



**FY 2013 ANNUAL
PERFORMANCE REPORT**

Performance Summary by Strategic Goal

Strategic Goal 1: Foster and Enforce Compliance with the Federal Securities Laws

Fostering compliance with Federal securities laws is interwoven through all of the SEC's programs and is central to fulfilling the critical mission of the agency. Through disclosure reviews and examinations of broker-dealers, investment advisers, self-regulatory organizations (SROs) and other market participants, the SEC seeks both to detect violations of the securities laws and rules and to foster strong compliance and risk management practices within these firms and organizations. When violations occur, the SEC aims to take prompt action to halt the misconduct, sanction wrongdoers effectively, and return funds to harmed investors. In FY 2013, approximately \$752.8 million and 2,289 full-time equivalents (FTEs) were directed at achieving results in Goal 1. Of 17 performance targets, the agency met or exceeded 6, did not meet 9, and did not have data to report on 2.

Spotlight: FY 2013 Performance Achievements

While investigating and prosecuting violations of Federal securities laws are integral aspects of the SEC's programs, working to detect and prevent violations of the securities laws are also key to protecting investors and enhancing market integrity. Efforts designed to promote investor awareness are the first line of defense against fraud. In FY 2013, the SEC issued 26 Investor Alerts and Bulletins, providing investors with information they need to make wise investment decisions and limiting opportunities for investor abuse (**Performance Goal 1.1.1**).

The SEC seeks to encourage within regulated organizations of all sizes a strong culture of compliance that fosters ethical behavior and decision-making. In FY 2013, the SEC expanded its outreach efforts for promoting compliance, conducting a number of significant industry outreach and educational programs (**Performance Goal 1.1.2**). Specifically, the Compliance Outreach program continues to offer information and resources to investment adviser and broker-dealer firms,

and the agency is pleased that the majority of participants (over 92 percent) found the program to be useful (**Performance Goal 1.1.4**). In future years, the agency will continue to track the number of Compliance Alerts issued, compliance conferences hosted, and other educational and training programs offered to support continued compliance. Additionally in FY 2013, the SEC continued to implement new methods and technologies to analyze data, which helped staff more effectively prepare for and conduct examinations. Because the number of regulated entities has grown, additional staff resources are needed to help the SEC increase the percentage of registrants examined each year (**Performance Goal 1.2.3**).

When violations of the federal securities laws do occur, the SEC investigates and brings enforcement actions against regulated persons and entities, as well as other market participants. The SEC brought 686 enforcement actions in FY 2013. Of these actions, 15 percent were filed in investigations characterized as high impact or of a national priority, representing the Division's most important and complex matters (**Performance Indicator (Output) 1.3.4**). A detailed discussion of the SEC's most significant cases can be found in the SEC's Agency Financial Report (AFR) Appendix B: Major Enforcement Cases. In addition, the Division obtained orders for \$3.4 billion in penalties and disgorgement (**Performance Indicator (Output) 1.3.6**); distributed a total of \$251 million to harmed investors; barred numerous violators from working in the securities industry through the enhanced remedies available under the Dodd-Frank Act; and obtained other forms of relief that send a strong deterrent message and protect investors, including asset freezes, trading suspensions, and penny stock bars. During the year, the SEC paid whistleblowers a total of over \$14 million under the Commission's whistleblower program, which has generated many excellent tips and resulted in significant savings in investigative resources and time.

Strategic Objective 1.1: The SEC fosters compliance with the federal securities laws.

Goal Leader(s): Managing Executive, Office of Compliance Inspections and Examinations

PERFORMANCE GOAL 1.1.1
Number of new investor education materials designed specifically to help investors protect themselves from fraud

Description: Through its Office of Investor Education and Advocacy (OIEA), and often in conjunction with other organizations, the agency issues Investor Alerts and other forms of educational material that inform investors about new or emerging types of fraud.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of education materials	Prior-year data not available		16	24	24	26	26	26	26

Target: Met

Analysis: In FY 2013, the SEC issued 26 investor alerts and bulletins to meet its goal, focusing on salient topics for individual investors related to investment products and potential investment scams.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: *www.sec.gov* and *www.investor.gov*

PERFORMANCE GOAL 1.1.2
Number of industry outreach and education programs targeted to areas identified as raising particular compliance risks

Description: Targeted communication with industry participants on topics shaping the examination program is intended to enhance compliance practices and prevent violations before they occur. This measure identifies the number of major outreach efforts conducted including the agency's national and regional Compliance Outreach events, published Compliance Alerts, and other educational initiatives.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of major outreach efforts	Prior-year data not available		6	5	12	14	15	16	17

Target: Exceeded

Analysis: The SEC seeks to encourage a strong culture of compliance within organizations, to foster ethical behavior and decision-making. As part of its efforts to promote compliance within the industry, the Office of Compliance Inspections and Examinations (OCIE) conducted five Compliance Outreach events, published four National Risk Alerts and also published one public report during FY 2013. Senior staff also conducted an SRO Outreach meeting, represented OCIE at SEC Speaks and published other significant materials during the year.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Internal tracking, although the events noted above are referenced in the SEC's website

PERFORMANCE GOAL 1.1.3
Percentage of firms receiving deficiency letters that take corrective action in response to all exam findings

Description: At the conclusion of examinations, the staff communicates identified deficiencies to registrants in the form of a deficiency letter. Registrants are then given a chance to respond to staff findings and often take action to remedy any problems and potential risks. Most often, registrants respond that they have corrected the deficiencies and implemented measures to prevent recurrence.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	93%	94%	90%	93%	92%	93%	86%	87%	88%

Target: Not Met

Analysis: OCIE works to enforce and foster compliance with federal securities laws through its examination and inspection program. During examinations in FY 2013, the staff identified a number of areas where firms appeared not to be in compliance with federal securities laws. In response to deficiency letters that were sent to firms by the staff, the vast majority of registrants have continued to assert that they are taking corrective action in response to the staff's findings. In order to achieve this level of performance, the staff made concerted efforts during the year to improve communication with firms, including at the most senior levels. These efforts have helped to ensure that there is a clear understanding of issues and concerns between the staff and registrants. Overall, this measure continues to show that registrants are using examination results to improve operations and compliance with federal securities laws.

Plan for Improving Program Performance: OCIE will continue to enhance efforts to promote compliance by more proactive communications with registrants and their personnel, including chief compliance officers. These enhanced communication efforts will be aimed at increasing compliance efforts or remedial actions taken by registrants. Additionally, the program will continue to use resources to perform corrective action reviews at selected firms. Among other things, these reviews will be focused on ensuring that the corrective actions taken by firms are being implemented in a manner to adequately address previously noted deficiencies at those firms.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)

PERFORMANCE GOAL 1.1.4
Percentage of attendees at the Compliance Outreach program that rated the program as "Useful" or "Extremely Useful" in their compliance efforts

Description: The Compliance Outreach program is designed to educate, inform, and alert CCOs and other senior management of pertinent information, including about effective compliance controls, that may assist them in administering compliance programs within registered firms. Improving compliance programs will reduce violative activity, resulting in increased protection for investors. At the conclusion of all Compliance Outreach events, CCOs are given the opportunity to rate the usefulness of the information provided in assisting them in their compliance efforts.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	92%	84%	77%	86%	84%	85%	92%	92%	93%

Target: Exceeded

Analysis: During FY 2013, the staff devoted significant resources to the Compliance Outreach program in order to make it as relevant and beneficial as possible for registered entities. There was one national seminar during FY 2013, and staff from OCIE and the Division of Trading and Markets worked together, utilizing feedback from chief compliance officers, to ensure that this event covered key topics of interest. In addition to the National Seminar, four regional seminars were held covering topics of interest for the investment management industry. Feedback from these seminars indicated that more than 90 percent of attendees completing evaluations agreed that they learned new skills and knowledge from the program.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Internal tracking

PERFORMANCE INDICATOR (EFFICIENCY & CUSTOMER SERVICE) 1.1.1
Annual increases or decreases in the number of CCOs attending Compliance Outreach programs

Description: While the raw number of CCOs in the industry may vary depending on factors outside of the SEC’s control, the Commission seeks to provide educational programs that are highly valued by attendees and their employers. Analyzing changes in participation levels will foster continued improvement in both program content and outreach efforts.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Percentage	Prior-year data not available		N/A	N/A	N/A	N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: N/A

Strategic Objective 1.2: The SEC promptly detects violations of the federal securities laws.

Goal Leader(s): Managing Executive, Office of Compliance Inspections and Examinations

PERFORMANCE GOAL 1.2.1
Percentage of cause and special exams (sweeps) conducted as a result of risk assessment processes that includes multi-divisional input

Description: As SEC staff expands its use of risk-based methods and has more data available for risk analysis, staff anticipates that the percentage volume of exams driven by a more robust risk assessment process will increase.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Overall, the SEC focuses its resources on those firms and activities presenting the greatest risk to investors and the markets. Firms with higher risk characteristics or profiles may be identified at any time based on any number of factors, including input from other offices and divisions within the SEC. OCIE will utilize all input, from inside and outside the agency, to most appropriately allocate its resources. Examinations of high risk firms may be for cause, as part of a risk targeted examination sweep, or simply due to the presence of certain higher risk characteristics.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: N/A

PERFORMANCE GOAL 1.2.2
Percentage of advisers deemed “high risk” examined during the year

Description: To conduct oversight of investment advisers, the staff conducts a risk-based program of examinations. Certain advisers are identified as high risk at the beginning of every fiscal year, and then inspections are planned on a cyclical basis. The staff’s goal is to inspect high risk advisers at least once every three years. Meeting this target will depend upon the SEC having sufficient resources to keep pace with growth in the industry and the need for examiners to check compliance with evolving regulatory requirements.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	33%	22%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Overall, the SEC focuses its resources on those firms and activities presenting the most risk to investors. Firms with higher risk characteristics or profiles may be identified at any time based on any number of factors and will be examined as quickly as possible. The exam program currently uses a risk-focused exam strategy to select examination candidates, focusing on those firms that we believe present the most risk at any given time. The SEC regularly evaluates the universe of registered firms and then focuses its examination efforts/resources on the highest risk firms identified as information becomes available. As a result, the SEC’s exam resource allocations can change swiftly and dramatically depending on new analysis and additional information.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: N/A

PERFORMANCE GOAL 1.2.3
Percentage of investment advisers, investment companies, and broker-dealers examined during the year

Description: This measure indicates the number of registrants examined by the SEC or an SRO as a percentage of the total number of registrants. This measure includes all types of examinations: risk priority examinations, cause inspections to follow up on tips and complaints, limited-scope special inspections to probe emerging risk areas, oversight examinations of broker-dealers to test compliance and the quality of examinations by the Financial Industry Regulatory Authority (FINRA).

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Investment advisers	14%	10%	9%	8%	8%	10%	9%	9%	12%
Investment companies	23%	29%	10%	13%	12%	14%	11%	12%	15%
Broker-dealers (exams by SEC and SROs)	57%	54%	44%	58%	49%	50%	46%	48%	50%

Target: Investment advisers – Not Met; Investment companies – Not Met; Broker-dealers – Not Met

Analysis: The staff continued to exert considerable time and effort during the year on improving its risk assessment and surveillance capabilities to ensure that the program is spending its limited time and resources on those firms presenting the highest risk. As part of these efforts, the staff spent significant resources on collecting and analyzing data about all registrants. The results of these efforts help to ensure that the program is focusing on the highest risk entities and selecting appropriate candidates for onsite examination. Examinations of high risk firms often take significant time to complete and are frequently of large and complex entities. For example, the investment advisers examined in FY 2013 represent more than 25% of the overall assets under management of currently registered advisers. In addition, examination resources have been allocated during the past year to other efforts intended to improve the long-term performance of the program, including industry outreach initiatives, rule-making efforts and program improvements that were identified as part of the program’s broad, overarching self-assessment.

Plan for Improving Program Performance: During FY 2014 and 2015, the staff will continue to implement improved processes and procedures that have been identified as part of its ongoing self-improvement process. Significant improvement initiatives in the areas of strategy, people, processes, and technology have been completed in the last several years or are currently underway. The agency expects that these improvements, which include further refinements to the exam program’s risk assessment processes, will lead to more effective coverage of registered entities. Furthermore, certain targeted initiatives aimed at high risk firms and activities have already been implemented and it is likely that these efforts will result in improved coverage levels going forward.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Tracking and Reporting Exam National Documentation System (TRENDS) (IA, IC, and BD SEC data) and SRO Databases (BD SRO Data)

PERFORMANCE GOAL 1.2.4
Percentage of non-sweep and non-cause exams that are concluded within 120 days

Description: The staff conducts examinations each year of investment advisers, investment company complexes, transfer agents, and broker-dealers. The staff strives to complete its examinations in the most efficient and effective manner. When possible, the staff attempts to conclude its examinations within 120 days of the end of any field work completed. However, some examinations require significantly more time so that potential violations are fully reviewed. To ensure that time pressure does not impair quality, the target for this benchmark should not be set too high.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available		48%	53%	N/A	100%	100%	N/A	N/A

Target: Met

Analysis: While the program strives to complete examinations as quickly and efficiently as possible, there is no longer a focus on this specific deadline. Rather, the program is primarily concerned with completing examinations within OCIE's statutory deadline. In this regard, 100 percent of the staff's examinations in FY 2013 have been completed within the statutory deadlines outlined in the Dodd-Frank Act.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)

PERFORMANCE INDICATOR (CONTEXTUAL) 1.2.1
Percentage of exams that identify deficiencies, and the percentage that result in a "significant finding"

Description: Examiners find a wide range of deficiencies during examinations. Some of the deficiencies are more technical in nature, such as failing to include all information that is required to be in a record. However, other deficiencies may cause harm to customers or clients of a firm, have a high potential to cause harm, or reflect recidivist misconduct. The latter deficiencies are among those categorized as "significant." This measure identifies the percentage of exams by registrant category that identified deficiencies, and that resulted in significant deficiency findings.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Percentage that identify deficiencies	Prior-year data not available		72%	82%	80%	80%
Percentage that result in a "significant finding"	Prior-year data not available		42%	42%	42%	35%

Analysis: In FY 2013, examiners continued to use risk assessment techniques to focus examinations on those areas most likely to reveal significant issues. Overall, the majority of examinations resulted in the identification of deficiencies, and nearly 35 percent revealed significant findings. While it is difficult to predict these numbers in future years, they do reflect an effective risk-focused approach that is identifying issues in order to protect investors, prevent fraud and improve compliance.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)

PERFORMANCE INDICATOR (OUTPUT) 1.2.2
Number of cause exams that result from tips

Description: Analysis of a tip can support the request for a cause exam. This indicator would identify the volume of SEC cause exams that result from tips collected through outreach efforts.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of cause exams	Prior-year data not available		N/A	N/A	N/A	222

Analysis: OCIE focuses its resources on those firms and activities presenting the most risk to investors. Firms with higher risk characteristics or profiles may be identified at any time based on any number of factors, including input from other offices and divisions within the SEC, as well as tips, complaints, and referrals. OCIE will utilize all input, from inside and outside the agency, to most appropriately allocate its resources. Examinations of high risk firms may be for cause, as part of a risk targeted examination sweep, or simply due to the presence of certain higher risk characteristics. The SEC has focused substantial resources in recent years on enhancing the process for receiving, processing, and acting upon tips, complaints, and referrals. Tips, complaints, and referrals regularly provide critical information regarding the activities of registered entities and often lead to cause examinations by OCIE. During FY 2013, the exam program conducted more than 220 examinations as a result of tips, complaints, and referrals received by the agency. The exam program will continue to use this information in the coming years in order to identify high-risk candidates for examination.

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)

Strategic Objective 1.3: The SEC prosecutes violations of federal securities laws and holds violators accountable.

Goal Leader(s): Managing Executive, Division of Enforcement

PERFORMANCE GOAL 1.3.1
Percentage of enforcement actions resolved

Description: This measure assesses the rate at which the SEC's filed enforcement actions are resolved. Specifically, the measure identifies, as to all parties to enforcement actions that were resolved in the fiscal year, the percentage against whom the Commission obtained a judgment or order entered on consent, a default judgment, a judgment of liability on one or more charges, and/or the imposition of monetary or other relief. The Division is currently assessing the value of this metric, and evaluating how to incorporate qualitative considerations of the results of the Division's enforcement actions.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	92%	92%	92%	93%	89%	92%	93%	92%	92%

Target: Exceeded

Analysis: The Division has implemented controls and strategies to resolve actions on a favorable basis, while at the same time, it will not hesitate to file matters on a contested basis where a favorable settlement was unavailable before filing.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE GOAL 1.3.2
Percentage of first enforcement actions filed within two years

Description: This measure concerns the pace of investigations that lead to the filing of enforcement actions. Specifically, this measure captures the rate at which the first enforcement actions arising out of an investigation was filed within two years of the opening of the investigation. If the investigation was preceded by a matter under inquiry, the measure draws on the date of the opening of the matter under inquiry. In conducting investigations, the Enforcement program continually strives to balance the need for complete, effective and fair investigations with the need to file enforcement actions in as timely a manner as possible.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	62%	70%	67%	61%	63%	65%	58%	65%	65%

Target: Not Met

Analysis: Filing enforcement actions in a timely manner is an important measure of the Division's effectiveness. Timely actions have an increased deterrent impact; conversely, unnecessarily delayed periods between conduct and sanctions can weaken deterrent effect and undermine the public's faith in the effectiveness of law enforcement. However, many of the Division's cases are complex and can take extended periods of time to develop successfully, which will negatively impact the timeliness of actions. For example, the Division devoted resources to investigating and holding accountable firms and individuals that committed securities law violations linked to the financial crisis. Many of these cases involved complex financial products, market transactions, and conduct that can be difficult to detect and take longer to investigate. In addition, the Division presently is focusing on emerging threats involving new trading technologies such as high-frequency and algorithmic trading, large volume trading, as well as systemic insider trading and manipulation schemes.

Plan for Improving Program Performance: The Division will continue to seek to increase the speed with which it files enforcement actions, including periodically evaluating investigations for streamlining purposes, improving the efficiency of its investigative processes, employing investigative techniques that promote timely filing of cases, and further leveraging technology to expedite investigative activities. The Division will also continue its use of metrics and other tools designed to promote efficiency and timeliness. In addition, Division leadership will continue to place a premium on the speed and efficiency of investigations and will emphasize those qualities in leading the Division, including in periodic caseload reviews.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE GOAL 1.3.3
Percentage of debts where either a payment has been made or a collection activity has been initiated within 180 days of the due date of the debt

Description: The SEC can seek a wide range of remedies for failure to comply with the securities laws. These remedies include civil monetary penalties and disgorgement. When the remedies are imposed by the Commission or the federal district court, payments must be made by a certain date. This measure identifies the percentage of debts where debtors have made payments or the SEC has initiated a collection activity within 180 days of the due date. Such collection activities include, among other things, demand letters, negotiation of payment plans, enforcing the payment of the debt through the courts, or other judicial remedies.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	88%	90%	86%	91%	92%	92%	95%	95%	95%

Target: Exceeded

Analysis: In FY 2013, the Division exceeded the target by three percentage points. Going forward, the Division will seek to maintain this higher performance.

Responsible Division/Office: Division of Enforcement

Data Source: DELPHI

PERFORMANCE GOAL 1.3.4
Percentage of Fair Fund and disgorgement fund plans that have distributed 80 percent of the available funds for distribution within twenty four (24) months of the approval of the distribution plan

Description: In addition to other types of relief, the Commission may seek orders requiring parties to disgorge any money obtained through wrongdoing. The Commission also is empowered to seek civil penalties for violations of the securities laws. Where appropriate, the Commission has sought to return disgorged funds to harmed investors and, as a result of the Fair Funds provision of the Sarbanes-Oxley Act, to combine amounts paid as penalties with disgorged funds, or to create a Fair Fund from penalties only, to reduce losses to injured parties in order to maximize funds available for distribution. This measure identifies the percentage of distribution plans that reached the majority of funds distributed milestone during the fiscal year and within twenty four (24) months of the approval of the distribution plan. The distribution plan includes the timeline and procedures required to return the funds to injured investors. This reflects Commission-wide efforts to implement plans returning money to investors quickly. Any funds not returned to investors are sent to the U.S. Treasury or the Investor Protection Fund established pursuant to Section 21F(g) of the Securities Exchange Act of 1934. Neither disgorgement nor penalties are used for the Commission's own expenses.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available				80%	80%	73%	78%	82%

Target: Not Met

Analysis: After a reorganization of the collections and distributions functions within the Division of Enforcement and the Office of Financial Management, the SEC has focused on optimizing the processes and systems supporting these functions to ensure transparency, efficiency, and more extensive data management and reporting capabilities.

Plan for Improving Program Performance: The Office of Distributions has increased its tracking and reporting capability to better manage the timeliness of our distributions. This increased data knowledge will allow us to better manage the execution stage of the distribution process, which occurs after the approval of the distribution plan.

Responsible Division/Office: After a reorganization of the collections and distributions functions within the Division of Enforcement and the Office of Financial Management, the SEC has focused on optimizing the processes and systems supporting these functions to ensure transparency, efficiency, and more extensive data management and reporting capabilities.

Data Source: HUB case management and tracking system for the Division of Enforcement and Distributions Management System

PERFORMANCE GOAL 1.3.5
Total amount distributed within the fiscal year, and the number of Fair Funds from which those distributions came

Description: In its enforcement actions, the Commission may seek to return funds to harmed investors through disgorgement of ill-gotten gains or through the Fair Funds provision of the Sarbanes-Oxley Act. This provision permits the Commission to combine amounts paid as penalties with disgorged funds, or to create a Fair Fund from penalties only, to reduce losses to injured parties. This reflects the Commission's efforts to return funds to injured investors. This measure identifies the total amount distributed within the fiscal year, and the number of fair funds from which those distributions came. Due to the variation in reporting timelines established for each individual distribution, reported amounts are based on the agency's best available information. Reported amounts do not include those funds distributed through receiverships. Any funds not returned to investors are sent to the U.S. Treasury or the Investor Protection Fund established pursuant to Section 21F(g) of the Securities Exchange Act of 1934. Neither disgorgement nor penalties are used for the Commission's own expenses.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Amount distributed (in millions)	Prior-year data not available				815	508	251	224	325
Number of Fair Funds	Prior-year data not available				31	72	22	15	22

Target: Amount distributed – Not Met; Number of Fair Funds – Not Met

Analysis: After a reorganization of the collections and distributions functions within the Division of Enforcement and the Office of Financial Management, the SEC has focused on optimizing the processes and systems supporting these functions to ensure transparency, efficiency, and more extensive data management and reporting capabilities.

Plan for Improving Program Performance: The Enforcement Division implemented process improvements in FY 2013 to streamline efforts concerning this measure, including (1) improving processes for appointing fund administrators in a timely manner; and (2) enhancing the monitoring and tracking of distributions to identify ways to expedite distributions.

Responsible Division/Office: Division of Enforcement

Data Source: HUBcase management and tracking system for the Division of Enforcement and Distributions Management System

PERFORMANCE GOAL 1.3.6

Average months between opening a matter under inquiry or an investigation and commencing an enforcement action

Description: This measure concerns the pace of investigations that lead to the filing of enforcement actions. Specifically, this measure captures average number months between the opening of an investigation and the filing of the first enforcement action arising out of that investigation. If the investigation was preceded by a matter under inquiry, the measure draws on the date of opening of the matter inquiry. In conducting investigations, the enforcement program continually strives to balance the need for complete, effective, and fair investigation with the need to file enforcement actions in as timely a manner as possible.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Months	Prior-year data not available			22	21	20	21	20	20

Target: Not Met

Analysis: Filing enforcement actions in a timely manner is an important measure of the Division's effectiveness. Timely actions have an increased deterrent impact; conversely, unnecessarily delayed periods between conduct and sanctions can weaken deterrent effect and undermine the public's faith in the effectiveness of law enforcement. However, many of the Division's cases are complex and can take extended periods of time to develop successfully, which will negatively impact the timeliness of actions. For example, the Division devoted resources to investigating and holding accountable firms and individuals that committed securities law violations linked to the financial crisis. Many of these cases involved complex financial products, market transactions, and conduct that can be difficult to detect and take longer to investigate. In addition, the Division presently is focusing on emerging threats involving new trading technologies such as high-frequency and algorithmic trading, large volume trading, as well as systemic insider trading and manipulation schemes.

Plan for Improving Program Performance: The Division will continue to seek to implement measures to increase the speed with which it files enforcement actions, including periodically evaluating investigations for streamlining purposes, improving the efficiency of its investigative processes, employing investigative techniques that promote timely filing of cases, and further leveraging technology to expedite investigative activities. The Division will also continue its use of metrics and other tools designed to promote efficiency and timeliness. In addition, Division leadership will continue to place a premium on the speed and efficiency of investigations, through means such as periodic caseload reviews.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (CONTEXTUAL) 1.3.1

Percentage of filed enforcement actions reflecting characteristics that present enhanced risk to investors and markets, as measured by the nature of the investigation, conduct, parties and impact

Description: This measure assesses the quality of the cases filed by the Enforcement Division. The measure focuses on cases filed by the SEC that involve factors reflecting enhanced risk to investors and markets. Such cases may involve: (i) those identified through risk analytics and cross-disciplinary initiatives to reveal difficult-to-detect or early stage misconduct, thus minimizing investor loss and preventing the spread of unlawful conduct and practices; (ii) particularly egregious or widespread misconduct and investor harm; (iii) vulnerable victims; (iv) high degree of scienter; (v) involvement of individuals occupying substantial positions of authority, or having fiduciary obligations or other special responsibilities to investors; (vi) involvement of recidivists; (vii) high amount of investor loss prevented; (viii) misconduct that is difficult to detect due to the complexity of products, transactions, and practices; (ix) use of innovative investigative or analytical techniques; (x) effective coordination with other law enforcement partners; and/or (xi) whether the matter involves markets, transactions or practices identified as an enforcement priority, or that advances the programmatic priorities of other SEC Divisions or Offices.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Percentage	Prior-year data not available				N/A	N/A

Analysis: The Division is currently unable to report on this indicator. This metric, which was launched on a pilot basis in fiscal year 2012, captures the Division's qualitative ratings of enforcement actions. Last fiscal year, the Division defined the criteria by which it will qualitatively rate enforcement actions, determined a preliminary process to use in making those ratings, and launched the initiative on a pilot basis. After completing the pilot project in FY 2012, the working group responsible for qualitative metrics assessed the results of the pilot and attempted to determine work flow and other processes that would be necessary to implement qualitative ratings Division-wide. Senior Division management, after consulting with the working group, decided to launch a new pilot initiative with a streamlined and less labor-intensive process for determining qualitative ratings for all enforcement actions. The new pilot was launched in June 2013. After the conclusion of the pilot, the working group will assess the results of the new pilot, the nature of the factors being considered, the eligibility criteria being used, and the appropriate uses and audience for this data going forward.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (OUTPUT) 1.3.2
Number of investigations or inquiries originating from a tip or complaint

Description: Analysis of a tip or complaint can result in the need for further enforcement investigation. The indicator identifies the volume of SEC investigations that result from tips and complaints received by the SEC.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of investigations	Prior-year data not available		303	349	296	289

Analysis: The results of this indicator are based on investigations opened during the fiscal year that were generated from a tip or complaint, which is relatively consistent with the prior year.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (OUTPUT) 1.3.3
SEC investigations in which requests for access to information were granted by the SEC to other authorities, such as SROs or other state, federal, and foreign enforcement authorities

Description: The SEC works closely with other regulators and authorities. This measure identifies the number of investigations in which the SEC granted one or more authorities access to information concerning an investigation during the fiscal year. This may include requests for access to SEC investigative files concerning investigations that the SEC continues to pursue, as well as those in which the SEC has completed its investigation.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of investigations	Prior-year data not available		492	586	515	504

Analysis: In circumstances where an authority may have an interest in information obtained by the SEC, the SEC may grant the authority access to that information, pursuant to Section 24(c) of the Securities Exchange Act and Rule 24c-1. Results are based on investigations in which requests for access to information were granted to authorities during the fiscal year, which is relatively consistent with the prior year.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (OUTPUT) 1.3.4
Percent of enforcement actions filed that arose out of national priority investigations

Description: The Division of Enforcement conducts many enforcement actions each year that can be characterized as high impact and of national priority. High impact or national priority investigations include those investigations which are significant for one or more of the following reasons –the matter: (i) presents an opportunity to send a particularly strong and effective message of deterrence, including with respect to markets, products and transactions that are newly developing, or that are long established but which by their nature present limited opportunities to detect wrongdoing and thus to deter misconduct; (ii) involves particularly egregious or extensive misconduct; (iii) involves potentially widespread and extensive harm to investors; (iv) involves misconduct by persons occupying positions of substantial authority or responsibility, or who owe fiduciary or other enhanced duties and obligations to a broad group of investors or others; (v) involves potential wrongdoing as prohibited under newly-enacted legislation or regulatory rules; (vi) concerns potential misconduct that occurred in connection with products, markets, transactions or practices that pose particularly significant risks for investors or a systemically important sector of the market; (vii) involves a substantial number of potential victims and/or particularly vulnerable victims; (viii) involves products, markets, transactions or practices that the Enforcement Division has identified as priority areas (i.e., conduct relating to the financial crisis; fraud in connection with mortgage-related securities; financial fraud involving public companies whose stock is widely held; misconduct by investment advisers; and matters involving priorities established by particular regional offices or the specialized units); and/or (ix) provides an opportunity to pursue priority interests shared by other law enforcement agencies on a coordinated basis.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Percentage	Prior-year data not available			10%	20%	15%

Analysis: A matter can be deemed high impact for a variety of reasons, as outlined above. One indicator of the cases with the highest impact is the Division’s national priority investigations. The Enforcement program has focused efforts and resources on such investigations and cases.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (CONTEXTUAL) 1.3.5
Criminal actions related to conduct under investigation by the SEC

Description: In some instances, conduct may involve both civil and criminal violations and may be investigated by both the SEC and the criminal authorities. This measure identifies the number of criminal actions that are related to conduct under investigation by the SEC.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of criminal investigations	Prior-year data not available		139	134	126	126

Analysis: This indicator identifies the number of actions filed by criminal authorities that bear some relation to conduct under investigation by the SEC. To determine the number of criminal investigations related to SEC investigations, a query is run in the SEC’s Case Management System (the HUB). This query counts the number of SEC matters in which a related criminal action was initiated.

Responsible Division/Office: Division of Enforcement

Data Source: HUB case management and tracking system for the Division of Enforcement

PERFORMANCE INDICATOR (OUTPUT) 1.3.6
Disgorgement and penalties ordered and the amounts collected

Description: In addition to other types of relief, the SEC may seek orders requiring parties to disgorge any money obtained through wrongdoing. The SEC is also empowered to seek civil penalties for violations of the securities laws. In some cases, the SEC will seek to obtain large monetary sanctions even in instances where the prospects of collecting on a judgment are slight. The rationale for seeking monetary relief in these circumstances is that such relief, even when likely uncollectible, might become collectible in the future based on the defendant's changed circumstances, and also because such relief can serve to deter others from violating the securities laws. Where appropriate, the SEC has sought to return disgorged funds to harmed investors. Funds not returned to investors are sent to the Treasury or the Investor Protection Fund established pursuant to Section 21F(g) of the Securities Exchange Act of 1934. This indicator lists disgorgement and penalties ordered as a result of SEC cases and the amounts collected in those actions. This indicator could increase or decrease based on various factors.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Ordered amounts (in millions)	1,030	2,442	2,846	2,806	3,104	3,424
Collected amounts (in millions)	521	1,694	1,775	1,281	1,048	1,603

Analysis: Collected amounts include payments through the end of the year being reported. Amounts are recognized in the fiscal year during which the debts were ordered rather than the fiscal year in which they were paid. The \$3.4 billion in disgorgement and penalties ordered in FY 2013 is 10 percent higher than FY 2012 and 22 percent higher than FY 2011.

Responsible Division/Office: Division of Enforcement

Data Source: DELPHI

PERFORMANCE INDICATOR (OUTPUT) 1.3.7
Requests from foreign authorities for SEC assistance and SEC requests for assistance from foreign authorities

Description: Each year, the SEC makes hundreds of requests for enforcement assistance to foreign regulators, while responding to hundreds of such requests from other nations. To facilitate this type of assistance, and encourage other countries to enact laws necessary to allow regulators to cooperate with their foreign counterparts, the SEC has entered into bilateral information sharing arrangements, as well as the Multilateral Memorandum of Understanding, an information-sharing arrangement negotiated through the International Organization of Securities Commissions (IOSCO).

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of requests from foreign authorities	414	408	457	492	450	508
Number of SEC requests	594	774	605	772	718	717

Analysis: In FY 2013, the SEC experienced an increase in the number of requests from foreign authorities as compared to the previous fiscal year. These requests were generally more complex than in FY 2012 and often sought information for litigation purposes, including requests for dispositions.

Responsible Division/Office: Office of International Affairs

Data Source: International Program Oversight Database and Business Objects reports

Strategic Goal 2: Establish an Effective Regulatory Environment

The Commission aims to promulgate rules and regulations that enable market participants to clearly understand their obligations under the Federal securities laws and to conduct their activities in compliance with law. Just as the securities laws require that disclosures be clear and precise, the Commission aims to promulgate rules that are clearly written, easily understood, and tailored toward specific ends. In addition, the agency recognizes that regular reviews of Commission regulations and its rulemaking processes are necessary to confirm that intended results are being achieved.

In FY 2013, approximately \$126.5 million and 414 full-time equivalents (FTEs) were directed at achieving results in Goal 2. Of 16 performance targets, the agency met or exceeded 11, and did not have data to report on 5.

Spotlight: FY 2013 Performance Achievements

In FY 2013, the SEC continued to pursue a vigorous, investor-focused rulemaking agenda. Driven in part by the demands of the Dodd-Frank Act and the recognition that investor protection regulation needs to reflect the reality of today's modern technology-driven global market structure, the Commission continues to act aggressively on a number of fronts. The Commission's rulemaking has been supported by detailed economic analysis provided by the Division of Economic and Risk Analysis (DERA). DERA has provided guidance that provides a road map for the rulemaking divisions and offices, listing concepts that the analysis should cover and helping ensure that economic analysis is integrated throughout the entire rule development and rule writing process.

The SEC focuses a large share of resources responding to request for no-action letters as well as interpretive and other requests from regulated entities, public companies, and other outside parties. The agency is committed to speeding the response to such requests. In FY 2013, the Divisions of Trading and Markets (TM), Corporation Finance (CF), and Investment Management (IM) met or exceeded their response rate targets for **Performance Goal 2.3.1**. In particular, IM processed close to 100 percent of initial comments on no-action letters, interpretive requests, and exemptive applications within its targeted timeframes. CF continued to surpass its targets to complete initial comments on no-action letters, interpretive requests and shareholder proposals. TM also significantly exceeded its target for no-action letters, exemptive applications, and written interpretive requests.

In addition to rulemaking initiatives in FY 2013, the SEC worked efficiently to review SRO rule proposals and closed 74 percent of the filings within 45 days (**Performance Goal 2.3.3**). TM continued to perform inspections of the automated trading and clearance processes of markets and clearing organizations. In FY 2013, 98 percent of transaction dollars was settled on time (**Performance Goal 2.2.1**). Staff from TM cultivate contacts with supervisory personnel at relevant clearing agencies to ensure operational and other issues that may arise are promptly identified and addressed. TM expanded its resources devoted to clearance and settlement matters over the past year to prepare for the increased focus on this area contemplated by the Dodd-Frank Act. The SEC also monitors the industry's efforts to provide stable trading platforms. The agency continued to assess the resiliency of market systems in FY 2013, reporting that market outages were corrected well above targeted timeframes (**Performance Goal 2.2.3**).

Strategic Objective 2.1: The SEC establishes and maintains a regulatory environment that promotes high quality disclosure, financial reporting, and governance, and that prevents abusive practices by registrants, financial intermediaries, and other market participants.

Goal Leader(s): Managing Executive, Office of Investor Education and Advocacy

PERFORMANCE GOAL 2.1.1
Survey on quality of disclosure

Description: Under this metric, the SEC plans to conduct a survey to elicit feedback on the quality of disclosures and the Commission’s disclosure requirements. The SEC would track the number of research initiatives (investor focus groups and surveys) conducted by OIEA on the usefulness of SEC disclosure documents.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage of positive response	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: N/A

PERFORMANCE GOAL 2.1.2
Number of consultations; joint events, reports, or initiatives; and joint examinations and other mutual supervisory efforts with SROs and other federal, state, and non-U.S. regulators

Description: This metric gauges how much the SEC is coordinating with other financial regulatory agencies within a given fiscal year. Also, as securities markets around the world become increasingly integrated and globalized, it is essential that the SEC work frequently and effectively with its partner regulators both in the U.S. and abroad.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number	Prior-year data not available		N/A	N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Several SEC Offices

Data Source: N/A

PERFORMANCE GOAL 2.1.3
Number of non-U.S. regulators trained

Description: This metric shows the reach of the SEC’s technical assistance programs for regulators around the world. The SEC conducts these training sessions to assist countries in developing and maintaining robust protections for investors and promote cross-border enforcement and supervisory assistance.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of non-U.S. regulators	Prior-year data not available		1,997	1,765	1,785	1,370	1,716	1,400	1,400

Target: Exceeded

Analysis: OIA exceeded its international technical assistance targets due, in part, to the addition of two international training Institutes on Examinations and an Anti-Bribery program co-hosted with the Department of Justice and Federal Bureau of Investigation. Continuation of this trend is dependent on requests for training originating from foreign regulators, as well as OIA resources available.

Responsible Division/Office: Office of International Affairs

Data Source: International Program Oversight Database and Business Objects reports

PERFORMANCE INDICATOR (CONTEXTUAL) 2.1.1
Average cost of capital in U.S. relative to the rest of the world

Description: Countries’ cost of capital can vary according to their protections for investors, the strength of their disclosure regimes, and the presence of fair, orderly, and efficient markets, among other factors. Therefore, although this metric is affected by other economic factors, it can provide some indication of the quality of securities regulation in a given country.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Average cost of capital	Prior-year data not available		10.99%	10.67%	8.96%	8.92%

Analysis: The cost of capital as estimated by the World CAPM model estimates that the cost of capital in the United States declined from the 2012 level of 8.96 percent to 8.92 percent in 2013, which results in the United States having a relative ranking of 6th out of 43 countries included in the study.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Morningstar International Cost of Capital Report (Annual)

Strategic Objective 2.2: The U.S. capital markets operate in a fair, efficient, transparent, and competitive manner, fostering capital formation and useful innovation.

Goal Leader(s): Managing Executive, Division of Trading and Markets; Managing Executive, Division of Economic and Risk Analysis

PERFORMANCE GOAL 2.2.1
Percentage of transaction dollars settled on time each year

Description: This metric measures the efficiency of the U.S. clearance and settlement system for equity securities.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	99%	99%	99%	99%	99%	98%	98%	98%	98%

Target: Met

Analysis: The U.S. clearance and settlement system for equity securities continues to perform at a high rate of timely settlement. Staff from the Division of Trading and Markets maintains regular supervisory contacts with personnel at relevant clearing agencies to ensure operational and other issues that may arise are promptly identified and addressed. The Division has expanded its resources devoted to clearance and settlement matters to prepare for the increased focus on the area contemplated by the Dodd-Frank Act. It is important to note that, because of changes in data sources and methodology, the figures for this metric from 2013 and afterwards are not directly comparable to those from earlier periods.

Responsible Division/Office: Division of Trading and Markets

Data Source: Depository Trust & Clearing Corporation and NYSE Technologies

PERFORMANCE GOAL 2.2.2
Average institutional transaction costs for exchange listed stocks on a monthly basis

Description: This performance metric captures the actual cost of trading in large (institutional size) transactions.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Average transaction costs	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC's Strategic Plan update.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: N/A

PERFORMANCE GOAL 2.2.3
Percentage of market outages at SROs and electronic communications networks (ECNs)
that are corrected within targeted timeframes

Description: Market outages reflect problems in the systems underlying the securities markets that could have an adverse effect on the markets' ability to function as required. The SEC assesses the reliability and resiliency of these systems to minimize the number and duration of outages. This metric gauges how quickly outages are resolved, so that market activity can resume.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Within 2 hours	84%	87%	74%	88%	71%	60%	80 %	60%	60%
Within 4 hours	96%	98%	85%	94%	89%	75%	86 %	75%	75%
Within 24 hours	100%	98%	100%	100%	100%	96%	98%	96%	96%

Target: Within 2 hours – Exceeded; Within 4 hours – Exceeded; Within 24 hours – Exceeded

Analysis: The SROs exceeded the planned performance targets because of enhancements to the SROs' systems incident handling procedures and greater emphasis on 100 percent uptime during the trading day hours of operation. The agency has continued to work with critical SROs on improving their continuity of operations, availability of critical production systems, and recovery time objectives. SROs have shown greater system availability and the ability to open even during disaster events, such as hurricanes, earthquakes, and power outages.

Responsible Division/Office: Division of Trading and Markets

Data Source: ECN outage data is derived from SROs

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.1
Average quoted spread for exchange listed stocks on a monthly basis

Description: This indicator gauges the hypothetical cost of trading in small amounts at the quoted markets, based solely on published quotations.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Average quoted spread	Prior-year data not available	1.70 cents	2.52 cents	1.76 cents	1.84 cents	2.17 cents

Analysis: The average quoted spread for FY 2013 is 2.17 cents, indicating that the market is exhibiting normal conditions and suffered no large abnormal quoted spreads.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Thompson Transaction Analytics

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.2
Average effective spread for exchange listed stocks on a monthly basis

Description: This indicator captures the cost of trading in small amounts based on actual trade prices and the quotes at the times of those trades.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Average quoted spread	Prior-year data not available	2.19 cents	2.65 cents	1.72 cents	1.68 cents	1.88 cents

Analysis: The average effective spread for FY 2013 is 1.88 cents, which is .20 cents higher than in FY 2012. There are many possible reasons for an increase in average effective spread. First, the roughly 17% return on SP500 stocks causes stock prices to be generally higher; expressed as a percentage basis, effective spreads may not have increased at all. Second, increased volatility levels tend to move trading from ATs (where effective spreads are often zero) to exchanges where effective spreads are higher. Finally, trading in high-price shares (which tend to have larger spreads) may have increased as a proportion of trading activity.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Thompson Transaction Analytics

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.3
Speed of execution

Description: This indicator gauges how quickly transactions are executed in the U.S. securities markets.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Speed of execution	Prior-year data not available	1.59 seconds	1.77 seconds	1.02 seconds	0.9 seconds	3.0 seconds

Analysis: Increases in execution times may not be indicative of degrading market quality. A decrease in the participation rate of low latency traders (HFTs) is likely to increase execution delay times. The increase could be associated with isolated periods of slower executions.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Thompson Transaction Analytics

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.4
Average quoted size of exchange listed stocks on a monthly basis

Description: This indicator measures the amount of liquidity visible to the market at the displayed quotes.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Average quoted size	Prior-year data not available	606 shares	687 shares	606 shares	588 shares	564 shares

Analysis: Average quoted size of exchange listed stocks on a monthly basis has decreased in FY 2013, commensurate with a decrease in the average quoted spread for exchange listed stocks compared to the prior year.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Thompson Transaction Analytics

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.5
Average daily volatility of exchange listed stocks on a monthly basis

Description: This statistic gauges short term price changes, which are an indicator of the risk of holding stock.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Average daily volatility in the S&P 500	1.60%	2.69%	1.18%	1.26%	1.08%	0.74%

Analysis: Market volatility is impacted by myriad factors so it is difficult to ascertain with certainty why small changes in volatility occur.

Responsible Division/Office: Division of Economic and Risk Analysis

Data Source: Bloomberg

Strategic Objective 2.3: The SEC adopts and administers rules and regulations that enable market participants to understand clearly their obligation under the securities laws.

Goal Leader(s): Managing Executive, Division of Trading and Markets

PERFORMANCE GOAL 2.3.1

Length of time to respond to written requests for no-action letters (NAL), exemptive applications, and written interpretive requests

Description: The SEC staff responds to requests for guidance from individuals and companies about specific provisions of the federal securities laws. These queries can ask for proper interpretations of the securities laws or regulations, or for assurances that no enforcement action will be taken in certain circumstances. The staff also reviews applications for exemptions from the securities laws. Written responses to such requests for guidance, when provided, generally are publicly available, as are applications and related notices and orders, when issued. This measure gauges whether the Divisions of Trading and Markets, Investment Management, and Corporation Finance are issuing initial comments on these requests on a timely basis.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Trading and Markets: No-action letters, exemptive applications, and written interpretive requests (combined figure)									
Percentage within required timeframe	63%	70%	91%	98.5%	89%	85%	93%	85%	85%
Target: Exceeded									
Analysis: In FY 2012, the Division established a new electronic log for tracking these written requests, which tracks actions taken by the staff and the requestor, a description of actions taken, and information about the SEC staff involved in handling the request. These features of the electronic log, along with monthly reporting generated from the log, permit the Division to track written inquiries and reply to them in a timely manner. Responses to these inquiries generally promote an effective regulatory environment by clarifying ambiguity, which permits private entities to more efficiently use their compliance resources.									
Responsible Division/Office: Division of Corporation Finance									
Data Source: TM Office of Chief Counsel Electronic Log									
Investment Management									
No-action letters and interpretive requests	98%	100%	100%	100%	100%	90%	100%	90%	90%
Exemptive applications	81%	95%	100%	100%	100%	80%	99%	80%	80%
Target: No-action letters – Exceeded; Exemptive applications – Exceeded									
Analysis: For the fifth year in a row, IM processed 100% of initial comments on no-action letters within three weeks, surpassing its target of “90% within three weeks.” IM has been able to achieve this level of success because providing initial comments within the targeted time frame has been a continuing priority. Given prior data and trends, the target of “90% within three weeks” is reasonable and appropriate.									
For the fifth year in a row, IM exceeded its target for initial comments on exemptive applications. The Division considered but decided against raising its target percentage because the ability to meet the target is dependent on factors that could change materially during any fiscal year such as the total number of applications filed, concentration of filings at any particular time period (surges), and the types and complexity of the applications filed.									
Responsible Division/Office: Division of Investment Management									
Data Source: OCC Letter Log, OICR and OIP Applications Tracking Systems (Access), Excel spreadsheet									
Corporation Finance									
No-action letters and interpretive requests	66%	85%	97%	97%	98%	90%	98%	90%	90%
Shareholder proposals	100%	100%	100%	100%	100%	100%	100%	100%	100%
Target: No-action letters – Exceeded; Shareholder proposals - Met									
Analysis: CF surpassed its FY 2013 target by completing 98 percent of initial comments on no-action letters within 30 days. CF achieved its target of issuing comments on 100 percent of shareholder proposals before the company’s proxy filing date.									
Responsible Division/Office: Division of Corporation Finance									
Data Source: Division No-Action Letter database and Division Shareholder Proposal database									

PERFORMANCE GOAL 2.3.2
Survey on whether SEC rules and regulations are clearly understandable

Description: The SEC aims to promote a regulatory environment in which market participants clearly understand their obligations. Through this metric, the SEC intends to survey market participants to determine whether they believe the Commission's regulatory requirements are clear.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC's Strategic Plan update.

Responsible Division/Office: Division of Trading and Markets

Data Source: N/A

PERFORMANCE GOAL 2.3.3
Time to complete SEC review of SRO rules that are subject to SEC approval

Description: The SEC reviews SRO rule proposals for consistency with the Exchange Act standards of investor protection, fair and orderly operation of the markets and market structure, as well as other statutory requirements. This metric gauges how long it takes the SEC to approve a filing after publication of notice of the proposal for comment.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Within 35 days	Prior-year data not available		73%	0%	0%	0%	N/A	N/A	N/A
Within 45 days	Prior-year data not available		99%	82%	75%	70%	74%	70%	70%

Target: Within 35 days – N/A; Within 45 days - Exceeded

Analysis: During FY 2013, the SEC approved or disapproved 233 SRO rule changes filed pursuant to Section 19(b)(2) of the Exchange Act. Of that number, 74% were approved or disapproved within the 45 day standard for publication exceeding the goal by four percentage points. The remaining SRO rule changes all met other statutory deadlines past the 45th day.

The adoption of Dodd-Frank in July 2010 required the SEC to approve or disapprove within certain statutory time frames from the date of publication of a rule change. The staff must publish within 15 days from when the filing is received, otherwise the publication date reverts to the day the SRO publishes the filing on their website, (i.e., within two days of filing with the SEC). Once a rule filing is published for comment, the SEC must complete a review within 45 days, or such longer period time as noted in the statute. As a result, the SEC believes that the compliance with the Congressionally-mandated times should serve as the appropriate data points going forward. Of the 233 SRO rule changes subject to the Dodd-Frank standards, 173 filings were subsequently approved or disapproved within 45 days of publication. The remaining 59 filings were approved or disapproved within the other statutory benchmarks, (i.e., within 90 days, within 180 days, within 240 days). The SEC met the statutory standards set by Dodd-Frank 100% percent of the time, which represents a better measure of program performance. The SEC expects to be able to meet all of the statutory times frames established by Dodd-Frank.

Responsible Division/Office: Division of Trading and Markets

Data Source: SRO Rule Tracking System (SRTS). Information was extracted from the SRTS data tables into an Excel file. The information was then analyzed to determine the applicable population of filings. Simple formulas were used to calculate the time from filing after publication of notice to approval of filing.

PERFORMANCE INDICATOR (PROCESS) 2.3.1
Percentage of SRO rule filings that are submitted for immediate effectiveness

Description: This metric gauges the proportion of SRO rule proposals that can be submitted for immediate effectiveness, without Commission approval.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Percentage	Prior-year data not available		69%	77%	72%	78%

Analysis: This indicator gauges the percentage of rule filings submitted by SROs for immediate effectiveness. Rule proposals can be submitted for immediate effectiveness for certain types of filings, including non-controversial changes, rules relating to fee filings, or so called "copy-cat" rule filings related to proposed rule changes other than trading rules. Rule proposals not submitted for immediate effectiveness require Commission review and approval or disapproval.

Responsible Division/Office: Division of Trading and Markets

Data Source: SRO Rule Tracking System (SRTS)

Strategic Goal 3: Facilitate Access to the Information Investors Need to Make Informed Investment Decisions

The SEC promotes informed investment decisions through two main approaches. The first is to require that investors have accurate, adequate, and timely public access to disclosure materials that are easily understood and analyzed. The second is to implement a variety of investor education initiatives aimed at giving investors a better understanding of the operations of the nation's securities markets. In FY 2013, the agency dedicated approximately \$204.2 million and 717 FTEs toward achieving results in Goal 3. Of 18 performance targets, the agency met or exceeded 12, did not meet 1, and did not have data to report on 5.

Spotlight: FY 2013 Performance Achievements

The Federal securities laws require that corporations, investment companies, and other entities provide investors with timely and meaningful information about, among other things, their operations and finances. Because an educated and informed investor ultimately provides the best defense against fraud and costly mistakes, these laws place great emphasis on providing the investing public with meaningful information.

In FY 2013, consistent with the Sarbanes Oxley-Act of 2002, CF and IM strive to review certain disclosures made by public companies and investment companies, including issuers' financial statements, no less frequently than once every three years (**Performance Goal 3.1.1**). This volume of disclosure review helped deter fraud and assured that investors had access to relevant information about emerging issues. Additionally, CF issued initial comments on Securities Act filings within an average of 25.6 days of filing, achieving its goal (**Performance Goal 3.1.2**).

Investors who have access to complete and accurate information are also more likely to invest wisely. In FY 2013, the SEC continued to focus on educating investors about products commonly marketed to them and provided educational programs and materials to help investors detect and avoid potential scams. The SEC's direct mail partnership with the IRS helped exceed the goal of reaching 15 million investors in FY 2013. The SEC also exceeded its target for in-person events by identifying new outreach opportunities, including events targeting affinity groups (**Performance Goal 3.2.1**). OIEA conducted 11 educational campaigns in FY 2013, meeting its target (**Performance Goal 3.2.2**). These included efforts to educate investors about Ponzi schemes using Bitcoin and other virtual currencies and the effect of market interest rates on bond prices and yield.

Tens of thousands of investors each year contact the SEC with investment-related complaints and questions. The SEC strives to respond to such contacts in a timely manner. In FY 2013, the agency exceeded its goals to close out assistance matters within seven and thirty days (**Performance Goal 3.2.3**). By adjusting to new work flow demands aimed at identifying and referring key investor assistance matters to the agency's Tips, Complaints and Referrals (TCR) system, OIEA was able to exceed these targets. The SEC succeeded in presenting in an alternate user friendly format 100% of the rules it enacts which impact investors (**Performance Goal 3.2.4**).

Strategic Objective 3.1: Investors have access to high-quality disclosure materials that are useful to investment decision making.

Goal Leader(s): Managing Executive, Division of Trading and Markets; Managing Executive, Division of Investment Management

PERFORMANCE GOAL 3.1.1
Percentage of public companies and investment companies with disclosures reviewed each year

Description: The Sarbanes-Oxley Act requires that the SEC review the disclosures of all companies and investment company portfolios reporting under the Exchange Act at least once every three years. These reviews help improve the information available to investors and may uncover possible violations of the securities laws.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Division of Corporation Finance									
Corporations	39%	40%	44%	48%	48%	33%	52%	33%	33%

Target: Exceeded

Analysis: The SEC exceeded its planned level of review of companies in FY 2013. This review level is expected to deter fraud in public securities transactions and should help investors receive accurate material information about the companies they invest in.

Responsible Division/Office: Division of Corporation Finance

Data Source: Electronic, Data Gathering, Analysis, and Retrieval (EDGAR)/Filing Activity Tracking System (FACTS)

Division of Investment Management									
Investment Company Portfolios	36%	35%	35%	33%	36%	33%	34%	33%	33%

Target: Exceeded

Analysis: Consistent with Section 408 of the Sarbanes Oxley-Act of 2002, IM strives to review disclosures made by certain public issuers, including issuers' financial statements, no less frequently than once every three years. The targeted number of annual reviews assumes that IM meets this goal.

Responsible Division/Office: Division of Investment Management

Data Source: Microsoft Office Suite Tools

PERFORMANCE GOAL 3.1.2
Time to issue initial comments on Securities Act filings

Description: The target of 30 days or less has become a de facto industry standard for the maximum time to receive initial comments.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Days	25.2 days	25.3 days	24.1 days	24.4 days	24.9 days	<30 days	25.6 days	<30 days	<30 days

Target: Met

Analysis: During FY 2013, the Division issued initial comments on Securities Act filings within an average of 25.6 days of filing, achieving its goal.

Responsible Division/Office: Division of Corporation Finance

Data Source: FACTS

PERFORMANCE GOAL 3.1.3
Percentage of investment company disclosure reviews for which initial comments are completed within timeliness goals

Description: For initial registration statements, the SEC’s goal is to issue initial comments within 30 days after they are filed (60 days for registration statements of insurance product separate accounts and related mutual funds). The SEC also aims to comment on post-effective amendments within 45 days and preliminary proxy statements within 10 days after they are filed.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Initial registration statements	95%	95%	93%	92%	96%	85%	98%	85%	85%
Post-effective amendments	97%	97%	94%	94%	95%	90%	99%	90%	90%
Preliminary proxy statements	99%	99%	99%	98%	100%	99%	98%	99%	99%

Target: Initial registration statements – Exceeded; Post-effective amendments – Exceeded; Preliminary proxy statements – Not Met

Analysis: IM strives to review all significant disclosures made by registrants in Commission filings under the Investment Company Act, including initial registration statements and post-effective amendments with material changes. While there was an insignificant difference in the total number of filings reviewed between 2013 and 2012, there were fewer initial registration statements and proxies filed, yet more post-effective amendments. The improvement in timeliness percentages may be attributable to the decrease in initial registration statements in relation to post-effective amendments because initial registration statements typically take significantly more effort to review than post-effective amendments.

Plan for Improving Program Performance: The Division of Investment Management will continue its goal of providing comments on proxy statements within 10 days of filing at least 99 percent of the time. The Division missed its 10-day goal for only six of 246 filings – due largely to the short period in which to provide comments and the ambitious goal of 99 percent.

Responsible Division/Office: Division of Investment Management

Data Source: Electronic, Data Gathering, Analysis, and Retrieval (EDGAR)

PERFORMANCE GOAL 3.1.4
Point of sale “click-through” rate

Description: The point of sale initiative relies on a layered approach that combines point of sale disclosure and Internet-based disclosure. This measure would determine how often investors click on broker-dealers’ websites to obtain information about broker-dealer compensation and related conflicts of interest.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
“Click-through rate”	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Division of Trading and Markets

Data Source: N/A

PERFORMANCE GOAL 3.1.5
Access to broker-dealer and investment adviser background checks

Description: Greater availability of professional background information of broker-dealers and their employees through the BrokerCheck system will provide investors with the ability to make better-informed decisions. Investors also have the ability to check the backgrounds of investment advisory firms through the SEC’s Investment Adviser Public Disclosure (IAPD) system. This measure would gauge the demand for disclosure information about broker-dealers and their employees through the BrokerCheck website and about investment advisers through the IAPD.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Division of Trading and Markets									
BrokerCheck System	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Division of Trading and Markets

Data Source: N/A

Division of Investment Management									
Average number of IAPD searches per day	Prior-year data not available			N/A	N/A	49,912	71,888	70,000	70,000

Target: Exceeded

Analysis: The IAPD website is used daily by the public to conduct research of Commission-registered investment advisers. The Division of Investment Management estimates similar levels of use of IAPD in the future.

Responsible Division/Office: Division of Investment Management

Data Source: FINRA

PERFORMANCE GOAL 3.1.6
Investor demand for disclosures on municipal securities

Description: Greater availability of market-sensitive information through the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access (EMMA) website will provide investors with the ability to make better-informed investment decisions and assist market participants in fulfilling their disclosure obligations. This measure gauges the demand for disclosure information about municipal securities through the EMMA website.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Website hits	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: N/A

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Division of Trading and Markets

Data Source: N/A

PERFORMANCE GOAL 3.1.7
Satisfaction index for disclosure process

Description: The agency will conduct survey research or focus groups to identify the level of satisfaction with disclosure requirements.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Satisfaction index	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: N/A

Strategic Objective 3.2: Agency rulemaking and investor education programs are informed by an understanding of the wide range of investor needs.

Goal Leader(s): Managing Executive, Office of Investor Education and Advocacy

PERFORMANCE GOAL 3.2.1
Number of investors reached, and number of in-person events with specifically targeted communities and organizations

Description: The agency has developed an extensive collection of free information to help investors understand the basics of investing; the risks and rewards of various products and strategies; the importance of diversification; and ways to find information about brokers, advisers, and companies. Much of this information is posted on the SEC’s Investor Information Web page, a key tool for informing and educating the investing public. In addition, the Office of Investor Education and Advocacy (OIEA) publishes hard-copy educational brochures and conducts in-person events. This measure seeks to determine the total number of investors reached by the SEC, and assess the effectiveness of outreach efforts conducted by OIEA and the regional offices targeted to specific investor groups (for example, seniors, military, or other affinity groups). The measure also captures the use of various channels to reach investors, such as the SEC webpage, investor.gov, social networking sites, outreach programs, or public appearances.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of investors reached (millions)	Prior-year data not available		17.8	14.8	16	15	15.2	15	15
Number of “in-person” events	Prior-year data not available		42	48	47	50	52	50	50

Target: Number of investors reached – Exceeded; Number of “in-person” events - Exceeded

Analysis: The SEC’s direct mail partnership with the IRS helped OIEA exceed its goal of reaching 15 million investors in FY 2013. OIEA exceeded its target for in-person events by identifying new outreach opportunities, including events targeting affinity groups.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Microsoft Office Suite Tools

PERFORMANCE GOAL 3.2.2
Number of investor educational initiatives organized and produced

Description: In partnership with other organizations, the agency will develop a number of educational campaigns intended to customize content and maximize its reach to various investor communities. Through the use of primary and secondary research including tracking emerging investor concerns and complaints, the agency will continue to assess how to best target its efforts to the investing public. This measure identifies the number of major investor initiatives undertaken.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of initiatives	Prior-year data not available		9	11	11	11	11	11	11

Target: Met

Analysis: OIEA conducted 11 educational campaigns in FY 2013, meeting its target. These included efforts to educate investors about Ponzi schemes using Bitcoin and other virtual currencies and the effect of market interest rates on bond prices and yield.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Microsoft Office Suite Tools

PERFORMANCE GOAL 3.2.3
Timeliness of responses to investor contacts

Description: OIEA serves the tens of thousands of investors each year who contact the SEC with investment-related complaints and questions. The staff aims to close out as many new investor assistance matters as possible within seven and thirty business days.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Closed within 7 days	78%	70%	72%	67%	54%	50%	62%	55%	60%
Closed within 30 days	88%	90%	93%	92%	93%	90%	93%	90%	90%

Target: Closed within 7 days – Exceeded; Closed within 30 days - Exceeded

Analysis: OIEA adjusted to new work flow demands aimed at identifying and referring key investor assistance matters to the agency's Tips, Complaints and Referrals (TCR) system and exceeded both its seven-day and thirty-day targets for FY 2013.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Internal log using IRIS data

PERFORMANCE GOAL 3.2.4
Percentage of rules impacting investors that are presented in alternate user-friendly formats

Description: The agency intends to publish explanations of Commission actions in easily understandable language, to encourage investor participation and comments on issues materially affecting them. The Office of Investor Education and Advocacy also will track emerging concerns and trends and then work with the rulemaking divisions and other offices on possible regulatory responses. The SEC also may use surveys or questionnaires to collect input from investors to assist in assessing their views on Commission actions.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available		100%	100%	100%	100%	100%	100%	100%

Target: Met

Analysis: In FY 2013, OIEA continued to provide input to the SEC’s rulemaking divisions and issue investor bulletins that explain Commission rules in understandable language.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Internal log

PERFORMANCE GOAL 3.2.5
Customer satisfaction with usefulness of investor educational programs and materials

Description: Through the use of focus groups and surveys, the agency will assess the usefulness of educational material provided to investors across a variety of channels based upon ease of use, appropriateness, and other factors.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Satisfaction index	Prior-year data not available			N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: N/A

Strategic Goal 4: Maximize the Use of SEC Resources

Given the immense size of the securities markets the SEC regulates, the agency's success in fulfilling its mission is highly dependent upon its ability to continually direct its resources towards the most productive uses for investors and the public. The SEC also is extremely mindful of its responsibility to maximize the impact of public funds. In FY 2013, approximately \$192.6 million and 603 full-time equivalents (FTEs) were directed at achieving results in Goal 4. Of 21 performance targets, the agency met or exceeded 10, did not meet 7, and did not have data to report on 4.

Spotlight: FY 2013 Performance Achievements

The SEC's employees are its most vital strategic resource. The SEC is committed to being an employer of choice by consistently attracting, hiring, developing and retaining a high-quality, diverse, and results-oriented workforce. In FY 2013, the SEC received a 62% positive response on an Employee Engagement Index, developed based on the OPM conditions for such engagement (**Performance Goal 4.1.1**), and attrition continues to remain at less than 8 percent annually (**Performance Goal 4.1.3**). In order to improve the SEC's ranking in the survey of best places to work in the Federal government (**Performance Goal 4.1.2**), the Office of Human Resources (OHR) contracted with the Center for Organizational Effectiveness to provide a variety of services to the SEC to assist in its efforts to improve morale and employee engagement. During FY 2013 OHR sponsored a series of briefings for each SEC office, division and region

and shared individualized Employee Viewpoint Survey (EVS) results with the management teams.

In FY 2013, the SEC continued to make investments in its information technology systems. As part of the SEC's effort to integrate its financial systems, the agency has been able to interface many of its secondary systems with the core financial system (**Performance Goal 4.4.2**). Furthermore, OIT has developed a multi-year strategy to make all agency data available within a centralized enterprise data warehouse (EDW). In FY 2013 OIT met its planned milestones related to the development of the EDW (**Performance Goal 4.3.1**).

Given the SEC's role in overseeing the securities markets, it is important that the agency maintain strong internal controls and sound financial management practices in its own operations. In FY 2013, the SEC completed its first full fiscal year after migrating its financial system to a Federal Shared Service Provider (FSSP) model, engaging with the Department of Transportation's Enterprise Service Center (ESC). The SEC continued to optimize its processes and strengthen financial controls under the new FSSP structure. The SEC received an unqualified audit opinion with no material weaknesses for the FY 2013 financial statements. Additionally, the SEC successfully remediated the two significant deficiencies in internal controls over financial reporting identified in FY 2012, in the areas of budgetary resources and property and equipment. However, in FY 2013 a new significant deficiency was identified in the area of information security (**Performance Goal 4.4.3**).

Strategic Objective 4.1: The SEC maintains a work environment that attracts, engages, and retains a technically proficient and diverse workforce that can excel and meet the dynamic challenges of market oversight.

Goal Leader(s): Director, Office of Human Resources

PERFORMANCE GOAL 4.1.1
Survey of employee engagement

Description: The SEC strives to maintain a culture in which employees demonstrate a strong personal, positive connection with the organization and its mission and strategic goals. This connection, which can be called “employee engagement,” can result in higher-quality work, willingness to lead or participate in special projects, sharing job knowledge with others, mentoring other staff, or other positive contributions to the agency and its work. This index will be drawn from annual survey results and will track the agency’s success in improving employee engagement.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Annual index score	Prior year data not available		58%	61%	61%	62%	62%	75%	75%

Target: Met

Analysis: For FY 2013, SEC received a 62% positive response on an Employee Engagement Index, developed based on the OPM conditions for such engagement.

Responsible Division/Office: Office of Human Resources

Data Source: Internal survey

PERFORMANCE GOAL 4.1.2
Best Places to Work ranking

Description: This annual ranking of federal government agencies will be used to determine the SEC’s overall success in improving our organizational climate.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Ranking number	#3	#11	#24	#27	#19	#20	#15	#5	#5

Target: Exceeded

Analysis: The SEC contracted with the Center for Organizational Effectiveness to provide a variety of services to the SEC to help improve morale. During FY 2013 OHR sponsored a series of briefings for each SEC office, division and region and shared individualized Employee Viewpoint Survey (EVS) results with the management teams.

Responsible Division/Office: Office of Human Resources

Data Source: Partnership for Public Service “Best Places to Work” Agency Rankings

PERFORMANCE GOAL 4.1.3
Turnover

Description: The SEC strives to maintain an organizational climate in which high-performing employees wish to remain. Although turnover can fluctuate based on a variety of factors, including the health of the economy and the number of outside job opportunities available for SEC staff, the agency aims to keep its turnover rate relatively low, below 8 percent per year.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percent turnover	6.2%	3.7%	5%	6.4%	6.58%	<8%	6.58%	<8%	<8%

Target: Met

Analysis: SEC attrition continues to remain at less than 8 percent annually.

Responsible Division/Office: Office of Human Resources

Data Source: The National Business Center at Department of Interior (DOI)

PERFORMANCE GOAL 4.1.4
Expanding staff expertise

Description: Internal training and hiring programs are designed to help the agency recruit and develop its staff so that key skills, industry knowledge, and expertise are maintained. In particular, there is a need to hire more economists, trading specialists, and other experts with knowledge of the marketplace and both investment and trading practices. Annual agency training goals and hiring practices are focused on ensuring staff have the necessary capabilities to address trends in the industry. This measure tracks whether certain areas requiring significant training are being addressed. For example, the agency will monitor the percentage of staff that has received or maintained significant relevant training in fraud detection as measured by achieving the status of a Certified Fraud Examiner, Chartered Financial Analyst, Series 7, or other relevant industry designations.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percent of staff with industry designations	Prior year data not available		N/A	9%	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: Re-examination/re-definition of this performance measure is reflected in the new Strategic Plan and FY 2015 APP.

Responsible Division/Office: Office of Human Resources

Data Source: Association of Certified Fraud Examiners, Chartered Financial Analyst Institute

PERFORMANCE GOAL 4.1.5
Size of competency gaps

Description: Key competencies will be rated as part of the SEC's performance management process. Once the SEC has implemented a technology system to support the performance management program, the agency will assess its baseline competency gaps annually and work to bring them down over time.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage reduction for the size of competency gaps	Prior year data not available		N/A	N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC's Strategic Plan update.

Responsible Division/Office: Office of Human Resources

Data Source: N/A

PERFORMANCE GOAL 4.1.6
Number of diversity-related partnerships/alliances

Description: Increased numbers of diversity-related partnerships or alliances with professional associations and educational organizations provide opportunities to educate students about the SEC's work and to recruit career professionals from all segments of society. The SEC will track the number of partnerships and/or alliances with diverse professional associations and educational organizations.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of partnerships/alliances	Prior-year data not available		2	10	12	15	13	15	15

Target: Not Met

Analysis: OMWI continues to develop its numeric goal of increasing the number of diversity-related partnerships with professional associations. Although OMWI was able to secure only one additional partnership, it continues to develop alliances and relationships beneficial to the SEC. Consistent with Section 342(f) of the Dodd-Frank Act, which requires the SEC to take affirmative steps to seek diversity at all levels of the agency, the SEC formed partnerships with 13 organizations that are focused on developing employment opportunities for minorities and women in the financial services industry. In determining which organizations to partner with, OMWI's goal was to identify well-established organizations that demonstrate integrity and results. OMWI researched numerous organizations, considered factors including whether the organization had partnerships or collaborative relationships with other federal agencies, and the OMWI Director met with organization's leadership prior to establishing the relationship.

Plan for Improving Program Performance: OMWI anticipates maintaining and enhancing opportunities for collaboration with its existing partners in FY 2015. Results from OMWI's FY 2014 program evaluation will inform as to the most effective ways to leverage the relationships to benefit the SEC's targeted recruitment, retention and programming efforts.

The plan for improving performance and meeting the target number of 15 partnerships/alliances during FY 2014 involves examining our current list of outside organizations with whom OMWI has extensive relationships (i.e., those organizations for which OMWI participates in numerous conferences, events, and activities during the year, and those where OMWI and/or SEC staff serve as speakers and panelists and featured speakers at events). OMWI will then determine a short list of organizations that can be approached to establish additional partnerships/alliances in FY 2014.

Responsible Division/Office: Office of Minority Women and Inclusion

Data Source: Office of Minority Women and Inclusion Internal Records and Section 342 of DFA

PERFORMANCE GOAL 4.1.7
Survey feedback on the quality of the SEC's performance management program

Description: The SEC will construct an index from survey results to determine the extent to which managers and other employees find the performance management program valuable, credible, transparent, and fair.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage of positive survey responses	Prior-year data not available		N/A	53%	65%	N/A	55%	55%	55%

Target: N/A

Analysis: OHR's efforts to continually enhance the SEC's evidence-based performance management system are expected to contribute to improvement in the positive responses regarding performance management on the 2014 EVS.

Responsible Division/Office: Office of Human Resources

Data Source: 2013 Employee Viewpoint Survey results to questions related to Performance Management

Strategic Objective 4.2: The SEC retains a diverse team of world-class leaders who provide motivation and strategic direction to the SEC workforce.

Goal Leader(s): Director, Office of Human Resources

PERFORMANCE GOAL 4.2.1
Quality of hire

Description: Data related to each new hire will be gathered from either the immediate supervisor or the selecting official, as appropriate. Data will be gathered three months after entry on board. This early assessment will not only inform the agency’s selection system, but will provide an opportunity to address quickly any developmental needs or performance issues.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage of hires rated at least four on a five-point scale	Prior-year data not available		N/A	N/A	N/A	75%	86%	87%	90%

Target: Exceeded

Analysis: The Annual Quality of Hire (QOH) assessment revealed that the SEC exceeded the 75% quality of hire goal and achieved 87% QOH for all SEC employees hired in 2013. More than 89% of the managers indicated that the newly hired SEC supervisors come with the skills necessary for success, and 87% agreed that the employees are a good fit for the SEC in terms of professional interests and values consistent with SEC’s culture. In examining the hiring results, OHR determined a need to further improve the QOH methodology, and will implement the new system in FY 2014.

Responsible Division/Office: Office of Human Resources

Data Source: N/A

PERFORMANCE GOAL 4.2.2
Leadership competency gaps

Description: A 360-degree feedback survey will be conducted across all leadership ranks. This will provide an SEC-wide score on each competency measured in the survey. The gap will be determined by subtracting the obtained scores from expected proficiency levels on key competencies. Progress will be determined by comparing this baseline to scores obtained from subsequent administrations of the survey.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Average percentage of gaps reduced in each survey	Prior-year data not available		N/A	N/A	N/A	4.35	4.15	4.35	4.35

Target: Not Met

Analysis: The SEC has used a combination of the OPM Leadership 360 assessment that evaluates 28 leadership competencies and the Center for Creative Leadership 360-degree feedback tool, which measures 24 leadership competencies. When the OPM and CCL data is aggregated, there are 470 managers who have received 360 feedback and associated coaching. The assessment of 470 managers through the end of FY 2013 is a significant milestone for the SEC, with the leadership competencies of 60% of our managers having now been completed.

Plan for Improving Program Performance: Several new leadership programs have been put into place at the SEC, including the Foundation of Supervision and Leadership Essentials. It is expected that the learning and development opportunities presented by these classes will help improve 360-degree feedback ratings.

Responsible Division/Office: Office of Human Resources

Data Source: N/A

PERFORMANCE GOAL 4.2.3
Satisfaction with Leadership Development Program

Description: After each major developmental event participants will complete a survey of items related to key training outcomes. Responses to these items will be compiled to create a composite score.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Average score on a five-point scale	Prior-year data not available		4.46	4.49	4.38	4.25	4.39	4.35	4.35

Target: Exceeded

Analysis: The SEC Leadership Development Programs continues to be successful and receive positive evaluations by participants. Post-training/development evaluations will continue and will be used as needed for program enhancements.

Responsible Division/Office: Office of Human Resources

Data Source: Successful Leaders Program Evaluations

Strategic Objective 4.3: Information within and available to the SEC becomes a Commission-wide shared resource, appropriately protected, that enables a collaborative and knowledge-based working environment.

Goal Leader(s): Director, Office of Information Technology

PERFORMANCE GOAL 4.3.1
Percentage of SEC data sources accessible through a virtual data warehouse, and milestones achieved towards the creation of a robust information management program

Description: The SEC intends to reform its information management processes, so that data can be more easily accessed, shared, and analyzed across the organization. This metric will display the percentage of SEC data sources accessible for search and analysis through a virtual data warehouse. In addition, the SEC will track its success in achieving relevant milestones over the course of this multi-year effort. These milestones include establishing a formal information management program in 2010, completing an information catalog by 2011, providing capabilities to support analysis of information by 2012, and developing a capability that allows integration of business operations data for management, reporting and analysis by 2013.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available	N/A	Data Warehouse /Administrative data and reporting requirements identified	Award contract for hardware and begin requirements definition phase	Award contract for hardware and begin requirements definition phase	Procure tools to extract, transform, and load data into EDW Procure business intelligence tools to support analysis of information	Procured business intelligence tools to support analysis of information Procured and installed enterprise data warehouse (EDW) platform including data warehouse appliance, extract, transform, and load (ETL) tool, and unstructured data management repository Operationalized the EDW Environment Planning and execution for incremental migration of data to EDW	Procure business intelligence tools to support analysis of information Continue migration of data to EDW Streamline Data Management – Catalog of Data Assets, Data Dictionary, EDW Model and Data Architecture	Develop a capability that allows integration of business operations data for management, reporting and analysis

Target: Met

Analysis: OIT has developed a multi-year strategy to make all agency data available within a centralized enterprise data warehouse. This repository will be used to support the Commission’s operational and transactional systems and will provide user access to enterprise-level data sources. Additional data management and support contracts will contribute to OIT’s long-term goal of building software that will edit data that is incorrect or incomplete and then load it into the centralized data warehouse.

Responsible Division/Office: Office of Information Technology

Data Source: N/A

**PERFORMANCE GOAL 4.3.2
Deployment of document management and workflow tools**

Description: This metric will present the SEC’s success in applying document management and workflow tools to the Commission’s mission critical business functions. Over time, the SEC aims to deploy these tools for enforcement case management, the agency’s processes for handling disgorgement and penalties, examination management, management of Commission actions, and rulemaking.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Business functions served	Prior-year data not available		Enforcement & Examination	Tips, Complaints and Referrals Commission-wide	National Exam Program	OS, IM, TM, OIEA, RSFI, OCOO and CF	Conducted business process reengineering, requirements gathering, and enterprise automation planning Migrated to an enterprise platform for data sharing and document management	Continued phased deployment of enterprise knowledge management system and data sharing across applications	Maintenance and enhancement analysis to maintain continued process efficiency and automation

Target: Not Met

Analysis: The SEC.gov Modernization project has made significant progress during Fiscal Year 2013 with the implementation of a more reliable, scalable, and user friendly Web experience. At the beginning of the year, SEC.gov implemented an “active-active” infrastructure configuration that allows continued website availability even when one data center experiences degraded service levels or a total outage. SEC.gov is now utilizing cloud technology to cache and serve content to the public, thereby reducing the load and traffic at both data centers and improving end-user performance.

Plan for Improving Program Performance: While plans exist to expand workflow and document management to all the divisions and offices in the Commission in order to extend the range of solutions available and to integrate data, document management and workflow into most management applications, the SEC’s budget situation will impact the its ability to deploy additional capabilities in FY 2014 and FY 2015. However, OIT plans to continue implementing tools within mission-critical applications to make the SEC workforce more effective and efficient.

Responsible Division/Office: Office of Information Technology

Data Source: OIT Network Operations Center (NOC)

**PERFORMANCE GOAL 4.3.3
Time to process evidentiary material for enforcement investigations**

Description: The SEC aims to improve its ability to process evidentiary material gathered during the course of its enforcement investigations, and enhance the agency’s document storage, organization, and analytical capabilities. This metric will gauge whether these efforts succeed in reducing the time required to process evidentiary material, so it can be analyzed by enforcement staff.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Number of days	Prior-year data not available		N/A	N/A	N/A	N/A	N/A	N/A	N/A

Target: Not Reported

Analysis: This measure was developed in FY 2010 during the strategic planning process, and it is being re-considered as part of the SEC’s Strategic Plan update.

Responsible Division/Office: Office of Information Technology

Data Source: Electronic Discovery (eD2) System

PERFORMANCE GOAL 4.3.4
System availability

Description: The SEC aims to enhance its computing infrastructure to eliminate down time if systems at one site fail, among other objectives. This metric will capture the percentage of systems and applications that can fail over within 4 hours. In addition, the SEC will track the percentage of its systems that have been virtualized, further reducing down time and increasing their accessibility from alternative locations.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Systems availability	Prior-year data not available		99.97%	99.94%	99%	99%	100%	100%	100%
Percentage fail over within 4 hours	Prior-year data not available		N/A	99%	0%	99%	0%	0%	0%
Systems virtualized	Prior-year data not available		22%	38%	79%	85%	93%	94%	95%

Target: Systems availability – Exceeded; Percentage fail over within 4 hours – Not Met; Systems virtualized – Exceeded

Analysis: OIT exceeded two of its three systems availability targets. Systems are monitored on a real-time basis by OIT’s Network Operations Center (NOC) using automated network monitoring tools. Currently 100% of all mission-critical applications can fail over to the SEC’s alternate data site within 8 hours.

Plan for Improving Program Performance: Currently 100% of all mission-critical applications can fail over to the alternate data center within 8 hours. An objective of the last Disaster Recovery (DR) exercise was to fail over information systems from the primary data center to the alternate data center within their recovery time objective (RTO). Federal Continuity Directive 1 (FCD 1) requires that the “Primary Mission Essential Functions” (PMEFs) must be “resumed within 12 hours of an event” and “be maintained for up to 30 days.” OIT has chosen a 4-hour RTO for information systems supporting the SEC’s PMEF. Full-scale DR exercises are conducted on an annual basis. The primary objective of the most recent DR testing event conducted during the third quarter of FY 2013 was to promote the new D1 data center as the SEC’s primary data center. During this event, SEC enterprise information systems were failed over successfully to the D1 site. This failover, however, was not achieved within the 4-hour RTO currently assigned to enterprise information systems supporting the SEC’s Mission Essential Functions (MEFs).

Responsible Division/Office: Office of Information Technology

Data Source: OIT NOC – automated network monitoring tools

Strategic Objective 4.4: Resource decisions and operations reflect sound financial and risk management principles.

Goal Leader(s): Director, Office of Information Technology

PERFORMANCE GOAL 4.4.1
Milestones achieved towards establishment of a robust data management program

Description: A business process improvement effort will be initiated to identify enhancements needed to create a robust data management program over the next five years. This metric will gauge the agency's success in establishing an integrated enterprise data management, reporting, and analysis capability for mission and back office data.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Milestone achieved	Prior-year data not available		N/A	Administrative data and reporting requirements identified	N/A	Establish Data Governance Council Finalize Standard Data Requirements Approach	Established Data Advisory Committee to advise data governance and provisioning priorities Established an integrated data management program that provides metrics and reporting	Establish new tools, standards and business processes to facilitate data sharing and sound data governance principles	Initiate Data Quality Program

Target: Not Met

Analysis: In FY 2013 and FY 2014, OIT will implement projects to improve various aspects of its data management program, including modifications to the current data platform technology and the standardization of data governance methodology. The goal of establishing consistent data governance will increase the likelihood of achieving end-state benefits, reduce cost by promoting reusability of common business services, and improve the quality and effectiveness of projects by allowing the reuse of data and enforcing adherence to enterprise-wide data standards. This will result in improved reporting and analysis capabilities for SEC staff.

Plan for Improving Performance: In FY 2013, a Data Advisory Committee was formed in partnership with SEC divisions and offices to review and discuss data provisioning and governance priorities and plans, and to facilitate knowledge sharing regarding the management of agency data. A formal data governance review process was established with automated workflow and reporting, and new metrics were established to measure adherence to data management best practices for OIT projects.

Responsible Division/Office: Office of Information Technology

Data Source: Manual Tracking

PERFORMANCE GOAL 4.4.2
Financial systems integration

Description: As part of the SEC's effort to integrate its financial systems, the agency will measure the percentage of secondary systems that are fully interfaced with the core financial system, in compliance with applicable standards.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Percentage	Prior-year data not available		N/A	N/A	83%	100%	83 %	83%	83%

Target: Not Met

Analysis: In FY 2012, the SEC completed its migration to the Department of Transportation's Enterprise Service Center, both for hosting its core financial system and processing its financial transactions. In FY 2014 and FY 2015, the SEC will work to deploy a new budgeting system that will interface with the core financial system, Delphi.

Plan for Improving Performance: In FY 2014 and FY 2015, the SEC will work to deploy a new budgeting system that will interface with the core financial system, Delphi. The SEC expects to achieve 100% financial systems integration by FY 2016.

Responsible Division/Office: Office of Information Technology

Data Source: Department of Transportation DELPHI

PERFORMANCE GOAL 4.4.3
Financial audit results

Description: Under the Accountability of Taxpayer Dollars Act of 2002, the agency is required to meet all proprietary and budgetary accounting guidelines for federal agencies and to undergo annual audits. The SEC's audits are conducted by the Government Accountability Office.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Unqualified opinion	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Material weaknesses	0	1	2	0	0	0	0	0	0
Significant deficiency	3	6	0	4	2	0	1	0	0

Target: Unqualified opinion – Met; Material weaknesses – Met; Significant deficiency – Not Met

Analysis: In FY 2013, the SEC successfully remediated the two significant deficiencies in internal controls over financial reporting identified in FY 2012, in the areas of budgetary resources and property and equipment. However, in FY 2013 a new significant deficiency was identified in the area of information security.

Plan for Improving Program Performance: While the SEC has made significant strides in its multi-year path towards a strong, sustainable internal control posture, the agency will continue to dedicate its energies towards remediating the significant deficiency in information security. The SEC also will make further financial system enhancements, including a planned upgrade to the financial system and a new travel system.

Responsible Division/Office: Office of Information Technology

Data Source: GAO FY 2013 SEC Financial Audit Report