



# G-Cloud 15 Service Definition

**Accenture HR Transformation, Shared Services  
and Operations Cloud Advisory Services**

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# 1.0 Scope of our services

This document describes the Accenture HR Transformation and HR shared Services cloud offering and should be read in conjunction with the associated G-Cloud 15 Services documentation.

The scope of our offering covers the organisation design and operating model requirements to maximise the implementation of cloud-based HR strategies and technologies. It includes both setting up of the HR shared service but also support in defining changes required to retained functions. It provides both client side support as well as support to system implementation of HR ERP systems (including Oracle, SAP, and Workday)

Organisations that are future ready are able to act quickly. With intelligence, insight, and confidence they can anticipate changes in the competitive and customer landscape. We are therefore seeing a call for change in HR, to move from a transactional centre to intelligent operations.

These future-ready enterprises take three steps toward intelligent operations.

- Create a data-driven culture that enables agility
- Elevate human talent through technological innovation
- Collaborate across business and technology functions
- Analysis, design and delivery of automation, RPA, and Artificial Intelligence (AI).

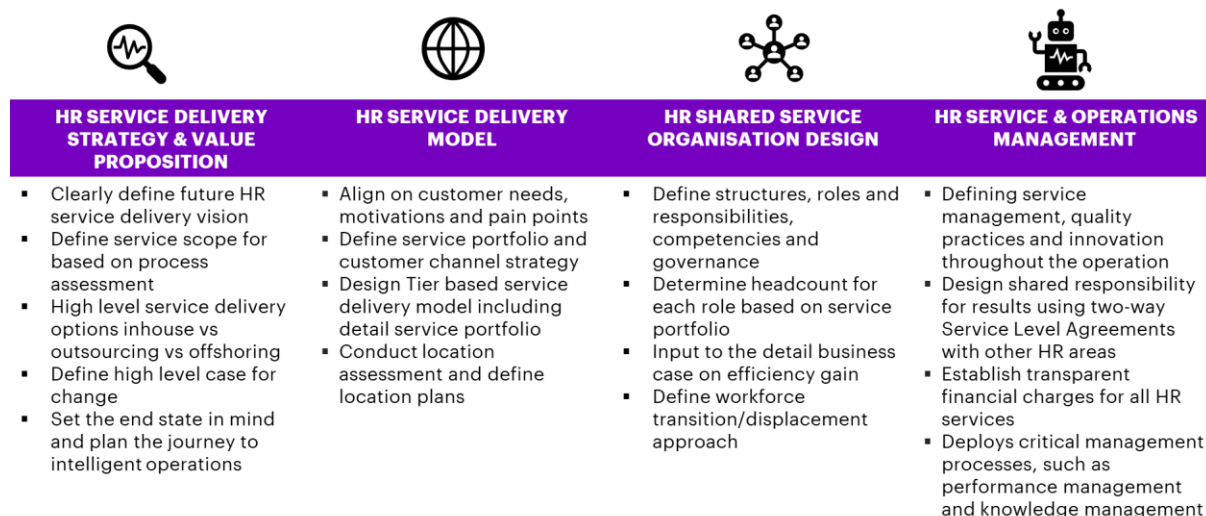
Some of the questions our clients are asking:

- What does the journey to intelligent operations look like?
- What are the key improvements required in the current shared service model to become intelligent?
- How do we show industry benchmarks and the case for change?
- What are the different service delivery options that suit our organisational requirements?
- How do we segment customer by channels to create a seamless employee experience?
- How do we automate and make tier 1 efficient and effective?
- How do we make a shift in how we deliver through use of AI and other emerging technologies?
- What services should be delivered by a specialist vs a generalist in service delivery model?
- What are new skills are required to manage the HR Shared Service of the Future?
- How do we manage the problem of workforce displacement?
- What are the headcount benchmarks for offshore HR shared service teams?
- How do we ensure continuous improvement and quality management in services delivered?
- What processes are required to manage day to day HRSS operations?
- What are the benchmarked SLAs for HR processes?

We partner with clients to re-imagine their business and drive growth through modernizing their HR operations by:

- Reimagining the HR Service Delivery journey through use of cloud-based approaches.
- Co-creating the HR Service Delivery strategy, value proposition and scope (including user centric processes and operational processes for the service centre) based on cloud enabled technologies.

- Defining the HR Service delivery model (including cloud ERP such as SAP, Oracle, Workday and other technologies such as ServiceNow, Salesforce and RPA/AI).
- Defining the HR Shared Service organisation design (including the detailed role descriptions, organisation structure and model, KPI's and SLA's to be applied) for a cloud enabled new HR operating model.
- Defining the HR service & operations management to maximise the benefit from the cloud technologies implemented.
- Supporting the delivery of new and improved HR operations through client side/advisory support or as part of a system implementation programme.



**Figure 1: Components of effective HR delivery**

## Creating Digital distinctive capabilities

A cloud enabled Service Delivery Model is anchored on consumer/employee expectations—ensuring interactions are personal and relevant, intuitive, and accessible on demand. It is supported by our service delivery model that coordinates multiple processes and systems across a full array of digital and physical channels, providing the right balance of hi-tech and hi-touch channels.

The scope of our support for a cloud enabled HR transformation and shared service operating includes strategy through to design and implementation of:

- Cloud enabled operating model design for HR including service deliver, HRBP, leadership and new centres of excellence.
- Cloud technology enabled HR processes supported through AI.
- Cloud enabled HR analytics.
- New HR roles and responsibilities in the HR operating model to maximise the use of new cloud, AI (from conversational, Cognitive, and Agentic) and other technologies in HR.
- End-to-end HR cloud enables process (from recruitment through to on-boarding, learning, performance management, reward, transfers/movers and leaving) based on ERP 'out of the box' solutions as well as user centric design.

Figure 2 considers all the aspects we support in a cloud transformation of HR services.

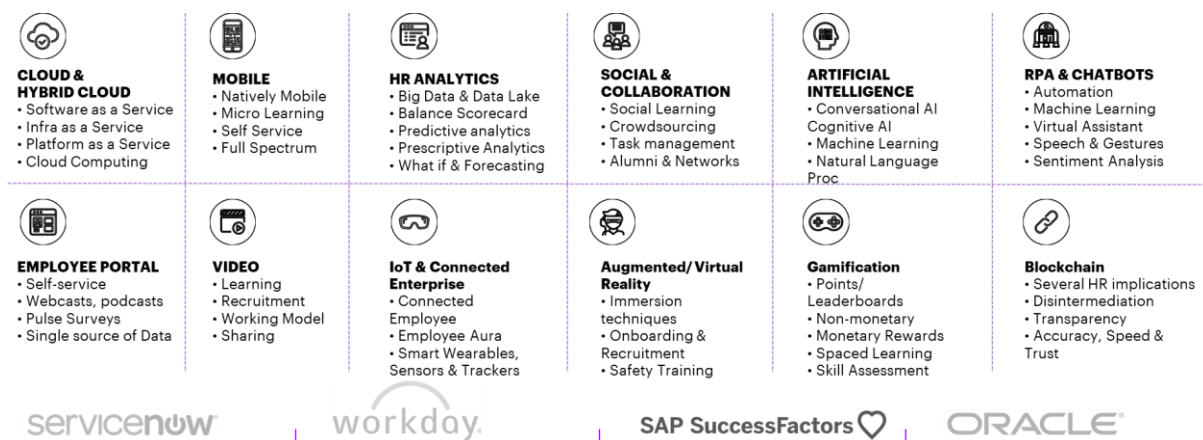


Figure 2: Technology components of an effective HR delivery model

Transforming HR Shared Service (HRSS) workforce capability in a cloud environment requires:

- Innovation driven mindset - provides inspiring innovation-driven culture.
- Market relevant rewards - market value-based rewards.
- Market relevant roles - meaningful career roles reflect the changing market context e.g. Analytics COE.
- Inspiring career opportunities - there is greater flexibility for our employees to pursue a career of their choice and progress at their pace.



Figure 3: Delivering employee meaningful careers in HR shared services

## 2.0 Approach

When approaching an HR Shared Services transformation, our approach is based on 3 pillars:

### Placing the people at the heart of design

We always lead our design with people in mind, allowing process and technology to follow.

With expert facilitation to challenge thinking beyond the probable, we take an interactive and creative approach that disrupts predictable thinking

### Involving the organisation

We adopt design-led transformation, putting transparency and co-design at the centre. We involve employees throughout the process and research the latest trends, industry examples and technologies, connecting to experts both within and outside Accenture.

### Shaping the outcome

We aim to create a solution that delights employees and meets their needs. We commit to turn the vision into reality by aligning on a clear set of ideas and priority areas to take forward.



Figure 4: Components of leading-edge HR operations

### Our specific approach consists of the following stages

We have a proven method to assessing and determining the approach to a cloud enabled HR transformation as shown below. This is based on a proven approach and Method One (our end-to-end approach to reinventing services across an organisation through the use of improved and new technologies along with definition of new roles, organisational structures all implemented through effective business change). Method One 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). Our HR Transformation approach refines Method One across Below (in figure 5.) we cover, at a high level, the components of the Intelligent Business Services/GBS approach.

|                             |  <b>PHASE 1</b><br><b>Vision &amp; Blueprinting</b>                         |  <b>PHASE 2</b><br><b>Detailed Design</b>                                                             |  <b>PHASE 3</b><br><b>Build &amp; Trans. Planning</b>                                                                 |  <b>Phase 4</b><br><b>Go-Live</b>                                                                                          |  <b>Phase 5</b><br><b>Evolve &amp; Improve</b>                                                                                       |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organisation</b>         | <ul style="list-style-type: none"> <li>High level operating model (inc in-house, retained, SSC and outsourced)</li> <li>Leadership and Governance</li> </ul> | <ul style="list-style-type: none"> <li>Detailed organisation design</li> <li>Roles and responsibilities</li> <li>Skills/competencies</li> </ul>                                        | <ul style="list-style-type: none"> <li>Finalise detailed organisation design (in-house, retained, outsourced and business users)</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Detailed design complete – staff in position/vacancies identified</li> </ul>                                                                                         | <ul style="list-style-type: none"> <li>Review and refine organisation</li> </ul>                                                                                                                                        |
| <b>Process</b>              | <ul style="list-style-type: none"> <li>Enterprise workflow</li> <li>User centric vs adopt</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Detailed process flow and design (inside SSC and end to end)</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>Work instruction level design</li> <li>SoP/desktop procedures</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Processes operational, issues identified &amp; Hyper-care in place</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Identify process improvements (time, cost, quality, user centricity...)</li> </ul>                                                                                               |
| <b>People</b>               | <ul style="list-style-type: none"> <li>Impacted population</li> <li>Roles, location, skills ...</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Role descriptions inc skills and capabilities and MoP by role</li> <li>Job matching/selection</li> </ul>                                        | <ul style="list-style-type: none"> <li>Undertake L&amp;D of staff</li> <li>Assess and recruitment</li> <li>Staff transition</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Staff transition completed</li> <li>Recruitment needs identified and approach in-place</li> <li>Work-shadowing &amp; L&amp;D/knowledge transfer delivered</li> </ul> | <ul style="list-style-type: none"> <li>Identify additional training and development needs</li> <li>Identify additional changes to staffing model and mix</li> </ul>                                                     |
| <b>Technology</b>           | <ul style="list-style-type: none"> <li>Strategy (adopt vs adapt)</li> <li>Testing strategy</li> </ul>                                                        | <ul style="list-style-type: none"> <li>ERP and augmenting technology MoSCoW and specifications defined &amp; procure</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Build network, infrastructure, test</li> <li>Configure technology &amp; automation</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Issues/Bugs identified &amp; Agile delivery in place</li> <li>Full Technology support in place</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Refine and improve technology</li> <li>Implement MVP and additional automation if needed</li> </ul>                                                                              |
| <b>Location</b>             | <ul style="list-style-type: none"> <li>Existing vs New</li> <li>Considerations (access to skills, cost, facilities)...</li> </ul>                            | <ul style="list-style-type: none"> <li>Finalise site selection</li> <li>Design facilities- if hybrid assess home working/other location needs</li> </ul>                               | <ul style="list-style-type: none"> <li>Build out-fit out location(s)</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Fully completed and 'snagging' identified</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>Optimise location and utilisation</li> </ul>                                                                                                                                     |
| <b>Value/ Business case</b> | <ul style="list-style-type: none"> <li>Value case (As-Is &amp; To-Be)</li> <li>Cost implications</li> <li>Green book</li> </ul>                              | <ul style="list-style-type: none"> <li>Review business case</li> <li>Refine case, identify early wins</li> <li>Refine roadmap</li> </ul>                                               | <ul style="list-style-type: none"> <li>Track initial benefits</li> <li>Refine business case &amp; KPI/SLA for operation</li> <li>Finalise and refine FBC</li> </ul>                                    | <ul style="list-style-type: none"> <li>Business case completed</li> <li>Benefit and value tracking</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Review business case &amp; identify additional benefits</li> </ul>                                                                                                               |
| <b>Change</b>               | <ul style="list-style-type: none"> <li>Vision/North star</li> <li>Goals and purpose</li> <li>Strategy and consideration (TUPE etc)</li> </ul>                | <ul style="list-style-type: none"> <li>Develop detailed change plan</li> <li>Develop organisation readiness</li> <li>Utilise 'modern' change approaches to engagement</li> </ul>       | <ul style="list-style-type: none"> <li>Design and deliver L&amp;D</li> <li>Conduct other Knowledge transfer</li> <li>Communication, engagement, leadership coaching and cultural assessment</li> </ul> | <ul style="list-style-type: none"> <li>Learning gathered and improvements identified</li> </ul>                                                                                                             | <ul style="list-style-type: none"> <li>Feedback and test on adoption, issues, concerns and implement additional change interventions/</li> <li>Identify changes to HR or other policies to help embed change</li> </ul> |
| <b>Project Mgt</b>          | <ul style="list-style-type: none"> <li>Programme governance</li> <li>PMO and controls</li> <li>Roadmap</li> <li>Proof of concept/MVP</li> </ul>              | <ul style="list-style-type: none"> <li>PMO and control</li> <li>Piloting strategy</li> <li>Cut-over &amp; Hyper care strategy</li> <li>Finalise Governance and delivery mgt</li> </ul> | <ul style="list-style-type: none"> <li>Deployment planning</li> <li>Cut-over delivery</li> <li>Assess workforce readiness for delivery</li> <li>Undertake MVP and pilots</li> </ul>                    | <ul style="list-style-type: none"> <li>Finalise project</li> <li>Close down and identify improvement opportunities</li> <li>Post project review</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Mini project changes</li> </ul>                                                                                                                                                  |
| <b>Service Mgt</b>          | <ul style="list-style-type: none"> <li>SLA/KPI</li> <li>Rewards vs penalties</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Detailed service management design</li> <li>Service transition plan and cut-over</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Implement initial service management components</li> <li>Selective/full outsourcing</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Deploy full service management capability</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>Review and refine service management</li> </ul>                                                                                                                                  |

**Figure 5: Accenture's five phases to implementing cloud enabled Intelligent HR operations**

This approach is embedded into Method One and ensures that we are collaborating effectively in multidisciplinary teams, getting different perspectives, and generating bigger and bolder ideas. We believe Method One leads to an improved end-to-end cloud enabled transformation, whilst placing the user at the centre of a project.

Accenture has a suite of tools to help your HR organisation move from a transactional centre to intelligent operations. As part of broader process, technology, organisation and change, we bring expertise in:

- **Location Assessment** – to identify the best areas for the value hubs to be located.
- **Voice of Customer Survey** – to clarify the challenges and what would make a great customer experience.
- **Shared Service Health Check** – to identify the strengths and areas of improvement for the function.
- **Contact Centre of Future** – to transform from cost centres to value hubs.

If required, we can also assist in the delivery of outsourced (BPO) HR services to cover the full end-to-end HR lifecycle. This is all based on cloud enabled processes and supported by cloud technologies.

## 3.0 Benefits of our approach

The positive features of our cloud enabled HR transformation approach includes:

- Accelerated implementation timescales and speedier benefit realisation.
- Positive experience across employees, HR and Business.
- Talent who understands digital and process.
- Creating a mindset and culture of innovation.
- Leveraging AI, automation and machine learning to drive efficiency and experience.

We have 30+ years of experience in both shared services and BPO, working with more than 850 clients around the world to transform and modernise their operations. We have transformed 95,000+ roles to high-value business-outcome focused roles, deploying over 30,000 automation solutions and saving more than 145m hours of productivity per year. These implementations include cloud-based strategies that allow us to bring learning and knowledge to our clients.

Our operations teams deliver HR shared services and bring this knowledge to internal customer implementations. They have generated 3-4x business value for our clients, with \$40B+ balance sheet impact, and \$21B+ P&L impact. We help buy \$400,000,000,000 in parts, supplies, materials and energy for our clients – that's more than the GDP of half of the world's countries combined. Our teams and technology resolve 300 million customer inquiries for our clients each year. We truly know how to improve HR services.

Particularly relevant to intelligent business services initiatives, our expertise in delivering solutions from a BPO perspective relates directly to a shared service operation. This combines organisation, people, technology, process and governance changes, which ultimately impact how the operation will function. The benefits of our cloud enabled approach, which embeds change as part of delivery, includes:

- The concept of delivering 'brilliant basics' based on proven out-of-the-box processes and technology configurations. Combined with user centric design, this helps deliver 90% adoption and significant efficiencies of up to 45%;

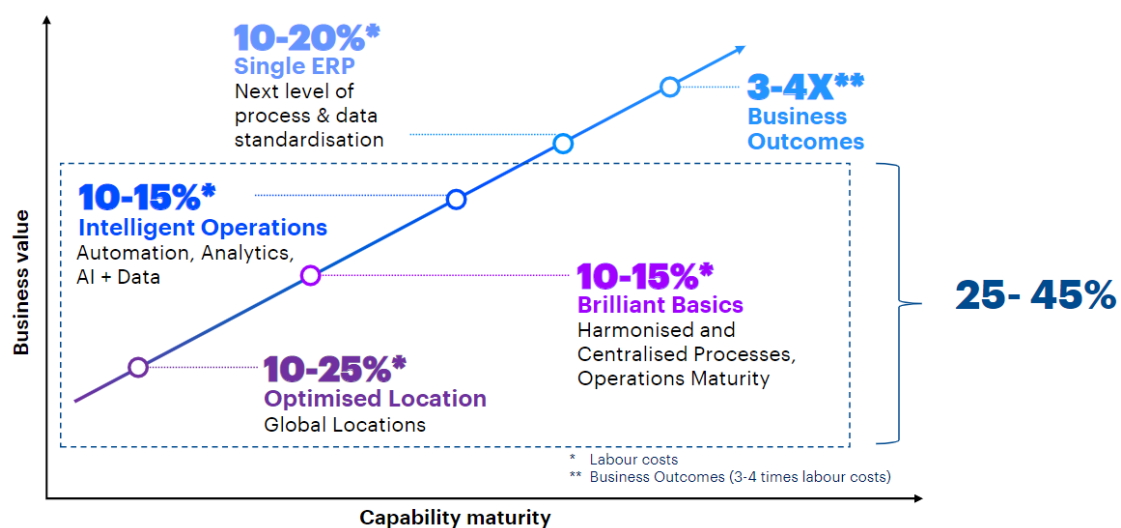


Figure 6: Typical benefits achieved through our shared service approach

- By leveraging behavioural science alongside a validated cloud change methodology and comprehensive toolset—including Transformation GPS, which draws upon over five million data points to map the HR change journey and determine necessary interventions for successful transformation, as well as the Change Management

Platform, which facilitates team collaboration and enables efficient management and updating of change components based on real-time feedback and analysis—organizations can effectively drive and sustain transformational change.

- Deep expertise in cloud technologies SAP (S/4 Hana, SuccessFactors, Ariba), Oracle, Workday and Microsoft to allow us to design, build, configure and implement the best solution to specific needs.
- The ability, if required, to provide BPS support to specific client situations, and/or bring the SynOps (end-to-end AI enabled approach to support tiered HR service delivery) platform to an internal transformation.
- Delivery of NPS and user satisfaction scores to over 90%.
- Support provided by functional shared service experts; and
- Deep knowledge of public sector regulations and standards (GDS/CSHR etc).

## 4.0 Assets and tools

We have several assets and tools that both help the design of effective cloud enabled HR operations and shared service, as well as accelerate and ensure improved adoption of new service models.

These tools and techniques vary from proprietary approaches such as Prime Value Chain analysis which helps identify process improvements aligned to what ERP systems can deliver, through to our comprehensive suite of change management approaches. Figure 8 shows a sample of our assets.

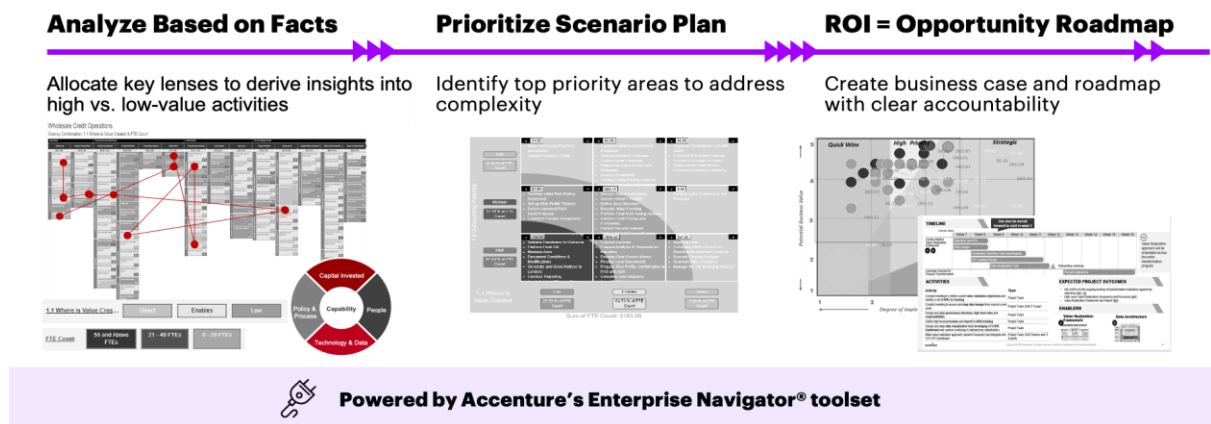


Figure 7: Prime Value Chain

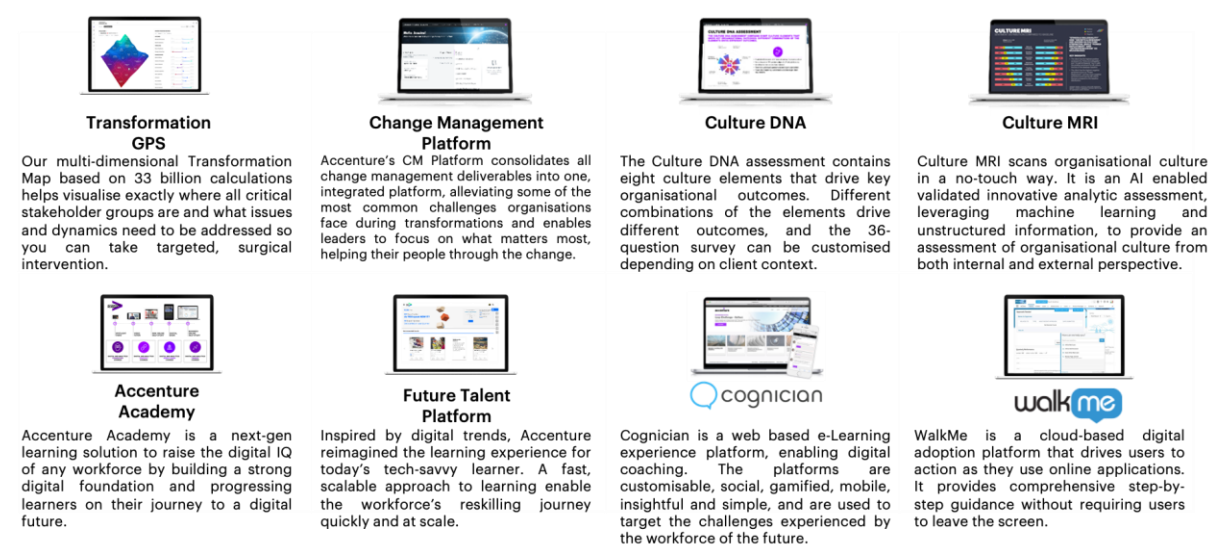
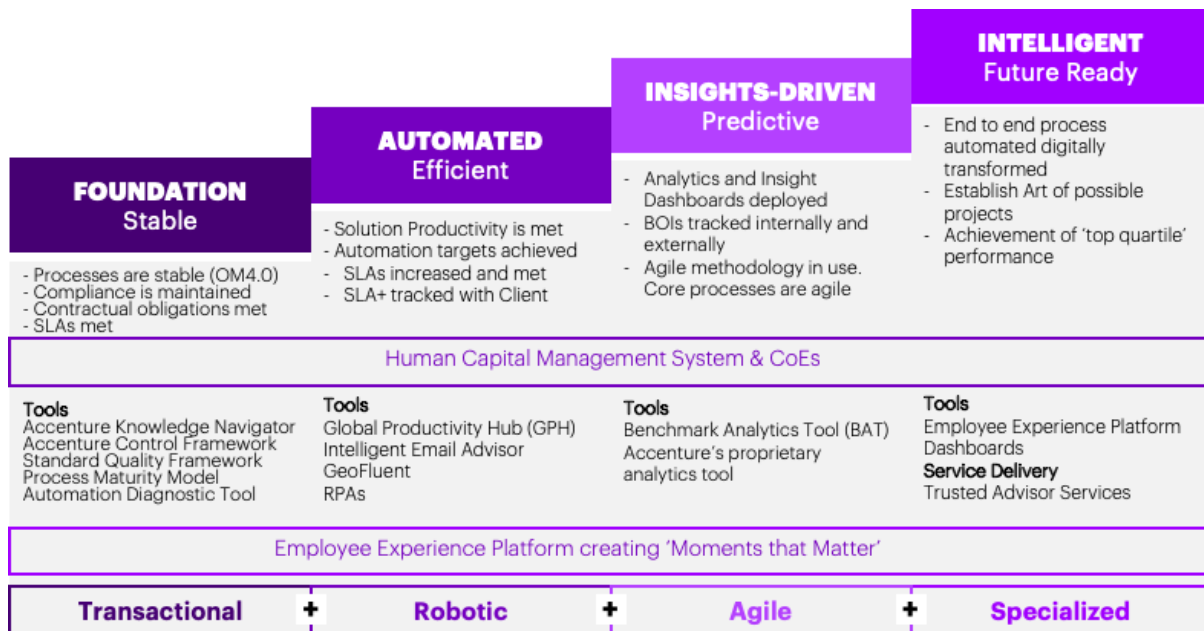


Figure 8: Sample of Accenture's assets



**Figure 9: The move to Intelligent Operations supported by cloud technologies**

Equally we work with different partners (such as SAP, Oracle, Workday) and have tailored our offerings through MyConcerto, to deliver Healthcare and Public Service ready processes and models of operation for HR.

## **5.0 Pricing**

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

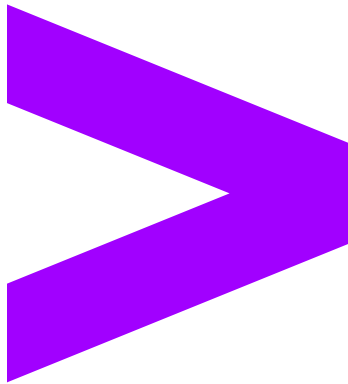
## 6.0      **Contacts**

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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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