

# McDonald's HR Management System

## --Perfect Replication Analyzing

# 解读麦当劳人力资源管理系统

## - 完美复制

作为全球连锁餐饮业公认的领袖，麦当劳深知“复制”与“倍增”的重要性，需要将西式快餐的工业化生产、标准化操作、科学化管理，以及战略规划、经营理念等迅速移植到全球连锁化经营的每一家餐厅。

目前，麦当劳在中国内地的850家餐厅遍布于26个省、自治区和直辖市的108个次级行政区域。全国各地每新开一家餐厅，麦当劳可以通过金蝶人力资源系统的“组织机构复制”功能，将标准的餐厅“组织机构、职位管理体系”复制到新餐厅的公司组织架构下的指定位置，在系统中迅速建立一套新的管理体系。管理人员到任后即可展开后续业务工作，使系统的使用和维护变得快捷方便，并有效降低了管理成本。

从2004年至今，麦当劳陆续成功实施了K/3HR系统的人事、薪资、报表等模块，并对绩效、能力素质模型等专业模块进行了模拟运行，接下来麦当劳将选择合适的时机进行全国机构的统一推进工作。事实证明，金蝶人力资源管理信息系统能够有效满足麦当劳企业集中管理、分布应用的业务需求。系统的web应用模式支持跨地域应用，在麦当劳典型的连锁模式中，所有业务都可通过IE浏览器的方式来实现，集团总部通过功能授权和组织架构授权，可以保证获得授权的人员在本组织架构范围内开展相关业务操作，而集团总部通过组织架构权限的设置，不需要进行组织单元的切换即可管理所有分支机构的组织人事信息，并实现业务数据的处理与查看。同时，K/3HR系统也完全满足了麦当劳快速复制人力资源管理体系的要求。

在K/3HR系统的基础上，麦当劳成功搭建起全国人力资源信息整合平台，完全实现组织、职位体系规划建设、职员档案信息和动态人事事务管理、薪酬管理的全过程工作，提高了人事数据的及时性和准确性；通过这些数据，麦当劳的决策者能够清晰的掌握整个麦当劳在中国的人力资源状况，为决策提供帮助；而员工在统一的发展体系下，也能得到公平的培训和晋升机会。

据调查数据显示，餐饮业是人事变动最为频繁的服务行业之一。即便在美国，服务人员的离职率也接近50%。那些离职的餐厅员工，可能是因为他们择业方面还没做好决定，将在餐厅工作作为过渡。麦当劳的人力资源系统如何处理错综复杂的人事事务？

通过K/3HR系统的人事、薪资模块，麦当劳能够随时处理如调动、晋升、借调等频繁的人员变动业务，以及自动处理这些变动带来的其它相关业务变化。在麦当劳每天都有可能面临这样的情景，一个门店的员工被动离职后，又选择了另外一个门店去应聘，在没有系统信息监控的时候，由于经验的优势明显，这个员工很容易重新入职。而现在，当代表这个员工唯一有效证明的身份证号输入系统的时候，K/3HR系统自动进行身份识别，关于此员工的历史报告自动生成。从根本上避免了管理的盲点。客观上为企业实现核心价值奠定了人才基础。

### 企业挑战

- 随着新店的开张，如何快速地将现有的人力资源管理规程快速复制到新店中；
- 人员流动率高，人力资源管理复杂。

### 应用收益

- 标准化的人力资源管理体系，实现人力资源管理体系的快速复制；
- 灵活的人力资源管理平台，实时反映人员变动情况，大大提高人事部门工作效率。

在麦当劳管理层看来，源源不断培养出符合企业发展要求的不同层次的人才才是人力资源管理最重要的目标之一，而这也成为衡量一个管理者对组织贡献的重要指标。但是，每一个部门经理在一定时期究竟为这个企业招聘了多少不同层次的合格人才“究竟为企业培养、晋升了多少合格员工”这些管理难题随着《职员变动分类统计报表》所蕴含的精细化管理而得到了完善的解决，K/3HR系统职位分类属性及《职员变动分类统计报表》的成功应用，成为麦当劳精细化人力资源管理的一大特点。

通过《职员变动分类统计报表》在人事、薪酬等业务领域的关联应用，麦当劳实现了HR系统对人力资源基础管理的精细化统计分析。譬如，在进行报表统计时，相应的“调动”和“晋升”的人数会计算在“来源部门”（From Dept.）身上的，HR系统实现了自动统计所有相关内容，从而公正准确地体现了各部门培养人才的效率。通过每一类职位上培养出的人才及其进出、调动、晋升等统计分析数据，可以直观地衡量出每个管理者的HR管理绩效如何，体现出管理者在人力资源管理中的核心价值。

今天，麦当劳在中国的50多名人力资源专业人员当中，顾问已占60%以上，他们服务着全国800多家门店的运营管理团队。麦当劳餐饮连锁服务的核心基层组织是分布在各地的餐厅，即使面临复杂环境，每个顾问也可以借助系统反馈的各项人事信息服务多达50家餐厅，全面帮助餐厅管理者开展高级人员的招募、筛选和培训工作，并提供专业的指导意见，使得人力资源的预期定位得以完美实现。

As a leader in global food chain industry, McDonald's know the Importance of replication and multiplication; it is required to replant standard operation, efficient management and strategic planning into every restaurant all over the world.

Up till now, there are 850 McDonald's restaurants in China. When a new restaurant is opened, McDonald's will copy organization structure and position from existing restaurant into the new one. This can reduce preparing job of the managers and greatly improve the efficiency of opening a new restaurant.

From 2004 till now, McDonald's has finished implementation of K/3 HR Personnel Management, Payroll Management and Report module, besides that, it also finished stimulation run of Performance Management, Employee Capacity Quality module. In McDonald's, all the human resource operation can be done through website, headquarters set organization structure and authorize related staff to enable staff run HR system in the right business group. Headquarters can easily manage human resource and query analysis report through K/3 HR system. Base on K/3 HR system, McDonald's has built HR management platform and finished planning for organization structure, managed personnel files, input dynamic human resource data and managed payroll. On one side, decision-maker of McDonald's can have a big picture of human resource of McDonald's (China) and make proper decision, on the other side; employee can gain opportunity of training and promotion in employee development system.

As statistic data showed, food industry is one of highest staff turnover service industry. How does McDonald's handle this?

Base on K/3 HR System Personnel Management and Payroll Management, McDonald's can not only record employee transfer, promotion and transfer history but also adjust the related workflow. If a resigned staff come back and re-join in, K/3 HR system will check ID Card Number and lists all the history of the staff, which can help the manager make proper decision.

To the managers of McDonald's, keep on providing proper staff to the company is one of the key process indexes. How many qualified staffs have been hired? How many qualified staffs have been promoted? All these questions can be answered in report with the name Statistics of Category of Employee Movement. For example, you can query transfer and promotion history by setting filter field as From Department. In this way, managers' Key process index is easy to achieve.

Today, more than 50 human resource staff in McDonald's (China), 60 percent of them are professional consultant, are serving more than 800 restaurants all over China. Even in the complex environment, each HR consultant can help more than 50 restaurants recruiting, screening, training and giving professional suggestions.

## Challenges to the Company

- How to transfer current HR Management system into the new McDonald's restaurants?
- High staff turnover makes Human Resource management complex.

## Benefits of Application

- Standardized HR Management system can be copied easily to the new restaurant.
- Robust and flexible HR report enables managers to understand Human Resource situation in real time, thus greatly improve management efficiency.

### Statement:

You can purchase Kingdee K/3 ERP from local branches of Kingdee or authorized business partners. For contact information, refer to the back cover or consult local branches.

K/3 and Kingdee are registered trade marks of Kingdee. All rights reserved. Without permission of Kingdee Software (China) Co., Ltd., no one can use them on his/her own.

This document is just for the purpose of providing information, and does not provide any explicit or implicit guarantee. This document is subject to change with the development of the Kingdee K/3 ERP products and it does not serve as any commitment of Kingdee Software (China) Co., Ltd. Product information is subject to the Kingdee K/3 ERP delivered along with the License under the sales agreement.