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National Association of State Personnel Executives

2025
HR Architecture
Survey Results

About this Report

The **National Association of State Personnel Executives (NASPE)** is a non-profit organization representing state human resource management leaders across the United States. NASPE's mission is to foster a collaborative community for state HR leaders to build and share effective state government HR practices.

NASPE's vision is to be the preeminent resource on leading HR practices and strategies focused on high-performing state government workforces.

The **NASPE HR Architecture Survey** provides a **national overview** of how state human resource management agencies are structured, governed, staffed, and supported, while also capturing trends related to service delivery, data and analytics, emerging technologies, and organizational change.

The 2025 survey represents approximately the 20th year and 10th edition of NASPE's HR architecture data collection efforts and is conducted on a biennial basis. The central human resources agency in each state was invited to participate.

■ Participating States   ■ Non-Participating States
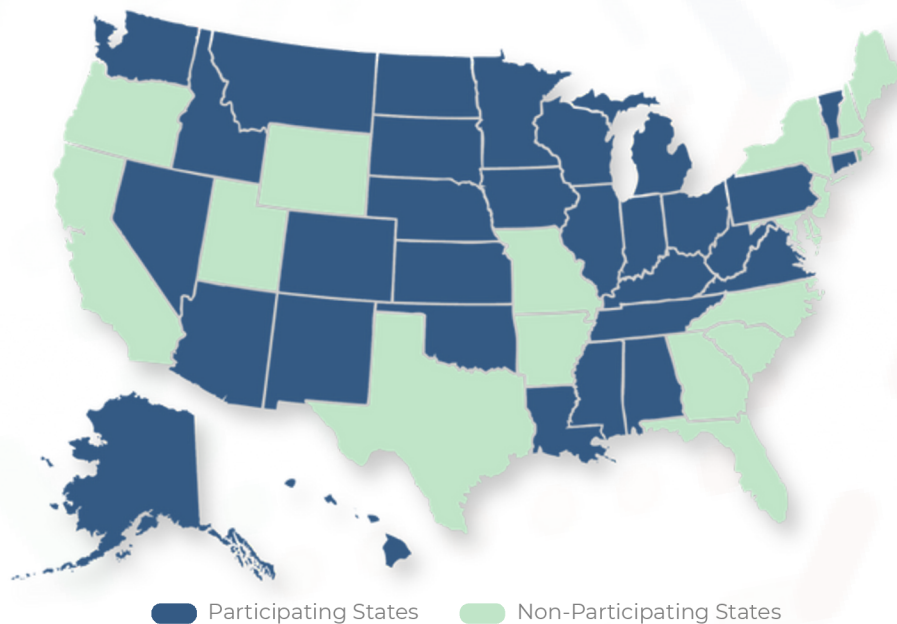
Participating states are highlighted. Responses were received from 31 states.

Using this Report

This report provides a national reference point for understanding how state HR organizations are structured and evolving. Findings are intended to support benchmarking, peer comparison, and internal dialogue.

NASPE members also have access to an interactive dashboard that allows for deeper exploration of survey results and customizable benchmarking views.

Executive Summary
A National Snapshot of State HR Architecture

State HR organizations are modernizing within complex governance, workforce, and fiscal constraints while balancing stability with targeted change rather than pursuing wholesale redesign.

The National Context

Across states, HR organizations are navigating increasing demands for workforce agility, accountability, and service quality while operating within long-established governance frameworks. Rather than pursuing large-scale reorganization, most states are adapting incrementally, layering targeted changes onto existing structures shaped by statutory authority, executive priorities, labor environments, and legacy systems.

This pattern reflects a deliberate approach to modernization that prioritizes continuity, risk management, and institutional stability alongside selective change.

Operating Models and Service Delivery

HR operating models differ intentionally across states. Responsibilities for HR functions are distributed based on factors such as risk, complexity, service expectations, and agency capacity. Some functions are centralized to promote consistency and efficiency, while others remain decentralized to preserve flexibility and responsiveness.

These design choices reflect tradeoffs rather than inconsistency. States are aligning HR service delivery with their governance structures and workforce needs rather than converging on a single operating model.

Governance and Organizational Design

State HR authority and organizational structure vary widely, reflecting different legal frameworks and governance models rather than a single dominant design. In many states, central HR organizations operate with clearly defined statutory authority, while in others authority is shared, delegated, or constrained by broader enterprise governance arrangements.

Governance structures are further shaped by labor relations frameworks and workforce rules, including collective bargaining environments, compensation structures, and benefits programs. Together, these factors influence how HR policy is set, how services are delivered, and how change is negotiated.

Data, Technology, and Emerging Capability

Most states have established foundational HR systems and data infrastructure. However, the ability to translate data into consistent decision support varies across organizations, shaped by governance, capacity, and analytic maturity.

Interest in artificial intelligence and emerging technologies is growing, but adoption remains largely exploratory. States are beginning to assess potential applications while balancing innovation with risk, governance, and data protection considerations.

Key Findings at a Glance

26 STATES — Statutory Authority

Authority for central HR is most often established in statute, shaping how responsibility and oversight are distributed across government.

65 Median Agencies

| 0-25 | 26-50 | **51-75** | 76-100 | 100+ |
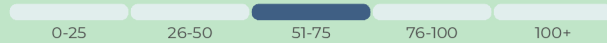
Central HR agencies commonly serve dozens of operating agencies, reflecting the scale of statewide service delivery.

7 — Median number of unions representing executive branch employees

51% — Median share of executive branch workforce unionized

Retirement eligibility pressure is expected to more than **double** over the next 5 years.

3,000 Now

6,500 5 years

HR data is most often used for operational reporting rather than strategic decision-making.

3 States with AI implemented in HR

22 States not using AI in HR decision-making

What This Snapshot Reveals

- There is **no single "right" HR architecture** across states.

- Variation in **governance, labor relations, and operating models** is intentional and context driven.

- Many states are modernizing HR **within existing structures**, rather than through reorganization.

- Data use, including early exploration of AI, is expanding **even where advanced analytics maturity remains limited**.

- Workforce transition pressures represent **a shared and accelerating challenge**.

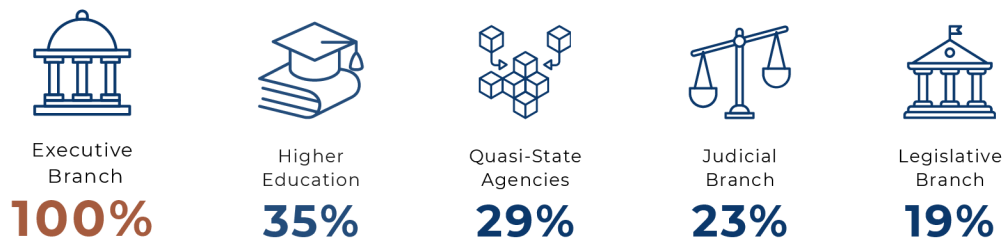*All findings reflect responses from 31 states

Authority, Structure, and Funding of Central HR

What this tells us nationally

State HR organizations operate within clearly defined boundaries shaped by law, governance, and funding rather than preference alone. While central HR agencies universally serve the executive branch workforce, authority beyond that core varies significantly across states. These differences reflect deliberate choices about control, autonomy, and risk management, rather than inconsistency or capacity gaps.

Why this matters to state HR leaders

These structures help explain why HR modernization most often occurs through incremental change rather than wholesale reorganization. Authority, legal footing, and funding models shape what is feasible, negotiable, and sustainable over time. Understanding these constraints clarifies where influence can be exercised directly and where progress depends on alignment, partnership, or legislative engagement.

Executive Branch	Higher Education	Quasi-State Agencies	Judicial Branch	Legislative Branch
100%	**35%**	**29%**	**23%**	**19%**

Central HR authority is universal within the executive branch and selectively extended beyond it.

26 States
Statutory Authority

Authority is most often established in statute.

Funding model

Funding most often relies on general funds and agency transfers.

What to notice

- **HR authority boundaries** reflect governance tradeoffs, not organizational maturity.
- **Statutory design** favors stability, consistency, and negotiated change.
- **Funding mechanisms** signal how states expect HR to operate as a shared service, regulator, or both.

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Leadership and Governance of Central HR

What this tells us nationally

States design central HR leadership structures to reflect how authority and accountability are intended to function within government. While governors most often appoint HR leaders, reporting relationships and role classifications vary across states, reflecting different approaches to oversight, independence, and executive alignment.

These leadership and governance models are shaped by constitutional structure, statutory authority, and historical administrative practice, rather than a single preferred organizational design

Why this matters to state HR leaders

Leadership placement influences how HR decisions are made, how priorities are set, and how change is managed. Governance structures shape the degree of autonomy HR leaders have, the expectations placed upon them, and their ability to sustain reforms over time.

Understanding where HR leadership sits within state government clarifies how influence is exercised, how accountability is shared, and where progress depends on alignment with executive leadership, governing boards, or legislative partners.

GOVERNANCE SNAPSHOT

Appointment authority is most often centralized.

Governors most often appoint central HR leaders, though reporting lines and oversight relationships vary across states.

Leadership structures differ by governance design.

States adopt different oversight and reporting models based on constitutional structure, statutory authority, and administrative tradition rather than a single standardized approach.

HR director roles are typically unclassified.

Most states place HR leadership outside the classified service, reinforcing executive alignment and policy level accountability over time.

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HR Services and Organizational Reach
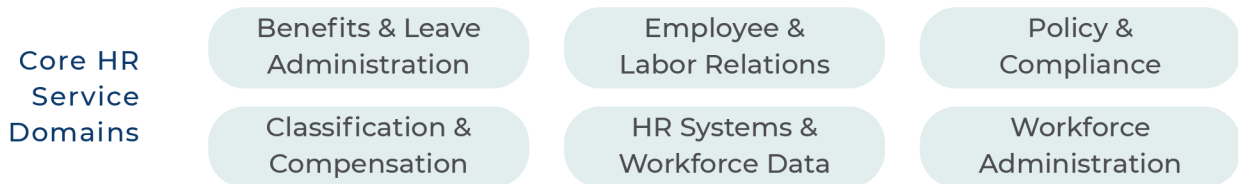
What this tells us nationally

Central HR organizations provide a core set of services supporting workforce administration, compliance, and policy implementation across state government. While these services are widely shared, the scope of responsibility varies by employee classification and branch of government. In many states, central HR plays a coordinating and regulatory role rather than serving as the sole provider of HR services.

Service delivery models reflect how states balance centralized oversight with agency-level execution. Differences in reach are shaped by governance design, workforce size, and historical staffing structures rather than a single national standard.
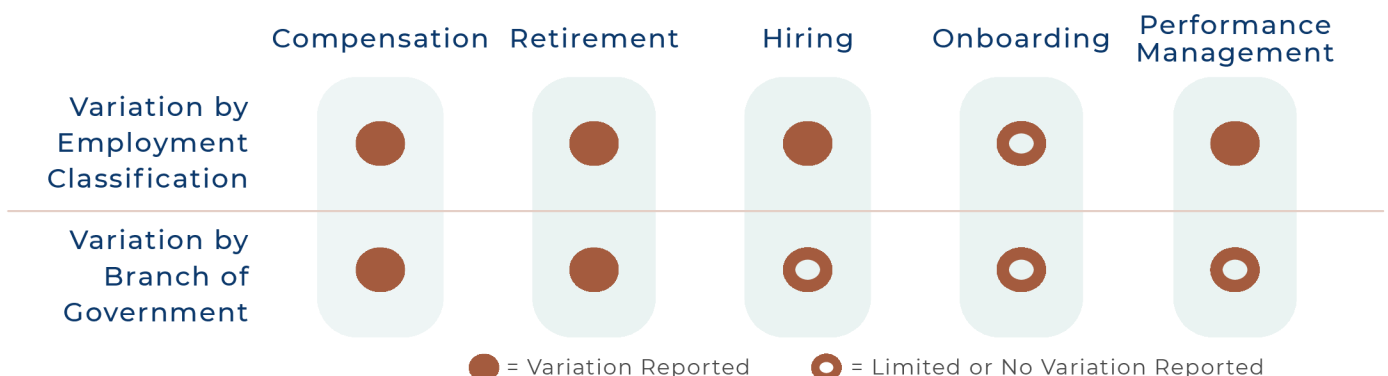
Why this matters to state HR leaders

Understanding the scope and limits of central HR service delivery is critical for setting realistic expectations and prioritizing resources. Variation in services reflects deliberate decisions about where authority, accountability, and operational responsibility reside.

For HR leaders, clarity around organizational reach supports workforce planning, modernization efforts, and effective partnerships with operating agencies. Recognizing how services are distributed across the HR ecosystem enables more sustainable service models over time.

Core HR Service Domains

Benefits & Leave Administration	Employee & Labor Relations	Policy & Compliance
Classification & Compensation	HR Systems & Workforce Data	Workforce Administration

HR service variation reflects how states balance centralized oversight with workforce composition, branch structure, and functional risk.

	Compensation	Retirement	Hiring	Onboarding	Performance Management
Variation by Employment Classification	⬤	⬤	⬤	◯	⬤
Variation by Branch of Government	⬤	⬤	◯	◯	◯

⬤ = Variation Reported   ◯ = Limited or No Variation Reported

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HR Capacity Across the Enterprise

HR capacity is shaped not only by the size of the central HRM agency, but by how staffing and responsibilities are distributed across departments.

Central HRM Staffing

91

Median Central HRM Staff

Most responding states report fewer than 250 central HR employees.

Operating Dept HR Staffing

201 Median Employees

Lower Range   Upper Range

HR staffing is frequently distributed across operating departments.

Median Operating Agencies Served by Central HRM

Median **65** Agencies

| 0-25 | 26-50 | 51-75 | 76-100 | 100+ |

Central HRM agencies commonly serve dozens of operating agencies, underscoring the coordination and governance complexity of statewide HR service delivery.

Centralization and Shared Services

What this tells us nationally

Across HR operations, responsibility is most often split or distributed rather than fully centralized within a single agency. While some functions, particularly policy-driven and governance-focused activities, remain primarily housed within central HRM agencies, many operational and program-facing responsibilities are split with operating agencies or assigned to other central entities.

Nationally, these responsibility models reflect design choices about where enterprise-wide consistency is required and where proximity to program operations, fiduciary oversight, or functional specialization is prioritized. As a result, centralization in state HR rarely follows a uniform pattern, even within the same state.

Why this matters to state HR leaders

How HR responsibilities are divided across central HR, operating agencies, and other entities shapes both the scope of HR authority and the complexity of coordination. Split and distributed models require clear role definition, strong governance mechanisms, and sustained collaboration to ensure consistency without sacrificing operational effectiveness.

For HR leaders, understanding these responsibility models clarifies where influence can be exercised directly, where partnership is essential, and where statutory or organizational design limits centralization. These dynamics are especially important when pursuing modernization, restructuring, or shared services initiatives, as existing responsibility patterns often determine what changes are feasible and sustainable over time.

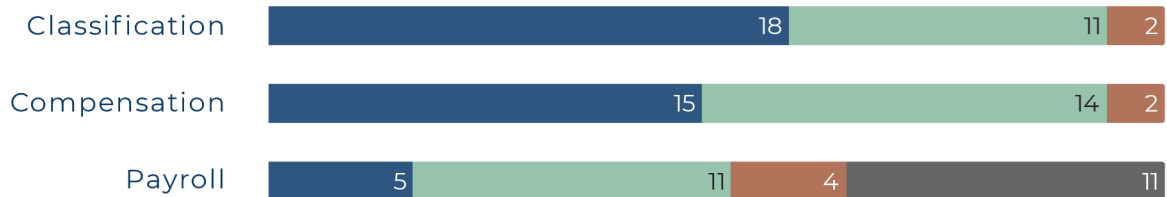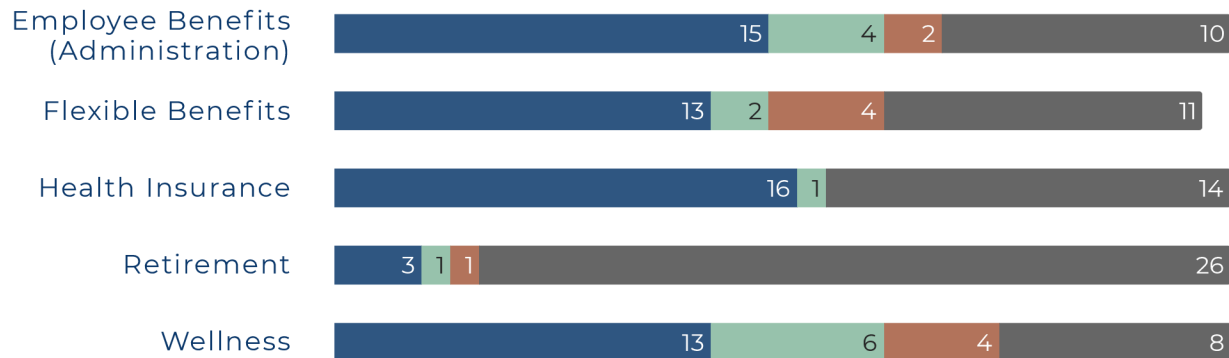| Centralized	Split	Decentralized	Other Agency
• Classification • Compensation • EAP • Testing (Formal Merit System Testing)	• Employee Relations • Recruitment • Labor Relations • Wellness	• Employment of Temporary Employees • Onboarding • Workforce Planning	• Employee Benefits • Flexible Benefits • Health Insurance • Payroll • Retirement • Safety • Unemployment Insurance • Workers' Compensation

Responsibility Models in Practice

These examples illustrate how split, centralized, and distributed responsibility models are applied across HR function areas.
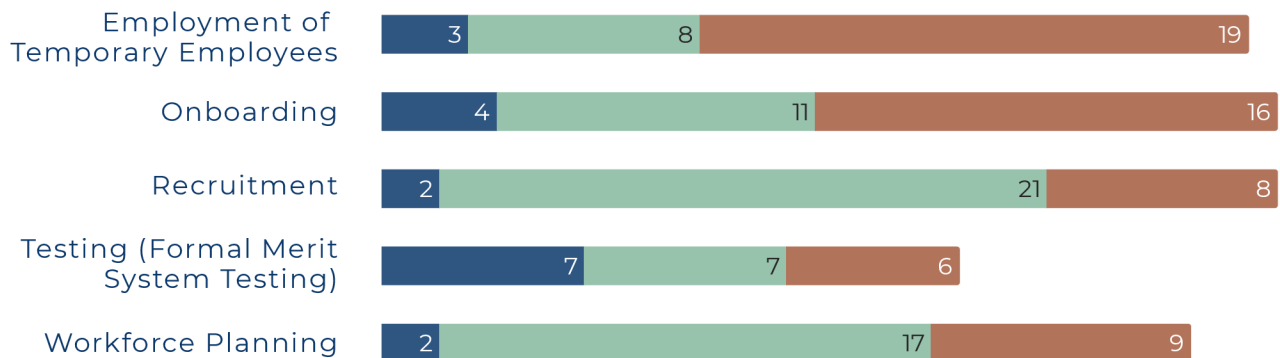
Centralized   **Split**   **Decentralized**   **Other Agency**

Classification, Compensation and Payroll

Function	Centralized	Split	Decentralized	Other Agency
Classification	18	11	2	
Compensation	15	14	2	
Payroll	5	11	4	11

Employee Benefits and Programs

Function	Centralized	Split	Decentralized	Other Agency
Employee Benefits (Administration)	15	4	2	10
Flexible Benefits	13	2	4	11
Health Insurance	16	1		14
Retirement	3	1	1	26
Wellness	13	6	4	8

Talent and Workforce

Function	Centralized	Split	Decentralized	Other Agency
Employment of Temporary Employees	3	8	19	
Onboarding	4	11	16	
Recruitment	2	21	8	
Testing (Formal Merit System Testing)	7	7	6	
Workforce Planning	2	17	9	

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Restructuring and Consolidation

What this tells us nationally

States report relatively limited HR restructuring activity, with recent and planned initiatives most often focused on process improvement rather than large-scale organizational change. Where restructuring has occurred, it is typically incremental and operational in nature, reflecting efforts to refine existing models rather than fundamentally alter HR structures.

Broader structural approaches such as centralization, decentralization, consolidation, or outsourcing are reported far less frequently and tend to occur over longer time horizons. A notable share of states also report restructuring activities that do not align neatly with standard categories, underscoring the role of state-specific governance, budget, and operational contexts in shaping change.

Why this matters to state HR leaders

The limited prevalence of large-scale restructuring highlights the constraints under which most state HR organizations operate. Statutory authority, governance design, labor frameworks, and fiscal considerations often shape both the pace and scope of organizational change, making comprehensive restructuring difficult to implement in the near term.

For HR leaders, this pattern reinforces the importance of aligning modernization efforts with existing structures and focusing on achievable, process-driven improvements. Understanding when incremental change is more feasible than structural realignment helps set realistic expectations, inform long-term planning, and clarify where sustained coordination and stakeholder alignment are necessary.

Restructuring Initiatives Under Consideration
Direction of reported activity, not magnitude or scope

Process Improvement	● ● ●
Realignment	● ●
Centralization	●
Consolidation	●
Outsourcing	—
Shared Services	—

Dots reflect the relative frequency of responses and do not indicate the scale, scope, or timing of restructuring activities.

What to notice

● Restructuring activity is most often **incremental and process-focused**, rather than structural in nature.

● Larger organizational changes, such as centralization or consolidation, are **less commonly reported** and typically occur over longer time horizons.

● Many reported initiatives reflect **state-specific governance, fiscal, or operational contexts**, rather than standardized reform models.

Collective Bargaining and Labor Policy

What this tells us nationally

States report substantial variation in the extent and structure of collective bargaining within the executive branch workforce. While the median share of unionized employees is significant, unionization levels vary widely across states, reflecting differences in statutory frameworks, workforce composition, and historical labor relations environments.

The structure of union representation also differs considerably. Some states report representation by only a small number of unions, while others operate within more fragmented labor environments involving multiple unions and bargaining units. Together, these patterns illustrate that labor relations frameworks are not uniform across states and can differ both in scale and complexity.

Why this matters to state HR leaders

Collective bargaining and labor policy shape the feasibility, timing, and scope of HR decision-making. Unionization levels and representation structures influence how policies are implemented, how changes are negotiated, and how quickly organizations can adapt to evolving workforce needs.

For HR leaders, understanding the labor environment is essential for setting realistic expectations around modernization, restructuring, and service delivery changes. Variations in bargaining frameworks help explain why similar HR initiatives may progress differently across states and underscore the importance of aligning HR strategy with statutory authority, governance design, and negotiated agreements.

LABOR ENVIRONMENT SNAPSHOT

Median share of executive branch workforce unionized

51%

Median number of unions representing executive branch employees

7

Unionization and representation structures **vary widely** across states.

Executive Branch Workforce Compensation and Benefits

What this tells us nationally

Across responding states, executive branch compensation and benefits vary widely, reflecting differences in workforce composition, pay structures, benefit design, and cost-of-living conditions. While average annual salary levels provide a useful point of comparison, they represent only part of the total compensation picture for executive branch employees.

Fringe benefits constitute a substantial share of overall compensation and differ significantly across states based on health insurance design, retirement systems, and other benefit offerings. Together, salary and benefits data illustrate the diversity of compensation environments in which state HR organizations operate.

Why this matters to state HR leaders

Understanding both salary and fringe benefit costs is essential for workforce planning, budgeting, and talent management. Compensation competitiveness affects recruitment and retention outcomes, while benefit structures influence employee satisfaction, long-term workforce stability, and total employment costs.

For HR leaders, viewing salary and benefits together provides critical context for evaluating compensation strategies and communicating workforce costs to policymakers and stakeholders. These figures also help frame discussions about affordability, equity, and sustainability as states navigate fiscal constraints and evolving workforce expectations.

Executive Branch Average Annual Compensation

Salary	**$72,931**
Fringe Benefits	**$34,676**

On average, for **every dollar** in **salary**, states spend roughly **$0.48** on fringe benefits.

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Health Insurance and Retirement Pressures

What this tells us nationally

Most responding states report maintaining stable employee health insurance structures, with a strong preference for self-insured or hybrid plan models that allow greater control over plan design and costs. Recent changes to health insurance are most often incremental, focusing on adjustments such as deductibles and cost-sharing rather than comprehensive system redesign.

In contrast, relatively few states report recent structural changes to retirement plans. Despite this stability, many states face growing near- and mid-term retirement eligibility pressures at the state level, underscoring a widening gap between limited benefit system change and the scale of anticipated workforce transitions.

Why this matters to state HR leaders

Health insurance and retirement benefits represent some of the most significant and complex components of total workforce costs. Incremental health insurance changes may help manage short-term fiscal pressures, but they do not fully address longer-term challenges related to affordability, competitiveness, and workforce sustainability.

For HR leaders, rising retirement eligibility presents a parallel and increasingly urgent concern. Even in a typical state, employees nearing retirement create risks related to workforce continuity, institutional knowledge retention, and succession planning, reinforcing the need for alignment between benefits strategy and long-term workforce planning.

HEALTH INSURANCE

Most responding states operate **self-insured or hybrid employee health insurance plans.**

Recent changes are **primarily incremental**, focusing on deductibles and cost-sharing rather than structural redesign.

Comprehensive health insurance system overhauls are **uncommon**, reflecting a preference for stability and targeted adjustments.

RETIREMENT ELIGIBILITY PRESSURE
(Approximate estimates)

Median Currently Eligible:
3,000

Median Eligible within 2 years:
4,800

Median Eligible within 5 years:
6,500

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Data, Systems, and Analytics in State HR

What this tells us nationally

States report wide variation in the systems used to support core HR functions, reflecting differences in organizational structure, technology investment, and approaches to modernization. No single system is used consistently across all major HR functions, resulting in fragmented and function-specific technology environments in many states.

While most states have established foundational HR systems to support transactional and reporting needs, integration across systems and functions remains uneven. These patterns suggest that HR technology maturity is shaped as much by historical system decisions and governance models as by recent modernization efforts.
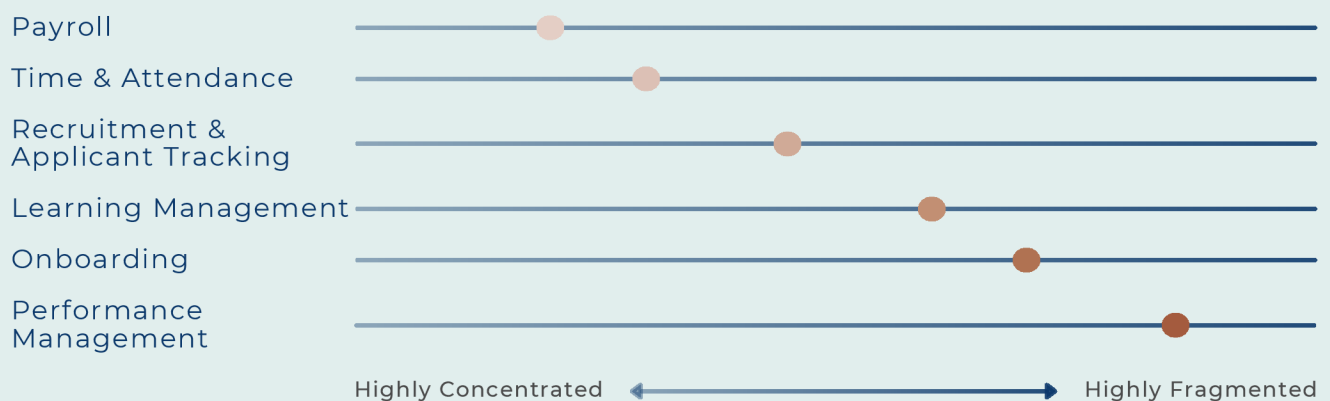
Why this matters to state HR leaders

Fragmented HR system environments can limit data consistency, reporting efficiency, and the ability to generate enterprise-wide workforce insights. Even where systems are in place, differences in integration and access can constrain how effectively HR leaders monitor trends, support decision-making, and align workforce strategy with organizational goals.

For HR leaders, understanding the current systems landscape provides critical context for prioritizing modernization efforts, strengthening data governance, and building analytics capability over time. Recognizing where system limitations exist helps clarify the path from basic reporting toward more integrated, insight-driven workforce management.

System Concentration Across Core HR Functions
Relative concentration and fragmentation of systems reported by states

Payroll	
Time & Attendance	
Recruitment & Applicant Tracking	
Learning Management	
Onboarding	
Performance Management	

Highly Concentrated ⟵————————⟶ Highly Fragmented

Functions positioned toward the fragmented end of the spectrum reflect greater variation in systems reported by states, including higher use of function specific or non-standard solutions.

HR Reporting and Analytics Capability

Consolidated HR Reporting Access

Most responding states report access to consolidated HR reporting, reflecting growing emphasis on centralized data visibility to support oversight and decision-making. However, consolidated reporting is not universal, underscoring variation in system integration and reporting maturity.
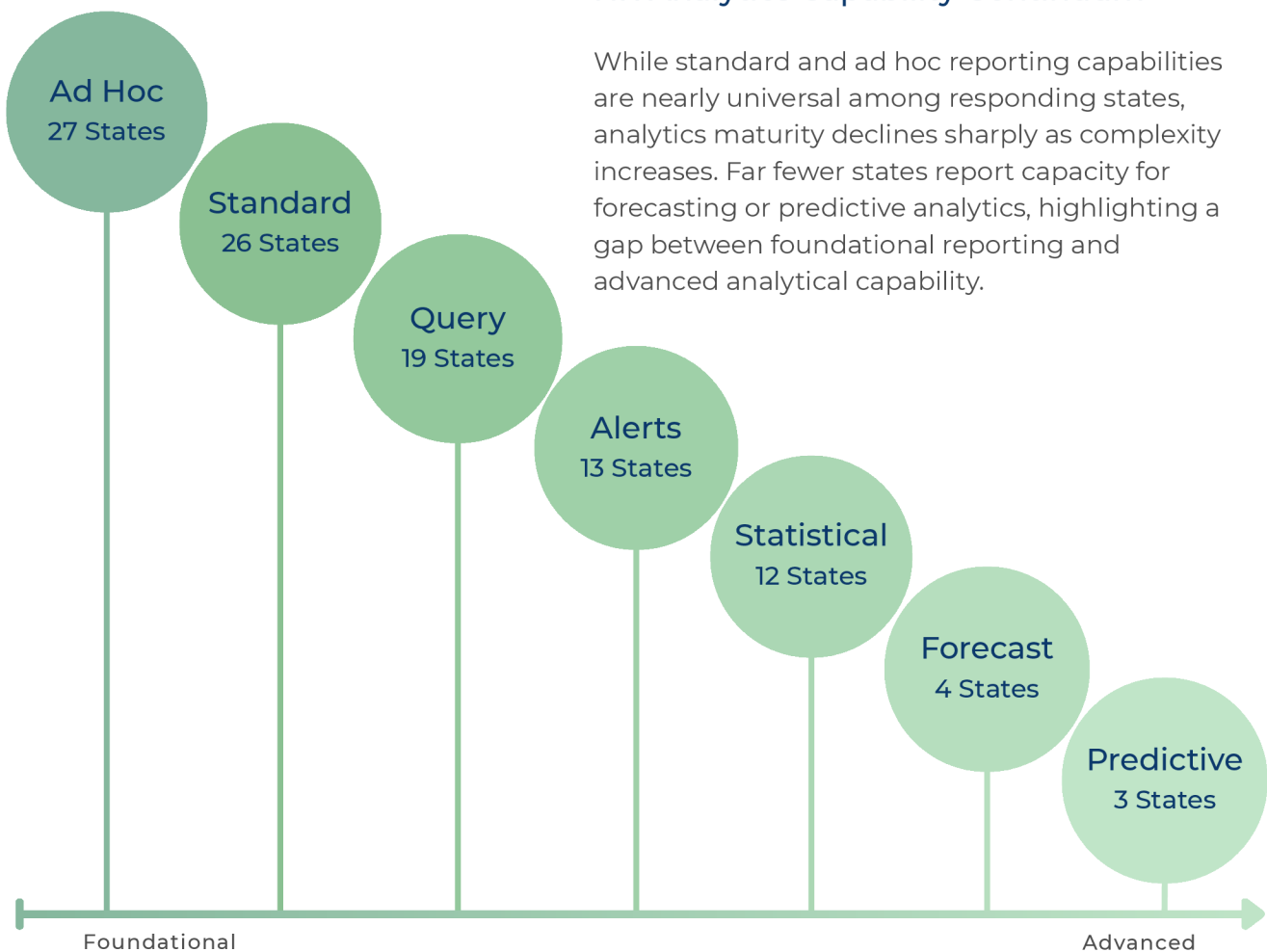
Available — **21** States

Not Available — **10** States

HR Analytics Capability Continuum

While standard and ad hoc reporting capabilities are nearly universal among responding states, analytics maturity declines sharply as complexity increases. Far fewer states report capacity for forecasting or predictive analytics, highlighting a gap between foundational reporting and advanced analytical capability.
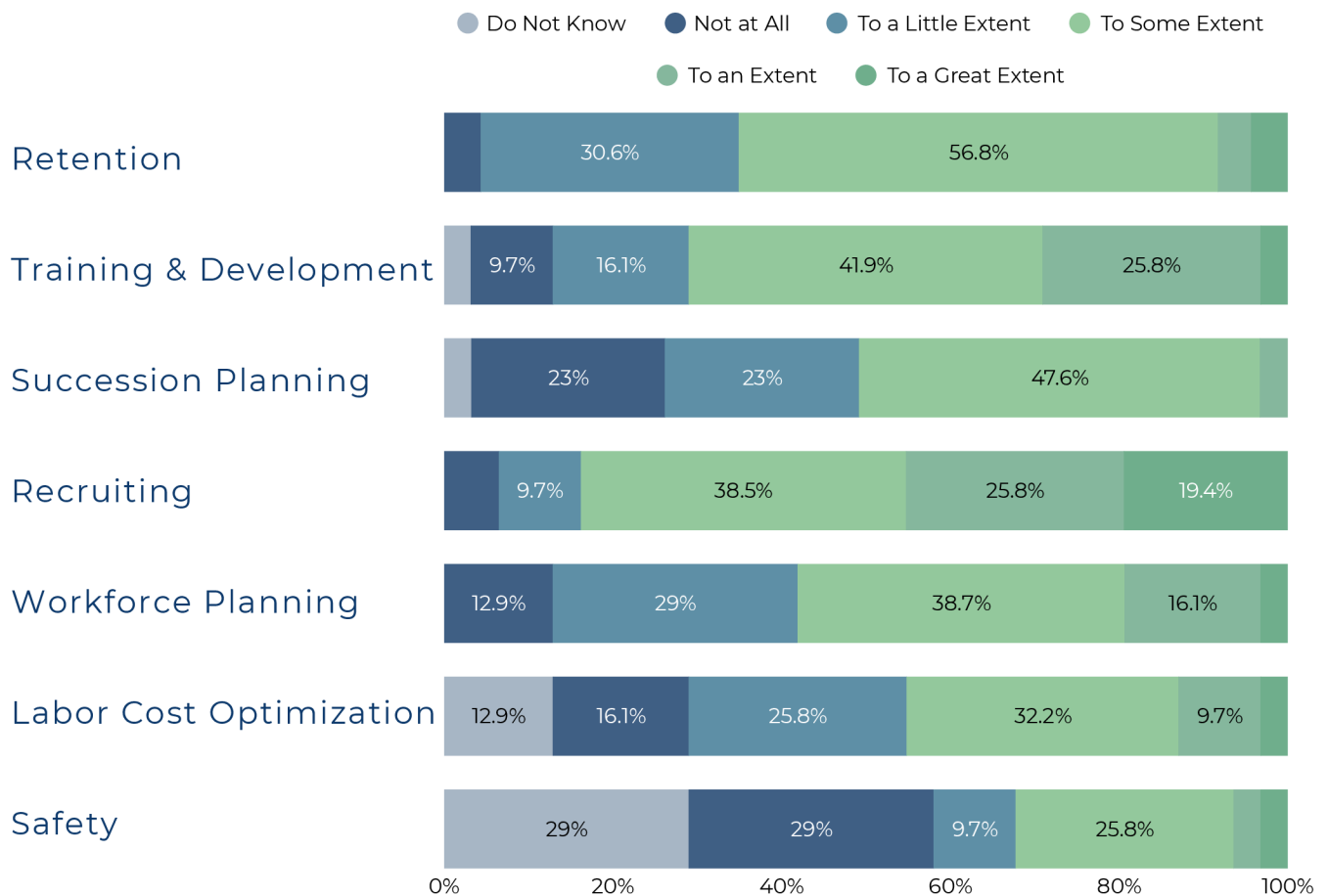
Ad Hoc
27 States

Standard
26 States

Query
19 States

Alerts
13 States

Statistical
12 States

Forecast
4 States

Predictive
3 States

Foundational — Advanced

Capabilities reported by states, reflecting progression from basic to advanced analytics maturity.

Use of HR Data in Decision-Making

Across functional areas, states most commonly report using HR data to some extent, with the strongest and most consistent application appearing in retention, training and development and succession planning. These areas show the highest concentration of responses at the upper end of the scale, suggesting more mature use of data to inform workforce decisions.

In contrast, use of HR data is less consistent in areas such as labor cost optimization and safety, where higher shares of states report limited use or uncertainty. These patterns indicate that while foundational analytics capabilities are in place, application of HR data remains uneven across decision-making contexts. This uneven application highlights an important distinction between having HR data available and using it consistently to inform decisions across all workforce domains.

Legend: Do Not Know · Not at All · To a Little Extent · To Some Extent · To an Extent · To a Great Extent

Retention: 30.6% · 56.8%

Training & Development: 9.7% · 16.1% · 41.9% · 25.8%

Succession Planning: 23% · 23% · 47.6%

Recruiting: 9.7% · 38.5% · 25.8% · 19.4%

Workforce Planning: 12.9% · 29% · 38.7% · 16.1%

Labor Cost Optimization: 12.9% · 16.1% · 25.8% · 32.2% · 9.7%

Safety: 29% · 29% · 9.7% · 25.8%

(x-axis: 0% · 20% · 40% · 60% · 80% · 100%)

This pattern suggests that data is **most strongly applied** where **workforce impacts are immediate**, rather than in areas focused on **financial or operational optimization**.

AI Adoption and Governance in State HR

What this tells us nationally

AI adoption in state HR remains in an early stage. Only three responding states report AI tools implemented and in use, while eleven report piloting or testing tools and eight are considering future implementation. This pattern suggests that interest and experimentation are growing, but widespread operational deployment has not yet occurred.

Early or planned use is most often concentrated in front-line or emerging applications, such as chatbots or virtual HR assistants and "other" HR use cases, along with recruitment and candidate screening and workforce analytics or forecasting. By contrast, AI use to support HR decision-making remains limited. Twenty-two states report not using AI for decision-making at all, and none report using AI to a great extent.

Why this matters to state HR leaders

AI introduces a new category of workforce and data risk. Tools are increasingly accessible, employee familiarity is rising, and potential exposure of sensitive workforce or constituent information can occur quickly without clear controls. At the same time, the governance environment remains uneven. Among states responding to the governance item, many report AI oversight managed outside central HR, while a smaller group report having formal policies or guidelines in place.

This combination of growing experimentation, limited mature use, and uneven governance reinforces the need for clear decision rights, guardrails, and coordination across HR, IT, security, and legal functions. States that establish practical governance early will be better positioned to capture value while protecting trust, privacy, and compliance.

<table>
<tr><td align="center">3
States with AI
implemented in HR</td><td align="center">22
States not using AI in
HR decision-making</td></tr>
</table>

What to notice

- AI experimentation reflects **growing interest, not operational maturity**.
- Early AI use concentrates in **front door HR functions rather than core decision-making**.
- AI governance is treated as **an enterprise technology issue, not an HR-led responsibility**.
- AI has not yet become **a meaningful input into HR decision-making.**

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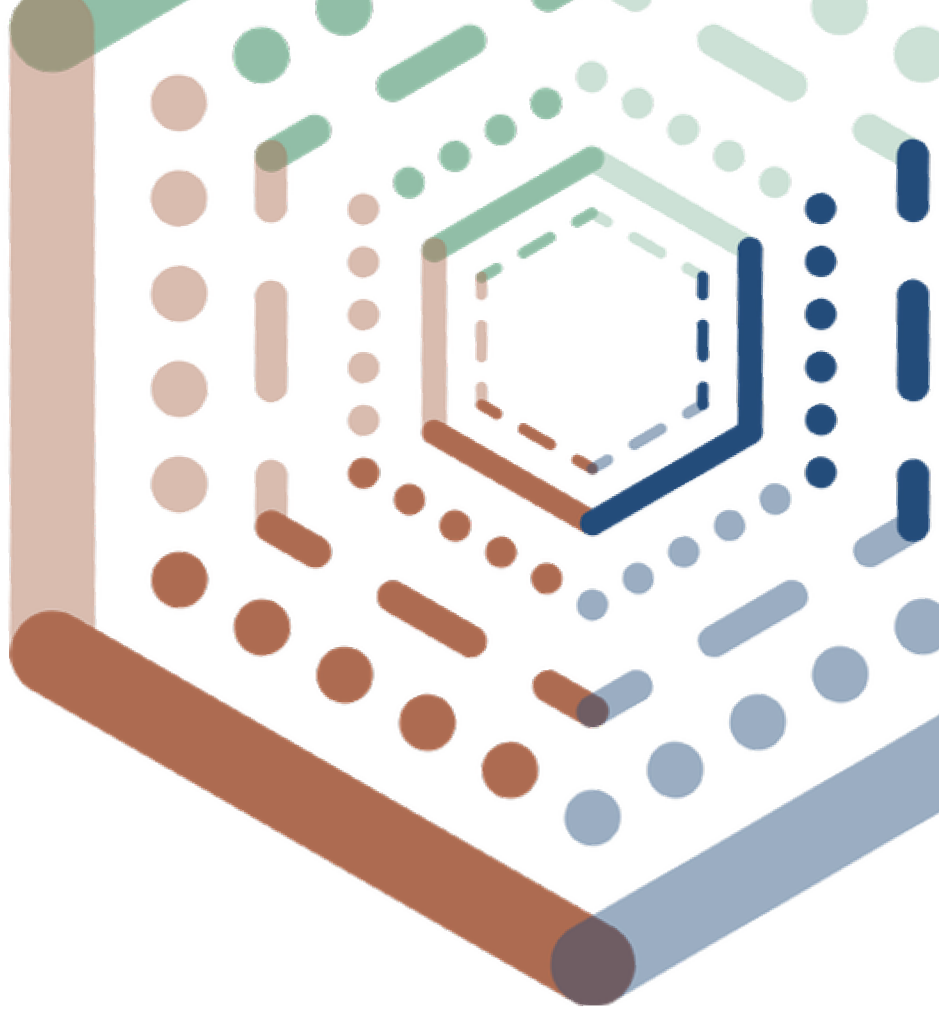
Methodology

The **2025 HR Architecture Survey** was administered by NASPE to state human resources agencies to collect updated information on governance structures, service delivery models, workforce characteristics, systems, and emerging practices.

The survey was fielded in **2025** and reflects responses from **31** states. Responses were provided by state HR leaders or their designees and represent the structure and practices in place at the time of completion.

Survey questions were designed to support benchmarking and longitudinal comparison with prior NASPE HR Architecture surveys. Not all respondents answered every question; reported results reflect the number of states responding to each item.

Unless otherwise noted, findings are presented at the national level and are intended to illustrate **patterns and variation across states**, rather than prescribe a single preferred model.

Full survey question text is provided in the **Survey Questions** section.

Glossary

Artificial Intelligence (AI)

HR modernization is advancing through incremental changes shaped by statutory authority, executive priorities, labor context, and legacy structures rather than large-scale reorganization.

Central HR

The primary state-level entity responsible for statewide human resources policy, systems, or services.

Centralization

The degree to which HR authority, decision-making, or services are consolidated at the state level rather than delegated to individual agencies.

Classified Employees

Employees covered by civil service or merit system rules governing hiring, promotion, and discipline.

Collective Bargaining Agreement

A negotiated agreement between an employer and a labor organization representing employees.

Executive Branch

Agencies and offices operating under the authority of the governor.

Higher Education

Public colleges, universities, or statewide higher education systems.

HR Information System (HRIS)

Technology used to manage HR data and processes, including payroll, benefits, and personnel records.

Judicial Branch

Courts and judicial administrative entities.

Quasi-State Agencies

Entities with governmental functions that operate outside traditional executive branch structures.

Shared Services

An operating model in which HR functions are centralized or delivered on behalf of multiple agencies.

Statutory Authority

Authority explicitly established in state law or statute.

Unclassified Employees

Employees not covered by civil service protections; often appointed or at-will.

Workforce Analytics

The use of workforce data to identify trends, support decision-making, or evaluate outcomes.

Workforce Size

The total number of employees within a defined scope, such as the executive branch or a statewide workforce.

Survey Questions

The following pages include the full text of survey questions from the 2025 HR Architecture Survey. Questions are grouped and ordered to align with the sections used throughout this report; question numbering reflects the original survey instrument.

Authority and Structure

02. Over which employee categories does the central HRM have authority and/or an agreement to provide services?
    - Executive Branch
    - Higher Education
    - Legislative Branch
    - Judicial Branch
    - Quasi-State Agencies
    - Other (please specify)

04. Under what authority is your central HRM agency created?
    - Constitutional
    - Statute
    - Executive Order
    - Other (please specify)

06. How is your central HRM funded?
    - General Funds
    - Agency Transfers
    - Reimbursement Authority
    - Other (please specify)

07. Please describe in more detail what you charge agencies (agency transfers) or how your general fund appropriation is determined.

Leadership and Governance

08. If the head of your central HRM agency is appointed, by whom?
    - Yes, by the Governor
    - Yes, by a Board or Commission
    - Yes, by an Agency Head
    - No
    - Other (please specify)

10. To whom does the head of your central HRM agency report?
    - Governor
    - Board or Commission
    - Agency Head
    - Other (please specify)

11. Is the director position of the central HRM agency classified or unclassified?
    - Classified
    - Unclassified

HR Services and Reach

13. How many employees are in your central HRM?

15. How many HR employees are in the operating departments supported by your central HRM agency? (only include the employees fully dedicated to HR activities.)

17. For how many operating agencies/departments does your central HRM agency provide services?

19. How many employees does your central HRM agency provide services for?
    - Classified
    - Unclassified
    - Other (please specify)

21. How many classified employees does the central HRM agency service in each branch?
    - Executive Branch
    - Higher Education
    - Legislative Branch
    - Judicial Branch
    - Quasi-State Agencies
    - Other (please specify)

Survey Questions

22. How many unclassified employees does the central HRM agency service in each branch?
    - Executive Branch
    - Higher Education
    - Legislative Branch
    - Judicial Branch
    - Quasi-State Agencies
    - Other (please specify)

23. Which HR services are not provided to unclassified employees that are provided to classified employees?
    - Recruitment
    - Hiring
    - Compensation (Market Analysis, Range)
    - Onboarding
    - Fringe Benefits
    - Training & Development
    - Performance Management
    - Other (please specify)

24. Please explain, in particular, if the central HRM does not provide services for most of the employees in a particular agency.

25. Does HR support differ for Executive Branch agencies vs. non-Executive Branch agencies?
    - Yes
    - No
    - Sometimes (please describe)

Labor Relations

26. What percentage of your Executive Branch workforce is unionized?

28. If your state workforce is unionized, what is the number of unions representing employees?

29. If your state workforce is unionized, what unions are represented?
    - AFSCME (American Federation of State, County and Municipal Employees)
    - FOP (Fraternal Order of Police)
    - OPEIU (Office of Professional Employees International Union)
    - SEIU (Service Employees International Union)
    - State Employee Association
    - State Trooper Association
    - State Corrections Association
    - State Public Safety Association
    - UFCW (United Food and Commercials Workers International Union)
    - Other (please specify)

30. If your state workforce is unionized, how many bargaining contracts are negotiated?

Executive Branch Workforce

32. Number of employees in Executive Branch departments and agencies as of the latest fiscal year.
    - Classified
    - Unclassified

33. Average annual salary of an employee in the Executive Branch departments and agencies as of the latest fiscal year.

35. Average annual fringe benefits (in dollars) for an employee in Executive Branch departments and agencies as of the latest fiscal year.

Survey Questions

AI and Emerging Technologies

56. Does your state currently use any artificial intelligence (AI) or machine learning tools to support HR functions (for example, recruitment, workforce analytics, or employee engagement)?
    - Yes, implemented statewide
    - Yes, implemented within specific agencies/departments
    - Currently piloting or testing AI tools
    - Considering future implementation
    - No, not at this time

57. For which HR functions does your state currently use or plan to use AI or machine learning tools? (select all that apply)
    - Recruitment and candidate screening
    - Employee onboarding or training
    - Workforce analytics and forecasting
    - Performance management or feedback
    - Chatbots or virtual HR assistants
    - Employee engagement and sentiment analysis
    - Other (please specify)
    - None of the above

58. How is your state managing AI governance for HR systems?
    - Recruitment
    - Hiring
    - Compensation (Market Analysis, Range)
    - Onboarding
    - Fringe Benefits
    - Training & Development
    - Performance Management
    - Other (please specify)

59. To what extent does your central HRM agency use AI or predictive analysis to support decision-making?
    - Not at all
    - To a little extent
    - To some extent
    - To a great extent

Data, Systems and Analytics

37. What system(s) does your state use for recruitment/applicant tracking?
    - Cornerstone OnDemand
    - Infor/Lawson
    - JobAps
    - NEOGOV
    - Oracle Cloud HCM
    - PeopleSoft
    - SAP
    - SAP SuccessFactors
    - Taleo
    - Workday
    - Other (please specify)
    - Not applicable

39. What system(s) does your state use for onboarding?
    - Cornerstone OnDemand
    - Infor/Lawson
    - JobAps
    - NEOGOV
    - Oracle Cloud HCM
    - PeopleSoft
    - SAP
    - SAP SuccessFactors
    - Taleo
    - Workday
    - Other (please specify)
    - Not applicable

41. What system(s) does your state use for learning management?
    - Cornerstone OnDemand
    - Infor/Lawson
    - Learnsoft
    - LinkedIn Learning
    - NEOGOV
    - Oracle Cloud HCM/Taleo
    - SAP
    - SAP SuccessFactors
    - ServiceNow
    - Skillsoft
    - Workday
    - Other (please specify)
    - Not applicable

Survey Questions

43. What system(s) does your state use for performance management?
    - Cornerstone OnDemand
    - Infor/Lawson
    - NEOGOV
    - Oracle Cloud HCM/Taleo
    - PeopleSoft
    - Qualtrics
    - SAP
    - SAP SuccessFactors
    - Workday
    - Other (please specify)
    - Not applicable

45. What system(s) does your state use for payroll?
    - CGI
    - Infor/Lawson
    - Oracle
    - PeopleSoft
    - SAP
    - Workday
    - Other (please specify)
    - Not applicable

47. What system(s) does your state use for time and attendance?
    - CGI
    - Infor/Lawson
    - Oracle
    - PeopleSoft
    - SAP
    - UKG (Kronos)
    - Workday
    - Other (please specify)
    - Not applicable

49. Does your central HRM agency have a view of consolidate HR reporting (example: dashboards)
    - Yes
    - No

52. Describe where your central HRM agency falls on the following business intelligence and analytics capability continuum.
    - Standard reports (What happened?)
    - Ad hoc reports (How many, how often, where?)
    - Query/drill down (Where exactly is the problem?)
    - Alerts (What actions are needed?)
    - Statistical analysis (Why is this happening?)
    - Forecasting extrapolation (What if these trends continue?)
    - Predictive modeling (What will happen next?)
    - Optimization (What is the best that happens?)

54. To what extent does your central HRM agency use HR data to drive decision making in the following areas?

    - Do not know
    - Not at all
    - To a little extent
    - To some extent
    - To an extent
    - To a great extent

    - Labor cost optimization
    - Retention
    - Succession planning
    - Recruiting
    - Safety
    - Training & Development
    - Workforce Planning

Survey Questions

Restructuring and Consolidation

77. Has your state HR implemented any of the following restructuring initiatives?

    - In past 2 years
    - In past 3 years
    - More than 7 years

      - Shared Services
      - Centralization
      - Decentralization
      - Realignment
      - Consolidation
      - Outsourcing
      - Process Improvement
      - Other (please specify)

79. Is your state planning or considering any of the following restructuring initiatives for HR services within the next two years?
    - Shared Services
    - Centralization
    - Decentralization
    - Realignment
    - Consolidation
    - Outsourcing
    - Process Improvement
    - Other (please specify)

83. Is your state consolidated in any other administrative services?
    - IT
    - Fiscal
    - Facilities
    - Procurement
    - Budget
    - Other (please specify)

85. Is your state planning or considering consolidation in the other administrative services?
    - IT
    - Fiscal
    - Facilities
    - Procurement
    - Budget
    - Other (please specify)

Shared Services

62. Choose the category that best describes how responsibility is divided for the following operations in your state.

    - Centralized
    - Split
    - Decentralized
    - Other Agency

      - Classification
      - Compensation
      - Payroll

63. If handled by another central agency other than the central HRM, which agency?

65. Choose the category that best describes how responsibility is divided for the following operations in your state.

    - Centralized
    - Split
    - Decentralized
    - Other Agency

      - Employee Benefits (Administration)
      - Flexible Benefits
      - Health Insurance
      - Retirement
      - Wellness

66. If handled by another central agency other than the central HRM, which agency?

Survey Questions

68. Choose the category that best describes how responsibility is divided for the following operations in your state.

    - Centralized
    - Split
    - Decentralized
    - Other Agency

    - Safety
    - Unemployment Insurance
    - Workers Compensation

69. If handled by another central agency other than the central HRM, which agency?

71 Choose the category that best describes how responsibility is divided for the following operations in your state.

    - Centralized
    - Split
    - Decentralized
    - Other Agency

    - EAP
    - Employee Relations
    - Labor Relations

72 If handled by another central agency other than the central HRM, which agency?

74. Choose the category that best describes how responsibility is divided for the following operations in your state.

    - Centralized
    - Split
    - Decentralized
    - Other Agency

    - Employment of Temporary Employees
    - Onboarding
    - Recruitment
    - Testing (Formal Merit System Testing)
    - Workforce Planning

75. If handled by another central agency other than the central HRM, which agency?

Health Insurance and Retirement

88. Is your state employee health insurance
    - Self-Insured
    - Fully-Insured
    - Both (one or more self-insured plans and one or more fully-insured plans)
    - Other (please specify)

90. In the past two years, has your state implemented any of the following changes to its employee health insurance
   - Increased deductibles
    - Increased co-pays
    - Co-insurance
    - Tiering
    - Coverage for alternative therapies
    - Other (please specify)

91. In the past two years, has your state implemented any of the following changes to its state employee retirement plan?
    - Implemented a hybrid plan for new employees (part 401(k), part pension (guaranteed))
    - Increased employee contributions toward retirement
    - Implemented a 401(k)-type plan (not a hybrid plan)
    - Other (please specify)

93. Number of employees eligible for retirement (based on standard retirement eligibility in your state, not early retirement).
    - Currently
    - Within 2 years
    - Within 5 years
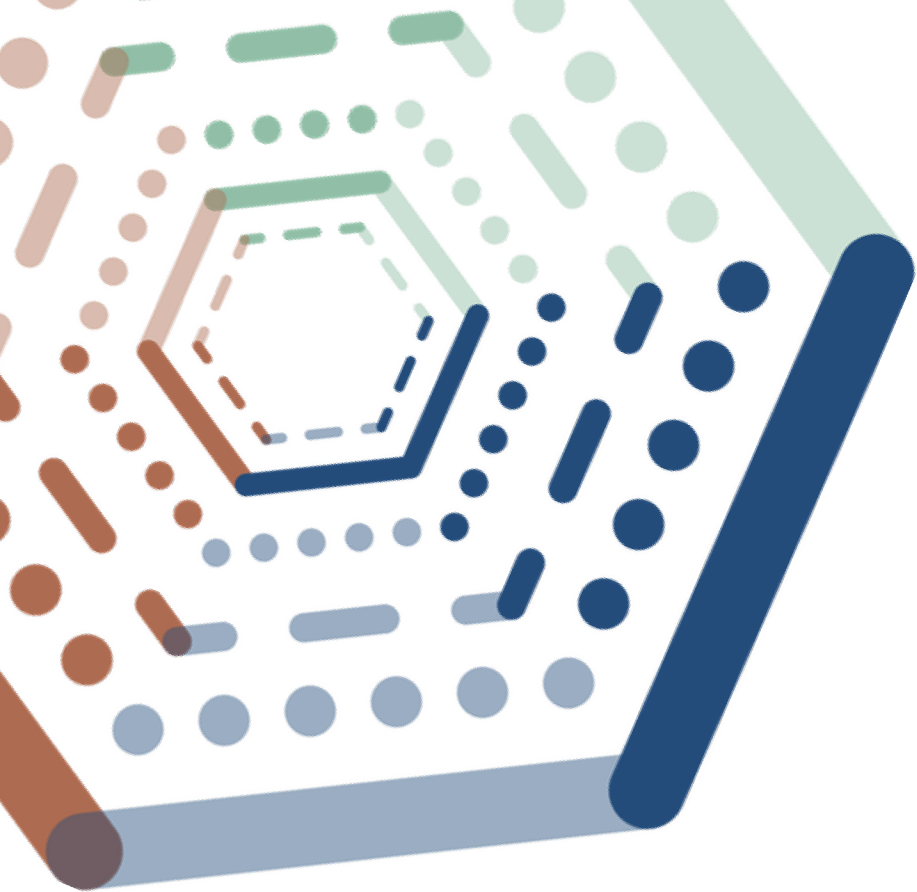
About NASPE

The National Association of State Personnel Executives (NASPE) is a nonprofit organization representing state human resource management leaders across the United States. NASPE serves as a collaborative forum for state HR executives to share practices, explore emerging issues, and advance effective human resources management in state government.

NASPE supports public-sector HR leaders through research, benchmarking, peer exchange, and professional development, with a focus on workforce modernization, data-informed decision-making, and shared learning across states.

NASPE gratefully acknowledges the state HR leaders who participated in the 2025 HR Architecture Survey.

More resources, including dashboards, are available to NASPE members.

For more information, visit www.naspe.net