

Communication & Company Culture

Poor communication can lead to high turnover rates.

Prioritize effective communication to build a positive company culture.

Direct, consistent, open, and inclusive communication is key to positive interactions that foster teamwork, build confidence, and resolve conflict.

Strategies for Effective Communication & Positive Culture

“There is a depressing hostile environment...where staff performance is criticized step by step”

- **Promote positive feedback** that demonstrates respect for employees.
- **Implement a zero-tolerance policy** for discrimination, harassment, vilification, and shouting.
- **Create and regularly update employee manuals.** Set policy that encourages respectful treatment and provides formal grievance procedures.
- **Provide formal training for supervisors** on communication and management.
- **Conduct formal orientation** about job expectations and workplace policies.
- **Translate written materials** into employees' native language(s).
- **Provide videos, photos or other educational tools** as an alternative to written materials.

“Here people don't use insults or anything, everything is very nice”

- **Develop systems with direct channels of communication** between employees & management. Avoid using intermediate supervisors as gatekeepers of information.
- **Prioritize open communication and collect worker feedback.** Survey employees to understand their professional and personal needs.
- **Formalize channels for workers** to participate in decision-making. Support effective two-way communication between management and workers at all levels.
- **Foster discussion** of workplace and external issues among employees and management.
- **Deploy symbolic recognition for good work** to demonstrate that they are appreciated and valued. For example, employee of the month awards.

Strategies for effective communication & positive culture, continued

- **Provide opportunities for career advancement** to keep employees interested in their job, and demonstrate the company is invested in employee development. For example, consider:
 - **On the job-training**, especially for new or less-experienced employees.
 - **Training courses**, seminars, and conferences with Spanish language tracks.
 - **Formal educational advancement** at local community colleges.
 - **Legal certifications** that enable employees to perform skilled tasks, such as machinery operation and pesticide applications.
- **Promote a company culture** that encourages participation in work-related training and professional development, particularly by compensating employees during these sessions.
- **Provide opportunities across the demographics of age and experience.**
- **Promote employees from under-represented groups** to supervisory and skilled positions.
- **Be transparent, avoid favoritism, and explain why** employees were selected for promotion.
- **Be aware of the challenges of promoting employees to supervisory roles** when their subordinates are friends and family.

Additional positive labor tools & resources:

<https://ucanr.edu/county/napa-county-ucce/viticulture>

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