

MOOSE MEADOW FARM

Employee Management



Quick Description:

- 1 acre in vegetable production
- 60% of sales to grocery stores and restaurants, 40% of sales through CSA and online store
- 3 full time equivalent positions plus owners April through November. Full time = 40 hrs/week.
- Year round production means continuous employment available (part time in winter)
- Hired labor is 50% of our expenses
- We pay \$17-\$18/hour plus produce
- We pay ourselves a salary as employees of the business (LLC S-Corp)

Things we've done well:

- Kept work schedule predictable
- Almost no overtime
- Offered many tangible benefits plus learning opportunities
- Held clear expectations and provided tools to help employees succeed
- Offered paid time off, clothing/gear stipend*
- Kept a tidy farm with a solid routine so employees know what their jobs are and can own tasks

Things we struggle with:

- Employee retention
- Time off
- Harvest consistency
- Focus/ownership/engagement
- Autonomy (working ON the business)
- Requests for more pay/benefits
- Housing
- Finding full time employees in a tough job market
- Too small to offer health plans, 401K, HSAs, parental leave etc.

How we manage employees:

- Once hired, there is no end date*
- Employee handbook and orientation
- Morning meetings
- White board
- Areas of tidiness
- Monthly meetings one-on-one*
- Performance-based raises, promotions
- First trained by us, then practice, then train others
- Owners work side by side with employees
- Signs, SOPs, templates

How we manage employees continued:

- Pay hourly, to the nearest $\frac{1}{4}$ hour
- We pay worker's compensation insurance (required by law)
- Non-monetary compensation (CSA share, extra or 2nds produce) is on top of wage
- Cabin
- We hire through Indeed, Good Food Jobs, university contacts, posters
- Bookkeeper does our payroll
 - Direct deposit
 - W4/W2 filed
 - All legal withholdings

Employee Handbook:

- Our mission statement
- Facts about the farm
- Weekly/seasonal workflow
- Cell phone policy
- Time off policy
- Requirements for season bonus
- Food safety requirements
- Ground rules
- Produce policy





PIL = Pilgrims
WR = Winter Ridge
NGCDA = Natural Greens
Cedar Palms
NSSM = Natural Greens
in Sausalito
NGSH = Natural Greens
in Sausalito

"Best By" Dates

- 9 days from delivery:
Microgreens
Arugula microgreens
Broccoli microgreens
- 13 days from delivery:
Pea shoots
Sunflower shoots
- 14 days from delivery:
Spring mix
Spinach

Bulk microgreens up to 25th
Lower bulk up to 25th



What "done" looks like in the packing area:

- Nothing on shelf.
 - Extra produce composted or taken home
 - Extra containers put back in their box
- Labels are trimmed of backing paper and rolled up. Replace rolls of stickers as necessary.
- Stainless steel table is wiped clean across the whole surface (no spray needed).
- All 4 scales are plugged in and not stacked.
- Everything highlighted in Harvest cart
- Work lists printed and marked on Harvest cart

HOW TO LABEL BOXES:

- ① Choose right size
- ② Wipe + remove ALL old stickers
- ③ Produce label, location sticker, delivery date + product weight if applicable



HOW TO LABEL TRANSPLANTS

Seed date from tag

Variety name (not plant name)

Date transplanted

3/10
DARKIBOR
1/19