Beca Case Study Data Migration

Successful Delivery of HCM and Payroll Migration for Beca

Client: Beca Group

Industry: Engineering and Professional Services

Services Delivered: Data Migration, Data Quality & Validation, Payroll Reconciliation, Audit Reporting

Delivery Partner: Venn Consulting

Background

Beca initiated a strategic program to modernise its Human Capital Management (HCM) and Payroll systems by implementing Workday and Datapay as the new target platforms.

Given the complexity of historical data, multiple source systems, and ongoing business changes, ensuring a high-quality, validated data migration was critical to enable a seamless transition without business disruption.

Objectives

- Assess the existing migration approach and identify gaps.
- Define a roadmap for successful data delivery and validation.
- Strengthen data quality, validation, and audit readiness.
- Ensure payroll parallel runs align across legacy and new systems.

Approach

Define Phase

- Reviewed the existing end-to-end data migration strategy and activities completed to date.
- Identified process and data gaps, including areas requiring redevelopment.
- Created a detailed migration roadmap with aligned milestones and delivery timelines.

Execute Phase

- Enhanced and tuned the migration pipeline to improve reliability and traceability.
- Established a dedicated Data Quality & Validation Squad to develop and execute quality and reconciliation rules.
- Formed a Data Catch-Up Squad with functional stakeholders to identify and load delta changes post initial data share.
- Supported one-month parallel payroll runs, investigating and resolving variances between legacy and Workday results.

Close Phase

- Delivered Validation and Audit Reports comparing pre-shutdown legacy data with Workday records.
- Facilitated sign-off and ensured readiness for production go-live.

Results & Outcomes

- ➢ Successful migration of HCM and Payroll data into Workday and Datapay.
- ➢ Verified data completeness, consistency, and audit traceability.
- ➢ Supported smooth payroll transition with zero critical issues during go-live.
- ➢ Established a repeatable data quality and validation framework for future enterprise migrations.

Key Highlights

Data Migration Framework : Improved reliability and transparency of migration process

Data Quality Governance : Embedded data validation and reconciliation at every stage

Business Collaboration : Functional teams engaged through structured "Data Catch-Up" and "Parallel Run" activities

Audit Assurance : Provided evidence-based reports for compliance and sign-off