



**Lutheran Outdoor Ministries
2020 Compensation Survey
Report**

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Summer 2020



About this Report:

The 2020 LOM Compensation Survey was conducted in late spring of 2020 by Sacred Playgrounds. The survey was originally scheduled to launch in March, but the initial uncertainty surrounding the COVID-19 pandemic pushed the start date back several weeks. The survey commenced on April 23, 2020 and remained open for eight weeks, during which time 69 LOM member organizations responded, representing 78% of the total membership. Some responses were incomplete, which is why certain items in this report represent fewer camps than others. The report uses percentages, which are based on the number of responses to each individual question (usually provided with $n=x$, where “x” equals the number of responses on which a given percentage is based).

The survey focuses on compensation for various staff positions, including full-time staff, part-time staff, and summer staff. When the data can be meaningfully divided, averages or medians are compared across various groups. When there were fewer than 4 reported numbers in a group, the numbers were not included in the report (usually designated by N/A and indicating “ $n<4$ ”).

This report is designed to help camp directors and camp boards of directors determine appropriate salary and compensation packages for various staff positions. Since many response categories in this report represent a dozen camps or fewer, these numbers should be used as guidelines only and not necessarily prescriptive. The ranges of salaries and compensation packages reflect a wide variety of circumstances, including experience and training of individual staff members, along with location of the camp property (which may greatly inflate housing benefits) and specific staff responsibilities, which vary widely from camp to camp, even though a position may have the same title.

In This Report

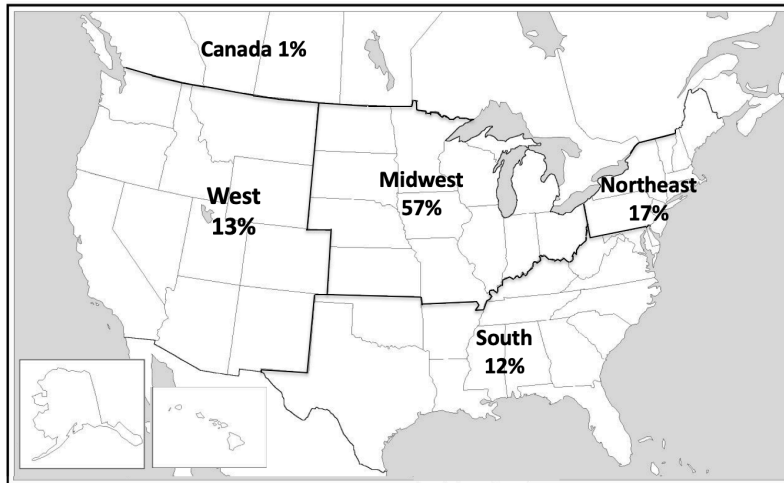
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Part 1: General Camp Statistics:

69 unique ministry organizations responded in part or in full to the survey, representing 78% of LOM membership

93% of respondents were camp directors or executive directors, with the remainder being finance directors or members of the board of directors.

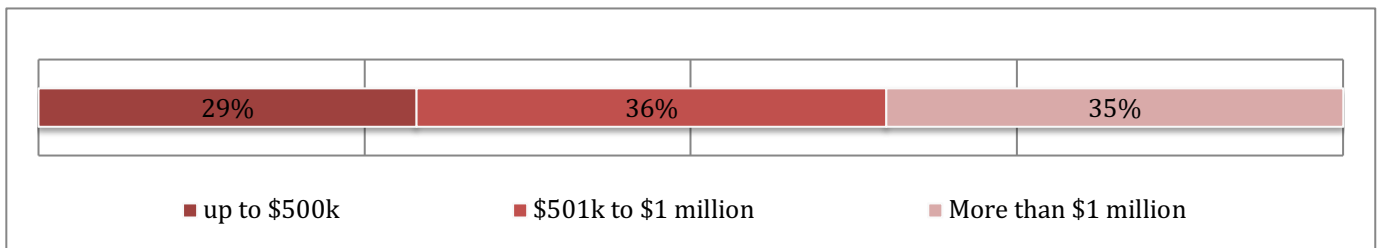
Figure 1: Responding LOM Sites, by Region



- Responding organizations represented 27 US states and 1 Canadian province
- The most highly represented states were clustered in the upper Midwest: MN, WI, ND, and IA, together accounting for 42% of responses

Budget:

Figure 2: Percentage of Camps, by Annual Operating Budget



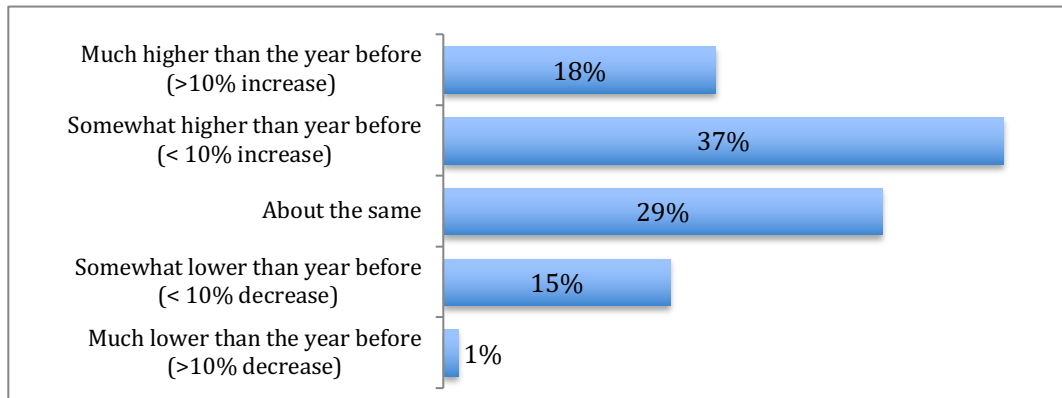
- The lower third of camp budgets had up to \$500k
 - 6% had an annual budget of \$200k or less
 - 7%: \$201k – \$350k
 - 16%: \$351k – \$500k
- The middle third had between \$500k and \$1 million annual budgets
 - 23% had a budget of \$501k to \$750k
 - 13%: \$750k to \$1 million
- The upper third had annual budgets over \$1 million
 - 29% more than \$1 million – \$2 million
 - 6% more than \$2 million

Table 1: Year-Round Staff Summary, Divided by Camp Budget Categories

	All Camps	> \$500k	\$500k-\$1 mill	> \$1 million
Executive Director	96%	85%	100%	100%
Maintenance/Facilities Director	68%	40%	76%	83%
Program Director/Manager	67%	30%	76%	88%
Office Manager or Admin Assistant	48%	25%	40%	75%
Food Services Director/Head Cook	48%	5%	48%	83%
Associate Director	39%	15%	32%	67%
Guest Services Manager/Registrar	28%	0%	20%	58%
Housekeeping Director	19%	5%	8%	42%
Development Director	17%	0%	4%	46%
Business/Operations Director	16%	15%	16%	17%
Finance Director	12%	5%	4%	25%
I.T. Specialist or Webmaster	4%	0%	0%	12%

- Aside from a director/executive director, the next most common year-round camp jobs are maintenance director and program director. In some cases, there is a year-round associate director instead of a year-round program director (77% of camps have at least one of these positions). In camps with budgets of less than \$1 million, it is uncommon to have both.

Fundraising Revenue:

Figure 3: Total Fundraising Revenue from Last Fiscal Year, in Comparison**Table 2: Fundraising Revenue from Individual Sources, Compared with Previous 5 Years**

	LOWEST of past 5 years	Lower than most of past 5 years	About the same as past 5 years	Higher than most of past 5 years	HIGHEST of past 5 years
Individual donors	5%	11%	31%	40%	14%
Foundations	0%	18%	57%	18%	9%
Denominational bodies	2%	15%	66%	11%	6%
Churches	7%	24%	45%	21%	3%
Fundraising events	0%	13%	30%	37%	20%

- It is clear that the most recent fiscal year saw a general increase in overall fundraising revenue, with 55% of responding LOM organizations saying they had a general increase compared with the previous 5 years, and an additional 29% saying they were holding steady.
- This increase in revenue was driven primarily by individual donors and fundraising events. Revenue from denominational bodies, churches, and foundations, meanwhile, was generally holding steady for most camps.

Part 2: Camp Directors

- 72% male, 28% female
- Education: 54% bachelor's degree, 40% master's degree or higher
- 27% were on the ELCA roster, with about half of these rostered to Word and Sacrament ministry and the other half as deacons (or Word and Service)

Figure 4: Director Age

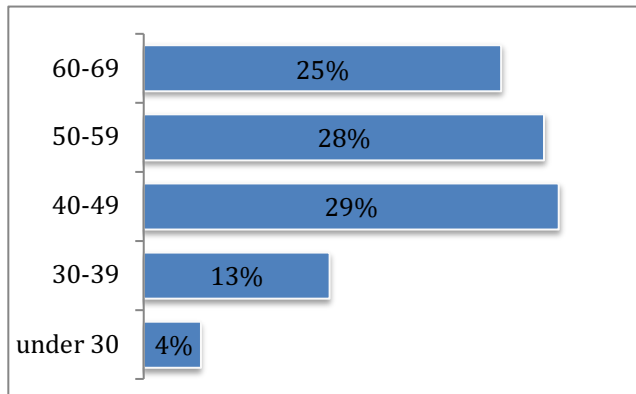


Figure 5: Director Tenure

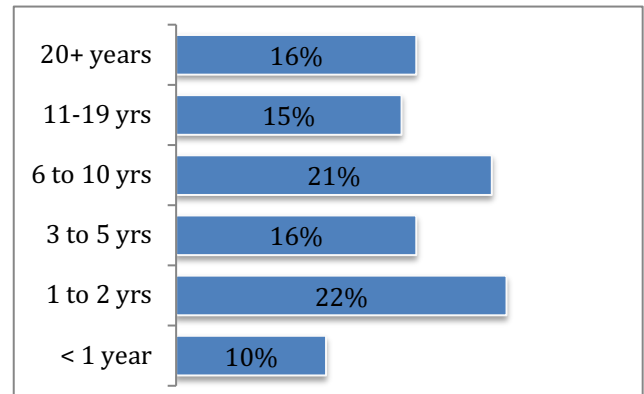


Table 3: Differences Among Executive Director, Based on Camp Budget

	All Camps	> \$500k	\$500k-\$1 mill	> \$1 million
Director is male	72%	65%	72%	78%
Director is under 40	17%	35%	12%	9%
Director has bachelor degree or higher	94%	90%	92%	100%
Director tenure more than 5 years	52%	35%	52%	65%

Director salary:

- Range: \$30,000 to \$102,000
- **Average: \$66,469**

Director total compensation (with benefits):

- Range: \$30,000 to \$149,000
- **Average: \$92,371**

Common Benefits:

- **Health Insurance:** 74% of directors had health insurance provided, including over half (53%) that had health insurance for their family. The value of the health insurance benefit varied widely based on family makeup.
- **Housing:** Just over a third (37%) of directors had a housing benefit. The value of this benefit varied widely based on location, up to over \$35,000 annually. Some had a housing allowance and others had employer provided housing. Just under a third (32%) of directors had utilities included in this benefit, accounting for most of those with a housing benefit.
- **Retirement:** 81% of directors had a retirement benefit. The value of this benefit varied widely, from as low as 3% of annual salary to as high as 16%. Over half (55%) of those with a retirement benefit received between 9% and 12% of annual salary, though a quarter received 6% or less.

Table 4: Variation in Executive Director Salary and Compensation Package

	Avg. Director Salary	Avg. Director Total Compensation
Camps with budget less than \$500k (<i>n=16</i>)	\$54,481	\$78,605
Camps with budget \$500k to \$1 million (<i>n=25</i>)	\$65,924	\$92,557
Camps with budget more than \$1 million (<i>n=19</i>)	\$77,281	\$103,718
Camps in Northeast (<i>n=10</i>)	\$66,650	\$96,293
Camps in Midwest (<i>n=35</i>)	\$66,475	\$91,994
Camps in South (<i>n=7</i>)	\$62,319	\$79,895
Camps in West (<i>n=7</i>)	\$70,755	\$101,023
Directors under 40 (<i>n=7</i>)	\$54,357	\$79,789
Directors age 40 to 59 (<i>n=38</i>)	\$67,558	\$93,921
Directors age 60 and up (<i>n=15</i>)	\$69,361	\$94,315
Male directors (<i>n=45</i>)	\$66,658	\$93,581
Female directors (<i>n=15</i>)	\$65,899	\$88,738
Education: Master's Degree or higher (<i>n=22</i>)	\$64,850	\$98,008
Education: less than Master's Degree (<i>n=38</i>)	\$67,406	\$89,107
Director rostered in ELCA (<i>n=16</i>)	\$64,431	\$99,905
Director not on ELCA roster (<i>n=44</i>)	\$67,210	\$89,631
ALL RESPONDENTS (<i>n=60</i>)	\$66,469	\$92,371

Table 5: Executive Director Benefits, by Camp Budget

	All Camps (<i>n=62</i>)	< \$500k (<i>n=18</i>)	\$500k-\$1 mill (<i>n=25</i>)	> \$1 million (<i>n=19</i>)
Life Insurance	57%	28%	72%	63%
Health Insurance	74%	67%	76%	79%
Health Insurance for family/dependents	53%	44%	44%	74%
Health Insurance: Dental coverage	68%	61%	72%	68%
Health Insurance: Vision coverage	47%	50%	52%	37%
Short-term Disability Insurance	45%	39%	44%	53%
Long-term Disability Insurance	40%	33%	44%	42%
No insurance benefits	11%	22%	12%	0%
Retirement/Pension	81%	67%	96%	74%
Expenses/tuition to attend training	86%	78%	88%	90%
Funds for professional resources	55%	50%	48%	68%
Personal use of camp vehicles, no charge	32%	39%	32%	26%
Personal use of vehicles, per mile charge	5%	0%	0%	16%
Paid sick leave	86%	78%	92%	84%
Paid vacation leave	90%	78%	100%	90%
Paid holidays	86%	72%	96%	84%
Sabbatical or study leave options	40%	28%	40%	53%
No additional benefits	5%	17%	0%	0%

Non-Executive Full-Time Staff Breakdown

Table 6: Non-Executive Director Full-Time Staff Benefits, by Camp Budget

	All Camps (n=62)	> \$500k (n=18)	\$500k-\$1 mill (n=25)	> \$1 million (n=19)
Life Insurance	45%	17%	56%	58%
Health Insurance	68%	33%	80%	84%
Health Insurance for family/dependents	40%	11%	40%	68%
Health Insurance: Dental coverage	60%	22%	76%	74%
Health Insurance: Vision coverage	40%	17%	52%	47%
Short-term Disability Insurance	37%	22%	36%	53%
Long-term Disability Insurance	27%	11%	32%	37%
No insurance benefits	11%	17%	12%	5%
Retirement/Pension	61%	33%	76%	68%
Expenses/tuition to attend training	74%	56%	76%	90%
Funds for professional resources	42%	22%	40%	63%
Personal use of camp vehicles, no charge	29%	28%	32%	26%
Personal use of vehicles, per mile charge	3%	0%	0%	11%
Paid sick leave	79%	67%	84%	84%
Paid vacation leave	86%	72%	92%	90%
Paid holidays	82%	67%	92%	84%
Sabbatical or study leave options	23%	6%	16%	47%
No additional benefits	2%	6%	0%	0%

Associate Director

39% of camps indicated that they had an Associate Director, though this role ranged from a title of Co-Executive Director to Associate Director of Program. The range of roles meant a wide range of salary/compensation for this position, with no clear indicators for why some salaries were much higher than others, though presumably the salary is reflective of the specific responsibilities given to the individuals. Over half (55%) of the responding camps that had associate directors had their current person for 2 years or less.

Associate Director salary:

- Range: \$22,500 to \$70,000
- **Average: \$44,925**

Associate Director total compensation (with benefits):

- Range: \$31,000 to \$96,300
- **Average: \$60,657**

Common Benefits:

- **Health Insurance:** 65% of associate directors had health insurance provided. The value of the health insurance benefit varied widely based on family makeup.
- **Housing:** Half (50%) of associate directors had a housing benefit. The value of this benefit ranged from \$1500 to \$12,000. Most that had a housing benefit also had utilities provided.
- **Retirement:** 60% of associate directors had a retirement benefit, which was oftentimes between 9% and 12% of annual salary.

Program Director

Two-thirds of camps (67%) indicated that they had a Program Director or Manager. The title of this role was very consistent across camps, with 64% having the title of “Program Director.” The tenure of program directors tended to be mid-ranged, with 46% being in their position between 3 and 5 years. Just over a third (36%) had been there two years or less, and just 18% had been in their position for more than 5 years. Those with a longer tenure tended to get paid much better, with those in their position longer than 5 years making an average annual salary of \$41,625 and total compensation package averaging \$64,221 (more than 20% higher than those with 5 years or less).

Program Director salary:

- Range: \$22,500 to \$54,054
- **Average: \$36,391**

Program Director total compensation (with benefits):

- Range: \$35,000 to \$76,450
- **Average: \$52,826**

Common Benefits:

- **Health Insurance:** 82% of program directors had health insurance provided. The value of the health insurance benefit varied based on age and family makeup.
- **Housing:** Almost two-thirds (61%) of program directors had a housing benefit. The value of this benefit ranged from \$5000 to more than \$20,000. A large majority (80%) of those with a housing benefit also had utilities provided, with an average value just over \$2,000.
- **Retirement:** 70% of program directors had a retirement benefit, which ranged from a low of 2% of annual salary to a high of 12%. Half had a 6% or less retirement benefit, with the other half having more than 6%. The average was 7%.

Table 7: Variation in Program Director Salary and Compensation Package

	Avg. Program Director Salary	Avg. Program Director Total Compensation
Camps with budget less than \$500k (<i>n=4</i>)	\$29,775	\$44,813
Camps with budget \$500k to \$1 million (<i>n=16</i>)	\$35,412	\$50,700
Camps with budget more than \$1 million (<i>n=13</i>)	\$39,391	\$57,908
Camps in Northeast (<i>n=4</i>)	\$41,624	\$58,478
Camps in Midwest (<i>n=20</i>)	\$35,936	\$52,420
Camps in South (<i>n=4</i>)	\$34,055	\$56,163
Camps in West (<i>n=4</i>)	\$37,936	\$47,520
Tenure of 2 years or fewer (<i>n=12</i>)	\$34,814	\$48,597
Tenure of 3-5 years (<i>n=15</i>)	\$35,558	\$51,652
Tenure of more than 5 years (<i>n=6</i>)	\$41,625	\$64,221
ALL RESPONDENTS (<i>n=33</i>)	\$36,391	\$52,826

Maintenance Director

Two-thirds of camps (68%) indicated that they had a Maintenance Director. The title of this role varied slightly, with the most common being “Maintenance Director,” “Facilities Directors,” and “Site Manager.” The tenure of maintenance directors tended to be longer than other positions, with half (49%) being in their position for more than 5 years, including more than a quarter (29%) more than 10 years. The salary and compensation packages had very large ranges. This may reflect some of the individuals being less than full-time, though the survey specified full-time roles.

Maintenance Director salary:

- Range: \$25,000 to \$92,718
- **Average: \$39,354**

Maintenance Director total compensation (with benefits):

- Range: \$31,000 to \$99,892
- **Average: \$58,195**

Common Benefits:

- **Health Insurance:** Two-thirds (65%) of maintenance directors had health insurance provided. The value of the health insurance benefit varied based on age and family makeup (from \$1000 to \$24,000).
- **Housing:** Almost two-thirds (62%) of maintenance directors had a housing benefit. The value of this benefit ranged from \$3,000 to \$25,000. A large majority of those with a housing benefit also had utilities provided, with an average value just over \$3,000.
- **Retirement:** 57% of maintenance directors had a retirement benefit, which ranged from a low of 2% of annual salary to a high of 12%. Two-thirds of those with this benefit had a benefit that was equivalent to 6% or higher of annual salary. The average and median benefit was 6%.

Table 8: Variation in Maintenance Director Salary and Compensation Package

	Avg. Maintenance Director Salary	Avg. Maintenance Director Total Compensation
Camps with budget less than \$500k (<i>n</i> =6)	\$30,801	\$49,316
Camps with budget \$500k to \$1 million (<i>n</i> =17)	\$39,490	\$57,164
Camps with budget more than \$1 million (<i>n</i> =13)	\$43,124	\$62,960
Camps in Northeast (<i>n</i> =7)	\$40,567	\$58,558
Camps in Midwest (<i>n</i> =20)	\$40,269	\$57,259
Camps in South (<i>n</i> =4)	\$34,850	\$62,373
Camps in West (<i>n</i> =4)	\$37,999	\$56,993
Tenure of up to 5 years (<i>n</i> =17)	\$36,120	\$58,882
Tenure of 6-10 years (<i>n</i> =7)	\$34,886	\$49,095
Tenure of more than 10 years (<i>n</i> =10)	\$46,980	\$63,901
ALL RESPONDENTS (<i>n</i>=36)	\$39,354	\$58,195

Food Service Director

Almost half of camps (48%) indicated that they had a Food Service Director or head cook, though only 21 camps provided compensation data for this position. The title of the role varied from Food Service Director/Manager to Head Chef/Cook to Food Ministry Director. The tenure of food service directors varied, with almost half (48%) being in their position for less than 3 years, and almost a third (29%) being in their position for more than 10 years. Annual salary and compensation also had a wide range, which may indicate that some individuals were less than full-time, even though the survey specified full-time staff.

Food Service Director salary:

- Range: \$21,840 to \$55,000
- **Average: \$34,301**

Food Service Director total compensation (with benefits):

- Range: \$29,937 to \$82,500
- **Average: \$46,514**

Common Benefits:

- **Health Insurance:** Two-thirds (65%) of food service directors had a health insurance benefit. The value of the health insurance benefit varied based on age and family makeup.
- **Housing:** A housing benefit was uncommon among food service directors, with only 29% of respondents offering this benefit. For those that offered housing, utilities were generally included.
- **Retirement:** 60% of food service directors had a retirement benefit, which ranged from a low of 2% of annual salary to a high of 10%. This benefit was generally lower (or equivalent) than that offered to other camp employees.

Table 9: Variation in Food Service Director Salary and Compensation Package

	Avg. Food Service Director Salary	Avg. Food Service Director Total Compensation
Camps with budget less than \$500k (<i>n</i> <4)	N/A	N/A
Camps with budget \$500k to \$1 million (<i>n</i> =9)	\$32,896	\$44,625
Camps with budget more than \$1 million (<i>n</i> =13)	\$35,355	\$47,773
Camps in Northeast (<i>n</i> <4)	N/A	N/A
Camps in Midwest (<i>n</i> =10)	\$35,629	\$46,727
Camps in South (<i>n</i> <4)	N/A	N/A
Camps in West (<i>n</i> <4)	N/A	N/A
Tenure of 2 years or less (<i>n</i> =10)	\$31,984	\$41,590
Tenure of 3-10 years (<i>n</i> =5)	\$35,650	\$46,379
Tenure of more than 10 years (<i>n</i> =6)	\$37,039	\$54,012
ALL RESPONDENTS (<i>n</i>=21)	\$34,301	\$46,514

Office Manager

Half of camps (48%) indicated that they had an Office Manager or Administrative Assistant. “Office Manager” was the most common title for this role (more than half). The tenure of office managers tended to be shorter than other positions, with two-thirds (67%) being in their position for no more than 5 years, including over half (52%) 2 years or less.

Office Manager salary:

- Range: \$22,000 to \$47,605
- **Average: \$34,024**

Office Manager total compensation (with benefits):

- Range: \$22,000 to \$55,908
- **Average: \$41,361**

Common Benefits:

- **Health Insurance:** Half (50%) of office managers had a health insurance benefit. The value of the health insurance benefit varied based on age and family makeup.
- **Housing:** Housing benefits were very uncommon for office managers, with only 3 camps reporting that this benefit was provided.
- **Retirement:** Fewer than half (46%) of office managers had a retirement benefit, and the benefit ranged from a low of 1% of annual salary to a high of 12%, offering very little consistency.

Table 10: Variation in Office Manager Salary and Compensation Package

	Avg. Office Manager Salary	Avg. Office Manager Total Compensation
Camps with budget less than \$500k (<i>n</i> <4)	N/A	N/A
Camps with budget \$500k to \$1 million (<i>n</i> =7)	\$36,075	\$41,070
Camps with budget more than \$1 million (<i>n</i> =10)	\$31,923	\$42,268
Camps in Northeast (<i>n</i> <4)	N/A	N/A
Camps in Midwest (<i>n</i> =10)	\$31,044	\$36,497
Camps in South (<i>n</i> <4)	N/A	N/A
Camps in West (<i>n</i> =4)	\$38,363	\$41,891
Tenure of less than 3 years (<i>n</i> =10)	\$30,263	\$37,700
Tenure of 3-10 years (<i>n</i> =5)	\$35,231	\$39,833
Tenure of more than 10 years (<i>n</i> =4)	\$41,918	\$52,423
ALL RESPONDENTS (<i>n</i>=19)	\$34,024	\$41,361

Other Positions

Six other positions were included in the survey but were uncommon among most camps, even those with annual budgets over \$1 million. For two of these (Finance Director and I.T. Director), the survey did not receive enough responses (at least 4) to provide meaningful data for the membership. The below figures show averages for the remaining four positions. Almost all respondents represent camps with budgets over \$1 million.

Table 11: Salary and Compensation Package for Less Common Positions

	Salary Range	Avg. Annual Salary	Total Compensation Range	Avg. Total Compensation	% Offering Retirement/Health Benefit
Guest Services Manager/Registrar (<i>n=11</i>)	\$20,000-\$66,713	\$35,379	\$28,400-\$66,713	\$46,000	75%
Housekeeping/Hospitality Dir. (<i>n=5</i>)	\$22,000-\$38,000	\$31,420	\$30,000-\$38,400	\$34,591	40%
Development Director (<i>n=7</i>)	\$35,000-\$71,000	\$50,674	\$35,000-\$84,000	\$58,614	57%
Business/Operations Director (<i>n=5</i>)	\$31,500-\$52,789	\$44,489	\$51,010-\$76,915	\$61,7878	100%

Hourly Positions

The following table shows pay for certain hourly positions. Only those with responses from four or more camps are included. The table includes the range (highest and lowest reported), average hourly pay, and median hourly pay. There were no significant differences in hourly pay for these positions based on region of the country or camp size (based on annual budget).

Table 12: Pay Ranges and Central Tendencies for Hourly Camp Employees

	Hourly Pay Range	Avg. Hourly Pay	Median Hourly Pay
Cooks (<i>n=44</i>)	\$7.50-\$18.00	\$14.05	\$14.50
Dishwashers (<i>n=27</i>)	\$6.00-\$15.00	\$10.24	\$10.00
Dining Room Hosts/ Hostesses (<i>n=7</i>)	\$5.00-\$12.00	\$9.64	\$10.00
Housekeepers (<i>n=36</i>)	\$7.25-\$19.00	\$13.01	\$12.75
Maintenance/ Groundskeepers (<i>n=38</i>)	\$6.25-\$25.00	\$13.87	\$14.00
Bookkeepers (<i>n=23</i>)	\$12.00-\$35.00	\$17.03	\$15.00
Secretaries (<i>n=14</i>)	\$13.00-\$25.75	\$16.98	\$15.25
Utility or General Support Staff (<i>n=14</i>)	\$7.25-\$15.00	\$11.50	\$12.00

Summer Staff

The following table contains data about summer staff salaries. These numbers are based on weekly pay for each position.

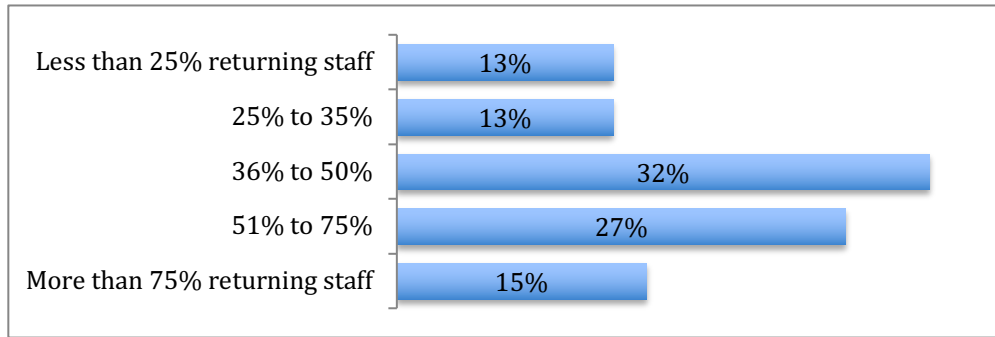
Table 13: Summer Camp Staff Weekly Pay Range and Central Tendencies

	Weekly Pay Range	Avg. Weekly Pay	Median Weekly Pay
Summer Program Director (<i>n=23</i>)	\$230-\$800	\$356	\$330
Assistant Program Director (<i>n=25</i>)	\$200-\$475	\$301	\$275
Head/Lead Counselors (<i>n=32</i>)	\$150-\$430	\$271	\$255
Cabin Counselors (<i>n=44</i>)	\$120-\$425	\$241	\$235
Program Skill Director (<i>n=27</i>)	\$150-\$360	\$261	\$255
Program Skill Instructors (<i>n=20</i>)	\$150-\$360	\$245	\$242
Lifeguards (<i>n=33</i>)	\$120-\$400	\$249	\$250
Music Director (<i>n=7</i>)	\$210-\$310	\$259	\$250
Videographers/ Photographers (<i>n=19</i>)	\$200-\$340	\$251	\$250
Cooks (<i>campers with full-time Food Service Director, n=9</i>)	\$200-\$600	\$319	\$300
Cooks (<i>campers without full-time Food Service Dir., n=9</i>)	\$250-\$740	\$435	\$330
Dishwashers (<i>n=16</i>)	\$190-\$400	\$243	\$230
Wranglers (<i>n=4</i>)	\$220-\$235	\$228	\$228
Housekeepers (<i>n=5</i>)	\$200-\$600	\$296	\$225
Maintenance Workers/ Groundskeepers (<i>n=20</i>)	\$190-\$550	\$257	\$228

Table 14: Average Summer Staff Counselor Salary, by Region

	Northeast	Midwest	South	West	All USA
LOM Camps	\$210	\$253	\$231	\$255	\$241

Figure 6: Percentage of Camps with Various Rates of Returning Summer Staff



- 73% of responding camps incentivized returning staff members.
- Of those that offered a financial incentive, it was most often \$10 per week of additional pay (58% of camps that offered an incentive offered the additional \$10 per week). Of those remaining, 23% offered less than \$10 per week (usually either \$5 per week or a flat \$50 signing bonus) and 19% offered more than \$10 per week.
- Of camps offering at least \$10 more per week for returning staff, 46% had more than half of their staff returning, compared with 33% of camps that offered less than \$10 bonus or no bonus at all for returning staff.