

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.



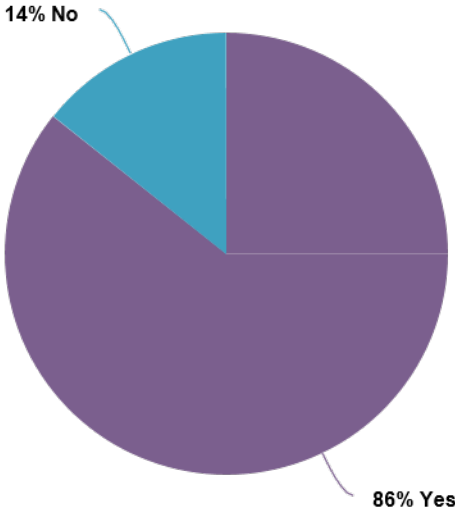
Report for Rotational Talent Programs

Response Counts

Completion Rate:	100%	
Complete		 15

Totals: 15

1. Do you currently have any rotational programs for early talent?



2. If yes, in which disciplines do you have rotational programs? (Check all that apply)

Value		Percent
Engineering		83.3%
Finance		91.7%
Human Resources		75.0%
Information Technology		58.3%
Operations		58.3%
Marketing		33.3%
Sales		16.7%
Supply Chain/Sourcing		50.0%
Cross-functional		25.0%
Other (please explain)		33.3%

Other (please explain)

All business functions, plus Communications

Data Analytics, Project Management, Innovation, Continuous Improvement, Field Based Work, Cyber Security, etc.

Strategy

field service & installation

3. What is the typical duration of your rotational program?

Value		Percent
One year		9.1%
Two years		54.5%
Three years		9.1%
Other (please explain)		27.3%

Other (please explain)

18 months

6-18 months although subject to change

They vary from 1 year to 3 years, depending upon the function

4. What is the typical duration of each rotation?

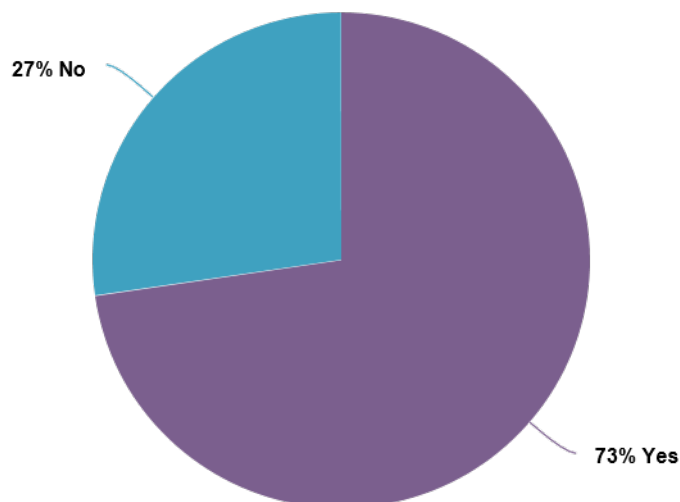
Value		Percent
3 months		9.1%
6 months		54.5%
12 months		18.2%
Other (please explain)		18.2%

Other (please explain)

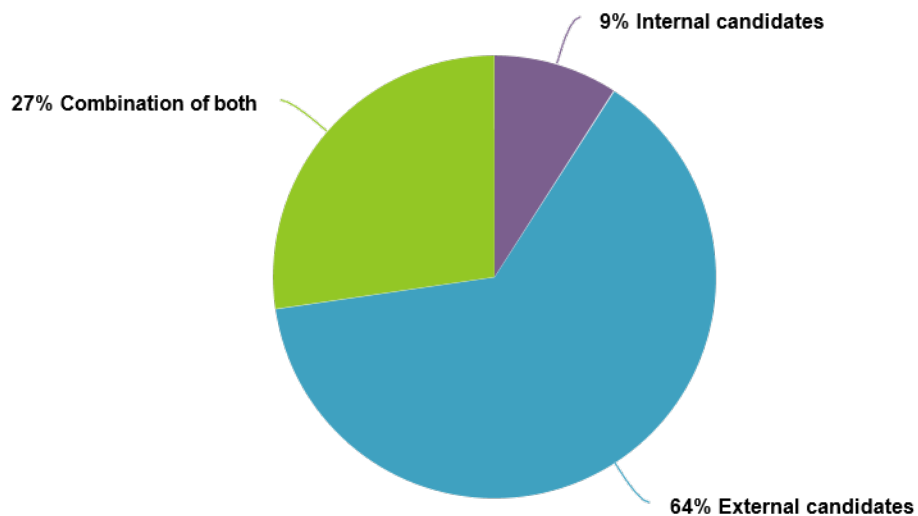
Currently 6-8 months but subject to change

varies greatly by program. We typically encourage a minimum of 6 months, many are a year

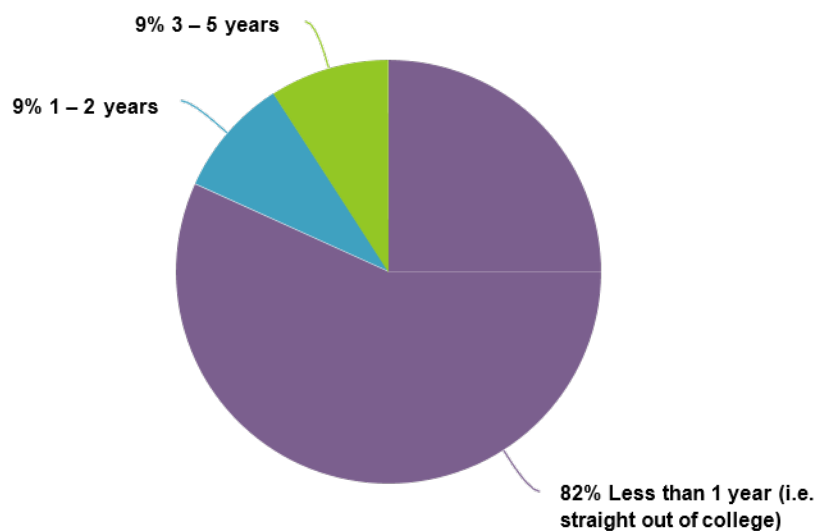
5. Are your rotational programs typically managed centrally?



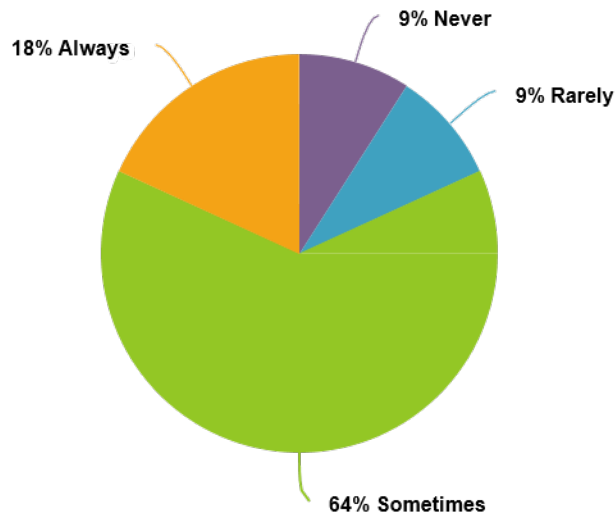
6. Who is eligible to participate in your rotational programs?



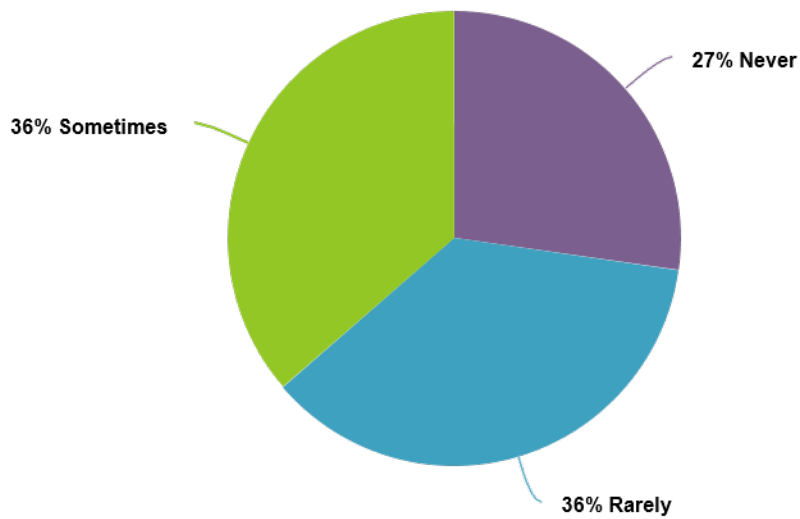
7. What is the average years of experience of individuals when they enter the program?



8. Do your rotational programs include assignments requiring relocation?



9. Do your rotational programs include international assignments?



10. How important is each of the following regarding your rotational programs? (Rate on a scale of 1 to 5, where 1 is not important and 5 is extremely important). If other, please explain in the comments box below.

Item	Overall Rank	Rank Distribution	No. of Rankings
Competing in the war for talent	1		11
Preparing future business / functional leaders	2		11
Infusing the organization with greater diversity	3		9
Creating a talent pipeline within a particular functional area	4		9
Attracting higher caliber talent	5		9

Lowest Rank Highest Rank


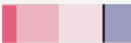

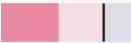

11. How are rotational assignments determined each year?


Value	Percent
By business need	9.1%
By candidate preference	0.0%
By some combination	81.8%
Other (please explain)	9.1%

Other (please explain)

We ask preferences, but assignments are based upon business needs.

12. How successful do you feel your rotational programs have been in each of the following areas? (Rate on a scale of 1 to 5, where 1 is unsuccessful and 5 is extremely successful). If other, please explain in the comments box below.

Item	Overall Rank	Rank Distribution	No. of Rankings
Competing in the war for talent	1		10
Preparing future business / functional leaders	2		9
Infusing the organization with greater diversity	3		8
Attracting higher caliber talent	4		9
Creating a talent pipeline within a particular functional area	5		7



 Lowest Rank Highest Rank

13. What percentage of program participants are still with the company...

Item	Average	Min	Max	StdDev	Sum
1 year after the program ends?	86.5	25.0	100.0	21.3	865.0
3 years after the program ends?	81.6	70.0	98.0	9.5	653.0
5 years after the program ends?	55.4	12.0	75.0	23.3	277.0