

SECWIDE DIVISION 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.

1a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	157	48.91	98	30.53	31	9.66	14	4.36	8	2.49	13	4.05	321	100.00
All other divisions/offices	285	45.45	229	36.52	52	8.29	34	5.42	15	2.39	12	1.91	627	100.00

1b. My division/office retains its most talented and qualified employees.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	89	27.99	96	30.19	43	13.52	39	12.26	17	5.35	34	10.69	318	100.00
All other divisions/offices	169	27.13	208	33.39	82	13.16	74	11.88	67	10.75	23	3.69	623	100.00

1c. Management usually hires employees who are a good fit for SEC's mission.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	122	38.13	105	32.81	38	11.88	21	6.56	11	3.44	23	7.19	320	100.00
All other divisions/offices	197	31.47	236	37.70	85	13.58	58	9.27	33	5.27	17	2.72	626	100.00

1d. When new people start in jobs in my division/office, they are given enough guidance and training.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	66	20.75	108	33.96	50	15.72	50	15.72	27	8.49	17	5.35	318	100.00
All other divisions/offices	133	21.31	219	35.10	83	13.30	105	16.83	66	10.58	18	2.88	624	100.00

1e. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	45	14.11	51	15.99	45	14.11	48	15.05	73	22.88	57	17.87	319	100.00
All other divisions/offices	132	21.12	121	19.36	113	18.08	77	12.32	119	19.04	63	10.08	625	100.00

2a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	124	39.49	126	40.13	26	8.28	24	7.64	14	4.46	*	*	314	100.00
All other divisions/offices	260	41.73	230	36.92	50	8.03	52	8.35	31	4.98	*	*	623	100.00

2b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	70	21.94	114	35.74	66	20.69	33	10.34	16	5.02	20	6.27	319	100.00
All other divisions/offices	142	22.83	184	29.58	155	24.92	79	12.70	37	5.95	25	4.02	622	100.00

2c. The training I have received over the past three years has provided me skills and experience to meet SEC's needs.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	98	30.72	115	36.05	55	17.24	26	8.15	7	2.19	18	5.64	319	100.00
All other divisions/offices	202	32.37	236	37.82	94	15.06	42	6.73	35	5.61	15	2.40	624	100.00

2d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	54	16.98	82	25.79	86	27.04	49	15.41	28	8.81	19	5.97	318	100.00
All other divisions/offices	121	19.48	173	27.86	145	23.35	100	16.10	60	9.66	22	3.54	621	100.00

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

3a. Training provided by the SEC University including classroom, WebEx, and office/division specific trainings	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	123	39.42	120	38.46	60	19.23	*	*	9	2.88	*	*	312	100.00
All other divisions/offices	221	35.25	236	37.64	117	18.66	23	3.67	21	3.35	9	1.44	627	100.00

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

3b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	68	21.59	103	32.70	40	12.70	22	6.98	63	20.00	19	6.03	315	100.00
All other divisions/offices	216	34.56	171	27.36	82	13.12	33	5.28	99	15.84	24	3.84	625	100.00

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

3c. Computer-based training delivered by Internet via external vendors	To a great extent		To a moderate extent		To a small extent		To no extent		No basis to judge		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	68	21.38	88	27.67	65	20.44	26	8.18	53	16.67	18	5.66	318	100.00
All other divisions/offices	127	20.45	203	32.69	117	18.84	47	7.57	101	16.26	26	4.19	621	100.00

5a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	74	23.34	129	40.69	45	14.20	37	11.67	32	10.09	*	*	317	100.00
All other divisions/offices	156	25.00	224	35.90	54	8.65	95	15.22	95	15.22	*	*	624	100.00

5b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	112	35.56	106	33.65	40	12.70	32	10.16	25	7.94	*	*	315	100.00
All other divisions/offices	231	37.02	175	28.04	69	11.06	72	11.54	77	12.34	*	*	624	100.00

5c. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	51	16.09	111	35.02	55	17.35	49	15.46	30	9.46	21	6.62	317	100.00
All other divisions/offices	134	21.54	198	31.83	79	12.70	103	16.56	99	15.92	9	1.45	622	100.00

5d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	37	11.67	64	20.19	78	24.61	22	6.94	26	8.20	90	28.39	317	100.00
All other divisions/offices	153	24.32	164	26.07	112	17.81	64	10.17	73	11.61	63	10.02	629	100.00

5e. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	53	16.72	99	31.23	57	17.98	49	15.46	32	10.09	27	8.52	317	100.00
All other divisions/offices	134	21.44	180	28.80	82	13.12	117	18.72	103	16.48	9	1.44	625	100.00

5f. In my division/office, communication between other offices/divisions on work-related matters is encouraged.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	92	28.93	108	33.96	56	17.61	27	8.49	20	6.29	15	4.72	318	100.00
All other divisions/offices	231	36.72	193	30.68	83	13.20	52	8.27	61	9.70	9	1.43	629	100.00

7a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	106	33.02	109	33.96	44	13.71	32	9.97	16	4.98	14	4.36	321	100.00
All other divisions/offices	210	33.49	200	31.90	63	10.05	74	11.80	55	8.77	25	3.99	627	100.00

7b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	117	36.45	109	33.96	33	10.28	29	9.03	23	7.17	10	3.12	321	100.00
All other divisions/offices	226	36.04	166	26.48	74	11.80	70	11.16	82	13.08	9	1.44	627	100.00

7c. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	16	5.03	43	13.52	69	21.70	33	10.38	34	10.69	123	38.68	318	100.00
All other divisions/offices	66	10.51	101	16.08	111	17.68	103	16.40	111	17.68	136	21.66	628	100.00

7d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	16	5.06	37	11.71	67	21.20	38	12.03	43	13.61	115	36.39	316	100.00
All other divisions/offices	59	9.47	92	14.77	113	18.14	99	15.89	139	22.31	121	19.42	623	100.00

7e. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	47	14.83	53	16.72	66	20.82	21	6.62	17	5.36	113	35.65	317	100.00
All other divisions/offices	130	20.77	138	22.04	120	19.17	56	8.95	62	9.90	120	19.17	626	100.00

7f. There is not much incentive to get promoted into a management position because the salary increase is minimal.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	27	8.52	50	15.77	75	23.66	33	10.41	33	10.41	99	31.23	317	100.00
All other divisions/offices	89	14.22	101	16.13	127	20.29	95	15.18	101	16.13	113	18.05	626	100.00

7g. Over the past 3 years, I have seen SEC staff leave due to being dissatisfied with a supervisor or manager.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	58	18.30	57	17.98	45	14.20	10	3.15	29	9.15	118	37.22	317	100.00
All other divisions/offices	181	28.91	118	18.85	87	13.90	35	5.59	77	12.30	128	20.45	626	100.00

8. Over the past three years, to what extent, if at all, have the Senior Officers worked to make improvements in the area listed below?

8a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	58	18.18	76	23.82	67	21.00	35	10.97	46	14.42	37	11.60	319	100.00
All other divisions/offices	185	29.55	160	25.56	131	20.93	79	12.62	46	7.35	25	3.99	626	100.00

8. Over the past three years, to what extent, if at all, have the Senior Officers worked to make improvements in the area listed below?

8b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	46	14.47	70	22.01	48	15.09	36	11.32	64	20.13	54	16.98	318	100.00
All other divisions/offices	152	24.32	157	25.12	129	20.64	70	11.20	63	10.08	54	8.64	625	100.00

8. Over the past three years, to what extent, if at all, have the Senior Officers worked to make improvements in the area listed below?

8c. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	58	18.30	74	23.34	63	19.87	31	9.78	43	13.56	48	15.14	317	100.00
All other divisions/offices	131	20.99	164	26.28	155	24.84	75	12.02	47	7.53	52	8.33	624	100.00

8. Over the past three years, to what extent, if at all, have the Senior Officers worked to make improvements in the area listed below?

8d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	18	5.68	20	6.31	36	11.36	83	26.18	76	23.97	84	26.50	317	100.00
All other divisions/offices	62	9.90	85	13.58	109	17.41	203	32.43	86	13.74	81	12.94	626	100.00

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

9a. Initiatives designed to improve communication	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	70	22.15	50	15.82	84	26.58	27	8.54	25	7.91	60	18.99	316	100.00
All other divisions/offices	81	12.96	134	21.44	217	34.72	77	12.32	67	10.72	49	7.84	625	100.00

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

9b. Initiatives designed to improve the performance management system used to evaluate your performance	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	67	21.34	34	10.83	60	19.11	37	11.78	39	12.42	77	24.52	314	100.00
All other divisions/offices	92	14.79	88	14.15	174	27.97	75	12.06	97	15.59	96	15.43	622	100.00

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

9c. Initiatives designed to improve training opportunities	Not aware of any such initiative		Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	50	15.87	74	23.49	86	27.30	24	7.62	25	7.94	56	17.78	315	100.00
All other divisions/offices	75	12.14	176	28.48	207	33.50	61	9.87	42	6.80	57	9.22	618	100.00

10. Are the numbers of supervisors, managers, and Senior Officers currently in your division/office more than is needed, less than is needed, or an appropriate amount given the current workload?	More than needed		An appropriate amount		Less than needed		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%
Mission Critical	44	13.92	182	57.59	28	8.86	62	19.62	316	100.00
All other divisions/offices	124	19.94	349	56.11	81	13.02	68	10.93	622	100.00

11. 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?	More than needed		An appropriate amount		Less than needed		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%
Mission Critical	47	14.73	191	59.87	18	5.64	63	19.75	319	100.00
All other divisions/offices	144	23.04	368	58.88	44	7.04	69	11.04	625	100.00

12. What is your current, direct supervisor's position or title?	Director		Deputy Director		General Counsel		Deputy General Counsel		Associate General Counsel		Assistant General Counsel		Exam Manager		Assistant Director		Associate Director		Branch Chief		Other		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	12	3.90	*	*	*	*	*	*	*	*	*	*	17	5.52	143	46.43	29	9.42	64	20.78	43	13.96	308	100.00
All other divisions/offices	41	6.61	40	6.45	*	*	*	*	11	1.77	47	7.58	*	*	94	15.16	18	2.90	281	45.32	88	14.19	620	100.00

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

13a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	189	59.81	86	27.22	15	4.75	11	3.48	15	4.75	*	*	316	100.00
All other divisions/offices	364	58.15	156	24.92	32	5.11	35	5.59	39	6.23	*	*	626	100.00

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

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13b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	192	61.34	62	19.81	26	8.31	18	5.75	15	4.79	*	*	313	100.00
All other divisions/offices	333	52.94	151	24.01	31	4.93	48	7.63	60	9.54	6	0.95	629	100.00

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

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13c. Does a good job in sharing information.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	168	53.85	78	25.00	31	9.94	22	7.05	13	4.17	*	*	312	100.00
All other divisions/offices	328	52.56	146	23.40	42	6.73	44	7.05	64	10.26	*	*	624	100.00

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

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13d. Clearly defines goals and expectations.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	146	46.20	90	28.48	40	12.66	22	6.96	18	5.70	*	*	316	100.00
All other divisions/offices	288	45.86	156	24.84	60	9.55	52	8.28	66	10.51	6	0.96	628	100.00

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

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13e. Provides useful and constructive feedback.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	155	49.84	89	28.62	29	9.32	21	6.75	17	5.47	*	*	311	100.00
All other divisions/offices	305	48.72	135	21.57	61	9.74	54	8.63	63	10.06	8	1.28	626	100.00

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

13f. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	183	57.55	77	24.21	20	6.29	14	4.40	12	3.77	12	3.77	318	100.00
All other divisions/offices	391	62.36	114	18.18	35	5.58	35	5.58	43	6.86	9	1.44	627	100.00

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

13g. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	160	50.63	70	22.15	38	12.03	11	3.48	8	2.53	29	9.18	316	100.00
All other divisions/offices	333	53.37	138	22.12	43	6.89	42	6.73	42	6.73	26	4.17	624	100.00

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

13h. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	209	67.86	71	23.05	19	6.17	*	*	9	2.92	*	*	308	100.00
All other divisions/offices	415	66.72	111	17.85	40	6.43	21	3.38	35	5.63	*	*	622	100.00

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

13i. Spends too much time closely monitoring my work.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	23	7.26	16	5.05	45	14.20	48	15.14	176	55.52	9	2.84	317	100.00
All other divisions/offices	52	8.28	44	7.01	79	12.58	85	13.54	358	57.01	10	1.59	628	100.00

15a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	21	6.58	23	7.21	43	13.48	37	11.60	39	12.23	156	48.90	319	100.00
All other divisions/offices	45	7.17	68	10.83	71	11.31	100	15.92	140	22.29	204	32.48	628	100.00

15b. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	20	6.33	33	10.44	45	14.24	43	13.61	39	12.34	136	43.04	316	100.00
All other divisions/offices	57	9.09	87	13.88	81	12.92	132	21.05	122	19.46	148	23.60	627	100.00

15c. I know what is expected of me regarding my work performance.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	141	44.20	124	38.87	25	7.84	17	5.33	6	1.88	6	1.88	319	100.00
All other divisions/offices	335	53.69	170	27.24	48	7.69	41	6.57	30	4.81	*	*	624	100.00

15d. My direct supervisor provides sufficient performance feedback.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	128	40.13	119	37.30	32	10.03	18	5.64	12	3.76	10	3.13	319	100.00
All other divisions/offices	311	49.84	148	23.72	60	9.62	52	8.33	45	7.21	8	1.28	624	100.00

15e. The criteria for rewarding staff are clearly defined.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	39	12.26	60	18.87	61	19.18	52	16.35	61	19.18	45	14.15	318	100.00
All other divisions/offices	109	17.36	126	20.06	87	13.85	122	19.43	154	24.52	30	4.78	628	100.00

15f. The criteria for promoting staff are clearly defined.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	30	9.43	46	14.47	57	17.92	48	15.09	73	22.96	64	20.13	318	100.00
All other divisions/offices	74	11.76	100	15.90	88	13.99	110	17.49	200	31.80	57	9.06	629	100.00

15g. The opportunities in my division/office to get promoted into a management position are limited.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	121	38.17	89	28.08	32	10.09	8	2.52	9	2.84	58	18.30	317	100.00
All other divisions/offices	282	44.90	171	27.23	67	10.67	34	5.41	28	4.46	46	7.32	628	100.00

15h. Favoritism is typically not an issue in promotions.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	30	9.46	33	10.41	45	14.20	49	15.46	37	11.67	123	38.80	317	100.00
All other divisions/offices	106	16.88	79	12.58	86	13.69	85	13.54	151	24.04	121	19.27	628	100.00

15i. Promotions go to those who most deserve it.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	29	9.18	53	16.77	55	17.41	33	10.44	31	9.81	115	36.39	316	100.00
All other divisions/offices	91	14.56	116	18.56	93	14.88	90	14.40	121	19.36	114	18.24	625	100.00

15j. There is a clear link between my performance and recognition of it.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	49	15.41	105	33.02	48	15.09	33	10.38	31	9.75	52	16.35	318	100.00
All other divisions/offices	152	24.44	181	29.10	88	14.15	73	11.74	100	16.08	28	4.50	622	100.00

15k. Current performance incentives are effective tools to motivate employees to perform well.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	38	12.10	56	17.83	67	21.34	49	15.61	47	14.97	57	18.15	314	100.00
All other divisions/offices	100	15.97	133	21.25	121	19.33	108	17.25	117	18.69	47	7.51	626	100.00

16a. SEC's performance management system uses relevant criteria to evaluate my performance.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	43	13.52	91	28.62	52	16.35	42	13.21	34	10.69	56	17.61	318	100.00
All other divisions/offices	92	14.67	209	33.33	106	16.91	90	14.35	93	14.83	37	5.90	627	100.00

16b. SEC's performance management system allows supervisors and managers to have a meaningful discussion with their staff on how they are performing.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	50	15.72	107	33.65	47	14.78	29	9.12	25	7.86	60	18.87	318	100.00
All other divisions/offices	124	19.84	213	34.08	103	16.48	79	12.64	68	10.88	38	6.08	625	100.00

16c. SEC's performance management system provides consistent standards for rewarding performance.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	28	8.89	73	23.17	55	17.46	53	16.83	36	11.43	70	22.22	315	100.00
All other divisions/offices	85	13.58	146	23.32	128	20.45	94	15.02	111	17.73	62	9.90	626	100.00

16d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	59	18.44	64	20.00	95	29.69	28	8.75	13	4.06	61	19.06	320	100.00
All other divisions/offices	134	21.47	153	24.52	159	25.48	79	12.66	48	7.69	51	8.17	624	100.00

16e. Calibration of performance ratings by management improves fairness in the performance management system.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	27	8.54	48	15.19	73	23.10	33	10.44	25	7.91	110	34.81	316	100.00
All other divisions/offices	63	10.13	133	21.38	141	22.67	49	7.88	96	15.43	140	22.51	622	100.00

16f. Employee performance appraisals are fair and appropriate under SEC's performance management system.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	28	8.83	69	21.77	84	26.50	35	11.04	28	8.83	73	23.03	317	100.00
All other divisions/offices	83	13.39	158	25.48	143	23.06	57	9.19	95	15.32	84	13.55	620	100.00

18a. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	78	24.30	106	33.02	45	14.02	44	13.71	39	12.15	9	2.80	321	100.00
All other divisions/offices	141	22.49	173	27.59	68	10.85	119	18.98	118	18.82	8	1.28	627	100.00

18b. Employee morale is generally high most of the time.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	65	20.38	103	32.29	48	15.05	49	15.36	39	12.23	15	4.70	319	100.00
All other divisions/offices	126	20.19	163	26.12	99	15.87	100	16.03	127	20.35	9	1.44	624	100.00

18c. I have a voice in decisions that affect me and my work environment.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	75	23.36	104	32.40	54	16.82	46	14.33	34	10.59	8	2.49	321	100.00
All other divisions/offices	167	26.72	189	30.24	83	13.28	87	13.92	93	14.88	6	0.96	625	100.00

18d. 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	75	23.51	96	30.09	53	16.61	28	8.78	24	7.52	43	13.48	319	100.00
All other divisions/offices	178	28.57	217	34.83	75	12.04	63	10.11	76	12.20	14	2.25	623	100.00

18e. Supervisors and managers in my division/office tolerate honest mistakes.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	85	26.90	117	37.03	40	12.66	14	4.43	20	6.33	40	12.66	316	100.00
All other divisions/offices	209	33.39	205	32.75	65	10.38	50	7.99	61	9.74	36	5.75	626	100.00

18f. Protecting investors is sometimes hampered by staff or managers who view firms as places they can potentially work at in the future.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	10	3.13	15	4.70	33	10.34	22	6.90	127	39.81	112	35.11	319	100.00
All other divisions/offices	28	4.49	26	4.17	77	12.34	33	5.29	192	30.77	268	42.95	624	100.00

18g. There are clearly defined policies and procedures for doing my work.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	97	30.31	131	40.94	37	11.56	37	11.56	10	3.13	8	2.50	320	100.00
All other divisions/offices	181	28.82	229	36.46	81	12.90	74	11.78	53	8.44	10	1.59	628	100.00

18h. Innovative ideas are encouraged in my division/office.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	100	31.55	118	37.22	44	13.88	23	7.26	13	4.10	19	5.99	317	100.00
All other divisions/offices	198	31.53	200	31.85	83	13.22	78	12.42	55	8.76	14	2.23	628	100.00

18i. Fear of public scandals has made SEC overly cautious and risk-averse.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	33	10.34	63	19.75	63	19.75	33	10.34	38	11.91	89	27.90	319	100.00
All other divisions/offices	96	15.29	118	18.79	118	18.79	57	9.08	68	10.83	171	27.23	628	100.00

18j. 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		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Mission Critical	29	9.06	54	16.88	57	17.81	60	18.75	44	13.75	76	23.75	320	100.00
All other divisions/offices	99	15.81	124	19.81	119	19.01	94	15.02	119	19.01	71	11.34	626	100.00