

2012 UC CUCSA Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

test
Volume UC-07: SAN DIEGO REPORT

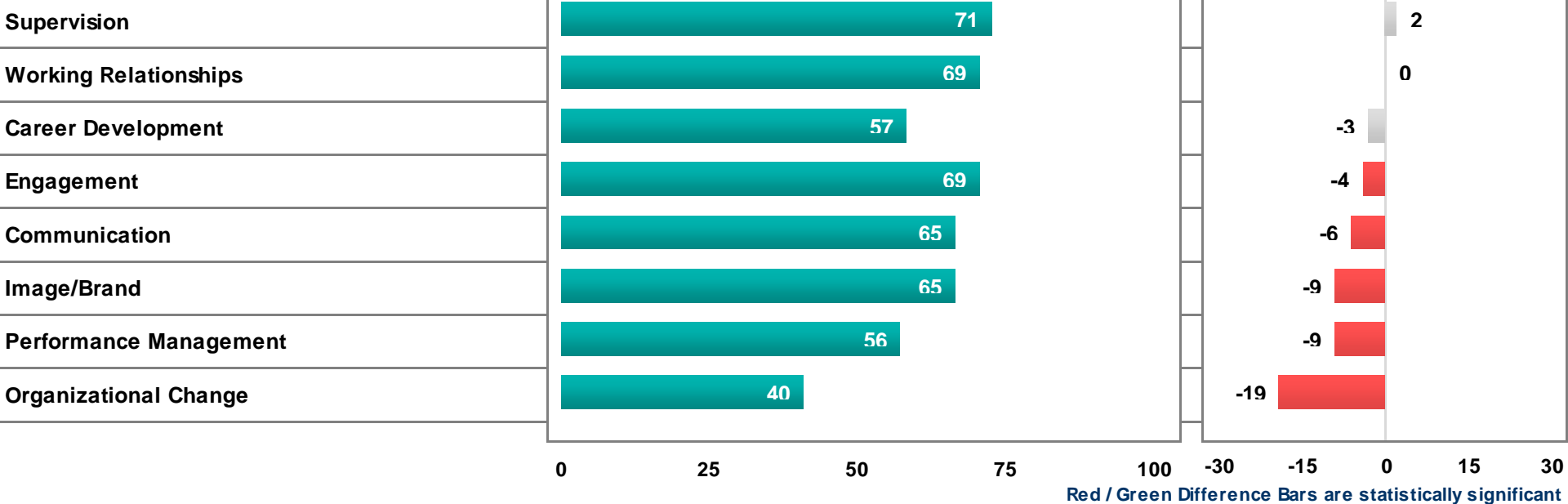
Data Collected: May - July 2012

Summary Category Scores vs. Benchmark

SAN DIEGO 2012 (N=959)

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

Categories Ranked By Difference



Top 5 Items

SAN DIEGO 2012 (N=959)

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

Top 5 Differences From Benchmark

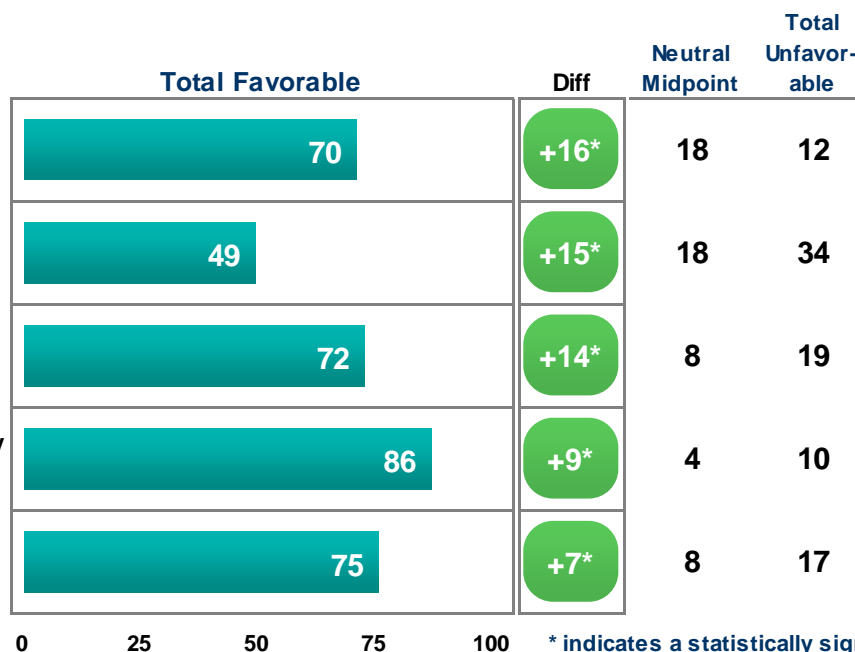
SUPERVISION: My supervisor helps me make time to participate in training and development activities.

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



* indicates a statistically significant difference

Bottom 5 Items

SAN DIEGO 2012 (N=959)

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

Bottom 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	23	-31*	10	67
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well communicated	43	-23*	22	36
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-15*	7	50
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well planned	38	-14*	28	34
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	57	-13*		25

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SAN DIEGO 2012 (N=959)

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

Categories Ranked By Difference

Performance Management

Supervision

Career Development

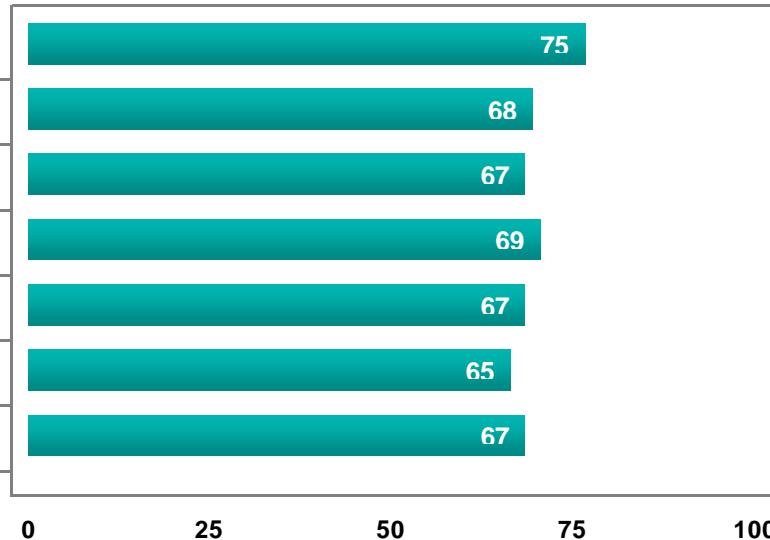
Working Relationships

Engagement

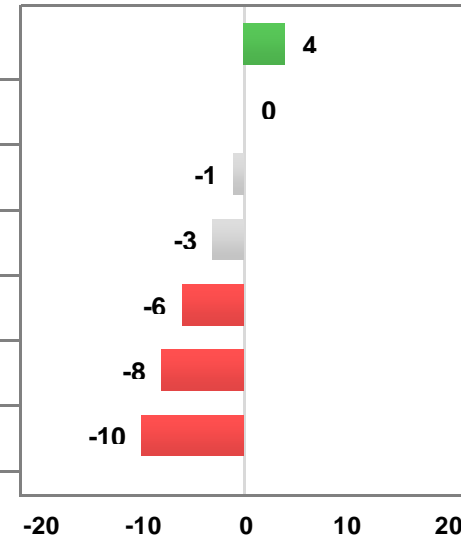
Image/Brand

Communication

Favorable Scores



Differences From Benchmark



1 Category cannot be compared to this Benchmark

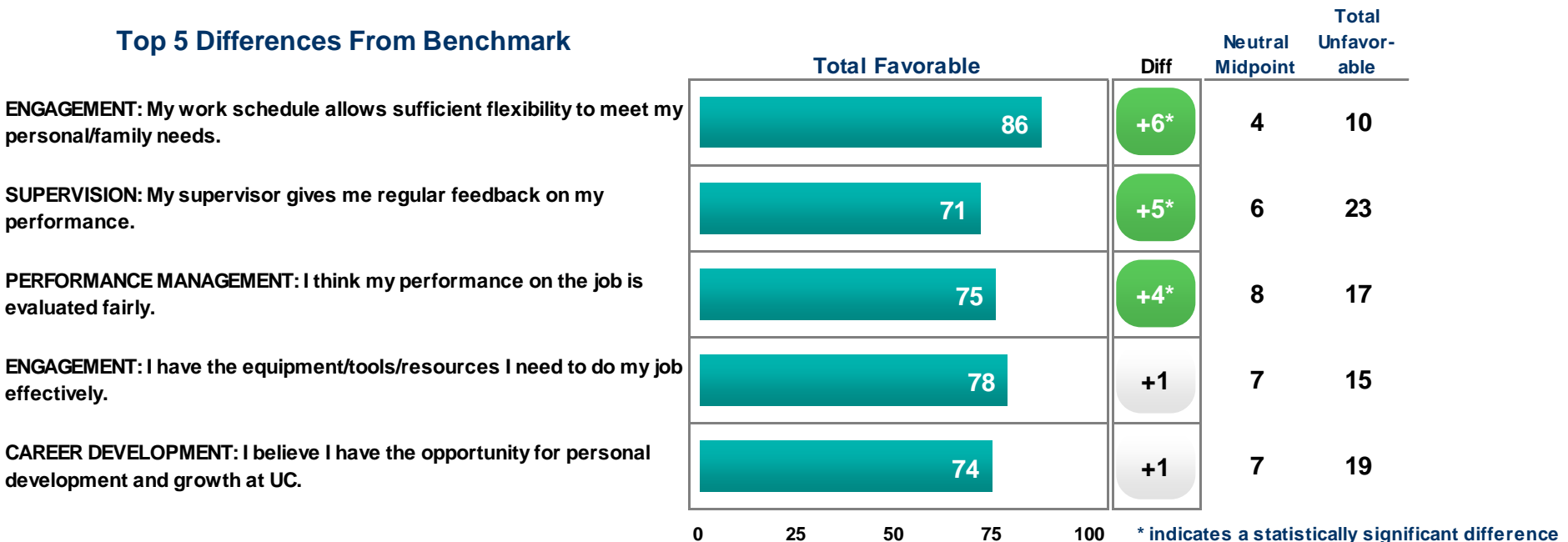
Red / Green Difference Bars are statistically significant

Top 5 Items

SAN DIEGO 2012 (N=959)

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

Top 5 Differences From Benchmark

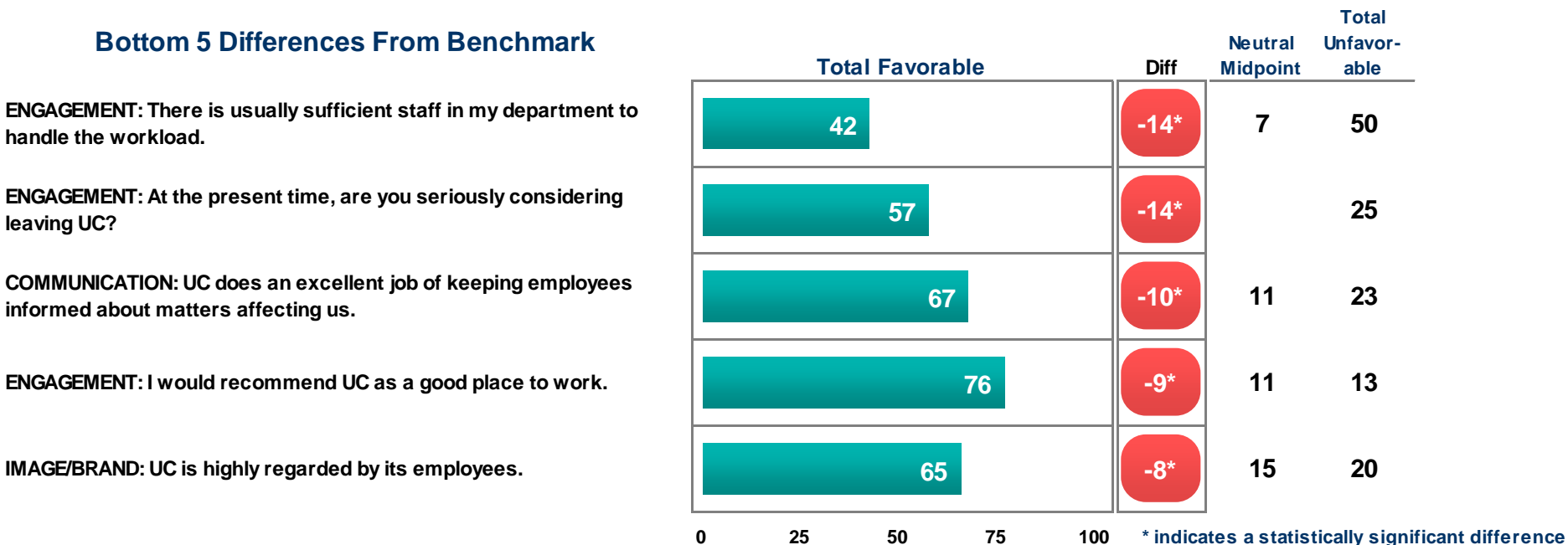


Bottom 5 Items

SAN DIEGO 2012 (N=959)

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

Bottom 5 Differences From Benchmark

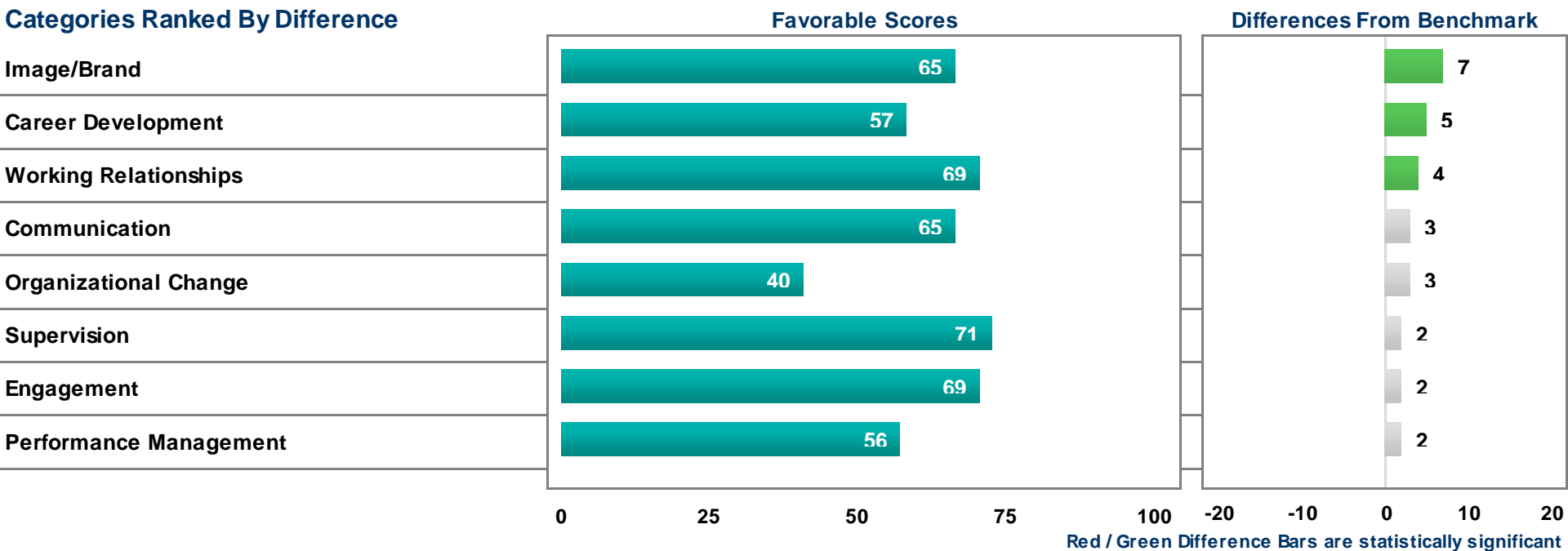


Summary Category Scores vs. Benchmark

SAN DIEGO 2012 (N=959)

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

Categories Ranked By Difference

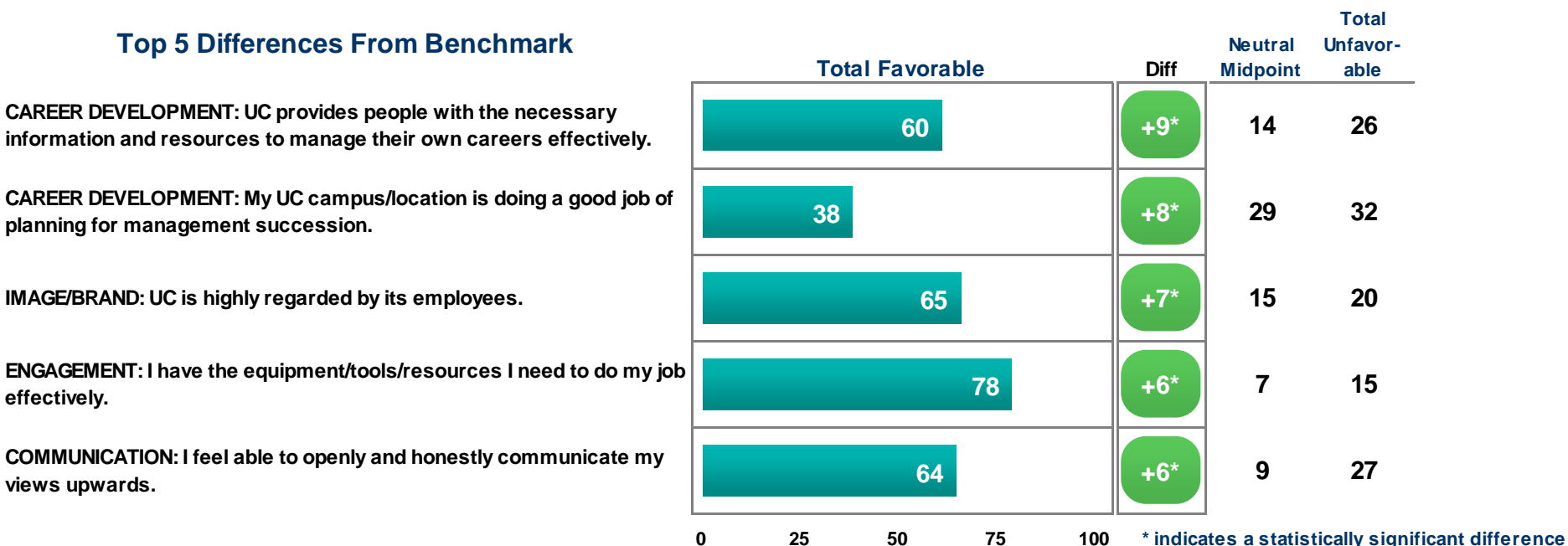


Top 5 Items

SAN DIEGO 2012 (N=959)

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

Top 5 Differences From Benchmark



Bottom 5 Items

SAN DIEGO 2012 (N=959)

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

Bottom 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	57	-2		25
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-1	7	50
SUPERVISION: My supervisor treats me with respect.	84	-1	4	11
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	23	0	10	67
COMMUNICATION: UC does an excellent job of keeping employees informed about matters affecting us.	67	0	11	23

0 25 50 75 100 * indicates a statistically significant difference

Items By Category

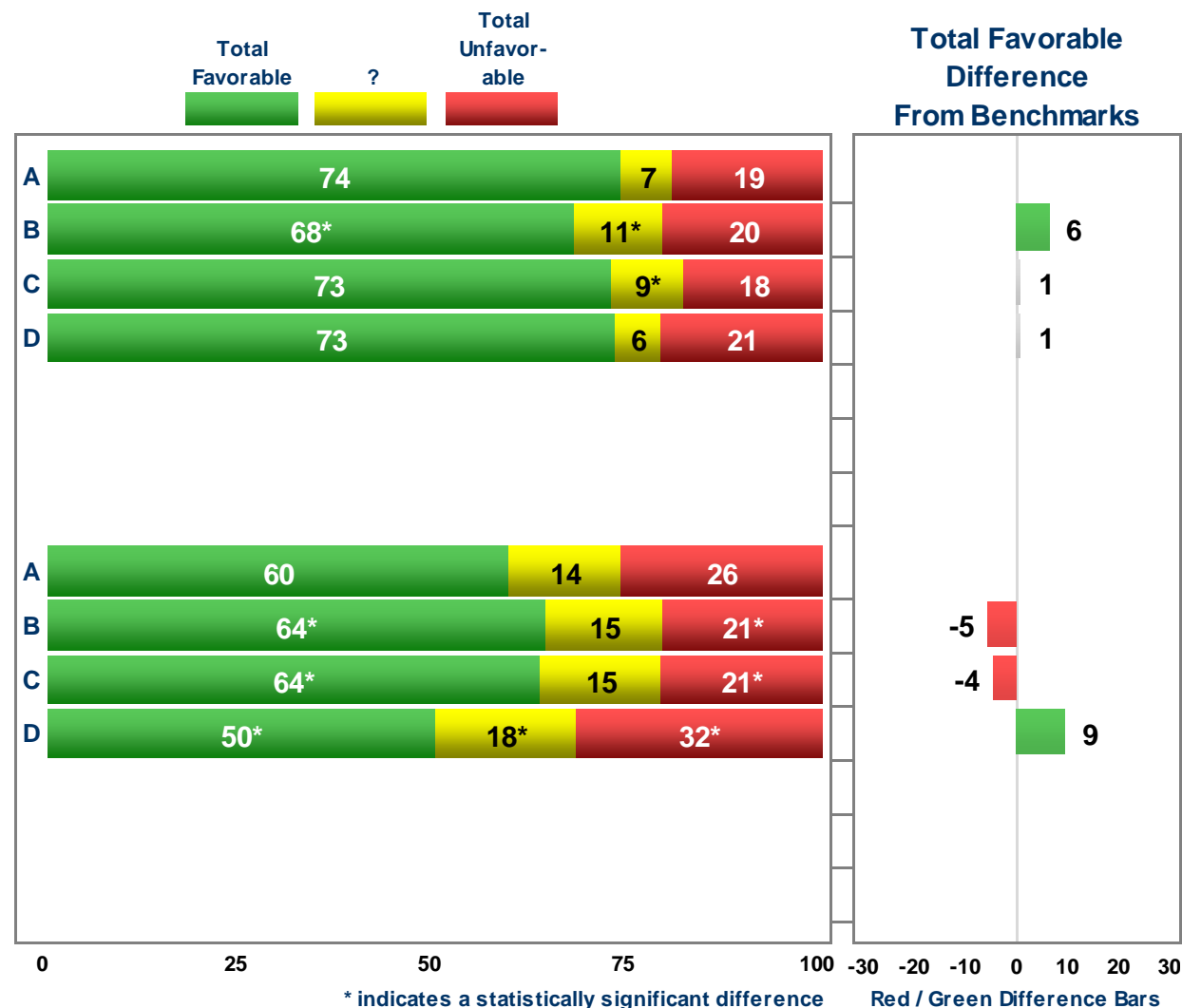
SAN DIEGO 2012 (N=959)

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.



Legend

A. SAN DIEGO 2012 (N=959)

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

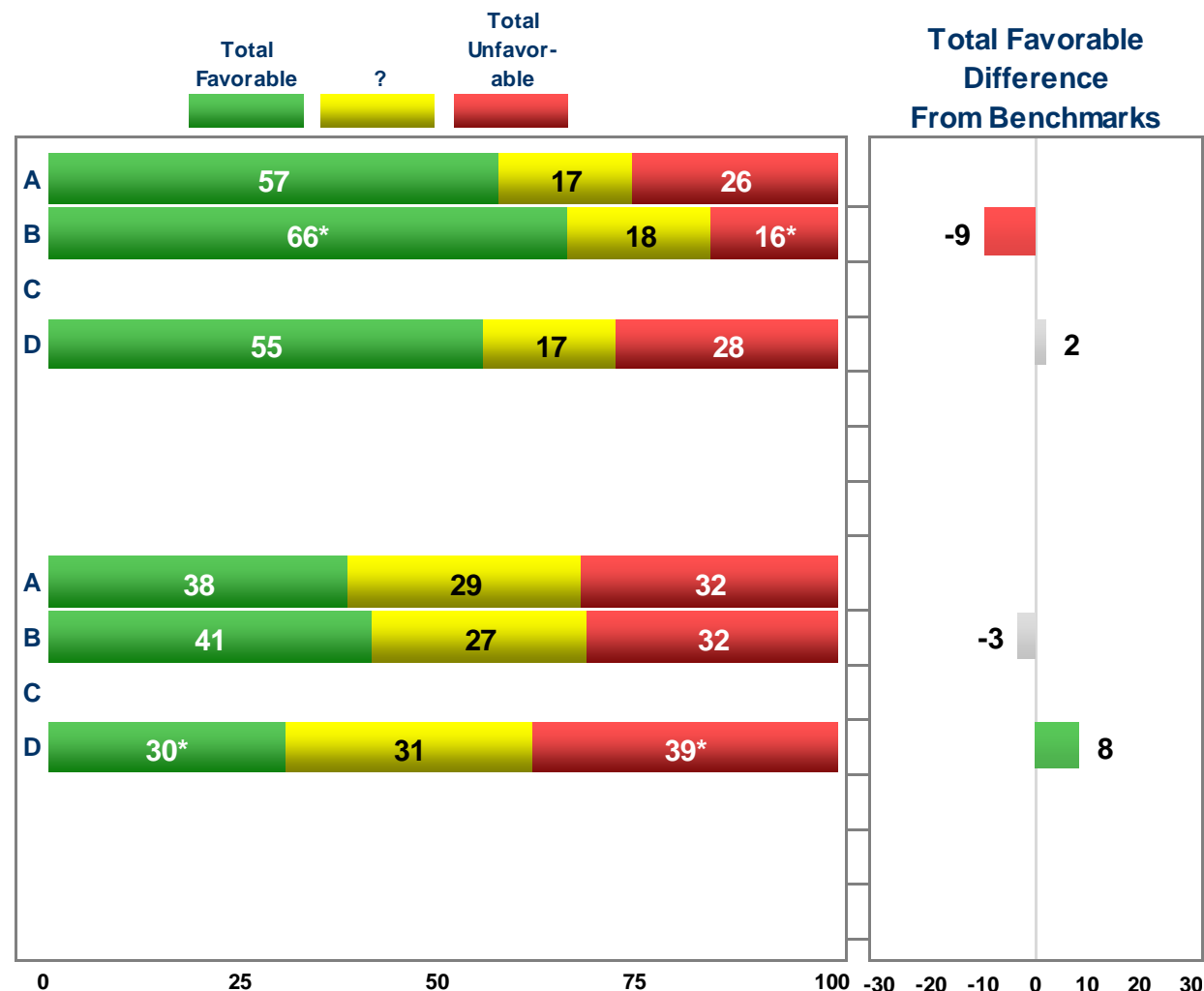
SAN DIEGO 2012 (N=959)

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. SAN DIEGO 2012 (N=959)

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

SAN DIEGO 2012 (N=959)

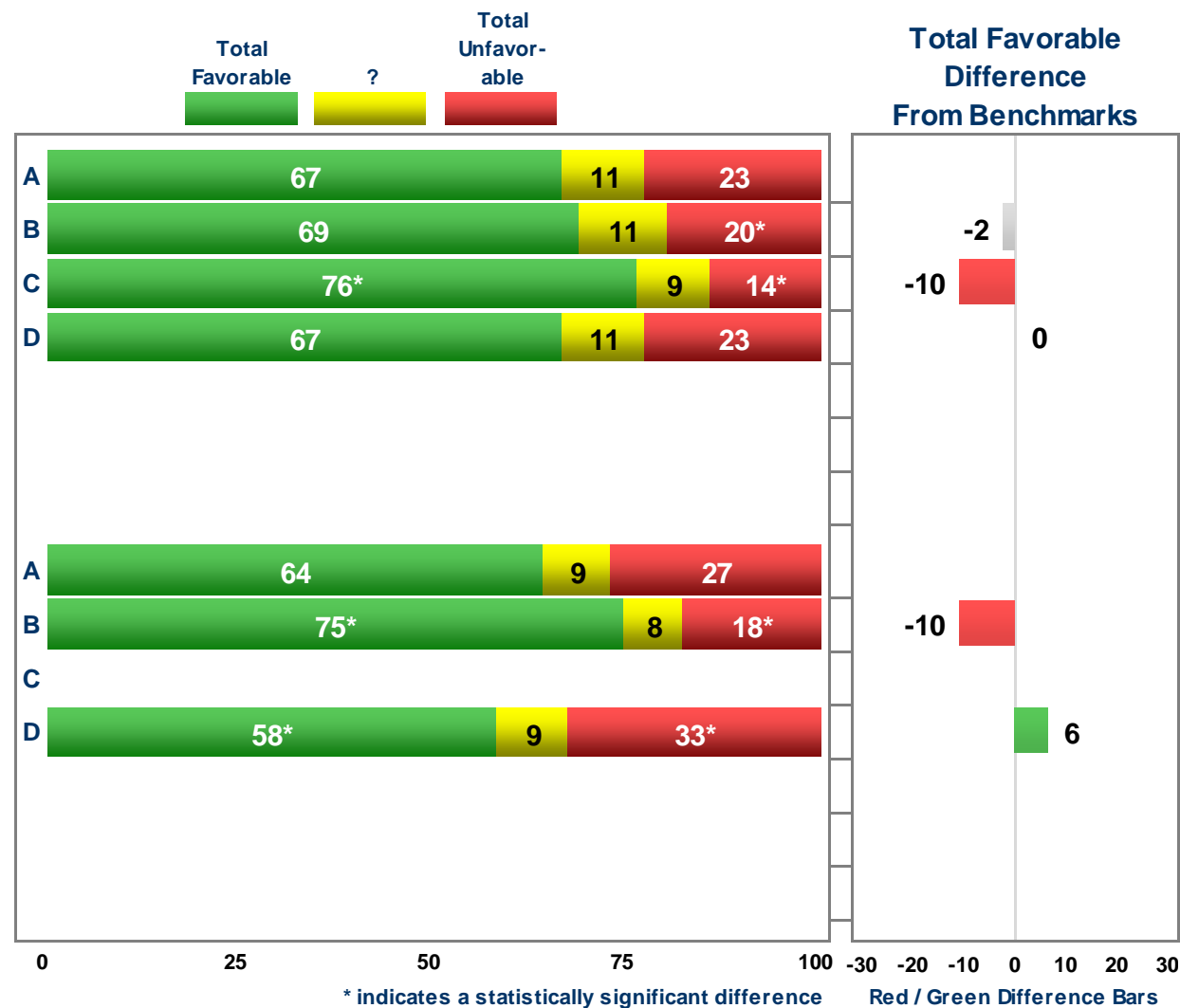
vs. 3 Benchmarks

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



Legend

A. SAN DIEGO 2012 (N=959)

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

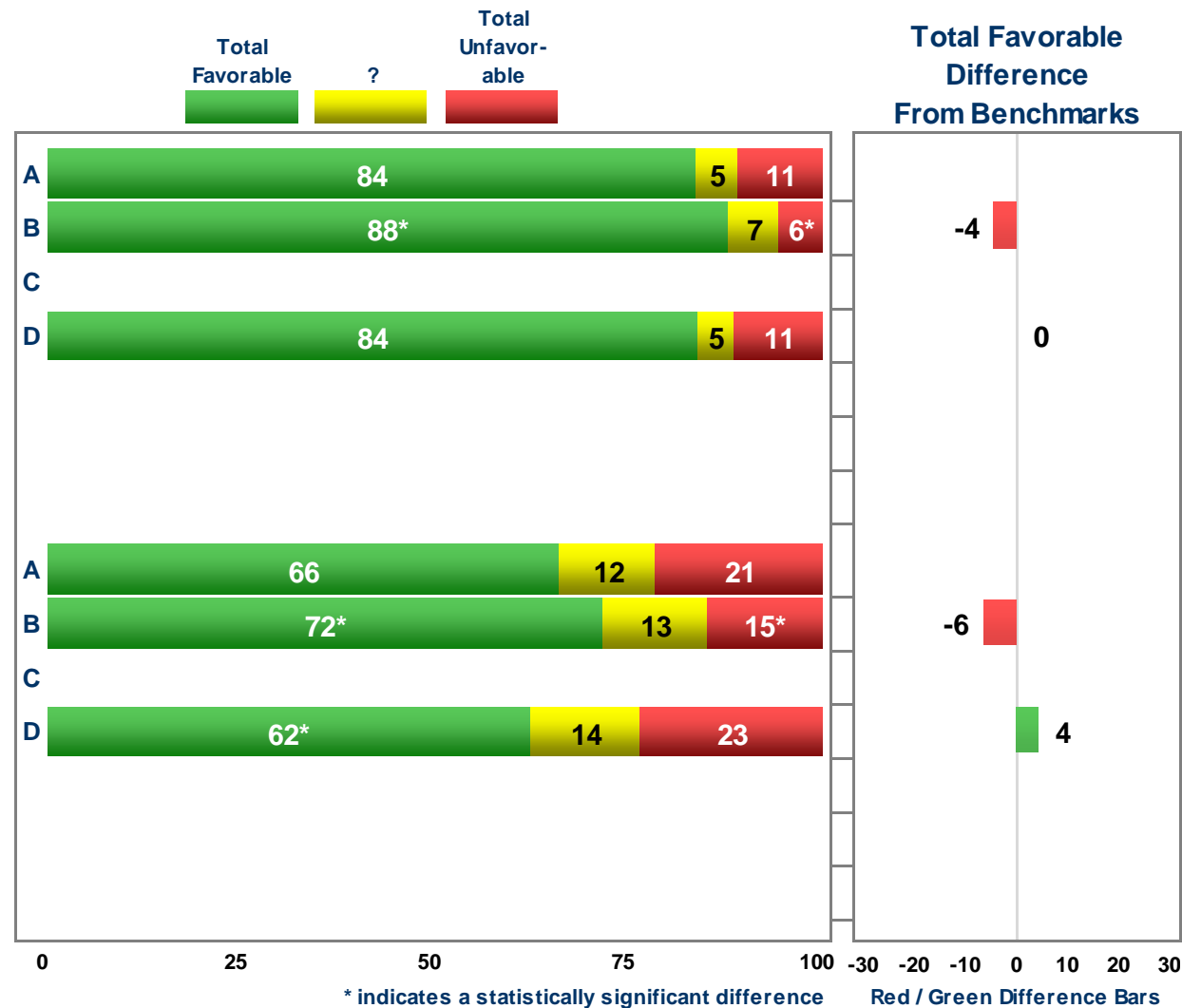
SAN DIEGO 2012 (N=959)

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.



Legend

A. SAN DIEGO 2012 (N=959)

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

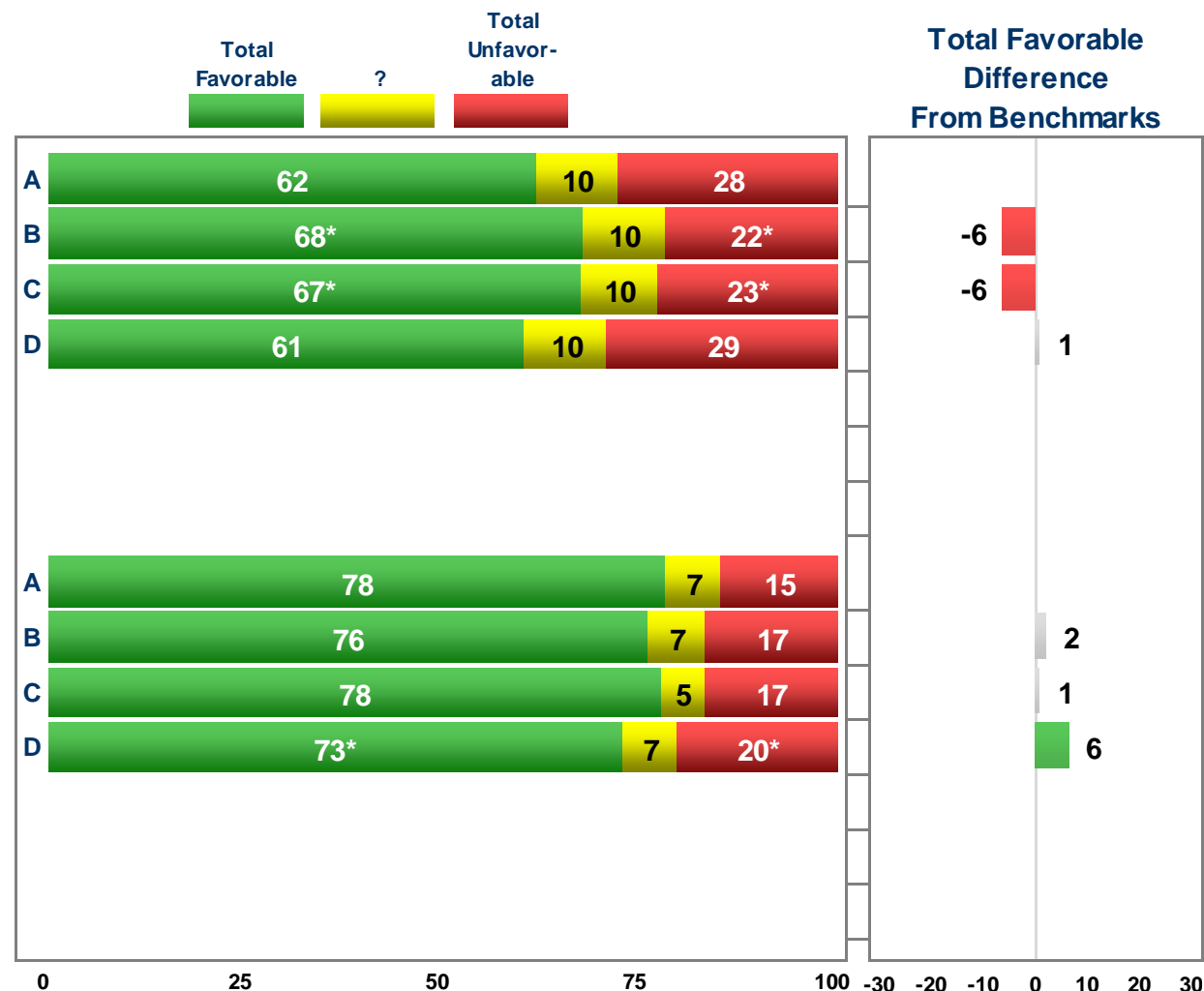
SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

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. SAN DIEGO 2012 (N=959)

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

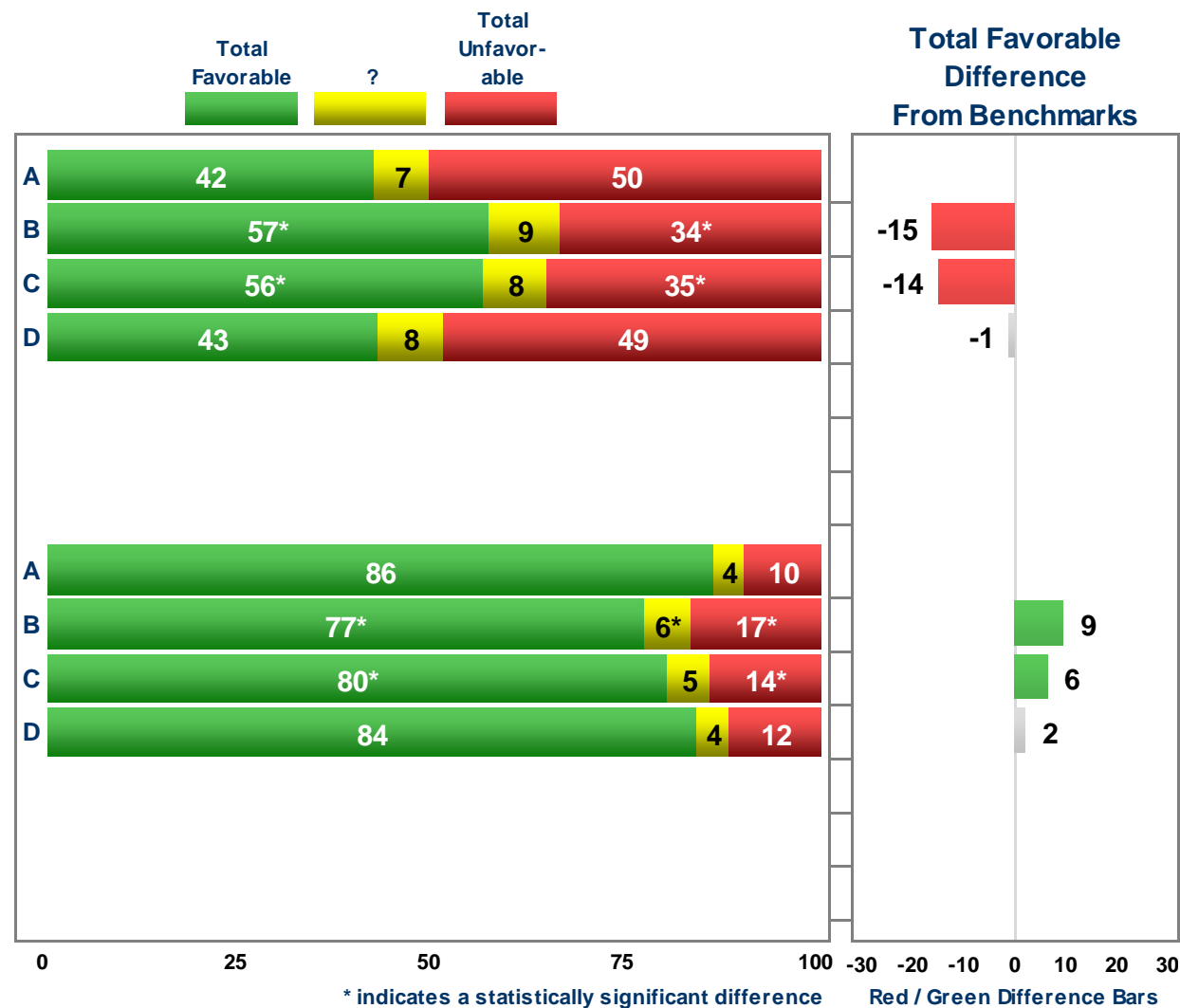
SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

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.



Legend

A. SAN DIEGO 2012 (N=959)

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)

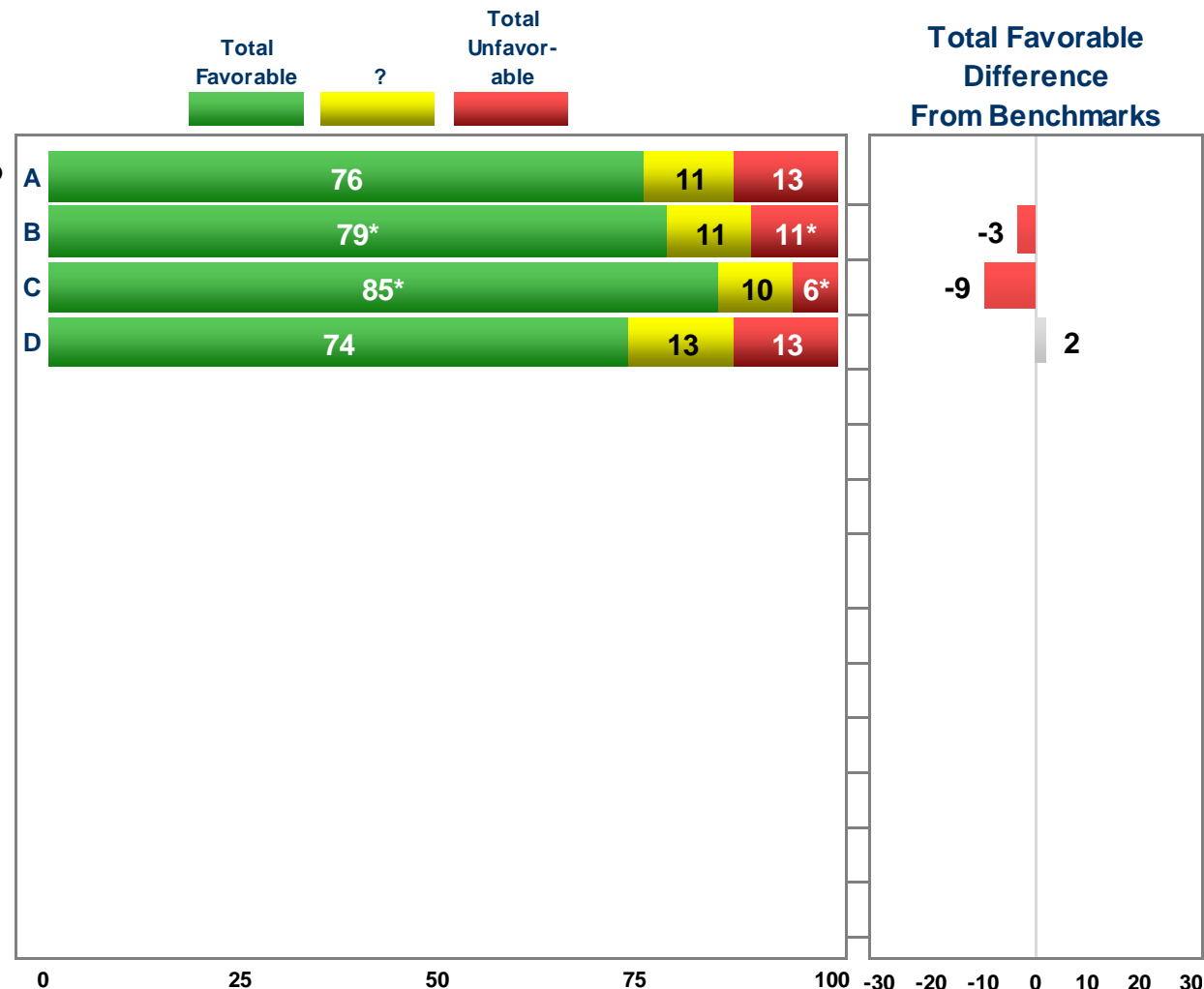
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 3: Engagement

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



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Red / Green Difference Bars are statistically significant

Legend

A. SAN DIEGO 2012 (N=959)

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

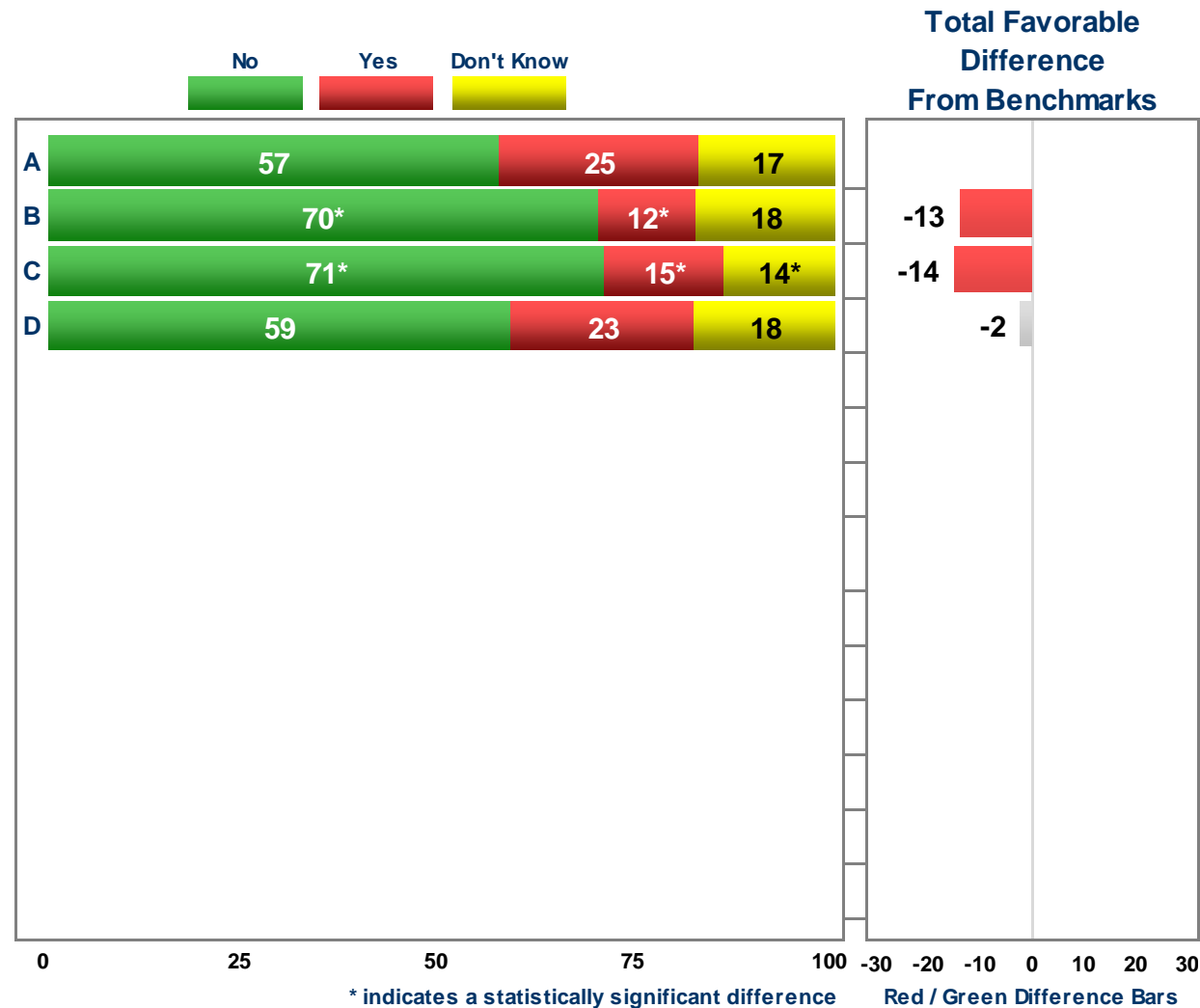
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

vs. 3 Benchmarks

Category 3: Engagement

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



Legend

A. SAN DIEGO 2012 (N=959)

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)

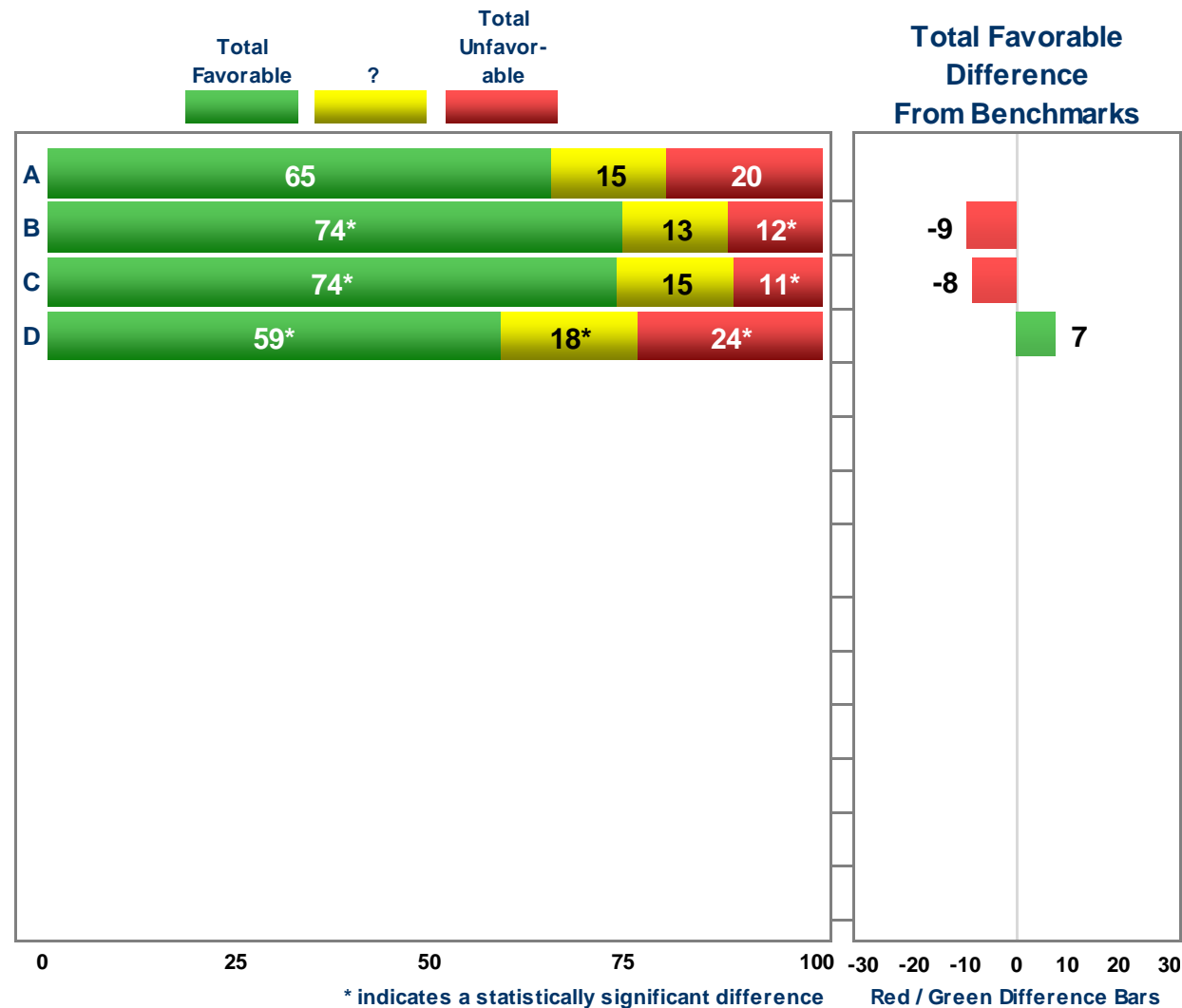
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 4: Image/Brand

4. UC is highly regarded by its employees.



Legend

A. SAN DIEGO 2012 (N=959)

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)

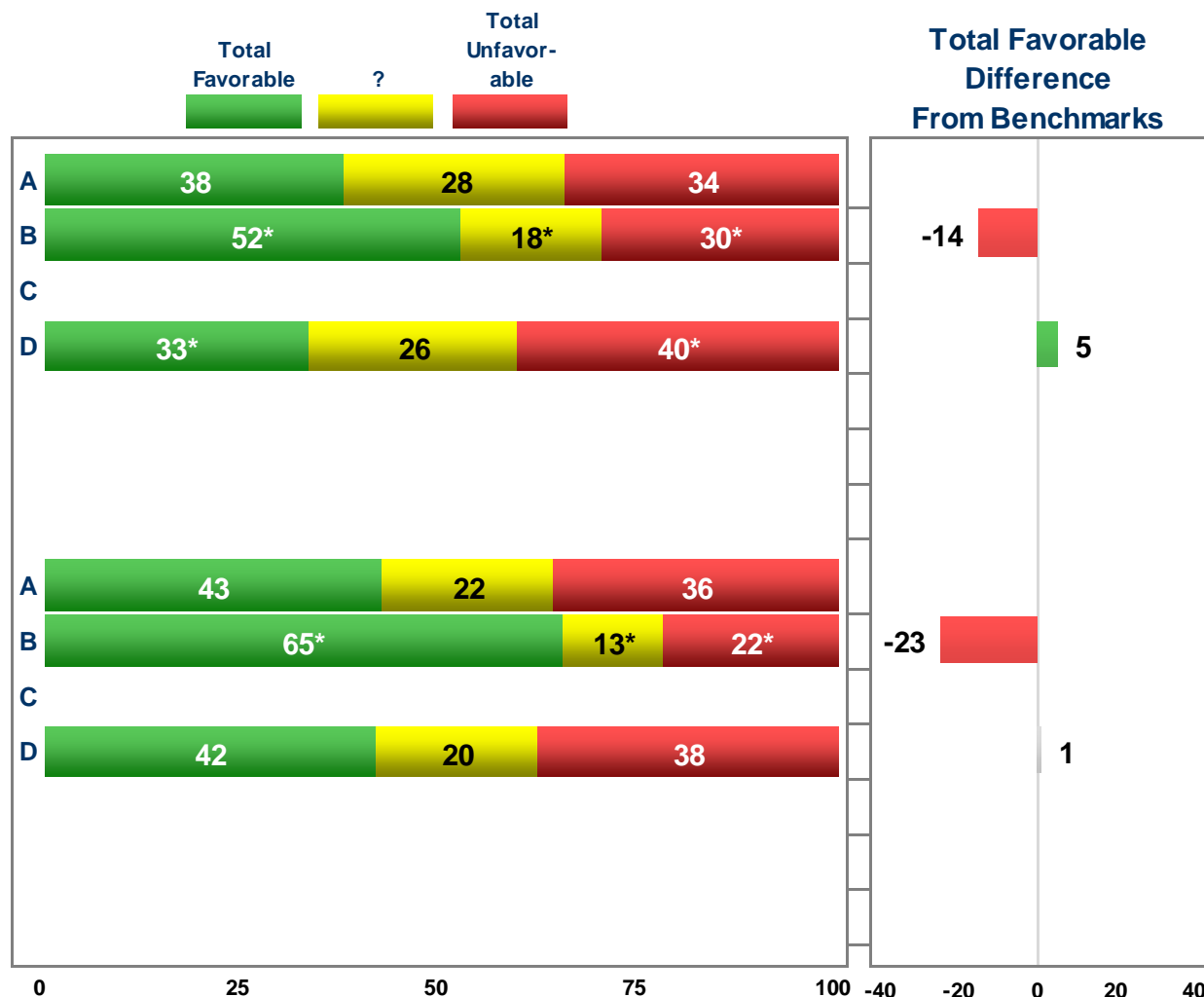
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 5: Organizational Change

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



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Legend

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

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

Items By Category

SAN DIEGO 2012 (N=959)

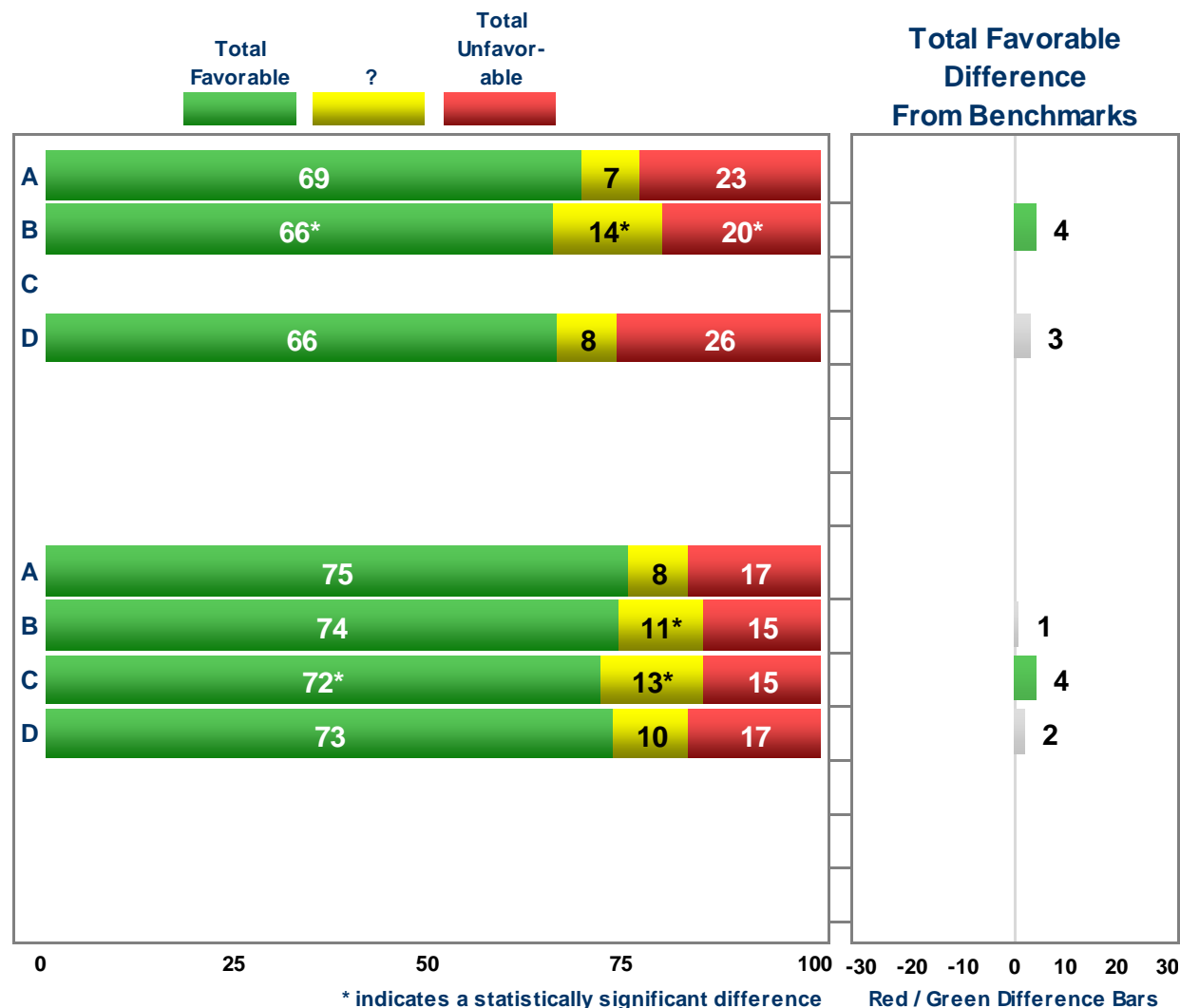
vs. 3 Benchmarks

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



Legend

A. SAN DIEGO 2012 (N=959)

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)

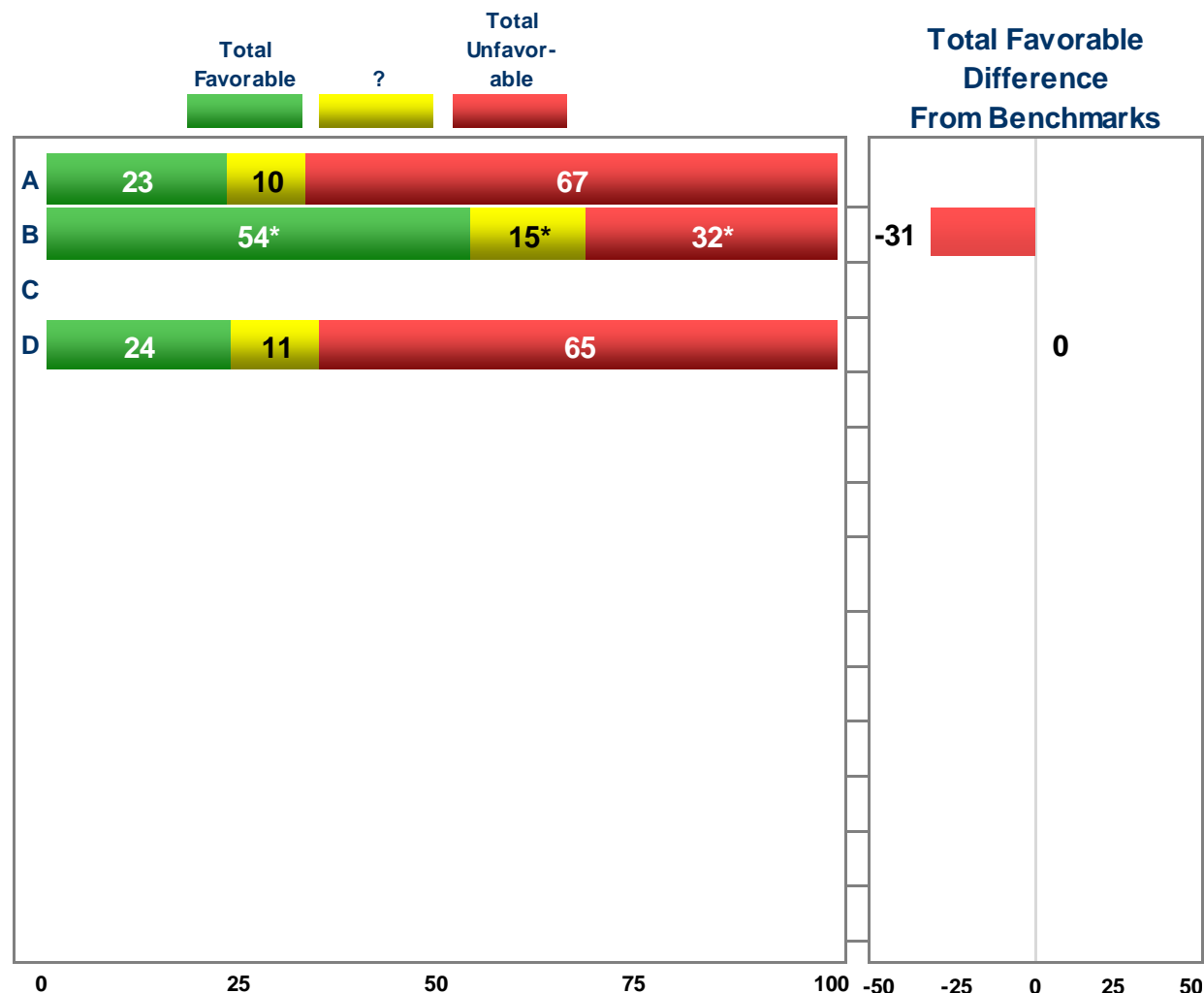
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 6: Performance Management

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



Key Driver Item

Legend

A. SAN DIEGO 2012 (N=959)

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)

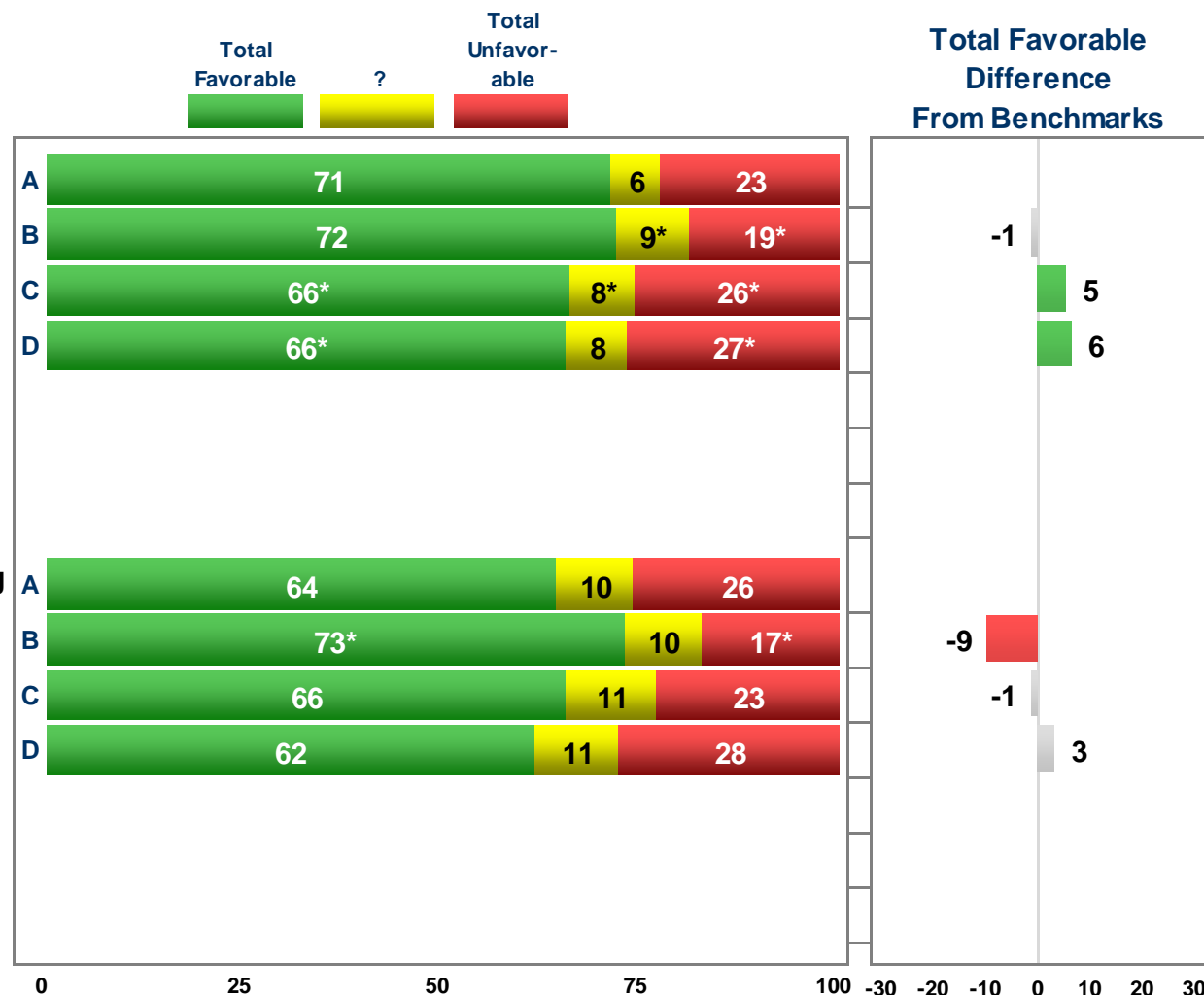
Items By Category

SAN DIEGO 2012 (N=959)

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.

Legend

A. SAN DIEGO 2012 (N=959)

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)

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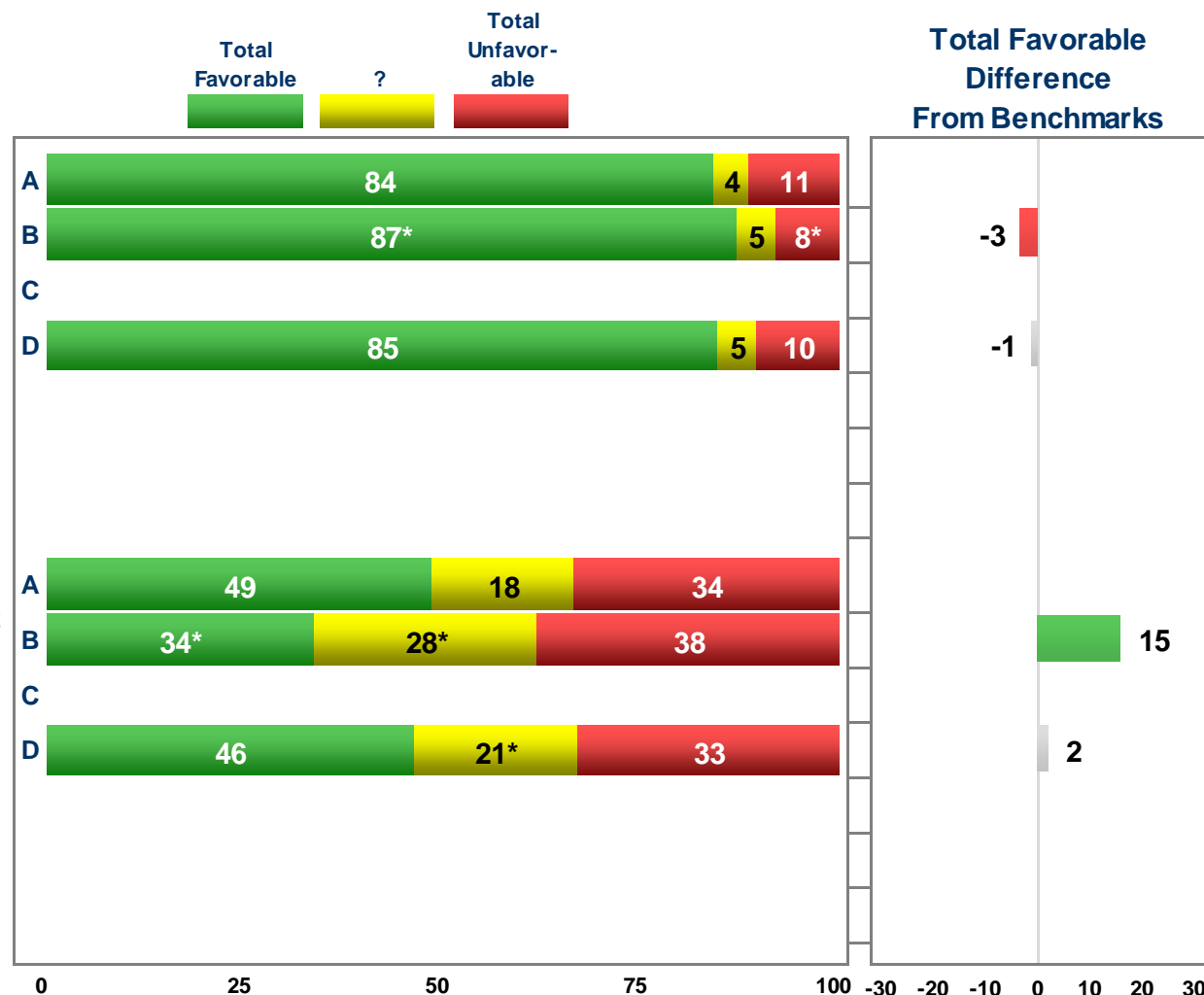
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 7: Supervision

17. My supervisor treats me with respect.



20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers

Legend

A. SAN DIEGO 2012 (N=959)

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)

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Items By Category

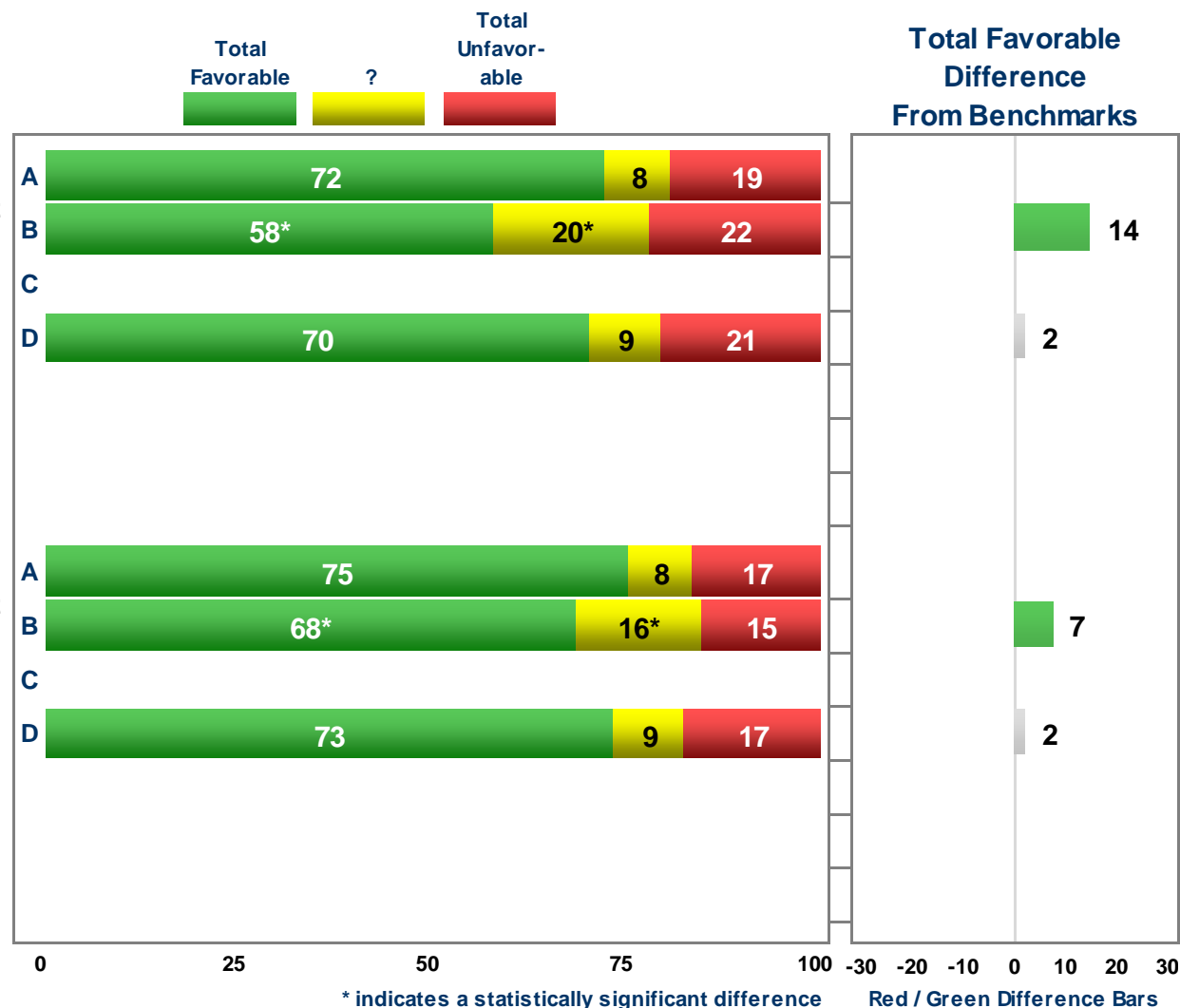
SAN DIEGO 2012 (N=959)

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



Legend

A. SAN DIEGO 2012 (N=959)

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

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

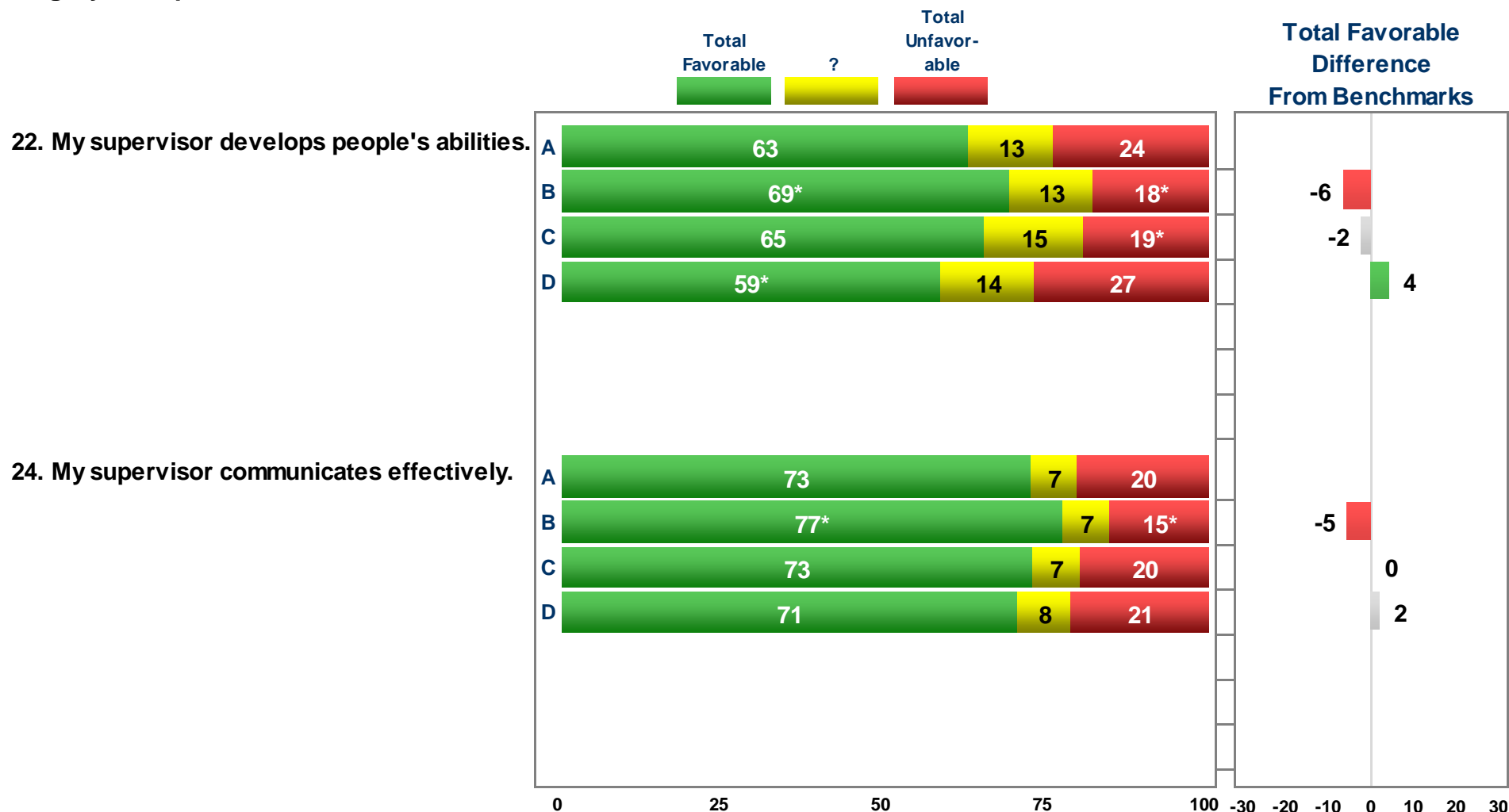
D. UC OVERALL [W] (N=8,096)

Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 7: Supervision



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Red / Green Difference Bars are statistically significant

Legend

A. SAN DIEGO 2012 (N=959)

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

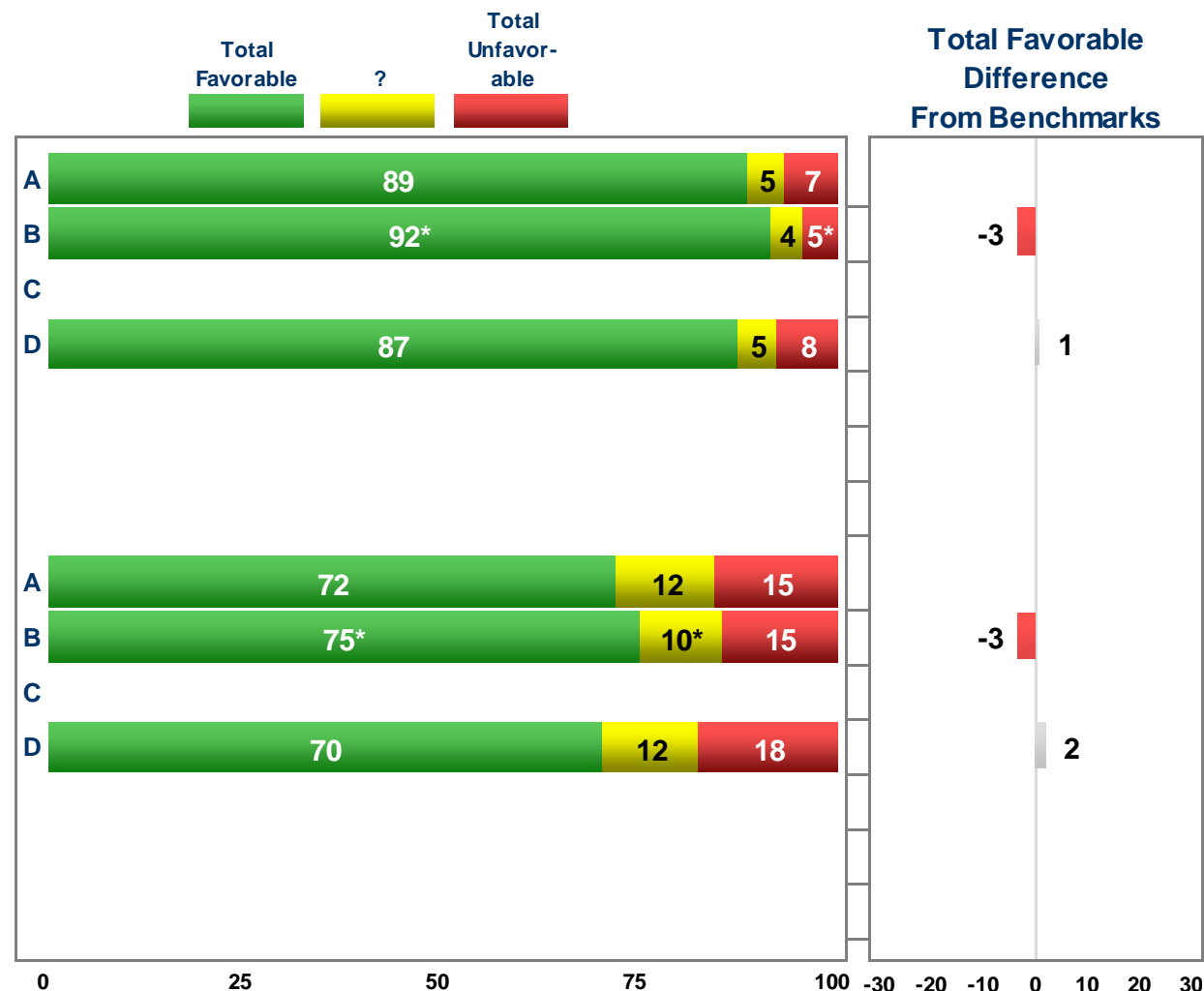
SAN DIEGO 2012 (N=959)

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.



Legend

A. SAN DIEGO 2012 (N=959)

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)

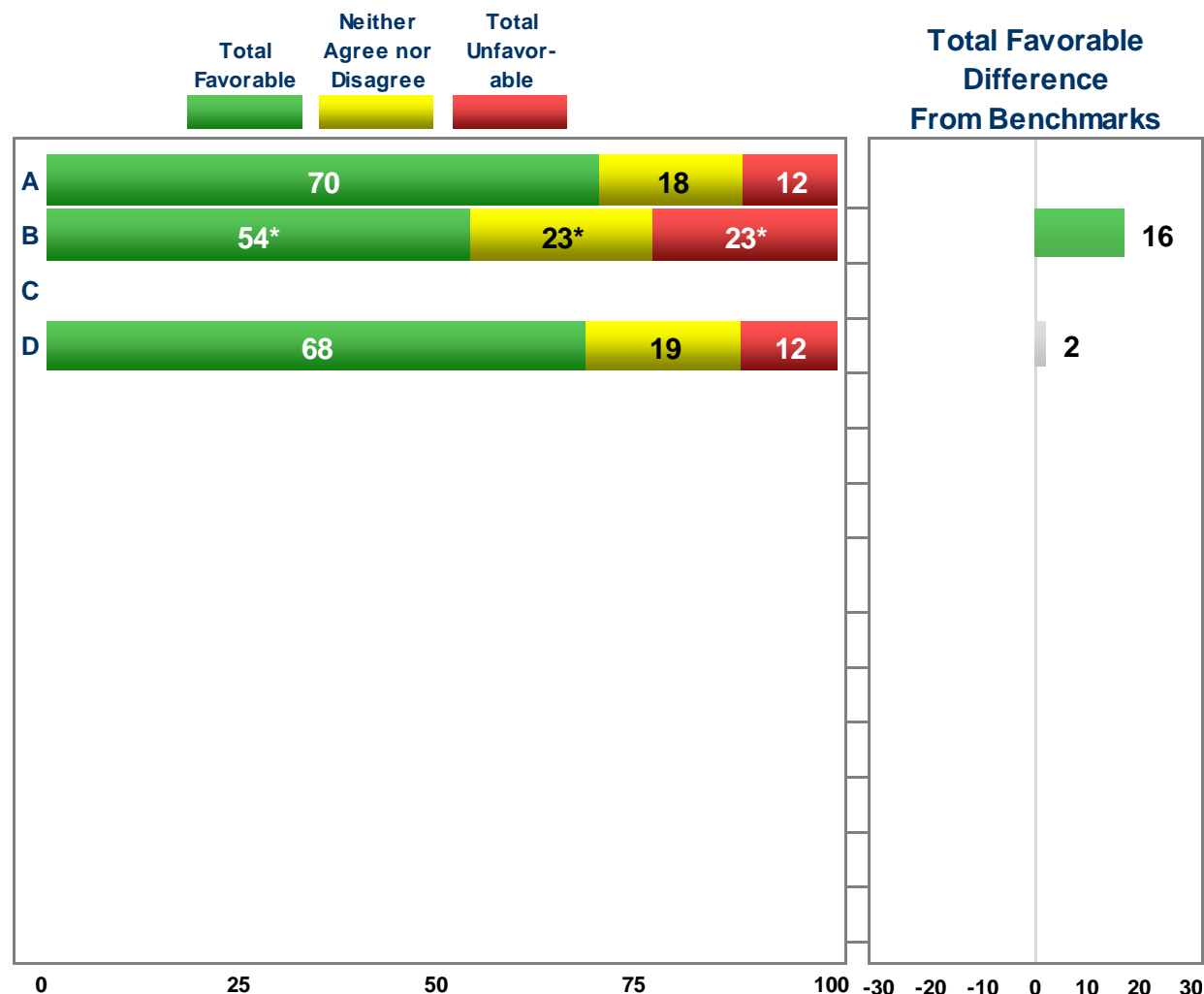
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 7: Supervision

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



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Legend

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

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

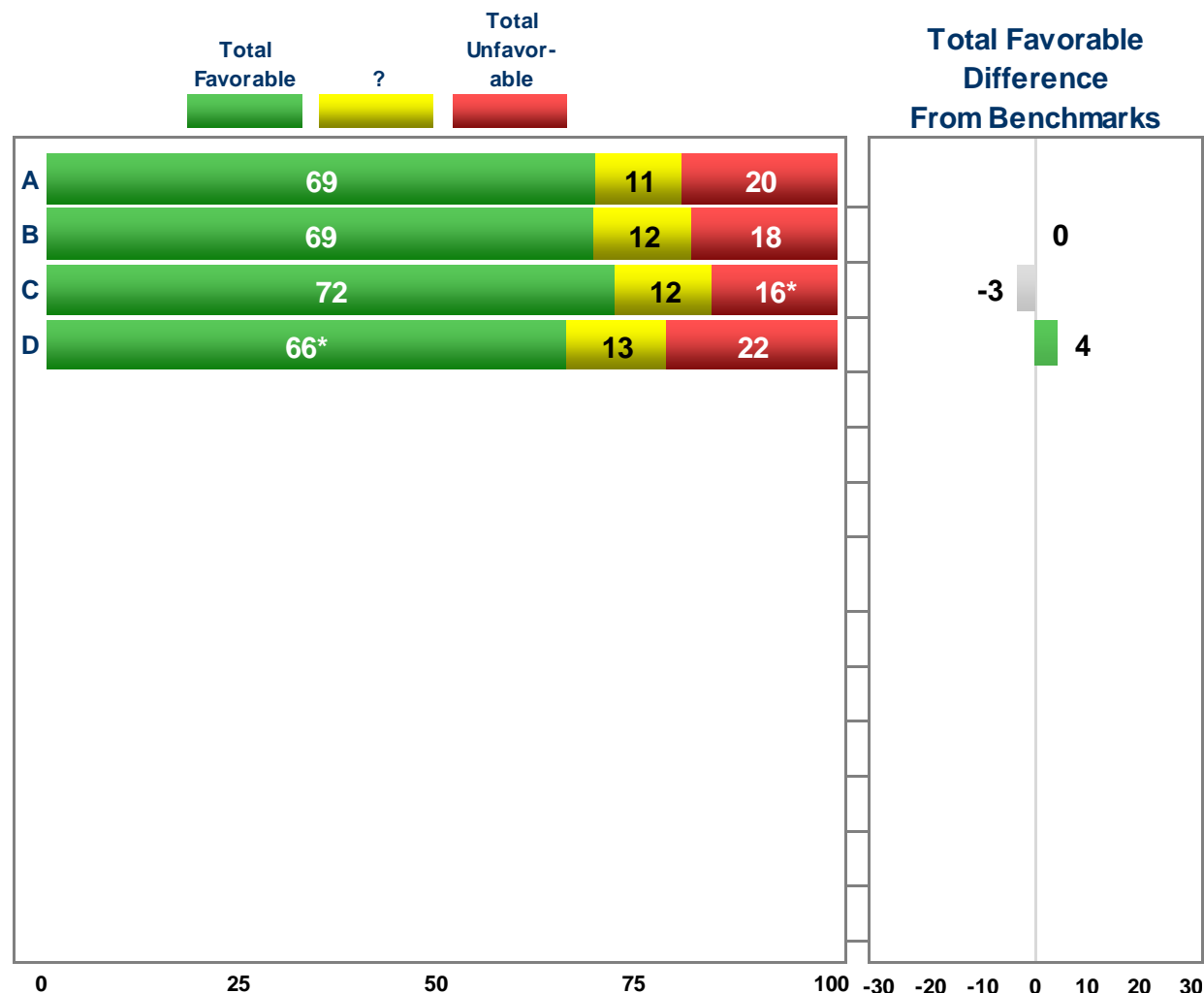
Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

Category 8: Working Relationships

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



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Legend

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

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

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 1: Career Development

Items	Total Agree			Total Disagree	
1. I believe I have the opportunity for personal development and growth at UC.	74	7	19		
9. UC provides people with the necessary information and resources to manage their own careers effectively.	60	14	26		
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	57	17	26		
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	38	29	32		

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	
+6*	+1	+1	
-5*	-4*	+9*	
-9*	n/a	+2	
-3	n/a	+8*	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 2: Communication

Items	Total Agree			Total Disagree	
					?
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	67	11	23		
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	64	9	27		

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	
-2	-10*	0	
-10*	n/a	+6*	

Colored Cells indicate a statistically significant difference

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*	n/a	0	
-6*	n/a	+4*	
-6*	-6*	+1	
+2	+1	+6*	
-15*	-14*	-1	
+9*	+6*	+2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 3: Engagement

Items	Total Agree			Total Disagree		
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	84	5	11			
11. UC inspires me to do my best work.	66	12	21			
15. I am satisfied with my involvement in decisions that affect my work.	62	10	28			
19. I have the equipment/tools/resources I need to do my job effectively.	78	7	15			
21. There is usually sufficient staff in my department to handle the workload.	42	7	50			
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	86	4	10			

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 3: Engagement

Items	Total Agree			Total Disagree	
25. I would recommend UC as a good place to work.	76	11	13		?

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*	-9*	+2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 3: Engagement

Items	Don't Know		
	Yes		No
29. At the present time, are you seriously considering leaving UC?	57	25	17

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	
-13*	-14*	-2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 4: Image/Brand

Items	Total Agree			Total Disagree	
4. UC is highly regarded by its employees.	65	15	20		?

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	
-9*	-8*	+7*	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 5: Organizational Change

Items	Total Agree		Total Disagree
			?
5a. Generally, recent major organizational changes at UC have been: Well planned	38	28	34
5b. Generally, recent major organizational changes at UC have been: Well communicated	43	22	36

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	
-14*	n/a	+5*	
-23*	n/a	+1	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 6: Performance Management

Items	Total Agree			Total Disagree		
6. I feel my personal contributions are recognized. (Key Driver Item)	69	7	23			
12. I think my performance on the job is evaluated fairly.	75	8	17			
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	23	10	67			

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*	n/a	+3	
+1	+4*	+2	
-31*	n/a	0	

Colored Cells indicate a statistically significant difference

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	
-1	+5*	+6*	
-9*	-1	+3	
-3*	n/a	-1	
+15*	n/a	+2	
+14*	n/a	+2	
+7*	n/a	+2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 7: Supervision

Items	Total Agree			Total Disagree		
7. My supervisor gives me regular feedback on my performance.	71	6	23			
13. My supervisor does a good job of building teamwork.	64	10	26			
17. My supervisor treats me with respect.	84	4	11			
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	18	34			
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	72	8	19			
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	75	8	17			

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 7: Supervision

Items	Total Agree			Total Disagree		
22. My supervisor develops people's abilities.	63	13	24			
24. My supervisor communicates effectively.	73	7	20			
26. I have a clear understanding of how my job contributes to the departmental objectives.	89	5	7			
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	72	12	15			

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	
-6*	-2	+4*	
-5*	0	+2	
-3*	n/a	+1	
-3*	n/a	+2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 7: Supervision

Items	Total Favorable			Neither Agree nor Disagree		Total Unfavorable
28. My supervisor helps me make time to participate in training and development activities.	70	18	12			

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	
+16*	n/a	+2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

Category 8: Working Relationships

Items	Total Agree			Total Disagree	
8. There is good cooperation between my department and other departments at my campus/location.	69	11	20		?

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)

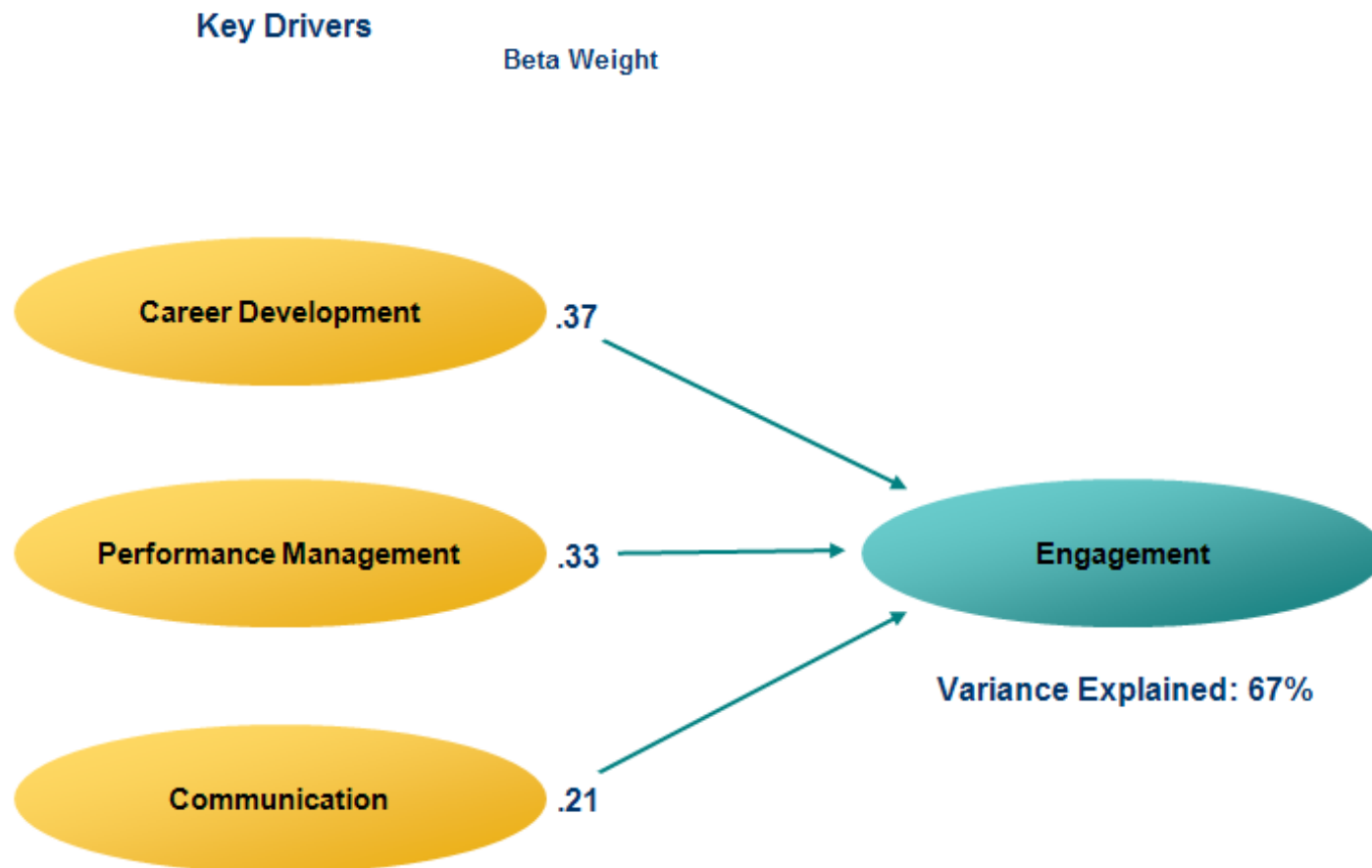
Differences in Total Favorable From

A	B	C	
0	-3	+4*	

Colored Cells indicate a statistically significant difference

Key Drivers of Engagement - in UC Overall

SAN DIEGO 2012 (N=959)



Key Driver Items of Engagement

SAN DIEGO 2012 (N=959)

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



Colored Cells indicate a statistically significant difference

Variance Explained: 67%