The Real Issue Isn't Your Employee Directory. It's Your Employee Data Health.

Across Microsoft 365 and Entra environments, we see the same critical patterns emerge: missing contact details, outdated titles, incorrect reporting lines, duplicate profiles, and incomplete attributes. These aren't edge cases, they're systemic failures that undermine every employee-facing system in your organization.

Missing Fields
Contact details, departments, locations, roles, and skills left blank across profiles

Outdated Information
Titles and organizational structures that no longer reflect reality
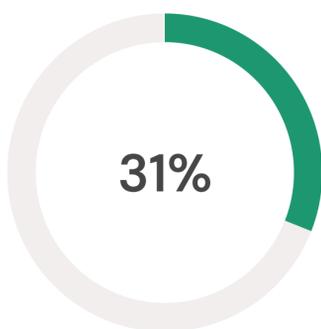
Broken Hierarchies
Wrong managers and reporting lines that cascade through tools

Zero Accountability
Changes happen without audit trails or governance controls
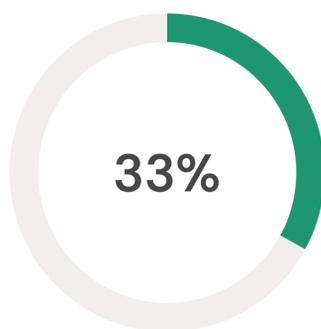
What the Data Actually Shows

Based on analysis of real-world Microsoft 365 and Entra ID tenants by OneDirectory, the employee data quality crisis is measurable and severe:

31%

Average Profile Completion
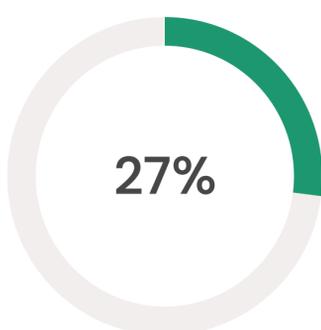Nearly 7 out of 10 profile fields are missing
(Source: OneDirectory)

33%

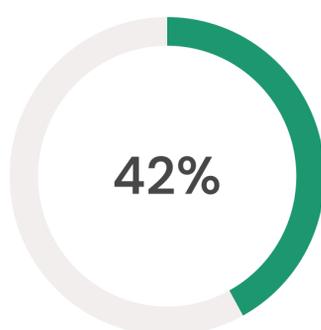### Directory–Ready Profiles
Only a third have core fields consistently filled
(Source: OneDirectory)

27%

Photo Completion Rate
Tenants with 80%+ profile photos filled in
(Source: OneDirectory)

42%

Manager Field Completion
Over half of org chart connections are broken
(Source: OneDirectory)

The Contact Data Problem
Only 1 in 5 companies achieved 80%+ phone contact completion. When employees can't reach colleagues through official channels, they resort to side channels, undermining security, compliance, and productivity. **(Source: OneDirectory)**

The Org Chart Problem
With only 42% of Manager fields completed, tools like Microsoft Org Explorer display fragmented, unreliable hierarchies. Employees lose trust in the system and create shadow organizational models.

(Source: OneDirectory)

> **Critical Insight:** If this is your employee profile data baseline, it doesn't matter how sophisticated your directory tool is. Your people won't trust it and won't use it.

What Bad Employee Profile Data Actually Breaks

Poor profile data doesn't stay contained in your directory. It spreads across your entire digital workplace because most employee tools and experiences are powered by the same underlying identity data, role, department, manager, location, skills, and contact information.

Search Fails
Returns wrong people or no results, eroding employee trust in enterprise search tools

Team Context Breaks
Employees can't confidently navigate departments, business units, or regional structures

Work Gets Misrouted
Escalations follow visible structure even when outdated, creating delays and confusion

Communications Fail
Segmentation for comms and change management sends messages to wrong audiences

Expertise Gets Lost
Knowledge hubs and communities surface wrong experts because skills data isn't reliable

> **When directory data is messy, it doesn't just create a few bad employee profiles.** It makes every employee tool built on that data less useful, and every employee experience more frustrating.

The Path Forward: Data Governance First

Fixing employee data health requires treating it as a **governance challenge**, not a technology problem. Tools can't compensate for missing accountability, inconsistent processes, or lack of ownership over profile data quality.

01

Establish Data Ownership
Assign clear accountability for profile completeness and accuracy across HR, IT, and business units

02

Define Baseline Standards
Set minimum requirements for "directory-ready" profiles and enforce them systematically

03

Implement Audit Trails
Track changes with accountability to prevent profile drift and maintain data integrity

04

Automate Quality Checks
Use proactive monitoring to identify gaps before they break downstream experiences

05

Measure and Iterate
Track completion rates and quality metrics over time to drive continuous improvement

Made with GAMMA

OneDirectory: Transforming Employee Profile Data into a Strategic Asset

Building on the critical insights about employee data health, OneDirectory presents a comprehensive solution to these systemic challenges.

We understand that a thriving digital workplace hinges on accurate, trusted, and accessible employee information.

At **OneDirectory**, our singular mission is to elevate your employee profile data from a liability to a strategic asset.

We are focused on transforming it into a reliable, searchable digital map of your entire organization, ensuring every piece of information is current and trustworthy.

Higher Quality People Data

Functional Digital Workplace

Faster Expert Discovery

Smoother Onboarding Experiences

This platform is engineered to make your employee profile data usable, trusted, and discoverable across every facet of your digital workplace. When you get this right, the outcomes are tangible and transformative:

By prioritizing employee data health, OneDirectory empowers organizations to unlock the full potential of their people and technology investments, driving efficiency and enhancing employee engagement.
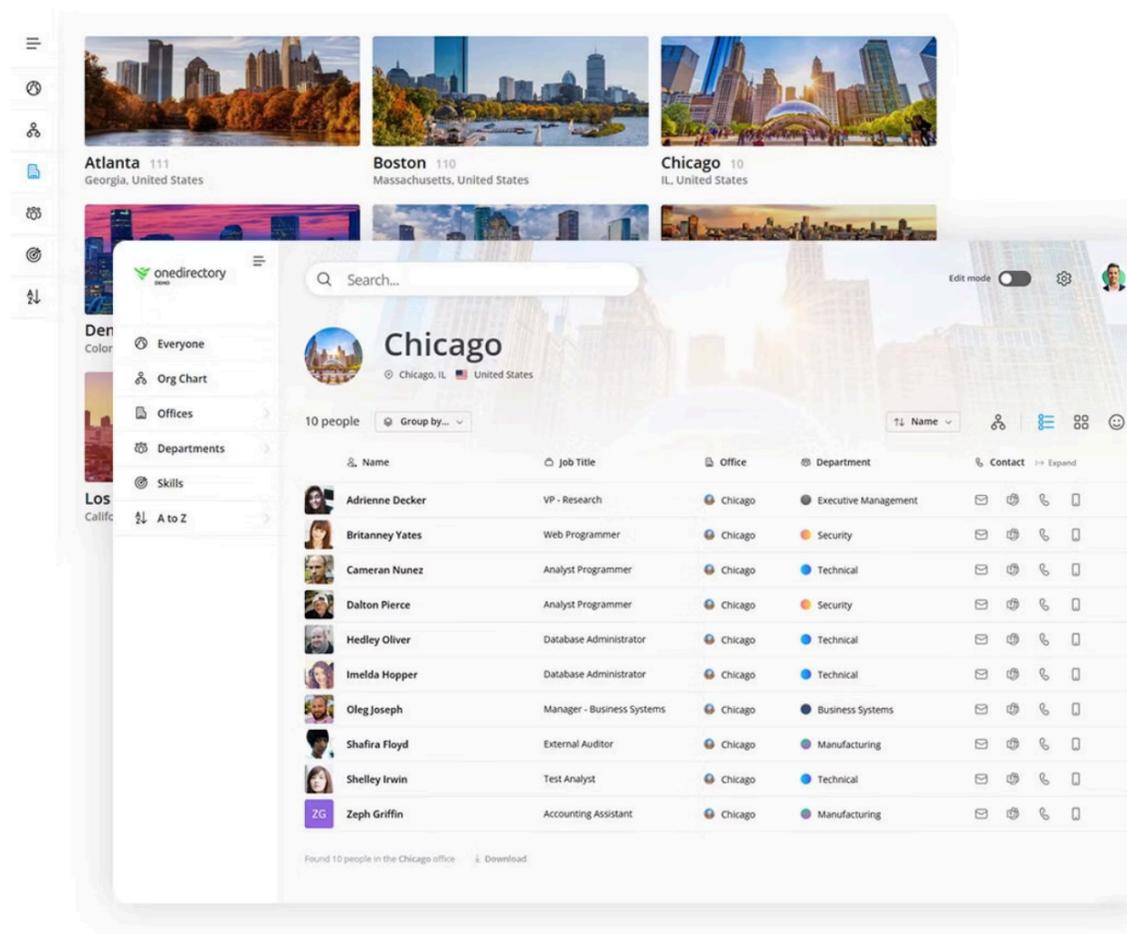
Experience OneDirectory Today