LDP SURVEY

by

IDPconnect

SECOND EDITION

SALES AND MARKETING 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").

The 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 development programs for early career hires. The overall survey was completed by 45 organizations on 115 different development programs across many functions.

This report contains a summary of data submitted on 16 development programs focused on Sales & Marketing from the organizations listed below:

BAXTER	FIFTH THIRD BANK	REXNORD
DELL (x2)	HEXCEL	SANOFI
CARDINAL HEALTH (x2)	J&J MEDICAL DEVICES	TEXTRON
DISCOVER FINANCIAL (x2)	MEDTRONIC	THE HARTFORD
	OWENS CORNING	

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 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.

CONTENTS

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.)

16 RESPONDENTS

	RESPONSES	%
AEROSPACE	2	13%
AUTOMOTIVE	1	6%
BIOTECHNOLOGY	1	6%
CONSTRUCTION	1	6%
DEFENSE	1	6%
FINANCIAL SERVICES	5	31%
HEALTHCARE	5	31%
INTERNET/TECHNOLOGY	2	13%
MANUFACTURING	4	25%
PHARMACEUTICALS	1	6%
TELECOMMUNICATIONS	1	6%

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

	RESPONSES	%
UTILITIES	1	6%
OTHER (PLEASE SPECIFY)	2	13%

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
- Medical devices

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

16 RESPONDENTS

	RESPONSES	%
$100-$500 MILLION	1	6%
$1-$10 BILLION	5	31%
$10-$50 BILLION	6	38%
>$100 BILLION	4	25%

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

16 RESPONDENTS

	RESPONSES	%
YES	15	94%
NO	1	6%

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

15 RESPONDENTS

	RESPONSES	%
ACTUARIAL	1	7%
ANALYTICS	4	27%
CUSTOMER SERVICE	2	13%
ENGINEERING	6	40%
FINANCE/ACCOUNTING	9	60%
GENERAL MANAGEMENT	2	13%
HUMAN RESOURCES	6	40%
INFORMATION TECHNOLOGY	9	60%
LOGISTICS/SUPPLY CHAIN	5	33%
MANUFACTURING/OPERATIONS	4	27%
PROCUREMENT/BUYING	2	13%

	RESPONSES	%
PRODUCT DEVELOPMENT	2	13%
RESEARCH & DEVELOPMENT	3	20%
SALES & MARKETING/ BUSINESS DEVELOPMENT	15	100%
UNDERWRITING	1	7%
OTHER (PLEASE SPECIFY)	1	7%

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

Other:
• LEAN methodology

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.)?

16 RESPONDENTS

	RESPONSES	%
LESS THAN 3	5	31%
3-6	4	25%
7-10	5	31%
51-100	1	6%
MORE THAN 100	1	6%

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

16 RESPONDENTS

LOW	1
MEDIAN	2
HIGH	15
AVERAGE	3

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

16 RESPONDENTS

LOW	0
MEDIAN	1
HIGH	2
AVERAGE	1

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.

16 RESPONDENTS

	RESPONSES	%
BACHELORS	11	69%
MBA	5	31%

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

16 RESPONDENTS

LOW	5
MEDIAN	12
HIGH	63
AVERAGE	19

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

16 RESPONDENTS

	RESPONSES	%
LESS THAN 3	2	13%
3-5	5	31%
6-10	6	38%
11-15	1	6%
16-25	1	6%
50-100	1	6%

QUESTION 11. Does your development program have rotations?

16 RESPONDENTS

	RESPONSES	%
YES	14	88%
NO	2	13%

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

14 RESPONDENTS

	RESPONSES	%
2	5	36%
3	6	43%
4	2	14%
5	1	7%

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

14 RESPONDENTS

	RESPONSES	%
3 OR LESS	1	7%
5	1	7%
6	1	7%
8	1	7%
9	2	14%
12	6	43%
18	2	14%

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

16 RESPONDENTS

	RESPONSES	%
10	1	6%
12	1	6%
18	2	13%
20	1	6%
24	4	25%
26	1	6%
36	6	38%

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

16 RESPONDENTS

	RESPONSES	%
WITHIN THE BUSINESS UNITS WHERE PARTICIPANTS WORK	8	50%
CENTRALLY OUTSIDE OF HUMAN RESOURCES	5	31%
CENTRALLY WITHIN HUMAN RESOURCES	2	13%
HYBRID: MOSTLY CENTRALIZED BUDGET	1	6%

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

16 RESPONDENTS

	RESPONSES	%
TOGETHER WITHIN A SINGLE METROPOLITAN AREA (E.G. ALL PARTICIPANTS IN CHICAGO)	6	38%
ACROSS MULTIPLE STATES	6	38%
ACROSS MULTIPLE COUNTRIES	2	13%
IN ONE OF SEVERAL POSSOBLE METROPOLITAN AREAS (E.G. ONE PARTICIPANT STAYS IN ROCHESTER, WHILE ANOTHER STAYS IN SANTA FE)	1	6%
OTHER (PLEASE SPECIFY)	1	6%

Other: Home office and national field placement

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

9 RESPONDENTS

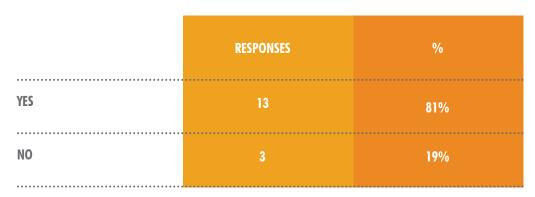|	RESPONSES	%
MOBILITY PROFESSIONALS WITHIN YOUR ORGANIZATION	4	44%
OUTSIDE AGENCY	3	33%
THE PROGRAM PARTICIPANT	1	11%
OTHER (PLEASE SPECIFY)	1	11%
NO RELOCATION	7	

Other:
Talent acquisition

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

16 RESPONDENTS

	RESPONSES	%
YES	13	81%
NO	3	19%

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

16 RESPONDENTS

	RESPONSES	%
ANNUALLY AT A DATE DIFFERENT THAN THE REST OF THE ORGANIZATION	1	6%
AT THE END OF EACH ROTATION	1	6%
ONLY UPON PROGRAM COMPLETION	1	6%
ALIGNED WITH NORMAL PROCESS	13	81%

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).

16 RESPONDENTS

COMPONENT	OFFER?	%	UNIQUE?	%
PEER MENTORSHIP (MORE SENIOR PROGRAM PARTICIPANT)	12	75%	10	83%
EXECUTIVE MENTORSHIP (A SENIOR LEVEL LEADER)	8	50%	7	88%
MENTORSHIP FROM PROGRAM ALUM	10	63%	9	90%
INTERNAL COACHING (BEYOND COACHING FROM THE PROGRAM MANANGER)	8	50%	6	75%
EXTERNAL COACHING (VENDOR PROVIDED)	2	13%	1	50%
FORMAL IN-HOUSE TRAINING	15	94%	12	80%
EXTERNAL TRAINING (VENDOR PROVIDED)	10	63%	8	80%
OTHER	3	19%	3	100%

QUESTION 21. Comments

PEER MENTORSHIP:
Structured mentor
FORMAL IN-HOUSE TRAINING:
Structured curricula
EXTERNAL TRAINING:
Structured curricula

OTHER:
- *Mentor for program grad*
- *Field site training*
- *Additional networking*

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

16 RESPONDENTS

	RESPONSES	%
PROGRAM MANAGERS	15	94%
THERE IS NO FORMAL MENTORING PROGRAM	1	6%

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

16 RESPONDENTS

	RESPONSES	%
PARTICIPANT SATISFACTION	12	75%
MENTOR SATISFACTION	10	63%
WE DON'T TRACK THEM	4	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 24. Do you provide formal orientation for your development program?

16 RESPONDENTS

	RESPONSES	%
YES	14	88%
NO	2	13%

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

16 RESPONDENTS

	RESPONSES	%
2 DAYS OR LESS	1	6%
3 DAYS	2	13%
4 DAYS	5	31%
5 DAYS	4	25%
7 DAYS	1	6%
10 DAYS	1	6%
NO FORMAL ORIENTATION	2	13%

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)

16 RESPONDENTS

	RESPONSES	%
RECRUITING	13	81%
COMMUNITY SERVICE	12	75%
MENTORING OF OTHER PARTICIPANTS	8	50%
SPECIAL PROJECT	7	44%
EXECUTIVE PRESENTATION (SVP AND ABOVE)	7	44%
CURRICULUM INPUT	6	38%
BUSINESS CASE STUDY	5	31%
OTHER (PLEASE SPECIFY)	1	6%

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

Other:

• Book club, Newsletter, Maintaining Internal Program Webpage

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

16 RESPONDENTS

	RESPONSES	%
6-10	3	19%
11-15	1	6%
16-20	3	19%
21-25	3	19%
26-30	2	13%
31-35	2	13%
50+	2	13%

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

17 RESPONDENTS

	RESPONSES	%
ONBOARDING (HR, EMPLOYEE HANDBOOK, COMPANY BENEFITS, ETC.)	13	81%
INTERPERSONAL & COMMUNICATION SKILLS	13	81%
THINKING SKILLS (DESIGN THINKING, CRITICAL THINKING, INNOVATION, PROBLEM SOLVING & ANALYSIS, ETC.)	12	75%
LEADERSHIP OR MANAGERIAL SKILLS	11	69%
COMPANY PRODUCTS, SERVICES, SOLUTIONS	10	63%
BUSINESS ACUMEN & FINANCE (FOR NON-FINANCE)	10	63%
PROJECT MANAGEMENT	9	56%
FUNCTIONAL SKILLS OR PROCESSES (IT FOR IT, FINANCE FOR FINANCE, ENGINEERING FOR ENGINEERING, ETC.	8	50%
TECHNOLOGY & PRODUCTIVITY TOOLS (FOR NON-TECHNOLOGISTS)	4	25%
OTHER (PLEASE SPECIFY)	3	19%

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

Other:
- Sales Training & Use of Sales Tools (CRM, Opportunity Funnels, etc)
- LEAN Methodology
- Influencing Skills; Presentation Skills; 6 Sigma

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

16 RESPONDENTS

	RESPONSES	%
NO	13	81%
YES, FOR SOME PARTICIPANTS	3	19%

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?

15 RESPONDENTS

	RESPONSES	VALUE	%
1 = Not at all	1	1	7%
2	1	2	7%
3	0	3	0%
4	0	4	0%
5	0	5	0%
6	1	6	7%
7	1	7	7%
8	4	8	27%
9	4	9	27%
10 = Very much	3	10	20%

WEIGHTED SCORE : 7.6

QUESTION 31. Please comment on your rating above:

- *We schedule a lot of community team bonding events and get them involved in a Young Professional group within our company that is also exposed to companies in the area. We also encourage them to coordinate events with current and alumni LDP participants*

- *The program manager is responsible for creating the sense of community for the program members and not the managers.*

- *Consistent feedback from program members is that their cohort is extremely important to them. The value of the development program community for networking, mentorship and support is high. I work to foster that sense of community.*

- *Program participants and graduates have specialized training, networking events and are often partnered up in a mentor relationship.*

- *Each class is brought together annually, Each time the program manager visits a site, she invites program participants and grads together for dinner. Yammer site used.*

- *We host an annual summit to bring all program alumni together with current participants. This includes a learning element, networking, and a team building element. We host summer brunch for program alumni to meet summer interns, share their experiences Alumni are assigned as mentors for summer interns, and in some cases for current program participants The program is a 2 year rotational program - Once offer is accepted, incoming 1st years area assigned 2nd year buddies*

- *Monthly group meetings, many networking opportunities, team building events*

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

17 RESPONDENTS

	RESPONSES	VALUE	%
1 = Not at all	0	1	0%
2	0	2	0%
3	0	3	0%
4	0	4	0%
5	0	5	0%
6	2	6	13%
7	3	7	20%
8	2	8	13%
9	6	9	40%
10 = Very much	2	10	13%

WEIGHTED SCORE : 8.2

QUESTION 33. Please comment on your rating above:

- LDRP network is very connected with both alumni and current participants.

- Similar comments to above. They typically get very involved in these non-mandatory events.

- I would say that the vast majority of alums and current program members feel strongly about their community. They consistently reach out to each other for support on the job as well as interpersonal engagement outside of work.

- Participants are friends outside of work as well.

- It depends on the site and how many program participants and grads are there. It also depends on the individual.

- The group is very bonded, they rely on each other, and frequently socialize with each other outside of work. They are often roommates with each other.

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

15 RESPONDENTS

	RESPONSES	%
NO	9	60%
YES	6	40%

QUESTION 35. Where does this position typically come from?

6 RESPONDENTS

	RESPONSES	%
THE GENERAL POOL OF EXISTING OPEN POSITIONS AT THE COMPANY	2	33%
POSITIONS CREATED AND FUNDED SPECIFICALLY FOR PROGRAM GRADUATES	1	17%
BOTH	3	50%
NOT APPLICABLE	10	

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

15 RESPONDENTS

	RESPONSES	%
INDIVIDUAL CONTRIBUTOR (NO MANAGERIAL OR SUPERVISORY RESPONSIBILITIES)	14	93%
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)	1	7%

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

15 RESPONDENTS

	RESPONSES	%
DRIVEN EQUALLY BY PARTICIPANTS AND PROGRAM	7	47%
PRIMARILY PARTICIPANT-DRIVEN (PARTICIPANTS EXPECT LITTLE TO NO ASSISTANCE FROM THE PROGRAM IN GETTING PLACED)	6	40%
PRIMARILY PROGRAM-DRIVEN (PARTICIPANTS EXPECT THE PROGRAM TO UNCOVER OPPORTUNITIES THAT THE PARTICIPANT WILL PURSUE AND EVALUATE	1	7%
COMPLETELY PROGRAM-DRIVEN (PARTICIPANTS EXPECT TO BE PLACED-WHETHER OR NOT THEY HOLD THE FINAL APPROVAL)	1	7%

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)?

15 RESPONDENTS

	RESPONSES	%
1	1	7%
7	1	7%
8	1	7%
9	2	13%
10	1	7%
12	2	13%
18	1	7%
22	1	7%
GREATER THAN 24 MONTHS	2	13%
DON'T KNOW	3	20%

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

15 RESPONDENTS

	RESPONSES	%
NO ONE HAS TERMINATED	6	40%
RELOCATING	3	20%
PERCEIVED LACK OF CAREER PROGRESSION OPPORTUNITIES	1	7%
COMPENSATION	1	7%
OTHER (PLEASE SPECIFY)	4	27%

Other:
- Industry change - military
- Not a voluntary termination
- Within the last 7 years; 1 left the program not willing to relocate & 1 left due to a layoff situation.
- Visa immigration issues

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

15 RESPONDENTS

	RESPONSES	%
NO ONE HAS TERMINATED	4	27%
PERCIEVED LACK OF CAREER PROGRESSION	3	20%
RELOCATING	3	20%
COMPENSATION	2	13%
DON'T KNOW	1	7%
OTHER (PLEASE SPECIFY)	2	13%

Other:

- Within the last 7 years; 1 left due to a medical issue and 1 left due to a layoff situation.
- Unique opportunity - Cubs Manager Personal Asst, Peace Corps

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 organzation.)

15 RESPONDENTS

	RESPONSES	%
ALUMNI COMMUNITY	13	87%
ACCESS TO EXECUTIVES	10	67%
SPECIAL TRAINING	8	53%
CAREER COACHING	7	47%
HIGH PROFILE PROJECTS	7	47%
FLEXIBLE SCHEDULE/WORK HOURS	5	33%
SPECIAL INTEREST GROUPS	5	33%
NOTHING SPECIFIC	2	13%
INTERNATIONAL EXPERIENCE	2	13%

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?

15 RESPONDENTS

	RESPONSES	%
LESS THAN 3	1	7%
3-5	5	33%
6-10	7	47%
16-25	1	7%
50-100	1	7%

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

15 RESPONDENTS

	RESPONSES	%
WE DON'T HAVE TARGET SCHOOLS	1	7%
5 OR LESS	7	47%
6-10	5	33%
11-20	2	13%

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

- University of Cincinnati, Miami of Ohio
- Wharton, Duke
- Ross and Kellogg school of business
- UW-Madison & Virginia Tech
- University of Texas-Austin, Boston College
- University of Toledo & Baylor University
- Florida A&M, Florida State
- Lehigh University

- University of Connecticut
- Virginia Tech and University of Delaware
- Indiana University, Michigan State University
- Kellogg, Ross

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

15 RESPONDENTS

	RESPONSES	%
APPROPRIATE DEGREE	7	47%
CULTURAL FIT	7	47%
COMMUNICATION SKILLS	5	33%
US CITIZENSHIP	4	27%
PROBLEM SOLVING SKILLS	4	27%
NUMBER/QUALITY OF INTERNSHIPS	3	20%
GEOGRAPHIC FLEXIBILITY	3	20%
AMBITION LEVEL	3	20%
GPA	2	13%
LEADERSHIP EXPERIENCE	2	13%
RELEVANT WORK EXPERIENCE	2	13%
PREVIOUSLY HELD INTERNSHIP WITH THE ORGANIZATION	2	13%
ASSESSMENT SCORING	1	7%

Note:
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.
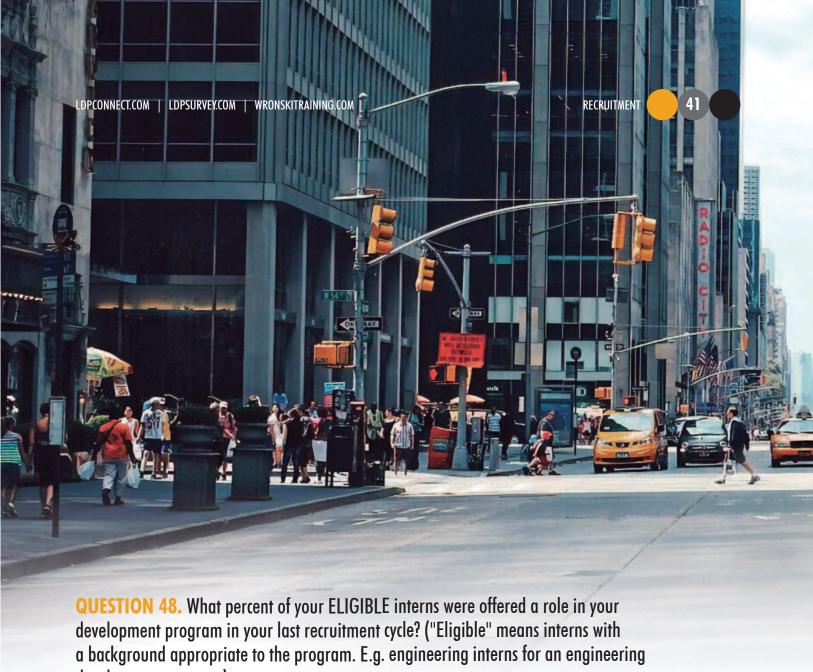
QUESTION 46. Does your organization currently consider hiring international students into your development program?

15 RESPONDENTS

	RESPONSES	%
NO	13	87%
YES	1	7%
OFFICIALLY NO, BUT SOMETIMES IN PRACTICE	1	7%

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

17 RESPONDENTS

	RESPONSES	%
YES	13	87%
NO	2	13%

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)

11 RESPONDENTS

LOW	15%
MEDIAN	62%
HIGH	85%
AVERAGE	59%

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

10 RESPONDENTS

LOW	28%
MEDIAN	79%
HIGH	100%
AVERAGE	73%

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

15 RESPONDENTS

	RESPONSES	%
EXECUTIVE SPONSORS	8	53%
PROGRAM LEADERS/MANAGERS	4	27%
BUSINESS LEADERS/MANAGERS	2	13%
OTHER (PLEASE SPECIFY)	1	7%

Other:

CEO

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

15 RESPONDENTS

	RESPONSES	%
POST-PROGRAM RETENTION RATE	12	80%
POST-PROGRAM CAREER PROGRESSION	7	47%
PARTICIPANT PERFORMANCE	5	33%
OFFER ACCEPTANCE RATE	4	27%
IN-PROGRAM RETENTION RATE	4	27%
GRADUATE "PLACEABILITY"	3	20%
PARTICIPANT SATISFACTION	3	20%
MANAGER SATISFACTION	3	20%
PARTICIPANT POTENTIAL	1	7%
EXECUTIVE SATISFACTION	1	7%
OTHER (PLEASE SPECIFY)	1	7%

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

Other:

- Specific measures not set for other areas yet, retention is very important

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

15 RESPONDENTS

	RESPONSES	VALUE	%
0 - NOT CONFIDENT	0	0	0%
1	0	1	0%
2	0	2	0%
3	1	3	7%
4	0	4	0%
5	2	5	13%
6	0	6	0%
7	6	7	40%
8	1	8	7%
9	2	9	13%
10 - VERY CONFIDENT	3	10	20%

WEIGHTED SCORE : 7.4

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

15 RESPONDENTS

	RESPONSES	%
NO NEED/DESIRE TO MAKE THE CASE	4	27%
LACK OF ATTENTION FROM EXECUTIVES	2	13%
CURRENT COMPANY PERFORMANCE/FINANCIALS	2	13%
IDENTIFYING APPROPRIATE METRICS	1	7%
LACK OF USABLE DATA FOR METRICS	1	7%
TURNOVER/RETENTION ISSUES	1	7%
OTHER (PLEASE SPECIFY)	4	27%

Other:

• Headcount manager, impacts limited positions at entry level
• Headcount
• Program is fully supported at this time. If there were an obstacle, it would be performance/reputation.
• Constraints around headcount management

LDP SURVEY 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 for more information.

LDP CONNNECT 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.

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