

***Targeted Benchmarking on
What healthcare and non-healthcare companies
are doing in the space of HR Career Development***



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.



Purpose: Gain a deepened knowledge of what other large companies (both healthcare and non-healthcare) are doing in the space of HR Career Development.

Led by: A Drug Manufacturer Company

Participating Companies: A Medical Appliances and Equipment, Drug Manufacturer, Farm and Construction Machinery, Diversified Machinery, Processed and Packaged Goods and Oil and Gas Company

Key Questions:

1. Do you have an HR specific career development approach? If not, is there a broader company-wide approach you follow?
2. How did you determine that approach was best?
3. Have you created specific career paths for your employees?
4. What tools/resources that you have implemented have you found HR employees gravitate more toward?
5. What has been leadership's role in implementing and pulling through a career development approach?
6. Key insights/lessons learned when developing a career development approach

Summary of Themes

- Overall, companies vary on how they approach HR career development, if they have a specific approach at all (some leverage an enterprise approach to development)
- Most companies stated that their HR teams don't tend to focus on themselves because they are more focused on everyone else
- Careers are **individualized** - there is not a checklist and career goals may shift based on where one is at in their life
- It's about the **experiences**, not the path - what are the **concrete** experiences that are available to help guide employees?
 - Four companies have/are working on identifying concrete experiences through conversations with leaders and/or identifying critical/specialized roles to highlight
- Importance of engaging the **manager** along the way - manager plays an important role
- No silver bullet to career development

Additional Highlights

- Two companies stated the importance of starting with a Career Philosophy as this will be the guide to develop the right tool/resources to support career development
- One company has dedicated days to the development of their HR Community, which includes speakers, content and other efforts to create a culture of development within the function
- Four companies use their leaders or other communication channels to reinforce the importance of HR Career Development