

Figure 1. Demographic Shifts and Evolution of the Workplace.

- According to the Pew Research Center (<http://www.pewresearch.org/fact-tank/2015/01/16/this-year-millennials-will-overtake-baby-boomers>), for the first time, millennials now outnumber baby boomers in the workplace, 76 million to 75 million. As baby boomers continue to retire and millennials continue to enter the workforce, this gap will widen.
- The millennial generation may have different work motivations and expectations for greater work/life balance.
- The workforce will be more culturally and ethnically diverse and include more highly educated women, military veterans, and people with disabilities.
- Expectations are likely to increase for customized benefits, mobility of benefits, and flexible work options.
- According to the *State and Local Government Workforce 2014 Trends* research conducted by the Center for State and Local Government Excellence of members of the International Public Management Association for Human Resources and the National Association of State Personnel Executives, the local government workforce shows:
 - In 2014, 19 percent of the government workforce reached age 61, the current average retirement age. By 2018, this figure rises to 28 percent of those currently working.
 - There is a surge in public-sector retirements, referred to as the “silver tsunami”: 49 percent of local governments reported higher levels of retirement in 2013 compared with 2012.
- The historical, long-term arrangement between employer and employee—sometimes referred to as “life-time employment” where the employer provides steady employment, attractive benefits, and wages in exchange for an employee’s long-term effort and tenure—is changing to one more akin to the private sector.
- The service economy is shifting to the knowledge economy, emphasizing the changing nature of work toward more scarce and highly skilled jobs rather than lower-skilled, transactional work.
- The digital workplace and the rise in mobile technology is redefining the nature of work and the means of collaboration, and it is facilitating work in and from almost any location.