

2021 SURVEY RESULTS

**DIVERSITY
EQUITY &
INCLUSION**



**ROYAL AMERICAN MANAGEMENT
EMPLOYEE SURVEY RESULTS
NOVEMBER 2021**



ROYAL AMERICAN MANAGEMENT, INC.
FLORIDA RA MANAGEMENT, LLC.
ROYAL AMERICAN DEVELOPMENT, INC.
ROYAL AMERICAN CONSTRUCTION CO., INC

November 9, 2021

RAM Diversity Equity & Inclusion Committee

Sonya Knight, Director,
Resident Services,
RAM Miami (Chair)

Debra Sutton, Regional Mgr.,
RAM Jacksonville, (Co-Chair)

Karen Larry, Admin. Asst., RAM
Panama City (Co-Chair)

Ashley Bejarano, Resident Svcs.
Program Coord., RAM Miami,
(Secretary)

Lori Agudo, Director of Training
& Talent, RAM Orlando

Susan Brasher, Office Mgr./
Executive Asst.,
RAM Panama City

Maria Collier, Admin. Asst.,
RAM Orlando

Khalilah Copeland, Community
Manager, Delmar 745

Dedra Tate, Assistant
Community Manager, Palmetto
Ridge

Donna Robinson, Compliance
Specialist, RAM Panama City

Brittany Walsh, VP of Marketing,
RAM Panama City

Miquisha Scott, Community
Manager, Gardenia Gardens

Vanessa Erazo, Community
Manager, Village Carver I, II

Francisco Santos, Regional
Maintenance Specialist,
RAM Orlando

RAM Team:

I would like to thank you for taking time to respond to our **2021 Diversity, Equity & Inclusion Survey**. Your honest responses to the DE&I survey have enabled us to have a more accurate view of how our employees feel about RAM's overall performance, our corporate culture, and where we are headed.

To ensure inclusivity, the survey was E-mailed to all staff members in both English and Spanish; and it was E-mailed directly to staff members that don't regularly access corporate E-mail. With average corporate survey response rates ranging from 25% - 60%, we are pleased with our achieved response rate of 46%. I would be remised to ignore that some team members expressed concerns with survey anonymity. For future surveys, I want to assure you that responses to our anonymous surveys cannot be traced back to the respondent, and that no personally identifiable information is captured. We value your honest opinion, and we want you to feel comfortable giving it.

As a result of this survey, we plan to:

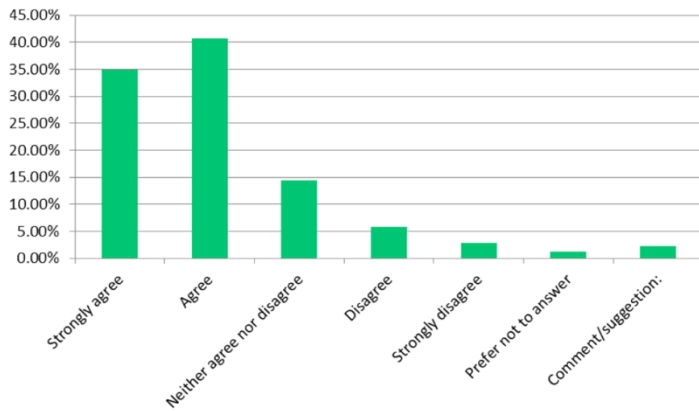
- Communicate functional and team results to all employees.
- Identify wins that will have an immediate impact on our organization.
- Work closely with our DE&I Committee and key staff to develop an action plan that addresses issues affecting employee satisfaction and confidence.

I would like to thank our DE&I committee for developing and implementing the survey and for responding to staff comments. We are committed to following through on these issues as they are fundamental to improving the way we work together.

Again, thank you for your feedback.

Kerri Toth, President
Royal American Management

RAM provides an environment for the free and open expression of ideas, opinions and beliefs.



Answer Choices	Responses
Strongly agree	34.94% 109
Agree	40.71% 127
Neither agree nor disagree	14.42% 45
Disagree	5.77% 18
Strongly disagree	2.88% 9
Prefer not to answer	1.28% 4
Comment/Suggestions:	2.24% 7
	Answered 312
	Skipped 0

Unedited Employee Comments

- "I have witnessed employees afraid to be open and honest about certain work related subject in fear of back-lash from their supervisor."
- "RAM its open to all expression of beliefs and opinions always."
- "We used to have a Idea Box at the old receptionist desk years ago in the PC office. We" could anonymously put in a suggestion when or if it warranted. Because some supervisors do not allow freedom to voice ideas that are contrary to what they desire, it hasn't been a welcoming environment for brainstorming or discussing issues that need another "voice".
- "Not really, I have found that sometimes when you voice an opinion it puts a mark on your record. The old saying Don't buck the system comes to mind."
- "I have always felt free to bring any concerns, ideas, and speak freely - respectfully - to my supervisor. I do feel like my contribution matters and am heard."
- "Ideas aren't always accepted. The usual response is this is the way things have always been done."
- "I am in between my answer and disagree. They do not seek out all involved with their decisions and how it would affect other areas within the company."

RAM's Response

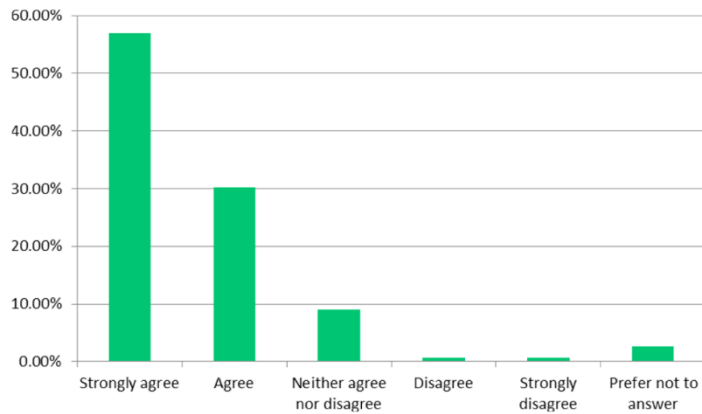
RAM encourages all employees to respectfully express their ideas and opinions as related to their work or the company as a whole. We strongly believe that a culture of open communication where employees are encouraged to share their ideas and concerns, both positive and negative, gives our members the sense that they are valued and leads to their commitment of the success of their team and our organization.

Training We will address open communication in upcoming staff training sessions with employees at all levels throughout the company. Additional training will be given to supervisory employees that stresses the importance of engaging in open communication and accepting feedback from fellow staff members.

What You Can Do

Suggestion Box Did you know RA has a suggestion box available to employees? On the sidebar of the Intranet, there is a link to a digital suggestion box. We would love to hear from you.

Racial, ethnic, and gender-based jokes are not tolerated at this company.



Answer Choices	Responses	
Strongly agree	56.91%	177
Agree	30.23%	94
Neither agree nor disagree	9.00%	28
Disagree	0.64%	2
Strongly disagree	0.64%	2
Prefer not to answer	2.57%	8
Comment/Suggestions:		4
	Answered	311
	Skipped	1

Unedited Employee Comments

- “These issues should be addressed especially racial comments in the workplace.”
- “I have never heard any of these type of ‘jokes’ in the workplace.”
- “I haven't ever heard anyone make any comments or jokes that would make be uncomfortable. But feel if I did, and brought to supervisor, that it would be addressed immediately.”
- “At times, they're still said!”

RAM's Response

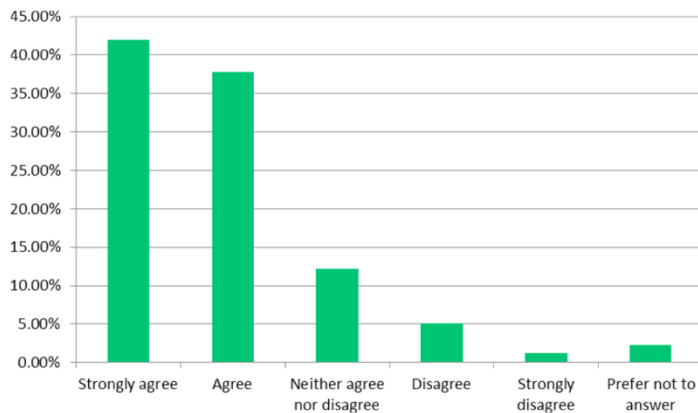
It is a priority at RAM to maintain a cordial, respectful, and professional work environment for all employees. Inappropriate humor does not belong in the workplace. Disrespect alienates employees from each other and contributes to a work environment that is neither inclusive nor welcoming. Offensive jokes, including those around one's race, ethnicity, or gender, are not tolerated and should never occur in the workplace.

What You Can Do

- If an employee crosses the line with offensive jokes or insensitive conversation, let them know you are offended and politely ask them to stop. If you cannot confront the employee, you should bring the matter to your supervisor or RAM Human Resources.

All employees are required to complete *Workplace Harassment Training (Gracehill)*; and we advise all employees to review our Equal Employment Opportunity policy regarding harassment: [EEOAnti-Harassment-policy-6-23-20.pdf](#)

I am comfortable talking about my background and cultural experiences with my colleagues.



Answer Choices	Responses	
Strongly agree	41.99%	131
Agree	37.82%	118
Neither agree nor disagree	12.18%	38
Disagree	5.13%	16
Strongly disagree	1.28%	4
Prefer not to answer	2.24%	7
Comment/Suggestions:		1
	Answered	312
	Skipped	0

Unedited Employee Comments

- “I cannot remember a time that I did bring up my background or cultural experience in a work conversation, but don't feel like I could not.”

RAM's Response

Working in an environment with people of different backgrounds, races, and nationalities can be a rewarding and fulfilling experience. We are happy to see that the majority of our employees feel comfortable sharing their background and cultural experiences in the workplace.

October 2021 marked the first month RAM's DE&I Newsletter was distributed to all sites to share with their staff and residents. The DE&I newsletter celebrates cultural diversity and RAM inclusivity initiatives.

What You Can Do

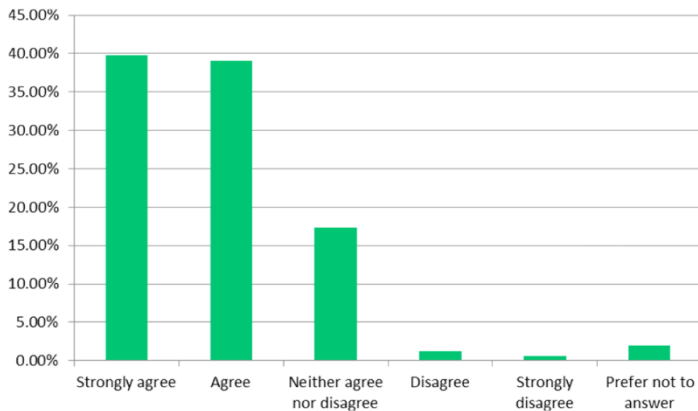
We encourage our corporate offices and site staff to celebrate the many holidays and cultural observances recognized by our diverse workforce such as Juneteenth, Hispanic / National Hispanic Heritage Month, and Veteran's Day. Involve your staff and residents with onsite celebrations that can include potlucks, guest speakers, readings, art contests, and more.

[Share Your Story](#) We would love to feature you or your community on our corporate blog and/or social media pages or in a future issue of the RAM DE&I Newsletter.

- Personal Stories: Employees and residents can share their personal diversity story or how they celebrate their heritage.
- Community Activities: Submit a brief article and photos of a cultural celebration in your community.

Submit to: deinewsletter@royalamerican.com

Management demonstrates a commitment to meeting the needs of employees with disabilities.



Answer Choices	Responses	
Strongly agree	39.74%	124
Agree	39.10%	122
Neither agree nor disagree	17.31%	54
Disagree	1.28%	4
Strongly disagree	0.64%	2
Prefer not to answer	1.92%	6
Comment/suggestion:		6
	Answered	312
	Skipped	0

Unedited Comments

- "Do not have any employee with a disabilities"
- "Never had an issue occur to answer"
- "I'm not disabled nor are any of my co-workers so I have no basis to make a opinion."
- "Well, what think it depends on who you are and what property you are at."
- "Have witnessed employees request Reasonable Accommodations for work and those were carefully considered by corporate."
- "Not experienced this situation"

RAM's Response

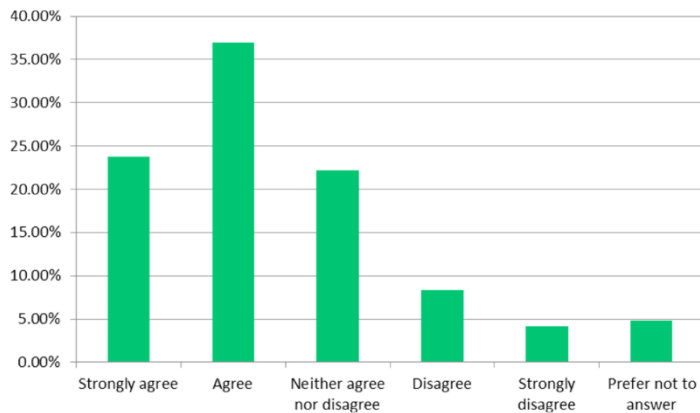
Although RAM does not currently track disability related employment data, we would like to start. It's not uncommon for companies to employ a number of workers with disabilities and not realize it. The concept of disabilities, as recognized by the Americans with Disabilities Act (ADA), comprises a wide range of conditions including physical disabilities, chronic illnesses, invisible disabilities, mental illnesses, cognitive disabilities, blindness and deafness. We will administer a future anonymous and confidential online survey to all employees that asks questions about their ability status. Voluntarily and confidentially providing information about ability status will be used for statistical purposes only (i.e., data collection and reporting purposes).

What You Can Do

[Accommodations](#) Any employee who believes they require an accommodation in order to perform the essential functions of the job should contact Human Resources, their supervisor, or department head to request such an accommodation. Employees should specify what accommodation they need to perform the job, and include supporting medical documentation. We will review the request to identify if such an accommodation can be made. RA will evaluate requested accommodations, and as appropriate, identify alternative accommodations, if required. You will be notified of the Company's decision regarding the request within a reasonable period. Royal American treats all medical information submitted as part of the accommodation process in as confidential. (*Royal American Companies Employee Handbook, Feb 2021*). Self-identifying as having a disability will not negatively impact your opportunities for growth within RAM.

[SAMPLE ACCOMMODATION REQUEST LETTER](#)

I can voice a contrary opinion without fear of negative consequences.



Answer Choices	Responses	
Strongly agree	23.79%	74
Agree	36.98%	115
Neither agree nor disagree	22.19%	69
Disagree	8.36%	26
Strongly disagree	4.18%	13
Prefer not to answer	4.82%	15
Comment/suggestion:		2
Answered		311
Skipped		1

Unedited Comments

- “Sometimes but most times I keep my mouth shut.”
- “I personally do not always agree and have expressed those feelings and have never had negative consequences.”

RAM’s Response

As previously stated, RAM encourages all employees to respectfully express their ideas and opinions as related to their work or the company as a whole. We strongly believe that a culture of open communication where employees are encouraged to share their ideas and concerns, both positive and negative, gives our members the sense that they are valued and leads to their commitment of the success of their team and our organization.

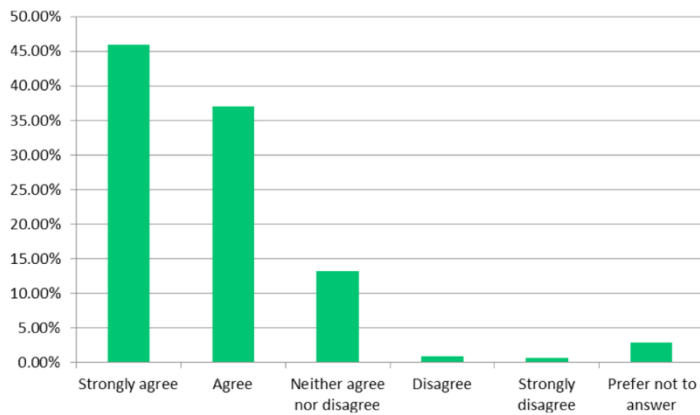
Training We will address open communication in upcoming staff training sessions with all employees. Special training will be given to all supervisory employees that stresses the importance of engaging in open communication and accepting feedback from fellow staff members.

What You Can Do

If you find it difficult voicing a contrary opinion in the workplace, schedule a meeting with your supervisor to discuss matters one-on-one. Pick tactful, problem-solving language when offering your opinion.

You can also use the suggestion box to diplomatically share your opinions regarding company-wide issues. These anonymous submittals are handled by RAM Human Resources.

This organization vouches to take strict action against discrimination.



Answer Choices	Responses	
Strongly agree	45.98%	143
Agree	36.98%	115
Neither agree nor disagree	13.18%	41
Disagree	0.96%	3
Strongly disagree	0.64%	2
Prefer not to answer	2.89%	9
Comment/suggestion:		3
Answered		311
Skipped		1

Unedited Comments

- "Never had this issue occur to answer"
- "I do not know. I believe they would."
- "Not sure it is always followed through and not sure that ALL are treated fairly and equally"

RAM's Response

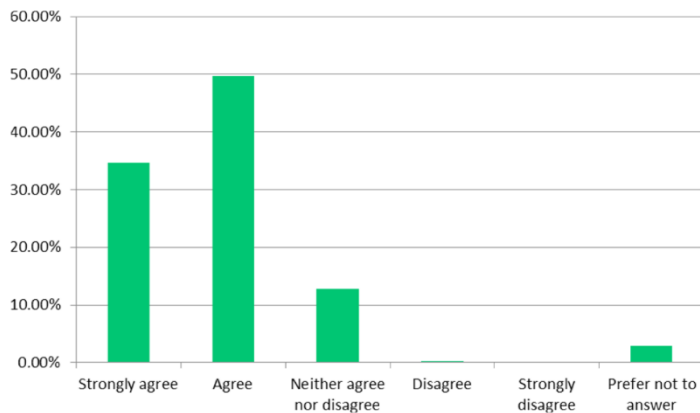
"Royal American Companies is committed to providing equal opportunity in all of our employment practices, including selection, hiring, promotion, transfer, and compensation, to all qualified applicants and employees without regard to age, race, color, sex, religion, national origin, marital status, gender identity or expression, or sexual orientation, disability or any other protected status in accordance with the requirements of all federal, state and local laws." (*Royal American Companies Employee Handbook, Feb 2021*)

Royal American Companies will not tolerate discrimination or harassment of any kind. We strive to enforce this policy by educating our employees; and we seek to prevent, correct, and discipline any behavior in violation.

What You Can Do

If you experience or witness discrimination, you should immediately report the matter to any member of management or Human Resources. Every report of perceived harassment or discrimination will be fully investigated, and corrective action will be taken where appropriate.

Diversity and inclusion are one of my organizations stated values and/or priority areas.



Answer Choices	Responses	
Strongly agree	34.62%	108
Agree	49.68%	155
Neither agree nor disagree	12.82%	40
Disagree	0.32%	1
Strongly disagree	0.00%	0
Prefer not to answer	2.88%	9
Comment/suggestion:		4
	Answered	312
	Skipped	0

Unedited Comments

- "Is a misandry company to a high management level"
- "Gracehill/RAM gives us the training." d appropriately
- "again "stated" but not sure it's always followed through and handle."
- "In recent year, Diversity and Inclusion has become a priority topic of discussion."

RAM's Response

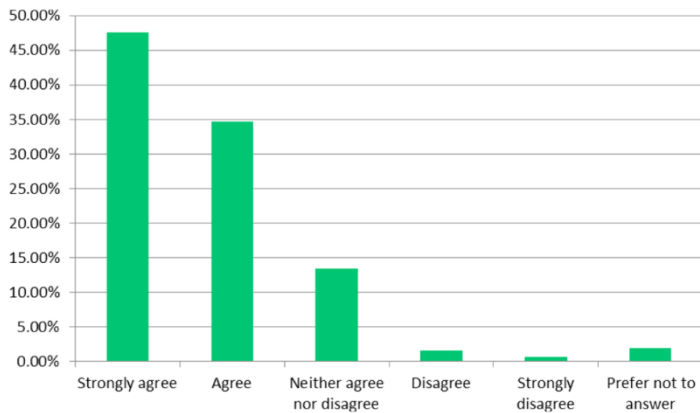
With the social unrest our country experienced in 2020, RAM leadership strongly felt that it was time to be firm about the company's direction as it pertains to social awareness, diversity, and inclusivity. In 2020, RAM launched its DE&I initiative with the formation of the DE&I Committee--made up of diverse employees across our company. In 2021, we launched Rising Apartment Management Professionals (RAMP) in the US Virgin Islands, a free property management training program offered to our residents to broaden their employment opportunities. In addition, this survey is another example of our DE&I commitment, intended to give employees a chance to be heard and express their concerns and opinions.

Moving forward, RAM's DE&I focus will underscore many company-wide efforts including career pathing, employee recruiting, and charitable giving. We want all employees to recognize that diversity and inclusion are not only stated values but values you can see in action every day.

What You Can Do

- RAM leadership values your point of view. Let us know what's working, and what needs improvement. If a survey is distributed, we want you to feel comfortable with responding. All survey responses are anonymous and appreciated. We ask that employees are thoughtful and respectful with their responses.
- If you feel strongly about diversity and inclusivity and would like to serve on the DE&I Committee, be sure to respond to the next open invitation when it appears on The Dispatch.

My manager handles diversity matters appropriately and demonstrates a commitment to diversity and inclusion.



Answer Choices	Responses	
Strongly agree	47.59%	148
Agree	34.73%	108
Neither agree nor disagree	13.50%	42
Disagree	1.61%	5
Strongly disagree	0.64%	2
Prefer not to answer	1.93%	6
Comment/suggestion:		1
Answered		311
Skipped		1

No comments received.

RAM's Response

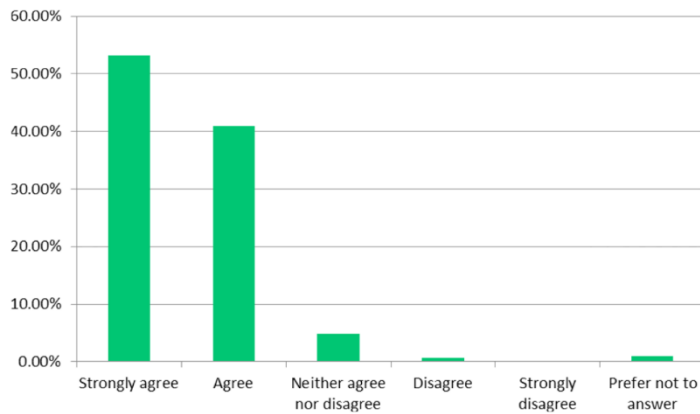
To ensure management is aware of diversity matters and how to handle them appropriately, we offer DE&I Training to all staff members. Some DE&I training is specific for supervisory staff.

What You Can Do

DE&I training is available to all employees through our Gracehill training platform. For a complete list of DE&I courses available through Gracehill, search: "diversity" on the Gracehill website.

To access links to pre-recorded DE&I web seminars, scroll to the bottom of The Dispatch. Quick Links: **DE&I Training** beginning November 15, 2021. DE&I web seminars recommended for supervisory staff are clearly marked "Supervisor".

A diverse, inclusive, and equitable workplace includes people from every race, ethnicity, gender identity, and sexual orientation.



Answer Choices	Responses	
Strongly agree	53.23%	165
Agree	40.97%	127
Neither agree nor disagree	4.84%	15
Disagree	0.65%	2
Strongly disagree	0.00%	0
Prefer not to answer	0.97%	3
Comment/suggestion:		2
	Answered	310
	Skipped	2

Unedited Comments

- "Is a misandry company to a high management level"
- "All of the above listed, but also religious and non-religious backgrounds and point of views, abilities/disabilities, and marital status"

RAM's Response

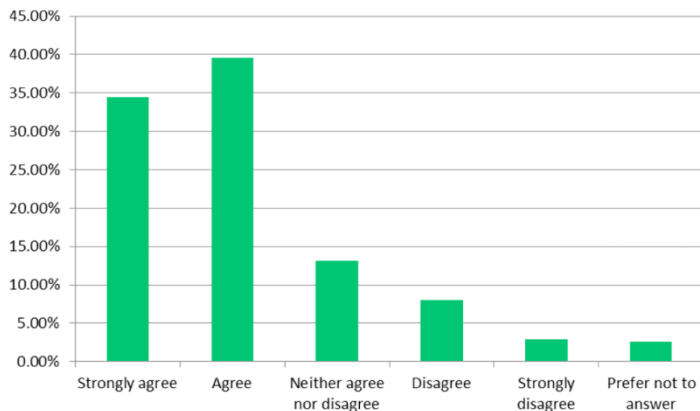
We believe diversity is vital to creating and maintaining a successful workplace where all employees can thrive personally and professionally. We understand that diversity includes a range of characteristics such as gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes. Without a doubt, diverse employees can bring together their different talents, experiences, and varying skills to come up with creative and inventive solutions; whereas a team made up of people with similar backgrounds and skills may be prone to problem-solve in the same way they always have. Respect and appreciation for our differences grow out of exposure and working together.

What You Can Do

Diversity Training is the key to understanding what's included in a diverse and equitable workplace. As previously stated, DE&I Training is available to all employees through our Gracehill training platform. For a complete list of DE&I courses available through Gracehill, search: "diversity" on the Gracehill website.

Links to pre-recorded DE&I web seminars can be accessed on The Dispatch beginning November 15, 2021. At the bottom of the page, scroll to Quick Links: **DE&I Training**.

Regardless of differences, all employees are treated fairly, and their opinions are valued.



Answer Choices	Responses	
Strongly agree	34.41%	107
Agree	39.55%	123
Neither agree nor disagree	13.18%	41
Disagree	8.04%	25
Strongly disagree	2.89%	9
Prefer not to answer	2.57%	8
Comment/suggestion:		3
	Answered	311
	Skipped	1

Unedited Comments

- “Employee's who work at site level do not get the same incentives as those who work at corporate. For example, corporate gets to work flex weeks and participate in team-building activities that site employee's do not get to participate in.”
- “Some don't agree with differences and can still be treated unfairly and how their opinions are valued. You have to have an open mind and be fair to everyone regardless of their ethnicity.”
- “Depends on who you are.”

RAM's Response

Unfair Treatment: We understand that not all unfair treatment can be classified as discrimination. There are other levels of unfair treatment like favoritism, bullying, harassment, disrespect, etc. RAM strongly discourages unfair treatment in the workplace. The RA Employee Handbook clearly outlines behaviors that are not tolerated like discrimination and bullying, and it also discusses the behavioral standards that we expect from all employees.

Team Building Activities: Team Building Activities are a great way for teams across the company to get to know their fellow team members personally, build trust, and create a spirit of unity within the team. Although team building activities have been on-hold due to COVID, we are happy to see that they are slowly beginning again. During future leadership team meetings, we will work with supervisory staff to encourage team building exercises at the site level to boost team morale.

Flex Time: To better service our residents, community leasing offices have set office hours which do not allow flexible working hours for on-site staff. Unfortunately, we are not able to offer flexible schedules to site-level staff.

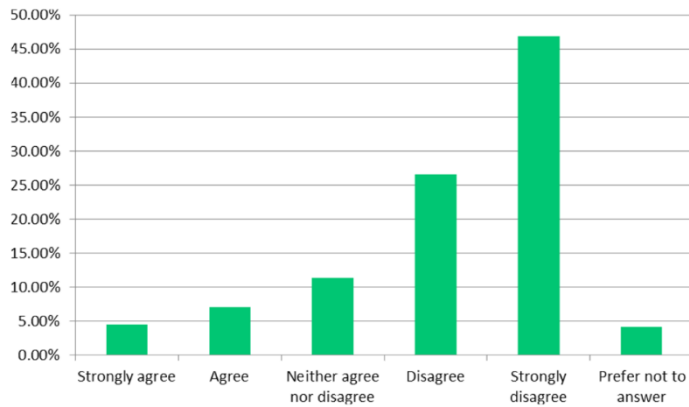
What You Can Do

Review the Employee Handbook. All employees are encouraged to review the following chapters: Harassment and Employee/Employer Relations Problem Solving.

Self-Reflection: [How Managers Can Avoid Playing Favorites](#)

Team Building Activities: Staff members can come up with a list of fun events, socials, charitable activities, etc. that they would like to see happen in their community. Feel free to share this list with your supervisor.

I have personally witnessed discrimination or have been a victim of discrimination at this company.



Answer Choices	Responses	
Strongly agree	4.53%	14
Agree	7.12%	22
Neither agree nor disagree	11.33%	35
Disagree	26.54%	82
Strongly disagree	46.93%	145
Prefer not to answer	4.21%	13
Comment/suggestion:		3
	Answered	309
	Skipped	3

Unedited Comments

- "No I have not."
- "I have not witnessed discrimination with working for this company."
- "In all the years working for RAM I have never been through a situation like that."

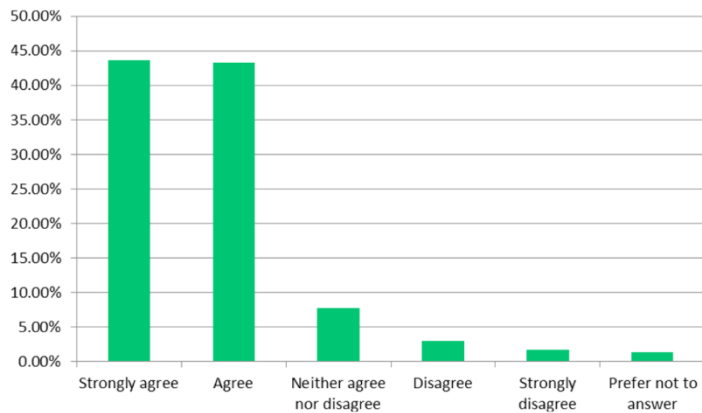
RAM's Response

Although we are glad to see that most respondents do not perceive discrimination in the workplace, we take it seriously if any staff member feels they are discriminated against. As previously stated, Royal American Companies will not tolerate discrimination or harassment of any kind. We strive to enforce this policy by educating our employees; and we seek to prevent, correct, and discipline any behavior in violation.

What You Can Do

If you experience or witness discrimination, you should immediately report the matter to any member of management or Human Resources. Every report of perceived harassment or discrimination will be fully investigated, and corrective action will be taken where appropriate.

The company's policies and/or procedures discourage discrimination in employment.



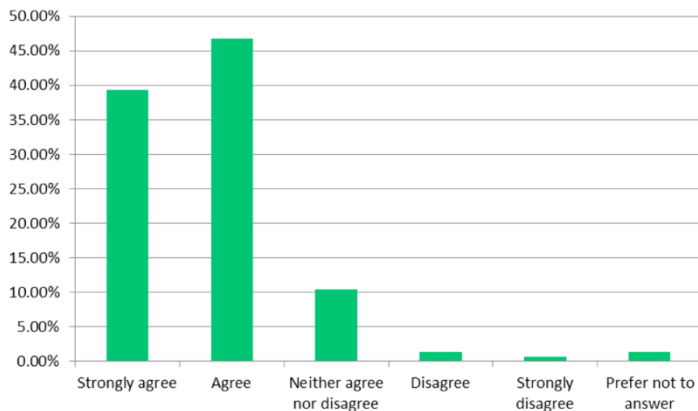
Answer Choices	Responses	
Strongly agree	43.62%	130
Agree	43.29%	129
Neither agree nor disagree	7.72%	23
Disagree	3.02%	9
Strongly disagree	1.68%	5
Prefer not to answer	1.34%	4
Comment/suggestion:		0
Answered		298
Skipped		14

No comments received.

RAM's Response

Our policy regarding discrimination is very clear: "Royal American Companies is committed to providing equal opportunity in all of our employment practices, including selection, hiring, promotion, transfer, and compensation, to all qualified applicants and employees without regard to age, race, color, sex, religion, national origin, marital status, gender identity or expression, or sexual orientation, disability or any other protected status in accordance with the requirements of all federal, state and local laws." (*Royal American Companies Employee Handbook, Feb 2021*)

Employees of different backgrounds interact well in this company.



Answer Choices	Responses	
Strongly agree	39.39%	117
Agree	46.80%	139
Neither agree nor disagree	10.44%	31
Disagree	1.35%	4
Strongly disagree	0.67%	2
Prefer not to answer	1.35%	4
Comment/suggestion:		1
Answered		297
Skipped		15

Unedited Comments

- “We need more software that provides and assist employees that speak different languages”

RAM's Response

We are happy that most employees who responded to this survey are pleased with the interactivity between employees of different backgrounds. Working with fellow employees from different backgrounds exposes you to new practices and cultures. A willingness to get to know your coworkers on a personal level can create comradery in the workplace, translating to better team building and professional collaboration. Being respectful of other cultures and backgrounds also improves your relationships with your residents, vendors, and owners.

In response to improved language assistance, RAM recognizes that English is not the first language for all our employees. The most common primary language spoken by our employees other than English is Spanish. Although we've been making small strides with offering work-related documents in Spanish, improvement is still required to meet the needs of our staff. Moving forward, we will continue to search for ways to improve this and offer more documents in Spanish.

Did you know the following is already available in Spanish?

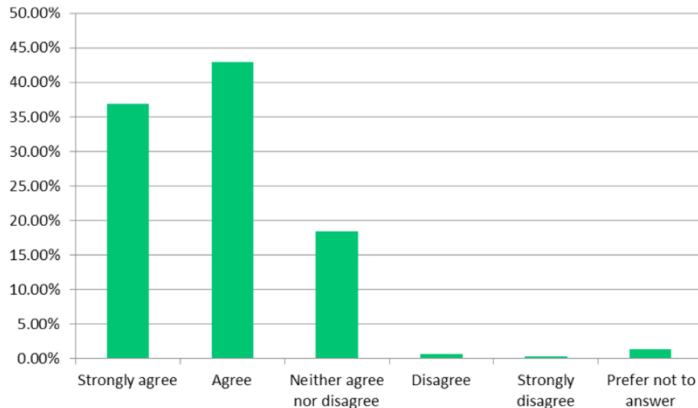
- Paycom
- Gracehill
- RAM New hire packet
- Health insurance enrollment forms
- Winter/Summer Safety Newsletters
- Future onboarding paperwork will also be in Spanish.

What You Can Do

Develop Relationships Continue to develop relationships with your co-workers and get to know them on a personal level. Politely ask questions about their background and feel free to share information about yours. For more cultural sharing activity suggestions, see Page 5.

Translation Services If an employee requires translation services and there's no one on-site that can assist, please reach out to RAM Human Resources for assistance. If there are any specific, widely used documents that are needed in Spanish, notify RAM Human Resources and we will consider the feasibility of all requests.

Education about diversity will enhance the company's profitability.



Answer Choices	Responses	
Strongly agree	36.91%	110
Agree	42.95%	128
Neither agree nor disagree	18.46%	55
Disagree	0.67%	2
Strongly disagree	0.34%	1
Prefer not to answer	1.34%	4
Comment/suggestion:		0
	Answered	298
	Skipped	14

No comments received.

RAM's Response

According to ongoing studies by [McKinsey & Company](#), companies with high levels of racial, ethnic and gender diversity are more likely to outperform their industry averages financially. This is understandable since diversity in the workplace leads to varied perspectives which improves problem solving and employee engagement, resulting in improved work performance.

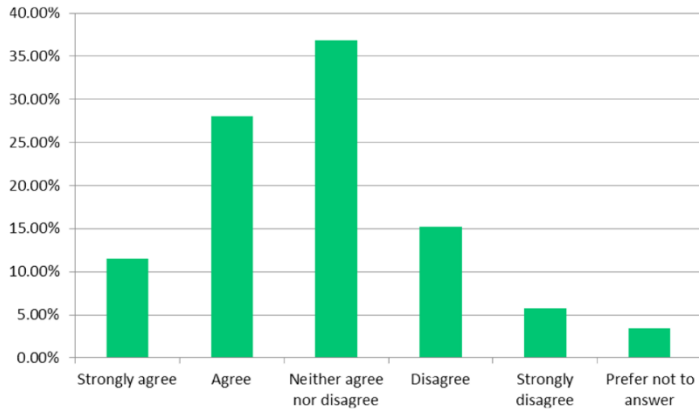
A diverse workplace offers more than exposure to employees from different cultures and backgrounds.

We can all learn from fellow employees whose work styles and attitudes about work vary from our own. Consider what you can learn from a co-worker from a different generation or with different ability challenges. Diversity education also results in an improved bottom line because it encourages us to recognize the many strengths and talents we each bring to the workplace, allowing for gained respect for our colleagues' performance and what we each have to offer.

What You Can Do

Not aware of the business case for diversity? That's OK. Understanding the positive impact of incorporating a DE&I perspective into a company's framework takes knowledge and understanding. This is why we are so passionate about DE&I education for our staff members. As previously stated, DE&I Training is available through Gracehill. Links to pre-recorded DE&I web seminars can be accessed on The Dispatch beginning November 15, 2021. Scroll to Quick Links at the bottom of the site and select: **DE&I Training**.

Certain types of positions are more diverse than others.



Answer Choices	Responses	
Strongly agree	11.49%	34
Agree	28.04%	83
Neither agree nor disagree	36.82%	109
Disagree	15.20%	45
Strongly disagree	5.74%	17
Prefer not to answer	3.38%	10
Comment/suggestion:		4
	Answered	296
	Skipped	16

Unedited Comments

- “They are all equal.”
- “Women are more dominant in office, men are more dominant in maintenance positions.”
- “I have not personally noticed that.”
- “All CEO level employees appear to be female. Just an observation not a criticism.”

RAM's Response

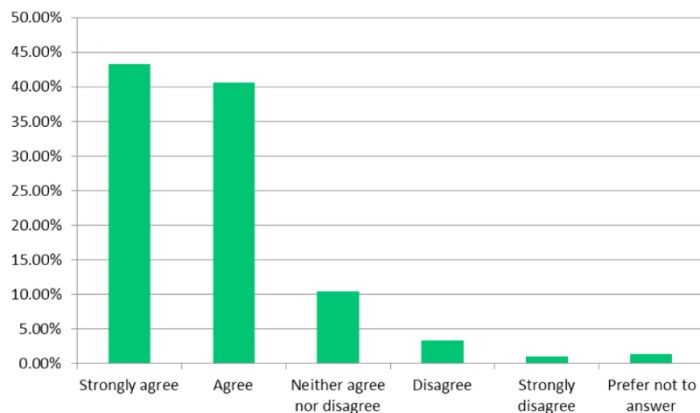
Although administrative positions like property management are dominated by a female workforce and maintenance positions are traditionally held by men, RAM poses no gender restrictions or favoritism for any positions. We encourage all qualified employees, regardless of gender, to apply for any posted positions. We also understand that diversity in the workplace goes beyond gender to include a variety of traits such as one's ability, cultural background, race, age, and sexual orientation. While RAM has a very diverse mix of employees at many levels throughout the company, we are aware that there is room for improvement.

When making hiring and promotion decisions, our utmost priority remains an applicant's skill set, qualifications, work history and proven performance. For diverse senior executive representation, Career Pathing can aid in increasing our pool of qualified candidates as it allows for a gap analysis between an employee's current skill set and the defined competencies required for career advancement. Although Career Pathing is not a quick fix, we are confident we will see more employees acquire the skills and certifications necessary for advancement. In addition to Career Pathing, RAM HR will also look at options to expand our candidate pool to be inclusive of professional organizations that assist veterans, persons with disabilities, the LGBTQ community, and minorities seeking employment.

What You Can Do

- When completing your annual review, take the time to give thoughtful responses to any questions regarding your career path.
- Once your path of certifications, experience, and training has been established, stay committed to your goals to be better prepared when job openings are announced.
- Seek out professional mentorship from a staff member that is in the next-level position that you are interested in.

Employees of all backgrounds are encouraged to apply for positions that will enhance their career development.



Answer Choices	Responses	
Strongly agree	43.29%	129
Agree	40.60%	121
Neither agree nor disagree	10.40%	31
Disagree	3.36%	10
Strongly disagree	1.01%	3
Prefer not to answer	1.34%	4
Comment/suggestion:		2
Answered		298
Skipped		14

Unedited Comments

- “Background has nothing to do with it. I do not believe employees are encouraged to enhance their career development. Most people leave the company for a better job with more money. I have mostly seen people make lateral moves with no more money, and even those can be discouraged by the Supervisor because of employee shortages.”
- “I feel RAM encourages everyone to apply for positions that will enhance their career, equally regardless of any factors.”

RAM's Response

As previously stated, we encourage all qualified employees to apply for any posted positions.

Career Pathing: RAM is in the initial stages of developing a career pathing process for employees that seek growth within the company. A thorough career path will identify your opportunities for advancement based on your skills and career objectives; and it details the steps you should take to reach your career milestones. Career pathing can be an essential tool for professional growth and development. 2021 Annual Performance reviews discuss career pathing.

What You Can Do

- If you are seeking to advance in the company, we encourage you to set career goals and seek the training and skills required to apply for these positions. Regularly discuss training opportunities with your supervisor and ask for feedback about your work performance.
- Regularly review the Careers Job Opening E-mails to see when open positions on your career path are announced and be ready to apply.

Please list any additional comments or suggestions you feel comfortable sharing.

Unedited Comments:

- I feel RAM creates a wonderful environment for those of all races and cultures.
- I have been a part of RAM since July 2020 and I have not been happier to be part of a large company! Thank you all for this opportunity to be a part of this team!
- I don't think RAM make it at ease for employees to go complains without worrying about retaliation.
- Thanks for everything.
- It is always a good idea to evaluate ourselves and make sure some of our behaviors or actions don't give off the impression of behaving in a divisive manner.
- Grace Hill is the best platform for training.
- I am not a "minority" so I cannot speak for others. I do not see a cultural problem at RA. Very rarely have I seen anyone rude, mean or inconsiderate to others here. It is a nice place to work. We are treated well. I just do hear grumbles about the pay.
- A very family oriented company.
- I really love the opportunity working with this company it's very fair here
- With prior HR management, I have voiced concerns and at one time, asked for a document to be added to my portfolio...when I reviewed my records at a later date, it had never been added.
- Poor pay standards drives away qualified and quality employees, the only real diversity is pay class at Royal American.
- I am glad RAM is taking Diversity, Equity, and Inclusion seriously but feel that awareness doesn't mean we need to look for a problem that does not exist. RAM has always been fair in hiring and treatment of employees.
- I love that Royal American has committed to emphasizing diversity.
- This is a start, but like everything else going on in the world, talk is talk. It has to actually be followed through. But you have to begin somewhere so this is a good placeto begin.
- I think RAM has done a great job in promoting Diversity overall to include Juneteenth Holiday observance, DEI Committee and support for employees as needed. Thankyou!
- Assignments for managers has increased greatly and not always time to complete.
- With everything that is going on in the world right now, you absolutely have to be careful with what you say. You cannot voice your opinion without offending anyone and it's getting old. Not to mention that everyone is trying to rewrite history. It's such a shame. I have a diverse group of friends of all races, backgrounds and sexual orientations and have lost some of these friends because of what is now happening in the world. Why can't we all get along? I don't have anything against anyone. But I do know I'm tired of all of it!
- I don't feel like This Company gives a fair chance without having to fight to advance. I do however like the openness that some higher ups do have when it comes to listening.
- I would like to know again who is on the committee. It should be well rounded and have all represented.
- Be transparent with pay ranges for each position. Company-wide, pay ranges for each position vary greatly, leaving room for unfair practices. New employees earn the same as seasoned employees with proven work performance. Pay range transparency is a step in the right direction
- I have never worked for a company that treated me better than this one does. I don't feel that there are any problems with discrimination in any way.
- I have enjoyed working with this company.