

# Career Development Programme

## Johnson & Johnson's Case Study

January 2024

### The Organisation

Johnson & Johnson (J&J) is the world's largest multinational, pharmaceutical and medical technologies corporation. As the most broadly based healthcare company, Johnson & Johnson puts all their customers' interests first. J&J are committed to ensuring they provide value, reduce their costs, maintain reasonable prices, and to innovate across the full spectrum of healthcare solutions. J&J want to ensure they are responsible to their employees who work with them by being committed to providing an inclusive work environment, where each person is considered as an individual.

### The Presenting Issue

According to the data by Culture Amp, a lack of professional growth opportunity is the leading reason employees leave their roles, accounting for one-third of departures.

Sandra Humbles, who has been at Johnson & Johnson for 33 years, and currently the Chief Learning Officer, wanted to therefore ensure they attract and retain their top talent across all their employees. Sandra leads a department of 2,000 Learning and Development professionals across more than 120 learning organisations within Johnson & Johnson.

### Their Approach

Sandra and her team developed the J&J Learn program, a career development program, to reach all 150,000 employees in J&J's workforce. The J&J Learn program aims to understand individual employee' values, motivation and career aspirations, so they can create equitable opportunities for all.

Launched as a minimum viable product in April 2022, the program rolled out workforce-wide that July. Ahead of launching the program to teams, Johnson & Johnson provide manager training to provide the necessary foundation, training, and insights on how it works and how to implement it with team members of all levels.

J&J Learn starts with collecting an employee's reflections and insights on how they want to develop their careers using Fuel50. AI makes recommendations

on learning materials, suitable mentors, and real-world opportunities at J&J to guide employees' upskilling journey. All employees are sent into the front end of J&J Learn to share their reflections and insights.

The other part of the development framework is three E's: Education and learning, Experiences, and Exposure. The program will show employees the three E experience; for learning content it will show employees mentors that are relevant for them, and gigs that allow employees to apply that skill. Regarding exposure, employees may select a mentor who is already advanced or an expert in that space to help them to practice some of the skills and upskill. In regards to experiences, the J&J Learn Program enables employees to sign up to small projects through the GROW Gigs program, so employees can apply their knowledge and support tailored growth and development.

## **Outcomes and Long-Term Vision**

With more than 50,000 employees already engaged in the platform, Humbles' team is working toward a stretch goal of 75,000 participants by the end of the year.

Being an open access platform, the J&J Learn program has created equitable opportunities for all employees.

By January of next year, Johnson & Johnson are on track to open up complete transparency to career navigation at J&J. Anybody who sits anywhere in J&J can click on their name, and they can see, because of their profile, jobs that they can immediately move into because they're a complete match, areas of promotional opportunity, and then they will be able to see areas where they need to skill up.

The talent acquisition team at Johnson & Johnson are now working on: How do you then show job vacancies to people who have those skill sets and are ready now for those positions?

## **Metrics to measure the success**

Through utilising operational metrics, this ensures the program is getting the utilisation and that the experience and net promoter scores (NPS) are where they need to be.

J&J track employee satisfaction with NPS, both relational and transactional NPS. Before J&J Learn launched, their internal data showed a strong need and desire for more engaging, personalised L&D. However, that NPS quickly turned positive after the launch of J&J Learn. Sandra and her team are currently looking into other satisfaction data.

*Originally published by  
Kimberly Valentine of Senior Executive*