

Transforming HR in UK Higher Education

From Fragmented Systems to a Unified **Oracle Cloud HCM** Platform

Delivered by Fusion Practices | Oracle Cloud Specialists for UK Universities

The HR Director's Monday Morning

A typical Russell Group or post-92 university wakes up to seven disconnected systems — and zero single source of truth.



Core HR & Payroll

Locked inside an ageing finance ERP



Recruitment

Running on a separate ATS



Timesheets

Legacy claims-based tool for casuals



Mandatory Training

Disconnected LMS



DBS / Right to Work

Yet another verification tool



HESA & Statutory

Assembled manually each year



Shadow Spreadsheets

Faculty admins managing AL contracts

One institution. One workforce. Seven systems. Zero single source of truth.

Plus: Principal Investigators chasing HR for the status of every grant-funded recruitment.

A Workforce Like No Other Sector

5K+

Total workforce typically managed

6+

Organisational levels — VC to employee

5

Pension schemes in parallel
TPS · LGPS · NHS · NEST · USS

20hr

UKVI weekly cap on visa-restricted staff

WHAT MAKES IT DIFFERENT

Universities don't run on payroll alone — they run on contract complexity.

- Permanent academics, professional services and executive populations
- Casual workforce — Associate Lecturers, hourly-paid researchers, exam invigilators, demonstrators
- Affiliated staff in subsidiary trading entities with separate PAYE references
- Multiple campuses — city-centre, regional and specialist sites
- Term-time, annualised hours, reduced hours, fractional contracts
- Grant-funded fixed-term roles where time-to-start affects funder milestones

Generic HR systems can't model this. **Universities need a platform built for it.**

From Fragmented Processes to a Unified HR Platform

Powered by Oracle Cloud HCM. Delivered by Fusion Practices.

1



Replace the Patchwork

A single Oracle Cloud HCM environment for HR, payroll, recruitment, timesheets and training — replacing the disconnected legacy stack.

2



Built Around UK HE Reality

Re-engineered processes around the academic calendar, financial year, statutory cycles and grant-funding cycles — not generic enterprise patterns.

3



Specialist HE Delivery

Fusion Practices brings deep Oracle Cloud expertise and proven UK Higher Education sector delivery — including research-intensive, grant-funded institutions.

One employee record. One source of truth. One partner accountable end-to-end.

Seven Capabilities. One Platform.

Oracle Cloud HCM — configured for UK universities by Fusion Practices.

01

Unified Core HR & Position Management

Across the full employee lifecycle

02

Integrated Payroll, Pensions & Finance

Built for HMRC, BACS and multi-entity PAYE

03

Recruitment, Onboarding & Compliance

Aligned to UK HE hiring realities

04

Timesheets & Claims Management

For casual academic and research staff

05

Self-Service, Workflows & Mobile

Thousands of users across multi-campus

06

Reporting, Dashboards & Statutory Returns

HESA, Gender Pay Gap, UCEA, EDI

07

Configurability, Security & Continuous Improvement

Oracle's quarterly innovation cadence

One Employee Record. Every Contract Type. Every Subsidiary.

WHAT ORACLE CLOUD HCM DELIVERS

01

- Position-based management — six or more organisational levels, VC down to employee
- Multiple subsidiary companies under one platform with separate PAYE references and pension returns
- Cost centres, account codes and project codes assigned at position level — prorated where multi-funded
- Rotational, seconded, fixed-term, agency, unpaid and zero-hours roles modelled natively
- Multiple probation schemes (3, 6, 12, 18 months) for academic, professional services, executive populations
- HESA codes, DBS, mandatory training and right-to-work expiry attached at role level
- Establishment management — no staff member left without a reporting manager when turnover occurs

THE UNIVERSITY SCENARIO THIS SOLVES

A Faculty Administrator extends an Associate Lecturer's fixed-term contract. Oracle Cloud HCM reassigns the position cost code, refreshes the DBS expiry tracker, updates HESA reporting, recalculates pension eligibility and notifies Payroll, Finance and IT — all from a single self-service request with multi-level approval.

BUSINESS BENEFITS — PROVEN IN UK HE

- Workforce planning aligned to funding sources, including grant-funded posts
- Visibility of funded vs vacant posts at every organisational level
- Supervision continuity protected for academic governance and progression
- Reduced risk of unapproved recruitment slipping through to payroll
- Eliminates shadow spreadsheets for AL contracts and rotational roles

Payroll Built for the Realities of UK Higher Education

WHAT ORACLE CLOUD HCM DELIVERS

02

- Multiple parallel payrolls across the university and its subsidiary trading companies
- Pension calculations across TPS, LGPS, NHS Pensions and NEST — with notional salary on reduced pay
- Automated pre-payroll validation: zero variables, FTE >100%, missing tax/NI, missing pension, gross/net variance
- Full HMRC FPS and EPS submissions with error checking before submission
- BACS file generation, AWACS handling, integration with bank-side payment platforms
- Statutory payments — SSP, SMP, SPP, ShPP, SNCP — with full→half→nil pay transitions
- Real-time integration with the institution's finance platform for general ledger postings
- Direct integration between absence, leave and payroll — accurate cost allocation to grants

THE UNIVERSITY SCENARIO THIS SOLVES

April pay run. Pay award applied retrospectively. An Associate Lecturer has three concurrent contracts on different rates, occupational sick pay banded by service, and a pending pension auto-enrolment trigger. Oracle Cloud HCM calculates the back pay, applies the increment, runs the pension calculation correctly, and produces a payslip that explains every line — without manual intervention.

BUSINESS BENEFITS — PROVEN IN UK HE

- Auditable, accurate, on-time payroll for thousands of employees
- Time saved within HR and Payroll teams — no manual recalculation
- Reduced risk of payroll error and dispute
- Accurate cost allocation to grants and research funding
- Finance reconciliation drops from days to hours

From Vacancy Approval to First-Day Induction — All in One Place

WHAT ORACLE CLOUD HCM DELIVERS

03

- Multi-stage vacancy approval (recruiting manager, senior manager, finance, HR)
- Job Bank — centrally maintained job descriptions and person specifications
- Direct posting to jobs.ac.uk and other HE job boards
- CV anonymisation, AI-assisted filtering, AI flagging of AI-generated applications
- EDI compliance check on interview panels — flagged before interview
- Inclusive recruitment — interview questions shared 24 hours in advance; talent pooling
- Native integration with digital ID, DBS workflow, and external ATS platforms
- Pre-provisioned system access — academic, research and PS staff productive from day one
- Pre-arrival online onboarding — documents, compliance training, RTW, benefits before start date
- Structured digital journeys for role changes, contract extensions, leaver management

THE UNIVERSITY SCENARIO THIS SOLVES

A Head of School needs to fill three Senior Lecturer posts before September. Oracle Cloud HCM publishes simultaneously to jobs.ac.uk, anonymises shortlists, flags an EDI panel gap, runs DBS, verifies identity, sends the offer, books mandatory training, provisions IT access and creates the position record — without HR re-keying a single field.

BUSINESS BENEFITS — PROVEN IN UK HE

- Shorter recruitment cycles for hard-to-fill specialist posts
- Faster mobilisation of grant-funded fixed-term roles
- Reduced risk of losing high-calibre candidates to competitors
- Day-one productivity for new researchers and academics
- Compliance evidenced by audit trail — DBS, RTW, mandatory training

Timesheets & Claims — The Module Universities Live or Die By

WHAT ORACLE CLOUD HCM DELIVERS

04

- Self-service contract setup by Faculty Administrators (non-HR users), role-based access
- Mobile-first claim submission for Associate Lecturers
- Hard stops at submission for visa hour breaches and contract overruns
- Multi-contract aggregation — enforces maximum working hours and teaching limits
- Auto-routing for approval, with delegated approvers during manager absence
- Automatic flow into payroll with pre-payroll review
- Variance alerts and dashboards for budget holders — real-time spend
- Full audit trail across submission, approval, rejection, amendment and payment
- Seven-year retention to support period-end journals and Financial Services reconciliation

THE UNIVERSITY SCENARIO THIS SOLVES

A visa-sponsored PhD student lecturing on two modules attempts to claim 22 hours in a week. Oracle Cloud HCM blocks the submission at point of entry, alerts the Faculty Administrator, and prevents a UKVI compliance breach before it reaches payroll.

BUSINESS BENEFITS — PROVEN IN UK HE

- UKVI compliance protected — no inadvertent visa breaches
- Faculty admin overhead reduced
- Payroll errors caught before they become reconciliations
- Accurate cost recovery on grant-funded teaching
- Clear audit trail across submission, approval and payment

One Experience for Thousands of Users — Web, Mobile and Tablet

WHAT ORACLE CLOUD HCM DELIVERS

05

- Mobile and web self-service — personal records, payslips, P60s, P45s
- Annual leave with calendar view, team clash detection, Outlook integration
- Separate leave entitlements for staff with multiple roles, in a single record
- Closure-day handling for Christmas and Easter shutdowns — pre-loaded
- Days/hours toggle for part-time, term-time, annualised-hours staff
- Sickness self-reporting with auto-notification and OH document upload
- Maternity, paternity, adoption, shared parental, neonatal — with pay estimates
- Automatic leave recalculation on FTE change — instant, no manual rework
- Direct integration between absence and payroll — eliminates manual adjustments
- AI-enabled chatbot for routine HR questions

THE UNIVERSITY SCENARIO THIS SOLVES

A part-time professional services employee at a regional campus, on term-time hours, books a half-day of annual leave from her phone during half-term. The system pro-rates entitlement correctly, shows team clashes, syncs to her Outlook calendar, and notifies her line manager — who approves via the mobile app from a conference.

BUSINESS BENEFITS — PROVEN IN UK HE

- Accurate entitlement tracking for part-time and fractional staff
- Time saved within HR and Payroll — no manual recalculation
- Reduced payroll errors — fewer corrections, fewer queries
- Audit compliance with automatic absence-to-pay traceability
- HR enquiry tickets reduced by 40–60% in typical implementations

Decision-Grade Data — On Demand, in Real Time

WHAT ORACLE CLOUD HCM DELIVERS

06

- Real-time dashboards with role-based access — employee, manager, director, UET
- Pre-built statutory reports: HESA, Gender Pay Gap, UCEA, EFSA, NSR, Single Central Record, Ofsted
- EDI dashboards — promotions by ethnicity, candidate progression by disability, LGBTQ+ representation
- Drag-and-drop custom report builder; scheduled distribution
- Drill-down from dashboard to record, restricted by role-based field-level access
- Historic comparisons, KPI scorecards, trend analysis
- Predictive analytics — leave, turnover and sickness trends
- Self-service reporting — managers build reports without queueing for technical teams
- Joined-up workforce planning and financial forecasting in one view

THE UNIVERSITY SCENARIO THIS SOLVES

The Director of HR is preparing the annual Gender Pay Gap submission and a Board paper on academic promotion outcomes. What previously took two analysts three weeks of cross-referencing four systems now runs as a scheduled report — segmented by faculty, grade and protected characteristic — in under five minutes.

BUSINESS BENEFITS — PROVEN IN UK HE

- Single data model removes HR/Finance reconciliation disputes
- Improved trust in data — one set of numbers, one source
- Faster reports for UET, Council and Audit Committee
- Statutory reporting moves from manual project to scheduled output
- Long-term funding sustainability and academic-staffing models in one view

A Platform Universities Own — Not One They Rent Forever

WHAT ORACLE CLOUD HCM DELIVERS

07

- Custom form builder — drop-downs, checkboxes, date pickers, configurable approvals
- Workflow, permission, terms and pay spine configuration controlled internally
- Granular field-level access by organisational structure
- MS Entra single sign-on for authentication
- Encryption at rest and in transit
- ISO 27001, SOC 2, ISO 27701, ISO 22301 — built into Oracle's platform
- HMRC payroll accreditation, BACS-compliant processing, Auto-Enrolment compliance
- WCAG 2.2 AA front-end and back-end accessibility
- Quarterly Oracle releases — new features, legislative updates, AI capability
- 99.5%+ uptime SLA, audit logging, tested business continuity

THE UNIVERSITY SCENARIO THIS SOLVES

HR launches a new academic promotion process mid-year. The HR Systems team builds the new workflow, approval chain and outcome letter templates internally — without raising a change request to the supplier and without external consultancy fees.

BUSINESS BENEFITS — PROVEN IN UK HE

- Greater institutional ownership of the platform
- Faster change cycles — no consultancy fees for routine config
- Reduction of spreadsheet dependency across the HR function
- Stronger governance and protection of sensitive employee data
- Lower total cost of ownership over a 5–7 year horizon

Modules That Reflect How Universities Actually Work

Specialised HE processes Oracle Cloud HCM, configured by Fusion Practices, supports out of the box.



Grading Review (Hay-evaluated)

Application, supporting documents, multi-level approval, panel pack distribution, outcome letters, appeal workflow, position-number generation, payroll update on confirmed grade change.



Academic Promotion

Panel 1, Panel 2 and Associate/Professor panels; external assessor invitation and tracking; secure panel pack management; outcome letters and salary updates synchronised to HR and Payroll.



Probation

Multiple schemes (3/6/12/18 months) by employee category; review and completion stages with multi-approver sign-off; extension handling; reminders during onboarding.



Sickness Absence

Daily-basis calculation across 365 days, banded occupational sick pay by length of service, OH report storage, return-to-work meetings, notional salary for pension.



Discretionary, Acting-Up, Overtime

Bulk and individual requests, multi-level approval, automatic feed to payroll.



Grant-Funded Workforce Management

Position control aligned to funding sources, accurate staff costing against research grants, supervision continuity for academic progression.

This is not a generic HCM. **It is Oracle Cloud HCM configured for UK universities by Fusion Practices resulting in your HR transformation**

A Platform That Talks to Every System You Already Run

Standard integrations Fusion Practices delivers — plus open APIs for systems that come next.

ORACLE CLOUD HCM — at the centre of every integration, every flow.



Finance Platform

Oracle EBS · PeopleSoft · Unit4 · SAP · MHR



HESA

Statutory data submissions



External ATS Platforms

Applicant tracking



BACS Payment Platform

Payment processing & reconciliation



External LMS

Mandatory training & refresher



Digital Identity

RTW & onboarding verification



DBS Workflow Platform

Disclosure & barring checks



Staff Engagement

Pulse surveys & feedback



Document Management

Long-term records archiving



MS Outlook

Calendar integration



MS Entra

Single sign-on & authentication



Service Management

IT & HR ticketing

No supplier lock-in. No bespoke middleware empire.

A Structured, HE-Aware Implementation Methodology

Phased delivery aligned to the academic and financial calendar.

01

Project Initiation

Within 4 weeks of contract signing — RACI, ways of working, comms plan, high-level plan.

02

Implementation Kick-Off

Launch meeting, methodology orientation, technical readiness, environment provisioning.

03

Requirements & Design

Within 8–12 weeks — functional, technical, integration design. Configuration baseline.

04

Configuration & Build

System configuration, data mapping, integration build — run in parallel where possible.

05

Admin & Back-Office Training

Delivered before testing — super-users validate from an informed position.

06

Testing & Data Migration

SIT → Integration Testing → Data Migration & Validation → UAT with university super-users.

07

End-User Training

Delivered close to deployment for retention.

08

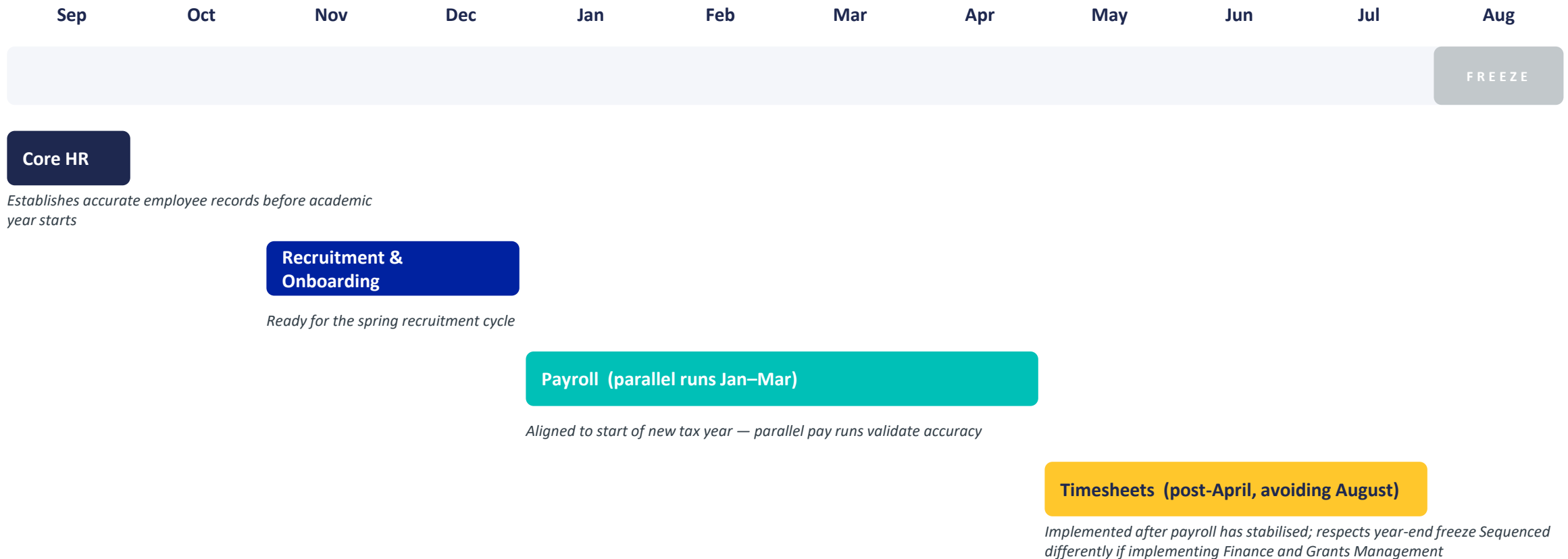
Cutover & Hypercare

Sequenced to academic and financial cycles. 6–8 weeks of intensive post-go-live support.

Plus: **Service Transition, Project Closure and Continuous Improvement** — quarterly innovation reviews, at least one measurable enhancement per quarter.

No Go-Lives in August. No Surprises in September.

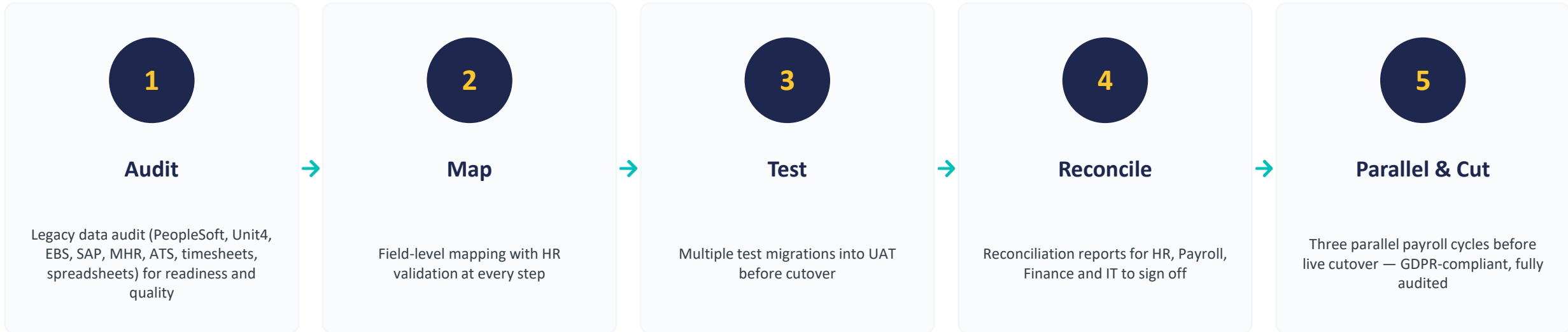
Example module sequencing — sequenced to academic and financial cycles, with year-end freeze respected.



Key principle: No critical implementation activity during August — system freezes, year-end dependencies and limited resource availability make it the wrong time to deploy.

Migrating historic Employee Data to support HESA and legislative needs

Where most programmes go wrong — and how Fusion Practices gets it right.



THE RESULT

Day one of go-live, every employee finds their record correct, their leave balance correct, their pay correct. **Trust is earned before launch, not after.**

Migration scope covers the full HR, Payroll, Absence and Learning footprint — including HESA-aligned DFF/EFF fields, statutory deduction calc cards, retro pay history, full payroll balances, and EDI personal data. See Slide 19 for object-level scope.

End-to-End Data Migration

Delivered by a Purpose-Built Platform. Not a Spreadsheet Project.

PRE-LOADED SOURCE STRUCTURES

- PeopleSoft
- Unit4
- Oracle EBS
- SAP
- JD Edwards
- Microsoft
- MHR

✓ Ingestion Layer	✓ Cleansing Layer	✓ Master Data Management	✓ Reference Data Management
✓ AI-Accelerated Transformation	✓ Pre-Built Oracle Cloud Validations	✓ Full Data Lineage	✓ Auditable Fixes (Permissioned)
✓ Reconciliation & Live Dashboards	✓ Repeatable Iterations	✓ Phased Migration / Drops & Batches	

All in one platform. All auditable end to end. All aligned to Oracle Cloud HCM.

The Complete HR & Payroll Migration Scope

Every object a UK university needs to land cleanly in Oracle Cloud HCM — including HESA-aligned fields, statutory deductions, full payroll balances and EDI-sensitive personal data.



1. Workforce Structure

- Locations (multi-campus)
- Organisations / Departments
- Position (with DFF/EFF) & Position Valid Grade
- Position Hierarchy, Org Tree Node
- Job Family, Job, Job Valid Grade — HESA DFF
- Grade (with DFF/EFF) & Grade Steps
- Progression Grade Ladder & Rate

Establishment integrity preserved. HESA reporting hierarchy intact from day one.



2. Worker Core Records

- Person (with DFF/EFF) — HESA preserved
- Person Name, Email
- Person Legislative Data (DFF)
- Work Relationship — HESA preserved
- Work Terms
- Person Assignment — HESA, PPG, Default Expense Acct
- Person Contract, Worker Termination

Full employment history of every academic, PS, casual and affiliated staff member moves intact.



3. Personnel & Personal Data

- National Identifier, Address, Phone, Contacts
- Citizenship, Passport
- Visa — UKVI sponsor licence compliance
- Disability, Ethnicity, Religion — EDI
- Worker Schedule Assignment
- Work Term Measures, Grade Steps Assignment
- Assignment Supervisor

UKVI compliance evidence preserved. EDI reporting continuous from day one.



4. Payroll

- Payroll Association, Salary
- Calc Cards: NI/PAYE, Pension Auto-Enrol, Benefits
- Calc Cards: Court Order, Student & PG Loan
- Element Entries — Recurring & Non-Recurring
- Element Entries — Retro for Pay Protection
- Payroll Balances (full YTD)
- External Bank Account, Personal Payment Method

YTD balances, statutory deductions, retro pay & bank details all carry across. P60s remain accurate.



5. Absence

- Sickness
- Non-Sickness (Annual Leave & Unpaid Leave)
- Maternity / Paternity / Adoption / Shared Parental
- Statutory Records
- Absence Case
- Person Absence Accrual

Every employee finds their leave balance, sickness history and statutory family leave correctly carried across.



6. Learning

- Learning Record
- Mandatory training history
- Certifications & qualifications
- Refresher tracking

Mandatory training compliance (DBS, Safeguarding, RTW, GDPR, equality) evidenced from day one.

A Platform That Already Meets Every Regulator You Answer To

Oracle Cloud HCM, deployed by Fusion Practices, supports the full UK HE compliance landscape.



Data Security

- ISO 27001
- SOC 2
- ISO 27701
- UK GDPR
- Data Protection Act 2018
- ISO 22301 — Business Continuity



Payroll & Financial

- HMRC Payroll Accreditation
- BACS Approved Bureau
- Auto-Enrolment (TPR)



Accessibility

- WCAG 2.2 AA
- Public Sector Bodies Digital Accessibility Regs 2018



Education-Sector

- Freedom of Information Act 2000
- Single Central Record
- UKVI Sponsor Licence
- DfE Data Protection Guidelines
- Equality Act 2010

99.5%+

Uptime SLA

1 hr

P1 acknowledgement

24 hrs

P1 resolution

Cyber Essentials Plus

Certified

Oracle Specialists. UK Higher Education Specialists.

What sets us apart from generic Oracle Cloud or generic HR transformation partners.



Deep Oracle Cloud HCM Expertise

Certified consultants across HR, Payroll, Recruitment, Compensation, Talent and Reporting.



UK Higher Education Sector Experience

Proven delivery at UK universities, including research-intensive and grant-funded institutions.



We Understand HE

HESA, jobs.ac.uk, REF cycles, TPS/LGPS/NHS/NEST, Hay grading, academic promotion panels, term-time pay.



Methodology Aligned to Academic Calendars

Not retail or banking ones. Sequenced to academic year, financial year and statutory cycles.



Purpose-Built Data Migration Platform

Eleven in-built capabilities. Not a spreadsheet exercise. Already proven in UK HE delivery.



Multi-Disciplinary HE-Experienced Team

PM, HRIS Functional, Technical, Data Migration, Training, Testing, Change & Support Transition Leads.



Strong Knowledge Transfer Culture

We leave universities able to run, configure and extend the platform themselves.



Continuous Improvement Commitment

Quarterly innovation reviews; at least one measurable enhancement per quarter.

Established 2009 · Oracle Partner · UK Government G-Cloud Supplier · **Net Zero & EDI committed delivery**

What Success Looks Like — Outcomes Already Delivered in UK HE

Operational and strategic outcomes proven at Fusion Practices' UK HE clients.

40–60%

Reduction in HR enquiry tickets via self-service

Day 1

Productivity for new starters with pre-provisioned access

Days → Hrs

Finance reconciliation cycles

0

Reconciliation disputes between HR and Finance

OPERATIONAL OUTCOMES

- Faster recruitment of specialist academic and research talent
- Stronger workforce planning aligned to grant funding and faculty budgets
- Reduced manual HR & Payroll processing — and reduced spreadsheet dependency
- Accurate cost allocation of staff time to grants and research projects
- Improved month-end accuracy and financial reporting confidence
- One employee record across HR, Payroll, Finance, Recruitment & Training
- Statutory reporting (HESA, GPG, UCEA) — weeks → scheduled outputs
- UKVI, DBS, RTW & mandatory training compliance evidenced by live dashboards

STRATEGIC OUTCOMES

- Greater data trust and consistency — removal of reconciliation disputes
- EDI progress measurable across the full employee lifecycle
- Workforce planning grounded in real-time data
- HR repositioned from administration to strategic partner
- Configuration and change owned internally — reducing TCO
- Audit transparency across staff records, payroll and research funding
- Simplified technical architecture with reduced operational risk
- A platform that grows with the institution — not one that constrains it

From Fragmented Systems to a Unified Oracle Cloud HCM Platform.

HR transformation in UK Higher Education is not about replacing software. It is about creating a connected platform where:

- The casual lecturer's claim and the Vice Chancellor's pay run are processed by the same engine
- Recruitment, onboarding, training and probation are one continuous flow — not five handovers
- The Director of HR and the Faculty Administrator see the same data, filtered for their role
- Compliance, statutory returns and EDI insight emerge automatically from the running of the business
- Workforce data, grant funding and financial reporting tell the same story

This is what Fusion Practices delivers — **Oracle Cloud HCM, configured for UK universities, by people who understand UK universities.**

About Your Transformation

Three ways to get started with Fusion Practices.



Discovery Workshop

A two-hour session with our HE consulting lead to map your current pain points against Oracle Cloud HCM capability.



Indicative Roadmap

A tailored phasing plan aligned to your academic and financial calendar — no commitment required.



Reference Conversations

Speak directly with HR Directors at peer UK Higher Education institutions Fusion Practices has delivered for.

CONTACT FUSION PRACTICES

consulting@fusionpractices.com | fusionpractices.com