

Project Overview

State Human Resources Practices and Benchmarking

Background: The Niskanen Center is developing a project to inform federal civil service reform and modernization of federal personnel systems, focusing on Title 5--Government Organization and Employees. The National Academy of Public Administration (the Academy) will support this effort by collecting and organizing data on state-level human resources (HR) practices across all 50 states. The project will create a centralized resource for state-level information.

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



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