Guide

Master People Data Management

Navigate people data challenges with actionable solutions



Visier®

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Introduction

Data is the driving force behind a modern business, but its value hinges on the ability to transform it into actionable insights and distribute it to the right places to inform strategic decisions. It's a balancing act that many businesses today struggle with. IT teams must ensure data security, govern its usage, and enable its effective leverage across the enterprise to drive better business outcomes. The modern organization has a vested interest in minimizing risk and ensuring that only the right people have access to the right data.

When it comes to managing people and work data effectively, the sheer volume and diversity of data sources, the time-based nature of understanding people, and the evolving nature of workforce dynamics has rendered traditional approaches to data management inadequate. Even though the number of distinct objects (e.g. Employees, Applicants) is small, each one has a detailed history that adds up to multiple records. Once you start adding in other information, like loading in payroll data, the volume gets big—fast.

In this guide, we'll delve deep into the complexities you might encounter and uncover strategies to overcome the barriers hindering your workforce analytics journey.

This guide is designed for IT leaders, HRIS teams, and data engineers who:

- Need to understand the unique challenges of integrating and analyzing people data within their broader data infrastructure.
- Need support in translating complex, ever-changing people and work data into actionable insights, while ensuring security and governance.
- Want to explore deployment options for a workforce analytics solution that seamlessly integrates with existing systems, accelerates time-to-value, and scales insights across the organization.

What makes people data complex?

Data scientists and analysts often think building workforce analytics in-house will be easy. Yet, the majority of data teams hit sticking points in initial tasks like data cleansing and streamlining reports. People data, with its nested, historical, and progressive nature, is extremely complex to manage. The table below shows the attributes of people data that make it harder to manage than other data types, using point-of-sale (POS) data as a comparison.

Data attributes	Point-of-sale (POS) data description	Example	People data description	Example
 **Structure**	POS data from retail systems is typically well-structured and organized, with pre-defined fields for transaction, item, and payment details to facilitate consistent data collection, processing, and analysis.	In POS systems, data elements like product IDs, prices, and transaction IDs are clearly defined and follow a standard format.	People data is synthesized from multiple sources. Combining data from different structures and formats into a single 'Employee' or 'Applicant' object is difficult.	Employee records are populated with data from multiple systems like the org's HRIS, performance management, payroll system, and talent acquisition systems.
 **Storage**	POS data is typically stored in databases optimized for transactional processing and structured in formats suitable for querying and reporting.	Each transaction record is stored with specific fields like transaction ID, date, customer ID, product ID, quantity, and price.	There's no single format for all people data. It's common for it to be stored in multiple systems and different formats, making its use in analytics difficult.	Even when data is within source systems like Workday and Oracle, connecting datasets to each other is difficult.
 **Level of completeness**	POS data is more complete since sales transactions are recorded by the POS system. When transactions aren't properly recorded, it's typically due to system failure, human error, or deliberate omission.	Each entry includes essential information like transaction ID, date, customer ID, product ID, quantity, and price.	Data processing isn't automated, and people data contains details like employee history, performance, and training. This creates major gaps and errors.	Employee records may contain name, job title, and contact details, but additional details like performance ratings may be missing or inconsistent.
 **Sensitivity**	POS data doesn't collect private information about individual customers. At the transaction stage, a customer's receipt record includes information like payment card type and its last four digits.	POS transactions, customer payment details, credit card numbers, or proprietary sales data.	People data includes multiple layers of sensitivity and must comply with specific regulations, like the GDPR "Right to be forgotten", or companies can face serious legal consequences.	Employee's compensation, benefits, medical leave, social security numbers, performance ratings, and employee relations data.
 **Changes**	POS data may change in response to applying promotional activities like limited-time offers or loyalty rewards to transactions. It's all typically stored in one or two systems, making updates easier.	A customer may come back and want a promotion applied to their order.	It's common for employee updates to occur at different times across HR systems, making it tough to handle ongoing back-dated changes and fix historical data.	Giving retroactive raises and entering employee start and termination dates in the system.
 **Interactions**	POS data is primarily handled by retail staff during sales transactions. This involves scanning items, processing payments, and generating receipts or invoices using POS terminals or systems.	Finance or accounting teams review POS data to ensure accurate financial statements and tax compliance.	HR data is handled by multiple teams across the organization, causing people datasets to change over time. Edits and new comments become part of the contextual aspect of the dataset.	A manager scores employee performance and their comments to justify the ratings they've provided.
 **Ethical implications**	Organizations must adhere to ethical and regulatory standards like GDPR, CCPA, & PCI DSS to protect customer data and uphold consumer rights throughout the data lifecycle.	Customer privacy, data security, fair pricing practices, and transparency in business operations.	People data is considered 'personal'. Companies are required to uphold ethical standards and practices to ensure an individual's rights and interests are respected throughout the data lifecycle.	Employee privacy, fairness, transparency, and accountability in data management and decision-making is paramount.

People data requires special handling for analytics

The employee lifecycle is a continuous journey made up of multiple events that happen at different points in time during an employee's tenure, from the recruitment process to their exit. For example, an employee will have a start and exit date. In between, they might complete various trainings, receive a promotion, and participate in an annual performance review. In order to deliver people analytics and insights, those events need to be connected.



Visier aligns disparate data and creates a complete time-based view of the entire employee lifecycle

Creating a model that can respond to the constant business changes such as mergers and acquisitions (M&A) events, company reorgs, and reporting line changes can be particularly challenging. When two companies merge, for example, their data systems need to be integrated, ultimately requiring teams to rebuild reports and restructure data analytics processes. This typically involves reconciling many disparate data sources, aligning data definitions, and adjusting reporting frameworks to accommodate the new organizational structure and objectives. The model may also need to be recalibrated to account for changes in organizational hierarchies and performance metrics resulting from the merger.

The nature and complexity of people data makes implementing people analytics across a large organization very difficult. It's composed of a wide variety of data types, comes with critical security and privacy responsibilities, and is aligned to the complexity of human behavior. Let's take a closer look at three common challenges in particular: **the employee journey is not static, tech stacks are constantly in flux,** and **external changes add a layer of complexity.**

CHALLENGE 1

The employee journey is not static

The employee lifecycle includes a web of data points like skills, performance, tenure, compensation, and promotions. The nested, historical, and progressive nature of people data makes the extraction, transformation, and loading (ETL) process even more cumbersome than other data types.

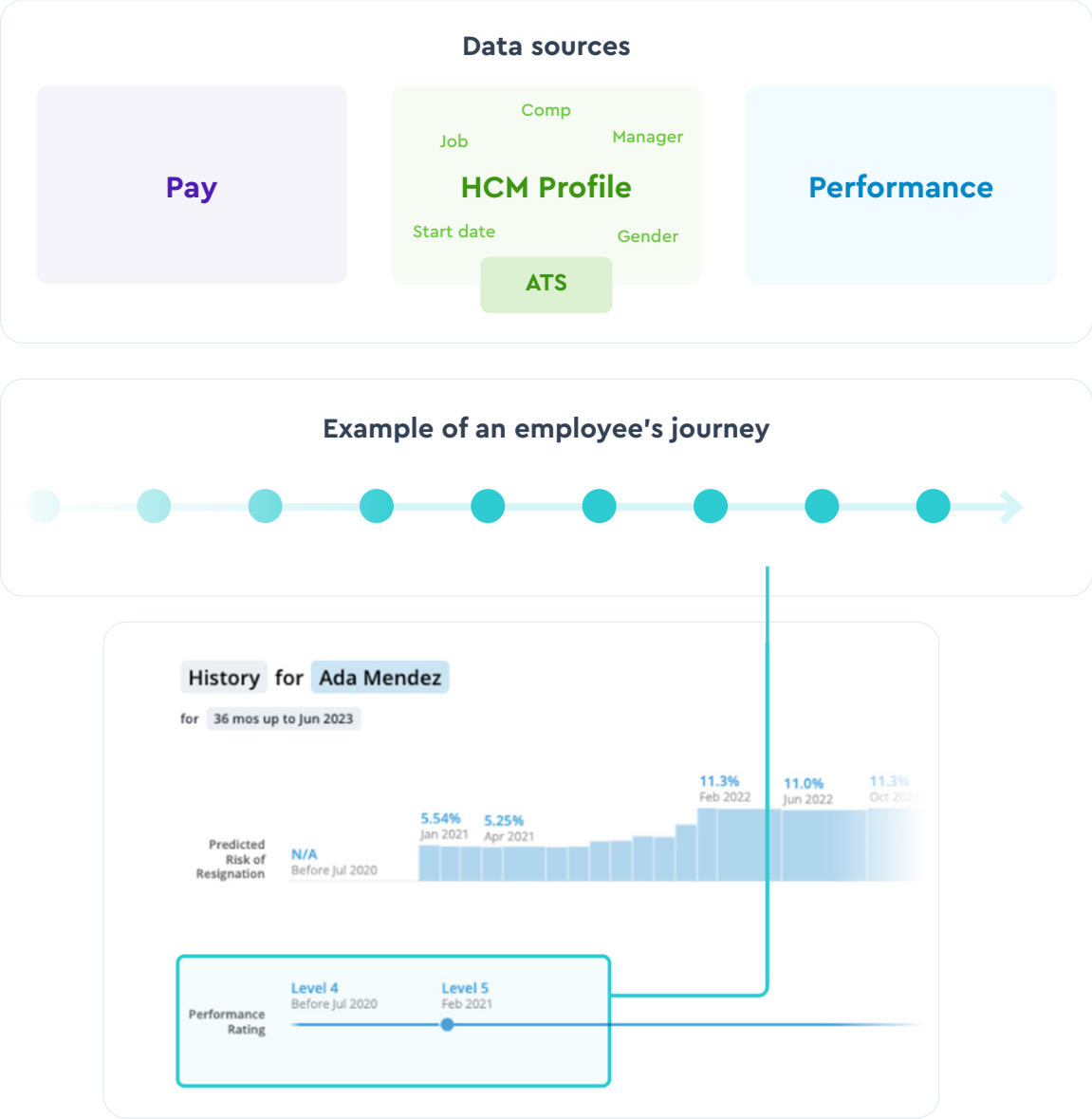
Just factor in the delicate and continuously changing nature of people data—data points like an employee's age, how long they've worked for the company, gender, job role, salary, resignations, performance ratings, and more job-specific data such as sales quotas or closed support tickets. The prospect of securely democratizing such data and insights across the entire organization can appear insurmountable—especially because events are in constant flux.

The ability to handle back-dated changes and fix historical data is essential because of the dynamic nature of people data. These changes can impact your organization structure, reporting relationships, date-based calculations, and more. For instance, if an employee's pay increase is supposed to start on January 1, but isn't approved by the final stakeholders until January 10, a back-dated entry is required to reflect the raise in the system as if it began on January 1.



Visier is uniquely structured to provide a single, complete past and present view of the employee and the workforce on demand. It takes into account the relationship between subjects and events, such as employees and requisitions. In other analytic environments this often means building a specific dataset to analyze past periods. The notion of events is critical for proper workforce analytics since organizations are particularly interested in the entire arc and trajectory an employee has been on, not just where an employee is at that point in time. Within Visier, the original data files are stacked on top of each other to see if there is a material change, and our data mart manages the constantly evolving corrections of data to fill in critical data gaps automatically.

An example of an employee's performance rating at a point in time.





CHALLENGE 2

Tech stacks are constantly in flux

41% of organizations plan to increase their HR technology spending in 2025.[1] Today, most organizations have a crowded and fragmented landscape. In fact, 23% of larger organizations use eight or more HR solutions,[2] and many firms rely on 10 to 15 source systems in their HR tech stack. These systems typically include onboarding, payroll, applicant tracking systems (ATS), learning management systems (LMS), human resources information systems (HRIS), performance management systems, and employee experience platforms. In addition to having a large number of source systems, it's common to swap out or add new technology every year. It's important to be able to change systems in and out quickly, easily, and without any user downtime or disruption.

As technology evolves, keeping up with the latest tools and techniques for data management and shifting strategies is an ongoing challenge. And, with the emergence of AI, there is even more disruption in the immediate future.

CHALLENGE 3

External changes add a layer of complexity

Business change is inevitable and can occur suddenly. For instance, two departments merging due to a downsizing effort will require a completely new strategy and realignment. Continuing to deliver insights amid those changes can also be challenging with conventional analytics stacks.

With Visier, you receive project and lifecycle management controls that make it easy to stage, release, and add new data and insights on your terms. Built-in approval workflows and collaboration capabilities enable agile provisioning and prototyping, shortening your time to deployment. Manage security and set up role-based permissions in Visier's studio environment. Access to data and content can be set to no access, detailed, or aggregate level. Use the "view as" feature to test the security of a profile by impersonating the user.

SPOTLIGHT | PROVIDENCE

Providence St. Joseph Health (PSJH) operates over 50 hospitals and 800 clinics in the western U.S. Following a merger, they encountered a major issue with integrating and scaling people data. Disparate systems and data inconsistencies hindered trust and data usability. After implementing Visier, PSJH created a unified data foundation, streamlining governance and resolving technical challenges.

Moreover, they were able to uncover workforce impact on business outcomes, as they used **Visier People® Extend** to integrate business metrics such as patient safety, quality of care, and financial budgets. The seamless combination of this data with personnel information was used to form a comprehensive view and stood crucial for the strategic decision-making they were pursuing.

> **When integrating data across the organization, finance should be your first partner because there is a necessary link between the functions. Data is the common language that allows strong alignment conversations, and early Finance buy-in avoids complications later in a project. Your legal team is the immediate second stop. Creating a water-tight data access philosophy is essential when information is no longer protected by obscurity.**[3]



Gary Russo
Executive Director of Workforce Intelligence, Providence

Common people data management challenges solved

Challenge	How Visier helps
Processing and cleansing people data so it's ready for analysis	Visier quickly processes data from HRIS systems to enable standardization of job titles, skills mapping to roles, and even predictive analytics.
Rapidly delivering meaningful workforce insights at scale	Visier can respond to queries about any individual employee, and our generative AI Agent, **Vee**, can deliver these insights on 10,000+ employees during the flow of conversation.
Complying with changing data requirements and sources	With a flexible data intake process, Visier rapidly adapts to the constant flux of technology and business changes without any user downtime or need to rebuild your infrastructure.
Optimizing your technical team's agility and costs to manage complex people data	Prebuilt connectors, a robust data and security model, and data enrichment capabilities shorten time-to-value, and result in significant savings on total delivery costs.
Ensuring your database platform is reliable and scalable to support business growth	Visier can be securely scaled to thousands of users instantly and is a reliable platform as your datasets expand.
Obtaining alignment on metrics and taxonomy	Visier includes best practices and standard definitions to help shorten the process of getting alignment among leaders on key metrics. Having a globally consistent data dictionary for your core people metrics is a first step as it removes confusion so you can focus on what to do with the insights.

How Visier solves the complexities of people data at each stage

Preparing data in the required format for analysis is the most time-consuming step of the analytics process. It's also critical because snapshot people data simply doesn't support strategic insights. Visier accelerates each stage of the data transformation process—from centralizing and harmonizing all of your people data to sending cleansed data to downstream systems—reducing weeks or months of work into minutes.

At the foundation of Visier's purpose-built solution is data ingestion logic and architecture. This structure has significant downstream impacts, including cross-enterprise people data governance and security, flexibility for technology and organizational changes, and easy expansion of the workforce analytics scope over time.

Visier takes a very unique approach to ingesting, processing, and organizing people data. Visier automates and simplifies the process of extracting, transforming, and harmonizing your data to deliver accurate workforce insights. You'll be able to quickly turn a complex, changing data landscape into reliable workforce insights with Visier's extensibility capabilities that seamlessly mesh with your data stack, so you can go from source data to self-serve insights faster than ever. In this section, we'll take a closer look at how Visier enables IT teams to:

- Bring people and work data together from any source
- Harmonize people data for accurate analysis
- Define a consistent global data dictionary for core people metrics
- Set up security to protect sensitive people data
- Enable predictive analytics
- Send reference data to downstream systems
- Handle constant change
- Scale insights faster using generative AI

IT teams do more with Visier

Visier makes the things that are really hard to build and maintain on your own radically simple. And with the ability to fully customize and adapt Visier, you still have complete control and flexibility.



Fast time-to-value with less resources

Shave years off your team's delivery schedule and reduce TCO. Visier's infrastructure and services can quickly get your organization to its target state and eliminate the costly, resource-intensive exercise of developing and maintaining everything in-house.



Simplify ongoing data management

Built-in data management capabilities automatically standardize and normalize data across sources, with a sandbox environment for testing, and easy role-based provisioning—making workforce analytics changes far less laborious.



Complete customization and flexibility

Be in control with tools to customize and extend our Analytics Model. Create custom metrics, add any HR or business data source, and easily prototype before deploying—all without waiting for support.

Bring people data together from any source

Visier connects to various data sources within an organization, such as HRIS systems, payroll, performance reviews, and more. It consolidates data in a streamlined way—even datasets that are of different levels of granularity, frequency, or even with various schemas. This eliminates the need for manual data gathering and cleaning. Plus, this data is also more easily secured. Visier consolidates all of these datasets into a single view of present and past workforce history, making security and distribution more straightforward compared to having multiple data versions.



Harmonize people data for accurate analysis

Disparate or inconsistent data is one of the barriers to reliable analytical insights because addressing incomplete, improperly formatted, or duplicated data can be very time and resource intensive. With Visier, you don't need to wait until all your data is "perfect." Once data is integrated, Visier employs automated ETL processes to clean, organize, and prepare the data for analysis. This reduces the time spent on data preprocessing, alleviating a major burden on your team, while simultaneously ensuring greater accuracy.

Visier infers relationships between tables, builds an extensible analytical model for your business, and prepares your data for analysis, fills in the voids, creates derived data attributes, and intelligently reflects key events and time spans. With consolidated, processed, analysis-ready data from your HRIS and across your tech ecosystem, Visier quickly delivers thousands of key insights to the right stakeholders. Visier's data model, analyses, and content are prebuilt to save you time, but they are highly configurable and extensible for concepts unique to your business.

Visier's event-based model is equipped to:

- Process unique time-based attributes of the employee lifecycle
- Manage and handle multiple frequently changing hierarchies
- Enable diverse data analysis methods such as subject comparisons, property history, career journeys, and movement

Define a consistent global data dictionary for core people metrics

Another critical issue that data teams come up against when building a workforce analytics system is the lack of alignment among business leaders on key metric definitions. This is particularly challenging when people are constantly leaving the organization, entering data, and going on leave. This makes it extremely difficult to standardize locations, job names, skills, and metrics.

Visier provides immediate access to hundreds of standard and best practice HR metrics, definitions, and calculations such as Time to Fill, Turnover Rates, Cost per Hire, and Time to Productivity. Having a standardized data dictionary for these core people metrics promotes effective communication, decision-making, and performance monitoring throughout the organization. It ensures HR professionals, managers, and executives use consistent terminology when analyzing and discussing workforce issues, leading to better decisions, increased operational efficiency, and enhanced business results.



> **Even aligning on definitions for simple terms like 'turnover' proved difficult when leaders wanted different definitions. Some leaders want it annually, monthly, or a 12-month trailing average. Being able to handpick curated charts in Visier was a huge value add.**



Sameer Raut
Director of HRIS. Sunstate Equipment

Set up security to protect sensitive people data

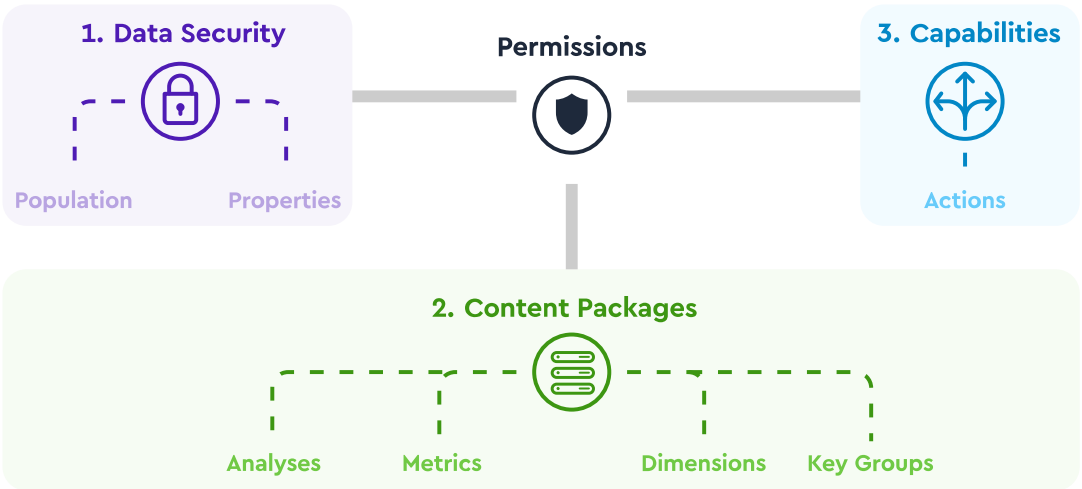
Employee data is among the most sensitive in a company because it contains personal information like social security numbers, medical records, performance reviews, and salary details. It's harder to comply with data protection laws when this information is spread across various systems managed by different parts of the organization.

Each duplicate set of people data increases the risk of breaches, making data management a high-stakes task. As a result, having a robust security framework that can adapt and expand, without being entirely rebuilt is a necessity.

Visier's database structure yields a single dataset that is easier to secure and maintain. Visier manages security at the object level rather than for rows and columns, and determines what content users can see at the individual (Employee) record level, which can be applied consistently where you have copies. Visier's security posture ensures compliance with data protection policies (GDPR, PIPEDA, CCPA), international data transfer standards (EU-U.S. and Swiss-U.S. Privacy Shield Frameworks, SCCs), and security standards (SOC 2 & 3 compliance, CSA Star Level 1). This reduces the attack surface area more than with traditional analytics deployments.

Visier's role-based security model provides a high level of granularity to define the appropriate access without being limited to an all-or-nothing approach. Role-based permissions allow you to define access to populations, data attributes, content packages, and capabilities to ensure the right people have access to the right data and content, even as roles change.

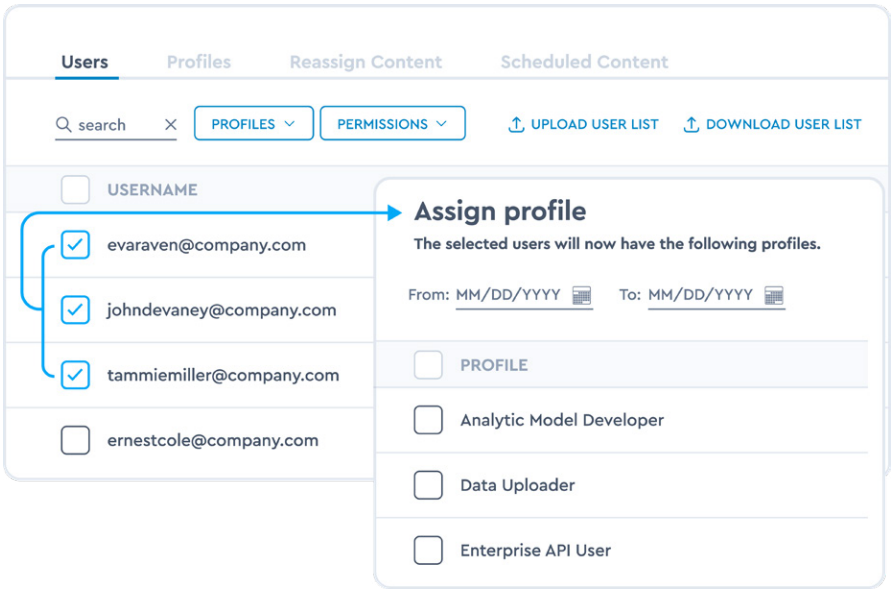
Control user access from three perspectives



Role-based permissions can serve better security measures by allowing you to define access to populations, data attributes, and capabilities. On top of this, centralized security and management empower teams to uniformly implement and enforce policies and user permissions. Visier ensures consistency and reliability across the organization's systems and operations thanks to its SAML 2.0-compliant SSO solution for user authentication. Security reports are downloadable to help you assess your data security configurations.

In other deployments, analysts and data engineers often need to construct purpose-built data marts to answer a specific query, which requires its own security definitions and maintenance just like the data mart that will be built tomorrow to answer a new query. Additionally, there is the dimension of time and scope in appropriately granting permissions.

Robust end user security management



> **Visier's security gives us a stronger ability to let people engage with workforce analytics, while maintaining employee security.**



Elizabeth Bartels
Workforce Analyst, CommonSpirit Health

Enable predictive analytics

Running what-if scenarios helps organizations explore different hypothetical situations and assess their possible impact on workforce-related outcomes. This helps in strategic planning by identifying potential risks, opportunities, and areas for improvement before deploying resources or making investments.

By doing this, IT teams can support business leaders in identifying cost-saving opportunities, such as optimizing staffing levels, adjusting compensation structures, or streamlining HR processes. This can further help in resource and workforce planning, talent management, and succession planning, ensuring that the right people are in the right roles at the right time.

Visier includes "what-if" capabilities to equip frontline managers with valuable insights to future-proof their organizations concerning talent retention and acquisition. With these enhanced capabilities, organizations can gain insights into how specific decisions could affect future business outcomes, enabling them to make more informed talent choices and ensure workforce strategy aligns with broader business goals.

Three "what-if" models currently available within Visier:

1. Projected headcount
What will my Headcount be if I change the rates of employee starts and exits?

2. Projected female ratio
How can I change the Female Employee Ratio by changing the rates at which they apply and get hired?

3. Projected hires
How can I achieve a Headcount target by changing the rates at which candidates apply and get hired?

Send reference data to downstream systems

Visier's data out capabilities let users export reference data such as employee demographics, organizational hierarchies, and performance metrics to downstream systems with ease. This export functionality enables organizations to leverage their Visier data in conjunction with other systems and tools used throughout the enterprise.

In particular, Visier's Data Model and Data Query APIs offer convenient access to a vast array of data stored within Visier through API calls. These APIs enable users to explore and examine the various objects within the platform, offering a flexible means to craft custom queries tailored to their specific needs.

Handle constant change

Visier's open and extensible analytic data model is specifically tuned to manage people data, and seamlessly adapts to the constant flux of technology and business changes. It can also power custom advanced modeling to help you manage your own data lake or lake house architecture.

Event stream loader (ESL), Visier's proprietary data loading technology, gives organizations flexibility regarding changes to data schemas, granularity, and conflicts. If there isn't an upload for a few days, you can "hold" the last upload until you wish to continue. This allows businesses to focus on transitioning their enterprise resource planning system (ERP) and schedule when the data from the new system should become actionable without disruption to the insights delivered by the incumbent ERP.



> **An observant question could come up and it might take an inordinate amount of time to return with an insight. Now, we can very frequently answer those questions on the spot.**[4]



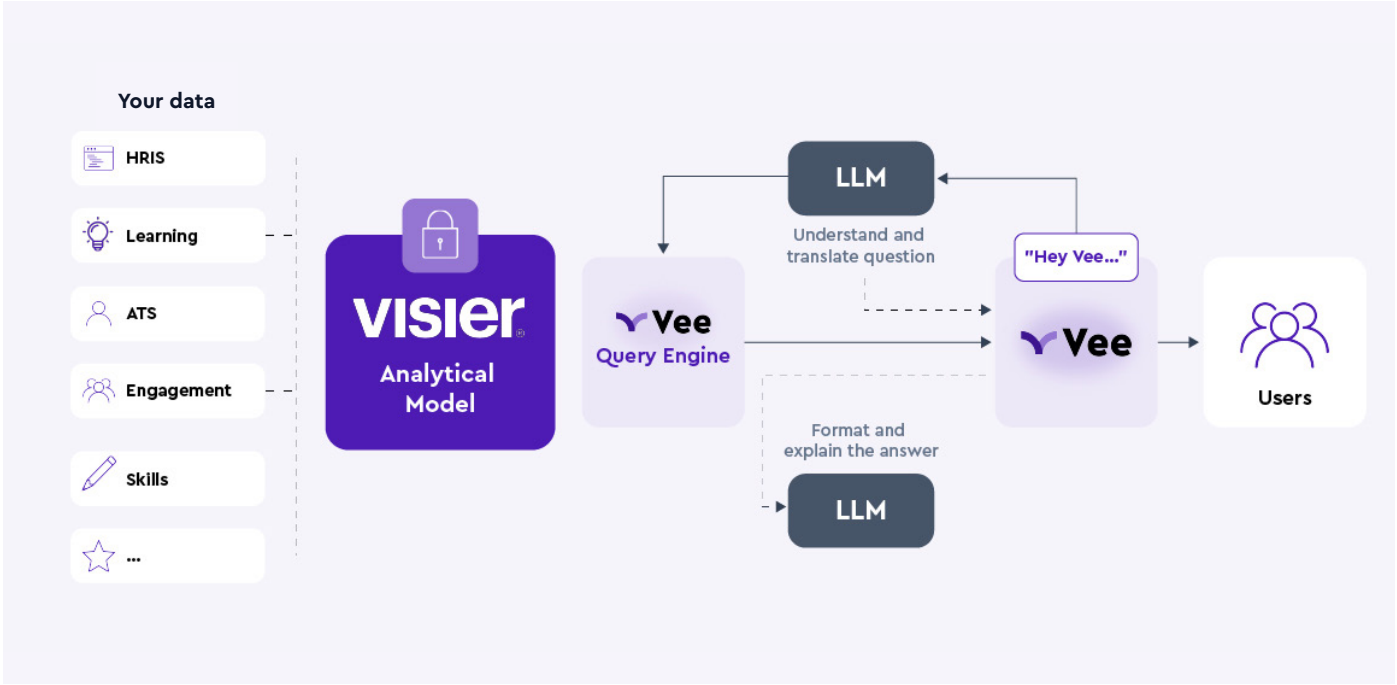
Matthew Hamilton
VP of People Analytics & HRIS, Protective Life

Scale insights faster using generative AI

Results of a recent Gartner survey[5] reveal that 76% of HR leaders agree they will be lagging in organizational success if they don't adopt and implement generative AI in the next 12 to 24 months. Designed for enterprise-level operations and strengthened by its robust security, Visier's AI Agent, **Vee**, provides user-friendly and easily accessible workforce insights. This empowers leaders to better manage their workforce by allowing them to ask questions and receive responses within seconds.

Secure	**Vee** is governed by Visier's trusted enterprise security model.
Compliant	**Vee** is never trained on your sensitive people data
Accessible	**Vee** delivers insights to users at the speed of conversation.

Vee leverages public large language models (LLMs) to translate a user's query from natural language to and from the Visier query language. The actual sourcing of the answer from the customer's data is done by Visier, not the public LLMs. This is crucial as LLMs are general purpose tools, built to be used with public data, and aren't designed to handle sensitive, private, or privileged information.



Once the answer is available, **Vee** leverages the LLMs once more to format and explain the answer in natural language. The LLM does not retain the information.[6]

Visier has over 250 million normalized, well-structured, anonymized data points, and tens of thousands of common people analytics questions. We use anonymized data—not actual customer data—to train the LLMs on how to ask Visier a question.

Data security is handled as if someone were using Visier's platform interface to ensure the results returned by **Vee** are only provided to authorized end-users based on their assigned permissions.

> **Vee combines generative AI with the Visier People platform to let any business person simply ask questions to get systemic analytics information. Since Visier is a metadata-based multi-dimensional platform, it can answer almost any question you throw at it.**[7]

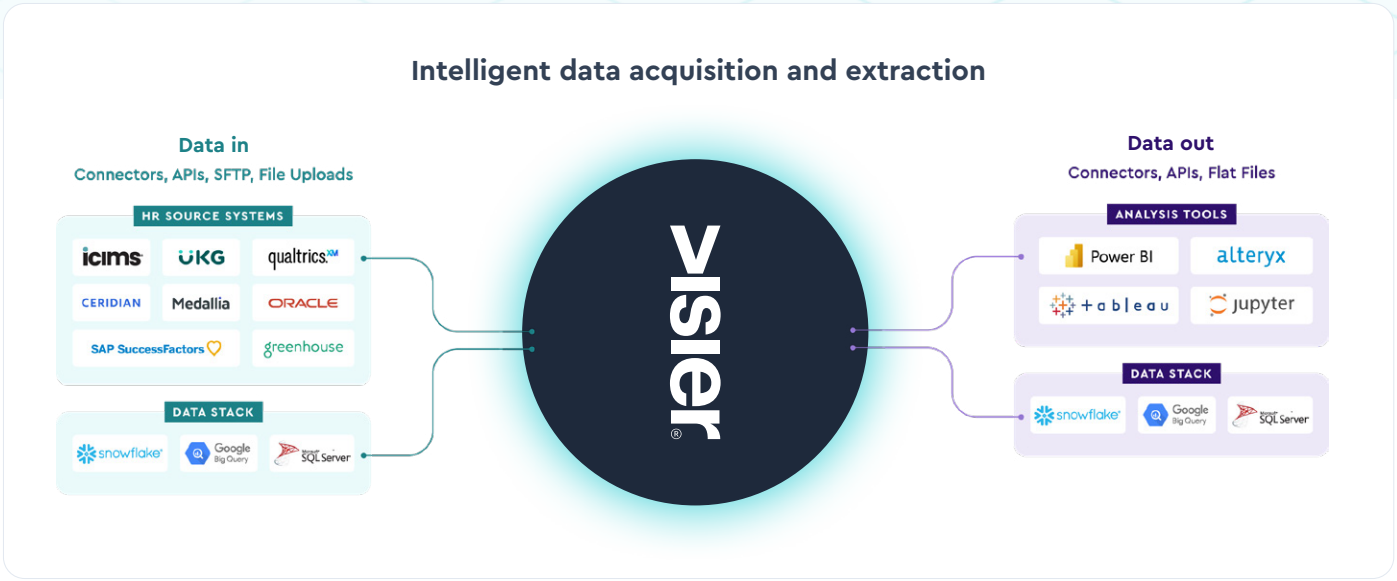


Josh Bersin
Founder & CEO, The Josh Bersin Company

ACCELERATE TIME-TO-VALUE

Integrate Visier People® into your tech stack

To expand the breadth and depth of analytic insights across the business, you need a purpose-built, extensible data model designed to address the most common workforce questions quickly and efficiently. Visier has flexible offerings to help businesses accelerate time-to-value and integrate seamlessly into your existing technical fabric—from out-of-the-box capabilities to customization—so you can tailor analytics to your unique needs and uncover insights fast.



Visier includes a robust data and security model, a prebuilt content layer, and over 2,000 common people metrics. A big part of Visier's magic lies in its ability to streamline the extraction of source data from multiple systems at scale, including a sophisticated ETL process. This not only accelerates the availability of critical HR data, but also simplifies the management of traditionally complex data landscapes.

Unlike HRIS systems, Visier is data agnostic, so you can quickly and easily centralize all your people data in one spot. You can seamlessly integrate data from disparate sources to provide complete and accurate workforce insights using several options, including:

- Prebuilt connectors
- APIs, import, and export options
- Flat files via SFTP server

Upon ingestion, data is organized into a single analytic model, specifically engineered to navigate the complexities and dynamic nature of people data. This approach allows Visier to compress intricate and often messy data into one cohesive data layer, providing business decision-makers and data analysts alike with instant access to standardized and actionable insights. Visier's robust data out capabilities make it easy to extract data, such as calculated metrics, and send it to downstream systems such as PowerBI, Tableau, or your data warehouse.

> **I've looked at other solutions extensively and have realized the value of Visier, including the data intake process, ability to modify any metric, and rapidly add new data sources—all within the same cost structure.**[8]



Mark Tucker
Director of HR Technology and Analytics, Kong

Uncover hidden workforce impact on business results

With **Visier People® Extend**, you can quickly integrate new data sources including flat files, CRMs, ITSMs and more. By extending Visier's analytic model, you can uncover the connection between workforce dynamics and business outcomes.

Ready to explore Visier for yourself?

Start your **free trial** to see what you can build in your own secure sandbox, or **schedule a demo**.

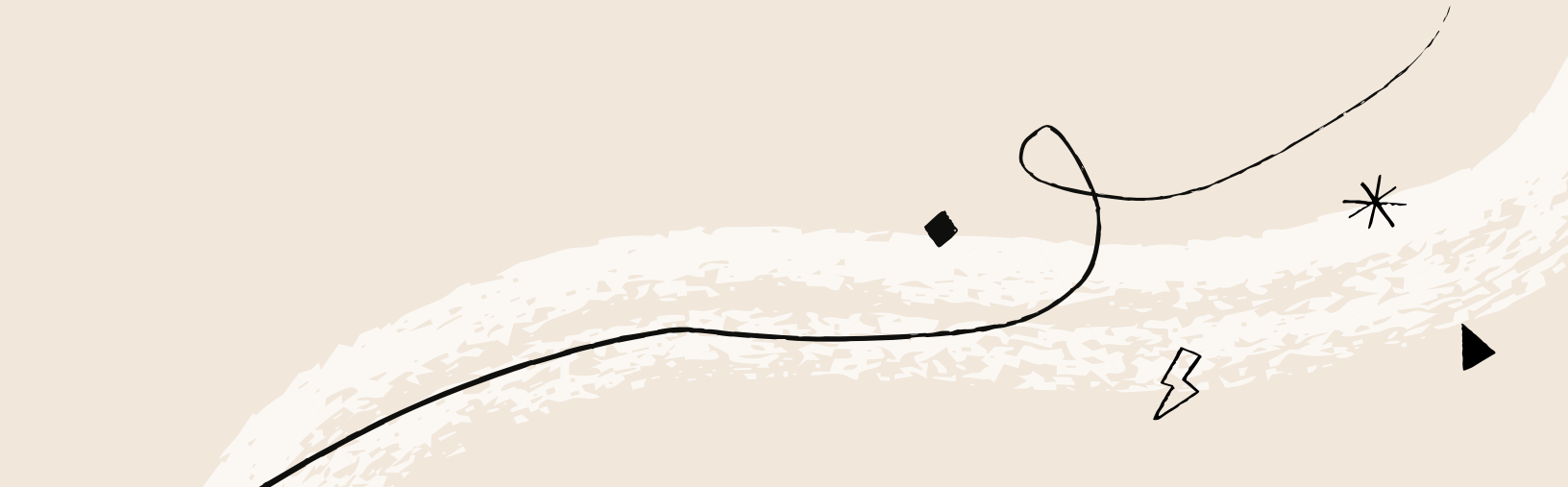
Endnotes

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About Visier

Visier Workforce AI is the context foundation for talent management. The Visier Workforce Intelligence Platform turns scattered, sensitive people data into one governed understanding of the entire workforce, so organizations can understand, plan, and activate all of their talent priorities in one place. More than 85,000 of the world's most complex organizations, including Ford Motor Company, eBay, Experian, and Domino's Pizza, rely on Visier's over 16 years of workforce domain expertise, ranked #1 in vendor satisfaction and user experience for three consecutive years by the Sapient Insights HR Systems Survey.

Learn more at Visier visier.com.





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