A Hiring & Onboarding Guide For Attracting, Retaining, and Supporting Diverse Hires in San Diego Craft Beer

- **Existing Culture Audit: Preparing for New Employees**
- **Expanding Outreach to Potential New Candidates: Where To Find More Diverse Applicants**
- **Recruiting & Onboarding: How to Support New Hires Over the Long Term**

Disclaimer: All employment situations and circumstances are unique. This Guide is not and should not be construed as legal advice. Consult with a lawyer or other Human Resources' professional about your particular needs.

Before we begin, it's important to define terms we'll be using throughout this Guide.

What is DEI?

Diversity in the workplace is meaningless without Inclusion and Equity. An inclusive and equitable environment doesn't just happen on the back of good intent-- it needs to be driven from the top and have firm foundations. What is DE&I, what are examples in the workplace, and how can you integrate them into yours?

> *Diversity:* Diversity refers to difference within a given setting, covering a multitude of varying characteristics. Examples of diversity are: race, ethnicity, age, assigned sex, gender identity, sexual orientation, disability, etc.

> *Equity:* Equity refers to the support D&I receives in your company through its policies. It's recognizing that specific groups are subject to advantages, and others to disadvantages — whether that's gender pay gaps or biased onboarding practices — and making direct, continuous efforts to properly accommodate everyone. Equity is acknowledging the needs of individuals instead of creating blanket policies, as well as rebalancing structures to consider disadvantages encountered by underrepresented people.

> *Inclusion:* Inclusion is about taking responsibility to create an environment where every person feels heard, respected, valued, and embedded in your company culture. It involves offering equal opportunities to all, while also acknowledging and celebrating differences.

These distinctions are significant to have intentional and impactful pro-inclusive practices at your brewery.

The other important foundational issue is why should you - as a brewery owner or operator - care. In case you're not yet convinced, here are some of the many benefits of a more diverse workforce:

- **It can minimize harassment or controversy.**
  - [The Basics of Anti-Harassment for Small Breweries](#) (Brewing Industry Guide) - [PDF here](#)
    - "As Dr. Lilia Cortina, a professor of psychology and women's studies at the University of Michigan, wrote in her 2015 testimony to the Equal Employment Opportunity Commission, some companies and organizations are more likely to struggle with harassment than others. Research indicates that companies typically have far greater problems with sexual harassment where there is a skewed gender ratio (more male than female); job duties and tasks are historically masculine in nature; and company tolerance of offensive behavior.
    - Thus, hiring employees of diverse races, genders, ages, and sexual orientations can mitigate these risks. Inclusive hiring practices show a company's commitment to fostering an environment where harassment and discrimination aren't tolerated."

- **It can pay off - literally.**
  - [Widening the Net](#) (Brewing Industry Guide) - [PDF here](#)
    - ""Especially at this time in the beer industry, in order to continue to generate sales, we can't continue to focus on one type of person," says Harkema, who since leaving Founders now runs the diversity and inclusion consultancy Graci LLC."

- **It's the right thing to do.**
  - [San Diego County Strategic Plan for Diversity & Inclusion](#)
    - In business, diversity initiatives are generally viewed from three different lenses:
      - The Social Imperative – "The Right Thing to Do"
      - The Compliance Imperative – "The Legal Thing to Do"
      - The Strategic Business Imperative – "The Innovative Thing to Do"

So, *how* do you do it?

Part 1 of 3: Existing Culture Audit

Now that you know the "why," we'll explore the "where" and "hows." But first, before you focus on recruitment, you need to have your proverbial house in order. This step is often overlooked, yet it is one of the most significant factors in determining your success at cultivating a more diverse team.

DE&I audits consist of these components:
- <u>Data-</u> Prior to making the effort to alter your culture, it's important to collect data and analyze your current atmosphere. This can be accomplished a number of ways, such as conducting a survey. It is recommended the survey be anonymous or at least make attribution/name optional. (See example below)
- <u>Policies & Processes-</u> Once you have collected data, you can use it to begin to analyze your policies and processes and measure them against each other to pinpoint problem areas.
- <u>Culture-</u> An audit involves engaging with a range of employees. What are their views on the company, and do the current policies and processes make them feel included and supported?

Sample Simple DEI Survey
- I feel like I belong at [company] (Benchmark Score 80%)
- I can voice a contrary opinion without fear of negative consequences (70%)
- Perspectives like mine are included in decision making (60%)
- My company believes that people can greatly improve their talents and abilities (82%)
- Administrative tasks that don't have a specific owner are fairly divided (56%)

Source: https://www.cultureamp.com/blog/5-diversity-and-inclusion-questions-to-use-at-your-company/

Additional Resources:
- https://www.ted.com/talks/janet_stovall_how_to_get_serious_about_diversity_and_inclusion_in_the_workplace?language=en
- https://craftedforall.com/commit/

Part 2 of 3: How & Where to Find More Diverse Applicants

One of the most common statements heard in the DEI employment arena is: "We *want* to hire more diverse candidates, but they aren't applying for the positions we have available." There are several possibilities as to why that is:

1. They don't feel welcome with your existing company culture; (See Part 1)
2. They don't think they are qualified for the role or find the job description off putting; and/or
3. They didn't know about the position.

This section addresses reasons 2 and 3. First, let's talk about "how" you attract a more diverse applicant pool.

Step 1: Crafting Job Descriptions
Job descriptions are prime spaces to lay the groundwork for a more inclusive workspace. Having more inclusive job descriptions requires awareness and efforts that may not be that obvious.

Avoid gender-coded words
- Be mindful with your job descriptions (JD's) and ads. It can make a big difference. Studies have shown that gendered-coded words can significantly reduce the number of women applying to open positions, even though this type of bias is usually unconscious.
- To make your JD's and ad's more inclusive, start by taking the gendered or confusing terminology like "ninja," "rock star," or "guru" out of job titles and replace them with more straightforward titles relevant to the role; e.g., Brewer, Beer Server, etc. These titles may have less flair, but they are more inclusive and less likely to turn off candidates who feel they do not fit the image you are putting out. Using tools like the Gender Decoder tool can tell you right away whether your JD's or ads lean too much towards either feminine or masculine-coded words.

Eliminate Racial Bias
- Like gender bias, racial bias can be implicit, and oftentimes is unknowingly perpetuated in the recruitment process. But careful attention to words and phrases used in your job descriptions can help eliminate implicit and explicit bias. To start, never mention race or national origin.

- Stay away from requirements like "strong English-language skills," "Spanish speaking required," "legal work status," or even a term as broad as "Cultural Fit". If you have them, JD's and ads can be reviewed by your internal diversity committees. Alternatively, you can use Textio Hire, an online tool that analyzes job descriptions and suggests improvements to make the language more appealing to all applicants.

Win over experienced workers
- Workers ages 50 and older comprise roughly 35% of the workforce, and studies show older employees bring valuable perspectives, wisdom, and strong work ethics. Avoid age discrimination by making sure your employer branding through JD's and ads reflects a wide range of the age of workers at your company.
- Age discrimination can be more obvious when companies advertise that they are looking for someone young or "a recent college graduate." However, ageist language also can be more subtle. Other code words for age bias that you should consider removing from your job descriptions include: Fresh, Tech-savvy, Digital native, Flexible, Energetic, Active, or even High-potential.

Be more inclusive of disabled workers
- Make sure your JD's and ads are welcoming to workers of all abilities by advertising when there are accommodations like flexible hours or telework available. Use more inclusive language when detailing physical and mental requirements.
- Let applicants know your workplace welcomes and values all candidates with phrasing like: "Ability to complete tasks with or without reasonable accommodations." Instead of writing "Access to your vehicle isn't always necessary," try "Access to reliable transportation," which is more inclusive to people with disabilities.
  - Note, reasonable accommodations also can be mandated by local, state or federal laws. A job description that doesn't expressly state your brewery can and will provide reasonable accommodations may pose a liability. For more information, seek legal counsel.
- See the chart below for other more inclusive statements:

Discriminatory Language	More Inclusive Language
must be able to lift 50 pounds	moves equipment weighing up to 50 pounds
seeking able-bodied individual	No replacement. Avoid completely.
bending and crouching under desks to install equipment	positions self to install equipment, including under desks
must be able to stand for entire shift	must be able to remain in a stationary position during shift

Limit your job requirements to "must-haves" or "deal breakers"
- As an owner/manager you might have an unending list of qualifications in mind for a given role, but to highlight your commitment to inclusion, it's important to trim the list down. That's because studies show that while men are likely to apply to jobs for which they meet only 60% of the qualifications, women are much more likely to hesitate unless they meet 100% of the listed requirements.
- Instead of including all the "nice-to-haves" that a dream employee/candidate might possess, stick to the "must-haves," or "deal breakers" and you'll likely see your applications from female candidates increase. Or if you would still like to call out certain desired skills, you can soften the message with language like "familiarity with," "bonus points for," or "if you have any combination of these skills."
- That said, it's a good idea to cut down your long lists no matter what—one study found that the average jobseeker spends just 49.7 seconds reviewing a listing before deciding whether they'll apply.

Avoid using unnecessary corporate speak or industry jargon
- One of the quickest ways to turn off candidates is to include loads of unnecessary jargon in your JD's and ads. While candidates with plenty of experience in a similar role might know what you are talking about, these subtle word choices can make some candidates feel unqualified for a position that they are qualified for. Insider language is a quick way to make someone else feel like an outsider. This consideration becomes even more challenging when crafting production job descriptions - e.g., "CIP."

Emphasize your company's commitment to diversity and inclusion
- If your company is already making strides toward becoming a more welcoming and inclusive place to work, you might want to consider including this in your job descriptions. While you can simply state at the bottom that you are "an equality opportunity employer," a statement in your own words is more powerful.
- Here is an example from Modern Times:
  - "Modern Times Beer strongly supports equal employment opportunity for all applicants regardless of race, color, religion, sex, gender identity, pregnancy, national origin, ancestry, citizenship, age, marital status, physical disability, mental disability, medical condition, sexual orientation, genetic information, or any other characteristic protected by state or federal law."

Additional considerations and resources about crafting job postings & attracting diverse applicants:
- Tools to identify and uncover "50 Cognitive Biases in the Modern World"
- See Widening the Net
  - Babineau says the brewery was careful in the way it worded the job descriptions and the questions on the application. The posting didn't ask for a resume; instead, the questions focused on character traits, life experiences, and the types of tasks the applicant enjoys. The posting also deliberately omitted qualifications but described the tasks involved in each job.
  - "We describe the job and try to get people to self-select into that position," Babineau says. "We try to reframe the idea of who's qualified. If a brewery is hiring for an entry-level brewery position, think about how much experience that person really needs. Do they need to have a college degree or have worked in a brewery for 10 years to be a glorified janitor?"
  - Breweries tend to prioritize experience, Babineau says, but she's found that any new staff—experienced or not—require training on the brewery's processes, equipment, and brand. Sometimes it can be more work to teach a new hire to "unlearn" past knowledge. Redemption Rock trains its taproom staff on beer and brewing, so that skill set isn't expected on Day One, and Babineau says that the learning process can actually help staff better relate to customers who might be new to craft beer.

Step 2: Advertising Jobs
Now that you have your Job Description, what do you do with it? Here are some common places to list a job position, which may/not get you a diverse pool of candidates:

Free/Low Cost
- Your company's social media (Twitter, Instagram, Facebook, etc.)
- San Diego Brewers Guild
- Beer Kulture
- Pro Brewer
- Indeed (free if not sponsored)

- Pink Boots Society's job board

Paid
- [Brewbound job board](#) ($199 for 60 days)
- Generic websites like LinkedIn, Indeed, ZipRecruiter, etc. (fee varies, typically $150+)

But there are other places that increase your likelihood of attracting diverse candidates!
- San Diego Colleges & Universities
  - [Career Fairs at SDSU](#)
  - [Career Center at UCSD](#)
  - [Career Development Center at USD](#)
  - [Student Employment Services/Internships](#) at Southwestern
  - [Career Center](#) at MiraCosta
  - [Cal State San Marcos](#)
  - [Palomar Community College](#)
  - Etc.
- Community-led networks
  - [San Diego Equality Business Association LGBTQ Job Board](#)
  - [Central San Diego Black Chamber of Commerce Job Board](#)
  - [San Diego Workforce Partnership](#)
- Virtual
  - [San Diego Diversity Virtual Career Fair](#) through DiversityX (Monday, June 28, 2021)
  - [Diversity Career Group Career Fair](#) (recurring)
  - [Diversity.com Job Board](#)
  - [Blackjobs.com](#)
  - [Black Career Women's Network](#)
  - [Hispanic/Latinos Professional Association](#)
  - [HBCU Connect](#)
  - [Professional Diversity Network](#)
  - [United Latino Job Bank](#)
  - [Veterans - We Hire Heroes](#)

Step 3: Evaluating Applicants

Diversity recruitment leads to larger talent pools. When you eliminate biases from your sourcing, screening, and interview processes, you attract a wider range of applicants and mitigate the risk of missing out on the best person for the job. The next step in having a more inclusive team is evaluating applicants.

Consider not considering internal referrals unless necessary
- An easy (and more affordable) way to fill your candidate pipeline is employee referrals. Many owners/operators consider employee referrals to be the best source of quality candidates, but this practice may be undermining your company's diversity efforts. A recent report from PayScale shows that job referrals can bring more engaged employees into your company, but tend to benefit white men a lot more than women or people of color - and, let's be honest, this definitely is a problem in craft beer.
- White men are at least 12% more likely to be hired through a referral than any other group—and get a much bigger bump in salary because of it.

- If you do need to lean into employee referrals to bring in candidates consider emphasizing your company's commitment to DEI efforts throughout the hiring process. Or, put employee referrals through a blind recruitment process, such as the one developed by Second Chance Beer Co. discussed below.

Applicant collection and tracking - consider blind recruiting practices
- "Blind recruitment," as it's commonly called, is a way of minimizing or eliminating unconscious bias in hiring. For example, prior to reviewing applications, remove names, locations, and other identifying information that may result in a biased decision. There are [many, many studies](#) showing that "Black and Latino-sounding" names are less likely to move forward in the interview process, even when they have similar qualifications as "white-sounding" names.
- There are paid resources for executing blind recruiting practices. However, as done by Second Chance Beer Co, you can get creative and do it for free, too.

Paid Options
- Software or apps can streamline processes and create an equitable system for resume review. If you are not already using an Applicant Tracking Software or commonly called ATS, consider starting. Most Human Resource Information Systems (HRIS) or payroll systems have an ATS built inside them. You may already have this tool available.
- If you don't have access to an ATS, there are affordable vendors like BreezyHr, JazzyHR, or Workable. [This website](#) provides links and reviews to a variety of ATS systems.

Free Options
- [HERE](#) is an example of a blind recruitment strategy developed by Second Chance Beer Co, which also incorporates strategies for more inclusive job descriptions

Consistency is key in resume review
- Whether you are using an ATS or an internal resume review system, it is necessary to set up "deal breakers" to help identify qualified candidates. These deal breakers should be skills/roles relevant that will not be trained upon hire.
- Identify concrete desired behaviors rather than stating you want a "culture fit". The goal is all candidates are held to the same criteria and qualifications.

Step 4: Interviewing
Have a well-structured and documented interview process
- Pre-established interview guides, templates, or scoring rubrics are all great ways to ensure each interview candidate is assessed in the same manner.
- Assess candidates based on observable skills and knowledge rather than years of experience, past employers, or education levels.

Have a hiring team/committee and provide interviewer training
- Hiring decisions should be made by more than one person. Include multiple stakeholders within the company in the process. Hiring committees or panels are beneficial because they provide varying perspectives, help to eliminate biases, and benefit a department by involving employees and leaders in the hiring decision.

- Before bringing anyone into the committee or panel, however, make sure adequate training on the recruitment process and "how to interview without bias" is provided. To get started, see interviewing playbook or article.

Part 3 of 3: Onboarding New Hires & Setting Them (& You) Up for Success

So, now you are ready to start the process of bringing in a new employee, let's talk "how." Onboarding is a pivotal moment for making employees feel included from day one. It sets the tone for a person's tenure at your company, laying the foundation for their knowledge of and experience working for your company. Therefore, building an inclusive onboarding experience is so important to creating an inclusive company culture.

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Preboarding

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Do the paperwork ahead of time
- This is an area where software again can be extremely beneficial. Electronic onboarding systems allow you to get ahead of the needed paperwork and other processes like requesting assets or benefits enrollment before day one.
- Preboarding is the process of using electronic onboarding systems to get as much of the needed info done before day one. This software addition may also live in your payroll or HRIS software. Again, check your existing tools before sourcing new products but systems like BambooHR or Namely are great options.
- Focusing day one on getting new hires ramped up and contributing rather than settled in can quickly become more about the process than experience, and in doing so, we fail to connect new hires to their new role, team, and company.
- One impact of making this mistake manifests as feelings of hesitation by an employee to commit to a long-term career at your company.

Prepare the team
- Adding a new member to your team will inevitably change its dynamics. Preparing your team for how the new hire will contribute is key:
    - What are their responsibilities?
    - Who will they be working with or reporting to?
    - Are they assuming any work from other team members?
    - What does that handoff process look like?
- It can be helpful to set the expectation that inclusivity is everyone's responsibility. By doing so, you will encourage your team to act intentionally around their new teammate and remind them to be inclusive and welcoming.

Choose the hire date
- Timing is everything, and with new hires. You can optimize new hire start dates by having them join at a time when their team is available and present.
- For example, do not have a new hire start over the holidays or right before their manager goes out PTO or leave because they have less of a support system.
- This can make new employees feel left out or like their arrival to the company is not a priority.

Let new hires know inclusion matters
- A simple way to make new hires feel included is to emphasize DEI during the onboarding experience. Sharing your company's commitment to inclusion, such as through a DEI onboarding session, can let new hires know that this is important to you and that the attributes that make them unique matter to your company.
- Share company provided tools and resources like ERG's (Employee Resource Groups), training, community outreach, and other DEI/ belonging efforts.

Provide the bigger picture
- For onboarding to feel inclusive, new hires need to feel like they are "in the know." As a manager or team member, it is easy to forget what it feels like to be new since you have so much institutional knowledge. When onboarding a new employee, approach it with empathy for your new teammates and appreciation for that feeling of not knowing what you do not know.
- You can do this by sharing your team's goals, objectives, or strategy to give every new hire an understanding of what the team does and their priorities now. Additionally, providing an organizational chart or explanation of how the team shares responsibilities is a great way to let each new hire know how they fit into the bigger picture.

Help them speak your language
- Every company has its unique company language whether it is acronyms or specific terms they use. It is important to help all new hires feel like they are speaking the same language as their coworkers. Provide the resources to help new hires get up to speed with your company-specific vernacular. This can take the form of a glossary of company terms or a session explaining your jargon.

Build a community
- Helping a new hire connect with people across the company lets them build meaningful relationships starting on their first day, and as they go through onboarding they'll feel more comfortable seeing familiar faces.
- One easy step is to establish a buddy system, where every new hire is paired with a longer-tenured employee to show them the ropes. Their buddy is there to welcome them on the first day, answer questions, and be a dedicated resource through their first few months.
- Batching start days is also a way to contextualize the new hire experience. Doing so allows every new hire to start with a peer group.
- Another easy step to provide context for new hires is to set up 1:1's or team lunches in the first few weeks with people who can help welcome and integrate them. This can be individuals who share their interests or previous professional experience, or people on different teams with whom the new hire will be collaborating.

First 30, 60, 90 days

Give space
- Part of creating an inclusive onboarding experience recognizes that not everyone takes in information the same way. Giving each new hire the time and space to hear and digest all the new information about their role and the company is one of the best ways you can make someone feel welcome.

Celebrate small wins
- It is important to strike a balance between enabling a new employee to contribute immediately and making them feel included. Unfortunately, focusing too much on one can lead to an employee feeling like they aren't making an impact, on the one hand, or like they don't belong on the other.
- Create space for small wins so that new employees can gain confidence early on (like working on small projects).

Get feedback
- Feedback is key to crafting the most inclusive onboarding experience for your new hires. Keep multiple channels open for receiving feedback (anonymously, in person, etc.) so that new hires can share their experience and you can work to improve upon it for future new hires.
- Something like a check-in survey at 30, 60, and 90 days, as well as more informal, in-person opportunities for new hires to let you know how their experience is going, like coffee with their recruiter or manager.
- Be sure to provide different ways for new hires to give feedback so that everyone can choose the way they are most comfortable sharing their thoughts.

Quick steps to building pay transparency in your Brewery.
- Determine where your company currently falls on the pay transparency spectrum, and where you want to be. Survey managers to understand what employees want to know about their salaries.
  - Is this something posted on Job Descriptions or in recruiting. Is it something that the full company has total access too or is it annual report?
- Develop a pay philosophy that aligns with your talent strategy and culture. What do you value in new hires? Which behaviors do you want to incentivize?
  - How do you decide when to adjust someone's compensation? Is it annual., merit based, or do you have other defined metrics for compensation growth?
- Clearly define roles and responsibilities and use market data to set salary ranges. This helps to eliminate bias and create a less subjective pay structure.
  - Use paydata vendors or participate in industry pay surveys. The Craft Beer HR group does one each year that is nationwide.
- Conduct a payroll audit to identify and resolve salary discrepancies.
  - Do you see blaring areas of inequity? What demographic information are you collecting to ensure pay equity amongst groups.
- Train managers to have proactive salary conversations with employees. There is no way to do this right they aren't on board.

An additional note to add on wage transparency is the state of California has been working to implement legislation to make salary ranges required on all recruitment postings. That potential update is said to be modeled off a recent legal update the state of Colorado has recently implemented. Colorado's Equal Pay for Equal Work Act took effect on Jan. 1. The law requires employers to take a number of steps to help achieve gender pay equity. Attached is a link to that senate bill for deeper info.

Additional Resources:

- https://docs.google.com/presentation/d/1L1CA_AsTBiBQ4cAUUH4KvtmJHp0nFn25PTcCayenjbA/edit#slide=id.g89a19b3523_1_5
- https://hbr.org/2020/06/how-organizations-can-support-the-mental-health-of-black-employees
- Visible markers: "Have menus available in Spanish or have staff who are bilingual," she says. "Something as small as having gender-neutral bathrooms can be so important. In the Denver area, I've seen breweries do something as simple as putting a little sticker on their doors that says, 'You are safe here.'
- [Equal Pay for Equal Work Act](#)

Conclusion:

This is a lot — we know! But without proactively taking steps towards making DEI a priority, craft beer will remain an insular clique where many would-be employees and consumers do not feel welcome. It's also important to note that even if you follow all of these suggestions and find that your next hire doesn't come from a diverse or marginalized community, that's okay! **EQUITY** does not necessarily mean **EQUALITY** in numbers, although being able to quantify your efforts is an attractive prospect for many inclusive-minded companies. Inviting people in and making them feel comfortable is harder to measure, but only you know if you've made your best effort to open your doors and arms to a wider audience. If everyone collectively takes even one step forward, the entire industry can move further towards progress. Inclusion starts with you. Good luck!