



Cornell's Center for Advanced Human Resource Studies

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***Targeted Benchmarking on  
LATAM Early Career Development 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.






# Benchmarking Analysis Brazil

## Learning & Development Strategies

### Market Trends Overview

	Company A 	Company B	Company C 	Company D	Company E 	Company F
Number of Trainees	10	14	55	96	4	-
Length	2 years	1 year and 4 months	1 year and 6 months	11 months	1 year and 6 months	2 years
Purpose	Pipeline Leadership	Pipeline Leadership	High potential professional	Transformative and innovative professionals	Pipeline Leadership	Pipeline Leadership
Management	Dedicated Team	Dedicated Team	Dedicated Team	Dedicated Team	Dedicated professional	Dedicated professional
Forecasting Planning	HR	HR	HR	Business	Business	Business
Headcount	Specific area	Business	Business	Specific area	Specific area	Specific area
Acceleration post-program	No	No, but in proposal	1 year of Accelerated Career Program with Wisnet Human. Only for ex-trainees (50 to 80%)	No, but in proposal 6 time length	No	No
Budget per Trainee	R\$ 6K	R\$ 40K	R\$ 20K	-	-	-
Internal or Vendor	Both	Both with Academy	Both	Both with Academy	Internal only	Internal only

	Company A 	Company B	Company C 	Company D	Company E 	Company F
Development Path	Leadership develop materials from Global L&D adapt to local. TM conducts local sessions 1 per month Year 1: Self-knowledge, IE, PM, Comms, Negotiation, Presentation techniques, influence etc. Year 2: Leadership readiness training	Along with rotations Partnership with Hyper island (IE, self-knowledge, negotiation, feedback, storytelling, communication, problem solving, data driving, project management etc) Ex-trainees as Buddies 1:1s team EIC	Development Break between rotations. 2-3 weeks (Business, tech as VBA, logic, programming, excel, phyton, Agile, DT and Soft Skills as MBTI, storytelling, IE, Feedback, Negotiation) Agenda with executives Online trainings with share moments	Internal Academy (70%) + external consultancy Intentional stops between rotations (Agile DT, PM, Digital Transformation) Agenda with executives Online/Self-paced training 10% of best evaluated trainees stay 30 days working in a project in another country	10% Learning (70/20/10) Problem solving, project management, 3Cs, Development Week. DE&I, Ally in action. Networking with global team HR coaching Shadowing	Challenging projects and/or assignments Leader must have been with the company for more than 2 years and perform well
Rotations		2 rotations of 3 months in vice presidencies and final rotation of 6 months specialist/final area	2 - 3 months. Rotate in 4 different areas and last 6 months in the specialist area	2 - 3 months 1st rotation in the final area 2nd rotation where leader set	18 months rotation Strategic projects for SC, Procurement and Finance 6 months in the final area	Sales & Marketing Rotations
Mentoring		Yes	Advisor: mentor and evaluator role throughout the program (1x/month conversations)	Structured mentoring with 12 sessions with follow-up	Monitoring and mentoring with the Division Head during the program	-
Typical position after the program	Coordinator	Sr analyst Specialist I or Consultant (can be people leader or not)	Pleno Analyst Senior Analyst Senior Analyst + PCA (Accelerated Career Program)	Pleno Analyst	Senior Sales Representative Especialist	Jr Sales Representative

# Benchmarking Analysis Brazil

## Learning & Development Strategies

### Market Trends Overview Continued

	Company A	Company B	Company C	Company D	Company E	Company F
<b>Average time to leadership position</b>	2 year (high potential)	3 years			-	-
<b>Diversity</b>	Gender: 50% female Race: 40% black and mixed race	Race: 62% black and mixed race	Gender: 60% female Race: 50% black and mixed race Consulting and affinity group support	Race: 50% black or mixed race Actions to attract, hire and internal process	N/A	Strategy being developed % Gender
<b>Performance Evaluation</b>	Performance Evaluation Potential Rating (~60% Hypos)	Performance Evaluation Potential Rating	1. 3Ps Assessment: Performance, Readiness for Sr Leadership and Potential 2. Rotation manager + advisor assessment to decide which area they will go to after the Program	1. Performance 2. Potential 3. Rotation Assessment (Management Committee)	1. 9 Box 2. Committee Head + final manager 3. Performance 4. Potential	-
<b>Average turn over</b>	10%	7%	6,5%	20%	25%	2%
<b>ROI/Metrics</b>		NPS Trainee and Manager Talent velocity Exit Interviews Potential mapped	NPS + Comments ROI: Tenure + Talent Velocity	Analysis being developed		% Conversion Interns to Trainees

# Special Insights

## Learning & Development Strategies

### Similarities

- Program Purpose
- Average turn over during the program vary.
- Position after program
- Lose ex-trainees after 2 or 3 years of program
- Cross-sector or cross-area rotation models and experiences
- Mentoring sessions
- Performance & Potential evaluation

### Differences

- Trend of shorter program length, small classes and HR headcount definition
- Post-program accelerated development for Leadership positions
- Strong onboarding (weeks or months)
- Dedicated Early Talent teams & Budget
- Strong development path with external partnerships and/or internal Academy – focused on hard & soft skills
- Investment to accelerate racial diversity