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The forum for wine industry HR professionals

Tips and Tricks from the Tech Industry: How Our Biggest Competition Recruits Talent

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Trivia: What does Wine, Tech, and HR have in common?



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Agenda

- The Great Resignation & the Aftermath
- Inclusive Hiring Practices
- Attract, Retain & Reward
- Q&A

The Great Resignation

- 50 million workers quit their jobs in 2021 (nearly a ¼ of the total US workforce)
- Leisure and Hospitality has the highest quit rate of 7% (average is 3%)
- What are the cited causes?
 - Workers in the industry had their hours reduced or eliminated.
 - Many also realized the precarious nature of their employment which offered no job security
 - Didn't feel supported by my leadership during pandemic

Aftermath

“I certainly think that the pandemic has led many people to reevaluate their work and their priorities and what they want to do.”

- Elise Gould, senior economist at the Economic Policy Institute

Inclusive Hiring Practices



Have you ever thought...

- I don't want to hire candidates who have job hopped.
- I prefer to/only want to hire candidates already in the industry
- I prefer to hire an internal candidate or past employee because they will take less time to ramp up.
- Comparison of candidates.

What is Inclusive Hiring Practices?

Defined:

- the inclusive hiring process actively recognizes diversity and embraces a wide range of qualities and perspectives that candidates bring to the organization.

Inclusive Job Descriptions



Before You Get Started

Check Biases

Prior to reviewing resumes and writing job descriptions, check your assumptions at: <https://implicit.harvard.edu/implicit/>

Highlight Opportunities for Training and Growth

Opportunity is an attractive prospect for most candidates and on-the-job training will alleviate anxiety the candidate may feel about not meeting every requirement listed.

Be mindful of job requirements

Clearly identify which requirements are “nice to have” and which are necessities.

Set clear and realistic time expectations

For example, if the role is required to be on call, describe what that means in practical terms i.e. “may receive after-hours calls 1-2 times per month”

Reinforce commitment to diversity

Employees want reassurance that they are joining companies and teams that are inclusive and welcoming. Add **<Team Name>** *is committed to cultivating an inclusive work environment where all employees can bring their authentic selves to their work everyday.”*

Job Description Best Practices

Best Practice	Description
Be Inviting and Conversational	<p>Your tone should be friendly and conversational, yet professional.</p> <p>Use invitational language such as ‘Come join an evolving team (or culture) with a growth mindset.’</p> <p>‘Be a part of a team that values collaboration and the idea of working better together.’</p> <p>In addition to you, use ‘we’ or ‘our.’</p>
Convey Culture and Values	<p>Use phrases like ‘make a difference,’ ‘have a growth mindset,’ ‘create clarity,’ ‘influence for impact,’ and ‘deliver success.’</p>
Use Neutral Words	<p>Avoid gender-specific pronouns (he or she) and/or using words such as ‘manpower,’ ‘rock star,’ ‘hacker,’ or ‘ninja.’</p> <p>Suggested alternatives would be ‘workforce,’ ‘dedicated,’ ‘skilled,’ ‘maker,’ ‘builder,’ and ‘artisan’.</p> <p>Make sure you are not using language like ‘must’ and ‘have to’ which can intimidate job-seekers and narrow your field of potential Candidates.</p>
Use Industry Standard Language	<p>Be careful not to use company acronyms and jargon that can confuse Candidates, especially external Candidates.</p>
Screen In	<p>Avoid having a long list of qualifications and make sure all that are required are truly mandatory for the job, so that a broader pool of Candidates can apply for it.</p>

Screening In



Screening In to broaden
talent pool

Review candidates on
the skills and experience
they will need to start
in a role, as well as the
capability to learn
continuously



The knowledge and skills your team needs
today is most likely not what they will need a
few years from now.

Screening In: What it isn't



Lowering the Bar

We continue to assess skills and abilities for the role, acumen and problem-solving ability.

Now we ALSO :

- look for a candidate's learning ability
- Evaluate key behaviors that drive cultural change
- Assess *how* someone works and *why*



Unstructured

Screening in requires a team game plan.

Interviewers must :

- Be clear on their own role
- Understand and assess for the focus area they are assigned
- Be aware of their own biases
- Modernize how questions are asked and what we look for in a response



Solitary

Screening in requires teamwork. To fully explore important nuances, we must :

- Incorporate feedback from multiple sources
- Seek out input on key behaviors
- Consider all data before a decision is made
- Give and get feedback, employ a growth mindset regarding our own interview style

**ATTRACT, RETAIN, &
REWARD**



What can employers do?

It is an employee market right now as there is more demand than supply. But there are some things that employers can do to retain existing employees and even attract new ones.

Q&A



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