

Baiting the Hook

Presented by: Kevin L. Young
Director Diversity, Equity, Inclusion, Belonging/ Lodging Human Resources
The Biltmore
Strategic Human Resources Business Partner

Who Am I?

Human Resources Professional

- 32 years
- Safety, Organizational Development, Recruiting, Benefits, Talent Management, Labor Relations, Strategic Business Partner, Succession Planning, Coach, Mentor

Employers Include:

- NCNB, Grief Brothers, Charlotte, NC; Ingersoll Rand, Davidson, NC; DuPont, Cedar Mountain, NC; SonoPress (Arvito), Weaverville, NC; BorgWarner, Fletcher, NC & Ithaca/Cortland, NY; Southeastern Container, Enka, NC; Evergreen Packaging, Canton, NC; The Biltmore Company, Asheville, NC

Western Carolina University, Psychology

- Basketball



Jobs Are Plentiful



The Lure, The Net, The Bait



Hiring In The Time of Plenty

What are the factors?

- Unemployment benefits
- People adjusting to new work life
- People changing occupations
 - House flipping
 - Auto brokers
 - Domestic
 - Air BnB has opened a whole new market for entrapanurealship
 - Consulting
 - Downsizing of lifestyles

What are the Issues

Unemployment
rate

4.6%

Updated Oct 2021

Total unemployed
people

7.4 million
7.4M

Updated Oct 2021

Unemployment
insurance claims

2.1 million
2.1M

Updated Nov 20,
2021

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18 to 19 years	18	11	16	9.9	23	16	28	18	22	15
20 years and over	8.6	4.9	7.6	4.3	13	8.1	10	4.5	11	5.8
20 to 24 years	15	8.8	13	7.4	24	14	19	8.9	16	9.4
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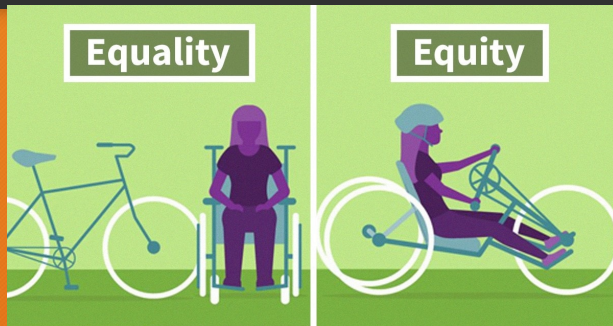
Women

Let's do

This



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Brad Cassanova

Reality of the Craft Beer Industry

- **56 Brewing owner resigns after allegations of racial harassment against Black employee corroborated by eyewitness**
- Craft has been growing its consumer base steadily over the past decade. Nielsen Harris data (presented to members earlier this year) shows that the percentage of the 21+ population that drinks craft has risen from 35% in 2015 to 44% in 2020.
- Numerous allegations of sexual harassment nationwide
- A staggering lack of diversity

Reality of the Craft Beer Industry

- **63+ Black & Latin-Owned Craft Breweries in the US**
- Black Americans are 13.4% of the US population and a [Brewers Association](#) survey showed that Black Americans make up a similar percent - 12% - of craft beer drinkers. So why is there a huge disparity among black-owned breweries in the US?
- In 2018, there were over 6,300 craft breweries in the United States. Mike Potter - founder of [Black Brew Culture](#) - estimated only around 50 of those were owned by Black Americans. **That is less than 1%.**
- The craft brewing industry is [inherently white](#) wrote Dr. J. Nikol Jackson-Beckham,

Reality

- Reducing occupational barriers across the spectrum for women and Blacks in the latter half of the 20th century was a major contributor to U.S. economic growth during that period.
- By the middle of the 21st century, more than half of U.S. workers and consumers will be people of color.
- Furthering the success of populations of color will not only serve an important social justice goal, it will be a major driver of our collective social and economic well-being.

Analysis

- \$33,150/ Annual
- Based on 10000 salaries
- The average **hospitality** salary in the USA is \$33,150 per year or \$17 per hour. Entry level positions start at \$26,325 per year while most experienced workers make up to \$75,018 per year.

Analysis

Craft Brewing Industry

	Annual Salary	Hourly Wage
Top Earners	\$35,000	\$17
75th Percentile	\$33,500	\$16
Average	\$30,874	\$15
25th Percentile	\$28,500	\$14

Barriers to employment

- criminal history
 - disability (both physical and intellectual)
 - drug and alcohol addiction
 - homelessness
 - long-term welfare dependence
 - lack of marketable skills
 - poor job search/interview skills
 - lack of basic computer skills
 - childcare needs
 - children with chronic health conditions
 - employer bias related to these conditions
- illiteracy
 - transition from military to civilian workforce
 - limited English proficiency
 - poor work history, including long gaps in employment
 - no high school diploma,
 - no GED (General Educational Development certificate)
 - no HSED (High School Equivalency Diploma)
 - poor social skills
 - mental illness
 - Age
 - no reliable transportation
 - background of poverty
 - language barriers

Opportunities

Where are the opportunities for recruitment?

- Partnering with outside resources
- Examine your traditional means of recruiting
- What does your application say?
- Wages
- What stories are you telling regarding what it is like to work there?
- Are you intentional?
- What do your job descriptions say?
- What does the public see?

Reality

If the Craft Brewing industry is inherently white, where would opportunities lie for your talent pool?

Diversity, Equity, Inclusion and Belonging

Has our INDUSTRY achieved DEIB?

If not why not?

Diversity, Equity, Inclusion and Belonging



What are we really talking about?

- **Di-ver-si-ty:** the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, abilities, though processes, etc.
- **Eq-ui-ty:** the quality of being fair and impartial
- **In-clu-sion:** the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority or marginalized groups.
- **Be-long-ing:** an affinity for a place or situation
- **Bel-ong-ing-ness:** is the human emotional need to be an accepted member of a group. Whether it is family, friends, co-workers, a religion, or something else, people tend to have an 'inherent' desire to belong and be an important part of something greater than themselves.

Diversity, Equity, Inclusion and Belonging

- What impact could that have to your potential?
 - Are you considering the impact on your business if you were capturing applicants from other potential?
- What sector of the population are you not reaching?
 - What could you do to attract and retain the applicants that are not in your establishments now?
- What impact could that have to your bottom line?
 - Inclusion and belonging can happen if the first two points are considered

Diversity, Equity, Inclusion and Belonging

- What are the most obvious indicator of diversity ?
 - Race
 - Gender
 - Hairstyles
 - Self expression
 - Thought



- What is likely the most disenfranchised group in America



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Women

Hmmmm

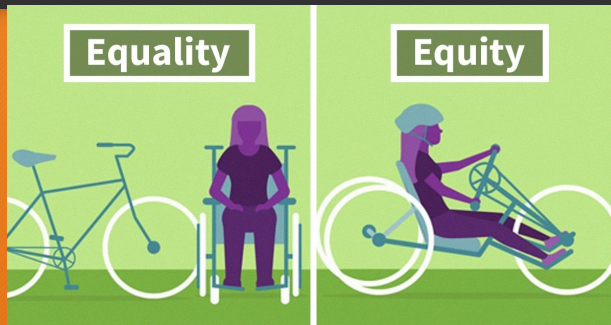
- Could it be that you are unconsciously contributing to a situation that excludes some demographics?
 - How does that contribute to your employment and retention process?
- What are you doing to attract those applicants that are not being asked to the party?
- What questions should you be asking?

Let's do

This

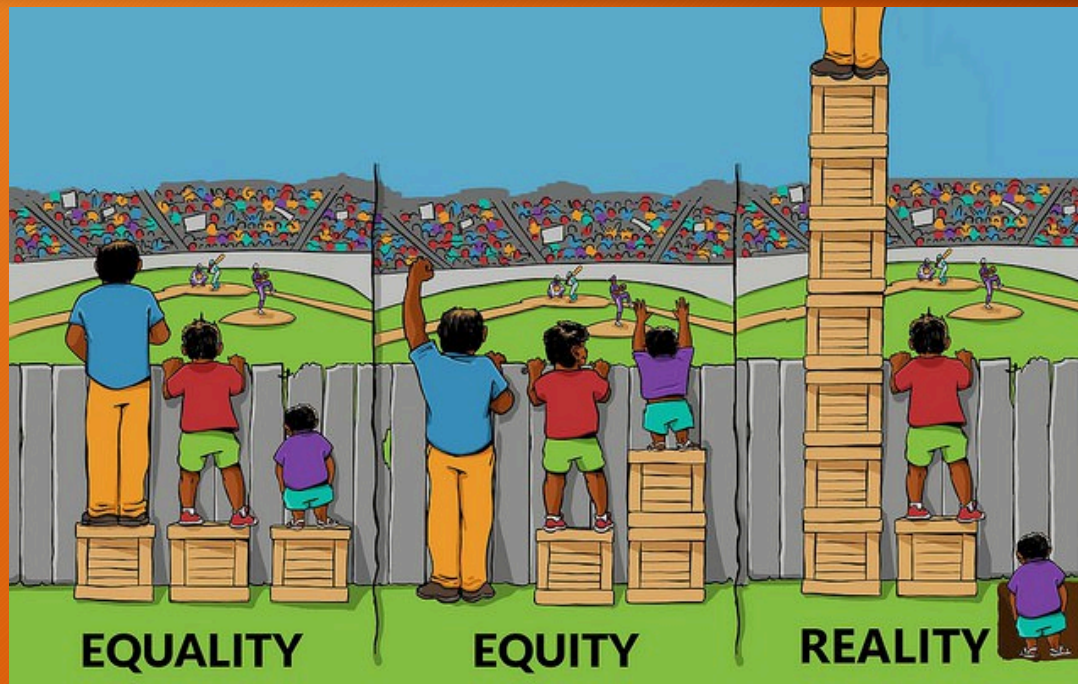


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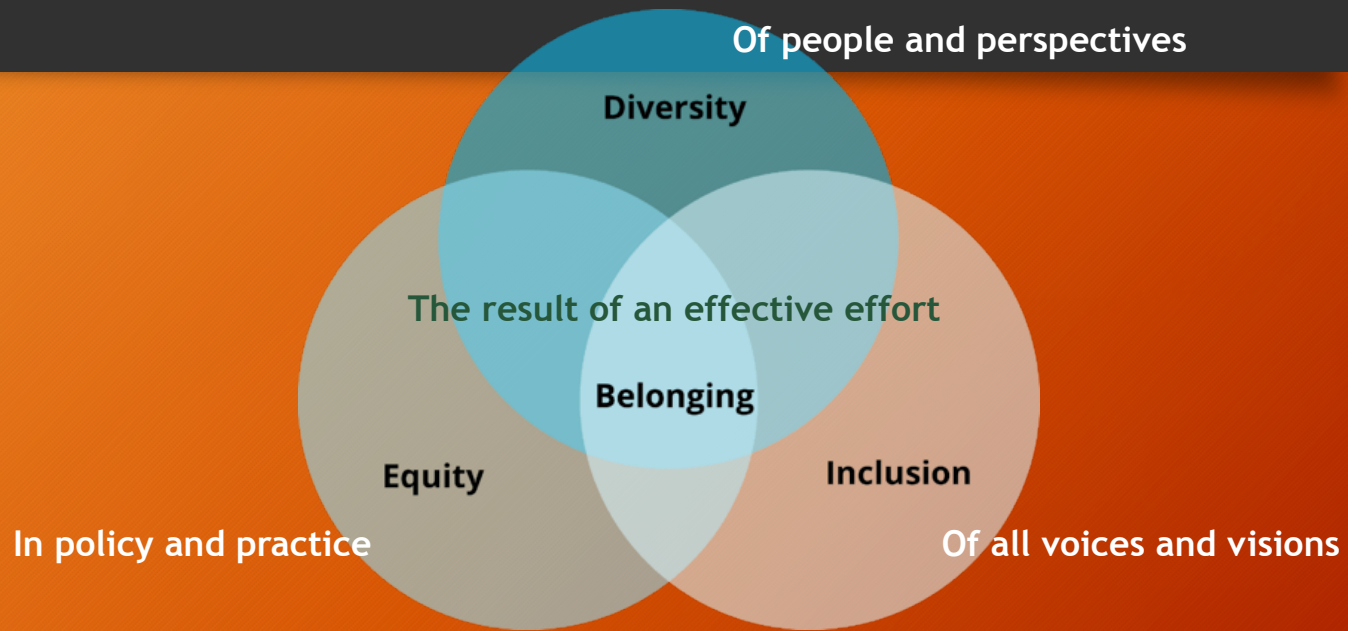


Snapshot

27



12/3/21



GUEST vs. Customer

The concept of GUESTS vs Customer

- A GUEST usually returns to the place that they felt welcome
- A customer is transactional in nature and no real connection is made with a customer.
- A GUEST feels a part of a place and is inclined to relax and does what comes natural (like enjoying another beer or wanting to work there)
- A customer is usually ready to leave after the purchase is made.
- GUESTS are potential applicants

Most people work at the place they can feel comfortable, and make a decent living.

Your competitive advantage is that you are always on display in your tap rooms

What do you think?

- What are some of the things you do to insure the GUEST (potential applicant) is made to feel welcome and then become a part of your organizations?
- How do you recognize when they don't feel that way?
 - How does that impact your ability to recruit and retain employees?
- Are you authentic and consistent in your greetings to all Guests who could become applicants?
- **You only get one chance to make a first impression!**

Other considerations

Have you looked at your policy manual lately?

What are some of the policies that you have that you suspect lead to roadblocks?

Pre employment disclosures....

- **Ban the Box** is the name of an international campaign by civil rights groups and advocates for ex-offenders, aimed at persuading employers to remove from their hiring applications the check **box** that asks if applicants have a criminal record. Its purpose is to enable ex-offenders to display their qualifications in the hiring process before being asked about their criminal records.
- Do your policies say “charges” or “convictions”?
- What is your look “back limit”?
- What should they be?

A Culture of Inclusion

What are the elements necessary to facilitate inclusion?

Buy in

- Build a business case for Inclusion
- Look around the room and observe what could be the obvious
- Recognize and admit to the need

Hiring strategies (Guests like to be in the presence of people who look like them)

- One approach is that to attract diverse guests, you likely are better off with diversity represented in your work force
- Does your hiring strategy include a diversity, equity, and inclusion perspective?
 - Well rounded, Job descriptions, Accommodations considered from the onset
 - Broad net

Policy development

Mentoring

Promotional Strategies

Execution Strategies

What are some of your hiring strategies and are they subject to this perspective?

Branding

Often we think that protecting our brand is the most important thing. Branding is important....but branding can also be exclusive.

Branding exudes what your company is about. There is a difference in your company branding including elements that insinuate that your product is exclusive and can be afforded by one type of customer.

Strategies

DEIB naturally leads to retention

Equity is the grease that makes the wheels turn smoothly

The end result is retention through sound practices

Strategies

- Have you looked at your policy manual lately?
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- Do your policies say “charges” or “convictions”?
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Strategies: JOB DESCRIPTIONS

- Does each of your positions have a proper job description?
- Are they reviewed before each posting for changes?
- Who are they reviewed by?
- How can they inhibit your process?

Strategies: JOB DESCRIPTIONS

- Stay away from words associated with a certain gender
- Avoid language that could be seen as intimidating, as they're more likely to dissuade female or non-binary applicants from applying.
- Phrases like, "killer content creator," "relentless at lead generation," or "aggressive with analysis" can be problematic, according to Christie Lindor, CEO of Tessi Consulting and author of the forthcoming book, "Why Great People Quit Good Jobs."
- A more obvious example would be saying the company offers "maternity leave" or "maternity/paternity leave." Instead, opt for "parental leave."

Strategies: JOB DESCRIPTIONS

- Avoid exclusive or seemingly biased language
- Stay away from language that leans toward a certain type of candidate.
Avoid these phrases:
- "ideal candidate graduated from a top 10 business school"
- "experience in Big 4 firms ideal."
- The word ideal is loaded with preconceptions and can scare off the candidate you are looking for.
- Those phrases may discourage someone from a lower socioeconomic status who could not afford to go to a "top 10 business school" or someone who's worked at an important firm outside of the geographic area you have in mind.

Strategies

1. Commit With Purpose

- Make a commitment (this comes from the top)
- Leadership: Create a clear purpose statement
 - Declaring their commitment to a culture of inclusion in the application process and throughout the life of an employee
 - State the what, who, how and why, when---- should begin now
 - Communicate and re-communicate
 - Include FAQs of how it benefits the organization
 - Use graphics to show what an inclusive culture looks like at your organization

Strategies

2. Meeting Change

- If the same people are in the same room all the time, you will yield the same results.
 - Do you have enough diversity in your hiring process in order to be aware of blindspots?
- Rotate who runs meetings; chances are you will end up with different people at the table
- Actively mix up the routine to include more insights
- Be sure to include a diverse group of people in meetings to inspire new approaches and ideas, and encourage healthy debate
- Develop a monthly brainstorm session at the same time each month
- Give everyone a chance to facilitate the brainstorm, to visibly demonstrate how bringing different people with different voices to the table can drive solutions to complex problems

Strategies

3. Leadership Matters

- All leaders should model inclusive behavior and live the commitment
- Leaders should actively be open to engaging with all staff, and deliberately include voices from different backgrounds and perspectives
- Create and honor a zero-tolerance policy for disrespectful and un-inclusive behavior
- Leaders should commit to promoting diverse employees, and ensure the leadership team reflects a culture of inclusion. Get friends from other backgrounds interested in being a member of your team
- Your leadership team should represent different backgrounds and, therefore, the voices of your employees and customers
- Inclusion is not merely an HR mandate; it's a leadership imperative
 - Leadership needs to visibly and authentically live the purpose.

Strategies

4. Acknowledge The Biases

We all have biases, and it's important to acknowledge them so behavioral tendencies can be headed off.

- Make a safe place for everyone to recognize their own biases so they can work on eliminating them
- This can be as holistic as hosting training and workshops, and as personal as articulating and owning them one on one
- Articulate how shifting the behavior will lead to better results
- Recognizing one's own biases is a great level set; everyone has them and can support each other in breaking them

Strategies

5. Embrace The Differences

- There is safety in doing things the same way, with the same people, the way it has always been done. Disrupting the norm poses challenges.
- Use case studies and reward systems to show how unique approaches add value to the team
- Acknowledge and recognize great ideas, wherever they come from
- Celebrate and communicate with your employees how diversity and inclusion have impacted creativity, engagement and results
- Make room for different celebrations, and encourage staff to share their cultural heritage with others
- Actively create groups that support and connect employees through their shared backgrounds, make those same connections with your customers
- Mentor specific groups within your organization to empower their ability to be catalysts through sponsorship.

Conclusions:::::

- When you Identify barriers to employment, actively create and cultivate a culture of inclusion, take an honest assessment of your hiring policies, examine the outlets where you are promoting your openings, and understanding those nuances that would make your business stand out, then you are positively impacting turnover, increasing organic and authentic teamwork, decreasing loneliness, increasing connected culture and improving the employee experience for all. This impact could influence whether that employee who shows tendencies of violence to change that behavior. If you begin now to embody the change you want to see reflected in the world around you, you can start today. Your organization is only as valuable as the talent it retains and attracts. We spend at least 1/3 of our lives in the work place engaged in activities. This is why we are all charged with delivering a great employee experience. If you do this successfully, the entire community will notice and they will come

Questions

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