

## American College of Healthcare Executives (ACHE)

### Highlights of Career Development Needs of Underrepresented Groups

A 2013 ACHE study by ACHE's Career Services Task Force identified specific career management needs of targeted membership groups. The following information pertains to racially/ethnically diverse groups.

#### **Career Needs**

In the Task Force survey issued to ACHE members, minority executive respondents reported feeling greater challenges in the following areas than members who are non-minority. For the purposes of this survey, minorities refer to members from diverse racial groups.

- Career Planning - the need for career guidance and resources uniquely tailored to the development needs of minorities
- Networking - the need for opportunities to gain visibility, make impactful connections, and guidance to maintain long-lasting professional relationships
- Mentoring and Coaching – the need for mentoring and coaching from professionals with expertise in diversity
- On-boarding – the need to establish a plan for facilitating success in a new role including negotiating the job offer
- Accessing Programs/Services – the need for access to affordable programs/services
- Communicating (Written) – need for improvement in areas that require strong written communication skills such as writing memos and business documents.

#### **Other Career Services Research Findings**

- Responses from all sources indicates that there is a lack of awareness for many services currently offered by ACHE and that increased promotion of career service offerings is needed.
- Mentoring is consistently listed as an essential part of career development. Additional resources that facilitate the success of mentoring relationships are viewed as important. Both ACHE and Chapters can contribute to delivering this assistance.
- Career challenges vary by career level and career assistance programs and services should be tailored to better meet the needs of these groups.
- Results from three research sources confirmed that career needs do vary by career level.
  - Early Careerist Needs: resume writing, interviewing, identifying appropriate positions, locating useful networking events, and linking with mentors.
  - Mid-Careerist Needs: assessing strengths and weaknesses, career planning, improving networking skills, locating better opportunities, linking with mentors, and developing an onboarding plan.

- Senior Careerist Needs: identifying and negotiating for new positions, self-assessments, enhancing communication skills, using social media to build a set of relationships, and transitioning into new organizations or retirement.

- Survey results indicated that women found 13 out of 28 career development issues more challenging than men. These included: networking, improving your visibility, finding a mentor, knowing strengths and weaknesses, developing your career plan, developing your resume, knowing how to interview, negotiating salary and perquisites, developing an onboarding plan. Other general challenges identified cover: speaking in front of groups, relating to different generations.
- Non-whites reported greater challenge in 8 issues including: knowing how to network within your current organization, improving your visibility, finding a mentor, negotiating salary and perquisites, developing an onboarding plan. And other challenges identified cover: maintaining long-lasting professional relationships, writing memos and business letters, knowing how to relate to different generations.

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The 2015 ACHE Report, “A Racial/Ethnic Comparison of Career Attainments in Healthcare Management,” offered several recommendations to organizations to help support career development of diverse individuals, including:

- *Ensure equity in pay.*
- *Consider residency and Fellowship programs.* More than half of executives who completed a residency in healthcare management, and about three quarters who completed a Fellowship, were eventually hired by that organization.
- *Institute mentoring programs.* Asian and Hispanic respondents were significantly more likely to feel good about race relations in organizations with mentoring programs.
- *Seek diversity in candidates considered for hire.* Asian and black respondents were significantly more likely to feel good about race relations in organizations with policies ensuring diversity in candidates for hire.
- *Increase diversity of the senior leadership team.* Black and Asian respondents were significantly more likely to feel good about race relations in organizations with policies ensuring diversity in candidates for hire.