

## MAGNOX LTD. MAKES THE DECISION TO MIGRATE HCM AND FP&A TO THE UNIT4 CLOUD

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### What You Need to Know

3Sixty Insights spoke with a customer of [Unit4](#) whose choice to continue their transformation by moving their human capital management (HCM) and financial planning and analysis (FP&A) tools to the cloud helps illustrate several emerging realities.

- Much of the need for HCM resides beyond HR's traditional scope. HCM technology is at its best when integrated seamlessly with other domains of the enterprise. It provides deep companywide insights into the organization's people data. This, in turn, furnishes leadership and line managers alike with the information they need to make real-time, informed decisions on staffing for optimal organizational resilience—e.g., workforce agility, financial control, cashflow management, reduction in staff turnover, right-fit talent for organizational growth, etc.
- People-centric organizations tend to have forward-thinking leaders in HR who deliver new sources of value based on the insight gained from their HCM solution, thus bringing about positive impacts to the bottom line, and lifting HR out of its historical charter as a back-office necessity. Stakeholders throughout the organization are wise to partner with these progressive HR practitioners. Their doing so requires a transformation in organizational culture to equip organizational leadership and line managers for the pivotal roles they play in supporting and improving the employee experience.
- It is time for organizations to put more trust in HR leaders' ability to determine the right HCM technology stack for supporting people-centric goals that optimize employees' impact on generating revenue. HCM is bigger than HR. When an HR team, with the full confidence of the organization behind it, selects the right integrated technology stack and sets in motion the change management necessary for success, the contribution to people experience and organizational success is clear.

### About Magnox Ltd.

3Sixty Insights spoke with leaders from Unit4 customer Magnox Ltd., a United Kingdom-based nuclear decommissioning company:

- Mary Kent, the head of IT program delivery, has been at Magnox since January 2005.
- Carina Care, the regional HR business partner, has been with the company since April 2012.
- Paula Evans, the head of employee shared services, joined the organization in March 2021.

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### AT A GLANCE

#### Solution

Unit4

#### Research Participant

Magnox Ltd.

#### Synopsis

This report explores the decision of **Magnox Ltd.**, a wholly owned subsidiary of the U.K. government's Nuclear Decommissioning Authority, to migrate to the **Unit4** cloud for financial planning and analysis (FP&A), as well as aspects of human capital management (HCM). Key to Magnox's ongoing success are the superiority of Unit4's solution and the services of **Embridge Consulting**, who assisted with change management.

Representatives from Magnox and Embridge shared a deep glimpse into the buying process, as well as the benefits Magnox has seen so far from elements of the deployment that were already live at the time of these interviews with 3Sixty Insights. This success includes a boost to employee engagement, significant newfound efficiencies, and much more.

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Magnox is composed of 13 individual sites, 10 of which formerly generated nuclear power, 1 of which is a hydro power station and two of which are research sites. Each of these sites had operated independently prior to joining the Magnox organization, and all but one are in the process of decommissioning—i.e., being prepared so that the land can be released. Magnox's original mission was to bring all its sites into "care and maintenance". Once this process is completed at each site, decommissioning becomes a waiting game: The reactor must sit for 80 years, at which point it could be removed. About two and a half years ago, though, the decision was made that these sites should be dealt with now, not left to future generations, and that it would be wiser to leverage the knowledge of those who had worked on the sites originally. Accordingly, Magnox became a wholly owned subsidiary of the Nuclear Decommissioning Authority in September of 2019, making it a UK government entity.

Prior to this change in ownership, the entire company had been effectively operating with an expiration date: it was planned to close by about 2028. With the change came additional mandates not only to decommission the current sites, but also to take on the

decommissioning of additional nuclear sites. As Kent puts it, "We're going from a business that is disappearing to a business that's now growing."

At the time of this interview, Magnox employed roughly 2,500 people. Evans explained that the organization described itself as operating a mission.

**Leadership at Magnox understood that the organization needed viable means to pursue greater organizational agility and predict people costs and their impact on cash flow. Real-time insight into their workforce would be necessary and deliver an overall beneficial impact.**

The immediate priority is still to guide each site through the decommissioning process safely and securely, but there is now a focus on preparing for next steps as well. "It's super important to us that we continue to deliver on 'mission one' while we're also getting ourselves ready for future missions."

## The Challenge for Magnox

Organizational leadership at Magnox entrusted HR with the selection of Unit4's software. The UK government had recently announced an agreement with EDF Energy to transfer advanced gas-cooled reactor sites to Magnox for future decommissioning. The skills needed to deliver nuclear-related programs are in competitive demand, and Magnox needed sophisticated tools right away to attract and retain the talent who possess the critical legacy knowledge related to these plants. These are people approaching retirement age. Their rationales for continuing to work differ from that of the general population and call for subtler, more progressive approaches that only modern software helps to facilitate. Meanwhile, Magnox was relying on manual, paper-based processes to support performance management among its 2,500 people. Furthermore, financial budgeting and planning were reliant on fragmented data, delaying

## About Unit4

Founded in the Netherlands in 1980, Unit4 provides enterprise software for people-centric service organizations. Deep vertical experience enables Unit4 to create solutions that can respond to the unique needs of professional services, public sector, and nonprofit organizations to help them fully mobilize and leverage talent.

Unit4 HCM enables HR teams, business leaders and managers to support and inspire their people. The suite takes care of operational HR requirements as well as those relating to the employee experience and talent development to help improve retention and accelerate learning and skills development. One fully integrated system helps customers manage and optimize all their people processes and resources, increase productivity, engagement, and growth. Modular, Unit4 HCM incorporates core HR, payroll, talent management, and compensation planning. It includes real-time reporting and analytics capabilities designed to help users make decisions for people and the business.

Unit4 uses automation, simplified workflows, and resource optimization to streamline processes, increase payroll accuracy, and boost productivity and engagement. A single source of truth for skills and experience also expedites the assignment of people to projects and ensures that your most valuable resource is fully leveraged in the service of your organization's strategic goals.

For more info visit [Human capital management and payroll \(HCM\) software - Unit4](#)

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decision-making and taxing resources for processing transactions. Leadership at Magnox understood that the organization needed viable means to pursue greater organizational agility and predict people costs and their impact on cash flow. Real-time insight into their workforce would be necessary and deliver an overall beneficial impact.

## Unit4 in Profile

Unit4 has a 43-year track record in creating enterprise software systems designed for the unique needs of people-centric and service-centric organizations. With over 6,000 customers in over 100 countries, \$403 million in revenue, and over 2500 employees.

Unit4's software is designed to create a more agile operating environment that supports the goals of its customers — freeing people from the burden of manual administration and repetitive day-to-day tasks and ensuring they have access to the data they need to make informed decisions so that they can focus their attention on more meaningful, value-added work and have the flexibility they need to drive real change.

**During the evaluation process, the team agreed that it was important for supportive functions such as finance and HR to come together and work as a whole, rather than taking a siloed, piecemeal approach. This paradigm of cohesion would shape next steps, including the approach to researching and identifying new solutions.**

Organizational success critically depends on the capability of finance, HR, and project teams, the depth of the relationship between them, and the efficiency with which they can share information. When these teams can leverage and share all the data they hold, business becomes faster, decision-making becomes more confident, and customer experience is improved.

With a suite of flexible and personalized ERP, FP&A, and HCM capabilities specifically tailored to service-centric organizations, Unit4's solutions help finance, HR and planning teams to adapt quickly and grow revenues without needing to increase manpower. It's uniquely capable of helping users plan, manage, and optimize complex resources whether domestically or internationally, offers industry models for implementation that provide sector-specific functionality out of the box, and can be scaled to any level an organization requires.

- **ERP** functionality in Unit4 is designed to provide a flexible foundation for your back office that helps you easily respond to opportunities and plan and adapt to market disruption while also providing a standardized, stable platform that aligns and automates processes for greater efficiency - all while providing you with greater clarity to optimize your resources.

## Magnox Turns to Embridge

Realizing the way Unit4 was set up at Magnox would no longer meet business needs, the team turned to [Embridge Consulting](#), a boutique digital transformation consultancy specializing in ERP and business change, for HR optimizations and system development. Magnox wanted to future-proof Unit4 — to make sure the new deployment, in the cloud, would weather and accommodate Magnox's future.

Services within Embridge's portfolio include program management, application managed service, ERP consultancy, technical development, digital adoption and change, and training services. Embridge supports public and private-sector entities, not-for-profits, healthcare-based organizations, and institutions in higher-education. The consultancy prides itself on helping clients transform their business operations digitally and seeing to it that these customers achieve the benefits that a digital-first mindset can deliver.

Enveloped in both change management and project management, Embridge's work with Magnox has encompassed an array of integrations vis-à-vis recruitment and third-party software with, for example, Unit4 ERP. As well, the work has included talent management and performance management. "The challenges weren't that different from any other implementation," says Katerina Ruseva, a project manager at Embridge involved with the work. "They mainly revolved around project scope and some technical difficulties. Where there were hiccups, it was very much a case of the client not knowing what they didn't know, and working through that."

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- **FP&A** software from Unit4 gives finance teams the capacity to unify data, reduce risk, and simplify the processes of budgeting, forecasting, analysis, and reporting. Strengthening partnerships across the organization and enabling agile responses even in times of extreme uncertainty.
- The Unit4 **HCM suite** helps you optimize your people processes, simplify and increase the accuracy of your payroll, and boost the productivity, engagement and growth of your talent.

**“As with any digital transformation, the technology is just the enabler,” says Mary Kent, head of IT program delivery at Magnox. People, culture, and skill sets are all critical. The phrase “digital transformation” may be overused, she says, and it may mean different things to different people. But, to Kent, the meaning is really “business transformation, supported by technology.”**

got together to assess plans and wishes for HR projects from an IT perspective, and they compiled a long list of projects and initiatives to bring to management. One key takeaway from these conversations was the realization that company resource might be better allocated by prioritizing the cost areas that really supported the business.

During the evaluation process, the team agreed that it was important for supportive functions such as finance and HR to come together and work as a whole, rather than taking a siloed, piecemeal approach. This paradigm of cohesion would shape next steps, including the approach to researching and identifying new solutions.

Prior to the shift in company mission, Magnox operated in a way that was heavily focused on project delivery with a traditional breakdown in terms of overhead and of distinct functions such as sales, IT, and HR. As for taking the lead on a broad transformation, this was not necessarily IT's place at Magnox. The IT team used to make decisions on behalf of the business without really considering what the business needs were. At times, this resulted in the selection of a solution that was not a great fit. However, IT at Magnox is making progress in becoming “an organization that is adding value for the business,” says Kent, who sees IT as “the enabler of business transformation in terms of our ways of work. As with any digital transformation, the technology is just the enabler.” People, culture, and skill sets are all critical. The phrase “digital transformation” may be overused, she says, and it may mean different things to different people. But, to Kent, the meaning is really “business transformation, supported by technology.”

## Key Drivers of Investment

Fundamentally, it was the recent change in the company's mandate that precipitated the search for new software solutions. Because Magnox was always expected to conclude its work by 2028, it had been difficult to justify substantial investment in certain areas, including technology. Changing ownership to the Nuclear Decommissioning Authority brought in a new executive team, and those executive members inquired about the reasoning behind certain operations. Kent and Evans

## Embridge Supports Change Management in Talent Management at Magnox

Among the services Magnox commissioned with Embridge was change management support for talent management. “That was because they recognized that they weren't just looking for a change of system,” says Faye Cooper. Involved with the work at Magnox, Cooper is an organization development and change consultant at Embridge. Magnox “recognized there would be a change of process to having a system, but also, they were looking for a change of culture” to promote more progressive performance management better aligned to the demographics of their workforce. The goal was to transform the frequency and tone of conversations. The challenge was in “really understanding the current culture, what was happening and what needed to change,” she says.

Embridge ran a pilot where the technological deployment had already been completed. This helped the team understand these challenges. The pilot taught Embridge that managers were in fact happy to have been able to have a conversation with someone about how they were conducting reviews, and how they wanted to do them. “It was on a completely new scale for them in terms of tracking objectives, linking it to the organization's vision,” says Cooper. “They've pivoted well.” Early on, there was some resistance from Magnox to undertaking the conversations that were necessary, “but as we moved closer into the project, and there was more understanding, Magnox's team grew much more open to our ideas. They could see how applying those was making a difference.”



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## Opportunities Identified

Large-scale, foundational transitions aside, the Magnox team also hoped to use this opportunity to address some of the nuisances, inconveniences, and downright obstacles that were, prior to this transition, seemingly permanent aspects of the everyday operations. We'll discuss these in terms of two key areas: FP&A and performance management. But first, some context is in order.

**Magnox had relied heavily on paper forms for performance management. The process was conducted three times a year, and because the forms were required to be filed away safely after each round, employees typically would not revisit the results until they had to. With each instance of performance discussions isolated from the others, Magnox was missing the opportunity to follow and measure employees' performance continuously.**

Magnox first implemented Unit4's ERP back in 2012. (They had previously been using SAP for commercial, procurement, and finance purposes and PeopleSoft for HR.) The organization migrated to the on-premises version of Unit4 quickly, customizing the new system to accommodate their existing processes (instead of changing them), adding functionality that was not part of the core product at the time, and incorporating yet more customization over the ensuing years.

With this increasingly complex customized implementation, Magnox

incurred additional expenses for support and has had to contend with substantial challenges around system updates. In moving to the cloud, Magnox understood the need to change its processes, which has necessitated the removal of many customizations. Concurrently, the product has evolved to include functionality far more capable of accommodating Magnox's needs.

## Performance Management

With the change in Magnox's future and charter, performance management presented an unexpected and critical strategic purpose given the average age of the organization's people—the talent with the legacy understanding of the various sites from having worked at them before the commencement of their decommissioning. It was crucial to devise an approach to competency review that would be enticing to people who could just as easily retire, leaving Magnox in a lurch vis-à-vis its critical mission.

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## Embridge: Learnings from the Magnox Engagement

At the project close meeting, Magnox shared that bringing in external partners such as Embridge “was hugely beneficial,” says Katerina Ruseva, project manager at Embridge. As for another big lesson, learnings associated with handling the technology “basically put Magnox in a good place for any future projects and developments,” as the institutional knowledge now gained has prepared the organization to complete similar work at a later time, and faster. And, Ruseva notes, the work completed with integrations became the first steps in a major Magnox business transformation. “So, there's a lot more to come.”

Notably, shortly after the deployment went live, Magnox was able to advertise 250 live job vacancies. Specifically, advertising was reduced from two weeks to two days through newfound efficiencies reducing manual work, including administration related to GDPR, and enabling the team to deal with a much larger volume of applicants. “This is a huge increase compared to the handful of roles that they previously advertised for their legacy systems,” says Ruseva. Positive cultural change emerged as Magnox found it easier to upskill staff on the use of new technologies and processes, and they brought in new, capable people to introduce new ways of doing things.

“The benefits the software was offering would not have been fully realized without the business change management that we put around it,” says Ruseva. “The combination of the two worked together well and automatically lead to realization of the potential benefits.”

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possible to run engagement surveys or to track whether people were participating in performance evaluations as they should. Despite the lack of data, HR had their suspicions about the effectiveness of this review model: “We could see that the performance management process wasn’t really having positive impacts. A lot of people saw it as a tick box exercise; they knew they had to do it, but they weren’t getting the value from it.”

**Paula Evans, head of employee shared services at Magnox, sums it up: “What we’re really looking and striving to achieve is to modernize our ways of working,” reducing dependence on what she calls “manumatic” processes, enabling workers to operate more independently, and allowing IT et al. to deliver solutions in “a quicker, slicker kind of fashion.”**

Care notes that the aim for performance management was always “to allow people to get value out of it, not just be doing something for the sake of it.” They also wanted the flexibility to adjust the process whenever they needed to; to simplify it, for example, or to accommodate employees who were not necessarily looking for promotions. This is especially important as many of Magnox’s employees are looking towards retirement. For these employees, it is less about moving up the career ladder, and more about discussing how they add value in their current role.

## FP&A

Previously, Magnox had been using a legacy system for FP&A. It was built by a third party and, though the system worked well for projects, it lacked the capability to support the initiative of re-framing business segments as cost centers. Plus, the team wanted to get away from spreadsheets for budgets and forecasts.

Evans says that she was particularly eager to move to a single point of truth, “which is much easier when you’ve got a common system in place. There’s certainly risk with having different systems feeding different areas of central functions.” She was also eager to advance from basic reporting to actionable, real-time analytics. This would enable a more holistic view of leadership, influence that is the ultimate goal of many organizations.

Not being cloud-based was presenting issues of its own, across the business. This became very clear at the start of the pandemic, when the IT team had to scramble “to enable a business from a pretty poor technical debt position.” Only the few cloud-based procedures in

Aside from the obvious challenges associated with a manual, non-centralized procedure, introducing company objectives into the review process also presented difficulty. Audits and employee surveys had indicated that employees “wouldn’t necessarily know how their work connected to the mission and to the company objectives,” Care reports. This reached critical importance as the company changed directions: The team realized that “it’s really important that we get people on the same page with the mission.”

## Leaning on Embridge to Simplify Cloud Workflows

The highly customizable nature of on-premises solutions has had a way of accommodating and even encouraging the evolution of granularly complex workflows across industry. It’s not uncommon for organizations to realize they must untangle these as they migrate to software-as-a-service solutions and encounter comparatively less flexibility in the cloud, where the idea of customization gives way to the concept of configurability.

Much of the complexity can be simplified. Most processes are not so unique. It’s just that on-premises solutions long enabled the attitude that an organization’s processes were unique in whatever domain of the enterprise in question.

“It’s certainly an adjustment that takes a period of learning,” says Katerina Ruseva, project manager at Embridge. “Once there, however, I think it’s very well received.”

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## Considerations in Evaluating Solutions

The ideal solution would be one capable of supporting business goals and the mindset shift that was needed. As Evans put it, it’s a “sudden, rapid shift to grow. And the transformation that’s required to deliver that” needs future-oriented thinking from all employees and necessitates a dramatic change in technological support to enable that.

Because Magnox had had Unit4 ERP in place since 2012, the vendor’s solutions in the cloud represented an opportunity for Magnox to consolidate efforts—an attractive prospect for any organization, and particularly compelling for one actively working to convert multiple satellite locations to a streamlined and simplified set of processes and procedures supported by reinvigorated IT. Even so, the team felt the responsibility of the trust leadership had placed in them, and they set out to do the due diligence.

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Kent mentioned that Magnox had previously looked at moving their version of Unit4 ERP to the cloud around 2017, but the idea was met with resistance. The thinking from many stakeholders was “why would we move anything to the cloud? It’s not secure.” This was of particular concern given the sector in which Magnox operates. “But if you look at how the global landscape has changed now, pretty much everybody is moving to the cloud.”

Vena was the other option that stood out for FP&A solutions, but Unit4’s capability was a better fit for Magnox’s needs—in part for its ability to hold multiple years and multiple versions of budgets and integrate with the Unit4 ERP already in place. Plus, Unit4 FP&A will integrate with any application in Magnox’s ecosystem.

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## HCM Beyond HR Borders

What does HCM beyond HR borders mean? It means that much of the need for human capital management resides beyond HR’s traditional purview and existing reach. Here, HCM is the discipline that brings about people success. People-centric organizations understand that this means several things.

For one, the technology for managing the employment of people isn’t just for HR, and the best examples of this technology integrate seamlessly with other domains of the enterprise, as depicted in this report looking at Magnox’s growing use of Unit4 in the cloud. This integrated scenario provides deep visibility into people data companywide. Leadership and line managers alike have the information they need to make on-the-fly decisions on staffing for optimal organizational resilience — e.g., workforce agility, financial control, cashflow management, reduction in turnover, right-fit talent for organizational growth.

Secondly, to be successful, organizations must respect the need for a positive employee experience. It’s how you create an environment in which an organization can retain top talent, increase the value of its employer brand, promote diversity, and instill a sense of belonging. And it’s the best way to help people maximize their productivity and resulting impact on revenue. In practice, part of this translates to giving employees a vision of their future with the organization — of the career they could have, and the resources available to help make it happen.

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management, which would set clear goals, linked to company objectives, and would involve more frequent shorter conversations and less frequent longer ones.

Care says that they researched several options. They attended a vendor showcase and even had a few follow-up calls, but none of the other solutions made it past the demo stage. Again, it was the fact that Magnox was already comfortable with Unit4 that tipped the scales.

## Reaching a Decision

**From a talent management standpoint, the goal was to move toward a more modern and bi-directional model of continuous performance management, which would set clear goals, linked to company objectives, and would involve more frequent shorter conversations and less frequent longer ones.**

IT does hold its own budget and have its own governance process of financial oversight. Some financial delegations are made at IT's discretion; dependent on values, others are escalated to the CFO. Kent notes, "We do have a specific IT governance board that our CFO attends and approves when it needs to go to his level." For investments of the magnitude discussed in this report, business cases are required.

**Ultimately, the benefits of working within the Unit4 ecosystem won out, in part because FP&A and HCM are in the same cloud. The cloud additionally alleviates inefficiencies for Magnox, which was managing on-premises servers at two of its sites. When the time came to invest in replacing those servers, transitioning to the cloud represented an alternative use of those resources.**

As a subsidiary of the UK government, Magnox is subject to public service regulations, and transparency is critical. Procurement is managed through the framework provided by Crown Commercial Services. "Any contracts that we are looking to place, those are then subject to a really, really rigorous and prescribed scoring process," says Evans.

Ultimately, the benefits of working within the Unit4 ecosystem won out, in part because FP&A and HCM are in the same cloud. The cloud additionally alleviates inefficiencies for Magnox, which was managing on-premises servers at two of its sites. When the time came to invest in replacing those servers, transitioning to the cloud represented an alternative use of those resources. Whereas security in the cloud had previously concerned the team, they concluded that Magnox's data would be in good hands in Unit4's Azure-hosted software.

Both Vena and Unit4 presented their FP&A offerings to the finance team, which determined Unit4 met Magnox's business needs better.

## Following the Employee Experience Everywhere

People-centric organizations tend to have forward-thinking leaders in HR who deliver new sources of value with human capital management and understand the technology for it, thus bringing about positive impacts on the bottom line and lifting HR out of its historical charter as a back-office necessity. Stakeholders throughout the organization are wise to partner with these progressive HR practitioners to maximize their own positive influence on the employee experience wherever HCM happens. This requires a transformation in organizational culture to equip organizational leadership and line managers for the pivotal roles they play in supporting and improving the employee experience.



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Stakeholders in the performance management decision included senior leadership teams at each site, and decision-makers engaged with the trade unions as per the terms of a collective agreement. Magnox ultimately opted to implement not only the performance management offering from Unit4, but also an employee engagement module.

As part of this decision-making process, Unit4 gave Magnox the opportunity to conduct a trial. A small group of users gained access to the system in November of 2021 and provided feedback via surveys and one-to-one sessions, a complex process facilitated with the significant involvement of [Embridge Consulting](#) (see later subsection and sidebars). This allowed the Magnox team to see exactly what the workflow of continuous performance management would look like. Care says that this beta testing gave them a sense not only of how employees would use the system, but also of the process, its potential pitfalls, and the value it might add.

## Implementation Experiences

Kent says that the Magnox team have worked hard to keep their new solutions as “off-the-shelf” as possible. “It’s a bit of a culture change,” she says, but necessary in order to upgrade to the latest offerings from Unit4. The challenge here is in adapting the company’s own processes rather than defaulting to the seemingly easier alternative of tailoring the solution to match, which they now know ultimately creates more problems than it solves. Taking the product as it is allows Magnox to get the best capability out of the product, and will save the expense of support for the customizations. “That is a bit of

a mindset change for Magnox as a business. I think we’re getting there, and I think the business is very much on board with that.”

**All three Magnox representatives report that Unit4 has been very collaborative and consultative throughout the process. Additionally, Magnox had support from Embridge Consulting for the change management. Embridge’s involvement helped with both training on the new system and the transition to the continuous performance management model.**

All three Magnox representatives report that Unit4 has been very collaborative and consultative throughout the process. Says Evans, “There’s a good amount of blend between our teams, which I think is helpful. And there’s also appropriate tension where there needs to be. We’re all focused on getting stuff done in the right way and helping each other along the way, as well.”

## Performance Management

Magnox completed implementation of Unit4’s talent management solution in April of 2022, a few months before this discussion took place. Care says the system is very easy to use. “We’ve had a lot of positive feedback. Having been involved in similar implementations before, that’s rare. You normally don’t receive feedback at all if

## Placing Trust in HR

3Sixty Insights believes organizations should place healthy trust in HR leaders’ ability to determine which technology stack in human capital management will best support people-centric goals optimizing employees’ impact on generating revenue. Put differently, though HCM is bigger than HR. A progressive HR department deserves the full confidence of the organization to play a prominent role in selecting the right HCM technology stack. Naturally delivering the information that proves HCM’s worth to the organization, capable technology renders HCM’s contribution to the bottom line readily apparent.

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**The adoption of FP&A was a project ongoing at the time the interview for this report took place. Magnox aims to have their new Unit4 FP&A solution up and running by the fall budget round, and to move reporting and forecasting to the new system by the end of March 2023, in time for the new financial year. Unit4 is currently building the configuration. Magnox is projected to save 50 full-time-equivalent (FTE) hours per month once Unit4's cloud-based FP&A solution is up and running.**

## Embridge Consulting

Communication was a key component of the implementation, and Magnox had the support from Embridge for the change management. Embridge's involvement helped with both training on the new system and the transition to the continuous performance management model. A series of sidebars in this report together provide an in-depth exploration of how the engagement between Magnox and Embridge came to be and how Embridge was instrumental to the success of this project.

Operating independently in many regards, each of Magnox's 12 sites has its own leader and, directly beneath, a sub-leadership team. Care herself visited each of the sites twice as part of the process, once to introduce the plan and once to demonstrate the specifics of the system and provide support on its use. She also ran about 11 manager sessions, as well as team-wide open sessions, giving employees the opportunity to get an overview of the system. Additionally, employees were provided asynchronous, self-guided learning opportunities like videos and quick cards. Part-and-parcel of this process, Embridge's

representative guided the Magnox team through the entire process and provided support along the way. "I really felt that she understood the business," Care says. "That's not always the case." Embridge also helped run the beta testing sessions in which they solicited early feedback.

it's going well. So, this is good feedback, that people felt that the product was intuitive."

Beta testing was key to the successful implementation of the performance management system. It ironed out a lot of the queries the team would have received when going live. Because things hadn't yet been finalized, they were able to tweak training videos, training support materials, and communications based on this feedback. "We fortunately had the time and the engagement from the business to do that, which made quite a big difference," Care says.

**Employees now spend approximately 50 percent less time doing performance management. Beyond this, sentiment around the process for it has vastly improved.**

## FP&A

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## Combining FP&A, ERP and HCM

Smart employers are keen on finding the best ways to align and combine HCM, ERP and FP&A. And key to all this is the people data available in HCM. Data an HCM system produces can give employers insight into which actions are best to take. The ready availability of this data, especially when it's the result of data exchange between systems supporting areas of the business that need alignment anyway, means leaders can take these actions early. Greater organizational agility results. So does greater organizational stability.

For example, better-delivered information from payroll and compensation strategy or regarding employees' skills not only influences the employee experience by optimizing internal mobility and facilitating tenure, but also renders current and future personnel costs more predictable. And the value of this HCM data grows as HCM systems become better connected to other domains of the enterprise. The idea is to shorten the time it takes to figure out how or whether any potential decision regarding people success would deliver value to the organization.

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FP&A solution up and running by the fall budget round, and to move reporting and forecasting to the new system by the end of March 2023, in time for the new financial year. Unit4 is currently building the configuration.

In terms of the initiative to reframe as cost centers, Kent says “we’ve done the configuration changes within Unit4 ERP. And now we’re looking to be able to actually report on that in an easier way, and also to do our budgets, getting away from spreadsheets for budgets and forecasts and putting it directly into a tool like FP&A.” Magnox is projected to save 50 full-time-equivalent (FTE) hours per month once Unit4’s cloud-based FP&A solution is up and running.

## Results

All three interviewees are users of the new performance management system, and all three described the results of the transition in glowing terms. Care reports that Unit4’s performance management has achieved the goal of making company objectives visible and encouraging employees to connect their individual objectives to the company’s. Evans adds that the new system makes it possible to cascade goals, both those established internally and those set by stakeholder groups, across the organization.

Evans says the new system is much easier to use. She has already created her own objectives, and she appreciated that she could share them with her team without retyping, noting the seamless functionality. “It’s a really nice product,” she says.

**Enjoying control over the employee review process, individual contributors experience empowerment and ownership, and the organization sees greater agility. An engagement survey conducted close to the time of the 3Sixty Insights interview saw 75 percent participation, and, perhaps more tellingly, about 22,000 comments.**

feedback. The progressive approach and state-of-the-art feel show employees that the company is modernizing and investing in new technology to help bring about a change in mindset and shift employees’ perspectives. Enjoying control over the employee review process, individual contributors experience empowerment and ownership, and the organization sees greater agility.

The results have borne that out. An engagement survey conducted close to the time of the 3Sixty Insights interview saw 75 percent participation, and, perhaps more tellingly, about 22,000 comments.

Employees now spend approximately 50 percent less time doing performance management. Beyond this, sentiment around the process for it has vastly improved. Engendering a sense of joint ownership that helps to promote willing participation, the new system is interactive and inviting. It encourages participation. It allows managers to send messages and, also, request

## Employee Engagement and Regeneration: A Plan for the Future

The deployment of Unit4’s talent management solution, namely the performance management module, presented HR with the opportunity and ability to obtain baseline metrics on Magnox’s employee engagement. And, close to the time of the 3Sixty Insights interview, they did so. Encouragingly, 75 percent of staff responded to this employee engagement survey — a Magnox high, historically.

In all, staff left approximately 22,000 comments for HR’s consideration, helping to prompt the development of what Magnox calls its plan for the future: Regeneration. The plan’s four tenets draw heavily on the many insights from these employee comments.

- Simplification
- Skills and Leadership Training
- Infrastructure for Growth
- Workforce Planning

Behavior reflecting the company’s values underpins these tenets, which happen to line up closely with Unit4’s own objectives for its HCM solutions. “You get the sense that we’re driving the right journey, and everyone wants to be on it with us,” says Paula Evans, head of employee shared services at Magnox. “I find that really encouraging.”

# ANATOMY OF A DECISION

"We certainly couldn't have digested those without an electronic tool to help us with them," Evans says. "That, for us, has then led to our regeneration plan for the future."

## A Plan for the Future

The four tenets of this plan are simplification, skills and leadership training, infrastructure for growth, and workforce planning, all underpinned by behavior that reflects the company's values.

"It's really refreshing to see how closely this links up and actually how our employees are also thinking that these things are what they want to see from us as well," says Evans. "You get the sense that we're driving the right journey, and everyone wants to be on it with us. I find that really encouraging."

With the new performance management system from Unit4, "we now have the facility to regularly re-baseline from an engagement perspective, which is hugely helpful. And, again, it shows how tech is really helping us take things forward in a positive way from an employee perspective."

## The Role of IT

Kent has seen that perspective shift markedly. "The journey IT has come over the last few years, as we really start to modernize our ways of working, and perception is often one of the biggest things that's needed in order for people to come along on that journey." She adds that this talent management update has helped advance the workplace culture past the point of "we've always done it this way" resistance. "When you start to show people why we need to change and to actually demonstrate that this is better, and they start to come on board, you can then sort of turn the boat around and really bring people on that journey. The tool is excellent, but I think it's also a perception that goes along with it as well."

**With these solutions now in the cloud, or about to be, the team at Magnox continually asks itself whether established workflows should change. The goal is to simplify and remove steps—ensuring that they have the right governance, but keeping it to the right points in the process.**

Happily, "the perception of the business has improved in terms of what we can deliver," Kent says of IT's evolving standing at Magnox. Simplifying procedures so that all sites share applications will be IT's next step in creating value for the organization. Meanwhile, the company-wide change that Magnox sought to bring about is underway.

## Dynamic Performance Management

The new system has enabled career pathing that was not previously possible at Magnox, supports employee-manager conversations, and gives managers ownership. Overall, the result has been to prompt consideration of the business needs, the employee's performance, and the manager's satisfaction with that performance. Unit4's performance management system provides the ability to track participation, and with this new information comes new insight. Centralizing this information and making it more visible to the employee, the system brings benefits to compliance, as well. Additional time savings from these updates should become apparent a year following their rollout.

Using the system on an ongoing basis will make end-of-year reviews easier to complete, but Kent and Evans point out that the focus should be on value, not on any cost. More important than any time savings is the improved morale. "The real win here is in terms of the improved engagement," says Evans. "It's really a value driver rather than a cost-savings driver."

## Cloud Benefits

Magnox's FP&A and talent management systems now live at the cutting edge. Planned into the process every year, updates are regular and bring only minimal distracting impact to the business.



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Release notes provide notice of upcoming updates, so the team can conduct focused testing as needed (which isn't often). New functionality is usable as soon as it's delivered. Unit4 uses customer feedback to help inform the direction of future developments with the product. Accessibility is improved as well. Before the move to the cloud, Magnox employees could only access the ERP through a Magnox device. As some employees do not have Magnox mobile devices, the ability to access the ERP from anywhere is a substantial improvement.

## Next Steps for Magnox with Unit4

Excellent results notwithstanding, Magnox HR leadership is far from done. Says Evans, "It's quite tremendous the volume of things that we are trying to progress at the same time." She is currently working on using the functionality of Unit4 ERPx to introduce management information reporting and a customer satisfaction system to her shared services team. "Things like the workspaces reporting tool fall squarely into that basket for us."

**The promise in Magnox's growing use of Unit4 in the cloud is that the deployment will increasingly facilitate the alignment of people planning and analytics with financial planning and reporting—i.e., of ERP, FP&A and HCM.**

Magnox is still working with some antiquated, paper-based systems at the moment and does not provide mobile devices to non-database workers. Surveying the device needs of site-based and front-facing workers is the next step on the road to migrating everyone to the cloud. Meanwhile, the team continually asks itself whether established workflows should change. The goal is to simplify and remove steps—ensuring that they have the right governance, but keeping it to the right points in the process.

Care has plans to tackle learning and development next. The Magnox organization must meet rigorous health and safety requirements, and they currently work with a couple suppliers to manage the compliance aspect of training. "We're going to be looking at how we can make that easier for people to see." Magnox plans to use the now-implemented talent management system, as well, to solicit more feedback and continue to promote good performance and engagement with staff. The work IT has done in the meantime to support this digital transformation will increasingly take hold at Magnox.

## Conclusion

The promise in Magnox's growing use of Unit4 in the cloud is that the deployment will increasingly facilitate the alignment of people planning and analytics with financial planning and reporting — i.e., of ERP, FP&A and HCM. Beyond this, Magnox's is a success story largely because of the trust that organizational leadership, with this alignment as the vision, placed in the company's finance, HR and IT teams to select the new software. Leadership recognized that the solution put in place would deeply impact the organization's HCM, and that there was the potential to reap vast benefit out of this impact. New technological solutions were necessary to facilitate the company-wide shift to a fresh, modern perspective, and the investment approved by leadership made this possible. In truth, however, it was the buy-in from leadership that really enabled the change. The regeneration initiative names simplification, skills and leadership training, infrastructure for growth, and workforce planning as its pillars. But its foundation is top-notch HCM, whose criticality to connecting operations and strategy will become apparent as the deployment of FP&A and more at Magnox eventually becomes live and benefits from the single-vendor integration, in the cloud, with HCM.

3Sixty Insights Inc. Navigating the Information Technology Buying Process.

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