

SECWIDE 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.

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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	247	52.22	153	32.35	35	7.40	19	4.02	9	1.90	10	2.11	473	100.00
5 years to less than 15 years	108	44.63	89	36.78	16	6.61	13	5.37	9	3.72	7	2.89	242	100.00
15 years or more	81	39.13	79	38.16	30	14.49	17	8.21	*	*	*	*	207	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	148	31.56	133	28.36	60	12.79	47	10.02	40	8.53	41	8.74	469	100.00
5 years to less than 15 years	68	28.22	85	35.27	26	10.79	34	14.11	22	9.13	6	2.49	241	100.00
15 years or more	39	18.22	86	40.19	36	16.82	30	14.02	16	7.48	7	3.27	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	195	41.23	167	35.31	46	9.73	33	6.98	14	2.96	18	3.81	473	100.00
5 years to less than 15 years	63	26.03	105	43.39	22	9.09	24	9.92	19	7.85	9	3.72	242	100.00
15 years or more	56	26.17	66	30.84	53	24.77	20	9.35	10	4.67	9	4.21	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	106	22.84	174	37.50	55	11.85	83	17.89	46	9.91	*	*	464	100.00
5 years to less than 15 years	52	21.58	86	35.68	28	11.62	34	14.11	30	12.45	11	4.56	241	100.00
15 years or more	40	18.52	63	29.17	47	21.76	35	16.20	12	5.56	19	8.80	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	65	13.83	78	16.60	84	17.87	64	13.62	110	23.40	69	14.68	470	100.00
5 years to less than 15 years	60	24.79	45	18.60	37	15.29	29	11.98	49	20.25	22	9.09	242	100.00
15 years or more	46	21.40	47	21.86	34	15.81	29	13.49	34	15.81	25	11.63	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	216	45.96	172	36.60	34	7.23	31	6.60	17	3.62	*	*	470	100.00
5 years to less than 15 years	89	37.08	91	37.92	22	9.17	24	10.00	14	5.83	*	*	240	100.00
15 years or more	77	36.67	86	40.95	19	9.05	13	6.19	15	7.14	*	*	210	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	101	21.58	152	32.48	106	22.65	63	13.46	31	6.62	15	3.21	468	100.00
5 years to less than 15 years	57	23.55	87	35.95	57	23.55	24	9.92	8	3.31	9	3.72	242	100.00
15 years or more	46	21.50	56	26.17	55	25.70	24	11.21	13	6.07	20	9.35	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	135	28.66	174	36.94	81	17.20	33	7.01	18	3.82	30	6.37	471	100.00
5 years to less than 15 years	91	37.60	82	33.88	35	14.46	21	8.68	13	5.37	*	*	242	100.00
15 years or more	73	34.76	86	40.95	29	13.81	12	5.71	10	4.76	*	*	210	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	66	14.01	129	27.39	118	25.05	81	17.20	48	10.19	29	6.16	471	100.00
5 years to less than 15 years	51	21.79	64	27.35	61	26.07	35	14.96	23	9.83	*	*	234	100.00
15 years or more	53	24.88	55	25.82	50	23.47	31	14.55	16	7.51	8	3.76	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	132	28.21	141	30.13	66	14.10	20	4.27	88	18.80	21	4.49	468	100.00
5 years to less than 15 years	87	35.95	76	31.40	29	11.98	13	5.37	29	11.98	8	3.31	242	100.00
15 years or more	61	28.50	56	26.17	23	10.75	18	8.41	43	20.09	13	6.07	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	107	22.91	142	30.41	85	18.20	29	6.21	84	17.99	20	4.28	467	100.00
5 years to less than 15 years	43	17.92	77	32.08	55	22.92	21	8.75	33	13.75	11	4.58	240	100.00
15 years or more	45	21.03	69	32.24	32	14.95	22	10.28	35	16.36	11	5.14	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	134	28.63	169	36.11	48	10.26	59	12.61	58	12.39	*	*	468	100.00
5 years to less than 15 years	54	22.50	89	37.08	23	9.58	38	15.83	36	15.00	*	*	240	100.00
15 years or more	42	19.44	89	41.20	25	11.57	34	15.74	26	12.04	*	*	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	191	40.81	138	29.49	52	11.11	47	10.04	40	8.55	*	*	468	100.00
5 years to less than 15 years	90	37.50	58	24.17	29	12.08	32	13.33	31	12.92	*	*	240	100.00
15 years or more	62	28.97	80	37.38	26	12.15	20	9.35	26	12.15	*	*	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	93	19.91	161	34.48	64	13.70	74	15.85	60	12.85	15	3.21	467	100.00
5 years to less than 15 years	52	21.76	71	29.71	28	11.72	45	18.83	36	15.06	7	2.93	239	100.00
15 years or more	41	18.98	70	32.41	38	17.59	33	15.28	28	12.96	6	2.78	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	77	16.42	103	21.96	85	18.12	35	7.46	35	7.46	134	28.57	469	100.00
5 years to less than 15 years	64	26.34	61	25.10	49	20.16	31	12.76	32	13.17	6	2.47	243	100.00
15 years or more	46	21.20	64	29.49	51	23.50	18	8.29	28	12.90	10	4.61	217	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	99	21.15	152	32.48	60	12.82	79	16.88	56	11.97	22	4.70	468	100.00
5 years to less than 15 years	52	21.58	54	22.41	39	16.18	49	20.33	41	17.01	6	2.49	241	100.00
15 years or more	34	15.74	68	31.48	40	18.52	36	16.67	32	14.81	6	2.78	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	167	35.46	150	31.85	65	13.80	42	8.92	36	7.64	11	2.34	471	100.00
5 years to less than 15 years	88	36.21	73	30.04	39	16.05	17	7.00	20	8.23	6	2.47	243	100.00
15 years or more	67	31.02	74	34.26	32	14.81	18	8.33	19	8.80	6	2.78	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	167	35.38	155	32.84	45	9.53	50	10.59	33	6.99	22	4.66	472	100.00
5 years to less than 15 years	80	32.92	70	28.81	30	12.35	31	12.76	24	9.88	8	3.29	243	100.00
15 years or more	71	32.87	69	31.94	34	15.74	25	11.57	10	4.63	7	3.24	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	202	42.71	132	27.91	46	9.73	36	7.61	50	10.57	7	1.48	473	100.00
5 years to less than 15 years	82	33.88	69	28.51	20	8.26	38	15.70	27	11.16	6	2.48	242	100.00
15 years or more	60	28.44	67	31.75	36	17.06	26	12.32	22	10.43	*	*	211	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	46	9.77	57	12.10	84	17.83	59	12.53	48	10.19	177	37.58	471	100.00
5 years to less than 15 years	24	9.88	47	19.34	45	18.52	37	15.23	47	19.34	43	17.70	243	100.00
15 years or more	15	6.98	36	16.74	48	22.33	37	17.21	45	20.93	34	15.81	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	37	7.91	62	13.25	84	17.95	58	12.39	64	13.68	163	34.83	468	100.00
5 years to less than 15 years	22	9.13	33	13.69	40	16.60	37	15.35	69	28.63	40	16.60	241	100.00
15 years or more	16	7.51	34	15.96	51	23.94	38	17.84	43	20.19	31	14.55	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	65	13.86	86	18.34	84	17.91	37	7.89	32	6.82	165	35.18	469	100.00
5 years to less than 15 years	61	25.31	47	19.50	47	19.50	26	10.79	25	10.37	35	14.52	241	100.00
15 years or more	43	19.91	56	25.93	49	22.69	13	6.02	24	11.11	31	14.35	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	52	11.06	77	16.38	93	19.79	65	13.83	59	12.55	124	26.38	470	100.00
5 years to less than 15 years	37	15.35	41	17.01	55	22.82	29	12.03	31	12.86	48	19.92	241	100.00
15 years or more	28	13.02	29	13.49	48	22.33	31	14.42	43	20.00	36	16.74	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	88	18.72	70	14.89	64	13.62	20	4.26	55	11.70	173	36.81	470	100.00
5 years to less than 15 years	72	29.75	64	26.45	26	10.74	12	4.96	32	13.22	36	14.88	242	100.00
15 years or more	70	32.71	39	18.22	38	17.76	14	6.54	20	9.35	33	15.42	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	122	25.90	106	22.51	80	16.99	47	9.98	72	15.29	44	9.34	471	100.00
5 years to less than 15 years	60	24.69	67	27.57	62	25.51	36	14.81	12	4.94	6	2.47	243	100.00
15 years or more	58	26.98	64	29.77	51	23.72	23	10.70	7	3.26	12	5.58	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	93	19.75	101	21.44	78	16.56	48	10.19	83	17.62	68	14.44	471	100.00
5 years to less than 15 years	58	23.97	61	25.21	52	21.49	30	12.40	24	9.92	17	7.02	242	100.00
15 years or more	44	20.56	64	29.91	44	20.56	21	9.81	17	7.94	24	11.21	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	99	21.15	107	22.86	95	20.30	43	9.19	66	14.10	58	12.39	468	100.00
5 years to less than 15 years	48	19.92	70	29.05	62	25.73	33	13.69	12	4.98	16	6.64	241	100.00
15 years or more	42	19.44	58	26.85	53	24.54	27	12.50	11	5.09	25	11.57	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	32	6.82	45	9.59	65	13.86	112	23.88	118	25.16	97	20.68	469	100.00
5 years to less than 15 years	30	12.35	25	10.29	37	15.23	94	38.68	27	11.11	30	12.35	243	100.00
15 years or more	18	8.37	36	16.74	41	19.07	70	32.56	17	7.91	33	15.35	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	87	18.55	97	20.68	122	26.01	43	9.17	39	8.32	81	17.27	469	100.00
5 years to less than 15 years	35	14.46	47	19.42	96	39.67	31	12.81	25	10.33	8	3.31	242	100.00
15 years or more	27	12.62	41	19.16	78	36.45	28	13.08	23	10.75	17	7.94	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	93	19.96	65	13.95	105	22.53	41	8.80	49	10.52	113	24.25	466	100.00
5 years to less than 15 years	38	15.70	26	10.74	67	27.69	37	15.29	47	19.42	27	11.16	242	100.00
15 years or more	25	11.79	29	13.68	61	28.77	34	16.04	33	15.57	30	14.15	212	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	83	17.77	125	26.77	120	25.70	37	7.92	21	4.50	81	17.34	467	100.00
5 years to less than 15 years	23	9.62	65	27.20	82	34.31	31	12.97	24	10.04	14	5.86	239	100.00
15 years or more	19	8.96	60	28.30	83	39.15	16	7.55	19	8.96	15	7.08	212	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	
	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	64	13.65	274	58.42	59	12.58	72	15.35	469	100.00
5 years to less than 15 years	55	22.92	130	54.17	36	15.00	19	7.92	240	100.00
15 years or more	39	18.31	121	56.81	15	7.04	38	17.84	213	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	
	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	83	17.62	285	60.51	30	6.37	73	15.50	471	100.00
5 years to less than 15 years	60	24.79	144	59.50	20	8.26	18	7.44	242	100.00
15 years or more	41	19.07	124	57.67	12	5.58	38	17.67	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	23	4.94	20	4.29	*	*	*	*	*	*	21	4.51	18	3.86	136	29.18	27	5.79	170	36.48	51	10.94	466	100.00
5 years to less than 15 years	21	8.82	13	5.46	*	*	*	*	*	*	12	5.04	*	*	58	24.37	10	4.20	85	35.71	39	16.39	238	100.00
15 years or more	8	3.76	9	4.23	*	*	*	*	8	3.76	15	7.04	*	*	41	19.25	10	4.69	82	38.50	40	18.78	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	288	61.28	113	24.04	19	4.04	25	5.32	25	5.32	*	*	470	100.00
5 years to less than 15 years	142	59.41	59	24.69	11	4.60	12	5.02	15	6.28	*	*	239	100.00
15 years or more	115	53.24	67	31.02	16	7.41	9	4.17	9	4.17	*	*	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	266	56.96	109	23.34	23	4.93	32	6.85	37	7.92	*	*	467	100.00
5 years to less than 15 years	139	58.40	51	21.43	14	5.88	15	6.30	19	7.98	*	*	238	100.00
15 years or more	114	53.02	50	23.26	19	8.84	18	8.37	14	6.51	*	*	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	263	56.32	106	22.70	31	6.64	32	6.85	35	7.49	*	*	467	100.00
5 years to less than 15 years	121	50.63	61	25.52	22	9.21	13	5.44	22	9.21	*	*	239	100.00
15 years or more	107	50.00	56	26.17	18	8.41	20	9.35	13	6.07	*	*	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	220	46.91	125	26.65	41	8.74	42	8.96	41	8.74	*	*	469	100.00
5 years to less than 15 years	113	47.48	60	25.21	27	11.34	19	7.98	19	7.98	*	*	238	100.00
15 years or more	96	44.86	59	27.57	31	14.49	11	5.14	17	7.94	*	*	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	231	49.25	110	23.45	39	8.32	38	8.10	44	9.38	7	1.49	469	100.00
5 years to less than 15 years	125	52.52	54	22.69	22	9.24	19	7.98	18	7.56	*	*	238	100.00
15 years or more	99	46.70	59	27.83	26	12.26	16	7.55	12	5.66	*	*	212	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	289	61.23	87	18.43	30	6.36	24	5.08	27	5.72	15	3.18	472	100.00
5 years to less than 15 years	156	65.82	44	18.57	7	2.95	13	5.49	17	7.17	*	*	237	100.00
15 years or more	122	57.28	58	27.23	16	7.51	11	5.16	6	2.82	*	*	213	100.00

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

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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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	256	54.47	97	20.64	41	8.72	24	5.11	24	5.11	28	5.96	470	100.00
5 years to less than 15 years	133	55.42	56	23.33	9	3.75	17	7.08	13	5.42	12	5.00	240	100.00
15 years or more	98	45.79	54	25.23	27	12.62	11	5.14	9	4.21	15	7.01	214	100.00

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

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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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	320	68.23	80	17.06	33	7.04	14	2.99	22	4.69	*	*	469	100.00
5 years to less than 15 years	165	71.12	43	18.53	14	6.03	*	*	10	4.31	*	*	232	100.00
15 years or more	128	60.09	60	28.17	11	5.16	6	2.82	8	3.76	*	*	213	100.00

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

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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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	35	7.43	33	7.01	57	12.10	64	13.59	275	58.39	7	1.49	471	100.00
5 years to less than 15 years	21	8.82	10	4.20	35	14.71	33	13.87	139	58.40	*	*	238	100.00
15 years or more	16	7.41	15	6.94	32	14.81	31	14.35	114	52.78	8	3.70	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	36	7.63	41	8.69	45	9.53	58	12.29	68	14.41	224	47.46	472	100.00
5 years to less than 15 years	17	7.02	24	9.92	32	13.22	47	19.42	61	25.21	61	25.21	242	100.00
15 years or more	15	6.91	24	11.06	35	16.13	32	14.75	42	19.35	69	31.80	217	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	42	8.96	49	10.45	60	12.79	75	15.99	62	13.22	181	38.59	469	100.00
5 years to less than 15 years	21	8.68	34	14.05	25	10.33	58	23.97	61	25.21	43	17.77	242	100.00
15 years or more	15	6.94	34	15.74	38	17.59	39	18.06	35	16.20	55	25.46	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	215	45.65	160	33.97	38	8.07	35	7.43	17	3.61	6	1.27	471	100.00
5 years to less than 15 years	129	53.75	72	30.00	20	8.33	10	4.17	9	3.75	*	*	240	100.00
15 years or more	128	59.53	55	25.58	16	7.44	9	4.19	7	3.26	*	*	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	216	45.76	127	26.91	45	9.53	41	8.69	30	6.36	13	2.75	472	100.00
5 years to less than 15 years	118	50.21	64	27.23	23	9.79	19	8.09	11	4.68	*	*	235	100.00
15 years or more	102	47.66	68	31.78	23	10.75	9	4.21	12	5.61	*	*	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	74	15.68	78	16.53	72	15.25	94	19.92	94	19.92	60	12.71	472	100.00
5 years to less than 15 years	42	17.65	54	22.69	34	14.29	46	19.33	62	26.05	*	*	238	100.00
15 years or more	32	14.88	51	23.72	38	17.67	31	14.42	53	24.65	10	4.65	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	55	11.63	67	14.16	74	15.64	79	16.70	110	23.26	88	18.60	473	100.00
5 years to less than 15 years	24	9.88	36	14.81	35	14.40	50	20.58	82	33.74	16	6.58	243	100.00
15 years or more	25	11.63	39	18.14	35	16.28	27	12.56	72	33.49	17	7.91	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	185	39.28	131	27.81	49	10.40	17	3.61	17	3.61	72	15.29	471	100.00
5 years to less than 15 years	123	51.90	64	27.00	25	10.55	14	5.91	*	*	11	4.64	237	100.00
15 years or more	88	40.74	61	28.24	25	11.57	10	4.63	15	6.94	17	7.87	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	63	13.38	55	11.68	61	12.95	52	11.04	65	13.80	175	37.15	471	100.00
5 years to less than 15 years	42	17.28	32	13.17	28	11.52	40	16.46	65	26.75	36	14.81	243	100.00
15 years or more	34	15.81	25	11.63	40	18.60	37	17.21	51	23.72	28	13.02	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	58	12.34	71	15.11	68	14.47	49	10.43	49	10.43	175	37.23	470	100.00
5 years to less than 15 years	40	16.67	51	21.25	31	12.92	36	15.00	54	22.50	28	11.67	240	100.00
15 years or more	24	11.16	43	20.00	46	21.40	35	16.28	45	20.93	22	10.23	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	104	22.17	139	29.64	63	13.43	47	10.02	49	10.45	67	14.29	469	100.00
5 years to less than 15 years	53	21.99	74	30.71	31	12.86	31	12.86	45	18.67	7	2.90	241	100.00
15 years or more	47	22.38	66	31.43	39	18.57	27	12.86	31	14.76	*	*	210	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	75	15.96	101	21.49	83	17.66	75	15.96	56	11.91	80	17.02	470	100.00
5 years to less than 15 years	33	13.69	45	18.67	45	18.67	48	19.92	60	24.90	10	4.15	241	100.00
15 years or more	30	14.02	42	19.63	58	27.10	32	14.95	40	18.69	12	5.61	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	81	17.12	143	30.23	72	15.22	52	10.99	48	10.15	77	16.28	473	100.00
5 years to less than 15 years	31	12.81	74	30.58	39	16.12	44	18.18	45	18.60	9	3.72	242	100.00
15 years or more	25	11.63	75	34.88	46	21.40	33	15.35	30	13.95	6	2.79	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	96	20.43	136	28.94	65	13.83	56	11.91	36	7.66	81	17.23	470	100.00
5 years to less than 15 years	38	15.70	91	37.60	46	19.01	21	8.68	34	14.05	12	4.96	242	100.00
15 years or more	42	19.44	81	37.50	39	18.06	26	12.04	22	10.19	6	2.78	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	65	13.86	102	21.75	83	17.70	65	13.86	51	10.87	103	21.96	469	100.00
5 years to less than 15 years	27	11.20	56	23.24	50	20.75	37	15.35	55	22.82	16	6.64	241	100.00
15 years or more	23	10.70	55	25.58	47	21.86	42	19.53	37	17.21	11	5.12	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	73	15.53	107	22.77	114	24.26	52	11.06	33	7.02	91	19.36	470	100.00
5 years to less than 15 years	62	25.51	58	23.87	60	24.69	35	14.40	16	6.58	12	4.94	243	100.00
15 years or more	55	25.58	47	21.86	73	33.95	19	8.84	13	6.05	8	3.72	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	49	10.47	83	17.74	93	19.87	31	6.62	41	8.76	171	36.54	468	100.00
5 years to less than 15 years	18	7.47	48	19.92	68	28.22	31	12.86	41	17.01	35	14.52	241	100.00
15 years or more	24	11.27	44	20.66	52	24.41	20	9.39	35	16.43	38	17.84	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	66	14.10	105	22.44	110	23.50	33	7.05	38	8.12	116	24.79	468	100.00
5 years to less than 15 years	26	10.88	57	23.85	63	26.36	29	12.13	42	17.57	22	9.21	239	100.00
15 years or more	22	10.28	56	26.17	48	22.43	31	14.49	38	17.76	19	8.88	214	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	136	28.75	140	29.60	50	10.57	69	14.59	68	14.38	10	2.11	473	100.00
5 years to less than 15 years	48	20.00	68	28.33	34	14.17	48	20.00	42	17.50	*	*	240	100.00
15 years or more	36	17.06	64	30.33	31	14.69	44	20.85	36	17.06	*	*	211	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	123	26.06	134	28.39	62	13.14	74	15.68	64	13.56	15	3.18	472	100.00
5 years to less than 15 years	41	17.23	65	27.31	39	16.39	43	18.07	50	21.01	*	*	238	100.00
15 years or more	29	13.49	64	29.77	44	20.47	29	13.49	43	20.00	6	2.79	215	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	137	29.09	138	29.30	68	14.44	70	14.86	49	10.40	9	1.91	471	100.00
5 years to less than 15 years	59	24.69	74	30.96	39	16.32	31	12.97	36	15.06	*	*	239	100.00
15 years or more	50	23.47	74	34.74	28	13.15	27	12.68	34	15.96	*	*	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	136	28.94	152	32.34	58	12.34	41	8.72	45	9.57	38	8.09	470	100.00
5 years to less than 15 years	68	28.33	81	33.75	31	12.92	24	10.00	25	10.42	11	4.58	240	100.00
15 years or more	50	23.15	75	34.72	37	17.13	22	10.19	25	11.57	7	3.24	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	160	34.04	149	31.70	42	8.94	31	6.60	34	7.23	54	11.49	470	100.00
5 years to less than 15 years	83	34.16	84	34.57	28	11.52	15	6.17	22	9.05	11	4.53	243	100.00
15 years or more	49	23.00	84	39.44	34	15.96	15	7.04	21	9.86	10	4.69	213	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	20	4.25	13	2.76	41	8.70	34	7.22	172	36.52	191	40.55	471	100.00
5 years to less than 15 years	10	4.17	12	5.00	30	12.50	8	3.33	92	38.33	88	36.67	240	100.00
15 years or more	10	4.63	13	6.02	38	17.59	10	4.63	52	24.07	93	43.06	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	131	27.70	177	37.42	61	12.90	62	13.11	35	7.40	7	1.48	473	100.00
5 years to less than 15 years	76	31.28	84	34.57	35	14.40	25	10.29	17	7.00	6	2.47	243	100.00
15 years or more	71	33.49	88	41.51	23	10.85	22	10.38	8	3.77	*	*	212	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	155	32.84	151	31.99	68	14.41	47	9.96	33	6.99	18	3.81	472	100.00
5 years to less than 15 years	82	34.75	78	33.05	28	11.86	28	11.86	20	8.47	*	*	236	100.00
15 years or more	63	29.17	80	37.04	33	15.28	21	9.72	10	4.63	9	4.17	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	63	13.35	86	18.22	72	15.25	43	9.11	61	12.92	147	31.14	472	100.00
5 years to less than 15 years	39	16.05	56	23.05	45	18.52	27	11.11	26	10.70	50	20.58	243	100.00
15 years or more	24	11.11	38	17.59	60	27.78	19	8.80	18	8.33	57	26.39	216	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	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1 year to less than 5 years	72	15.29	90	19.11	64	13.59	76	16.14	92	19.53	77	16.35	471	100.00
5 years to less than 15 years	34	14.05	48	19.83	45	18.60	46	19.01	42	17.36	27	11.16	242	100.00
15 years or more	21	9.68	41	18.89	61	28.11	31	14.29	27	12.44	36	16.59	217	100.00