



Merit Systems Protection Board

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The Retirement Wave is an Opportunity to Shape the Future Supervisory Workforce

In the most recent report by the U.S. Merit Systems Protection Board (MSPB), *As Supervisors Retire: An Opportunity to Reshape Organizations*, the MSPB provides data that shows that, as many employees retire, particularly large losses are expected among the supervisory and managerial workforces, which tend to be older with more years of service. Replacing these supervisors and managers presents both a challenge and an opportunity for the Federal Government. The modern workplace is changing rapidly with the emergence of a knowledge-based multi-sector workforce, increasing strategic human resources management initiatives, greater supervisory flexibilities, the advent of telework, and the enhanced need for supervisory communications. The MSPB report discusses each of these complexities and shows how they impact the supervisory job in ways that will require the next generation of supervisors to demonstrate a different set of competencies than may have been needed in the past. The report illustrates how the coming retirement wave will afford agency leaders with the opportunity to recruit, select, and develop a new cadre of supervisors having the knowledge, skills, and abilities to function effectively in an increasingly dynamic environment.

The MSPB report offers agencies recommendations to capitalize on the retirement wave by structuring work units with regard to the job functions, competencies, and the workplace complexities discussed in the report. The report also emphasizes the need to consider the mixture of supervisors to non-supervisors and the importance of giving supervisors the time to devote to

supervising their employees. Most importantly, the report recommends that agencies use the retirement wave as an impetus for establishing procedures to recruit, select, and develop a diverse supervisory workforce with the talent to promote engagement and drive performance.

The MSPB is an independent, quasi-judicial agency that protects Federal merit systems and the rights of individuals within those systems. To request a printed copy of the report, e-mail STUDIES@mspb.gov; call (202) 653-6772, extension 1350, or write: Merit Systems Protection Board, Office of Policy and Evaluation, 1615 M Street NW, Washington, DC 20419. The report may be downloaded from the Board's website at www.mspb.gov.