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Nota di contenuto	As Supervisors Retire: An Opportunity to Reshape Organizations -- Agency Transmittal Letter from the Chairman -- Credits -- Table of Contents -- Executive Summary -- Background -- Highlights of Findings -- Recommendations -- Introduction -- The Changing Demographics of Federal Supervisors -- Defining Supervisors and Managers -- The Retirement Eligible Supervisor Workforce -- The Increase in Supervisors Over the Past Decade -- The Diversity of Supervisors -- The Changing Nature of Federal Supervisors -- Shift Toward a Knowledge-Based Workforce -- Demands to Strategically Manage Human Resources -- Advent of Human Resources Flexibilities and Increased Communication Needs -- Teleworking Initiatives -- Outsourcing and Managing a Multi-Sector Workforce -- Conclusions -- Recommendations.
Sommario/riassunto	In this report MSPB expounds on large losses expected among the

supervisory and managerial workforces due to retirement and their replacements, namely the challenges and opportunities soon to ensue. 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 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. The report encourages agencies to 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. Check out these topical- related products: Fair and Equitable Treatment: Progress Made and Challenges Remaining Paid To Perform: Aligning Total Military Compensation With Talent Management Managing Public Employees in the Public Interest: Employee Perspectives on Merit Principles in Federal Workplaces Federal Employee Engagement: The Motivating Potential of Job Characteristics and Rewards

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