



**FY 2015 ANNUAL
PERFORMANCE PLAN**

FY 2015 APP Summary

The SEC focuses its resources on (1) establishing and maintaining an effective regulatory environment, (2) fostering and enforcing compliance with the federal securities laws, (3) facilitating access to the information investors need to make informed investment decisions, and (4) enhancing the agency's performance through effective alignment and management of human, information, and financial capital.

The budget request for FY 2015 totals \$1.7 billion, an increase of about \$236.3 million (16.1 percent) over the agency's FY 2014 Continuing Resolution funding amount. The FY 2015 budget funds 4,688 full-time equivalents (FTE), an increase of about 467 FTE (11.1 percent) over the FY 2014 level, and increases the number of positions by 639 to a total of 5,183.

The additional resources requested for FY 2015 would bolster the SEC's efforts to achieve each of its four strategic goals, and allow the agency to begin overseeing the new markets and market participants that have been added to the SEC's jurisdiction. Resources that directly support establishing and maintaining an effective regulatory environment would increase approximately 17 percent from FY 2014 to FY 2015; resources utilized in fostering and enforcing compliance with the

securities laws would increase by approximately 17 percent compared to FY 2014; resources that support activities that aim to facilitate access to the information investors need to make informed investment decisions would decrease about 7 percent.

The agency is mindful that significantly increasing staffing in the program areas requires a commensurate increase in staff and funding for support offices. Additionally, refinements to the tracking of resources devoted to the effective management of human, information, and financial capital has led the program offices to devote more staff time to these duties. The requested funding will provide necessary resources for investments in information technology that will improve the agency's technology security; tips, complaints, and referrals (TCR) system; technology infrastructure; and workflow processes.

To complement the FY 2015 performance budget, the agency also presents its FY 2015 budget by program (beginning on page 47). Each program chapter provides detailed information on program priorities, initiatives, and workload figures for the relevant divisions and offices.

A Reader's Guide to the SEC's Performance Information

The following chapters comprise the agency's FY 2013 Annual Performance Report (APR) and FY 2015 Annual Performance Plan (APP), which explains how the SEC uses resources to achieve each of its four strategic goals. As part of the SEC Strategic Plan process for FY 2014-2018, the agency has developed a new set of Strategic Goals, Objectives, and Performance Goals and Indicators. The APR reports on the set of measures from the prior, FY 2010-2015, Strategic Plan, while the APP projects performance using the new set of measures.

The following outlines a brief description of each of the major components of the performance section:

Strategic Goal Summary: Each strategic goal section opens by reviewing the purpose of the goal, followed by information identifying the resources allocated toward achieving the goal.

Budgeting for the Future (FY 2015): A brief discussion of how the SEC plans to use resources requested in FY 2015 to achieve the strategic goal.

Strategic Objective: This section provides a description of the SEC's strategic objectives that gauge the agency's performance within each strategic goal.

Performance Goals and Indicators: Each strategic goal section includes a presentation of performance measures and performance indicators by outcome, comparing planned and actual performance levels for FY 2013. Four years of historical data is provided for performance measures and performance indicators where available. The APP will include an analysis of performance expectations for each goal.

Verification and Validation of Performance Data

The SEC's programs require accurate data to properly assess program performance and to make good management decisions. Data verification and validation is used to evaluate whether data has been generated according to specifications, satisfy acceptance criteria, and are appropriate and consistent with their intended use. Data verification is a systematic process for evaluating performance and compliance of a set of data when compared to a set of standards to ascertain its completeness, correctness, and consistency using the methods and criteria defined in the project documentation. Data validation follows the data verification process and uses information from the project documentation to ascertain the usability of the data in light of its measurement quality objectives and to ensure that results obtained are scientifically defensible.

The SEC ensures that the performance data presented in this report is complete, reliable and accurate based upon the following assessment steps:

- (1) The agency develops performance measures through its strategic planning process.
- (2) The SEC's divisions and offices perform the following steps to ensure that data used in the calculation of performance measures is accurate and reliable including adequately documenting:
 - ◆ the sources of the underlying data elements, and the procedures used to gather the data;
 - ◆ the procedures used to obtain assurance as to the accuracy and reliability of the data;
 - ◆ the data definitions for reference; documenting and explaining the measure calculations.
- (3) The divisions and offices calculate and report the performance measures to the Office of Financial Management, and the measures are approved by division directors and office heads. This process ensures that the data used in the calculation of performance measures is accurate and reliable and that internal control is maintained through the approval process.

Performance Summary by Strategic Goal

Strategic Goal 1: Establish and Maintain an Effective Regulatory Environment

During FY 2015, the SEC plans to pursue a vigorous investor-focused rulemaking agenda that will help protect investors and ensure that markets operate fairly. In FY 2015, the agency is requesting a total of \$937.3 million and 2,668 FTEs toward achieving results in establishing an effective regulatory environment.

Budgeting for the Future (FY 2015)

In FY 2014 and FY 2015, SEC staff will continue implementing new rules required under the Dodd-Frank Act and the Jumpstart Our Business Startups (JOBS) Act, designed by Congress to give entrepreneurs greater access to early-stage capital.

SEC's rulemaking agenda places priority on investor protection, market stability, and capital formation.

In FY 2014 and FY 2015, TM will continue significant rulemaking efforts to implement key areas of the Dodd-Frank Act, including (1) creation of a new regulatory structure for over-the-counter (OTC) derivatives, (2) the substantially expanded regulation of NRSROs, (3) the regulation and examination of new clearing agencies and new clearing agency activities, including interagency coordination with respect to those agencies deemed to be systemically significant, (4) implementation of a new regulatory regime for municipal advisors, (5) restrictions on

certain conflicts of interest arising in connection with activities involving asset-backed securities (ABS), and (6) new rules relating to the cross-border implementation of rules under Title VII of the Dodd-Frank Act.

CF plans to devote significant staff resources to rulemaking and interpretive guidance, including to prepare any remaining rules to implement the Dodd-Frank Act and JOBS Act, consider the impact of SEC rules and regulations on small business capital formation, review the accredited investor definition in Regulation D, and continue efforts to modernize and simplify disclosure requirements.

In FY 2014 and FY 2015, IM also will undertake several rulemaking initiatives. The SEC plans to continue work to evaluate options on money market fund reform and develop a recommendation to the Commission for final rule amendments that were proposed in FY 2013. In addition, IM expects to recommend that the Commission issue a proposal to improve the reporting of information about fund operations and portfolio holdings and adopt rule and form changes regarding the general solicitation of hedge and other private funds.

TM, IM and CF remain committed to exceeding timeliness goals in responding to written requests for no-action letters, exemptive applications, and written interpretive requests (**Performance Goal 1.3.1**).

Strategic Objective 1.1: The SEC establishes and maintains a regulatory environment that promotes high-quality disclosure, financial reporting, and governance, and prevents abusive practices by registrants, financial intermediaries, and other market participants.

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

PERFORMANCE INDICATOR (PROCESS) 1.1.1 Number of investor testing research projects

Description: This metric tracks the number of research initiatives used to gather feedback from investors on the usefulness of disclosures and other input on SEC rulemaking.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of projects	1	0	0	2	2	0

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Microsoft Office Suite Tools

Strategic Objective 1.2: The SEC promotes capital markets that operate in a fair, efficient, transparent, and competitive manner, fostering capital formation and innovation.

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

PERFORMANCE GOAL 1.2.1
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 the timeliness of those reviews.

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

Responsible Division/Office: Division of Trading and Markets

Data Source: SRO Rule Tracking System (SRTS)

PERFORMANCE INDICATOR (PROCESS) 1.2.1
Percentage of SRO rule filings that are submitted for immediate effectiveness

Description: This indicator 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%

Responsible Division/Office: Division of Trading and Markets

Data Source: SRO Rule Tracking System (SRTS)

PERFORMANCE INDICATOR (PROCESS) 1.2.2
Percentage of transaction dollars settled on time each year

Description: This indicator 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 Actual
Percentage	99%	99%	99%	99%	99%	98%

Responsible Division/Office: Division of Trading and Markets

Data Source: National Securities Clearing Corporation

PERFORMANCE INDICATOR (PROCESS) 1.2.3
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 Actual
Within 2 hours	84%	87%	74%	88%	71%	80%
Within 4 hours	96%	98%	85%	94%	89%	86%
Within 24 hours	100%	98%	100%	100%	100%	98%

Responsible Division/Office: Division of Trading and Markets

Data Source: ECN outage data is derived from SROs

Strategic Objective 1.3: The SEC adopts and administers regulations and rules that are informed by robust economic analysis and public comment and that enable market participants to understand their obligations under the securities laws.

Goal Leader(s): Director, Division of Trading and Markets; Director, Division of Corporation Finance; Director, Division of Investment Management

PERFORMANCE GOAL 1.3.1
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 market participants about specific provisions of the federal securities laws. These queries may seek interpretations of the securities laws or regulations, or assurances that no enforcement action will be taken if the individual or market participant engages in a specified activity. 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 metric gauges the timeliness of initial comments issued by the Divisions of Trading and Markets, Investment Management, and Corporation Finance.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
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%

Responsible Division/Office: Division of Corporation Finance

Data Source: TM Request Tracking 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%

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%

Responsible Division/Office: Division of Corporation Finance

Data Source: Division No-Action Letter database and Division Shareholder Proposal database

PERFORMANCE GOAL 1.3.2

Timeliness of responses to requests for informal guidance received by the Trading and Markets dedicated hotline or email box

Description: The Division of Trading and Markets maintains a dedicated phone line and an email account to provide market participants with avenues to request information and informal guidance regarding the Exchange Act and rules thereunder. This metric will reflect the timeliness of the staff's responses to these requests.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Respond to or refer inquiries within 2 weeks		Prior-year data not available				N/A	N/A	95%	95%

Responsible Division/Office: Division of Trading and Markets

Data Source: Division of Trading and Markets Office of Interpretation and Guidance (OIG) Log and email box

PERFORMANCE INDICATOR (CONTEXTUAL) 1.3.1

Number of published economic reports

Description: This indicator gauges the number of economic reports that staff of the Division of Economic and Risk Analysis publishes annually on the SEC's website.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of reports	N/A	N/A	N/A	N/A	N/A	11

Responsible Division/Office: Division of Economic Research and Analysis

Data Source: DERA economists produce research for publication in leading academic journals, including the top accounting and finance journals, such as the Journal of Accounting and Economics, the Journal of Financial Economics, and the Review of Financial Studies. DERA's site on SEC.gov includes citations of all published and forthcoming research written by DERA staff.

PERFORMANCE INDICATOR (PROCESS) 1.3.2

Number of amendments to national securities exchange registrations (Form 1)

Description: This indicator provides information about the volume of material filed with the SEC that involves amendments to exchange registrations.

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

Responsible Division/Office: Division of Trading and Markets

Data Source: Manual spreadsheets

PERFORMANCE INDICATOR (PROCESS) 1.3.3

Number of Alternative Trading System registrations (Form ATS)

Description: This indicator provides information about the volume of material filed with the SEC that involves filings related to ATS registrations.

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

Responsible Division/Office: Division of Trading and Markets

Data Source: Manual spreadsheets

PERFORMANCE INDICATOR (PROCESS) 1.3.4
Number of new investment product submissions

Description: This indicator provides information about the volume of material filed with the SEC that involves new product submissions pursuant to Rule 19b-4(e) of the Exchange Act.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of submissions						Prior-year data not available

Responsible Division/Office: Division of Trading and Markets

Data Source: Manual spreadsheets

Strategic Objective 1.4: The SEC engages with a multitude of stakeholders to inform and enhance regulatory activities domestically and internationally.

Goal Leader(s): Director, Office of International Affairs

PERFORMANCE GOAL 1.4.1
Supervisory cooperation requests from foreign authorities for SEC assistance and SEC requests for assistance on supervisory cooperation from foreign authorities

Description: The SEC makes requests to foreign authorities for supervisory cooperation assistance and responds to such requests from foreign regulators through both formal mechanisms, such as supervisory memoranda of understanding, and on an ad hoc basis.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Supervisory cooperation requests from foreign authorities						N/A	118	N/A	N/A
SEC requests for assistance on supervisory cooperation from foreign authorities						N/A	25	N/A	N/A

Responsible Division/Office: Office of International Affairs

Data Source: International Program Oversight Database and Business Objects reports

PERFORMANCE GOAL 1.4.2
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 promoting 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 Request
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

Responsible Division/Office: Office of International Affairs

Data Source: International Program Oversight Database and Business Objects reports

Strategic Goal 2: Foster and Enforce Compliance with the Federal Securities Laws

In FY 2015, the agency is requesting a total of 502 FTE for Goal 2. The additional resources will allow the SEC to continue building out the agency's new responsibility areas, and begin addressing the disparity between the number of exam staff and the growing number and complexity of registered firms. Additionally, the Commission will be able to take prompt action to halt misconduct, sanction wrongdoers effectively, and return funds to harmed investors. In all, the agency plans to devote approximately \$180.2 million to enforcing compliance with the federal securities laws.

Budgeting for the Future (FY 2015)

In FY 2015, the SEC will continue to make improvements to its National Examination and Enforcement programs. These improvements include hiring staff with new skill sets, enhancing their technologies, streamlining processes, expanding the SEC's training programs, improving the processing of the thousands of tips the agency receives annually, and improving risk assessment techniques. These and other significant efforts contribute to the agency's objective of creating an enduring structure for improved protection of investors and markets.

In FY 2015, the National Examination program will continue its focus on high-risk entities and activities. Additional staff will, among other things, improve risk assessment and surveillance functions and continue to address the disparity between the number of staff and the size and complexity of regulated entities. The staff will perform targeted, sweep, and cause examinations, including examinations over new or expanded areas of the agency's jurisdiction.

The Enforcement program plans to build on significant changes implemented in prior fiscal years, and will work to meet new challenges expected in FY 2015. In order to effectively meet these challenges, the Enforcement program is aggressively adopting new methods, initiatives, and organizational reforms to ensure the best possible use of available resources to strengthen investor confidence in the U.S. financial markets and to send a strong message of deterrence to would-be violators of the securities laws.

To improve the quality and efficiency of its investigations, the SEC has put seasoned investigators on the front lines, created specialized units focused on specific programmatic priorities, enhanced case management systems, and increased coordination efforts with other offices and divisions in the agency and other regulators. In FY 2015, the SEC plans to obtain relief on one or more claims from approximately 92 percent of enforcement actions (**Performance Goal 2.3.1**). The SEC 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. The agency also plans to reduce in FY 2015 the average number months between the opening of an investigation and the commencement of an enforcement action arising out of that investigation (**Performance Goal 2.3.3**).

Under the Sarbanes-Oxley Act of 2002, the SEC can use Fair Funds to redirect penalties collected from securities law violators to the victims of their wrongdoing. The SEC is committed to the timely collection and distribution of penalties and disgorgement funds and has adopted a variety of new measures for monitoring its progress (**Performance Goal 2.3.5**).

Strategic Objective 2.1: The SEC fosters compliance with the federal securities laws.

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

PERFORMANCE GOAL 2.1.1									
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 metric identifies the number of major outreach efforts conducted including the SEC's national and regional compliance outreach events, published risk alerts, and other educational programs and initiatives.									
Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Number of major outreach efforts	Prior-year data not available		6	5	12	14	15	16	17
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 2.1.2									
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, including monetary compensation to clients and enhancements to disclosures, policies and procedures. 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 Request
Percentage	93%	94%	90%	93%	92%	93%	86%	87%	88%
Responsible Division/Office: Office of Compliance Inspections and Examinations									
Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)									

Strategic Objective 2.2: The SEC promptly detects and deters violations of the federal securities laws.

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

PERFORMANCE GOAL 2.2.1									
Percentage of investment advisers, investment companies, and broker-dealers examined during the year									
Description: This metric indicates the number of registrants examined by the SEC or an SRO as a percentage of the total number of registrants. This metric 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 FINRA.									
Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
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%
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 2.2.2
Percentage of compliance exams that are timely concluded in accordance with the Office of Compliance Inspections and Examination's (OCIE) statutory deadline

Description: The staff conducts examinations each year of registered entities, including investment advisers, investment company complexes, transfer agents, and broker-dealers. The staff strives to complete its examinations and communicate findings in the most efficient and effective manner and within its statutory deadline. This metric reflects the percentage of examinations concluded within the statutory deadline.

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

Responsible Division/Office: Office of Compliance Inspections and Examinations

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

PERFORMANCE GOAL 2.2.3
Number of joint exams, information sharing agreements, and formal meetings with other regulators

Description: The SEC attempts to coordinate and collaborate with other regulators on areas of mutual interest. This helps to ensure that all regulators are informed of on-going risks and issues related to broad market practices as well as specific entities of mutual interest. This cooperation is critical to the exam program to ensure that certain higher risk firms and activities are addressed in the most efficient and effective manner. This metric tracks critical cooperation activities that are occurring between the SEC's exam program and other regulators.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Number of joint exams, active sharing agreements, and formal meetings	Prior-year data not available					N/A	N/A	85	100

Responsible Division/Office: Office of Compliance Inspections and Examinations

Data Source: Various (including internal tracking and TRENDS)

PERFORMANCE INDICATOR (CONTEXTUAL) 2.2.1
Percentage of exams that identify deficiencies, the percentage that result in a "significant finding," and the percentage referred to the Division of Enforcement

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 indicator identifies the percentage of exams that identified deficiencies, that resulted in significant deficiency findings, and that were referred to Enforcement.

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%
Percentage referred to the Division of Enforcement	Prior-year data not available					13%

Responsible Division/Office: Office of Compliance Inspections and Examinations

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

PERFORMANCE INDICATOR (OUTPUT) 2.2.2						
Number of cause exams that result from tips, complaints and referrals						
Description: Analysis of a tip can support the request for a cause exam. This indicator would identify the number 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
Responsible Division/Office: Office of Compliance Inspections and Examinations						
Data Source: Tracking and Reporting Exam National Documentation System (TRENDS)						

PERFORMANCE INDICATOR (OUTPUT) 2.2.3						
Number of rule-making initiatives assisted by the National Exam Program						
Description: The examination program interacts with registrants on a regular basis and this work provides critical feedback to ensuring effective and practical rulemaking and policy efforts. This indicator tracks how frequently the examination program assists with rulemaking initiatives.						
Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of rule-making initiatives assisted by the NEP	Prior-year data not available					N/A
Responsible Division/Office: Office of Compliance Inspections and Examinations						
Data Source: Internal tracking						

PERFORMANCE INDICATOR (OUTPUT) 2.2.4						
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
Responsible Division/Office: Division of Enforcement						
Data Source: HUB case management and tracking system for the Division of Enforcement						

PERFORMANCE INDICATOR (OUTPUT) 2.2.5						
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
Responsible Division/Office: Division of Enforcement						
Data Source: HUB case management and tracking system for the Division of Enforcement						

PERFORMANCE INDICATOR (OUTPUT) 2.2.6

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

Responsible Division/Office: Office of International Affairs

Data Source: International Program Oversight Database and Business Objects reports

Strategic Objective 2.3: The SEC prosecutes violations of federal securities laws and holds violators accountable through appropriate sanctions and remedies.

Goal Leader(s): Director, Division of Enforcement

PERFORMANCE GOAL 2.3.1

Percentage of enforcement actions in which the Commission obtained relief on one or more claims

Description: This metric 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.

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

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE GOAL 2.3.2

Percentage of first enforcement actions filed within two years of the opening of an investigation

Description: This metric concerns the pace of investigations that lead to the filing of enforcement actions. Specifically, this metric captures the rate at which the first enforcement action 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 metric 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 Request
Percentage	62%	70%	67%	61%	63%	65%	58%	65%	65%

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE GOAL 2.3.3
Average months between opening a matter under inquiry or an investigation and commencing an enforcement action

Description: This metric captures the average number of 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 metric 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. While not all investigations result in the filing of enforcement actions, this metric provides information concerning the pace of investigations that do lead to such actions and supplements the previous goal, which measures the percentage of first enforcement actions filed within two years.

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

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE GOAL 2.3.4
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 SEC or the Federal district court, payments must be made by a certain date. This metric 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 Request
Percentage	88%	90%	86%	91%	92%	92%	95%	95%	95%

Responsible Division/Office: Division of Enforcement

Data Source: DELPHI

PERFORMANCE GOAL 2.3.5
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 SEC may seek orders requiring parties to disgorge any money obtained through wrongdoing. The SEC also is empowered to seek civil penalties for violations of the securities laws. Where appropriate, the SEC has sought to return disgorged funds to harmed investors and, as a result of the Fair Funds provisions of the Sarbanes-Oxley Act and the Dodd-Frank 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 and to maximize funds available for distribution. This metric identifies the percentage of distribution plans that reached a critical mass 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 to return 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 SEC'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 Request
Percentage	Prior-year data not available				80%	80%	73%	78%	82%

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE INDICATOR (CONTEXTUAL) 2.3.1

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 indicator assesses the quality of the cases filed by the Division of Enforcement. The indicator 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) a 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

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE INDICATOR (CONTEXTUAL) 2.3.2

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

Description: In its enforcement actions, the SEC 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 SEC 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 SEC's efforts to return funds to injured investors. This indicator identifies the total amount distributed within the fiscal year, and the number of Fair Funds from which those distributions came. This indicator may increase or decrease in dollar amount and number of distribution funds based on the number of SEC enforcement actions brought involving distributions, amounts ordered and paid in those actions, and other factors. 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 Actual
Amount distributed (in millions)	Prior-year data not available				815	251
Number of Fair Funds	Prior-year data not available				31	22

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE INDICATOR (OUTPUT) 2.3.3
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%

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE INDICATOR (CONTEXTUAL) 2.3.4
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 indicator 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

Responsible Division/Office: Division of Enforcement

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

PERFORMANCE INDICATOR (OUTPUT) 2.3.5
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

Responsible Division/Office: Division of Enforcement

Data Source: DELPHI

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

The agency is requesting in FY 2015 a total of \$222.6 million and 651 FTEs towards achieving results in Strategic Goal 3.

Budgeting for the Future (FY 2015)

An educated investing public ultimately provides the best defense against fraud and costly mistakes. The federal securities laws place great emphasis on assuring that corporations, investments companies, and other entities provide investors with timely, clear, complete and accurate financial and non-financial information, allowing investors to make wise investment decisions. As part of its disclosure program, CF and IM will continue in FY 2015 to meet the requirements of the Sarbanes-Oxley Act (**Performance Goal 3.1.1**). Accordingly, CF and IM strive to review disclosures made by certain public issuers, including issuers’ financial statements, no less frequently than once every three years. Additionally, CF staff will strive to issue comments on a timely basis, allowing companies seeking to raise capital by building offering schedules around the 30-day standard. (**Performance Goal 3.1.2**), and IM will aim to exceed timeliness targets for

reviewing investment company disclosures (**Performance Goal 3.1.3**). Also, in FY 2015, CF will continue to improve the quality of information provided to investors by focusing on disclosure by companies of the information most material to investment decision-making.

OIEA responds to investment-related complaints and questions from tens of thousands of investors each year. In FY 2015, staff is expected to close approximately 60 percent of complaints and inquiries within seven days and about 90 percent within 30 days (**Performance Goal 3.2.2**). The seven-day target has been adjusted to reflect new workload demands. In FY 2015, OIEA will continue to refine internal processes and promote staff training to resolve matters. OIEA expects to increase of the number of visitors to its investor education web pages by using social media technologies and partnering with the SEC’s regional offices, other federal and state agencies, financial industry associations, consumer groups, and educational organizations on investor education programs. OIEA also will continue to participate in a significant number of in-person outreach events in FY 2015 (**Performance Goal 3.2.1**).

Strategic Objective 3.1: The SEC works to ensure that investors have access to high-quality disclosure materials that facilitate informed investment decision-making.

Goal Leader(s): Director, Division of Trading and Markets; Director, Division of Corporation Finance; Director, 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, at least once every three years, the disclosures of all companies and investment company portfolios reporting under the Exchange Act. These reviews help improve the information available to investors and may identify possible violations of the federal securities laws. This metric gauges the number of public companies and investment companies reviewed each year.									
Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Division of Corporation Finance									
Corporations	39%	40%	44%	48%	48%	33%	52%	33%	33%
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%
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 Request
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

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 Request
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%

Responsible Division/Office: Division of Investment Management

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

PERFORMANCE INDICATOR (CONTEXTUAL) 3.1.1
Total digital audience including website, social media and mobile media

Description: Digital media has become the dominant channel for investors seeking to access information. These statistics will help evaluate the extent to which investors are turning to the SEC, identify the channels they use, and quantify the amount of information they receive.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
SEC.gov page views						3.72B
Social media followers	0	1,608	83,141	193,837	236,700	258,733
Total email/mobile subscriptions					519,602	740,318
Total email bulletins sent	N/A	875,518	12.80M	23.97M	33.44M	40.85M
Total mobile bulletins sent	N/A	6,001	62,324	107,848	150,303	238,815

Responsible Division/Office: Office of Public Affairs

Data Source: Akamai Technologies, Google Analytics, GovDelivery, Hootsuite, Social Media Channels

Strategic Objective 3.2: The SEC works to understand investor needs and educate investors so they are better prepared to make informed investment decisions.

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

**PERFORMANCE GOAL 3.2.1
Number of page views of online investor education content, and number of in-person events, including those with specifically targeted communities and organizations**

Description: The Office of Investor Education and Advocacy (OIEA) initiates investor education campaigns on key strategies for making informed investment decisions, including publicizing online resources for researching investment professionals and investments, understanding fees, and identifying fraud. OIEA staff also participates in in-person events for investors generally and those targeted to specific investors, such as seniors, service members, and other affinity groups. This metric tracks page views of SEC online investor education materials and the number of investor events in which OIEA staff participated.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Number of page views		Prior-year data not available				15	12.1	15	20
Number of "in-person" events		Prior-year data not available				50	52	50	50
Responsible Division/Office: Office of Investor Education and Advocacy									
Data Source: Microsoft Office Suite Tools									

**PERFORMANCE GOAL 3.2.2
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 Request
Closed within 7 days	78%	70%	72%	67%	54%	50%	62%	60%	60%
Closed within 30 days	88%	90%	93%	92%	93%	90%	93%	90%	90%
Responsible Division/Office: Office of Investor Education and Advocacy									
Data Source: Internal log using IRIS data									

**PERFORMANCE GOAL 3.2.3
Customer satisfaction rating of OIEA's online investor education resources**

Description: This metric gauges the effectiveness, helpfulness, and usability of OIEA's online investor education resources.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Satisfaction index		Prior-year data not available				N/A	81	Benchmark score for federal government websites	Benchmark score for federal government websites
Responsible Division/Office: Office of Investor Education and Advocacy									
Data Source: ForeSee results online portal									

PERFORMANCE GOAL 3.2.4
Number of new investor education materials designed specifically to help investors protect themselves from fraud

Description: Through OIEA, and often in conjunction with other organizations, the staff issues Investor Alerts and other forms of educational material that inform investors about different permutations of fraud, new investment products, and other topical issues. This metric measures the number of new investor education materials issued by OIEA.

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

Responsible Division/Office: Office of Investor Education and Advocacy

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

PERFORMANCE INDICATOR (PROCESS) 3.2.1
Number of investor testing research projects

Description: This indicator tracks the number of research initiatives used to gather feedback from investors on the usefulness of disclosures and other input on SEC rulemaking.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual
Number of projects	1	0	0	2	2	0

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: Microsoft Office Suite Tools

PERFORMANCE INDICATOR (PROCESS) 3.2.2
Number of sets of recommendations prepared by the investor advisory committee

Description: This indicator tracks the recommendations from the Investor Advisory Committee regarding investors' perspectives and priorities.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Actual	
Number of sets of recommendations	Prior-year data not available					0	4

Responsible Division/Office: Office of Investor Education and Advocacy

Data Source: *www.sec.gov*

Strategic Goal 4: Enhance the Commission's Performance through Effective Alignment and Management of Human, Information, and Financial Capital

During FY 2015, the agency will continue to focus on recruiting and retaining high-performing staff, and updating the expertise of SEC employees so they are abreast of the latest developments in the securities markets. Furthermore, the SEC will continue to strengthen internal controls. The agency is requesting a total of \$359.9 million and 867 FTEs in FY 2015 to achieve results in Strategic Goal 4.

Budgeting for the Future (FY 2015)

The investing public and the securities markets are best served by an efficient, effective, and agile SEC. In FY 2015, the agency will continue to take steps to become a more effective regulator of the U.S. financial markets by making sound investments in human capital and new technologies, and enhancing internal controls.

The planned investment in the SEC University for FY 2015 principally supports training and development for employees directly involved in examinations, investigations, fraud detection, litigation, and other core mission responsibilities of the agency. The SEC University will provide specialized in-depth training concerning changing market conditions, analytics and forensics, and the agency's new responsibility areas. The investment also will fund employees for certain specialized financial certifications and regulatory credentials, as well as the advanced continuing education required for maintaining legal and financial credentials.

To maintain mission effectiveness, it is essential that attrition in the leadership ranks is quickly addressed by having a highly qualified and diverse pool of candidates ready to assume those

critical roles (**Performance Goal 4.1.5**). The Office of Human Resources' (OHR) Workforce Planning has completed building the foundational database necessary to conduct succession planning. A subset of this team has begun benchmarking succession planning approaches used by other Federal agencies and will develop and implement a program at the SEC by the end of FY 2014. The first measure is expected by September 30, 2014.

Leveraging modern, reliable, and innovative technologies together with predictive analytics will transform the way the SEC performs its mission and provide a proactive view into how technology impacts capital markets. The SEC will derive significant and measurable performance improvements in core operations and increase value for users through the use of automated enterprise processes.

The continuing implementation of OIT's Technology Transformation Plan ("Working Smarter") in FY 2015 will support vital technology initiatives. It will ensure the SEC's business processes are streamlined, integrated, and implemented using the best technology available.

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. During FY 2015, OFM will work closely with the Department of Transportation's Federal Shared Services Provider (FSSP) to implement its software upgrade and refine the new Federal government-wide travel management system.

Strategic Objective 4.1: The SEC promotes a results-oriented work environment that attracts, engages, and retains a technically proficient and diverse workforce, including leaders who provide motivation and strategic direction.

Goal Leader(s): Director, Office of Human Resources; Director, Office of Minority and Women Inclusion

**PERFORMANCE GOAL 4.1.1
Turnover**

Description: When employee morale and engagement are high, high-performing employees tend to remain in the organization. Although turnover can fluctuate based on a variety of factors, the SEC aims to keep its turnover rate relatively low, below 8% 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 Request
Percent turnover	6.2%	3.7%	5%	6.4%	6.58%	<8%	6.58%	<8%	<8%

Responsible Division/Office: Office of Human Resources

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

**PERFORMANCE GOAL 4.1.2
Expanding staff expertise**

Description: Internal training and hiring programs are designed to help the agency recruit and develop a diverse and qualified staff with the key skills, industry knowledge, and expertise to support the SEC mission. In particular, there is a need to train examiners, attorneys, economists, and other experts for subject matter expertise relevant to the marketplace and investment and trading practices. This metric tracks whether certain areas requiring significant training are being addressed. The agency will track the number of SEC staff participants in mission-focused training and development programs and will report on specific items through the use of post-course evaluations to assess the impact and results of this training on a five-point scale.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Mission-focused training attendance		Prior year data not available				N/A	N/A	12,000	12,120
Post-course evaluations of mission-focused training		Prior year data not available				N/A	N/A	4.5	4.5

Responsible Division/Office: Office of Human Resources

Data Source: Course Attendance Identified in LEAP (Instructor-led courses only) and End of Course Evaluation Report Summary provided by Metrics that Matter

**PERFORMANCE GOAL 4.1.3
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 Request
Number of partnerships/alliances	Prior-year data not available		2	10	12	15	13	15	15

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 4.1.4
Survey rankings

Description: Annual and other rankings, together with other metrics and indicators of federal government agencies will be used as one kind of metric to determine the SEC's overall success in improving employee morale and 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 Request
<i>Best Places to Work</i> ranking	Ranked #3	Ranked #11	Ranked #24	Ranked #27	Ranked #19	Ranked #20	Ranked #15	Ranked #5	Ranked #5
Average of employee engagement and global satisfaction index	Prior-year data not available					N/A	61%	75%	75%

Responsible Division/Office: Office of Human Resources

Data Source: Annual Partnership for Public Service calculated ranking based on Annual Employee Viewpoint Survey (EVS) administered by OPM and Average of Employee Engagement and Global Satisfaction Index from OPM Employee Viewpoint Survey (EVS)

PERFORMANCE GOAL 4.1.5
Bench strength

Description: To maintain mission effectiveness, it is essential that attrition in the leadership ranks is quickly addressed by having a highly qualified and diverse pool of candidates ready to assume those critical roles. Success is measured by the percentage of key leadership positions for which the SEC has identified a pool of qualified candidates.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Data point under development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBD	TBD

Responsible Division/Office: Office of Human Resources

Data Source: TBD

Strategic Objective 4.2: The SEC encourages a collaborative environment across divisions and offices and leverages technology and data to fulfill its mission more effectively and efficiently.

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

PERFORMANCE GOAL 4.2.1
Ensure SEC's systems and applications are available

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 8 hours.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Percentage of servers virtualized	N/A	12%	22%	38%	79%	85%	93%	94%	95%
Percentage fail over within 8 hours	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%

Responsible Division/Office: Office of Information Technology

Data Source: OIT Network Operations Center (NOC) – automated network monitoring tools

PERFORMANCE GOAL 4.2.2
Equip the SEC with an enhanced technology infrastructure to support enterprise infrastructure

Description: The SEC aims to promote collaboration and information sharing across the enterprise. To improve efficiency and knowledge management, the SEC will consolidate and centralize its collaborative technologies to a commonly used enterprise set by 2020. This metric will measure the percentage of the SEC's offices and divisions that utilize centralized enterprise collaboration solutions.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Number of enterprise solutions	Prior-year data not available		10%	20%	25%	30%	30%	35%	40%

Responsible Division/Office: Office of Information Technology

Data Source: Approved software applications list

PERFORMANCE GOAL 4.2.3
Expand the SEC's video teleconferencing (VTC) capabilities to support an increasingly geographically dispersed workforce

Description: The SEC seeks to develop a state of the art video teleconference solution that allows users to conduct a video/teleconference meeting between HQ, regional offices and multiple endpoints simultaneously; collaborate and share presentation materials; and use VoIP technology to host video teleconferences from their offices/workspaces with other SEC users or conference rooms. This metric will measure the average "uptime" or availability of all VTC systems.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Availability rate for VTC solutions	Prior-year data not available					75%	80%	99.99%	99.99%

Responsible Division/Office: Office of Information Technology

Data Source: Telecommunications monitoring system

PERFORMANCE GOAL 4.2.4
Pursue continuous technology cost reductions and efficiencies

Description: Recent technology enhancements – e.g., data center consolidation, virtualization and maintenance contract reductions – are producing technical efficiencies and cost savings. This metric will measure the amount of these costs savings.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Percent reduction in operational run cost leveraging technology and process efficiencies	Prior-year data not available					1-3% cost reduction in steady state run costs	18.7% cost reduction in steady state run costs ¹	1% reduction in run costs	2% reduction in run costs

Responsible Division/Office: Office of Information Technology

Data Source: OIT Network Operations Center (NOC)

¹ The higher than expected FY 2013 actual of 18.7 percent is due to one-time technologies enhancements resulting from the data consolidation and virtualization.

PERFORMANCE GOAL 4.2.5
Enhance the SEC's enterprise data warehouse infrastructure and performance

Description: The Enterprise Data Warehouse (EDW) infrastructure will enable the provisioning of data to Commission staff for search and analysis through a virtual data warehouse platform. This metric will measure the availability of EDW and data sources.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Availability rate for the EDW infrastructure components in production		Prior-year data not available				N/A	N/A	99%	99%

Responsible Division/Office: Office of Information Technology

Data Source: OIT Network Operations Center (NOC) – automated network monitoring tools

Strategic Objective 4.3: The SEC maximizes the use of agency resources by continually improving agency operations and bolstering internal controls.

Goal Leader(s): Chief Financial Officer, Chief Operations Officer

PERFORMANCE GOAL 4.3.1
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 Request
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

Responsible Division/Office: Office of Financial Management

Data Source: GAO SEC Financial Audit Report

PERFORMANCE GOAL 4.3.2
Assurance statement on internal control over operations

Description: In accordance with OMB A-123 and Section 961 of the Dodd-Frank Act, the SEC conducts an annual assessment of the effectiveness of internal controls. The SEC will continue to develop its Operational Risk program and enhance cross-organizational processes to support all division and office management assurance statements. Success is measured by the quality of risk and control assessments and management self-identification and resolution of improvement opportunities.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Unqualified opinion	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Material weakness	0	0	0	0	0	0	0	0	0

Responsible Division/Office: Office of the Chief Operating Officer

Data Source: SEC Financial Audit Report

PERFORMANCE GOAL 4.3.3
Timely completion of corrective action on Office of Inspector General (OIG) and the GAO audit recommendations¹

Description: Timely completion of audit recommendations is an important SEC priority. This metric measures how well the Commission is doing in completing corrective action on OIG audit recommendations within established timeframes.

Fiscal Year	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Plan	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
OIG recommendations completed in less than one year		Prior-year data not available				N/A	78%	80%	80%

Responsible Division/Office: Office of the Chief Operating Officer

Data Source: Audit Recommendation Tracking System

¹ This measure was developed as part of the FY 2014-2018 SEC strategic planning process. Currently there is no methodology in place to capture data for tracking all GAO Audit recommendations. OCOO will determine a timeframe for establishing a methodology during FY 2014.