

Career Needs

“Minority” Executives’ Challenges

- Customized career planning
- Substantive & strategic networking
- Mentoring & Coaching, esp. from diversity perspective
- Effective onboarding
- Accessing programs & services
- Sharpening communication skills

ACHE Career Services Study, 2013

“Minority” Executives Challenges

In the Task Force survey issued to ACHE members, racial/ethnic minority executive respondents reported feeling greater challenges in the following areas than members who are non-minority.

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

ACHE Career Services Study, 2013

Organizations can support career development of diverse individuals by...



- Ensuring equity in pay
- Implementing residency and Fellowship programs
- Instituting mentoring programs
- Achieving diversity among candidates for hire
- Increasing diversity of the senior leadership team

2015 ACHE Report: A Racial/Ethnic Comparison of Career Attainments in Healthcare Management

How Organizations Support Diverse Career Development

Recommendations to organizations to help support career development of diverse individuals, include:

- ❑ *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.

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