



by



SECOND EDITION

A photograph of an industrial facility at night, illuminated by bright lights. In the foreground, there are railway tracks. The facility consists of several large, cylindrical storage tanks and tall, rectangular buildings. The sky is dark, and the lights create a strong contrast with the dark environment.

# MANUFACTURING & OPERATIONS PROGRAM REPORT

WITH THE  
SUPPORT OF  
Wronski Associates



## 2017-18 SURVEY



### of practices for early-career development programs

## WELCOME TO THE 2017-18 SURVEY OF PRACTICES FOR EARLY CAREER DEVELOPMENT PROGRAMS ("LDP SURVEY").

This survey was conducted by LDP Connect (host of the annual Leadership Development Program Summit—[www.LDPsummit.com](http://www.LDPsummit.com)), in consultation with **development program managers**, and in response to requests for benchmarking data on practices related to managing development programs for early career hires. The overall survey was completed by **45 organizations** on 115 different development programs across many functions.

This **General Practices Report** contains a summary of data submitted on **9 development programs** focused on Manufacturing/Operations from the organizations listed below:

BAXTER

BD

DANAHER

EATON

FIFTH THIRD BANK

THE HARTFORD

HEXCEL

PFIZER

TRAVELERS

This report provides results for a specific functional area as outlined in the LDP Survey terms and conditions. Custom reports and additional data analysis services are available. Contact [Dan.Beaudry@LDPconnect.com](mailto:Dan.Beaudry@LDPconnect.com) **for more information**.

LDP Connect would like to **thank all** who participated in this survey,  
and all who contributed to the creation of its content.



**RESPONDENT CHARACTERISTICS** | 4–8

**PROGRAM STRUCTURE** | 9–17

**TRAINING & DEVELOPMENT** | 18–28

**PLACEMENT** | 29–31

**RETENTION** | 32–35

**RECRUITMENT** | 36–42

**EVALUATION** | 43–45

**QUESTION 1.** What is your organization's industry? (If your organization operates in multiple industries, please check all in which participants in your various development programs work.)

## 9 RESPONDENTS

	RESPONSES	%
AEROSPACE	1	11%
BIOTECHNOLOGY	1	1%
CONSUMER PRODUCTS	1	11%
FINANCIAL SERVICES	3	33%
HEALTHCARE	1	11%
MANUFACTURING	4	44%
PHARMACEUTICALS	1	11%
OTHER (PLEASE SPECIFY)	2	22%

Note:  
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:

- Advanced Materials
- Science, Technology

**QUESTION 2.** What are your organization's annual revenues?

9 RESPONDENTS

	RESPONSES	%
\$1 BILLION-\$10 BILLION	2	22%
\$10-\$50 BILLION	6	67%
\$50-\$100 BILLION	1	11%

**QUESTION 3.** Does your organization have multiple development programs for early career hires?

9 RESPONDENTS

	RESPONSES	%
YES	8	89%
NO	1	11%

**QUESTION 4.** Please indicate the functional areas in which your organization has development programs for early career hires. (Check all that apply.)

8 RESPONDENTS

	RESPONSES	%
ACTUARIAL	2	25%
ANALYTICS	2	25%
COMMUNICATIONS	0	0%
CUSTOMER SERVICE	0	0%
DESIGN/CREATIVE	0	0%
ENGINEERING	3	38%
ENVIRONMENTAL/ NATURAL SCIENCES	0	0%
FINANCIAL	7	88%
GENERAL MANAGEMENT	3	38%
GOVERNMENT/PUBLIC POLICY	0	0%
HEALTHCARE/HEALTH POLICY	0	0%

HUMAN RESOURCES	5	63%
INFORMATION TECHNOLOGY	7	88%
LEGAL	0	0%
LOGISTICS/SUPPLY CHAIN	2	25%
MANUFACTURING/OPERATIONS	8	100%
MERCHANDISING	0	0%
PROCUREMENT/BUYING	0	0%
PRODUCT DEVELOPMENT	1	13%
RESEARCH & DEVELOPMENT	3	38%
SALES & MARKETING/ BUSINESS DEVELOPMENT	4	50%
UNDERWRITING	2	25%

Note:  
Multiple answers per  
participant possible.  
Percentages added  
may exceed 100 since a  
participant may select  
more than one answer  
for this question.

**QUESTION 5.** How many full time equivalent (FTE) staff at your company are dedicated to supporting one or more development programs (including recruiting, program management, support, etc.)?

**9 RESPONDENTS**

	RESPONSES	%
LESS THAN 3	2	22%
3-6	2	22%
7-10	2	22%
16-20	2	22%
51-100	1	11%

**QUESTION 6.** How many full-time equivalent (FTE) staff are dedicated to managing/supporting/recruiting for your program?

**9 RESPONDENTS**

**LOW** 1

.....

**MEDIAN** 1

.....

**HIGH** 50

.....

**AVERAGE** 7

.....

**QUESTION 7.** How many of those full-time equivalent (FTE) staff directly oversee participants in your program?

**9 RESPONDENTS**

**LOW** 0

.....

**MEDIAN** 1

.....

**HIGH** 20

.....

**AVERAGE** 3

.....

**QUESTION 8.** Please indicate the degree level required for participants in your development program. If you accept multiple degree levels into the program, please indicate the PRIMARY degree type targeted by your program.

9 RESPONDENTS

	RESPONSES	%
BACHELORS	9	100%
MBA	0	0%
GRADUATE (MASTERS)	0	0%

**QUESTION 9.** How many participants are currently in your development program?

9 RESPONDENTS

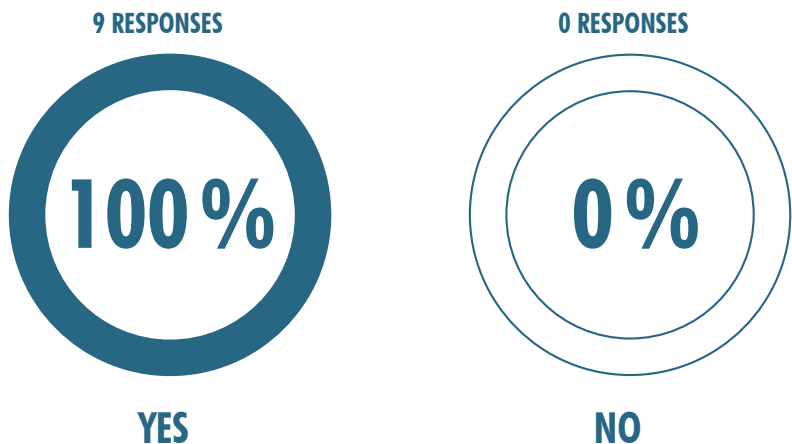
LOW	7
MEDIAN	18
HIGH	105
AVERAGE	33

**QUESTION 10.** On average, how many people graduate from your development program each year?

9 RESPONDENTS

	RESPONSES	%
3-5	4	44%
6-10	3	33%
16-25	1	11%
26-50	1	11%

**QUESTION 11.** Does your development program have rotations?



**QUESTION 12.** On average, how many rotations are required in your development program before program completion?

9 RESPONDENTS

	RESPONSES	%
2	1	11%
3	5	56%
4	3	33%

**QUESTION 13.** On average, how many months long is each rotation in your development program?

9 RESPONDENTS

	RESPONSES	%
6	2	22%
8	1	11%
9	1	11%
12	4	44%
18	1	11%

**QUESTION 14.** On average, how many months does it take to complete your development program?

9 RESPONDENTS

	RESPONSES	%
24	3	33%
36	5	56%
MORE THAN 36	1	11%

**QUESTION 15.** What term best describes how your development program is funded?**9 RESPONDENTS**

	RESPONSES	%
CENTRALLY OUTSIDE OF HUMAN RESOURCES	3	33%
WITHIN THE BUSINESS UNITS WHERE PARTICIPANTS WORK	2	22%
HYBRID: MOSTLY CENTRALIZED BUDGET	2	22%
CENTRALLY WITHIN HUMAN RESOURCES	1	11%
HYBRID: MOSTLY IN THE BUSINESS UNITS	1	11%

**QUESTION 16.** Primarily, where are your development program participants geographically located throughout the course of their program?

9 RESPONDENTS

	RESPONSES	%
ACROSS MULTIPLE STATES	5	56%
ACROSS MULTIPLE COUNTRIES	2	22%
TOGETHER WITHIN A SINGLE METROPOLITAN AREA (E.G. ALL PARTICIPANTS IN CHICAGO)	1	11%
IN ONE OF SEVERAL POSSIBLE METROPOLITAN AREAS (E.G. ONE PARTICIPANT STAYS IN ROCHESTER, WHILE ANOTHER STAYS IN SANTA FE)	1	11%

**QUESTION 17.** Who manages the relocation process for participants in your development program?**8 RESPONDENTS**

	RESPONSES	%
OUTSIDE AGENCY	3	33%
MOBILITY PROFESSIONALS WITHIN YOUR ORGANIZATION	2	22%
DEVELOPMENT PROGRAM MANAGERS WITHIN YOUR ORGANIZATION	1	11%
THE PROGRAM PARTICIPANT	1	11%
OTHER (PLEASE SPECIFY)	1	11%

Other:

- Rotational colleagues rotate within a manufacturing site so no relo is necessary

**QUESTION 18.** Is the performance review process for your development program aligned with the performance review calendar for the rest of your organization?

9 RESPONDENTS

	RESPONSES	%
YES	7	78%
NO	2	22%

**QUESTION 19.** When do performance reviews happen in your development program?

9 RESPONDENTS

	RESPONSES	%
ALIGNED WITH NORMAL PROCESS	7	78%
AT THE END OF EACH ROTATION	1	11%
ANNUALLY AT A DATE DIFFERENT THAN THE REST OF THE ORGANIZATION	1	11%

**QUESTION 20.** What components of training are standard for your development program? Please check all that apply, and indicate if the component is an offering unique to the program (i.e. not available to the general employee population).

## 9 RESPONDENTS

COMPONENT	OFFER?	%	UNIQUE?	%
PEER MENTORSHIP (MORE SENIOR PROGRAM PARTICIPANT)	6	67%	4	67%
EXECUTIVE MENTORSHIP (A SENIOR LEVEL LEADER)	5	56%	2	40%
MENTORSHIP FROM PROGRAM ALUM	5	56%	3	60%
INTERNAL COACHING (BEYOND COACHING FROM THE PROGRAM MANAGER)	5	56%	1	20%
EXTERNAL COACHING (VENDOR PROVIDED)	0	0%	0	0%
FORMAL IN-HOUSE TRAINING	9	100%	2	22%
EXTERNAL TRAINING (VENDOR PROVIDED)	5	56%	1	20%
OTHER	2	22%	2	100%

**QUESTION 21.** Comments

Peer mentorship: *All LP's get this*

Executive mentorship: *All LP's get this*

Internal coaching: *All LP's get this*

Formal in-house training: *All LP's get this*

External training: *All LP's get this*

Other: *Mentor for Prog Grad*

**QUESTION 22.** If you have mentoring, who bears primary responsibility for matching participant to mentor?

9 RESPONDENTS

	RESPONSES	%
PROGRAM MANAGERS	8	89%
THERE IS NO FORMAL MENTORING PROGRAM	1	11%

**QUESTION 23.** In what ways do you track the success of mentoring relationships in your development program?

9 RESPONDENTS

	RESPONSES	%
PARTICIPANT SATISFACTION	5	56%
MENTOR SATISFACTION	4	44%
WE DON'T TRACK THEM	2	22%
WE DON'T HAVE OFFICIAL MENTORING	1	11%
OTHER (PLEASE SPECIFY)	1	11%

Note:  
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:  
Mentor program too new to evaluate.

**QUESTION 24.** Do you provide formal orientation for your development program?

9 RESPONDENTS

	RESPONSES	%
YES	7	78%
NO	2	22%

**QUESTION 25.** About how long is your formal orientation program?

9 RESPONDENTS

	RESPONSES	%
2 DAYS OR LESS	2	22%
4 DAYS	1	11%
5 DAYS	3	33%
7 DAYS	1	11%
NO FORMAL ORIENTATION	2	22%

**QUESTION 26.** Aside from a participant's daily responsibilities on the job, what other program-specific responsibilities are there in your development program? (Check all that apply)

**9 RESPONDENTS**

	RESPONSES	%
RECRUITING	8	89%
SPECIAL PROJECT	5	56%
COMMUNITY SERVICE	5	56%
MENTORING OF OTHER PARTICIPANTS	5	56%
CURRICULUM INPUT	4	44%
EXECUTIVE PRESENTATION (SVP AND ABOVE)	3	33%
NONE	1	11%
OTHER (PLEASE SPECIFY)	1	11%

Note:  
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:  
Next rotation selection, annual meeting planning and execution

**QUESTION 27.** How many days, on average, does a program participant spend in formal learning opportunities throughout the duration of your development program?

9 RESPONDENTS

	RESPONSES	%
6-10	2	22%
11-15	2	22%
16-20	1	11%
21-25	1	11%
31-35	3	33%

**QUESTION 28.** What are the main competencies or topics addressed through formal training?  
(Check all that apply)

9 RESPONDENTS

	RESPONSES	%
INTERPERSONAL & COMMUNICATION SKILLS	7	78%
THINKING SKILLS (DESIGN THINKING, CRITICAL THINKING, INNOVATION, PROBLEM SOLVING & ANALYSIS, ETC.)	7	78%
FUNCTIONAL SKILLS OR PROCESSES (IT FOR IT, FINANCE FOR FINANCE, ENGINEERING FOR ENGINEERING, ETC.)	7	78%
ONBOARDING (HR, EMPLOYEE HANDBOOK, COMPANY BENEFITS, ETC.)	6	67%
BUSINESS ACUMAN & FINANCE (FOR NON-FINANCE)	6	67%
PROJECT MANAGEMENT	6	67%
LEADERSHIP OR MANAGERIAL SKILLS	5	56%
COMPANY PRODUCTS, SERVICES, OR SOLUTIONS	5	56%
TECHNOLOGY & PRODUCTIVITY TOOLS (FOR NON-TECHNOLOGISTS)	3	33%
OTHER (PLEASE SPECIFY)	1	11%

Note:  
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:  
Assessment and selection.

**QUESTION 29.** Does your development program include an experience of managing other people?**9 RESPONDENTS**

	RESPONSES	%
YES, FOR SOME PARTICIPANTS	6	67%
YES, FOR EVERY PARTICIPANT	2	22%
NO	1	11%



**QUESTION 30.** In your view, to what extent do your development program managers try to create a sense of community among program associates and graduates that is distinct (although not necessarily isolated) from the company's overall community? 1 = Not at all, 10 = Very much?

## 9 RESPONDENTS

	RESPONSES	VALUE	%
1 = Not at all	0	1	0%
2	1	2	11%
3	0	3	0%
4	0	4	0%
5	0	5	0%
6	2	6	22%
7	0	7	0%
8	4	8	44%
9	1	9	11%
10 = Very much	1	10	11%

WEIGHTED SCORE : 7.2

**QUESTION 31.** Please comment on your rating above:

- *Variety of shared resources amongst the participants.*
- *I think alumni try to create a sense of community, but many are simply not aware of the elements of associate engagement. Until I took the role as program oversight, there has been no real leadership, just program management by a group of volunteer alumni with varying degrees of accountability and strategic skills. The steering committee acts more like a project management committee.*
- *Multiple events during the year for current participants and graduates to come together. Recently began an Alumni connection quarterly touchpoint. Engage graduates in mentoring of participants.*
- *Each class is brought together annually. Each time program manager visits a site, she invites program participants and grads together for dinner. Yammer site used.*
- *Our program is not formally managed at this time. Within the business units/operating companies there is some effort to create a sense of community. It varies by company.*

**QUESTION 32.** In your view, to what extent does a distinct sense of community **EXIST** in your development program (regardless of the program managers' intentions one way or the other)? 1 = Not at all, 10 = Very much

**9 RESPONDENTS**

	RESPONSES	VALUE	%
1 = Not at all	0	1	0%
2	0	2	0%
3	1	3	11%
4	0	4	0%
5	1	5	11%
6	0	6	0%
7	3	7	33%
8	2	8	22%
9	1	9	11%
10 = Very much	1	10	11%

**WEIGHTED SCORE : 7.1**

**QUESTION 33.** Please comment on your rating above:

- *There is more opportunity to make this part of the fabric of the culture. There are annual events and one off events/mentor pairing but sustainability is in process.*
- *Community exists primarily by class, e.g. class of 2017 and so on.*
- *It depends on the and how many program participants and grads are there. It also depends on the individual.*
- *To some degree the associates are connected to each other through their awareness of being in the same program and so a natural sense of community exists.*



**QUESTION 34.** Are participants guaranteed a position after graduation from your development program?

9 RESPONDENTS

	RESPONSES	%
NO	6	67%
YES	3	33%

**QUESTION 35.** Where does this position typically come from?

9 RESPONDENTS

	RESPONSES	%
BOTH THE GENERAL POOL OF EXISTING OPEN POSITIONS AT THE COMPANY, AND POSITIONS CREATED AND FUNDED SPECIFICALLY FOR PROGRAM GRADUATES	2	22%
THE GENERAL POOL OF EXISTING OPEN POSITIONS AT THE COMPANY	1	11%
NOT APPLICABLE	6	67%

**QUESTION 36.** What term below best describes the level of role graduates of your development program move into at program completion?

**9 RESPONDENTS**

	RESPONSES	%
INDIVIDUAL CONTRIBUTOR (NO MANAGERIAL OR SUPERVISORY RESPONSIBILITIES)	4	44%
MANAGERIAL (OVERSIGHT OVER A TEAM WITH OVERALL RESPONSIBILITY FOR SETTING AND DELIVERING AGAINST TEAM GOALS, GENERALLY NOT PERFORMING THE SAME WORK AS THE PEOPLE MANAGED)	3	33%
LEAD/SUPERVISORY (DAY TO DAY OVERSIGHT AND GUIDANCE OF OTHERS WHO ARE PERFORMING WORK SIMILAR TO THE SUPERVISOR, BUT WITH LITTLE DECISION-MAKING ON TEAM DIRECTION)	2	22%

**QUESTION 37.** Which answer below best describes how your development program participants move into roles after graduation?

**9 RESPONDENTS**

	RESPONSES	%
DRIVEN EQUALLY BY PARTICIPANTS AND PROGRAM	6	67%
PRIMARILY PARTICIPANT-DRIVEN (PARTICIPANTS EXPECT SOME GUIDANCE, INTRODUCTIONS, ETC. FROM THE PROGRAM)	1	11%
COMPLETELY PARTICIPANT-DRIVEN (PARTICIPANTS EXPECT LITTLE TO NO ASSISTANCE FROM THE PROGRAM IN GETTING PLACED)	1	11%
COMPLETELY PROGRAM-DRIVEN (PARTICIPANTS EXPECT TO BE PLACED - WHETHER OR NOT THEY HOLD THE FINAL APPROVAL)	1	11%

**QUESTION 38.** What is the average length of employment (in number of months) for those that terminated while still in the program (either self or forced termination)?

**9 RESPONDENTS**

	RESPONSES	%
15	1	11%
16	2	22%
18	2	22%
20	1	11%
GREATER THAN 24 MONTHS	2	22%
DON'T KNOW	1	11%

**QUESTION 39.** What is top reason for voluntary termination during the program?**9 RESPONDENTS**

	RESPONSES	%
COMPENSATION	2	22%
BACK TO SCHOOL	2	22%
PERCEIVED LACK OF SKILL DEVELOPMENT/LEARNING	1	11%
RELOCATING	1	11%
NO ONE HAS TERMINATED	1	11%
OTHER (PLEASE SPECIFY)	2	22%

Other:

- There is not a top reason - all disparate.
- Left to pursue personal passion

**QUESTION 40.** What is top reason for voluntary termination after completing the program?**9 RESPONDENTS**

	RESPONSES	%
PERCEIVED LACK OF CAREER PROGRESSION OPPORTUNITIES	3	33%
RELOCATING	1	11%
PERCEIVED LACK OF SKILL DEVELOPMENT/LEARNING	1	11%
COMPENSATION	1	11%
NO ONE HAS TERMINATED	1	11%
OTHER (PLEASE SPECIFY)	2	22%

Other:

- Varied (follow partner/school/compensation/manager)
- Interest in NYC/Boston or significant other

**QUESTION 41.** Other than compensation, what program-specific incentives do you provide to retain participants ? (Please only include items that are not available as incentives to the general employee population of the organization.)

**9 RESPONDENTS**

	RESPONSES	%
ALUMNI COMMUNITY	7	78%
ACCESS TO EXECUTIVES	5	56%
SPECIAL TRAINING	4	44%
HIGH PROFILE PROJECTS	4	44%
CAREER COACHING	3	33%
FLEXIBLE SCHEDULE/ WORK HOURS	3	33%
SPECIAL INTEREST GROUPS	3	33%
NOTHING SPECIFIC	1	11%
INTERNATIONAL EXPERIENCE	1	11%

Note: Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

## QUESTION 42. On average, how many participants do you hire into your development program each year?

9 RESPONDENTS

	RESPONSES	%
LESS THAN 3	1	11%
3-5	3	33%
6-10	2	22%
16-25	1	11%
26-50	2	22%

**QUESTION 43.** How many target schools do you recruit from for your development program?

9 RESPONDENTS

	RESPONSES	%
5 OR LESS	6	67%
6-10	1	11%
11-20	2	22%

**QUESTION 44.** What are your TOP 2 target schools for recruiting for your development program?

- *University of Illinois and University of Michigan*
- *Xavier, University of Cincinnati*
- *University of Connecticut, University of Minnesota*
- *Virginia Tech; University of Delaware*
- *University of Michigan, Georgia Tech, UC Berkley*

## QUESTION 45. What are the three most important requirements for entry into your development program?

9 RESPONDENTS

	RESPONSES	%
APPROPRIATE DEGREE	4	44%
GPA	4	44%
US CITIZENSHIP	4	44%
LEADERSHIP EXPERIENCE	3	33%
CULTURAL FIT	3	33%
GEOGRAPHIC FLEXIBILITY	2	22%
RELEVANT WORK EXPERIENCE	2	22%
ASSESSMENT SCORING	2	22%
COMMUNICATION SKILLS	2	22%
PROBLEM SOLVING SKILLS	1	11%

### Note:

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

**QUESTION 46.** Does your organization currently consider hiring international students into your development program?

9 RESPONDENTS



**QUESTION 47.** Do you have an internship program that feeds your recruiting pipeline for your development program?

9 RESPONDENTS

	RESPONSES	%
YES	7	78%
NO	2	22%



**QUESTION 48.** What percent of your ELIGIBLE interns were offered a role in your development program in your last recruitment cycle? ("Eligible" means interns with a background appropriate to the program. E.g. engineering interns for an engineering development program)

4 RESPONDENTS

LOW

INSUFFICIENT RESPONSE

MEDIAN

INSUFFICIENT RESPONSE

HIGH

INSUFFICIENT RESPONSE

AVERAGE

INSUFFICIENT RESPONSE

**QUESTION 49.** Overall, what percent of your interns accepted an offer to join your development program in your last recruitment cycle?

4 RESPONDENTS

LOW

INSUFFICIENT RESPONSE

MEDIAN

INSUFFICIENT RESPONSE

HIGH

INSUFFICIENT RESPONSE

AVERAGE

INSUFFICIENT RESPONSE

**QUESTION 50.** Who has the final say on how many new recruits will be hired into your development program each year?

9 RESPONDENTS

	RESPONSES	%
EXECUTIVE SPONSORS	5	56%
BUSINESS LEADERS/MANAGERS	2	22%
PROGRAM LEADERS/MANAGERS	1	11%
OTHER (PLEASE SPECIFY)	1	11%

Other:  
CEO

**QUESTION 51.** Please indicate the three most important factors you measure to determine the success of your development program.

**9 RESPONDENTS**

	RESPONSES	%
POST-PROGRAM CAREER PROGRESSION	6	67%
GRADUATE "PLACEABILITY"	5	56%
POST-PROGRAM RETENTION RATE	4	44%
PARTICIPANT SATISFACTION	3	33%
MANAGER SATISFACTION	3	33%
IN-PROGRAM RETENTION RATE	2	22%
PARTICIPANT PERFORMANCE	2	22%
EXECUTIVE SATISFACTION	1	11%

Note: Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question

**QUESTION 52.** Overall, how confident are you in your ability to demonstrate the success/value of your development program to senior management?

9 RESPONDENTS

	RESPONSES	VALUE	%
0 - NOT CONFIDENT	0	0	0%
1	1	1	11%
2	0	2	0%
3	0	3	0%
4	0	4	0%
5	0	5	0%
6	0	6	0%
7	2	7	22%
8	4	8	44%
9	2	9	22%
10 - VERY CONFIDENT	0	10	0%

WEIGHTED SCORE : 7.2

**QUESTION 53.** What is biggest obstacle to making the business case to continue or expand your program?

9 RESPONDENTS

	RESPONSES	%
NO NEED/DESIRE TO MAKE THE CASE	5	56%
TIME/BANDWIDTH	2	22%
LACK OF ATTENTION FROM EXECUTIVES	1	11%
TURNOVER/RETENTION ISSUES	1	11%

### **LDP SURVEY** [ldpsurvey.com](https://ldpsurvey.com)

The 2017-18 Survey of Practices for Early Career Development Programs: Second Edition ("LDP Survey") is a survey of how organizations manage, recruit for and evaluate their 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](mailto:Dan.Beaudry@LDPconnect.com) for more information.

### **LDP CONNECT** [ldpconnect.com](https://ldpconnect.com)

LDP Connect provides research, events and support to the global community of professionals who manage, support or recruit for development programs for early career hires. 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.

### **R . J. WRONSKI ASSOCIATES , INC .** [wronskitraining.com](https://wronskitraining.com)

R.J. Wronski Associates Inc. is an award-winning learning and leadership development organization with global reach. We are the trusted partner for organizations that take a strategic approach to their talent development. We offer extensive experience in the creation and implementation of both early career and experienced pipeline programs that attract, develop and retain high potential employees. We distinguish ourselves through engaging design, exceptional service and an unparalleled commitment to exceeding expectations with each solution we deliver.