



by



THIRD EDITION

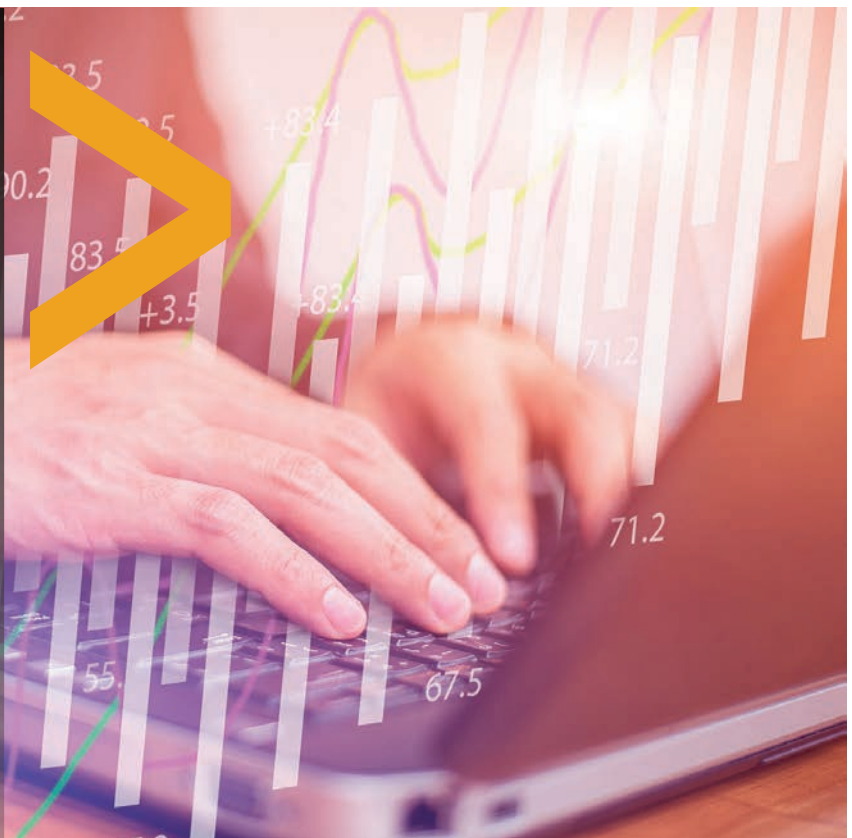


FINANCE & ACCOUNTING PROGRAMS REPORT

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 **General Practices Report** contains a summary of data submitted on **29 development programs** focused on **Finance & Accounting** from the organizations listed below.

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

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)



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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.)

RESPONSES	COUNT	PERCENTAGE
ACCOUNTING	2	7%
AEROSPACE	5	17%
AGRICULTURE	3	10%
AUTOMOTIVE	2	7%
BIOTECHNOLOGY	1	3%
CHEMICAL	1	3%
CONSUMER PRODUCTS	1	3%
DEFENSE	4	14%
ELECTRONICS	1	3%
ENERGY	4	14%
ENGINEERING	1	3%
ENTERTAINMENT	1	3%
FINANCIAL SERVICES	10	34%
FOOD, BEVERAGE & TOBACCO	2	7%
GOVERNMENT	1	3%
HEALTH CARE	6	21%
HOSPITALITY	1	3%
INTERNET/TECHNOLOGY	2	7%
MANUFACTURING	6	21%
MEDIA/BROADCASTING/PUBLISHING	2	7%
PHARMACEUTICALS	2	7%
SOFTWARE	2	7%
TELECOMMUNICATIONS	1	3%
UTILITIES	1	3%
OTHER (PLEASE SPECIFY)	2	7%
TOTAL UNIQUE RESPONSE	29	

Note:

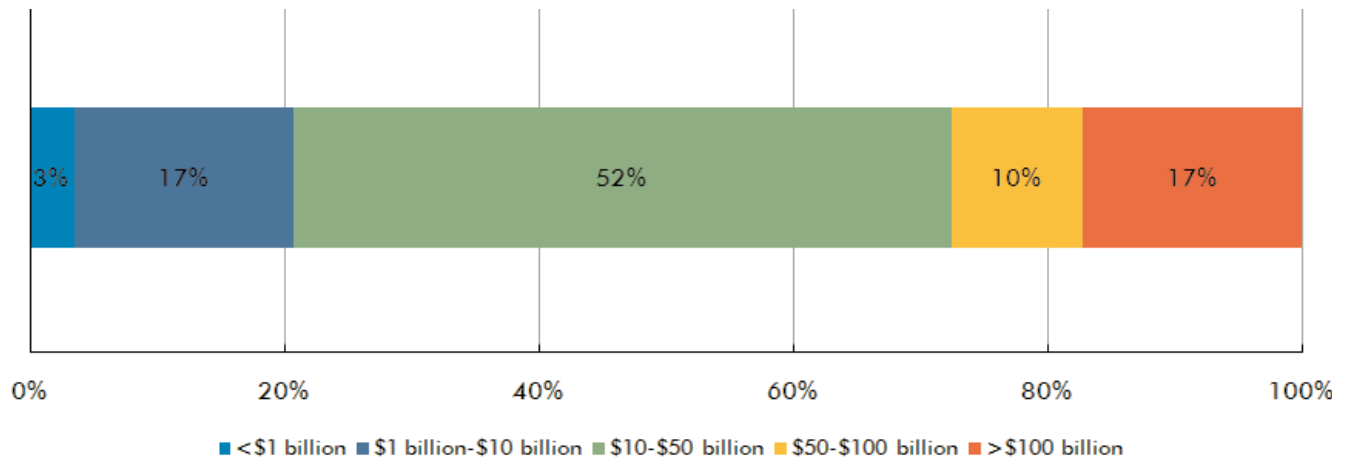
Multiple answers per participant possible.
Percentages added may exceed 100
since a participant may select more
than one answer for this question.

Other:

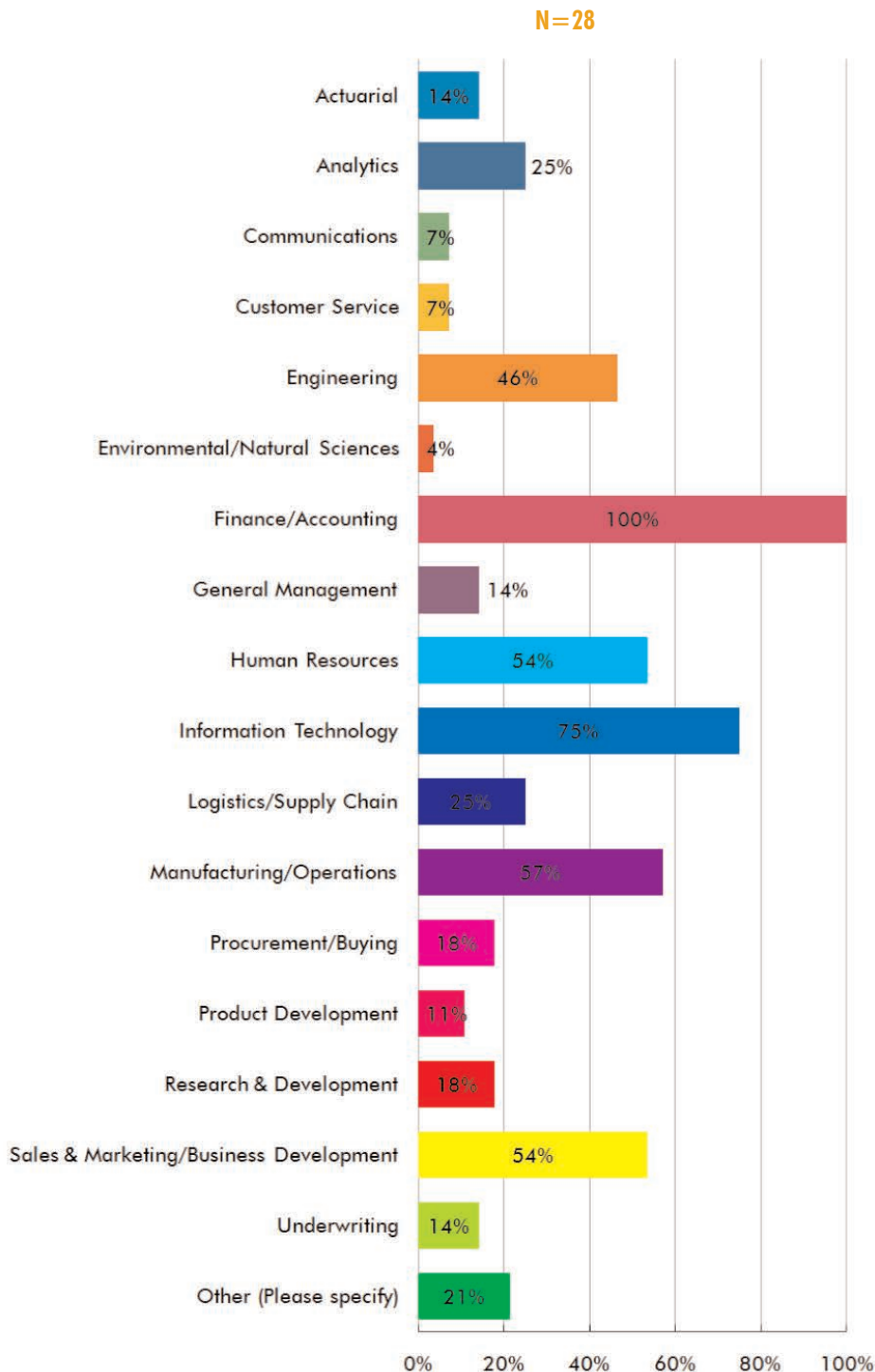
- Building materials

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

N=29



QUESTION 3. Please indicate the functional areas in which your organization has development programs for early career hires. (Check all that apply.)



Note:

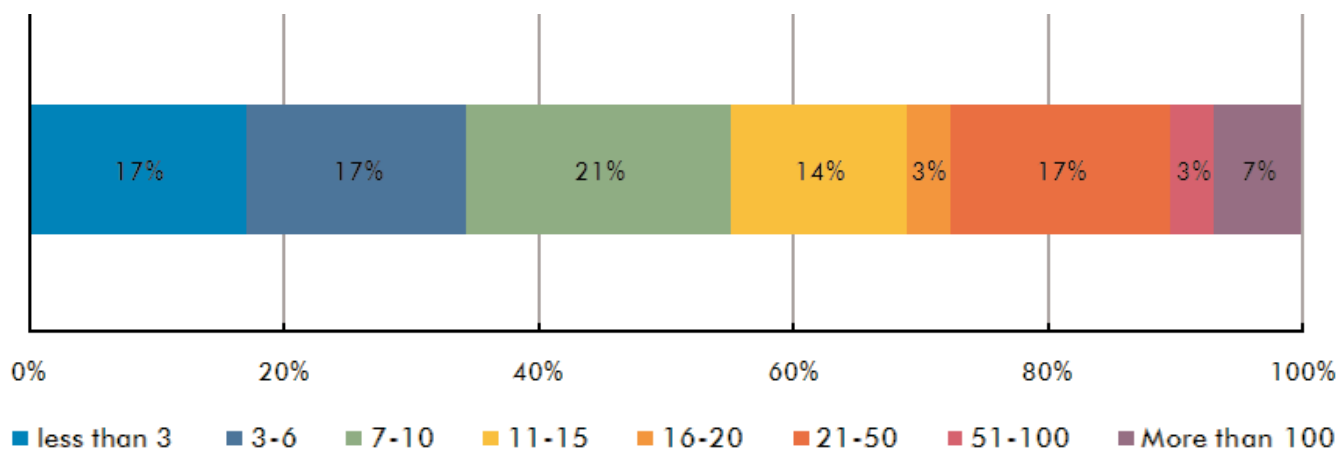
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Other:

- Post - doctoral research
- Risk management, credit and capital management, and internal audit (we also segment out sales and marketing; we have an associated internship with each)
- Technology
- Claims
- Investment Management
- Financial Advice
- Investments

QUESTION 4. 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.)?

N=29



QUESTION 5. How many full-time equivalent (FTE) staff are dedicated to managing/supporting/recruiting for your program?

N=29

25TH PERCENTILE

1

MEDIAN

2

75TH PERCENTILE

4

AVERAGE

3.2

QUESTION 6. How many of those full-time equivalent (FTE) staff directly oversee participants in your program?

N=29

25TH PERCENTILE

1

MEDIAN

1

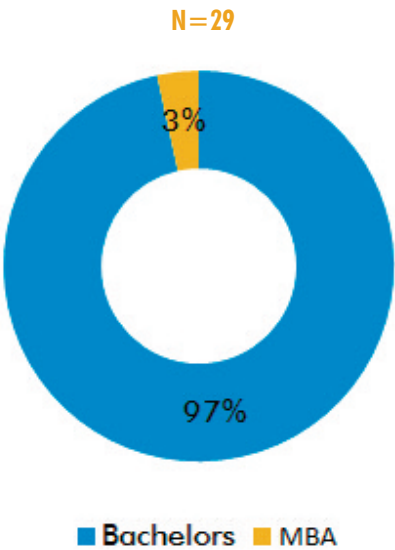
75TH PERCENTILE

2

AVERAGE

2.2

QUESTION 7. 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.



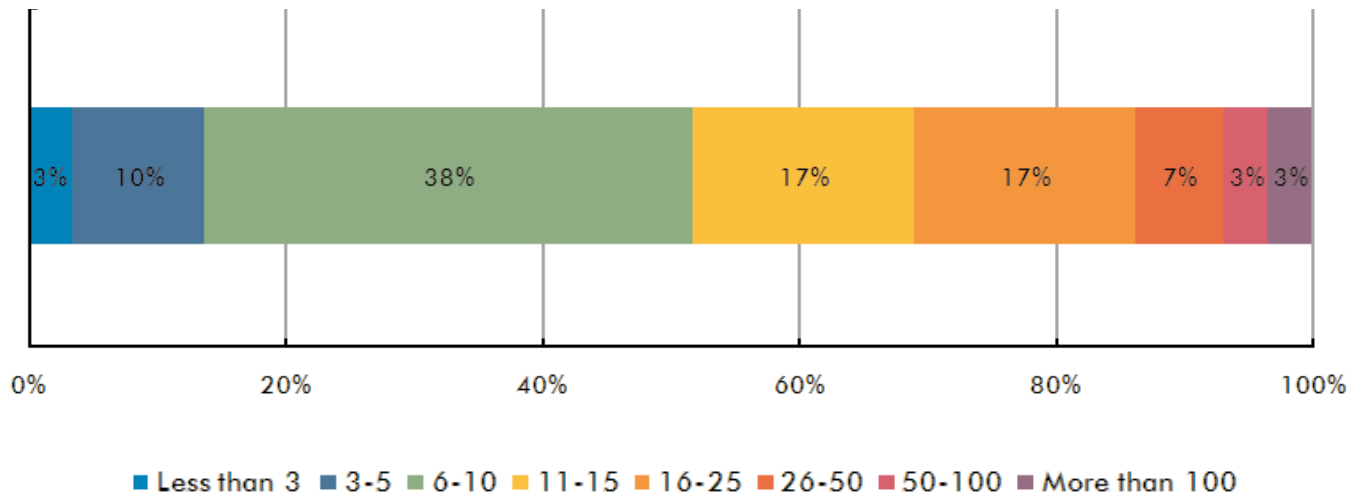
QUESTION 8. How many participants are currently in your development program?

N = 29

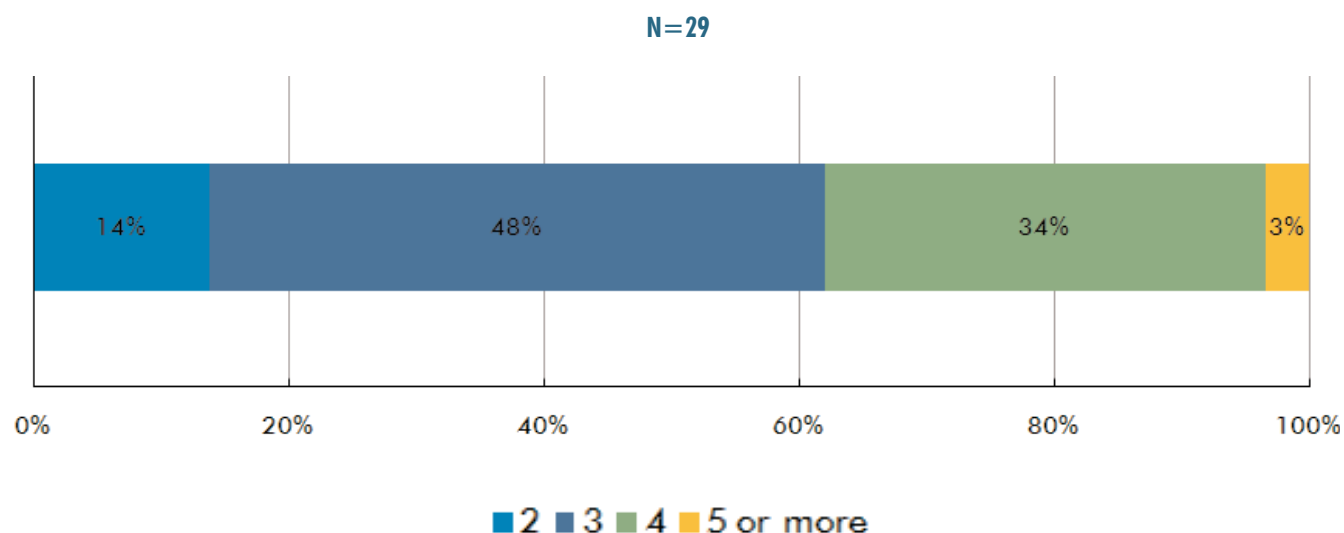
25TH PERCENTILE	17
MEDIAN	30
75TH PERCENTILE	50
AVERAGE	55

QUESTION 9. On average, how many people graduate from your development program each year?

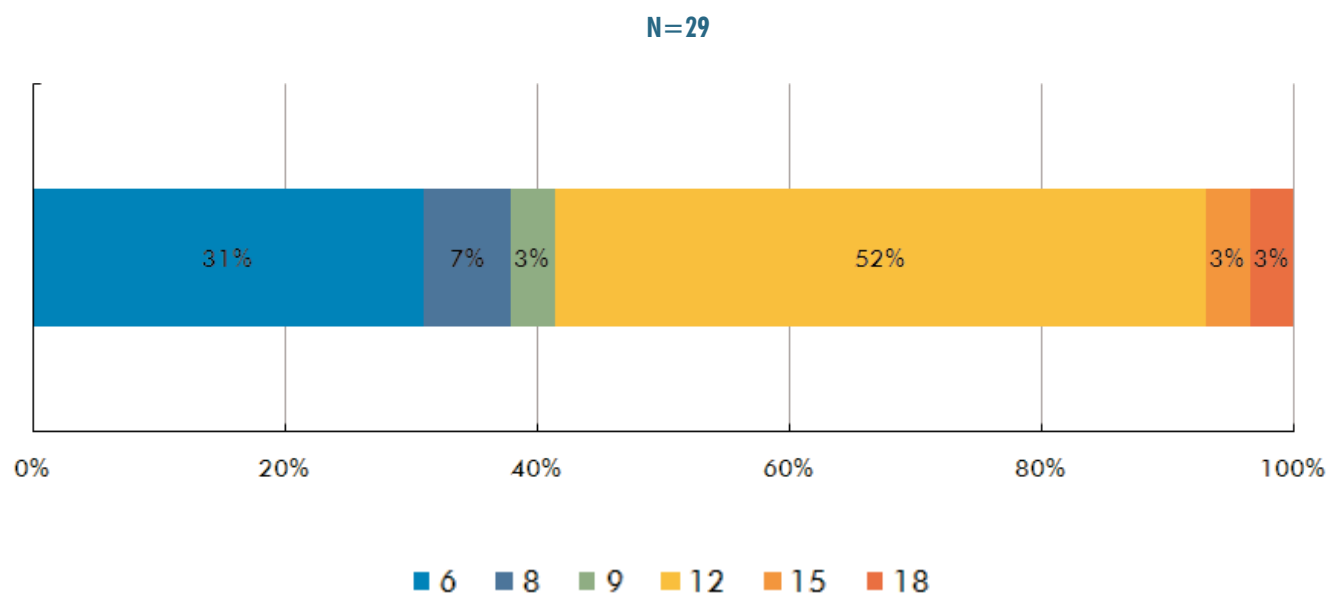
N=29



QUESTION 10. On average, how many rotations are required in your development program before program completion?

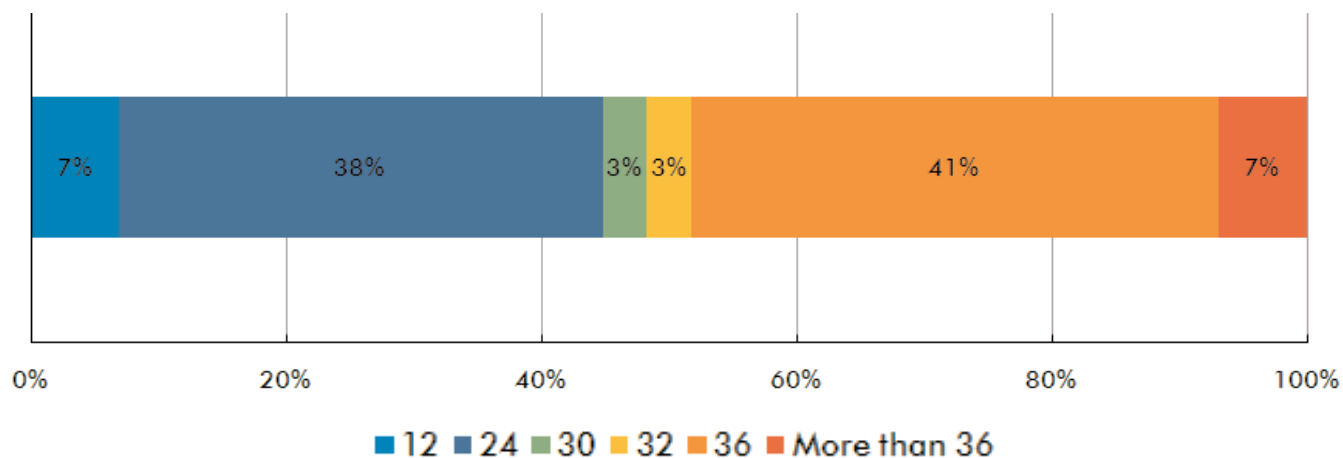


QUESTION 11. On average, how many months long is each rotation in your development program?

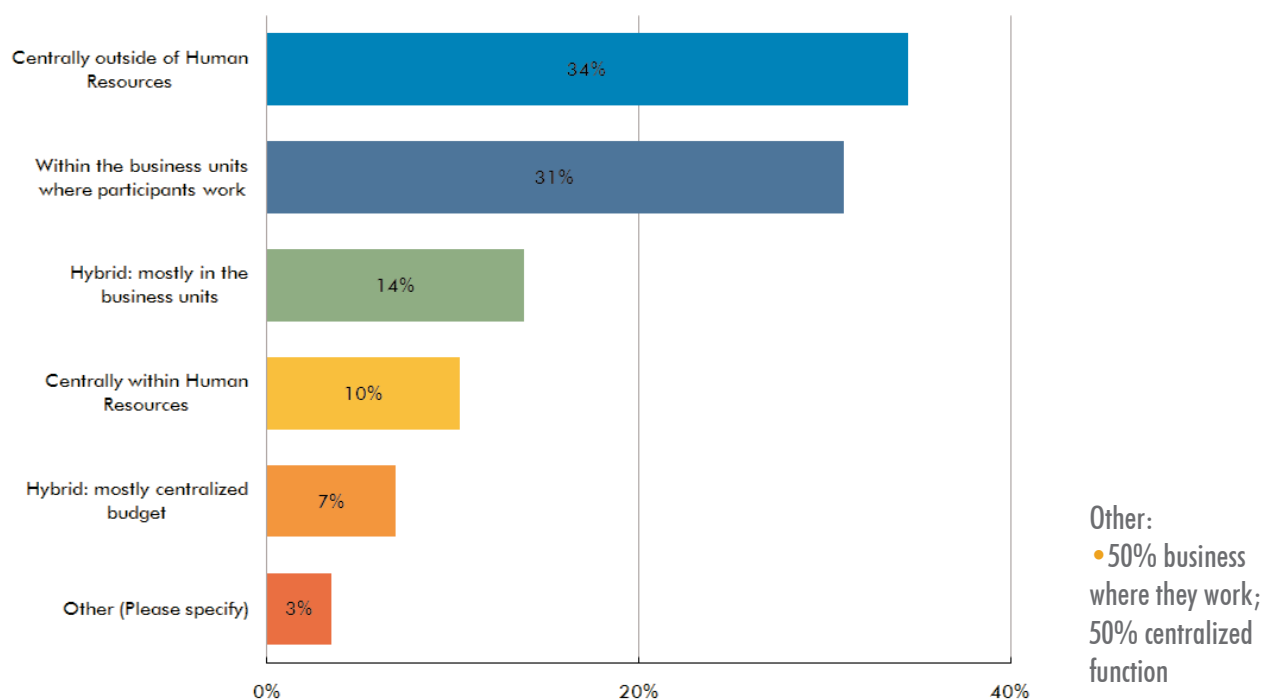


QUESTION 12. On average, how many months does it take to complete your development program?

N=29

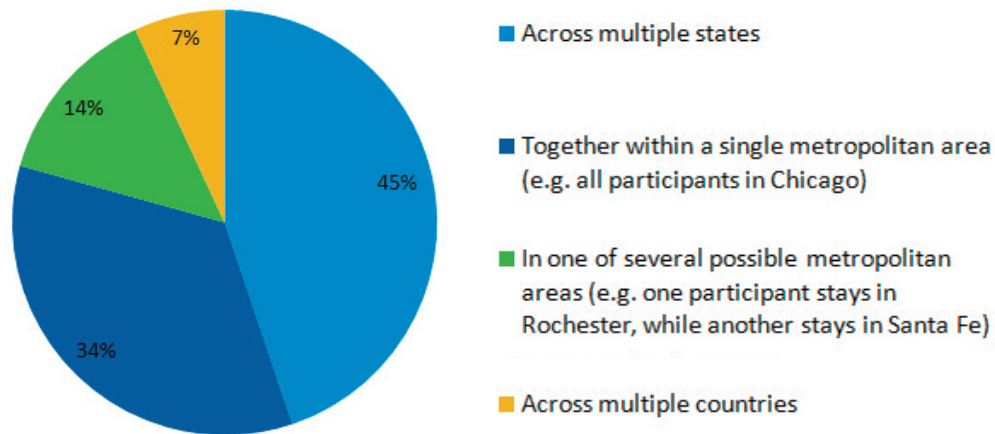
**QUESTION 13.** What term best describes how your development program is funded?

N=29



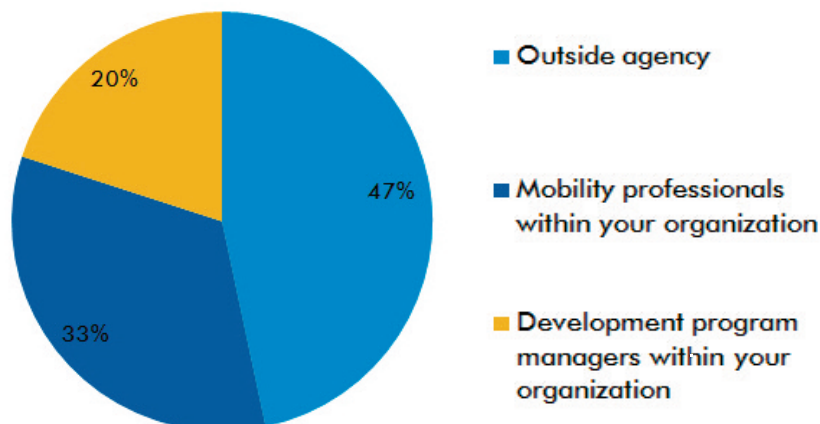
QUESTION 14. Primarily, where are your development program participants geographically located throughout the course of their program?

N=29



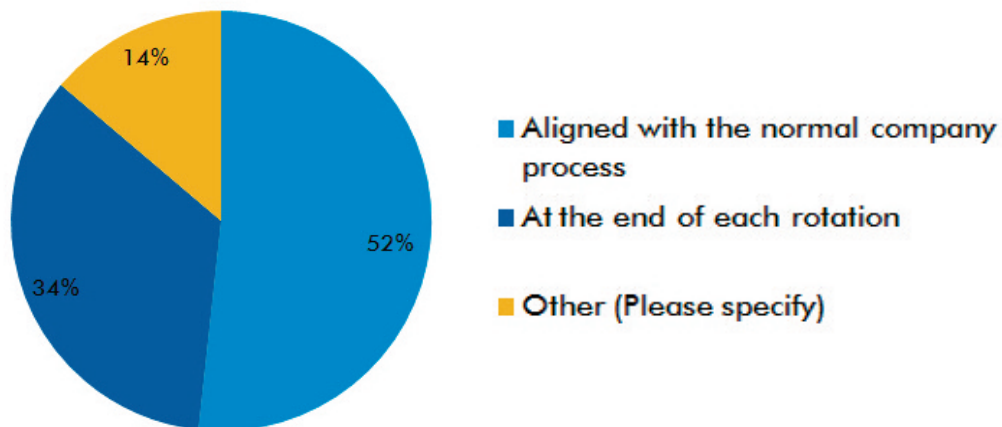
QUESTION 15. Who manages the relocation process for participants in your development program?

N=15



QUESTION 16. When do performance reviews happen in your development program?

N=29

**Other:**

- In every rotation, beginning, middle and end of rotation
- Twice per rotation for each rotation
- Part of annual process at year end, but also at end of rotations that run June to June
- Mid-rotation (3 mos) and end of rotation (6 mos)

QUESTION 17. 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).

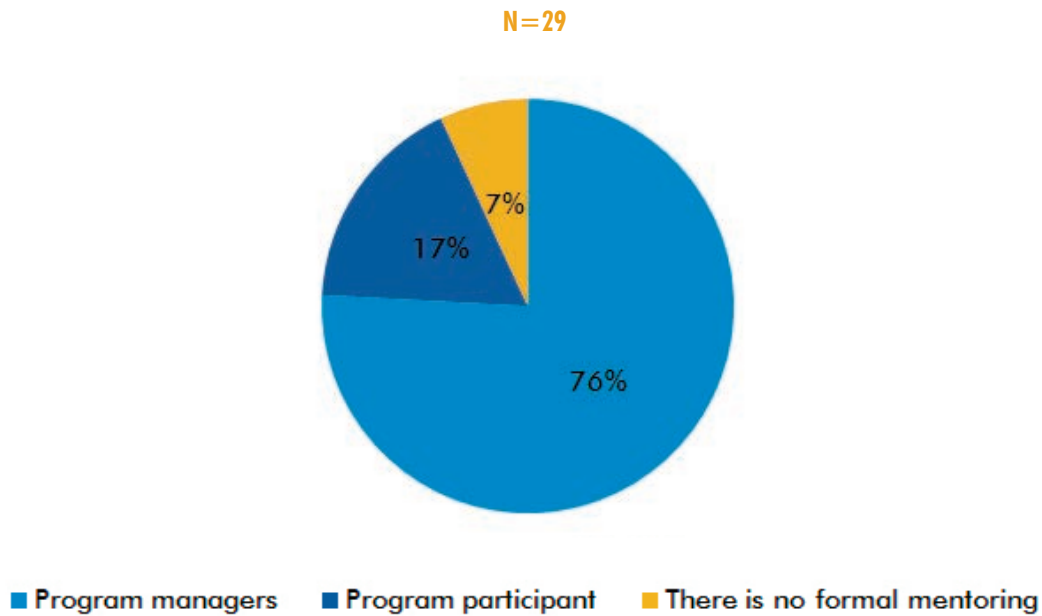
N=29

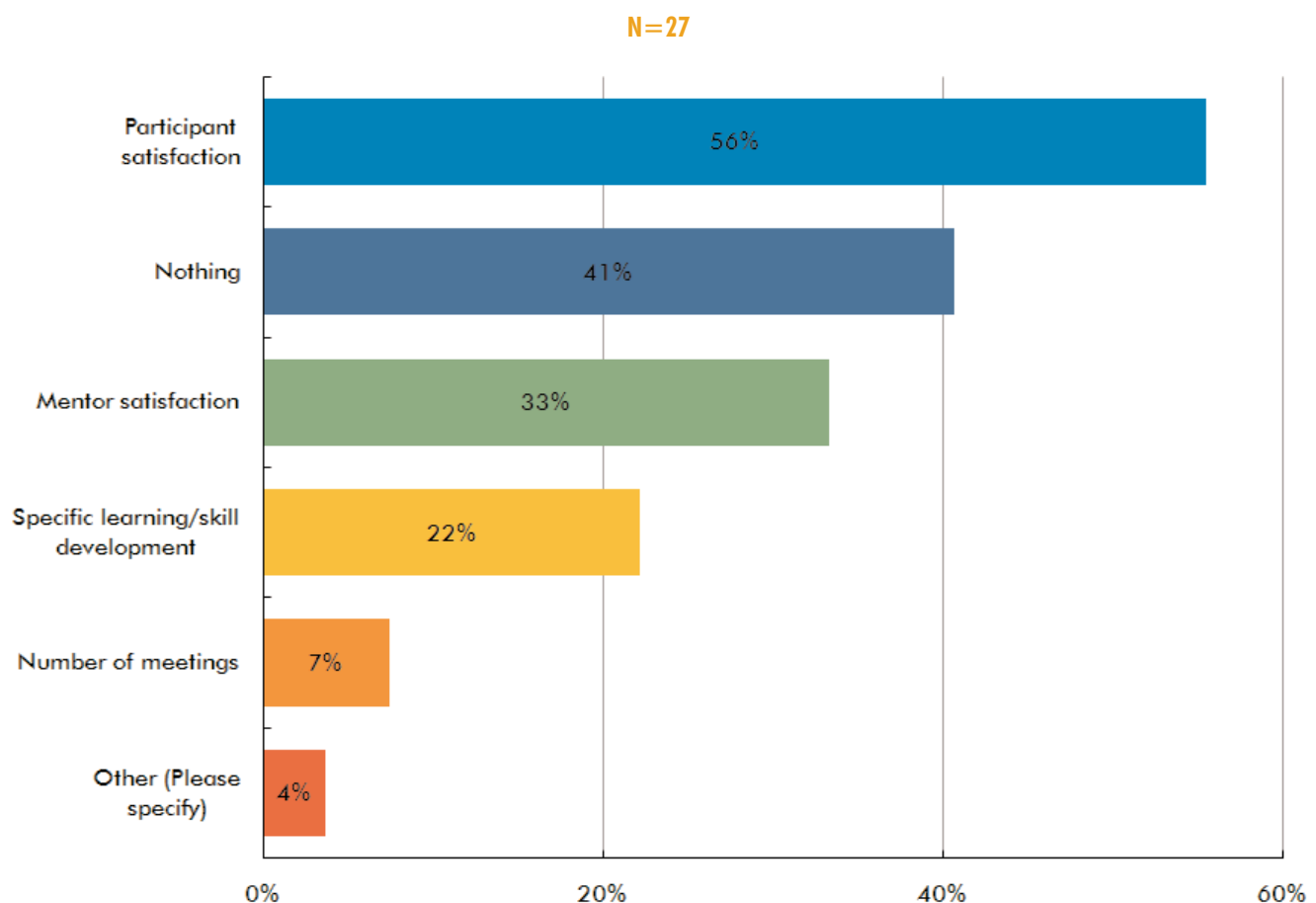
COMPONENT	MARK ALL THAT APPLY	UNIQUE?
PEER MENTORSHIP (MORE SENIOR PROGRAM PARTICIPANT)	24	17
EXECUTIVE MENTORSHIP (A SENIOR LEVEL LEADER)	19	15
MENTORSHIP FROM PROGRAM ALUM	18	14
INTERNAL COACHING (BEYOND COACHING FROM THE PROGRAM MANAGER)	20	11
EXTERNAL COACHING (VENDOR PROVIDED)	2	3
FORMAL IN-HOUSE TRAINING	29	18
EXTERNAL TRAINING (VENDOR PROVIDED)	18	11
OTHER	3	2

Other:

- Volunteer/network
- Other in-house training

QUESTION 18. If you provide mentoring, who bears primary responsibility for matching participant to mentor?



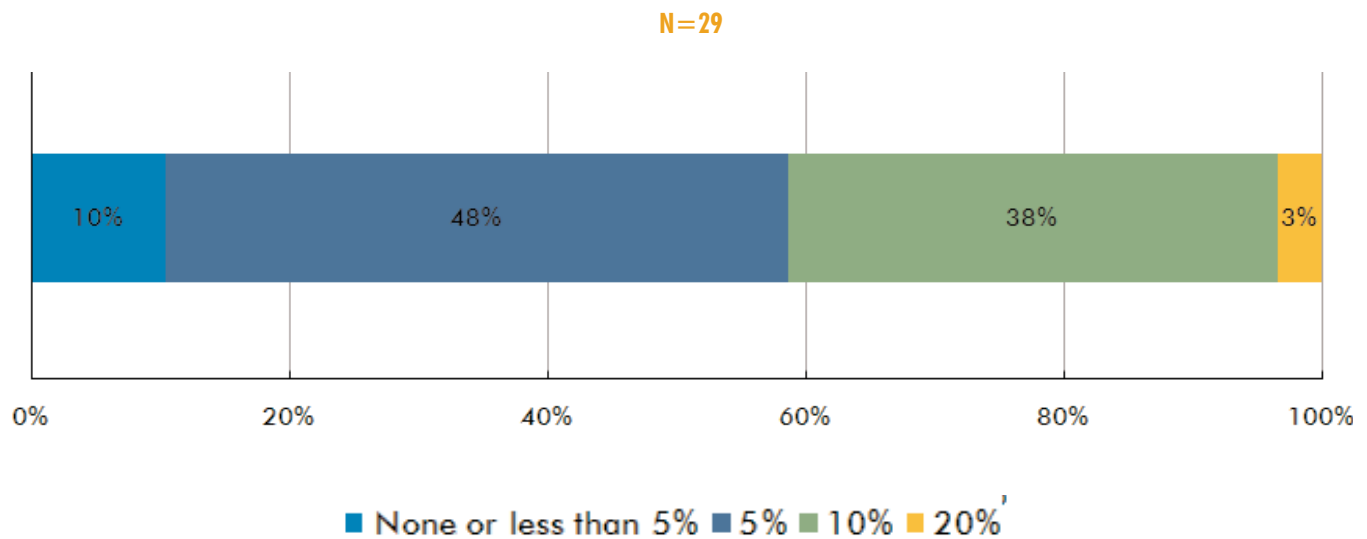
QUESTION 19. What do you measure to evaluate the success of mentoring relationships in your development program?**Note:**

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

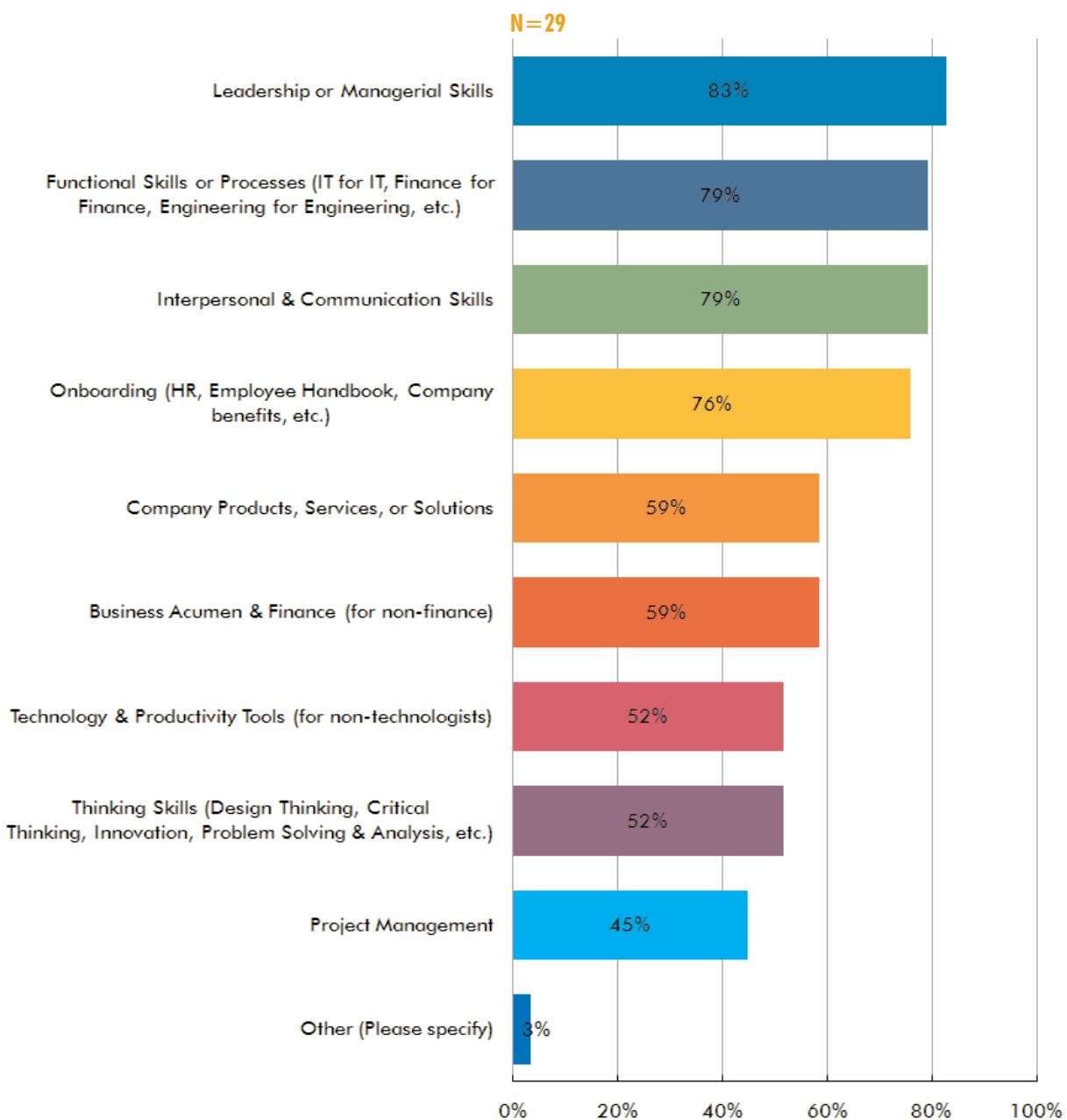
Other:

- We use [the organization's] formal Mentoring Program for structure, selection, measures of success

QUESTION 20. Approximately what percentage of a participant's time is spent in classroom training throughout the duration of your development program?



QUESTION 21. If you provide formal in-house or external training, what are the main competencies or topics addressed through formal training? (Check all that apply)

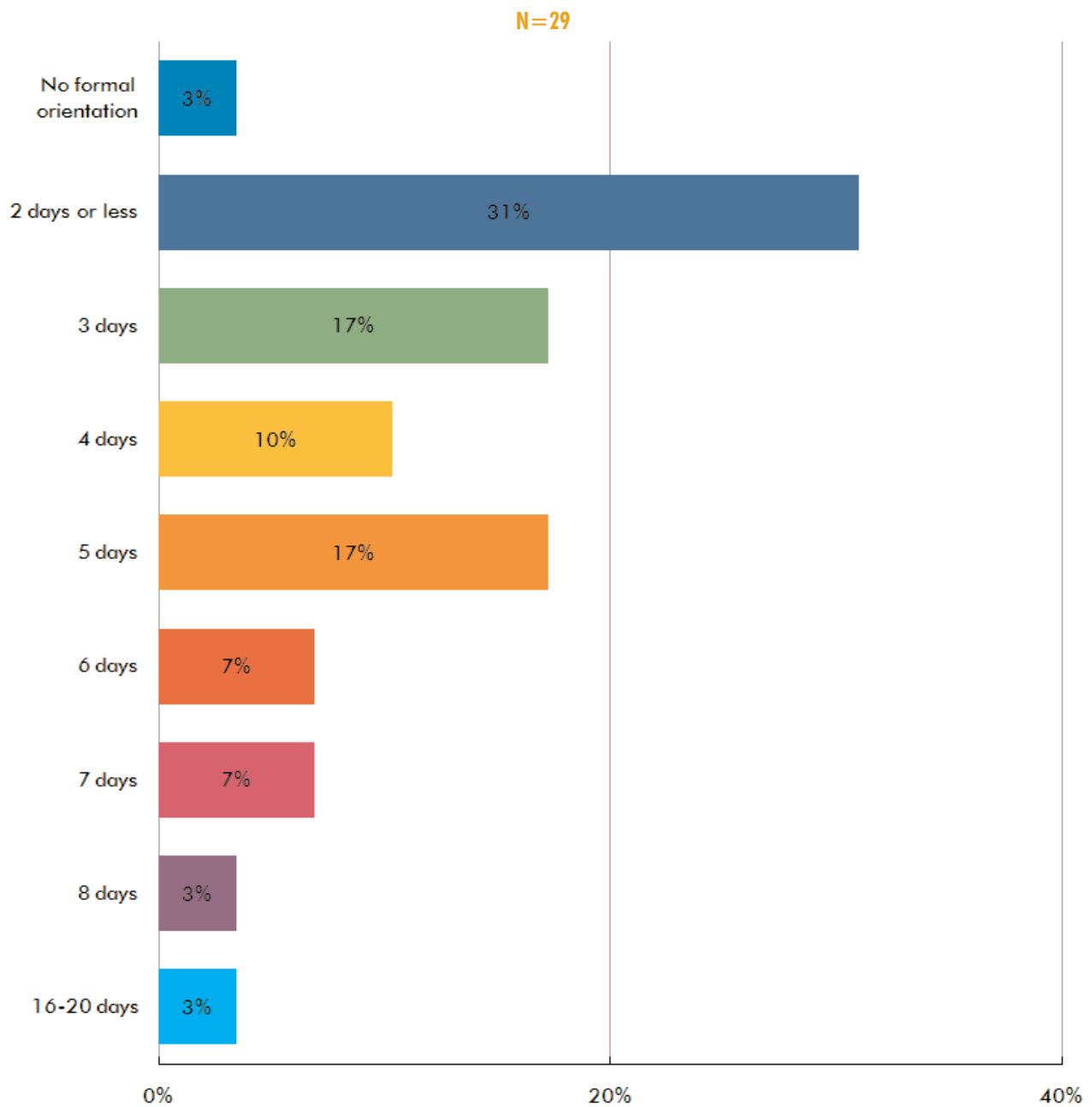


Note:

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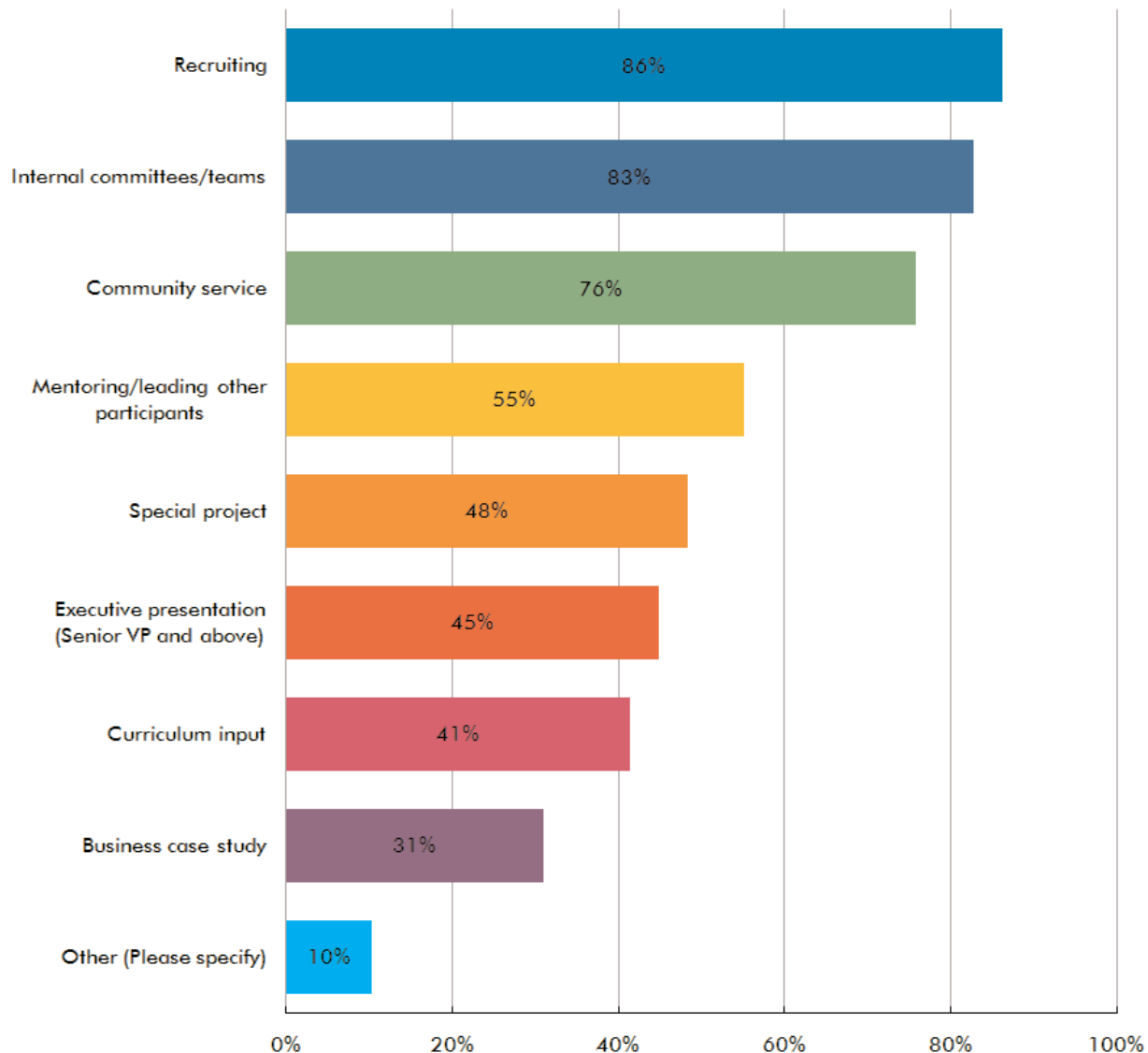
Other:

- Mindfulness, emotional intelligence, stress management, focused on personal development

QUESTION 22. About how long is your formal orientation program?

QUESTION 23. 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)

N=29



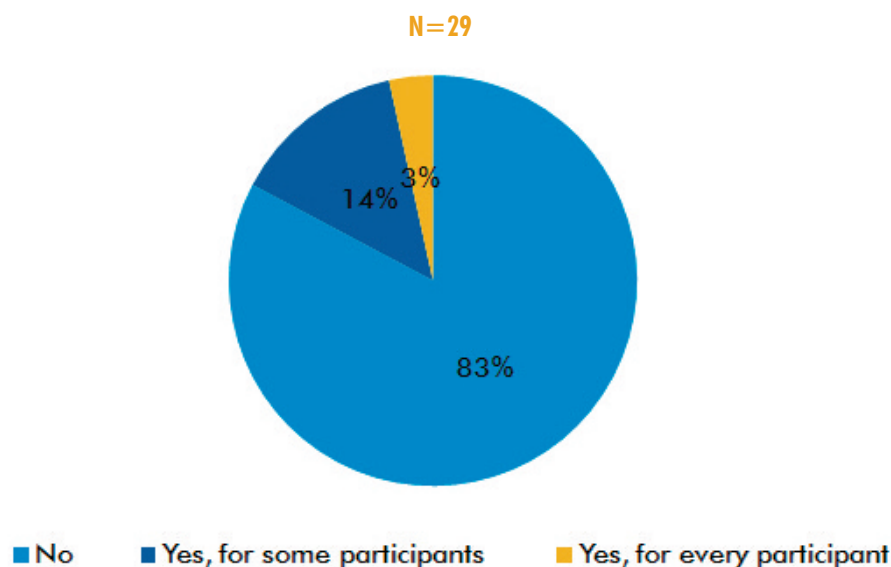
Note:

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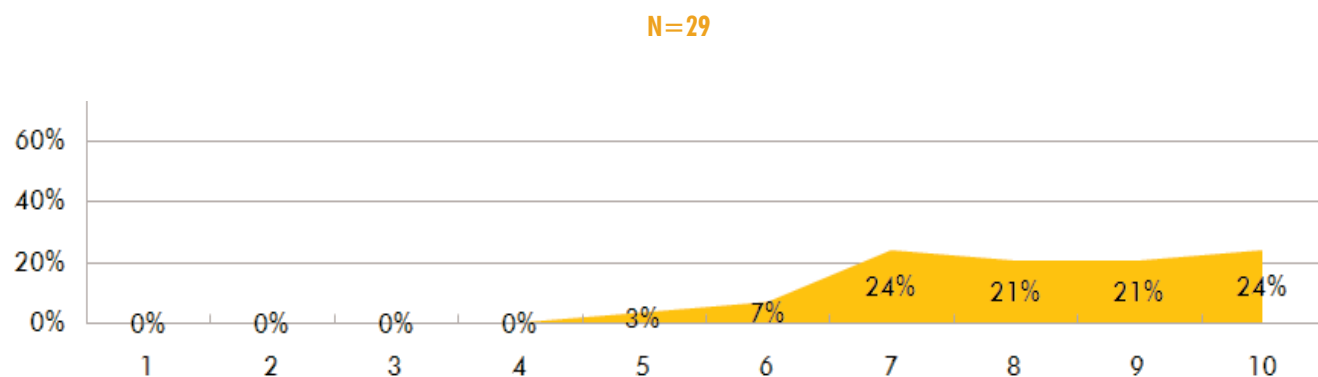
Other:

- 1-month cross-functional experience
- End of rotation presentation of assignment to business unit peers, assignment manager, mentor, and key stakeholders.
- Cross-program learning/curriculum

QUESTION 24. Does your development program include an experience of managing other people?



QUESTION 25. 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?



Comments:

Managers do little [more] than supervise and normal performance reviews, however, there is a steering committee of alumni that is responsible for creating a Yearbook, quarterly happy hours, and the mentorship program. Participants are asked to go back to their alma maters for recruiting and they assist with interview days.

As our finance program has grown, it has been a challenge to keep our participants connected. We do this through finance roundtable discussions, where participants discuss the details of their rotations as well as through mentoring relationships with alumni. We also have finance-specific manager lunches where groups of participants network with our current rotation managers, many of whom are alumni. We also have prescriptive networking events with current participants and alumni through workshop.

Alumni is a key to success for the program. It has been valued and utilized to evolve the program.

The Finance PDP program has been in existence for 51 years, so the company has embraced it and its members as key talent within the organization.

Program manager provides the opportunity for associates to develop their own sense of community, but it is up to associates to own the cultural experience.

We have been very focused on creating a sense of community within the finance program and then within the broader [company} Leadership Development Program.

Managers appreciate the high quality participants and want them to succeed as well as have long careers (retention).

We host happy hours and pull graduates back to help with programming to keep the network connected. Our LDPs are very close.

We hold monthly class meetings to bring the team together, facilitate program members working together on projects, and hold team-building events throughout the year.

We have some specific tools, for example our finance body of knowledge, that is a bit different than the rest of the company. Each yearly cohort has two dedicated leaders that lead/support the performance management process.

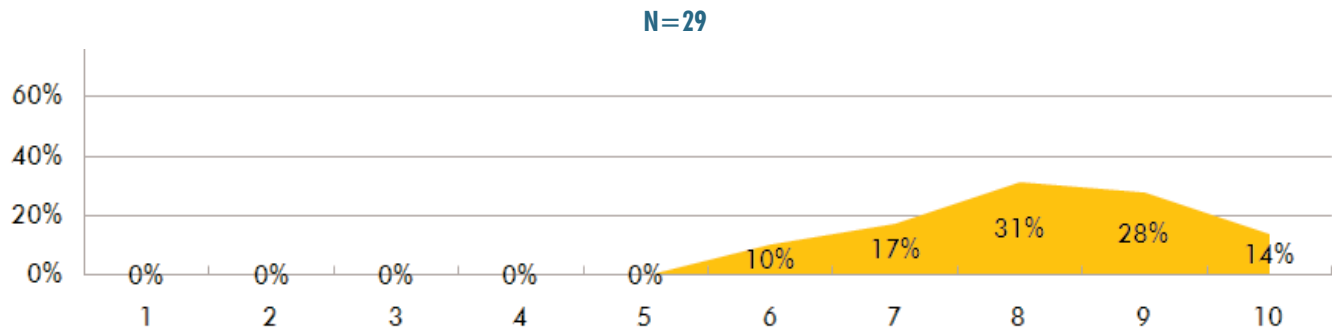
We include direct hire employees to also attend the functional training/curriculum.



"Alumni is a key to success for the program. It has been valued and utilized to evolve the program."

"As our finance program has grown, it has been a challenge to keep our participants connected."

QUESTION 26. 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



Comments:

Classes seem to also become very social with their own weekend plans. They also are very competitive with each other wanting post-program promotions to happen at the same time.

There is a sense of pride our participants feel in being part of the program, which drives a close sense of community.

We have a new program director which is improving this rating...in role for about a year.

Effort not in all region pays back.

The members are very close, and not just to the Finance program, but across Finance, Engineering, and IT.

Associates want to have a sense of community and go above and beyond to foster one.

I feel that there is an improvement happening within current and recent cadres but our engagement of alumni is not as strong as many alumni have moved to new areas of the enterprise (outside of Finance).

Although some do not embrace and engage most will say it is a great program with a beneficial network.

The LDPs take it upon themselves to create group chats and many chose to live together. We typically have multiple LDPs starting in the same location at the same time which helps to create an organic sense of community.

Most program participants enjoy and take advantage of having a built-in peer network within the program and spend time outside of work together as well. They seem to be generally supportive and help each other out/practice knowledge sharing. The challenge has been with program members rotating outside of HQ/hub offices.

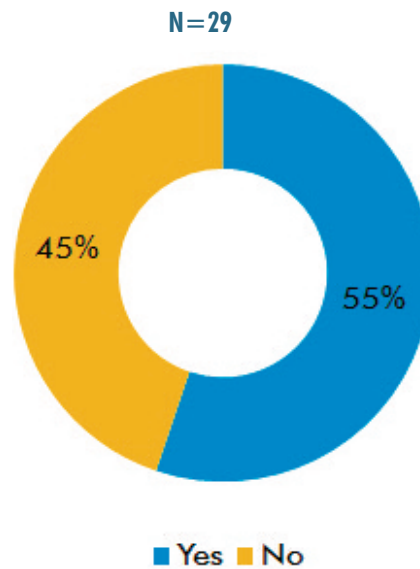
The yearly cohorts build a strong sense of community amongst themselves.



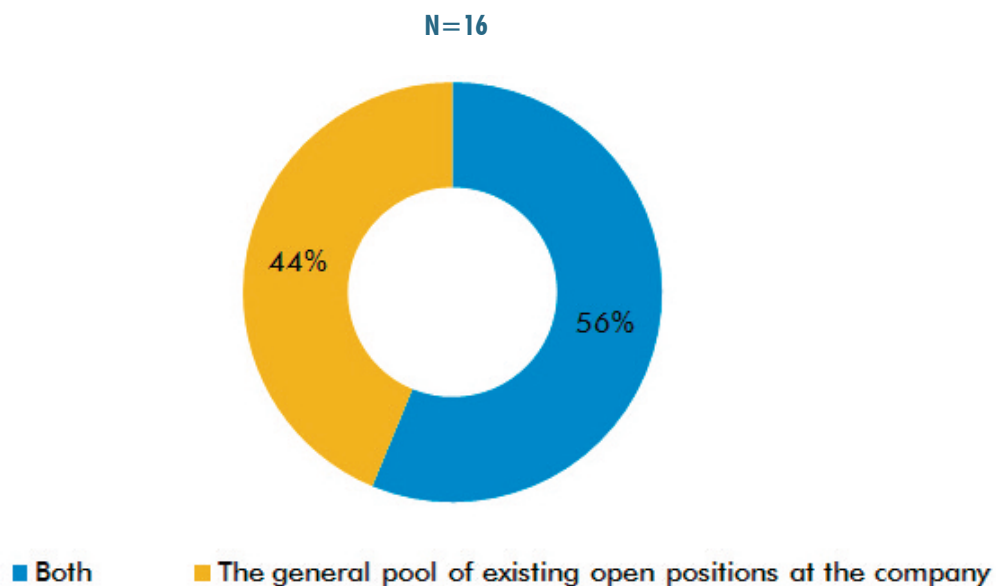
"Associates want to have a sense of community and go above and beyond to foster one.."

"...our engagement of alumni is not as strong as many alumni have moved to new areas of the enterprise (outside of Finance)."

QUESTION 27. Are participants guaranteed a position after graduation from your development program?

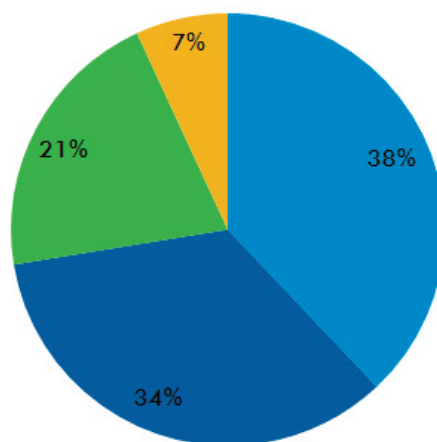


QUESTION 28. Where does this position typically come from?



QUESTION 29. Which answer below best describes how your development program participants move into roles after graduation?

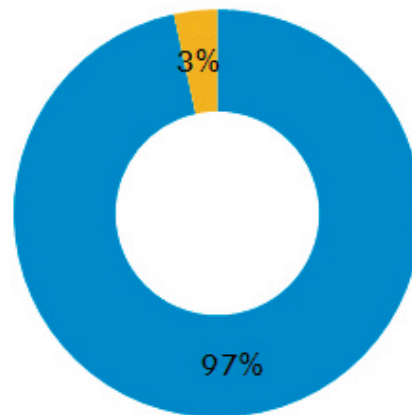
N=29



- Primarily participant-driven (participants expect some guidance, introductions, etc. from the program)
- Driven equally by participants and program
- Primarily program-driven (participants expect the program to uncover opportunities that the participant will pursue and evaluate)
- Completely program-driven (participants expect to be placed - whether or not they hold the final approval)

QUESTION 30. What term below best describes the level of role graduates of your development program move into at program completion?

N=29

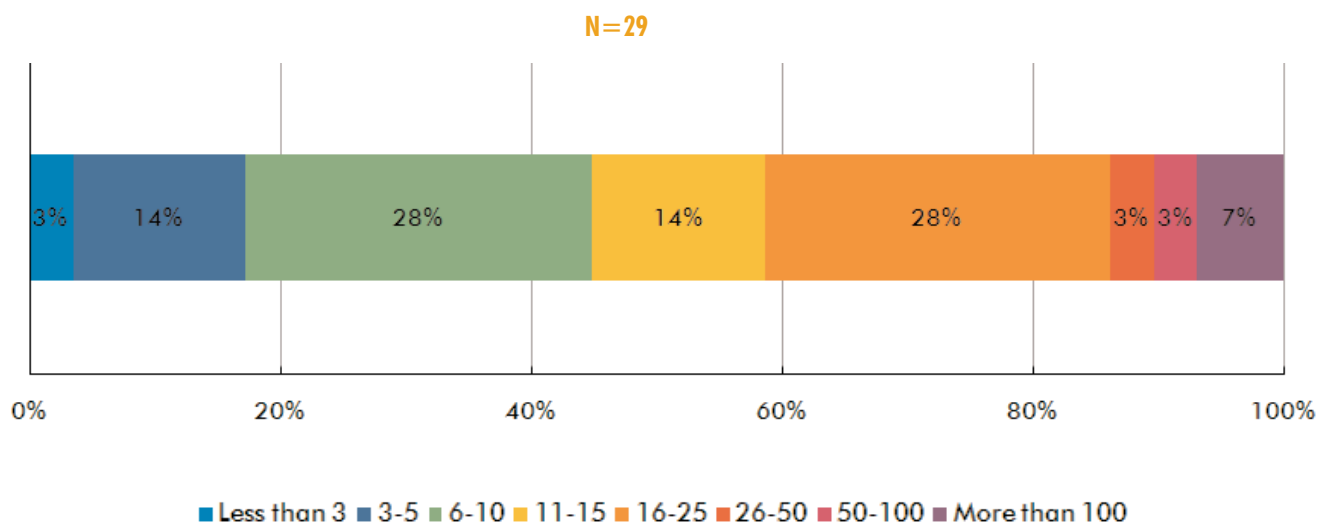


- Individual contributor (no managerial or supervisory responsibilities)
- Other (Please specify)

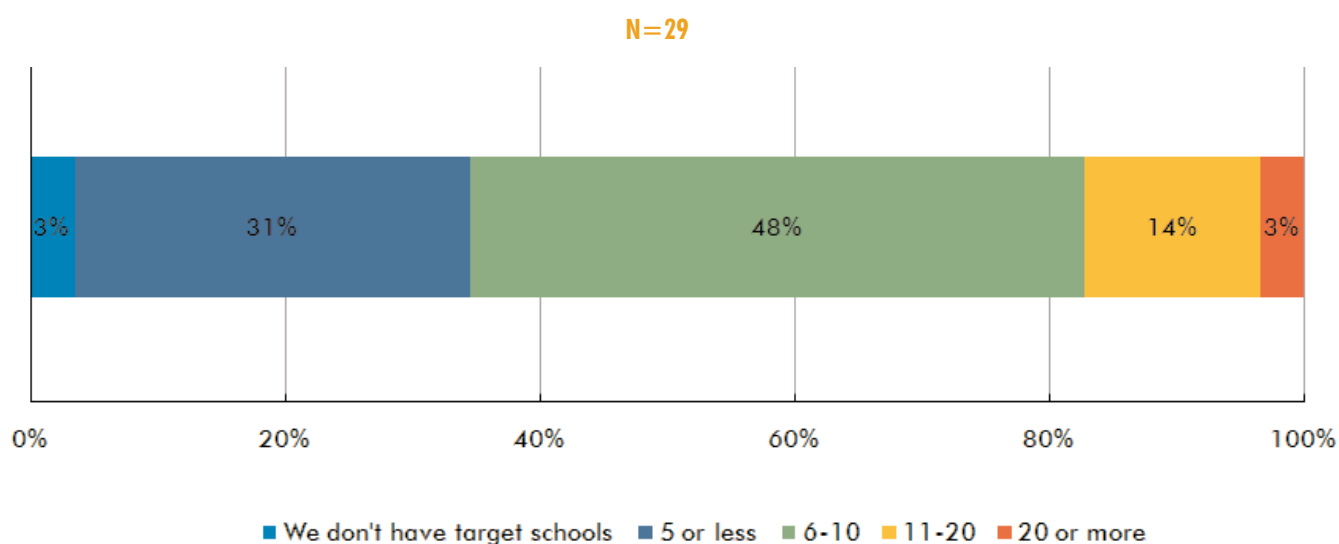
Other:

- Leadership roles or specialist positions, not entry-level

QUESTION 31. On average, how many participants do you hire into your development program each year?

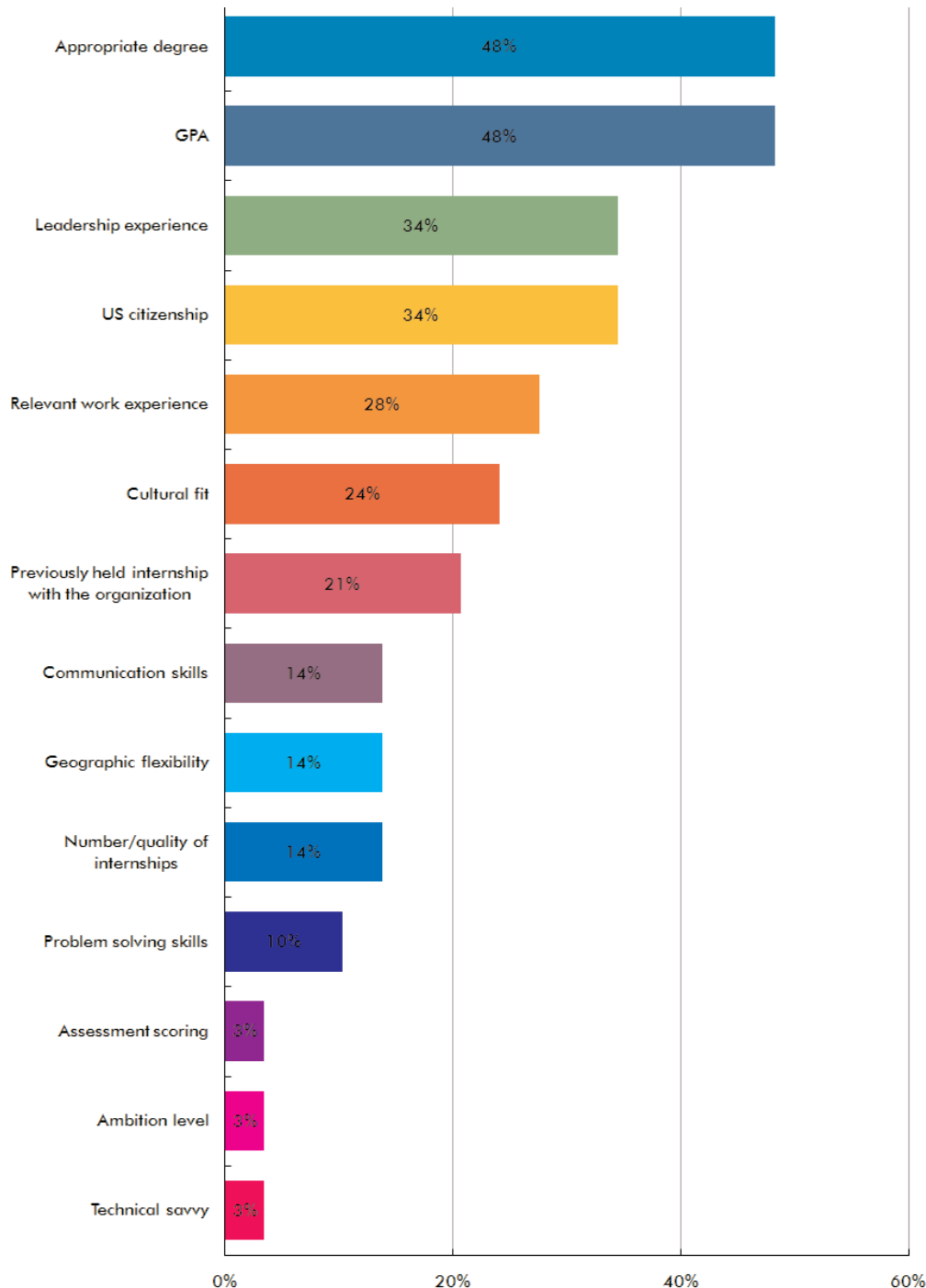


QUESTION 32. How many target schools do you recruit from for your development program?



QUESTION 33. What are the three most important requirements for entry into your development program?

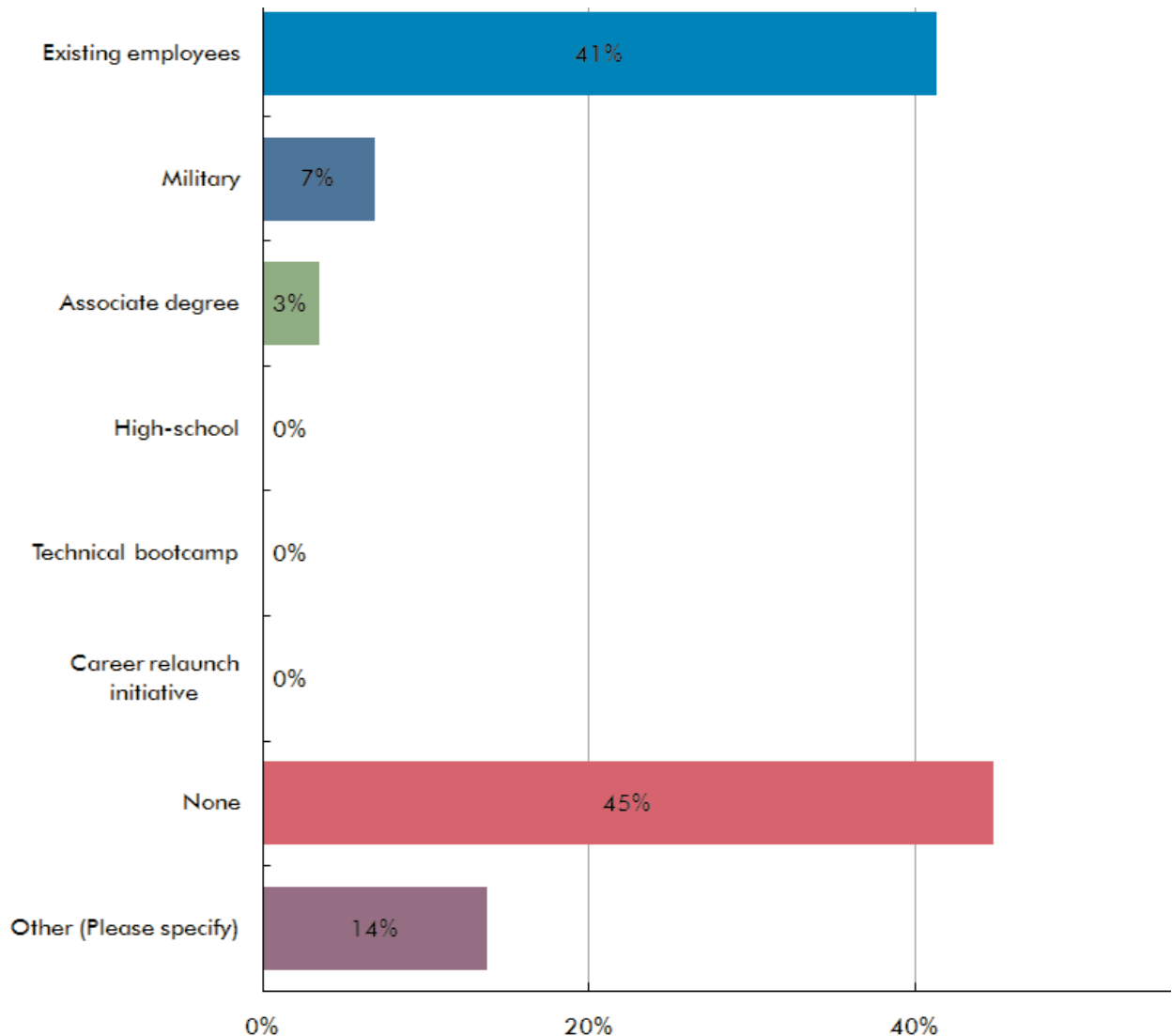
N=29



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

QUESTION 34. Which of the following non-traditional channels do you recruit from for your full-time or internship program?

N=29



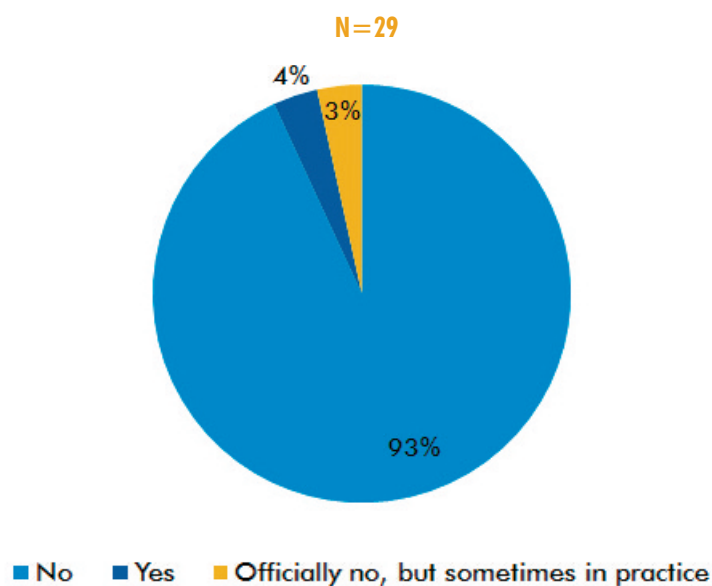
Note:

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

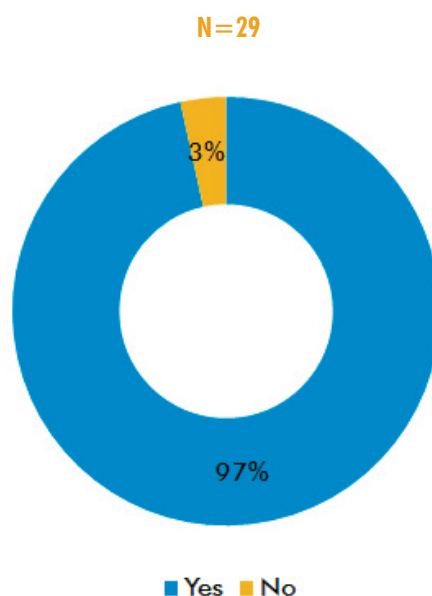
Other:

- Sophomore Externship ProgramI, National Diversity Conferences, Referrals
- Diversity conferences (ALPFA, NABA, National Black MBA Association, MBA Vets, Forte) and diversity programs (SEO, Inroads)
- Diversity organization partnerships
- National diversity events like Forte', National Black MBA, MLT

QUESTION 35. Does your organization currently consider hiring international students into your development program?



QUESTION 36. Do you have an internship program that feeds your recruiting pipeline for your development program?



QUESTION 37. 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)

N=26

25TH PERCENTILE 52%

MEDIAN 69%

75TH PERCENTILE 83%

AVERAGE 70%

QUESTION 38. Overall, what percent of your interns accepted an offer to join your development program in your last recruitment cycle?

N=25

25TH PERCENTILE 69%

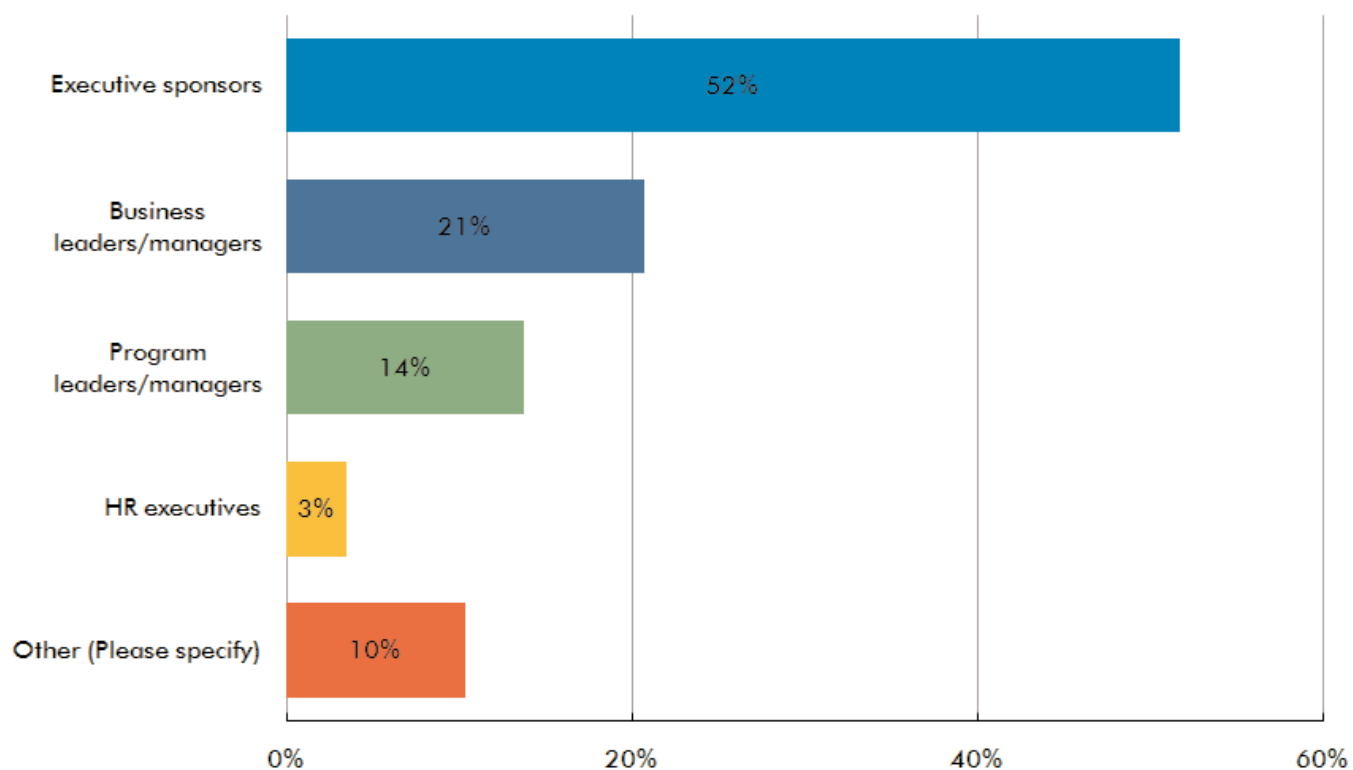
MEDIAN 75%

75TH PERCENTILE 90%

AVERAGE 75%

QUESTION 39. Who has the final say on how many new recruits will be hired into your development program each year?

N=29

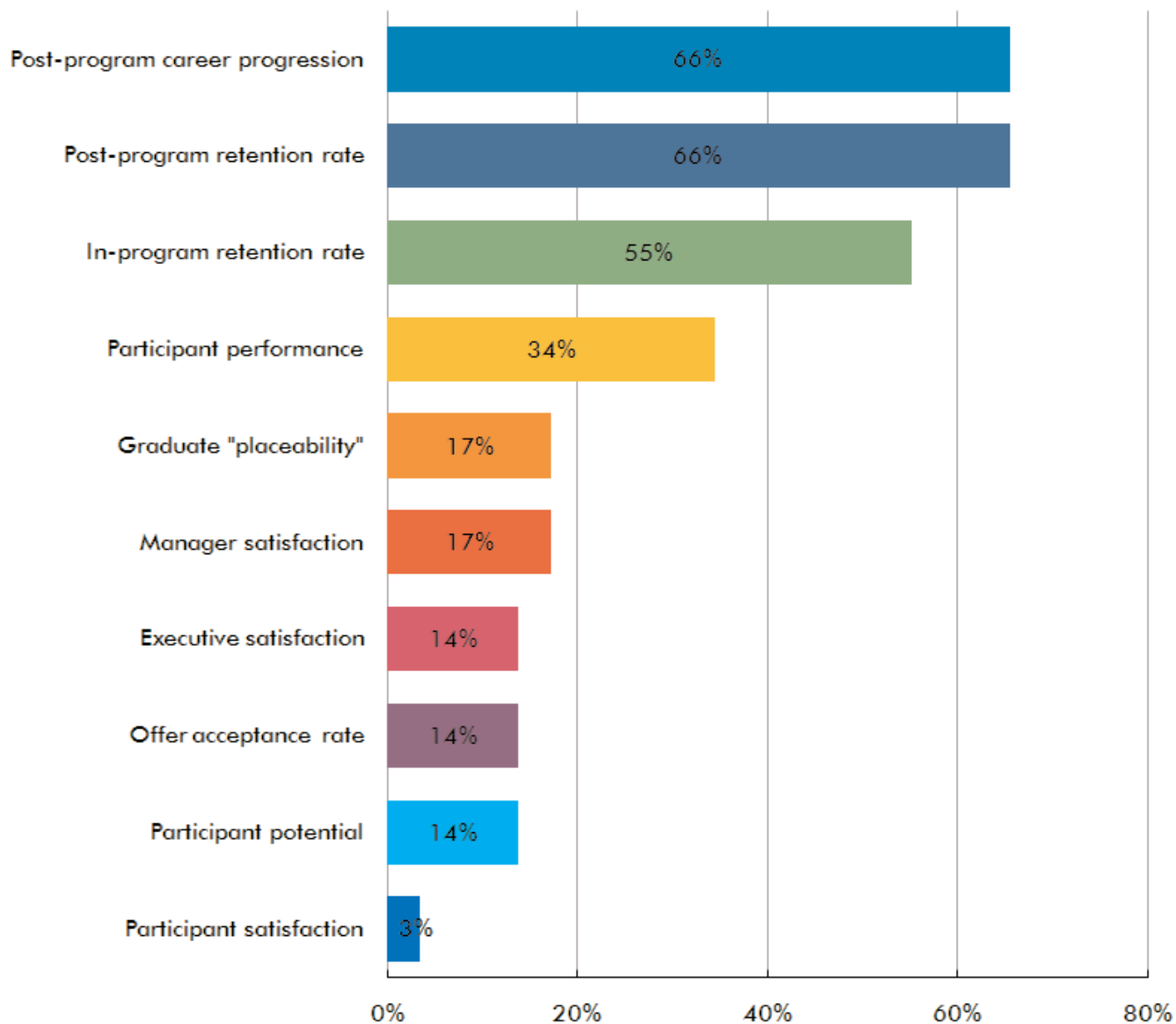


Other:

- Combination of business and program leaders
- Both the Program Manager and the Business
- We hire the same number that rotates out

QUESTION 40. Please indicate the three most important factors you measure to determine the success of your development program.

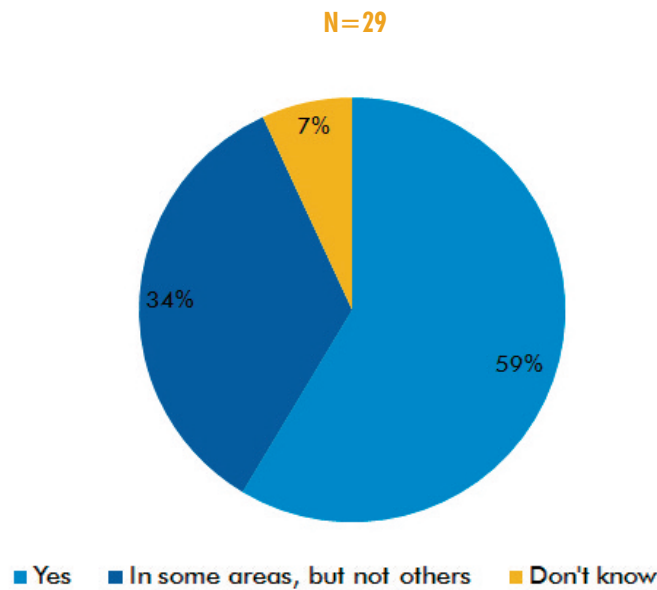
N=29



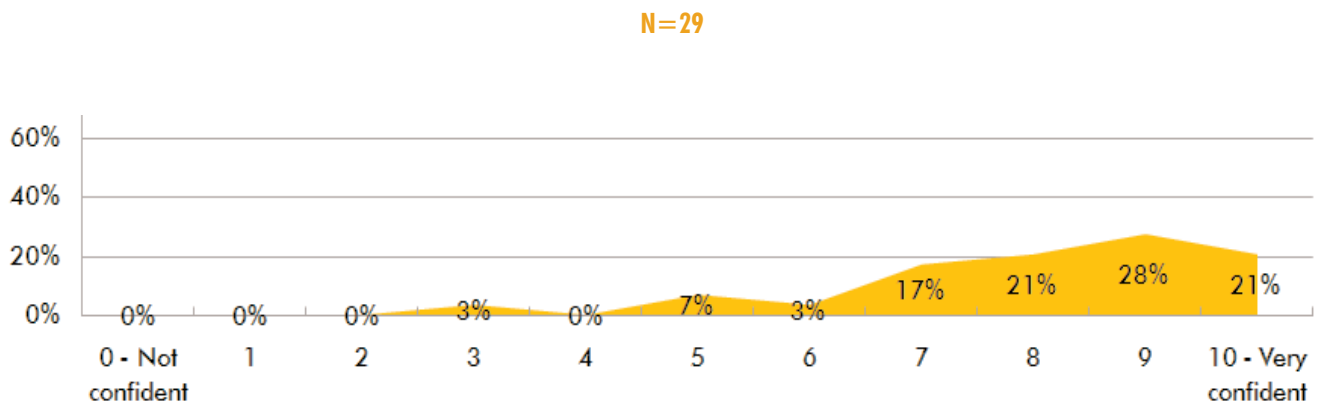
Note:

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

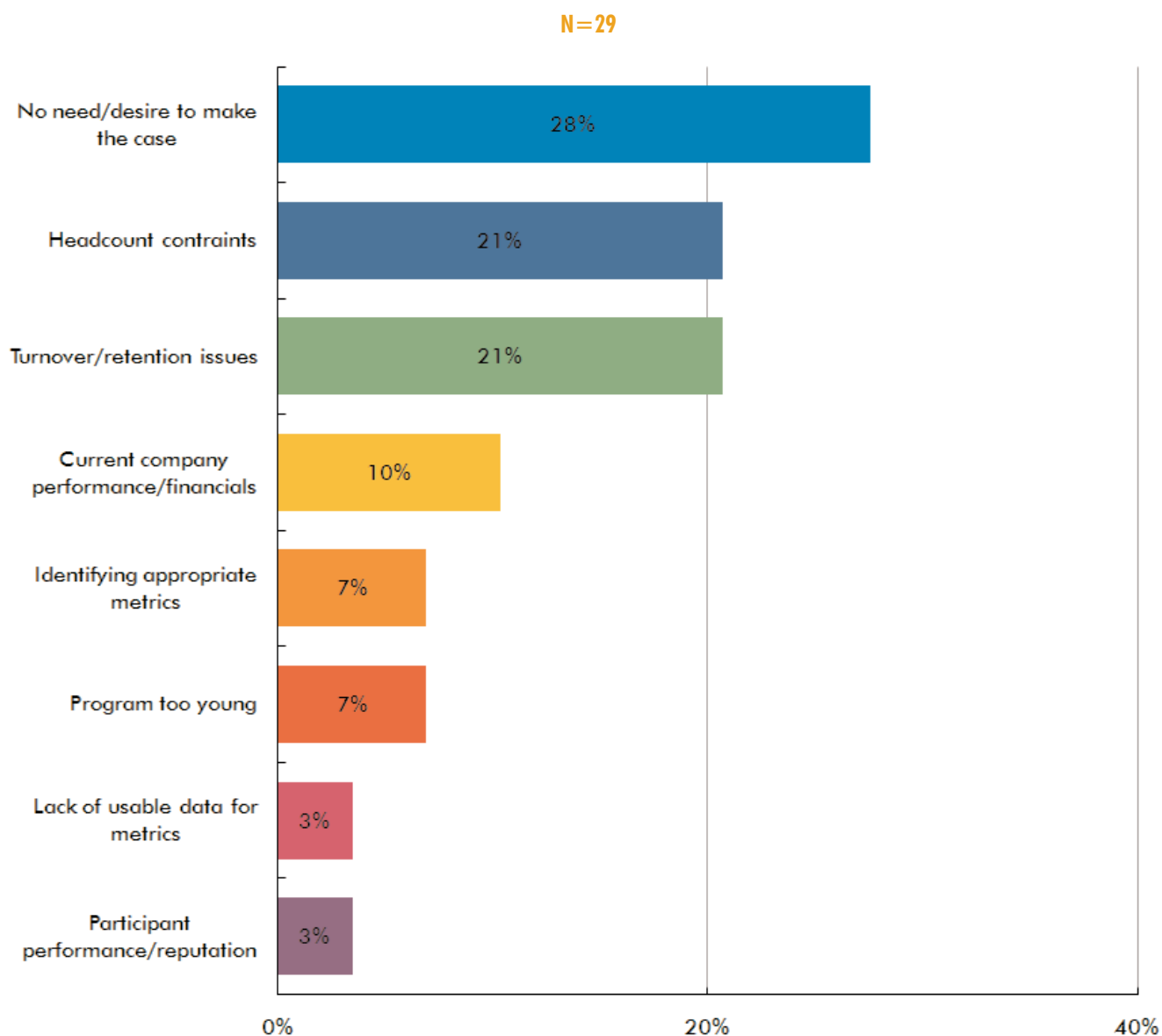
QUESTION 41. When considering the metrics you indicated above, are your program participants out-performing the general employee population (or whatever comparator group you may be using)?



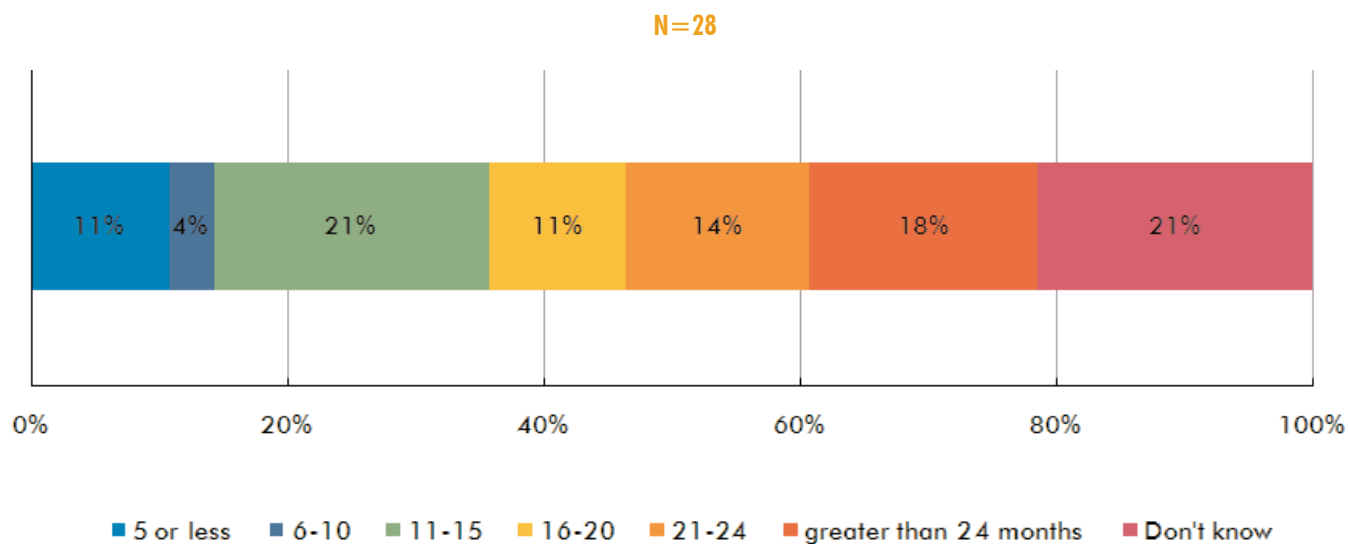
QUESTION 42. Overall, how confident are you in your ability to demonstrate the success/value of your development program to senior management?

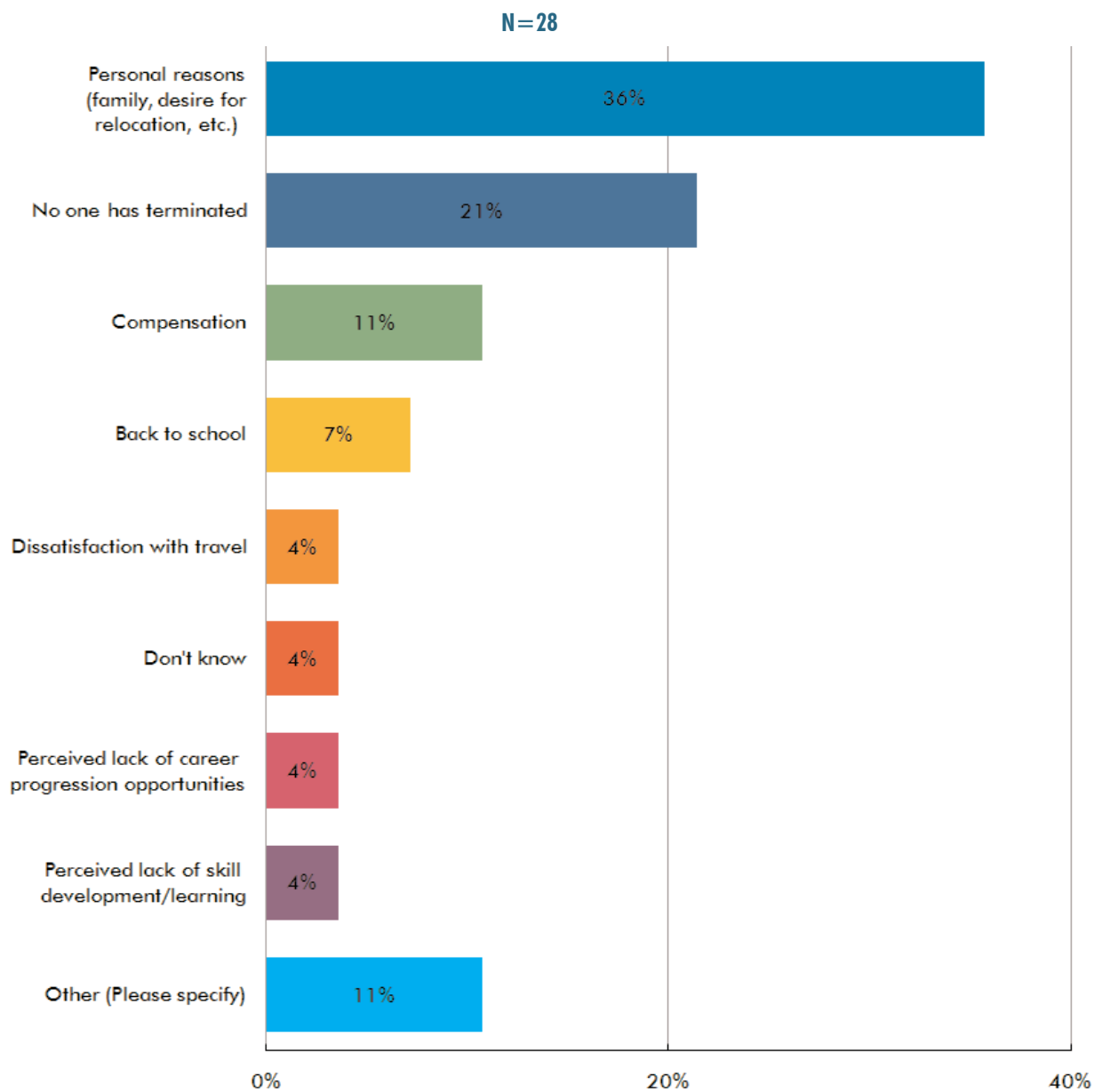


QUESTION 43. What is the biggest obstacle to making the business case to continue or expand your program?



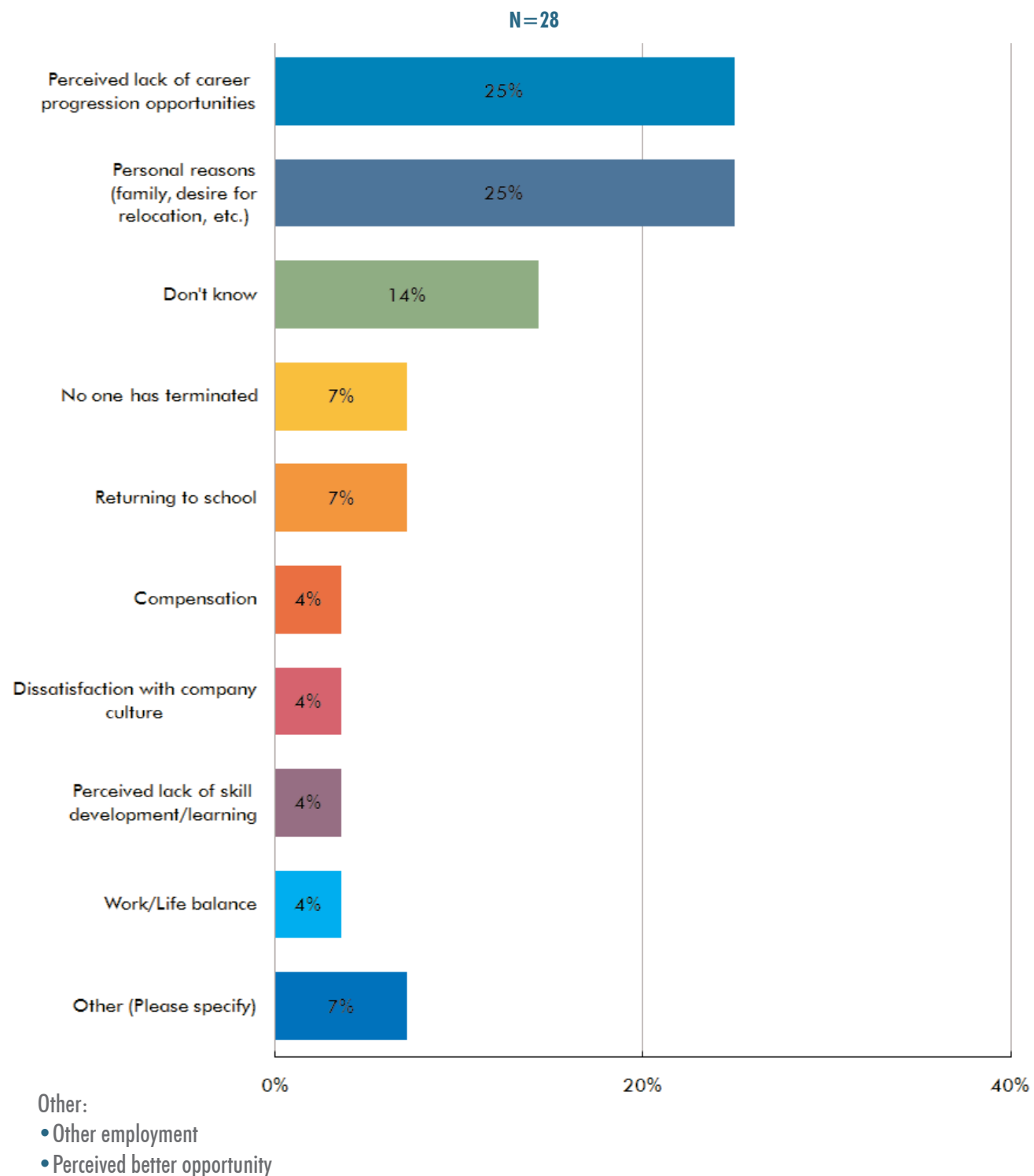
QUESTION 44. What is the average length of employment (in number of months) for those that terminated while still in the program (either self or forced termination)?



QUESTION 45. What is the top reason for voluntary termination during the program?

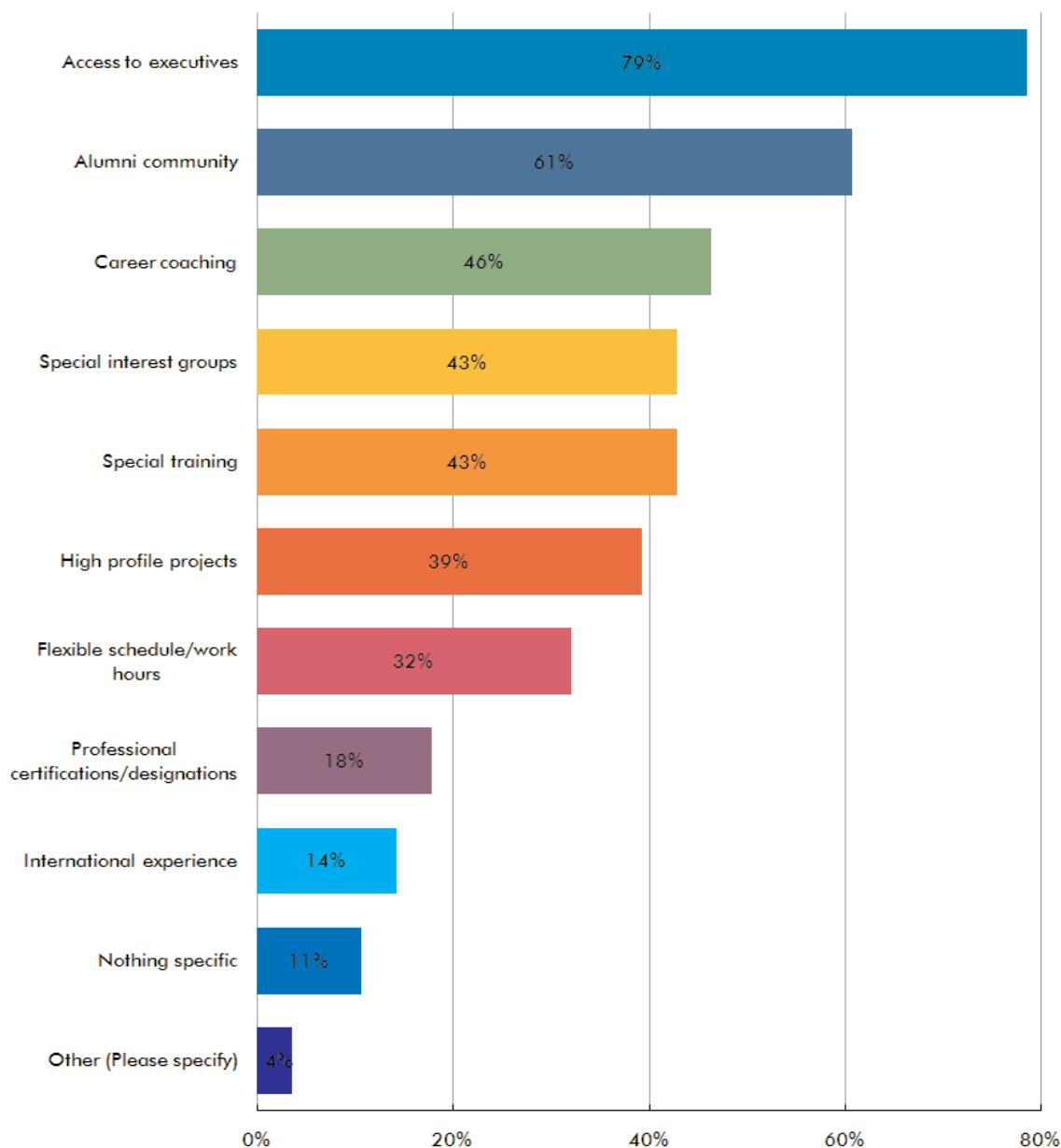
Other:

- Other employment
- Recognition of different career path desire what the program can offer
- Not the right job fit (desired something different)

QUESTION 46. What is the top reason for voluntary termination after completing the program?

QUESTION 47. 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.)

N=28

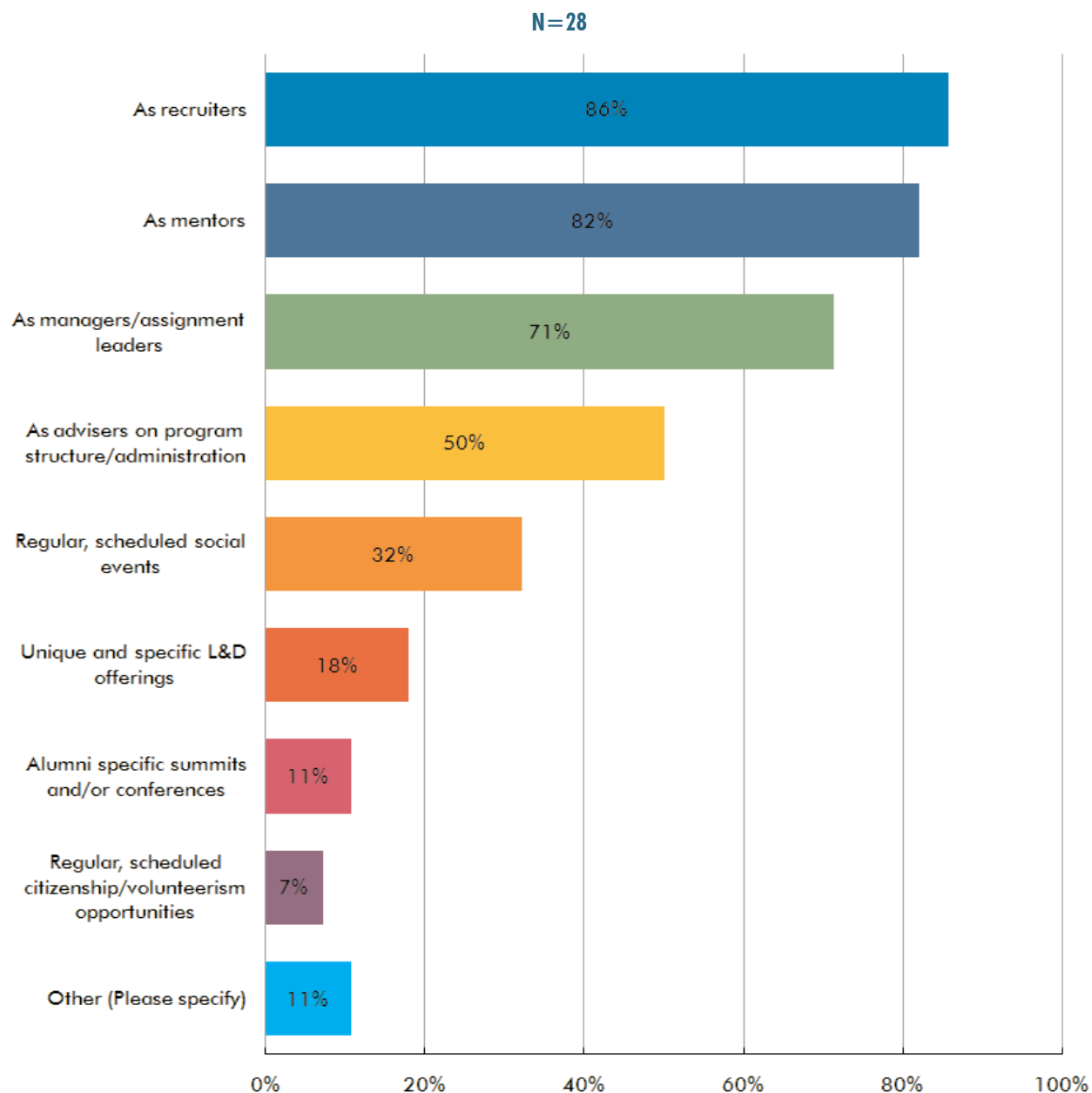


Note:

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

Other:

- Three one-month development experiences

QUESTION 48. How do you engage your program alumni? (Check all that apply)**Note:**

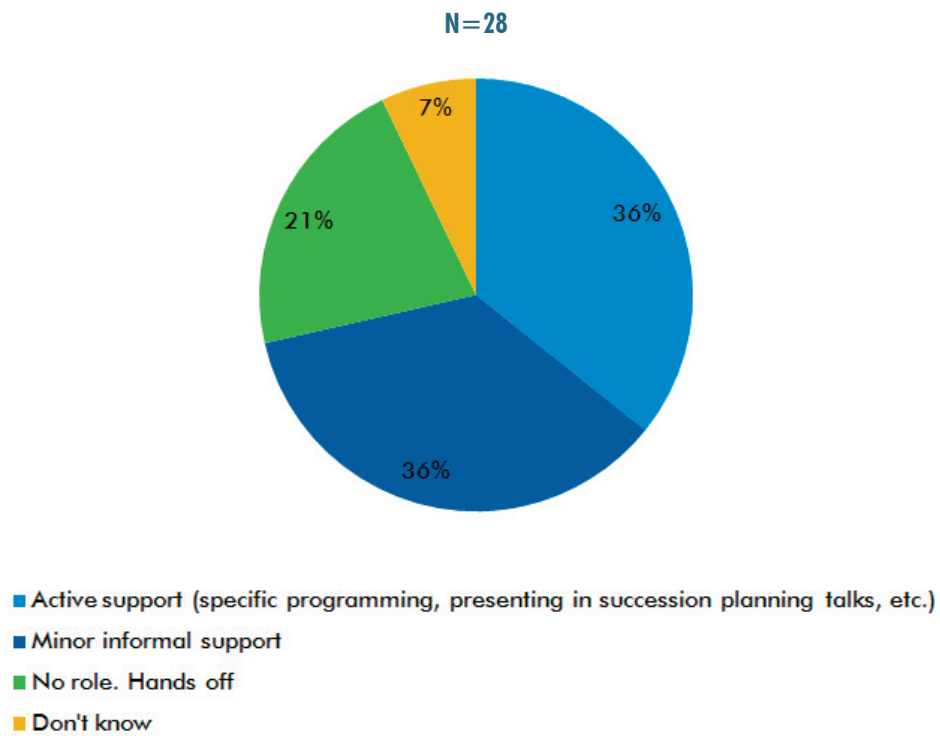
Multiple answers per participant possible.

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

Other:

- Annual international service experience (new)
- Not yet determined
- We have a program manager assigned to alumni

QUESTION 49. Which of the following best describes your program's role in promoting the acceleration of your program alumni?



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.

R . J. WRONSKI ASSOCIATES, Inc . 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.



