



Finding and Keeping the Best Hospitality Team

Amy Gardner, WineTalent

October 25, 2018



Overview

- Current Employment Data
- 2018 Salary Survey Results
- Paso Robles vs. California
- Commissions, Bonus and Tips
- Building the Dream Team
- Attracting and Retaining Talent
- Discussion

Current Employment Outlook

- Definitely a job seeker's market

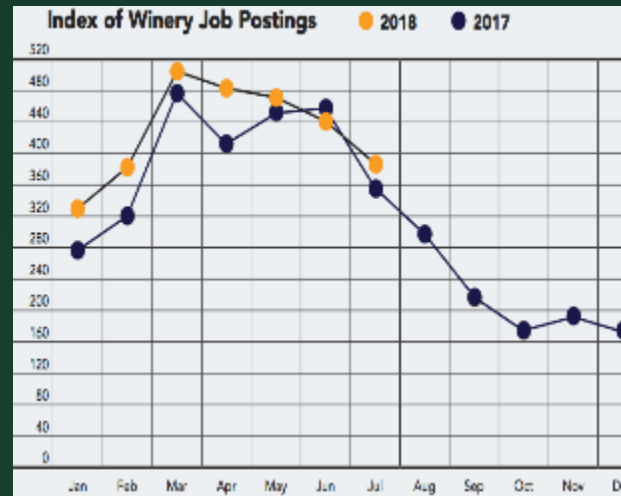
- Lowest unemployment rates since 1969

Unemployment Rates in the Central Coast

▪ San Luis Obispo	3.0%
▪ Monterey	4.3%
▪ Santa Barbara	3.6%
▪ San Benito	4.5%
▪ Santa Cruz	3.9%
▪ Ventura	3.9%

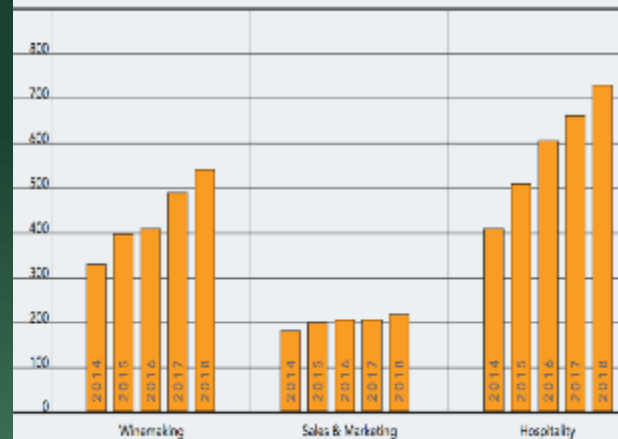
Winery Hiring Remains Strong in 2018

Winejobs.com Index
Wine Business Monthly
October 2018



Wineries were most actively hiring in March 2018 with posting 860 job listings. Candidates in the cellar/lab/production and direct-to-consumer/tasting room fields were most sought after that month. Winemaking positions at wineries saw growth at 10 percent.

Index of Winery Job Postings – YTP Average



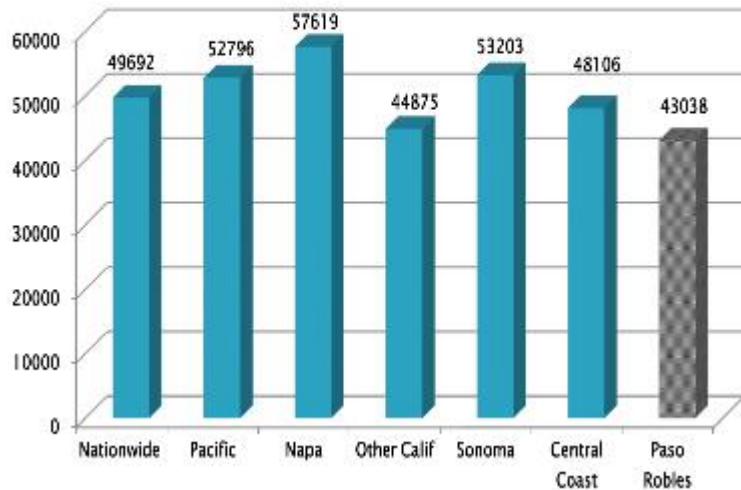
Direct-to-consumer/tasting room fields saw the greatest growth at 11 percent YTD compared to 2017.

2018 Wine Business Monthly Salary Survey Results

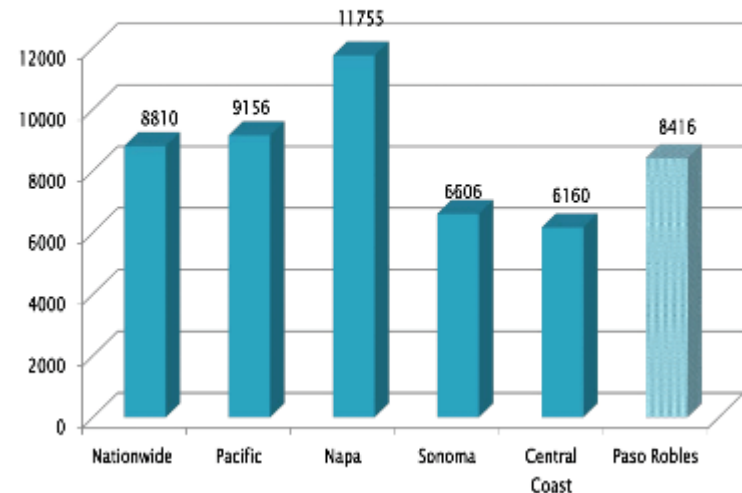
- **Base salaries:** Salaries are up 2.7%
- Rates for Central Coast
 - **Tasting Room Managers:** Annual Base Pay \$53,009
 - **Wine Club Managers:** Annual Base Pay \$49,479
- **Smaller production wineries tend to have lower salaries than larger wineries.**
- **Benefits are proving to make or break a job offer**
 - **Health, dental, vision, life, 401(k) with or without match**
 - **Think outside the box:**
 - **Flexible working hours**
 - **Vacation, unlimited time off**
 - **Room for advancement, project work, technology**
 - **Education benefits**
 - **Retention benefits**

Results of Central Coast 2016 Salary Survey : Wine Club Manager

Wine Club Mgr: Base By CA Geo

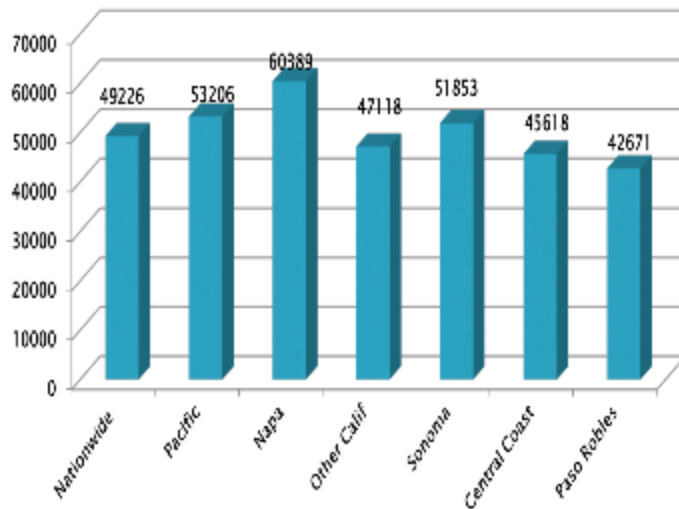


Wine Club Mgr: Bonus by CA Geo

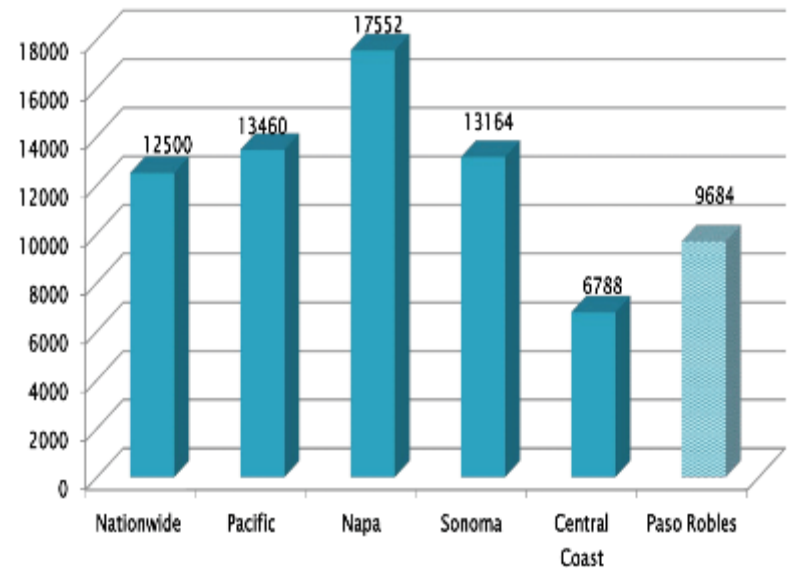


Tasting Room Manager

Tasting Room Mgr: Base by CA Geo



Tasting Room Mgr: Bonus By CA Geo



Cost of Living by Wine Regions of CA

Score of 100 is average US cost of living

■ Central Coast	
■ Santa Barbara	254.1
■ Santa Cruz	221.1
■ Santa Ynez	206.1
■ San Luis Obispo	179.2
■ Buellton	166.2
■ Monterey	159.0
■ Paso Robles	149.3
■ Santa Maria	129.9
■ Lompoc	122.6
■ Central Valley	
■ Sacramento	127.5
■ Lodi	127.2
■ Ceres	120.9
■ Fresno	107.8
■ Madera	106.7
■ North Coast	
■ Sonoma	193.2
■ Napa	177.5
■ Santa Rosa	167.9

Commission, Bonus and Tips

- Commissions
 - Stratified Wine Club commissions
 - Entry level \$20 per sign-up
 - Mid-tier \$25 per sign-up
 - Luxury-tier \$50-70 per sign up
 - Case sales (extra if over \$500/case)
 - Commissions paid out per pay period, monthly or quarterly
 - Claw-back for cancelled clubs/how paid out
 - Commissions paid out by performance of tasting room or per individual
 - High performing individuals really shine when individually incentivized
 - Pay out by hours worked or sales generated
- Bonus
 - In addition to commissions or stand alone (position/situation dependent)
 - Threshold to meet and tiered (1% if reach X amount, 2% if reach Y, 3% if reach Z)
 - Percentage of the pool
- **TIPS!**
 - **Big money maker for tasting room staff**
 - **Easy line item in POS**
 - **Is that what you want guests to remember?**



Attracting Talent

- Deputize staff to find future employees
- Publicize referral incentives
- Pipeline
- Handpick dream candidates and show them you want them
- Look for talent in unlikely places but don't forget the likely places
- Participate in industry and community events
- Social Media: Use sites such as LinkedIn, Facebook and Instagram to network
- Advertise in places your ideal candidate will see
- Consider past candidates
- PLEASE: Consider people from outside industries



Hiring Talent: Speed is of the Essence

- Screen Resumes
- Phone Screens
 - Make a roster of top 10 phone screens. Move them forward
- Initial Interviews
- Additional Interviews
- Job Offered **ASAP**
 - Put an expiration date on an offer
- Check NOW: Do any and all background checks immediately
- Offer Accepted



Welcome Aboard!

- Onboarding/Orientation
 - Let them know what to expect on the first day
 - Send out an announcement to staff welcoming the new hire
 - Orientation
 - Set expectations of what the work day, week, month will be like
 - Let them know how they can get information
 - Communicate expectations
 - Discuss performance metrics



Keep the Best: Reduce Turnover

- Hire the right people from the start
- Have market compensation intelligence and competitive incentive plans
- Communicate
- Set up a management plan and work the plan
- Understand the needs of the staff
- Engage employees with social interaction, rewarding work environments, respect, recognition and challenges
- Awards, recognition and praise may be single most cost-effective way to maintain a happy and productive work force
- Have challenging, attractive and clear career paths
- Perform Exit/Stay Interviews

Discussion

Amy Gardner, President
WineTalent

www.winetalent.net

amy@winetalent.net

916-802-1280

Career Advice in the Wine

Industry: <http://winetalent.blogspot.com/>

WineTalent: The Right People for the Job