

McDonald's Restaurants (NZ) Ltd

Emerging Diversity and Inclusion

McDonald's Restaurants typically employ individuals from neighbouring communities, resulting in teams which are diverse in age, country and gender.

McDonald's has 167 restaurants across New Zealand, 85 per cent of which are owned and operated by local businessmen and women.

McDonald's believes operational skills can be taught to anyone who has the right attitude and is eager to learn. The chain of fast food restaurants is one of New Zealand's largest employers of youth and has a large recruitment pool to select talent.

However, due to competitive job markets and young employees, the restaurants are challenged with high turnover. So while crew are widely diverse, McDonalds' management teams are predominantly immigrant males.



In 2017 McDonald's was further challenged with new visa restraints from Immigration New Zealand. A high percentage of shift managers and restaurant manager held temporary work visas and were not gaining renewal.

The company recognised it had to ensure management succession planning was not limited by visa status.

The response was the Skill Enhancement and Employee Development programme, (S.E.E.D), set up to empower and develop strong leaders in each of McDonald's restaurants.

S.E.E.D sits outside of the McDonald's training pathway. It teaches advanced leadership skills and provides personal development opportunities to employees McDonald's hopes to retain in the business.

The first step in developing the S.E.E.D programme was recognising high performers working as shift managers. There is wide diversity at this level of the business. After the selection process, S.E.E.D was introduced to nominated individuals, all of whom committed to the year-long programme.

Next the framework was developed. This included Employers and Manufacturers Association-facilitated workshops, leadership activities, mentoring with someone in the wider business and an online learning component.

S.E.E.D members were consulted throughout this development stage to ensure what the programme offered would be desirable for personal and professional development. The programme commenced in February 2018, and all S.E.E.D members have participated in all calendar events to date. The development and costs of S.E.E.D were met by McDonald's and McDonald's supervisors have also shown support for the programme by attending activities and providing feedback on how the S.E.E.D members are progressing.

The programme's success will be assessed upon completion, but there is already commitment to modifying and rolling it out again in 2019.

Early evidence shows that the S.E.E.D managers are becoming stronger leaders within the McDonald's system.

McDonald's HR Advisor - Corporate Owned Restaurants Allegra Galli says S.E.E.D managers are returning from activities and workshops with a more energised attitude towards work.

"We've seen our managers running shifts and managing people more confidently. For example, these managers carry out courageous conversations when crew's attitude or behaviour on shift is below the line."



S.E.E.D members (now six months into the programme) have also commented on the value of leadership training.

Members value the one-on-one support they receive in a smaller group, especially in the EMA Workshops.

"Overall I have learned that I need to change my kinds of styles and approach to handle different types of crew and different situations to get the best outcome as people react differently. I am fire (TetraMap Framework) so I know that I like information given to me fast and short, and I now know why I get annoyed when people take a long time to explain something to me, and I can try not to," says one participant.

Another says, "I tend to struggle having some difficult conversations in the workplace because I don't know how to approach the conversation. This was basically giving tips on how to handle the conversation to make it successful, which was a real help."

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YOUR WORKPLACE MORE INCLUSIVE

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