

***Targeted Benchmarking on
Early Career Rotation 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.



THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

Commonalities in practice

- Established programs for internships and rotations for variety of functions
- The importance of development and networking is essential to early development
- Approx size and duration of internships
- Mainly US

Change is needed

Desire partnerships with us as they innovate

Approach human-centered experience

- Mindset of experimentation and innovation
- Build and iterate as they go

Diversity

- Key focus on driving diversity
- Creating experiences and opportunities for very early talent and underrepresented populations

Centralizing approach

Funding

- Shift how early career is funded – goal is to move all the headcount into one central cost center

Program Management

To enable:

- Functional managers to focus on intern and rotators' work instead of program logistics
- Consistent employee experience
- Ability to flex talent e.g., moving rotators around

Intentional Shift in Desired Outcomes

Equally as important to work they are doing, focus on culture embedment and development

Keen focus on Retention

Strategies in place to retain for long-term career

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY A

Company Profile:

- Aerospace company
- 150,000 employees

Early Career Defined:

- Early Career Defined – 0-6 years
- HR partnership with functional areas

Internship Program:

- HR, IT, Engineering, Finance, Business
- 3-mo Summer internships before their final year in college
- Post internship: Apply /interview for either rotational program or a full-time position

Rotational Program:

- Interns primary feeder
- Focus is on growth and development vs. expert in role
- Programs for HR, IT, Engineering, Finance, Accounting
- 2 approaches:
 - Business skills (functional expertise for finance and accounting) 3, 1 year rotations
 - Career foundations (skills broadening and leadership development across functions, ie. Engineering) 6, 4 month rotations
- Engineering
 - 100-120 participants
 - 1 year of experience before rotational program
 - US based, between 2 sites – skill specific

Onboarding / Education:

- Program managers onboard hosting manager (set expectations)
- Hosting manager onboard rotator
- Rotators – 20% time on development (conferences, classes, development weeks, lead a committee)
- Learning development series – senior leaders engage on varying topics
- Mentorship required – Executive sponsor (champion of their career) and mentor outside of function

Recruitment / Retention:

- Strategies in place
- \$25000 masters program
- Alumni talent planning
- Recruitment aligns to opportunities available, ensure future position
- For interns, they get all the same incentive plans

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY A

Change and strategy work underway:

- Formed early talent enterprise rotation (early talent) board comprised of sr execs in functions
- Align on new, consistent approaches and outcomes – currently tailored to functional needs and not designed the same.
- Shift how early career is funded – goal is to move all the headcount into one central cost center – will enable consistency (i.e., performance management) and ability to move rotators around
- The biggest thing trying to address is that the hiring for the early career talent programs do not match organizational hiring needs
- Analyzing if the #of rotations per function align with need
- Goal is to form an international rotation strategy
- Will commence gaining feedback from rotators to inform retention strategy

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY B

Company Profile:

- Payments company
- 64,500 employees

Early Career Defined:

- Early Career Defined – 0-5 years
- Not centralized, each business manages / varying expectations

Internship Program:

- Enterprise wide internship program
- Summer, 10 weeks
- Mix of soft and hard skills focus
- 1 leaders and 1 project (work on a real business case / need / situation / issue)
- This year – 1 leader with a 4 person cohort. Technical focus on communication
- Weekly check-ins
- Final presentation to 1000 people including leaders

Rotational Program:

- Interns primary feeder
- Programs for technical, marketing, HR
- 2 year program
- Mix of technical functions only and cross business unit programs
- Programs regionally based, HR only international option and difficult to manage

Onboarding / Education:

- Engineering interns: targeted learning of technical skills and expertise
- Interns – specific learning curriculum
 - Blueprint for the company, culture, how they work and what they expect for employees around continuing learning opportunities
- Rotators: targeted training and development tied to rotation

Recruitment / Retention:

- Looking to focus on high school
- Draw for college students knowing internship leads to a rotational program right away
- Development opportunities post program / tie recognition to rotation program participation

Diversity:

- Provide high school students experiences before junior year
- Interns introduced to ERGs and set diversity expectation for the company
- Diversity hiring events for technical talent: 1-2 day program, call for applications, select to participate, leaders and employee groups come, interview, and then hire.

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY B

Change and strategy work underway

- This year they have a structured curriculum...the same way they expect learning to go on with all the company. Trying to create a mindset about learning
- Goal is within 2 years to have enterprise rotation program
- Focus on high school, early college and non-college talent – can help them ready with the right sets of experience
- Young underrepresented with no college talent – provide internships in corporate America
- Conduct specific diversity programming for diverse talent; are building a diverse hiring event for diverse tech talent

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY C

Company Profile:

- Healthcare company
- 134,000+ employees

Early Career Defined:

- Early Career Defined. Anyone with less than 10 years of career experience from analyst to sr. manager level. ~ 40K employees. Note: redefining
- A lot of early career development offerings incl. internships, rotations, functional leadership programs

Retention Efforts

- *Purpose* program: to help early career identify their purpose then how to build a career at this company around that. ROI effort because they invest in talent but have not given the chance to pivot from their path.

Rotational Program:

- Current purpose is to accelerate talent. However, acceleration is not top priority for most early career talent...they want experiences.
- PMO for each function's program
- Funded by the receiving function of where the talent will go at the end of the rotation
- Engineering
 - *Reignite* Program- re-entry talent. Mostly female engineers but vets and others also.

Internship Program:

- 300 internships at any given time
- Direct from university; feeder programs into the rotational programs
- Various functions incl. commercial, engineering, HR, etc.

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY C

Significant Strategy Work Underway:

- To narrow definition of early career
- Evaluate ROI
- Innovate development – e.g., AI, on-the-job gig experiences
- Need to fill talent pipeline gaps - current gap is the 2-4 years of experience, high performers
- Need to scale early career talent programs
- Build emerging capabilities to fill gaps to win war on talent (e.g., data scientists, big data, market access)
- Create networking across early programs

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY D

Company Profile:

- Global biopharmaceutical company

Early Career Defined:

- Early Career Defined – 5 years or less experience;
- Intern program managers for each sit within the businesses – manage all content, connections, introductions, finding mentors

Internship Program:

- Intern program attendees intentionally feed into rotational programs
- Virtual interns in 2020; orientation, speaker series (3-4), each month has development theme and corresponding activities (ie, June=build your network), connection with ERGs and this is received as adding a ton of value, community service, fun activities and events.
- Undergrad interns – backpack to boardroom and supported specific content within the function; connect with senior sponsor and report results of the projects

Rotational Program:

- 8 rotation programs with others, especially R&D in play. Minimum of 3 rotations per program and between 9-12 mos per rotation.
- 18 programs in R&D alone.
- MBA – LDP for scientific talent
- Moving towards a program with different “tracks” with different areas; e.g., commercial-we need them to have 2 rotations in different geographies and product lines.
- Kickstart on MA campus and rotate across areas within that campus
- Have a future leader program, strong mentorship and functionally agnostic. They have scientific background and rotate through.
- Commercial leader program – MBA; based on your personal interests for you to explore and they have a lot

Recruitment / Retention:

- Challenges with turnover in HR rotation program
- Intern conversion isn't as strong as desired. E.g., Interns in functional areas that do not have a pathway to conversion
- PharmD program (Rutgers). Rutgers employs the employee and they come and work for us, then they hire them full-time.
- Stipends for summer relocation.

Diversity:

- Early career is actively connected with I&D strategy - connect great talent and emphasize diversity – this is a pillar of all their work

Development offerings for early career talent

- Just starting to explore the role of learning and OD in early career
- Veteran programs might provide Microsoft certificates.

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY D

Change and strategy work underway

- Focused on strategy of having early career talent to fill talent gaps. Where might we need to create specific programs to build that talent?
- Connecting EC to talent practices SWP (buy/build/borrow), Demand Planning (how many people will they need), Talent Management (critical talent pools)
- Goal is to embed strategy into early career work. Want the program managers to be embedded in campus hiring process, figures, etc. Need to understand the health of the workforce, up and coming skills for future – and they can advise on how to get the right mix.
- Huge opportunity to structure and simplify rotation programs.
- Evaluating the value in what they are doing – want to understand if efforts result in better performance or retention
- Contemplating leading our recruitment efforts with ERGs? 10000 people a part of these out of 40000 EEs. Some scholarships being executed through these partnerships, social media, campaigns – the voice to the market is the strongest through this approach so considering if people enter a program through an ERG and then rotate around.

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY E

Company Profile:

- Multinational manufacturer and marketer of consumer foods

Early Career Defined:

- Early Career Defined – actually call it “Entry Level”

Internship Program:

- Have intern programs in all 11 functions; size varies by location and need; fill full-time positioned within the programs and entry level needs; 150 join every summer; 20% are MBA in marketing; 80% undergrad and 30% are technical or plant; others are traditional function roles; 70% interns are in HQ/Mpls and 30% are in the field; geographically 30% are MN local and 70% nation-wide

Rotational Program:

- Finance = 3 years and 3 roles, with L&D programming; must come in from campus
- R&D = thinking through what an early career job looks like and revamping; was: come in and find your next role on your own → putting them into a platform (ie, cereal) and for their first 3 years stay in that platform and guarantee 2 roles and business continuity for deep expertise; finding people move for promotions but how do we keep longer for expertise
- Manufacturing = 3 experiences within 3 years; re-looking at this given remote locations and this isn't appealing given their stage in life and is difficult to keep people in those roles for 3 years;

Recruitment / Retention:

- Currently stock options but reconsidering to meet early career talent immediate needs like signing bonuses/cash that can help with loan forgiveness, first car, couch, etc.

Development offerings for early career talent

Use the Hogan with early career – everyone who is salaried and all interns have to do to the Hogan and a cognitive assessment

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY E

Change and strategy work underway

- Moving away from traditional rotational programs and instead building out career paths so that broader talent pools can source the right positions, including internal talent. Allowing people at all levels to get mentorship and development. We have realized how homogenous we have been over the years and we need to be more innovative
- Their research and exit data points to students stay in companies for 2.8 years and rotation is 3 years (3 roles in 3 years); they are essentially upskilling students to then leave; they are focused on helping them find jobs instead
- Revisiting the business purpose of rotation programs. Commons answer is recruiting and retention purposes. Do we have the ability to do this without rotation programs.?
- L&D have to think more about what to offer entire functions v. pockets – build leaders for the future and at what point is that most important

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY F

Company Profile:

- Global Healthcare company

Early Career Defined:

- Early Career Defined – New graduates from University coming into the workforce for the first time with no professional experience.
- Traditional approach to supporting early career talent
- People within functions support the specific programming. Finance is best example: committee (12 people) spreads duties across to manage – PMO, sponsor, TA partner for recruitment needs – meet monthly for finance to talk through what is happening and what is coming up on rotations, etc.

Rotational Program:

- Have established rotational programs across corporate functions and business groups
- All programs are 2 years, and rotation period fluctuates (Finance rotate every 1 year, HR rotate every 6 mo's,)
- IT and R&D also

Internship Program:

- Engineering , Finance, Clinical and HR (this summer there are 5 interns, all from Cornell - aligned with function needs and matched with manager to support that).
- Have social events and end of summer report outs for all interns.

Recruitment / Retention:

Current practice is new graduates from universities.

Diversity:

- Interns from high school as well as through community engagement program from area schools in STEM space to help with activities (what is it like to work? What is BS like?) – has been really successful.

Development offerings for early career talent

New hire onboarding

To meet common needs across groups, basic project management, communication skills training, etc. are available to all participants.

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY F

Change and strategy work underway

- Considering shifting early career talent definition to 1-2 years experience to better support talent gaps.
- Also considering a program focused on emerging leaders. <5 years that have been identified as HiPo talent and having formalized program structure to accelerate in their career. (Note that nomination programs in the past have focused on mgr/director levels)
- This was the first year we opened rotation training to other employees – in part because they could add value; we tried it and was highly successful – maximized our investment in development and took away that “these are the special people”
- Seeking stronger connections across all functional disciplines.
- Initially rotation programs launched to get exposure to hone in on specialization and where historically had challenges with recruitment and need to build a pipeline. Now considering what are the different profiles and needs of the future?

THEMES CAHRS BENCHMARKING – 1:1 COMPANY INTERVIEWS

COMPANY G

Company Profile:

- Multinational conglomerate with segments in aviation, healthcare, power, renewable energy, digital industry, additive manufacturing and venture capital and finance.

Early Career Defined:

- Early Career Defined –“A little loose”; interns and coops, talent in first few years of their post graduate career
- Continuous learning is foundation in our culture; all our curriculum has a purpose and necessary in first 2 years; continuous path for each step of journey that align with functional maps for respective Functions; may pull graduates back in to assist over course of time. If you look at top of the house – more than 25% started their career in one of these programs
- Central program ownership
- Operationally executed by each “franchise”
- BUs provide the budget supporting in the program – embedded resource in the business

Rotational Program:

- 2000 in rotational programs; has been a staple in how we grow leaders for a long time
- Typically 2 year experience with 4-6 mo rotations; assignments to get variety of experiences and work area; exposure to leaders at all levels and support
- 75% are engineering

Internship Program:

- 6000 interns and co-ops
- We have 4 businesses + Corporate; intern programs are in-business and in-region
- the goal of having internships be a differentiator for students and the org
- Engineering programs are accredited and get master’s level credit and have the option to finish their MA/MS following the program.

Recruitment / Retention:

This is not a probationary period; every intention is to have them “merge with traffic” and come off the program with a spot

Development offerings for early career talent

All have: technical training (which is constantly changing), common core regarding universal capabilities/leadership expectations (ie, presentation, lean design) [all programs participate together], some done through cohorts by location. Always had at least 1 in-person class