

2012 UC CUCSA Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

test

Volume UC-02: BERKELEY REPORT

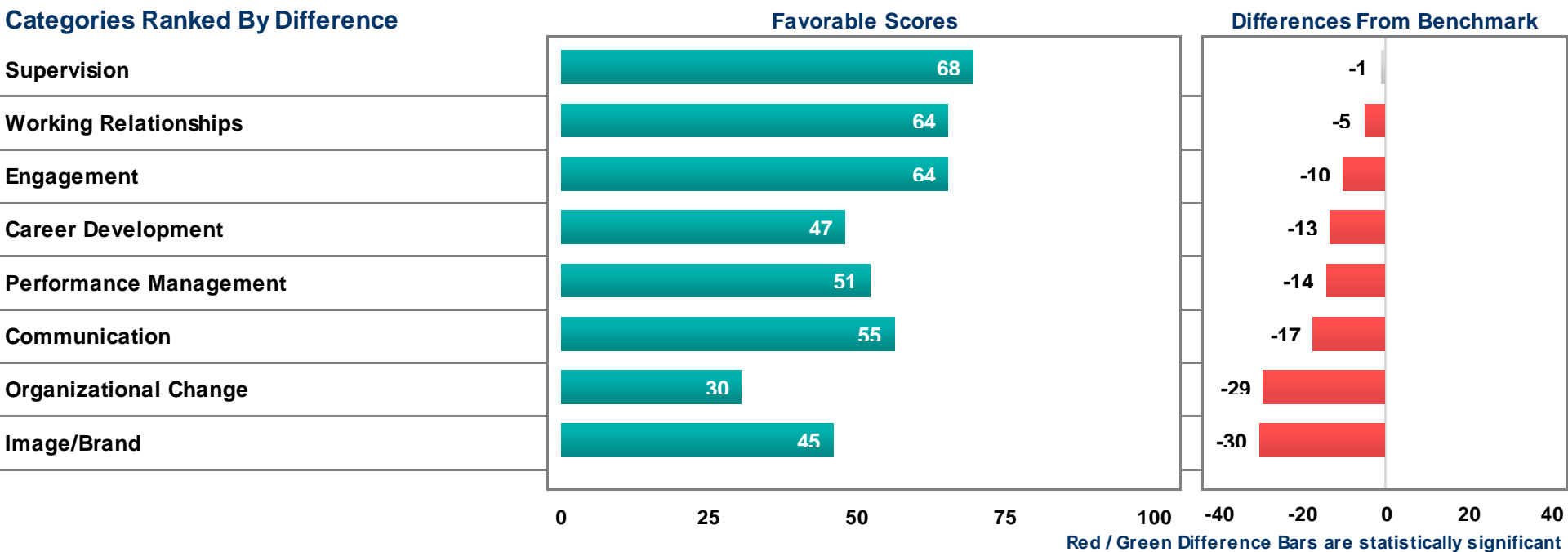
Data Collected: May - July 2012

Summary Category Scores vs. Benchmark

BERKELEY 2012 (N=746)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Categories Ranked By Difference



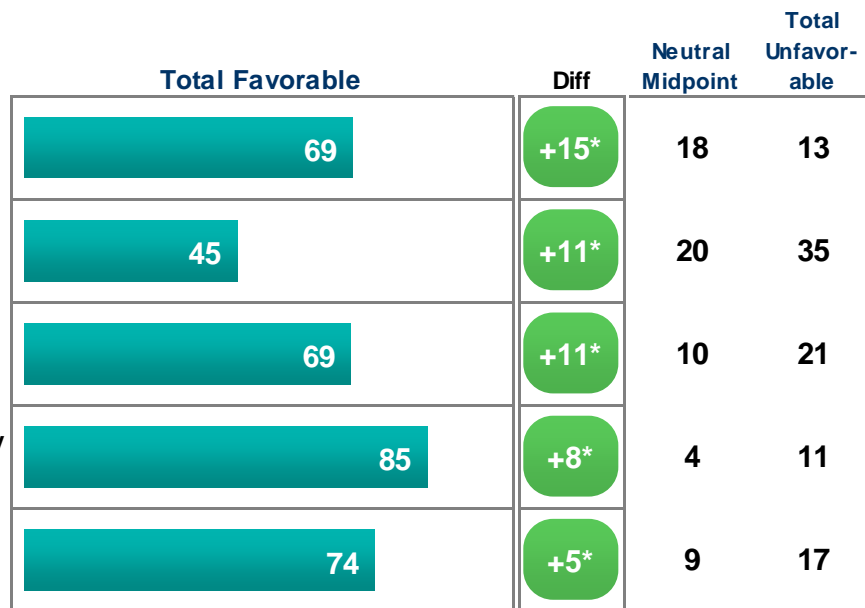
Top 5 Items

BERKELEY 2012 (N=746)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Top 5 Differences From Benchmark

- SUPERVISION: My supervisor helps me make time to participate in training and development activities.
- SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers
- SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions
- ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.
- SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things



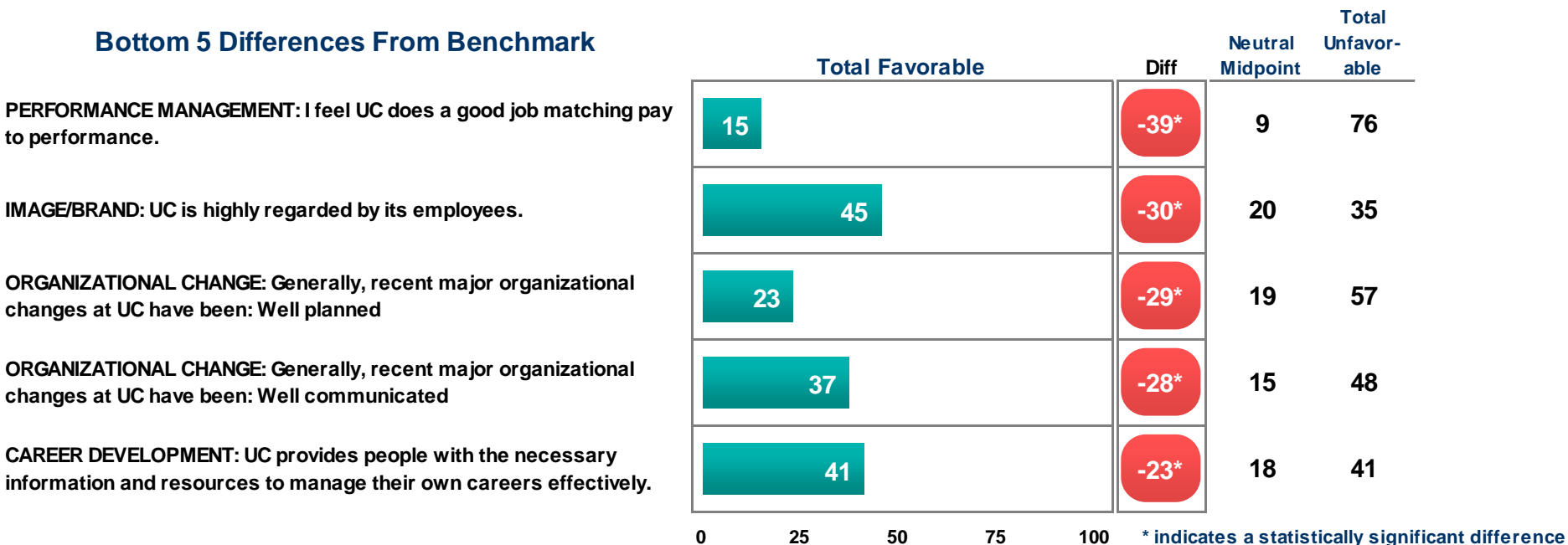
0 25 50 75 100 * indicates a statistically significant difference

Bottom 5 Items

BERKELEY 2012 (N=746)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Bottom 5 Differences From Benchmark



Summary Category Scores vs. Benchmark

BERKELEY 2012 (N=746)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Categories Ranked By Difference

Performance Management

Supervision

Working Relationships

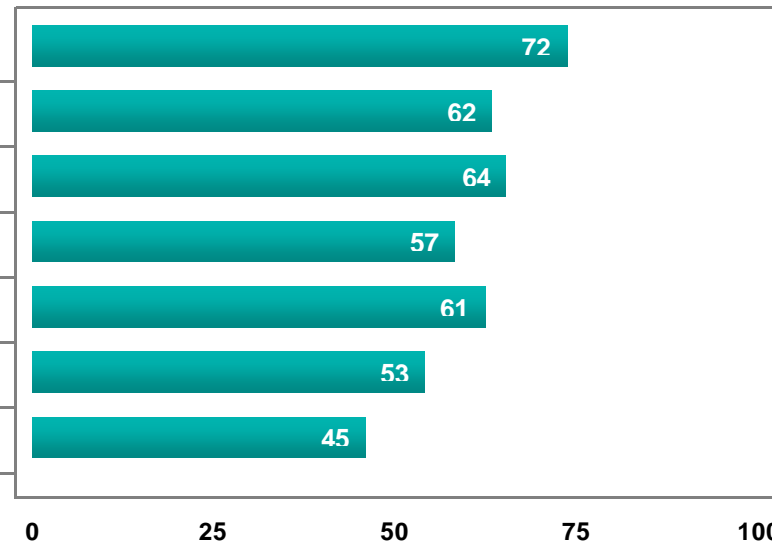
Career Development

Engagement

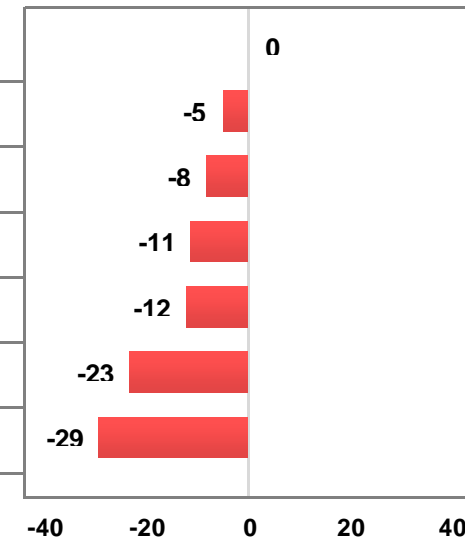
Communication

Image/Brand

Favorable Scores



Differences From Benchmark



1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 5 Items

BERKELEY 2012 (N=746)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Top 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	85	+5*	4	11
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	72	0	10	18
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth at UC.	72	0	6	22
SUPERVISION: My supervisor communicates effectively.	70	-2	8	22
SUPERVISION: My supervisor gives me regular feedback on my performance.	64	-2	8	29

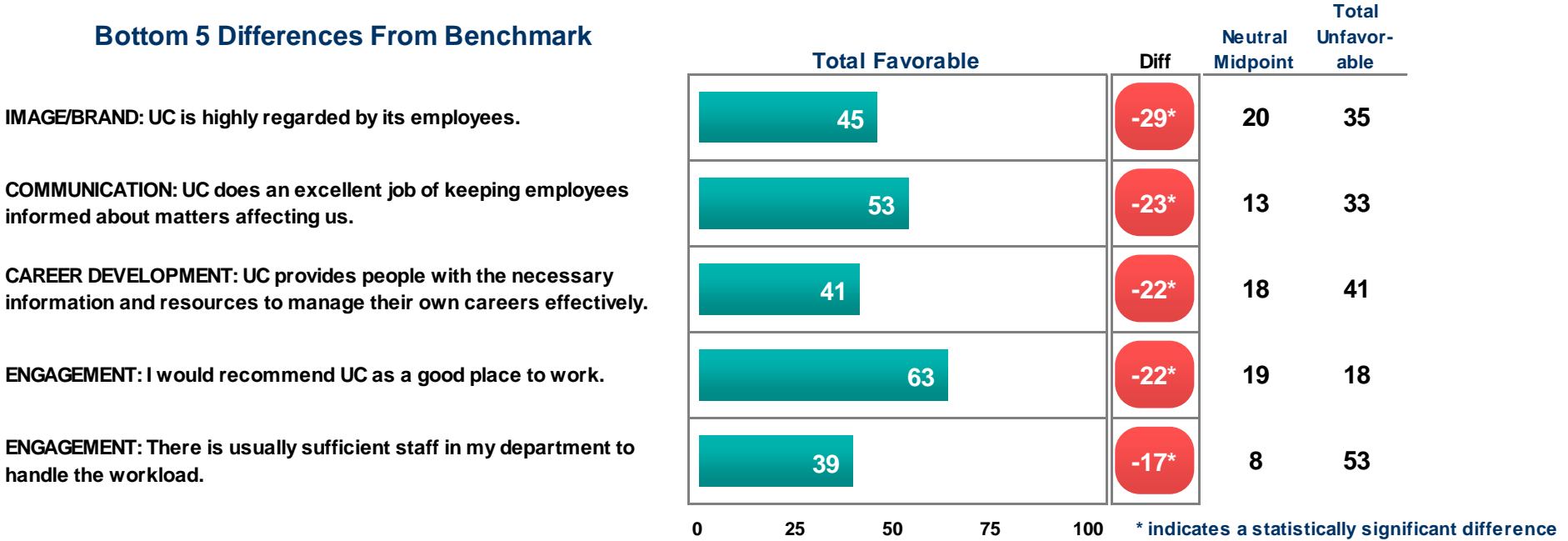
0 25 50 75 100 * indicates a statistically significant difference

Bottom 5 Items

BERKELEY 2012 (N=746)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Bottom 5 Differences From Benchmark

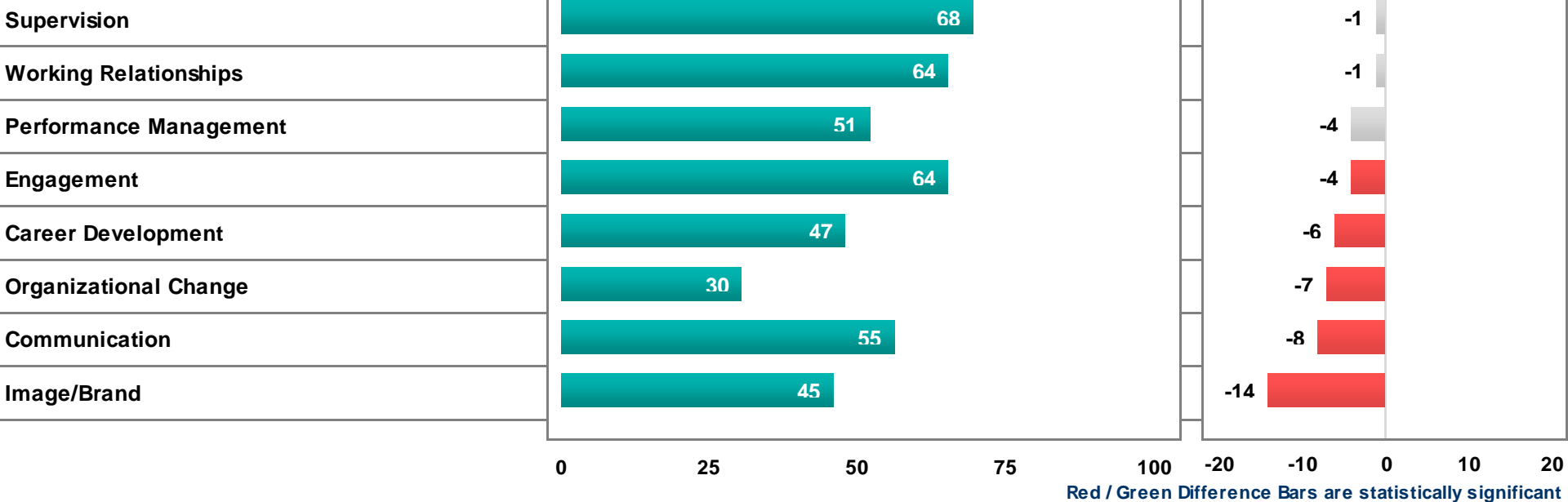


Summary Category Scores vs. Benchmark

BERKELEY 2012 (N=746)

vs. UC OVERALL [W] (N=8,096)

Categories Ranked By Difference

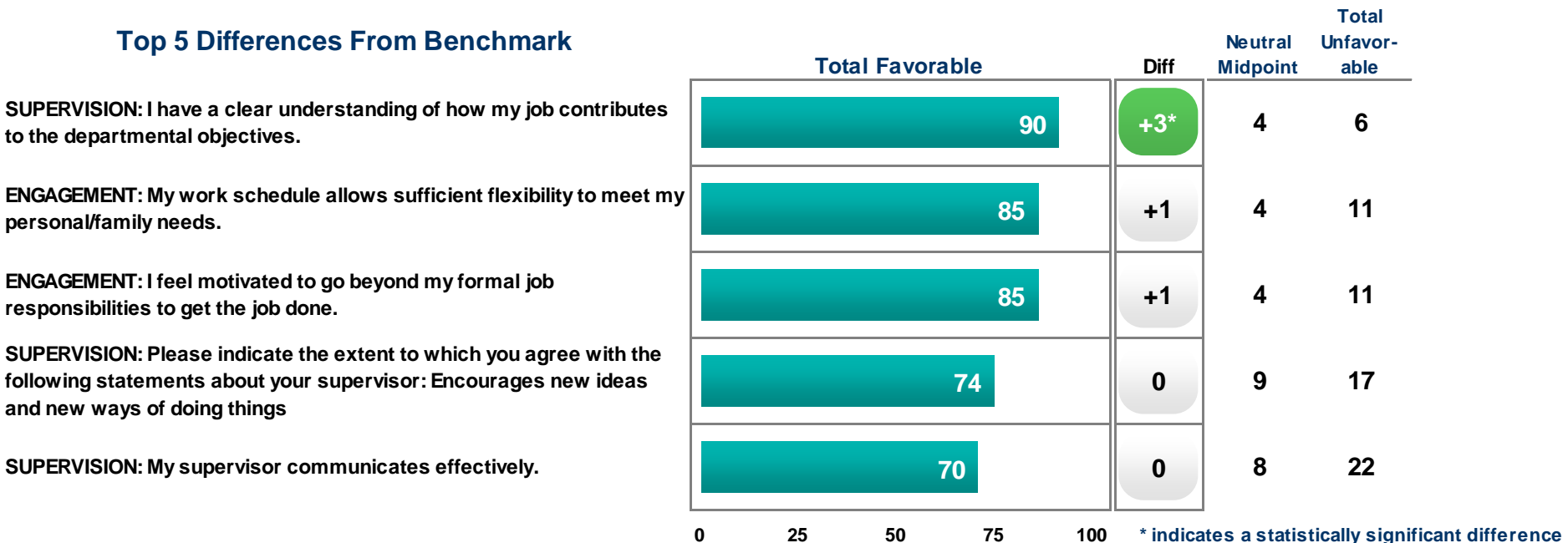


Top 5 Items

BERKELEY 2012 (N=746)

vs. UC OVERALL [W] (N=8,096)

Top 5 Differences From Benchmark

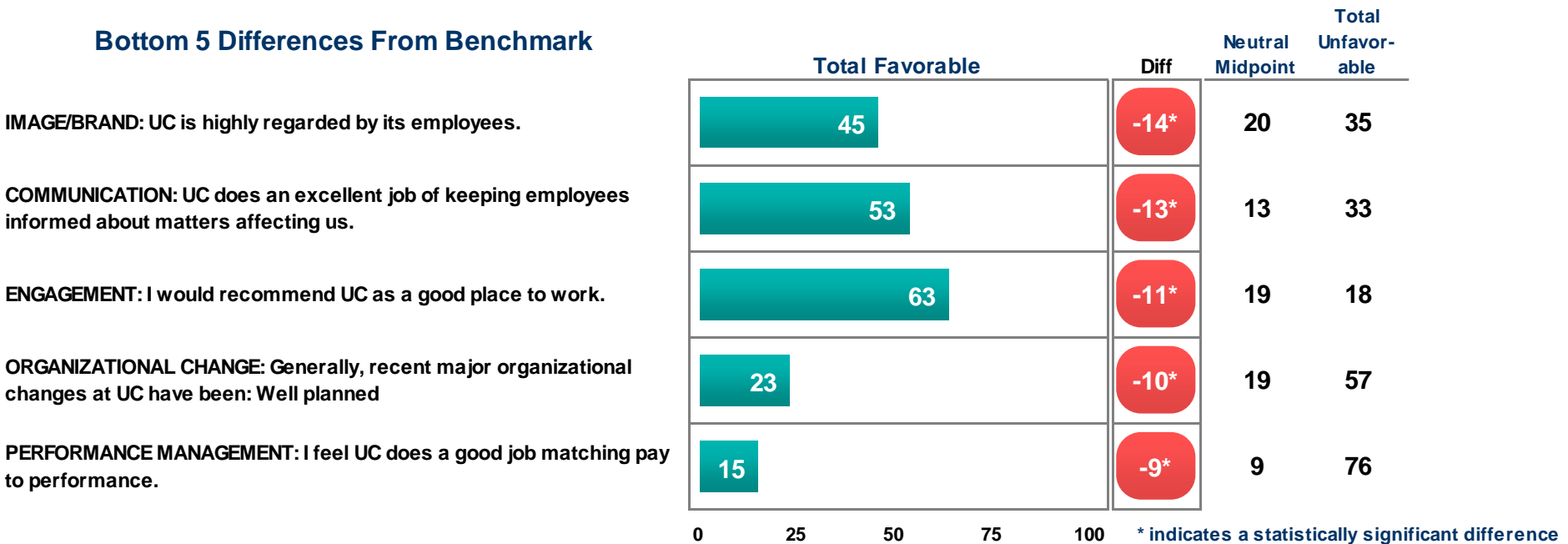


Bottom 5 Items

BERKELEY 2012 (N=746)

vs. UC OVERALL [W] (N=8,096)

Bottom 5 Differences From Benchmark



Items By Category

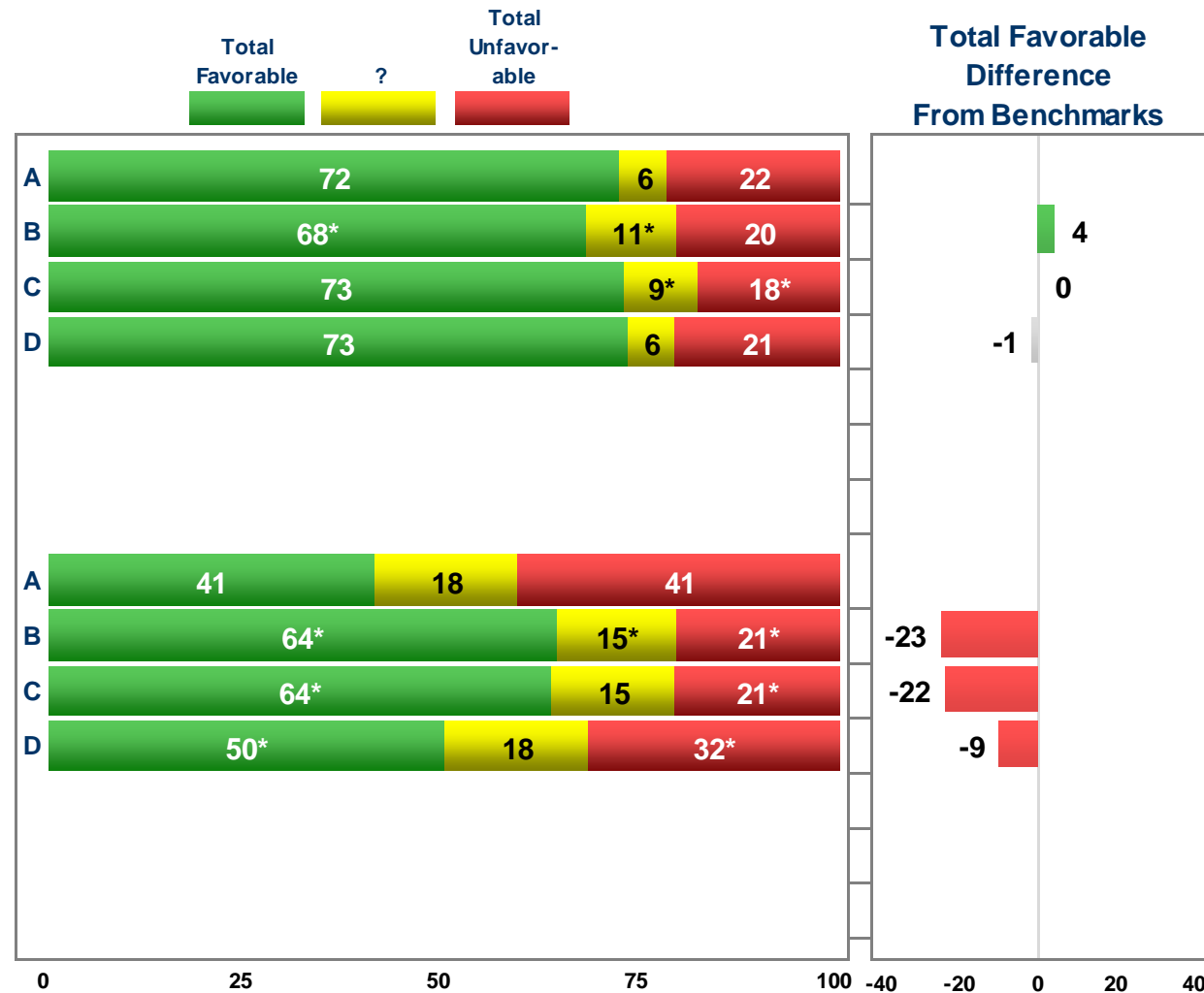
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 1: Career Development

1. I believe I have the opportunity for personal development and growth at UC.

9. UC provides people with the necessary information and resources to manage their own careers effectively.



* indicates a statistically significant difference
 Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

BERKELEY 2012 (N=746)

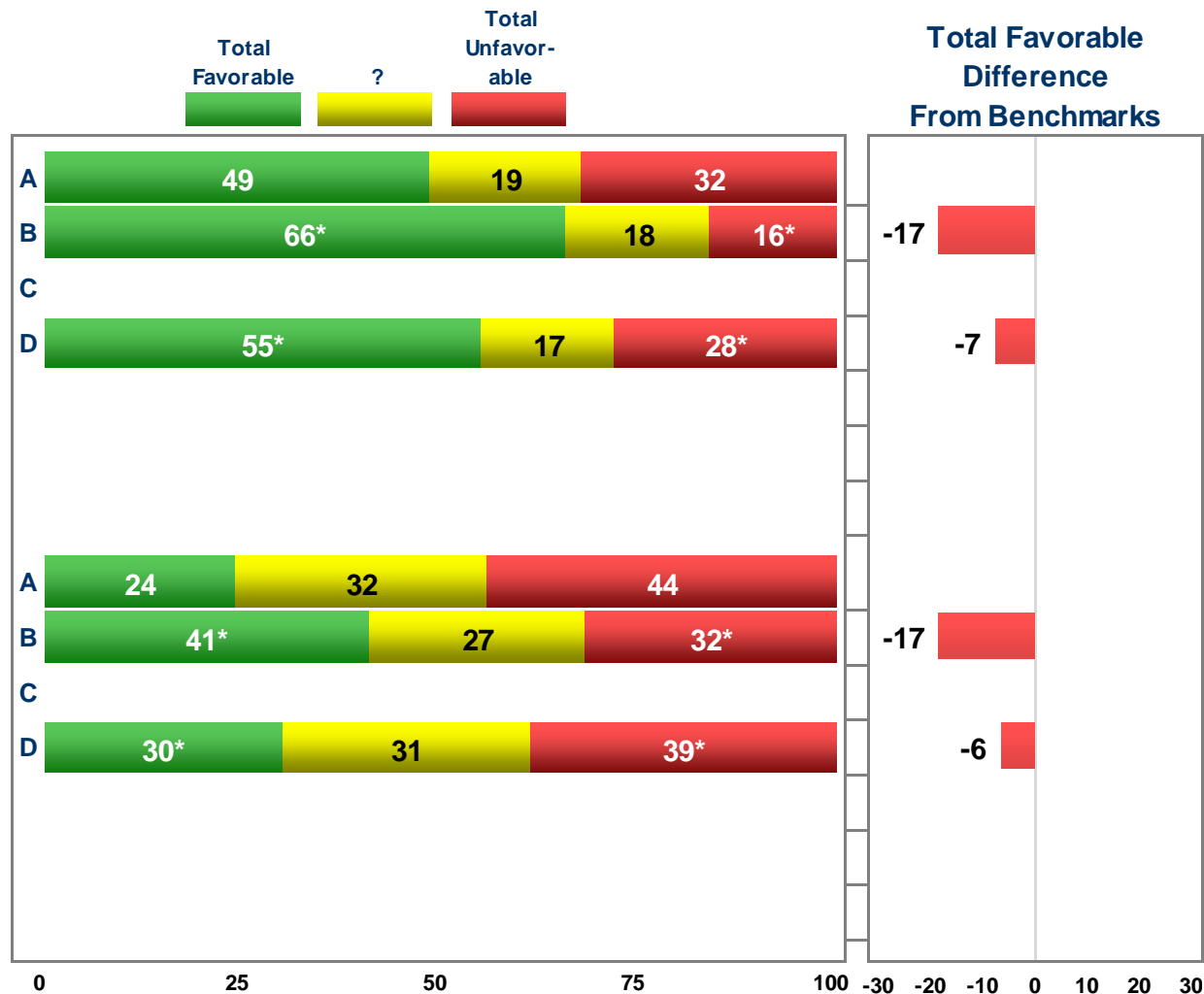
vs. 3 Benchmarks

Category 1: Career Development

14. I am confident I can achieve my personal career objectives with UC.

18. My UC campus/location is doing a good job of planning for management succession.

 Key Driver Item



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

BERKELEY 2012 (N=746)

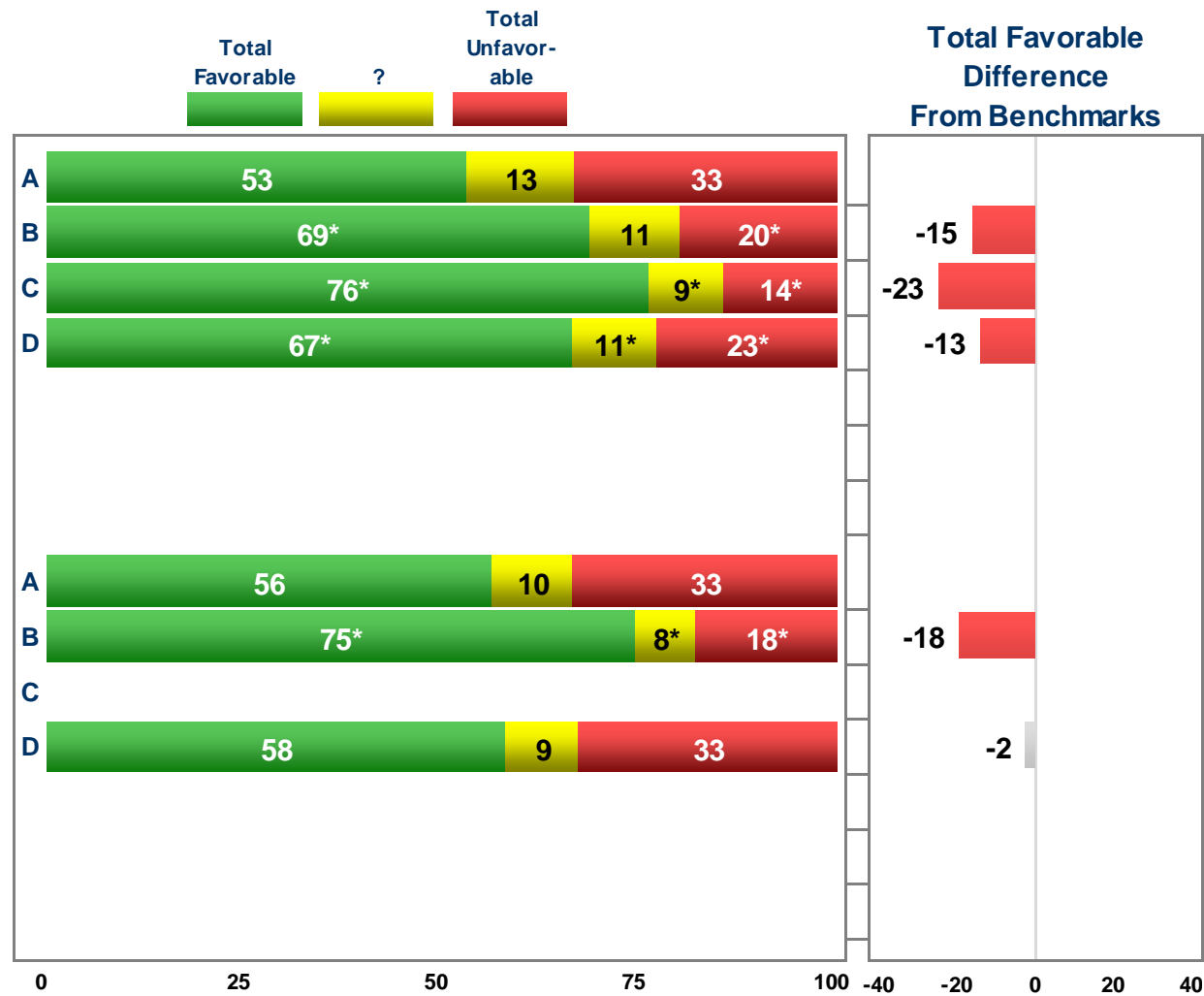
vs. 3 Benchmarks

Category 2: Communication

2. UC does an excellent job of keeping employees informed about matters affecting us.

10. I feel able to openly and honestly communicate my views upwards.

 Key Driver Item



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Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

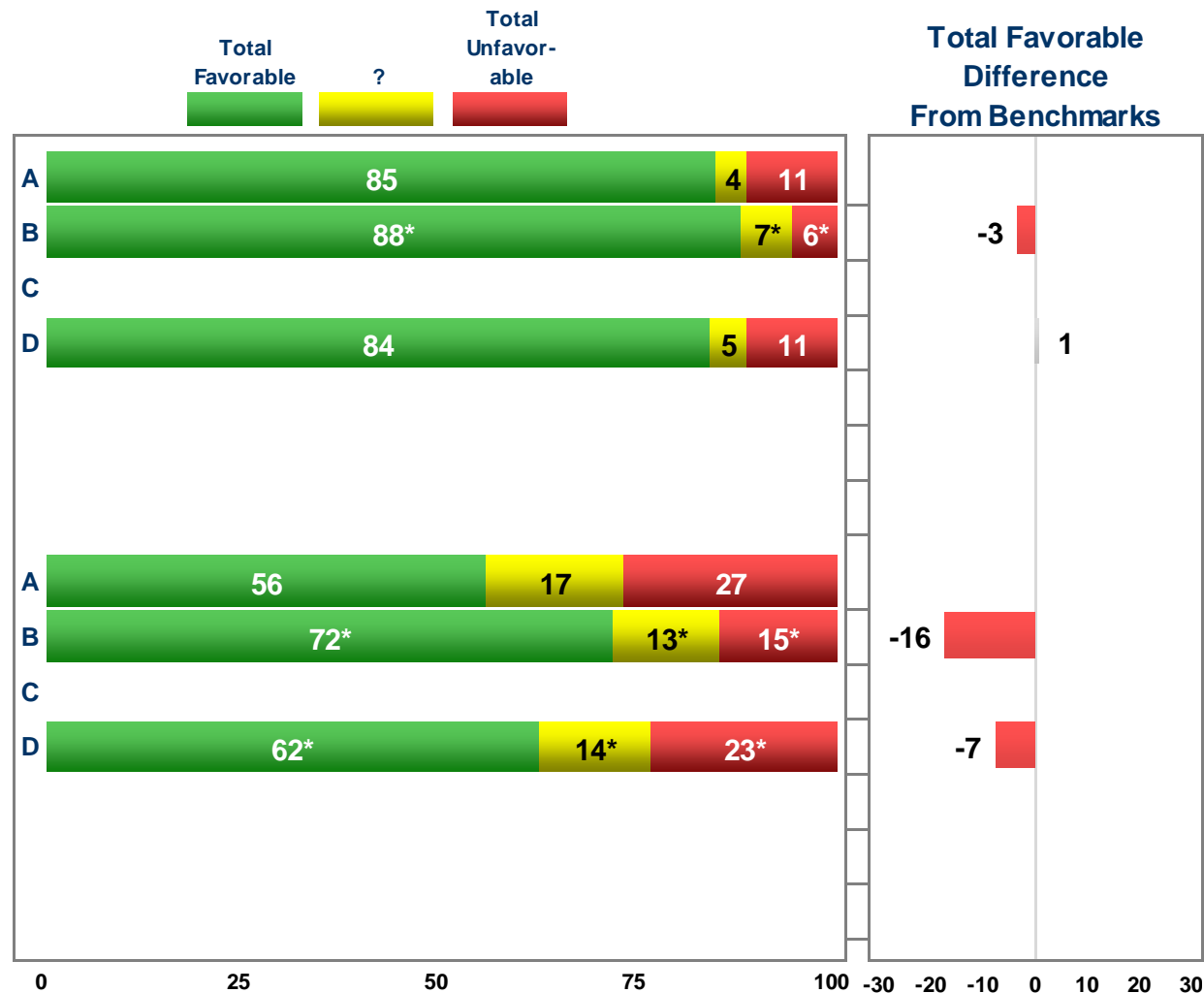
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 3: Engagement

3. I feel motivated to go beyond my formal job responsibilities to get the job done.

11. UC inspires me to do my best work.



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Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

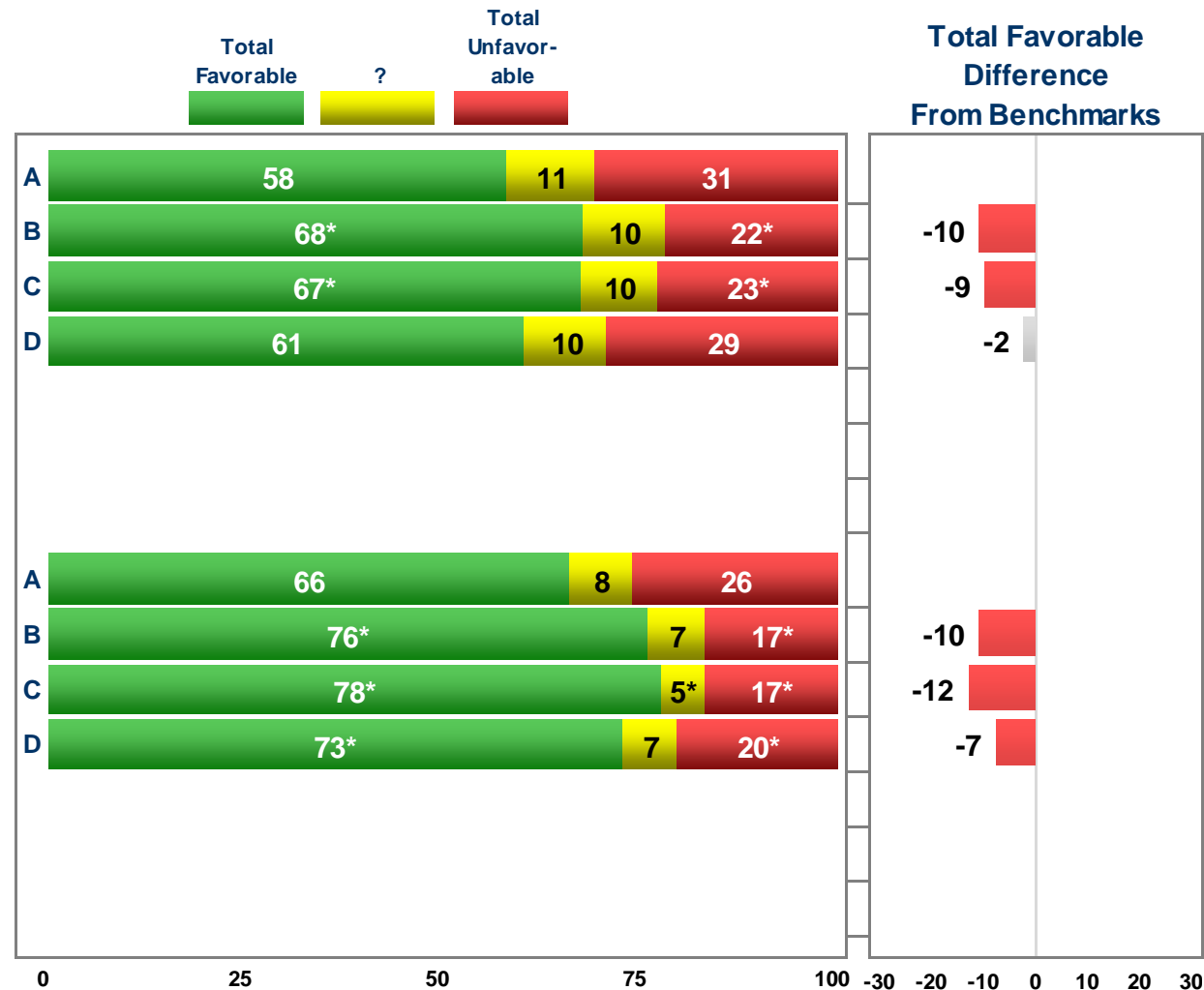
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Category 3: Engagement

15. I am satisfied with my involvement in decisions that affect my work.

19. I have the equipment/tools/resources I need to do my job effectively.



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Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

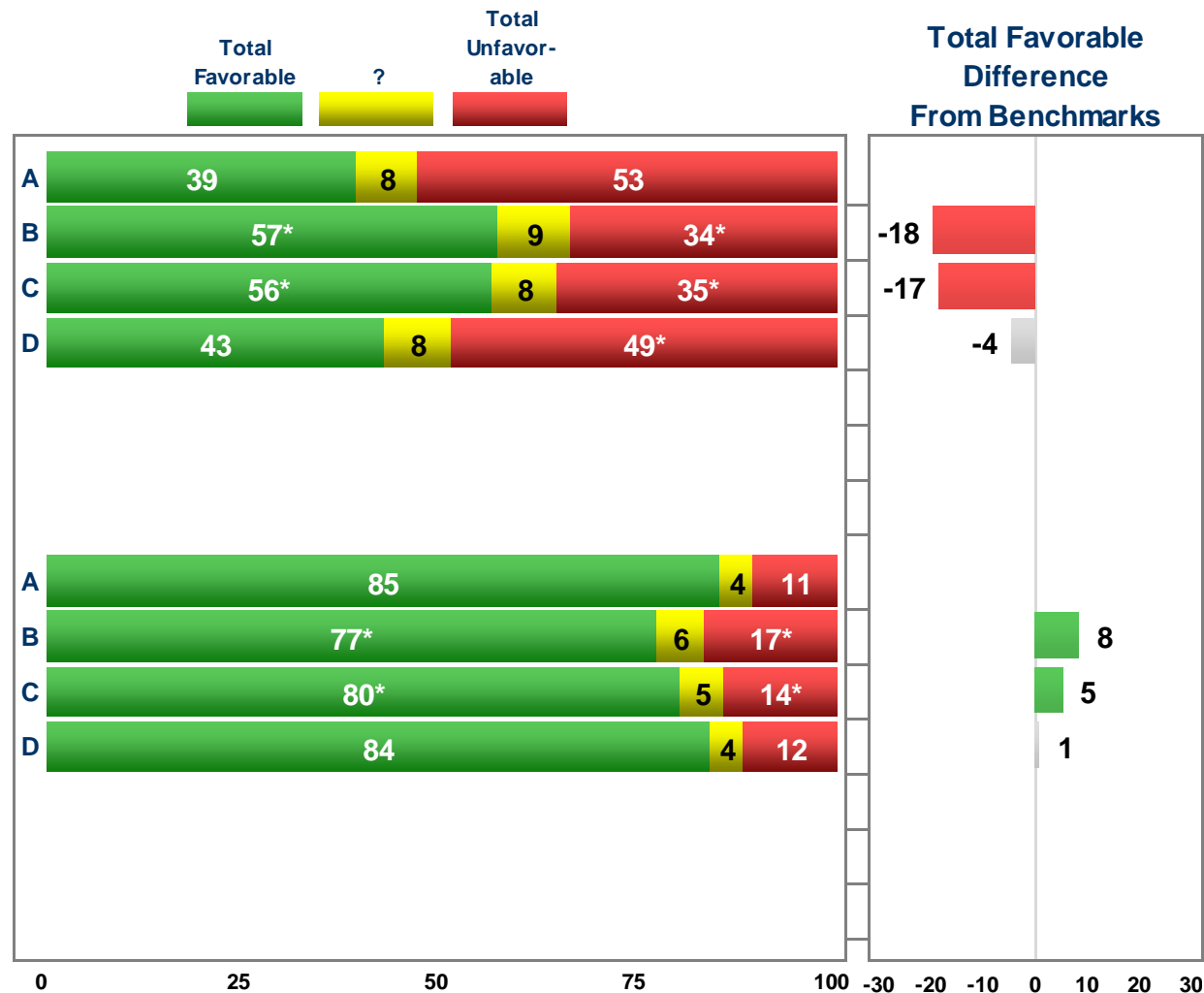
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Category 3: Engagement

21. There is usually sufficient staff in my department to handle the workload.

23. My work schedule allows sufficient flexibility to meet my personal/family needs.



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Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

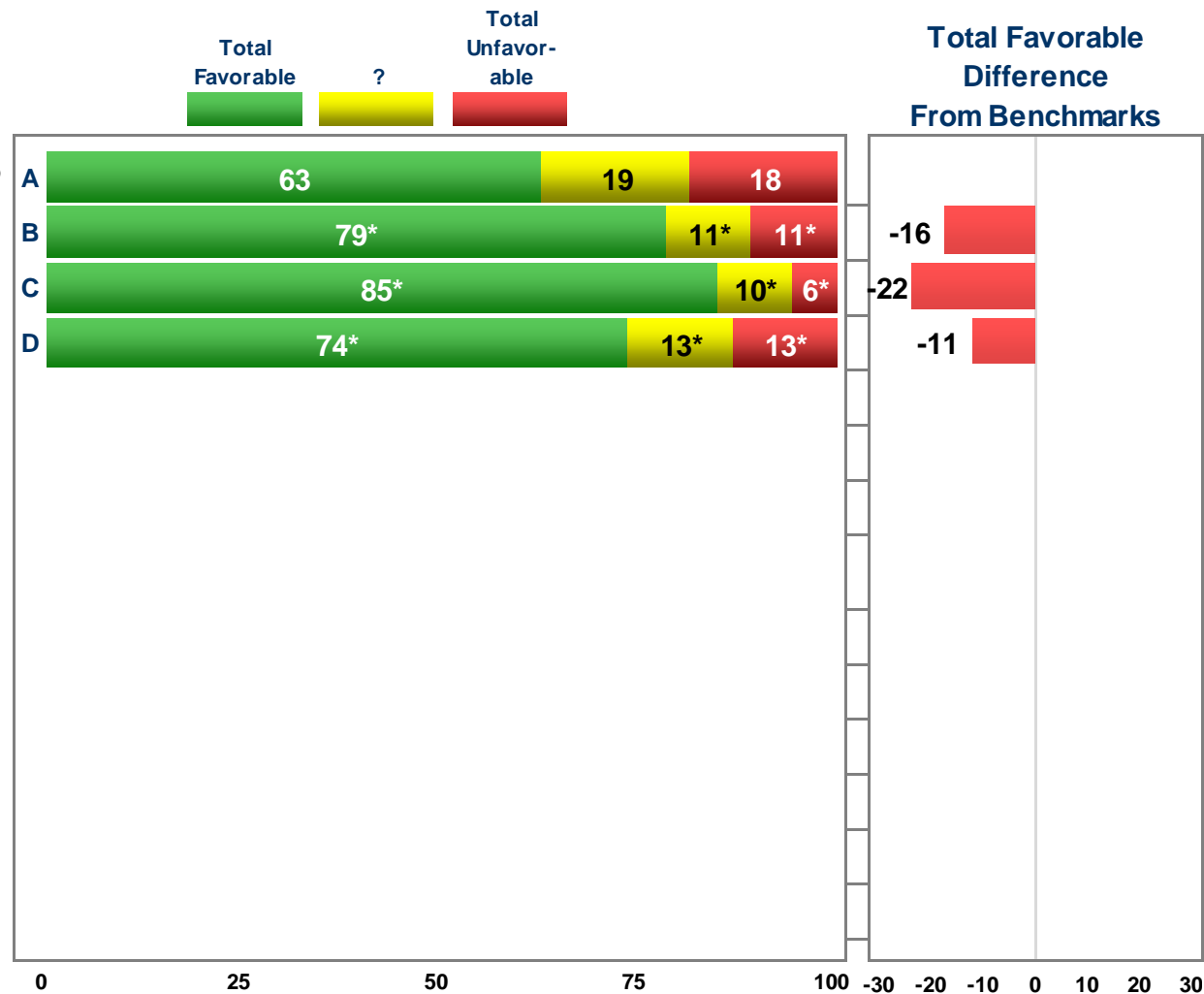
Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 3: Engagement

25. I would recommend UC as a good place to work.



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

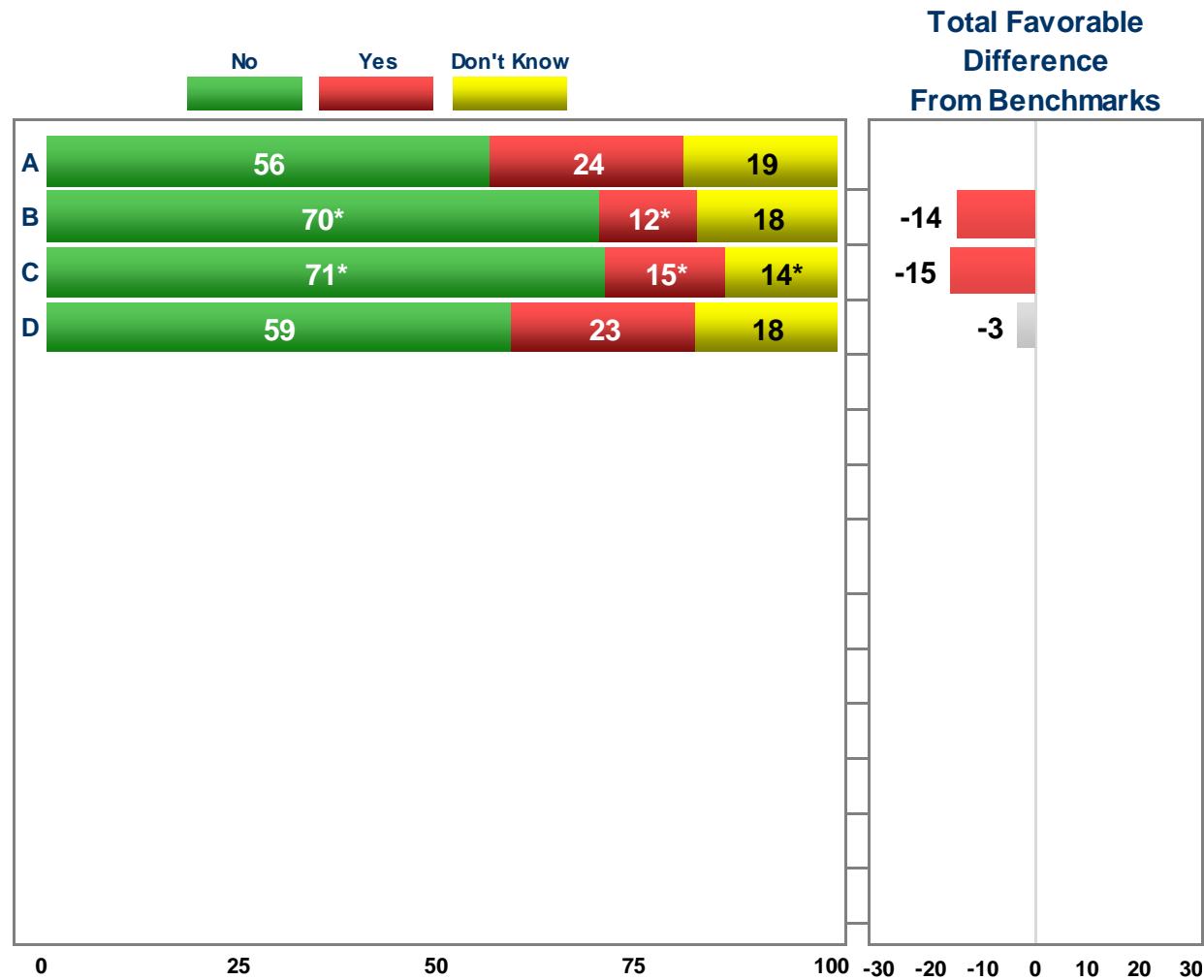
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Category 3: Engagement

29. At the present time, are you seriously considering leaving UC?



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Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

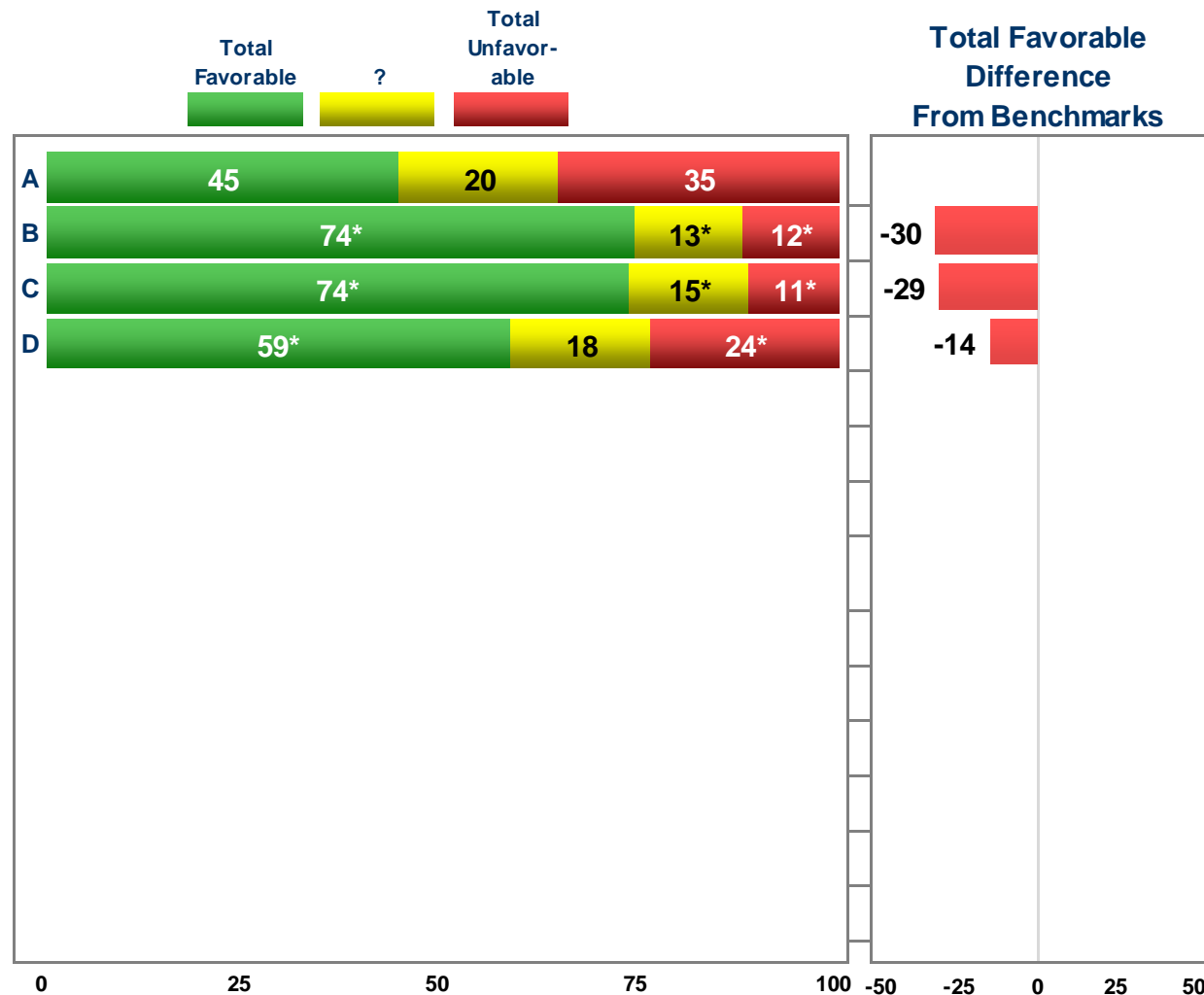
Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 4: Image/Brand

4. UC is highly regarded by its employees.



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Legend

A. BERKELEY 2012 (N=746)
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
 D. UC OVERALL [W] (N=8,096)

Items By Category

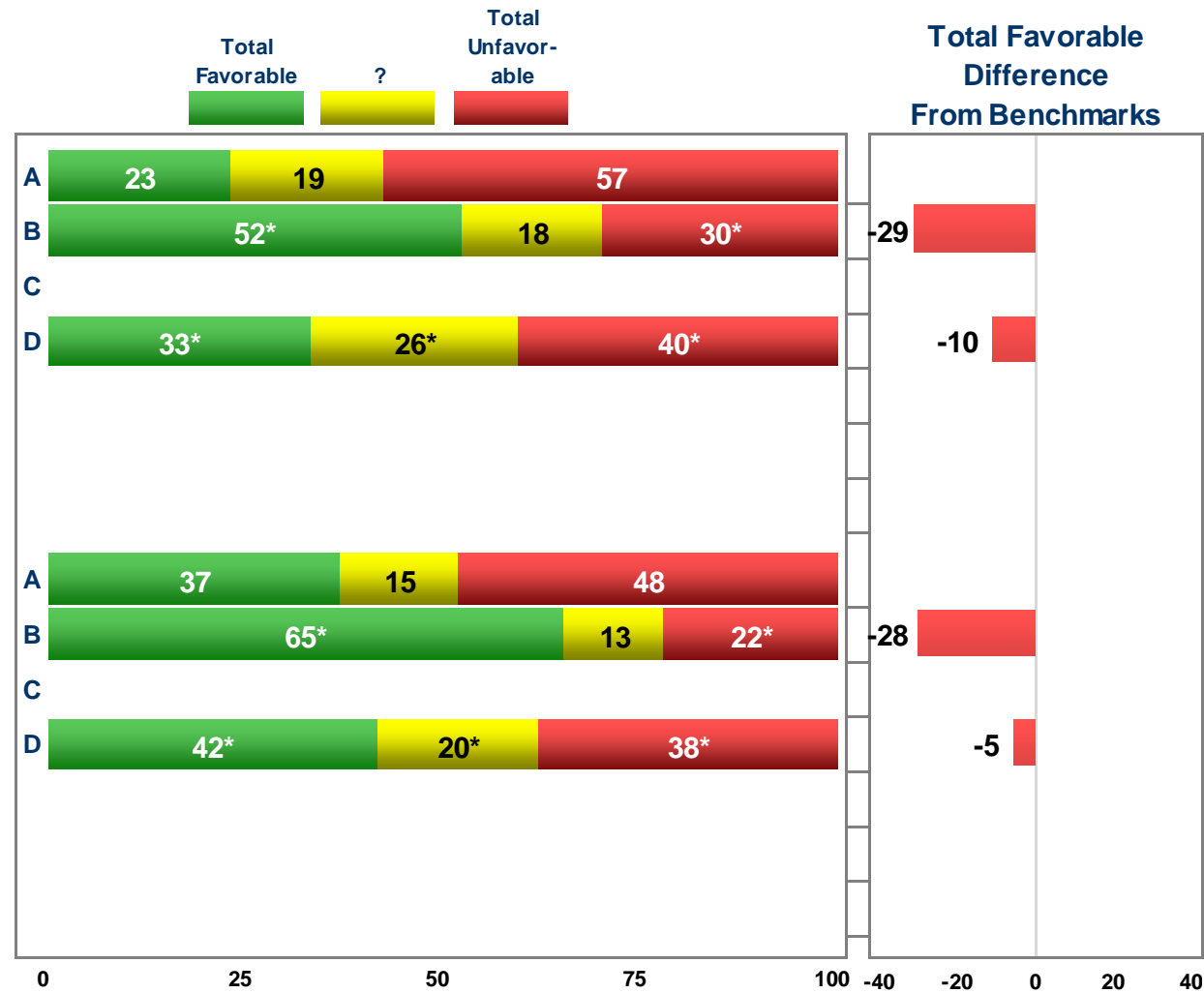
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 5: Organizational Change

5a. Generally, recent major organizational changes at UC have been: Well planned

5b. Generally, recent major organizational changes at UC have been: Well communicated



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Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

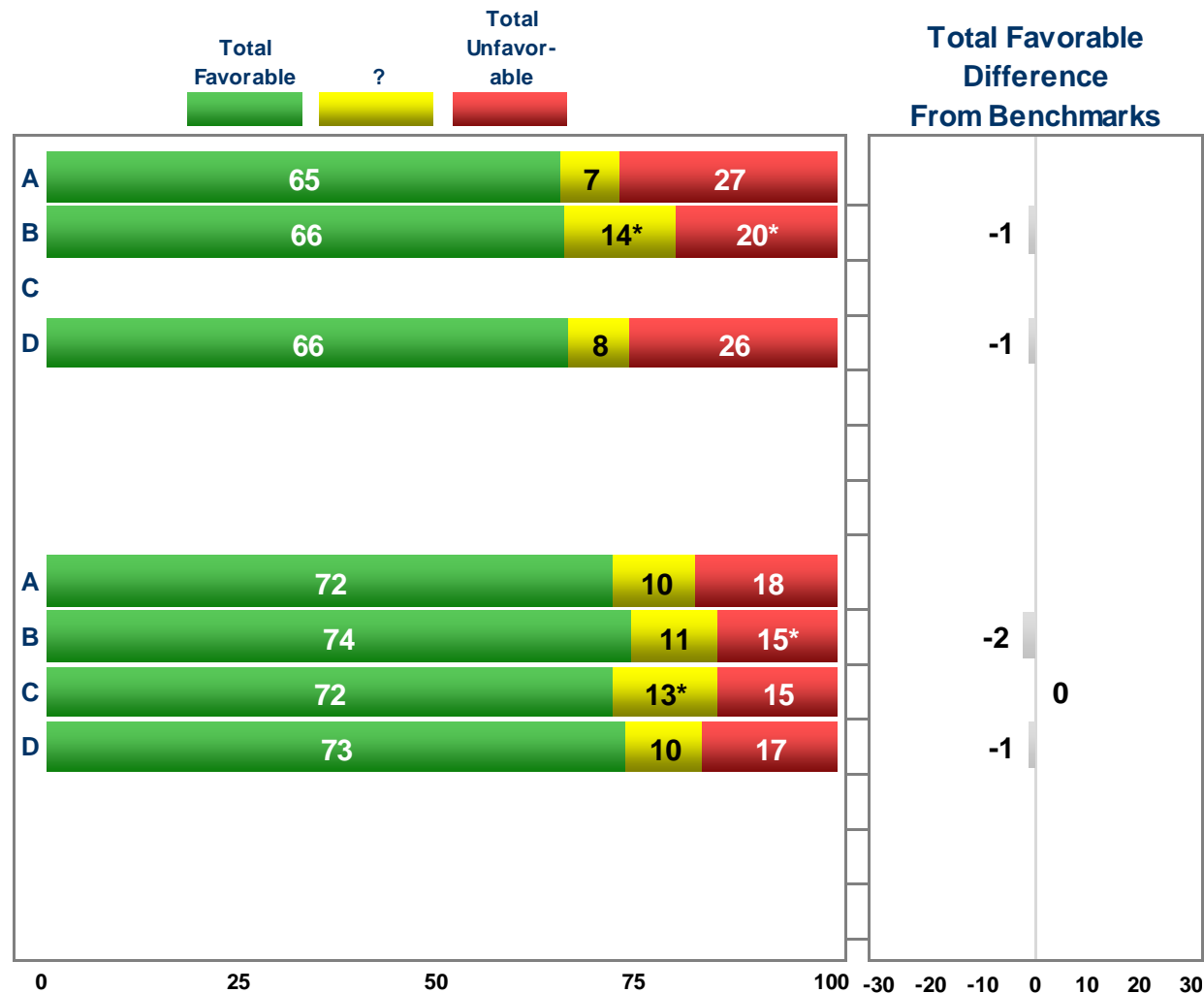
D. UC OVERALL [W] (N=8,096)

Category 6: Performance Management

6. I feel my personal contributions are recognized.

12. I think my performance on the job is evaluated fairly.

 Key Driver Item



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Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

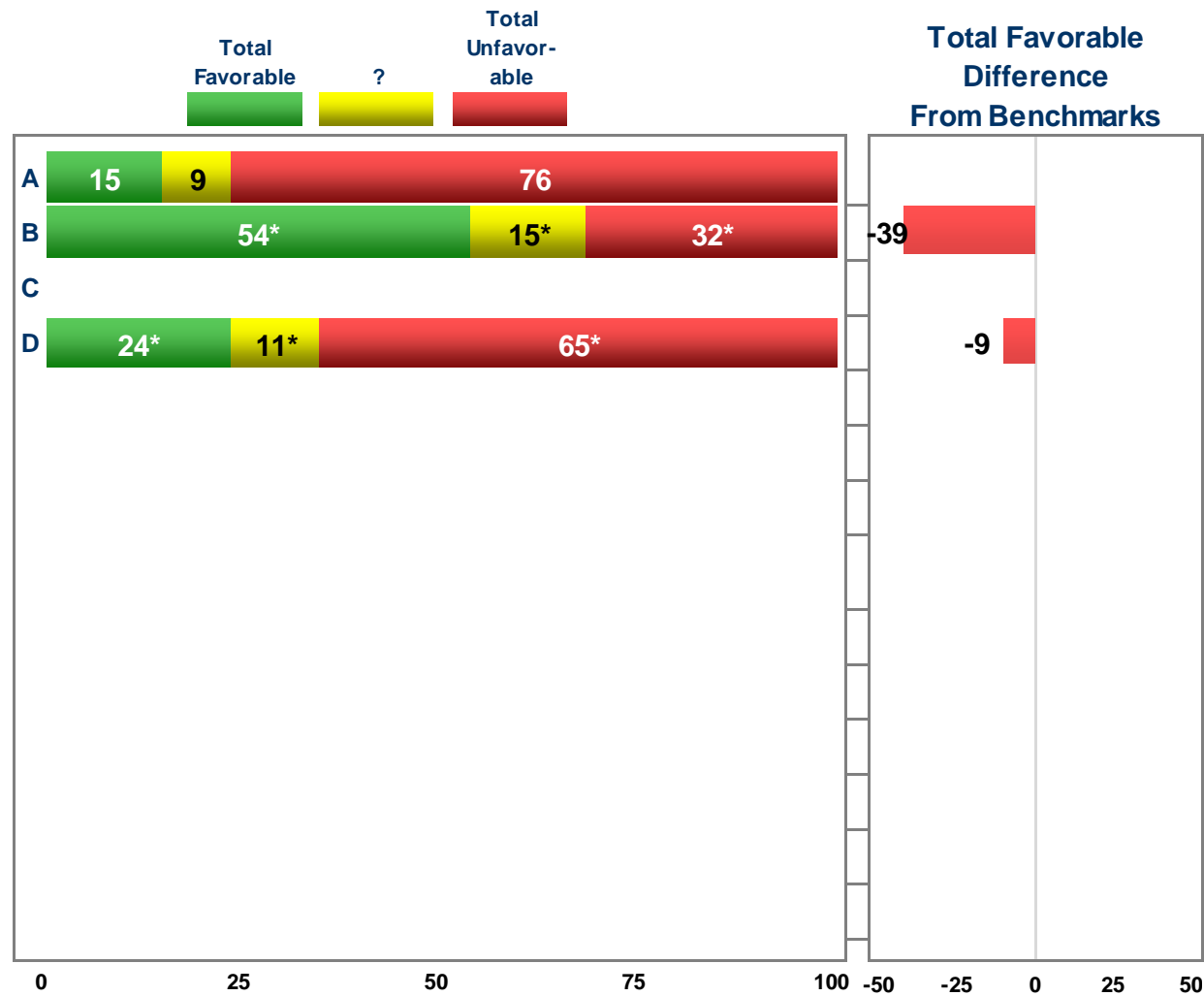
Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 6: Performance Management

16. I feel UC does a good job matching pay to performance.



 Key Driver Item

* indicates a statistically significant difference
Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

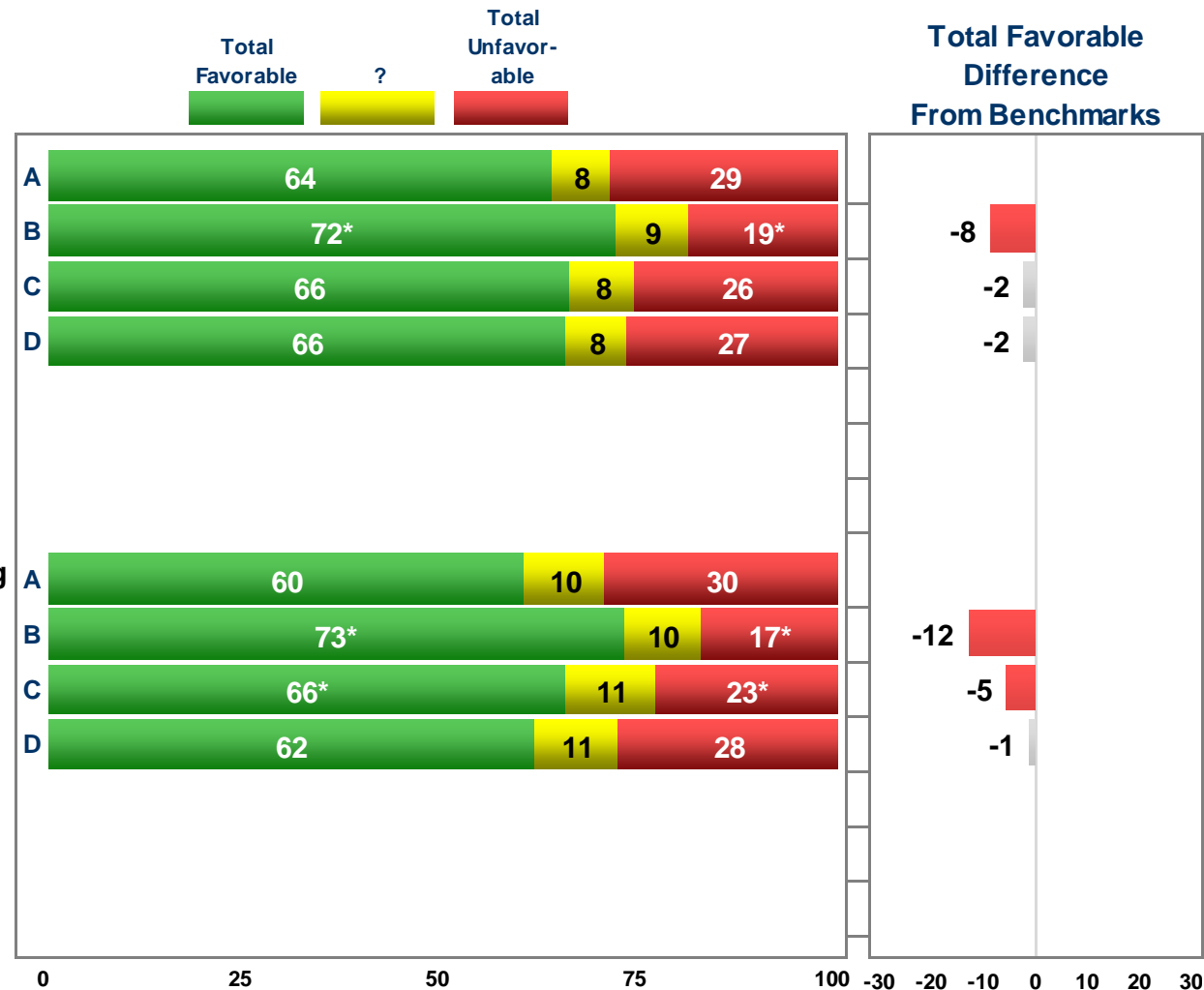
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision

7. My supervisor gives me regular feedback on my performance.

13. My supervisor does a good job of building teamwork.



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

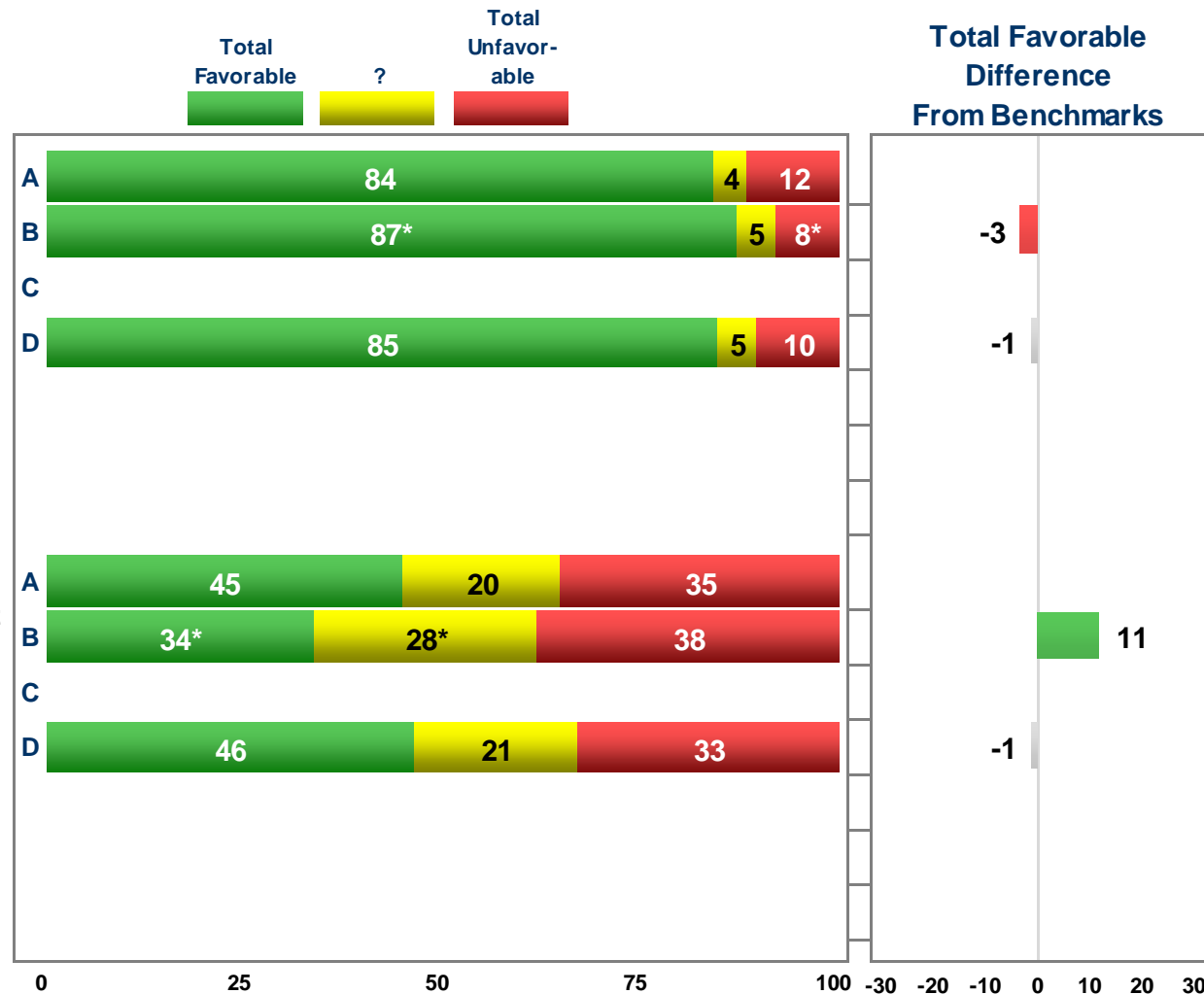
Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision

17. My supervisor treats me with respect.



* indicates a statistically significant difference
Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

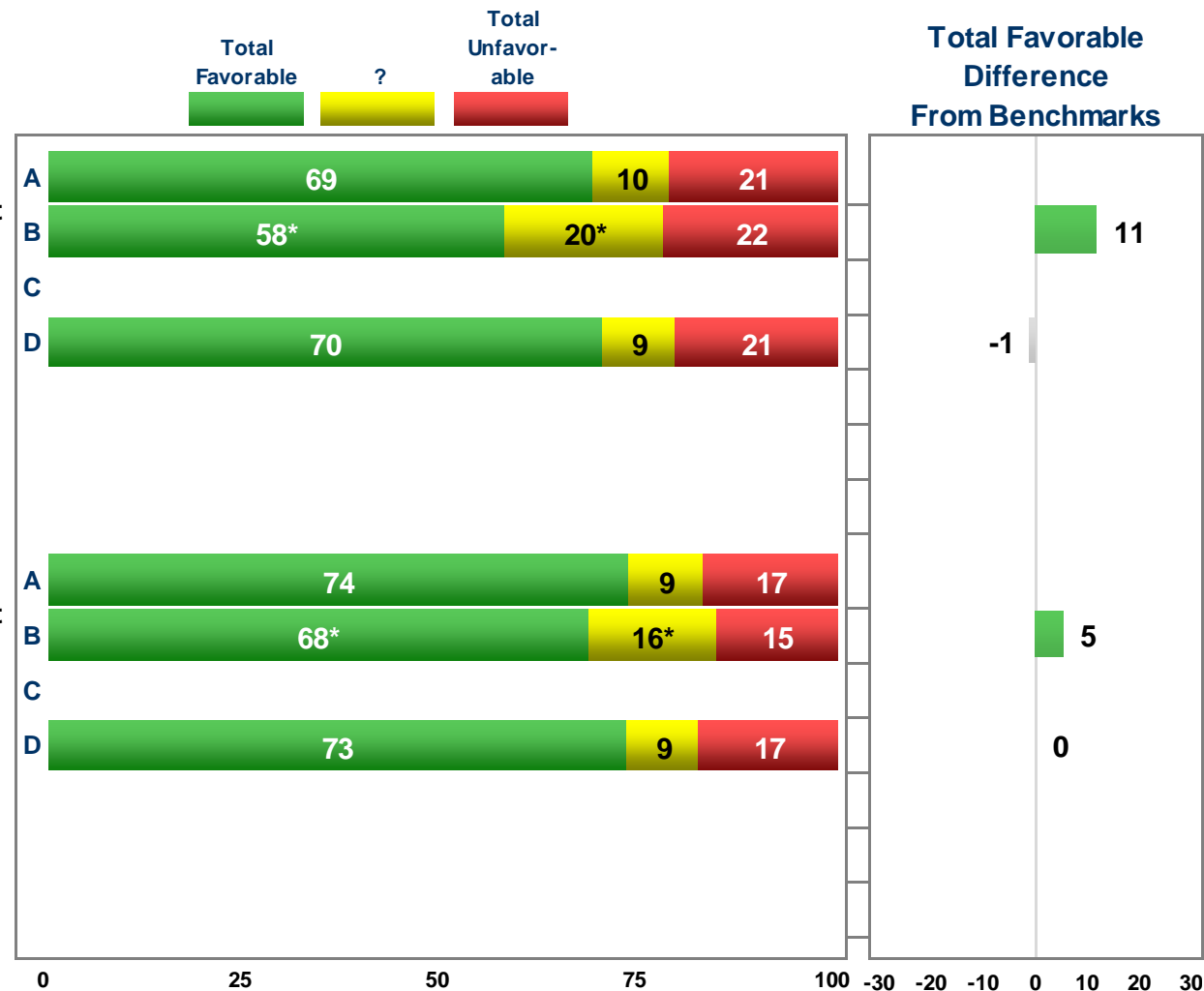
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision

20b. Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions

20c. Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things



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Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

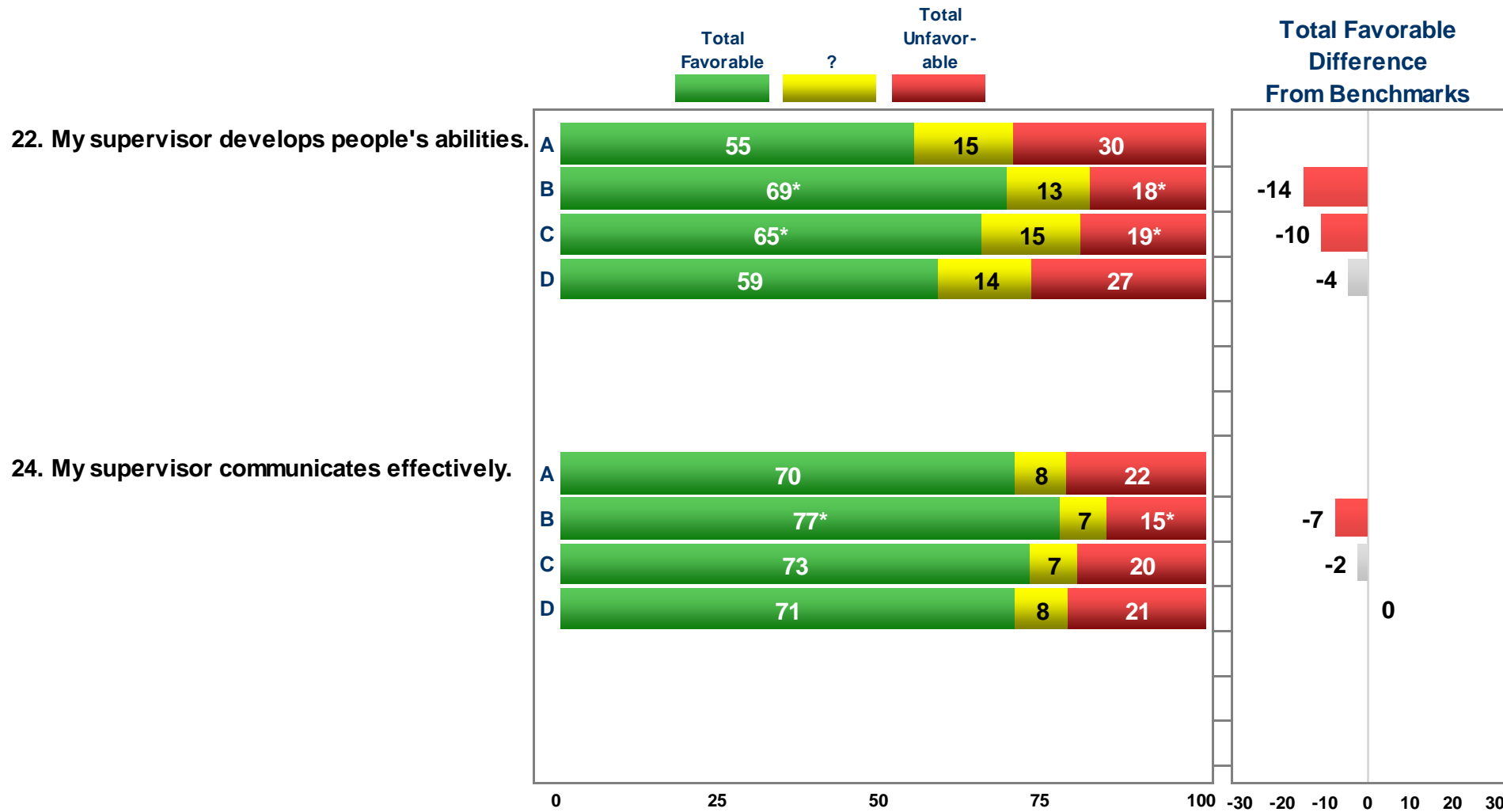
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
 D. UC OVERALL [W] (N=8,096)

Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Items By Category

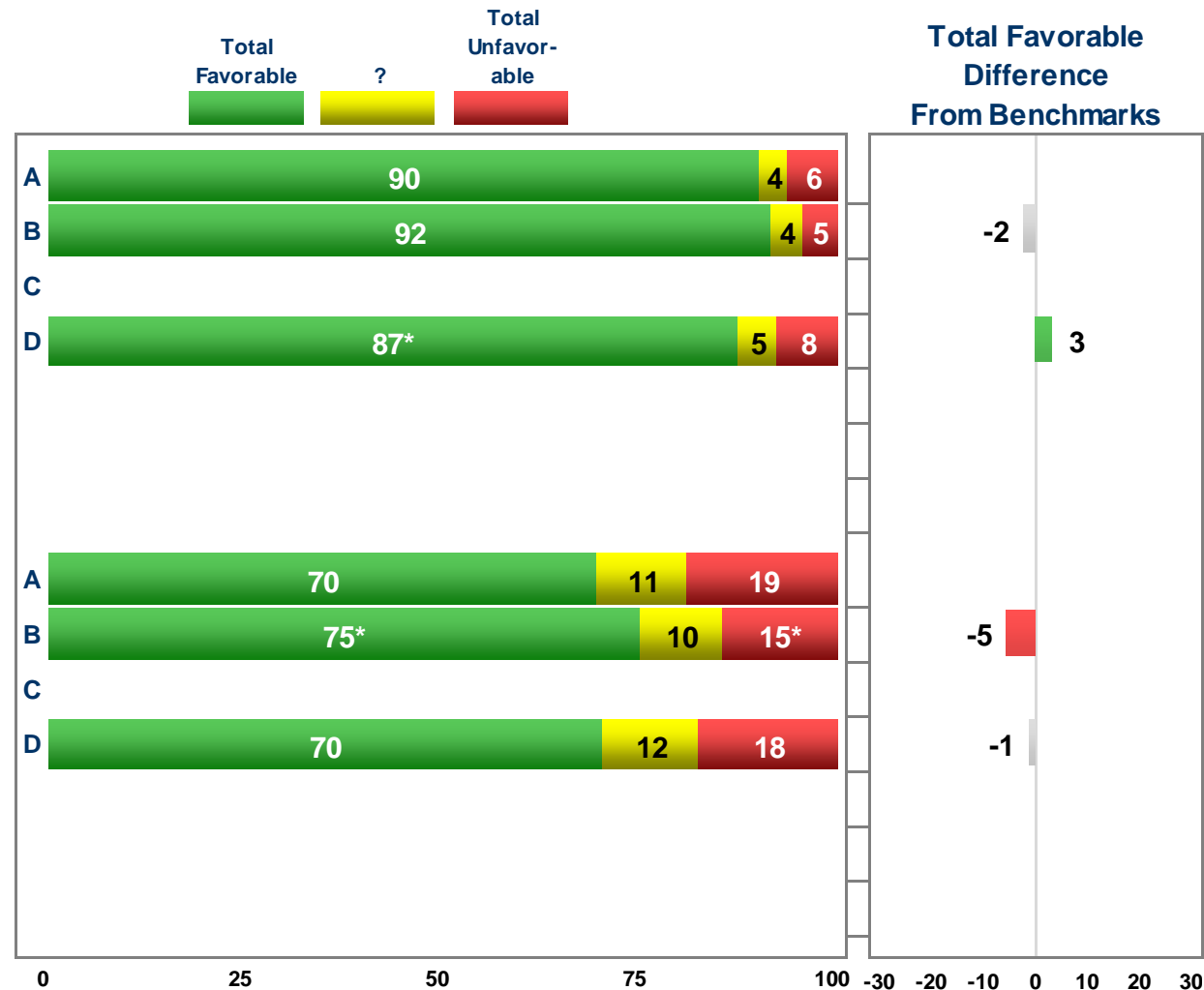
BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision

26. I have a clear understanding of how my job contributes to the departmental objectives.

27. Regarding suggestions for change from employees, my supervisor is usually responsive.



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

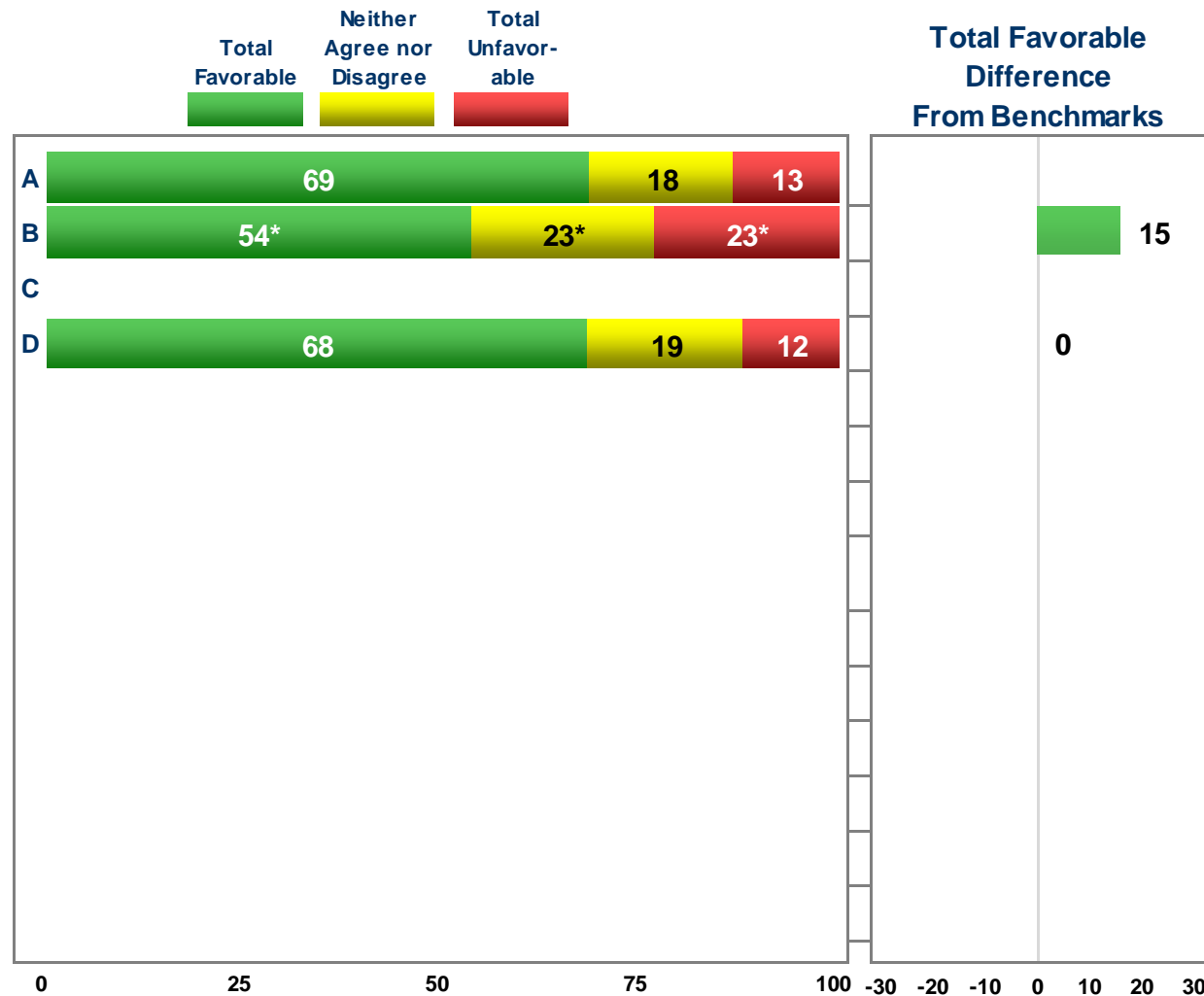
Items By Category

BERKELEY 2012 (N=746)

vs. 3 Benchmarks

Category 7: Supervision

28. My supervisor helps me make time to participate in training and development activities.



* indicates a statistically significant difference
 Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

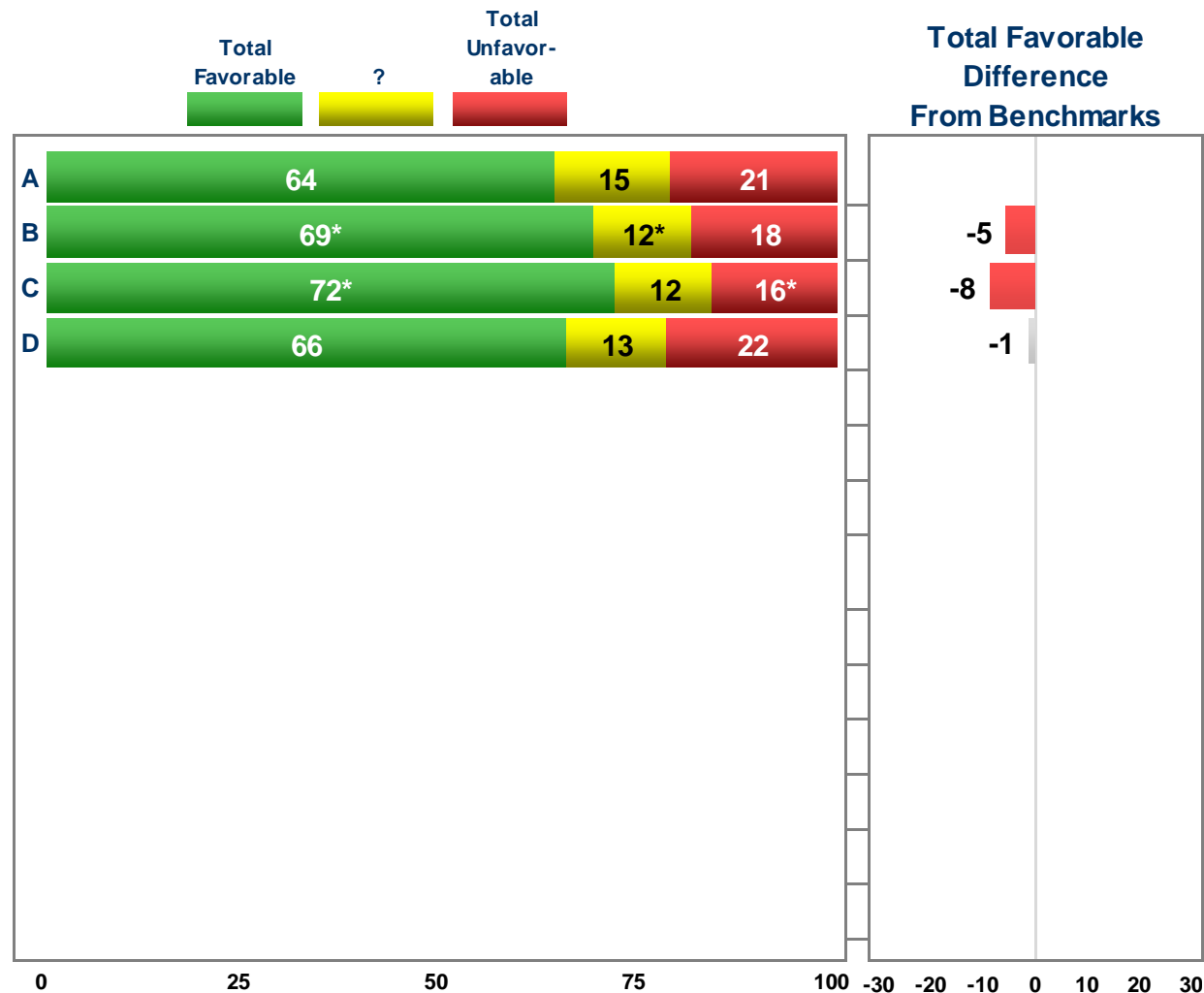
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Category 8: Working Relationships

8. There is good cooperation between my department and other departments at my campus/location.



* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. BERKELEY 2012 (N=746)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

D. UC OVERALL [W] (N=8,096)

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 1: Career Development

Items	Total Disagree		Total Agree
		?	
1. I believe I have the opportunity for personal development and growth at UC.	72	6	22
9. UC provides people with the necessary information and resources to manage their own careers effectively.	41	18	41
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	49	19	32
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	24	32	44

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Differences in Total Favorable From

A	B	C
+4*	0	-1
-23*	-22*	-9*
-17*	n/a	-7*
-17*	n/a	-6*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 2: Communication

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	53	13	33
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	56	10	33

Differences in Total Favorable From

A	B	C	
-15*	-23*	-13*	
-18*	n/a	-2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 3: Engagement

Items	Total Disagree		
	?		
	Total Agree		
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	85	4	11
11. UC inspires me to do my best work.	56	17	27
15. I am satisfied with my involvement in decisions that affect my work.	58	11	31
19. I have the equipment/tools/resources I need to do my job effectively.	66	8	26
21. There is usually sufficient staff in my department to handle the workload.	39	8	53
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	85	4	11

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Differences in Total Favorable From

	A	B	C
	-3*	n/a	+1
	-16*	n/a	-7*
	-10*	-9*	-2
	-10*	-12*	-7*
	-18*	-17*	-4
	+8*	+5*	+1

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 3: Engagement

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree	
25. I would recommend UC as a good place to work.	63	19	18	?

Differences in Total Favorable From

A	B	C
-16*	-22*	-11*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 3: Engagement

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Response		
	No	Yes	Don't Know
29. At the present time, are you seriously considering leaving UC?	56	24	19

Differences in Total Favorable From

A	B	C
-14*	-15*	-3

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 4: Image/Brand

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
4. UC is highly regarded by its employees.	45	20	35

Differences in Total Favorable From

A	B	C	
-30*	-29*	-14*	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 5: Organizational Change

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
5a. Generally, recent major organizational changes at UC have been: Well planned	23	19	57
5b. Generally, recent major organizational changes at UC have been: Well communicated	37	15	48

Differences in Total Favorable From

A	B	C
-29*	n/a	-10*
-28*	n/a	-5*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 6: Performance Management

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Disagree		
	Total Agree		
6. I feel my personal contributions are recognized. (Key Driver Item)	65	7	27
12. I think my performance on the job is evaluated fairly.	72	10	18
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	15	9	76

Differences in Total Favorable From

A	B	C
-1	n/a	-1
-2	0	-1
-39*	n/a	-9*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 7: Supervision

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Disagree		
	Total Agree		?
7. My supervisor gives me regular feedback on my performance.	64	8	29
13. My supervisor does a good job of building teamwork.	60	10	30
17. My supervisor treats me with respect.	84	4	12
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	45	20	35
20b. Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	69	10	21
20c. Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	74	9	17

Differences in Total Favorable From

A	B	C
-8*	-2	-2
-12*	-5*	-1
-3*	n/a	-1
+11*	n/a	-1
+11*	n/a	-1
+5*	n/a	0

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 7: Supervision

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
22. My supervisor develops people's abilities.	55	15	30
24. My supervisor communicates effectively.	70	8	22
26. I have a clear understanding of how my job contributes to the departmental objectives.	90	4	6
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	70	11	19

Differences in Total Favorable From

A	B	C
-14*	-10*	-4
-7*	-2	0
-2	n/a	+3*
-5*	n/a	-1

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 7: Supervision

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Favorable			Neither Agree nor Disagree			Total Unfavorable		
28. My supervisor helps me make time to participate in training and development activities.	69	18	13						

Differences in Total Favorable From

A	B	C
+15*	n/a	0

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

BERKELEY 2012 (N=746)

Category 8: Working Relationships

Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
8. There is good cooperation between my department and other departments at my campus/location.	64	15	21

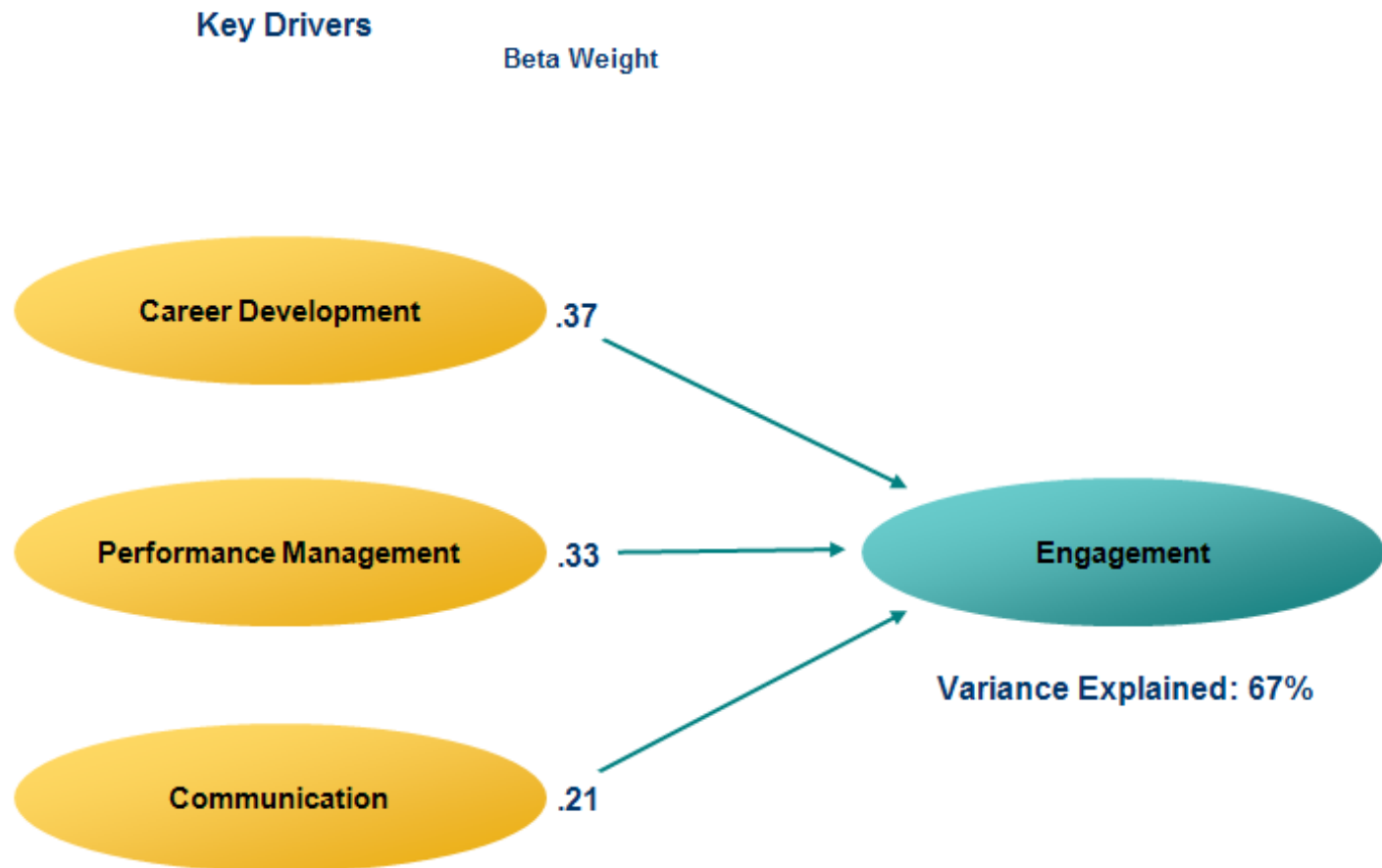
Differences in Total Favorable From

A	B	C
-5*	-8*	-1

Colored Cells indicate a statistically significant difference

Key Drivers of Engagement - in UC Overall

BERKELEY 2012 (N=746)

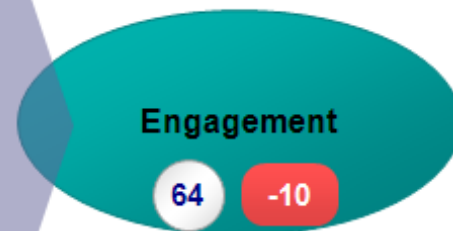


Key Driver Items of Engagement

BERKELEY 2012 (N=746)

Norm Benchmark: TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Category	Items	Scores	Difference From Norm
Career Development	14. I am confident I can achieve my personal career objectives with UC.	49	-17
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	24	-17
Performance Management	6. I feel my personal contributions are recognized.	65	-1
Performance Management	16. I feel UC does a good job matching pay to performance.	15	-39
Communication	10. I feel able to openly and honestly communicate my views upwards.	56	-18
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	53	-15



Colored Cells indicate a statistically significant difference

Variance Explained: 67%