

Gallup Q12 Employee Engagement Results

University Development Office – Fall 2025

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THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Town Hall Agenda

- **2025 Survey Recap**
- **Organizational Results**
 - Core Q12 Questions
 - Additional Questions
 - Open Response Themes
- **Discussion & Live Polling**
- **Next Steps**





ASK A QUESTION

anonymously

go.unc.edu/gallup-2025



Why Gallup Q12?

- Part of our organization-wide strategy for **employee engagement**
- Q12 survey questions developed by Gallup through **extensive research**
- Measures key elements that drive **productivity, retention, performance** and **culture**



Key Changes

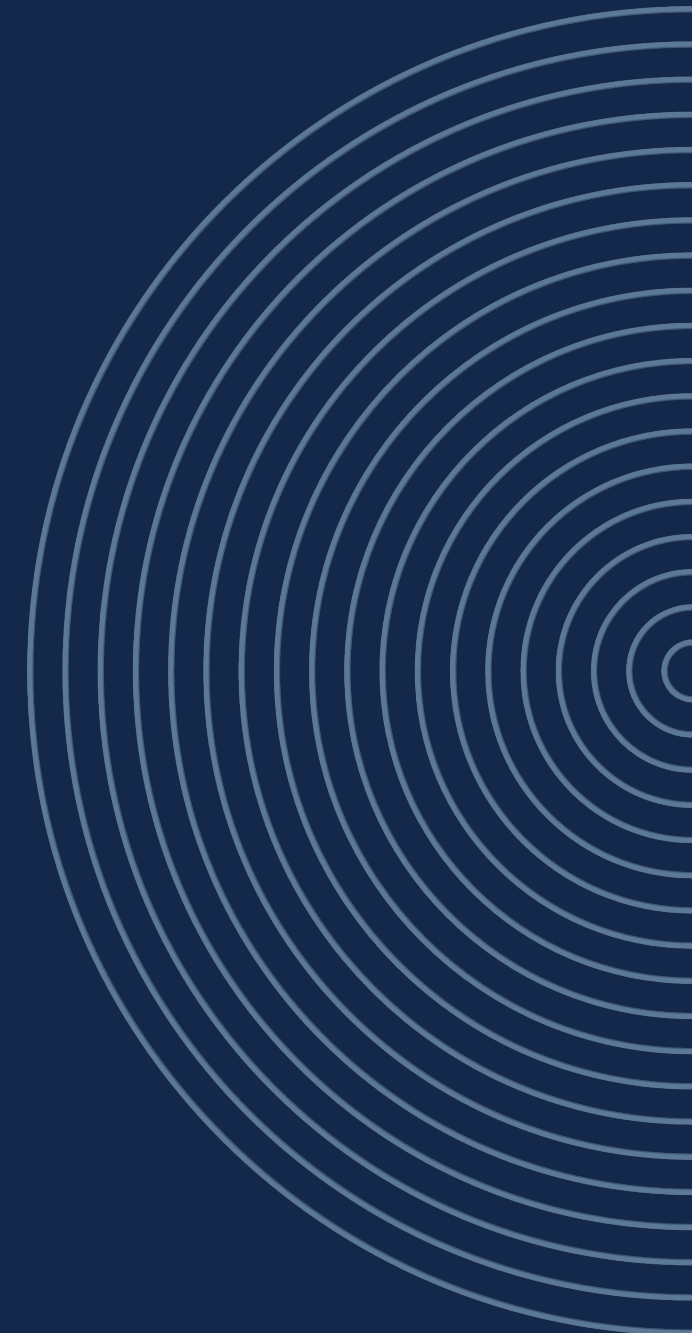
- **Respondent Pool**

- Included **CDOs** for the first time

- **Survey Questions**

- Core Q12 questions remain the same
- Added **new additional questions**
- Added **optional open-response fields** for Q12 and additional questions

- **Manager-Led Action Planning**



Organizational *Results*

SURVEY PARTICIPATION

2025: 90% Participation

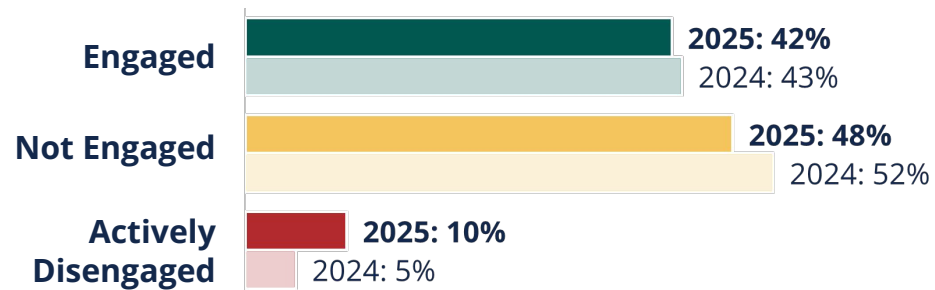
2024: 89% Participation

ENGAGEMENT MEAN

2025: 3.93 Mean

2024: 3.96 Mean

ENGAGEMENT INDEX



MEAN PERCENTILE RANK IN OVERALL GALLUP DATABASE

2025: 37th Percentile

2024: 39th Percentile

Gallup Q¹² Items – Organizational Results

Questions	Respondents	Current Mean	2024 Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Mean Percentile Rank - Gallup Overall
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	157	3.38	3.67	▼ -0.29	1:4 2:17 3:31 4:36 5:13	11
Q01: I know what is expected of me at work.	158	4.01	4.15	-0.14	1:3 2:6 3:15 4:37 5:38	17
Q02: I have the materials and equipment I need to do my work right.	156	4.01	4.05	-0.04	1:1 2:7 3:15 4:42 5:35	35
Q03: At work, I have the opportunity to do what I do best every day.	158	3.70	3.83	-0.13	1:4 2:10 3:28 4:29 5:29	18
Q04: In the last seven days, I have received recognition or praise for doing good work.	152	3.72	3.78	-0.06	1:8 2:14 3:16 4:22 5:40	44
Q05: My manager, or someone at work, seems to care about me as a person.	158	4.42	4.63	▼ -0.21	1:2 2:4 3:9 4:21 5:65	55
Q06: There is someone at work who encourages my development.	157	4.01	4.09	-0.08	1:4 2:9 3:15 4:24 5:48	45
Q07: At work, my opinions seem to count.	156	3.63	3.77	-0.14	1:8 2:10 3:22 4:34 5:27	30
Q08: The mission or purpose of my organization makes me feel my job is important.	156	3.95	3.98	-0.03	1:1 2:8 3:21 4:37 5:33	32
Q09: My colleagues are committed to doing quality work.	157	4.22	4.26	-0.04	1:1 2:2 3:16 4:36 5:45	50
Q10: I have a best friend at work.	145	3.53	3.12	▲ +0.41	1:12 2:11 3:20 4:24 5:32	41
Q11: In the last six months, someone at work has talked to me about my progress.	156	3.95	3.99	-0.04	1:3 2:12 3:15 4:27 5:43	45
Q12: This last year, I have had opportunities at work to learn and grow.	157	3.96	3.94	0.02	1:4 2:9 3:16 4:30 5:41	33

Additional Questions – Organizational Results

Questions	Respondents	Current Mean	2024 Mean	Change	Frequency Distribution	Mean Percentile Rank
					1% 2% 3% 4% 5% 1:16 2:20 3:30 4:20 5:14	- Gallup Overall
I believe that I have adequate opportunities for career advancement at my organization.	154	2.97	3.20	▼ -0.23		11
How satisfied are you with the training and development programs offered by UDO?	152	3.22	3.00	▲ +0.22		*
UDO leadership communicates a clear, consistent vision and helps me understand the reasons behind organizational decisions.	156	2.47	*	*		*
I am well-informed about what is happening across UDO.	156	2.70	*	*		*
My work-life balance is respected and supported.	158	4.08	*	*		*

Open-Response-Only Questions

Questions

Please use this space to elaborate on or add context to any of your responses to the core Q12 questions from the previous page.

What motivates you to come into the office, and are there any changes that could improve your in-office experience?

Gallup Q¹² Items – Organizational Results

Additional Database Comparisons

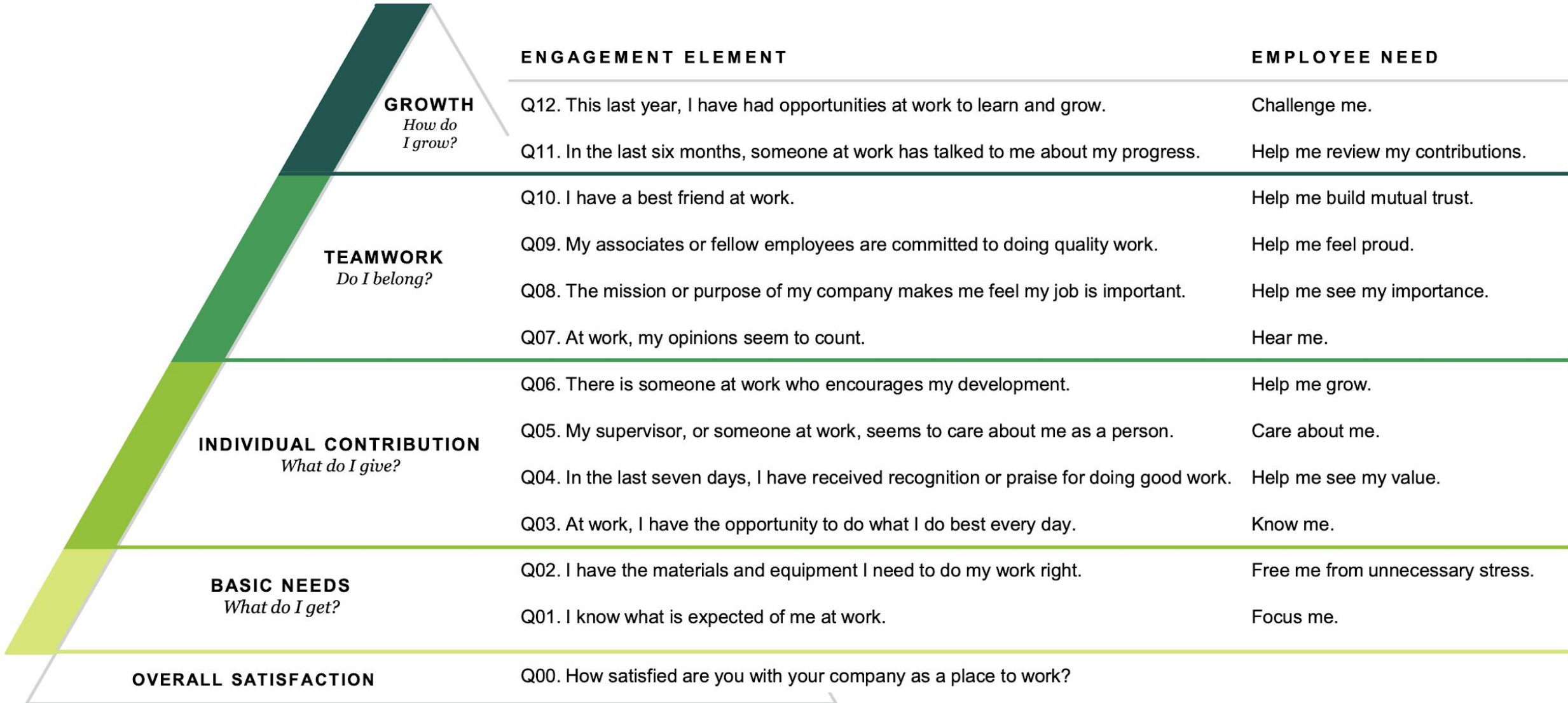
Questions	Current Mean	Mean Percentile Rank - Gallup Overall	Mean Percentile Rank: Industry - Education - Postsecondary/Higher Education	Mean Percentile Rank: Industry - Education - Postsecondary/Higher Education - R1 Institutions	Mean Percentile Rank: Industry - Education - Postsecondary/Higher Education - Alumni Advancement	Mean Percentile Rank: Administration – 2nd Administration
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	3.38	11	13	15	5	12
Q01: I know what is expected of me at work.	4.01	17	21	20	25	20
Q02: I have the materials and equipment I need to do my work right.	4.01	35	39	38	37	42
Q03: At work, I have the opportunity to do what I do best every day.	3.70	18	19	20	28	21
Q04: In the last seven days, I have received recognition or praise for doing good work.	3.72	44	52	54	27	52
Q05: My manager, or someone at work, seems to care about me as a person.	4.42	55	56	59	33	62
Q06: There is someone at work who encourages my development.	4.01	45	53	55	42	55
Q07: At work, my opinions seem to count.	3.63	30	32	32	22	34
Q08: The mission or purpose of my organization makes me feel my job is important.	3.95	32	32	34	21	38
Q09: My colleagues are committed to doing quality work.	4.22	50	48	49	33	55
Q10: I have a best friend at work.	3.53	41	54	56	45	46
Q11: In the last six months, someone at work has talked to me about my progress.	3.95	45	50	50	32	49
Q12: This last year, I have had opportunities at work to learn and grow.	3.96	33	37	40	24	40

Organizational Results

Understanding the Report

- The **Current Mean** is the average score (on a 5-point scale, where 1 = “Strongly Disagree” and 5 = “Strongly Agree”) for that survey item.
- An **arrow in the Change column** indicates a meaningful change of 0.20 or more (increase or decrease) in the mean for that survey item since last year.
- The **Frequency Distribution** shows the percentage of respondents who answered 1, 2, 3, 4 or 5 to each survey item.
- The **Mean Percentile Rank – Gallup Overall** refers to our position in Gallup’s overall database of organizational results. For example, a mean percentile rank of 30 means 70% of workgroups in the database scored higher than UDO for that survey item.
- The **additional database comparisons** on the previous slide show how we rank against other organizations in our industry (higher education, R1 institutions, alumni advancement departments) and other organizations who are administering the survey for the second time.

Gallup Q12 Engagement Hierarchy



Organizational Results

Q12 Wins

Using a response scale of 1 ("Strongly Disagree") to 5 ("Strongly Agree):

Q05. Cares About Me



4.42

Q09. Committed to Quality



4.22

*The Q12 Wins identified above are the two highest ranking items based on **mean percentile rank** and **engagement hierarchy position**. The Q12 item with the highest score outright is Q05, "My manager or someone at work seems to care about me as a person," with a mean of 4.42.*

Organizational Results

Q12 Lows

Using a response scale of 1 ("Strongly Disagree") to 5 ("Strongly Agree):

Q01. Know What's Expected



4.01

Q03. Opportunity to do Best



3.70

*The Q12 Lows identified above are the two lowest-ranking items based on **mean percentile rank** and **engagement hierarchy position**.
The Q12 item with the lowest score outright is Q10, "I have a best friend at work," with a mean of 3.53.*

Open-Response *Themes*

Top Organizational Wins

SUPPORTIVE MANAGERS

STRONG CULTURE AT TEAM LEVEL

COMMITTED TO THE WORK & MISSION

Based on all open-response data

Top Organizational Challenges

LEADERSHIP VISIBILITY, TRUST & COMMUNICATION

CAREER GROWTH & ADVANCEMENT

ONBOARDING & PROFESSIONAL DEVELOPMENT

WORKLOAD, BURNOUT & SERVICE FIRST

TRANSPARENT & CONSISTENT COMMUNICATION

PURPOSEFUL OFFICE STRATEGY

Based on all open-response data

Questions *and* Reactions



Organizational *Priorities*

How to Respond

- Phone or Laptop:
 - Go to **pollev.com/UDO**
 - Scan the QR code
- Then, follow directions to answer anonymously



Where do you most want to see action this year? Rank the priorities below by importance to you. Organizational priorities will be incorporated into team-level action planning.

Leadership visibility, trust and communication



Transparent and consistent communication



Workload, burnout and Service First



Career growth and advancement



Purposeful office strategy



Onboarding and professional development

SEE MORE 

BRAINSTORMING *TOGETHER*

*On sticky notes or in the Zoom chat,
brainstorm for the top three priorities:*



What is your *ideal state* for this priority?



What are some feasible steps we can take to help move the needle this year?

BRAINSTORMING SUMMARY

Ideal State: Leadership Visibility, Trust & Communication

- Leadership is professional, transparent, visible, accessible (e.g., panel discussions, regular presence)
- Leadership knows staff as individuals
- Leadership understands and agrees on goals/mission
- Leadership is held to standards that reflect their roles
- Leadership provides consistent updates and clearly communicates big organizational decisions
- No favoritism by team, department, or individual
- Trust is reestablished with each other, campus partners, and the community
- Consistent messaging is shared across teams
- Teams pull together to achieve clear organizational goals, rather than against each other
- Staff have clear understanding of job security and if/when positions may be moved or eliminated
- Staff have better understanding of how leadership connects to the work of UDO as a whole

BRAINSTORMING SUMMARY

Action Steps: Leadership Visibility, Trust & Communication

- More frequent communication from leadership, including consistent monthly updates from and sharing the “why” behind decisions
- Regular walkarounds and check-ins by leadership
- Create central communication hub
- Leadership avoids scheduling conflicts to allow for full attendance at meetings like town hall
- Implement performance improvement plans with leadership expectations are not met
- Provide professional development and training for leadership
- Increased professionalism and kindness among leadership
- Share hiring and promotion standards clearly across departments, including eligibility for promotions, role changes, and raises

BRAINSTORMING SUMMARY

Ideal State: Transparent & Consistent Communication

- Clear understanding of how the work of each UDO team connects to overall mission
- Advocacy from leadership for UDO teams

BRAINSTORMING SUMMARY

Action Steps: Transparent & Consistent Communication

- Ensure regular updates from Mike at Super Tuesday
- Communicate proactively rather than reactively
- Create consistent top-down communication processes so support roles feel informed and have a voice

BRAINSTORMING SUMMARY

Ideal State: Workload, Burnout & ServiceFirst

- Fully staffed teams
- Employees have a realistic workload and enjoy work
- Clear and equitable delegation of tasks
- Fewer layers of management and more staff focused on implementing strategy
- Shared feeling of safety
- Culture of collaboration, rather than “doing favors” for colleagues
- More permanent employees

BRAINSTORMING SUMMARY

Action Steps: Workload, Burnout & ServiceFirst

- Cost-of-living increases for staff
- Conduct assessments to identify high-pressure areas
- Clarify priorities (e.g., “this > that,” define what must happen vs. what can wait)
- Establish protected focus time each week or designated no-meeting blocks
- Provide guidelines for service expectations so staff can set healthy boundaries, modeled by leadership (e.g., don’t email outside of work hours)
- Take things off our plates – when new programs or projects are added to our team, other things need to be removed
- Training to improve meeting effectiveness and efficiency
- After hiring freeze, check in with employees who are doing multiple jobs
- Stop hiring AVCs and hire more people for Davie and teams that do work (not just management)
- Say no sometimes – some ideas are great, but we don’t have the capacity, and they take away from higher priorities
- Advocate for staff with NC legislature (no raises this year with increased insurance premiums)

Gallup Q12

What's Next?

- **Action Planning Training** for team leads – January 13
- Manager-led **Team Action Planning** – January & February
 - Team-level priorities
 - Organizational priorities
- **Pulse Survey** – April
- **Quarterly Q12 Manager Forums**

Thank you!



Gallup Question Form: go.unc.edu/gallup-2025

Gallup DevNet page: go.unc.edu/gallup



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