



An Assessment of Practices in Managing Early-Talent Development Programs in Human Resources



LDP SURVEY FOURTH EDITION

2022

HUMAN RESOURCES PROGRAMS COMPENSATION, RETENTION & BUDGETING REPORT

With the support of





WELCOME!

The LDP Survey is a unique, biennial assessment of practices related to the management of structured development programs for early-career talent. Run since 2015, the survey is conducted by LDP Connect in consultation with early talent developers and leaders from the world's marquis employers. The aggregated data offers organizations an opportunity to benchmark their program management practices against the "market." Overall, this fourth edition of the study contains data from 84 organizations on 183 development programs across many functions.

HUMAN RESOURCES- COMPENSATION, RETENTION & BUDGETING REPORT

This report contains a summary of **13 early talent development programs focused on Human Resources** from the organizations listed on the following page.

Custom reports and additional data analysis services are available. For more information, please contact Dan.Beaudry@LDPconnect.com.

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



CONTRIBUTING ORGANIZATIONS

ABBVIE

BOEING

CVS HEALTH

DANAHER

FIDELITY INVESTMENTS

HONEYWELL

JOHNSON & JOHNSON (X2)

LIBERTY MUTUAL

REGIONS FINANCIAL

THERMO FISHER SCIENTIFIC

USAA

WHIRLPOOL



Retention Data

What percent of your participants complete the first year of the development program? (N=11)

25th percentile	100%
Median	100%
75th percentile	100%
Average	99%

What percent of your participants complete the full program? (N=10)

25th percentile	90%
Median	100%
75th percentile	100%
Average	85%

What is your 1-year post-program retention rate? (N=8)

25th percentile	80%
Median	94%
75th percentile	100%
Average	79%



Retention Data

What is your 5-year post-program retention rate? (N=8)

25th percentile	48%
Median	70%
75th percentile	84%
Average	63%

What are your official post-program retention GOALS?

Component	1-year	3-year	5-year
25th percentile	98%	83%	71%
Median	100%	90%	75%
75th percentile	100%	100%	94%
Average	85%	79%	70%
N=	7	7	6



Budgeting Data

What is the overall operating budget of your program (not including salaries or bonuses)? (N=7)

25th percentile	\$30,000
Median	\$100,000
75th percentile	\$139,500
Average	\$116,429

What is your average operating dollar investment PER PARTICIPANT (not including salaries or bonuses)? (N=6)

25th percentile	\$1,500
Median	\$6,500
75th percentile	\$10,000
Average	\$6,250

What percentage of your program budget is NOT allocated for salary/benefits? (N=7)

25th percentile	8%
Median	15%
75th percentile	58%
Average	35%



Compensation Data

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

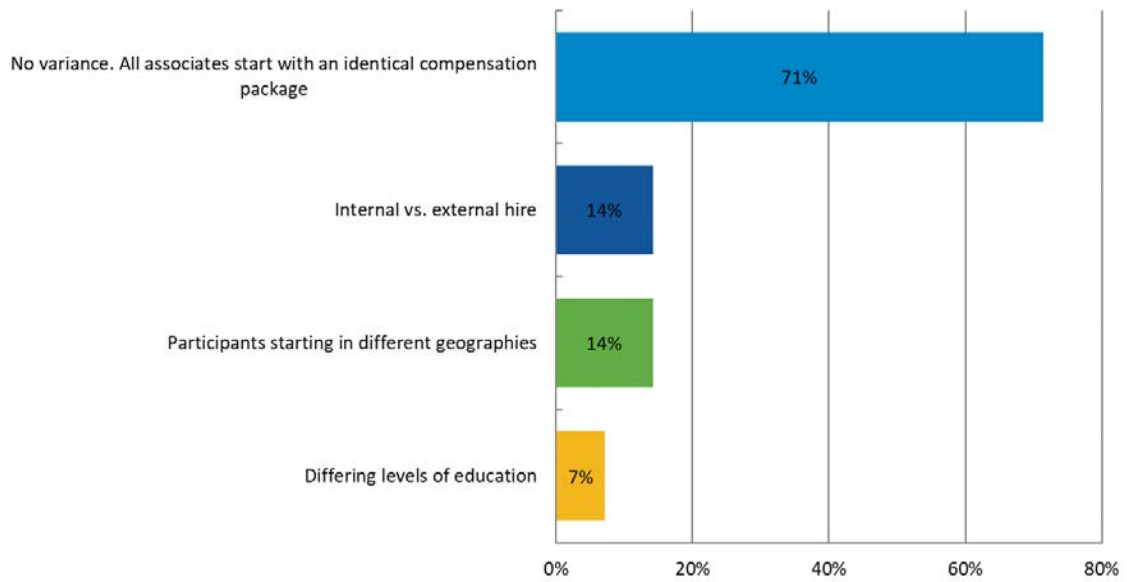
	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
Base Salary	10	10	\$62,500	\$78,750	\$93,125	10	0	0
Bachelors	5	5	\$55,000	\$60,000	\$70,000	5	0	0
Graduate	5	5	\$87,500	\$95,000	\$110,000	5	0	0
Sign on bonus	9	9	\$5000	\$5000	\$10,000	7	1	1
Bachelors	4	4	\$2875	\$4000	\$5000	3	0	1
Graduate	5	5	\$10,000	\$10,000	\$15,000	4	1	0
Relocation Package	6	6	\$7500	\$13,750	\$23,750	5	1	0
Bachelors	2	2	NA	NA	NA	1	1	0
Graduate	4	4	\$7500	\$13,750	\$21,250	4	0	0
Annualized bonus target	5	5	8.0%	10.0%	15.0%	5	0	0
Bachelors	2	2	NA	NA	NA	2	0	0
Graduate	3	3	NA	NA	NA	3	0	0
Equity grant	1	1	NA	NA	NA	1	0	0
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	1	1	NA	NA	NA	1	0	0
Other	3							

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 figures provided only where a minimum of four responses were collected.
- "NR" indicates respondents who offer the compensation element, but have not indicated whether the element is fixed or negotiable.

Compensation Data

Why might there be variance in STARTING compensation between associates in your development program? (Check all that apply) (N=14)



Because multiple answers per participant are possible, the total percentage may exceed 100%.



Compensation Data

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	Negotiable	NR
Merit increase	6	6	2.3%	3.0%	3.0%	2	3	1
Bachelors	3	3	NA	NA	NA	0	2	1
Graduate	3	3	NA	NA	NA	2	1	0
Cost of living adjustment	1	1	NA	NA	NA	1	0	0
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	1	1	NA	NA	NA	1	0	0
Individual target bonus	3	2	NA	NA	NA	0	2	1
Bachelors	2	2	NA	NA	NA	0	1	1
Graduate	1	0	NA	NA	NA	0	1	0
Team target bonus	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
Profit sharing bonus	1	1	NA	NA	NA	0	1	0
Bachelors	1	1	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Spot bonus	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
Retention bonus	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
Equity grant	1	0	NA	NA	NA	0	1	0
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	1	0	NA	NA	NA	0	1	0
In-program relocation	4	3	NA	NA	NA	2	2	0
Bachelors	2	2	NA	NA	NA	0	2	0
Graduate	2	1	NA	NA	NA	2	0	0
Other	2							

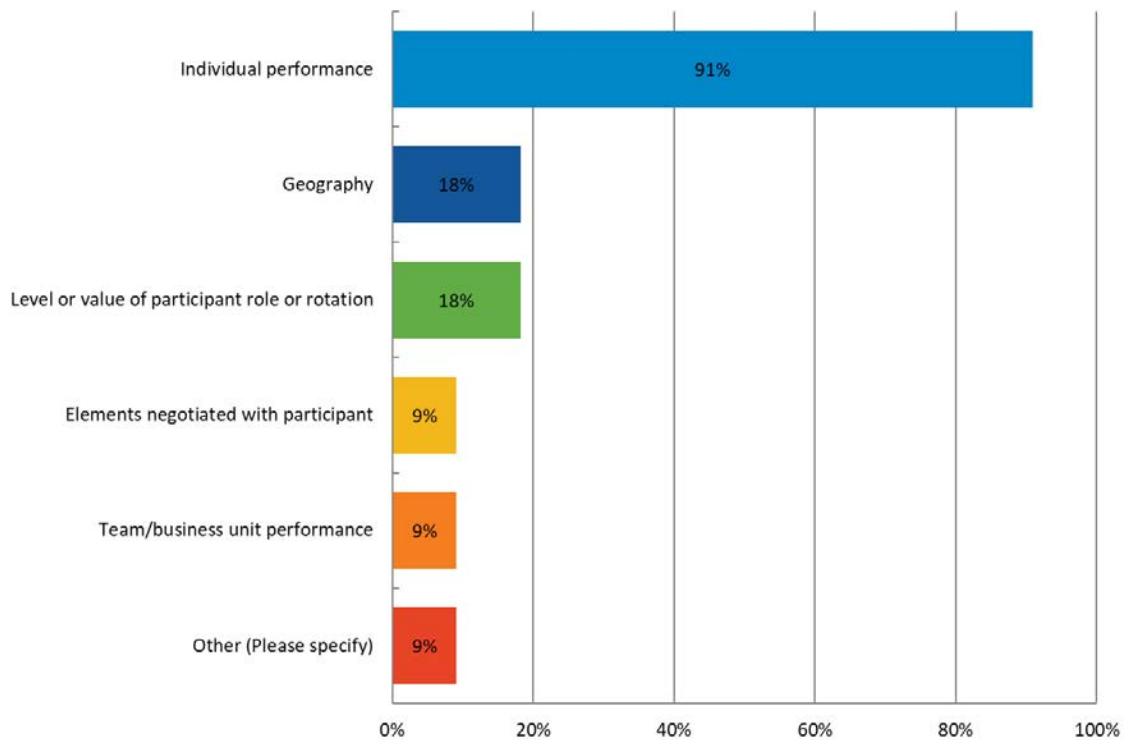
Compensation Data

Notes:

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Compensation Data

Overall, why might there be variance in IN-PROGRAM compensation between associates in your development program? (Check all that apply) (N=11)



Because multiple answers per participant are possible, the total percentage may exceed 100%.

Other: With one participant each year, two associates are in the program at a time and the 2nd year person will be paid higher due to annual increase.



Compensation Data

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

	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
Salary	9	8	\$74,250	\$88,050	\$106,250	2	6	1
Bachelors	5	5	\$72,000	\$75,000	\$76,100	2	3	0
Graduate	4	3	NA	NA	NA	0	3	1
Individual target bonus	1	0	NA	NA	NA	0	1	0
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	1	0	NA	NA	NA	0	1	0
Team target bonus	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
Profit sharing bonus	1	1	NA	NA	NA	0	1	0
Bachelors	1	1	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Retention bonus	0	0	NA	NA	NA	NA	NA	NA
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	0	0	NA	NA	NA	NA	NA	NA
Equity grant	1	0	NA	NA	NA	0	1	0
Bachelors	0	0	NA	NA	NA	NA	NA	NA
Graduate	1	0	NA	NA	NA	0	1	0
Relocation package	5	4	\$6375	\$13,750	\$26,250	1	4	0
Bachelors	2	2	NA	NA	NA	0	2	0
Graduate	3	2	NA	NA	NA	1	2	0
Other	1							

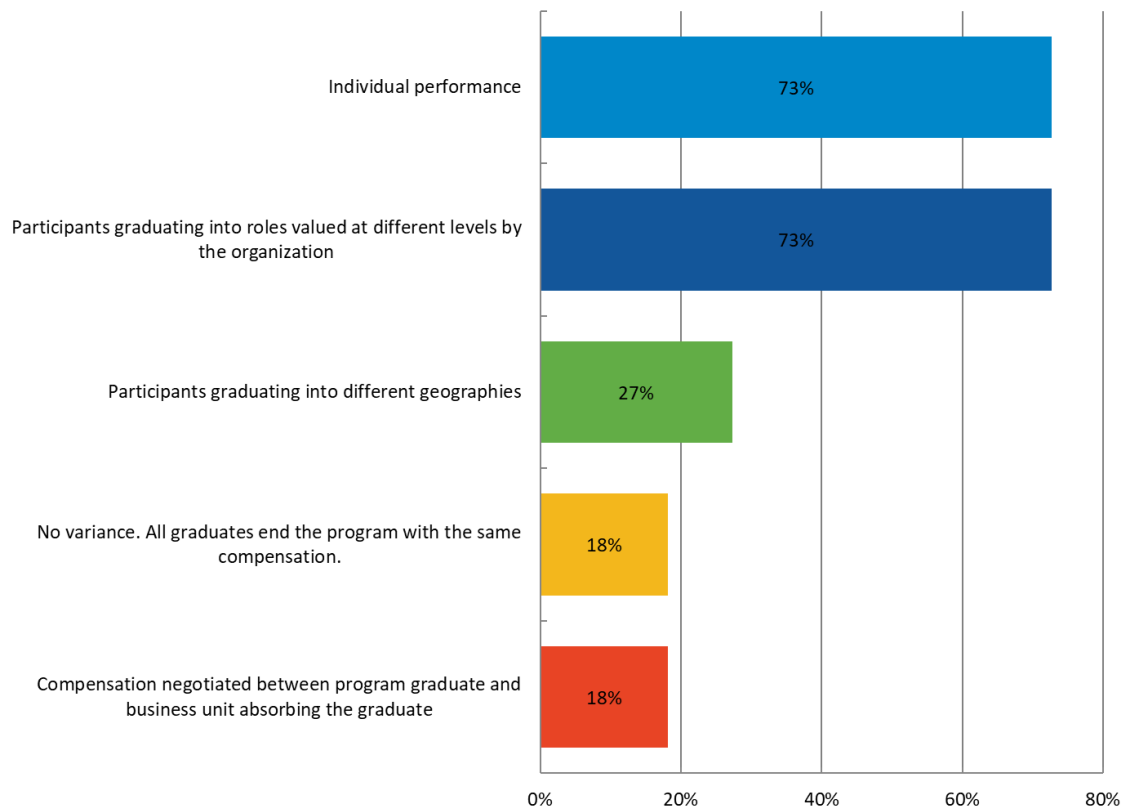
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Compensation Data

Why might there be variance in compensation among graduates of your development program? (Check all that apply) (N=11)



Because multiple answers per participant are possible, the total percentage may exceed 100%.



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

The 2022 Survey of Practices for Early Career Development Programs: Fourth Edition ("LDP Survey") is an assessment of how organizations build, manage and evaluate their talent development programs. The survey has been run since 2015, and 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 is a membership organization serving the community of professionals who manage, lead or support structured development programs for early career talent. We provide research, events, tools and support to several hundred professionals from the world's marquis employers. 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. For more information on joining the community, visit www.LDPconnect.com.

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