

## Modern HR in the Cloud



### Your Journey to HR in the Cloud

Creating a Roadmap for Success

An Oracle White Paper

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*“When considering a move to the cloud it’s important that you get independent advice on technology strategy, whether that’s from your internal IT team or an outside expert. You need to understand what cloud really means, what the risks and rewards are, and then develop a coherent route plan.”*

**Jos Creese**  
President, BCS  
The Chartered Institute for IT

## Take the first step on your journey

Cloud computing has revolutionised the way individuals and organisations buy and use IT services. For public sector organisations, the cloud offers huge opportunities, not just to reduce costs, but to increase flexibility and provide access to powerful new tools quickly and cost-effectively.

But a move to the cloud needn’t be a daunting prospect. It’s a change in the way IT services are consumed – it does require new ways of working, and often a significant cultural change – invariably for the better.

This paper highlights the value of moving HR systems to the cloud and outlines strategies you can adopt to meet the challenges you face in your own organisation. It shows how cloud services offer a low-risk, high-value solution for public sector HR leaders, enabling them to transform every aspect of HR – from recruitment to talent management and succession planning.

At the end of the paper, you’ll also find a checklist of things you’ll need to consider at each stage of your journey to the cloud.





*“It’s critically important to have a strategic approach to cloud mapped out.”*

**Jos Creese**  
President, BCS  
The Chartered Institute for IT

To learn more about why moving your applications to the cloud can make such a big difference, [click here\\*](#)

## Why move to the cloud?

Over the last few years, cloud computing has seen rapid growth as organisations across the public and private sectors look for ways to reduce IT costs while improving access and flexibility. In fact, adoption of cloud computing is now increasing at a compound annual growth rate of 26 percent<sup>1</sup>.

Private sector organisations have been very quick to see the value of the cloud, and the public sector is now not far behind. A 2014 survey on cloud adoption found that 68 percent of UK public sector organisations already use at least one cloud-based service<sup>2</sup>.

Public sector bodies are increasingly turning to cloud services to answer the tough questions they face today, such as:

- How do we deliver high-quality services in the face of savage budget cuts?
- Where can we find new operational efficiencies to complement our cost-saving initiatives?
- How can we share information between internal teams and with other agencies?

### **Expert Viewpoint: Jos Creese, President, BCS – The Chartered Institute for IT**

“There are three things that it’s vital to get right to ensure a cloud implementation is successful.

One: you need to stick to the plan. Decide what you’re going to do and then refuse to compromise or customise. And if you can’t do what you set out to do, don’t be afraid to walk away.

Two: do your due diligence on your cloud provider. Make sure they’re credible, with a strong track record. Ensure there’s a clear exit strategy, so you’re not tied in to systems that you no longer need. And of course, be sure they have the rigorous security and identity management capabilities that will keep your data protected.

Three: it’s critically important to have a strategic approach to cloud mapped out. You should develop an organisational map that identifies how and when you should use the cloud, from the enterprise architecture right down to the functional level.”

<sup>1</sup><http://www.oracle.com/us/industries/public-sector/cloud-solutions-public-sector-wp-323002.pdf>

<sup>2</sup><http://cloudindustryforum.org/downloads/whitepapers/UK-Cloud-Adoption-Trends-for-2015-InsightBrief.pdf>

\*<http://www.oracle.com/us/technologies/cloud/building-on-the-cloud-404885.pdf>



*“The most compelling benefit of cloud for us is the increased accessibility it brings.”*

**Rosemary Hodgson**  
HR Lead  
Cheshire West and Chester Council

## Moving HR to the cloud

As well as helping face these overarching issues, there are many benefits of moving HR software to the cloud. It's vital for public sector organisations not just to deliver citizen-facing systems that are cost effective, but also to give employees applications that offer the functionality, ease of use and personalisation they need.

One of the key benefits of cloud is the ability to quickly turn on new capabilities without the need for the huge implementation programmes seen in the past. The rapid deployment of innovative new tools offers a fast, low-risk and low-cost way for HR leaders to both empower their own staff and enable employees throughout the organisation to do their jobs more effectively.

Continuous upgrades to applications also mean that cloud HR software is always up to date with the latest innovations. As new technologies continue to change the way we live and work, HR departments can keep pace alongside these developments, ensuring the organisation continues to attract, develop and retain the best talent.

With cloud-based HR software, HR departments are also freed from the constant need to apply legislative updates to applications – all updates, upgrades and patches are taken care of by the cloud service provider. This removes the need for technology specialists within HR and it means skilled HR professionals can focus their time on higher value tasks and delivering strategic initiatives.

The Software as a Service (SaaS) model of cloud computing also changes the relationship HR has with its applications. HR can now easily select, purchase and deploy its own apps without needing to rely so heavily on support from already stretched IT departments.

That's not to say that IT is out of the loop (IT will still need to ensure any new solutions are integrated with backend systems, such as storage and database platforms). Instead a partnership should develop between HR as buyer of its own capabilities and IT providing strategic input, oversight, and technology expertise.

### **Customer Viewpoint: Rosemary Hodgson, HR Lead, Cheshire West and Chester Council**

“The most compelling benefit of cloud for us is the increased accessibility it brings. Hiring managers and applicants now have anytime, anywhere, any device access to recruitment applications – something we could never have achieved with a traditional deployment on our own servers.

A cloud model gives us fast implementation, as well as the flexibility to meet changing needs in the future. The council is moving towards flexible and mobile working, and having cloud-based applications is a big part of making that happen.”



*“Moving to the cloud forces organisations to streamline, automate and optimise their processes, so you’ll have standardised ways to manage HR processes across your organisation.”*

**Jos Creese**  
President, BCS  
The Chartered Institute for IT

To learn more about Oracle’s cloud solutions for the public sector, [click here\\*](#)

## Cloud in the UK public sector

The UK Government’s Digital by Default strategy estimates that moving services from offline to digital channels will save between £1.7 and £1.8 billion a year<sup>3</sup>. Clearly, the move to digital services is expected to have a big financial impact – and cloud services offer an ideal way to make that happen.

As modern cloud platforms offer a simple, cost-effective way to comply with the Digital by Default Service Standards, it seems likely that support for the ‘Cloud First’ policy already in place in central government will begin to gather pace in local government and other agencies.

### What’s driving the move to HR in the cloud?

- **Winning the war for talent:** Finding, developing and retaining the brightest talent requires fast access to new capabilities that traditional on-premise solutions struggle to deliver.
- **Business process improvements:** Cloud is more than just an IT procurement model – it enables the alignment and streamlining of business processes needed to reduce costs and increase operational effectiveness.
- **Operational cost savings:** With no upfront costs and consumption-based pricing, cloud deployments have a key role to play in public sector cost reductions.
- **Fast, flexible access to high-quality services:** New capabilities can be rolled out quickly with less burden on IT. HR solutions can be added in incremental steps and scaled up or down as needs change.
- **A better user experience:** Greater usability and web-based self-service tools increase employee engagement with HR applications.
- **New ways of working:** The cloud allows organisations to provide advanced collaboration and social tools to enable new, modern ways of working that help make employees more productive and motivated.
- **Empowering the mobile workforce:** Providing anytime, anywhere access to applications and services helps HR organisations reduce costs while improving service quality and accessibility.



<sup>3</sup><https://www.gov.uk/government/publications/government-digital-strategy/government-digital-strategy#executive-summary>  
\*[http://www.oraclepublicsector.com/white\\_paper/oracles-cloud-solutions-for-public-sector](http://www.oraclepublicsector.com/white_paper/oracles-cloud-solutions-for-public-sector)



## Cloud roadmap strategies

The benefits of moving HR to the cloud are compelling, but every organisation will take a different path on its journey to cloud. There are three strategies you can adopt when planning your cloud roadmap:

### 1. Tactical deployments

You can take a tactical approach by moving one or two low-risk applications to the cloud, such as recruitment. This approach works well if you want to test the effectiveness and value of cloud services while being reassured that sensitive data remains on your existing systems.

It's also a good way to bring additional functionality or tactical solutions on board quickly to complement your existing core HR platform. For example, a cloud-based social sourcing solution can add real value to recruitment activities without exposing any employee information.

### 2. Phased implementation

This is the most common approach we see in public sector organisations, where cloud solutions are added incrementally rather than in a 'big bang' HR transformation. The phased approach is often a response to specific business issues, such as talent retention. It may also be driven by hardware or software that's approaching end of life – should you pay for an expensive upgrade or take the opportunity to move to the cloud?

The phased approach is most successful when it starts with an evaluation of current business processes to see how they can be rationalised and improved. This approach also allows you to learn valuable change management lessons, with each phase helping to make future technology and operational changes smoother.

This strategy also works well in shared services initiatives. When business processes are properly analysed and assessed, you can avoid the danger of simply merging two or more HR departments into one larger HR department, and instead deliver new capabilities and tools that improve operational efficiency for all participants.





*“It’s very important not to approach cloud services with any preconceptions.”*

**Rosemary Hodgson**  
HR Lead  
Cheshire West and Chester Council

### **3. Strategic transformation**

A complete move to the cloud for all HR systems offers the best way to realise all the benefits of cloud. This strategic approach requires an organisation-wide appetite for transformation, as well as careful change management planning.

Moving everything to the cloud in a single leap eliminates future integration issues. It also means you only have to go through change management once. However, although a wholesale move to the cloud will reduce costs in the long term, short-term funding may be an issue for some public sector organisations. To get all stakeholders on board, a solid business case is essential.

#### **Customer Viewpoint: Rosemary Hodgson, HR Lead, Cheshire West and Chester Council**

It’s very important not to approach cloud services with any preconceptions about what you want your solution to do. Rather than planning what you want the system to do and trying to make the system fit around it, you should look at benefits that it can offer you— you need to make sure your cloud solution works for you, not against you.

It’s also essential to have a great deal of confidence in your provider. You need to know you’re getting a solution that really works and you need to be able to reassure people that the data is safe. We’ve worked with Oracle for a number of years, and knew we could rely on Oracle to provide quick, clear and confident answers to our questions, to allay any concerns people in our organisation might have about the move to cloud.”





## Begin your journey to the cloud

Through careful planning, and by working with the right cloud partner, you'll be able to realise the full benefits of HR in the cloud. To help get you started on your journey, we've created a checklist of things you should consider at each stage.

### Steps on your journey to the cloud – your checklist

We're ready to:

#### 1: Identify our business objectives

- Define our as-is and to-be states
- Remove the need for customisation by ensuring our to-be state is based on best practice design
- Determine where to cut costs without impacting service delivery
- Identify which business processes can be improved for maximum value
- Show how we can free up HR time to focus on strategic issues such as talent management
- Prepare a compelling business case – including ROI – for a move to the cloud
- Establish what resources the project will need
- Get support from key stakeholders for our journey to the cloud

#### 2: Define our cloud strategy

- Evaluate transaction, programme and policy services that are the best candidates for moving to the cloud
- Decide what new capabilities our business processes should enable
- Create a way to access all our HR data in one place
- Integrate HR cloud services with social media for more effective recruitment
- Establish how we will balance information security with 24/7 access for authorised users

#### 3: Create our cloud roadmap

- Look at current initiatives elsewhere in the organisation to prioritise activities and ensure alignment across the organisation
- Identify activities that could be optimised through shared services
- Assess how we'll integrate cloud services with existing systems
- Establish the new resource profile for the HR team
- Define the high-value, strategic initiatives our HR team will focus its time on after the move to cloud
- Prepare the organisation for significant changes to business processes based on modern best practices



To learn more about Oracle Cloud Platform Services, [click here\\*](#)

#### 4: Deploy cloud services

- Manage the changeover to standardised HR processes across the organisation
- Handle the impact of the cultural change on our HR team and the wider organisation
- Meet increased demand for HR services due to mobile access and more engaging user interfaces
- Prepare an effective support infrastructure to ensure a smooth changeover to the new way of working

#### 5: Achieve new operational efficiencies

- Start using our new capabilities and standardised best practices to help HR staff, line managers and employees do their jobs more efficiently
- Use the time formerly spent on legislative updates, patches and other admin tasks to focus on high-value activities
- Demonstrate to the organisation how HR delivers real business value

#### **Customer Viewpoint: Susan Goymer, Recruitment Manager, Kent County Council**

“With Oracle Talent Acquisition Cloud, we’ve saved an immense amount of time at every stage of our recruitment and onboarding processes. We’ve removed the potential sticking points and have put in place a smooth and efficient process for all council recruitment needs.”

[Read the full story\\*\\*](#)

## Make the best start

With so many factors to bear in mind when moving HR systems to the cloud, it pays to talk to experts who’ve been at the heart of successful public and private sector cloud initiatives. We hope this white paper has highlighted some of the key things you’ll need to consider. Get in touch today to arrange for one of our public sector specialists to discuss where you are now, where you want to get to, and the next steps you need to take on your journey to the cloud.

We hope you’ve found this white paper useful. The next step is to contact your Oracle Account Manager to help you on your journey.

\*<http://www.oracle.com/us/solutions/cloud/application-development-cloud-1945542.pdf>

\*\*<http://www.oracle.com/us/corporate/customers/customersearch/kent-county-1-hcm-cloud-ss-2526748.html>



**Oracle Corporation**  
World Headquarters  
500 Oracle Parkway  
Redwood Shores, CA 94065  
U.S.A.

Worldwide Inquiries:  
Phone: +1.650.506.7000  
Fax: +1.650.506.7200

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