

***Targeted Benchmarking on
How Organizations View Diversity and Inclusion,
Utilize Flexibility and Use Mentoring in Various Capacities***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Five companies participated in this benchmarking effort – a Catalog and Mail Order House, Farm and Construction Machinery, Diversified Machinery, Processed and Packaged Goods and Aerospace company. The primary focus of the benchmarking was to understand how different organizations view diversity and inclusion, utilize flexibility, and use mentoring in various capacities. Some organizations also provided best practices they felt may be of relevance.

Diversity & Inclusion

- All companies offer D&I training; some incorporate into new employee orientation
- All companies believe involving senior leaders is crucial to championing D&I, but sometimes it is even more important to get middle management involved
- Some companies have full time dedicated D&I staff within functional areas/business units while others are governed at a corporate level to cascade. Some also have individuals within business units who volunteer to support efforts.
- All companies have Employee Resource Groups, organized by employees. Some also have Business Resource Groups.

Flexibility

- Most companies have individual business units defining what flexibility means to them with some corporate guidelines
- Most companies are focusing on making sure flexibility is individualized – doing what is right for that person and the team that they are part of (ex: different industries, work environments such as shop floor vs. office)
- More global focus has led to more virtual teams, resulting in more remote work
- Some companies have experienced more flexibility due to restructuring efforts
- All companies are progressively moving towards a more flexible culture that is more casual and less focused on flexible work policies and more focused on results and accomplishments
- Most companies said that “leading by example” is key to enabling flexibility

Mentoring

- Few companies have enterprise wide mentoring programs, but many are focused within functional areas or business units
- Many companies have mentoring programs offered through their Employee Resource Groups and other D&I initiatives
- Many companies are offering reverse mentoring in various platforms and are starting mentoring circles
- No companies have formal sponsorship program for full time positions, but sponsorship generally happens informally
- All companies believe mentoring is important and are actively engaged in experimenting with different forms of mentoring, above and beyond traditional mentoring

General Best Practices on Shaping Culture Strategy

- More focus on listening to the people – what is important to them at this time? Important to gather Voice of Customer before making crucial decisions or changes to People Strategy
- Most companies are going through transformations that will impact their culture
- Some companies offer company-wide conferences to encourage engagement in various initiatives; focus on bringing content to the employees rather than sending them somewhere to receive it
- In general, companies are focusing more on embedding initiatives and practices into their culture as opposed to creating new policies to encourage behavior
- Some companies offer benefits that encourage work-life balance, ex: discounts, resources, event travel, shopping, preparing children for college, caring for elderly parents