



# **A Hiring Guide For Attracting, Retaining, and Supporting Diverse Hires in Washington Craft Beer**

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**Prepared by the WA Brewers Guild  
Diversity, Equity, Inclusion, &  
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### Part 1: Introduction to the Guide

*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 Resource professionals about your particular needs.*

**Purpose:** The purpose of this guide is to provide a resource for members of the WA Brewers Guild to increase and retain a diverse workforce through actionable steps and helping create company cultures where different backgrounds, experiences, and diversity of thought are embraced and encouraged.

The workforce and the marketplace are becoming increasingly diverse. Incorporating platforms that increase diversity and inclusion in the business structure allow for Washington breweries to remain flexible and relevant in an ever changing market.

**Format of the Guide:** Implementing cultural changes within a company takes time. With that in mind and the understanding that every brewery is in a different place regarding diversity, equity and inclusion within their workforce, we've broken this guide up into four individual sections designed to be approached one step at a time. This allows companies to embrace this journey with a structured approach. Trying to implement everything at once can be difficult and discouraging. Here are the four sections:

1. **Part 1: Introduction to the Guide** Overview of the guide, an explanation of the "why", and a description of relevant terms.
2. **Part 2: Internal Assessment of Company Culture** Resources for creating internal audits to understand existing company culture and framework for responsibility structure. Both provide a starting point for improvement.

3. **Part 3: Hiring Best Practices** Resources on how to recognize unconscious bias in hiring practices and expand the reach of job postings to engage a more diverse hiring pool.
4. **Part 4: Onboarding and Retaining Diverse Hires** Resources on how to welcome new hires and retain them over the long term.

**What is DEIA and why is it important?:** Diversity, Equity, Inclusion & Accessibility. Diversity alone in the workplace is meaningless. An inclusive, equitable and accessible environment doesn't happen solely on the back of good intent-- it needs to be driven from the top and have firm foundations. Having a clear understanding of these distinctions are significant to having intentional and impactful pro-inclusive practices at your brewery.

**Definitions:** *for the purpose of this guide, these are the terms as defined by the WA Brewers Guild DEIA Committee.*

- **Diversity:** Diversity refers to the range of human differences within an organization. These differences can include: race, gender identity, ethnicity, religion, national, sexual orientation, socioeconomic status, mental or physical ability, and more.
- **Equity:** Equity is the practice of fair and just treatment for all and ensuring that all members have the access and support to growth and development opportunities they need.
- **Inclusion:** Inclusion is seeking out and leveraging members' diverse voices, experiences, and ideas. It is an ongoing process designed to allow participation from any individual in the organization's work and decision-making processes.
- **Accessibility:** Accessibility ensures the disabled community is provided the equivalent opportunity to acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability in an equally effective and integrated manner. Disabilities may be permanent, temporary or situational; seen or unseen; disclosed or undisclosed.

**Why Adopt These Practices?** This is an important question to ask because if a business does not embrace the "why", outcomes will reflect that disconnect.

"In order to maximize the benefits of your diversity and inclusion efforts, it is important to understand the numerous advantages to diversifying your workplace, your customer base, and your marketing and branding." - [Brewers Association](#)

1. It's the right thing to do. "Business is in a position to do something no other entity can do. Business can dismantle racism". When we as a business create space for employees that can "bring their "unassimilated, authentic selves to work every day...the lessons we learn about diversity at work can transform" how we live and engage outside of work." - [Janet Stovall](#) The beer industry is

well situated to lead the change we seek, with more than 8,000 breweries operating in the [U.S. as of 2019](#), this industry has a long tradition of [collaborations](#), working together and pushing boundaries with notable impacts on the very communities with whom we live and interact. “Small and independent brewers have three primary opportunities to create diversity: their fans, hands, and brands.” -[BA](#)

2. It can minimize harassment and controversy.
3. It can pay off. Literally. Simply put, companies that center inclusion around people outperform those that don't. Research reveals that demographically diverse workplaces perform better than their counterparts on a range of metrics – from innovation to market expansion to productivity to problem-solving. These gains have shown to lead to higher profitability as much as 36%. [McKinsey & Co.](#)

**Summary:** The first step in your organization's journey in adopting elements and best practices from this Hiring Guide is committing your time and resources towards Diversity, Equity, Inclusion, and Accessibility (DEIA). This Hiring Guide touches upon some of the high-level reasons why DEIA is important to the success of breweries and the craft beer industry. Creating a company and management culture that promotes diversity and inclusivity of skills, backgrounds, and experiences can lead to a more successful team and improve staff retention rates. While this guide is not intended to be a “one size fits all” model, it is intended to supplement and augment your organization's existing processes, standard operating procedures, and policies.

#### **Resources:**

Stoval, Janet. “How to get serious about diversity and inclusion in the workplace.” *TED*, August 2018, [https://www.ted.com/speakers/janet\\_stovall](https://www.ted.com/speakers/janet_stovall).

Brewers Association. “Diversity and Inclusion for Small and Independent Breweries.” Accessed November 2, 2022. <https://www.brewersassociation.org/wp-content/uploads/2019/01/Laying-the-Groundwork-1.8.19.pdf>

Brave Noise: A COLLABORATION WITH A BIG GOAL: A SAFE AND DISCRIMINATION-FREE BEER INDUSTRY. Accessed November 2, 2022. <https://www.bravenoisebeer.com/>



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### Part 2: Internal Assessment of Company Culture

*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 Resource professionals about your particular needs.*

This section relies heavily on Dr. J. Nikol Jackson-Beckham's presentation, ["Real Talk: Performing Cultural Climate Audits to Benchmark Organizational Inclusion, Equity, and Justice" from CBC 2020.](#)

**Purpose:** To provide a resource for creating internal company culture audits. These audits serve to understand existing company culture, assess the effectiveness of the work environment, and discover the level of employee engagement in a business. Also note that the information contained in this guide is not comprehensive. Each brewery will bring a different level of understanding to this topic, so please utilize resources included here and others to guide your process. Cultural audits can expose very personal issues so should be approached with care.

**What is a culture climate audit and why is it important?:** A climate audit is a snapshot of what the company culture feels like for your staff. This can be done by utilizing job satisfaction surveys to regularly "take the temperature" of your workforce. Audits provide an understanding of existing company culture. The results of an audit can be used to correct existing policy, craft future policy, and/or benchmark ongoing diversity and inclusion efforts.

**Where to Start?** Choose a methodology/ies. There are multiple methodologies to gather information from employees. With limited time, one method can be used, but triangulating methods provides richer and more useful information.

No matter which method is utilized, be very thoughtful in your approach. Information gathered can be sensitive, so employees need to feel safe. If employees feel anxiety or fear about sharing information, the information gathered might be limited. It needs to be clear that these information gathering tools will be utilized to improve, maintain or adjust existing culture, not as job review tools.

- **Method #1: Anonymous Survey**

- If you only have time for one method, use this one!
- This works best if it's given to as many employees as possible.
- A digital survey is preferred, but make the survey available in written form as well.
- IMPORTANT! Make it clear that all questions are optional. If someone is uncomfortable with a question and would prefer to leave it blank, make sure that this option is clearly stated.
- Include a space for additional comments on any question/topic and make it clear to employees that they can use the space to write additional comments on topics whether or not they were covered in the survey.
- There are two types of variables to survey: dependent and independent.
- Dependent Variables: These are the variables that you are looking to benchmark in your own company. Look to your values and mission statement to determine what you are looking to achieve as it relates to company culture.

- Some examples of dependent variables:

- Communication and conflict
- Respect
- Buy In
- Belonging
- Empowerment
- Equity
- Diversity and Inclusion

- Choose 5-7 variables and create about 5 questions per variable for a total of 25-30 questions.

- Questions should be in the form of a 5 point Likert scale (Strongly Disagree to Strongly Agree)

- Example:

*People trust one another at the brewery.*

1 2 3 4 5

*Strongly Agree*    *O O O O O*    *Strongly Disagree*

- Here are some examples of Cultural Audit questions:

- The company's mission statement is clearly communicated to staff.

- I feel valued and appreciated by the organization.
  - This is a diverse workforce.
  - This workforce is representative of the population at large.
  - I feel free to make decisions and take the initiative within my daily work.
  - My work environment makes me feel valued.
- Independent Variables: These are demographic and employment related variables.
  - IMPORTANT! Make it clear that all questions are optional. Any or all questions can be skipped.
  - Examples of independent variables:
    - Age
    - Gender
    - Race/Ethnicity
    - Sexual Orientation
    - Disability Status
    - Length of Tenure
    - Job Function/Department
- Analyzing and Using Results of an Anonymous Survey:
  - Start by establishing targets-determine what would indicate “success” to your company.
  - Determine the company’s overall performance-where were targets missed and by how much?
  - Determine disparities among responses-Disparity Analysis (ex. Male vs. female or Brewery Crew vs. Front of House Crew)
- **Method #2: 20-30 Minute Interviews**
  - Write the questions ahead of time. Be consistent with each employee. Broad, open-ended questions are best.
  - If possible, it’s preferable to have a 3rd party run the interviews.
  - How to choose participants?
    - Hit at least 10% of the organization. Make sure to get employees from every department. The more the better!
    - Identify certain people who you find might have a unique perspective, but also choose some at random (choose out of a hat if necessary!)
  - Make sure that the questions don’t repeat themes from the anonymous survey.
  - Examples of interview questions:
    - How would you describe the workplace culture to a friend?

- If you could change one thing about how the company works, what would that be and why?
  - How would you describe the organization's leadership style?
  - What are the organization's main goals?
  - Have you come across any barriers that get in the way of your work?
  - How are mistakes dealt with? Is there a blame culture or is risk taking encouraged?
  - How are employees recognized and rewarded?
  - What does customer service look like within the business?
  - How are customer complaints dealt with and followed up?
- What to look for:
  - Look for "story markers" (names/labels/heated topics, etc.) that come up repeatedly.
  - Look for narrative-stories that explain their everyday life even if they are not backed up by facts (remember, it still feels real to them).
  - Look for patterns AND disparities in the stories.
- **Method #3: Content Analysis** (analysis of text documents-handbook, signage, etc)
  - Do some close reading or all text documents.
  - Have multiple people read through the documents including employees.
  - Review for 3 major areas:
    - Policies: are they clearly defined? Any gaps?
    - Values: are they clearly reflected in all documents?
    - Barriers and Omissions: are there blind spots or pain points?

**Summary:** A cultural audit is a powerful tool to understand your company culture. This information can help you make changes to retain, eliminate or adjust your culture to create an environment that feels safe and accessible to a diverse workforce. The goal should be to have a workforce that mirrors the community in which you do business. It can be difficult to face some of the issues that exist in your business, but the value of understanding how your employees view their employment can't be overstated.



**Resources:**

Fullilove, Carolyn. "Diversity and Inclusion: Getting Candidates to Self-Identify". ADP. Accessed October 20, 2022. <https://www.adp.com/spark/articles/2019/02/diversity-and-inclusion-getting-candidates-to-self-identify.aspx>

Frederick, Jennifer K. "When to Ask (or Not Ask) Demographic Questions". Ithaka S+R. Accessed October 20, 2022. <https://sr.ithaka.org/blog/when-to-ask-or-not-ask-demographic-questions/>

Jackson-Beckham, Dr. J. Nikol. "Seminar: Real Talk: Performing Cultural Climate Audits to Benchmark Organizational Inclusion, Equity, and Justice". Brewers Association. Accessed October 20, 2022. <https://www.brewersassociation.org/seminars/real-talk-performing-cultural-climate-audits-to-benchmark-organizational-inclusion-equity-and-justice/>

My Hub. "Cultural Audits: How to Assess Your Workplace Culture". Accessed October 20, 2022. <https://www.myhubintranet.com/cultural-audits/>



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### Part 3: Hiring Best Practices

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**Companies need a systematic, business-led approach to inclusion and diversity, as well as bolder action on inclusion.**

**1** Systematic, business-led approach to inclusion and diversity (I&D)



Increase diverse representation, particularly in leadership and critical roles



Strengthen leadership and accountability for delivering on I&D goals

**2** Bold steps to strengthen inclusion



Enable equality of opportunity through fairness and transparency



Promote openness, tackling bias and discrimination



Foster belonging through support for multivariate diversity

McKinsey  
& Company

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*“An outcome is a goal-oriented statement that describes the measurable conditions that will be indicative of success in one or more organizational activities”- Dr. J Jackson-Beckham*

**Purpose:** To develop understanding of the space between intention, unconscious bias and hiring outcomes. Create an outcome driven approach to meet goals for engaging a diverse hiring pool, long term growth and retention. How to recognize unconscious bias in hiring and strategize for hiring success. Utilizing data collection to assure

growth outcomes. This work includes material by Dr. J Jackson-Beckham in “Bias in Hiring: It’s More Subtle than You Think” and “Developing a Diverse Employment Pipeline”.

- I. **How an outcome driven approach realizes goals:** Outcomes should be just, equitable, inclusive and reflect the company culture you are hiring for.
- II. **Recognizing unconscious bias and why it’s important:** [Studies](#) indicate that raised awareness of even the most subtle forms of bias can result in meaningful change. [Demographics](#) play an integral role in the narrative of not only who our customers are but also prospective employees; it is imperative for growth to understand these ties.
- III. **Honing your hiring practices:** Create hiring protocols formulated by a team(s) allocated with time, resources and education to focus on unified company growth outcomes. Develop well defined job metrics and hiring guides to ensure hiring for demonstrable outcomes.
- IV. **Metrics to measure success:** Understanding how data collection on applications received and exit interviews can provide key benchmarks for outcomes in hiring practices and retention goals. Utilizing this data can help illustrate bias in hiring practices and target areas for allocating resources for a more diverse workforce.
- V. **Examples of exit interviews.**

### [Understanding Bias:](#)

- **Affinity Bias:** Often construed as “culture fit” when preference is given to those seemingly sharing in similar interests and/or social constructs.
- **The Halo Effect:** It is often an ideal goal in hiring to look for candidates with noted achievements. However the halo effect creates a perception of potential based on past successes and may result in “undue influence”.
- **Confirmation Bias:** Honing in on particular traits or information to affirm ideas about a candidate, however this may lead to “poor fit” later as it fails to look at the candidate as a whole.
- **Anchoring Bias:** More informally, “first impressions” skews objectivity as the driving narrative of a candidate and can undue influence or create red flags in the hiring process.
- **Consensus Bias:** As the word consensus may allude, when an individual allows their opinions to be swayed or deferred by the general opinion of others, often by those in greater positions of power.

## Getting Ahead of Bias Barriers:

- **Affinity Bias:**
  - Remove personal identifiers
  - Build diverse hiring committees
  - Identify areas lacking in diversity and aim to hire for “culture growth” with candidates bringing new perspectives, skills and competencies.
- **The Halo Effect:**
  - Allow for understanding of comfort/discomfort levels in hiring.
  - Create work job relevant sample tests for applicants to demonstrate problem solving skills.
- **Confirmation Bias:**
  - List of parallel skills across various industries suitable for position.
  - Provide a structured set of interview questions for all candidates.
- **Anchoring Bias:**
  - Develop a scoring system for rating all candidates.
- **Consensus Bias:**
  - Allow for all members to provide full feedback before sharing.
  - Use standardized feedback forms.

## Understanding Outcomes:

- Be specific yet flexible to allow for interpretation.
- Applicable to actions that are already being undertaken or can be successfully implemented.
- Realistic
- Assessable
- Time-bound marked with important milestones.
- Communicate your culture and commitment to diversity.

## Hiring practices for outcomes:

- **Time & Preparedness:**
  - Allocate time to build a hiring team and hiring kit.
  - Develop strategies to measure success through data collection.
  - Invest in preparation for your team through education and developing strategies.
    - Bias training and education on federal and state hiring laws.
  - Develop understanding of authentic purpose for outcome goals.
    - Aligned: helps team members understand why achieving outcomes are:
      - Good for overall business goals.
      - Valuable for their individual professional success and development.

### Create a Hiring Kit:

- Build your hiring team:
  - If you want to get a diverse group of applicants into your employment pipeline, you need to be strategic about putting diversity into your hiring team.
  - Develop equitable evaluation and/or scoring metrics for job applicants.
    - Standard set of questions.
    - Evaluation rubrics or feedback forms.
  - Job template:
    - Well defined job descriptions. Therefore avoiding missed expectations because applicants were not fully informed, allowing them to opt in.
    - List of parallel skills and qualifications to look for.
  
- Develop Strategies:
  - Be clear about hiring goals.
    - Do you really need someone with formal experience or education? Or are you willing to train the right person?
  - Job announcements and placement:
    - Increase the number of job openings on sites frequented by underrepresented populations.
    - Anticipate barriers:
      - Make sure your process allows for different ways to apply.
    - Utilize local non profit organizations or chambers of commerce working with underrepresented populations.
    - Communicate your commitment to inclusion and diversity by highlighting involvement in community partnerships, outreach programs and cultural events.
    - Include an equity and inclusion statement that includes a zero-tolerance sexual harassment policy on the business's website and online job application portal.
    - Avoid biasing language to avoid self selecting out of applying:
      - Be proactive in understanding how different terminology may deter or call to applicants, thereby impacting overall reach. Online tools like Gender Decoders can assist with addressing red flags in hiring language.

### **Data Collection for Benchmarking Outcomes:**

- Tracking your progress:
  - Collecting data:
    - Demographics: makes assessing your efforts easier and shows you where you might need work.
      - Decide what information you want to collect. Race or Ethnicity? Gender identity? Veteran status? If you don't need the data, don't ask for it.
    - Ask where the applicant heard about the opening to gain insight into successful announcements efforts.

- Be transparent with the candidate about why you are collecting personal demographic data
- Keep any personal demographic information anonymous and separate from any applications.
- Keep it optional; ideally these questions should come after an application has been submitted and should be optional.

## Sample Exit Interview:

### Exit Interview

We appreciate your time dedicated to [Company Name]. Please read each question carefully and provide a well-thought-out response. The information you provide is confidential and It will not be placed in your employee file. Your answers will be combined with other exit interviews and presented to management and used as an evaluation and planning tool.

1. Employee Name
2. Employee ID
3. Supervisor Name
4. Hire Date
5. Separation Date
6. Position Title
7. What department was your position under?
  1. List depts, if others please specify.
8. Branch Location (if applicable)
  1. List branches, if other (please specify)
9. What ultimately led to your decision to leave the Company?
  1. Ineffective Training
  2. Lack of Career growth
  3. Vacation Time
  4. Conflict with Coworker and/or Manager
  5. Commute
  6. Workload
  7. Inflexible Schedule
  8. Compensation & Benefits Lacking
  9. Company Culture
  10. Other (please specify)
11. Did you share your concerns with anyone in the company prior to deciding to leave? If yes, what was their response? If not, why?
12. How would you describe [Company Name] culture?
13. Did you feel supported to achieve your career goals within the company?
14. What did you enjoy most about working here?
15. What did you enjoy least about working here?
16. What do you think about [Company Name] onboarding and training programs?
  1. Lacking in many areas
  2. They are good, could use a few improvements
  3. They are great!
  4. Decent, needs a lot of improvement
  5. Awful
  6. Other (please specify)
17. How inclusive do you think [Company Name] is for employees of different backgrounds and perspectives?
  1. Great
  2. Good, but could be better
  3. Decent, needs a lot of improvements
  4. Lacking in many areas
  5. Awful
  6. Other (please specify)
18. What kind of feedback and communication did you receive from your supervisor, and how frequently did you receive it?
19. Did you feel comfortable voicing your concerns of making suggestions? If not, why?
20. Do you feel you were fairly compensated for the work you completed? If not, why?
21. Do you feel your job expectations were clearly defined by your supervisor? If not, why?
22. Do you feel that [Company Name] brings forth an environment of positive culture, diversity and inclusivity?
 

1 2 3 4 5

*Strongly Agree*   *O O O O O*   *Strongly Disagree*
23. Do you have any other comments, questions, or concerns?

**Summary:**

The purpose of this section is to recognize that between our goals and intentions for diverse hiring and demonstrable outcomes resides our unconscious biases. Through a concerted effort to acknowledge how these biases influence our daily decisions and interactions within our organization as well as building a strategic plan for hiring, we can lessen its impact to manifest tangible outcomes for growth and diverse engagement. Building an informed hiring team equipped with strategic hiring guidelines based on data metric can result in equitable hiring based on meeting job needs for growth outcomes versus hiring for culture fit.

**Resources:**

McKinsey & Company. "Diversity wins: How inclusion matters". May 19,2020  
<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

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Watson, Bart. "The Geography and Demographics of Small Brewers, Part 1".  
<https://www.brewersassociation.org/insights/the-geography-and-demographics-of-small-brewers-part-1/>

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<https://www.brewersassociation.org/brewing-industry-updates/bias-in-hiring-its-more-subtle-than-you-think/>

BrewersAssociation.org "Interviewing 101". [https://cdn.brewersassociation.org/wp-content/uploads/2022/07/20101632/BA22-HR\\_Interviewing-101.pdf](https://cdn.brewersassociation.org/wp-content/uploads/2022/07/20101632/BA22-HR_Interviewing-101.pdf)

Jackson-Beckham, Dr. J. "Developing a Diverse Employment Pipeline, WHAT GOES IN, COMES OUT". [https://www.brewersassociation.org/wp-content/uploads/2021/03/CollabHour\\_Developing-a-Diverse-Employment-Pipeline\\_Presentation.pdf](https://www.brewersassociation.org/wp-content/uploads/2021/03/CollabHour_Developing-a-Diverse-Employment-Pipeline_Presentation.pdf)

Jackson-Beckham, Dr. J. "Developing a Diverse Employment Pipeline".  
<https://www.brewersassociation.org/collab-hour/developing-a-diverse-employment-pipeline/>

Gender Decoding Language for building job ads. [gender-decoder.katmatfield.com](https://gender-decoder.katmatfield.com)



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### **Part 4: Onboarding & Retention**

*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 Resource professionals about your particular needs.*

**Purpose:** To provide a resource for creating consistent and equitable onboarding, training, and retention processes. Note that the recommendations below are not comprehensive and are meant to complement your organization's existing policies and practices.

#### **Onboarding:**

- **First-Day Orientation:** The importance of a great first day for a new hire cannot be understated. As an employer, you should establish a clear & defined Orientation program. For a small company, this could be done by sitting down for a few hours, and writing out (Word, or PPT, any format) the things a new hire needs to know about your organization. For a larger company, this will likely take some time and require you to consult leaders from each department. When creating this Orientation program for your company, it is important to do it while consulting with the leaders of all departments across your organization to ensure you have up to date information. You should update your Orientation and Onboarding program on an annual basis.
  - SHOW UP! All hiring managers should greet their new teammate on their first day and walk them through orientation. Establishing this relationship at the beginning of the first day is integral to building a strong team.
  - First Day 101:
    - Cover all Federal, State, Local laws that affect your business and their role (we sell alcohol, this is IMPORTANT)





- There should be scheduled time for side-by-side work with each member of the team across all departments. A full or half day with each department will create a sense of belonging with a new teammate, helping with retention. If each team member understands your entire workflow, they will all be able to offer diverse ideas on making the entire process better. Also, when making improvements to their role, they will be aware of how it will affect other teammates downstream in the process.
  - Basic Training
    - Identify the activities required to perform the roles in your organization.
      - Write out the names of each role in your organization
      - Write out the basic activities required to perform the role well and **SAFELY**
      - Create a checklist of these activities and ensure that the new hire gets taught each of these activities. Use the following system to teach new teammates their responsibilities:
        - Tell them what they need to do
        - Tell them how to do it
          - Have them repeat back how to do it
        - Show them how it is done
          - Have them show you how it is done
    - Department Goals, Measures, Metrics
      - We use a lot of industry jargon (BBLs, CEs, etc)
        - Define all the industry terms you use in your organization
        - Post a quick reference guide to terms where teammates can find them
      - How will the new teammate be deemed successful in their role?
        - Define Key Performance Indicators (KPIs) for each role
          - (CEs produced/hour, Kegs filled, BBLs brewed)
        - Communicate them clearly
        - Track and measure them fairly
        - Post them consistently
    - Create a [Value Stream Map](#) of your organization. How does each role affect the others in the company? Review this with new hires (and potentially the whole team, it's a great team building exercise)
      - Post the Value Stream Map where teammates can reference it easily

- Check-Ins
  - New hires need frequent check-Ins to make sure they are keeping up and feeling welcome
    - Schedule them weekly for the first 8 weeks with their Hiring Manager
    - Schedule them Monthly with their Skip Level Manager
    - Hiring Managers should review what they have been doing each week according to your Onboarding schedule
    - Hiring Managers should ask what questions they have and if they do not have the answer, find it and follow up
  - Joint accountability
    - How are they progressing on onboarding training?
    - What are they missing?
    - Is anything out of date?
    - Fix it and get back to them
    - Review new material for the upcoming week
  - Establish working relationships
    - Organize socialization with team
    - Communicate different roles & responsibilities
    - Ensure understanding of their role in the system

## Retention

- Supporting: Once teammates have been through Orientation and Onboarding, they need continued support from their managers and the organization to perform at their peak and ensure minimal turnover.
  - Performance Management
    - Set Clear expectations
      - Define Key Performance Indicators (KPIs) clearly and hold all teammates accountable to them in the same way
        - KPIs are the metrics and goals that a teammate is held accountable to in order to indicate performance levels.
      - Don't presume knowledge or understanding
        - Clearly explain all goals and measures, and have teammates explain them back to ensure understanding
    - Communicate goals
      - What are the company's goals?
      - Be specific. Transparency increases trust
        - Use the SMART system for all goals.
          - Specific, Measurable, Attainable, Relevant, & Time Bound
      - Check in and Communicate at least quarterly on progress.

- Update as necessary
- Following up on feedback
  - Be open to feedback on improvements from employees
  - When it is given, investigate, then follow up and communicate on relevance of the idea
    - Even if an idea is NOT something that you will follow through with, communicate back on WHY
    - Create an [Idea Board](#) that is visible to all teammates and update it regularly.
    - Acknowledge teammates when suggestions are implemented
- Business Resource Groups
  - Create a framework for resource groups for teammates with shared underrepresentation or common needs
  - Give these groups a voice to present concerns or needs to management & provide feedback
- Safety & Wellness
  - Safety and Wellness should be a top priority for employers, and teammates should see that reflected in the way you run your business. IF teammates do not feel safe in their working environment, they will find a new work environment.
    - Use [Root Cause analysis](#) on all accidents
      - Find the real reason they happened and solve them openly
  - Wellness beyond physical safety
    - Psychological Safety
      - Foster a psychologically safe work environment
      - Pay attention to your team's work environment and actively root out toxic teammates
      - (see feedback section above)
    - Stress
      - Be aware and create an environment where stress is understood and managed.
      - Being stressed means an engaged team who cares about succeeding. However continuous stress leads to apathy
  - Workers Comp
    - Ensure that all managers have quick and easy access to step by step guides on Workers Comp for your organization
    - Light Duty
      - Keep your teammates working and contributing. There is often light duty work that can be performed

when injured. Having this prepared means keeping them engaged and workers comp claims low.

- Timecards
  - Make sure all managers are well versed on keeping up with their teams' time and pay
    - Approving, Editing, Managing
    - Teammates who feel they are being paid unfairly or inconsistently are harder to retain. Mistakes in pay or compensation can feel intentional and lower morale.
- Vacation
  - Scheduling
    - Create a scheduling system. Anyone who wants 3+ days off together should fill in the schedule and keep it public (or on your shared drive) so everyone knows who will be around and when.
  - Approving
    - Create a system for requesting and approving time off
- FMLA and WA State PFML
  - You should have a written Family and Medical Leave Act (FMLA) policy that follows Federal guidelines. The FMLA is a federal law that provides job-protected, unpaid leave from work for certain family and serious medical reasons.
  - You should also have a written Paid Family and Medical Leave (PFML) policy that follows Washington State guidelines. Paid family leave is used to care for a serious health condition that prevents your from working, or when you need time to care for a family member, bond with a child, or spend time with a family member preparing for military service overseas.
  - Post it clearly, ensure managers understand it and how to follow the process
- Discipline
  - Create an organized system, communicate it, stick to it.
  - Hold all teammates to the same standard no matter their role or tenure
    - Reasonable Suspicion
      - Create a policy and step by step guide
      - This is extremely important in the alcohol beverage industry
    - Verbal Warning x2
    - Written Warning x2
    - Final x1
    - Termination

- Learning & Development
  - Create tools for professional and personal development
    - Create opportunities for employees to better themselves
      - Coursera
      - LinkedIn Learning
    - Investments in self/professional development are often tax deductible.
  - What do teammates want to do?
    - Help them achieve their goals both personal and professional
- Succession Planning
  - Consistent Performance evaluations and L&D leads to succession and progression
    - What are your teammates aspirations within your organization?
    - Do they have the tools to achieve that goal?
  - Communication on viability of expectations
  - Assist with development, set clear and reasonable expectations
- Management & Leadership Training
  - Set standards and goals for all managers and leaders in your organization
  - Not all high performers are great leaders
  - Ensure you have the right managers and leaders for your organization to reach your goals and retain awesome talent

**Summary:** A well defined and documented Orientation, Onboarding, and Retention strategy is key to ensuring you have built and can maintain a safe and welcoming working environment for all your teammates. It eliminates ambiguity, creates paths for development, and ensures that new hires have all the tools they need to get started in their new roles quickly and safely, saving you time and money on training and retraining. Retaining healthy and happy teammates can help you maintain high levels of execution while promoting a diverse and inclusive workforce.