

Project Overview

State Human Resources Practices and Benchmarking

Background: The National Academy of Public Administration (the Academy) has launched a new research partnership with the [Niskanen Center](#) to collect data and best practices about the public personnel system in each of the 50 states across the country. This research project aims to better understand how each state approaches similar questions of public personnel management. The output of this benchmarking study will be a centralized resource for state-level HR information for members of the public, state governments, the federal government, and other researchers to use in better understanding the operations in the states and any practices that might be generalizable across jurisdictions.

**NISKANEN
C E N T E R**



About the National Academy of Public Administration

Chartered by Congress to provide non-partisan expert advice, the Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Learn more at www.napawash.org

Project Description

Throughout the four-month project timeline, the Academy will collect and organize data on HR systems across all 50 states. The Study Team will review public documents, academic literature, and agency procedures, as well as interview state HR officials and subject matter experts.

The research will focus on topics such as hiring and recruitment, compensation and classification, performance management, merit protection, grievance procedures, and disciplinary procedures.

A final spreadsheet and summary memo will be completed by January 2026.

[Click Here to Learn
More About the Study](#)



Connect with the Academy



PROJECT STAFF

Nancy Augustine, *Project Area Director*

Chloe Yang, *Project Director*

Miles Murphy, *Senior Research Analyst*

Kate Kellen, *Senior Research Associate*