# The Secret Behind RamSoft's Rich Employee Experience

RamSoft's recent employee Net Promoter Score blew past the industry average. What's the company's secret in keeping their employees happy and satisfied?

Employee engagement and satisfaction — these buzzwords never fail to pop up within the media and articles. But there's a reason why companies pay close attention to how engaged and satisfied their employees are. From higher productivity to lower turnover rates, having employees that believe in the work they produce benefits all parties. In a time where people have the upper hand over employers, it's becoming crystal clear to companies that they have to put in the effort to keep employees satisfied.

So how do companies measure employee engagement and satisfaction? There are several ways to do this: surveys, one-on-one meetings, monitoring reviews on third-party sites, and more. An even simpler way to measure it is by finding out the organization's employee Net Promoter Score (eNPS).

A company's eNPS indicates how likely an employee would recommend or promote that company as a place to work. Measuring the eNPS is a way to see how satisfied and engaged employees are within an organization — studies have shown over and over that engaged employees are more likely to drive innovation and quality products and customer service.

Measuring an eNPS requires a company to send one simple question to their employees:

how likely are you to recommend this company as a place to work on a scale of 1–10? A good eNPS is anywhere between 10–30. Anything above 50 places companies well ahead of others.

RamSoft recently saw an eNPS score of 73, which is dramatically higher than the average score within the industry. One year prior, the company's eNPS score was 57. The score continued to steadily rise from that point.

During this period, RamSoft took a majority stake in Meddiff, a healthcare IT company based in Bangalore, India. When RamSoft ran an eNPS survey for their India-based staff, the score was -11. The executive team immediately opened the floor to give staff an opportunity to share what they felt was lacking at work. Based on the feedback, RamSoft created an action plan to address their concerns – in just six short months, the eNPS score skyrocketed to 50.

To get a better understanding of what could've contributed to RamSoft's eNPS and the initiatives the company takes to keep employees engaged and satisfied, we spoke with Laura Di Labio, RamSoft's Director of People & Culture and employees from various departments. Keep reading to find out the efforts the company makes to foster a thriving company culture.

**RamSoft eNPS Score**

| Jun '20 | Dec '20 | Jun '21 | Dec '21 |
|---------|---------|---------|---------|
| 57 | 60 | 65 | 73 |

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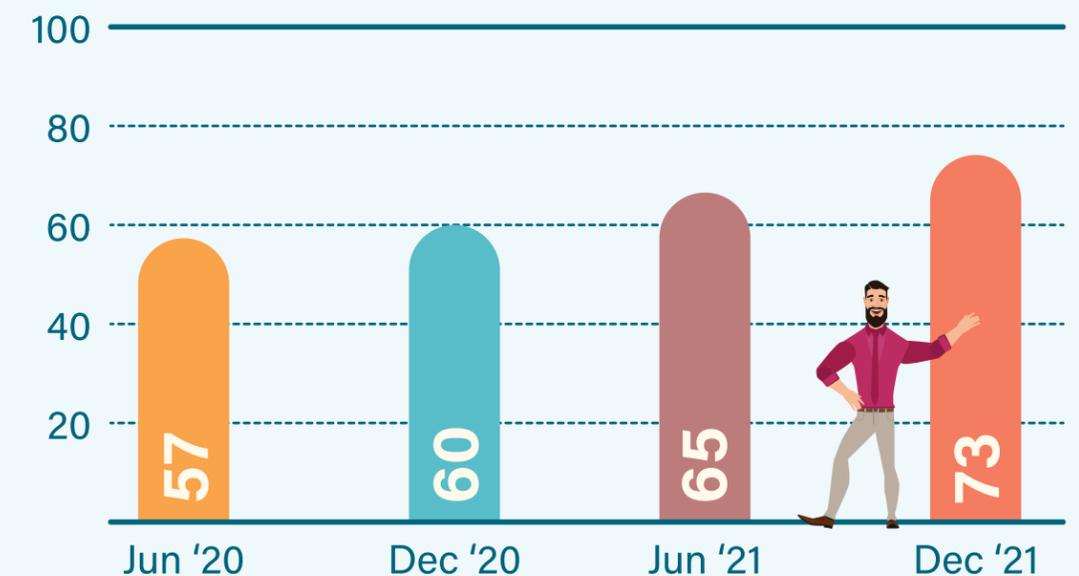
# Diversity: An Undeniable Strength & Advantage

Practicing diversity within the workplace means assembling a team of people of different genders, ages, ethnicities, sexual orientations, abilities, and cultural backgrounds. On top of introducing varied perspectives and experiences to the workplace, diversity matters because it's been proven to:

- Boost employee happiness
- Enhance employee performance
- Increase the company's financial returns

A survey of over 8,000 employed adults in the U.S. revealed that **80% of them believe diversity and inclusion matter in the workplace.** Notably, employees who had negative perceptions of their company's diversity, equality, and inclusion (DEI) efforts were not as satisfied with their jobs.

Building a diverse team with varied skillsets, backgrounds, and perspectives has always been important at RamSoft. "Rather than the concept of 'culture fit' or 'culture add', we make sure that we're not just bringing people that are going to reiterate what other people are doing both in terms of background and views," said Di Labio. She thinks RamSoft is already quite diverse but acknowledges that they

can continue to do better, especially as they expand globally.

Representation matters, especially in terms of getting more women in leadership positions. "We're starting to get there but we definitely need to do better on that. That's something I'm still pushing for," said Di Labio.

Diversity is never something that you just check the box and move away from, according to Di Labio. She believes there's always room for improvement. "Diversity to me also means that we have a place where people feel like they can be themselves and express themselves as who they are."

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## Remote Work: Embracing the Modern Way of Working

Remote work allows employees greater flexibility in where and how they work, without compromising on productivity. Additionally, working remotely offers a better work-life balance — something that more people now consider important. Positive outcomes of remote work include less time spent commuting; on average, people spend 26 minutes commuting one-way in the U.S.! That adds up to *about 100 hours spent commuting each year,* according to The Auto Insurance Center. Without these long commutes, people now have the freedom to spend those hours in ways that make sense for them.

Several RamSoft employees felt more productive and experienced a better work-life balance after the company transitioned everyone to a 100% remote work set-up. It was unquestionably clear how much employees value the option of working from home, according to their eNPS survey responses.

One response stood out, especially as the company continues to create an environment that supports their staff in their roles as employees *and* parents. "Working from home and flexibility in work hours is a game changer for me as it allows me to adjust my daily hours

so that I can take care of my family while completing 8 hours of work a day."

Mariel Aranda-Blackaller, RamSoft's Marketing Manager, agrees with this sentiment. "RamSoft offers us flexible hours and full freedom to work from home or from the office. This has had a huge impact in my work-life balance by allowing me to be there for my family and to spend more time on meaningful activities instead of commuting. When I really need to, I can stay a bit longer at work without worrying about missing a train."

No matter where employees decide to work, RamSoft management shows that they trust their team. "I feel trusted by the top management team. I extend the same trust to my team too. I don't need to have them physically nearby to know they will be productive and on top of their tasks," said Aranda-Blackaller.

### FULLY PREPARED FOR CHANGE

While COVID-19 pushed companies around the world to transition their staff to work remotely, the concept of 100% remote work wasn't new for RamSoft. The company was always a strong believer in modern cloud-enabled technology, even before COVID. Its internal IT operations were no different. Upon the initial lockdown in 2019, there was virtually no technical impact.

## WHAT EMPLOYEES THINK ABOUT WFH

"My productivity has been much better in the WFH situation."

"Working from home saves time and money for everyone."

"Working from home is the ultimate benefit."
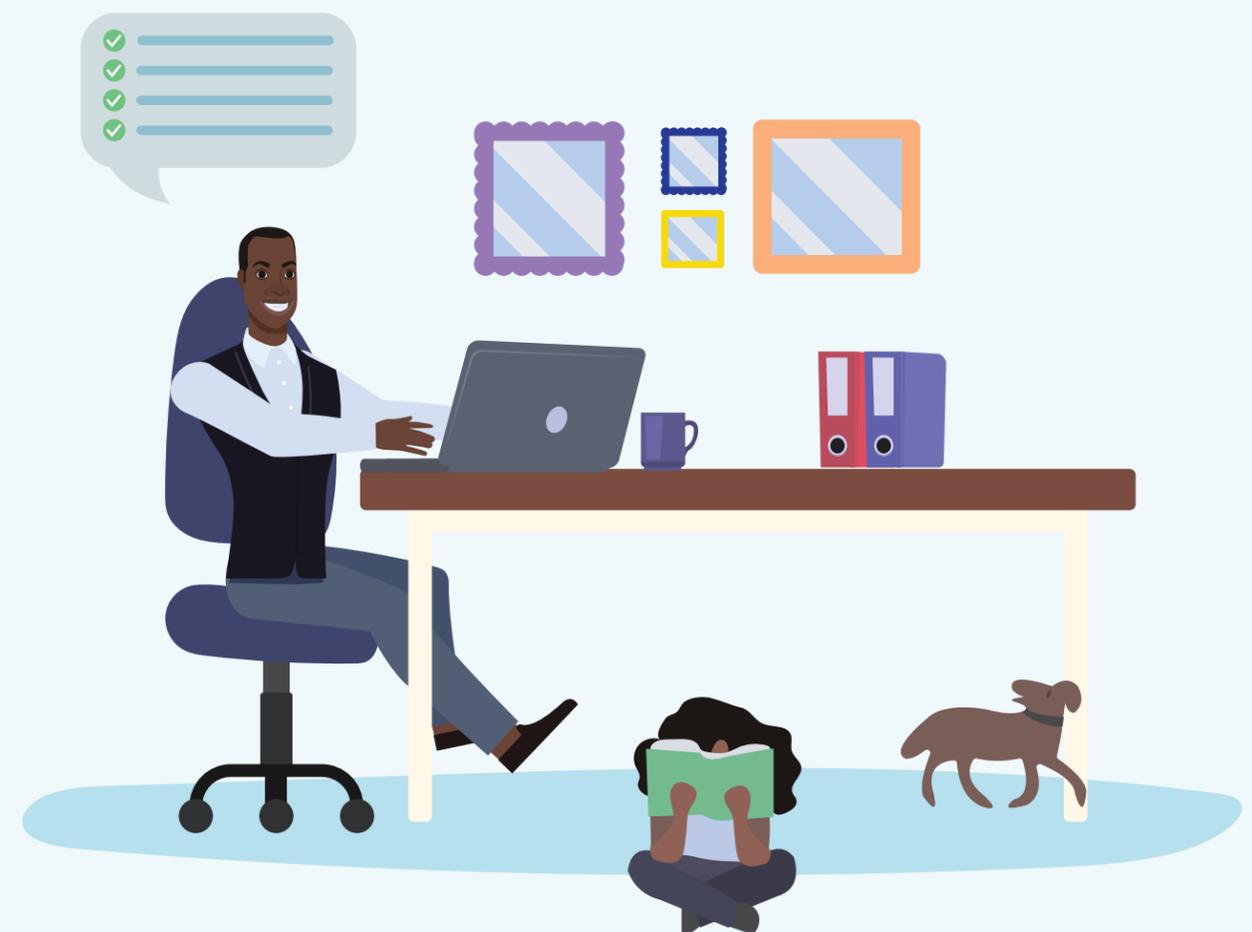
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"Employees simply picked up their monitors and peripherals and moved their offices home. All the technical solutions were already set up to function via basic home internet, with the physical locations having no bearing. RamSoft believes in a fully remote and flexible workforce globally. Our internal solutions are always designed with this in mind," said Mark Kornas, Director of IT and Security.

## A COMPANY THAT LISTENS TO THEIR EMPLOYEES

Now with restrictions lifting, more companies are opting to bring their employees back to the office – and quite often, that decision is made without input from employees. The RamSoft leadership team chose to survey their staff to understand their work preferences before making a decision. The result? Majority of staff said that they don't want to return to the office.

The survey wasn't just a way to get the feelers out there. The company is listening. "We don't see a reason to call people back when people overwhelmingly have expressed a desire to continue working remote," said Di Labio.

However, there were a few people who stated they prefer to work in the office, which RamSoft plans to accommodate. "We're looking to move to a new space that will accommodate the few people that said they do prefer to work outside of the home. We want to continue to offer a workplace for them with some extra space where we could hold team meetings if needed," said Di Labio.

"We can have it both ways. We can have a space when people want to get up and go work someplace else for the day, and we can keep everyone else at home who wants to work at home."

It's a common understanding — it is never easy for employers to hear negative feedback from their employees. Yet, therein amidst the survey responses, suggestion box submissions or Town Hall question periods may lie the best of actionable gems for impactful improvement which can trickle into every level of organizations. The challenge for companies, according to Di Labio, is not shying away from listening to that feedback and instead finding the necessary learning takeaways.

Generally, at every Town Hall or biannual eNPS survey, Di Labio notes, "we present the positive and the negative comments — all anonymously submitted — and we speak to them. And, when it comes to the critical responses, we like to share them as well — we don't hide them. We like to bring the specific notable comments out to address them and, in some cases, if it's something we can change then we can explain how we're going to do that."

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# A Corporate Wellspring: Professional Development and Employee Recognition

As the prolific adage goes, *"The grass is green where you water it."*

This is no less pertinent when companies are examining their overall employee engagement and job satisfaction metrics. In fact, according to the Society for Human Resource Management, two of the key determining factors that play into why employees consider leaving organizations revolve around the lack of professional growth opportunities as well as regular recognition of their efforts. Coming at a time when the market appears to favor employees, particularly within the tech and healthcare sectors where presently resignations are highest, it is essential now more than ever for companies like RamSoft to prioritize investment towards cultivating and maintaining employee happiness while inspiring them to grow along with the company.

In failing to actively nurture these areas, the risk of experiencing lower productivity and higher turnover rates – ultimately translating into a decreased bottom line and reduced profitability – are common consequences organizations can expect to face. Research

has suggested the estimated cost to U.S. organizations of lost productivity due to employee disengagement may range between **$450–$550 billion dollars a year.**

Alternatively, based on a Gallup poll, LinkedIn outlines a calculation of organizational cost at **$3,400 for every $10,000 of salary (or a whopping 34%)!** With such substantial repercussions to potentially shrink a company's viability, many executives need to consider mindful investment where development of their company's professional workforce is concerned.

## GROWING FROM THE INSIDE OUT

In a study conducted by Axonify, the vast majority of respondents (92%) shared that **having well-mapped out workplace training programs positively impacted their job engagement…**and that number is certainly not expected to decrease nor plateau. Where upskilling was a priority item for many organizations before 2020, it has now become a growing business imperative with employers increasingly identifying skills gaps and acknowledging their responsibility

in addressing them. According to LinkedIn Learning's *5th Annual Workplace Learning Report* for 2021, 59% of corporate L&D programs are focused on upskilling and reskilling, the highest ranking within the category. To illustrate even further, Udemy estimates an uptick of 28% of upskilled workforce between 2019 and 2020 alone!

By fostering a healthy learning culture and investing in their greatest asset, their people, companies stand to ensure their longevity. For RamSoft, the touchstone of the development of its culture lies in a profound sense of commitment and caring. As Di Labio points out, "I think that there's a lot of consideration here put into not letting people hit that wall [on the lack of growth opportunities], whether it's continuing to offer additional training to just expand their current role or to move into another role."

A key indication of just how effective a company is with their employee development initiatives — one only has to look to the service terms of their staff roster. "Something that has stood out to me about RamSoft versus other places that I've worked at: we

> **"Something that has stood out to me about RamSoft versus other places that I've worked at: we have a great number of long-serving staff and there is tremendous support for employee development."**

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have a great number of long-serving staff," she shared, "and there is tremendous support for employee development."

It is one thing for companies to say they support employee development and another to <u>outright</u> invest in it. So, what exactly can that investment look like for RamSoft? According to Di Labio, the company has a solid approval policy in place that provides a considerable support bracket for those seeking to upgrade their skillset. They allocate a training budget for each employee per year and encourage employees to take advantage of it.

HR also plays a key role in ensuring employee engagement and professional development are consistently at the forefront across the organization. From director weekly calls to regular check-ins with managers to identify potential career moves and discuss development opportunities for team members, the <u>development of people</u> is at the core of managing RamSoft's human resources as well as its resourcing.

### TOP DOWN: GROWING TOGETHER

Gallup found that a manager's role extends well beyond mere supervision—**about 70% of team engagement was influenced by managers.** It is therefore no surprise

RamSoft takes a broadened approach where development is concerned.

Not only are individual contributors encouraged to pursue job-specific or career development goals, but management also – including the leadership team – have access to development opportunities. One successfully impactful initiative that Di Labio highlighted was a series of executive coaching sessions held over a span of several months. Led by an external facilitation expert, session participants were led through a wide range of topics from *Having difficult conversations* to *How to make people feel valued.* Managers also learned how to successfully coach their team rather than lecture them.

Without the distraction of day-to-day operations or the likelihood of getting diverted into project-oriented discussions, Di Labio affirmed the significant results of these coaching sessions, "They were really very useful and quite valuable. I believe many of the [participants] found them to be meaningful and motivational sessions."

### THE ROI OF RECOGNITION

If perhaps there may be a "golden passkey" to improving overall productivity, companies need look no further than reviewing the quality of their present employee recognition

**"I love that learning is encouraged because it encourages employees to challenge themselves to be better."**

**"RamSoft provides immense opportunities for growth and learning."**

**"I find the working environment is very helpful and the work has taught me many valuable skills."**

**"Managers willing to assist in gaining the domain knowledge of RamSoft's customers, products, and processes."**

**"Management is extremely supportive and goes out of their way to help you outshine at your level."**

**"Management is down to earth and gives importance to all employees."**

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programs. The interrelationship between the prevalence of employees being recognized for their contributions and the productive health of a company – and thereby consistently stable employee retention – is indisputable.

**"From team building outings to getting things done together, this is my favorite place to have ever worked."**

As Gallup succinctly described in their publication, *"Employee Recognition: Low Cost, High Impact"*, **"Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention."** This perspective is shared by the co-founder and retired Chairman and CEO of Yum! Brands and the founder of OGO (O Great One!), David Novak. In a Harvard Business Review article, he disclosed a key finding from a survey OGO had commissioned wherein it was found **upwards of 40% of employed Americans felt frequent recognition would incentivize them to be more engaged in their work.**

Championing employee recognition with an eye on optimizing employee engagement, Di Labio shared, is no strange concept for RamSoft and its leadership, "We feel it's

important to have staff know that what they're doing has been evaluated and considered, and that they've got a chance to also participate in [providing recognition to others in turn], rather than merely a one-way communication of being told how well someone did." Though admittedly an ongoing venture for the company, RamSoft remains deeply committed to achieving these recognition-engagement objectives. Specifically, Di Labio went on to highlight several existing initiatives including:

**"Hard work is recognized and rewarded! The company culture is appreciative—there is confidence and trust in employees."**

- **HeyTaco** – Using fun taco emojis, staff can post kudos via the Teams app.
- **Town Halls** – Staff acknowledgements are planned into the itinerary of each Town Hall.
- **Team Player Awards** – A peer-to-peer initiative celebrating excellence and those who exhibit RamSoft's core values.
- **Occasional Gifting** – Gifts sent to staff on occasion (in light of minimal in-person get-togethers due to global-based nature of teams).
- **Manager and HR Check-ins** – Placeholders are held in agendas for ad hoc acknowledgements.
- **Annual Performance Reviews and Salary Adjustments** – Staff contributions

can be included in these reviews and be reflected as compensatory increases accordingly.

To ensure staff are receiving the recognition they expect, Di Labio added, HR works closely with managers to identify what their needs are. During their training, managers are encouraged to "get to know your team and get to know what kind of appreciation they would like." Being provided regular and appropriate recognition aligns to the intrinsic value of being made to feel one is more than just a number, of being heard. And, at RamSoft, the heart of it all lies in effective communication.

RamSoft recognizes communication as a fundamental business practice, not only in

**"I feel like I am respected and valued. This valuation adds to my job satisfaction and makes me work harder to keep the customers happy."**

promoting its products and services, but in how employees relate to each other as well. Di Labio notes that the company actively promotes various initiatives geared towards fostering internal and external communication where people can hone their communication skills.

One example she points out was the Talking English Café series, an informal program

wherein Toronto-based staff new to Canada, looking to either move into roles more focused on client interactions or to simply build their general conversation abilities, could improve their English-speaking skills during lunch hours once a week by engaging in non-work-related conversations with other more English-fluent staff members. Programs like these are especially essential in view of the company's present trajectory in building teams worldwide, making employee engagement paramount.

As RamSoft continues to expand its footprint globally, having one's voice heard and one's contributions adequately acknowledged will play an important role to positively affecting its corporate culture as well as core markers of longevity such as employee engagement, profitability, and growth – both on the levels of the individual employee and company.

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## Continuous Improvement: The Road to Bigger & Better

In an industry where innovation is ubiquitous, healthcare technology leaders like RamSoft looking to maintain their competitive edge must transmute that same focus on innovation, inside and out, into continuous improvement. To successfully do that, the drive to consistently improve workplace culture and develop better business ecosystems must be keenly embraced throughout the organization which, according to Di Labio, RamSoft has in spades, "We try to be flexible. There's always room to improve. We're always looking for more suggestions and new ways to do what we do better." This genuine desire to care for its people stems from the company's family-owned tradition which continues to this day.

*What is continuous improvement and what can it mean for employee engagement and corporate growth?* According to the Japanese business philosophy, "Kaizen", continuous improvement results from an ongoing effort to improve, products, services, or processes in the undertaking of smaller, incremental changes versus larger ones. Through diligent and well-planned actions, companies can experience notable, comprehensive improvements in their operations along with assured positive gains in profitability.

In one McKinsey & Company publication, a profiled client reported a **20% productivity increase in less than two months** of implementing continuous improvement best practices. Additionally, according to Gallup, "those in the top quartile of engagement realize substantially **better customer engagement, higher productivity, better retention, fewer accidents, and 21% higher profitability."**

The ticket to successfully achieving continuous improvement is being open to identifying areas for improvement as well as being receptive to considering alternate methodologies and perspectives, including constructive feedback. For RamSoft, Di Labio provided this insight: "We try to come up with ways for people to give their feedback whether it's through regular eNPS and pulse surveys, ad hoc manager and HR check-ins, or we open things up for questions from staff ahead of each Town Hall. We try to give people multiple opportunities in multiple formats to be heard if they have thoughts about something."

It's never easy asking for help, even at the organization level, but at times the experts must be called! There are instances where organizations may not be aware of potential areas for improvement or perhaps don't possess the adequate knowledge to make educated operational decisions, in which case they may need to utilize knowledge transferring from relevant consultants. "It's just an important step to ask people with better expertise and get their input on what a company should do," affirmed Di Labio. Knowledge transfer is crucial to effective implementation of continuous improvement, whether that be from internal or external sources...even recently onboarded team members.

To better understand the needs of the Bangalore team who were transitioning from Meddiff, RamSoft looked to the expertise of the local team to determine the best next steps in integrating them into the RamSoft brand umbrella. "One of the first hires that we completed in Bangalore was for a locally-based HR colleague to work closely with our team in Toronto," Di Labio explained, "Next, we recruited our CFO as well as a Director of Operations, and we received their input on what best practice should be for the area. Additionally, to provide us with a deeper understanding, we surveyed the Meddiff staff to find out what they currently felt was lacking and what they would like to see from RamSoft."

From regular policy reviews and procedural updates to facilitating company-wide deep dives centered on scope refreshes of the company's mission and values, RamSoft is committed to doing what it can to sustain a growth-centric workplace and cultivate agility into every aspect of the organization. As it looks forward, the prevailing "openness to exchange of ideas rather than information only moving in one direction and recognition that people have their own lives and needs", as Di Labio noted, continues to drive every continuous improvement initiative for RamSoft: "We strive to be a positive part of our employees' lives."

### TAKING THE BURN OUT OF BURNOUT

A prevailing trend and widespread topic of discussion within organizations is workplace burnout. In a Deloitte poll, a startling **77% of professionals who had responded claimed they have experienced burnout at their current job** with **51% sharing they had experienced it on more than one occasion.** In the face of these figures, it is apparent that employers are having to tackle what is now considered to be a "chronic workplace crisis".

Considering the landscape of modern workplaces rife with competing demands, conflicting expectations, as well as the "always

> ## "Without continual growth and progress, such words as improvement, achievement, and success have no meaning."
>
> BENJAMIN FRANKLIN

RamSoft

on" attitude (thanks to the advent of mobile technology), work-life balance has become a battleground in and of itself. According to an in-depth Gallup study, there are five top markers that strongly contribute to workplace burnout:

- Unmanageable workload
- Unclear communication from management
- Lack of support from management
- Unreasonable time pressure
- Unfair treatment at work

Workplace burnout takes a toll in more ways than one: many studies show a direct correlation between faltering employee health, increased retention, and waning corporate bottom lines. Harvard Business Review found that in high-pressure organizations, **health costs skewed 50% greater** than at others. The same article outlined an estimated cost of workplace stress to the U.S. economy to be at **more than $500 billion dollars** with **a loss, each year, of 550 million working days.**

### "Excellent place to work, with open door policy for discussion."

In the face of these alarming effects propagated by workplace burnout, companies everywhere are compelled to undertake paradigm shifts in how they operate as well as how their employees experience their

culture. **A major shift involves prioritizing well-being within the workplace culture** and understanding that sustainable corporate growth lies with a healthy, energized, and engaged employee base.

Again, employee engagement comes into play in a very dynamic sense. So too with an eye on that does RamSoft work to address burnout factors and try to get ahead of the curve qua preventive measures. Whether managing proper coverage in high customer-facing roles like call center or support to other

### "People are eager and enthusiastic to learn more things for career growth and company."

functional teams, a key focus for the company, according to Di Labio, is twofold: "On one hand, we really try to encourage people to take their time off, while on the other we ensure there's enough people to be able to back each other up and that employees are getting their much-needed breaks at all times, particularly during peak capacity periods." Recruiting more staff to help conquer and divide workloads, she continued, "is a main measurable initiative I can point to that we're actively doing right now."

But, what about social connections? Though the company is presently undergoing a global

### "[The company as a whole] listens to new, innovative ideas."

growth trajectory, it still firmly keeps its eye on developing healthy social interactivity between teams and offices via Town Halls, company events (such as hosting annual holiday parties at the local offices), etc. For Di Labio, what underpins the planning of such events and programs is, *"We haven't really done anything extra in a while. What can we fit into everybody's schedule?".* When asked how these are so successfully planned and executed despite navigating challenging elements such as differences in time zones, cultures, and staff availabilities, she responded in true RamSoft style: "There is always a solution—you just have to find it."
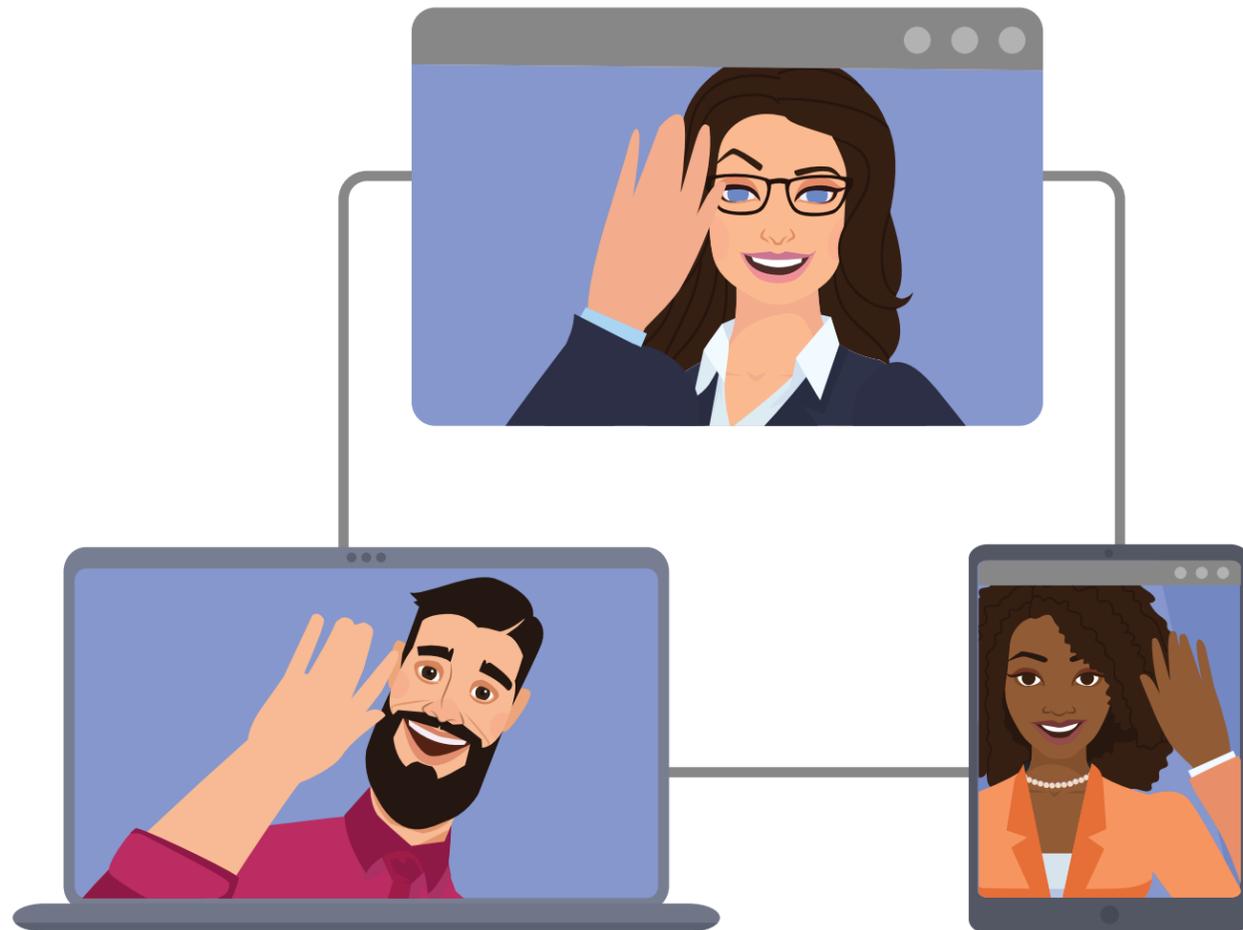
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# Takeaway

For today's companies in operation – particularly those influenced by the dynamically unprecedented milieu of the COVID-19 pandemic – the playing field of staying competitive and inhabiting eminent status has become a double-pronged endeavor. No longer does it merely constitute driving the development of best-in-class products and services—organizations must also actively strive to be industry leaders as well as employers. This change in the scope of competitiveness requires a concerted investment in harnessing a company's premier asset: its people.

In the process of cultivating a sustainable, flourishing workplace culture, there are no quick fixes. Effective employee engagement and satisfaction is reliant upon a company's willingness to listen to the feedback provided by their staff as well as their openness to improving existing processes and procedures. Many organizations like RamSoft have aptly facilitated positive adoption of a healthy, vibrant workplace culture by way of comprehensive approaches centered on key vectors including diversity, professional growth, work-life balance, employee recognition, and continuous corporate improvement.

Helmed by dedicated professionals who are compassionately and intelligently tuned in with their workforce, RamSoft is taking assured strides towards its future. "I don't want it to be a workplace where people feel that they have to mask any part of who they are," imparted Di Labio. By providing an environment where people are inspired to engage comfortably and authentically, the company is consolidating for itself ongoing precedent of optimal productivity, profitability, and enduring corporate excellence.

RamSoft

## About RamSoft

After 27+ years experience in developing fully customizable, feature-rich imaging workflow solutions for healthcare providers, we continue to be a healthcare IT leader specializing in radiology.

With over 600 installations in 22 countries, our products are trusted by imaging centers worldwide. In addition to our global sales teams, we have distributors that are conveniently located in multiple regions around the world, including North America, Oceania, Latin America, Europe, Africa, and Asia.

## RamSoft