



**An Assessment of Practices in Managing Early-Talent
Development Programs in Manufacturing & Operations**



**LDP SURVEY
FOURTH EDITION**

2022

**MANUFACTURING & OPERATIONS
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.

MANUFACTURING & OPERATIONS - COMPENSATION, RETENTION & BUDGETING REPORT

This report contains a summary of **early talent development programs focused on Manufacturing and Operations** from the 10 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

BOSE

CARDINAL HEALTH

DANAHER

FIFTH THIRD BANK

GE GAS POWER

GLANBIA NUTRITIONALS

MILLIPORE SIGMA

OWENS CORNING

THERMO FISHER SCIENTIFIC

WHIRLPOOL



Retention Data

What percent of your participants complete the first year of the development program? (N=10)

25th percentile	95%
Median	99%
75th percentile	100%
Average	97%

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

25th percentile	90%
Median	91%
75th percentile	94%
Average	92%

What is your 1-year post-program retention rate? (N=9)

25th percentile	77%
Median	90%
75th percentile	100%
Average	81%



Retention Data

What is your 5-year post-program retention rate? (N=7)

25th percentile	59%
Median	69%
75th percentile	73%
Average	62%

What are your official post-program retention GOALS?

Component	1-year	3-year	5-year
25th percentile	91%	77%	65%
Median	98%	85%	73%
75th percentile	100%	92%	80%
Average	96%	85%	72%
N=	6	7	6



Budgeting Data

What is the overall operating budget of your program (not including salaries or bonuses)? (N=8)

25th percentile	\$21,875
Median	\$151,000
75th percentile	\$1,088,335
Average	\$506,742

What is your average operating dollar investment PER PARTICIPANT (not including salaries or bonuses)? (N=8)

25th percentile	\$8,075
Median	\$25,000
75th percentile	\$48,682
Average	\$37,227

What percentage of your program budget is NOT allocated for salary/benefits? (N=6)

25th percentile	6%
Median	14%
75th percentile	25%
Average	15%



Compensation Data

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

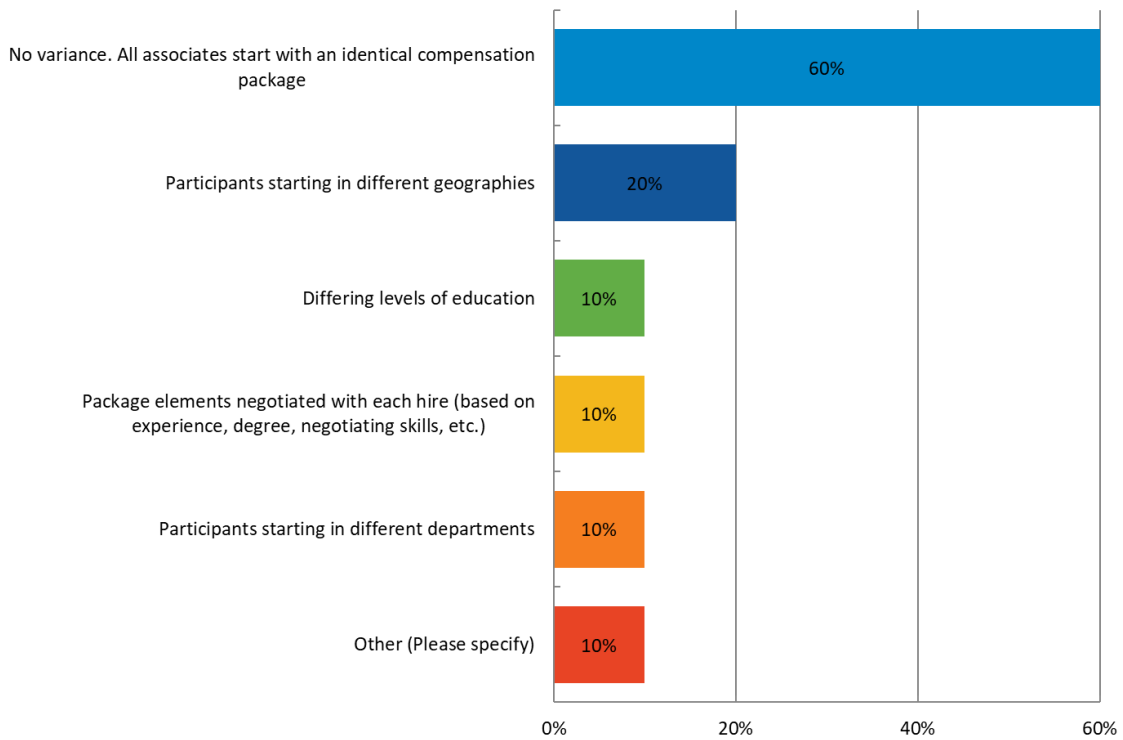
	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
Base Salary	9	9	\$70,000	\$71,000	\$73,000	9	0	0
Bachelors	9	9	\$70,000	\$71,000	\$73,000	9	0	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Sign on bonus	7	6	\$3125	\$5000	\$5000	6	1	0
Bachelors	7	6	\$3125	\$5000	\$5000	6	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Relocation Package	5	5	\$4000	\$4000	\$7500	5	0	0
Bachelors	5	5	\$4000	\$4000	\$7500	5	0	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Annualized bonus target	7	6	5.0%	5.8%	9.1%	5	0	2
Bachelors	7	6	5.0%	5.8%	9.1%	5	0	2
Graduate	0	0	NA	NA	NA	NA	NA	NA
Equity grant	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
Other	1							

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=10)



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

Other (Please specify) : Intern converts receive a loyalty bonus for early acceptance

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	9	7	3.0%	5.0%	6.5%	1	4	4
Bachelors	9	7	3.0%	5.0%	6.5%	1	4	4
Graduate	0	0	NA	NA	NA	NA	NA	NA
Cost of living adjustment	5	3	NA	NA	NA	1	2	2
Bachelors	5	3	NA	NA	NA	1	2	2
Graduate	0	0	NA	NA	NA	NA	NA	NA
Individual target bonus	4	2	NA	NA	NA	0	2	2
Bachelors	4	2	NA	NA	NA	0	2	2
Graduate	0	0	NA	NA	NA	NA	NA	NA
Team target bonus	1	0	NA	NA	NA	0	1	0
Bachelors	1	0	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Profit sharing 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
Spot bonus	1	0	NA	NA	NA	0	1	0
Bachelors	1	0	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	1	0	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
In-program relocation	5	3	NA	NA	NA	2	1	2
Bachelors	5	3	NA	NA	NA	2	1	2
Graduate	0	0	NA	NA	NA	NA	NA	NA
Other	0							

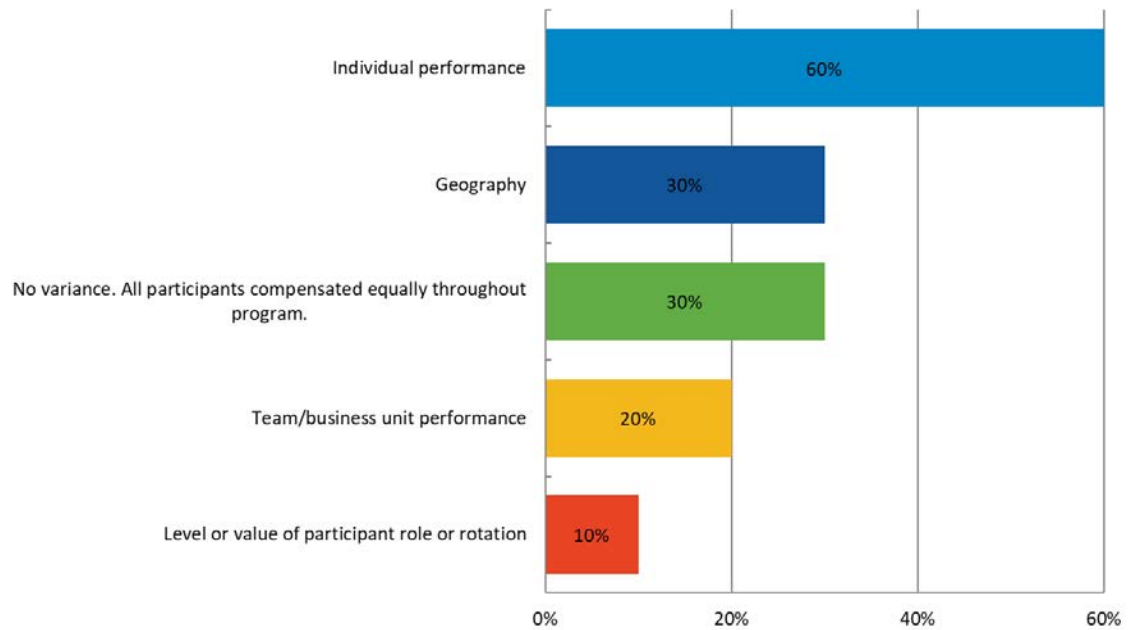
Compensation Data

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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=10)



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 that associates receive **UPON COMPLETION** of your development program?

	Offering	Reporting	25th %ile	Median	75th %ile	Fixed	Negotiable	NR
Salary	7	6	\$73,250	\$84,000	\$88,750	0	6	1
Bachelors	7	6	\$73,250	\$84,000	\$88,750	0	6	1
Graduate	0	0	NA	NA	NA	NA	NA	NA
Individual target bonus	3	2	NA	NA	NA	0	2	1
Bachelors	3	2	NA	NA	NA	0	2	1
Graduate	0	0	NA	NA	NA	NA	NA	NA
Team target bonus	1	0	NA	NA	NA	0	1	0
Bachelors	1	0	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Profit sharing 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	1	0	NA	NA	NA	0	1	0
Graduate	0	0	NA	NA	NA	NA	NA	NA
Relocation package	4	3	NA	NA	NA	1	2	1
Bachelors	4	3	NA	NA	NA	1	2	1
Graduate	0	0	NA	NA	NA	NA	NA	NA
Other	0							

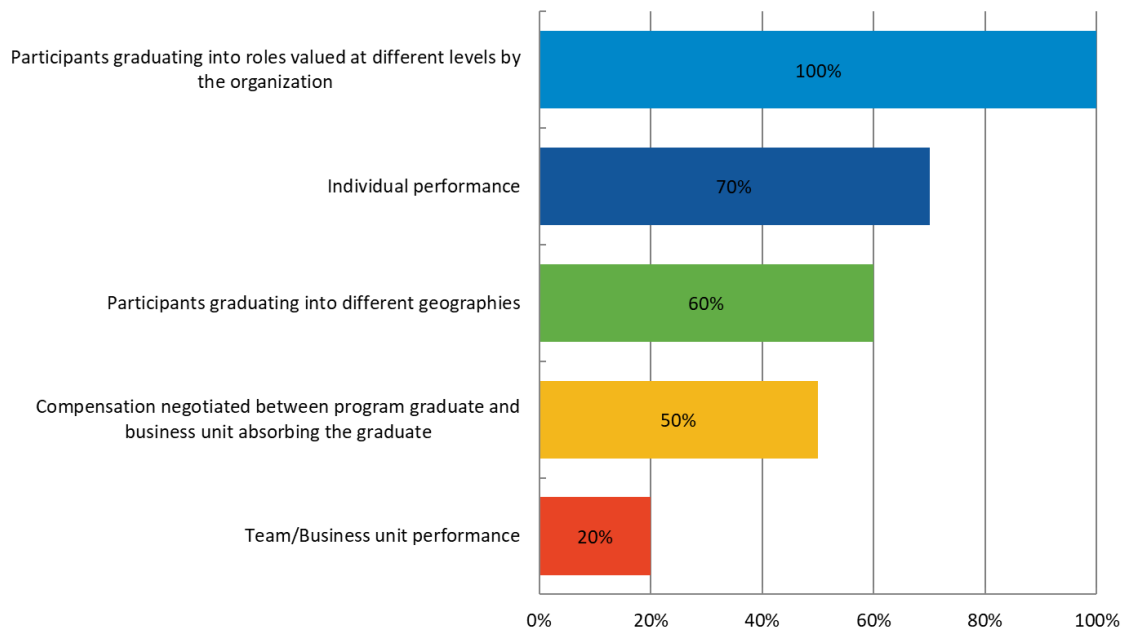
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- "NR" indicates respondents who offer the compensation element, but have not indicated whether the element is fixed or variable.



Compensation Data

Why might there be variance in compensation among graduates of your development program? (Check all that apply) (N=10)



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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