

## **NuView – Providing Integrated HR Functionality in the Cloud**

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NuView has been providing web-based HR tools since 1998. In the process they have gone through four technology iterations and have capitalized on the web as an HR services delivery mechanism. As the web continues to evolve, I recently spoke with Shafiq Lokhandwala, CEO of NuView. He said that the company is privately held, with no venture capital backing and had 70 percent growth in 2006 and 110% percent growth in 2007.

NuView provides three major components that are integrated. First, there are the transactional functions. These include the traditional HR functions of payroll and benefits administration. Next, there is the more strategic layer of recruiting, talent management, performance measurement, and compensation management. In this case, like the transactional functions, there are a lot of self-service capabilities. Managers and employee can set goals and monitor progress. There are security functions to control access to this sensitive information.

This second layer also includes a learning management system that can be integrated with the goal setting capabilities. This helps to break down the traditional silos between learning and HR. It is also consistent with the trend towards greater integration of all the HR and payroll functions within organizations.

The third component is a dashboard and report writer that allows users to look at the appropriate data contained in the first two layers, and make better business and policy decisions. Many HR technology providers specialize in one or the other of the first two layers. The integration of back office and front office functionality in NuView's web-native product eliminates the need for any systems integration work to connect all of these functions, and makes it easy to report across functions, on an enterprise level.

The brilliant architecture allows every page to be individually generated, based on the viewer's unique characteristics, including role within the organization, security level and stage of the process. This includes the look and feel of the page, the navigation, time zone, and language. For example, within a multi-national organization, multiple language versions are available. An XML script keeps the data relevant. In addition to multiple languages, the product can confirm the varying HR regulations within each country.

The web-based nature of NuView's product suite makes telecommuting easier, as all functions can be accessed and used for any location with the right log-in. While NuView is cloud-based, they do offer a version for behind the firewall, if clients want to implement in this fashion.

Shafiq said that about 40% of their clients currently opt for the version behind the firewall, with the tendency for this option dropping. Some clients start behind the firewall and as in-house IT issues arise, they decide to switch to the cloud.

We also discussed trends in HR. In the mid-90s, the HRIS started to migrate from a back office tool to a more strategic tool within organizations. Companies want to be able to plan for performance at the individual and departmental levels. They also want to look at their learning investments and understand the return they are achieving.

I observed this transition myself as I worked for a large consulting firm during this period. This trend is also consistent with the rise of an information-based economy. Shafiq said that HR and learning could still use better integration in most firms. He said that anecdotal evidence suggests that there is better integration of these functions in European companies than in their US counterparts. He also added that people involved in people issues are more likely to advance to key leadership positions in European companies. At the same time, there is tighter regulation of HR functions in Europe than in the US.

NuView appears to be a solid HR offering from the cloud. It is nice to see technology moving to support a greater integration of functions and an increase in appropriate transparency. This is all consistent with enterprise 2.0. There is a [NuView blog](#) to offer more context to their story.