

4-9

Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
How much authority do you have to carry out the following personnel management responsibilities?		
Writing or changing job descriptions (i.e., classifying jobs)		
all I need	1122	47%
some. but not enough	828	34%
none	459	19%
totals	2409	100%
Recruiting and selecting employees		
all I need	1174	48%
some. but not enough	953	39%
none	327	13%
totals	2454	100%
Changing the organizational structure of my work unit		
all I need	777	32%
some. but not enough	829	34%
none	819	34%
totals	2425	100%
Assigning work to subordinates		
all I need	2147	85%
some. but not enough	339	13%
none	54	2%
totals	2540	100%
Evaluating work performance		
all I need	2081	82%
some. but not enough	365	14%
none	84	3%
totals	2530	100%
Giving monetary and honorary performance awards		
all I need	1131	45%
some. but not enough	1041	41%
none	339	14%
totals	2511	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	586	27%
some. but not enough	672	31%
none	921	42%
totals	2179	100%
Approving leave requests/controlling employee absences		
all I need	2095	83%
some. but not enough	345	14%
none	88	3%
totals	2528	100%
Taking disciplinary action		
all I need	1324	55%
some. but not enough	867	36%
none	227	9%
totals	2418	100%
Taking action to improve substandard performance		
all I need	1367	56%
some. but not enough	883	36%
none	185	8%
totals	2435	100%
Getting employees the training they need		
all I need	1097	44%
some. but not enough	1147	46%
none	273	11%
totals	2517	100%
Changing work processes or methods		
all I need	1348	54%
some. but not enough	946	38%
none	220	9%
totals	2514	100%
Composite - Satisfaction with Amount of Authority		
all I need	16249	55%
some. but not enough	9215	31%
none	3996	14%
totals	29460	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

MACOM	Supervisor Results	
	Count	Percent
AMC	2240	55%
FORSCOM	1784	57%
MEDCOM	1780	53%
TRADOC	1832	54%
USACE	2494	55%
USAREUR	1503	59%
OTHER	4599	55%
TOTAL ARMY	16249	55%