

## 2012 UC CUCSA Staff Engagement Survey

UNIVERSITY  
OF  
CALIFORNIA

test  
Volume UC-07: SAN DIEGO REPORT

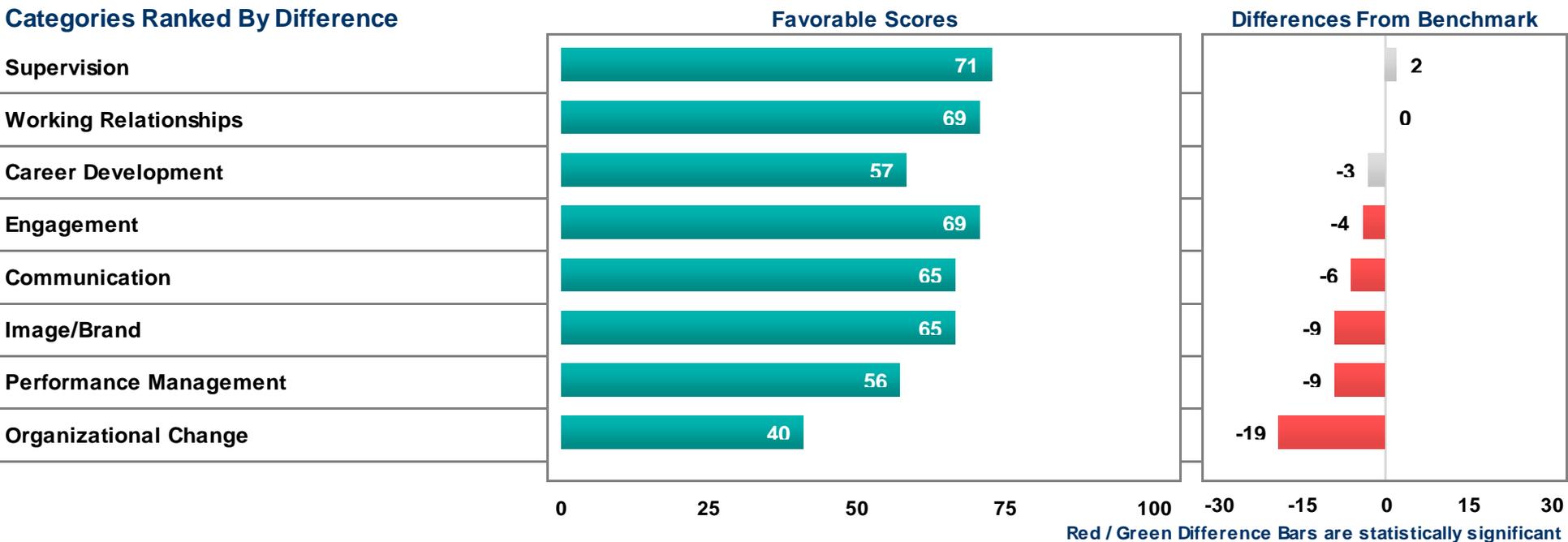
Data Collected: May - July 2012

# Summary Category Scores vs. Benchmark

SAN DIEGO 2012 (N=959)

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

## Categories Ranked By Difference

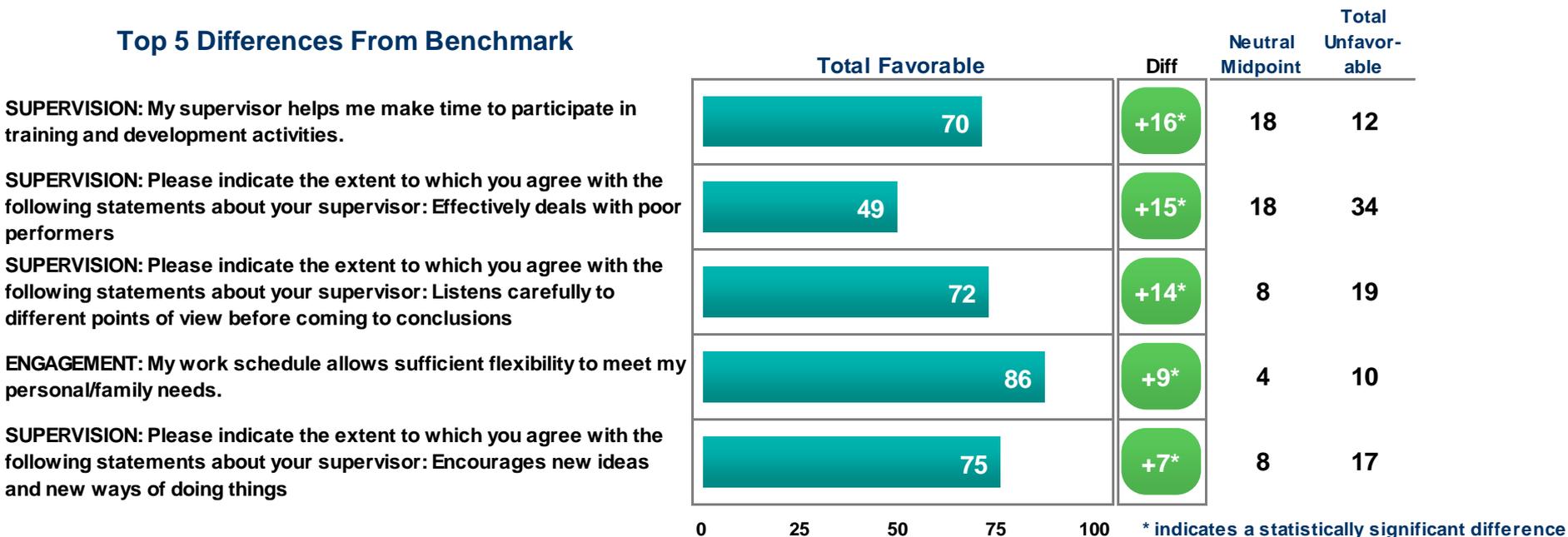


# Top 5 Items

SAN DIEGO 2012 (N=959)

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

## Top 5 Differences From Benchmark



# 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

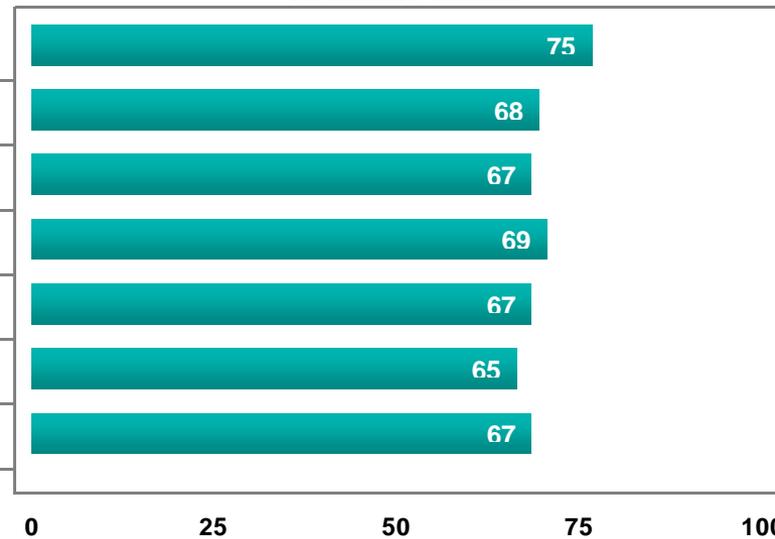
Working Relationships

Engagement

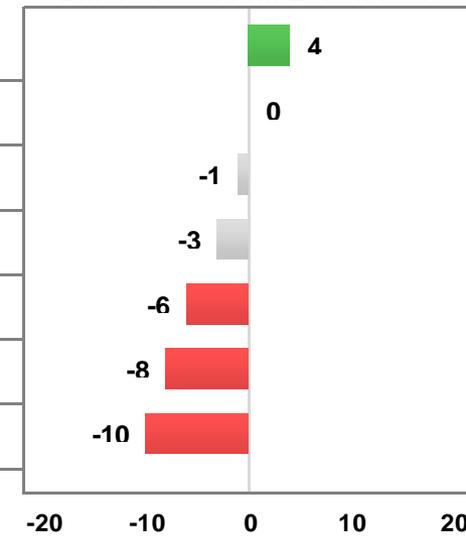
Image/Brand

Communication

## Favorable Scores



## Differences From Benchmark

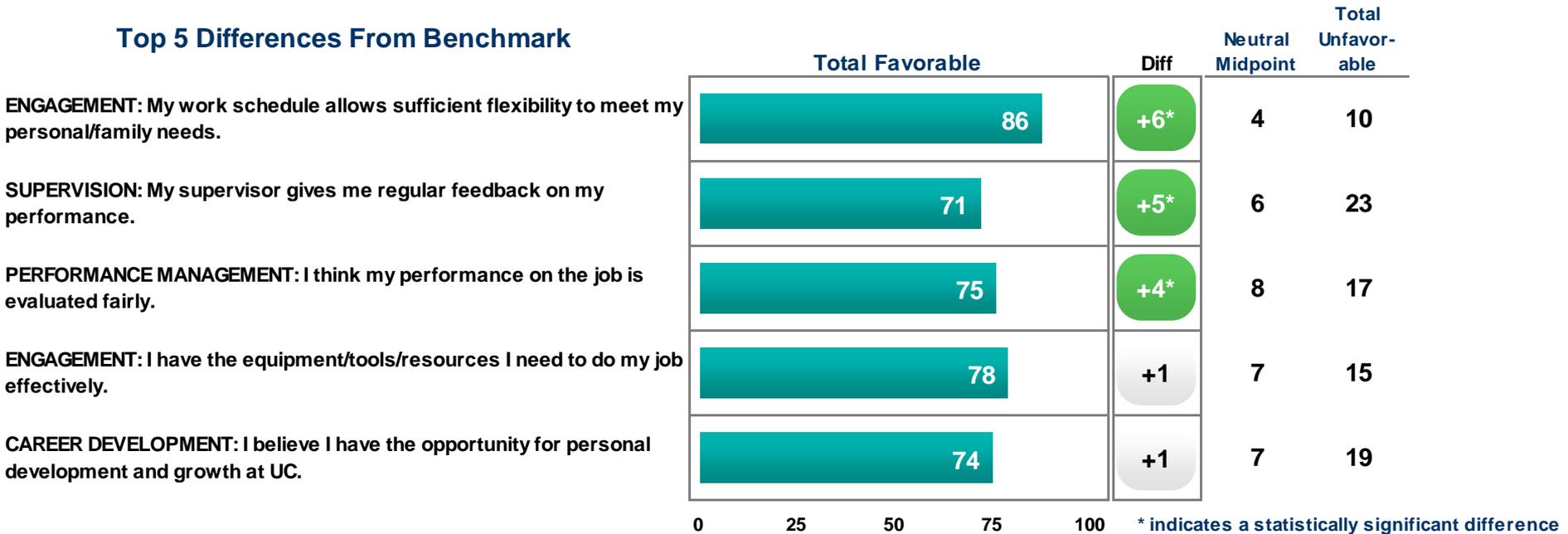


1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

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

## Top 5 Differences From Benchmark

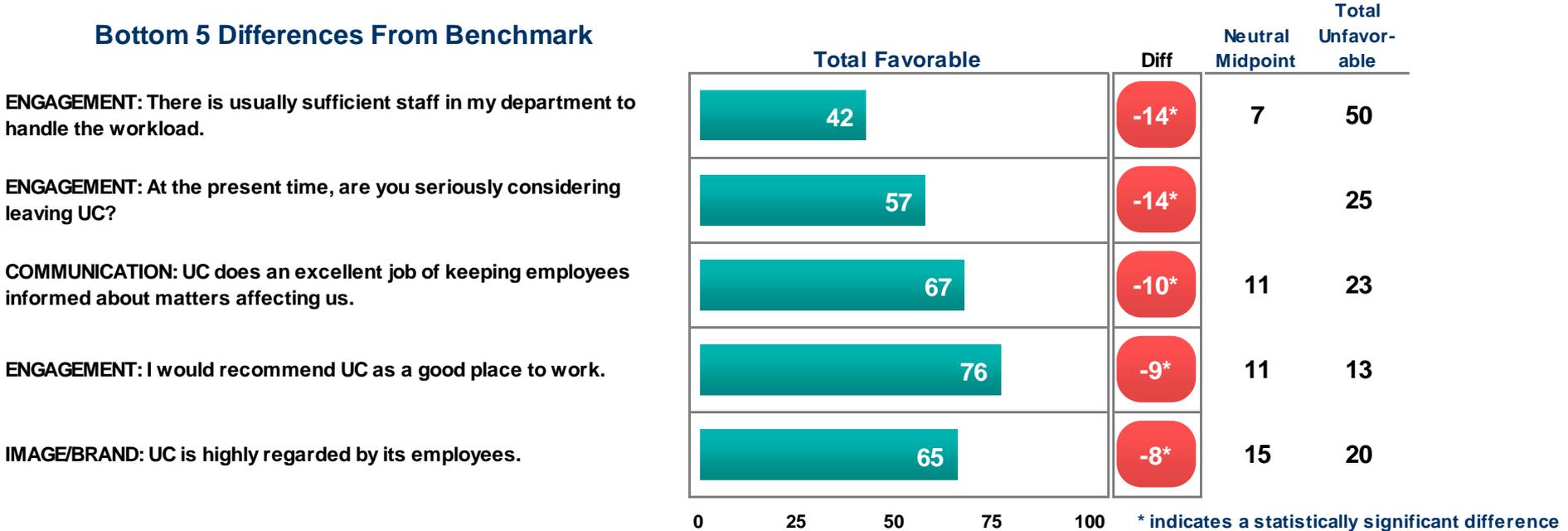


# Bottom 5 Items

SAN DIEGO 2012 (N=959)

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

## Bottom 5 Differences From Benchmark

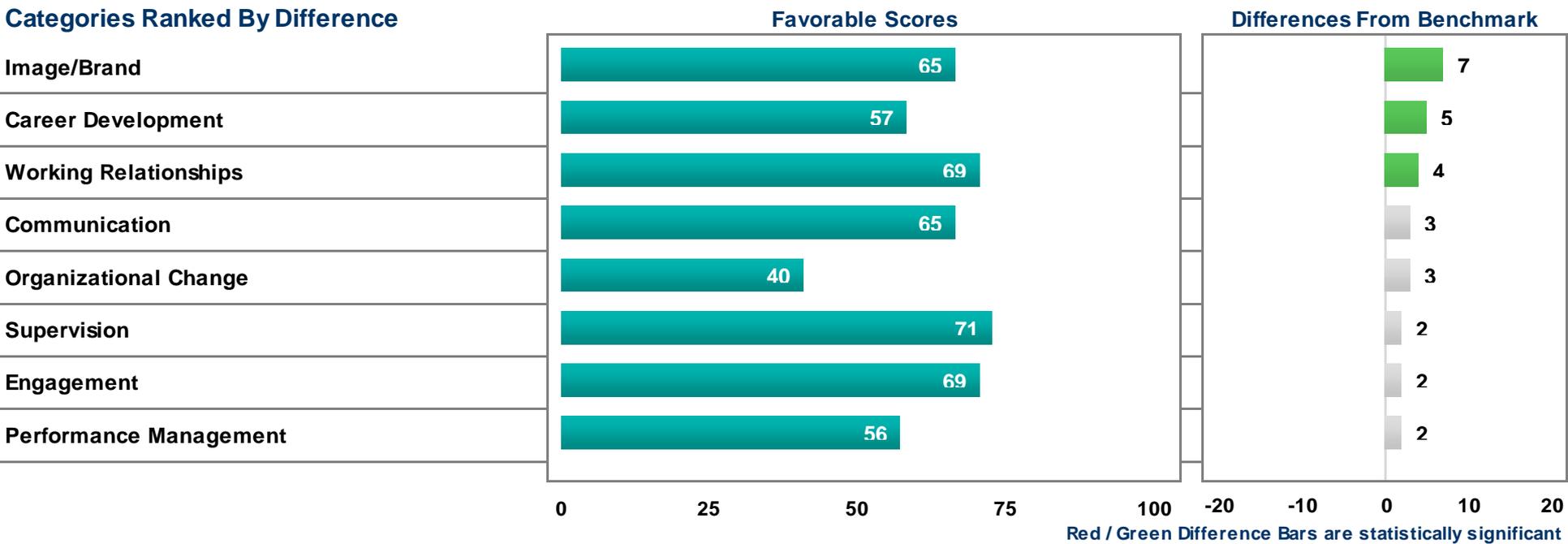


# Summary Category Scores vs. Benchmark

SAN DIEGO 2012 (N=959)

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

## Categories Ranked By Difference

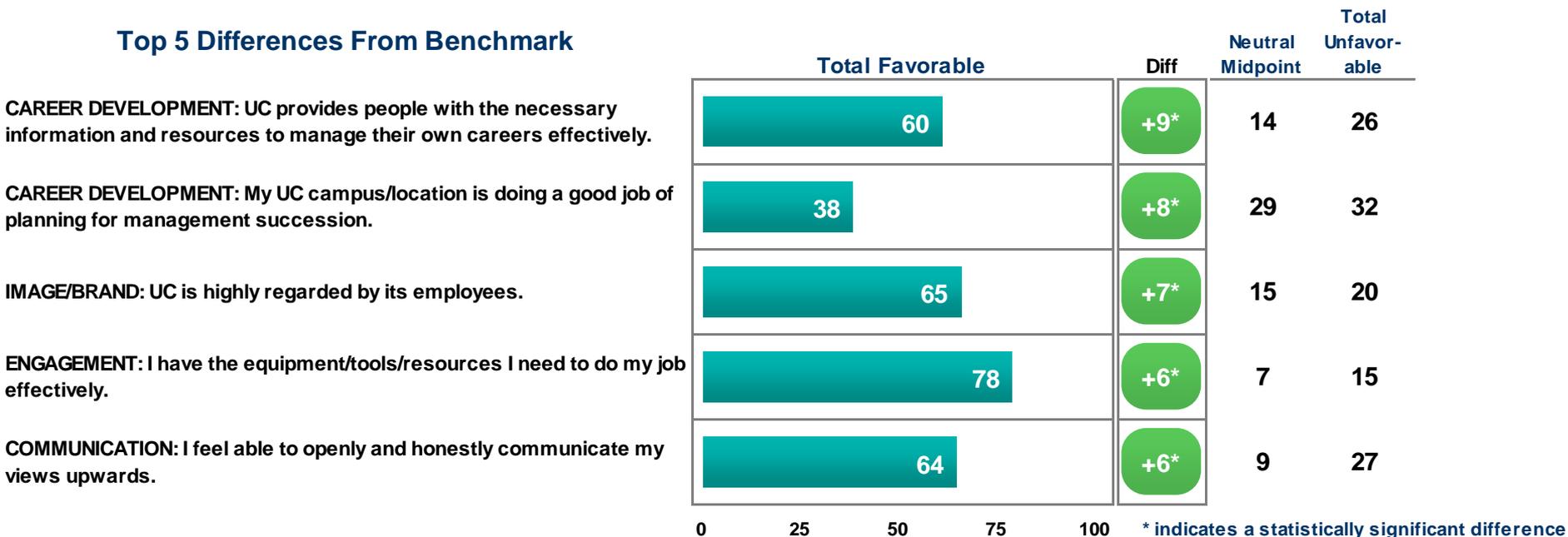


# Top 5 Items

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

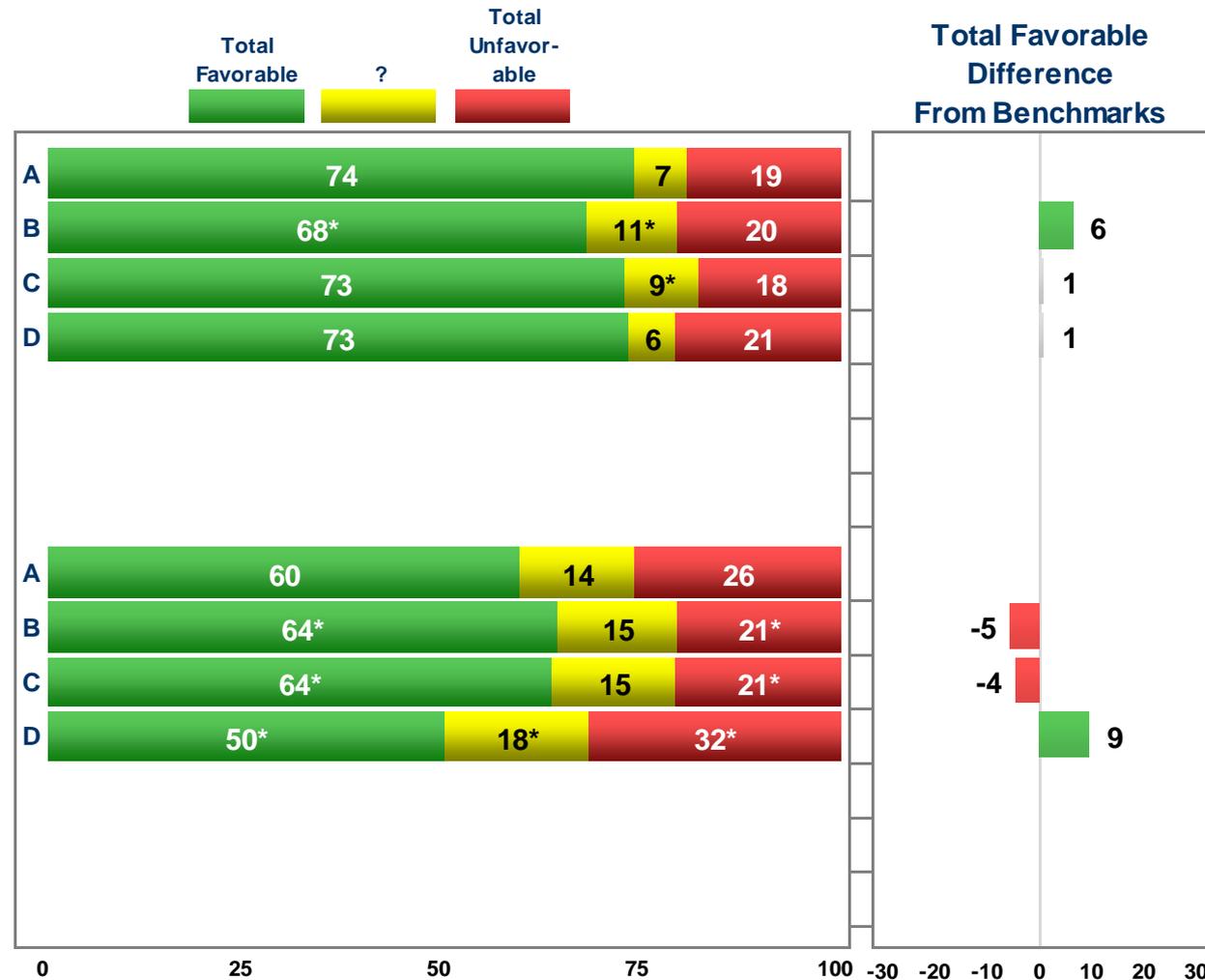
SAN DIEGO 2012 (N=959)

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.



\* 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)

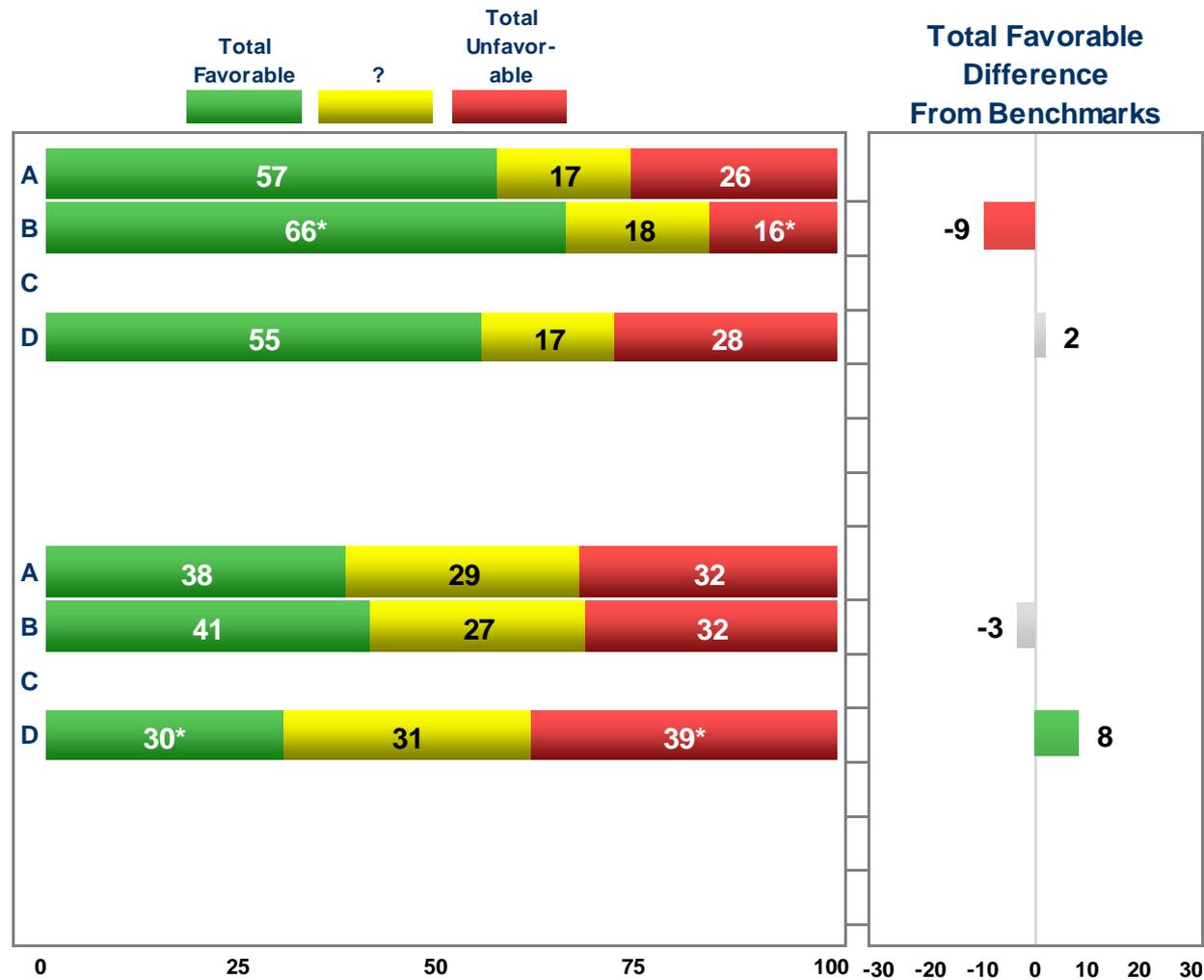
vs. 3 Benchmarks

## Category 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)

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# Items By Category

SAN DIEGO 2012 (N=959)

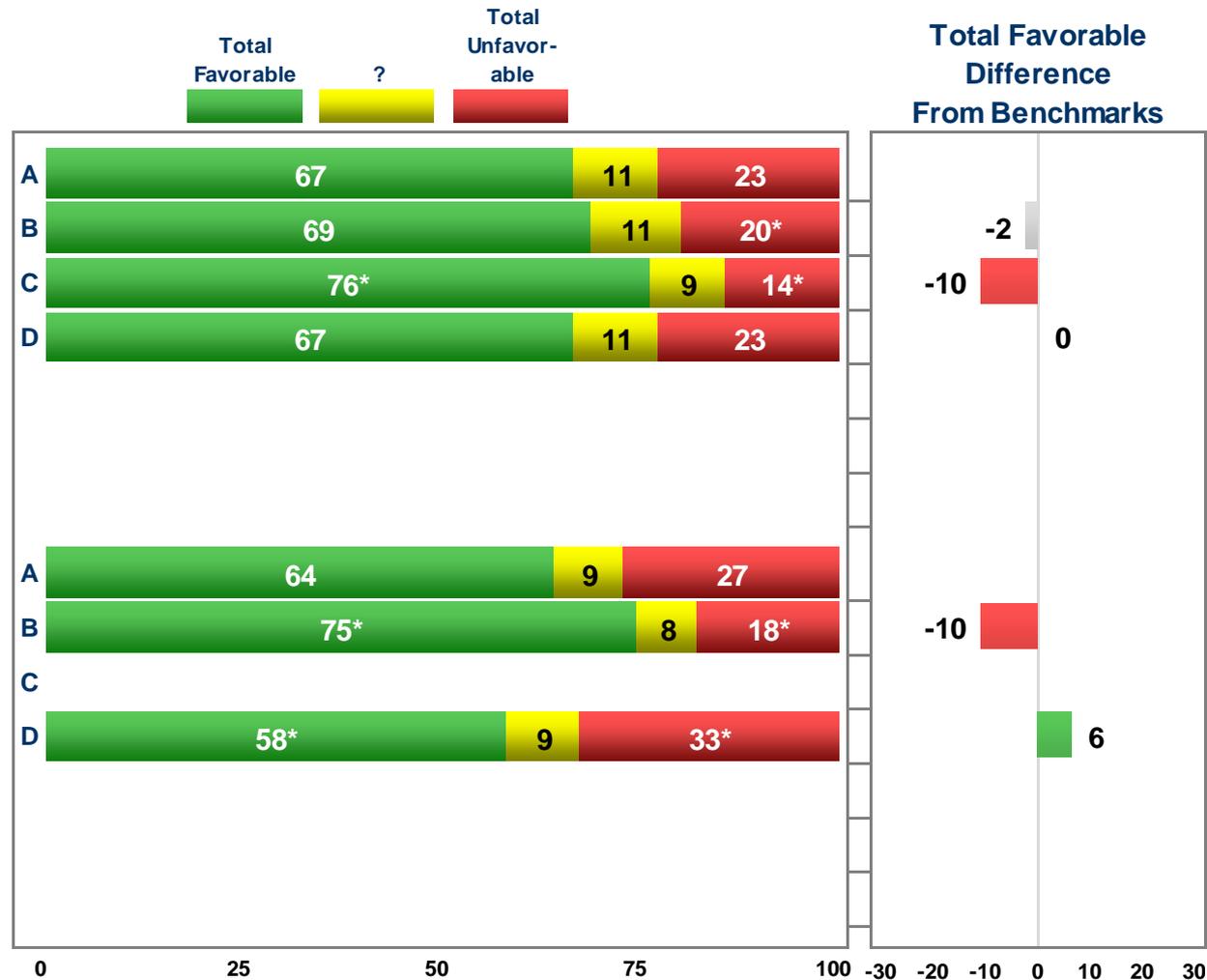
vs. 3 Benchmarks

## 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



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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)

## 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.



\* 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)

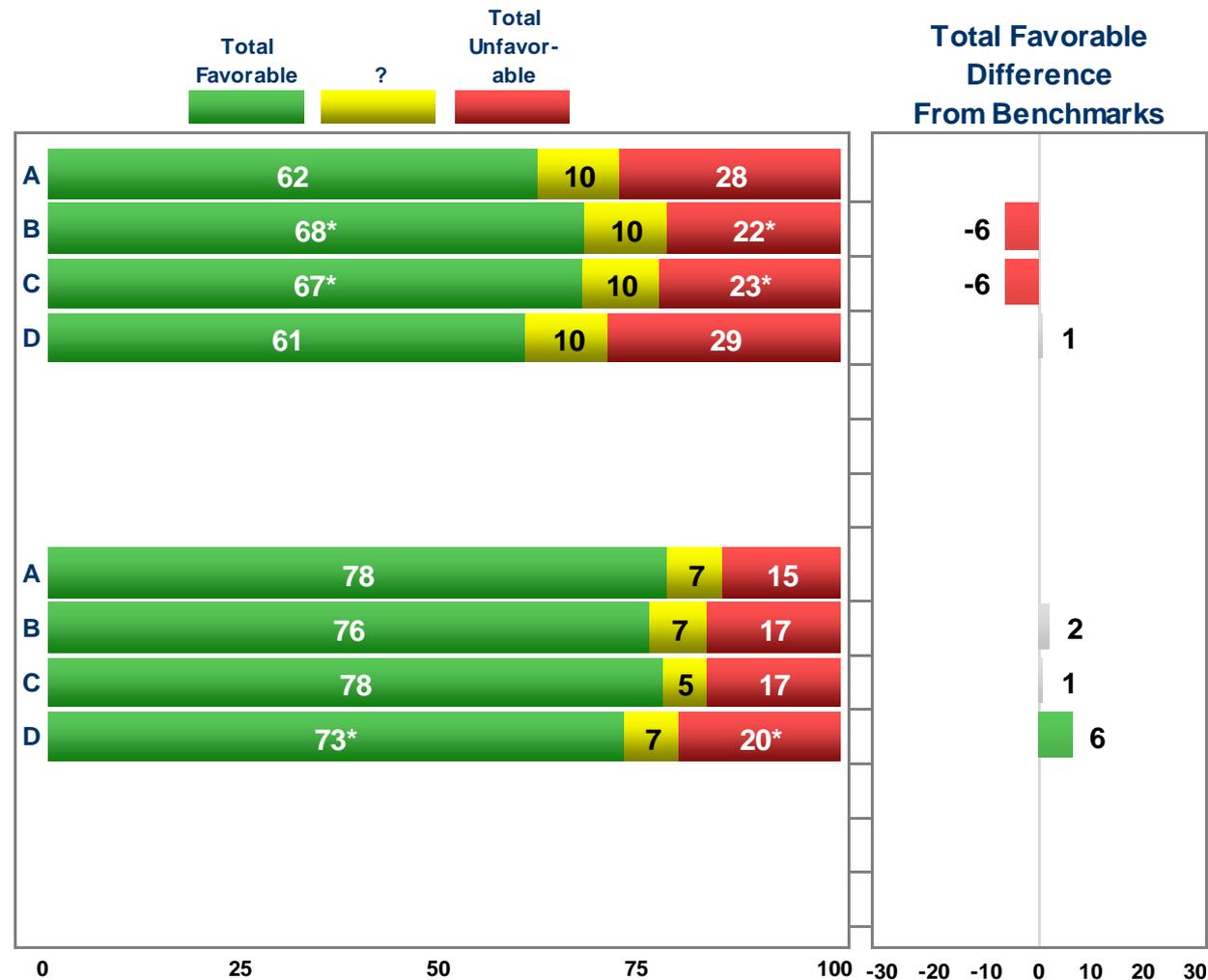
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## 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.



\* 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)

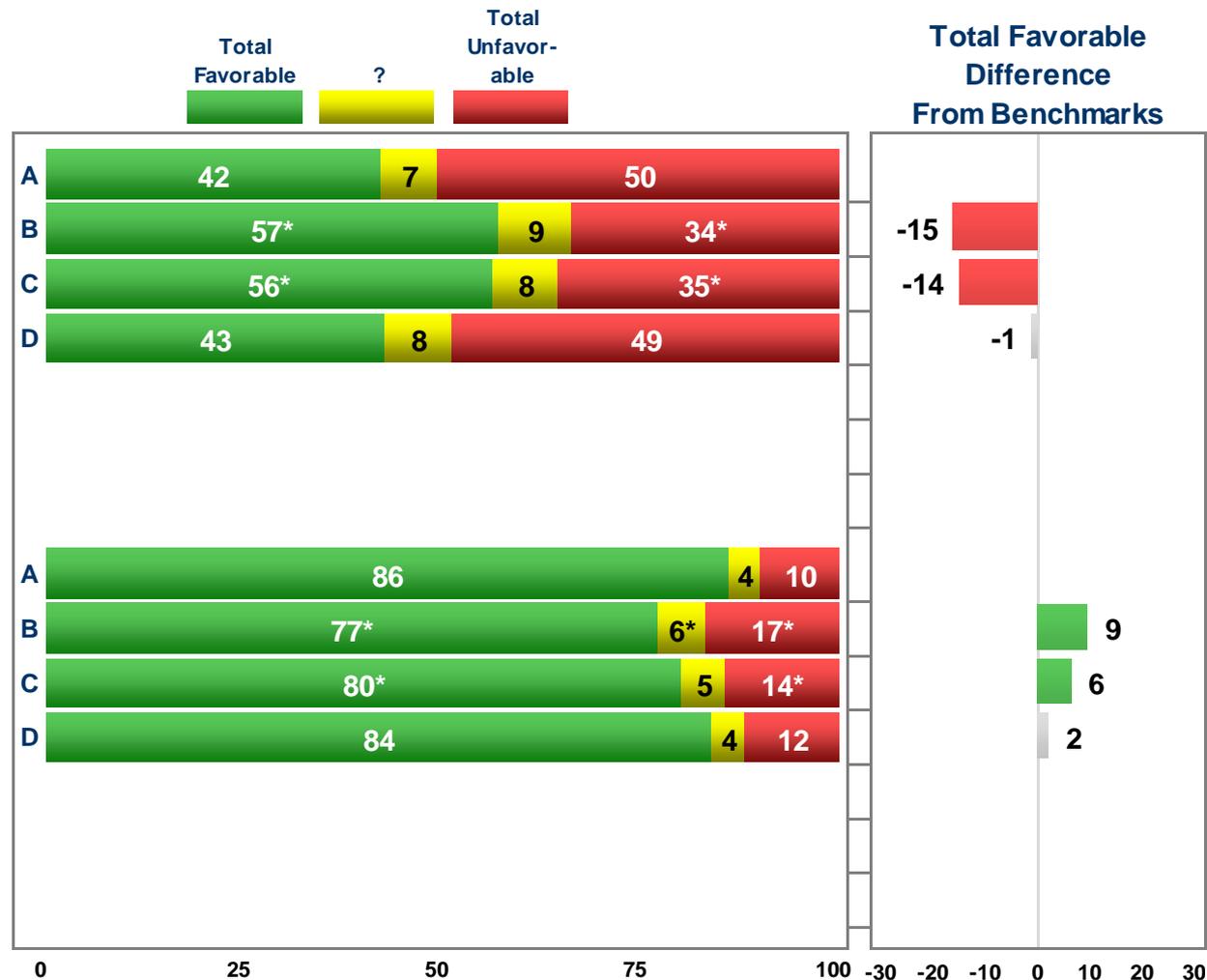
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## 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. 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)

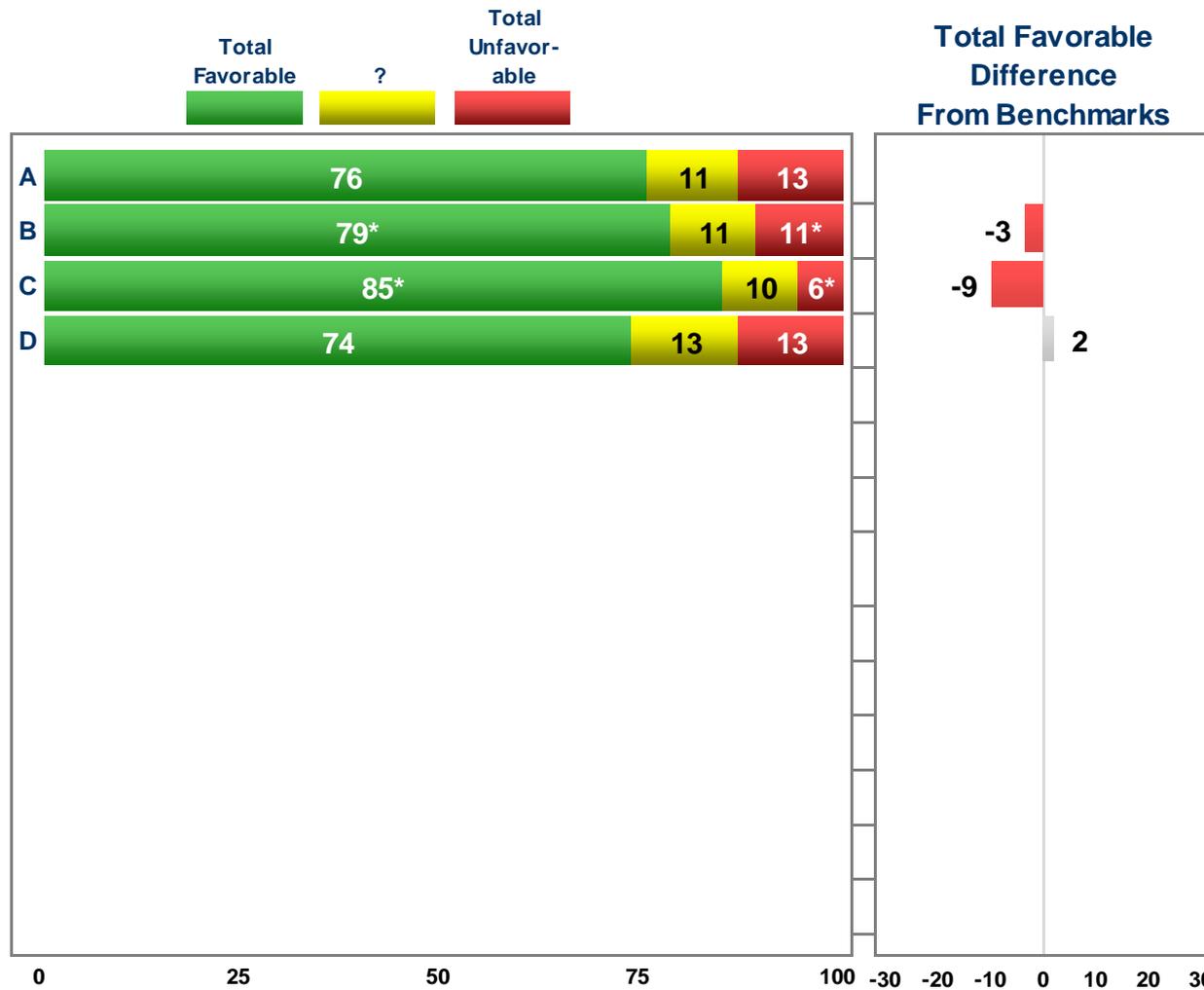
# Items By Category

SAN DIEGO 2012 (N=959)

vs. 3 Benchmarks

## Category 3: Engagement

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



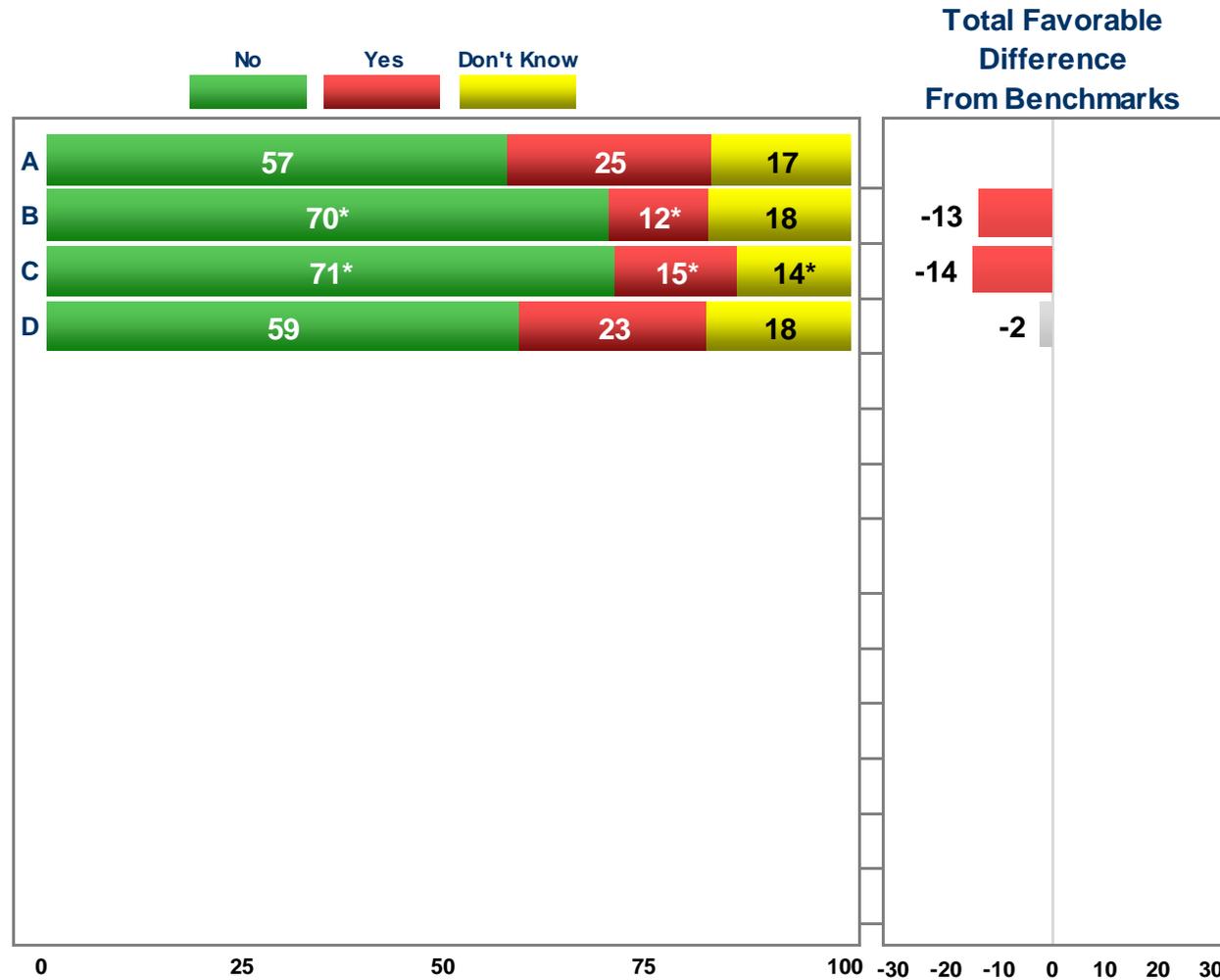
\* indicates a statistically significant difference Red / Green Difference Bars are statistically significant

**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)

## Category 3: Engagement

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



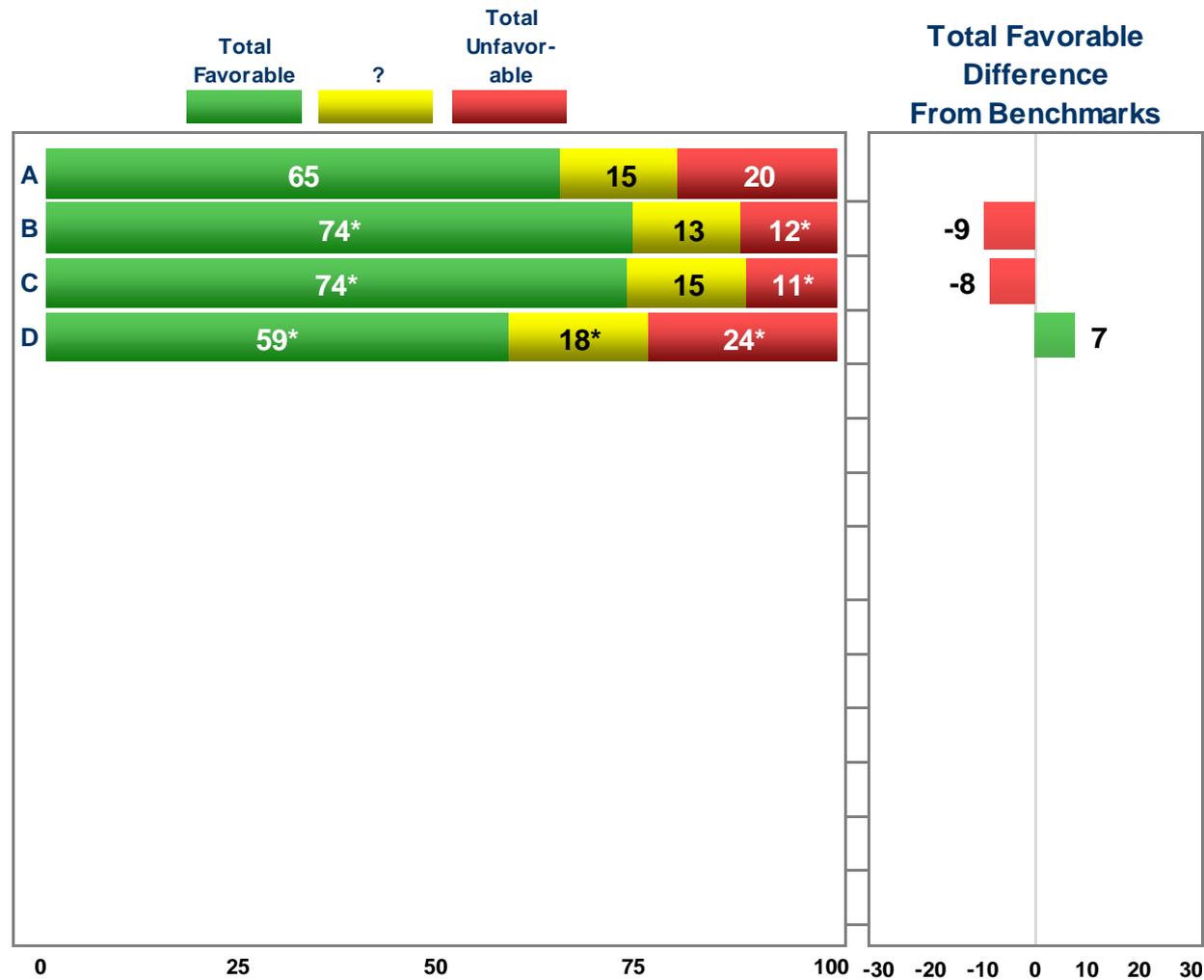
**Legend**

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

## Category 4: Image/Brand

4. UC is highly regarded by its employees.



\* 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)

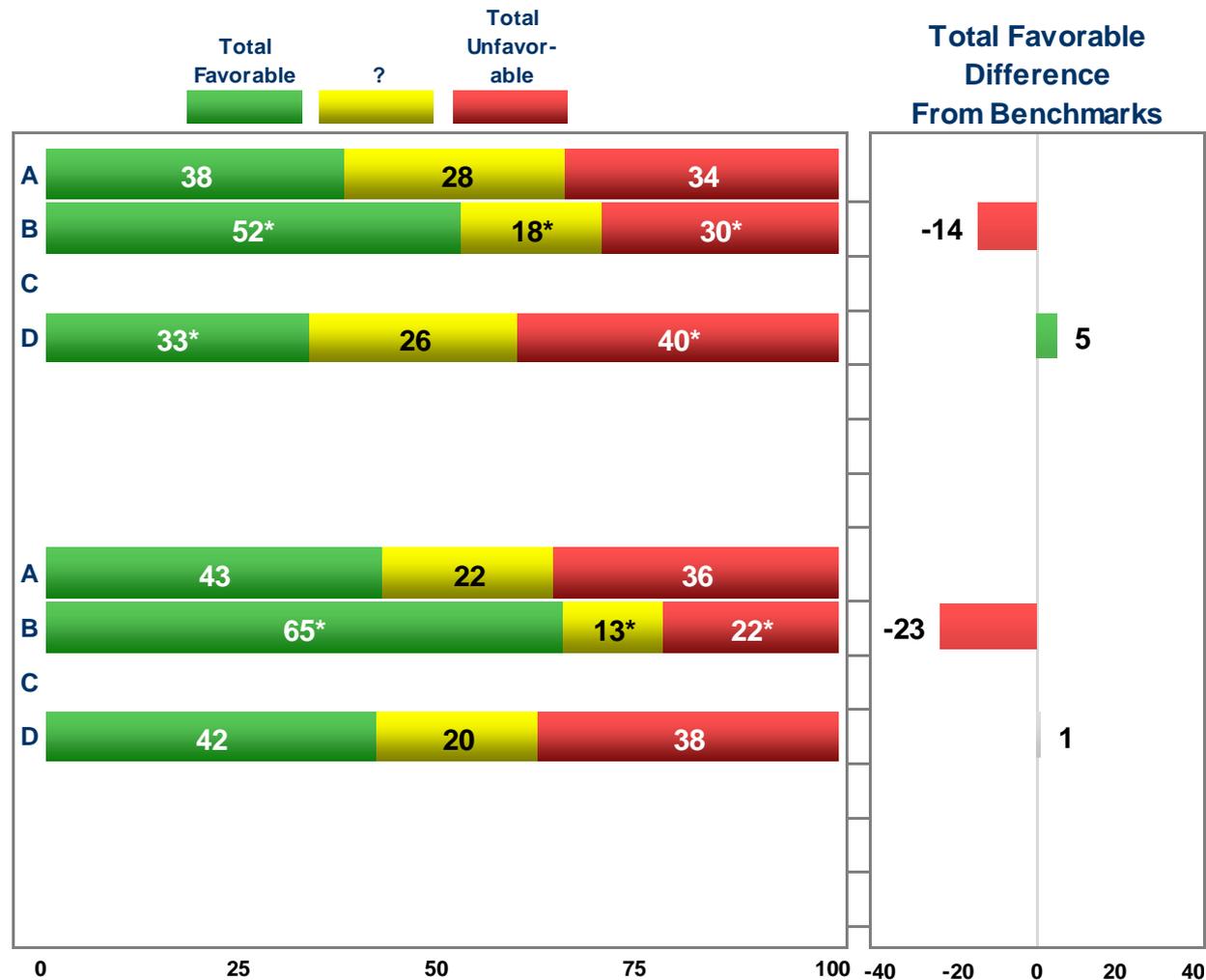
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## 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. 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)

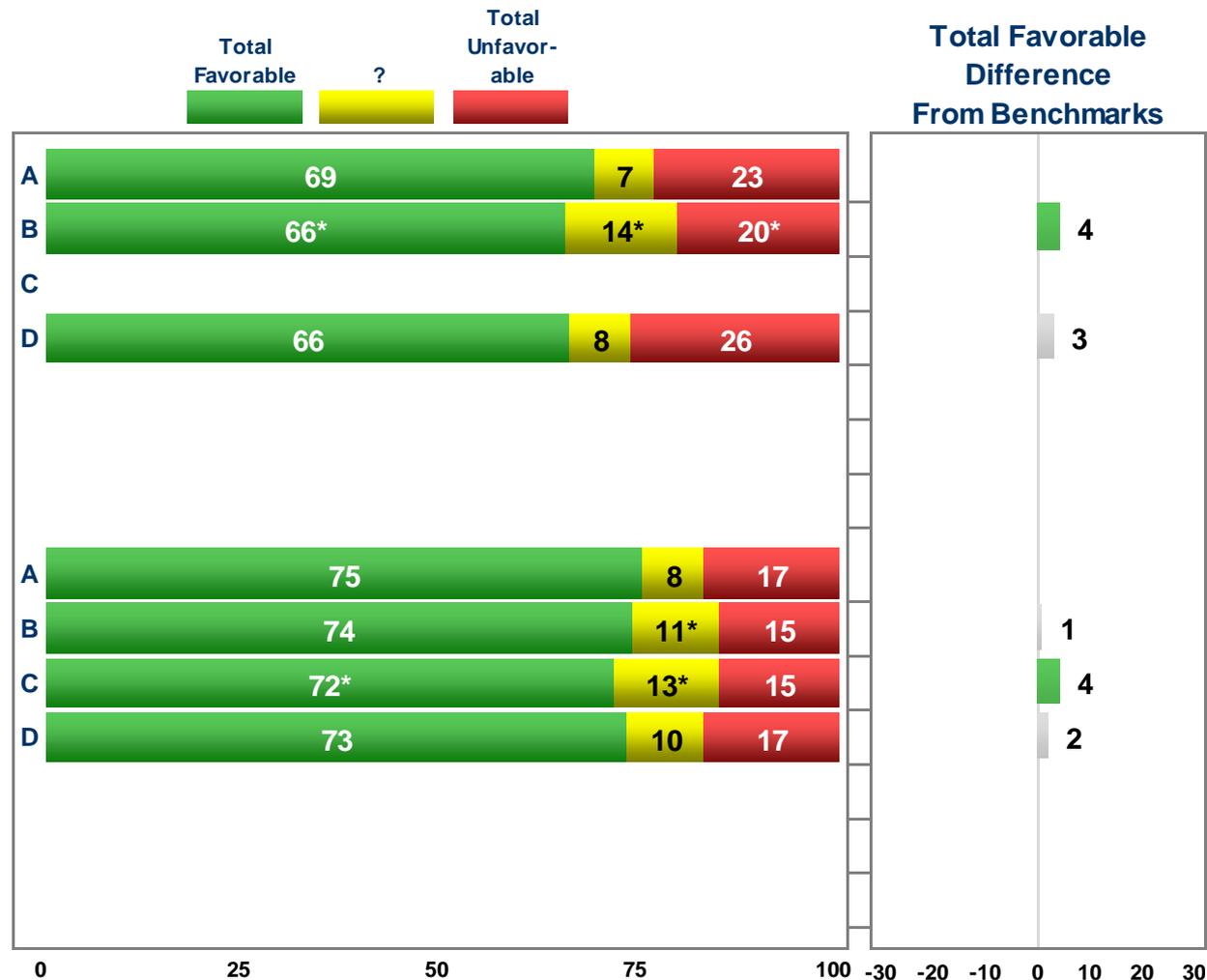
D. UC OVERALL [W] (N=8,096)

## 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. 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)

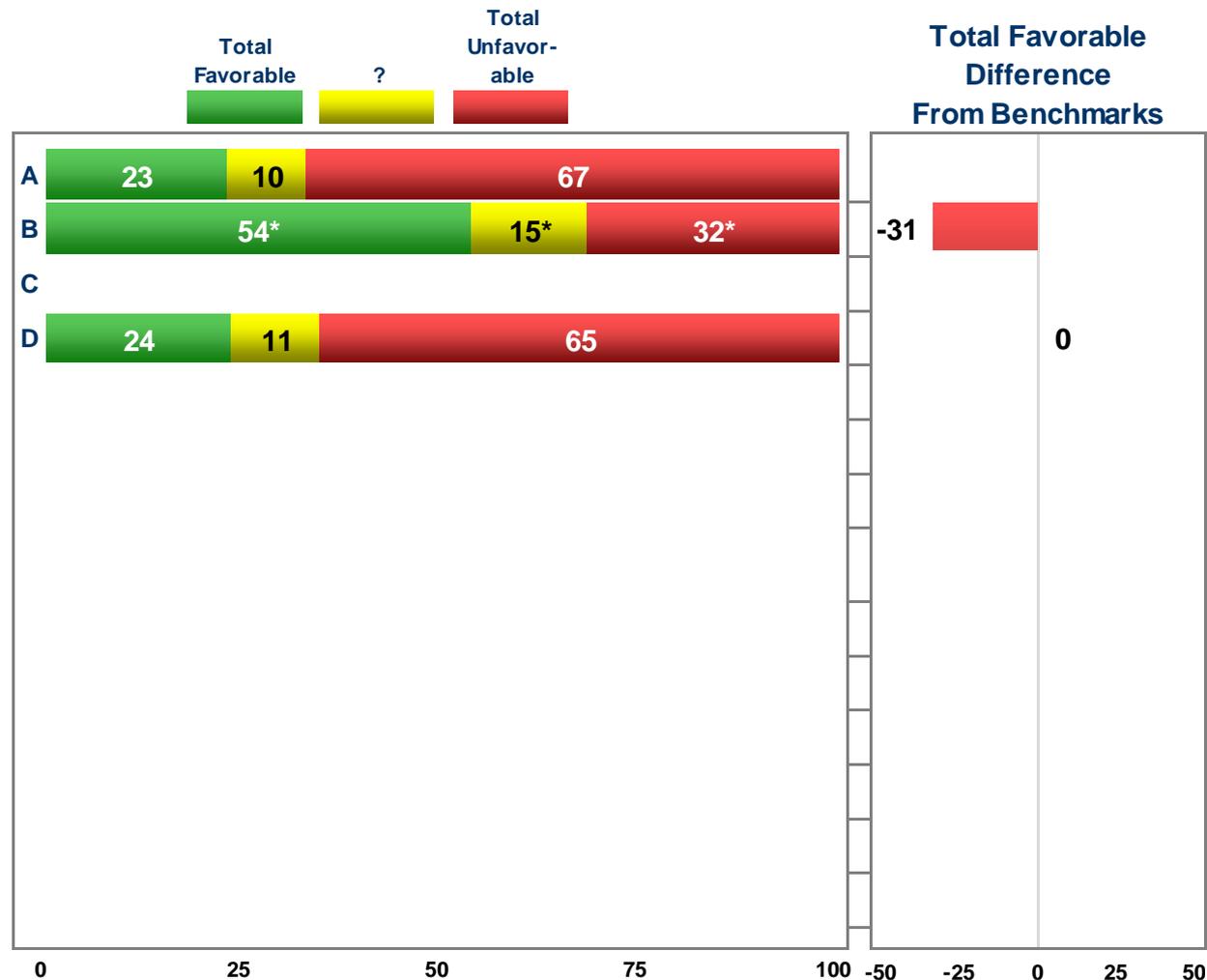
# Items By Category

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

\* 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)

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

# Items By Category

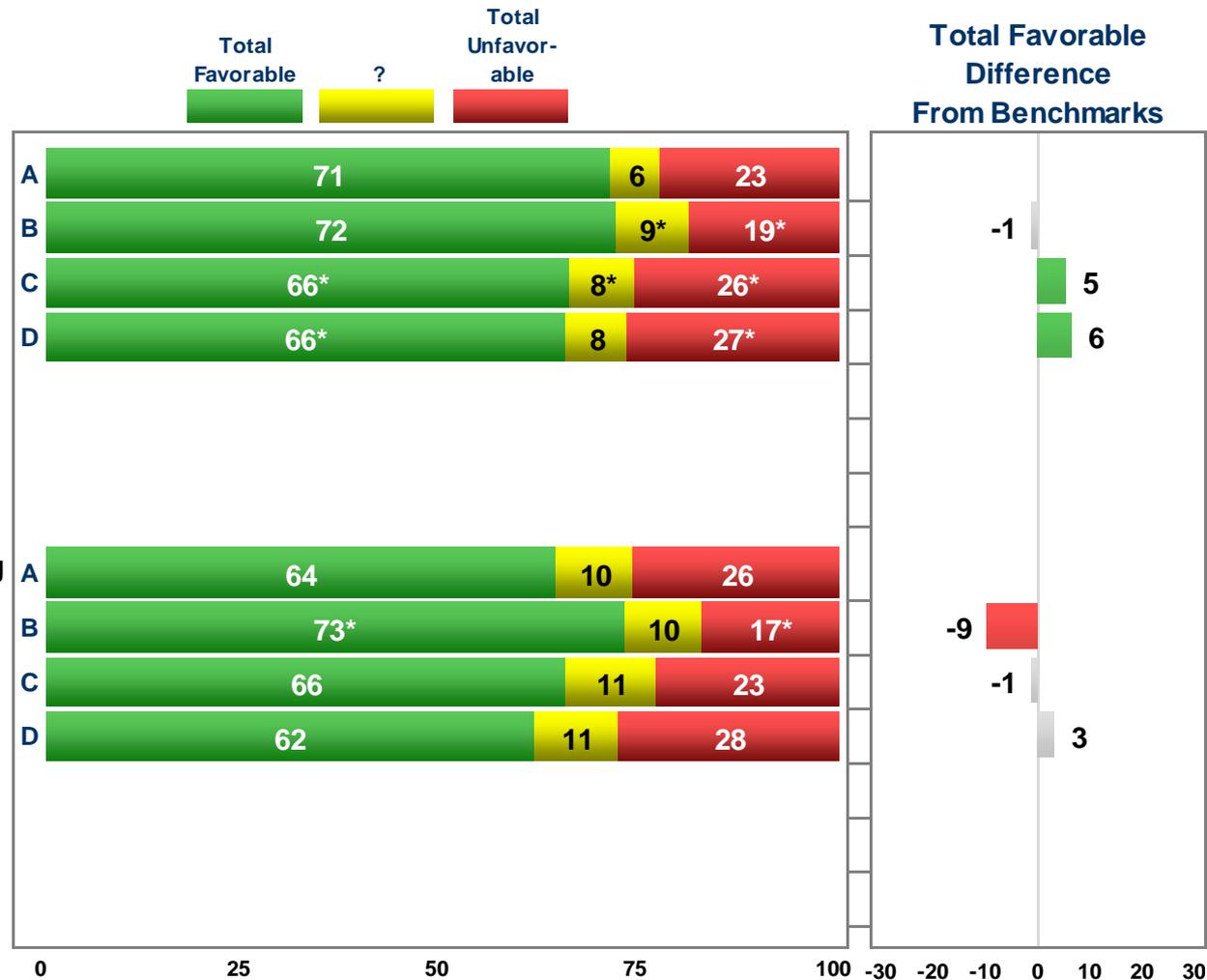
SAN DIEGO 2012 (N=959)

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.



\* indicates a statistically significant difference

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### Legend

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

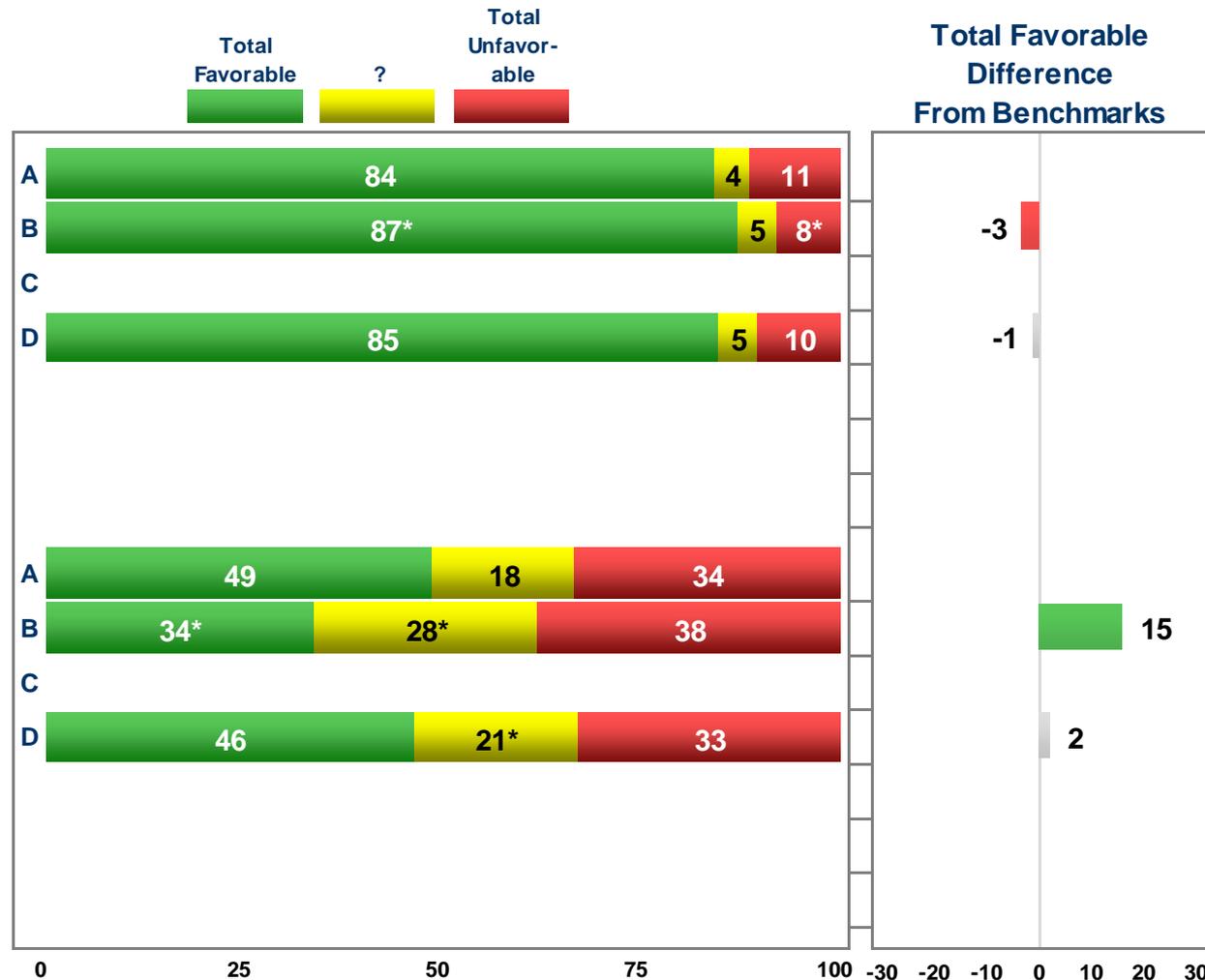
# Items By Category

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

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

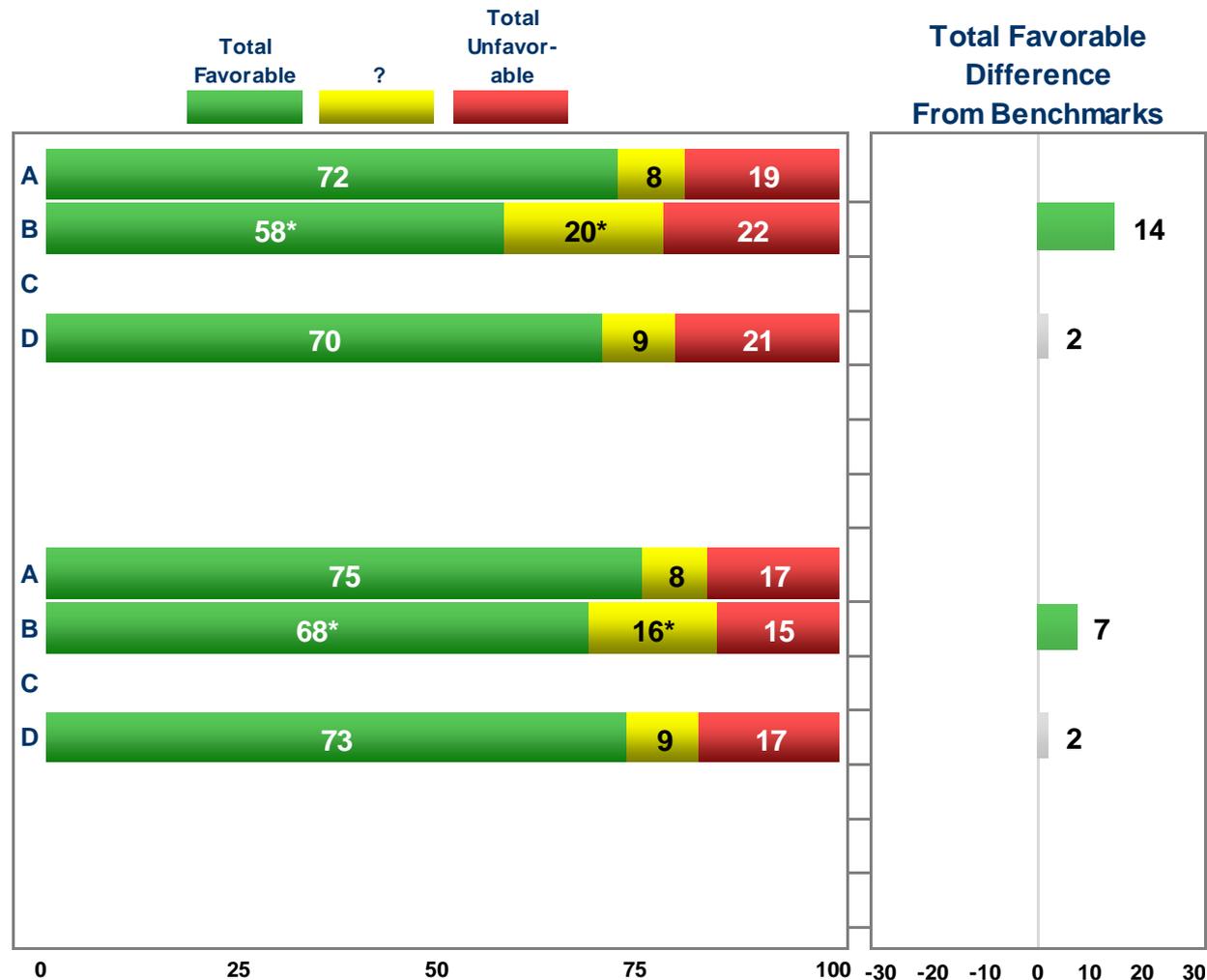
Legend

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

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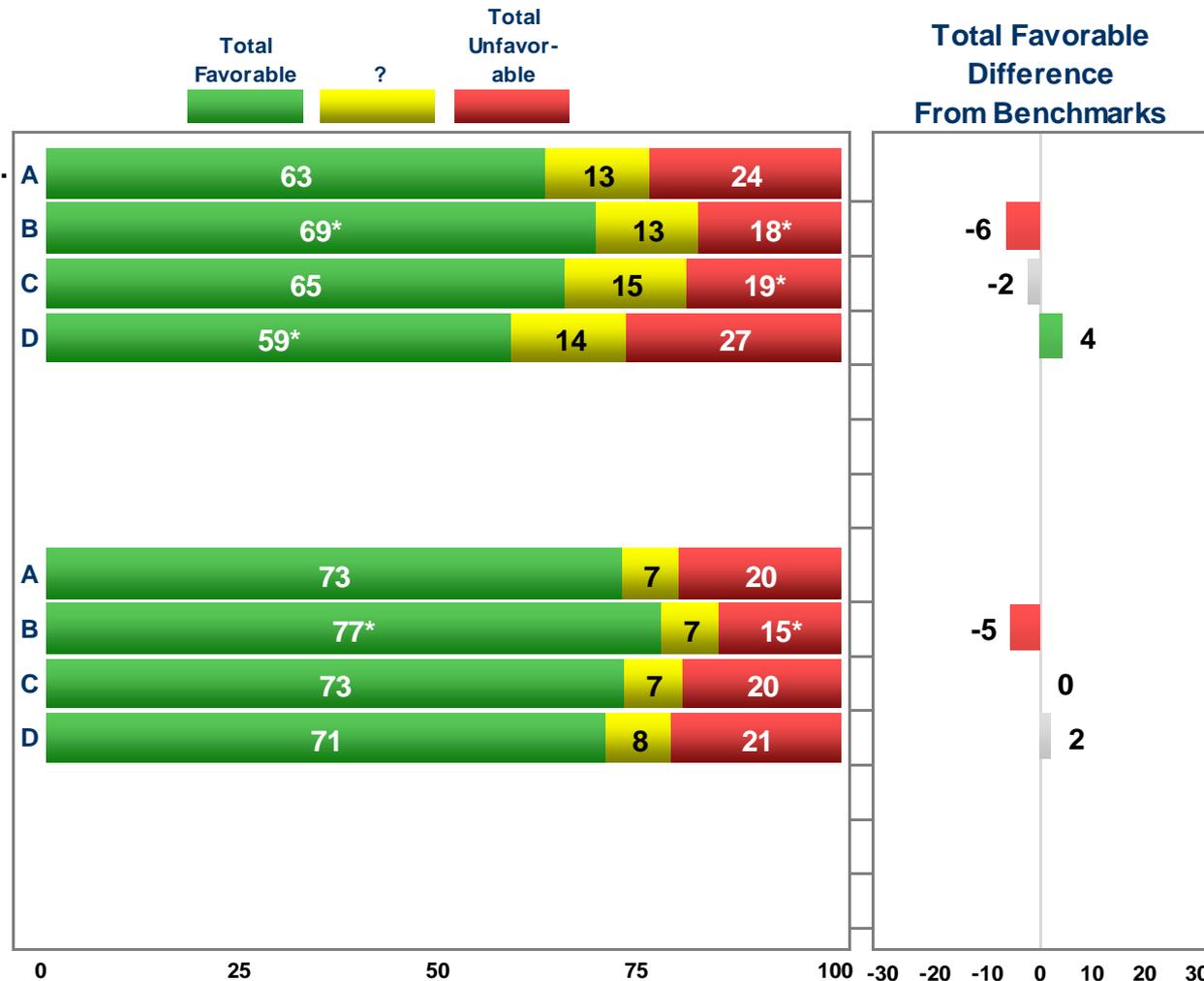
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C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 7: Supervision

22. My supervisor develops people's abilities.



24. My supervisor communicates effectively.

\* 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)

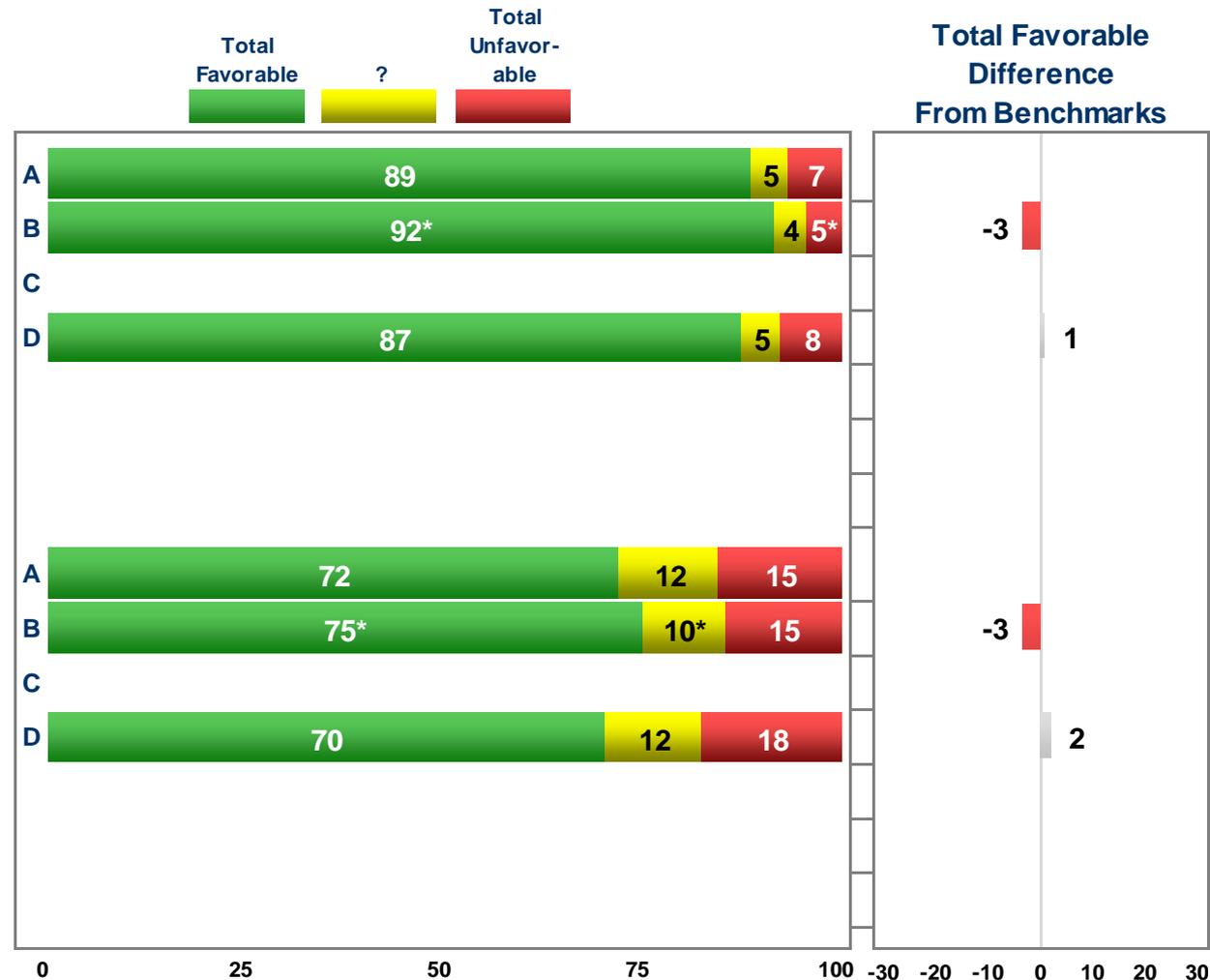
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## 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

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### Legend

A. SAN DIEGO 2012 (N=959)

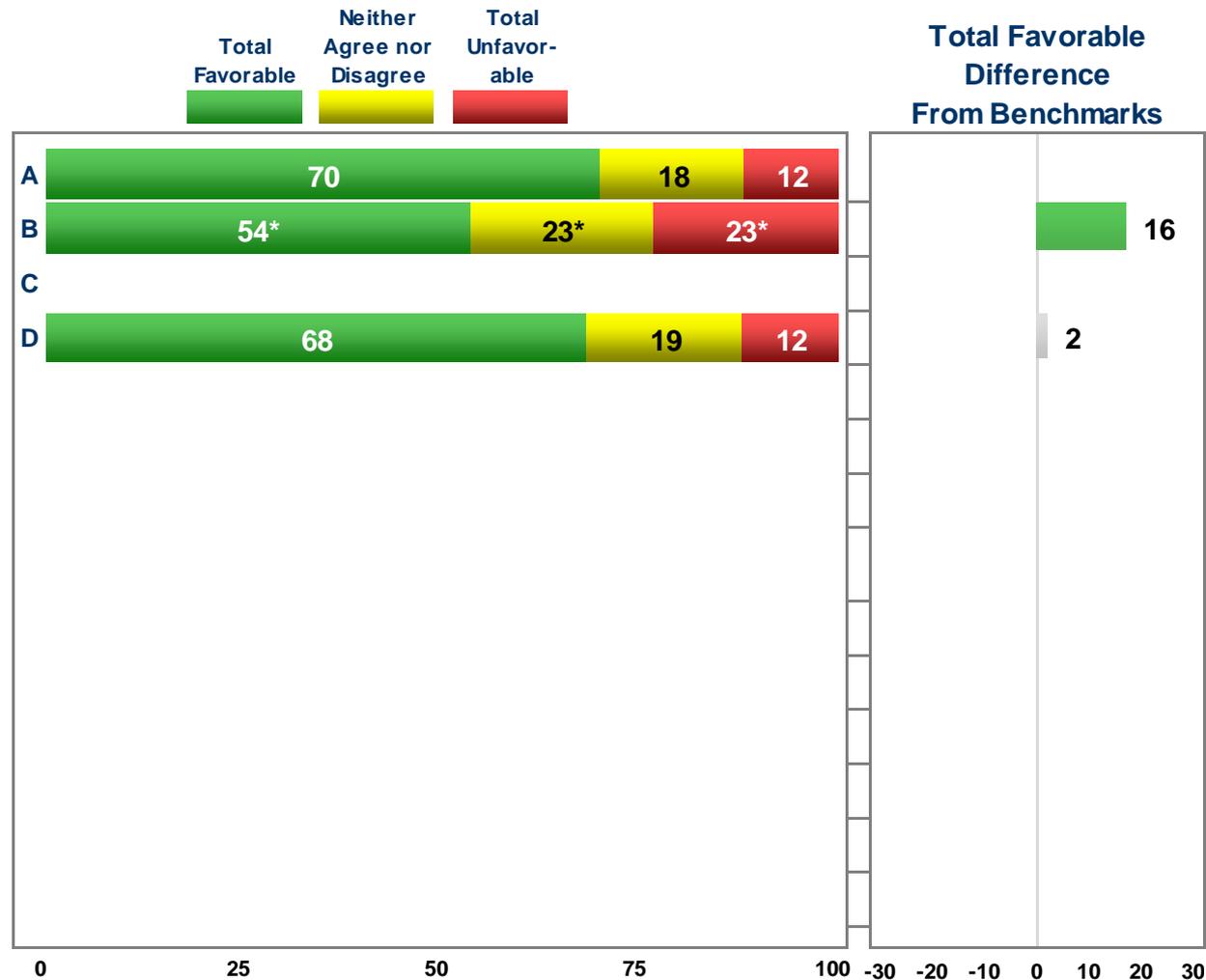
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

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

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

## 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. SAN DIEGO 2012 (N=959)

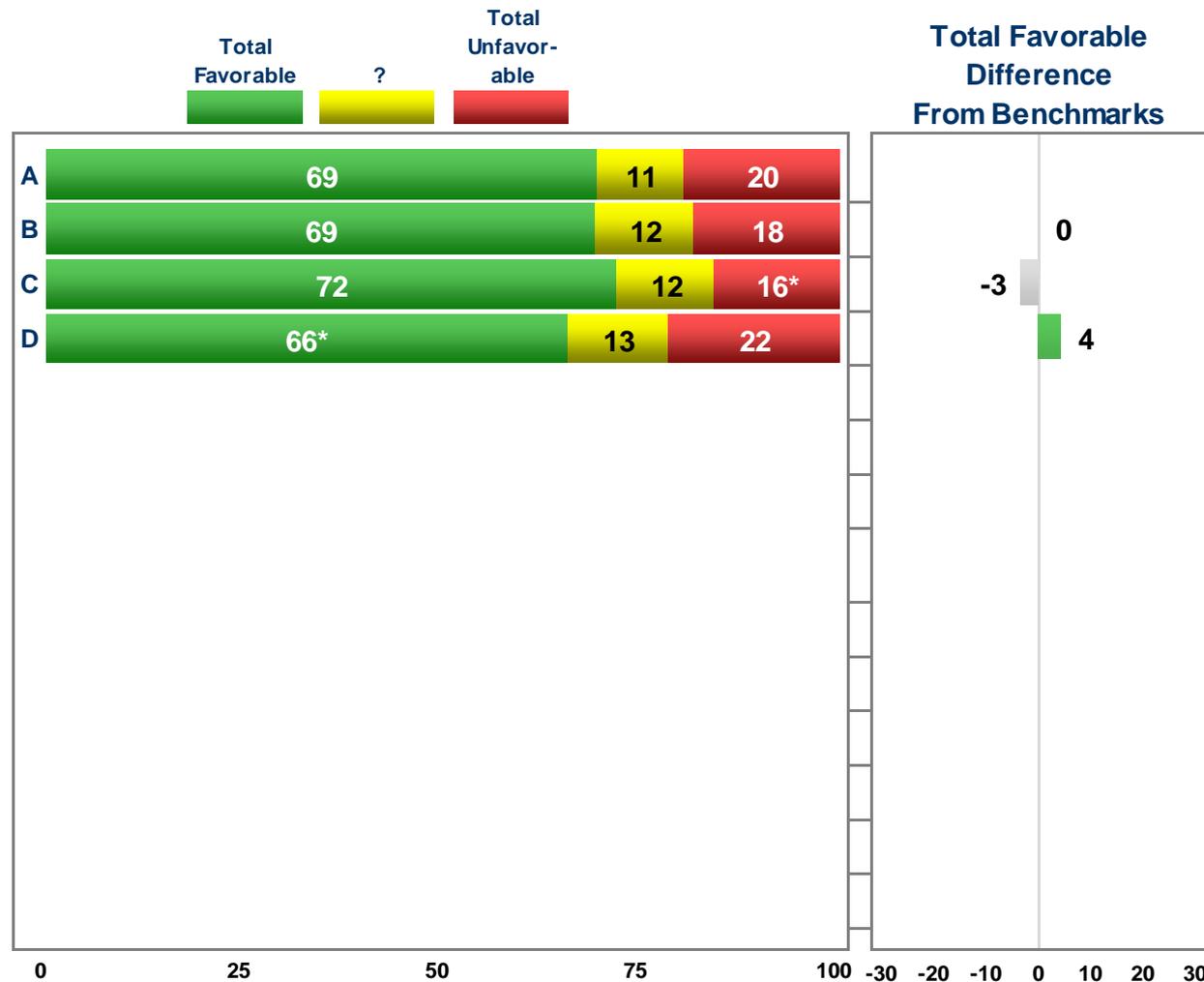
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

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

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

## Category 8: Working Relationships

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



\* indicates a statistically significant difference

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### Legend

A. SAN DIEGO 2012 (N=959)

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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

## 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)	67	11	23
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	64	9	27

## Differences in Total Favorable From

A	B	C
-2	-10*	0
-10*	n/a	+6*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SAN DIEGO 2012 (N=959)

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 Disagree		
	?		
	Total Agree		
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

## 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

## 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.	76	11	13

## 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

## 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?	57	25	17

## 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

## 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.	65	15	20

## 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

### 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	38	28	34
5b. Generally, recent major organizational changes at UC have been: Well communicated	43	22	36

### 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

### 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	
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	

### 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 Summary for Items

SAN DIEGO 2012 (N=959)

## 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.	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

### 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

### 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.	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

### 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

## 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.	70	18	12						

## 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

### 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.	69	11	20

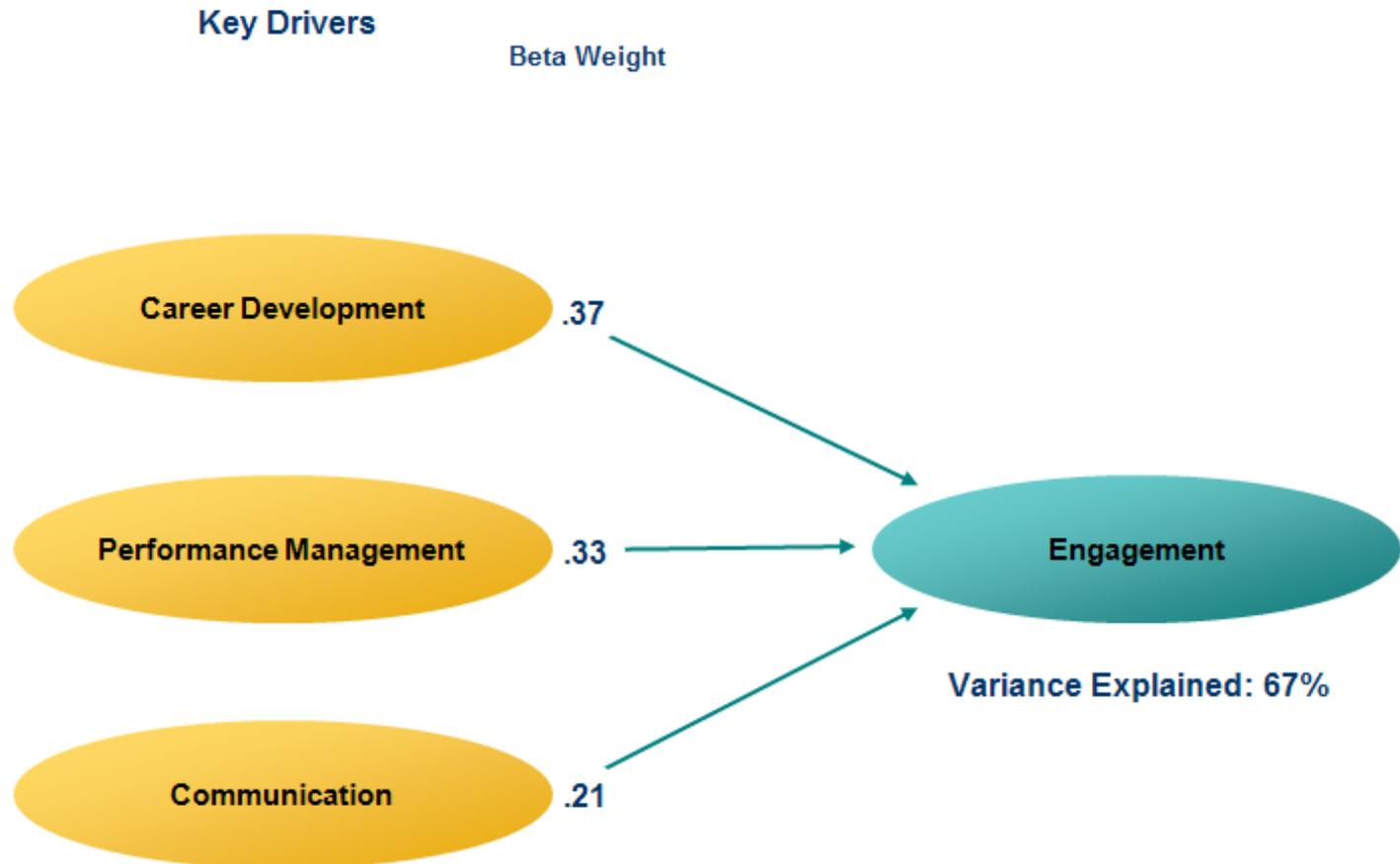
### Differences in Total Favorable From

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)

Category	Items	Scores	Difference From Norm
Career Development	14. I am confident I can achieve my personal career objectives with UC.	57	-9
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	38	-3
Performance Management	6. I feel my personal contributions are recognized.	69	+4
Performance Management	16. I feel UC does a good job matching pay to performance.	23	-31
Communication	10. I feel able to openly and honestly communicate my views upwards.	64	-10
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	67	-2



Colored Cells indicate a statistically significant difference

Variance Explained: 67%