

# McDonald



## WORKING IT

**Andrew Dornenburg is a world-famous chef and author. He has worked in some of New York and Boston's most prestigious kitchens. His first book, "Becoming a Chef," written with his wife, Karen Page, won the**

1996 James Beard Award and has sold more than 100,000 copies. He caters for high-profile companies like Morgan Stanley and cooks for celebrities such as Shirley MacLaine.

But Dornenburg didn't get his start in a five-star kitchen—he got it at McDonald's.

#### Everyone's First Job

An estimated one out of every 12 people in America's workforce has worked at a McDonald's restaurant. And for millions of them, including Dornenburg, that job is their first.

"What else are you going to do as a kid?" asks Renée Rempe, a former McDonald's crew member and now vice

An early-morning sweep-up at McDonald's in Shanghai (above) and Anne LaFave, then McDonald's oldest employee, represent the diversity of the fast food chain's global workforce.



president of a financial services company. "How often are you going to babysit?"

McDonald's has more than 30,000 restaurants in more than 110 countries. The typical restaurant employs an average of 50 people in 25 different positions. That amounts to jobs for more than one million people worldwide—many of them young.

Approximately two out of three food counter and fountain workers are between 16 and 19 years old, according to the U.S. Bureau of Labor Statistics, which explains why many McDonald's employees start out earning minimum wage and why a large number of them lack high school diplomas.

Working at McDonald's is for most people a starting point rather than a destination. But for a significant number, McDonald's is more than a part-time job, it's a career.

"When I started," Dornenberg says, "McDonald's was the Starbucks of its day. It was a lot of people's first jobs. They took jobs in management because there was lots of opportunity. People stayed there."

More than half of McDonald's middle and senior managers started their careers at McDonald's in restaurant positions. Almost 50 percent of the company's franchisees, and more than 70 percent of its restaurant managers, started as crew members. The late McDonald's CEO Charlie Bell started his career as crew, flipping burgers and cleaning toilets at a restaurant in Sydney, Australia. In 2003, as president and chief operating officer, he took home a salary of \$3.65 million.

#### She Works Hard for the Money

Minimum wage equals maximum potential for the ambitious. Renee Rempe is living proof. An American dream came true, she is rags-to-riches, bootstraps and all.

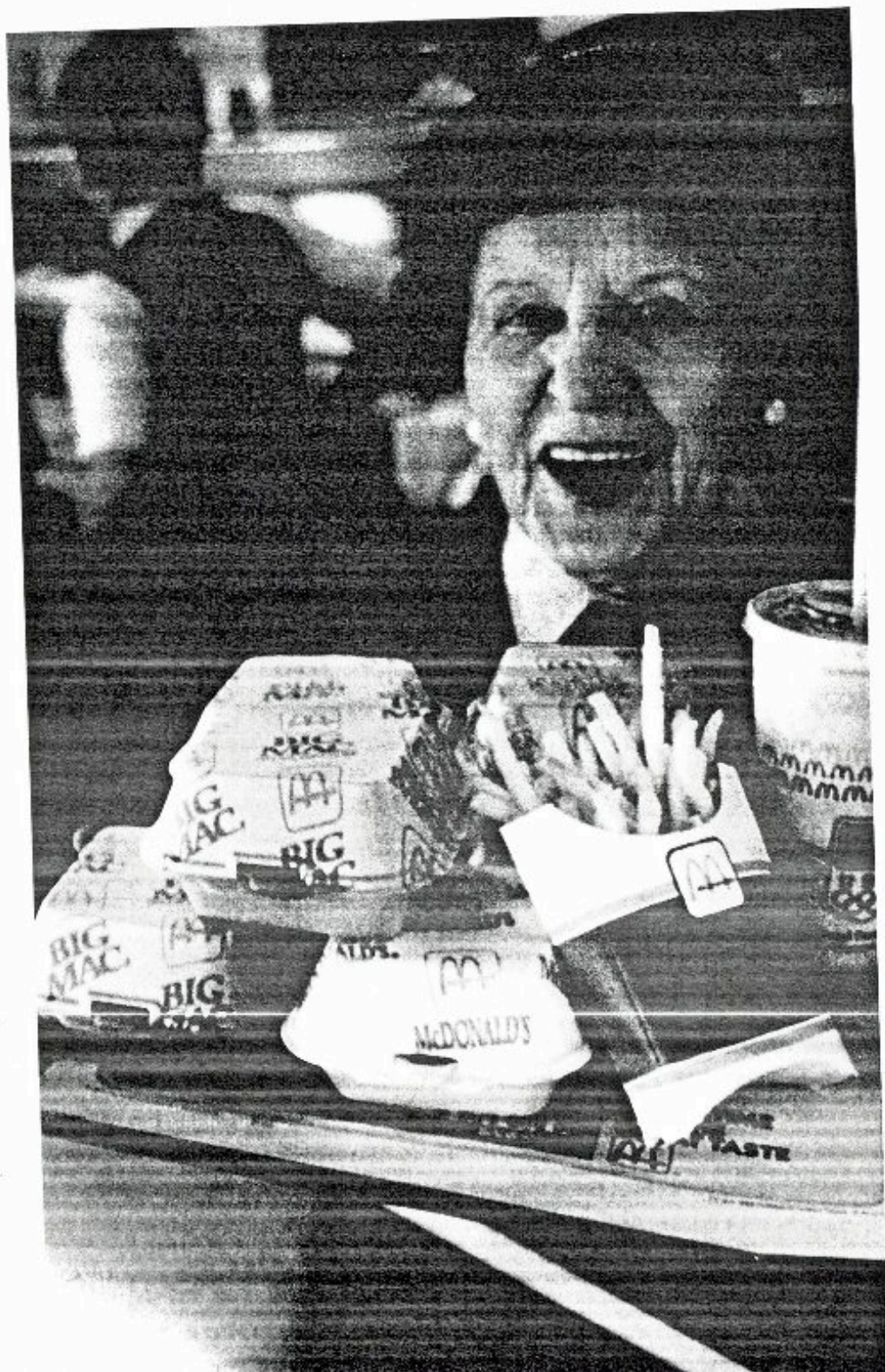
Rempe grew up in a small town in northern Illinois, in the heart of the Midwest. Her mother worked two jobs. During the day she worked at a hospital cafeteria and at night she worked whatever jobs she could find.

"My biggest motivator was my mom working two jobs and getting home at 11:00 and knowing she had to be at her next job at 5:30 in the morning," Rempe says.

Rempe knew she had to make something of herself. She studied hard, immersed herself in extracurricular activities and earned straight A's all through school. And when she was 15, she got a job at McDonald's.

"Very quickly I got a job," she says. "As soon as I could, because I had to buy clothes and pay any expenses that I had." McDonald's was her opportunity to help her family make ends meet. Unlike other jobs for teens in the area, she says, McDonald's was flexible with her schedule and allowed her to work up to 40 or 50 hours a week when she wanted to.

Rempe went to college in Romeoville, Ill., on an academic scholarship and two athletic scholarships in track and cross-country. But she continued to rely on her summer job at McDonald's to help pay her way through school.







Employees at McDonald's in Hong Kong (left) are part of the company's approximately one-million-strong workforce who serve almost 50 million customers every day.

## history

World population:  
6,085,478,778.

Y2K fails to live up to worldwide anxiety.

The 27th Olympic Games open in Sydney, Australia.

Terrorists attack the World Trade Center in New York City and the Pentagon in Washington, D.C. on September 11. United Airlines flight 93 also is attacked and crashes in a field near Shanksville, Penn.

Estelle Musico, 85, an owner/operator in Somerset, Pa., kept workers fed around the clock in the days after the 9/11 terrorist attacks.

Beijing is announced as the site of 2008 Olympics.

Former Iraqi president Saddam Hussein is taken into custody.

McDonald's first global advertising campaign debuts: "i'm lovin' it."



"In the summer I had to make as much money as I could," she says. "I had to make whatever I made in the summer last through school."

She started as crew, progressed to crew chief while in high school and, during her first summer home from college, was made a manager. She was quick at math in the days before computers and, at the age of 18, was given the responsibility of payroll and scheduling.

"I ran a tight shift," she recalls. She worked the night shift, from 4:00 every afternoon until midnight. Her brother worked under her and after work they went running together, often as far as 80 miles a week.

Rempe worked at McDonald's for six years. She graduated from college with honors and went on to earn her MBA. Today, she is senior vice president at Antares Capital Corp., a high-profile lender to venture capitalists based in Chicago.

### Surfers with Rosettes

The McDonald's workforce is remarkably diverse. The restaurant chain employs students who are working their way through school, immigrants working at their first jobs in a new country, senior citizens looking to keep busy and parents hoping to supplement their family income.

Careers under the Golden Arches are equally varied. Opportunities extend far beyond the fryer into accounting, marketing and real estate, not to mention management, menu design, human resources and communications.

In 2004, for the second consecutive year, *Fortune* magazine named McDonald's the Best Company for Minorities, citing its appointment of minorities to its board of directors, its concerted effort to purchase from minority suppliers and its visibly diverse workforce, which is 53 percent minority.

The average McDonald's crew member is trained to be a versatile customer service representative. And because McDonald's promotes from within, the opportunities for advancement are many.

"Whether you [are] a manager, a crew chief or a staff member, you [have] a lot of responsibility," Rempe says. "You're in charge of people at such a young age. The more mature you are at a young age, the better it's going to be for you."

### Learning on the Job

In 1973, just shy of 16, Domenburg got a job at a McDonald's in Concord, Calif. His first lesson was how to season a hamburger with salt and pepper.

"The first thing you learn at the top restaurants in America





Employees at McDonald's around the world provide the signature service customers everywhere expect.



# The principles

of hard work and concentration and speed  
and being nice to people—those are absolutely valuable.

is how to season," Dornenburg says. "Who knew that I was learning the most important lesson that every chef has to learn at a McDonald's?"

While salary and benefits are important, Dornenburg and Rempe both suggest that a job at McDonald's has enormous, if less tangible, incentives. Although it doesn't require a college degree, it certainly requires, and teaches, a valuable set of professional skills.

"I would like to have critics try it for a week and see how easy it is to work at McDonald's," Dornenburg says. "See what it's like to work a lunch shift at a McDonald's on Wall Street."

Dornenburg says his job at McDonald's taught him a lot about a basic work ethic, lessons that he continues to carry with him more than 30 years later. In McDonald's kitchen, he says he learned about teamwork, cleanliness and speed. And he learned the core of a chef's education: what it was like to serve food that people enjoyed and how to be "maniacal" about keeping everything in a restaurant kitchen clean.

"The principles of hard work will always serve you," he insists. "The principles of hard work and concentration and speed and being nice to people—those are absolutely valuable," Dornenburg says.

Rempe agrees. Upon becoming a manager, she attended Hamburger University, McDonald's 130,000-square-foot management training facility located on an 80-acre campus in Oak Brook, Ill. At Hamburger U, Rempe was the fastest person in her class to take apart a milkshake machine. But it's the basics that stick with her today.

"The ability to multitask and do a number of things is what you need to be a successful adult," she says.

#### Don't just fantasize

The millions who have worked at McDonald's over the years are in good company.

Jeff Bezos, founder of e-commerce giant Amazon.com, got his start in high school as a cook at a McDonald's in Miami.

His favorite skill was learning to crack eggs with one hand but, when asked what he learned about customer service, he replied, "I learned that it's really hard." Bezos went on to graduate summa cum laude from Princeton University and found the world's leading online retailer.

Working at McDonald's was also "really fun," Bezos told *Fast Company* magazine in 2001. You have to "get really fast at all of this stuff," he said. "See how many eggs you can crack in a period of time and still not get any shell in them!"

Dornenburg says having a job at McDonald's really is a chance to be part of a national pastime.

"There's a part of me that finds pride that I'm among people like that who worked at McDonald's," Dornenburg says. Being a teenager working your first job at McDonald's, he says, really is Americana at its best.

"There's something very American about having worked at McDonald's. It's America and I think that's a positive thing, to be part of an American tradition."