

Employee Engagement and Retention Survey

Narrative Report

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Prepared for:



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Research Methodology

The HR manager survey was conducted online in the United States by The Harris Poll on behalf of the University of Phoenix among 610 US adults aged 25+ who are employed full-time at an organization with 10,000+ employees, has a title of manager/supervisor or higher, has a job function in human resources or learning and development, and works in one of the following industries: Financial Services, Health Care, or Manufacturing. Data are weighted where necessary by employee-size categories within industry to bring them in line with their actual proportions in the population.

The employee survey was conducted online within the United States between September 17-19, 2024 among 1,195 employees (adults aged 18+ who are employed full-time or part-time). Data were weighted where necessary by age, gender, race/ethnicity, region, education, marital status, household size, household income, and political party affiliation, to bring them in line with their actual proportions in the population.

Respondents for the surveys were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For these studies, the sample data is accurate to within ± 4.1 percentage points for the HR managers and ± 2.5 percentage points for the employees using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest. All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.

Report Notes

Unless otherwise specified, all relationships discussed within subgroups are statistically significant at the 95% confidence level.

Key HR Manager subgroups mentioned in the report are:

- Industry:
 - Financial Services (n=204)
 - Health Care (n=203)
 - Manufacturing (n=203)

Key Employee subgroups mentioned in the report are:

- Generation:
 - Gen Z (ages 18-27) (n=181)
 - Millennials (ages 28-43) (n=439)
 - Gen X (ages 44-59) (n=362)
 - Boomers/Seniors (ages 60+) (n=213)
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Executive Summary

Retention and Engagement: A Clear Connection

HR managers are quick to make the connection between keeping employees engaged and keeping employees happy, with 45% citing increased job satisfaction as a top outcome of employee engagement. HRQ300 But even these in-the-know business leaders might underestimate how right they are: **An overwhelming 96% of employees who feel engaged at work also report being satisfied with their job—more than triple the 26% of unengaged employees who say the same. EQ2**

This stark figure reflects the clear consensus among HR managers that engagement and retention go hand in hand—as well as growing concern that they could do more. Currently, just 31% of HR managers give their company an A grade for their employee engagement—leaving the rest with room to grow, including a troubling 28% who give themselves a C or below. HRQ220_1 And while HR managers' concerns over engagement spell trouble for retention, **employees put it even more bluntly, with 82% agreeing that having a strong engagement or retention strategy is crucial for future applicants seeking a new workplace—including 34% who agree *strongly* that is the case. EQ9**

Gauging Engagement

Engagement's outcomes aren't limited to job satisfaction. Majorities of HR managers across financial services (54%), healthcare (54%) and manufacturing (52%) cite higher quality of work as a top outcome that occurs when employees are engaged at work, while 38% overall report higher levels of innovation and creativity. HRQ300 Tellingly, these outcomes align closely with many of the factors HR managers rank as very important or essential to achieving business goals, especially innovation (74%) and improving employee satisfaction (73%)—**and once again, having an employee engagement strategy takes the top spot, with 75% of HR managers reporting it as very important or absolutely essential to achieving their business goals.** HRQ215 In fact, employee satisfaction (61%) and retention rates (55%) are the most common metrics to measure engagement, highlighting once again how closely these important focus areas overlap. HRQ315

But for all the effort being put into engagement, employees continue to sound the alarms on how a lack thereof hurts them, especially their retention. **Employees cite burnout (28%), lack of advancement opportunities (22%) and lack of recognition or feedback (21%) as top reasons for turnover at their company**—all symptoms of floundering engagement; the same is true of poor company culture, which 15% cite as a cause of turnover. EQ7 And unfortunately, HR managers agree, with a scant 29% giving themselves an A for employee retention—with nearly as many (27%) giving themselves a C or below. HRQ220_2

Skillful Engagement

Fortunately for HR managers, employees are ready to identify ways to improve engagement: 85% cite strategies or programs they believe their company can offer to feel more engaged in their roles. Increased compensation takes the top spot (47%), **while employee incentives such as bonuses, raises, childcare support or transportation reimbursement (37%) and upskilling opportunities and resources (23%) round out employees' top three. EQ4** HR managers are taking note, with 42% offering employee incentives and 39% offering training/career development opportunities as a current strategy; 42% also say their company offers employee recognition, HRQ305 which should encourage the 21% of employees who would like to see their employers implement new or additional ways for employee recognition. EQ4

Indeed, career development looks to be a key way to increase engagement and offer companies a chance to improve their retention. An overwhelming 86% of employees would find learning and career

development programs helpful, especially upskilling opportunities or resources (33%), with clear paths for advancement and leadership development programs not far behind (32% each). EQ5 **Once again, HR managers are rising to meet employees: 39% are making upskilling opportunities and resources a high priority for employee learning and development at their company.** HRQ325

Prior Learning, Future Growth

As engagement and retention come into focus, employees are eyeing a potentially game-changing solution: credit for prior learning, in which organizations or institutions offer evaluations of prior work or learning experience for college credit. Nearly 3 in 4 employees (72%) are familiar with credit for prior learning EQ10—and **90% of all employees see credit for prior learning as providing a benefit, including providing employers with a better idea of a potential employee’s skills (45%)**. Another important benefit employees identify is the way in which credit for prior learning shortens the time for students to get their degree or certificate (40%)—and because less time means less money, credit for prior learning is therefore an indirect way for employers to help their workers with tuition and student loans. EQ12

Credit for prior learning could contribute to overcoming retention woes. As it stands, just 29% of HR managers give their company an A in employee retention HRQ220, and credit for prior learning offers an opportunity to improve these scores. **An impressive 67% of HR managers cite increased employee retention as a reason they would like to see their organization offer employees the opportunity to apply work experience or third-party training as a credit towards a degree or certificate;** 65% also cite increased employee engagement, once again drawing connections between these two key metrics for employee success. HRQ515

Credit for prior learning already enjoys considerably high favorability among employees, 50% of whom rank degrees or certification programs allowing credit for prior learning as just as credible as programs that don’t allow for it. **In fact, 36% believe these program offerings are more credible, a number that jumps to 52% among employees who are familiar with credit for prior learning.** EQ13 Indeed, 69% of all employees agree that job candidates with degrees or certificates that counted their experience for credit have an advantage over candidates with the same degrees or certificates that did not count their experience for credit, including 76% of those familiar with credit for prior learning. EQ14 This offers a powerful opportunity for HR managers: educating employees about the power of credit for prior learning generates enthusiasm for this solution and helps align everyone behind their shared goals.

I. The Value of Employee Engagement and Retention

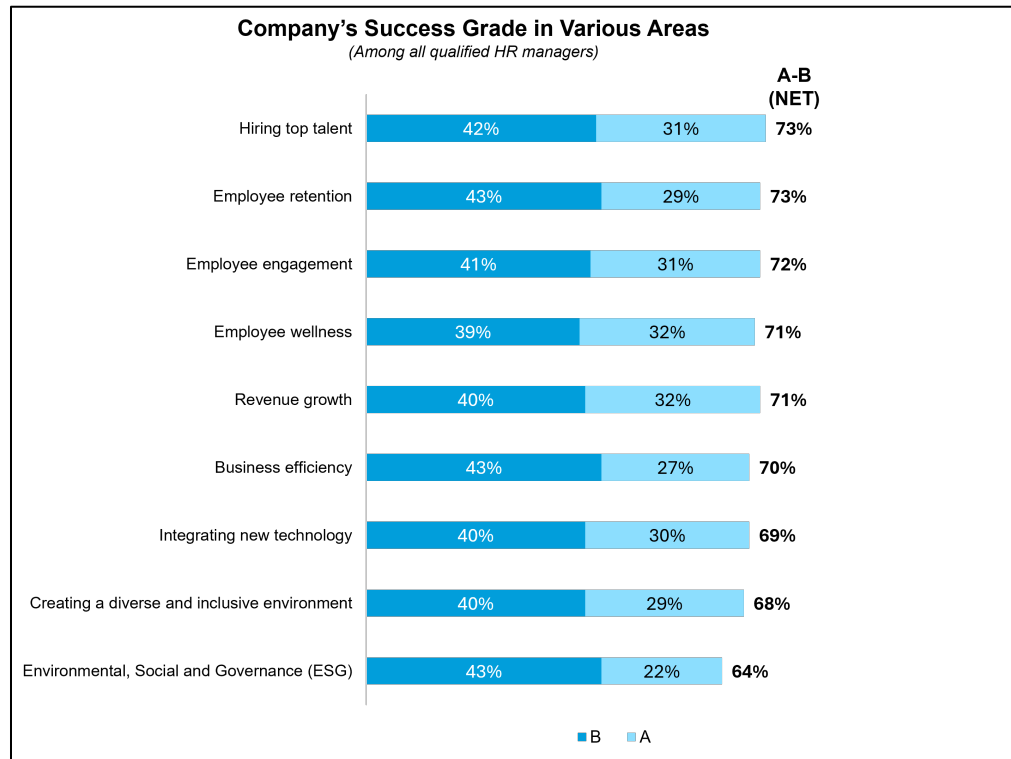
HR managers see the value of employee engagement and retention across a wide range of facets of the business, including benefit offerings and company goals. Even with the recognition of the value of employee engagement and retention, many HR managers see room for their companies to improve, and acknowledge other business or economic factors can take priority away from employee engagement and retention efforts.

- More than three quarters of HR managers (77%) report their company's current goals include employee engagement (58%) and/or retaining top talent (54%). [Q205]
 - The next most common goals of hiring (54%) or employee wellness (53%) may also emphasize the people-focused goals for companies. Increasing business efficiency (46%) and revenue growth (45%) are less common goals in comparison.
- Thinking about barriers to meeting their company's goals, employee retention (54%), employee engagement (50%), and having employees with the necessary skill sets (49%) are the three most common. [Q210]
- A broad set of beliefs bolster the perception of how important employee engagement and retention are in company success:
 - The vast majority of HR managers (92%) and employed adults (82%) agree that having a strong engagement or retention strategy is crucial for future applicants seeking a new workplace. [Managers – Q420/6, Employees – Q9/2]
 - Most HR managers (93%) agree that investing in engagement and retention is critical to the success of their company, with more than 2 in 5 (41%) *strongly agreeing*. [Q420/2]
 - And, a similar proportion (92%) agree that money invested in employee engagement or retention has a better return on investment than other business spending. [Q420/4]
 - Nearly 9 in 10 HR managers (88%) agree that the value of increased productivity is worth more than the money invested in employee engagement or retention. [Q420/5]
- Additionally, many HR managers report their company offers benefits that may help with employee retention and engagement. Notably, no single benefit is offered by a majority of companies. [Q500]
 - Leadership development programs (48%), on the job training (46%), and technical upskilling (43%) are offered by more than 2 in 5 companies.
 - In-person training/workshops (38%), mentoring (36%), training programs with local colleges (33%), virtual training/workshops (33%), tuition assistance programs (32%), and third-party development opportunities (29%) are other benefits offered, but to a lesser extent.
- HR Managers see a wide range of items that are *absolutely essential* or *very important* when it comes to their company achieving its business goals. [Q215]
 - HR managers in Financial Services are more likely than those in Manufacturing to report improving employee satisfaction is *absolutely essential* (30% vs 20%, respectively) to their company achieving its business goals.
 - Relatively more HR managers report soft items, such as reputation (75%) or innovation (74%), or people-focused items, such as having an employee engagement strategy (75%), improving employee satisfaction (73%), addressing skill gaps (73%), creating internal talent mobility (73%), or having an employee retention strategy (72%), as

absolutely essential or *very important* compared to financial-focused items, such as cost reduction (65%).



- When it comes to grading the success of their company in specific areas, only about 3 in 10 HR managers would give their company the top grade of A for employee engagement (31%) or employee retention (29%). [Q220]
 - While few would give their company an F in any of these areas, there is room for companies to improve closer to an A grade.



- Even though HR managers acknowledge the value of employee engagement, there are some clear items that can hamper employee engagement efforts: understanding how to use new technology and financial concerns.
 - More than 9 in 10 HR managers (92%) agree that their company needs help understanding how to use new technology to improve employee engagement. [Q330/5]
 - More than three quarters of HR managers (76%) report financial concerns have forced their company to make employee engagement a lower priority. [Q330/4]

- Close to half of HR managers (47%) report employee engagement and retention will be a top priority. They also say they will institute new strategies to increase employee engagement and retention (46%) and better finance existing benefits (46%) over the next 12 months. Still, a sizeable amount of HR managers admit that employee engagement and retention may be less of a priority if other business costs or issues get bigger (37%) or if the hiring environment becomes less competitive (37%). [Q600]

II. The Employee Perspective: Engagement and Satisfaction

Many HR managers believe there are specific positive impacts when workers are engaged and encouragingly, the overwhelming majority of employees report being engaged at work. While most employees are satisfied with their role, those who are engaged are much more likely to be satisfied than those who are not engaged. This bolsters the perception of HR managers that employee engagement is important.

- More than 9 in 10 HR managers (93%) agree that diverse groups of workers need different ways to keep them engaged, with 2 in 5 (40%) *strongly agreeing*. [Q330/1]
 - The value of employee engagement is reinforced with many HR managers believing specific outcomes occur when employees are engaged: [Q300]
 - More than half of HR managers (54%) believe higher quality of work is one of the top outcomes when employees are engaged at work.
 - Additionally, many believe that higher job satisfaction (45%), higher levels of innovation and creativity (38%), increased productivity (32%), improved productivity (31%), or high interest in the company's success (29%) are top outcomes when employees are engaged at work.
 - To a lesser extent, less than a quarter of HR managers believe positive work culture (24%) or high morale (24%) are top outcomes.
 - HR managers in Health Care are more likely than their counterparts in Financial Services or Manufacturing to report an outcome is decreased turnover (20% vs 10% and 12%, respectively).
 - Among employees, 91% report they are engaged in their current role, with more than half (55%) feeling *very engaged*. [Employees – Q3]
 - Millennials, Gen X, and Boomers/Seniors are more likely than their Gen Z counterparts to be very engaged (57%, 57%, and 64% vs 38%, respectively).
 - Additionally, 9 in 10 employees (90%) report they are satisfied with their current role and responsibilities. [Employees - Q2]
 - Employees who are engaged in their current role are more than three times as likely to be satisfied compared to those who are not engaged (96% vs 26%, respectively).
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III. Employee Engagement Beliefs, Strategies, and Metrics

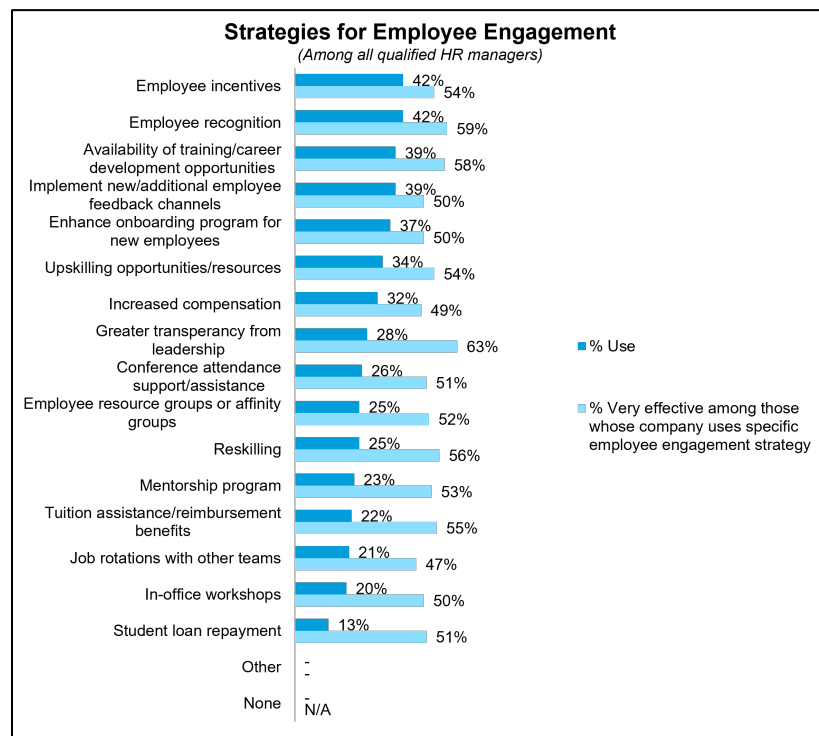
There is widespread agreement that employee engagement has positive business outcomes and there is clear effort to measure the impact through various metrics. Companies use a variety of strategies for employee engagement, but no single strategy is dominant, which may imply that a one-size-fits-all strategy does not necessarily exist.

Although many companies that use specific employee engagement strategies report these strategies as *very effective*, there is still room to grow by supplementing with other strategies.

- Exploring perceptions in more detail, strong majorities of HR managers have nuanced views of certain aspects of employee engagement:
 - More than 9 in 10 HR managers agree that having an employee engagement strategy is an important part of a company's overall commitment to their employees (93%) and having an employee engagement strategy isn't a "nice-to-have" – it is a "must-have" for companies (91%). [Q330/2, 3]
 - And, a similar proportion (93%) agree that continuous learning and development programs are critical for employee engagement, with over 2 in 5 (41%) *strongly agreeing*. [Q420/10]
 - Though lower than HR managers, most employees (83%) also agree that continuous learning and development programs are critical for employee engagement, with less than 2 in 5 (38%) *strongly agreeing*. [Employees – Q9/6]
- In fact, many HR managers (59%) report their employees expect upskilling opportunities/resources from their company to support employees' learning and career development. [Q320]
 - Conference attendance support/assistance (43%), mentorship programs (43%), reskilling (41%), job rotations with other teams (39%), or tuition assistance/reimbursement (39%) are other ways companies are expected to support employees' learning and career development.
- Still, there is a wide range of strategies that companies use for employee engagement. However, there is no dominant strategy employed by the majority of companies. [Q305]
 - More than a third of HR managers report employee incentives (42%), employee recognition (42%), availability of training/career development opportunities (39%), implementing new/additional employee feedback channels (39%), enhancing onboarding for new employees (37%), or upskilling opportunities/resources (34%) as strategies their companies have for employee engagement.
 - HR managers in Manufacturing and Financial Services are more likely than those in Health Care to report increased compensation is a strategy used by their company (36% and 36% vs 23%, respectively).
- Among those whose company uses each specific employee engagement strategy, the majorities of users report greater transparency from leadership (63%), employee recognition (59%), availability of training/career development opportunities (58%), reskilling (56%), tuition assistance/reimbursement benefits (55%), employee incentives (54%), upskilling opportunities/resources (54%), mentorship programs (53%), employee resource groups or affinity

groups (52%), student loan repayment¹ (51%), or conference attendance support/assistance (51%) are *very effective* strategies. [Q310]

- Lower on the list, half or fewer of those whose company uses the specific strategy report an enhanced onboarding program for new employees (50%), in-office workshops (50%), implementing new/additional employee feedback channels (50%), increased compensation (49%), or job rotations with other teams (47%) are *very effective* strategies.
- Yet, in some cases, strategies with lower use rates have high rates of effectiveness among those who use those strategies including greater transparency from leadership (28% use, 63% very effective), reskilling (25% use, 56% very effective), and tuition assistance/reimbursement benefits (22% use, 55% very effective). [Q305, Q310]



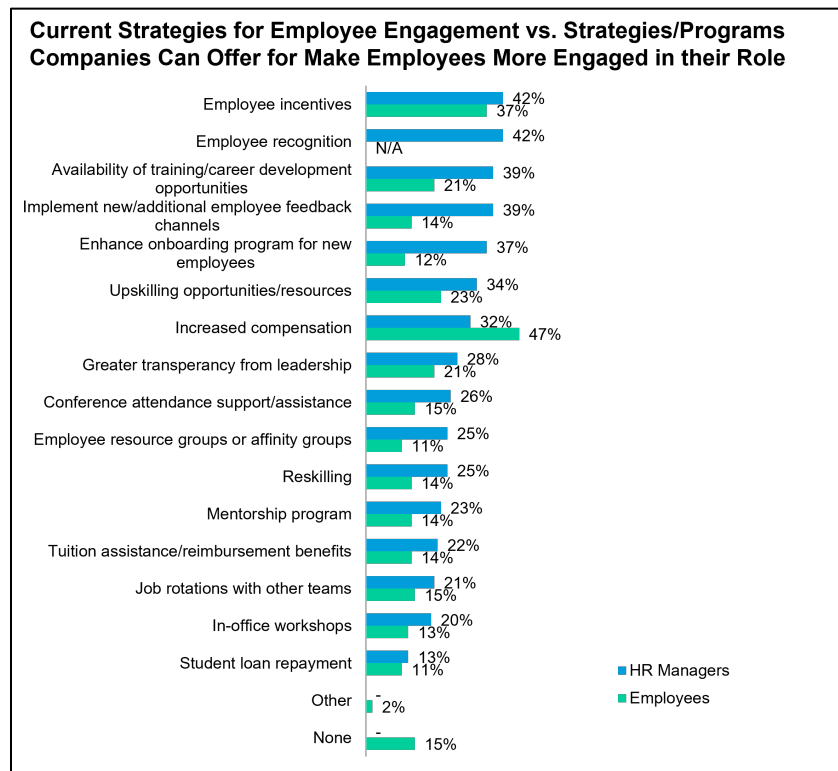
- Companies use a variety of metrics to measure employee engagement with employee satisfaction (61%), employee retention rate (55%), and employee performance (52%) as the most common metrics. [Q315]
 - Other metrics that are used to a lesser extent include: employee Net Promoter Score (eNPS) (35%), customer/client/patient satisfaction (34%), the amount of training and development opportunities (32%), voluntary employment turnover rate (29%), proportion of employees who obtain promotions (28%), website ratings/feedback (Glassdoor, LinkedIn) (23%), or absenteeism (11%).

¹ Caution: small base size (n=<100), please treat as directional

IV. The Employee Perspective: Employee Engagement

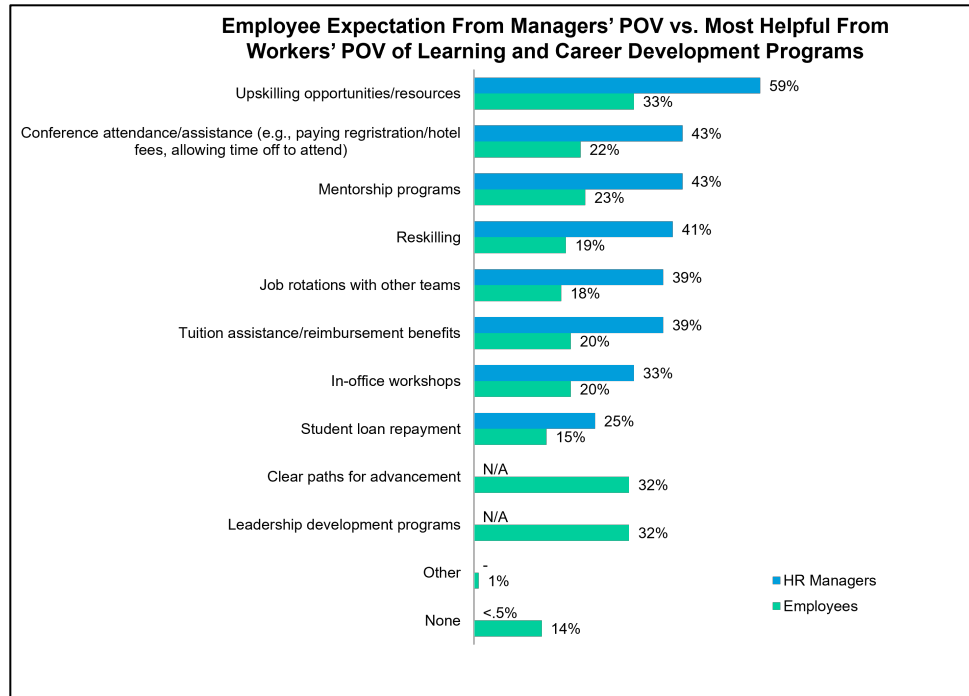
While compensation and incentives are the most popular among employees to make them more engaged, there are other options – like learning and career development programs – that are beneficial. The high satisfaction levels among employees for specific programs at their companies bolster the potential of using these programs in other companies.

- While the two most common strategies/programs their company can offer to make them more engaged in their role are financial-based (increased compensation (47%) and employee incentives (37%)), there are other options that employees are open to that may be less expensive to implement, such as upskilling opportunities/resources (23%). [Employees – Q4]
 - Tuition assistance/reimbursement benefits, student loan repayment, upskilling opportunities/resources, and availability of training/career development opportunities are also strategies they would like their company to offer to make them more engaged in their role, but a number of companies are not currently offering. [HR Managers – Q305; Employees – Q4]

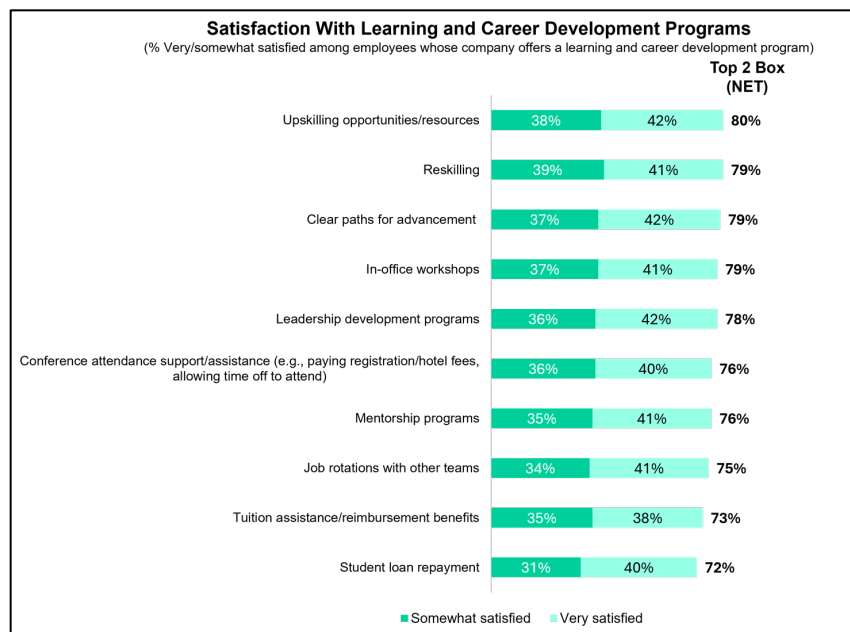


- When asked specifically about learning and development programs that they found most helpful, employees most commonly report that upskilling opportunities/resources (33%), clear paths for advancement (32%), and leadership development programs (32%). [Employees – Q5]
 - Gen Z, Millennials, and Gen X are more likely than Boomers/Seniors to report tuition assistance/reimbursement benefits as a learning and career development program they would find to be most helpful (21%, 25%, 21% vs. 11%, respectively).
 - When asked specifically about learning and development programs that they found most helpful, Gen Z and Millennials are more likely than Gen X and Boomers/Seniors to say student loan repayment (22%, 20% vs. 12%, 3%).
 - There may be some factors that cause disconnects between what employees expect and what HR managers think their employees expect. While more than half of HR managers (59%) report their employees expect the company to support their learning and career

development through upskilling opportunities/resources, only a third of employees (33%) find upskilling opportunities/resources as the most helpful learning and career development program, a 26-percentage point difference. [HR Managers – Q320; Employees – Q5]



- Among employees whose company offers a learning and career development program, there are high levels of satisfaction with the majority of employees being satisfied (72% - 80%) [Employees – Q6]

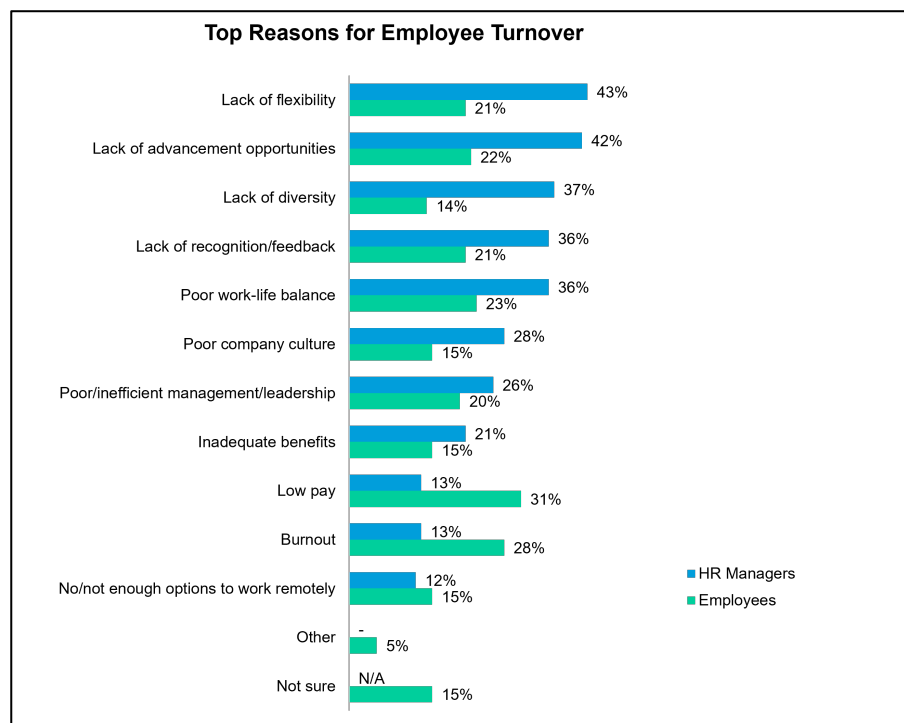


V. Employee Retention Beliefs and Metrics

Even though companies have to contend with a number of factors that impact retention, employees and HR managers are generally aligned when it comes to the value of clear growth/advancement opportunities, opportunities of upskilling being critical to employee engagement and retention, leadership development opportunities for upskilling, or personalized strategies to retain diverse groups of employees.

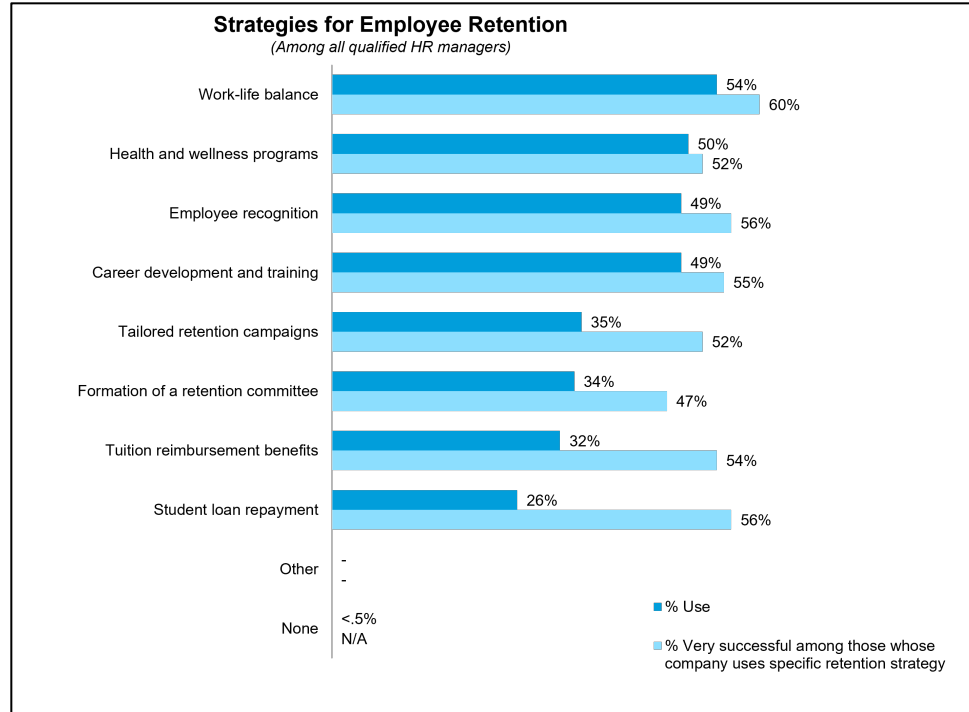
Companies use a range of employee retention strategies though no one retention strategy is widespread. Similar to engagement strategies, majorities of HR managers whose company used specific strategies report it was very successful. Companies use a range of metrics to measure retention, with no single metric used by the majority of companies. This may reflect the need for companies to tailor retention strategies to their unique situation.

- Both HR managers and employees report a variety of reasons for employee turnover – HR managers report lack of flexibility (43%) and lack of advancement opportunities (42%) as topping the list while employees report low pay (31%) and burnout (28%) as their most common reasons. [Managers – Q400; Employees – Q7]
 - To a lesser extent, lack of recognition/feedback (36% HR managers, 21% employees), poor work-life balance (36% HR managers, 23% employees), or poor/inefficient management/leadership (26% HR managers, 20% employees) are reported as top reason for turnover for both HR managers and employees.



- Notably, a third of employees (33%) *disagree* that their company offers clear career growth/advancement opportunities for employees. [Employees – Q9/7]
- A strong majority of HR managers (93%) agree it is more important now than ever for companies to invest in strategic onboarding, with more than 2 in 5 (41%) *strongly agreeing*. [Q420/3]

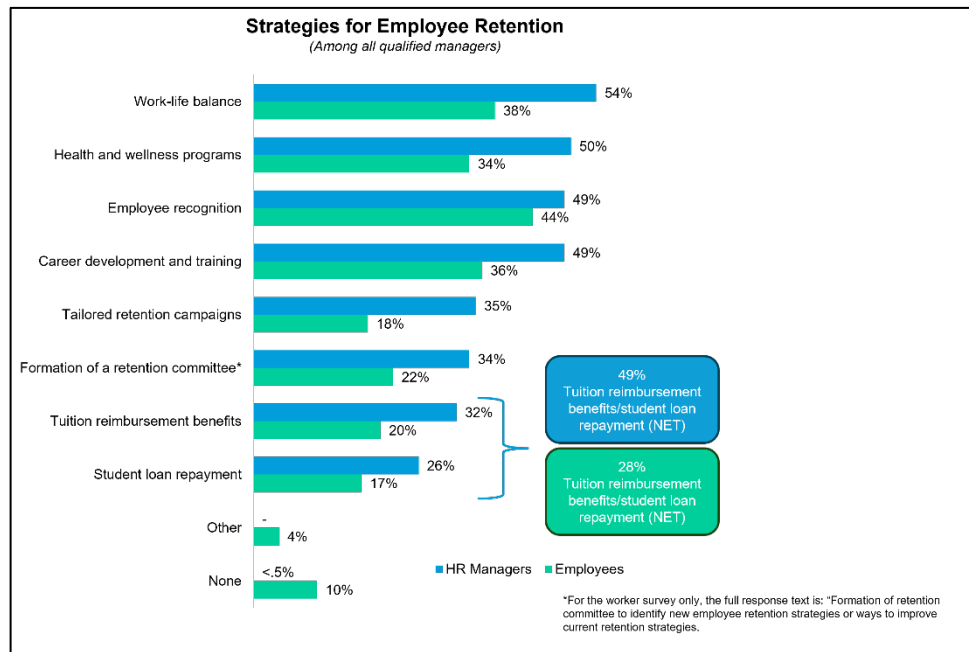
- More than 9 in 10 HR managers (94%) agree that providing opportunities for upskilling is critical to employee engagement and retention, with 83% of employees agreeing with this statement. [HR Managers – Q420/8; Employees – Q9/4]
- Similarly, most HR managers (93%) also agree that providing leadership development opportunities retains top talent, with 84% of employees sharing this sentiment. [HR Managers – Q420/9; Employees – Q9/5]
- More than 9 in 10 HR managers (93%) and 80% of employees agree that personalized strategies are necessary to effectively retain diverse groups of employees at their company (generations, cultures, etc.). In fact, more than 2 in 5 HR managers (41%) *strongly agree* with this sentiment. [Q420/1, Employees – Q9/1]
- Additionally, the vast majority of HR managers (92%) agree that increasing tuition benefit access for employees is a great way for employers to retain top talent, compared to 76% of employees. [HR Managers – Q420/7; Employees – Q9/3]
 - However, less than a quarter of HR managers (23%) cite non-competitive tuition benefits as a barrier to meeting their company’s business goals. [Q210]
- HR Managers report a range of retention strategies their company uses, including work-life balance programs (54%), health and wellness programs (50%), tuition reimbursement benefits and/or student loan repayment (49%), employee recognition (49%), or career development and training (49%). [Q405]
- Among those who use each retention strategy, majorities of HR managers report almost each of the strategies was *very successful*, but there is still room to improve. [Q410]
 - More than half of HR managers whose company uses these strategies report it was *very successful*: work-life balance programs (60%), employee recognition (56%), student loan repayment (56%), career development and training (55%), tuition reimbursement (54%), health and wellness programs (52%), or tailored retention campaigns (52%).
 - Notably, while they are the least common strategies, more than half say tuition reimbursement benefits (32% for use, 54% for very successful) and student loan (26% for use, 56% for very successful) are *very successful*, which could indicate that these areas are worth focusing on to increase retention.



VI. The Employee Perspective: Retention Strategies

Employee recognition, work-life balance programs, career development and training, and health and wellness programs are the most common strategies that employees say are beneficial to employees at their company; all of which may tailored to company culture and budget to see what's effective.

- Although there isn't one retention strategy that the majority of employees believe would be/are the most beneficial at their company, employee recognition (44%), work-life balance programs (38%), career development and training (36%), and health and wellness programs (34%) are the most common. These are generally aligned with the common retention strategies reported by HR managers. [Employees – Q8]



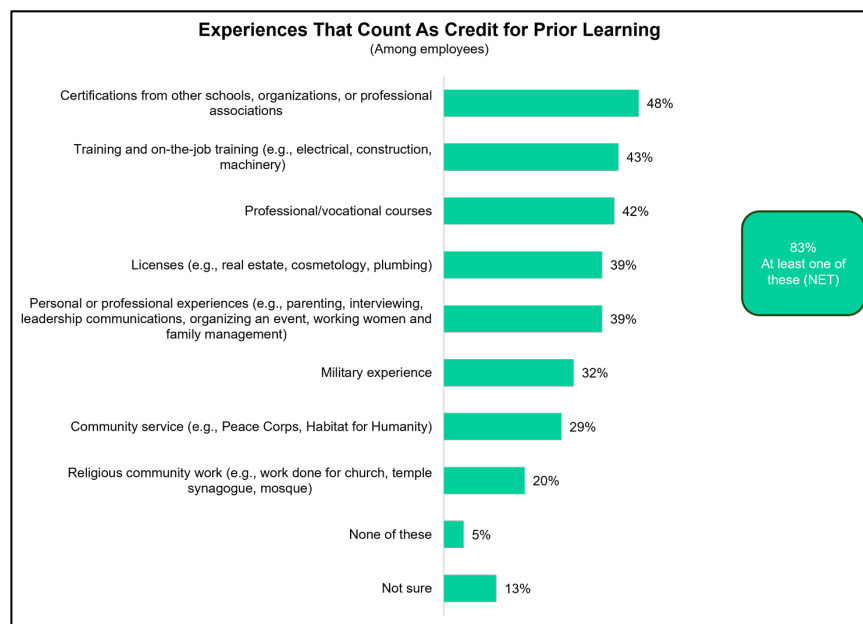
VII. A Place for Credit for Prior Learning

There is a very high level of familiarity with the concept of “credit for prior learning” (CPL) and degrees or certificates that allow it do not seem to suffer from a stigma. In fact, a strong majority believe that candidates with degree(s) or certificate(s) that counted their experience for credit have an advantage over candidates with the same degree(s) or certificate(s) that did not count their experience for credit.

While employees may not be as familiar with CPL, many see the benefits of CPL for employees and do not have issues with credibility of degrees or certificates earned with CPL. Employees may benefit from information about CPL to better familiarize themselves with the specifics of what can be applied and its benefits to help allay concerns that employers will not see degree(s) or certificate(s) earned with CPL as credible.

Digging deeper into the concept, there’s openness among HR managers to their employees being able to apply work experience or third-party training as credit toward a degree or certificate, especially to increase employee retention or engagement.

- Most HR managers (89%) are very or somewhat familiar with the concept of “credit for prior learning”, with a quarter (25%) saying they are *very familiar*. [Q505]
- In contrast, much fewer employees (43%) report familiarity, though more than half of employees (55%) know coworkers or friends who have a degree or certificate that allows “credit for prior learning”. [Employees - Q10, Q14/4]
 - Employees may benefit from some more information about CPL to ensure they understand what kinds of experiences are considered for CPL so they can make informed decisions about education and their own experience. In fact, 13% of employees were unsure of what is considered when provided a list of specific items. [Employees - Q11]

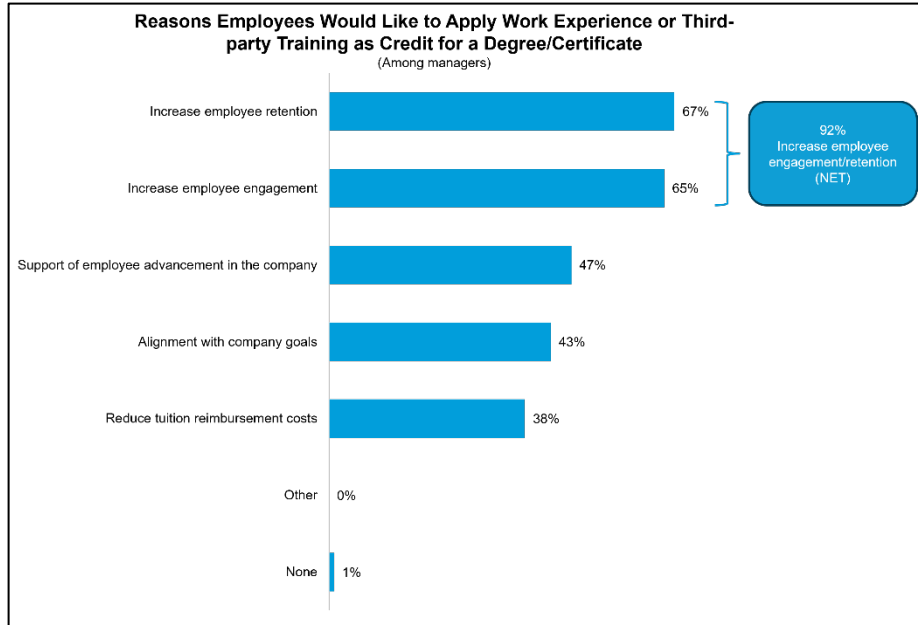


- In light of the relatively lower familiarity but knowing friends or coworkers who have a degree/certificate that allows CPL, many employees believe there are specific benefits of CPL, with the most common being it gives employers a better idea of a potential employee's skills (45%), potential employees have a better way to communicate the skills they've acquired from other experiences (41%), it shortens the time for students to get their degree or certificate (40%), it makes education more inclusive for people who have relevant experiences (40%), or it makes education more accessible for more people (39%). [Employees - Q12]
 - A higher proportion – 95% of HR managers – agree that as an employer, they see value in articulated agreements with educational institutions that identify potential credit for work experience of their employees. [Q520/3]

- The vast majority of HR managers (92%) agree that degrees or certificates that allow "credit for prior learning" are just as credible as similar degrees or certificates that do not allow "credit for prior learning". [Q520/1]
 - In a similar vein, 36% of employees believe that degrees or certificates that allow for "credit for prior learning" are *more credible* compared to similar degrees that do not allow for "credit for prior learning". Additionally, half of employees (50%) believe that degrees or certificates that allow for "credit for prior learning" are *just as credible* as similar degrees that do not allow for "credit for prior learning." [Employees - Q13]
 - Still, there is some concern that employers won't share that same belief. Nearly 2 in 3 employees (65%) say they would be concerned that a degree or certificate earned with "credit for prior learning" would not be seen as credible by employers. [Employees - Q14/2]
 - Additionally, less than 3 in 5 employees (58%) would be hesitant to consider a degree or certificate that allows "credit for prior learning" because of the risk that an employer would not accept that degree or certificate. [Employees - Q14/3]

- Nearly ninety percent of HR managers (89%) – and 69% of employees – agree that candidates with degree(s) or certificate(s) that counted their experience for credit have an advantage over candidates with the same degree(s) or certificate(s) that did not count their experience for credit. [Q520/2]

- More than 9 in 10 HR managers (92%) cite either increased employee retention (67%) or increased employee engagement (65%) as reasons they would like to see their employees be able to apply work experience or third-party training as credit toward a degree or certificate. [Q515]
 - Support of employee advancement in the company (47%), alignment with company goals (43%), or reducing tuition reimbursement costs (38%) are less common reasons, but still show the value to the business of allowing employees to apply work experience or third-party training towards a degree or certificate.



- Close to 1 in 4 HR managers (23%) report their company employs veterans or military personnel on staff. Perhaps companies allowing employees to apply work experience or third-party training as credit toward a degree or certificate is an opportunity to increase engagement or retention among military employees. [Q700]
- Additionally, to shorten the length of time spent on a degree or certificate, more than 9 in 10 HR managers (93%) believe their company is *very or somewhat willing* to implement tuition benefits for a college degree or certificate that allows credit for prior learning, or credit for experience gained from work. [Q510]