

Civil Service HR

JOURNEY TO THE CLOUD: A GUIDEBOOK

Guiding HR Teams Through Cloud
Transformation

Version 2.0
5 April 2018

This publication was withdrawn
on 3 September 2021



Civil Service HR

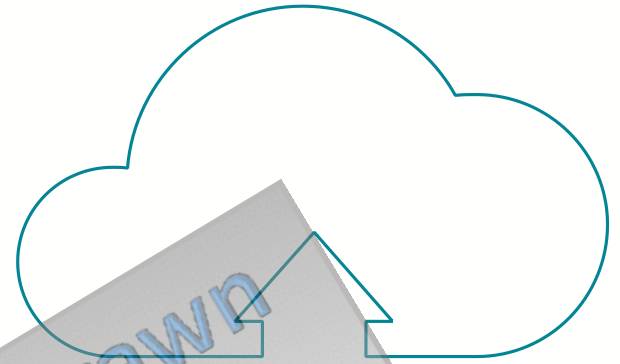
changeassociates/

“

If someone asks me what cloud computing is, I try not to get bogged down with definitions. I tell them that, simply put, cloud computing is a better way to run your business.

Marc Benioff
CEO of Salesforce.com

”



This publication was withdrawn on 3 September 2021



- This pack is presented by the HR Innovation and Technology team within Civil Service HR Operations.
- Please note that this is version 1.0 of the Civil Service HR Journey to the Cloud Guidebook as of 27.03.2018. Please refer to the latest available electronic version of the Guidebook for the most up to date version.
- For questions or content maintenance please contact: globalhrdesign@cabinetoffice.gov.uk
- For more information on Change Associates please see: <https://www.changeassociates.com/>

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Chapter 1

INTRODUCTION

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INTRODUCTION TO THE GUIDEBOOK

Purpose of the Guidebook

- This Guidebook had been developed to help HR teams realise the full benefits and opportunities of Cloud HR technology implementations.
- It provides practical support, guidance, templates and tools for the preparation and implementation of Cloud HR technology.
- It has been designed by and for use by all HR professionals, as a practical guide to managing and leading technology-enabled change. All organisations have different starting points and different needs so this is a guide - take the parts you need to refresh or build upon your previous experience in this area.

What the Guidebook IS

- For HR teams to get ready for the Cloud
- A tool to enable more effective planning for Cloud HR technology change programmes
- Practical guidance, tools and tips for HR teams
- Supplier and technology agnostic
- Complementary to the Global HR Design

What the Guidebook IS NOT

- Detailed design procedures on how to configure a Cloud HR technology system
- A point of view on the 'best' HR technology solution or supplier
- An exhaustive manual on end-to-end HR technology and service design

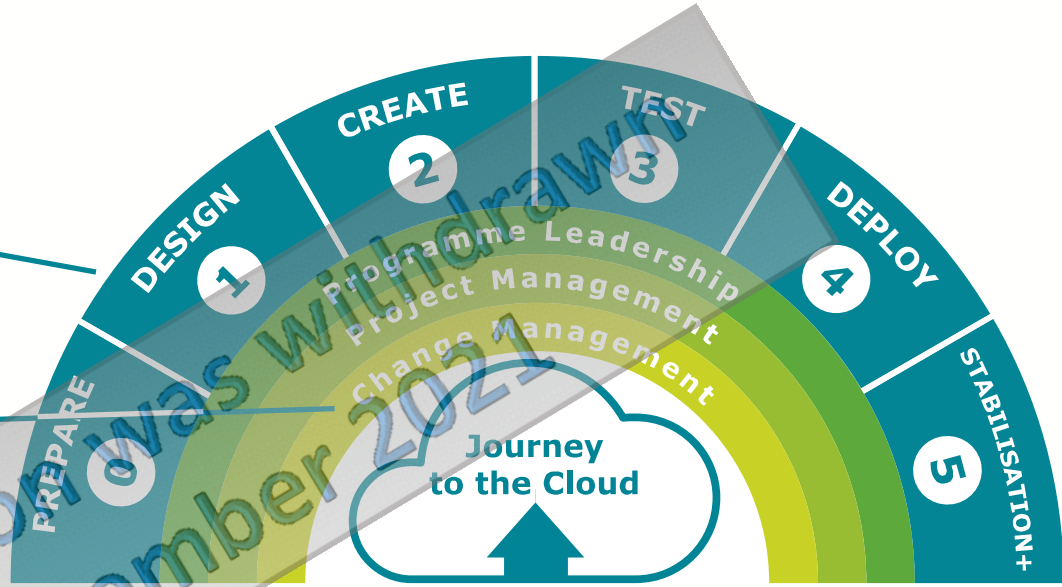
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HOW TO USE THE GUIDEBOOK

This Guidebook is split across nine core chapters

A chapter for each typical phase of a Cloud HR Technology project

A chapter for each underpinning element that is required across all phases



For each chapter you will find:

- Introduction
- Overview of the activities and outputs within the phase
- Priority capabilities required for the phase
- Hints, tips and/or practical considerations
- List of tools (provided in the appendix)

The Guidebook has been designed to be flexible and can be used in a number of different ways:

- As a full introduction to Cloud HR
- For hints and tips as you prepare to move into a new phase of a project
- To dip in and out of, for information on particular topics

The Arch icon will be used throughout the Guidebook to identify which phase of a project you are in.

The Tool icon will be used to identify a tool or a template.



INTRODUCTION TO CLOUD HR

What is Cloud HR?

- Cloud is a model for delivering technology services through the internet via applications (apps) and browsers, rather than through a local server.
- Users can access services from any location because the information is held in the Cloud.
- Customers are able to configure the solution to meet their needs but they share the same application and database with other customers.
- Software as a Service (SaaS) is a licensing and delivery model where software is licensed on a subscription basis and is centrally hosted, rather than hosted on an organisation's servers. SaaS and Cloud go hand-in-hand.

There are three market leaders* of core HR Cloud solutions:



*Source: Gartner Magic Quadrant for Cloud HCM Suites for Midmarket and Large Enterprises, August 2017

Cloud technology in everyday life

You're probably already using Cloud technology without even realising it!

Dropbox



Office 365



iCloud

LinkedIn

CLOUD HR CONTEXT

Cloud is becoming the leading delivery model for HR technology

50%*
of organisations have at least one major HR system in a Cloud environment

64%*
of Top Performing organisations are investing in initiatives to create or improve HR Systems

WATCH: The Fourth Industrial Revolution – World Economic Forum – to see how digital advancements are disrupting and reshaping the world of business.

Benefits of Cloud HR

- ✓ Improved user experience
- ✓ Increased innovation from continuous updates to functionality
- ✓ More flexible and scalable
- ✓ Faster and more affordable deployment
- ✓ Greater accessibility for a mobile workforce
- ✓ Evidence-based decision making from enhanced analytics and reporting

 Ultimately supporting a more strategic HR function that delivers greater value to the business

*Source: Sierra-Cedar HR Systems Survey 2017-2018

GOVERNMENT CONTEXT FOR CLOUD



By exploiting innovations in cloud computing we will transform the public sector Information and Communication Technology (ICT) estate into one that is agile, cost effective and environmentally sustainable.
[Government Cloud Strategy](#)

The government's cloud computing strategy can be accessed here:
<https://www.gov.uk/government/publications/government-cloud-strategy>



Adopting Cloud software is a key lever to delivering value and efficiency within the [Shared Services Strategy for Government.](#)

The Shared Services Strategy for Government can be accessed here:
<https://www.gov.uk/government/publications/a-shared-services-strategy-for-government>





Chapter 2

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

We need to realise the benefits and opportunities of Cloud HR technology

- Adopting Cloud software is a key strategic lever to creating value and efficiency across Government organisations and is the leading delivery model in HR technology.
- Different Government organisations are at a different points of readiness for implementing Cloud HR technology programmes: some programmes are “in flight”; others are assessing their readiness for change.
- Whilst there are a number of Cloud HR technology providers, each with different offers and functionality, the principles, methodologies and approaches for successful implementation are broadly consistent.

This Guidebook can help us on our journey

- The Guidebook provides practical guidance on the common phases of implementation along with a range of helpful tools and templates that may be leveraged rather than re-created by each programme team, regardless of the technology provider selected.
- It has been developed to be flexible to support all organisations regardless of where they are in their journey. It can be used as a step by step guide through each project phase or it can direct users to specific topics and tools in a more targeted way.

Now is the time to start!

- Civil Service HR has commissioned this document to help organisations on their journey to the Cloud. Encourage your teams to use it to support the planning for or deliver of a successful Cloud HR implementation!

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TEN STEPS FOR SUCCESSFUL CLOUD HR TRANSFORMATION

1. **Start with a clear vision** of your desired destination.
2. **Assess the readiness of the organisation** before adopting Cloud HR.
3. **Spend adequate time on implementation planning** - mistakes in the early phases are amplified in later phases.
4. **Allow time for decision making** and approvals within the plan.
5. **Be clear on your requirements** and what users need.
6. **Put in place good commercial support** to assess and select your technology and implementation partners.
7. **Prepare HR data rigorously** prior to a Cloud HR implementation.
8. **Test thoroughly** to ensure the solution meets user, business and technical requirements.
9. **Prioritise change management** to deliver value and achieve adoption.
10. **Quantify the benefits** and plan precisely to achieve them.

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Chapter 3 PROJECT OVERVIEW

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CLOUD HR PROJECT OVERVIEW

Programme Leadership & Governance

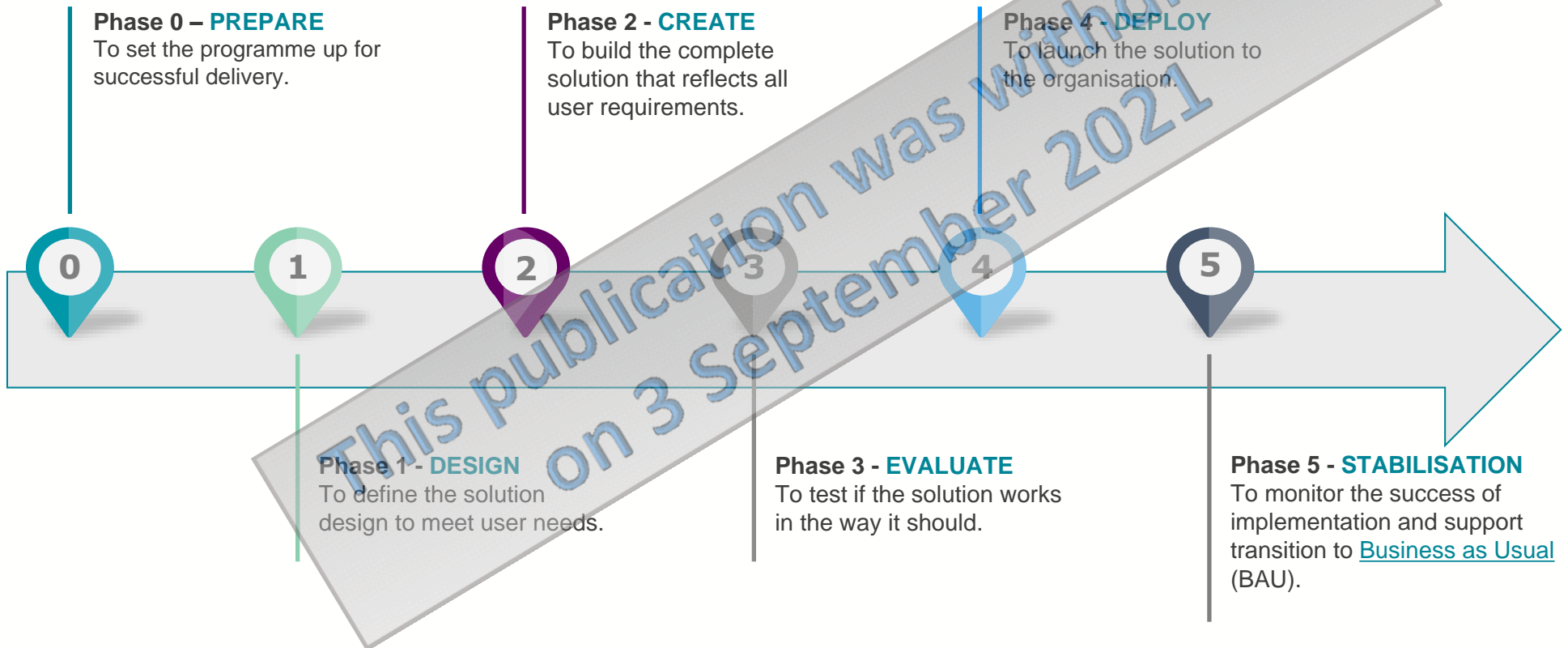
To ensure the programme maintains focused on its goals and delivers the expected benefits and outcomes.

Project Management

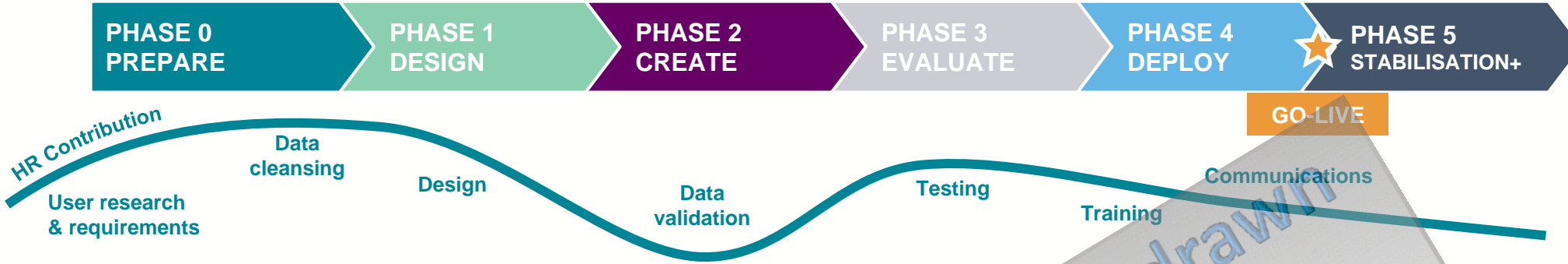
To ensure the project delivers outputs on time and within scope and budget.

Change Management

To ensure acceptance of the change and the adoption of new ways of working by the organisation.



THE ROLE OF HR IN A CLOUD PROJECT



HR Activities	<ul style="list-style-type: none"> • Current state discovery and analysis • User research • Functional requirements for system selection • Initial data gathering, review and cleanse • Initial impact assessment 	<ul style="list-style-type: none"> • Data cleansing • Define reporting requirements • Participate in design workshops • Design HR processes and services • Identify test scenarios 	<ul style="list-style-type: none"> • Data validation and issue resolution during migration • Security role mapping • Identify test resources and input to test scenarios • Updating processes • Updated impact assessment 	<ul style="list-style-type: none"> • Participate in testing • Training for super-users • Supporting change and communication delivery 	<ul style="list-style-type: none"> • Data validation • Readiness assessment • Support go-live communication and training • Adoption tracking 	<ul style="list-style-type: none"> • Embed BAU and system updates process • Encourage user adoption
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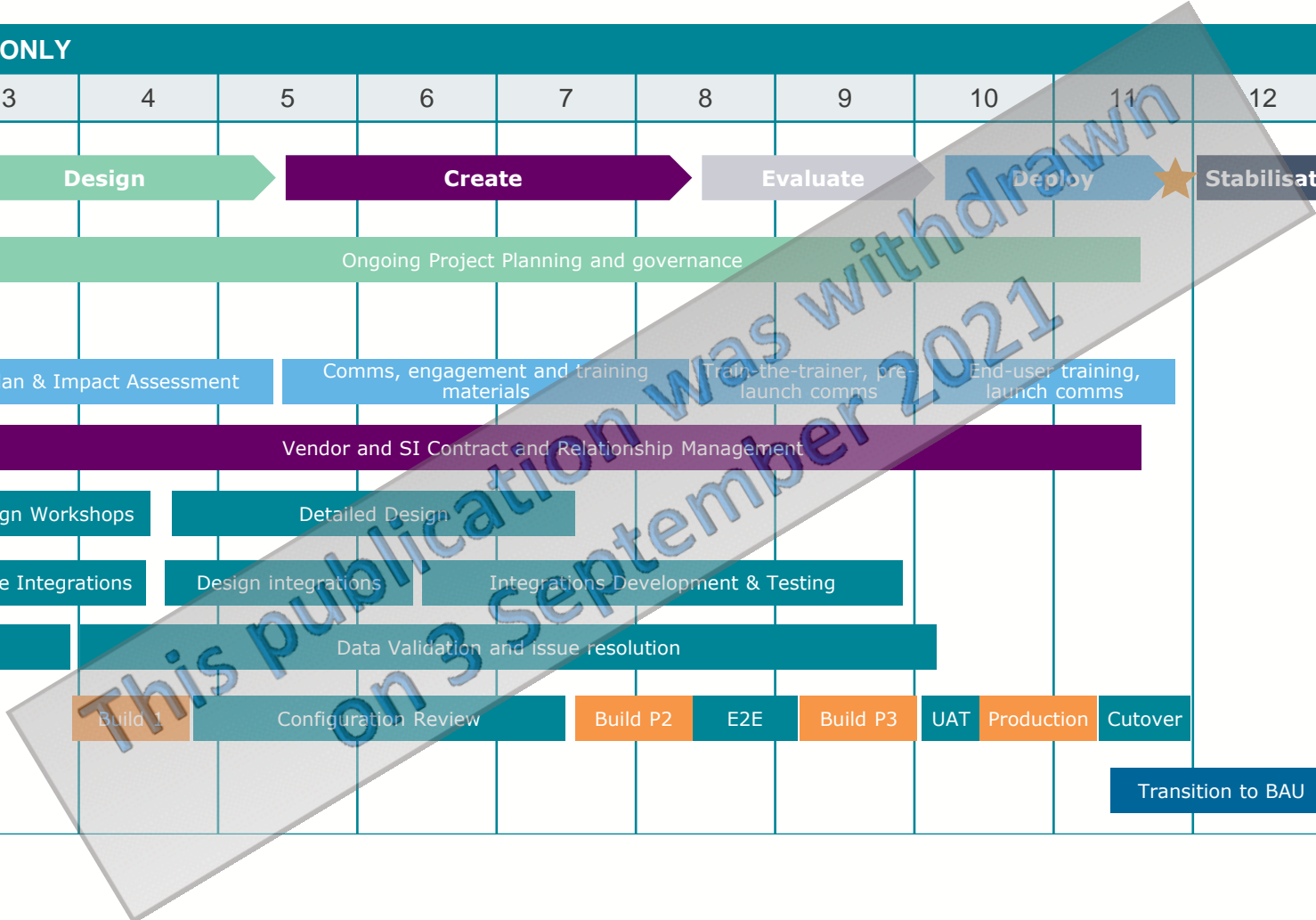
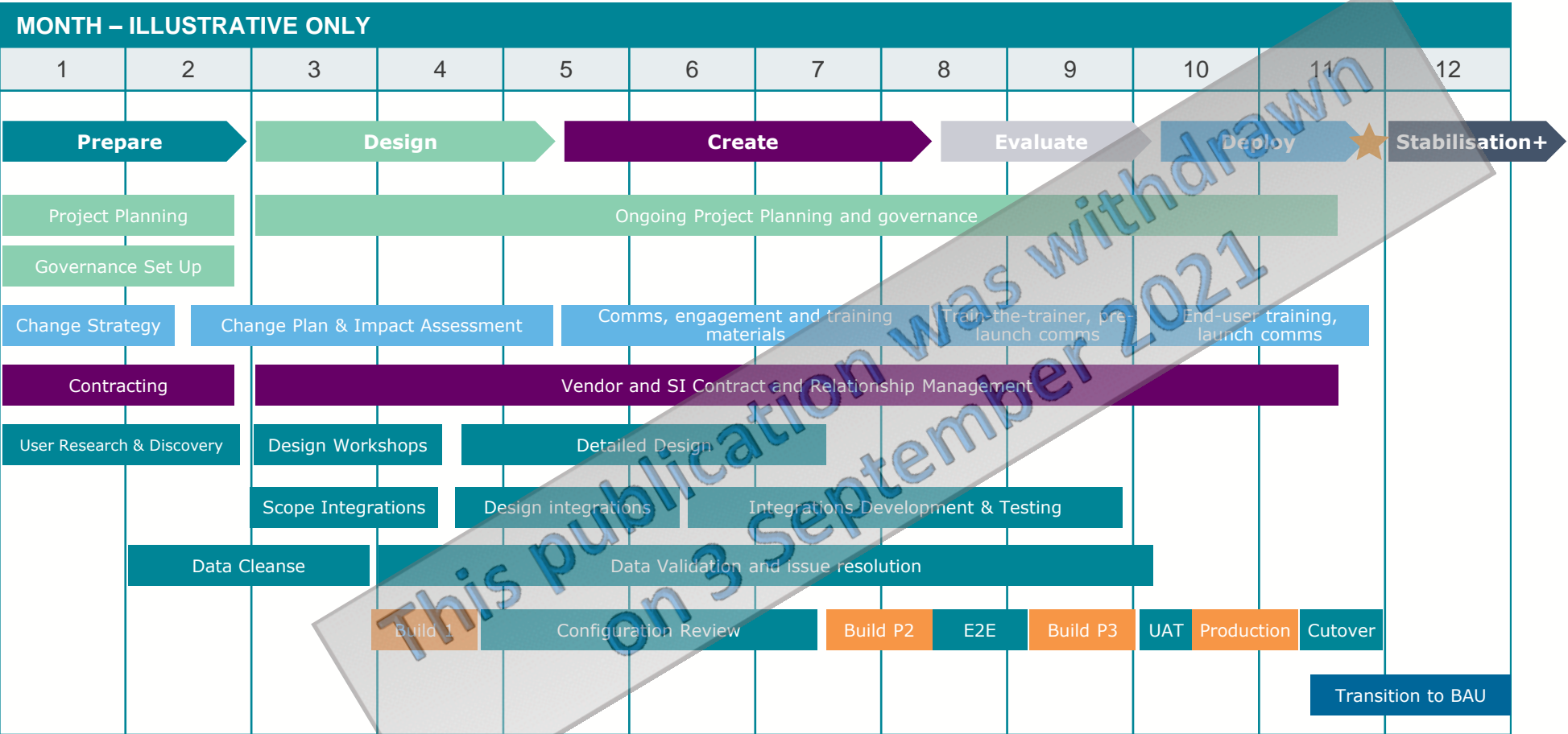
Ongoing Programme Management
including plan management, stakeholder engagement, governance, progress reporting and benefits tracking

Programme Activities	<ul style="list-style-type: none"> • Project Planning • Change Strategy • Business Case • Vendor selection 	<ul style="list-style-type: none"> • Detailed design • Integrations design • Change, comms and training planning and design 	<ul style="list-style-type: none"> • Technical build • Configuration review • Integrations build and testing • Comms and training build 	<ul style="list-style-type: none"> • End-to-end testing • User acceptance testing • Cutover planning 	<ul style="list-style-type: none"> • Final data migration • Cutover execution • Go-live decision • End-user communication and training 	<ul style="list-style-type: none"> • Service monitoring and improvements • Transition to BAU
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EXAMPLE CLOUD HR PLAN-ON-A-PAGE

This illustrates the typical high-level activities and sequencing during a Cloud HR Project. Timings and sequencing are indicative and will vary depending on the scope and scale of the project. Detailed planning will need to take place in association with your selected system vendor and [System Integrator \(SI\)](#) partner to agree the detailed plan and timeline.



MOST CHALLENGING ASPECTS OF CLOUD HR IMPLEMENTATIONS

- 1 Integrations
- 2 Change Management and Communications
- 3 Data Conversion
- 4 Stakeholder Management
- 5 Configuration
- 6 Global Design/ Gaining Consensus
- 7 Project Management
- 8 Internal Project Resourcing
- 9 Testing

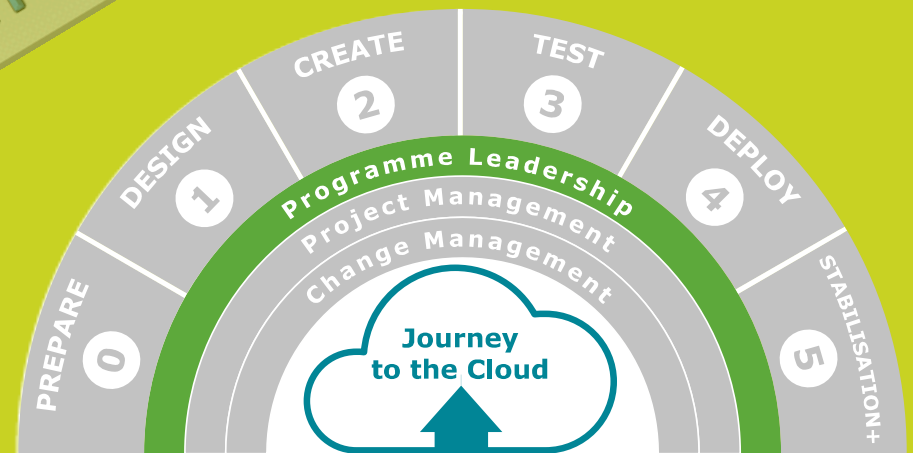
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Source: KPMG HR Transformation Survey 2016



Chapter 4 PROGRAMME LEADERSHIP

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PROGRAMME LEADERSHIP INTRODUCTION

What does Leadership look like for a Cloud technology programme?

- Providing clarity of vision and direction for the programme.
- Ensuring alignment between the organisation and HR strategies, and the programme vision and strategy.
- Having accountability for the successful implementation of the Cloud HR technology.

Why is Programme Leadership Important?

Focuses on the bigger picture to ensure the system addresses the problem it is trying to solve.

Provides direction on best way to solve the problem.

Influences decisions to select the right technology solution and partner for the organisation and for the HR customer, based on the vision and strategy.

Ensures the programme has the right people with the right capabilities.

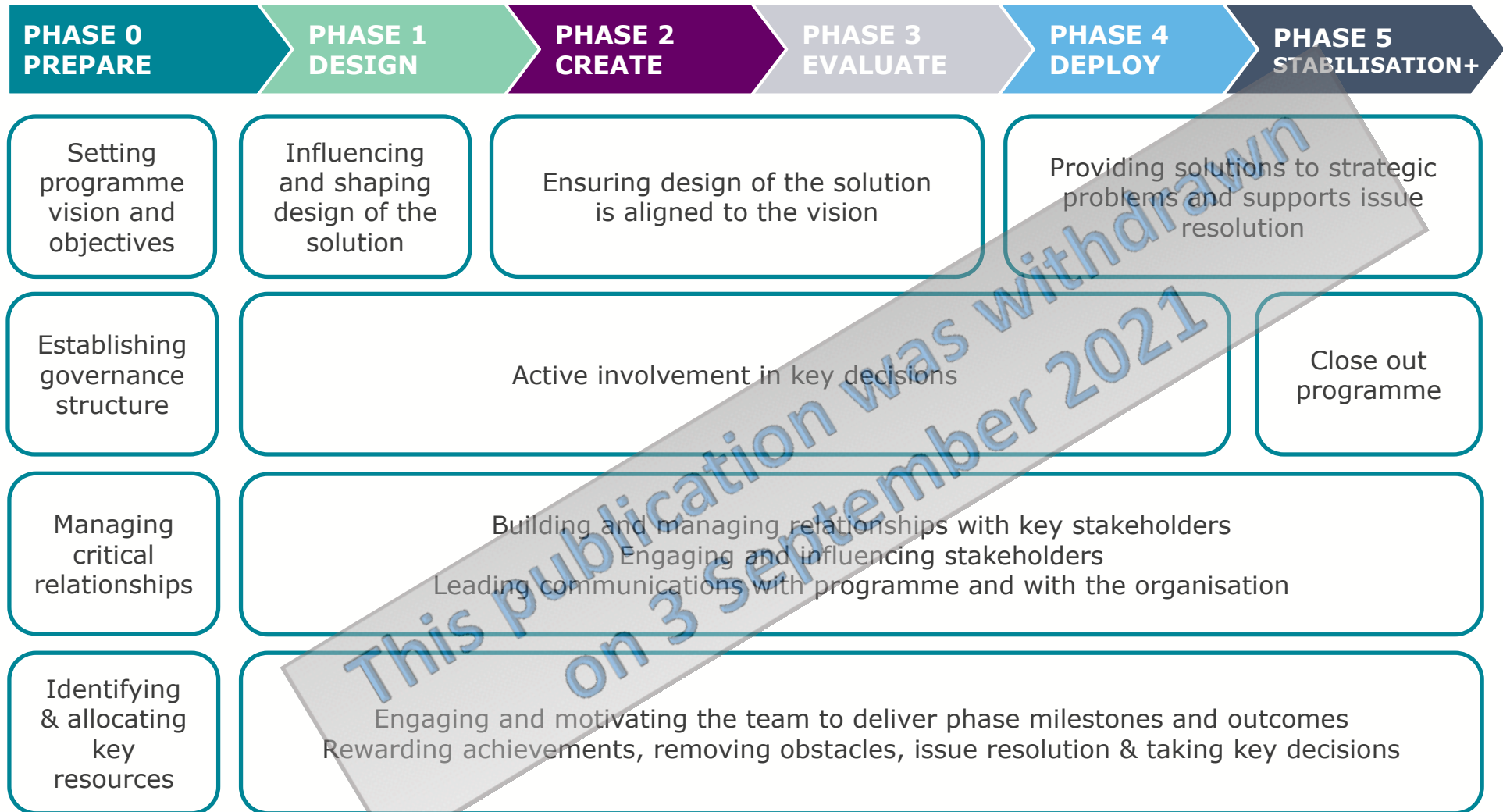
Brings workstreams together to ensure collaborative working.

Note: The Programme SRO Leader and HR Leader may not be the same role but the leadership responsibilities discussed in this chapter apply equally.

PROGRAMME LEADERSHIP OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Setting Programme Direction	What impact is the programme planning to deliver?	<ul style="list-style-type: none"> Develop programme vision and strategy, considering inputs from current state and context summary. Communicate direction to team and key stakeholders. Ensure alignment of vision with project plans and workstream objectives. 	<ul style="list-style-type: none"> Vision for the Programme Workstream objectives
Senior Relationship Management	Who is critical to programme success and how do we engage them?	<ul style="list-style-type: none"> Own the relationship with the steering group Engage with senior stakeholders to ensure buy-in and to gather input that helps to shape a robust solution. 	<ul style="list-style-type: none"> Senior Stakeholder Engagement Plan
Decision Making, Accountability & Governance	How will decisions be made?	<ul style="list-style-type: none"> Establish a governance structure including steering group. Define the frequency and membership of governance bodies. Agree clear terms of reference and roles. Define and communicate how decisions will be made and tracked. 	<ul style="list-style-type: none"> Governance Structure and terms of reference with clear remit, roles and responsibilities Decision making tracking system
Team Leadership	How will we ensure that multi-discipline teams and third parties work effectively together?	<ul style="list-style-type: none"> Set clear accountabilities and objectives for each workstream. Establish processes and ways of working between work stream leads and third parties including formal communication channels. Understand implications of full time project team versus part-time contributing roles. Ensure individual objectives are in place and establish ongoing performance management, coaching and development processes within the project. Complete HR capability assessment, identify risks and issues with actions to close gaps. 	<ul style="list-style-type: none"> Team and individual objectives Established ways of working that are understood and agreed including ways of working with 3rd parties An HR capability assessment and actions required to address gaps

PROGRAMME LEADERSHIP ALIGNED TO PHASES



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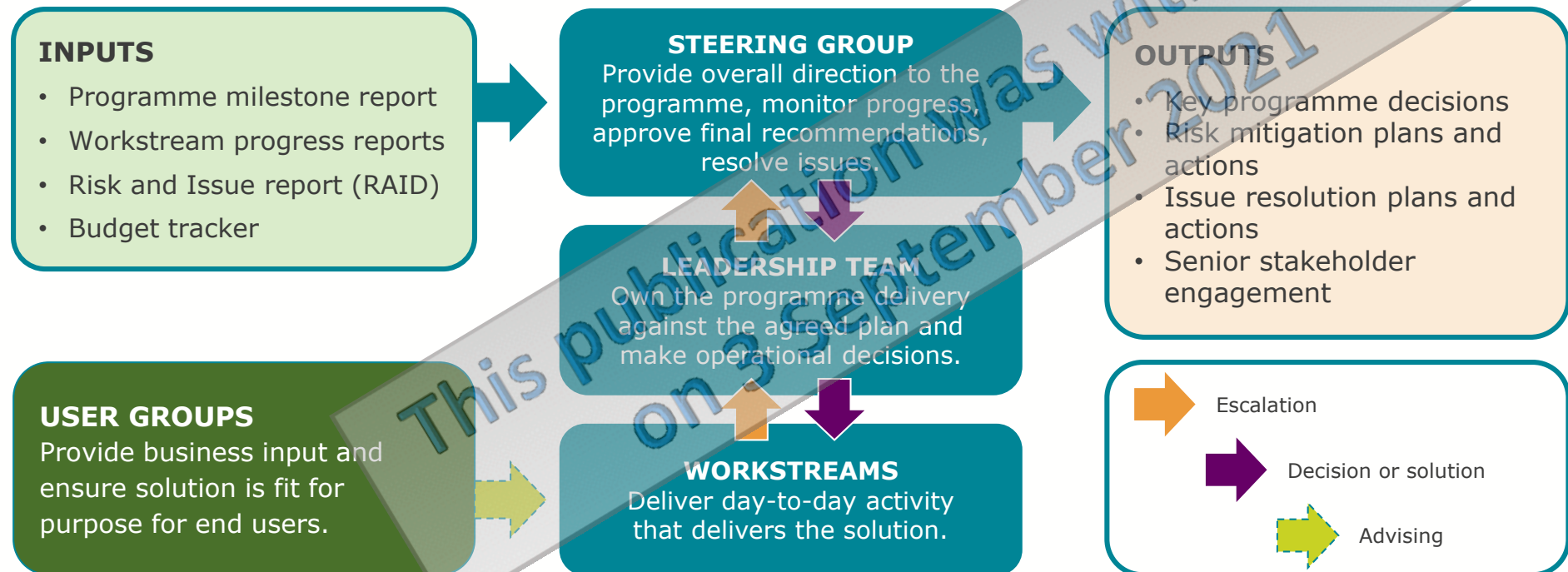
PROGRAMME GOVERNANCE

- It is important to ensure that a clear governance structure is in place that defines who is accountable for making decisions and clear escalation routes.
- A Steering Group plays a key role in the programme. The purpose of the Steering Group is to provide executive sponsorship to the programme and to ensure alignment with wider organisation goals and objectives.
- The role of the Steering Group includes ensuring the programme is on-time and to budget; making key

programme decisions; managing severe programme risks and issues; providing wider context to the programme; and engaging senior stakeholders.

- It is important that other key functions that will play a role in approvals for the programme such as Finance, Commercial and Information Security are represented within the governance model.

Example Cloud HR Programme Governance Model



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PROGRAMME LEADERSHIP TIPS



Paint a clear picture of what the future will look like and the outcomes for the business.



Provide clear direction and focus the team on what really matters.



Ensure the right people with the right skills and experience are in leadership and critical roles.



Lead and facilitate cross team working so that teams understand and act on dependencies and areas of convergence.



Be willing to dive into the details of the subject matter without being an expert.



Ensure there is clarity around who is responsible for making decisions and that there is a robust process for tracking and communicating decisions.



Ensure design and build decisions and changes are effectively recorded to ensure people are working with the correct information at each phase.



Communicate with key stakeholders to build engagement and prevent "noise".

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PROGRAMME LEADERSHIP TOOLS

Tools and templates with guidance on how to use them can be found in the appendix:

HR CAPABILITY ASSESSMENT TOOL

The Capability Assessment Tool helps leaders assess HR capability strengths and gaps against programme requirements.

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Chapter 5 PROJECT MANAGEMENT



PROJECT MANAGEMENT INTRODUCTION

What is Project Management?

Project management is the process of planning, organising and managing activities and resources to bring about the successful completion of specific project goals and objectives.



Why is Project Management important?

- Ensures the programme maintains focus on its goals and delivers the expected benefits and outcomes.
- Ensures delivery of quality work, on time and within budget.
- Enables the co-ordination of activities, risks, issues and dependencies across workstreams to drive consistency and collaboration

Project Management in a Cloud context

Project management within a Cloud HR project should follow the same project management processes and practices as any other large-scale transformation or technology implementation.

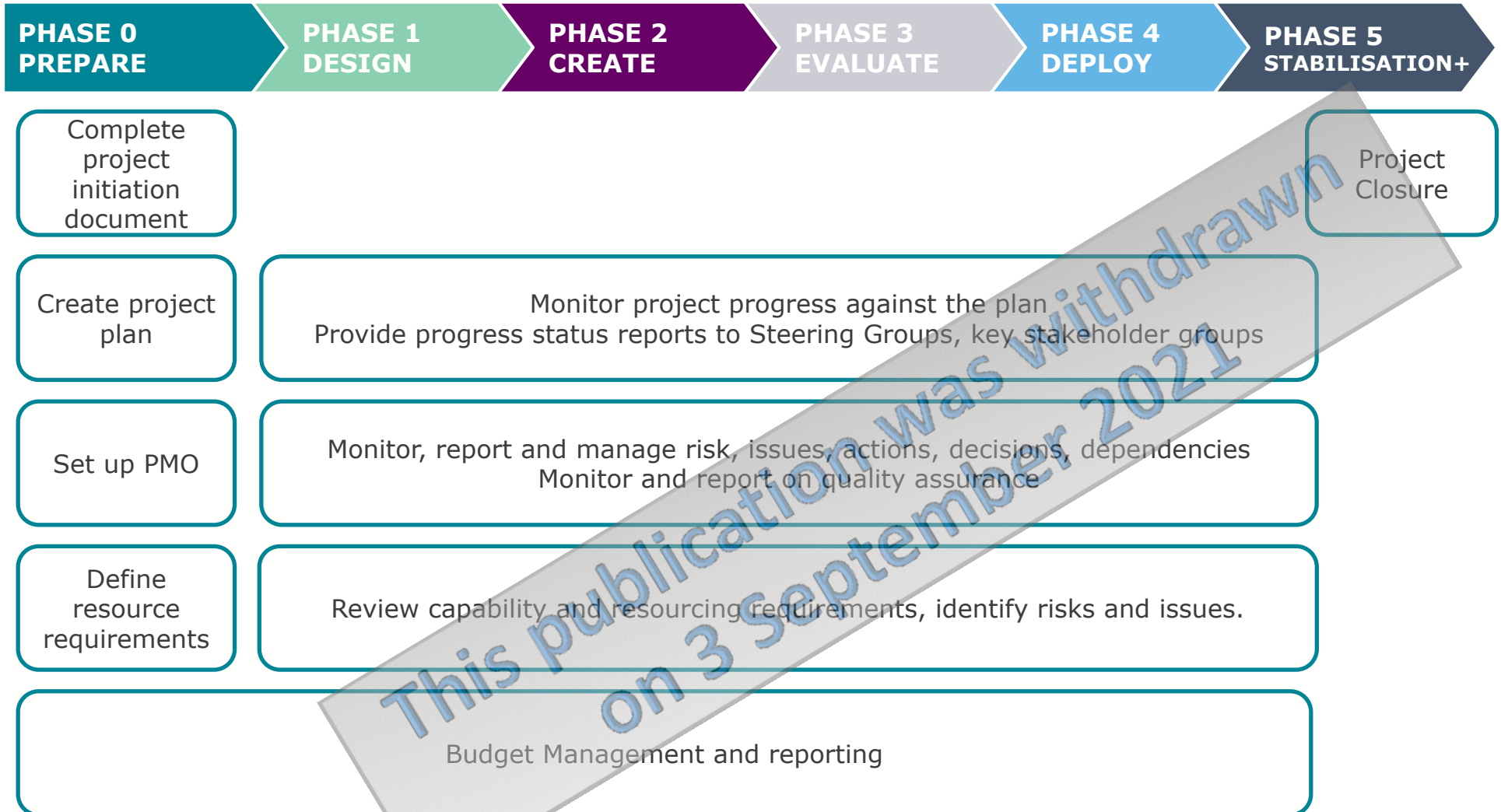
Some of the distinctive challenges of a Cloud project that require focused attention include:

- Creating a truly integrated programme plan that sequences all the components - technical, procurement, service design, business change etc.
- Ensuring that competing priorities and interdependencies across workstreams are identified and managed.
- Managing the competing demands of different stakeholder groups including HR, business leaders and end-users.

PROJECT MANAGEMENT OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Project Identification & Initiation	Why do we need to do the project now?	<ul style="list-style-type: none"> Complete a Project Initiation Document setting the context for change, establishing scope, defining programme objectives, benefits and costs, defining the approach and creating a high level plan with timescales, defining dependencies, risks and success factors. 	<ul style="list-style-type: none"> Project Initiation Document
Defines work scope and activities	What are the key workstreams and activities to deliver the project objectives?	<ul style="list-style-type: none"> Create the project plan including: activities, milestones, stage gates, owners and timelines. 	<ul style="list-style-type: none"> Project Plan
Resource Planning and Management	What resources do we need to deliver?	<ul style="list-style-type: none"> Define resource requirements and mobilise resources for each workstream. 	<ul style="list-style-type: none"> Resourcing Plan
Project Management Office (PMO) set up	How will we identify, report and manage project risks, issues and dependencies?	<ul style="list-style-type: none"> Establish project planning, tracking and reporting progress, benefits tracking, management of risk and issues, and change control. Identify links and dependencies across work streams and with other programmes. Create the project budget and agreed levels of tolerance for time and cost. 	<ul style="list-style-type: none"> Reporting process, dashboards, status reports RAID logs Dependencies Log Project Budget
Project Assurance	How do we safeguard the quality of delivery?	<ul style="list-style-type: none"> Monitor and report on quality risks and issues. 	<ul style="list-style-type: none"> Quality assurance process.
Project Closure	How do we close the programme when outputs are delivered?	<ul style="list-style-type: none"> Close the project and make sure owners of new processes and technologies are clear about their responsibilities. 	<ul style="list-style-type: none"> Project Review

PROJECT MANAGEMENT ALIGNED TO PHASES

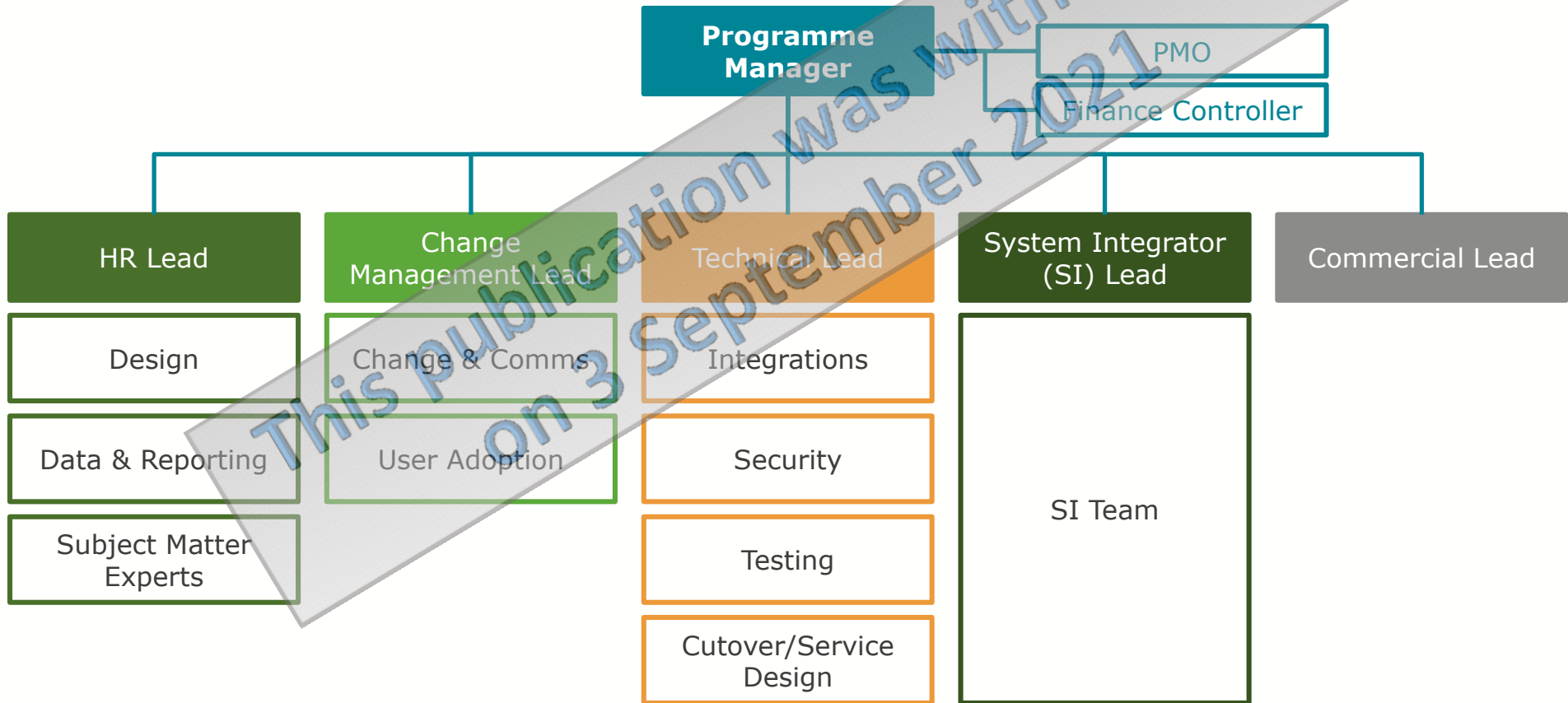


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EXAMPLE CLOUD HR PROGRAMME STRUCTURE

- This shows a typical Cloud HR programme structure.
- The number of roles will depend on the size of the programme and will change over time during the duration of the programme.
- Some roles may be combined or may not be fully dedicated to the programme at all times.



PROJECT MANAGEMENT TIPS



Ensure scope is clearly defined, communicated and understood across all teams and stakeholders.



Define clear accountabilities and roles across teams.



Establish simple and effective processes that provide clear line of sight upwards on progress, risks and issues.



Do not allow issues to linger - set up clear escalation processes that resolve issues quickly.



Apply rigorous project discipline around reporting from day 1.



Manage as an integrated project not as individual workstreams



Allow time to work without distraction; keep meetings focused with clear objectives and outputs.



Use best practice standards in Project Management, using agile methods where appropriate.

AGILE

Agile project management methods encourage teams to build quickly, test what they've built and iterate their work based on regular feedback.

For more information on Agile and meeting the [Digital Service Standard](#) visit:

<https://www.gov.uk/service-manual/agile-delivery/agile-government-services-introduction>



PROJECT MANAGEMENT TOOLS

Tools and templates with guidance on how to use them can be found in the appendix:

Project Initiation Document

Template that details an example of the structure and content of a Project Initiation Document

Programme Structure

This shows an example Cloud HR programme structure.

Project Roles

High-level role descriptions for project team roles within the example programme structure.

Status Report

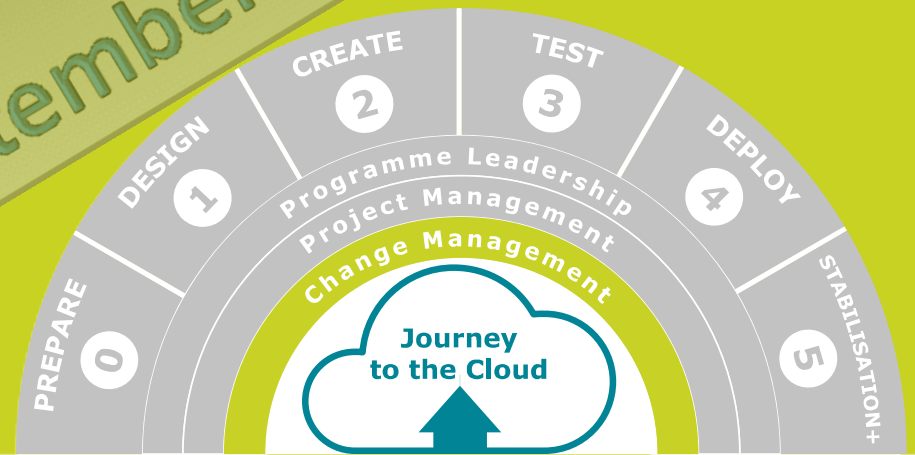
Template for an example status report to update key stakeholders on progress, activities, risks and issues

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Chapter 6 CHANGE MANAGEMENT

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CHANGE MANAGEMENT INTRODUCTION

What is Change Management?

Change Management is the activity that is focussed on preparing and supporting individuals, teams and organisations during a transformation in order to ensure acceptance of the change and the adoption of new ways of working.

Why is Change Management important?

- Change management is a critical enabler of a successful Cloud HR implementation. Organisations must successfully manage the changes effected by the new system if they want to deliver maximum value from their implementation.
- Despite the fact that Cloud solutions are user-friendly, change management still plays a key role in a successful implementation as Cloud solutions enable new HR processes, new ways of working and responsibilities.
- Well planned and well executed change management is critical because it:

Provokes meaningful discussion about why the organisation is making the change, what the system will enable the organisation to do and the reality of implementing Cloud HR.

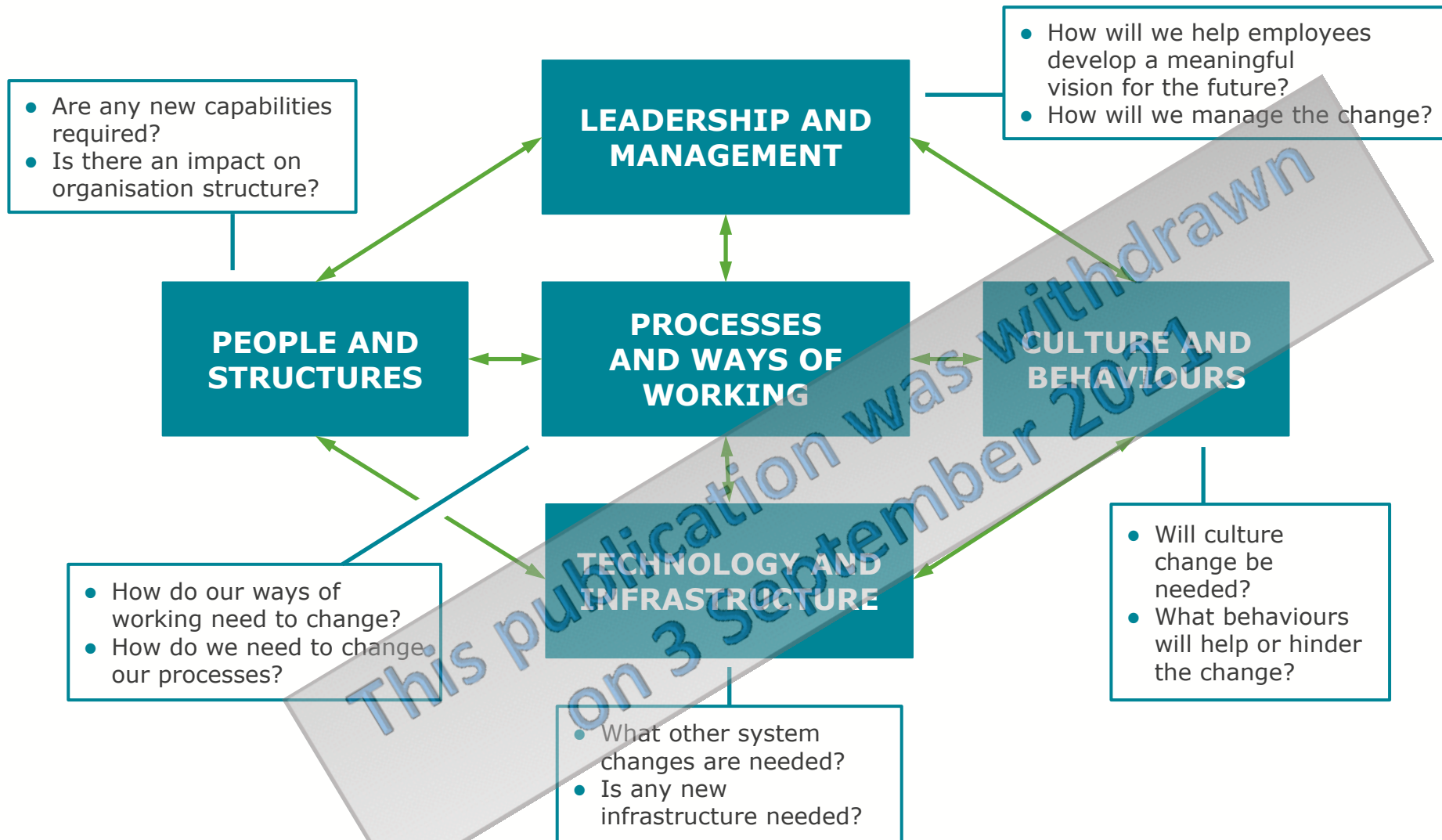
Ensures that all stakeholders are engaged in an appropriate, co-ordinated way and are supportive of the change.

Enables leaders to guide their employees through the implementation and show their support for the project.

Ensures that the organisation is ready, willing and able to effectively implement and sustain the new system in a positive way.

Ensures acceptance of the change and the adoption of new ways of working by the organisation.

CLOUD TECHNOLOGY IMPACTS ON ALL ORGANISATION DIMENSIONS

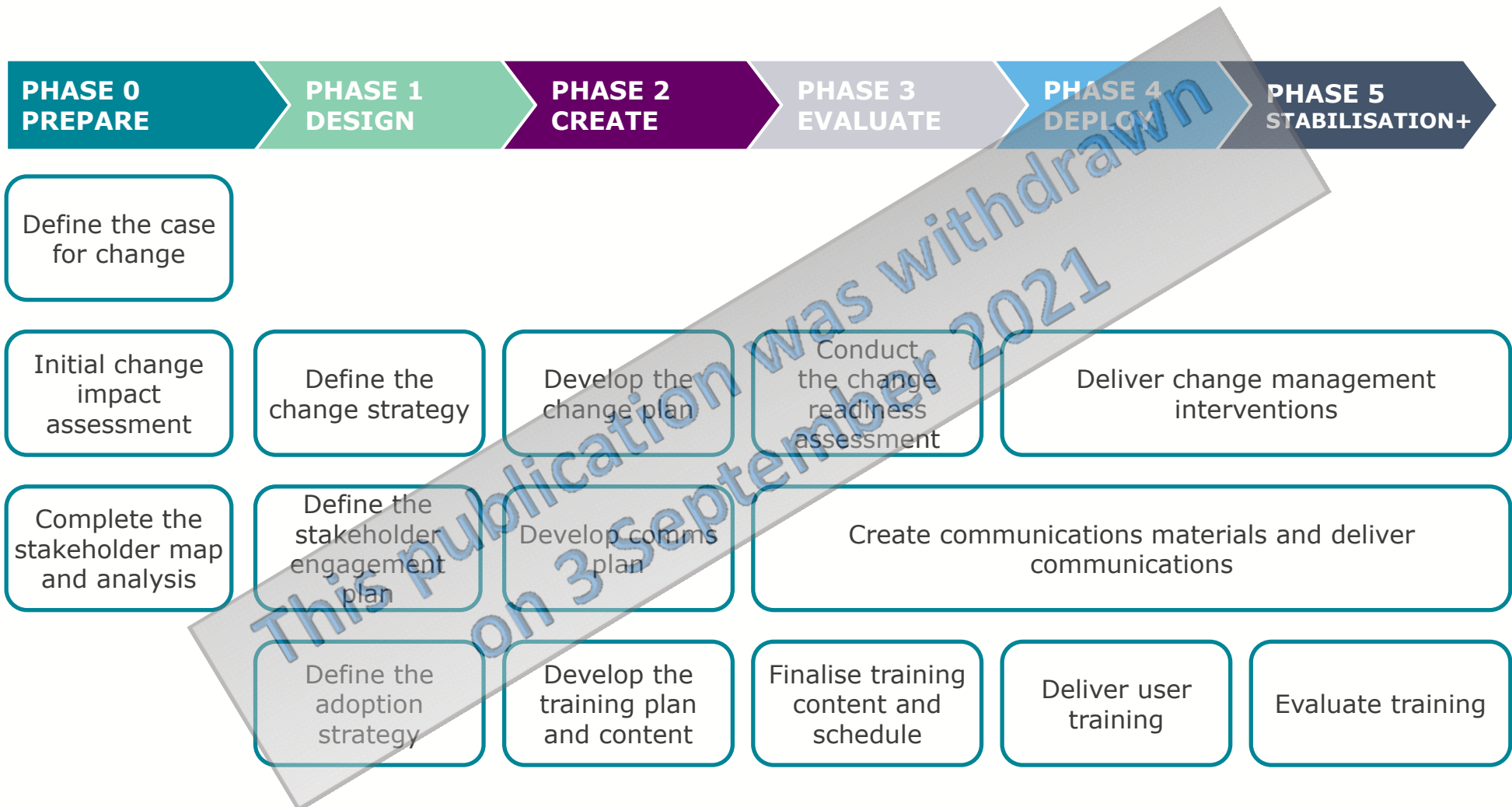


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CHANGE MANAGEMENT OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Case for Change	Why are we making this change?	<ul style="list-style-type: none"> Describe the rationale for change in terms of numbers, business drivers, cultural changes and the business benefits. 	<ul style="list-style-type: none"> Case for Change
Change Impact Assessment	How will this impact our organisation?	<ul style="list-style-type: none"> Complete the Change Impact Assessment to provide greater structure for the project, enabling the scope and the impact to be widely understood and identify any risks the organisation is facing and how to deal with them. 	<ul style="list-style-type: none"> Change Impact Assessment
Stakeholder Engagement	Who do we need to involve and how will we do this?	<ul style="list-style-type: none"> Identify the key stakeholders of the programme and understand their level of commitment and influence on the success of the programme. Define how stakeholders will be engaged over the course of the programme. 	<ul style="list-style-type: none"> Stakeholder Map and Analysis Stakeholder Engagement Plan
Change and Communications Strategy and Plan	How will we manage the change and communicate with the organisation?	<ul style="list-style-type: none"> Define the change management strategy, approach and plan to support the system implementation. Define the tone of communications and the channels for delivery of communications to affected stakeholders. Define the feedback mechanisms that will gauge how change management and communications activities land in the organisation. 	<ul style="list-style-type: none"> Change Management Strategy Change Management and Communications Plan
Adoption Strategy	How will we ensure users adopt the new ways of working?	<ul style="list-style-type: none"> Develop an adoption strategy to monitor usage and address any areas of difficulty or resistance. Consider the use of tools to drive user adoption. 	<ul style="list-style-type: none"> Adoption Strategy
Training Plan	How we will ensure people are able to use the system?	<ul style="list-style-type: none"> Identify the training requirements for all those impacted by the implementation. Develop a plan to close any gaps in knowledge or skills and ensure all users understand how to use the system. 	<ul style="list-style-type: none"> Training Plan Training Content Training Schedule
Readiness Assessment	Is the organisation ready for this change?	<ul style="list-style-type: none"> Assess the organisation's ability to accept the change, what might interfere with a successful adoption and whether new processes and skills are in place to maintain the new operating model. 	<ul style="list-style-type: none"> Change Readiness Assessment

CHANGE MANAGEMENT ALIGNED TO PHASES



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THE CASE FOR FOCUSING ON CHANGE MANAGEMENT

34%

Only one-third of change initiatives succeed ⁽¹⁾

66%

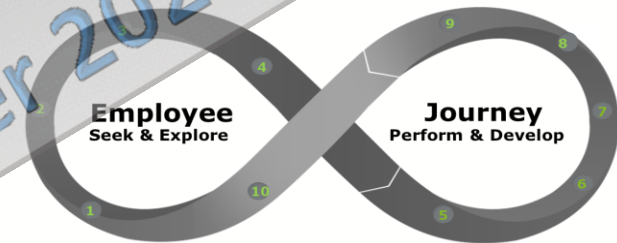
of Heads of HR agree that change needs to be completed faster ⁽²⁾

73%

of CEOs expect HR to implement change faster than they did three years ago ⁽³⁾

The need for strategic change management is more critical with cloud solutions than with traditional [ERP](#) programs because changes via cloud can be surprisingly fast and far-reaching. ⁽⁴⁾

Change management is really important – users need to know how to use it and adopt it or the project will fail!



The Civil Service Global HR Design Focus Groups and departmental maturity assessments highlighted cultural and behaviour change as a high impact opportunity.

Sources:

- (1) CEB HR Change Readiness Survey
- (2) CEB 2016 HR Agenda Poll
- (3) CEB 2016 Workforce Change Survey
- (4) KPMG 2016 Cloud HR: The future belongs to the bold

BEHAVIOUR CHANGE

To successfully change behaviour and sustain that change, people need:

A burning platform for change supported by leadership

A deep understanding of the changes and the implications

To believe that there's something in it for them as well as for the organisation

To be involved and to have a voice in decisions

To experience early successes and gain confidence in the organisation's and their own ability to successfully execute

To see a sustained effort and perseverance through the inevitable obstacles and setbacks

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USER ADOPTION

Why is it important?

- User adoption is critical to the success of any newly deployed Cloud application.
- Whilst the ease of use and intuitive nature of Cloud technology are key enablers of adoption, ensuring that your organisation is prepared for the change is also an important component.

Things to consider in creating a user adoption plan



Think about your users - identify what they do for your organisation, what software skills they need to do their jobs, and what motivates them.



True adoption requires long-term investment - users will not be productive in the new software after sitting in a training room for a few hours.



People learn in all sorts of ways and at different rates - include different delivery methods and content types to ensure better uptake.



Leverage social media and venues - these can be powerful tools for spreading adoption and creating interest.



Leverage early adopters and champions - find ways to capture their enthusiasm, expertise, and influence in your organisation.



Integrate learning into where users are working so that learning something new isn't an extra task - digital adoption tools can help with this.



Email is still king - make sure you have a plan for getting into users' inboxes - just one email can be powerful in accelerating adoption.

Digital Adoption Tools

- Digital tools are available that help users understand how to use and navigate Cloud systems.
- These tools break down online processes and provide step-by-step instructions to users as they complete transactions in the system.
- They can also track the use of the system and provide insights to help monitor and drive adoption.
- Two of the commonly used tools for Cloud HR implementations are [WalkMe](#) and [AppLearn](#)

CHANGE MANAGEMENT TIPS



Provide visible and active sponsorship and leadership support to help people embrace the change.



Provide regular updates to Senior Leaders and key stakeholders – even if there's nothing to say.



Sell the benefits by demonstrating mobile and self service features that save time for employees.



Design a proactive and interactive communication strategy to build awareness and buy-in and maintain momentum



Identify the potential business and job impacts that will result from the system implementation and from self-service and mobile access.



Use online-learning and webinars to demonstrate the ease of navigating the new system



Make help and guidance easy to access and relevant and make use of [Digital Adoption Tools](#) if available.



Identify a network of change champions across the business with the right capability, influence and credibility.

This publication was withdrawn on 3 September 2021



CHANGE MANAGEMENT TOOLS

Tools and templates with guidance on how to use them can be found in the appendix:

Case for Change

The Case for Change defines the compelling reason(s) for the change at the beginning of a project.

Change Impact Assessment

The Change Impact Assessment is used to identify and analyse the impacts that a project will have on an organisation.

Stakeholder Map

The Stakeholder Map describes who stakeholders are, their current level of commitment and their influence on the success of the programme.

Stakeholder Analysis

The Stakeholder Analysis builds on the Stakeholder Map to capture the concerns of each stakeholder and the action plan.

Stakeholder Engagement Plan

The Stakeholder Engagement Plan describes key messages and channels of communication for each stakeholder group.

Change Strategy

The Change Management Strategy summarises everything that has to be done to ensure the change is successful.

Change & Comms Plan

The Change and Communications Plan outlines the key change and communications activity for the programme.

Adoption and Training Plan

The Training Plan outlines the key training deliverables and timings required for the system implementation.

Change Readiness Assessment

The Change Readiness Assessment provides a framework for assessing how ready an organisation is for implementing the change.



Chapter 7

PHASE 0: PREPARE



PHASE 0: PREPARE - INTRODUCTION

Why is this phase important?

The Prepare Phase is focussed on getting ready for a Cloud HR implementation. It focuses on the groundwork that needs to be delivered early on to set the programme up for successful delivery. Getting the programme off to a good start will help to deliver maximum value from a Cloud HR Technology implementation.

Activities within the Prepare Phase:

Exploratory Activity

- Understanding the internal and external [context](#) for the programme
- Understanding the [current state](#) of the HR function
- Defining a [vision](#) for the programme within the context of the organisation strategy
- Conducting [user research](#) to understand user needs
- Understanding how the programme will [impact](#) on the organisation

Planning and Delivery Activity

- Mobilising the programme and defining an initial [plan](#) of activity
- Defining the [business case](#) and [case for change](#) for the programme
- Assessing the [functional fit](#) of different HR technology solutions
- Identifying data sources & data cleansing
- [Selecting an HR technology system](#) and an implementation partner
- Gaining approval and sign-off to move into the Design phase

The role of HR in the Prepare Phase

- Preparing the analysis of the current state of HR to create a baseline for the project
- Leading user research and defining how the solution will impact on end-users
- Directing the vision and strategy for the programme
- Defining the functional requirements and being actively involved in the selection of the right solution and partner
- Data consolidation and initial data cleansing.

PREPARE PHASE OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<u>Context and current state</u>	Why is this programme important now?	<ul style="list-style-type: none"> Understand the internal and external context for the programme Analyse the current state of the HR function 	<ul style="list-style-type: none"> <u>Current State Assessment Report</u>
<u>Vision and strategy</u>	How does this programme fit with our strategy?	<ul style="list-style-type: none"> Define a vision for the programme within the context of the organisation strategy 	<ul style="list-style-type: none"> <u>Programme Vision</u>
<u>User research</u>	How will this programme help deliver an enhanced service to our customers?	<ul style="list-style-type: none"> Conduct user research to understand who the service users are and what this means for design. Establish comprehensive set of user needs 	<ul style="list-style-type: none"> <u>User Research Summary</u>
<u>Business Case</u>	What is the value of delivering this programme?	<ul style="list-style-type: none"> Produce the business case including case for change Gain approval for business case Approve spend and budgetary control mechanism 	<ul style="list-style-type: none"> <u>Business Case</u>
<u>Functional Fit</u>	What does the system need to do?	<ul style="list-style-type: none"> Define the requirements for the system 	<ul style="list-style-type: none"> <u>Requirements Capture</u>
<u>System and supplier selection</u>	Which system will best meet our needs and who should I partner with to deliver this programme?	<ul style="list-style-type: none"> Assess the capability and fit of the different HR technology solutions and vendors. Select a system vendor and SI 	<ul style="list-style-type: none"> <u>HR technology system selected</u> <u>SI partner selected</u>
UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTERS			
<u>Programme Leadership</u>	Who is accountable for the programme and how will decision making be managed?	<ul style="list-style-type: none"> Appoint a programme leader Establish the programme governance model Define roles and responsibilities 	<ul style="list-style-type: none"> <u>Programme governance structure</u> <u>Role definitions.</u>
<u>Project Management</u>	What are the things I can do now to set the programme up for successful delivery?	<ul style="list-style-type: none"> Define the project plan for Phase 0 and the high level programme plan Define resource requirements for Phase 0 and mobilise the initial programme team. Establish PMO processes and reporting mechanisms 	<ul style="list-style-type: none"> Phase 0 project plan <u>High level programme plan</u> <u>Project team structure</u> <u>PMO</u> processes
<u>Change Management</u>	How might this impact how we work and how do we intend to manage the change across the organisation?	<ul style="list-style-type: none"> Assess how the programme will impact on the organisation Create the initial Change Management strategy and plan including stakeholder map and engagement plan 	<ul style="list-style-type: none"> Initial <u>Change Impact Assessment</u> <u>Change Management Strategy</u> Initial <u>Stakeholder Map</u>

HR CAPABILITIES FOR PREPARE PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Managing critical relationships • Influencing senior stakeholders • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Defining work scope & activities • Resource Planning & Management • Business case • Supplier Selection
Functional Expertise	<ul style="list-style-type: none"> • Digital Savvy • User Research • Data Management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Creative thinking • Gap Analysis • Impact assessment
Change Management	<ul style="list-style-type: none"> • Change Management, engagement and communications planning • Stakeholder management

This publication was withdrawn on 3 September 2021

CONTEXT AND CURRENT STATE

Why explore the context?

- Assessing the context will help build a solution with long term viability that is aligned to the organisation goals
- It enables understanding of the business and provides insights into what is driving the need to change now
- Being clear on the context will help in defining and communicating the vision

Why explore the current state?

- Assessing the current state enables a decision to be made on the organisation's readiness for Cloud HR Technology change
- It forms a baseline of today, providing a basis to measure success against or articulate the case for change
- It will help expand on the organisation' context and wider HR Target Operating Model around core systems
- It provides understanding of how the function is operating and how things could work better and will help to select the right technology solution

TIP

There can be a temptation to skip this phase as the business is considered to be "already understood". However, creating a robust picture of the current state is an important and powerful way of clarifying the need and emphasis for change.

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on 3 September 2021

EXPLORING THE CONTEXT

Approach:

- **Internal Landscape** - conduct a desktop review of strategy and finance documentation; interview key business and HR stakeholders to understand the operating context and the internal pressures that HR Cloud Technology may address
- **External Landscape** – collect relevant external HR and technology trends. Examples might include trends and thought leadership in technology, HR service design and social, political, technological, economic, cultural factors
- **Summarise Internal and External Drivers for Change** – provide a comprehensive overview of relevant factors that should inform the development of the Cloud HR Technology vision, purpose and requirements for the organisation

What are the business goals, priorities and pressures for the next 3 – 5 years?

What is the organisation vision and strategy? What are the operating principles? How does Cloud HR Technology enable these?

What are the internal opportunities and limitations in delivering Cloud HR Technology?

What are the external trends and developments that we need to consider to ensure our solution is sustainable in the long term?



ASSESSING THE CURRENT STATE

Approach:

- **Internal Insights** - interview HR team members to understand current HR priorities, practices and issues; undertake a desk top review of existing HR data and documentation and policies; analyse HR cost and headcount data to build a picture of the current function; interview business stakeholders to understand customer priorities and how HR can best support the business
- Understand the priorities of other functions as well as HR and the interdependencies.
- **External Insights** - collect relevant external HR trends, best practices and benchmarks tailored to organisational circumstances
- Focus on researching technology and data enablement of HR
- Identify use case reference sites, either other government department or ask suppliers for examples
- **Gap Analysis** - draw on the research findings to identify the gaps between current practice and the optimal position. Summarise the opportunities and strengths; Validate and establish the priorities for HR
- **Recommendations** – create recommendations that identify priority areas to feed into the design phase; review and validate the recommendations with key stakeholders

What are HR customers' needs?

How does the HR function currently operate?

What are we doing to meet these needs today?

What is the size and shape of the function today?

What are we great at? And not so great at?

What are the new opportunities we need to prepare for?



PROJECT VISION AND STRATEGY

What is the Vision?

- The vision should provide a clear picture of what the future will look like.
- It defines the ambition for the HR function and how technology will enable this.
- Clarity of vision gives insights into “why change?” as well as “what changes?”

What is the Strategy?

The Global HR Design guides to Operating Model and Service Delivery Model provide:

- A set of objectives, principles and tactics that the Cloud HR project will focus on to create the desired future state
- The scope and ambition of the strategy should be aligned to the Civil Service 2021 Global HR Design
- A “roadmap” of deliverables that should be documented in the project plan

Defining the Vision and Strategy

Gather insights from context and current state review

- Review strategic context
- Review Current State Assessment Report

Define the Project Vision and Strategy

- Workshop to develop Vision and Strategy
- Internal challenge session to test against business and HR function vision/strategy
- Finalise and communicate project vision

Prioritise activities and develop the roadmap

- Identify the activities that will deliver the strategy
- Define objectives and deliverables for project workstreams
- Integrate into Project Plan.

USER RESEARCH

What is User Research?

- User Research is a process of understanding user needs and requirements from a new service
- It provides clarity on the problem you are trying to solve
- It explores what services will work well, rather than what services will be popular
- It is a requirement of the [Government Digital Service Standards](#)

Who are the users?

Users will include: candidates, employees, line managers, HR Professionals, business executives and even alumni

Why is User Research Important?

- It helps teams learn about users and create services that meet their needs
- It ensures that services are more likely to be used
- It achieves the right outcome and intent
- It ensures better value by enabling more efficient system design, reducing time and money spent on resolving problems

What does User Research tell you?

Who your likely users are

What they are trying to do

How they're trying to do it now

How their life or work influences what they do and how

How they use and experience services

KEY STEPS TO USER RESEARCH

- You must do user research as part of a Cloud HR project to help you understand what the system needs to do and what service you want to create for users
- User research is conducted during the Prepare Phase to understand user needs
- Ongoing user research, and iterative user testing, should also be carried out during the lifecycle of the project to ensure that the final solution continues to align with user needs and takes account of any changing needs

1. Prepare for User Research

- ✓ Select user participants
- ✓ Ensure research is inclusive
- ✓ Capture research questions
- ✓ Select appropriate methodology

2. Research and Analysis

- ✓ Undertake research activity e.g. contextual research and observation, in-depth interviews
- ✓ See range of methods in Government Service Manual
- ✓ Analyse and present research

3. Share your findings

- ✓ Share findings with design team and stakeholders

Further Resources:

The **Government Service Manual** provides further detailed guidance, examples and case studies for User Research.

<https://www.gov.uk/service-manual/user-research>

BUSINESS CASE

What is a Business Case?

A business case describes the required investments and the potential benefits of a change programme in order to quantify the return on investment and make a compelling case for change.

The objectives of a business case are threefold:

1. Convey to key stakeholders the **overarching vision** for undertaking the Cloud HR Technology Programme
2. Illustrate that the plan to achieve the vision is sound and **based in fact and reasonable assumptions**
3. Prove that the investment to reach the desired end state, whether in time, money or people, **provides an acceptable rate of return**

Your approach should use the Global HR Design to establish its context and demonstrate a user-friendly design approach.

An HR Cloud Technology Business case needs to:

- ✓ Gain a common understanding of goal and objectives for using the technology
- ✓ Communicate a vision for the future of HR and the critical part technology plays
- ✓ Set out clear HR priorities
- ✓ Gain HR, customer and senior leadership support for change
- ✓ Support funding requests
- ✓ Clearly communicate the required investments and potential benefits
- ✓ Guide the timing and phasing of the transformation and implementation

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BUSINESS CASE – THE ‘5 CASE’ MODEL

‘PUBLIC SECTOR BUSINESS CASES, USING THE FIVE CASE MODEL

GREEN BOOK SUPPLEMENTARY GUIDANCE ON DELIVERING PUBLIC VALUE FROM SPENDING PROPOSALS’ (See link below)

Outlines how to develop a compelling business case based on five key criteria:

1. That the intervention is supported by a compelling case for change that provides holistic fit with other parts of the organisation and public sector – the “**strategic case**”
2. That the intervention represent best public value – the “**economic case**”
3. That the proposed Deal is attractive to the market place, can be procured and is commercially viable – the “**commercial case**”
4. That the proposed spend is affordable – the “**financial case**”
5. That what is required from all parties is achievable – “**the management case**”.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469317/green_book_guidance_public_sector_business_cases_2015_update.pdf

BUSINESS CASE TIPS

Tips for building a winning Cloud HR business case:



Include clearly defined saving targets



Identify and include balanced representation of the quantitative (hard) and qualitative (soft) benefits



Ensure buy-in and acceptance of the business case by Finance, IT and wider business 'customers' as necessary



Include an implementation roadmap



Include a change readiness and risk assessment



Define how you are going to assess benefits realisation.

Consider 'cashable' and 'non-cashable' benefits

Cashable benefits include:

- ✓ Lower ongoing running and license costs
- ✓ Faster, more affordable deployment
- ✓ Reduction in HR costs due to self-service and less time spent on transactional activities

Non-cashable benefits include:

- ✓ Better management information and analytics resulting in better and faster decision making
- ✓ Better functionality and improved user experience resulting in increased use of self-service and improved employee engagement
- ✓ Simplified HR processes resulting in a reduction in time spent on transactional activities and therefore a refocusing of HR on higher value-adding work

FUNCTIONAL FIT OVERVIEW

What is functional fit?

- A functional fit provides an assessment of which HR Technology system most closely aligns with the needs of users and the organisation
- Part of the functional fit is capturing the requirements the organisation needs from the new HR technology system

A functional fit provides:

- Understanding of the requirements and priorities for the new HR technology system
- The ability to test the capabilities of the technology vendors during the system selection process to determine which vendor's capability most closely fits the organisation's needs

A functional fit answers questions such as:

- What user needs are we trying to meet?
- What problems must the new system solve?
- What friction points have we encountered with our legacy system?
- What new features or functionality do we need?
- What other systems will the new solution need to link or integrate with?

FUNCTIONAL FIT: PRACTICAL CONSIDERATIONS

Gather requirements for the new system by interviewing HR process owners and other cross-functional stakeholders.



Prioritise the requirements to identify those that are most critical.



Test and refine the prioritisation of requirements with stakeholders



Translate the agreed requirements into test scripts to ensure the HR technology vendors demonstrate required functionality during system demos.

MoSCoW PRIORITISATION*


A popular method to prioritise requirements is the MoSCoW method:

M - MUST have this.

S - SHOULD have this if at all possible.

C - COULD have this if it does not effect anything else.

W - WON'T have this time but would like in the future.



Be clear on your requirements - having understanding of, and agreement on, requirements will improve the overall quality of vendor selection and project implementation, and generate the best outcome for the organisation.

Don't base your selection solely on today's needs; consider the capabilities that are out of scope for now but potentially in scope later during your initial evaluation.

*Cost and other commercial aspects are also key considerations that will be discussed later.

SYSTEM AND SUPPLIER SELECTION – OBJECTIVES

Objectives of System and Supplier Selection

- To select a system that best meets the needs of the department over in the short, medium and long term at a cost that represents best value
- To select an Implementation Partner or 'system integrator' (SI) to act as a partner through implementation and roll out.
- To select a Change Management partner to facilitate the 'human' aspect of change, drive adoption and help maximise benefit realisation.

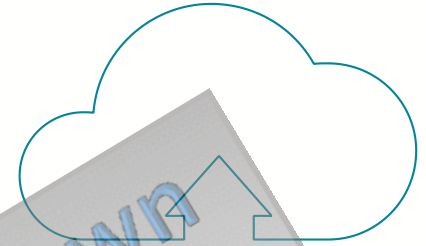
“

Making a good informed decision is not that different to sitting on a jury – all reasonable doubt has to be removed before you can pass a verdict one way or the other. Thankfully, though, corporate decisions are seldom a matter of life or death!..

Richard Branson
Founder of Virgin Group

”

This publication was withdrawn on 3 September 2021



SYSTEM AND SUPPLIER SELECTION - OVERVIEW

System and supplier selection involves answering **three important questions**:



If you are in scope for it, your strategy should be compliant with the [Shared Services Strategy for Government](#)

Government Digital Service

(GDS) Spend Control Process

The spend controls process exists to make sure:

- You've considered the needs of the people who'll use the service
- You get the best value
- You only spend on programmes and projects that meet government digital and technology strategies and standards
- Private businesses and members of the public can see how government makes decisions about spending money on digital projects or technology
- You discover and solve any problems with your service before you spend money
- You develop services using [Agile](#) methods

SYSTEM AND SUPPLIER SELECTION: ROLES AND TIPS

There are some very defined roles and responsibilities associated with a supplier selection process. The roles should be agreed and assigned in advance.

- **Executive sponsor:** Decision making
- **Commercial:** Owns the process; manages interventions with vendors; conduct negotiations and ensure compliance with OJEU or other legislative requirements.
- **IT:** Technical assessment of proposals including data and integrations
- **HR:** Functional assessment – user needs and operational requirement(s)
- **Administrator:** Meetings; collation of documents.

All interactions with suppliers can affect the outcome – whether consciously or not!

Demand the same level of scrutiny for customer satisfaction and account management requirements as is given to functional and technical requirements

Understand how to use Government procurement frameworks.

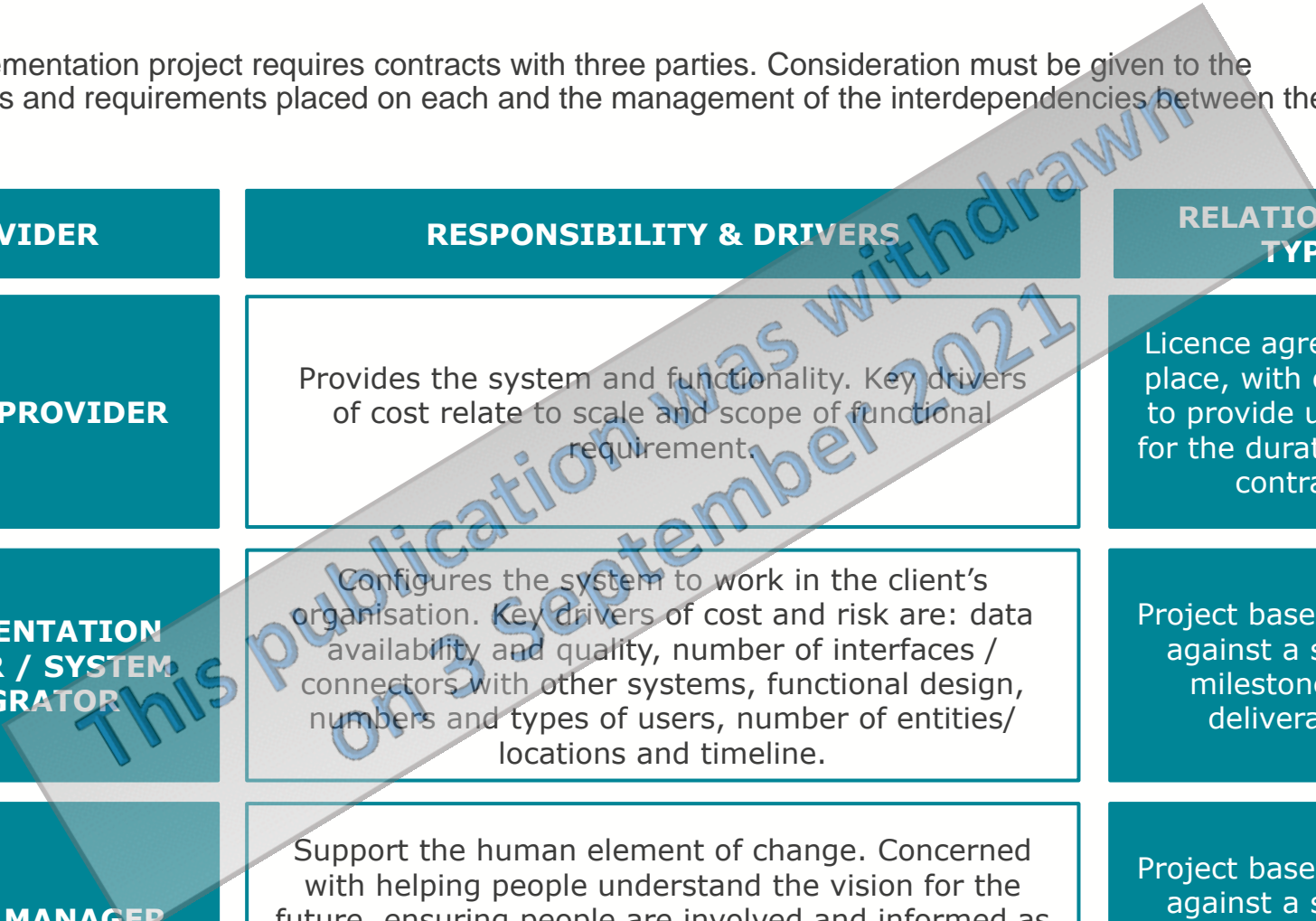
Ensure that the whole team understands the commercial strategy.



SYSTEM AND SUPPLIER SELECTION - SCOPE

A Cloud implementation project requires contracts with three parties. Consideration must be given to the responsibilities and requirements placed on each and the management of the interdependencies between them.

PROVIDER	RESPONSIBILITY & DRIVERS	RELATIONSHIP TYPE
SYSTEM PROVIDER	Provides the system and functionality. Key drivers of cost relate to scale and scope of functional requirement.	Licence agreement in place, with obligation to provide up-grades for the duration of the contract.
IMPLEMENTATION PARTNER / SYSTEM INTEGRATOR	Configures the system to work in the client's organisation. Key drivers of cost and risk are: data availability and quality, number of interfaces / connectors with other systems, functional design, numbers and types of users, number of entities/ locations and timeline.	Project based contract against a series of milestones and deliverables.
CHANGE MANAGER	Support the human element of change. Concerned with helping people understand the vision for the future, ensuring people are involved and informed as required. Key drivers: complexity of the organisation, numbers of people affected, scale of ambition.	Project based contract against a series of milestones and deliverables.



SYSTEM AND SUPPLIER SELECTION

1 What are our needs?

The purpose of this step is to identify as specifically as possible what the requirement of the system is. It draws on all work undertaken during the Prepare Phase.

INPUT	DEFINITION TO BE PROVIDED	OUTPUT
Context	How many employees and organisations (locations and legal entities) are there in scope? How will the population change over time? How many other systems do we need to integrate with?	Statement(s) of requirement (SOR) that form the basis of a Request for Information (RFI) and /or an Invitation to Tender (ITT), assessment and contract(s).
Current State	What are we moving from? What has to change?	
Vision and Strategy	How will HR operate in the future? What will the service delivery model be?	
Business Case	What are the expected outcomes and benefits? What is our planned timescale? How will we assess affordability of supplier proposals?	
Functional Fit	What do we need the system(s) and suppliers to do?	

TIPS

- ✓ Focus effort on defining the functionality and output required from the technology, do not be constrained by the 'as is'
- ✓ Selection of the implementation partner ([system integrator](#)) is as critical to success as selecting the technology
- ✓ Think of this as an iterative process, where learning more informs the requirement definition

SYSTEM SELECTION

2 Which system best meet our needs?

- This process should be owned by the Commercial function to ensure compliance and so that the correct skills and experiences are applied to secure best value.
- Commercial will also determine the best route to contract, whether through an existing framework or departments own specific OJEU process.
- HR should take a very active role in formulating requirements. HR and IT, along with commercial, should be involved in assessment.

RFI / Early engagement (long list of suppliers)

A variety of systems are available, although the Shared Service Strategy names Oracle and SAP specifically. Consult with Commercial on this point.

- Generate a 'long list' of potential suppliers:
- The purpose of early engagement or [RFI](#) is to understand the extent to the suppliers offerings.
- Information gained should inform the [SOR](#).

Formal ITT (Short list of suppliers)

The Commercial function will be responsible for producing an ITT Template. Technical and Functional assessment criteria should build on the SOR enabling objective assessment.

- The purpose of the ITT is to identify the most suitable system, taking account of technical and functional criteria as well as cost.
- The commercial strategy should allow for negotiation, clarification and a 'Best and Final Offer' post-ITT.

ITT Assessment include System Demo

Demo scripts that follow user journeys (based on Global HR Design) enable like for like assessment of system functionality.

The objective here is to identify how closely the 'out of the box' specifications offered meet the requirements laid out in the SOR as well as the 'look and feel' of the system from a user perspective. This is a key part of the 'quality' aspect of the 'value' equation.

Preferred system and suppliers (system and [system integrator](#)) selected – subject to contract.

Commercial strategy – finding best value and creating commercial leverage

MYTH BUSTING: It is okay to speak with vendors, in fact this can be a really useful way to understand the market, so long as they understand the conversations is "without commitment or prejudice" and all vendors are treated in the same way. Once a formal [RFI](#) or [ITT](#) is in progress, your Commercial Officer must own the process and will ensure that you do not breach any regulatory requirements. Talk to your commercial lead for advice.

IMPLEMENTATION PARTNER (SI) SELECTION

2 Which supplier best meet our needs?

Selecting the implementation partner /system integrator is at least as important as selecting the system. As a client, you will have a closer working relationship with the integrator as well as more shared risks and dependencies.

Ways to identify potential:

- Crown Commercial Service Frameworks
- Consultancy 2 Crown Commercial Service Framework contract for Consultancy
- System provider approved partners
- Recommendations for other departments.

Work with Commercial to agree the appropriate commercial model. Common options include:

- **Time & Materials** – Pay only for what you use, but assume all of the risk for overrun.
- **Capped Time & Materials** – As above but with an upper limit
- **Fixed cost** – Risk for overrun sits with supplier, but most likely will have factored some risk in and could make extensive use of change control

RFI

ITT

Running the [RFI](#) and [ITT](#) stages for the integrator concurrent to the system selection can make for a more informed process and create competitive tension.

TIPS

- ✓ Be sure how changes will be managed – especially changes in scope or time-overrun.
- ✓ Carefully consider governance around change control and pricing for changes.

Final negotiation of contract terms to include [Service Level Agreements](#) (SLA) and commercial terms.

SUPPLIER MANAGEMENT

3 How will we manage the supplier relationship?

Successful supplier relationships depend upon clear governance to manage them correctly. All too often, people think the work is done once the contract is signed.

Relationship Management continues throughout the lifecycle of the project and beyond:

	Design, Create, Deploy, Stabilisation+	BAU	Exit
ACTIVITIES	<ul style="list-style-type: none"> Progress meetings / project governance Negotiation of changes 	<ul style="list-style-type: none"> Periodic formal performance review Informal relationship 	<ul style="list-style-type: none"> Develop and exit plan Negotiate terms of exit Progress reporting
TOOLS	<ul style="list-style-type: none"> Project plan Statement of Requirement Progress reports 	<ul style="list-style-type: none"> Service Level Agreement Contract Performance reports Continuous improvement 	<ul style="list-style-type: none"> Relationship owner Commercial IT HR
STAKEHOLDERS	<ul style="list-style-type: none"> Project sponsor, Steering Group, PMO IT, HR Commercial Third party suppliers 	<ul style="list-style-type: none"> Relationship owner Commercial IT HR 	<ul style="list-style-type: none"> Contract Performance reports

12 COMMERCIAL PRINCIPLES

Your commercial strategy and supplier relationship management plan should be aligned with the following principles

Organisations should approach an HCM/ERP implementation by considering their functional and technical needs, but also their options for different types of implementation and the potential and opportunities for wider business transformation.

Organisations should draw up RfPs as much more than just a list of IT requirements. RfPs should consider the business' critical problem statements and solutions, in addition to the quality of user experience sought, rather than simply outlining lists of functionality.

Organisations should ensure that their project teams engaging with the market are multi-functional, including IT/Digital, HR, Finance, Commercial and Project Delivery. Even if only HR or Finance solutions are being procured, organisations should ensure that the other function (HR or Finance) is fully aware and involved throughout to achieve alignment.

Organisations should be prepared to agree a fair price for the quality and completeness of solution and implementation they need, rather than encouraging a race to the bottom on price.

Organisations should understand that cloud products aren't static and will evolve; there will be compromise and they shouldn't be wedded to non-critical specifics of both system and process.

Organisations should focus on building quality relationships with their vendors in addition to implementation and maintenance partners; vendors need to invest in collaboration rather than 'hard' sales to maximise repeat business in the SaaS world.

12 COMMERCIAL PRINCIPLES

Your commercial strategy and supplier relationship management plan should be aligned with the following principles

Organisations should ask partners to reasonably outline their capabilities and expertise, while assuring themselves that experienced and accredited individuals are available for their programme.

Organisations sharing tenants and services should have a shared vision and an ability to continue influencing direction even if they're smaller than the 'parent' organisation.

Organisations should be aware that in relation to agreeing Terms and Conditions, SaaS solutions aren't owned they're leased, and so the opportunity to flex conditions will be limited.

Organisations should be open and fair about timings so that a supplier can plan for quality and the customer can be assured that the supplier can deliver; don't unreasonably stick to deadlines over quality.

Organisations should invest their own time and capacity, build their own capability and embed their people in the programme from the beginning; quality business input and a quality handover/knowledge transfer is important to success.

Organisations should carefully consider their new/future operating model and resulting requirements for the level of on-going consultancy support needed for maintenance and upgrades, compared to the implementation period, to allow for knowledge transfer and desired levels of self sufficiency.

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PREPARE TOOLS

Tools and templates with guidance on how to use them can be found in the appendix:

Quantitative Data Analysis

This diagnostic aims to create a data bank that accurately reflects the size, shape and cost of an organisation/function as a baseline towards the business case and measures for success,

Current State Assessment Report

This tool is designed to help you identify the future demands and opportunities for the organisation/function you are looking to make changes within.

Visioning Workshop Exercises

Example exercises:
a. Headlines
b. Magic and Baggage

Business Case Contents

This tool provides a template for a typical business case.

Functional Fit Discussion Guide

This discussion guide can be used during interviews to gather HR systems requirements from HR process owners and other stakeholders.

Requirements Capture Template

This template can be used to capture the functional requirements and organise and prioritise them by process area,

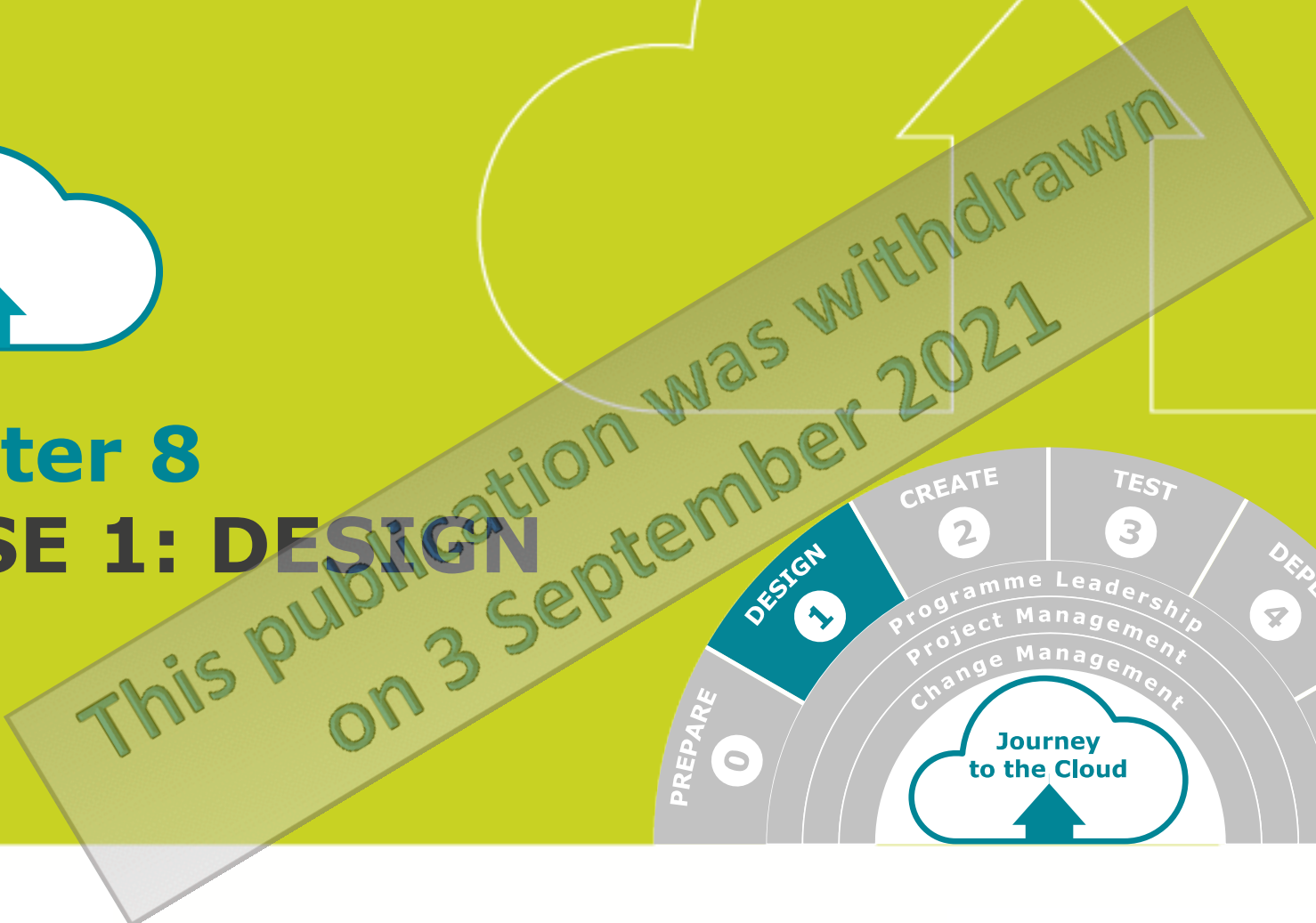
Demo Script Template

This template can be used to create a set of test scripts that reflect the agreed requirements and can be used during the system selection process to test the capabilities of the technology vendors.



Chapter 8

PHASE 1: DESIGN



PHASE 1: DESIGN - INTRODUCTION

Why is this phase important?

The Design phase is important as it defines the solution to have long term viability in order to best meet user needs. A robust design will save time and avoid making detailed changes in later phases of the programme.

Activities within the Design Phase:

- Review, prioritise and agree [design principles](#)
- Deliver design workshops to develop and test [processes](#) and impact with key stakeholders
- High level org structures and Position Management
- Identify [data](#) and reporting requirements and address data quality issues and gaps
- Assess the [organisation design](#) against the future requirements
- Gaining approval and sign-off to move into the Create phase

The role of HR in the Design Phase

- Agreeing design principles with key stakeholders
- Delivering process and service designs
- Assessing organisation design requirements and developing optimum structure, roles and ways of working
- Ensuring the design is fit for purpose, represents good practice and is legally compliant
- Cleansing data and addressing data gaps

This publication was withdrawn on 3 September 2021

DESIGN OVERVIEW

The Global HR Design should form the basis for all design activity

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<u>Design Principles</u>	What principles will be used to help make design decisions?	<ul style="list-style-type: none"> Review and prioritise HR Design Principles to ensure they meet project requirements. Agree any additional principles that should be used. Test with stakeholders 	<ul style="list-style-type: none"> Prioritised <u>Design Principles</u>
<u>Process and Service Design</u>	How does Cloud HR Technology change HR processes and services?	<ul style="list-style-type: none"> Design and test all future HR processes, identifying required inputs, outputs, delivery channel and data for each step Design Service Consider your contract strategy Consider implications of Future operating model on current policies 	<ul style="list-style-type: none"> Process Maps for all HR areas Service Design
<u>Organisation Design</u>	How does the organisation need to change to support new technology, process and services?	<ul style="list-style-type: none"> Assess effectiveness of current organisation design Create new structures, roles, ways of working and capabilities to ensure alignment with future requirements. 	<ul style="list-style-type: none"> Future HR structures, role profiles and capability framework.

UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTER

<u>Programme Leadership</u>	Who is accountable for design decisions?	<ul style="list-style-type: none"> Provide direction in resolving complex design questions and issues. Gain senior stakeholder buy in. Sign off final design 	<ul style="list-style-type: none"> Signed off design phase.
<u>Project Management</u>	What am doing to keep the project deliverables on track and manage risks, issues and dependencies?	<ul style="list-style-type: none"> Report project progress against time, cost and quality. Identify risks, issues and decisions required with design team and agree actions to mitigate and resolve. Ensure dependencies between other programmes, workstreams and between HR processes are identified and managed effectively. 	<ul style="list-style-type: none"> Status report RAID log Dependency log
<u>Change Management</u>	Which stakeholders should be involved with design?	<ul style="list-style-type: none"> Review stakeholder map to ensure right stakeholders are engaged with the design phase. 	<ul style="list-style-type: none"> Summary of stakeholder engagement in design phase.

HR CAPABILITIES FOR DESIGN PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Managing critical relationships • Issue resolution & strategic problem solving • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Driving delivery, project performance and reporting • Managing risk
Functional Expertise	<ul style="list-style-type: none"> • HR process design • Organisation design • HR service design • Digital Savvy • Data Management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Creative thinking • Gap Analysis • Impact Assessment • Problem solving and decision making
Change Management	<ul style="list-style-type: none"> • Stakeholder management • Change management and communications design

DESIGN PRINCIPLES

What are Design Principles?

Design Principles are statements that guide the detailed design activities across all areas of the programme.

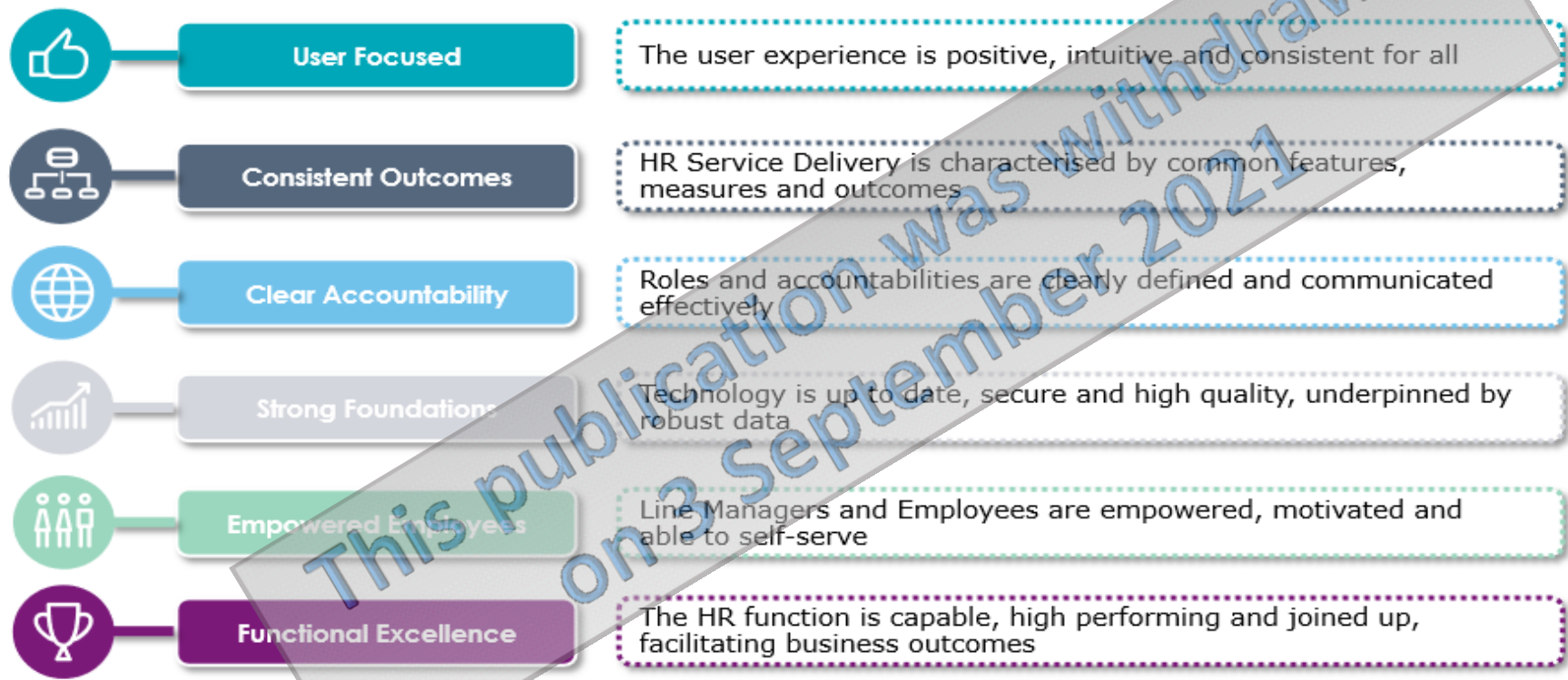
Design Principles provide:

- A reminder of what the design is setting out to achieve.
- Expectations and standards for the quality and direction of the work.
- Guidance to the design team to design the future state and help resolve any differences during design.
- The criteria against which design options for the future state can be assessed.

This publication was withdrawn
on 3 September 2021

GLOBAL HR DESIGN PRINCIPLES

- Overarching Global Design Principles have been established as part of the Civil Service HR Global Design.
- These principles should be used as a starting point for all HR design activity across the Civil Service.



For further detail on the sub-principles and implications relating to each principle please refer to CSHR Global HR Design Overview and Taxonomy.

DESIGN PRINCIPLES: PRACTICAL CONSIDERATIONS

Determine what the Global HR Design Principles mean for the design and implementation approach for the programme.



Prioritise the most critical principles for the programme.



Consider whether there are any additional principles or different emphases that need to be included for the programme.



Ensure the project team and key stakeholders understand the design principles and how they will be used for decision making.

Design principles should allow you to decide which option to pick.



Design principles should be:
few enough to be memorable, short enough to be repeatable, relevant enough to be usable.

PROCESS AND SERVICE DESIGN

What is process design?

Defines the future work of HR and how this will be optimally delivered to meet business requirements based on the [target operating model](#) and technology.

Process Design details:

- A description of each process step
- Technology requirements (or other channel)
- Roles – who is responsible for the process step
- Performance metrics
- Ongoing management and governance of the process
- Completed to a sufficient standard to inform system selection

TIP

Process design should not be an exhaustive exercise because cloud solutions offer effective solutions 'out of the box'; therefore it is more efficient to adopt the solution standards than to design your own process from scratch and adapt the systems to them as was the norm with older on premise solutions.

What is service design?

- The design of a service that helps the user to do something
- In the context of HR services, the user is the employee or manager who uses HR technology to facilitate the employment, management and exit of people.

Why is service design important?

- When service design is right the system will be used as it was intended
- A good service design reduces time and cost addressing user technology issues and optimises cost benefit of the technology
- Service design enables HR to set measurable quality outcomes that align to user needs helping to contact with service providers.

PROCESS DESIGN FOR A CLOUD PROJECT



For a cloud project, processes are pre-configured within the software. It is important that an “adopt” rather than “adapt” approach is taken to process design, i.e. adopt the standard, ‘out-of-the-box’ processes. The pre-configured processes should be used as the starting point.

Process Design Steps

- 1 Review inputs for process design (user requirements, process improvement data, HR benchmarking, design principles).
- 2 Understand the Cloud vendor’s business processes, constraints and scope for configuration.
- 3 Design each HR process using the Cloud vendor’s business processes as a starting point. It’s likely you’ll need to add process steps to create a truly end-to-end process.
- 4 Consult the Global HR Design.
- 5 Review and iterate the design against principles and user requirements.
- 6 Assign roles to each process step.
- 7 Identify the technology enabled process steps and identify any additional technology requirements.
- 8 Define on going management and measurement of the process including metrics, reporting and governance.

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GOVERNMENT SERVICE DESIGN

The Government Digital Service Standards provide detailed guidance on the development of Government services customers use e.g. citizens, organisations etc. These standards can be applied to the design of services to internal customers.

Applied to a Cloud Technology Project

Meeting Government Service Design Standards

- [Government Digital Service Standards](#) may be applied to service design for internal customers.
- Examples include: Understand user needs; use [agile](#) methods, make sure users succeed first time.

Consider the whole user journey

Look at the whole user journey, not just the tasks that require using technology.

Identify all parts of your service

- Think about the end-to-end service including aspects of the service that might be delivered by third parties.
- Think about front to back – everything a customer sees.
- Think about HR service in every channel including phone and face-to-face not just digital.

Understand your user tasks

Look at everything that the user of the HR service has to do to achieve their goal.

Design for everyone

HR services must be accessible to everyone

ORGANISATION DESIGN

What is Organisation Design (OD)?

- The process of aligning the building blocks of an organisation to create an effective organisation that is delivering its strategy.
- In the context of a Cloud HR Technology implementation, the OD focus will be aligning the work HR needs to do, structures, new roles/changing roles, capabilities, behaviours and ways of working.

Why is Organisation Design important?

As organisations change, the organisation design must evolve to ensure continued success.

Meeting the business challenges and realising the benefits of the new system will only be fully realised with the right roles and capabilities in place.

The right OD solution will facilitate change management and user adoption, minimise the disruption and cost of implementation issues.

ORGANISATION DESIGN QUESTIONS

HR Activity: What new activities will be required? What activities will no longer be required as they are replaced by the technology? What activities stay the same and what new activities will be created? Does it make sense to group or organise activities in the same way? How good are we at the core activities/new activities?

Roles: What new roles will be required to administer and maintain the system? Which roles will no longer be required? Which roles stay the same?

HR Capabilities: What are the new skills, knowledge and experience required to manage the new system? Which capabilities are replaced by the system and no longer required? How good are we at critical skills/new skills?

Structure: Where is the work done? How appropriate is the structure to the new ways of working? Do reporting lines make sense? Is the right expertise organised together?

TIPS

- Keep in mind the design principles when making decisions on organisation design.
- Think about the current state and the vision to help think through necessary changes
- See Global HR Design for TOM, SDM and roles of the LM.



DESIGN TOOLS OVERVIEW

Tools and templates with guidance on how to use them can be found in the appendix:

Role Mapping Template

Template is used to map the existing HR roles to the HR System roles that are defined by the vendor.

Process Validation Template

Template to identify and capture the changes that need to be made to the Vendor's pre-configured business processes.

This publication was withdrawn on 3 September 2021



Chapter 9

PHASE 2: CREATE



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PHASE 2: CREATE - INTRODUCTION

Why is this phase important?

The Create phase focusses on the technical build of the system. With a Cloud system this typically goes through iterative build cycles (or prototypes). Each cycle configures more detail into the system so that by the end of the final cycle the solution is completely configured and ready for testing.

Activities within the Create Phase:

- Configuring the system including: business processes, structural data, reports and security.
- Loading and reconciling [data](#) in the system.
- Building the [integrations](#) according to the specifications created in the Design Phase.
- Preparing for [testing](#) including finalising test scenarios, scheduling testing and completing informal [Configuration Testing](#) to confirm readiness for the Evaluate Phase.
- Delivering change management activity including updating the [change impact assessment](#) and developing the training plan and training content.
- Gaining approval and sign-off to move into the Evaluate phase.

The role of HR in the Create Phase

- Updating process guidance documentation and training materials to reflect the system configuration
- Reviewing and updating the change impact assessment based on the final business processes, system configuration and integrations
- Identifying HR test resources and creating or providing input to test scenarios.

CREATE PHASE OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<u>Data Migration</u>	How will we convert data accurately and comprehensively into the new system?	<ul style="list-style-type: none"> Define data conversion process Complete data consolidation and cleansing Migrate data 	<ul style="list-style-type: none"> Data conversion strategy Migrated data
<u>Data Security</u>	Is the system secure and aligned to our security policy?	<ul style="list-style-type: none"> Define security policy Set up system security and access rights 	<ul style="list-style-type: none"> Security policy Access rights configured in the system
<u>Integrations</u>	How will the system feed data to and from other systems?	<ul style="list-style-type: none"> Build integrations 	<ul style="list-style-type: none"> Integrations built and ready for testing

UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTER

<u>Programme Leadership</u>	Does the technical build reflect the design and overall strategy for the technology implementation?	<ul style="list-style-type: none"> Ensure technical build is in alignment with programme vision and intent. Resolving strategic issues and problems with technical build as they arise. Engaging stakeholders as appropriate. 	
<u>Project Management</u>	How are we delivering against the plan?	<ul style="list-style-type: none"> Monitor progress against deliverable Track and report risks, issues, actions, decisions, dependencies. Review resourcing requirements Review budget 	<ul style="list-style-type: none"> Status reports against milestones and targets, risks, actions, issues & decision reports
<u>Change Management</u>	What are the key messages we need to include in change communications?	<ul style="list-style-type: none"> Develop Change plan Develop Communications Develop user adoption/training materials 	<ul style="list-style-type: none"> Change Plan in readiness for evaluate and deploy phases Communications in readiness for evaluate and deploy phases. Training materials.

HR CAPABILITIES FOR CREATE PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

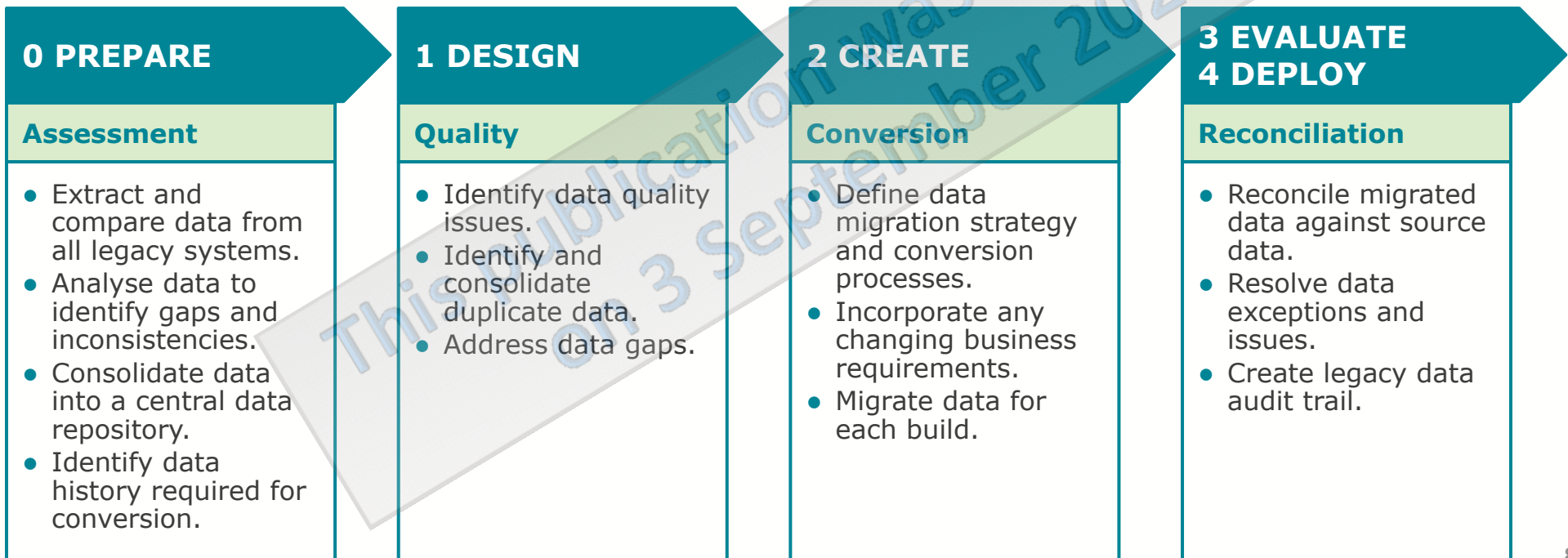
CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Issue resolution and strategic problem solving • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Drive delivery, project performance and reporting • Managing Risk
Functional Expertise	<ul style="list-style-type: none"> • Digital Savvy • Data management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Creative thinking • Problem solving and decision making
Change Management	<ul style="list-style-type: none"> • Stakeholder management • Change management and communications design and delivery

DATA MIGRATION

Why is Data Migration important?

- Data migration is a critical component of any cloud project. Every organisation has a unique data footprint that requires thorough analysis and rules to successfully migrate to the cloud.
- The activity of extracting, cleansing, moving and populating the large volume of data accurately into the new system is complex.
- There is a limited ability to change data structures once they have been configured in the system so it is important that data quality and validation activity is started early and completed thoroughly.

Data Migration should be started in the Prepare Phase and continues until Deployment



DATA MIGRATION TIPS



Identify all data sources and understand the quality of existing data in your legacy systems.



Don't underestimate the number of people needed to handle a conversion - dedicate resources to data cleanse and conversion.



Identify who knows and understands the legacy business data and gather their input and support with cleansing.



Leverage time during the Prepare Phase to make sure that data is cleansed, de-duplicated, and accurate.



Create a repeatable a process for data migration that can be used throughout the deployment process.



Seek advice from your SI partner on the requirements for preparing data for loading and the formats needed.



Identify data owners early, set expectations around their involvement and be clear on when they will need to have data delivered for each build.



Ensure that all data fields are reviewed and understood and that all areas of the organisation are included to ensure that reporting needs are met.

The role of Finance:

- The HR system needs to link to Finance systems for the purpose of capturing a [Chart of Accounts](#) (CoA) and authorisation limits.
- Finance's involvement is critical for a successful project.
- Finance need to provide data on the CoA and authorisation limits as well as supporting data cleansing and migration activity
- There are also interdependencies with finance in the areas of payroll, expenses and workforce planning.

DATA SECURITY

Why is Security important?

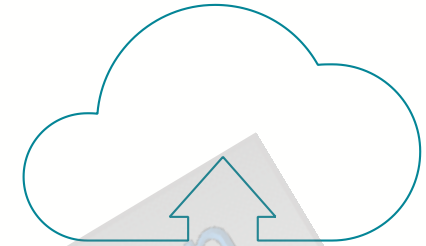
- [Cloud](#) systems host sensitive data and business processes externally in shared data centres so security and access management must be addressed thoroughly as part of any Cloud project.
- [SaaS](#) vendors invest heavily in data security procedures and technology but every organisation must be confident that the SaaS vendor's processes comply with the organisation's data security policy as well as local legal obligations.

“

Cloud computing is often far more secure than traditional computing, because companies like Google and Amazon can attract and retain cybersecurity personnel of a higher quality than many governmental agencies.

”

Vivek Kundra
Former federal CIO
of the United States



This publication was withdrawn on 3 September 2021

DATA SECURITY: PRACTICAL CONSIDERATIONS



Know where your data is – which server and data centre your data is being stored, what security measures they have in place and how they comply with data protection laws.



Be vigilant around updates and make sure staff don't gain access to data they are not supposed to have



Find out whether the cloud provider will accommodate your own security policies.



Make sure you have a secure back up of your data. This is more about securing your business than actual data security but provides increased control of your data.



Test security provisions to make sure they are secure.



Get references from other clients who require similarly stringent security and ask what steps they have taken to secure their data.



Understand what happens to your data if you change Cloud service provider.

Engage your Senior Information Risk Owner (SIRO) early.

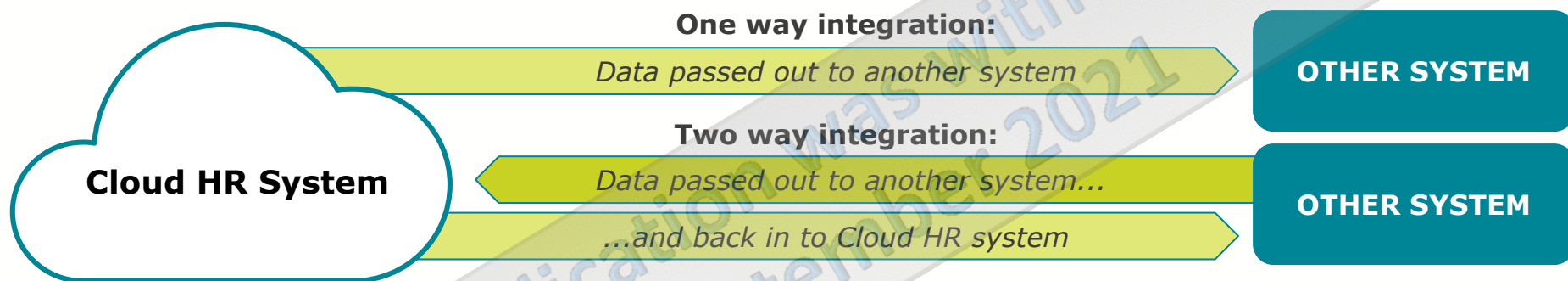


Understand the risks of cloud computing and data in this new environment.

INTEGRATIONS OVERVIEW

What is an Integration?

- An integration connects the cloud HR system with other internal and external systems and data sources.
- The integration feeds data from the HR system to other systems and can also have data fed back into it as well.



Examples of typical Cloud HR system integrations:

HR Integrations

- Payroll provider
- Pension provider
- Flexible benefits provider
- Talent providers e.g. sourcing, recruitment, learning
- Salary survey data

Other Integrations

- Single Sign-On
- Expenses
- Active Directory
- Global Address List
- Case management system e.g. IT ticketing

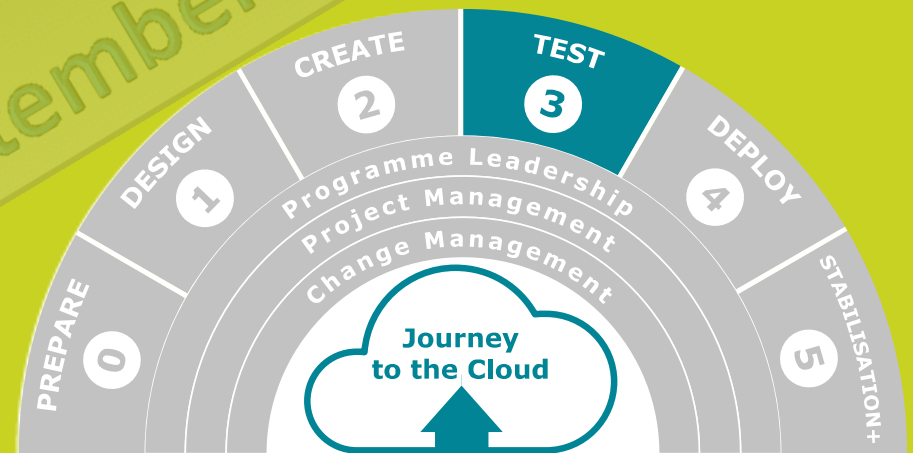
THE ROLE OF HR IN INTEGRATIONS

- Integrations require technical knowledge so the technical implementation team will be responsible for scoping, designing and building the integrations
- HR's role is to provide enough information to ensure that the technical team fully understands the integrations that are required. Adding extra integrations in the middle of an implementation can have serious impacts to the project timelines and the budget
- It is important to check back to the User Research and Service Design to ensure handoffs and information flows are simple and easy to follow
- HR will need to provide the business requirements for the integrations to the technical team including:
 - The **number and type of integrations** that are required and their priority
 - The information or **data fields that need to be passed between systems**
 - The **data flow direction** i.e. does data need to go into and/or out of the Cloud HR system?
 - The **sensitivity of the data** being transferred to guide the level of encryption needed.
 - Expected **volume of data** e.g. number of hires, terminations, data changes etc.
 - Any **other systems implementations planned** for the organisation and their impact might be on the Cloud HR implementation (e.g. a change to payroll provider)
- HR can also be involved in the testing the integrations to ensure that data is being transferred correctly
- If HR own the management of the relationship with any of the third party vendors then they will also play a role in engaging the vendor and connecting the relevant technical teams.



Chapter 10

PHASE 3: TEST/EVALUATE



PHASE 3: EVALUATE - INTRODUCTION

Why is this phase important?

- The Evaluate Phase is focussed on ensuring that the system works correctly and as intended. It is very important but is often rushed.
- It is the first opportunity many users have to get their hands on the new system and see what it can do for them.
- A successful testing cycle can make you more confident in the overall rollout because it allows you to identify and get ahead of any issues, and will show you first-hand what the user experience will be like for people who haven't been involved as part of the core project team.

Activities within the Evaluate Phase:

- Functional system [testing](#)
- [Testing](#) all aspects of the design including processes, services and the technical environment including integrations, access and volumes.
- Updating process maps, configuration documents and training materials to reflect any changes as a result of testing.
- Delivering [change management](#), user-adoption and training activity, particularly for HR.
- Gaining approval and sign-off to move into the Deploy phase.

The role of HR in the Evaluate Phase:

- Get comfortable with using the system under safe conditions
- Take ownership of the system and the new processes
- Delivering and/or supporting change management and communications activities
- Get ready to support user adoption by preparing to help others during go-live

EVALUATE PHASE OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<u>Testing</u>	Does the system work correctly and as intended?	<ul style="list-style-type: none"> • Integrations testing • End-to-end testing • User acceptance testing • Resolve testing defects 	<ul style="list-style-type: none"> • Test report • Test issues log and actions
UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTER			
<u>Programme Leadership</u>	Are we comfortable that the system meets our needs and is ready for deployment?	<ul style="list-style-type: none"> • Ensure all required parties are involved in the testing process. • Resolving strategic issues and problems that arise during testing. • Engaging stakeholders as appropriate. 	<ul style="list-style-type: none"> • Approval to exit testing and move to Deploy
<u>Project Management</u>	Have we planned and managed a comprehensive testing process?	<ul style="list-style-type: none"> • Monitor progress against deliverable • Track and report risks, issues, actions, decisions, dependencies. • Review resourcing requirements • Review budget 	<ul style="list-style-type: none"> • Status reports against milestones and targets, risks, actions, issues & decision reports
<u>Change Management</u>	What are the key messages we can learn from the evaluate phase for deployment communications and training?	<ul style="list-style-type: none"> • Conduct Change Readiness Assessment • Finalise communications • Deliver communications • Finalise training content and schedule 	<ul style="list-style-type: none"> • Communications and Training content and schedule.

HR CAPABILITIES FOR EVALUATE PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Issue resolution and strategic problem solving • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Drives delivery, project performance and reporting • Resource planning & management • Managing risk
Functional Expertise	<ul style="list-style-type: none"> • HR process design • HR service design • Digital Savvy • BAU management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Impact assessment • Problem solving and decision making
Change Management	<ul style="list-style-type: none"> • Change management and communications design and delivery • User adoption and training delivery • Stakeholder management

TESTING OVERVIEW

Why is it important to test?

- To ensure that the system works correctly and as intended.
- To ensure that data from existing systems is correct in the new system.
- To check for any mistakes that may have happened during development.
- It is much less complicated and more cost effective to fix a problem before the application is live.
- An opportunity to safely learn how to use the new system.

When does testing happen?

- Testing usually takes place at Go Live minus 2 months but it is also important to plan for testing early on:

DURING THE <u>DESIGN</u> PHASE	DURING THE <u>CREATE</u> PHASE	DURING THE <u>EVALUATE</u> PHASE
<ul style="list-style-type: none"> • Gain agreement on testing approach – who needs to be involved; how it will be done; where it will be done • Capture test scenarios 	<ul style="list-style-type: none"> • Plan the testing schedule • Identify test resources including end-users and business leaders • Create test scenarios 	<ul style="list-style-type: none"> • Test end-to-end business processes and data conversions • Test integrations • Perform formal User Acceptance Testing • Report and resolve defects

TESTING A CLOUD SYSTEM

Configuration Testing

(or Unit Testing)

- First basic validation that the configuration conforms to the design requirements
- Includes validating set up data, business processes, security roles and notifications.

End-to-end Testing

- Primary validation of the “near final” configuration
- Tests all functionality including all variations of configured business processes
- Also tests vendor integrations are working correctly

User-Acceptance Testing

(UAT)

- The last phase of testing
- Users test the system to make sure it can handle all required tasks in real-world scenarios.
- Also tests training materials and procedure documents
- Successful completion signals the approval to go live with the system.

TESTING TIPS

Test Scenarios

- Scenarios are used during UAT to ensure the system can deliver the processes
- Test scenarios are directly related to design - every requirement should have at least one scenario
- HR are asked to identify the scenarios that should be tested and are often involved in writing or validating test scripts
- Example Scenario:
 - *"Hire a full-time employee in Liverpool and define their compensation package".*

Testing is a great training opportunity for HR, especially for those individuals that will become super-users or system administrators.

Testing should involve more than just the core project team members; include most of HR as well as a wide range of stakeholders.

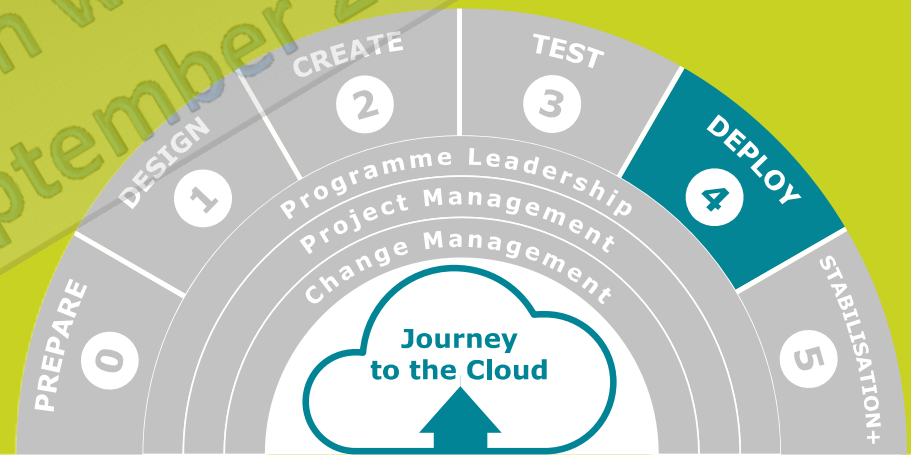
It is important that testing also includes any mobile access such as tablets and smartphones.





Chapter 11

PHASE 4: DEPLOY



This publication was withdrawn on 3 September 2021



PHASE 4: DEPLOY - INTRODUCTION

Why is this phase important?

The Deploy Phase is where the designed, validated and tested solution comes to life.

Activities within the Deploy Phase:

- Transferring all system configuration, data and integrations into the production (live) environment.
- Technical assurance to confirm appropriate testing and sign-off has been completed
- Transitioning all aspects of required HR service model changes such as processes and roles.
- Delivering end-user change management, user-adoption and training activity.
- Finalising the post go-live support structure and processes.
- Gaining approval and sign-off to move into the Stabilisation+ phase.

The role of HR in the Deploy Phase:

- Supporting the validation of employee data.
- Delivering and/or supporting change management and communications and stakeholder engagement activities.
- Providing input to post go-live support structure and processes.

DEPLOY PHASE OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<i>There are no individual topics in this chapter as the Deploy Phase is focussed on the technical build of the solution.</i>			
UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTER			
<u>Programme Leadership</u>	Are we ready to go live?	<ul style="list-style-type: none"> • Ensure system is working according to the original programme vision and intent. • Resolving strategic issues and problems that arise during testing. • Engaging stakeholders as appropriate. 	<ul style="list-style-type: none"> • Approval to go-live
<u>Project Management</u>	Have we got a robust go-live and cutover plan in place and can we deliver against this?	<ul style="list-style-type: none"> • Monitor progress against deliverable • Track and report risks, issues, actions, decisions, dependencies. • Review resourcing requirements • Review budget 	<ul style="list-style-type: none"> • Status reports against milestones and targets, risks, actions, issues & decision reports
<u>Change Management</u>	Is the business ready to accept the new system and are we read to support them?	<ul style="list-style-type: none"> • Deliver change management interventions • Deliver user training 	<ul style="list-style-type: none"> • Change Management interventions • Training interventions

HR CAPABILITIES FOR DEPLOY PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Managing critical relationships • Influencing Senior Stakeholders • Issue resolution and strategic problem solving • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Resource Planning and Management • Drive delivery, project performance and reporting • Managing risk
Functional Expertise	<ul style="list-style-type: none"> • Digital savvy • BAU Management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Problem solving and decision making
Change Management	<ul style="list-style-type: none"> • Change management and communications design and delivery • Stakeholder management • User adoption & training delivery



Chapter 12

PHASE 5: STABLISATION+



PHASE 5: STABILISATION+ - INTRODUCTION

Why is this phase important?

The Stabilisation+ Phase is the period immediately after the system go-live that focusses on embedding the system and closing out any outstanding project actions. It focusses on closely monitoring customer support, data integrity and system stability and resolving any issues. Stabilisation transitions into ongoing [Business-as-Usual](#) (BAU) management of the system.

Activities within the Stabilisation+ Phase:

- Reporting and resolving system defects
- Setting up the monitoring and reporting of process performance and establishing a continuous improvement programme.
- Delivering ongoing change management, user-adoption and training activity to ensure the system is meeting user needs and adoption targets are being met.
- Transferring knowledge and formal hand-over from the [SI](#) to the client
- Closing down the project and ensuring lessons learned are documented.
- Managing the [transition to Business-as-Usual](#) support and preparing for the first [update](#).

The role of HR in the Stabilisation+ Phase:

- Monitoring and reporting system and data issues
- Delivering and/or supporting change management, user-adoptions and communications activities
- Embedding the post go-live support structure and Stabilisation+ support processes which includes planning for and managing updates

STABILISATION+ PHASE OVERVIEW

	THE QUESTION TO ANSWER	ACTIVITY TO COMPLETE	OUTPUTS
Phase Topics covered in this chapter			
<u>Transition to Business As Usual (BAU)</u>	How will we support the system on an ongoing basis?	<ul style="list-style-type: none"> • Report and resolve system defects • Set up the monitoring, measurement and reporting of process performance • Establish a continuous improvement program. • Mobilise BAU team and manage the transition from SI to BAU 	<ul style="list-style-type: none"> • BAU organisation structure and roles • BAU processes and operating procedures
<u>Updates</u>	How will we manage system updates?	<ul style="list-style-type: none"> • Define the update schedule • Define the update process and responsibilities • Plan for the next update including resources 	<ul style="list-style-type: none"> • Update schedule and plan • Update management process
UNDERPINNING ELEMENTS COVERED IN THEIR OWN CHAPTER			
<u>Programme Leadership</u>	Is the system stable and are we ready to transition to BAU?	<ul style="list-style-type: none"> • Support strategic issue resolution • Close programme 	<ul style="list-style-type: none"> • End of programme review
<u>Project Management</u>	Have we completed all actions within the plan?	<ul style="list-style-type: none"> • Monitor progress against deliverable • Track and report risks, issues, actions, decisions, dependencies. • Review resourcing requirements • Review budget • Close programme 	<ul style="list-style-type: none"> • Status reports against milestones and targets, risks, actions, issues & decision reports • Project closure report
<u>Change Management</u>	Are people using the system?	<ul style="list-style-type: none"> • Change interventions • Deliver communications • Evaluate change interventions and training 	<ul style="list-style-type: none"> • Change and training evaluation

HR CAPABILITIES FOR STABILISATION+ PHASE

This table summarises the priority capabilities to this phase.

More detailed descriptions can be found in the [HR Capability Assessment Tool](#).

CAPABILITY CATEGORY	PRIORITY CAPABILITIES
Leadership & Governance	<ul style="list-style-type: none"> • Managing critical relationships • Issue resolution and strategic problem solving • Programme direction • Team management
Project Management	<ul style="list-style-type: none"> • Drives delivery, project performance and reporting • Managing risk • Business Case
Functional Expertise	<ul style="list-style-type: none"> • BAU management
Creative & Analytical Thinking	<ul style="list-style-type: none"> • Problem solving and decision making
Change Management	<ul style="list-style-type: none"> • Change management and communications design and delivery • Stakeholder management • User adoption & training delivery

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TRANSITION TO BUSINESS-AS-USUAL (BAU)

A good [BAU](#) support model is essential, requires careful set up and needs to be in place post-go-live early on in order to sustain and adapt the new technology solution.

The role of the BAU support team:

- Supporting HR and end-users with system access and navigation issues.
- Measuring process effectiveness and working with stakeholders to gather feedback and prioritise issues.
- Planning for, tracking and testing updates from the vendor.
- Updating user guides and training materials to reflect the improved and new functionality provided by updates.
- Monitoring and reporting usage statistics and tracking system benefits defined in the business case.
- Performing periodic audits to ensure security settings are regularly reviewed.
- Investigating complex issues and working with the vendor on any queries or fixes.

Practical considerations for BAU set up

- ✔ Ensure you have a well thought out and documented support model in place, with all of the key people who are going to provide BAU support fully understanding what is required of them.
- ✔ Have a testing plan in place for any system changes/modifications that might take place post go- live and include clear escalation paths to both process owners and technical support.
- ✔ Make sure there are communications channels in place, including with the HR Business Partner, so they can let the business know if and when something goes wrong with the system.
- ✔ identify which aspects to retain in house post go-live versus what makes sense, from a cost and service perspective, to outsource to an external provider.

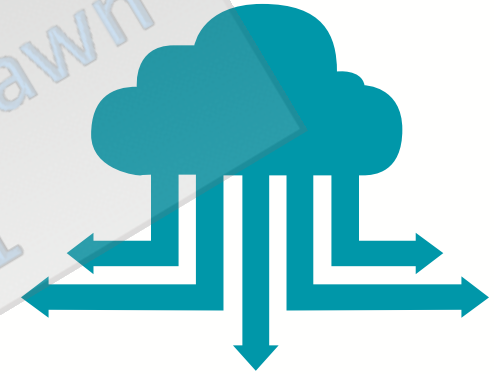
UPDATES

What is an update?

- An update is where the Cloud provider pushes new or improved functionality to all its customers at the same time.
- Updates allow customers to benefit from new features and enhancements quickly.
- Updates are released on a regular basis - typically two or three times per year and some providers provide no choice as to whether or not to take the update.

The role of HR in an update

- Organisations new to Cloud are often surprised at the volume of activity that accompanies each update so it is important that resource is allocated to this.
- HR will typically be involved in:
 - Monitoring the update schedule and planning for the update
 - Understanding what is contained in each release and what new functionality is being introduced.
 - Reviewing the new features and assessing their impact on the organisation and HR process or guidance
 - Testing of new functionality
 - Training super-users on any new processes or functionality
 - Updating training materials, processes, operating procedures and other documentation.





Chapter 13

FURTHER INFORMATION

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GLOSSARY - 1

Cloud technology	Cloud is a model for delivering IT services through the internet via applications (apps) and browsers, rather than through a local server. This means that users can access services from any location because the information is held in the cloud.
SaaS	'Software-as-a-Service', a licensing and delivery model where software is licensed on a subscription basis and is centrally hosted, rather than hosted on an organisation's servers. This offers a range of benefits including reduced total cost of ownership, reduced need for IT within organisations, greater flexibility and regular updates that keep the software up to date. SaaS is typically accessed by users through a browser. SaaS and Cloud go hand-in-hand.
ERP	'Enterprise Resource Planning', business process management software with applications for the management of multiple business functions including HR, Finance and Commercial. Traditional ERP providers include SAP and Oracle, who both provide a wide range of applications.
Shared Services	The consolidation of business operations used by multiple parts of the same organisation, or by multiple organisations. Shared Services can be highly cost efficient because they centralise spend and resourcing on transactional activity. Activity typically includes HR, payroll, finance and procurement.
Target Operating Model	A high level representation of how HR can be best organised to efficiently and effectively deliver services for the organisation. The Ulrich Model is a typical model illustrating the different parts of the model including business partnering, HR admin and operational services, and strategic leadership.
GDS	'Government Digital Service' is part of the Cabinet Office that helps departments with digital transformation.
Agile	Agile describes an approach to project management that encourage teams to build quickly, test what they've built and iterate their work based on regular feedback.
SI	'Systems Integrator', a company that assists organisations in combining different software products from multiple vendors. An SI may also be able to offer certain customisations for specific applications.

GLOSSARY - 2

PMO	'Project Management Office' an individual or team that defines and maintains the standards for project management.
Configuration Testing	The first basic validation testing to ensure that the configuration conforms to the design requirements.
End-to-End Testing	Primary validation of the "near final" configuration, tests all functionality including all variations of configured business processes.
UAT	'User Acceptance Testing', the last phase of the software testing, the user tests the system to make sure it can handle the required tasks in real world scenarios.
Cutover	The transition from one system to another.
SOR	'Statement of requirement', a document stating a business problem or opportunity.
RFI	'Request for information', a process to collect written information about the capabilities of various suppliers. Normally it follows a format that can be used for comparative purposes.
ITT	'Invitation to tender', the initial step in competitive tendering in which suppliers and contractors are invited to provide offers to supply products or services.
SLA	'Service Level Agreement', an official commitment agreed between the service provider and the service user. SLAs can cover all aspects of the service including – quality, availability, turnaround time and responsibilities etc.
CoA	'Chart of Accounts', a chart of accounts is a created list of the accounts used by an organisation to define each class of items for which money or the equivalent is spent or received. It is used to organise the finances of the entity and to segregate expenditures, revenue, assets and liabilities.
Go-Live	The point in time when the system becomes available to end-users
An integration	Connects the Cloud HR System with other internal and external systems and data sources.
BAU	'Business-as-usual', the team and/or processes that manage the system on an ongoing basis once it is implemented for the normal conduct of business.



TOOLS LIBRARY

The following tools and templates with guidance on how to use them can be found in the Tools Appendix and by emailing globalhrdesign@cabinetoffice.gov.uk

Programme Leadership Tools

- Cloud HR Programme Capability Assessment Tool

Project Management Tools

- Project Initiation Document
- Example Cloud HR Programme Structure
- High Level Project Roles
- Status Report

Change Management Tools

- Case for Change
- Change Impact Assessment
- Stakeholder Map
- Stakeholder Analysis
- Stakeholder Engagement Plan
- Change & Comms Strategy
- Change & Comms Plan
- Training Plan
- Change Readiness Assessment

Prepare Tools

- Quantitative Data Analysis Template
- Current State Assessment Report Structure
- Visioning Workshop Exercise 1
- Visioning Workshop Exercise 2
- Business Case Content
- Functional Fit Discussion Guide
- Requirements Capture Template
- HR Technology Demo Script Template

Design Tools

- Role Mapping Template
- Process Validation Template

Global HR Design Library

- Global HR Design Principles and Process Taxonomy
- User Journey Suite
- Process Splits (RACI)
- HR Service and Technology Standards
- Leading Practice Features
- Glossary
- HR Structures and Workforce Reporting Standards
- The Impact on the HR Operating Model
- The Service Delivery Model
- An Introduction to HR Enabling Technologies
- Organisation and Position Management
- The Role of the Line Manager

REFERENCES AND FURTHER READING

Accenture

[Six steps to cloud migration success](#)

CEB

[Six ways to prepare for the future of work](#)

Change Associates:

[Delivering on the HRIS Promise](#)

Deloitte

[Cloud HR](#)

[The Robots are ready, are you?](#)

Gartner

[Lessons Learned From SaaS HCM Implementations](#)

[Magic Quadrant Cloud HCM Suites for Midmarket and Large Enterprises, August 2017](#)

KPMG

[Cloud HR: The future belongs to the bold](#)

[HR Transformation: Which lens are you using?](#)

Sierra-Cedar

[HR Systems Survey 2017-2018](#)

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