

## MISSION CRITICAL TENURE ANALYSIS

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*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.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	279	57.53	167	34.43	26	5.36	13	2.68	*	*	*	*	485	100.00
5 years to less than 15 years	381	48.54	315	40.13	36	4.59	31	3.95	12	1.53	10	1.27	785	100.00
15 years or more	238	47.60	187	37.40	23	4.60	27	5.40	12	2.40	13	2.60	500	100.00

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<b>Q1B. My division/office retains its most talented and qualified employees.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	121	24.59	210	42.68	60	12.20	50	10.16	23	4.67	28	5.69	492	100.00
<b>5 years to less than 15 years</b>	135	17.20	364	46.37	97	12.36	124	15.80	54	6.88	11	1.40	785	100.00
<b>15 years or more</b>	89	17.84	209	41.88	73	14.63	85	17.03	28	5.61	15	3.01	499	100.00

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<b>Q1C. Management usually hires employees who are a good fit for SEC's mission.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	189	38.89	208	42.80	41	8.44	30	6.17	*	*	18	3.70	486	100.00
<b>5 years to less than 15 years</b>	194	24.90	363	46.60	104	13.35	83	10.65	23	2.95	12	1.54	779	100.00
<b>15 years or more</b>	125	25.10	232	46.59	57	11.45	51	10.24	19	3.82	14	2.81	498	100.00

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<b>Q1D. When new people start in jobs in my division/office, they are given enough guidance and training.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	87	17.65	191	38.74	77	15.62	96	19.47	32	6.49	10	2.03	493	100.00
<b>5 years to less than 15 years</b>	105	13.44	292	37.39	126	16.13	152	19.46	77	9.86	29	3.71	781	100.00
<b>15 years or more</b>	91	18.35	166	33.47	78	15.73	84	16.94	33	6.65	44	8.87	496	100.00

Q1E. Hiring is sometimes based more on personal connections than on substantive experience or qualifications.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	25	5.09	66	13.44	92	18.74	123	25.05	131	26.68	54	11.00	491	100.00
5 years to less than 15 years	81	10.37	127	16.26	131	16.77	158	20.23	201	25.74	83	10.63	781	100.00
15 years or more	64	12.83	88	17.64	83	16.63	84	16.83	123	24.65	57	11.42	499	100.00

Q1F. SEC's Office of Human Resources has the necessary expertise to assist in recruiting and hiring qualified employees.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	20	4.07	68	13.82	101	20.53	110	22.36	98	19.92	95	19.31	492	100.00
5 years to less than 15 years	15	1.91	76	9.69	144	18.37	163	20.79	176	22.45	210	26.79	784	100.00
15 years or more	11	2.21	53	10.64	86	17.27	93	18.67	115	23.09	140	28.11	498	100.00

**MISSION CRITICAL TENURE ANALYSIS**

Q2A. SEC management is committed to the ongoing training and development of staff.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	196	40.08	208	42.54	37	7.57	38	7.77	10	2.04	*	*	489	100.00
5 years to less than 15 years	238	30.47	366	46.86	74	9.48	74	9.48	29	3.71	*	*	781	100.00
15 years or more	149	30.16	221	44.74	61	12.35	37	7.49	26	5.26	*	*	494	100.00

Q2B. SEC needs to invest more in the development of new staff.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	112	22.72	187	37.93	132	26.77	38	7.71	12	2.43	12	2.43	493	100.00
5 years to less than 15 years	177	22.61	318	40.61	158	20.18	77	9.83	28	3.58	25	3.19	783	100.00
15 years or more	122	24.55	158	31.79	130	26.16	37	7.44	23	4.63	27	5.43	497	100.00



<b>Q2C.</b> <b>The training I have received over the past three years has provided me skills and experience to meet SEC's needs.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	108	22.00	253	51.53	72	14.66	30	6.11	9	1.83	19	3.87	491	100.00
<b>5 years to less than 15 years</b>	176	22.56	358	45.90	145	18.59	66	8.46	35	4.49	*	*	780	100.00
<b>15 years or more</b>	111	22.47	215	43.52	92	18.62	53	10.73	23	4.66	*	*	494	100.00

Q2D. Management in my division/office needs to do more to address skills gaps.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	52	10.61	134	27.35	160	32.65	80	16.33	30	6.12	34	6.94	490	100.00
5 years to less than 15 years	117	14.92	239	30.48	238	30.36	128	16.33	37	4.72	25	3.19	784	100.00
15 years or more	69	13.97	144	29.15	156	31.58	82	16.60	28	5.67	15	3.04	494	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	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	134	27.29	194	39.51	102	20.77	16	3.26	36	7.33	9	1.83	491	100.00
5 years to less than 15 years	167	21.38	359	45.97	167	21.38	39	4.99	37	4.74	12	1.54	781	100.00
15 years or more	106	21.24	221	44.29	106	21.24	27	5.41	30	6.01	9	1.80	499	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?*

Q3B. External training or conferences	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	106	21.68	151	30.88	68	13.91	40	8.18	103	21.06	21	4.29	489	100.00
5 years to less than 15 years	145	18.61	260	33.38	178	22.85	63	8.09	111	14.25	22	2.82	779	100.00
15 years or more	93	18.79	160	32.32	71	14.34	49	9.90	109	22.02	13	2.63	495	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?*

Q3C. Computer-based training delivered by Internet	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	58	11.89	171	35.04	162	33.20	40	8.20	48	9.84	9	1.84	488	100.00
5 years to less than 15 years	93	12.05	303	39.25	225	29.15	72	9.33	57	7.38	22	2.85	772	100.00
15 years or more	56	11.24	207	41.57	134	26.91	37	7.43	55	11.04	9	1.81	498	100.00

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		Do not know		Total	
	#	%	#	%	#	%	#	%
1 year to less than 5 years	382	77.96	59	12.04	49	10.00	490	100.00
5 years to less than 15 years	610	78.01	115	14.71	57	7.29	782	100.00
15 years or more	383	76.60	85	17.00	32	6.40	500	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?	More than adequate		Adequate		Less than adequate		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	97	19.76	231	47.05	105	21.38	58	11.81	491	100.00
5 years to less than 15 years	118	15.13	363	46.54	243	31.15	56	7.18	780	100.00
15 years or more	80	16.10	222	44.67	158	31.79	37	7.44	497	100.00

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?	Never		Once or twice		Three or more times		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	41	8.32	221	44.83	196	39.76	35	7.10	493	100.00
5 years to less than 15 years	71	9.06	360	45.92	316	40.31	37	4.72	784	100.00
15 years or more	70	14.03	200	40.08	211	42.28	18	3.61	499	100.00



Q8A. Supervisors and managers ensure that employees are included in the flow of relevant information.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	125	25.35	205	41.58	60	12.17	72	14.60	25	5.07	6	1.22	493	100.00
5 years to less than 15 years	127	16.22	329	42.02	90	11.49	157	20.05	74	9.45	6	0.77	783	100.00
15 years or more	71	14.29	224	45.07	41	8.25	87	17.51	67	13.48	7	1.41	497	100.00

Q8B. My division/office supports open, two-way communication between staff and management.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	174	35.80	170	34.98	57	11.73	52	10.70	33	6.79	*	*	486	100.00
5 years to less than 15 years	190	24.39	293	37.61	94	12.07	122	15.66	80	10.27	*	*	779	100.00
15 years or more	96	19.43	183	37.04	62	12.55	73	14.78	80	16.19	*	*	494	100.00

Q8C. Information is adequately shared across groups in my division/office.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	78	15.92	176	35.92	79	16.12	102	20.82	42	8.57	13	2.65	490	100.00
5 years to less than 15 years	93	11.89	281	35.93	117	14.96	176	22.51	98	12.53	17	2.17	782	100.00
15 years or more	62	12.55	168	34.01	68	13.77	108	21.86	72	14.57	16	3.24	494	100.00

Q8D. Communication across groups in my division/office has improved over the past three years.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	56	11.41	106	21.59	123	25.05	38	7.74	31	6.31	137	27.90	491	100.00
5 years to less than 15 years	142	18.11	241	30.74	174	22.19	103	13.14	88	11.22	36	4.59	784	100.00
15 years or more	80	16.10	141	28.37	128	25.75	64	12.88	67	13.48	17	3.42	497	100.00

Q8E. Overall, information and knowledge are shared openly at all levels within my division/office.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	80	16.36	153	31.29	89	18.20	99	20.25	46	9.41	22	4.50	489	100.00
5 years to less than 15 years	94	12.08	225	28.92	129	16.58	185	23.78	123	15.81	22	2.83	778	100.00
15 years or more	43	8.72	165	33.47	78	15.82	105	21.30	85	17.24	17	3.45	493	100.00

Q8F. In my division/office, communication between other offices and divisions (such as between OCIE and CorpFin) on work-related matters is encouraged.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	141	28.89	168	34.43	89	18.24	43	8.81	21	4.30	26	5.33	488	100.00
5 years to less than 15 years	199	25.58	298	38.30	126	16.20	82	10.54	53	6.81	20	2.57	778	100.00
15 years or more	121	24.40	195	39.31	80	16.13	44	8.87	40	8.06	16	3.23	496	100.00

*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9A. OCIE	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	15	3.08	19	3.90	77	15.81	160	32.85	155	31.83	12	2.46	49	10.06	487	100.00
5 years to less than 15 years	27	3.47	41	5.26	105	13.48	290	37.23	249	31.96	7	0.90	60	7.70	779	100.00
15 years or more	15	3.05	24	4.88	75	15.24	189	38.41	153	31.10	8	1.63	28	5.69	492	100.00

*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9B. Division of Enforcement	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	61	12.68	25	5.20	65	13.51	131	27.23	121	25.16	*	*	78	16.22	481	100.00
5 years to less than 15 years	81	10.51	46	5.97	121	15.69	336	43.58	106	13.75	*	*	81	10.51	771	100.00
15 years or more	41	8.38	39	7.98	84	17.18	185	37.83	92	18.81	6	1.23	42	8.59	489	100.00



*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9C. Division of Corporation Finance	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	25	5.15	10	2.06	50	10.31	163	33.61	181	37.32	7	1.44	49	10.10	485	100.00
5 years to less than 15 years	54	6.99	20	2.59	73	9.44	315	40.75	237	30.66	6	0.78	68	8.80	773	100.00
15 years or more	27	5.50	15	3.05	57	11.61	180	36.66	159	32.38	10	2.04	43	8.76	491	100.00

*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9D. Division of Investment Management	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	11	2.27	12	2.47	35	7.22	178	36.70	198	40.82	7	1.44	44	9.07	485	100.00
5 years to less than 15 years	17	2.18	17	2.18	84	10.77	338	43.33	286	36.67	7	0.90	31	3.97	780	100.00
15 years or more	11	2.25	10	2.05	61	12.50	194	39.75	179	36.68	*	*	33	6.76	488	100.00

*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9E. Division of Trading and Markets	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	26	5.33	22	4.51	52	10.66	158	32.38	185	37.91	8	1.64	37	7.58	488	100.00
5 years to less than 15 years	27	3.47	31	3.99	69	8.88	330	42.47	285	36.68	*	*	35	4.50	777	100.00
15 years or more	11	2.22	9	1.82	60	12.12	192	38.79	186	37.58	13	2.63	24	4.85	495	100.00

*In the past 12 months, how often, if at all, did you typically contact employees in the following Headquarters divisions or offices for work-related issues such as to coordinate activities or ask for expert advice?*

Q9F. Division of Economic and Risk Analysis	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	32	6.56	21	4.30	61	12.50	136	27.87	195	39.96	8	1.64	35	7.17	488	100.00
5 years to less than 15 years	6	0.77	27	3.48	77	9.92	277	35.70	359	46.26	10	1.29	20	2.58	776	100.00
15 years or more	*	*	10	2.03	49	9.96	183	37.20	220	44.72	16	3.25	14	2.85	492	100.00

Q10. In which location do you currently work?	Headquarters (Washington, D.C.)		A regional or district office		Total	
	#	%	#	%	#	%
1 year to less than 5 years	251	51.02	241	48.98	492	100.00
5 years to less than 15 years	369	47.07	415	52.93	784	100.00
15 years or more	229	46.17	267	53.83	496	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	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	25	10.59	16	6.78	50	21.19	75	31.78	35	14.83	*	*	35	14.83	236	100.00
<b>5 years to less than 15 years</b>	54	13.57	30	7.54	86	21.61	132	33.17	42	10.55	*	*	54	13.57	398	100.00
<b>15 years or more</b>	29	11.28	35	13.62	49	19.07	81	31.52	33	12.84	*	*	30	11.67	257	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?**

Q10AU2. Division of Enforcement	Daily		One or more times a week		One or more times a month		One or more times in the past 12 months		Never		Do not know		Not applicable		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	57	24.46	13	5.58	22	9.44	47	20.17	30	12.88	*	*	64	27.47	233	100.00
5 years to less than 15 years	69	17.25	30	7.50	63	15.75	126	31.50	25	6.25	*	*	87	21.75	400	100.00
15 years or more	36	13.85	20	7.69	49	18.85	85	32.69	23	8.85	*	*	47	18.08	260	100.00

Q12A. In my division/office, the roles and responsibilities of supervisors and managers are clearly defined.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	147	29.94	198	40.33	48	9.78	63	12.83	23	4.68	12	2.44	491	100.00
5 years to less than 15 years	174	22.19	322	41.07	93	11.86	115	14.67	55	7.02	25	3.19	784	100.00
15 years or more	112	22.49	202	40.56	56	11.24	66	13.25	46	9.24	16	3.21	498	100.00



Q12B. Supervisors and managers in my division/office are genuinely interested in the opinions of their staff.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	203	41.86	170	35.05	42	8.66	48	9.90	22	4.54	*	*	485	100.00
5 years to less than 15 years	204	26.22	301	38.69	88	11.31	118	15.17	67	8.61	*	*	778	100.00
15 years or more	120	24.05	176	35.27	49	9.82	83	16.63	64	12.83	7	1.40	499	100.00

Q12C. Promotion to management is mostly based on technical skills.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	24	4.89	91	18.53	97	19.76	70	14.26	59	12.02	150	30.55	491	100.00
5 years to less than 15 years	44	5.61	196	25.00	129	16.45	175	22.32	159	20.28	81	10.33	784	100.00
15 years or more	24	4.82	115	23.09	92	18.47	105	21.08	119	23.90	43	8.63	498	100.00

Q12D. Promotion to management is mostly based on the ability to manage people effectively.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	19	3.89	82	16.77	81	16.56	94	19.22	68	13.91	145	29.65	489	100.00
5 years to less than 15 years	28	3.58	150	19.18	129	16.50	169	21.61	225	28.77	81	10.36	782	100.00
15 years or more	17	3.41	81	16.27	87	17.47	102	20.48	174	34.94	37	7.43	498	100.00

Q12E. Promotion to management is mostly based on connections that staff have with management.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	53	10.79	113	23.01	100	20.37	41	8.35	30	6.11	154	31.36	491	100.00
5 years to less than 15 years	168	21.51	217	27.78	145	18.57	78	9.99	74	9.48	99	12.68	781	100.00
15 years or more	133	26.71	145	29.12	78	15.66	48	9.64	51	10.24	43	8.63	498	100.00

<b>Q12F.</b> <b>There is not much incentive</b> <b>to get promoted into a</b> <b>management position</b> <b>because the salary increase</b> <b>is minimal.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	76	15.48	106	21.59	93	18.94	68	13.85	54	11.00	94	19.14	491	100.00
<b>5 years to less than 15 years</b>	219	28.01	223	28.52	113	14.45	109	13.94	74	9.46	44	5.63	782	100.00
<b>15 years or more</b>	109	21.89	154	30.92	97	19.48	69	13.86	46	9.24	23	4.62	498	100.00

<b>Q12G.</b> <b>Over the past 3 years,</b> <b>I have seen SEC staff leave</b> <b>due to being dissatisfied</b> <b>with a supervisor or</b> <b>manager.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	87	17.76	88	17.96	61	12.45	36	7.35	51	10.41	167	34.08	490	100.00
<b>5 years to less than 15 years</b>	235	30.01	193	24.65	83	10.60	70	8.94	96	12.26	106	13.54	783	100.00
<b>15 years or more</b>	144	28.80	115	23.00	56	11.20	48	9.60	54	10.80	83	16.60	500	100.00

**13. Over the past three years, to what extent, if at all, have the Senior Officers (SOs) in your division/office worked to make improvements in the area listed below?**

Q13A. Workforce morale	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	101	20.57	153	31.16	91	18.53	43	8.76	62	12.63	41	8.35	491	100.00
5 years to less than 15 years	141	18.01	223	28.48	218	27.84	138	17.62	28	3.58	35	4.47	783	100.00
15 years or more	93	18.67	121	24.30	152	30.52	103	20.68	15	3.01	14	2.81	498	100.00

**13. Over the past three years, to what extent, if at all, have the Senior Officers (SOs) in your division/office worked to make improvements in the area listed below?**

Q13B. Collaboration between divisions and offices	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	67	13.65	134	27.29	84	17.11	54	11.00	86	17.52	66	13.44	491	100.00
<b>5 years to less than 15 years</b>	108	13.85	200	25.64	201	25.77	130	16.67	64	8.21	77	9.87	780	100.00
<b>15 years or more</b>	81	16.33	125	25.20	98	19.76	103	20.77	38	7.66	51	10.28	496	100.00



**13. Over the past three years, to what extent, if at all, have the Senior Officers (SOs) in your division/office worked to make improvements in the area listed below?**

Q13C. Staff training focused on specific competencies	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	100	20.33	167	33.94	82	16.67	32	6.50	68	13.82	43	8.74	492	100.00
5 years to less than 15 years	124	15.96	243	31.27	213	27.41	103	13.26	42	5.41	52	6.69	777	100.00
15 years or more	78	15.76	158	31.92	123	24.85	74	14.95	27	5.45	35	7.07	495	100.00

**13. Over the past three years, to what extent, if at all, have the Senior Officers (SOs) in your division/office worked to make improvements in the area listed below?**

Q13D. Transparency in the promotion process	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	28	5.73	51	10.43	79	16.16	137	28.02	110	22.49	84	17.18	489	100.00
<b>5 years to less than 15 years</b>	37	4.73	82	10.49	133	17.01	373	47.70	69	8.82	88	11.25	782	100.00
<b>15 years or more</b>	28	5.62	54	10.84	65	13.05	248	49.80	50	10.04	53	10.64	498	100.00

*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	Not aware of any such initiative		To a great extent		To a moderate extent		To a small extent		To no extent		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	84	17.28	73	15.02	128	26.34	84	17.28	47	9.67	70	14.40	486	100.00
5 years to less than 15 years	108	13.90	122	15.70	195	25.10	172	22.14	122	15.70	58	7.46	777	100.00
15 years or more	71	14.23	72	14.43	138	27.66	101	20.24	79	15.83	38	7.62	499	100.00

*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	Not aware of any such initiative		To a great extent		To a moderate extent		To a small extent		To no extent		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	51	10.54	109	22.52	153	31.61	78	16.12	21	4.34	72	14.88	484	100.00
5 years to less than 15 years	62	7.99	167	21.52	256	32.99	171	22.04	70	9.02	50	6.44	776	100.00
15 years or more	44	8.85	114	22.94	155	31.19	103	20.72	44	8.85	37	7.44	497	100.00

*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	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	116	23.92	56	11.55	165	34.02	45	9.28	16	3.30	87	17.94	485	100.00
5 years to less than 15 years	164	20.97	95	12.15	280	35.81	114	14.58	85	10.87	44	5.63	782	100.00
15 years or more	92	18.47	57	11.45	159	31.93	82	16.47	71	14.26	37	7.43	498	100.00

*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	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	127	26.13	39	8.02	104	21.40	66	13.58	32	6.58	118	24.28	486	100.00
5 years to less than 15 years	163	20.95	35	4.50	143	18.38	155	19.92	205	26.35	77	9.90	778	100.00
15 years or more	75	15.15	25	5.05	68	13.74	107	21.62	179	36.16	41	8.28	495	100.00

*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	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	69	14.41	102	21.29	180	37.58	39	8.14	10	2.09	79	16.49	479	100.00
5 years to less than 15 years	105	13.60	155	20.08	320	41.45	81	10.49	59	7.64	52	6.74	772	100.00
15 years or more	53	10.79	94	19.14	217	44.20	64	13.03	30	6.11	33	6.72	491	100.00

<b>Q16.</b> <b>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?</b>	<b>More than needed</b>		<b>An appropriate amount</b>		<b>Less than needed</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	36	7.39	302	62.01	83	17.04	66	13.55	487	100.00
<b>5 years to less than 15 years</b>	144	18.53	420	54.05	150	19.31	63	8.11	777	100.00
<b>15 years or more</b>	124	24.95	230	46.28	109	21.93	34	6.84	497	100.00



<b>Q17.</b> <b>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?</b>	<b>More than needed</b>		<b>An appropriate amount</b>		<b>Less than needed</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	54	11.00	335	68.23	41	8.35	61	12.42	491	100.00
<b>5 years to less than 15 years</b>	159	20.46	493	63.45	69	8.88	56	7.21	777	100.00
<b>15 years or more</b>	133	26.76	284	57.14	53	10.66	27	5.43	497	100.00

Q18. What is your current, direct supervisor's position or title?	Branch Chief		Exam Manager		Assistant Director		Associate Director		Other		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	108	22.09	28	5.73	277	56.65	27	5.52	49	10.02	489	100.00
5 years to less than 15 years	125	16.01	47	6.02	428	54.80	104	13.32	77	9.86	781	100.00
15 years or more	48	9.62	42	8.42	245	49.10	108	21.64	56	11.22	499	100.00

*To what extent do you agree or disagree with the following statement regarding your current direct supervisor?*

Q19A. Is knowledgeable in the issue areas I conduct my work.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	335	69.07	105	21.65	16	3.30	17	3.51	12	2.47	*	*	485	100.00
5 years to less than 15 years	484	62.21	204	26.22	29	3.73	32	4.11	29	3.73	*	*	778	100.00
15 years or more	288	57.95	123	24.75	30	6.04	25	5.03	24	4.83	7	1.41	497	100.00

*To what extent do you agree or disagree with the following statement regarding your current direct supervisor?*

Q19B. Has the skills and expertise to be an effective supervisor or manager.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	287	58.57	115	23.47	27	5.51	33	6.73	21	4.29	7	1.43	490	100.00
5 years to less than 15 years	406	51.72	209	26.62	43	5.48	62	7.90	56	7.13	9	1.15	785	100.00
15 years or more	253	50.70	130	26.05	26	5.21	38	7.62	45	9.02	7	1.40	499	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19C. Does a good job in sharing information.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	267	55.05	119	24.54	49	10.10	24	4.95	26	5.36	*	*	485	100.00
5 years to less than 15 years	350	44.64	226	28.83	65	8.29	79	10.08	54	6.89	10	1.28	784	100.00
15 years or more	210	42.25	132	26.56	47	9.46	59	11.87	41	8.25	8	1.61	497	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19D. Clearly defines goals and expectations.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	234	47.85	133	27.20	54	11.04	35	7.16	24	4.91	9	1.84	489	100.00
5 years to less than 15 years	308	39.29	220	28.06	94	11.99	91	11.61	65	8.29	6	0.77	784	100.00
15 years or more	179	36.16	155	31.31	55	11.11	55	11.11	42	8.48	9	1.82	495	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19E. Provides useful and constructive feedback.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	250	51.23	118	24.18	51	10.45	32	6.56	26	5.33	11	2.25	488	100.00
5 years to less than 15 years	311	39.77	232	29.67	82	10.49	79	10.10	66	8.44	12	1.53	782	100.00
15 years or more	179	36.09	144	29.03	61	12.30	47	9.48	53	10.69	12	2.42	496	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19F. Will listen to me if we have differing ideas or approaches.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	320	65.57	90	18.44	28	5.74	20	4.10	18	3.69	12	2.46	488	100.00
5 years to less than 15 years	453	57.78	191	24.36	39	4.97	41	5.23	52	6.63	8	1.02	784	100.00
15 years or more	260	52.42	122	24.60	31	6.25	39	7.86	35	7.06	9	1.81	496	100.00



To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19G. Is willing to change his or her position when there is compelling information.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	281	57.46	110	22.49	33	6.75	21	4.29	14	2.86	30	6.13	489	100.00
5 years to less than 15 years	390	50.00	228	29.23	45	5.77	53	6.79	43	5.51	21	2.69	780	100.00
15 years or more	224	44.98	146	29.32	44	8.84	30	6.02	35	7.03	19	3.82	498	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19H. Gives me the flexibility I need to do my job effectively.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	331	68.25	94	19.38	33	6.80	15	3.09	6	1.24	6	1.24	485	100.00
5 years to less than 15 years	530	68.56	161	20.83	32	4.14	24	3.10	26	3.36	*	*	773	100.00
15 years or more	282	57.43	126	25.66	29	5.91	17	3.46	29	5.91	8	1.63	491	100.00

To what extent do you agree or disagree with the following statement regarding your current direct supervisor?

Q19L. Spends too much time closely monitoring my work.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	26	5.32	26	5.32	50	10.22	94	19.22	281	57.46	12	2.45	489	100.00
5 years to less than 15 years	39	4.99	44	5.63	94	12.02	159	20.33	435	55.63	11	1.41	782	100.00
15 years or more	23	4.64	38	7.66	77	15.52	100	20.16	248	50.00	10	2.02	496	100.00

Q21A. Overall, Senior Officers deal effectively with poor performing supervisors and managers.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	15	3.04	34	6.90	58	11.76	89	18.05	70	14.20	227	46.04	493	100.00
5 years to less than 15 years	14	1.79	80	10.20	102	13.01	169	21.56	241	30.74	178	22.70	784	100.00
15 years or more	20	4.01	53	10.62	73	14.63	106	21.24	143	28.66	104	20.84	499	100.00

Q21B. Overall, supervisors and managers deal effectively with poor performing staff.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	13	2.66	45	9.20	73	14.93	108	22.09	59	12.07	191	39.06	489	100.00
5 years to less than 15 years	15	1.93	105	13.48	121	15.53	210	26.96	190	24.39	138	17.72	779	100.00
15 years or more	21	4.20	67	13.40	93	18.60	122	24.40	104	20.80	93	18.60	500	100.00

<b>Q21C.</b> <b>I know what is expected of</b> <b>me regarding my work</b> <b>performance.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	191	38.82	210	42.68	36	7.32	40	8.13	8	1.63	7	1.42	492	100.00
<b>5 years to less than 15 years</b>	306	39.13	314	40.15	82	10.49	55	7.03	25	3.20	*	*	782	100.00
<b>15 years or more</b>	184	37.17	201	40.61	40	8.08	45	9.09	25	5.05	*	*	495	100.00

<b>Q21D.</b> <b>My direct supervisor</b> <b>provides sufficient</b> <b>performance feedback.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	202	41.48	173	35.52	44	9.03	40	8.21	14	2.87	14	2.87	487	100.00
<b>5 years to less than 15 years</b>	301	38.54	275	35.21	76	9.73	81	10.37	42	5.38	6	0.77	781	100.00
<b>15 years or more</b>	152	30.52	185	37.15	59	11.85	53	10.64	40	8.03	9	1.81	498	100.00

Q21E. The criteria for rewarding staff are clearly defined.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	57	11.59	93	18.90	91	18.50	127	25.81	84	17.07	40	8.13	492	100.00
5 years to less than 15 years	50	6.39	157	20.08	125	15.98	203	25.96	226	28.90	21	2.69	782	100.00
15 years or more	36	7.26	104	20.97	79	15.93	121	24.40	139	28.02	17	3.43	496	100.00



Q21F. The criteria for promoting staff are clearly defined.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	29	5.92	59	12.04	80	16.33	139	28.37	112	22.86	71	14.49	490	100.00
5 years to less than 15 years	33	4.23	120	15.36	111	14.21	182	23.30	294	37.64	41	5.25	781	100.00
15 years or more	30	6.02	77	15.46	84	16.87	89	17.87	185	37.15	33	6.63	498	100.00

<b>Q21G.</b> <b>The opportunities in my</b> <b>division/office to get</b> <b>promoted into a</b> <b>management position are</b> <b>limited.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	215	43.88	144	29.39	38	7.76	26	5.31	9	1.84	58	11.84	490	100.00
<b>5 years to less than 15 years</b>	420	53.71	220	28.13	62	7.93	56	7.16	16	2.05	8	1.02	782	100.00
<b>15 years or more</b>	263	53.56	145	29.53	39	7.94	36	7.33	8	1.63	*	*	491	100.00

Q21H. Favoritism is typically not an issue in promotions.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	45	9.15	60	12.20	81	16.46	65	13.21	59	11.99	182	36.99	492	100.00
5 years to less than 15 years	98	12.56	115	14.74	123	15.77	153	19.62	186	23.85	105	13.46	780	100.00
15 years or more	65	13.10	63	12.70	69	13.91	100	20.16	157	31.65	42	8.47	496	100.00

Q21L. Promotions go to those who most deserve it.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	43	8.74	84	17.07	85	17.28	68	13.82	46	9.35	166	33.74	492	100.00
5 years to less than 15 years	84	10.81	173	22.27	138	17.76	147	18.92	159	20.46	76	9.78	777	100.00
15 years or more	63	12.78	94	19.07	68	13.79	104	21.10	131	26.57	33	6.69	493	100.00

<b>Q21J.</b> <b>There is a clear link</b> <b>between my performance</b> <b>and recognition of it.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	84	17.11	168	34.22	87	17.72	53	10.79	31	6.31	68	13.85	491	100.00
<b>5 years to less than 15 years</b>	109	13.94	252	32.23	133	17.01	148	18.93	131	16.75	9	1.15	782	100.00
<b>15 years or more</b>	74	14.92	142	28.63	81	16.33	97	19.56	95	19.15	7	1.41	496	100.00

<b>Q21K.</b> <b>Current performance</b> <b>incentives are effective tools</b> <b>to motivate employees to</b> <b>perform well.</b>	<b>Strongly</b> <b>agree</b>		<b>Somewhat</b> <b>agree</b>		<b>Neither</b> <b>agree nor</b> <b>disagree</b>		<b>Somewhat</b> <b>disagree</b>		<b>Strongly</b> <b>disagree</b>		<b>Do not</b> <b>know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	31	6.33	100	20.41	92	18.78	99	20.20	102	20.82	66	13.47	490	100.00
<b>5 years to less than 15 years</b>	20	2.57	121	15.55	136	17.48	198	25.45	283	36.38	20	2.57	778	100.00
<b>15 years or more</b>	21	4.23	69	13.91	74	14.92	144	29.03	174	35.08	14	2.82	496	100.00

<b>Q22A.</b> <b>SEC's performance</b> <b>management system uses</b> <b>relevant criteria to evaluate</b> <b>my performance.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	45	9.15	209	42.48	83	16.87	71	14.43	38	7.72	46	9.35	492	100.00
<b>5 years to less than 15 years</b>	43	5.51	287	36.75	163	20.87	154	19.72	124	15.88	10	1.28	781	100.00
<b>15 years or more</b>	32	6.46	147	29.70	77	15.56	117	23.64	122	24.65	*	*	495	100.00

<b>Q22B.</b> <b>SEC's performance</b> <b>management system allows</b> <b>supervisors and managers</b> <b>to have a meaningful</b> <b>discussion with their staff</b> <b>on how they are</b> <b>performing.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	59	11.97	188	38.13	87	17.65	67	13.59	40	8.11	52	10.55	493	100.00
<b>5 years to less than 15 years</b>	59	7.54	259	33.12	162	20.72	159	20.33	128	16.37	15	1.92	782	100.00
<b>15 years or more</b>	36	7.27	143	28.89	102	20.61	102	20.61	112	22.63	*	*	495	100.00



<b>Q22C.</b> <b>SEC's performance</b> <b>management system</b> <b>provides consistent</b> <b>standards for rewarding</b> <b>performance.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	31	6.30	137	27.85	112	22.76	88	17.89	53	10.77	71	14.43	492	100.00
<b>5 years to less than 15 years</b>	29	3.72	155	19.90	181	23.23	193	24.78	195	25.03	26	3.34	779	100.00
<b>15 years or more</b>	17	3.41	82	16.47	90	18.07	133	26.71	157	31.53	19	3.82	498	100.00

Q22D Changes need to be made to increase transparency in the process used to rate my performance.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	53	10.82	115	23.47	148	30.20	77	15.71	31	6.33	66	13.47	490	100.00
5 years to less than 15 years	169	21.72	211	27.12	212	27.25	131	16.84	27	3.47	28	3.60	778	100.00
15 years or more	151	30.26	138	27.66	124	24.85	55	11.02	21	4.21	10	2.00	499	100.00

<b>Q22E.</b> <b>Calibration of performance ratings by management improves fairness in the performance management system.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	20	4.07	97	19.76	117	23.83	47	9.57	33	6.72	177	36.05	491	100.00
<b>5 years to less than 15 years</b>	44	5.65	128	16.43	165	21.18	125	16.05	134	17.20	183	23.49	779	100.00
<b>15 years or more</b>	26	5.21	88	17.64	104	20.84	81	16.23	138	27.66	62	12.42	499	100.00

<b>Q22F.</b> <b>Employee performance</b> <b>appraisals are fair and</b> <b>appropriate under SEC's</b> <b>performance management</b> <b>system.</b>	<b>Strongly</b> <b>agree</b>		<b>Somewhat</b> <b>agree</b>		<b>Neither</b> <b>agree nor</b> <b>disagree</b>		<b>Somewhat</b> <b>disagree</b>		<b>Strongly</b> <b>disagree</b>		<b>Do not</b> <b>know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	38	7.72	151	30.69	125	25.41	43	8.74	31	6.30	104	21.14	492	100.00
<b>5 years to less than 15 years</b>	47	6.04	191	24.55	206	26.48	133	17.10	120	15.42	81	10.41	778	100.00
<b>15 years or more</b>	25	5.03	93	18.71	128	25.75	89	17.91	129	25.96	33	6.64	497	100.00

Q24A. There is an atmosphere of trust in my division/office.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	136	27.59	204	41.38	45	9.13	64	12.98	34	6.90	10	2.03	493	100.00
5 years to less than 15 years	128	16.43	304	39.02	96	12.32	140	17.97	111	14.25	*	*	779	100.00
15 years or more	78	15.69	141	28.37	83	16.70	97	19.52	92	18.51	6	1.21	497	100.00

<b>Q24B.</b> <b>Employee morale is</b> <b>generally high most of the</b> <b>time.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	88	17.85	198	40.16	81	16.43	71	14.40	45	9.13	10	2.03	493	100.00
<b>5 years to less than 15 years</b>	68	8.72	251	32.18	152	19.49	160	20.51	140	17.95	9	1.15	780	100.00
<b>15 years or more</b>	45	9.07	129	26.01	78	15.73	117	23.59	119	23.99	8	1.61	496	100.00

<b>Q24C.</b> <b>I have a voice in decisions</b> <b>that affect me and my work</b> <b>environment.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	105	21.34	198	40.24	76	15.45	71	14.43	35	7.11	7	1.42	492	100.00
<b>5 years to less than 15 years</b>	122	15.64	286	36.67	136	17.44	126	16.15	102	13.08	8	1.03	780	100.00
<b>15 years or more</b>	70	14.17	163	33.00	76	15.38	96	19.43	89	18.02	*	*	494	100.00

Q24D. Management in my division/office has taken steps to improve employee morale.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	106	21.59	184	37.47	72	14.66	45	9.16	32	6.52	52	10.59	491	100.00
5 years to less than 15 years	144	18.37	267	34.06	139	17.73	97	12.37	100	12.76	37	4.72	784	100.00
15 years or more	75	15.12	153	30.85	78	15.73	79	15.93	91	18.35	20	4.03	496	100.00



<b>Q24E.</b> <b>Supervisors and managers</b> <b>in my division/office tolerate</b> <b>honest mistakes as learning</b> <b>experiences.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	181	36.71	180	36.51	42	8.52	26	5.27	12	2.43	52	10.55	493	100.00
<b>5 years to less than 15 years</b>	209	26.73	291	37.21	122	15.60	67	8.57	46	5.88	47	6.01	782	100.00
<b>15 years or more</b>	99	19.80	186	37.20	82	16.40	52	10.40	50	10.00	31	6.20	500	100.00

<b>Q24F.</b> <b>Protecting investors is</b> <b>sometimes hampered by</b> <b>staff or managers who view</b> <b>firms as places they can</b> <b>potentially work at in the</b> <b>future.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	*	*	12	2.45	43	8.78	52	10.61	326	66.53	57	11.63	490	100.00
<b>5 years to less than 15 years</b>	30	3.84	34	4.35	58	7.42	92	11.76	512	65.47	56	7.16	782	100.00
<b>15 years or more</b>	32	6.41	36	7.21	45	9.02	54	10.82	287	57.52	45	9.02	499	100.00

<b>Q24G.</b> <b>There are clearly defined</b> <b>policies and procedures for</b> <b>doing my work.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	124	25.51	194	39.92	86	17.70	70	14.40	12	2.47	*	*	486	100.00
<b>5 years to less than 15 years</b>	152	19.41	355	45.34	128	16.35	109	13.92	32	4.09	7	0.89	783	100.00
<b>15 years or more</b>	109	21.93	221	44.47	85	17.10	60	12.07	22	4.43	*	*	497	100.00

Q24H. Innovative ideas are encouraged in my division/office.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	136	27.64	198	40.24	70	14.23	46	9.35	29	5.89	13	2.64	492	100.00
5 years to less than 15 years	155	20.03	286	36.95	138	17.83	112	14.47	71	9.17	12	1.55	774	100.00
15 years or more	84	17.04	188	38.13	80	16.23	72	14.60	61	12.37	8	1.62	493	100.00

<b>Q24I.</b> <b>Fear of public scandals has</b> <b>made SEC overly cautious</b> <b>and risk-averse.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>1 year to less than 5 years</b>	60	12.20	117	23.78	95	19.31	92	18.70	54	10.98	74	15.04	492	100.00
<b>5 years to less than 15 years</b>	130	16.60	254	32.44	145	18.52	134	17.11	78	9.96	42	5.36	783	100.00
<b>15 years or more</b>	114	23.03	149	30.10	74	14.95	65	13.13	59	11.92	34	6.87	495	100.00

<b>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.</b>	<b>Strongly agree</b>		<b>Somewhat agree</b>		<b>Neither agree nor disagree</b>		<b>Somewhat disagree</b>		<b>Strongly disagree</b>		<b>Do not know</b>		<b>Total</b>	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>1 year to less than 5 years</b>	46	9.35	82	16.67	96	19.51	116	23.58	93	18.90	59	11.99	492	100.00
<b>5 years to less than 15 years</b>	121	15.47	224	28.64	144	18.41	151	19.31	111	14.19	31	3.96	782	100.00
<b>15 years or more</b>	94	18.80	141	28.20	72	14.40	103	20.60	68	13.60	22	4.40	500	100.00

Q24K. In my view, the fear of being wrong makes Senior Officers in my division/office reluctant to take a stand on important issues.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	44	8.92	71	14.40	97	19.68	97	19.68	104	21.10	80	16.23	493	100.00
5 years to less than 15 years	142	18.18	185	23.69	133	17.03	134	17.16	105	13.44	82	10.50	781	100.00
15 years or more	103	20.77	120	24.19	73	14.72	77	15.52	70	14.11	53	10.69	496	100.00