

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	3251	49%
some. but not enough	2251	34%
none	1191	18%
totals	6693	100%
Recruiting and selecting employees		
all I need	3544	52%
some. but not enough	2608	38%
none	716	10%
totals	6868	100%
Changing the organizational structure of my work unit		
all I need	2429	36%
some. but not enough	2390	36%
none	1906	28%
totals	6725	100%
Assigning work to subordinates		
all I need	6063	85%
some. but not enough	957	13%
none	122	2%
totals	7142	100%
Evaluating work performance		
all I need	6019	84%
some. but not enough	926	13%
none	187	3%
totals	7132	100%
Giving monetary and honorary performance awards		
all I need	3596	51%
some. but not enough	2575	37%
none	842	12%
totals	7013	100%

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

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	1992	33%
some. but not enough	2031	34%
none	2016	33%
totals	6039	100%
Approving leave requests/controlling employee absences		
all I need	6091	86%
some. but not enough	777	11%
none	220	3%
totals	7088	100%
Taking disciplinary action		
all I need	4013	60%
some. but not enough	2097	31%
none	599	9%
totals	6709	100%
Taking action to improve substandard performance		
all I need	4173	61%
some. but not enough	2260	33%
none	414	6%
totals	6847	100%
Getting employees the training they need		
all I need	3671	52%
some. but not enough	2833	40%
none	575	8%
totals	7079	100%
Changing work processes or methods		
all I need	3889	55%
some. but not enough	2619	37%
none	530	8%
totals	7038	100%
Composite - Satisfaction with Amount of Authority		
all I need	48731	59%
some. but not enough	24324	30%
none	9318	11%
totals	82373	100%

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

**MACOM Breakout**

<b>MACOM</b>	<b>Supervisor Results</b>	
	<b>Count</b>	<b>Percent</b>
AMC		59%
FORSCOM		58%
MEDCOM		57%
TRADOC		61%
USACE		62%
USAREUR		58%
OTHER		58%
<b>TOTAL ARMY</b>		<b>59%</b>