

Supporting and Developing the Next Generation of Business Analysis Professionals

John Hancock Business Analysis Development Program

More than eight years ago, John Hancock launched an innovative program geared to developing a network of the highest potential business analysis professionals. Since its inception, the program has proven itself to be an important way to attract and retain a strong network of business analysis professionals.

The John Hancock Business Analysis Development Program (BADP) delivers professionals who:

- have gained a broad and diverse skillset;
- are prepared to begin their business analysis career journey and future career advancements;
- are part of a network of individuals who are committed to collaboration and support; and,
- are equipped to support the needs of the organization and deliver business solutions and successful business outcomes.

About John Hancock

John Hancock, a division of Manulife Financial Corporation, is a leading international financial services group that provides financial advice, insurance and wealth and asset management solutions for individuals, groups, and institutions. John Hancock is one of the largest life insurers



in the US, and the company supports approximately 10.7 million Americans with life insurance, annuities, investments, 401(k) plans, and college savings plans.

This International Institute of Business Analysis™ (IIBA®) case study provides insight on how John Hancock launched an innovative and mutually-beneficial approach to developing and retaining business analysis professionals.

The Challenge

While organizations and leaders are looking to understand the types of activities that can be implemented to attract the best practitioners to their organizations, leaders across organizations and industries are also looking at how they can support their employee’s career path and create a sustainable

model of growth, advancement, and value.

According to the IIBA and KPMG report, entitled [Business Analysis – positioning for success](#), organizations who routinely invest in training and development of their people not only keep their capabilities sharp and current but also realize better employee engagement and connection to the cause. The challenge for organizations around the globe is: how can they continually attract the top talent, help them grow their skills, and keep them as part of the team for years to come?

Costs to hire new employees are expensive and can include advertising, campus recruiting, and background checks. This doesn’t take into account the human capital costs, including the internal time spent by the human resource and hiring team. Hiring the right person is critical,

and in a competitive and dynamic marketplace, retaining employees can be challenging. According to the US Department of Labor, in March 2019, over 3.4M employees quit their job.

Attracting and retaining quality employees is imperative to the long-term success of organizations. As leaders look to understand the value and the impact of business analysis further, there is an additional importance being put on the development and retention of business analysis talent. Organizations must find innovative ways to hire and support their employees.

For John Hancock, with the increased role business analysis

was playing in their company in delivering business solutions, there was a recognition that they needed to find a sustainable way to attract new professionals to their business analysis practice and ensure these professionals were developed and retained.

A solution based on rotations, mentorship, training, and community

Recognizing the need to create a culture of learning, mentoring, innovation, and leadership, in 2010, John Hancock began work to create the Business Analysis Development Program (BADP).

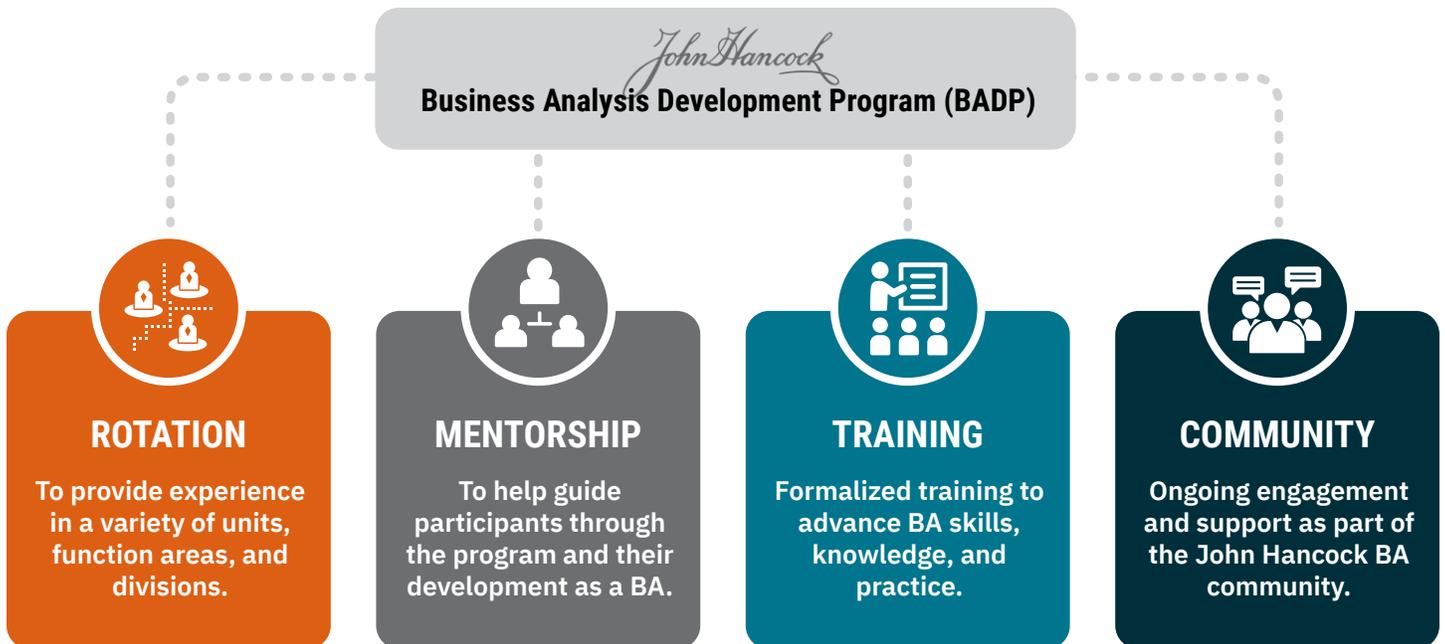
The goal in developing the program was to create a sustainable model and annual

process to help support the hiring and advancement of exceptional Business Analysts. The program has put participants in a position to succeed in a wide variety of roles, well beyond what a traditional Business Analyst job description might look like.

The program took one year to develop, and in 2011, the team at John Hancock officially launched their three-year rotational program with seven hand-picked individuals who were selected to participate in the first official class. This marked a significant step forward in how the organization recruits, trains, engages, and supports their network of business analysis practitioners.

The Business Analysis Development Program (BADP)

The Business Analysis Development Program is based on the implementation of four, distinct components over three years. Each year, a class of carefully chosen students is selected and provided with support, relationships, and learning opportunities that will help guide them to success. While there have been changes and enhancements since the launch of the program with participant’s feedback, and the company’s transformation with Agile software development, the overall structure of the program remains the same.



Key program elements include:

1. Rotation: Participants gain experience through a series of three annual workplace rotations. For program participants, they gain access and exposure across multi-business lines through the rotational focus in three areas. The three-year rotational program allows students to take ownership over their learning opportunities by selecting different areas that they may be interested in. While other organizations may offer a rotational learning experience, one of the biggest differences with the John Hancock program is the ability for students to select their rotations based on their interests and desired career path. Some of the rotational offerings change each year based on the demands and the areas that the company is currently focused on, while others are focused on the wants and needs of the individuals.

2. Mentorship: Participants gain immediate access to a peer mentor and a professional mentor to help them through the three-year program and their career.

3. Training: Participants receive formalized class training to advance their business analysis skills, knowledge, and practice.

4. Community: Participants become members of the internal John Hancock BA community and gain extensive benefits, support, and engagement opportunities during the course of the program and throughout their career with the company.

The above program elements have proven to be successful and were used as a blueprint in developing the company's Software Engineering Development Program to continue attracting talent to the company.

Results: employee retention and skills development

John Hancock continues to monitor and refine the program based on the learnings and outcomes of each class. As part of the process, participants provide feedback and learning that helps the company ensure the program maintains relevance, reflects the latest needs, and continues to evolve to better support the participants.

Through the implementation of the BADP, John Hancock is increasing the retention of business analysis practitioners, providing support and value to employees, and helping to improve the overall skills development of its employees. When participants graduate the program, they move into their final placement with a variety of developed skills, acquired throughout their three rotations.

Since the program commenced, more than 45 BA professionals have gained the benefits and experience offered by the John Hancock BADP.

To learn more, visit the [John Hancock careers center](#).

