



At home in the cloud: Taking Home Office HR to new heights

The UK Home Office wanted to improve its Human Resources operations with better processes, efficiencies and automation, to be ready for the challenges of the future. They embarked on a groundbreaking transformation programme to move from on-premise legacy technology to an advanced cloud-based Enterprise Resource Planning (ERP) system using Oracle Fusion known as Metis.

The department's ambition did not stop there. They also wanted to improve performance management across its 35,000-strong workforce, from coaching, to high-quality feedback, diversity and inclusion, and fairer outcomes for its employees.

To make this transformation happen as seamlessly and successfully as possible, the Home Office engaged KPMG to help on two fronts. First, to support department-wide efforts to understand and improve business readiness for the implementation of Metis HR and increase engagement among users. And second, to design, plan and implement a transformed approach to performance management that would reap the benefits of the new technology.

A joint KPMG-Home Office team was established, drawing on the KPMG Target Operating Model in KPMG Powered Enterprise | HR for Government and the Future of HR thinking to support delivery of the Home Office People Strategy.

Being able to rely on tried, tested and trusted methodologies allowed the team to draw on leading practice experience that meant better focus on the benefits, better management of risk, and increased engagement with stakeholders and users – all delivered through an approach tailored to the Home Office's needs.

A driver in the programme's success was the co-design and co-production of learning materials to engage teams in their ownership of the change. Likewise, the enthusiastic support of Home Office senior leaders, HR professionals and line managers helped reinforce new ways of working.





When it was time to switch systems, the team made sure a continuity plan was in place, so that vital HR activities such as onboarding, time-card entry and absence reporting were not interrupted. A dedicated team was set up to manage the top 'cutover' issues and to keep stakeholders briefed on progress.

There was also an opportunity to set up a better approach to workforce planning by leveraging the Position Management capabilities in Metis Oracle Fusion. The team trained around 600 planners to use the data and automation tools to make this job easier and give Home Office leaders a clearer picture of how their resources are deployed.

Building on the success of the implementation of Metis HR, KPMG supported the Performance Management Change programme to deliver a step change in the way performance is managed.

Forming a new joint team with Home Office HR leads, KPMG supported the design, development and implementation of a new performance management model, with a move away from end of year bonuses to a timely in year approach, more contact between line managers and their appraisees, an emphasis on feedback, development and delivery with much better data and visibility for senior leaders.

To help drive adoption of the change, KPMG used its Powered Change method – an element of the KPMG **Powered Execution Suite** – to foster the best possible culture to support the change. Key to this was ensuring that staff were upskilled to manage the new approach, had the right communication at the right times, along with using metrics to track staff engagement to identify and address any uptake issues.

The Home Office HR function has now built a sustainable platform for the future in the shape of the Metis HR cloud solution (which brings self-service, mobility, secure virtual working and better data) and transformed performance management, which will mean more support and coaching, better management of performance and delivery, and fairer outcomes.

And as an agile, adaptive HR function that has learned from KPMG's tried-and-tested methods for delivering world class business change, and engaging employees to involve them in the transformation, the Home Office has a foundation for future success that other departments can learn from.

We are on your side, all the way.