

2.29 Visier's 2014 Survey of Employers explores current workforce analytics and planning practices, investments, and future plans. U.S.-based employers were asked what they see as the most common technical barrier to workforce analytics. The responses, stored in **Barriers**, were as follows:

Barriers	Frequency
Data must be integrated from multiple sources	68
Lack of automation/repeatable process	51
Metrics need to be identified or defined	45
Production is cumbersome	42
Data quality is not reliable	36
Sharing findings is challenging	21
Analytic tools are too complex	17
Ensuring security and integrity of workforce data	17
Other	3

Source: Data extracted from *The State of Workforce Analytics and Planning, 2014 Survey Report*, available at bit.ly/1zuM99Z.

- Construct a bar chart and a pie chart.
- What conclusions can you reach concerning technical barriers to workforce analytics?