Please note: An asterisk indicates that the number of responses in a category were less than 6; they are not reported in order to minimize the risk of identifying individual respondents. As a result, the total respondents may vary per figure.

Q1A. My division/office is able to attract talented and qualified employees.		ongly ree	Some agi		agre	ther e nor gree	Some disaş		Stro disa	- ·	_	not low	Т	otal
quanneu empioyees.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	415	63.26	185	28.20	18	2.74	18	2.74	8	1.22	12	1.83	656	100.00
Division of Corporation Finance	121	43.21	124	44.29	16	5.71	13	4.64	6	2.14	*	*	280	100.00
Division of Investment Management	60	55.05	49	44.95	*	*	*	*	*	*	*	*	109	100.00
Division of Trading and Markets	50	37.31	64	47.76	9	6.72	11	8.21	*	*	*	*	134	100.00
Division of Economic and Risk Analysis	26	44.07	26	44.07	7	11.86	*	*	*	*	*	*	59	100.00
Office of Compliance Inspections and Examinations	235	43.52	230	42.59	32	5.93	24	4.44	10	1.85	9	1.67	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q1B. My division/office retains its most talented and qualified employees.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro disa	-		not low	Т	otal
quamieu empioyees.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	119	18.14	303	46.19	85	12.96	83	12.65	34	5.18	32	4.88	656	100.00
Division of Corporation Finance	58	20.71	117	41.79	44	15.71	41	14.64	20	7.14	*	*	280	100.00
Division of Investment Management	27	24.11	49	43.75	15	13.39	21	18.75	*	*	*	*	112	100.00
Division of Trading and Markets	16	11.94	56	41.79	20	14.93	30	22.39	12	8.96	*	*	134	100.00
Division of Economic and Risk Analysis	13	24.07	21	38.89	13	24.07	7	12.96	*	*	*	*	54	100.00
Office of Compliance Inspections and Examinations	113	21.00	243	45.17	56	10.41	81	15.06	34	6.32	11	2.04	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q1C. Management usually hires employees who are a good fit for SEC's mission.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro disa	- ·		not	Т	`otal
good itt for SEC's mission.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	214	32.87	285	43.78	55	8.45	58	8.91	16	2.46	23	3.53	651	100.00
Division of Corporation Finance	82	29.29	132	47.14	34	12.14	18	6.43	8	2.86	6	2.14	280	100.00
Division of Investment Management	37	33.04	52	46.43	13	11.61	10	8.93	*	*	*	*	112	100.00
Division of Trading and Markets	28	21.71	71	55.04	17	13.18	13	10.08	*	*	*	*	129	100.00
Division of Economic and Risk Analysis	22	40.74	25	46.30	7	12.96	*	*	*	*	*	*	54	100.00
Office of Compliance Inspections and Examinations	128	23.79	249	46.28	76	14.13	61	11.34	16	2.97	8	1.49	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q1D. When new people start in jobs in my division/office, they are given enough guidance and training.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not	Т	otal
they are given enough guidance and training.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	97	14.92	220	33.85	97	14.92	135	20.77	51	7.85	50	7.69	650	100.00
Division of Corporation Finance	76	26.76	121	42.61	33	11.62	30	10.56	17	5.99	7	2.46	284	100.00
Division of Investment Management	9	7.76	52	44.83	23	19.83	19	16.38	7	6.03	6	5.17	116	100.00
Division of Trading and Markets	16	12.12	50	37.88	21	15.91	27	20.45	18	13.64	*	*	132	100.00
Division of Economic and Risk Analysis	9	15.52	26	44.83	9	15.52	14	24.14	*	*	*	*	58	100.00
Office of Compliance Inspections and Examinations	76	14.10	189	35.06	98	18.18	107	19.85	51	9.46	18	3.34	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q1E. Hiring is sometimes based more on personal connections than on substantive experience or qualifications.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not now	Т	`otal
quamications.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	64	9.82	116	17.79	104	15.95	123	18.87	168	25.77	77	11.81	652	100.00
Division of Corporation Finance	26	9.22	42	14.89	49	17.38	51	18.09	70	24.82	44	15.60	282	100.00
Division of Investment Management	11	9.48	22	18.97	16	13.79	28	24.14	24	20.69	15	12.93	116	100.00
Division of Trading and Markets	21	16.15	24	18.46	29	22.31	24	18.46	32	24.62	*	*	130	100.00
Division of Economic and Risk Analysis	*	*	10	18.52	8	14.81	21	38.89	15	27.78	*	*	54	100.00
Office of Compliance Inspections and Examinations	43	7.98	73	13.54	100	18.55	122	22.63	149	27.64	52	9.65	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q1F. SEC's Office of Human Resources has the necessary expertise to assist in recruiting and hiring qualified employees.	Stro agi	ngly ree	Some		agre	ther e nor gree	Some disa			ongly gree	_	not 10W	Т	otal
quanneu empioyees.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	13	1.98	43	6.56	116	17.71	160	24.43	134	20.46	189	28.85	655	100.00
Division of Corporation Finance	11	3.86	54	18.95	52	18.25	37	12.98	43	15.09	88	30.88	285	100.00
Division of Investment Management	*	*	14	12.50	17	15.18	29	25.89	30	26.79	22	19.64	112	100.00
Division of Trading and Markets	*	*	14	10.45	19	14.18	28	20.90	45	33.58	28	20.90	134	100.00
Division of Economic and Risk Analysis	*	*	8	14.29	14	25.00	11	19.64	10	17.86	13	23.21	56	100.00
Office of Compliance Inspections and Examinations	13	2.42	66	12.29	111	20.67	109	20.30	132	24.58	106	19.74	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q2A. SEC management is committed to the ongoing training and development of staff.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro disa	- ·	D no kno	ot	Т	otal
truming and development of start.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	211	32.61	302	46.68	53	8.19	58	8.96	23	3.55	*	*	647	100.00
Division of Corporation Finance	127	44.72	119	41.90	18	6.34	12	4.23	8	2.82	*	*	284	100.00
Division of Investment Management	42	37.17	48	42.48	16	14.16	7	6.19	*	*	*	*	113	100.00
Division of Trading and Markets	37	27.61	65	48.51	11	8.21	15	11.19	6	4.48	*	*	134	100.00
Division of Economic and Risk Analysis	15	27.27	34	61.82	6	10.91	*	*	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	154	28.62	237	44.05	64	11.90	56	10.41	27	5.02	*	*	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q2B. SEC needs to invest more in the development of new staff.		ongly ree	Some agi		agre	ther e nor gree	Some disas		Stro disa ₃	- ·		not low	Т	'otal
new stan.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	153	23.47	231	35.43	159	24.39	54	8.28	21	3.22	34	5.21	652	100.00
Division of Corporation Finance	50	17.54	90	31.58	86	30.18	34	11.93	17	5.96	8	2.81	285	100.00
Division of Investment Management	24	22.22	50	46.30	27	25.00	7	6.48	*	*	*	*	108	100.00
Division of Trading and Markets	27	20.93	62	48.06	27	20.93	13	10.08	*	*	*	*	129	100.00
Division of Economic and Risk Analysis	10	18.52	25	46.30	19	35.19	*	*	*	*	*	*	54	100.00
Office of Compliance Inspections and Examinations	153	28.33	208	38.52	109	20.19	39	7.22	17	3.15	14	2.59	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q2C. The training I have received over the past three years has provided me skills and experience to meet SEC's needs.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro	0.0		not	Т	otal
SEC 9 lecus.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	155	23.74	324	49.62	105	16.08	47	7.20	16	2.45	6	0.92	653	100.00
Division of Corporation Finance	94	33.33	139	49.29	31	10.99	11	3.90	7	2.48	*	*	282	100.00
Division of Investment Management	20	18.35	66	60.55	15	13.76	8	7.34	*	*	*	*	109	100.00
Division of Trading and Markets	26	20.00	58	44.62	22	16.92	17	13.08	7	5.38	*	*	130	100.00
Division of Economic and Risk Analysis	11	21.15	27	51.92	14	26.92	*	*	*	*	*	*	52	100.00
Office of Compliance Inspections and Examinations	89	16.54	224	41.64	122	22.68	63	11.71	34	6.32	6	1.12	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q2D. Management in my division/office needs to do more to address skills gaps.		ongly ree		ewhat ree	agre	ther e nor igree	Some disa		Stro disa			not now	Т	otal
to address skins gaps.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	78	12.04	178	27.47	201	31.02	115	17.75	42	6.48	34	5.25	648	100.00
Division of Corporation Finance	32	11.27	68	23.94	88	30.99	63	22.18	22	7.75	11	3.87	284	100.00
Division of Investment Management	16	14.29	41	36.61	30	26.79	19	16.96	6	5.36	*	*	112	100.00
Division of Trading and Markets	16	12.31	42	32.31	52	40.00	20	15.38	*	*	*	*	130	100.00
Division of Economic and Risk Analysis	*	*	9	16.36	26	47.27	13	23.64	*	*	7	12.73	55	100.00
Office of Compliance Inspections and Examinations	92	17.07	182	33.77	162	30.06	68	12.62	20	3.71	15	2.78	539	100.00
Other	*	*	6	100.00	*	*	*	*	*	*	*	*	6	100.00

To what extent, if at all, has the following type of training provided information and knowledge that is directly relevant to your work?

Q3A. Training provided by the SEC University	gı	o a eat tent	To mode ext		SI	o a nall tent		no ent		basis udge		not low	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	181	27.76	280	42.94	102	15.64	28	4.29	50	7.67	11	1.69	652	100.00
Division of Corporation Finance	65	23.13	112	39.86	77	27.40	19	6.76	8	2.85	*	*	281	100.00
Division of Investment Management	18	16.67	63	58.33	27	25.00	*	*	*	*	*	*	108	100.00
Division of Trading and Markets	33	24.81	54	40.60	30	22.56	6	4.51	10	7.52	*	*	133	100.00
Division of Economic and Risk Analysis	13	23.64	20	36.36	16	29.09	*	*	6	10.91	*	*	55	100.00
Office of Compliance Inspections and Examinations	102	18.92	255	47.31	128	23.75	22	4.08	23	4.27	9	1.67	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

To what extent, if at all, has the following type of training provided information and knowledge that is directly relevant to your work?

Q3B. External training or conferences	gı	o a eat tent	To mode ext	erate	sr	o a nall tent		no ent		basis udge		not low	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	116	17.96	225	34.83	119	18.42	52	8.05	115	17.80	19	2.94	646	100.00
Division of Corporation Finance	69	24.38	89	31.45	47	16.61	27	9.54	43	15.19	8	2.83	283	100.00
Division of Investment Management	26	23.21	35	31.25	22	19.64	8	7.14	21	18.75	*	*	112	100.00
Division of Trading and Markets	36	26.87	47	35.07	21	15.67	7	5.22	23	17.16	*	*	134	100.00
Division of Economic and Risk Analysis	19	39.58	17	35.42	*	*	*	*	12	25.00	*	*	48	100.00
Office of Compliance Inspections and Examinations	83	15.43	173	32.16	102	18.96	52	9.67	108	20.07	20	3.72	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

To what extent, if at all, has the following type of training provided information and knowledge that is directly relevant to your work?

Q3C. Computer-based training delivered by Internet	gı	o a reat tent	mod	a erate ent	sı	o a nall tent		no tent		basis judge		not now	Т	'otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	77	11.86	254	39.14	191	29.43	54	8.32	54	8.32	19	2.93	649	100.00
Division of Corporation Finance	45	16.13	111	39.78	67	24.01	22	7.89	28	10.04	6	2.15	279	100.00
Division of Investment Management	11	9.65	47	41.23	33	28.95	9	7.89	14	12.28	*	*	114	100.00
Division of Trading and Markets	14	10.37	42	31.11	50	37.04	15	11.11	14	10.37	*	*	135	100.00
Division of Economic and Risk Analysis	8	14.81	17	31.48	22	40.74	*	*	7	12.96	*	*	54	100.00
Office of Compliance Inspections and Examinations	56	10.47	221	41.31	157	29.35	47	8.79	42	7.85	12	2.24	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q4. Have there been opportunities over the past three years for you to participate in training that provided the latest industry specific knowledge relevant to your job with outside instructors who are experts in the field?	,	Yes		No	_	not now	Т	`otal
are experts in the new.	#	%	#	%	#	%	#	%
Division of Enforcement	518	79.20	81	12.39	55	8.41	654	100.00
Division of Corporation Finance	217	76.41	58	20.42	9	3.17	284	100.00
Division of Investment Management	94	81.03	14	12.07	8	6.90	116	100.00
Division of Trading and Markets	111	82.22	14	10.37	10	7.41	135	100.00
Division of Economic and Risk Analysis	44	73.33	6	10.00	10	16.67	60	100.00
Office of Compliance Inspections and Examinations	406	75.46	86	15.99	46	8.55	538	100.00
Other	9	100.00	*	*	*	*	9	100.00

Q5. In general, how adequate, is the number of training opportunities that provide the latest industry specific knowledge relevant to your job with outside instructors who are experts in the field?		than uate	Adeq	Juate	Less adeq	than uate		o not now	Т	`otal
the new;	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	116	17.76	311	47.63	169	25.88	57	8.73	653	100.00
Division of Corporation Finance	50	17.54	123	43.16	95	33.33	17	5.96	285	100.00
Division of Investment Management	21	18.26	57	49.57	26	22.61	11	9.57	115	100.00
Division of Trading and Markets	21	15.79	73	54.89	27	20.30	12	9.02	133	100.00
Division of Economic and Risk Analysis	12	20.00	25	41.67	12	20.00	11	18.33	60	100.00
Office of Compliance Inspections and Examinations	74	13.78	233	43.39	186	34.64	44	8.19	537	100.00
Other	*	*	*	*	*	*	*	*	*	*

Q6. Over the past three years, how many times have you taken part in training that provided the latest industry specific knowledge relevant to your job that included outside instructors who are experts in the field?	No	ever		ce or	m	ree or ore mes		not low	Т	`otal
mistructors who are experts in the neith:	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	69	10.53	299	45.65	253	38.63	34	5.19	655	100.00
Division of Corporation Finance	41	14.39	124	43.51	112	39.30	8	2.81	285	100.00
Division of Investment Management	7	6.31	51	45.95	53	47.75	*	*	111	100.00
Division of Trading and Markets	11	8.15	71	52.59	46	34.07	7	5.19	135	100.00
Division of Economic and Risk Analysis	*	*	25	50.00	25	50.00	*	*	50	100.00
Office of Compliance Inspections and Examinations	48	8.89	223	41.30	238	44.07	31	5.74	540	100.00
Other	*	*	*	*	*	*	*	*	*	*

Q8A. Supervisors and managers ensure that employees are included in the flow of relevant information.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not low	Т	otal
are included in the now of relevant information.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	119	18.17	291	44.43	66	10.08	113	17.25	58	8.85	8	1.22	655	100.00
Division of Corporation Finance	45	16.01	124	44.13	33	11.74	55	19.57	24	8.54	*	*	281	100.00
Division of Investment Management	28	24.56	48	42.11	12	10.53	18	15.79	8	7.02	*	*	114	100.00
Division of Trading and Markets	24	17.78	56	41.48	11	8.15	25	18.52	19	14.07	*	*	135	100.00
Division of Economic and Risk Analysis	14	24.56	28	49.12	*	*	9	15.79	6	10.53	*	*	57	100.00
Office of Compliance Inspections and Examinations	92	17.07	222	41.19	68	12.62	95	17.63	55	10.20	7	1.30	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q8B. My division/office supports open, two-way communication between staff and management.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree	D no kno	ot	Т	otal
management.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	187	28.81	256	39.45	65	10.02	76	11.71	65	10.02	*	*	649	100.00
Division of Corporation Finance	56	19.79	100	35.34	31	10.95	55	19.43	41	14.49	*	*	283	100.00
Division of Investment Management	30	26.09	41	35.65	13	11.30	21	18.26	10	8.70	*	*	115	100.00
Division of Trading and Markets	34	25.19	40	29.63	20	14.81	23	17.04	18	13.33	*	*	135	100.00
Division of Economic and Risk Analysis	21	35.00	20	33.33	7	11.67	6	10.00	6	10.00	*	*	60	100.00
Office of Compliance Inspections and Examinations	134	25.14	196	36.77	79	14.82	66	12.38	58	10.88	*	*	533	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q8C. Information is adequately shared across groups in my division/office.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not	Т	otal (
my division/office.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	86	13.23	243	37.38	103	15.85	126	19.38	70	10.77	22	3.38	650	100.00
Division of Corporation Finance	29	10.43	80	28.78	48	17.27	79	28.42	42	15.11	*	*	278	100.00
Division of Investment Management	13	11.50	43	38.05	11	9.73	34	30.09	12	10.62	*	*	113	100.00
Division of Trading and Markets	10	7.46	50	37.31	15	11.19	36	26.87	23	17.16	*	*	134	100.00
Division of Economic and Risk Analysis	13	23.21	24	42.86	7	12.50	12	21.43	*	*	*	*	56	100.00
Office of Compliance Inspections and Examinations	81	15.08	195	36.31	82	15.27	99	18.44	66	12.29	14	2.61	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q8D. Communication across groups in my division/office has improved over the past three years.		ongly ree	Some agi		agre	ther e nor gree	Some disa ₃			ongly gree	_ `	not now	Т	`otal
nas improved over the past three years.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	97	14.83	165	25.23	165	25.23	79	12.08	63	9.63	85	13.00	654	100.00
Division of Corporation Finance	32	11.23	82	28.77	79	27.72	39	13.68	32	11.23	21	7.37	285	100.00
Division of Investment Management	37	31.90	39	33.62	14	12.07	8	6.90	8	6.90	10	8.62	116	100.00
Division of Trading and Markets	20	14.81	31	22.96	25	18.52	20	14.81	26	19.26	13	9.63	135	100.00
Division of Economic and Risk Analysis	8	15.09	11	20.75	13	24.53	*	*	*	*	21	39.62	53	100.00
Office of Compliance Inspections and Examinations	90	16.79	164	30.60	127	23.69	55	10.26	57	10.63	43	8.02	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q8E. Overall, information and knowledge are shared openly at all levels within my division/office.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not	Т	`otal
levels within my division/office.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	83	12.77	203	31.23	100	15.38	151	23.23	82	12.62	31	4.77	650	100.00
Division of Corporation Finance	27	9.61	79	28.11	39	13.88	71	25.27	56	19.93	9	3.20	281	100.00
Division of Investment Management	15	13.16	35	30.70	21	18.42	32	28.07	11	9.65	*	*	114	100.00
Division of Trading and Markets	12	9.23	36	27.69	30	23.08	21	16.15	31	23.85	*	*	130	100.00
Division of Economic and Risk Analysis	11	18.33	22	36.67	10	16.67	11	18.33	6	10.00	*	*	60	100.00
Office of Compliance Inspections and Examinations	67	12.50	180	33.58	99	18.47	101	18.84	73	13.62	16	2.99	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q8F. In my division/office, communication between other offices and divisions (such as between OCIE and CorpFin) on work-related matters is encouraged.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not low	Т	'otal
on work-related matters is encouraged.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	209	32.25	259	39.97	89	13.73	47	7.25	28	4.32	16	2.47	648	100.00
Division of Corporation Finance	52	18.51	96	34.16	52	18.51	37	13.17	34	12.10	10	3.56	281	100.00
Division of Investment Management	30	27.27	52	47.27	19	17.27	9	8.18	*	*	*	*	110	100.00
Division of Trading and Markets	40	30.30	44	33.33	20	15.15	16	12.12	12	9.09	*	*	132	100.00
Division of Economic and Risk Analysis	14	26.92	19	36.54	12	23.08	7	13.46	*	*	*	*	52	100.00
Office of Compliance Inspections and Examinations	120	22.39	195	36.38	106	19.78	54	10.07	35	6.53	26	4.85	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9A. OCIE	D	aily	n tin	ne or nore nes a	m	ne or ore nes a	m tim the	e or ore es in past 12 nths	Ne	ever		not now	No appli		Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	*	*	22	3.39	88	13.56	301	46.38	208	32.05	6	0.92	24	3.70	649	100.00
Division of Corporation Finance	*	*	*	*	10	3.53	37	13.07	217	76.68	7	2.47	12	4.24	283	100.00
Division of Investment Management	*	*	8	7.27	25	22.73	55	50.00	22	20.00	*	*	*	*	110	100.00
Division of Trading and Markets	*	*	22	16.67	51	38.64	48	36.36	11	8.33	*	*	*	*	132	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	21	42.00	21	42.00	*	*	8	16.00	50	100.00
Office of Compliance Inspections and Examinations	54	10.11	34	6.37	80	14.98	191	35.77	78	14.61	11	2.06	86	16.10	534	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9B. Division of Enforcement	D	aily	n tin	ne or nore nes a	m tin	ne or ore nes a	tim the	e or ore es in past 12 nths	No	ever		not		ot cable	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	170	26.48	60	9.35	98	15.26	130	20.25	13	2.02	*	*	171	26.64	642	100.00
Division of Corporation Finance	*	*	8	2.87	52	18.64	171	61.29	42	15.05	*	*	6	2.15	279	100.00
Division of Investment Management	*	*	*	*	15	14.56	65	63.11	23	22.33	*	*	*	*	103	100.00
Division of Trading and Markets	*	*	12	9.45	21	16.54	51	40.16	43	33.86	*	*	*	*	127	100.00
Division of Economic and Risk Analysis	*	*	7	12.28	11	19.30	9	15.79	22	38.60	*	*	8	14.04	57	100.00
Office of Compliance Inspections and Examinations	*	*	21	3.96	74	13.96	237	44.72	178	33.58	10	1.89	10	1.89	530	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9C. Division of Corporation Finance	D	aily	m tin	e or ore nes a eek	m tin	ne or ore nes a	m tim the	e or ore es in past 12	No	ever		not now	No appli	ot cable	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	*	*	9	1.41	99	15.47	426	66.56	93	14.53	*	*	13	2.03	640	100.00
Division of Corporation Finance	102	36.96	21	7.61	16	5.80	24	8.70	*	*	*	*	113	40.94	276	100.00
Division of Investment Management	*	*	*	*	21	20.00	45	42.86	33	31.43	*	*	6	5.71	105	100.00
Division of Trading and Markets	*	*	7	5.43	30	23.26	50	38.76	42	32.56	*	*	*	*	129	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	13	27.66	34	72.34	*	*	*	*	47	100.00
Office of Compliance Inspections and Examinations	*	*	*	*	14	2.63	111	20.86	375	70.49	14	2.63	18	3.38	532	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9D. Division of Investment Management	D	aily	n tin	ne or nore nes a	m tin	ne or lore nes a onth	m tim the	e or ore es in past 12 nths	No	ever		not low	N appli		Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	*	*	10	1.54	62	9.57	339	52.31	211	32.56	7	1.08	19	2.93	648	100.00
Division of Corporation Finance	*	*	*	*	23	8.16	84	29.79	165	58.51	*	*	10	3.55	282	100.00
Division of Investment Management	36	32.73	6	5.45	*	*	6	5.45	8	7.27	*	*	54	49.09	110	100.00
Division of Trading and Markets	*	*	14	11.20	25	20.00	46	36.80	40	32.00	*	*	*	*	125	100.00
Division of Economic and Risk Analysis	*	*	6	11.11	8	14.81	14	25.93	26	48.15	*	*	*	*	54	100.00
Office of Compliance Inspections and Examinations	*	*	*	*	56	10.63	229	43.45	219	41.56	9	1.71	14	2.66	527	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9E. Division of Trading and Markets	D	aily	n tin	ne or nore nes a	m	ne or ore nes a	m tim the	e or ore es in past 12 nths	Ne	ever		not now	N appli	ot cable	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	*	*	8	1.23	67	10.32	372	57.32	178	27.43	7	1.08	17	2.62	649	100.00
Division of Corporation Finance	*	*	*	*	17	6.07	74	26.43	179	63.93	*	*	10	3.57	280	100.00
Division of Investment Management	*	*	7	6.36	20	18.18	46	41.82	37	33.64	*	*	*	*	110	100.00
Division of Trading and Markets	61	47.29	8	6.20	13	10.08	*	*	*	*	*	*	47	36.43	129	100.00
Division of Economic and Risk Analysis	*	*	9	16.36	12	21.82	15	27.27	19	34.55	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	*	*	26	4.87	54	10.11	178	33.33	248	46.44	15	2.81	13	2.43	534	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q9F. Division of Economic and Risk Analysis	D	aily	n tin	ne or nore nes a	m tin	ne or lore nes a onth	m tim the	e or ore es in past 12 nths	No	ever		not 10W	N appli	ot cable	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	*	*	15	2.31	91	14.02	346	53.31	178	27.43	6	0.92	13	2.00	649	100.00
Division of Corporation Finance	*	*	*	*	17	6.12	49	17.63	200	71.94	*	*	12	4.32	278	100.00
Division of Investment Management	*	*	12	10.91	13	11.82	35	31.82	50	45.45	*	*	*	*	110	100.00
Division of Trading and Markets	*	*	21	16.41	50	39.06	42	32.81	15	11.72	*	*	*	*	128	100.00
Division of Economic and Risk Analysis	36	64.29	*	*	*	*	*	*	*	*	*	*	20	35.71	56	100.00
Office of Compliance Inspections and Examinations	*	*	*	*	20	3.79	131	24.81	335	63.45	24	4.55	18	3.41	528	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q10. In which location do you currently work?	Headqu (Washi D.0	ington,	or d	gional listrict ffice	Т	otal '
	#	%	#	%	#	%
Division of Enforcement	225	34.40	429	65.60	654	100.00
Division of Corporation Finance	281	100.00	*	*	281	100.00
Division of Investment Management	94	81.74	21	18.26	115	100.00
Division of Trading and Markets	122	90.37	13	9.63	135	100.00
Division of Economic and Risk Analysis	50	81.97	11	18.03	61	100.00
Office of Compliance Inspections and Examinations	79	14.74	457	85.26	536	100.00
Other	*	*	6	100.00	6	100.00

10a. In the past 12 months, how often, if at all, did you typically communicate with employees in the other division or office within your Regional Office for workrelated issues such as to coordinate activities or ask for expert advice?

Q10AU1. OCIE	D	aily	n tin	ne or nore nes a	m tin	e or ore nes a onth	mor in th	ne or e times ne past nonths	No	ever	_	not	N appli	ot cable	Т	Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	8	1.92	42	10.10	118	28.37	188	45.19	54	12.98	*	*	6	1.44	416	100.00
Division of Corporation Finance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Division of Investment Management	*	*	*	*	*	*	8	100.00	*	*	*	*	*	*	8	100.00
Division of Trading and Markets	*	*	*	*	*	*	6	100.00	*	*	*	*	*	*	6	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Office of Compliance Inspections and Examinations	100	22.32	38	8.48	64	14.29	85	18.97	43	9.60	7	1.56	111	24.78	448	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

10a. In the past 12 months, how often, if at all, did you typically communicate with employees in the other division or office within your Regional Office for workrelated issues such as to coordinate activities or ask for expert advice?

Q10AU2. Division of Enforcement	D	aily	m tim	e or ore ies a eek	m tin	e or ore nes a onth	more in th	ne or e times ne past nonths	N	ever		not low	N appli	~ ~	Т	Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	155	37.44	32	7.73	21	5.07	21	5.07	*	*	*	*	185	44.69	414	100.00
Division of Corporation Finance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Division of Investment Management	*	*	*	*	*	*	15	100.00	*	*	*	*	*	*	15	100.00
Division of Trading and Markets	*	*	*	*	*	*	*	*	9	100.00	*	*	*	*	9	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Office of Compliance Inspections and Examinations	9	2.00	26	5.78	108	24.00	222	49.33	66	14.67	9	2.00	10	2.22	450	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12A. In my division/office, the roles and responsibilities of supervisors and managers are clearly defined.		ongly ree	Some		agre	ther e nor gree	Some disas			ongly gree		not	Т	otal
managers are clearly defined.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	159	24.39	264	40.49	81	12.42	84	12.88	44	6.75	20	3.07	652	100.00
Division of Corporation Finance	101	35.44	123	43.16	23	8.07	17	5.96	10	3.51	11	3.86	285	100.00
Division of Investment Management	36	33.03	55	50.46	8	7.34	10	9.17	*	*	*	*	109	100.00
Division of Trading and Markets	31	22.96	47	34.81	18	13.33	24	17.78	9	6.67	6	4.44	135	100.00
Division of Economic and Risk Analysis	18	33.33	27	50.00	9	16.67	*	*	*	*	*	*	54	100.00
Office of Compliance Inspections and Examinations	92	17.04	213	39.44	60	11.11	107	19.81	60	11.11	8	1.48	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12B. Supervisors and managers in my division/office are genuinely interested in the opinions of their staff.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not	Т	otal
genumery interested in the opinions of their staff.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	220	33.95	241	37.19	51	7.87	87	13.43	49	7.56	*	*	648	100.00
Division of Corporation Finance	87	30.85	98	34.75	29	10.28	44	15.60	24	8.51	*	*	282	100.00
Division of Investment Management	32	28.32	47	41.59	12	10.62	22	19.47	*	*	*	*	113	100.00
Division of Trading and Markets	36	27.07	49	36.84	16	12.03	18	13.53	14	10.53	*	*	133	100.00
Division of Economic and Risk Analysis	24	43.64	16	29.09	9	16.36	*	*	6	10.91	*	*	55	100.00
Office of Compliance Inspections and Examinations	131	24.26	203	37.59	65	12.04	75	13.89	60	11.11	6	1.11	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12C. Promotion to management is mostly based on technical skills.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not 10W	Т	otal
technical skins.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	25	3.82	132	20.18	103	15.75	135	20.64	132	20.18	127	19.42	654	100.00
Division of Corporation Finance	11	3.89	68	24.03	49	17.31	55	19.43	55	19.43	45	15.90	283	100.00
Division of Investment Management	9	7.76	26	22.41	16	13.79	25	21.55	26	22.41	14	12.07	116	100.00
Division of Trading and Markets	17	12.59	36	26.67	24	17.78	20	14.81	24	17.78	14	10.37	135	100.00
Division of Economic and Risk Analysis	*	*	11	20.37	15	27.78	*	*	7	12.96	21	38.89	54	100.00
Office of Compliance Inspections and Examinations	30	5.57	132	24.49	112	20.78	116	21.52	93	17.25	56	10.39	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12D. Promotion to management is mostly based on the ability to manage people effectively.	Stro agi	- ·	Some agi		agre	ther e nor gree	Some disa			ongly gree		not 10W	T	otal
ability to manage people effectively.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	15	2.29	105	16.06	100	15.29	130	19.88	178	27.22	126	19.27	654	100.00
Division of Corporation Finance	12	4.23	50	17.61	52	18.31	55	19.37	71	25.00	44	15.49	284	100.00
Division of Investment Management	*	*	18	16.36	15	13.64	29	26.36	37	33.64	11	10.00	110	100.00
Division of Trading and Markets	9	6.72	21	15.67	23	17.16	32	23.88	36	26.87	13	9.70	134	100.00
Division of Economic and Risk Analysis	*	*	10	17.54	11	19.30	10	17.54	6	10.53	20	35.09	57	100.00
Office of Compliance Inspections and Examinations	19	3.54	113	21.08	99	18.47	108	20.15	145	27.05	52	9.70	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12E. Promotion to management is mostly based on connections that staff have with management.		ongly gree	Some		agre	ther e nor igree	Some disa ₃			ongly gree		not 10W	Т	Total
connections that stair have with management.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	139	21.35	167	25.65	103	15.82	58	8.91	51	7.83	133	20.43	651	100.00
Division of Corporation Finance	68	23.94	82	28.87	45	15.85	21	7.39	16	5.63	52	18.31	284	100.00
Division of Investment Management	19	16.38	42	36.21	14	12.07	14	12.07	10	8.62	17	14.66	116	100.00
Division of Trading and Markets	27	20.00	29	21.48	32	23.70	14	10.37	15	11.11	18	13.33	135	100.00
Division of Economic and Risk Analysis	7	13.73	10	19.61	13	25.49	*	*	*	*	21	41.18	51	100.00
Office of Compliance Inspections and Examinations	94	17.47	147	27.32	120	22.30	58	10.78	59	10.97	60	11.15	538	100.00
Other	6	100.00	*	*	*	*	*	*	*	*	*	*	6	100.00

Q12F. There is not much incentive to get promoted into a management position because the salary increase is minimal.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not now	Т	otal
mininai.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	80	12.27	140	21.47	111	17.02	121	18.56	125	19.17	75	11.50	652	100.00
Division of Corporation Finance	81	28.52	79	27.82	54	19.01	33	11.62	17	5.99	20	7.04	284	100.00
Division of Investment Management	32	29.09	36	32.73	21	19.09	7	6.36	*	*	14	12.73	110	100.00
Division of Trading and Markets	35	25.93	42	31.11	25	18.52	14	10.37	9	6.67	10	7.41	135	100.00
Division of Economic and Risk Analysis	15	27.78	18	33.33	8	14.81	*	*	*	*	13	24.07	54	100.00
Office of Compliance Inspections and Examinations	165	30.61	168	31.17	88	16.33	70	12.99	19	3.53	29	5.38	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q12G. Over the past 3 years, I have seen SEC staff leave due to being dissatisfied with a supervisor or manager.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not 10W	Т	Total
with a supervisor of manager.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	169	25.80	149	22.75	80	12.21	49	7.48	62	9.47	146	22.29	655	100.00
Division of Corporation Finance	56	19.72	53	18.66	42	14.79	29	10.21	45	15.85	59	20.77	284	100.00
Division of Investment Management	39	33.91	30	26.09	10	8.70	6	5.22	11	9.57	19	16.52	115	100.00
Division of Trading and Markets	48	35.56	29	21.48	18	13.33	9	6.67	8	5.93	23	17.04	135	100.00
Division of Economic and Risk Analysis	18	36.73	12	24.49	*	*	*	*	*	*	19	38.78	49	100.00
Office of Compliance Inspections and Examinations	139	25.84	128	23.79	51	9.48	57	10.59	70	13.01	93	17.29	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q13A. Workforce morale	gı	o a reat tent	To mode ext	erate	sn	o a nall tent		no tent		basis udge		not now	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	143	21.90	190	29.10	163	24.96	83	12.71	45	6.89	29	4.44	653	100.00
Division of Corporation Finance	38	13.38	78	27.46	85	29.93	49	17.25	15	5.28	19	6.69	284	100.00
Division of Investment Management	20	17.24	32	27.59	34	29.31	16	13.79	6	5.17	8	6.90	116	100.00
Division of Trading and Markets	18	13.85	39	30.00	37	28.46	29	22.31	7	5.38	*	*	130	100.00
Division of Economic and Risk Analysis	8	13.33	21	35.00	11	18.33	6	10.00	8	13.33	6	10.00	60	100.00
Office of Compliance Inspections and Examinations	112	20.78	143	26.53	133	24.68	98	18.18	28	5.19	25	4.64	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q13B. Collaboration between divisions and offices	gı	o a reat tent	To mode ext	erate	sr	o a nall tent		o no tent		basis udge		not now	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	106	16.33	175	26.96	129	19.88	88	13.56	77	11.86	74	11.40	649	100.00
Division of Corporation Finance	19	6.69	55	19.37	67	23.59	70	24.65	31	10.92	42	14.79	284	100.00
Division of Investment Management	16	13.79	25	21.55	34	29.31	17	14.66	12	10.34	12	10.34	116	100.00
Division of Trading and Markets	17	12.59	32	23.70	28	20.74	31	22.96	10	7.41	17	12.59	135	100.00
Division of Economic and Risk Analysis	10	16.39	16	26.23	11	18.03	11	18.03	7	11.48	6	9.84	61	100.00
Office of Compliance Inspections and Examinations	89	16.57	164	30.54	114	21.23	72	13.41	56	10.43	42	7.82	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q13C. Staff training focused on specific competencies	gı	o a reat tent	To mode ext		sr	o a nall tent		no tent		basis udge		not now	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	103	15.90	203	31.33	150	23.15	70	10.80	66	10.19	56	8.64	648	100.00
Division of Corporation Finance	87	30.74	91	32.16	56	19.79	17	6.01	15	5.30	17	6.01	283	100.00
Division of Investment Management	17	14.66	40	34.48	30	25.86	12	10.34	8	6.90	9	7.76	116	100.00
Division of Trading and Markets	22	16.30	41	30.37	28	20.74	30	22.22	6	4.44	8	5.93	135	100.00
Division of Economic and Risk Analysis	12	20.69	21	36.21	12	20.69	*	*	6	10.34	7	12.07	58	100.00
Office of Compliance Inspections and Examinations	64	11.94	180	33.58	141	26.31	79	14.74	39	7.28	33	6.16	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q13D. Transparency in the promotion process	gr	o a eat tent	mod	a erate ent	SI	o a nall tent		no tent		basis judge	_ `	not now	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	32	4.90	64	9.80	87	13.32	285	43.64	97	14.85	88	13.48	653	100.00
Division of Corporation Finance	12	4.23	14	4.93	32	11.27	141	49.65	42	14.79	43	15.14	284	100.00
Division of Investment Management	6	5.22	16	13.91	25	21.74	48	41.74	8	6.96	12	10.43	115	100.00
Division of Trading and Markets	*	*	12	9.02	20	15.04	67	50.38	16	12.03	18	13.53	133	100.00
Division of Economic and Risk Analysis	*	*	8	14.29	13	23.21	18	32.14	11	19.64	6	10.71	56	100.00
Office of Compliance Inspections and Examinations	40	7.43	78	14.50	98	18.22	203	37.73	59	10.97	60	11.15	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Over the past three years, to what extent, if at all, has management solicited employees' ideas and suggestions in developing initiatives designed to improve communication and training opportunities?

Q14A. Initiatives designed to improve communication	awa any	ot re of such ative	gı	o a eat tent	To mode ext	erate	sr	o a nall tent		o no tent	_ `	not now	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	124	19.05	98	15.05	140	21.51	133	20.43	83	12.75	73	11.21	651	100.00
Division of Corporation Finance	40	14.18	31	10.99	65	23.05	62	21.99	57	20.21	27	9.57	282	100.00
Division of Investment Management	8	6.90	20	17.24	48	41.38	21	18.10	11	9.48	8	6.90	116	100.00
Division of Trading and Markets	13	9.63	28	20.74	33	24.44	24	17.78	25	18.52	12	8.89	135	100.00
Division of Economic and Risk Analysis	10	16.67	10	16.67	11	18.33	10	16.67	9	15.00	10	16.67	60	100.00
Office of Compliance Inspections and Examinations	72	13.48	81	15.17	168	31.46	110	20.60	66	12.36	37	6.93	534	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Over the past three years, to what extent, if at all, has management solicited employees' ideas and suggestions in developing initiatives designed to improve communication and training opportunities?

Q14B. Initiatives designed to improve training opportunities	awa any	ot re of such iative	gı	o a eat tent	To mode ext	erate	sr	o a nall tent		no tent	_ `	not now	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	91	14.00	104	16.00	181	27.85	127	19.54	63	9.69	84	12.92	650	100.00
Division of Corporation Finance	8	2.85	107	38.08	99	35.23	46	16.37	7	2.49	14	4.98	281	100.00
Division of Investment Management	*	*	38	35.85	41	38.68	21	19.81	*	*	6	5.66	106	100.00
Division of Trading and Markets	10	7.52	37	27.82	29	21.80	29	21.80	17	12.78	11	8.27	133	100.00
Division of Economic and Risk Analysis	6	10.71	12	21.43	19	33.93	9	16.07	*	*	10	17.86	56	100.00
Office of Compliance Inspections and Examinations	40	7.50	92	17.26	200	37.52	123	23.08	43	8.07	35	6.57	533	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Over the past three years, how satisfied have you been with initiatives management developed to improve communication, the performance management system, and training opportunities?

Q15A. Initiatives designed to improve communication	awa any	ot re of such iative		ery sfied	Some satis		Some dissat		Ve dissat	•		not now	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	166	25.46	74	11.35	210	32.21	70	10.74	55	8.44	77	11.81	652	100.00
Division of Corporation Finance	56	19.72	27	9.51	95	33.45	48	16.90	36	12.68	22	7.75	284	100.00
Division of Investment Management	10	8.70	14	12.17	56	48.70	15	13.04	8	6.96	12	10.43	115	100.00
Division of Trading and Markets	26	19.26	20	14.81	41	30.37	16	11.85	20	14.81	12	8.89	135	100.00
Division of Economic and Risk Analysis	15	26.32	11	19.30	15	26.32	8	14.04	*	*	8	14.04	57	100.00
Office of Compliance Inspections and Examinations	102	19.03	62	11.57	196	36.57	82	15.30	55	10.26	39	7.28	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Over the past three years, how satisfied have you been with initiatives management developed to improve communication, the performance management system, and training opportunities?

Q15B. Initiatives designed to improve the performance management system	awa any	ot re of such iative	Ve satis	ery sfied	Some satis		Some dissat			ery tisfied		not 10W	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	158	24.31	37	5.69	100	15.38	123	18.92	130	20.00	102	15.69	650	100.00
Division of Corporation Finance	45	15.90	19	6.71	46	16.25	55	19.43	93	32.86	25	8.83	283	100.00
Division of Investment Management	22	19.30	6	5.26	20	17.54	24	21.05	26	22.81	16	14.04	114	100.00
Division of Trading and Markets	29	21.48	6	4.44	29	21.48	19	14.07	30	22.22	22	16.30	135	100.00
Division of Economic and Risk Analysis	16	29.09	*	*	12	21.82	7	12.73	7	12.73	13	23.64	55	100.00
Office of Compliance Inspections and Examinations	101	18.91	26	4.87	114	21.35	100	18.73	133	24.91	60	11.24	534	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Over the past three years, how satisfied have you been with initiatives management developed to improve communication, the performance management system, and training opportunities?

Q15C. Initiatives designed to improve training opportunities	awa any	ot re of such iative		ery sfied	Some satis		Some dissat		Ve dissat	•		not now	Т	Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	119	18.39	112	17.31	245	37.87	57	8.81	32	4.95	82	12.67	647	100.00
Division of Corporation Finance	8	2.90	93	33.70	129	46.74	24	8.70	9	3.26	13	4.71	276	100.00
Division of Investment Management	6	5.50	29	26.61	53	48.62	12	11.01	*	*	9	8.26	109	100.00
Division of Trading and Markets	19	14.29	32	24.06	47	35.34	17	12.78	9	6.77	9	6.77	133	100.00
Division of Economic and Risk Analysis	6	10.53	12	21.05	18	31.58	6	10.53	*	*	15	26.32	57	100.00
Office of Compliance Inspections and Examinations	70	13.18	73	13.75	235	44.26	67	12.62	49	9.23	37	6.97	531	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q16. Are the numbers of supervisors and managers currently in your division/office more than is needed, less than is needed, or an appropriate amount given the current workload?	tł	ore ian eded	A appro amo	priate		than eded		o not now	Т	`otal
worktoau:	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	89	13.73	366	56.48	128	19.75	65	10.03	648	100.00
Division of Corporation Finance	50	17.67	184	65.02	21	7.42	28	9.89	283	100.00
Division of Investment Management	17	14.66	54	46.55	37	31.90	8	6.90	116	100.00
Division of Trading and Markets	25	18.80	71	53.38	20	15.04	17	12.78	133	100.00
Division of Economic and Risk Analysis	*	*	36	67.92	17	32.08	*	*	53	100.00
Office of Compliance Inspections and Examinations	122	22.80	246	45.98	125	23.36	42	7.85	535	100.00
Other	*	*	*	*	*	*	*	*	*	*

Q17. Are the numbers of levels of supervision currently in your division/office more than is needed, less than is needed, or an appropriate amount given the current workload?	th	ore ian eded	A appro amo	priate	- 10 10	than eded		o not now	Т	`otal
worktoau:	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	94	14.48	425	65.49	79	12.17	51	7.86	649	100.00
Division of Corporation Finance	65	22.97	186	65.72	10	3.53	22	7.77	283	100.00
Division of Investment Management	25	21.55	74	63.79	9	7.76	8	6.90	116	100.00
Division of Trading and Markets	29	21.64	79	58.96	12	8.96	14	10.45	134	100.00
Division of Economic and Risk Analysis	*	*	45	77.59	7	12.07	6	10.34	58	100.00
Office of Compliance Inspections and Examinations	135	25.09	310	57.62	51	9.48	42	7.81	538	100.00
Other	*	*	*	*	*	*	*	*	*	*

Q18. What is your current,		anch hief	Ex Man	am ager		stant ector		ciate ector	Ot	ther	Т	otal
direct supervisor's position or title?	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	13	2.00	*	*	447	68.77	90	13.85	100	15.38	650	100.00
Division of Corporation Finance	162	57.04	*	*	41	14.44	25	8.80	56	19.72	284	100.00
Division of Investment Management	54	49.09	7	6.36	33	30.00	16	14.55	*	*	110	100.00
Division of Trading and Markets	39	29.55	*	*	63	47.73	30	22.73	*	*	132	100.00
Division of Economic and Risk Analysis	6	10.00	*	*	40	66.67	6	10.00	8	13.33	60	100.00
Office of Compliance Inspections and Examinations	7	1.30	112	20.86	340	63.31	69	12.85	9	1.68	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*

Q19A. Is knowledgeable in the issue areas I conduct my work.		ongly ree	Some		Neit agr no disag	ree	Some disaş		Stro disa	0.0		not low	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	427	65.59	153	23.50	23	3.53	28	4.30	20	3.07	*	*	651	100.00
Division of Corporation Finance	201	71.79	61	21.79	9	3.21	9	3.21	*	*	*	*	280	100.00
Division of Investment Management	83	76.15	26	23.85	*	*	*	*	*	*	*	*	109	100.00
Division of Trading and Markets	82	61.19	29	21.64	8	5.97	9	6.72	6	4.48	*	*	134	100.00
Division of Economic and Risk Analysis	44	78.57	12	21.43	*	*	*	*	*	*	*	*	56	100.00
Office of Compliance Inspections and Examinations	277	51.78	156	29.16	34	6.36	24	4.49	34	6.36	10	1.87	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19B. Has the skills and expertise to be an effective supervisor or manager.		ongly ree	Some agi		Neit agi no disa	ree	Some disa			ongly gree		not 10W	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	363	55.42	156	23.82	33	5.04	51	7.79	44	6.72	8	1.22	655	100.00
Division of Corporation Finance	167	58.80	73	25.70	11	3.87	20	7.04	13	4.58	*	*	284	100.00
Division of Investment Management	69	62.16	19	17.12	*	*	17	15.32	6	5.41	*	*	111	100.00
Division of Trading and Markets	65	48.51	36	26.87	8	5.97	11	8.21	14	10.45	*	*	134	100.00
Division of Economic and Risk Analysis	36	70.59	15	29.41	*	*	*	*	*	*	*	*	51	100.00
Office of Compliance Inspections and Examinations	251	46.65	159	29.55	35	6.51	34	6.32	46	8.55	13	2.42	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19C. Does a good job in sharing information.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro disa			not low	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	322	49.31	170	26.03	51	7.81	67	10.26	36	5.51	7	1.07	653	100.00
Division of Corporation Finance	144	51.25	81	28.83	19	6.76	21	7.47	16	5.69	*	*	281	100.00
Division of Investment Management	53	46.09	35	30.43	6	5.22	13	11.30	8	6.96	*	*	115	100.00
Division of Trading and Markets	69	51.49	29	21.64	10	7.46	15	11.19	11	8.21	*	*	134	100.00
Division of Economic and Risk Analysis	28	49.12	21	36.84	8	14.04	*	*	*	*	*	*	57	100.00
Office of Compliance Inspections and Examinations	214	39.78	150	27.88	65	12.08	47	8.74	52	9.67	10	1.86	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19D. Clearly defines goals and expectations.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not	Т	'otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	271	41.56	187	28.68	75	11.50	72	11.04	40	6.13	7	1.07	652	100.00
Division of Corporation Finance	128	45.55	90	32.03	23	8.19	25	8.90	15	5.34	*	*	281	100.00
Division of Investment Management	47	41.23	34	29.82	11	9.65	12	10.53	10	8.77	*	*	114	100.00
Division of Trading and Markets	58	43.61	33	24.81	12	9.02	12	9.02	18	13.53	*	*	133	100.00
Division of Economic and Risk Analysis	24	42.11	19	33.33	7	12.28	7	12.28	*	*	*	*	57	100.00
Office of Compliance Inspections and Examinations	195	36.25	152	28.25	76	14.13	55	10.22	50	9.29	10	1.86	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19E. Provides useful and constructive feedback.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro disa	- ·		not low	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	299	46.00	168	25.85	66	10.15	57	8.77	52	8.00	8	1.23	650	100.00
Division of Corporation Finance	128	45.71	87	31.07	27	9.64	18	6.43	20	7.14	*	*	280	100.00
Division of Investment Management	46	41.07	40	35.71	6	5.36	12	10.71	8	7.14	*	*	112	100.00
Division of Trading and Markets	58	44.27	33	25.19	14	10.69	13	9.92	13	9.92	*	*	131	100.00
Division of Economic and Risk Analysis	26	47.27	18	32.73	11	20.00	*	*	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	186	34.70	154	28.73	71	13.25	59	11.01	52	9.70	14	2.61	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19F. Will listen to me if we have differing ideas or approaches.		ongly ree	Some agi		Neit agi no disa	ree or	Some disaş		Stro disa	0.0		not low	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	407	62.33	132	20.21	30	4.59	37	5.67	36	5.51	11	1.68	653	100.00
Division of Corporation Finance	172	60.99	64	22.70	14	4.96	15	5.32	17	6.03	*	*	282	100.00
Division of Investment Management	68	60.71	29	25.89	9	8.04	*	*	6	5.36	*	*	112	100.00
Division of Trading and Markets	80	65.04	29	23.58	6	4.88	*	*	8	6.50	*	*	123	100.00
Division of Economic and Risk Analysis	41	74.55	14	25.45	*	*	*	*	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	272	50.65	136	25.33	38	7.08	40	7.45	41	7.64	10	1.86	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19G. Is willing to change his or her position when there is		ongly ree	Some agi		agre	ther e nor gree	Some disa;		Stro disa	- ·	_	not now	Т	otal
compelling information.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	357	54.75	177	27.15	40	6.13	30	4.60	27	4.14	21	3.22	652	100.00
Division of Corporation Finance	157	55.09	80	28.07	12	4.21	16	5.61	13	4.56	7	2.46	285	100.00
Division of Investment Management	56	53.33	34	32.38	6	5.71	9	8.57	*	*	*	*	105	100.00
Division of Trading and Markets	71	54.20	37	28.24	6	4.58	8	6.11	9	6.87	*	*	131	100.00
Division of Economic and Risk Analysis	34	65.38	18	34.62	*	*	*	*	*	*	*	*	52	100.00
Office of Compliance Inspections and Examinations	221	41.15	149	27.75	54	10.06	41	7.64	41	7.64	31	5.77	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19H. Gives me the flexibility I need to do my job effectively.		ongly ree	Some agi		Neit agr no disag	ee or	Some disas		Stro disa	0.0		not low	Т	`otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	449	69.18	122	18.80	25	3.85	25	3.85	22	3.39	6	0.92	649	100.00
Division of Corporation Finance	188	68.61	63	22.99	12	4.38	11	4.01	*	*	*	*	274	100.00
Division of Investment Management	80	72.73	22	20.00	8	7.27	*	*	*	*	*	*	110	100.00
Division of Trading and Markets	86	69.35	26	20.97	12	9.68	*	*	*	*	*	*	124	100.00
Division of Economic and Risk Analysis	40	72.73	15	27.27	*	*	*	*	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	311	58.68	136	25.66	36	6.79	15	2.83	25	4.72	7	1.32	530	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q19I. Spends too much time closely monitoring my work.	Stro	ngly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree	_	not low	Т	otal (
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	34	5.25	43	6.64	61	9.41	135	20.83	375	57.87	*	*	648	100.00
Division of Corporation Finance	13	4.58	18	6.34	28	9.86	51	17.96	167	58.80	7	2.46	284	100.00
Division of Investment Management	*	*	7	6.36	21	19.09	26	23.64	56	50.91	*	*	110	100.00
Division of Trading and Markets	7	5.30	9	6.82	21	15.91	24	18.18	71	53.79	*	*	132	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	11	22.92	37	77.08	*	*	48	100.00
Office of Compliance Inspections and Examinations	29	5.41	30	5.60	93	17.35	106	19.78	261	48.69	17	3.17	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21A. Overall, Senior Officers deal effectively with poor performing supervisors and managers.	Stro agi	0.	Some agi		agre	ther e nor igree	Some disa			ongly agree		not 10W	Т	otal
performing supervisors and managers.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	19	2.90	56	8.54	81	12.35	136	20.73	175	26.68	189	28.81	656	100.00
Division of Corporation Finance	9	3.17	24	8.45	35	12.32	54	19.01	58	20.42	104	36.62	284	100.00
Division of Investment Management	*	*	12	10.43	13	11.30	26	22.61	26	22.61	38	33.04	115	100.00
Division of Trading and Markets	*	*	14	10.69	16	12.21	25	19.08	39	29.77	37	28.24	131	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	8	15.38	6	11.54	38	73.08	52	100.00
Office of Compliance Inspections and Examinations	14	2.59	64	11.85	83	15.37	115	21.30	155	28.70	109	20.19	540	100.00
Other	*	*	*	*	*	*	*	*	7	100.00	*	*	7	100.00

Q21B. Overall, supervisors and managers deal effectively with poor performing staff.	Stro agi	ngly ree	Some		agre	ther e nor igree	Some disa			ongly gree		not 10W	Т	otal
poor performing staff.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	15	2.29	66	10.08	102	15.57	167	25.50	134	20.46	171	26.11	655	100.00
Division of Corporation Finance	13	4.56	40	14.04	37	12.98	70	24.56	41	14.39	84	29.47	285	100.00
Division of Investment Management	*	*	12	10.53	16	14.04	33	28.95	23	20.18	30	26.32	114	100.00
Division of Trading and Markets	*	*	22	17.05	17	13.18	31	24.03	27	20.93	32	24.81	129	100.00
Division of Economic and Risk Analysis	*	*	*	*	15	29.41	8	15.69	*	*	28	54.90	51	100.00
Office of Compliance Inspections and Examinations	16	2.99	78	14.58	103	19.25	134	25.05	124	23.18	80	14.95	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21C. I know what is expected of me regarding my work performance.		ongly ree	Some agi		agre	ther e nor gree	Some disa		Stro	0.0	D no kno	ot	Т	`otal
po	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	256	39.26	276	42.33	45	6.90	53	8.13	22	3.37	*	*	652	100.00
Division of Corporation Finance	140	50.18	97	34.77	30	10.75	12	4.30	*	*	*	*	279	100.00
Division of Investment Management	43	38.39	43	38.39	11	9.82	15	13.39	*	*	*	*	112	100.00
Division of Trading and Markets	51	38.64	51	38.64	8	6.06	15	11.36	7	5.30	*	*	132	100.00
Division of Economic and Risk Analysis	19	32.20	26	44.07	6	10.17	8	13.56	*	*	*	*	59	100.00
Office of Compliance Inspections and Examinations	173	32.22	239	44.51	61	11.36	40	7.45	24	4.47	*	*	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21D. My direct supervisor provides sufficient performance feedback.		ongly ree	Some		agre	ther e nor gree	Some disas		Stro disa ₂	- ·	_	not	Т	'otal
performance feedback.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	254	39.14	228	35.13	64	9.86	64	9.86	29	4.47	10	1.54	649	100.00
Division of Corporation Finance	117	41.64	113	40.21	17	6.05	24	8.54	10	3.56	*	*	281	100.00
Division of Investment Management	45	41.28	36	33.03	13	11.93	15	13.76	*	*	*	*	109	100.00
Division of Trading and Markets	53	40.77	42	32.31	11	8.46	15	11.54	9	6.92	*	*	130	100.00
Division of Economic and Risk Analysis	17	30.91	18	32.73	12	21.82	8	14.55	*	*	*	*	55	100.00
Office of Compliance Inspections and Examinations	171	31.67	199	36.85	67	12.41	55	10.19	42	7.78	6	1.11	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21E. The criteria for rewarding staff are clearly defined.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not now	Т	Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	56	8.56	127	19.42	113	17.28	160	24.46	158	24.16	40	6.12	654	100.00
Division of Corporation Finance	21	7.42	48	16.96	43	15.19	81	28.62	83	29.33	7	2.47	283	100.00
Division of Investment Management	6	5.41	27	24.32	13	11.71	33	29.73	32	28.83	*	*	111	100.00
Division of Trading and Markets	12	8.96	22	16.42	21	15.67	34	25.37	39	29.10	6	4.48	134	100.00
Division of Economic and Risk Analysis	8	14.04	*	*	17	29.82	16	28.07	9	15.79	7	12.28	57	100.00
Office of Compliance Inspections and Examinations	40	7.43	130	24.16	91	16.91	131	24.35	133	24.72	13	2.42	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21F. The criteria for promoting staff are clearly defined.	Stro agi	0.	Some		agre	ther e nor gree	Some disa			ongly gree		not now	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	32	4.90	70	10.72	88	13.48	158	24.20	235	35.99	70	10.72	653	100.00
Division of Corporation Finance	10	3.55	39	13.83	45	15.96	66	23.40	101	35.82	21	7.45	282	100.00
Division of Investment Management	6	5.17	17	14.66	16	13.79	28	24.14	42	36.21	7	6.03	116	100.00
Division of Trading and Markets	8	5.97	23	17.16	18	13.43	27	20.15	47	35.07	11	8.21	134	100.00
Division of Economic and Risk Analysis	*	*	7	12.28	14	24.56	15	26.32	13	22.81	8	14.04	57	100.00
Office of Compliance Inspections and Examinations	31	5.76	105	19.52	94	17.47	123	22.86	157	29.18	28	5.20	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21G. The opportunities in my division/office to get promoted into a management position are limited.		ongly ree	Some		agre	ther e nor gree	Some disa		Stro disa ₂	- ·		not now	Т	`otal
promoted into a management position are innited.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	465	71.98	132	20.43	20	3.10	*	*	7	1.08	22	3.41	646	100.00
Division of Corporation Finance	114	40.86	90	32.26	34	12.19	31	11.11	*	*	10	3.58	279	100.00
Division of Investment Management	48	44.04	40	36.70	9	8.26	12	11.01	*	*	*	*	109	100.00
Division of Trading and Markets	46	36.22	45	35.43	14	11.02	14	11.02	*	*	8	6.30	127	100.00
Division of Economic and Risk Analysis	13	24.53	22	41.51	8	15.09	*	*	*	*	10	18.87	53	100.00
Office of Compliance Inspections and Examinations	220	40.82	187	34.69	55	10.20	52	9.65	11	2.04	14	2.60	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21H. Favoritism is typically not an issue in promotions.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly agree		not 10W	T	Cotal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	63	9.65	72	11.03	96	14.70	124	18.99	147	22.51	151	23.12	653	100.00
Division of Corporation Finance	19	6.71	31	10.95	43	15.19	54	19.08	72	25.44	64	22.61	283	100.00
Division of Investment Management	15	12.93	14	12.07	17	14.66	22	18.97	28	24.14	20	17.24	116	100.00
Division of Trading and Markets	18	13.64	25	18.94	22	16.67	14	10.61	33	25.00	20	15.15	132	100.00
Division of Economic and Risk Analysis	11	18.03	9	14.75	9	14.75	7	11.48	6	9.84	19	31.15	61	100.00
Office of Compliance Inspections and Examinations	82	15.27	91	16.95	89	16.57	99	18.44	118	21.97	58	10.80	537	100.00
Other	*	*	*	*	*	*	*	*	6	100.00	*	*	6	100.00

Q211. Promotions go to those who most deserve it.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not 10W	Т	Cotal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	60	9.23	120	18.46	96	14.77	118	18.15	133	20.46	123	18.92	650	100.00
Division of Corporation Finance	14	4.98	55	19.57	46	16.37	52	18.51	55	19.57	59	21.00	281	100.00
Division of Investment Management	15	13.04	21	18.26	17	14.78	28	24.35	21	18.26	13	11.30	115	100.00
Division of Trading and Markets	17	12.88	35	26.52	23	17.42	12	9.09	27	20.45	18	13.64	132	100.00
Division of Economic and Risk Analysis	12	21.05	6	10.53	15	26.32	*	*	6	10.53	18	31.58	57	100.00
Office of Compliance Inspections and Examinations	71	13.22	119	22.16	96	17.88	104	19.37	98	18.25	49	9.12	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21J. There is a clear link between my performance and recognition of it.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not now	Т	otal
recognition of it.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	103	15.75	235	35.93	75	11.47	117	17.89	90	13.76	34	5.20	654	100.00
Division of Corporation Finance	28	9.86	88	30.99	52	18.31	45	15.85	58	20.42	13	4.58	284	100.00
Division of Investment Management	18	16.22	32	28.83	23	20.72	23	20.72	15	13.51	*	*	111	100.00
Division of Trading and Markets	21	16.67	50	39.68	21	16.67	18	14.29	16	12.70	*	*	126	100.00
Division of Economic and Risk Analysis	14	25.00	16	28.57	7	12.50	*	*	6	10.71	13	23.21	56	100.00
Office of Compliance Inspections and Examinations	82	15.27	153	28.49	121	22.53	92	17.13	74	13.78	15	2.79	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q21K. Current performance incentives are effective tools		ongly ree	Some		agre	ther e nor igree	Some disa			ongly gree	_ `	not now	Т	Total
to motivate employees to perform well.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	25	3.85	123	18.92	106	16.31	173	26.62	179	27.54	44	6.77	650	100.00
Division of Corporation Finance	8	2.83	42	14.84	40	14.13	62	21.91	118	41.70	13	4.59	283	100.00
Division of Investment Management	*	*	18	16.36	19	17.27	31	28.18	34	30.91	8	7.27	110	100.00
Division of Trading and Markets	*	*	28	21.54	26	20.00	31	23.85	39	30.00	6	4.62	130	100.00
Division of Economic and Risk Analysis	7	12.28	*	*	13	22.81	16	28.07	13	22.81	8	14.04	57	100.00
Office of Compliance Inspections and Examinations	26	4.84	79	14.71	101	18.81	133	24.77	179	33.33	19	3.54	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22A. SEC's performance management system uses	Stro ag	U •	Some		agre	ther e nor igree	Some disa			ongly gree	_	not now	Т	otal
relevant criteria to evaluate my performance.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	48	7.33	236	36.03	105	16.03	136	20.76	106	16.18	24	3.66	655	100.00
Division of Corporation Finance	23	8.16	121	42.91	45	15.96	55	19.50	38	13.48	*	*	282	100.00
Division of Investment Management	6	5.41	38	34.23	23	20.72	26	23.42	18	16.22	*	*	111	100.00
Division of Trading and Markets	10	7.58	43	32.58	23	17.42	21	15.91	35	26.52	*	*	132	100.00
Division of Economic and Risk Analysis	*	*	22	42.31	14	26.92	6	11.54	*	*	10	19.23	52	100.00
Office of Compliance Inspections and Examinations	27	5.03	188	35.01	120	22.35	101	18.81	86	16.01	15	2.79	537	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22B. SEC's performance management system allows supervisors and managers to have a meaningful discussion with their staff on how they are performing.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not now	Т	Total
performing.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	50	7.62	218	33.23	117	17.84	139	21.19	104	15.85	28	4.27	656	100.00
Division of Corporation Finance	31	10.88	110	38.60	50	17.54	42	14.74	45	15.79	7	2.46	285	100.00
Division of Investment Management	11	9.48	37	31.90	20	17.24	26	22.41	16	13.79	6	5.17	116	100.00
Division of Trading and Markets	13	10.00	42	32.31	28	21.54	16	12.31	31	23.85	*	*	130	100.00
Division of Economic and Risk Analysis	8	14.04	17	29.82	13	22.81	6	10.53	*	*	13	22.81	57	100.00
Office of Compliance Inspections and Examinations	39	7.24	174	32.28	126	23.38	98	18.18	87	16.14	15	2.78	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22C. SEC's performance management system provides	Stro agi			ewhat ree	agre	ther e nor igree	Some disa			ongly gree	_ `	not now	Т	`otal
consistent standards for rewarding performance.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	30	4.60	141	21.63	128	19.63	163	25.00	143	21.93	47	7.21	652	100.00
Division of Corporation Finance	12	4.24	69	24.38	48	16.96	68	24.03	75	26.50	11	3.89	283	100.00
Division of Investment Management	*	*	21	18.92	26	23.42	29	26.13	28	25.23	7	6.31	111	100.00
Division of Trading and Markets	*	*	27	20.93	32	24.81	18	13.95	41	31.78	11	8.53	129	100.00
Division of Economic and Risk Analysis	*	*	12	22.22	15	27.78	13	24.07	*	*	14	25.93	54	100.00
Office of Compliance Inspections and Examinations	22	4.09	106	19.70	143	26.58	127	23.61	115	21.38	25	4.65	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22D Changes need to be made to increase transparency in the process used to rate my		ongly ree	Some		agre	ther e nor gree	Some disas		Stro disa	_ ·		not now	Т	`otal
performance.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	130	19.91	183	28.02	178	27.26	87	13.32	35	5.36	40	6.13	653	100.00
Division of Corporation Finance	68	24.03	64	22.61	72	25.44	55	19.43	12	4.24	12	4.24	283	100.00
Division of Investment Management	22	20.00	36	32.73	26	23.64	19	17.27	*	*	7	6.36	110	100.00
Division of Trading and Markets	27	20.45	32	24.24	41	31.06	17	12.88	8	6.06	7	5.30	132	100.00
Division of Economic and Risk Analysis	*	*	14	25.93	20	37.04	6	11.11	*	*	14	25.93	54	100.00
Office of Compliance Inspections and Examinations	128	23.75	139	25.79	155	28.76	77	14.29	18	3.34	22	4.08	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22E. Calibration of performance ratings by management improves fairness in the performance management system.	Stro agr	0.	Some agr		agre	ther e nor egree	Some disa			ongly gree %		not now	T #	otal %
Division of Enforcement	29	4.43	100	15.29	150	22.94	98	14.98	111	16.97	166	25.38	654	100.00
Division of Corporation Finance	19	6.67	59	20.70	52	18.25	31	10.88	54	18.95	70	24.56	285	100.00
Division of Investment Management	*	*	22	19.30	26	22.81	22	19.30	19	16.67	25	21.93	114	100.00
Division of Trading and Markets	*	*	26	20.16	36	27.91	18	13.95	22	17.05	27	20.93	129	100.00
Division of Economic and Risk Analysis	*	*	10	17.86	7	12.50	6	10.71	*	*	33	58.93	56	100.00
Office of Compliance Inspections and Examinations	32	5.97	98	18.28	120	22.39	82	15.30	99	18.47	105	19.59	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q22F. Employee performance appraisals are fair and appropriate under SEC's performance management system.		ongly ree	Some agi		agre	ther e nor gree	Some disa			ongly gree		not now	Т	otal
management system.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	42	6.45	158	24.27	176	27.04	86	13.21	104	15.98	85	13.06	651	100.00
Division of Corporation Finance	14	4.96	80	28.37	63	22.34	33	11.70	51	18.09	41	14.54	282	100.00
Division of Investment Management	*	*	26	23.21	32	28.57	29	25.89	15	13.39	10	8.93	112	100.00
Division of Trading and Markets	11	8.21	33	24.63	35	26.12	16	11.94	24	17.91	15	11.19	134	100.00
Division of Economic and Risk Analysis	6	10.17	14	23.73	10	16.95	8	13.56	*	*	21	35.59	59	100.00
Office of Compliance Inspections and Examinations	32	5.95	123	22.86	150	27.88	98	18.22	87	16.17	48	8.92	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24A. There is an atmosphere of trust in my division/office.		ongly ree	Some		agre	ther e nor gree	Some disa ₃			ongly agree		not low	Т	Total
division/office.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	139	21.32	254	38.96	84	12.88	101	15.49	67	10.28	7	1.07	652	100.00
Division of Corporation Finance	63	22.34	106	37.59	33	11.70	38	13.48	42	14.89	*	*	282	100.00
Division of Investment Management	26	22.61	44	38.26	15	13.04	22	19.13	8	6.96	*	*	115	100.00
Division of Trading and Markets	28	20.90	42	31.34	21	15.67	25	18.66	18	13.43	*	*	134	100.00
Division of Economic and Risk Analysis	20	40.82	29	59.18	*	*	*	*	*	*	*	*	49	100.00
Office of Compliance Inspections and Examinations	67	12.43	186	34.51	69	12.80	114	21.15	96	17.81	7	1.30	539	100.00
Other	*	*	*	*	*	*	*	*	7	100.00	*	*	7	100.00

Q24B. Employee morale is generally high most of the time.		ongly ree	Some	what eee	agre	ther e nor gree	Some disa			ongly agree		not low	Т	otal
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	89	13.67	221	33.95	98	15.05	135	20.74	96	14.75	12	1.84	651	100.00
Division of Corporation Finance	33	11.62	98	34.51	54	19.01	47	16.55	46	16.20	6	2.11	284	100.00
Division of Investment Management	12	10.43	44	38.26	20	17.39	27	23.48	12	10.43	*	*	115	100.00
Division of Trading and Markets	13	9.63	44	32.59	23	17.04	34	25.19	21	15.56	*	*	135	100.00
Division of Economic and Risk Analysis	17	30.91	20	36.36	12	21.82	*	*	6	10.91	*	*	55	100.00
Office of Compliance Inspections and Examinations	38	7.13	160	30.02	107	20.08	108	20.26	120	22.51	*	*	533	100.00
Other	*	*	*	*	*	*	*	*	8	100.00	*	*	8	100.00

Q24C. I have a voice in decisions that affect me and my work environment.		ongly ree	Some		agre	ther e nor gree	Some disa			ngly gree		not	Т	`otal
work cirvii oiimeit.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	114	17.48	253	38.80	98	15.03	111	17.02	67	10.28	9	1.38	652	100.00
Division of Corporation Finance	36	12.81	94	33.45	58	20.64	46	16.37	47	16.73	*	*	281	100.00
Division of Investment Management	25	21.74	40	34.78	11	9.57	23	20.00	16	13.91	*	*	115	100.00
Division of Trading and Markets	21	15.91	50	37.88	17	12.88	23	17.42	21	15.91	*	*	132	100.00
Division of Economic and Risk Analysis	16	30.19	29	54.72	8	15.09	*	*	*	*	*	*	53	100.00
Office of Compliance Inspections and Examinations	84	15.70	193	36.07	97	18.13	91	17.01	70	13.08	*	*	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24D. Management in my division/office has taken steps to improve employee morale.		ongly ree	Some		agre	ther e nor gree	Some disa ₃			ongly gree		not now	Т	Total
to improve employee morale.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	125	19.11	247	37.77	92	14.07	73	11.16	70	10.70	47	7.19	654	100.00
Division of Corporation Finance	49	17.19	98	34.39	50	17.54	33	11.58	41	14.39	14	4.91	285	100.00
Division of Investment Management	23	20.54	38	33.93	23	20.54	18	16.07	10	8.93	*	*	112	100.00
Division of Trading and Markets	25	18.52	41	30.37	19	14.07	18	13.33	24	17.78	8	5.93	135	100.00
Division of Economic and Risk Analysis	17	28.33	12	20.00	9	15.00	13	21.67	*	*	9	15.00	60	100.00
Office of Compliance Inspections and Examinations	88	16.42	176	32.84	99	18.47	69	12.87	77	14.37	27	5.04	536	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24E. Supervisors and managers in my division/office tolerate honest mistakes as learning experiences.		ongly ree	Some		agre	ther e nor gree	Some disa		Stro disa	- ·		not now	Т	Total
tolerate nonest mistakes as learning experiences.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	196	30.02	238	36.45	92	14.09	46	7.04	32	4.90	49	7.50	653	100.00
Division of Corporation Finance	91	31.93	111	38.95	32	11.23	20	7.02	14	4.91	17	5.96	285	100.00
Division of Investment Management	34	30.36	41	36.61	15	13.39	12	10.71	10	8.93	*	*	112	100.00
Division of Trading and Markets	45	33.33	46	34.07	13	9.63	12	8.89	9	6.67	10	7.41	135	100.00
Division of Economic and Risk Analysis	21	41.18	20	39.22	*	*	*	*	*	*	10	19.61	51	100.00
Office of Compliance Inspections and Examinations	103	19.07	206	38.15	96	17.78	52	9.63	42	7.78	41	7.59	540	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24F. Protecting investors is sometimes hampered by staff or managers who view firms as places they can potentially work at in the future.	Stro agi	~ •	Some agr		Neit agr no disa	ree	Some disa			ongly gree	_ `	not now	Т	`otal
can potentially work at in the future.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	23	3.52	28	4.28	47	7.19	62	9.48	435	66.51	59	9.02	654	100.00
Division of Corporation Finance	21	7.37	14	4.91	22	7.72	31	10.88	171	60.00	26	9.12	285	100.00
Division of Investment Management	*	*	10	8.77	9	7.89	20	17.54	69	60.53	6	5.26	114	100.00
Division of Trading and Markets	*	*	7	5.38	12	9.23	12	9.23	86	66.15	13	10.00	130	100.00
Division of Economic and Risk Analysis	*	*	*	*	*	*	*	*	36	76.60	11	23.40	47	100.00
Office of Compliance Inspections and Examinations	13	2.42	19	3.53	51	9.48	70	13.01	339	63.01	46	8.55	538	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24G. There are clearly defined policies and procedures for doing my work.		ongly ree	Some		agre	ther e nor gree	Some disa		Stro disa ₂	- ·	_	not low	Т	`otal
for doing my work.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	148	22.63	279	42.66	121	18.50	79	12.08	21	3.21	6	0.92	654	100.00
Division of Corporation Finance	70	25.09	143	51.25	30	10.75	36	12.90	*	*	*	*	279	100.00
Division of Investment Management	19	16.67	57	50.00	24	21.05	14	12.28	*	*	*	*	114	100.00
Division of Trading and Markets	22	16.79	54	41.22	17	12.98	27	20.61	11	8.40	*	*	131	100.00
Division of Economic and Risk Analysis	14	24.14	16	27.59	16	27.59	12	20.69	*	*	*	*	58	100.00
Office of Compliance Inspections and Examinations	115	21.50	230	42.99	95	17.76	73	13.64	22	4.11	*	*	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24H. Innovative ideas are encouraged in my division/office.		ongly ree	Some		agre	ther e nor gree	Some disa			ongly gree		not	Т	otal
uivision/office.	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Division of Enforcement	162	25.00	274	42.28	79	12.19	71	10.96	47	7.25	15	2.31	648	100.00
Division of Corporation Finance	37	13.21	101	36.07	51	18.21	46	16.43	45	16.07	*	*	280	100.00
Division of Investment Management	23	21.70	38	35.85	29	27.36	16	15.09	*	*	*	*	106	100.00
Division of Trading and Markets	24	18.32	49	37.40	23	17.56	17	12.98	18	13.74	*	*	131	100.00
Division of Economic and Risk Analysis	25	44.64	18	32.14	6	10.71	7	12.50	*	*	*	*	56	100.00
Office of Compliance Inspections and Examinations	103	19.25	201	37.57	104	19.44	76	14.21	43	8.04	8	1.50	535	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24I. Fear of public scandals has made SEC overly		Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
cautious and risk-averse.	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Division of Enforcement	90	13.78	201	30.78	99	15.16	128	19.60	85	13.02	50	7.66	653	100.00	
Division of Corporation Finance	38	13.38	75	26.41	48	16.90	53	18.66	40	14.08	30	10.56	284	100.00	
Division of Investment Management	21	19.44	37	34.26	26	24.07	14	12.96	*	*	10	9.26	108	100.00	
Division of Trading and Markets	27	20.00	37	27.41	23	17.04	18	13.33	14	10.37	16	11.85	135	100.00	
Division of Economic and Risk Analysis	13	23.21	6	10.71	11	19.64	11	19.64	*	*	15	26.79	56	100.00	
Office of Compliance Inspections and Examinations	117	21.71	171	31.73	114	21.15	68	12.62	42	7.79	27	5.01	539	100.00	
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

Q24J. In my view, the fear of being wrong makes supervisors and managers in my division/office reluctant to take a stand on important issues.	Strongly agree		Some agr		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
Division of Enforcement	83	12.69	171	26.15	106	16.21	149	22.78	106	16.21	39	5.96	654	100.00
Division of Corporation Finance	36	12.68	67	23.59	56	19.72	54	19.01	52	18.31	19	6.69	284	100.00
Division of Investment Management	20	17.24	29	25.00	22	18.97	22	18.97	15	12.93	8	6.90	116	100.00
Division of Trading and Markets	20	14.81	27	20.00	18	13.33	35	25.93	24	17.78	11	8.15	135	100.00
Division of Economic and Risk Analysis	*	*	10	17.86	8	14.29	11	19.64	18	32.14	9	16.07	56	100.00
Office of Compliance Inspections and Examinations	100	18.55	146	27.09	107	19.85	100	18.55	58	10.76	28	5.19	539	100.00
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Q24K. In my view, the fear of being wrong makes Senior Officers in my division/office reluctant to take a stand on		Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
important issues.	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Division of Enforcement	93	14.24	146	22.36	103	15.77	129	19.75	117	17.92	65	9.95	653	100.00	
Division of Corporation Finance	51	17.96	50	17.61	54	19.01	36	12.68	41	14.44	52	18.31	284	100.00	
Division of Investment Management	28	24.56	29	25.44	22	19.30	11	9.65	12	10.53	12	10.53	114	100.00	
Division of Trading and Markets	18	13.33	25	18.52	23	17.04	25	18.52	27	20.00	17	12.59	135	100.00	
Division of Economic and Risk Analysis	*	*	10	17.54	6	10.53	11	19.30	18	31.58	12	21.05	57	100.00	
Office of Compliance Inspections and Examinations	94	17.44	120	22.26	101	18.74	98	18.18	65	12.06	61	11.32	539	100.00	
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	