

## Employee Compensation

*Compensation includes pay, benefits, and additional rewards with monetary value.*

### Pay

Dissatisfaction with pay is a primary cause of turnover and lower work input. Employers can use pay to motivate, attract, and retain workers.

*Pay that covers living expenses is critical. Farmworkers view pay as a measure of achievement, social status, and their value to an employer.*

#### Strategies for Pay Satisfaction

*“40 hours work per week is not enough. We can’t afford the rent anymore”*

- **Determine regionally competitive pay rates** by networking or participating in surveys.
- **Offer regionally competitive pay rates** that are responsive to inflation.
- **Offer year-round work** & sufficient hours where possible.
- **Offer profit-sharing or bonuses.**

*“Pay should reflect experience. Some people don’t know how to do the work, yet are paid the same”*

- **Implement and administer** pay fairly and openly.
- **Implement structured pay scales** to recognize seniority & experience, and to reward returning seasonal workers.
- **Consider participation in labor certification programs**, which include premiums paid by buyers.

## Benefits

Non-pay compensation includes health and life insurance, retirement plans, and paid time off.

*Offering fringe benefits promotes a more productive, dedicated, healthier, and sustainable labor force.*

### Strategies for Benefits Satisfaction

*"I am grateful to the company for the very good opportunities and benefits"*

- **Consider offering benefits to all workers.** Including options for seasonal workers can increase return rates.
- **Prioritize offering health insurance and paid time off.** Farmworkers tend to favor these over other benefits.
- **Ask employees which benefits they want and provide choices,** as individual preferences differ. Some farmworkers place high value on life, vision, dental, and retirement benefits.
- **Offer family coverage** and insurance plans with low deductibles.

*"The medical insurance premium is very expensive for us"*

- **Pay 100% of premiums** (or as close as possible) to preclude employee resentment over wage deductions.
- **Allow personalization of benefits.** Those who place less value on benefits may opt out or choose plans with smaller wage deductions.
- **Frequently communicate about available benefits,** ideally in employees' native language(s). Clarify details about coverage and costs to answer common questions and reduce confusion.
- **Consider a medical assistance bonus** that employees can use to offset medical costs if health insurance cannot be offered.

### Additional positive labor tools & resources:

<https://ucceviticulturenapa.wixsite.com/uccevitnapa/agricultural-labor>

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## Rewards

In addition to pay and benefits, offering rewards can have an outsized impact on employee morale.

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*Rewards can be used to motivate employees by conveying that they are valued team members and to alleviate specific cost of living burdens.*

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### Inspiration for Rewards

- **Employer-supplied food and drink** in the workplace, such as refreshments at meetings and meals during harvest.
- **Periodic celebrations to reward the** completion of goals or mark significant dates.
- **Resource fairs** where community organizations and local businesses share useful information about health, finance, and education with employees.
- **Visits from medical professionals** to provide complementary screenings, interventions, and information.
- **Gifts of branded clothing, accessories, equipment, or agricultural products.**
- **Fuel allowances** to alleviate financial burdens of commuting.
- **Public transport passes** to assist with transportation costs outside of commutes.
- **Scholarships for employees or family** to support professional development and educational advancement.
- **Free ‘food from the farm’** grown on company land.
- **Periodic food packages** to offset food insecurity.
- **Gift cards or prizes to recognize** exceptional performance, leadership, or achievement.

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