



HIRING PROCESS

❑ IDENTIFY NEEDS

Determine who is needed, what skills they should have, and when you want them to start.

❑ CREATE JOB DESCRIPTION

This should make applicants excited and eager to join your team. Show some personality and tell them what makes you unique!

❑ POST YOUR JOB

Get creative and aim to get this opportunity out to a broad and diverse set of people.

❑ EVALUATE CANDIDATES

- Review applications & resumes
- Conduct phone screens
- Host interviews

❑ CHECK REFERENCES

In addition to verifying the candidate's employment history and skills, this is also a great opportunity to ask for tips to help them succeed!

❑ EXTEND AN OFFER

Let the candidate know that you are excited to welcome them to the team. In addition to sending them an offer letter, give them a call and reiterate all the benefits of working at your brewery!

❑ COMPLETE PAPERWORK

Meet with the new employee to complete paperwork or have them complete it at home. Requirements may vary by state but typically include W4s, I9s, employee info forms, direct deposit, and distribution of your handbook.

❑ START ONBOARDING!

Onboarding will be unique to your brewery structure and the needs of your employees. It may include setting up user accounts, a tour of the facility, orientation training, etc. Include whatever it takes to make your new hire feel equipped to start their job off on the right foot!

For additional resources, visit the HR Resource Hub at [brewersassociation.org](https://www.brewersassociation.org)



SAMPLE JOB POST

This sample job post has been created for your use, to modify as you see fit in order to meet the unique needs of your brewery and the position for which you are hiring. **Please note that this is not an exhaustive document and job posting requirements may vary by state. Check your local and state laws and regulations to confirm requirements.**

JOB TITLE: Brewer/Cellar Person

Tip: Keep your job title simple and gender neutral. Using gendered titles can deter some candidates from applying and the more creative you get with the job title, the less likely it is to appear in job searches.

JOB LOCATION: [City, State]

SUMMARY OF COMPANY: Our team of fun-loving beer enthusiasts is seeking to add a Brewer/Cellar Person that is as passionate about the craft as we are. At [Brewery Name] we take as much pride in creating an enjoyable environment for our team as we do in producing high-quality, delicious craft beer for our customers.

Tip: Use this space to describe what makes your brewery and company culture unique. What actions do you take to create an inclusive and respectful environment? This is also a great opportunity to tout any awards your brewery has won, or a specific beer you are particularly proud of or known for. You can also use this space to describe why the founders of your brewery joined the industry and what makes them passionate about creating exceptional craft beer.

SUMMARY OF POSITION: We are looking for hard-working and ambitious candidates that are passionate about the craft beer industry and enthusiastic about the products we create. The Brewer/Cellar Person will be responsible for [task 1], [task 2], and [task 3]. Top candidates for this position are motivated learners, have strong attention to detail, and an affinity for teamwork while still being able to manage tasks independently at times. If you are looking for a career in a fun, inclusive, and collaborative environment with ample opportunity for professional growth and development, this Brewer/Cellar Person position may be right for you!

Tip: Give candidates a sense of what their day-to-day would look like in this role by choosing the three most common or most important tasks that they would perform. Also, give them a general overview of the candidate you are looking for while keeping in mind that you will be describing the knowledge, skills, and abilities required for the job below.

SCHEDULE/SHIFT: [Mornings: 6:00 am – 2:00 pm] *Indicate if employees are expected to rotate shifts.

*Add, remove, or modify benefits based on what you offer. In some states job postings must include any bonuses or commission offered. Be sure to include any fun benefits that are unique to your brewery!

COMPENSATION & BENEFITS: Starting wage ranges from \$[X.00 - X.00] per hour commensurate with experience.

Benefits include:

- Medical insurance
- Dental insurance
- Vision insurance
- Paid vacation
- Parental leave
- Paid holidays
- Paid sick time
- 401K with match
- Tuition assistance
- Professional development & advancement opportunities
- Free brand clothing and accessories
- Tickets to industry events
- Free beer!

JOB DUTIES:

- Wort production
- Recipe formulation
- Yeast management
- Milling
- Line cleaning
- Keg washing
- Ingredient measurement
- Equipment cleaning, sanitation, and maintenance
- Maintaining clean and orderly work areas
- Recording and submitting brewing logs

**Add, remove, or modify responsibilities required for the position you are advertising. Stick to the most important aspects of the job that a candidate needs to know and try not to overwhelm them by listing every possible task they may encounter.*

KNOWLEDGE, SKILLS, AND ABILITIES:

- Excellent time management skills
- Experience working independently
- Ability to multitask
- Strong written and verbal communication skills
- The ability to perform the physical demands of the position which may include lifting up to [X] pounds, bending, and standing/walking on a continual basis- up to [X] hours per day
- Brewing or relevant schooling preferred
- Mechanical and/or electrical aptitude preferred
- Passion for craft beer and knowledge of beer styles preferred

Tip: Only list the MUST HAVE knowledge, skills, and abilities for the role and leave out items that can be trained on the job. Keep in mind that women and people of color are more likely to self-select out of roles if they don't meet 100% of the qualifications. If you do choose to list preferred skills, or even if you don't, we recommend including the following section:

YES! YOU SHOULD STILL APPLY IF...

- You don't have a lot of formal education. The right skills and the desire to learn are more important.
- You don't have prior experience in the craft beverage industry. It would be our pleasure to introduce you to this vibrant space.
- If you have been formerly incarcerated. Your past circumstances don't dictate your future potential.
- You require flexible working hours. We may be able to accommodate your needs.
- You think you are "sort of" qualified but not 100% qualified. Don't sell yourself short!

Tip: Modify this statement based on the knowledge, skills, and abilities you list above. Choose the top three items that may deter specific demographics from applying and address them in this section. For example, lifting requirements may deter female candidates, so you might list "You should still apply if: You can't lift a keg by yourself. We are committed to safety and no on lifts kegs without a lifting partner or a keg hoist."

HOW TO APPLY: Apply on online at [website] or email your resume to [email]

Tip: Candidates are more likely to apply for positions if they can complete the application from their phone. Check that your website is optimized for mobile use.



SAMPLE NEW HIRE ORIENTATION CHECKLIST



This sample orientation checklist has been created for your use, to modify as you see fit in order to meet the unique needs of your brewery and the position for which you are onboarding. Please note that this is not an exhaustive list and requirements may vary by state. Check your local and state laws and regulations to confirm requirements.

Employee Name: _____

Supervisor Name: _____

Date of Hire: _____

The following tasks are to be completed within one week from the employee's date of hire.

INTRODUCTION TO THE COMPANY

- Organization chart
- Description of company culture
- Company mission and values
- Alcohol access: rules and expectations

NEW-EMPLOYEE PAPERWORK

Paperwork requirements may vary by state

- W-4 and state tax forms
- I-9 form (must be completed within 3 days of hire)
- Direct deposit form
- Employee info & emergency contacts
- Employee handbook & acknowledgement of receipt

BENEFITS AND COMPENSATION

- Health, life, vision insurance
- Retirement benefits, 401K
- Pay procedures
- Salary increase/performance review process
- Incentive/bonus programs
- Paid and unpaid leave
- Tuition assistance
- Professional development & advancement opportunities

ADMINISTRATIVE PROCEDURES

- Work area
- Computer username and password
- E-mail
- Keys/access card
- ID badge, comp cards, etc.

POLICY REVIEW

- Anti-harassment/discrimination
- Procedure to file a complaint
- Responsible drinking
- Vacation and sick leave
- FMLA/leaves of absence
- Overtime
- Dress code
- Personal conduct standards
- Discipline
- Safety
- Injury reporting
- Emergency procedures
- E-mail and Internet usage



INTRODUCTIONS AND TOURS

- Department staff and key personnel
- Peer mentor
- Tour of facility, including:
 - First Aid Station
 - Restrooms
 - Bulletin board
 - Parking
 - Supply storage
 - Break rooms
 - Emergency exits

ACKNOWLEDGEMENT OF COMPLETION:

Employee Signature Date

Supervisor Signature Date



TIPS FOR MAKING A SUCCESSFUL HIRE



After weeks of reviewing applications and conducting interviews, you finally find the perfect candidate. You make an offer, they accept. You're out of the woods, right?... Wrong! A 2021 survey conducted by the British Broadcasting Corporation found that 28% of workers had ghosted an employer during the hiring process. But don't fret... Below are 8 tips to get your new hire in the door, and keep them on your team, well beyond the first month.

❑ STAY IN TOUCH

Once an offer is made, keep the communication going. Make sure your new employee has a solid understanding of the 'next steps.' This is especially important if there is a lengthy delay between the employee receiving the offer and starting the job.

❑ BE CLEAR ABOUT DEADLINES AND EXPECTATIONS

No one wants to start off a new job on the wrong foot. Help them successfully complete requirements by being clear in your expectations. If there are tasks that are required prior to their start date, send them a quick, easy to read email and highlight the deadlines for them- it can also be helpful to create a checklist for new hires!

❑ BUILD EXCITEMENT ABOUT THE JOB

Don't wait until the employee's first day on the job to start getting them pumped up about working at your brewery. You can start introducing your company culture as soon as the offer is made, and even during the interview process. Tell them about the team, remind them about the unique benefits you offer, and describe how your employees have fun on the job.

❑ MAKE YOUR NEW EMPLOYEE FEEL WELCOME

From the very first day on the job the employee should feel like they belong there. Make them comfortable in their new role by providing a thorough orientation- which should include a tour of the facility!

❑ CREATE CONNECTIONS

No one wants to feel like they are on an island when they start a new job. Introduce your new employee to individual members of the team, or small groups/departments. It is important for a new employee to understand the company structure, as well as make a few work friends. It will make their job more enjoyable and lessen the likelihood of them leaving anytime soon.

❑ LET THEM KNOW WHO TO ASK FOR HELP

While you are introducing your new employee to their teammates, let them know who they can go to if they have questions. You may even consider implementing a peer mentor system!

❑ POSITIVE REINFORCEMENT & RECOGNITION

As your new employee gets started, be sure to let them know what they are doing right! A little recognition can go a long way in continually producing positive behaviors.

❑ CHECK IN!

Maintain connection and communication with your employees beyond their first couple of weeks. Schedule check-ins to see how your employee is enjoying the job or if they have any questions. This is also a great opportunity to request feedback on your onboarding system to see if there are any improvements to be made.



QUESTIONS TO ASK IN AN EXIT INTERVIEW



“WHY DID YOU DECIDE TO PURSUE OTHER OPPORTUNITIES?”

“HAVE YOU ALREADY ACCEPTED A NEW POSITION?”

If they have, ask what their new position offers that impacted their decision to leave.

“WOULD YOU EVER CONSIDER RETURNING TO OUR COMPANY?”

Regardless of whether their answer is yes or no... find out why!

“DID YOU FEEL EQUIPPED TO HANDLE YOUR JOB HERE?”

This will give you insight into the effectiveness of your onboarding and training.

“WHAT WERE THE POSITIVE ASPECTS OF YOUR JOB?”

“WHAT WERE THE NEGATIVE ASPECTS?”

“HOW WOULD YOU DESCRIBE THE CULTURE?”

For many people a positive work culture is just as important as pay and benefits.

“DID YOU SHARE ANY OF YOUR CONCERNS WITH ANYONE AT THE COMPANY?”

If yes, was anything done to address them?

“WERE YOU COMFORTABLE TALKING TO YOUR SUPERVISOR OR ASKING FOR SUPPORT?”

“WHAT SUGGESTIONS DO YOU HAVE FOR HOW WE CAN IMPROVE?”

Employees can provide you with the most effective feedback to reduce turnover. Take advantage of it!

While it's never fun losing a member of the team, exit interviews can be a great way to figure out what's working and what isn't. They can be completed in-person, over-the-phone, or via an online survey. We recommend letting the employee choose which option they are most comfortable with to get their candid feedback.



RESOURCE LIST



DEVELOPING A DIVERSE EMPLOYMENT PIPELINE
with Dr. J Jackson-Beckham



NEW HIRES AND THE HIRING PROCESS
from the Brewpubs Committee



PART 1: PREVENTING SEXUAL HARASSMENT: THE BASICS
with Nikki Larchar



PART 2: PREVENTING SEXUAL HARASSMENT: IT STARTS WITH A CONVERSATION



PART 3: PREVENTING SEXUAL HARASSMENT: BECOMING AN INDUSTRY LEADER



FREE ONLINE BREWERY SAFETY TRAINING



SUPPORTING EMPLOYEE MENTAL HEALTH AND WELLNESS
by Melissa Romano



CRAFTING CULTURE: TAPPING INTO THE NEEDS OF YOUR STAFF
with Chris Deferio



'WE WELCOME EVERYONE' POSTER

For additional resources, check out the resource hub at brewersassociation.org