

DELIVERING AN ENGAGING EMPLOYEE EXPERIENCE

APQC Human Capital Management Research Project Overview

TOPIC OVERVIEW

When unemployment is low and in-demand skills are scarce, engaging employees rises to the top of corporate priorities, becoming a key strategy for attracting and retaining business-critical talent. Indeed, employees who are engaged in their work are more likely to exhibit attitudes and behaviors that benefit the organization. In fact, research has linked engaged employees with superior job performance and higher rates of retention. Engaged employees have been shown to be better organizational ambassadors and to provide a higher level of customer service. And, having a more engaged workforce has been associated with increased revenue and greater shareholder returns.

Certain human capital practices such as providing transparent communications, trustworthy leaders, meaningful work, professional development, career growth, recognition, and fair compensation have long been held to be proven drivers of employee engagement. In recent years, however, a new approach to fostering employee engagement—called the employee experience—has emerged. Borrowed from efforts to improve the technology-user experience as well as the consumer/customer experience, the employee experience concept involves understanding the employment experience from the perspective of the employee and using this understanding to ensure that pivotal moments in the employment experience yield positive feelings. The thinking is that when interactions or experiences at work consistently yield positive feelings, these feelings will in turn yield positive attitudes and desirable behaviors.

RESEARCH SCOPE

This APQC study will collect information on the practices that organizations are using to foster employee engagement and the outcomes that organizations are realizing as a result. It will look at the extent to which the employee experience is being used to drive employee engagement and to what effect.

This research study will be repeated every other year to track trends and provide up-to-date benchmarks on employee engagement practices and outcomes.

This research is unique in its combination of the employee engagement and employee experience concepts and its intent to collect information on these topics specifically from HR professionals in medium-to-large size organizations from across the globe.

AUDIENCE

- ◆ Human Capital Management/HR professionals
- ◆ Chief Human Resource Officers (CHROs)
- ◆ Senior Management/Executives

RESEARCH QUESTIONS

- ◆ What is the state of employee engagement in organizations today?
 - Engagement levels
 - Engagement spending
 - Objectives behind investments in engagement
 - Challenges to engagement
- ◆ Which practices do organizations use to carry out their employee engagement strategies?
- ◆ What outcomes are organizations realizing from employee engagement strategies and practices?
- ◆ Are organizations using employee experience practices to carry out their employee engagement strategies? If yes, how and what outcomes are realized?

RESEARCH METHODS

- ◆ Survey of 200 HR professionals (distributed across regions and between manufacturing and services industries)
 - Who have responsibility for employee engagement
 - Work in an organization with \$500 million USD or more in annual revenue, and
 - 1,000 or more employees

RESEARCH DELIVERABLES

- ◆ Survey summary report – July 2019
- ◆ White paper – October 2019
- ◆ Presentation of the results on recorded/on-demand webinar – October 2019
- ◆ Infographic – October 2019

ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at www.apqc.org, and learn how you can make best practices your practices.