

IBM Consulting



G-Cloud 15

IBM – Transforming the HR Function in the
era of AI and Quantum

Service Definition Document

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Contents

Service Overview	3
Service Scope	4
Service Components	5
Service Benefits.....	10
Delivery Approach and Phases	11
Roles and Responsibilities	13
Service Assumptions and Constraints	14
Security and Assurance.....	14
Service Management and Governance	14
Applicable Sectors and Business Functions.....	15
Alignment to Cloud and AI Programmes	15
About IBM.....	16

Transforming the HR Function in the era of AI and Quantum

Service Overview

IBM is a global HR leader delivering comprehensive transformation services across the HR operating model. Leveraging advanced AI and Quantum technologies to optimise service delivery, employee experience, governance, workforce planning, learning, recruitment, and performance, underpinned by cutting-edge HR cloud solutions driving automation, efficiency, agility, innovation, talent growth, and organisational impact.

Our proven HR transformation methodology is built on extensive delivery experience, deep expertise and industry leading practices. It supports scalable transformation of the HR function and services both tactically or strategically across teams, functions and large-scale public sector environments for accelerated value and high-performance.

In IBM's experience, typical HR challenges faced by organisations include:

- HR operating model and culture adapting to the Generative AI revolution
- Integrating HR and AI ecosystems to provide consumer grade experiences
- HR needing to broaden and improve its services whilst reducing operating costs
- HR processes and systems misaligned to employee experience expectations
- Managing people data securely to deliver insights for strategic HR decision making and Workforce planning

IBM offers deep insight on the future of work, applying design-thinking led transformation methodologies alongside an unparalleled fusion of leading-edge digital, AI and quantum technology, underwritten with the genuine experience, lessons learned and value achieved from transforming ourselves - from process driven to employee centric:

- 95% of staff think IBM is now a better place to work
- 67% of manual processes have been automated
- Achieving a 51% reduction in HR spend.

Having pioneered the future of HR, IBM HR Transformation has become the leading case study for AI and digital HR transformation, and we work with organisations to help them achieve the same.

Transforming the HR Function in the era of AI and Quantum

Service Scope

This service supports organisations across the full lifecycle of cloud technology programmes, including pre-implementation, implementation and post-go-live optimisation phases.

Our delivery methodology offers a holistic approach to HR Transformation across all aspects of the HR operating model and Employee Lifecycle, including key activities, deliverables and outcomes with rigorous focus on driving value and personalising the employee experience.

The service is repeatable, modular and adaptable, enabling buyers to select components appropriate to their programme maturity, delivery model and organisational context.

The scope of this service includes:

- HR Strategy and Business Case
 - HR Performance & Metrics
- HR Transformation
 - HR Operating Model Design
 - HR Process & Policy
 - HR Skills and Capabilities
 - 3rd Party HR Service Providers
- Employee Experience Transformation
- HR Technology Optimisation
 - GenAI and Agentic AI HR capabilities
- Strategic Workforce Planning
- Talent Acquisition and Recruitment
- Workforce AI Enablement and Adoption Support

This service can be stand-alone or integrated with Cloud technology programmes. It informs but does not include application development, infrastructure build or software licensing unless explicitly agreed as part of a separate or integrated engagement.

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Service Components

3.1 HR Strategy and Business Case

IBM undertakes structured skills and capability assessments to establish a clear understanding of current and future HR Function and workforce needs.

Activities may include:

- HR health check and benchmarking
- HR vision and employee experience development
- HR strategy development and alignment
- HR Tools Assessment

Typical outputs include:

- HR Maturity Assessment –
 - including digital tools and AI capabilities
 - including skills, learning and workforce engagement
- HR Vision and Measures of Success
- HR Strategic Roadmap
- HR Value Case
- HR and Employee Experience Strategy and Tooling landscape

3.2 HR Transformation

IBM applies design-thinking techniques and considers leading edge Cloud and digital technologies, AI and Quantum to reinvent the HR operating model, HR service delivery model and HR organisation, and define the roadmap of initiatives needed to transform HR operations and the employee experience.

Activities may include:

- HR operating model assessment
- Service delivery model design
- HR organisation re-design and alignment
- HR Transformation planning

Typical outputs include:

- HR operating model design
- Service delivery model design
- Detailed HR organisation design
- HR Transformation initiative Playbooks
- HR Transformation Roadmap and Transition plan

3.3 Employee Experience Transformation

IBM's people-centric experience-by-design approach reinvents the employee experience throughout the HR lifecycle to optimise workforce performance and enable career growth.

Activities may include:

- HR persona analysis and mapping
- GenAI enabled voice-of-the-customer analysis
- Employee journey evaluation and design
- Detailed process design

Typical outputs include:

- HR Process Definition Documents
- AI-enabled employee support approach
- HR Persona definitions
- Employee Experience Journey maps

3.4 HR Technology Optimisation

IBM provides services for the evaluation and selection of HR Technologies to underpin the HR Transformation vision and ambitions.

Activities may include:

- HR technology ecosystem evaluation
- HR vendor assessment and RFP support
- Chatbot and Digital Assistant design and planning
- AI, analytics and robotic process automation analysis

Typical outputs include:

- HR Technology landscape transformation Roadmap
- HR Vendor selection approach and plan
- Automation and AI development strategy
- Digital Assistant Implementation Roadmap

3.5 Strategic Workforce Planning

IBM's Workforce Planning & Optimization solution offer's Process, Data, Technology, AI and Governance services to drive long-range (strategic), medium-range (operational) and real time (dynamic) Workforce planning.

Activities may include:

- Future Workforce Analysis and Scenario modelling
- Workforce capability assessment - using IBM's Agile Workforce Planning (WFP) Model
- Process assessment: Length of planning horizon
- Process assessment: Workforce in scope (permanent / contingent)
- Process assessment: Integration with Financial processes
- Process assessment: Integration of multi and in-year planning
- Data Analysis: Approach to supply and demand data sets
- Data Analysis: Approach to consuming data (timely, accurate, live)

Typical outputs include:

- Workforce skill gap and right-sizing analysis (right skills, right place, right time, right cost)
- Workforce demand-and-supply analysis
- Recommendations to improve maturity of WFP
- Recommendation to improve the impact of WFP
- Recommendations for technology and data improvements
- Bottom-up and top-down Workforce plan

3.6 Talent Acquisition and Recruitment

IBM is a recognized leader in recruitment services, providing recruitment process outsourcing (RPO), talent attraction, recruitment administration, talent acquisition advisory, recruitment technology advisory, talent sourcing and end-to-end process management underpinned by automation, Agentic AI & Gen AI.

Activities may include:

- Best in Class Talent Acquisition Process development and implementation
- Including Governance and automation maturity assessment
- Experience-led transformation and design
- Enterprise level, complex planning (top down, bottom up)
- Data accuracy assessment
- including requirements, strategies and tools and ways-of-working
- Talent Acquisition and diversity strategy definition

Typical outputs include:

- Talent Acquisition Strategy – including diversity and inclusion and data management
- Talent Acquisition Value case
- Future-focused organisational design
- Contingent Workforce strategy

3.7 Workforce AI Enablement and Adoption Support

IBM supports organisations implementing AI-enabled tools by focusing on workforce readiness, skills, culture and responsible adoption.

Activities may include:

- AI literacy and awareness for business, operational and technical audiences
- AI maturity and culture assessments to understand organisational readiness
- AI enablement for leaders, technology specialists and business users
- Design and delivery of role-based AI learning and enablement programmes
- Establishment of AI communities of practice, learning networks and hackathons
- Definition of AI adoption dashboards, enablement KPIs and success measures
- Support for adoption aligned to organisational governance, policy and responsible AI principles



This service focuses on user enablement, capability development and adoption. It does not include AI model development, algorithm training, system integration or infrastructure implementation.

Typical outputs include:

- AI literacy and enablement materials
- Role-based Workforce AI learning pathways
- AI adoption dashboards and enablement KPIs
- Adoption support aligned to governance and responsible AI requirements

Transforming the HR Function in the era of AI and Quantum Service Benefits

Key benefits of this service include:

- Agile people function delivering strategic value and enhanced enterprise resilience.
- Future-proof HR operating models designed for agility, scalability, and resilience.
- Personalised employee experiences optimising attraction and retention at critical moments.
- Digital HR solutions offering consumer-grade experiences improving mobility and productivity.
- Real-time workforce data and analytics enabling informed, responsive business decision-making.
- Adoption of advanced HR technologies, including GenAI, for improved performance.
- Lower operational costs achieved through streamlined, efficient, technology-enabled HR delivery.
- Integrated HR solutions aligning technology and processes to boost productivity.
- Enhanced organisational resilience enabled through adaptive, responsive HR models.
- Workforce planning strengthened by analytics, automation, and AI intelligence.

Transforming the HR Function in the era of AI and Quantum

Delivery Approach and Phases

Typical phases include:

Phase 1 – Discovery and Mobilisation

The HR Strategy and Business Case solution delivery is typically a short engagement interacting with senior HR stakeholders either via focused one-to-one interviews or facilitated co-creation studios and validated with multiple playback sessions.

Phase 2 – Design

Our Design and planning phase integrates across all aspects of the HR operating model, using agile, design thinking and data-driven techniques to co-create and commit a transformed HR operational solution and Employee Experience, including:

- HR Strategy and Business Case
 - HR Performance & Metrics
- HR Transformation
 - HR Operating Model Design
 - HR Process & Policy
 - HR Skills and Capabilities
 - 3rd Party HR Service Providers
- Employee Experience Transformation
- HR Technology Optimisation
 - GenAI and Agentic AI HR capabilities
- Strategic Workforce Planning
- Talent Acquisition and Recruitment
- Workforce AI Enablement and Adoption Support

Phase 3 – Develop

Our highly collaborative and garage-style approach promotes committed consensus amongst key stakeholders, SMEs and project teams on critical employee experience pain points and moments that matter.

Typically integrated within a wider Cloud technology programme, we work with SMEs and project teams to develop the assets and enablers and tracking mechanisms needed to deliver the Employee journey and support and track implementation, with rigorous focus on target outcomes and expected benefits.

Phase 4 – Deliver and Enable

IBM adopts a multi-tier approach to implementation and transformation – considering:

- The organisational and operational changes that can be accelerated and optimised
- whilst aligning and integrating closely with Cloud Technology initiatives as new technology enablers become available.

Phase 5 – Optimisation and Transition

IBM's data-driven approach assures a rigorous focus on measuring transformation outcomes – aligning and connecting individual action and performance to the strategic measures of success defined from the outset. It uses transparent tracking mechanisms to evidence success and motivate continued performance growth, enabling rapid response to performance risk and continuous service innovation.

Transforming the HR Function in the era of AI and Quantum

Roles and Responsibilities

IBM Responsibilities

- Delivery of the agreed service scope and deliverables
- Provision of suitably skilled resources
- Service governance, quality assurance and reporting
- Risk, issue and dependency management

Buyer Responsibilities

- Provision of access to stakeholders, HR SMEs and resources, systems and information
- Timely decision-making and approvals
- Leadership for Functional change and adoption
- Ownership of platform licensing and infrastructure

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Service Assumptions and Constraints

- Scope, deliverables and timelines are agreed at contract award
- Delivery timelines depend on buyer availability and engagement
- Buyer provides access to systems, data and environments
- Some activities may be delivered remotely
- The service does not include technical build or managed service delivery unless agreed

Security and Assurance

IBM delivers this service in line with applicable UK government security and data protection standards. Security requirements are agreed with the buyer and applied proportionately.

Staff security clearances, including BPSS and higher clearances, are provided in line with role requirements and contractual agreement.

Service Management and Governance

IBM operates a structured service management approach, including:

- Defined governance and escalation routes
- Regular progress and performance reporting
- Quality assurance and review checkpoints
- Risk and issue management processes

Service management arrangements are confirmed during mobilisation.

Applicable Sectors and Business Functions

This service is applicable across central government, local government, arm's-length bodies and public sector organisations undertaking cloud, digital or AI transformation. It supports all aspects of HR operations and services, including corporate services, outsource services, operational delivery, policy, analytics and technology-enabled functions.

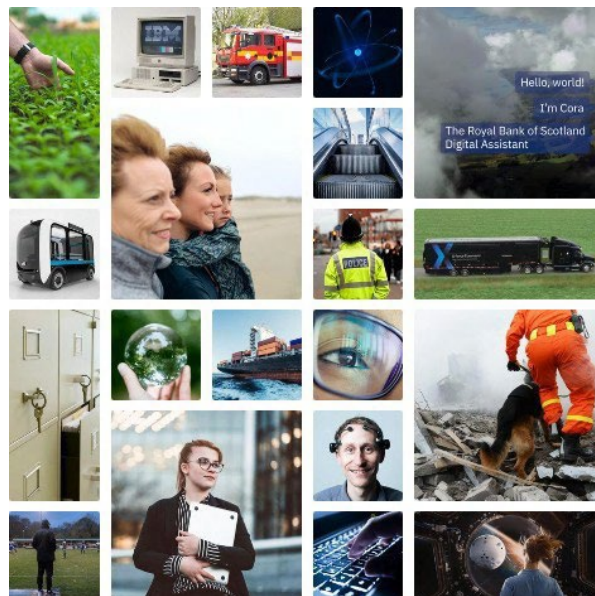
Alignment to Cloud and AI Programmes

This service is designed to complement cloud, data and AI delivery programmes by equipping the HR function with the transformed skills, knowledge, culture and enablement to adopt and leverage the technologies that underpin new operational capability for employee, HR and workforce services. It focuses on the strategic people, skills and adoption outcomes required to deliver business priorities, enabling buyers to realise value from their technology investments.

About IBM

This is IBM in the UK

We have worked together with organisations in the UK for over 100 years, with a rich history of joint innovation and achievements, built on trusted relationships.



Cloud

Together, IBM and Red Hat are working to deliver the world's only **next-generation hybrid multicloud platform**



Changing the world

IBM was awarded **World Changing Company of the Year 2019** by Fast Company



Tech talent

IBM runs P-TECH schools in 18 countries, helping **>100,000 students build skills for careers of the future**



Economy

IBM has been **integral to the UK economy for >100 years**, and is one of its largest tech employers



Royal recognition

29 UK IBMers received **honours from the Queen** for contributions to tech and society



Inventors

IBM UK is home to many Master Inventors, with **>250 patents filed last year alone**



R&D

In the UK alone, IBM invests **£170 million in R&D** each year



Diversity

IBM won the **Global Diversity Award 2019** and the ENEI's **Gold Standard**



Quantum

IBM Q, the world's most advanced quantum computing initiative for commercial use, is being used by CERN



Graduates

IBM is committed to developing future talent – we are Target Jobs' **Graduate Employer of the Year 2019**



Environment

IBM's focus on sustainability began in 1971 with our first environmental policy



Volunteering

IBM dedicates **>20,000 volunteering hours every year** for a better society



Artificial Intelligence

IBM develops **watsonx based generative AI solution** for the Austrian federal armed forces to provide **fact-based evaluation and classification** for the ability to remain capable of acting in the light of risk scenarios.

