



Client Success Story

A Blueprint for Higher Education: Securing the First Oracle Cloud HCM Go-Live



Client

A large public research university based in the Southeast United States.



Issue

As part of its transition from a legacy on-premises PeopleSoft environment, the client embarked on a full-suite Oracle Cloud transformation spanning HCM and Finance. This was not a standard cloud migration: it

represented the **first Oracle Cloud HCM go-live of its kind in higher education.**

- Because the client was an early mover, the security and controls decisions made during the transformation would likely influence how peer institutions approached similar transformations. The challenge was to design a security model that could:
- Provision approximately 5,000 active users at cutover
- Support access across nearly 30 Oracle Cloud functional modules

- Enforce segregation of duties (SOD) by design, rather than after deployment
- Remain scalable and maintainable as the workforce evolved
- Balance the distinct needs of university entities within a single, centralized security model

The result needed to be secure, operationally practical, and durable enough to serve as a model for future higher education implementations.



Approach

Persona-Based Access Model

Deloitte designed a persona-based security framework tailored to how the university operates. The team created 137 role-level building blocks, each aligned to a discrete functional capability, and combined them into 61 personas spanning HCM, Finance, Business Officer, and IT functions. A defining design principle was to assign users to one persona wherever possible. This minimized untested combinations of access, reduced the risk of introducing new SOD conflicts, and simplified long-term administration. By making the persona the unit of access, the team created a model that was both scalable and simpler to govern. Where feasible, personas were auto provisioned based on organizational structure, with manual assignment used only for exceptions.

Security Built into Testing, Not Bolted On

Rather than validating access after the fact, Deloitte embedded security directly into the testing lifecycle. During sprints, security roles were unit-tested separately from functional testing. During System Integration Testing (SIT), each test scenario was mapped to a persona and tested by users with only that persona's access. This meant scenarios validated the same access pattern an end user would have in production. The approach transformed SIT from a traditional feature test into a real-world validation of the security model itself. User Acceptance Testing (UAT) then ran against a full production-like access load to mirror cutover conditions.

SOD Enforced by Design

Deloitte treated segregation of duties as a design constraint from day one. Using Oracle Risk Management Cloud (RMC), the team configured SOD rules across the persona library and validated the access model before users were provisioned. This enabled conflicts to be identified and resolved structurally during design, rather than being managed later through reactive workarounds or one-off mitigating controls.

Solving Location-Based Access Control at Scale

A late-stage challenge arose when Oracle Cloud's Location-Based Access Control (LBAC) requirements intersected with Client's split-tunnel network architecture. Existing bandwidth constraints made routing all Oracle traffic through the corporate network impractical without major disruption. Deloitte worked closely with the client's Networking and Information Security to resolve the issue. The final solution routed Oracle traffic over the private network, achieving the required LBAC posture while preserving acceptable network performance. This required strong cross-functional coordination and careful trade-off management across security, infrastructure, and business needs.



Impact

The results were both immediate and lasting.

At go-live, the security and controls model supported approximately 5,000 active users across HCM and Finance functions in nearly 30 Oracle Cloud modules. The final design included 61 personas built from 137 role-level building blocks, with majority of users assigned to a single persona. That disciplined design significantly reduced cutover risk by limiting net-new access issues that had not already surfaced during testing. It also created a sustainable operating model for the university, allowing security administration to remain manageable as roles, departments, and workforce needs evolve. To accommodate affiliated entities with distinctive operational requirements, Deloitte introduced targeted flexibility in approval workflows without compromising the integrity of the overall persona-based functional and data security model. Importantly, this engagement established repeatable security and controls blueprint for higher education. As the first Oracle Cloud HCM go-live in the sector, the work did not simply enable one institution's transformation, created a model that now informs us how similar implementations can be delivered across the market.

For more information, please contact us.

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