



LDP Connect Enterprise Council Meeting on Metrics and Measurement

The LDP Connect Enterprise Council met to begin work on constructing a “scorecard” that could be used to evaluate the success of early career talent development programs. The following three metrics were chosen by the Council as common measurements of benchmarking that would enable comparison between programs and with an aggregated “market.” Each metric is detailed below, along with guidance on how to determine each figure.

The metric below were selected from among many possibilities for two key reasons:

1. They are believed to be an accurate measure of at least one of the key value elements of early career talent development programs – as loosely determined by the council. Those value elements are
 - **Enterprise Impact** – the impact on the organization
 - **Participant Experience** – the perceived value to the participant
 - **Career Performance** – the affect on a participant’s career trajectory
2. They are “generic” enough to apply to early career talent development programs of many stripes. While the variety in programs ensures that there is no universal set of metrics, the Enterprise Council believes that the metrics below apply to the various programs that were represented at the inaugural Enterprise Council meeting, and also have broad application across programs globally.

Enterprise Impact

Retention was chosen as a measure of enterprise impact. There are various reasons for this, but most Council members felt accountable for demonstrating their programs’ positive impact on retention as a way of justifying the investment in the program. The Council decided on two specific metrics that would allow benchmarking for in-program retention, and retention beyond program graduation.

In-Program Retention

The first measure is a simple calculation of the percentage of hires into your program that end up completing the program: The “graduation rate.” Admittedly, benchmarking across programs will be complicated by things like program length, volume of hire and many other variables. But the Council felt that having an industry benchmark on program graduation rate would be useful – given that graduation is a common (although not universal) objective.



Post Program Retention

For benchmarking across organizations post-program, it was decided that each organization would compute its program's retention rate against the retention rate of a general population group inside their organization. The resulting difference would represent a loosely normalized measure of the program's impact on retention within a company that could be used for benchmarking externally.

Calculation Guidance:

- Compute the **5-year** retention rate from the *date of hire* of your program participants
- Compare that rate to the 5-year retention rate of the general population
- For example, over 5 years:

Program retention	75%
Gen Pop retention	68%
Yields a difference of	+7% points positive impact (or 9.3% better)

Participant Experience

It was important to the Council to measure the impact of the program, as perceived by participants, to capture, in broad terms

- the brand value of the program,
- the perceived impact on the career development of participants
- the likelihood that alumni of the program would continue to support it
- the impressions participants and graduates were likely to communicate to potential new hires during the recruiting process.

The Council determined that a straightforward way to measure participant perceived value of the program is through surveying and calculating a **Net Promoter Score®**. The common methodology of creating an NPS is as follows.

- Ask your participants to rate your program overall on a scale of one to ten.
- Determine the percentage of all ratings of nine and ten (which are considered "promoters").
- Determine the percentage of all ratings of zero through six (considered "detractors").
- Ignore all responses of seven or eight.
- Subtract the percentage of detractors from the percentage of promoters. Your NPS will be a whole number between -100 to 100, and indicates "customer" happiness with the experience of your program.



Career Progression

It was important to Council members to capture the direct impact on the “velocity” of a participant’s career trajectory. To what extent is the program speeding an employee’s career progression as compared to someone not in the program?

The metric chosen by the Council is “**time to band**” – a measure of the speed at which an employee jumps to the next salary band. As with retention above, this metric is expressed as a comparison number between program associates and the company’s general population.

Calculation Guidance:

- Compute the amount of time required for a *graduate* of your development program to move to the band *beyond* the one he or she graduated into.
- For those programs focused on grooming executives, compute the time required for a graduate of your development program to move into an “executive” band – as determined by your organization.
- Do the same for the general population (at any interval you determine appropriate) and compare with the program metrics
- For example:

Program time to band	12 months
Gen Pop time to band	18 months
Career progression value of program	6 months earlier (or 33% faster)

The LDP Connect Executive Council will be computing these metrics on an on-going basis to determine benchmarks in the space. We welcome your participation!