



by



THIRD EDITION

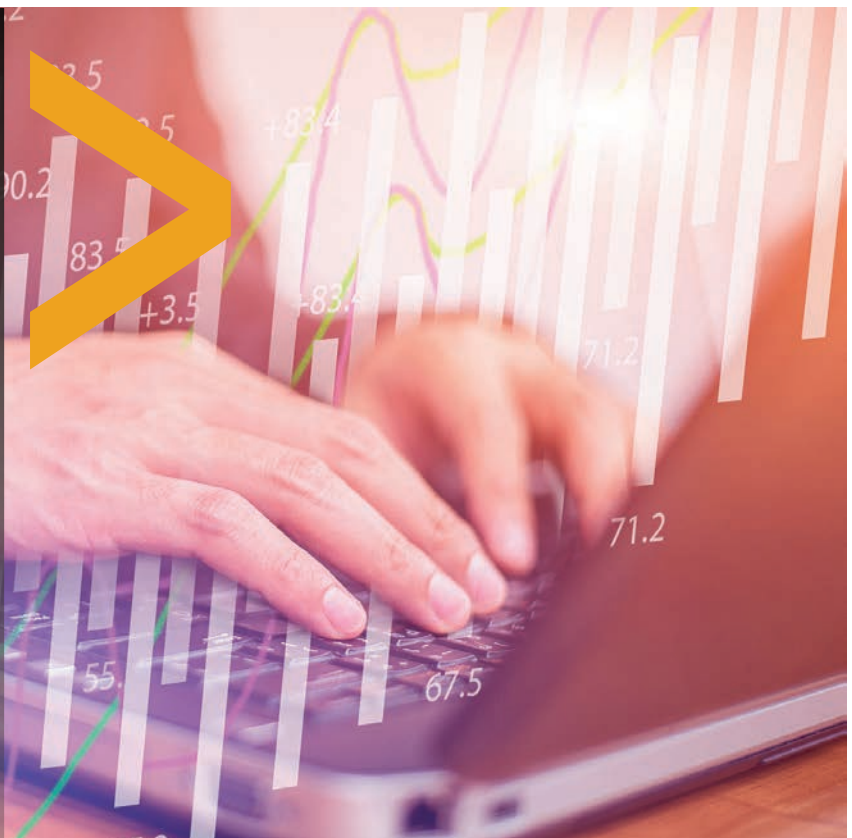


FINANCE & ACCOUNTING PROGRAMS REPORT

2020 Survey

of practices
for early-career
development
programs

WITH THE
SUPPORT OF
Wronski Associates



WELCOME TO THE 2020 SURVEY OF PRACTICES FOR EARLY CAREER PIPELINE PROGRAMS ("LDP SURVEY").

This survey was conducted by LDP Connect (host of the annual Leadership Development Program Summit—www.LDPsummit.com), in consultation with **development program managers**, and in response to requests for benchmarking data on practices related to managing pipeline programs for early career hires. The overall survey was completed by 69 organizations on 140 different development programs across various functions.

This **Compensation, Retention & Budgeting Report** contains a summary of data submitted on **27 development programs** focused on **Finance & Accounting** from the organizations listed below.

Abbott	CVS Health	Honeywell	Synchrony
AbbVie	Driscoll's	Ingersoll Rand	Textron
Alliance Data	Eaton	Johnson & Johnson	Travelers
AT&T	Ecolab	Liberty Mutual	United Technologies
Baxter Healthcare	Fifth Third Bank	NextEra Energy	Vanguard
Boeing	General Electric	Owens Corning	Walt Disney
Cardinal Health	The Hartford	Stryker	

Custom reports and additional data analysis services are available.
Contact dan.beaudry@LDPconnect.com **for more information.**

LDP Connect would like to **thank all** who participated in this survey, and longtime sponsor and supporter, **Wronski Associates** (www.wronskitraining.com)

What percent of your participants complete the first year of the development program?

25TH PERCENTILE	91%
MEDIAN	99%
75TH PERCENTILE	100%
AVERAGE	96%

Note: Based on 22 responses

What percent of your participants complete the full program?

25TH PERCENTILE	78%
MEDIAN	92%
75TH PERCENTILE	96%
AVERAGE	88%

Note: Based on 23 responses

What is your 1-year post-program retention rate?

25TH PERCENTILE	81%
MEDIAN	90%
75TH PERCENTILE	100%
AVERAGE	87%

Note: Based on 19 responses

What is your 5-year post-program retention rate?

25TH PERCENTILE	50%
MEDIAN	55%
75TH PERCENTILE	71%
AVERAGE	60%

Note: Based on 16 responses

What are your official post-program retention rate GOALS?

	1-year	3-year	5-year
25TH PERCENTILE	93%	70%	60%
MEDIAN	100%	75%	66%
75TH PERCENTILE	100%	95%	80%
AVERAGE	94%	80%	68%
Based on	14 responses	13 responses	12 responses

What is the overall operating budget of your program (not including salaries or bonuses)?

25TH PERCENTILE	\$ 112,500
MEDIAN	\$ 500,000
75TH PERCENTILE	\$ 1,800,000
AVERAGE	\$ 1,173,321

Note: Based on 19 responses

What is your average operating dollar investment PER PARTICIPANT (not including salaries or bonuses)?

25TH PERCENTILE	\$ 3,583
MEDIAN	\$ 7,100
75TH PERCENTILE	\$ 28,750
AVERAGE	\$ 23,493

Note: Based on 18 responses

What percentage of your program budget is NOT allocated for salary/benefits?

25TH PERCENTILE	9%
MEDIAN	30%
75TH PERCENTILE	55%
AVERAGE	37%

Note: Based on 15 responses

Which of the following components are part of the total compensation that associates receive upon **STARTING** your development program?

	OFFERING	REPORTING	25TH %ILE	MEDIAN	75TH %ILE	FIXED	NEGOTIABLE	NR
BASE SALARY	27	23	\$59,750	\$62,000	\$63,250	22	3	2
BACHELORS	26	22	\$59,625	\$61,800	\$63,000	21	3	2
GRADUATE	1	1	--	--	--	1	0	0
SIGN ON BONUS	20	18	\$3,875	\$5,000	\$5,750	14	4	2
BACHELORS	19	17	\$3,500	\$5,000	\$5,000	13	4	2
GRADUATE	1	1	--	--	--	1	0	0
RELOCATION PACKAGE	20	14	\$3,000	\$5,000	\$5,875	16	1	3
BACHELORS	19	13	\$3,000	\$5,000	\$6,000	15	1	3
GRADUATE	1	1	--	--	--	1	0	0
EQUITY GRANT	0	0	--	--	--	0	0	0
BACHELORS	0	0	--	--	--	0	0	0
GRADUATE	0	0	--	--	--	0	0	0
ANNUALIZED TARGET BONUS	14	13	4%	7%	7%	13	0	1
BACHELORS	13	12	4%	6%	7%	12	0	1
GRADUATE	1	1	--	--	--	1	0	0
OTHER	3					3	0	0

Notes:

- "Offering" represents the number of respondents who offer the compensation element.
- "Reporting" represents the number of respondents providing numerical data for the compensation element.
- Compensation data figures provided only

where a minimum of 5 responses reported.

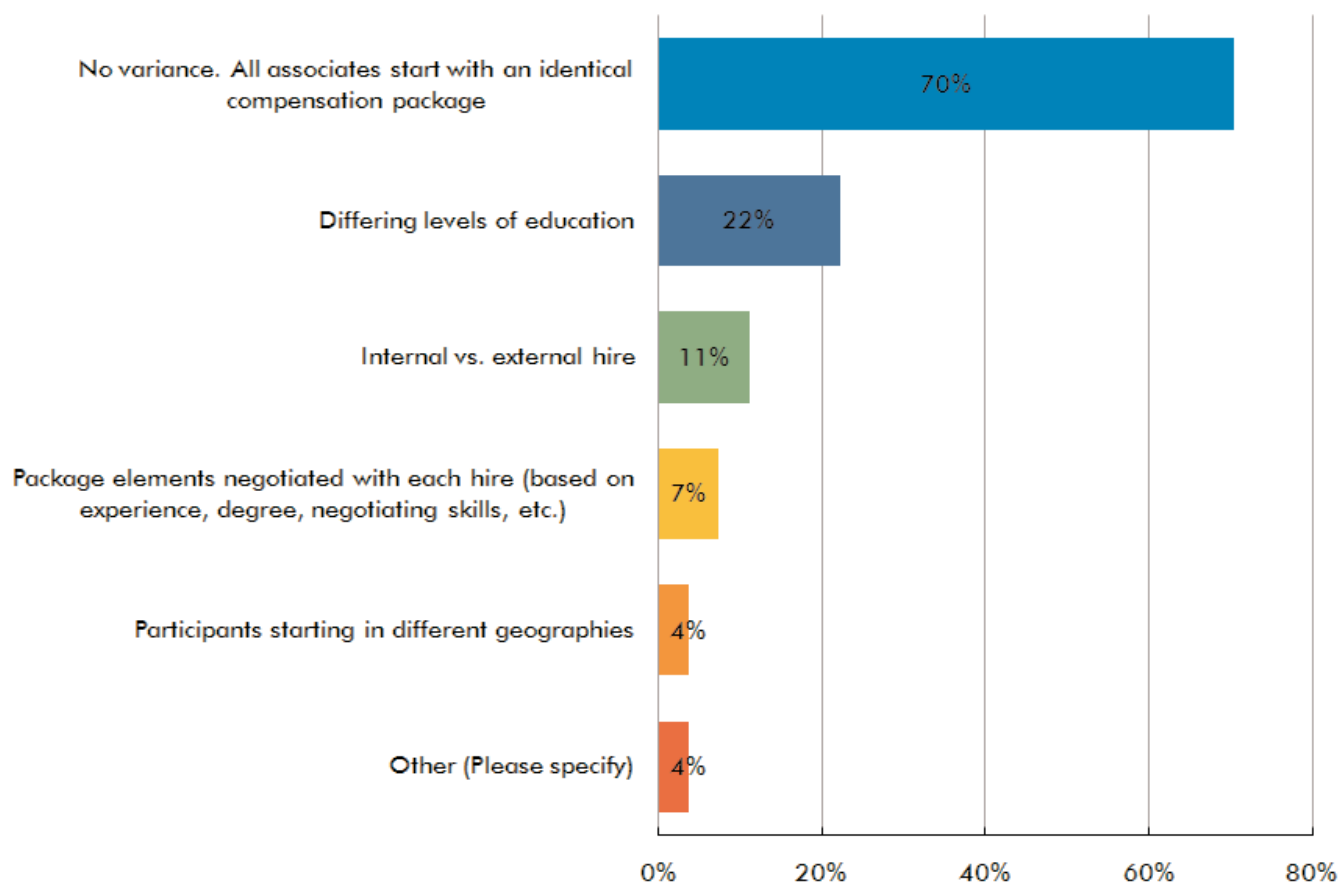
- "Bachelor" and "graduate" indicate the primary degree required for the representative programs.
- "NR" indicates organizations who offer the compensation element, but have not indicated whether the element is fixed or negotiable.

Other:

- Early Acceptance (gross amount for previous interns)
- Monthly Rent Subsidy based on rental rates in higher cost markets
- Bonus only given to top 30% of employees

Why might there be variance in STARTING compensation between associates in your development program? (Check all that apply)

N=27



Note:

Multiple answers per participant possible.

Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:

- Starting off intern vs. non intern then once they are promoted.

Which of the following components are offered as part of the total compensation package for associates **DURING** your development program?

	OFFERING	REPORTING	25TH %ILE	MEDIAN	75TH %ILE	FIXED	VARIABLE	NR
MERIT INCREASE	25	21	3%	3%	3%	3	21	1
BACHELORS	24	20	3%	3%	3%	3	20	1
GRADUATE	1	1	--	--	--	0	1	0
COST OF LIVING ADJUSTMENT	6	5	10%	10%	13%	0	4	2
BACHELORS	6	5	10%	10%	13%	0	4	2
GRADUATE	0	0	--	--	--	0	0	0
INDIVIDUAL TARGET BONUS	13	10	4%	5%	6%	3	7	3
BACHELORS	12	9	4%	5%	7%	3	6	3
GRADUATE	1	1	--	--	--	0	1	0
TEAM TARGET BONUS	2	1	--	--	--	1	1	0
BACHELORS	1	0	--	--	--	0	1	0
GRADUATE	1	1	--	--	--	1	0	0
PROFIT SHARING BONUS	3	2	--	--	--	1	1	1
BACHELORS	3	2	--	--	--	1	1	1
GRADUATE	0	0	--	--	--	0	0	0
SPOT BONUS	4	1	--	--	--	0	3	1
BACHELORS	4	1	--	--	--	0	3	1
GRADUATE	0	0	--	--	--	0	0	0
RETENTION BONUS	2	0	--	--	--	0	1	1
BACHELORS	2	0	--	--	--	0	1	1
GRADUATE	0	0	--	--	--	0	0	0
EQUITY GRANT	0	0	--	--	--	0	0	0
BACHELORS	0	0	--	--	--	0	0	0
GRADUATE	0	0	--	--	--	0	0	0
IN-PROGRAM RELOCATION	16	13	\$ 4,000	\$ 5,000	\$ 10,000	7	8	1
BACHELORS	15	12	\$ 3,875	\$ 5,800	\$ 10,000	6	8	1
GRADUATE	1	1	--	--	--	1	0	0
OTHER	4					0	4	0

Notes:

- "Offering" represents the number of respondents who offer the compensation element.
- "Reporting" represents the number of respondents providing numerical data for the compensation element.
- Compensation data figures provided only where a minimum of 5 responses reported.
- "Bachelor" and "Graduate" indicate the primary degree required for the representative programs.

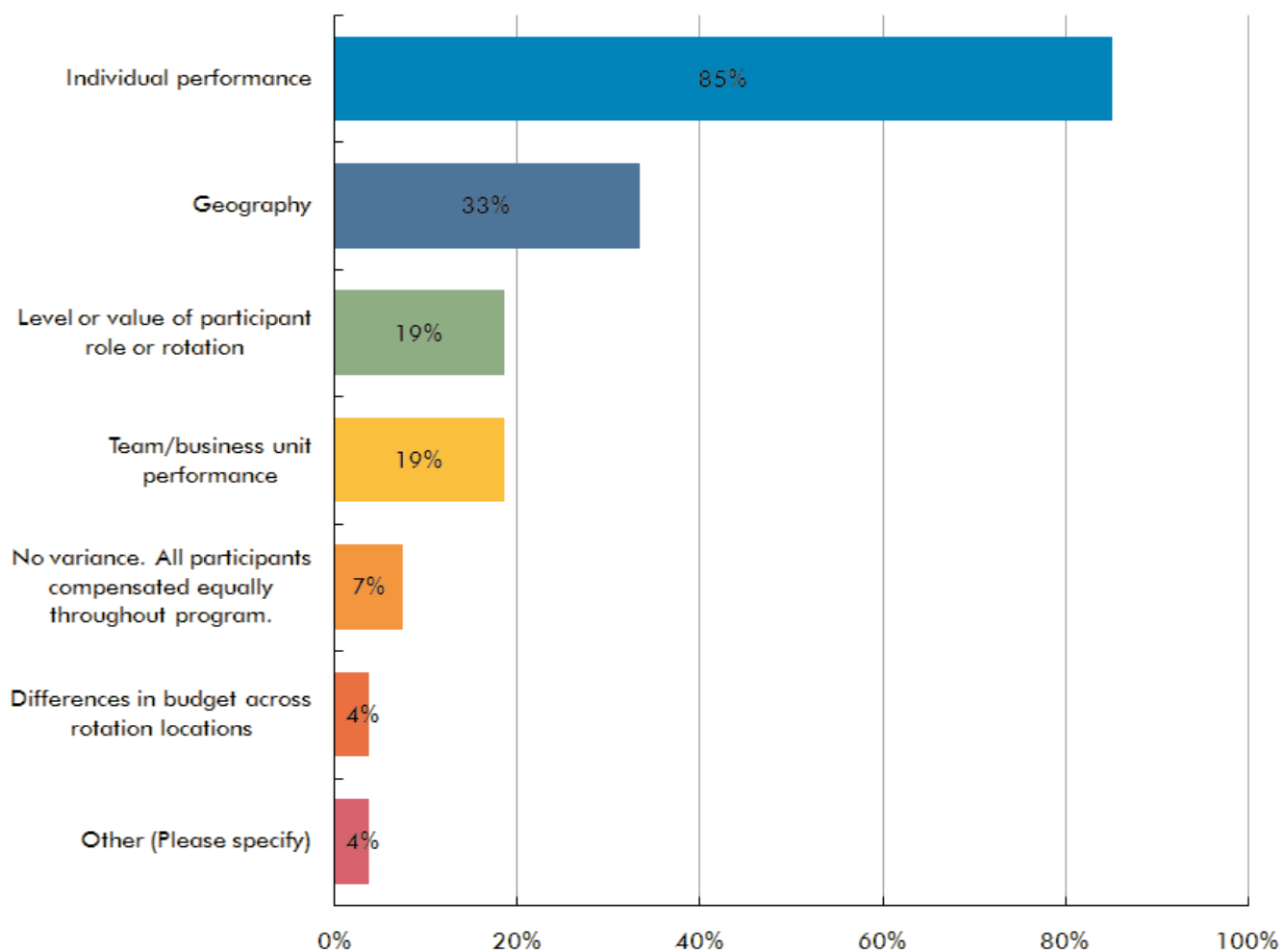
- "NR" indicates organizations who offer the compensation element, but have not indicated whether the element is fixed or variable.

Other:

- Cost of living in the form of a relocation lump sum, not added to base salary
- Annual salary review
- 1 promotion within 3 year program.
Avg increase 7.53%
- 10% promotional increase after 2 years in program if supported by previous supervisors and program

Overall, why might there be variance in IN-PROGRAM compensation between associates in your development program? (Check all that apply)

N=27



Note:

Multiple answers per participant possible.

Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:

- Starting off intern vs. non intern then once they are promoted

Which of the following components are part of the total compensation that associates receive upon **COMPLETION** your development program?

	OFFERING	REPORTING	25TH %ILE	MEDIAN	75TH %ILE	FIXED	VARIABLE	NR
BASE SALARY	25	21	\$ 70,000	\$ 75,000	\$ 83,000	2	22	1
BACHELORS	24	20	\$ 69,545	\$ 75,000	\$ 80,750	2	21	1
GRADUATE	1	1	--	--	--	0	1	0
INDIVIDUAL TARGET BONUS	13	11	\$ 5,000	\$ 6,000	\$ 7,750	2	10	1
BACHELORS	12	10	\$ 5,150	\$ 6,000	\$ 7,875	2	9	1
GRADUATE	1	1	--	--	--	0	1	0
TEAM TARGET BONUS	2	1	--	--	--	0	2	0
BACHELORS	1	0	--	--	--	0	1	0
GRADUATE	1	1	--	--	--	0	1	0
PROFIT SHARING BONUS	2	1	--	--	--	0	1	1
BACHELORS	2	1	--	--	--	0	1	1
GRADUATE	0	0	--	--	--	0	0	0
RETENTION BONUS	3	2	--	--	--	0	2	1
BACHELORS	3	2	--	--	--	0	2	1
GRADUATE	0	0	--	--	--	0	0	0
EQUITY GRANT	1	1	--	--	--	0	1	0
BACHELORS	1	1	--	--	--	0	1	0
GRADUATE	0	0	--	--	--	0	0	0
RELOCATION PACKAGE	13	8	\$ 3,375	\$ 6,750	\$ 10,000	3	7	3
BACHELORS	12	7	\$ 3,250	\$ 8,500	\$ 10,000	2	7	3
GRADUATE	1	1	--	--	--	1	0	0
OTHER	2					0	2	0

Notes:

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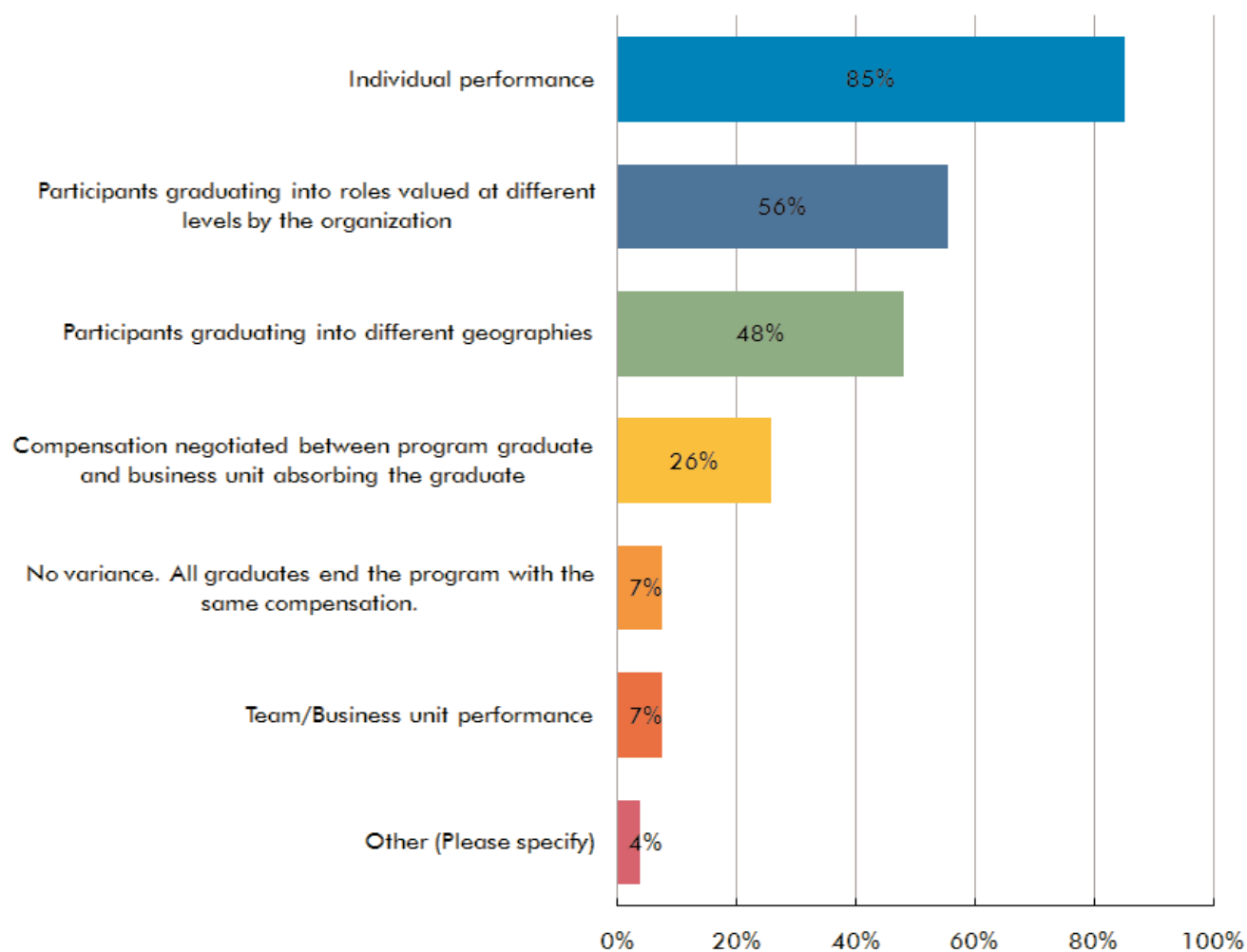
- “Bachelor” and “Graduate” indicate the primary degree required for the representative programs.
- “NR” indicates organizations who offer the compensation element, but have not indicated whether the element is fixed or variable.

Other:

- Cost of Living adjustment

Why might there be variance in compensation among GRADUATES of your development program? (Check all that apply)

N=27



Note:

Multiple answers per participant possible.

Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:

- Starting off intern vs. non intern then once they are promoted.

LDP SURVEY ldpsurvey.com

The 2020 Survey of Practices for Early Career Development Programs: Third Edition ("LDP Survey") is an assessment of how organizations manage, recruit for and evaluate their talent development programs. The survey offers organizations an opportunity to benchmark their practices, compensation levels and retention rates against peers.

Custom reports and additional data analysis services are available. Contact Dan.Beaudry@LDPconnect.com for more information.

LDP CONNECT ldpconnect.com

LDP Connect provides research, events and support to the global community of professionals who manage, support or recruit for early talent pipeline program. Since 2012, LDP Connect has hosted the annual LDP Summit® – a best practices conference featuring case studies of innovations, group brainstorming sessions, bench-marking data on program practices, and networking & idea sharing.

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