

From the Master Brewers DEI Committee

Equitable and Inclusive Hiring and Retention

Good hiring and retention practices are key to any successful business; reevaluating these practices to proceed in a more equitable and inclusive manner can lead to a healthier workplace, higher employee morale, and better business outcomes. This reworking of your hiring process can require an overview of multiple things, including, but not limited to, job descriptions, job posting platforms, unconscious bias, interview procedures, onboarding procedures, company culture, employee feedback, and offboarding procedures.

Job Listing and Description

A candidate's journey often starts by reading a job listing and description on a website. How these descriptions are written and where they are posted can make a huge difference in the applicant pool. Some questions to consider when writing a job description are:

- Is there gendered language?
- Is industry jargon used when general terms could be used?
- Does your job description differentiate between what a qualified candidate needs to know versus things they can reasonably learn?
- Are requirements listed that are not essential to the position, or that could be reasonably accommodated?
- Do you have a protocol for language that is welcoming of local, representational demographics and that prioritizes local candidates who reflect the diversity of the nearby community?
- What barriers can be removed from your hiring process to broaden your potential applicant pool?

Tools such as the [Gender Decoder](#) are available to assess your job descriptions for gendered and other biased language.

Unconscious Bias

Unconscious bias is often the next hurdle to overcome as an employer reads applications and decides whether to move forward with the interview process. Examples of unconscious bias include gender, ethnicity, and the reputations of previous employers. Blind resume reviews can help reduce some of these biases, as information such as names (and therefore implied gender and ethnicity) are removed. Company reputations certainly have value, but just because someone worked for a certain company does not mean they are necessarily a better candidate than someone who has worked for lesser-known employers.

Because interviews bring a personal element into the hiring process, a standardized interview process can provide an equal opportunity for candidates to showcase the achievements and talents they can bring to the position. Additionally, focusing on open-ended questions to allow opportunities for candidates to provide in-depth answers can reveal otherwise unknown applicable experience in a candidate. Con-

sider ensuring that candidate evaluation panels reflect diversity as well to provide a more well-rounded evaluation of candidates.

Ongoing Inclusive Practices

Continuing inclusive practices once an applicant becomes an employee, such as providing them with a team mentor, can lead to better morale and higher employee retention. Proper onboarding practices help establish the tone for a person's tenure at a company. Inclusive values and culture can be reiterated during this time. Making an employee feel welcomed and giving them time to acclimate will help them feel more at home and create an easier transition to help them grow into their role.

Employee Retention

Employee retention is both crucial to and an indicator of a business' success. If an individual feels welcomed and valued, they will be more likely to stay and grow with a company. An inclusive environment makes the entire workforce feel more secure and more willing to add their unique perspective to challenges that arise.

Equitable Wages

Another key piece to improving retention in an inclusive manner is paying equitable wages. By comparing salary to the cost of living in the community surrounding the business, and to other comparable positions in the industry, offering equitable pay and benefits is another important factor that can contribute to employee retention.

Committing to evaluate each position against market value on a regular cadence (recommend every 2 years) ensures there is pay equity among equally graded positions. If there are individuals who are being paid above or below market value, there should be good documentation as to why—be it extra certifications, time in role, merit, etc.

Company Culture

Company culture should not be expressed only during employee onboarding—it should be evaluated continuously. Employers should be prepared to share their company's [Value Statements](#) with prospective employees. Employees should be encouraged to give feedback about their workplace without fear of consequences or retaliation. Frequent transparent conversations with the team can highlight unknown issues, provide intersectional points of view, and make individuals feel heard. [Stay Interviews](#) are a proactive way to collect information on employee satisfaction. Employees who feel they are part of the process contribute to better company morale and employee engagement.

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Data shows that most employees will not remain at one business for their entire career. Having an offboarding program that includes an exit interview supplies invaluable information that can be used to make a business more equitable and inclusive, which will ultimately improve retention. Being able to self-evaluate based on the information found in exit interviews leads to continued progress.

Glossary

Gendered Language

In informal writing, such as emails, plural pronouns may be used as a shortcut to ensure gender inclusiveness.

Example: “Before submitting your document, send it to the focal point for their review; they will return it to you with comments.”

Excerpted from the [United Nations Gender Inclusive Language](#) site, where more best practices for handling gendered language are found.

Unconscious Bias

There are two types of bias:

1. **Conscious bias** (also known as **explicit bias**)
2. **Unconscious bias** (also known as **implicit bias**)

Unconscious biases include social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone, regardless of race or gender, holds unconscious beliefs about various social and identity groups, and these biases stem from one’s tendency to organize social worlds by categorizing them.

Unconscious biases are far more prevalent than conscious biases and often incompatible with a person’s conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multitasking or working under time pressure.

Excerpted from University of CA–SF “[What Is Unconscious Bias?](#)”

Standardized Interviewing

Structuring interview processes by standardizing questions helps to streamline the interview process and also takes the burden off interviewers to formulate questions. It also helps remove possible legal risks related to unfair hiring practices caused, for example, by implicit bias or to inappropriate conduct, such as inappropriate questions.

Excerpted from “[Humanly.io Blog](#),” written by Sabrina Son.

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List of Inclusive Job Posting Sites for Brewing and Allied Industries

Job Posting Site	Description	Web or Email Address
BA Forum	Job board, nationwide – Free, membership required to post	www.brewersassociation.org/forums/forum/jobs
Beer Kulture	Beer industry job board focused on diverse candidates	www.beerkulture.com
Brewingwork	Job posting for fee	www.brewingwork.com
Fermenta	Michigan Women’s Craft Collective	Email: Annette May at scholarships@fermentamichigan.org
Force Brands	Beverage industry job site with national focus. Sales candidates frequently apply from site. Fee based; credits purchased at a discount.	www.forcebrands.com
Handshake	Job board for college recruitment – Free	https://app.joinhandshake.com
Local Community Colleges, Colleges with Brewing Science Courses		
Master Brewers	Beer industry job board – Fee based	www.mbaa.com/jobs/Pages/default.aspx
Oregon’s Partners in Diversity (example of beyond industry specific site)	Local posts connecting employers with professionals of color for fee	www.partnersindiversity.org
OutFront Kalamazoo (example of local source)	Local LGBTQ organization posts jobs for free	www.outfrontkzoo.org/localjobs
Pink Boots Society	Posting site for women interested in craft beer – Free	www.pinkbootsociety.org/post-a-beer-job-2
Women of the Revolution	Beverage industry job board for women and non-binary people	Email: womenoftherevolution@gmail.com

Blind Resume Reviews

A blind review hides or “blinds” resume details such as a candidate’s name, college, address, hobbies, or graduation year. These details can allude to someone’s gender identity, race, religion, or socioeconomic background and potentially influence a hiring decision. Instead, recruiters or hiring managers focus on the candidate’s skills or prior work experience and how it pertains to the job. The goal of evaluating candidates based only on their relevant work experience is to reduce bias throughout the hiring process.

Excerpted from Embroker.com, “[How Blind Resume Hiring Works.](#)”

Representational Diversity

Diversity is the condition of being different or having differences: differences among people with respect to age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences. Representational diversity refers to the varied representation of different populations within a set. Often this applies to a workforce reflecting the representation of the surrounding community.

Excerpted from Harvard “[Human Resources Glossary of DIB Terms.](#)”

Helpful Links for Brewing Industry Hiring and Retention Through a DEI Lens

- [Gender Decoder](#)
- [7 Practical Ways to Reduce Bias in Your Hiring Process](#) (*Harvard Business Review*)
- [To Retain Employees, Focus on Inclusion—Not Just Diversity](#) (*Harvard Business Review*)
- [Stay Interviews—The Basics: SHRM—Society For Human Resources Management](#)
- MBAA—National Conference Workshop [Hiring and Retention in the Brewery—Growing Stronger through a DEI Lens](#). Presentation slides:
 - Deschutes Brewing (presentation by Faye Gardner and Lindsay Wengloski) – Reimagining Process for Hiring & Retention
 - Triple Bottom Brewing (presentation by Tess Hart)
 - Founders Brewing (presentation by Ryan Jensen and Stephanie Yeatts) – Volunteer Integrated Leadership and Community Involvement