



G-Cloud 15 Service Definition

**Accenture Joiners/Movers/Leavers (JML)
Services**

Jan 2026

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1.0 Scope of our services

This document describes the Accenture Joiners, Movers and Leavers (JML) cloud offering and should be read in conjunction with the associated G-Cloud 15 Services documentation.

The scope of our offering covers the strategy, design and implementations of new JML approach to maximise the implementation of cloud-based strategies and technologies.

The Joiners/Movers/Leavers (JML) processes impact the main stages of the employee lifecycle, so it is vital that organisations enhance these processes to drive huge organisational benefits including cost savings, improved efficiency, and enhanced employee experience and align with Digital, People and Security strategic objectives. These processes, which will be supported by cloud-based ERP and other technologies, are particularly critical as they have significant upstream and downstream cloud, technological and process impacts (e.g. IT equipment, Payroll, and location access management) and cover complex enterprise IT systems requiring integrations to achieve automation benefits to reduce manual activities, delays and errors and enhance security. Digital enablers including AI and Agents are important and aimed to help enhance employee and HR experience in BAU and increase efficiency and effectiveness of both the workforce and the HR function.

The pandemic, demographic shifts, modern technologies, and consumerisation have caused seismic shifts in workers expectations of what work means, requiring a new experience led design approach to optimising JML processes. Key factors driving this are:

- **Fast-growing remote workforces** - employers need to consider the expanding remote workforce when they are planning for the future.
- A younger and more diverse workforce, and the **growing use of digitalisation** in day-to-day operations of organisations which expect increased use of AI and Agentic tools
- Employee expectations of consumer style digitally enhanced experience
- Increase in new types of workers and working patterns such as contingent labour and flexible working
- **GDPR** ensuring additional rights to the employees to reinforce control over their own personal data.
- **88%** of workers think that **technology** is an important part of **employee experience***
- **77%** of employees expect a portal to access information in one central location**
- Organisations are expected to source 20% to 30% of their HCM requirements via other solutions

*<https://www.workfront.com/campaigns/state-of-work>

**https://www.servicenow.com/lpwhp/employee-experienceimperative.html?cid=pr:employee_experience_research

2.0 Approach

To meet these changing expectations, we bring our deep knowledge of public sector issues across NHS, Healthcare, Central Government, Defence and Higher Education and take a structured approach to delivering a cloud enabled JML solution. Employee expectations break traditional HR and Enterprise silos so we utilise an experience led design approach, working with our clients to think about how they might address employee needs rather than traditional HR, IT & Security functions (shown in Figure 1).

Leading HR service delivery models are anchored in the voice of the employee

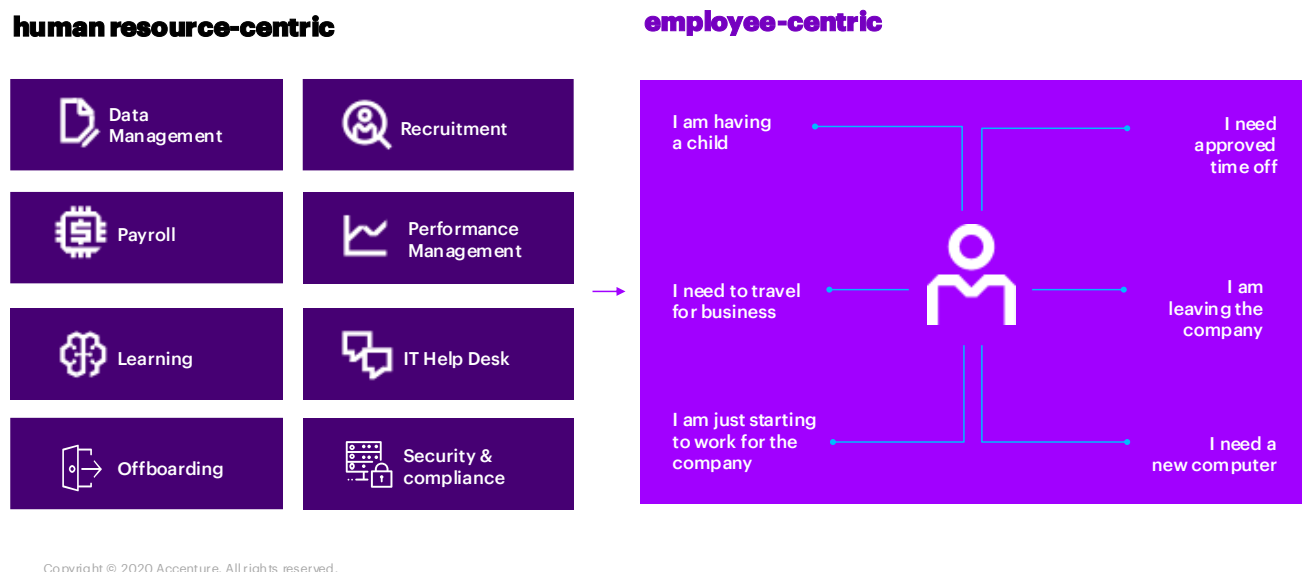


Figure 1: Experience lead design approach

Accenture is well placed to support the whole JML strategy, review, design, and implementation, as we have deep expertise in:

- Strategy and planning for an HR transformation.
- E2E HR process optimisation based on our Process Value Explorer toolkit which brings best practice processes, aligned to a specific sector along with best practice to identify potential opportunities for improvement.
- Experience led design.
- Cloud technology design and implementation.
- Cloud and on-prem systems integration and automation.
- Cloud security and on-premise design. Delivery and access management
- Agile delivery methodology
- Deep expertise in cloud systems (Oracle, SAP, Workday, ServiceNow, Salesforce, Qualtrics etc.)

In developing the JML implementation approach, the scope of our services includes the following:

- **Discovery:** Conducting an analysis of the current processes and technical landscape to understand the experience, digital, cloud, estate, HR, Payroll and security issues and pain-points for end-users and business support teams across the JML processes.
- **Target experience development:** Identifying opportunities and designing solutions to overcome core client painpoints and challenges, and areas for optimization, integration, and automation. Creating the future state for JML processes via a target experience with digital and functional enablers. Developing the JML vision and design principles to ensure consistency in decision making in the detailed design phase.
- **Planning:** Helping a client organisation to structure and plan for the implementation of new processes and cloud technologies. Creating a roadmap of opportunities to achieve the target experience, identifying key dependencies on both internal and external projects.
- **Piloting:** Helping a client organisation to plan and shape pilots, utilising agile delivery approaches and techniques. Our support extends both functionally (helping define the team structure, the overall purpose and aims, key entry and exit criteria to measure pilot success) and technically support hosting and, design and configuring of cloud technology (e.g. ServiceNow, Qualtrics, Applaud HR). We also follow and adopt GDS standards (for example Alpha, private Beta/public Beta) as well as aligning to other standards such as CSHR.
- **Design:** Further analysis of the opportunities identified in the discovery and target experience phase, co-creating both technological and functional solutions through a user centric lens adopting Accenture's design thinking methodology. This would include the analysis of the cloud technology specifications, process designs, user journeys, governance structures, data and analytics requirements and change support needed to successfully implement JML. Finally, we will create the final process design (by involving both system experts as well as user centric design experts).
- **Development:** Configuration of the cloud technology application(s) across different solutions based on design requirements.
- **Implementation:** Support the launch of the functional and cloud technology solution(s) to end users. For technology solutions this could include cut-over, data transfer, staff transition support, hyper-care, hosting and support for technology, reporting, testing (UAT, performance, pen, stress etc).
- **Adoption:** Defining the required change journey for both front and back-end user groups. Using a user centric delivery method to create a change impact assessment, stakeholder engagement approaches, communications development, learning and development materials, leadership coaching for embedding the JML solution. Our approach also builds in behavioural science approaches and aspects of nudge theory. Finally, we bring our change management tools, such as the Change Management Platform and Transformational GPS to help clients define and navigate the complexities of the change needed to truly embed new processes and technology.
- **Continuous Improvement:** Analysing the areas for improvement against efficiency and experience drivers on completion of the implementation or based on previous implementations.
- **Scaling:** Defining a functional and technical plan for scaling the product or process beyond the pilot user base. Managing the backlog of enhancements to continuously improve the product. Developing scaling accelerators based on pilot deliverables to streamline effort to implement to a wider user base.

We have a proven method to assessing and determining the approach to JML as shown below. This is based on Accenture's Method One approach which brings both the human aspects, processes, and technology together to create 360-degree value (which looks at value from six lenses of financial, experience, talent, inclusion and diversity, sustainability,

and drivers specific to each client). The timescales below are indicative and will vary dependent on each client situation and the scope of work required.

Discovery Approach

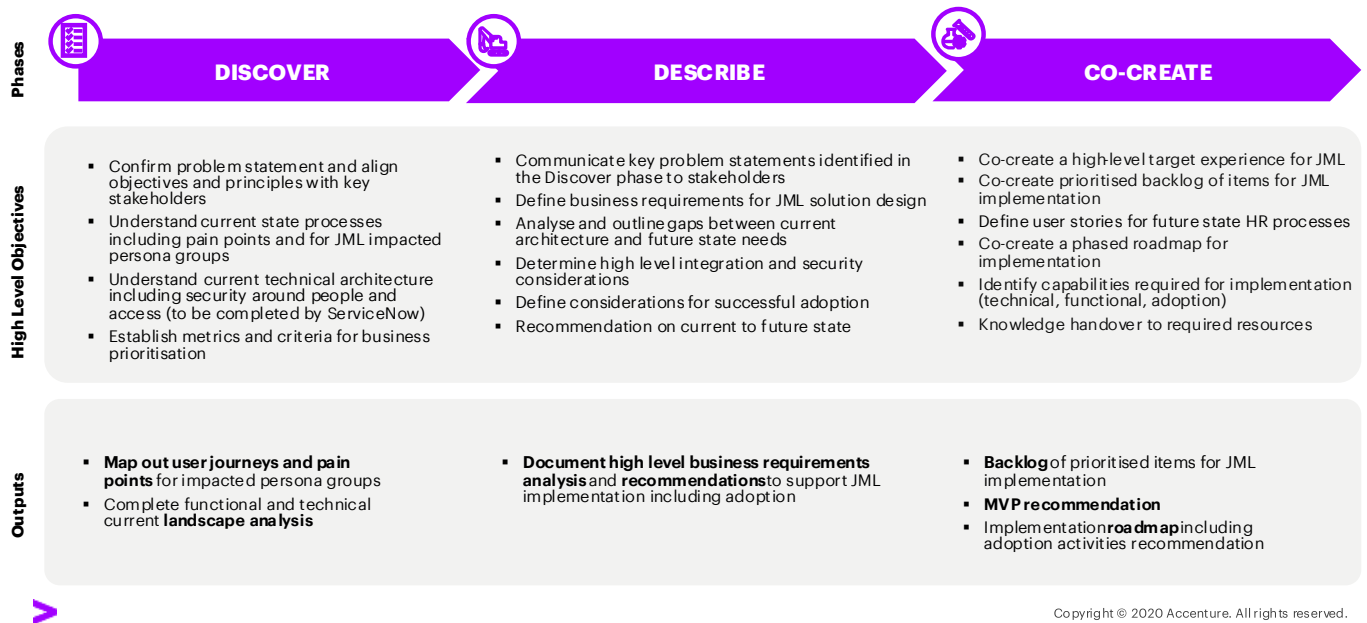


Figure 2: Accenture's FORM methodology for JML Discovery

Implementation Approach

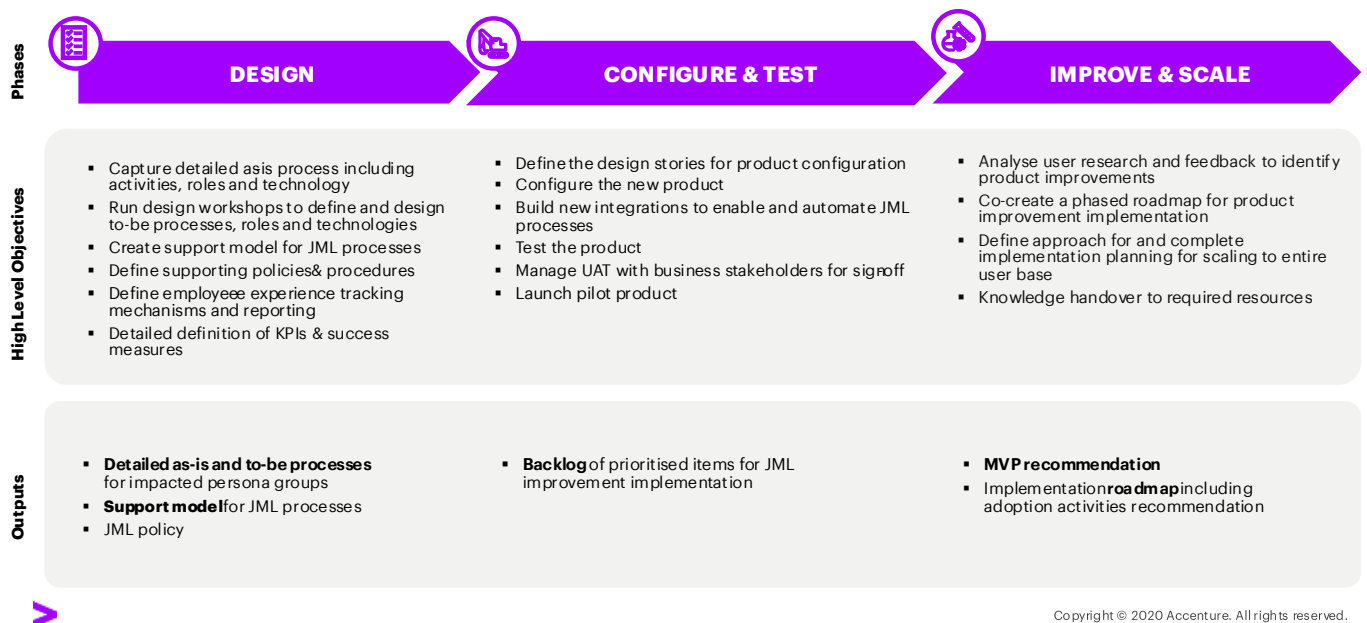


Figure 3: Accenture's methodology for JML Implementation

3.0 Benefits of our approach

Our approach combines decades of experience in implementing new ways of working and cloud technology. Our experience will help accelerate implementation, leveraging best practice onboarding experiences, cloud technology with JML leading edge process knowledge and global insights. Our proven approaches and embedded cloud change methodology will also help reduce resistance to change in the implementation of cloud enabled JML tools. This is particularly relevant for cloud enabled JML initiatives as they combine organisation, people, technology, process, and governance changes that impact how leaders and managers operate. Below we have split the benefits of our approach which embeds change as part of delivery into 3 key value drivers:

- Efficiency savings:
 - Our approach drives speedier implementations of new cloud enabled JML approaches and cloud technologies to deliver value from the start,
 - Reduction in the cost of un-necessary administration from ineffective processes, technology, and ways of working equating to upward of 30%,
 - Value add HR through reduced redundant high-volume activities and manual workarounds,
 - Reduction in/removal of duplicative actions,
 - Reduction in staff over and underpayments,
 - Reduction in wait times for new joiner kit,
 - Intelligent automation with chatbots,
 - Reduction in over-payments and the cost associated with gathering back wrong payments,
 - Reduction in the cost of equipment and kit which may be missing or lost when someone leaves your organisations,
 - Enhanced employee productivity through quicker onboarding,
 - More efficient hand-over between HR areas via seamless integrations,
 - Reduction in license fees costs for platform removals; and
 - Improved kit returns and recycling.
- Enhanced employee experience:
 - Buy-in from the start as users are involved in designing their own future,
 - Digitised transitions experience specific for cloud implementation,
 - Consistent user experience with single portal for colleagues and business users,
 - Better capture of employee experience ensuring feedback is used for further improvements, and
 - Colleague empowerment via self-service, simplifying workflows and approvals.
- Greater security & compliance:
 - Traceable assurance of employee actions,
 - Enhanced data integrity and reporting capability, and
 - Improved security as employees will no longer have access to the systems and data they no longer require.

4.0 Assets and Tools

In delivery of the support described, we have several accelerator tools including our Process Value Explorer which assesses current processes, identifies pain points, cost and FTE impacts and through benchmarking and a repository of good practice identifies the future state (including use of AI) and benefits; as well as relationships with external organisations. For example, we have a strong relationship and capability with cloud technologies such as SAP, Oracle, Workday, ServiceNow and the cloud providers such as Google and AWS. The diagram below shows some of the organisations we have partnered with and have capability in. This allows us to accelerate your journey and therefore the benefits you will receive from new JML approaches.



Figure 4: Accenture's partnerships and capabilities

Equally we bring several assets to the development of a cloud enabled JML solution, especially in the change space. This helps in the embedding and adoption of new ways of working, processes, technologies, and governance. A sample of the assets are shown below:

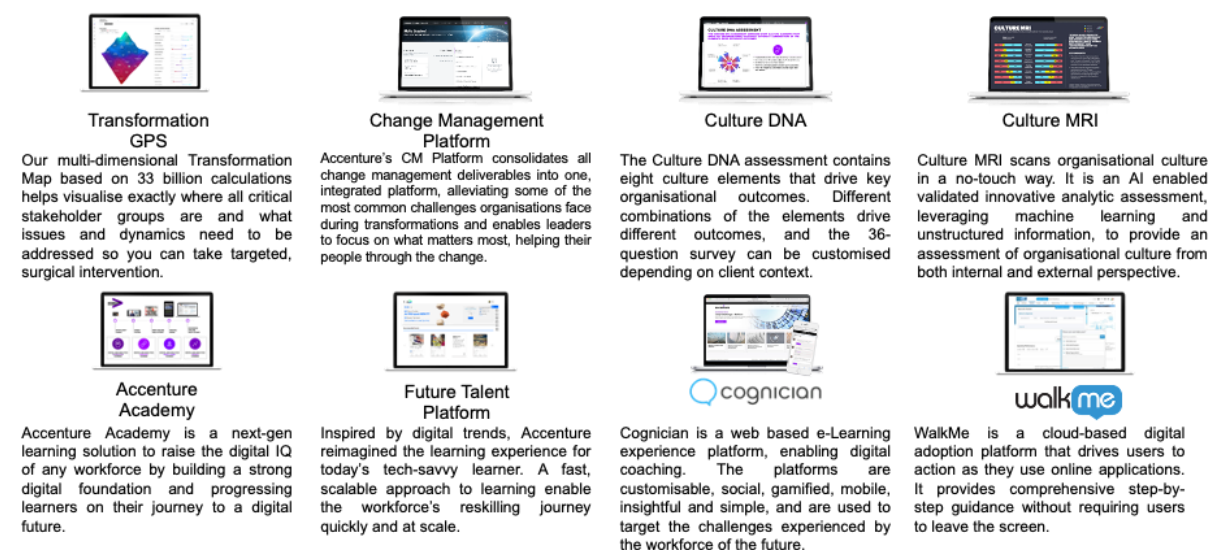


Figure 5: Accenture's Assets to support and effective JML programme

5.0 Pricing

Please refer to the associated pricing document/ rate card relevant for this service.

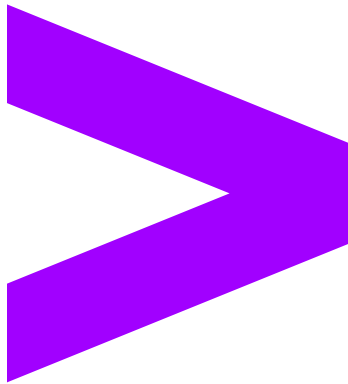
6.0 **Contacts**

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7.0 About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organisations build their digital core, optimise their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 799,420 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities



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