

SECWIDE LOCATION 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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	318	44.98	254	35.93	67	9.48	34	4.81	16	2.26	18	2.55	707	100.00
Regional Offices	119	51.52	70	30.30	15	6.49	14	6.06	7	3.03	6	2.60	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	187	26.71	229	32.71	97	13.86	79	11.29	72	10.29	36	5.14	700	100.00
Regional Offices	68	29.44	73	31.60	27	11.69	31	13.42	12	5.19	20	8.66	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	223	31.63	256	36.31	108	15.32	59	8.37	32	4.54	27	3.83	705	100.00
Regional Offices	93	40.26	81	35.06	16	6.93	18	7.79	11	4.76	12	5.19	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	147	20.91	246	34.99	105	14.94	111	15.79	66	9.39	28	3.98	703	100.00
Regional Offices	54	23.48	78	33.91	28	12.17	37	16.09	25	10.87	8	3.48	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	142	20.20	142	20.20	121	17.21	89	12.66	136	19.35	73	10.38	703	100.00
Regional Offices	30	12.99	30	12.99	34	14.72	34	14.72	60	25.97	43	18.61	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	288	41.20	269	38.48	57	8.15	52	7.44	33	4.72	*	*	699	100.00
Regional Offices	94	41.23	85	37.28	18	7.89	18	7.89	13	5.70	*	*	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	146	20.86	208	29.71	177	25.29	86	12.29	42	6.00	41	5.86	700	100.00
Regional Offices	61	26.99	86	38.05	42	18.58	25	11.06	12	5.31	*	*	226	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	235	33.48	260	37.04	114	16.24	44	6.27	32	4.56	17	2.42	702	100.00
Regional Offices	65	28.14	84	36.36	34	14.72	22	9.52	10	4.33	16	6.93	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	129	18.40	190	27.10	171	24.39	113	16.12	68	9.70	30	4.28	701	100.00
Regional Offices	38	16.59	63	27.51	61	26.64	34	14.85	21	9.17	12	5.24	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	259	36.63	254	35.93	134	18.95	24	3.39	24	3.39	12	1.70	707	100.00
Regional Offices	85	37.78	96	42.67	38	16.89	*	*	6	2.67	*	*	225	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	227	32.24	200	28.41	88	12.50	37	5.26	123	17.47	29	4.12	704	100.00
Regional Offices	55	24.34	71	31.42	30	13.27	16	7.08	41	18.14	13	5.75	226	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	153	21.95	222	31.85	131	18.79	50	7.17	112	16.07	29	4.16	697	100.00
Regional Offices	43	18.70	65	28.26	42	18.26	23	10.00	43	18.70	14	6.09	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	176	25.04	255	36.27	67	9.53	105	14.94	100	14.22	*	*	703	100.00
Regional Offices	58	25.33	91	39.74	32	13.97	26	11.35	22	9.61	*	*	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	264	37.66	202	28.82	79	11.27	82	11.70	74	10.56	*	*	701	100.00
Regional Offices	83	36.40	73	32.02	29	12.72	20	8.77	23	10.09	*	*	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	146	20.77	236	33.57	90	12.80	117	16.64	101	14.37	13	1.85	703	100.00
Regional Offices	41	18.06	70	30.84	42	18.50	34	14.98	24	10.57	16	7.05	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	160	22.60	184	25.99	138	19.49	68	9.60	73	10.31	85	12.01	708	100.00
Regional Offices	28	12.28	43	18.86	49	21.49	18	7.89	21	9.21	69	30.26	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	151	21.48	205	29.16	98	13.94	128	18.21	104	14.79	17	2.42	703	100.00
Regional Offices	37	16.16	70	30.57	40	17.47	37	16.16	26	11.35	19	8.30	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	263	37.20	217	30.69	99	14.00	50	7.07	61	8.63	17	2.40	707	100.00
Regional Offices	63	27.39	78	33.91	39	16.96	26	11.30	17	7.39	7	3.04	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	243	34.32	224	31.64	78	11.02	86	12.15	48	6.78	29	4.10	708	100.00
Regional Offices	75	32.61	78	33.91	30	13.04	20	8.70	17	7.39	10	4.35	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	252	35.69	201	28.47	82	11.61	74	10.48	84	11.90	13	1.84	706	100.00
Regional Offices	93	40.09	69	29.74	23	9.91	23	9.91	18	7.76	6	2.59	232	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	69	9.76	108	15.28	134	18.95	111	15.70	115	16.27	170	24.05	707	100.00
Regional Offices	14	6.11	34	14.85	44	19.21	23	10.04	26	11.35	88	38.43	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	58	8.29	100	14.29	135	19.29	113	16.14	139	19.86	155	22.14	700	100.00
Regional Offices	16	6.99	29	12.66	40	17.47	24	10.48	37	16.16	83	36.24	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	142	20.20	155	22.05	138	19.63	57	8.11	62	8.82	149	21.19	703	100.00
Regional Offices	30	13.04	33	14.35	46	20.00	19	8.26	18	7.83	84	36.52	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	93	13.21	123	17.47	148	21.02	102	14.49	110	15.63	128	18.18	704	100.00
Regional Offices	24	10.48	28	12.23	50	21.83	23	10.04	23	10.04	81	35.37	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	204	28.90	132	18.70	98	13.88	39	5.52	85	12.04	148	20.96	706	100.00
Regional Offices	34	14.98	37	16.30	31	13.66	7	3.08	22	9.69	96	42.29	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	198	28.05	189	26.77	148	20.96	81	11.47	59	8.36	31	4.39	706	100.00
Regional Offices	41	17.90	47	20.52	48	20.96	27	11.79	35	15.28	31	13.54	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	157	22.27	180	25.53	141	20.00	76	10.78	81	11.49	70	9.93	705	100.00
Regional Offices	38	16.67	45	19.74	32	14.04	27	11.84	47	20.61	39	17.11	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	137	19.49	184	26.17	167	23.76	82	11.66	63	8.96	70	9.96	703	100.00
Regional Offices	50	21.93	52	22.81	46	20.18	22	9.65	28	12.28	30	13.16	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	62	8.81	91	12.93	122	17.33	218	30.97	106	15.06	105	14.91	704	100.00
Regional Offices	18	7.86	16	6.99	19	8.30	62	27.07	58	25.33	56	24.45	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	99	14.06	144	20.45	246	34.94	87	12.36	65	9.23	63	8.95	704	100.00
Regional Offices	52	22.91	39	17.18	51	22.47	15	6.61	24	10.57	46	20.26	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	113	16.10	93	13.25	196	27.92	87	12.39	103	14.67	110	15.67	702	100.00
Regional Offices	47	20.89	27	12.00	36	16.00	23	10.22	30	13.33	62	27.56	225	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	90	12.91	197	28.26	230	33.00	66	9.47	43	6.17	71	10.19	697	100.00
Regional Offices	33	14.60	52	23.01	58	25.66	18	7.96	23	10.18	42	18.58	226	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	
	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	125	17.83	397	56.63	86	12.27	93	13.27	701	100.00
Regional Offices	35	15.42	130	57.27	24	10.57	38	16.74	227	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	
	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	147	20.85	422	59.86	47	6.67	89	12.62	705	100.00
Regional Offices	41	17.90	133	58.08	14	6.11	41	17.90	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	38	5.46	44	6.32	*	*	*	*	12	1.72	47	6.75	*	*	116	16.67	27	3.88	316	45.40	96	13.79	696	100.00
Regional Offices	14	6.28	*	*	*	*	*	*	*	*	*	*	16	7.17	119	53.36	21	9.42	20	8.97	33	14.80	223	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	411	58.38	183	25.99	37	5.26	34	4.83	39	5.54	*	*	704	100.00
Regional Offices	136	59.91	58	25.55	8	3.52	11	4.85	14	6.17	*	*	227	100.00

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

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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	380	53.82	169	23.94	40	5.67	52	7.37	59	8.36	6	0.85	706	100.00
Regional Offices	143	63.56	43	19.11	15	6.67	12	5.33	12	5.33	*	*	225	100.00

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

13c. Does a good job in sharing information.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	370	52.86	166	23.71	55	7.86	48	6.86	61	8.71	*	*	700	100.00
Regional Offices	124	55.11	59	26.22	17	7.56	16	7.11	9	4.00	*	*	225	100.00

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

13d. Clearly defines goals and expectations.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	320	45.65	181	25.82	75	10.70	59	8.42	66	9.42	*	*	701	100.00
Regional Offices	110	48.67	66	29.20	25	11.06	14	6.19	11	4.87	*	*	226	100.00

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

13e. Provides useful and constructive feedback.	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Do not know		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	342	48.58	164	23.30	65	9.23	63	8.95	62	8.81	8	1.14	704	100.00
Regional Offices	115	51.80	60	27.03	23	10.36	11	4.95	13	5.86	*	*	222	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	435	61.61	140	19.83	44	6.23	37	5.24	41	5.81	9	1.27	706	100.00
Regional Offices	136	59.39	48	20.96	12	5.24	11	4.80	10	4.37	12	5.24	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	369	52.64	163	23.25	55	7.85	41	5.85	38	5.42	35	4.99	701	100.00
Regional Offices	120	52.63	44	19.30	24	10.53	10	4.39	10	4.39	20	8.77	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	467	66.71	133	19.00	44	6.29	21	3.00	35	5.00	*	*	700	100.00
Regional Offices	154	70.32	43	19.63	15	6.85	*	*	7	3.20	*	*	219	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	61	8.66	49	6.96	88	12.50	95	13.49	399	56.68	12	1.70	704	100.00
Regional Offices	15	6.52	11	4.78	36	15.65	31	13.48	130	56.52	7	3.04	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	49	6.93	76	10.75	86	12.16	106	14.99	144	20.37	246	34.79	707	100.00
Regional Offices	18	7.83	15	6.52	29	12.61	27	11.74	30	13.04	111	48.26	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	63	8.92	96	13.60	97	13.74	136	19.26	123	17.42	191	27.05	706	100.00
Regional Offices	15	6.61	22	9.69	31	13.66	34	14.98	32	14.10	93	40.97	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	364	51.93	207	29.53	58	8.27	43	6.13	29	4.14	*	*	701	100.00
Regional Offices	108	49.09	84	38.18	16	7.27	12	5.45	*	*	*	*	220	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	341	48.44	180	25.57	69	9.80	57	8.10	49	6.96	8	1.14	704	100.00
Regional Offices	96	41.74	82	35.65	24	10.43	11	4.78	7	3.04	10	4.35	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	122	17.28	142	20.11	106	15.01	134	18.98	165	23.37	37	5.24	706	100.00
Regional Offices	28	12.17	43	18.70	41	17.83	38	16.52	43	18.70	37	16.09	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	83	11.76	112	15.86	102	14.45	122	17.28	215	30.45	72	10.20	706	100.00
Regional Offices	22	9.52	31	13.42	44	19.05	35	15.15	50	21.65	49	21.21	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	301	42.57	193	27.30	83	11.74	38	5.37	30	4.24	62	8.77	707	100.00
Regional Offices	99	44.00	63	28.00	17	7.56	*	*	7	3.11	39	17.33	225	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	114	16.15	84	11.90	99	14.02	101	14.31	157	22.24	151	21.39	706	100.00
Regional Offices	24	10.48	27	11.79	32	13.97	28	12.23	29	12.66	89	38.86	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	100	14.25	122	17.38	111	15.81	98	13.96	125	17.81	146	20.80	702	100.00
Regional Offices	22	9.61	44	19.21	34	14.85	23	10.04	25	10.92	81	35.37	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	162	23.11	213	30.39	101	14.41	82	11.70	103	14.69	40	5.71	701	100.00
Regional Offices	42	18.34	69	30.13	34	14.85	24	10.48	20	8.73	40	17.47	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	116	16.48	147	20.88	148	21.02	117	16.62	118	16.76	58	8.24	704	100.00
Regional Offices	24	10.62	39	17.26	41	18.14	37	16.37	38	16.81	47	20.80	226	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	105	14.91	239	33.95	111	15.77	103	14.63	101	14.35	45	6.39	704	100.00
Regional Offices	31	13.42	57	24.68	42	18.18	29	12.55	24	10.39	48	20.78	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	134	19.03	250	35.51	110	15.63	83	11.79	77	10.94	50	7.10	704	100.00
Regional Offices	41	17.90	63	27.51	36	15.72	23	10.04	17	7.42	49	21.40	229	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	93	13.21	165	23.44	140	19.89	115	16.34	119	16.90	72	10.23	704	100.00
Regional Offices	21	9.25	50	22.03	38	16.74	30	13.22	28	12.33	60	26.43	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	153	21.73	174	24.72	185	26.28	80	11.36	51	7.24	61	8.66	704	100.00
Regional Offices	38	16.52	42	18.26	64	27.83	24	10.43	11	4.78	51	22.17	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	75	10.65	147	20.88	152	21.59	61	8.66	104	14.77	165	23.44	704	100.00
Regional Offices	16	7.11	34	15.11	60	26.67	19	8.44	15	6.67	81	36.00	225	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	93	13.30	170	24.32	165	23.61	69	9.87	102	14.59	100	14.31	699	100.00
Regional Offices	20	8.81	54	23.79	56	24.67	21	9.25	19	8.37	57	25.11	227	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	159	22.55	203	28.79	77	10.92	130	18.44	123	17.45	13	1.84	705	100.00
Regional Offices	60	26.32	72	31.58	35	15.35	30	13.16	31	13.60	*	*	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	144	20.45	204	28.98	106	15.06	112	15.91	123	17.47	15	2.13	704	100.00
Regional Offices	49	21.49	58	25.44	39	17.11	36	15.79	37	16.23	9	3.95	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	186	26.38	221	31.35	98	13.90	98	13.90	93	13.19	9	1.28	705	100.00
Regional Offices	58	25.11	66	28.57	37	16.02	33	14.29	31	13.42	6	2.60	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	194	27.64	245	34.90	94	13.39	69	9.83	74	10.54	26	3.70	702	100.00
Regional Offices	58	25.22	65	28.26	35	15.22	18	7.83	24	10.43	30	13.04	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	223	31.68	241	34.23	85	12.07	49	6.96	64	9.09	42	5.97	704	100.00
Regional Offices	70	30.70	75	32.89	21	9.21	14	6.14	14	6.14	34	14.91	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	32	4.54	30	4.26	91	12.91	34	4.82	208	29.50	310	43.97	705	100.00
Regional Offices	7	3.07	7	3.07	22	9.65	20	8.77	107	46.93	65	28.51	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	203	28.67	256	36.16	93	13.14	86	12.15	54	7.63	16	2.26	708	100.00
Regional Offices	74	32.46	94	41.23	25	10.96	25	10.96	10	4.39	*	*	228	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	226	32.06	231	32.77	94	13.33	80	11.35	52	7.38	22	3.12	705	100.00
Regional Offices	73	31.74	82	35.65	29	12.61	20	8.70	15	6.52	11	4.78	230	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	103	14.59	129	18.27	134	18.98	60	8.50	75	10.62	205	29.04	706	100.00
Regional Offices	25	10.82	51	22.08	43	18.61	27	11.69	31	13.42	54	23.38	231	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Washington, D.C. (Headquarters)	98	13.90	135	19.15	134	19.01	109	15.46	127	18.01	102	14.47	705	100.00
Regional Offices	27	11.69	44	19.05	41	17.75	42	18.18	35	15.15	42	18.18	231	100.00