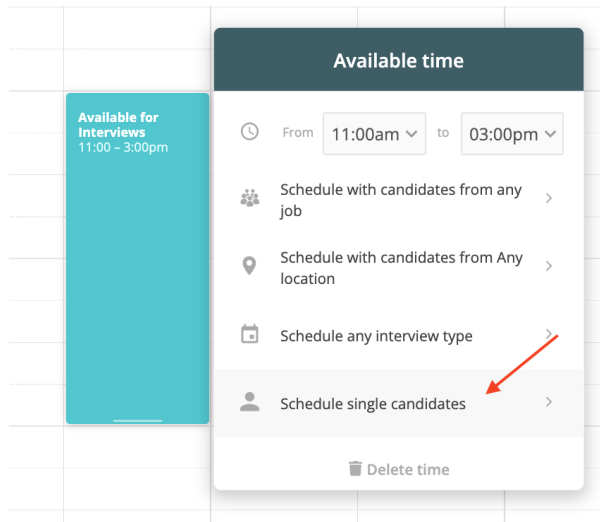
- Change the option to Group Interviews when prompted
- Add the number of attendees you would like to allow for each group interview session
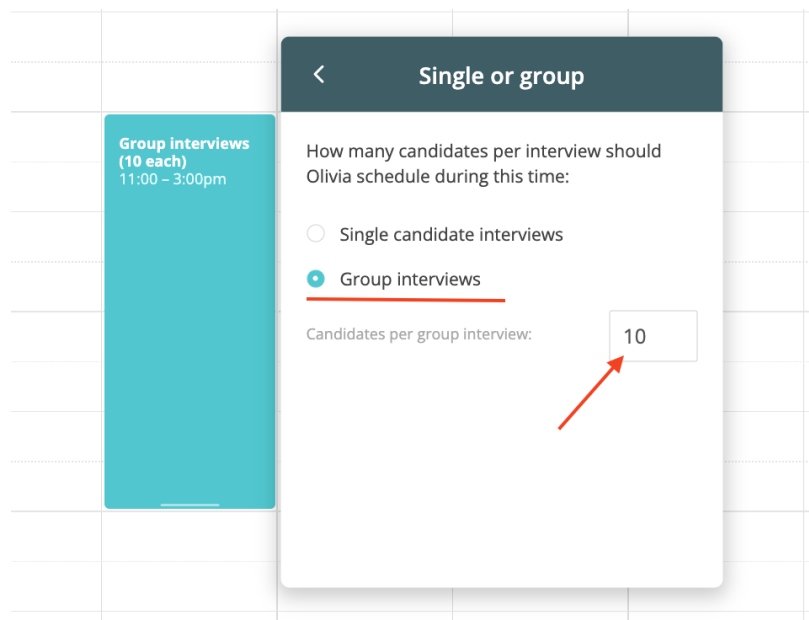
- Click out of the edit box and click **Save**

MANAGE USERS' CALENDARS

Franchise Owner, **Franchise Staff**, and **Supervisors** can manage other users' calendars by adding open interview times, rescheduling, editing, cancelling existing interviews, and more.

Additionally, Hiring Manager users are unable to manage other calendars but can share their calendar if needed between users.

- Click **All Apps** > **Calendars**
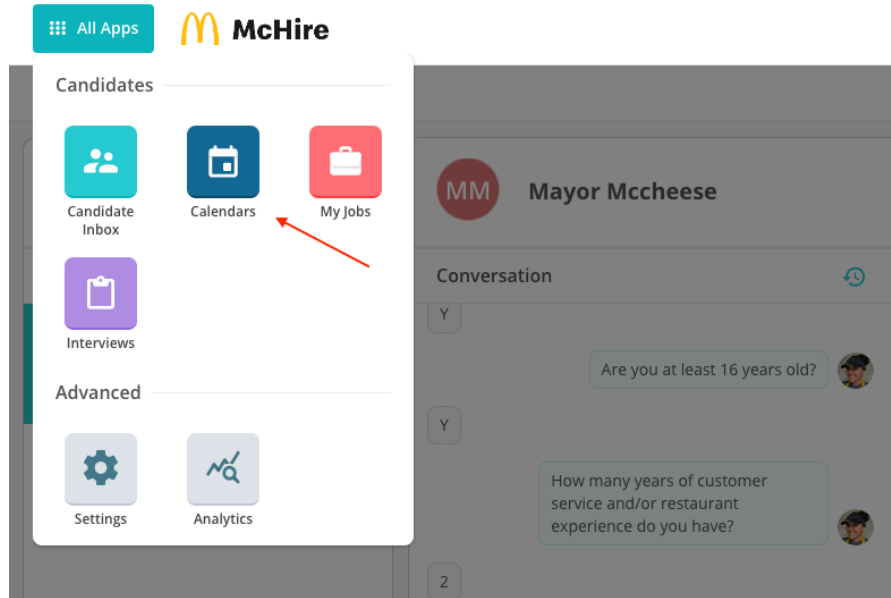
- Once in the calendar menu, click **All Calendars** (left-hand side) > **Employees.**
- Next**,** click on the users' calendar that you would like to view or manage.
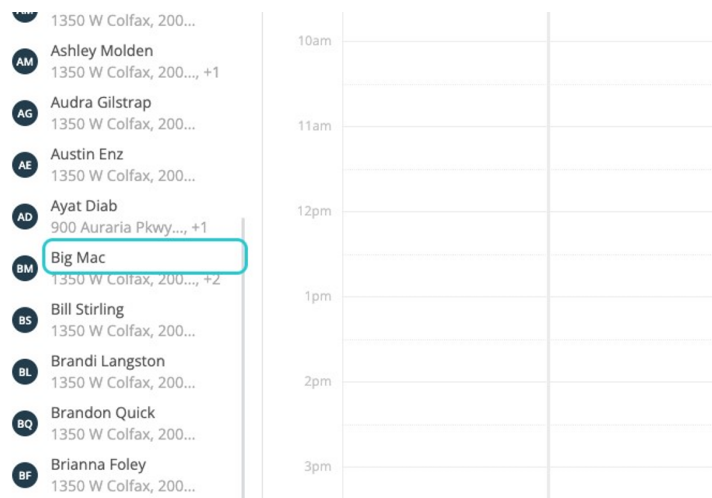
- Click and drag to add time onto a employee's calendar. Ensure to **save** any changes that are made.

17	18	19	20	21

Available Time

🕐 From [09:30am ⌄] to [01:00pm ⌄]

👥 Schedule with candidates from any job >

📍 Schedule with candidates from any location >

📅 Schedule any interview type

👤 Schedule single candidates

🗑 Delete Time

Available for Interviews
9:30 – 1:00pm

PART V. MANAGING CANDIDATES & ONGOING USE

MANAGING CANDIDATES

CANDIDATE PROFILES

Each candidate in McHire will have a candidate profile. This profile contains the *Candidate Name*, *Contact Information (Phone and Email)*, *Job Title*, and the entire conversation the candidate conducted with Olivia.

Additionally, candidate and employee forms completed during the hiring process can be found under the *Hire Details* section. If the candidate provided a resume at any point, it is also found in the candidate's profile.
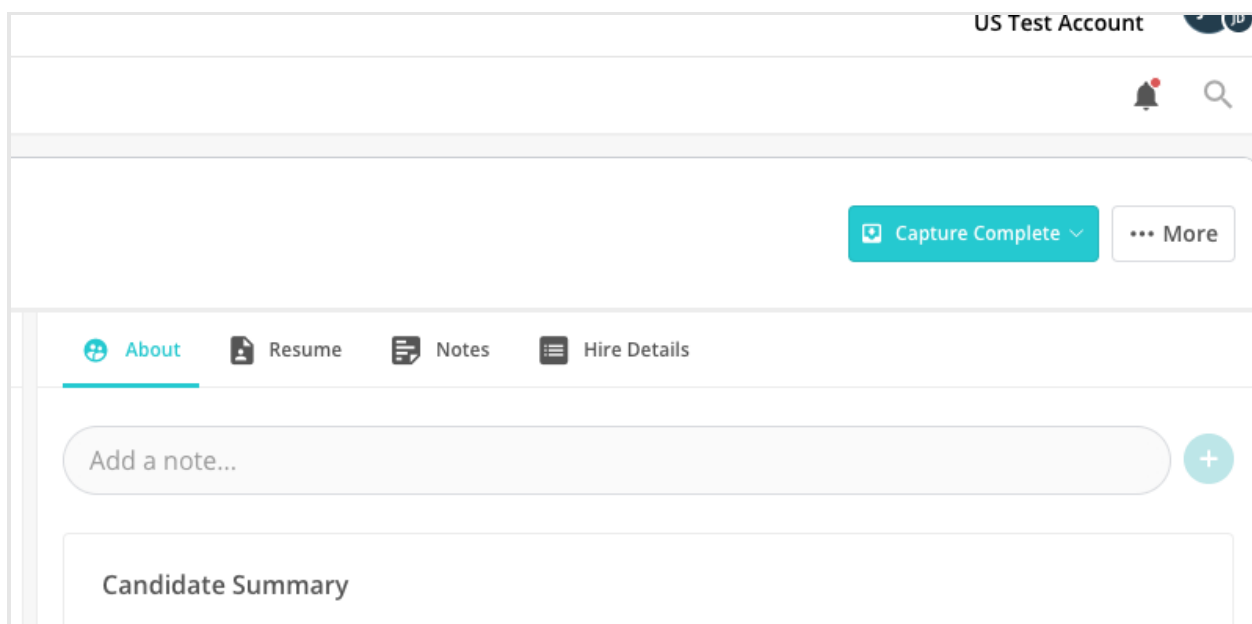
Candidate Profile - Notes

By clicking the *Notes* tab in the candidate profile, users can leave internal comments and notes about the candidate that can either be private or shared with other users of the McHire platform.

To tag users to have the note populate in their notifications use the "@" symbol to message the users directly.

About   Resume   Notes   Hire Details

@John Smith Mayor McCheese has open availability tomorrow   +   ×
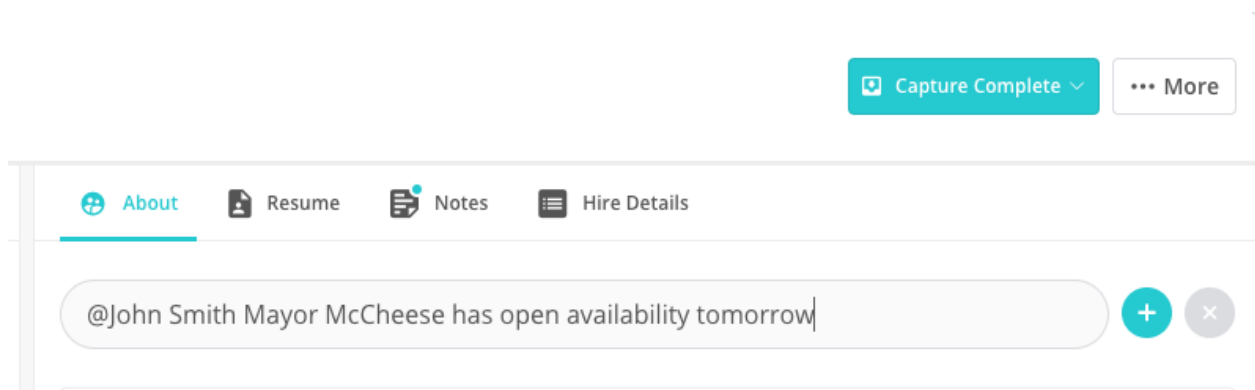
Candidate Profiles - Hire Details

The *Hire Details* tab in the candidate profile will be the digital candidate file containing all forms completed by the candidate during the McHire hiring process. This would typically include the Full Application, Offer Letter, and Onboarding forms.

Each form in *Hire Details* can be clicked on and viewed, downloaded, and printed by clicking the down arrow in the top right corner of each file. All users will be able to complete this in the *Hire Details* section.
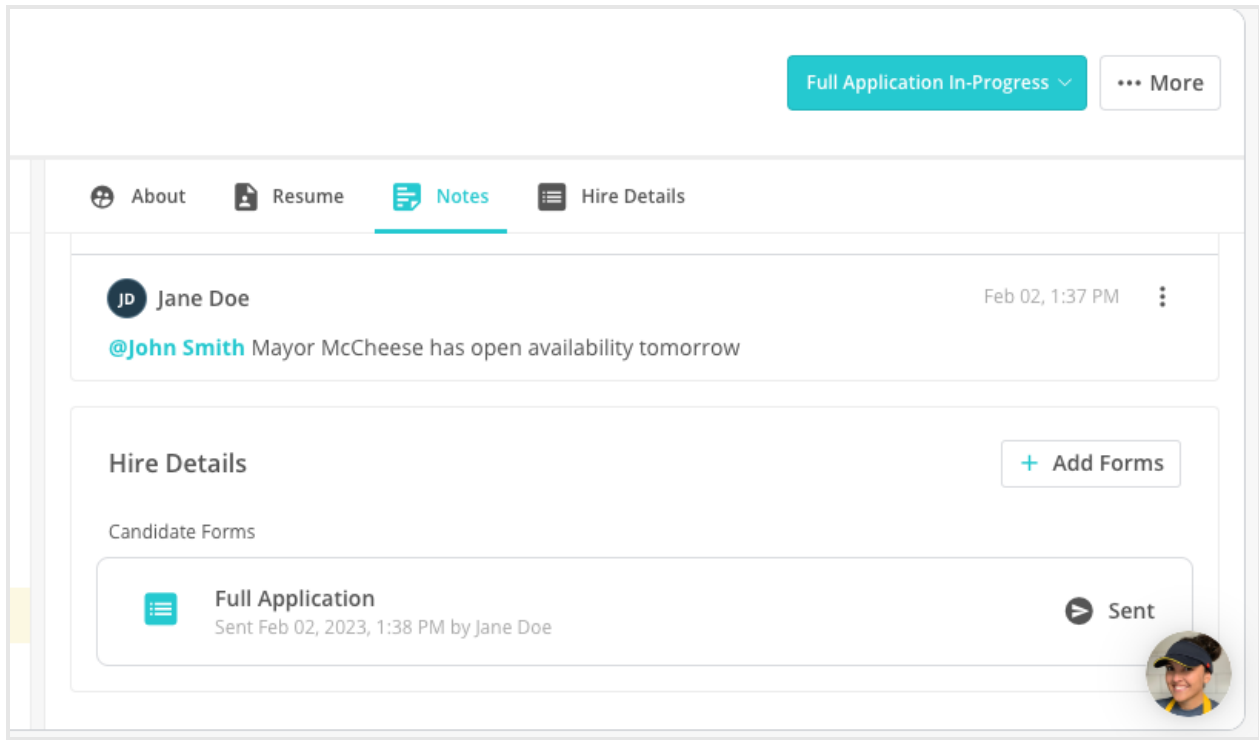
Candidate Profiles - Uploading Documents

In the *Hire Details* tab, Managers can manually upload documents for the candidate records in McHire. To do this, click Hire Details and then select **Add Forms**. From here, the employees can upload documents from their devices.
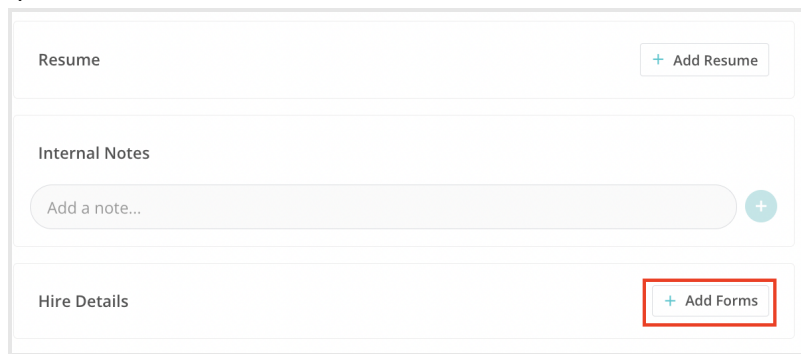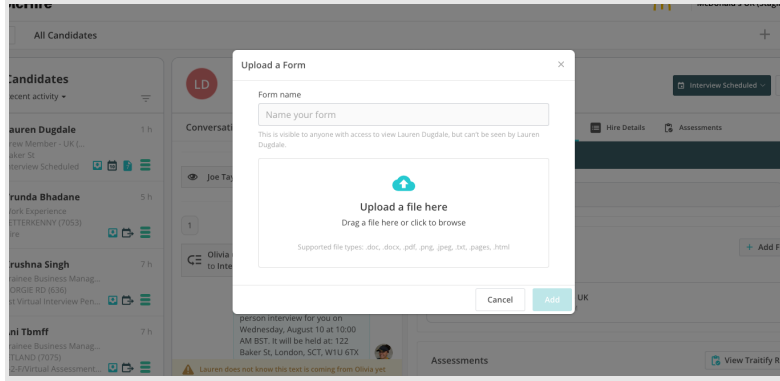
Candidate Profiles - Multiple Applications

Candidates that apply or are scheduled for multiple jobs will be indicated in the *Candidate Inbox* with the number of jobs they've applied for. Navigating to the candidate conversation, users can switch between the different jobs that the candidate applied for to review and take action on that specific application.

Click on the selected candidate and select the drop-down under the name that indicates the number of applications they have in McHire. From here, you can view and select the different job applications this candidate has completed.
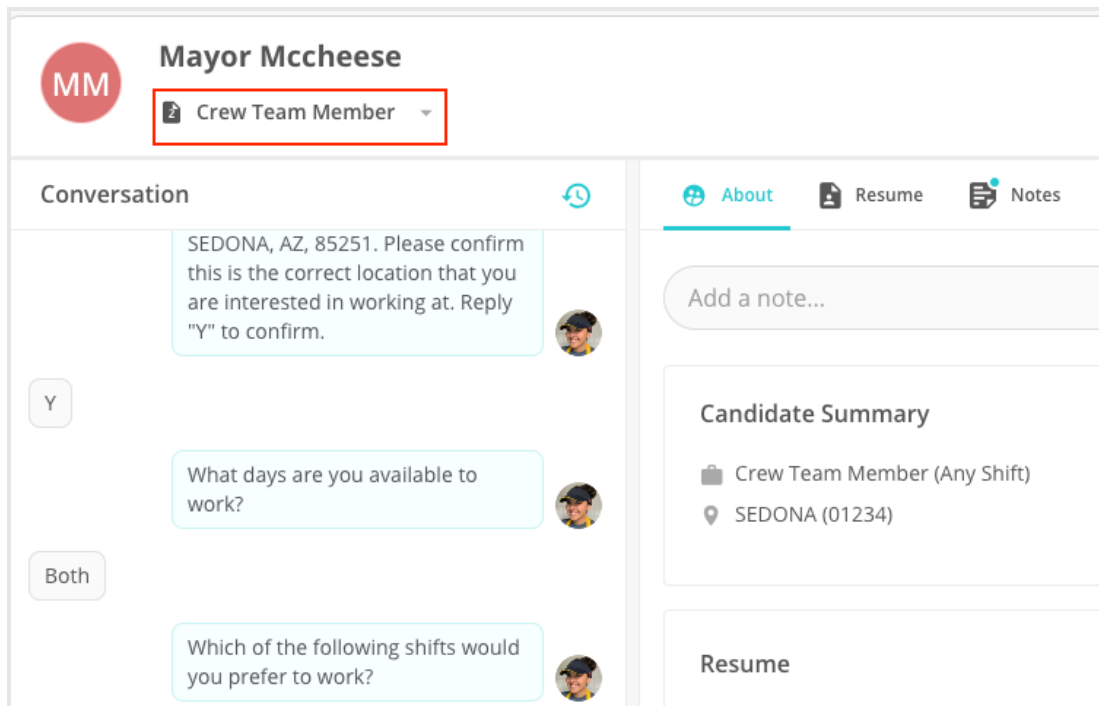
Users will be able to see the *Job Title* and current status for each separate application in the drop-down to determine if they should move forward with this candidate or if they have already been selected for another position within your organization.
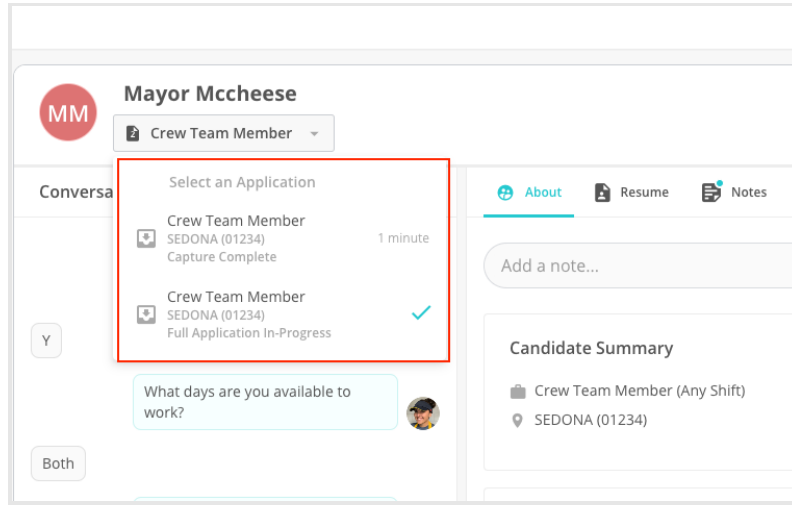
To switch between applications, simply click on the job from the drop-down list and the profile will load with that application information.

SHARING CANDIDATES

How to Share Candidates Inside an Organisation

Candidate sharing allows Hiring Managers with access to the same location to share a candidate profile. When sharing a candidate, the Hiring Manager can include a public or private note.

To **share a candidate**, click on the ellipses to expand the Candidate Menu.
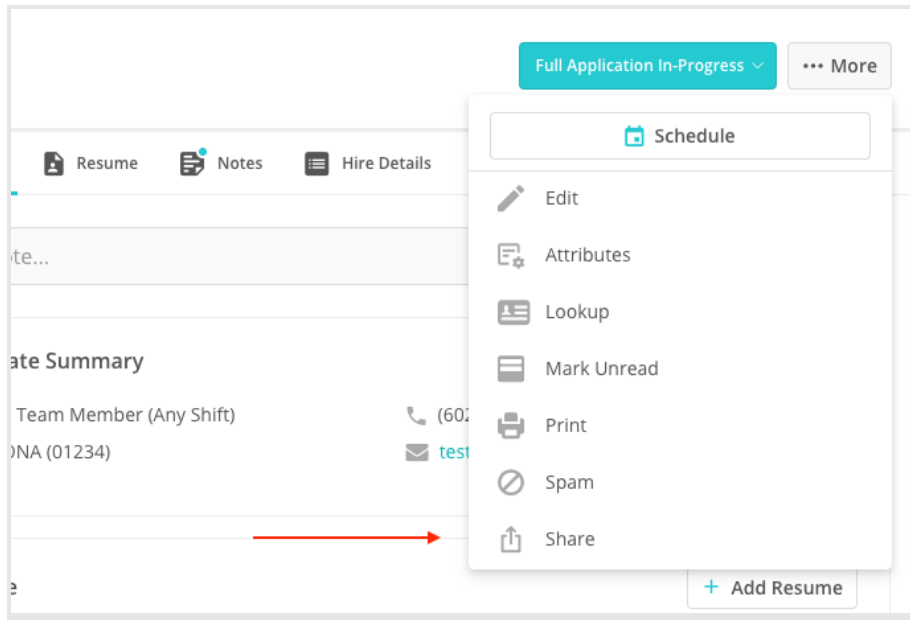
Select **Share** from the menu and input the name, email address, or phone number of the users with which you would like to share the candidate and add any note or information you would like shared along with the candidate. Click **Send**.

MANAGING CANDIDATES THROUGH THE HIRING JOURNEY

In McHire, Olivia automates many manual administrative tasks involved in the hiring process! This automation is created by the **candidate journey**, and each one outlines the steps taken to move a candidate from initial capture to hire.

Note: McHire candidate journeys may vary by job type/title. The below example is the Default Candidate Journey. For an in-depth step-by-step breakdown of the journey example, please go to the Appendix.

For all other journeys, please follow the steps provided in the *Candidate Journey Drop-Down* or *Status Bar* under a candidate's profile for instructions to proceed.

This drop-down will indicate which status the candidate is currently in and allows users to read instructions to update the candidate status appropriately to the next step. If this is not turned on in your account please contact support@mchire.com

As mentioned above, all candidate profiles include the *Candidate Journey Drop-Down* or *Status Bar*.
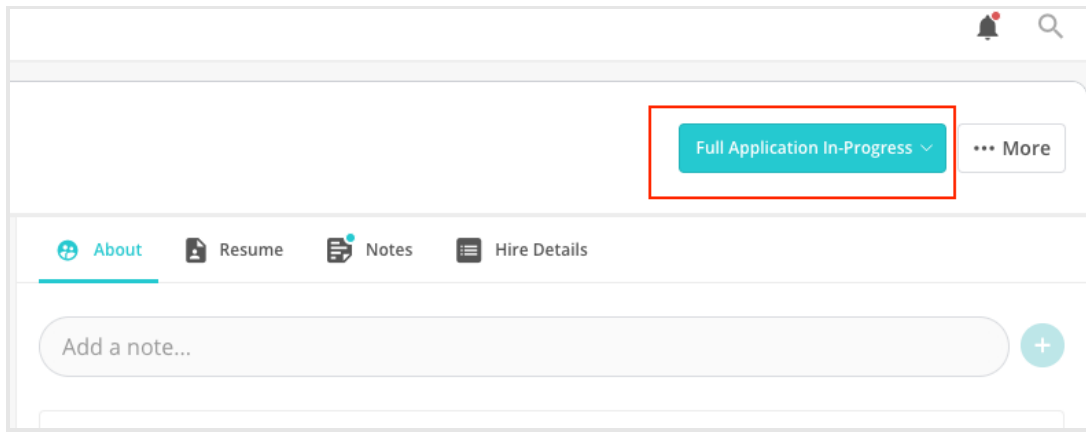
CANDIDATE COMMUNICATION

Any communication sent from Olivia (emails to candidates or alerts to managers) will come from the email address olivia.alerts@mchire.com.

Note: This means the candidate will not have the recruiter/hiring manager's contact information unless that information is explicitly given to them.

When Olivia is communicating with candidates, it is recommended that users NOT interrupt the conversation.

Please wait for the candidate to complete the initial pre-screen chat/application process before making any manual updates or sending messages.

DEFAULT MCHIRE CANDIDATE JOURNEY

A candidate is ready to apply to your McDonald's!

- Once the candidate begins speaking with Olivia and finishes their screening questions, they will complete the **Capture** status.

- From here, after the candidate completes their screening questions, they will be invited to an interview automatically by Olivia. Once the candidate picks a time to meet with the Hiring Manager, they will be put into the **Interview Scheduled** status (this entire process can happen in a matter of minutes!).

- Once candidates are scheduled for an interview, Olivia will send them their Full Application to complete. Once they are in the **Full Application Complete** status, Hiring Managers can now review their rockstar candidate application and get ready for the upcoming interview.

- After the candidate completes their interview, they will be moved to the **Interview Complete** status**.**

- Next, click on **Send Offer** from the status bar, and fill out the template with the correct information.

- After the offer is accepted by a candidate, Olivia will automatically move them forward and send them their **Onboarding** forms to complete!

- After the candidate is in **Onboarding Complete**, they can be moved to the **Hire** status which will then move them forward into eRestaurant.
    - If candidates are not moved out of Pending New Hire in eRestaurant within 6 days they will disappear and will need to be manually added into the eRestaurant system.

- Candidates can be moved to a rejection status at many points in the journey. Should you need to reject a candidate, use the status drop down and select the appropriate reason for rejection.
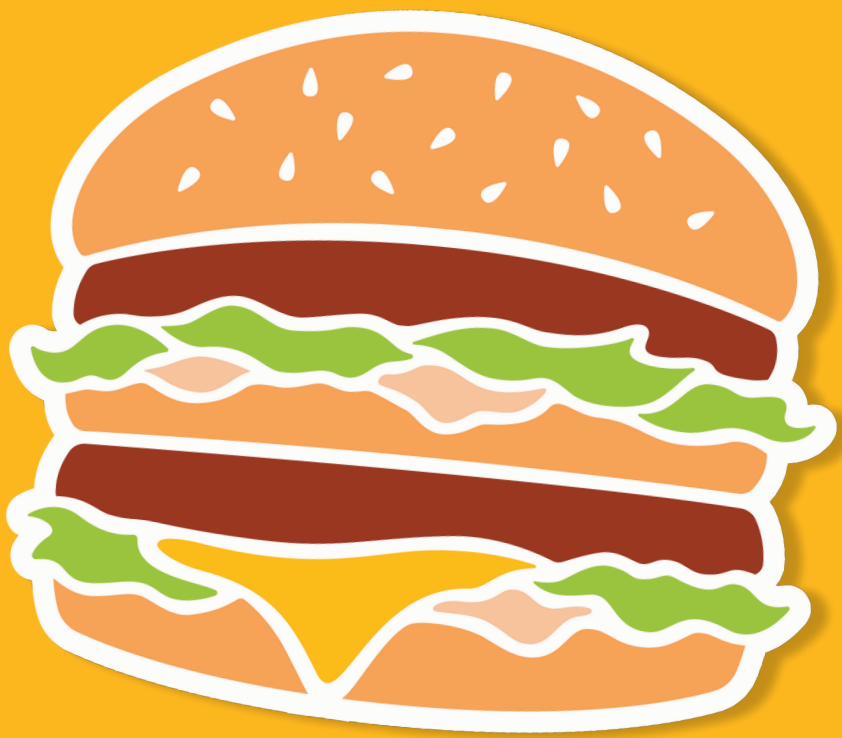
People
Data
Warehouse

mcdpeopleinsights.com

PDW Report User Guide – Applications

General
To log into the PDW environment, please click the below:

People Data Warehouse link

Turnover Report

1) To log into the **Application** Report, use the side panel, and click the folder labeled **'Attraction**.
2) Under the **Attraction** folder, click the **Application** Report to launch the tool.

3) By selecting Control (left corner), you can use any of the filters at the top to select your parameters. The most important for this report is selecting your data. This report allows the user to select only 1 month at a time for the measurements under the 'TRENDING OVERVIEW' section.
4) For the trend information, there comparison is for last month in the overview section. For example, 138,240 capture completes is up by 14,146 this month compared to last month.

5) The second part of the report looks at trending. You can select any of the employee lifecycle measures and look at the results for the last 12 months. The most important parts is looking at your date ranges and selecting the metric.
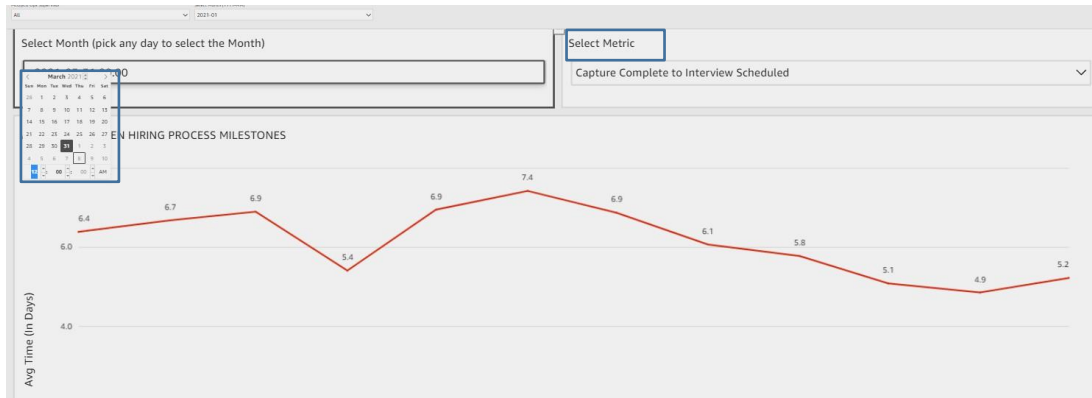
6) The final part of the report looks at application trending. You can select you can look at application counts for the last 12 months. The most important part is selecting at your date ranges. You can also drill down by selecting the bar to a monthly or weekly view.

Staffing Calculator
Overview

Controls	The controls can be used to test different scenarios for GC growth, TPMH, and Avg Crew Hours per Week to see how that impacts staffing.

Controls

Field Office	CoOp	Restaurant #	McOpCo Ops Officer	McOpCo Ops Manager	McOpCo Ops Supervisor
All ▼	All ▼	All ▼	All ▼	All ▼	All ▼

Start Date (pick any day of t... ⋮	Select More options (based ...	Select Sales Growth (-20% t...	Select GuestCount Growth (-...	Select TPMH Growth (-30 to...	Select Avg Crew Hours Grow...
2022/03/01 00:00	Next 10 months	0	0	0	0
	2022/04/01 to 2023/01/31				

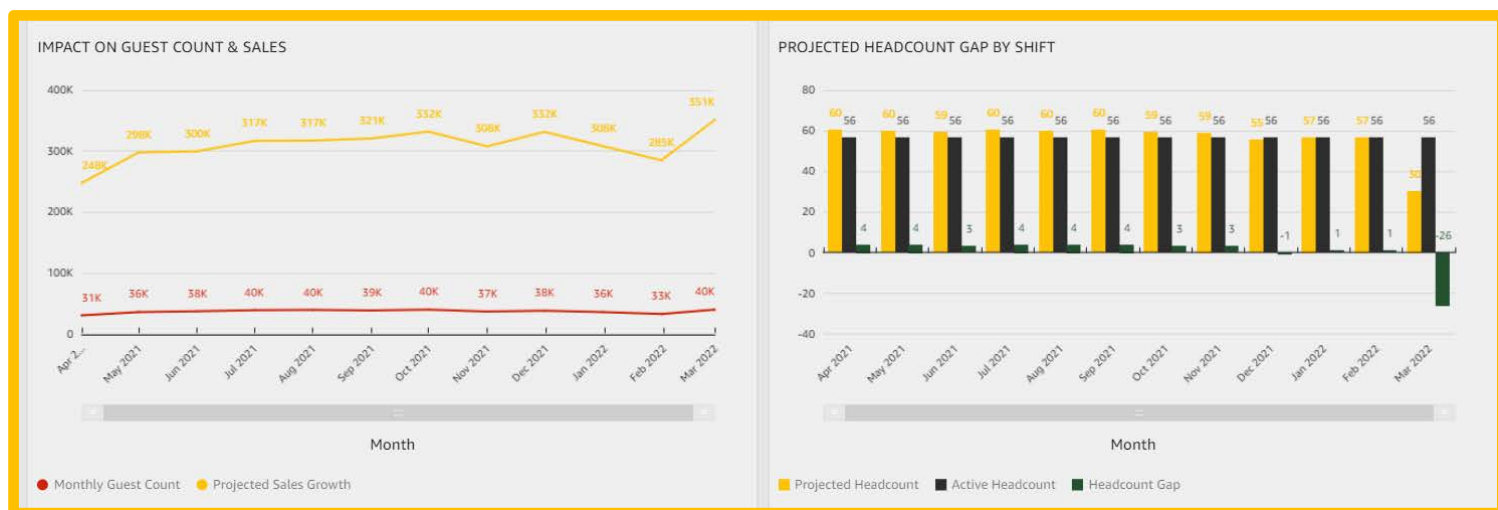| **Key Report Filters**	**Purpose**
Restaurant #	National Store # of the restaurant(s) for which you want to project staffing
Start Date	Selecting any day in the month will start the projection in the following month. For example, selecting 6/21/2022 will start the staffing projection for 7/1/2022.
Select Sales Growth	Select the desired % sales growth/decline. % entered here will calculate the *Projected Sales Growth* estimate in the calculation. The growth/decline uses the same month of the prior year as the base. For example, for July 2022, if a 10% growth rate was selected and the sales in July 2021 were $100,000, the July 2022 Projected Sales Growth would be $110,000 ($100,000*110%). Note: Sales are not figured into the headcount projection rather they are presented along with the projected average check to help with reasonableness in the projection scenarios.
Select Guest Count Growth	Select the desired % guest count growth/decline. % entered here will calculate the *Projected GC Growth* estimate in the calculation. The growth/decline uses the same month of the prior year as the base. For example, for the July 2022 projection, if a 10% growth rate was selected and the GCs in July 2021 were 20,000, the July 2022 Projected GC Growth would be 22,000 (20,000*110%). This projected GC total for July 2022 is used to determine the number of staff needed.
Select TPMH Growth	Select the desired nominal increase or decrease to Transactions per Man Hour (TPMH). Note: this is *not* a % increase/decrease rather it adds/subtracts from the base TPMH. Base TPMH is the TPMH from the same month of the prior year. For example, if you are projecting for July 2022, the base TPMH is the TPMH from July 2021. If this base TPMH is 5 and you enter -1, it will decrease the TPMH to 4 for your July 2022 staffing projection.
Select Avg Crew Hours Growth	Select the desired nominal increase or decrease to average crew hours growth. Note: this is *not* a % increase/decrease rather it adds/subtracts from the base average crew hours per week. Base average crew hours per week is the average of crew hours per week based on the last three months. For example, if you are projecting for July 2022, your base average crew hours per week are calculated using April, May, and June 2022 crew hours. If your base average crew hours per week are 20 and you enter 5, it will increase the average crew hours worked per week in the restaurant to 25 avg hours/week for the staffing projection.

STAFFING CALCULATOR
Metrics Overview

Projections	The below is meant to provide an overview of the definitions of key measures on the Staffing Calculator Report.

Metric	Definition
Monthly Guest Count	Projected monthly GCs based upon the same month of the prior year's GCs and the estimated GC % increase/decrease selected by the user.
Projected Sales Growth	Projected monthly sales based upon the same month of the prior year's sales and the estimated sales % increase/decrease selected by the user.
Projected Headcount	The estimation of the recommended headcount size based on the GC growth, TPMH, and average crew hours per week selected.
Active Headcount	The active roster size is based upon the last three months' headcount average adjusted for an average change based on the same three months' headcount average from the prior year.
Headcount Gap	Overall headcount projected compared to the actual number. A positive number means more people are projected than you have on your roster <u>Formula</u>: Projected Headcount – Actual Headcount

Staffing Calculator
Example Overview

Example | This document is meant to provide a projection example overview with explanations on how to interpret the different controls used in the projection.

Projection Example

Controls

Field Office	CoOp	Restaurant #	McOpCo Ops Officer	McOpCo Ops Manager	McOpCo Ops Supervisor
All	All		All	All	All

Start Date (pick any day of t...	Select More options (based ...	Select Sales Growth (-20% t...	Select GuestCount Growth (-...	Select TPMH Growth (-30 to...	Select Avg Crew Hours Grow...
2023/03/01 00:00	Next 10 months	5	-2	2	-3
	2023/04/01 to 2024/01/31				

- **Start Date**: Selected 3/1/2023 so projection will be performed starting month of 4/2023
- **Select Sales Growth**: Input 5% which will project an increase in sales from the same month prior year by 5%. For April 2022, monthly sales were $532,932. Projected April 2023 sales are then $559,579 ($532,932 * 1.05).
- **Select GC Growth**: Input -2% which will decrease GCs from the same month prior year by 2%. For April 2022, monthly GCs were $58,013. Projected April 2023 GCs are then $56,853 ($58,013 * 0.98).
- **Select TPMH Growth**: Input 2 meaning this will increase the base TPMH by 2. Base TPMH is 6 so projected TPMH will increase to 8 (TPMH base of 6 + projected increase in TPMH of 2).
- **Select Avg Crew Hours Growth**: Input -3 meaning this will reduce the base Avg Crew Hours per Week by 3 hours. The base Avg Crew Hours per Week is 31 so will reduce to 28 avg crew hours per week for projection calculation (31 base avg crew hours per week – 3 projected decrease in avg crew hours per week).
- **Headcount Gap**: For April 2023, the headcount gap is -8 meaning based on the parameters selected under Controls, the projected headcount is less than actual headcount by 8.

HEADCOUNT/SALES REPORT

	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023
Monthly Sales	532,932	538,979	522,056	522,691	514,491	505,326	545,141	502,722	534,855
Projected Sales Growth	559,579	565,928	548,159	548,826	540,216	530,592	572,398	527,858	561,598
Monthly Guest Counts	58,013	60,015	58,624	59,613	59,596	57,945	59,496	55,090	56,416
Projected GC Growth	56,853	58,815	57,452	58,421	58,404	56,786	58,306	53,988	55,288
Average Check	9.84	9.62	9.54	9.39	9.25	9.34	9.82	9.78	10.16
Transactions per man hour	6.00	7.00	6.00	5.00	6.00	6.00	6.00	6.00	6.00
Projected TPMH Growth	8.00	9.00	8.00	7.00	8.00	8.00	8.00	8.00	8.00
Avg Crew Hours per week	31	30	33	36	33	32	32	32	30
Projected Avg Crew Hours ...	28	27	30	33	30	29	29	29	27
Weeks in month	4.29	4.43	4.29	4.43	4.43	4.29	4.43	4.29	4.43
Projected Headcount	59	55	56	57	55	57	57	54	58
Active Headcount	67	67	67	67	67	67	67	67	67
Headcount Gap	-8	-12	-11	-10	-12	-10	-10	-13	-9

Staffing Calculator
Calculation Breakdown

Calculation | **This document is meant to provide an example of the calculation used to project headcount.**

Steps for Staffing Projection Calculation

Below is a breakdown of the staffing projection calculation for an example store for April 2023.
1. Select a Restaurant(s) under the Restaurant # control.
2. Select the Start Date; the month following the start date selected is where the projection will start.
3. Select the appropriate sales growth %, GC growth %, TPMH change, and Avg Crew Hours per Week change.
Note: Sales do not affect the projected headcount rather they are used to check reasonableness especially with regards to projected average check (project total sales divided by project total guest counts).
4. The Projected Sales Growth and Projected GC Growth will update based on the sales growth % and GC growth %, respectively.
5. Note: Avg check is not used in the staffing projection calculation rather it is used as a reasonableness check for the projected sales and GC amounts. Projected GCs coupled with TPMH and Avg Crew Hours/week are the primary drivers for the staffing calculation.
6. The formula then takes the Projected GCs and divides by the Projected TPMH to derive the total hours needed to cover projected GCs for the month.
7. Those total projected hours are then divided by the projected average crew hours per week converting the monthly amount of hours needed to cover GCs to the weekly amount.
8. The weekly hours needed to cover projected GCs are divided by the # of weeks in the month to get the projected headcount.

Controls

Field Office	CoOp	Restaurant #	McOpCo Ops Officer	McOpCo Ops Manager	McOpCo Ops Supervisor
All	All		All	All	All

Start Date (pick any day of t...	Select More options (based ...	Select Sales Growth (-20% t...	Select GuestCount Growth (-...	Select TPMH Growth (-30 to...	Select Avg Crew Hours Grow...
2023/03/01 00:00	Next 10 months 2023/04/01 to 2024/01/31	5	-2	2	-3

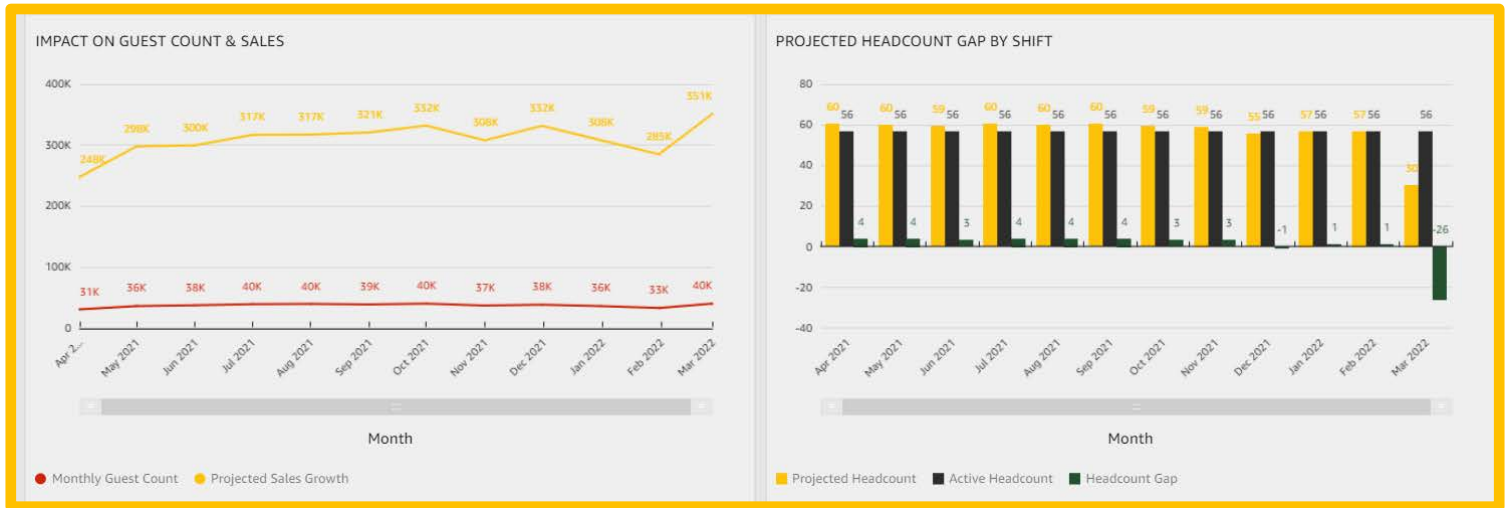|	Apr 2023	Formula	Comment
Monthly Sales	532,932	A	
Projected Sales Growth	559,579	C=A*1.05	1.05 based on sales growth selected under controls
Monthly Guest Counts	58,013	B	
Projected GC Growth	56,853	D=B*0.98	0.98 based on GC decline selected under controls
Average Check	9.84		
Transactions per man hour	6.00	E	
Projected TPMH Growth	8.00	G=E+2	2 based on TPMH increase selected under controls
Avg Crew Hours per week	31	F	
Projected Avg Crew Hours Growth	28	H=F-3	-3 based on Avg Crew Hrs/Week decrease selected under controls
Weeks in month	4.29	I	
Projected Headcount	59	J=D/G/H/I	
Active Headcount	67	K	
Headcount Gap	-8	J-K	

STAFFING CALCULATOR
Metrics Overview

PURPOSE — This document is meant to provide an overview of the metrics and their definitions on the Staffing Calculator Report.

Metric	Definition
Monthly Guest Count	Projected guest count based upon last year's guest counts.
Projected Sales Growth	Projected monthly sales based upon prior year's trend information.
Projected Headcount	The estimation of the recommended crew size
Active Headcount	The active roster size based upon last year's headcount.
Headcount Gap	Overall headcount required compared to the actual number – positive number means more people are projected than you have on your roster

IMPACT ON GUEST COUNT & SALES — Monthly Guest Count, Projected Sales Growth

PROJECTED HEADCOUNT GAP BY SHIFT — Projected Headcount, Active Headcount, Headcount Gap

STAFFING CALCULATOR
Metrics Overview

PURPOSE	This document is meant to provide an overview of the metrics and their definitions on the Staffing Calculator Report.

Metric	Definition
Monthly Sales	Value from prior year sales
Project Sales Growth	If a sales growth and variance is selected, this would use the monthly sales as base to calculate the new value.
Average Check	Value from prior year GCs
Transaction per man hour	For each hour that a crew member works, how many guests do they serve
Average Crew Hours per Week	The average hours a crew member works per week
Weeks in Month	The number of weeks in that particular month
Projected Headcount	The estimation of the recommended crew size
Active Headcount	The current crew size in the store

HEADCOUNT/SALES REPORT

00037

	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021
Monthly Sales	323,716	373,506	398,339	434,829	443,062
Projected Sales Growth	323,716	373,506	398,339	434,829	443,062
Monthly Guest Counts	35,860	39,682	41,559	44,198	44,635
Average Check	9.03	9.41	9.58	9.84	9.93
Transactions per man hour	6	6	6	5	6
Avg Crew Hours per week	24	25	26	29	28
Weeks in month	4.29	4.43	4.29	4.43	4.43
Projected Headcount	58	60	62	69	60
Active Headcount	58	58	58	58	58
Headcount Gap	0	2	4	11	2