



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.



# CAHRS Benchmarking Summary

## Differentiated Programs and Development Practices

**Company Industries:** Technology, Industrial and Healthcare

**Summary:** Companies across industries were interviewed to determine how they approach differentiated programs or development practices for underrepresented talent. Of the companies interviewed, each had a different approach and best practices they put in place.

### **What differentiated programs or development practices do you have in place for underrepresented talent?**

- One company had a small collection of programs for women globally and underrepresented minorities. This same company has also recently started to expand acceleration programs at all levels of the organization for both women and some additional populations.
- Another company has a small portfolio of programs for underrepresented talent and continues to explore opportunities to potentially expand other offerings for underrepresented talent.
- A third company has shared they have had a renewed focus on D&I over the last year and each business has a Chief Diversity Officer. With this renewed focus, there has been an emphasis on leveraging Employee Resource Groups (ERGs) as well efforts driven at the business level based on individual D&I needs.

### **Are there any best practices you have put in place?**

- One company has moved away from programs being “nomination only” to nomination + data-driven selection. They also want to be very transparent with employees about nomination/selection process. This company also keeps community building post program, which helps with talent promotion (e.g., if you have open roles, consider talent from these programs)
- Another company has identified recommendations that can help broaden and strengthen diversity, equity and inclusion within their development programs (e.g., how they communicate programs, who is delivering programs, how to connect employees after programs, etc.).
- Two companies focus on the topic of bias for their employees through education and identifying ways to weave it into their talent practices (e.g., sharing examples and behaviors).