

EXTEND YOUR HR TECH STACK WITH AI AND ANALYTICS THAT SCALE

Common problems and how to prevent them





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Readily available people insights improves decision-making and drives better business outcomes

Technology leaders have an opportunity to capitalize on dormant or underutilized data to deliver more value to their organizations with powerful, accessible, and contextual workforce analytics. Strategic decision-making on HR technology investment is essential.

Effective organizations put their best minds on the most critical business problems. All too often, however, people analytics teams struggle to keep up with the speed of the business and the continuous flow of requests which contributes to a constant backlog. Analysts work feverishly to pull the data into one place, only to find themselves constantly running queries.

Establishing and upholding appropriate access to these insights is already a formidable task. 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 like sales quotas or closed support tickets. The prospect of securely democratizing such data and insights across the entire organization can appear insurmountable.

To expand the breadth and depth of analytic insights across the business, you need a purpose-built data model designed to address the most common workforce questions quickly and efficiently—with the ability to customize and extend as needed for your business.

A people analytics platform must:

- Have the right security model and permissioning structure to protect sensitive people data
- Be equipped to unify your HR data and cross-reference with business data from all of your systems
- Offer a user experience designed for self-serve exploration
- Continuously innovate its stack with evolving benchmarks as well as new AI and ML capabilities
- Allow you to customize and extend analytic capabilities to meet the needs across your organization
- Be easy to implement and manage with tools to test and validate any changes prior to pushing any updates into production



Stringent security

People analytics involves handling complex and sensitive employee data. This includes information such as salaries, performance evaluations, and potentially even health data. Ensuring HR data security is paramount to maintaining trust and meeting compliance and privacy regulations.



Ongoing innovation

AI and ML capabilities, for instance, significantly amplify the platform's ability to process and analyze vast amounts of data quickly and accurately. This enables deeper insights into workforce trends and behaviors that are invaluable for workforce planning, talent acquisition, and strategic resource allocation.



Flexibility & scalability

As organizations grow, so does the volume of data they generate. A scalable platform can handle increasing amounts of data without compromising performance. This ensures that analytics can be served to keep up with the evolving needs of the business, and delivered consistently to thousands of users.



A data-driven culture requires systemic people analytics

People are drivers of organizational effectiveness, impacting business performance, productivity, and the bottom line every day through their work outputs, actions, and decisions. HR organizations and people analytics teams have the necessary data to provide critical people insights across the business, but they lack the ability to transform that data into actionable self-serve insights.

Many organizations struggle to evolve from basic reporting to true analytics and insights despite significant HR tech investments. Traditional data schemas struggle with the dynamic nature of people data and traditional BI tools are only capable of static operational reporting, limiting the insights teams can deliver.



Systemic People Analytics

Systemic people analytics unifies HR data and business data purposefully, enabling users and administrators to view and analyze it without relying on data scientists or IT.²

Josh Bersin notes that in order to operate effectively, HR teams need an integrated platform that brings all the data together in one place, makes it easy to access, and defines it in a way that analysts, business partners, and line managers can understand it.¹ Bersin calls this **systemic people analytics**.

Systemic People Analytics

| THE OLD WAY | THE NEW WAY |
|--|--|
| Siloed HR <ul style="list-style-type: none">• Replace your HRMS• Try to build a data lake specialized for people data• Configure data ecosystem for securing sensitive people data• Establish and maintain people governance• Use a BI tool as the visualization layer• Scale appropriate role-based access to key insights for managers• Reconfigure analytics stack with changes in org or technology | Systemic HR <ul style="list-style-type: none">• Securely consolidate data from a variety of sources, even as they change• Start with a configurable model and content• Feed timely, calculated metrics to analytics teams across the org in their tools of choice• Full data and analytics lifecycle control to manage change in org or tech with power to revert if needed• Built-in enterprise grade security with role-based permission access control |



With out-of-the-box systemic analytics that connects to existing systems, organizations don't have to bog down their IT departments and can quickly **leverage a systemic HR operating system**. This results in users throughout the business—line managers and business partners and HR people—**having immediate access to data insights while HR analysts are now freed up to do better and more detailed business analysis** than they ever could before.³



Josh Bersin
Founder & CEO
The Josh Bersin Company



Delivering relevant people insights requires the right HR technology

Visier People® is an open and extensible people analytics platform that specializes in people data, enabling analytics teams to seamlessly adapt to the constant flux of technology and business changes. The technologies that underpin Visier have been refined to handle the sensitivity, scale, and complexity of people data.

There's a common misconception that Visier is a business intelligence tool like PowerBI or Tableau. Although Visier has some of the same functionality, it's closer to a data mart with its visualization layer for HR and other people data. Our platform provides specialized data management, a data model with customizable pre-built metrics, role-based security, visualizations specific to people metrics, and descriptive content functionalities to provide contextual insights.

Visier's data model includes over 2,000 predefined metrics to deliver contextual people insights to leaders across your organization, fast and for less cost. Users can get the right insights quickly by slicing and dicing data to inform their decisions on demand within Visier's user interface. Analytical specialists can still do their work in PowerBI or Tableau with pre-calculated metrics or even full datasets as input for a broader analysis for say finance, sales, or operations.

Visier helps data and HRIS teams simplify the tasks of building, managing, and deploying people analytics while fitting seamlessly into their existing IT ecosystem. Teams use Visier to provide self-serve people analytics across the business, lightening the load—and backlog—on analytics teams. Visier enables teams to overcome common challenges including data management, delivering analytics at the pace of business needs, security and privacy management, and lowering the total cost of delivery. Let's take a closer look at each.

Drive business impact with self-serve people insights

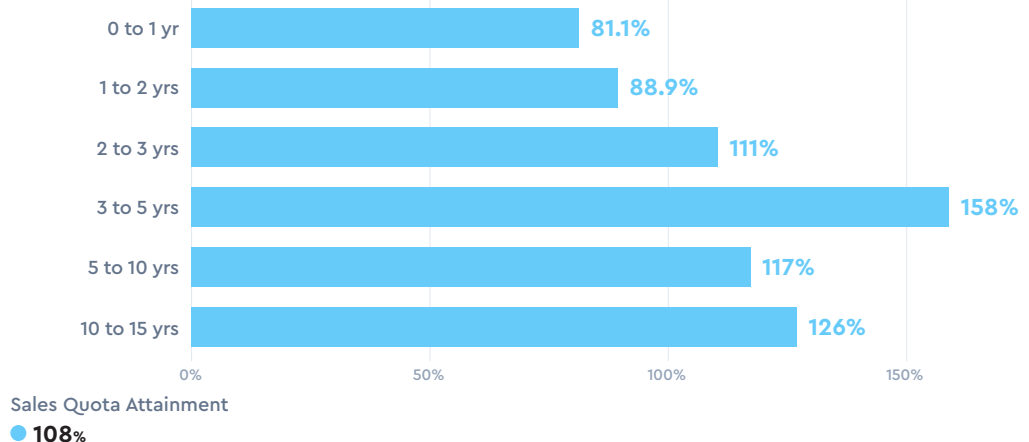
People Data

CRM Data

Finance Data

Sales quota attainment compared to return on compensation

Q4 2022 - Q3 2023



Integrate and standardize data from various sources like:

Snowflake

Workday

Salesforce

To enable users to ask questions like:

How is tenure impacting sales performance?

So they can instantly get the insights they need



Overcoming HR data management challenges






HR data is complex due to its nested, historical, and progressive nature making ETL even more cumbersome than other data types. Preparing data in the format required for analyses is the most time consuming step of the analytics process. But it's critical because snapshot HR data simply doesn't support strategic insights.

Visier People® automates and simplifies the process of extracting, transforming, and harmonizing your data to deliver accurate workforce insights. Quickly turn a complex, changing data landscape into dependable people insights with Visier's extensibility capabilities that seamlessly mesh with your data stack, enabling you to go from source data to self-serve insights fast.

Visier infers relationships between tables, building 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.

Visier's event-based model is equipped to process unique time-based attributes of the employee lifecycle, manage and handle multiple frequently changing hierarchies, and enables diverse data analysis methods such as subject comparisons, property history, career journeys, and movement.

Common HR data management challenges

| 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-powered assistant, Vee , can deliver these insights about 10,000s of 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 | Pre-built 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. |



CUSTOMER SPOTLIGHT | PTC

Aligning HR and finance with consistent data

PTC wanted to transition from basic HR reporting to more sophisticated analytics integrating both business and people data. Visier played a pivotal role in this advancement.

Visier helped PTC get Finance and HR on the same platform and now both departments use the same, consistent data, giving business leaders a single source of truth to access insights. "Since stakeholders have one, secure place to go," begins Dave Fineman, Leader of People Analytics and Workforce Planning, "it's very timely to incorporate data into the overall decision-making process and effectively drive change within the organization in areas where we were previously unable to."

“

The **value of people analytics is insights**, but you need **consistent data** to get there. Now when we talk about a metric, everyone's looking at the **same component**.



Dave Fineman
Leader of People Analytics
and Workforce Planning
PTC



Self-serve data exploration is essential for better collaboration and delivering timely insights

The continuous need for insights contributes to the ongoing analyst backlog, making it impossible for people analytics teams to keep up with the speed of the business. Delays in accessing and providing data can lead to missed opportunities, hinder timely decision-making, and potentially impact the organization's ability to respond to critical people issues.

As organizations grow, the demand for insights from their own data also increases and HR data is also proliferating on its own. Scaling to a self-service model, where stakeholders can access and analyze data independently requires a robust infrastructure, user-friendly tools, and comprehensive training to ensure that users can navigate and interpret data accurately.

With a tool that normalizes and makes people data readily accessible, role-based permissions with the option of detailed or aggregate-only views help to extend the power of that data to the right individuals within the organization.













For instance, when making compensation decisions a department head and team leader can see different points of data, yet still collaborate on decisions for the leader's team without compromising the privacy of the rest of the department.

Likewise, in other key decisions in the organization, secure, role-based access controls fosters the opportunity for stakeholders to use data together to evaluate the context of a decision, the decision itself and the outcome of hypothetical what-if scenarios.

The pressure to act quickly can sometimes lead to a focus on providing high-level data rather than conducting in-depth analysis to better understand the root cause of a workforce problem.

Business intelligence (BI) while powerful for data visualization and analysis, have known limitations. For instance, BI tools rely on scheduled data refreshes, and these delays result in static snapshots in time.

Limitations of traditional BI tools

| With BI tools | With Visier |
|---|--|
| <div> Difficult to manage permissions and distribute insights at scale</div> | <div> Quickly and easily scale insights to thousands of users</div> |
| <div> Limited to static operational reporting and continuous manual dashboard builds</div> | <div> Enable business users to become self-sufficient and eliminate dashboard explosion</div> |
| <div> Limited to generic predictive analytics techniques</div> | <div> Deliver actionable insights with specialized predictive analytics, including within BI tools like PowerBI, Tableau, and Alteryx</div> |
| <div> Require advanced analysis to provide context</div> | <div> Visier's content layers instantly provide end users with necessary context to the answers</div> |
| <div> Must configure dashboards and reports from scratch</div> | <div> Save time with 2,000 pre-built metrics, definitions, filters, and search, including within BI apps through Visier's connectors</div> |
| <div> Benchmark data must be purchased additionally</div> | <div> Access benchmark datasets from 20,000+ organizations</div> |



CUSTOMER SPOTLIGHT | ROYAL DSM

Regaining 80% of time spent on manual tasks and increased self-serve

Royal DSM partnered up with Visier to spend resources more effectively on projects with business impact. With over five distinct Power BI dashboards, Laura Stevens' team found themselves allocating 80% of their time to integrating data sources and ad-hoc reporting. They were eager to redirect this time and effort towards finding solutions that would directly contribute to business value.

They used Visier to democratize data insights and address the common data quality challenges encountered by every organization. This empowered the Royal DSM team to pinpoint and fix data discrepancies in specific areas. They've since provided their finance teams access to Visier, allowing them to use the platform's people data for their own objectives.⁵



All the people in the **HR leadership team have access to Visier**. Our head of finance by the way, also has access. So, they use it for cost reporting, for FDA reporting. I bet that **if you would ask the executive committee whether they know Visier, they would say yes**. I actually think that they find it **one of the greatest tools or platforms that came out of HR** over the last few years.



Laura Stevens
Head of Data & Artificial
Intelligence, Royal DSM





How Visier helps teams go from raw source data to people insights faster

Rapid transformation of source data into actionable insights allows for more timely and informed decision-making. Swift data processing and analysis enables organizations to respond quickly to market changes, giving them an advantage over slower-moving competitors.

Visier connects to various data sources within an organization, such as HR 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 different schemas—eliminating the need for manual data gathering and cleaning. And 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 multiple data versions. Once data is integrated, Visier employs automated 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.

With consolidated, processed, analysis-ready data from your HRIS and across your HR tech ecosystem, Visier quickly delivers thousands of key insights to the right stakeholders. Our data model, analyses, and content are prebuilt to save you time, but they are highly configurable and extensible for concepts unique to your business. You can extend **Visier People®** with new use cases, data, metrics, workflows, and analyses to customize and expand your solution as needed to meet the changing needs of your organization.

Business and technological change is inevitable, and continuing to deliver insights in the midst of those changes can be difficult with conventional analytics stacks. With project and lifecycle controls you also have power to stage, release, and revert new data and insights on your terms.

CONVERT DELETE PREVIEW

Analytic Objects > Employee >
Annual Base Pay Percentage Change

Customize Derived Properties Dependencies Parameters Basic Information

```

1 Base_Pay_12_Months_ago := property(on Employee validUntil shift(instant, back(years(1))))
2 filterBy isActiveEmployee aggregate sum(Employee.Total_Cost_of_Workforce.Annual_Amount.Base_Pay))
3
4 (Employee.Total_Cost_of_Workforce.Annual_Amount.Base_Pay-Base_Pay_12_Months_ago)/Base_Pay_12_Months_ago
5
6

```

VALIDATE

Example of creating a new metric

CUSTOMER SPOTLIGHT PROTECTIVE LIFE

Saving valuable time by ditching manual reporting

Prior to Visier, Protective Life used a process that took weeks or even months to progress from an initial question to a complete understanding. At that point the question had lost its relevance entirely. **Now they're able to answer questions in just 30 seconds.** This has allowed them to delve into the layers of subsequent questions right on the spot.⁶

“

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.**






Matthew Hamilton
VP of People Analytics & HRIS,
Protective Life



Use secure generative AI to distribute accurate insights to the right people even faster

Designed for enterprise-level operations and strengthened by its robust security, Visier's generative AI digital assistant, **Vee**, provides user-friendly and easily accessible workforce insights. This empowers leaders to better manage their workforce by allowing them to ask questions in and receive responses within seconds.

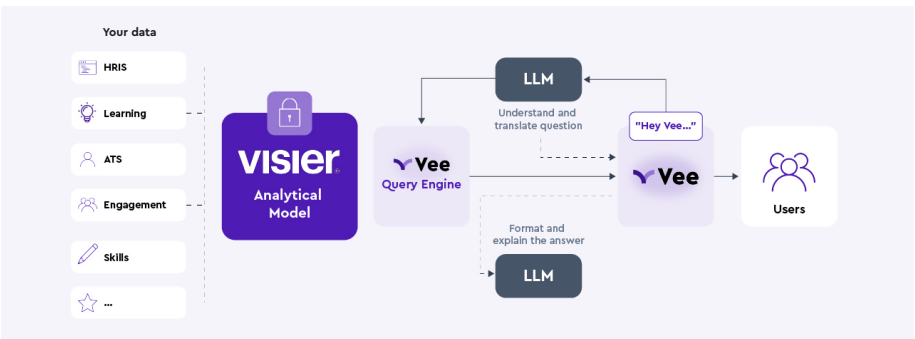
| | |
|---|---|
|  Secure | Vee is governed by Visier's trusted enterprise security model. |
|  Compliant | Vee is never trained on your sensitive people data |
|  Accessible | Vee delivers insights to users at the speed of conversation. |

Vee leverages public large language models (LLMs) for the user interaction functionality of what it does. The LLMs are used 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 the Visier platform, not the public LLMs. Once the answer is found, **Vee** leverages the LLMs once more to format and explain the answer in natural language. The LLM does not retain the information.⁷

Vee is not trained on customer data. Visier has over 250 million normalized, well-structured, anonymized data points, 2,000 business metrics, and tens of thousands of common people analytics questions. We use anonymized data—not actual customer data—to further train the LLMs on how to ask Visier a question.

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

In addition to being secure, compliant, and accessible, **Vee** only provides factual answers—no guesses, no hallucinations. Whereas ChatGPT can be wrong up to 52% of the time⁸, incorrect payroll, reporting structures, or headcount are not a risk with **Vee**.



“

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.⁹



Josh Bersin
Founder & CEO
The Josh Bersin Company



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.¹⁰



Security built for people analytics

People data isn't static. Instead, it continuously mirrors the dynamic nature of the organizations it serves. Add its sensitive nature to this and you simply must have a robust security framework that can adapt and expand seamlessly without needing a complete reconstruction.

Role-based permissions can also 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.



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

CUSTOMER SPOTLIGHT COMMONSPIRIT HEALTH

Unifying data into one system with multi-layered security parameters

CommonSpirit Health uses Visier for its enhanced security capabilities. The team now has the ability to manage sensitive information based on different divisions. HR business partners and leaders can only access confidential data related to employees within their own division.

Visier's dynamic and advanced user security features have been incredibly beneficial. It allowed their HR managers and leaders to engage with a much wider range of data and insights than they'd otherwise have access to.¹¹

Building with Visier provides



Faster time to value



Improved usability



Deeper insights



Increased scalability



Lower total cost



20% higher costs over time

A traditional approach with BI tools like Tableau, Qlik, and PowerBI may initially look cost effective, but there are often hidden expenses that can run up to 20% more in costs in the long run.¹²

Lowering the total cost of delivery

Organizations need a purpose-built platform to deliver people analytics, not just another BI tool. It can be tempting to take the build-your-own approach when it comes to getting started with people analytics. But, there are a lot of hidden costs, inefficiencies, and limitations to DIY platforms.

Building might look good up front, especially to technology teams in need of an integrated view that offers the level of analysis they crave, but the hidden costs are vast—and recurring—making it easy for the total cost of ownership to spiral.

DIY platforms also often appear cost-effective initially, but they can incur hidden maintenance costs that might not be immediately apparent. Building and maintaining a custom data analysis platform requires specialized skills. Hiring or training personnel proficient in data engineering, data analysis, and software development can add to the overall maintenance costs.

Ensuring that these systems are up-to-date, compatible with other tools, and functioning optimally requires a dedicated team of IT professionals. This can lead to high costs associated with software licenses, updates, and specialized technical expertise.

Extend your tech stack with people analytics that scale

Integrating data from various sources and ensuring its accuracy and consistency is a crucial aspect of people analytics. This process is time-consuming and ongoing data cleansing and maintenance efforts are necessary to ensure the integrity of the analytics platform.

Visier is a low-maintenance people analytics platform with tools for prototyping with built-in app management to make updates easy, reduce errors, and increase your team's productivity.

But Visier's platform also provides tools to enable teams to extend their people analytics foundation. All customers of Visier can use APIs and connectors to adapt their environment to their unique business needs and drive more squarely toward desired business outcomes.

For a lower cost of delivery, you can take advantage of Visier's infrastructure and services. This will significantly accelerate time-to-value from years to weeks and eliminate the costly exercise of developing and maintaining everything in-house.

Its centralized security and user management allow you to implement and enforce policies consistently, manage various access levels, new users, or groups, and enable personalized or aggregate-only views.

Visier's platform scalability ensures that it can handle the immense volume of data generated by these organizations without sacrificing performance or responsiveness—scaling insights to thousands of users instantly. Its support of advanced analytics enables enterprise-level organizations to derive meaningful insights from their workforce data, even in intricate and multifaceted operational environments.



Consolidating data across the entire employee lifecycle



HR can become a **strategic function** that drives valuable business outcomes for the entire organization



Insights become more **shareable and accessible** to all parts of the organization



Businesses are already using advanced people analytics to **cut down on both costs and the time** they spend on analysis and reporting

Visier serves as a secure foundation for your enterprise's people data and analytics, facilitating improved alignment and informed workforce decisions. Visier can transform source data into securely distributed people insights within weeks.

Trusted by over 40,000 organizations, our technology, security measures, privacy protocols, extensible data model, and pre-built content and metrics have been pivotal in reducing IT staff's time focused on running reports.

Additionally, our platform empowers you to seamlessly integrate baseline data and insights with other components of your data ecosystem, such as your BI tools, data warehouse, data lake, or lakehouse environments.





1,000
hours saved

of extraction, reporting, and analytics
work in the first six months

Visier's people-focused analytics platform provides the groundwork and adaptability to construct or expand your people analytics solution in alignment with your business requirements.

Visier can help you:



Standardize connectors to accelerate access to your people data



Quickly understand forecasts and costs for better predictions and decision making



Explore and query data without having to build new reports and dashboards



Scale insights to thousands of users with the appropriate permissioning



Make sense of transactional data and easily track the historical life cycle of employees



Improve business processes more collaboratively and with better cooperation



Identify and address data inconsistencies in your source systems

“

By increasing the consistency of our tools and processes across the enterprise, we create the space for the business to be different where it matters.¹³

MCKESSON

Vice President of Workforce
Planning and Analytics



To learn more about
Visier, get a demo:
visier.com/demo





Endnotes

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About Visier

Visier is the recognized global leader in people analytics, providing on-demand answers to people-powered businesses.

Behind every great brand, product, or idea is the Human Truth, and the Visier People Cloud reveals the fundamental questions and actionable truths capable of elevating your employees—and your business—to new heights.

Founded in 2010 by the pioneers of business intelligence, Visier has over 40,000 customers in 75 countries around the world, including enterprises like BASF, Bridgestone, Electronic Arts, McKesson, MerckKGaA, and more. Visier is headquartered in Vancouver, BC with offices and team members worldwide.

For more information, visit www.visier.com.





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