

**Expanded Indicator 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	1481	48%
some. but not enough	1012	33%
none	579	19%
totals	3072	100%
Recruiting and selecting employees		
all I need	1411	45%
some. but not enough	1255	40%
none	458	15%
totals	3124	100%
Changing the organizational structure of my work unit		
all I need	1054	34%
some. but not enough	1015	33%
none	1027	33%
totals	3096	100%
Assigning work to subordinates		
all I need	2747	84%
some. but not enough	420	13%
none	90	3%
totals	3257	100%
Evaluating work performance		
all I need	2731	84%
some. but not enough	407	12%
none	123	4%
totals	3261	100%
Giving monetary and honorary performance awards		
all I need	1488	46%
some. but not enough	1270	40%
none	457	14%
totals	3215	100%

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

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	701	25%
some. but not enough	901	32%
none	1226	43%
totals	2828	100%
Approving leave requests/controlling employee absences		
all I need	2734	84%
some. but not enough	382	12%
none	134	4%
totals	3250	100%
Taking disciplinary action		
all I need	1730	55%
some. but not enough	1067	34%
none	330	11%
totals	3127	100%
Taking action to improve substandard performance		
all I need	1743	55%
some. but not enough	1150	36%
none	264	8%
totals	3157	100%
Getting employees the training they need		
all I need	1460	45%
some. but not enough	1406	43%
none	372	11%
totals	3238	100%
Changing work processes or methods		
all I need	1736	54%
some. but not enough	1176	37%
none	308	10%
totals	3220	100%
Composite - Satisfaction with Amount of Authority		
all I need	21016	56%
some. but not enough	11461	30%
none	5368	14%
totals	37845	100%

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

**MACOM Breakout**

<b>MACOM</b>	<b>Employee Results</b>	
	<b>Count</b>	<b>Percent</b>
AMC	3320	52%
FORSCOM	1933	55%
MEDCOM	1863	52%
TRADOC	2130	56%
USACE	3752	58%
EUROPE	1822	59%
OTHER	6196	57%
<b>TOTAL ARMY</b>	<b>21016</b>	<b>56%</b>