

McDonald's



Corporate Training Earns College Credit Recommendation McDonald's Hamburger University

Committed to being the world's "best talent developer," McDonald's obtains college credit recommendations, through the American Council on Education CREDIT® review process, for its corporate training through its innovative Hamburger University.

As the leading global foodservice retailer, McDonald's spans 117 countries with more than 32,000 restaurants serving more than 64 million people every day. To feed its hunger for talented managers worldwide, McDonald's established a global training and leadership development infrastructure. Its epicenter: the highly recognized Hamburger University (HU), and its network of 22 regional training centers and seven additional HU campuses around the world. Since it opened its doors fifty years ago, HU has graduated more than 80,000 restaurant managers, mid-managers, and owner/operators, and continues to cultivate more than 5,000 executives yearly.

Understanding the importance of an educated, professional and credentialed domestic workforce and wanting to create a stronger pipeline of talent, McDonald's participated in the American Council on Education (ACE) College Credit Recommendation Service (CREDIT®) that evaluated its workforce training for potential college-level equivalencies. Through the ACE credit recommendations, its partnerships with higher education institutions and tuition support, McDonald's realizes increased performance and profits from employees that have attended HU, successfully translated their training to a postsecondary degree, and continue to work at McDonald's today.

Model for Training Excellence

HU had its start in the basement of a McDonald's restaurant in suburban Chicago in 1961. In the 1980s, the company invested in a \$40 million training facility at its corporate headquarters in Oak Brook, Illinois. That campus boasts teaching classrooms, kitchen labs, a state-of-the-art service training lab, and more.

In the years since, McDonald's has supplemented this flagship campus with satellite campuses internationally. All of the campuses apply HU's "Global Learning Approach," which allows training materials to be integrated into diverse cultures and taught in as many as 28 different languages.

The University's full-time faculty has expertise in a wide range of restaurant operations functions, including business management,

PERSONAL STORY

Having started her career as a restaurant manager, Shelly Hicks balanced work and family demands to earn a bachelor's degree using credits earned in McDonald's training program and courses completed at an accredited university. Hicks, the single parent of an adopted son, applied credit received from her McDonald's Hamburger University (HU) courses toward a bachelor's degree in business management.

"At best, I was a 'C' student in high school; certainly not the smartest apple in the bunch . . . I remember learning being tough because my memory skills were weak, my reading was slow, and I had to work really hard to achieve the 'C' that I earned. College did not look like an option after high school. I got a job at my local McDonald's and quickly learned that McDonald's was a great company to work for," said Hicks. "They provided professional training classes to improve my leadership and business skills. Not only was this fun, but McDonald's seemed to understand the adult learner and I found myself loving the newfound knowledge."

Continuing her education, Shelly has since received a master's degree in adult education from Penn State University and is now a professor at HU.

Business Impact

- Stronger pipeline of future company leaders and owner/operators
- More effective restaurant leaders
- Increased restaurant profitability
- Utilized as a retention incentive
- More educated workforce

Employee Impact

- Transferable college credits earned
- Tuition support
- Work-based skills and professional development

Hamburger University

- Founded 1961
- 80,000+ graduates to-date
- Educates 5,000+ managers annually through a global network of campuses
- College credit recommendations obtained through the ACE CREDIT® review process
- Partners with 15 higher education institutions through University College Alliance

hospitality, and food safety. They help design and deliver the program's core curriculum through a combination of classroom instruction, hands-on lab activities, computer e-learning modules, and self-study. They also align the training curriculum to advance specific career paths within the restaurant chain.

Restaurant Managers first attend one of the regional training centers to study Shift Management, Systems Management, and more. Upon completion, they enroll in HU for further coursework in the skills they need to run a multi-million dollar restaurant. The Executive Development learning path helps reinforce ongoing business and leadership skills for top management, offering courses, such as supporting employees and sales growth.

■ Advancing College Credit Attainment & Lifelong Learning

HU currently provides 27 courses with ACE credit recommendations, which can be applied toward an associate or bachelor's degree from two- or four-year institutions that accept its credit recommendations. The credit recommendations validate the quality training McDonald's provides and motivates many employees to earn a postsecondary degree. ACE has recommended a total of 50 college credits for the University's restaurant management and mid-management curricula. The company's typical restaurant manager has completed the equivalent of approximately 23 credit hours of college-level learning through McDonald's training, translating to more than one semester of college credit.

In order to help its employees succeed, McDonald's partners with 15 higher education institutions to create a University College Alliance. The institutions that are part of this Alliance agree to accept at least 75 percent of the credit hours earned through HU and to offer McDonald's tuition discount. These college credits provide employees with a piece of a portfolio they can supply to higher education institutions, along with work experience and recommendations from their supervisors.

Today, McDonald's is one of only twelve Fortune 500 companies to receive college credit for the training it provides its employees.

"Each employee's personal and professional success equals success for the organizations . . . We're all in this together, and we work hard to make the Golden Arches a golden opportunity for every employee."

— Diana Thomas
Vice President US Training
McDonald's

For McDonald's, training begins the moment an employee is hired and never stops. The company is committed to establishing a "professionalized" career pathway for all interested employees. In addition to its flagship HU initiatives, McDonald's continues to help eligible employees pursue their postsecondary goals through its global educational assistance program. Employees may be reimbursed for 90 percent of eligible expenses, up to \$5,250 a year (\$2,000 a year for part-time employees), for grades "C" and above.

■ Business Imperative for HU

With McDonald's restaurants averaging \$2.4 million in sales annually and employing a diverse workforce of some 45 associates per location, the role of a restaurant manager is complex and demanding. The capacity of the managers to lead a multi-million dollar business requires world-class training that is equivalent to, and paves the way for, continued higher education. Providing this level of leadership opportunity is also an advantage in attracting and retaining high-quality managers in a competitive retail market. Through its generous investments in education and training and its model partnership with ACE's credit recommendation program, McDonald's builds a pipeline of educated, skilled and effective leaders - leaders prepared to advance their own careers, and equipped to increase profits for their restaurants alike.

For more information about McDonald's and Hamburger University, visit:
http://www.aboutmcdonalds.com/mcd/careers/hamburger_university.html

SECTOR: Quick-service Restaurant Retailer

EMPLOYEES: McDonald's & its independent franchisees employ 700,000+ in the U.S.

Funded, in part, by the Bill and Melinda Gates Foundation



About Corporate Voices

Corporate Voices is the leading national business membership organization shaping conversations and collaborations on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we are a unique voice, and provide leading and best-practice employers a forum to improve the lives of working families, while strengthening our nation's economy and enhancing the vitality of our communities.

Washington, DC

Phone: 202-467-8130

Fax: 202-467-8140

Blog: corporatevoices.wordpress.com

Twitter: @corporatevoices

Find Out More

Corporate Voices is committed to identifying and spotlighting businesses supporting postsecondary completion while making significant contributions to internal company goals. "Best practice" talent development models that increase access to career opportunities through education and training are being examined for characteristics that are transferable and replicable to other employers. This research is being conducted with the guidance of the Corporate Voices Learn and Earn Business Leadership Team consisting of business executives leading promising models and those interested in peer-to-peer learning. If you are interested in joining, contact Peggy Walton at pwalton@corporatevoices.org. Team members include:

- Verizon Wireless
- UPS
- Convergys
- Expeditors
- CVS Caremark
- AOL