

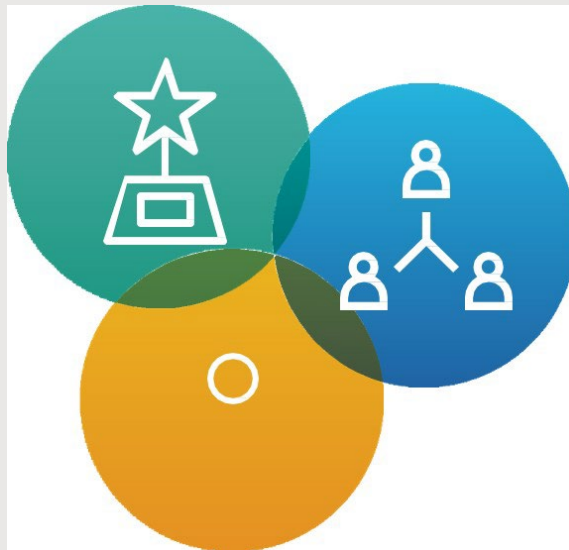
***Targeted Benchmarking on
HR Early Talent Rotational Programs***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



HR Early Talent Rotational Programs

Benchmarked Companies

Diversified Electronics, Financial Services, Aerospace/Defense, Recreational Vehicles and HVAC Equipment & Controls

Summary of Findings

Does your early talent program provide a Pre-defined path vs. post program determination?	What are the education/experience requirements for the program? (If hiring candidates with experience, what's the success rate for undergrads without vs. with experience?)	Is it funded by corporate/business? Does that have an impact on opportunities available?	How does your organization transition participants to full time assignments and what further development is provided?	Optional questions based on role / perspective / available time:
<p>Plant, business, COE (but flexible, and some do 2 rotations in different plants) – 3 over 3 years – length of program is debatable – typically more like 2.5 years, and most people are graduating early as needs have come up now</p> <ul style="list-style-type: none"> • What roles do participants “roll-off” into when they complete the program? <ul style="list-style-type: none"> ○ Set up exclusively to hire talent for plants but had issues w/ geographic needs and being inflexible when the talent ends up wanting something ○ #2 in a large plant – 1,000+ person plant (responsible for hourly population -HRBP for hourly supervisors, hourly engagement) or #1 in a small plant (i.e. 300 total people) – where they’ve had high quality internship experiences and been more mature 	<p>Previously hired for bachelors or masters; bachelors tended to leave to go back to school; to go to law school, etc. Know their masters candidates are 2x more likely to stay.</p> <p>See same trend that masters aren’t having any work experience</p> <p>Previously only recruited from Cornell, Rutgers, and some from Michigan State – opened up more broadly now to any schools, because they couldn’t fill the seats in their program</p>	<p>Funded centrally by CHRO</p> <p>Now hiring Mexico, China, Europe – international opportunities for participants</p> <p>Programs are managed by functions, not central talent group</p> <p>HR office leads HR program</p> <p>IT, Finance, Supply Chain, Commercial -all managed by respective organizations</p>	<p>Use “matching” of their preferences for geography, experiences, etc and pair with what’s available -- don’t do interviews; do introductions and gain alignment</p> <p>Really clear up front about mobility requirements – if you take a rotation in a non-attractive location, you’ll likely be promoted more quickly (so there’s some incentive)</p>	<p>Issues today:</p> <ul style="list-style-type: none"> • Are students interested in manufacturing in the first place • Retention during and after the program • Agree on purpose and intent of program (expectations of students have changed - and need to get leaders aligned to address those challenges) • HR for HR has responsibility for HR pipeline process and intent of HR program • In 2022, 2 interns offered to convert to HRLDP and both declined their offers

HR Early Talent Rotational Programs – CON'T

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<p>Starting early/transparent process. Don't have a pre-defined path. Focus on building network to ensure opportunities after roll-off</p>	<p>MBA/Masters. Require 3 years of experience.</p>	<p>Corporate funding. Helps with rotational flexibility.</p>	<p>Connection points, bringing alumni together. Could do more to support their careers.</p>	<p>Flexibility to work in hybrid model during the program. Measures: Experience of candidates, promotion rates, diversity metrics, retention. Objective to get them to director level after program.</p>