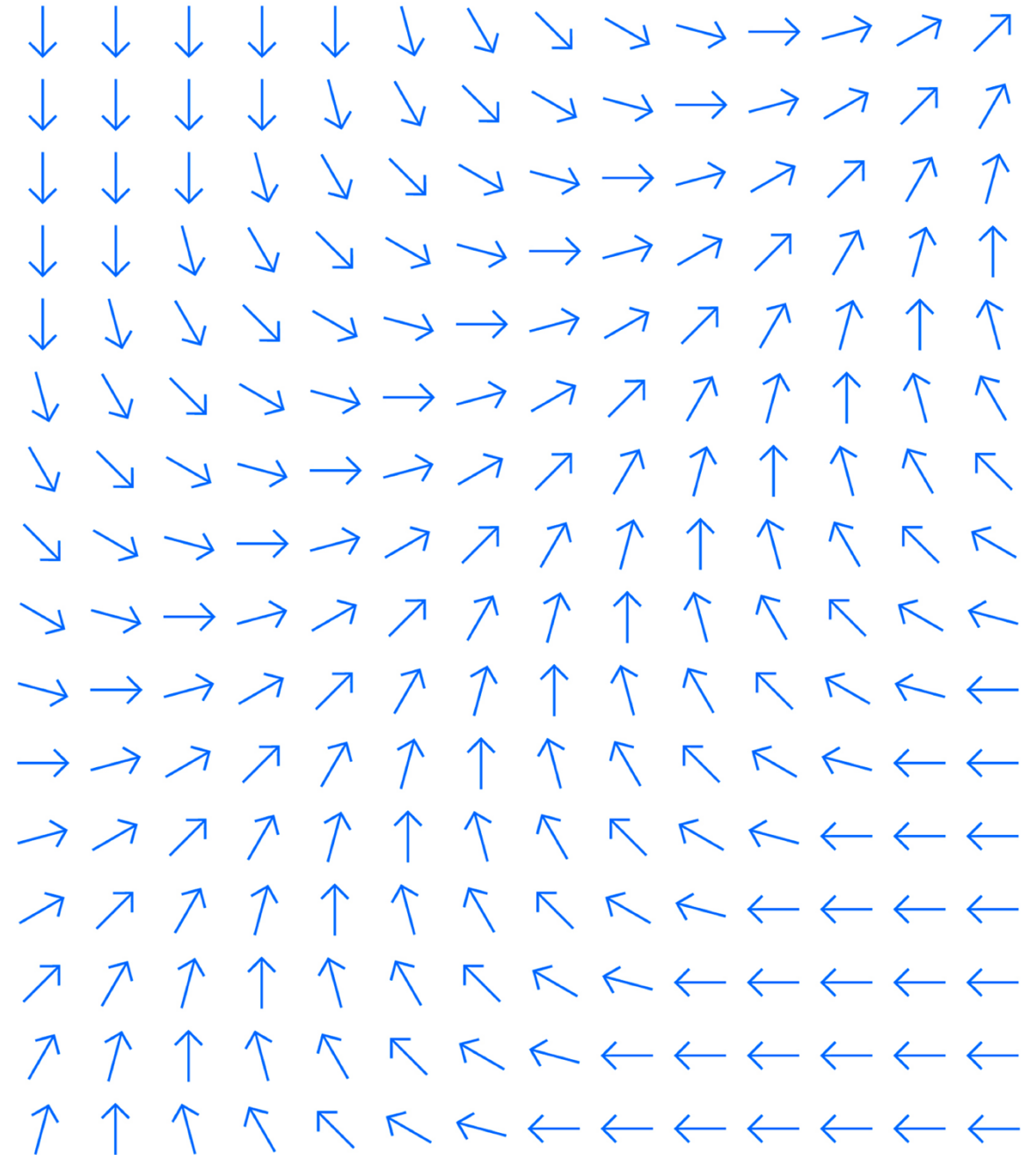
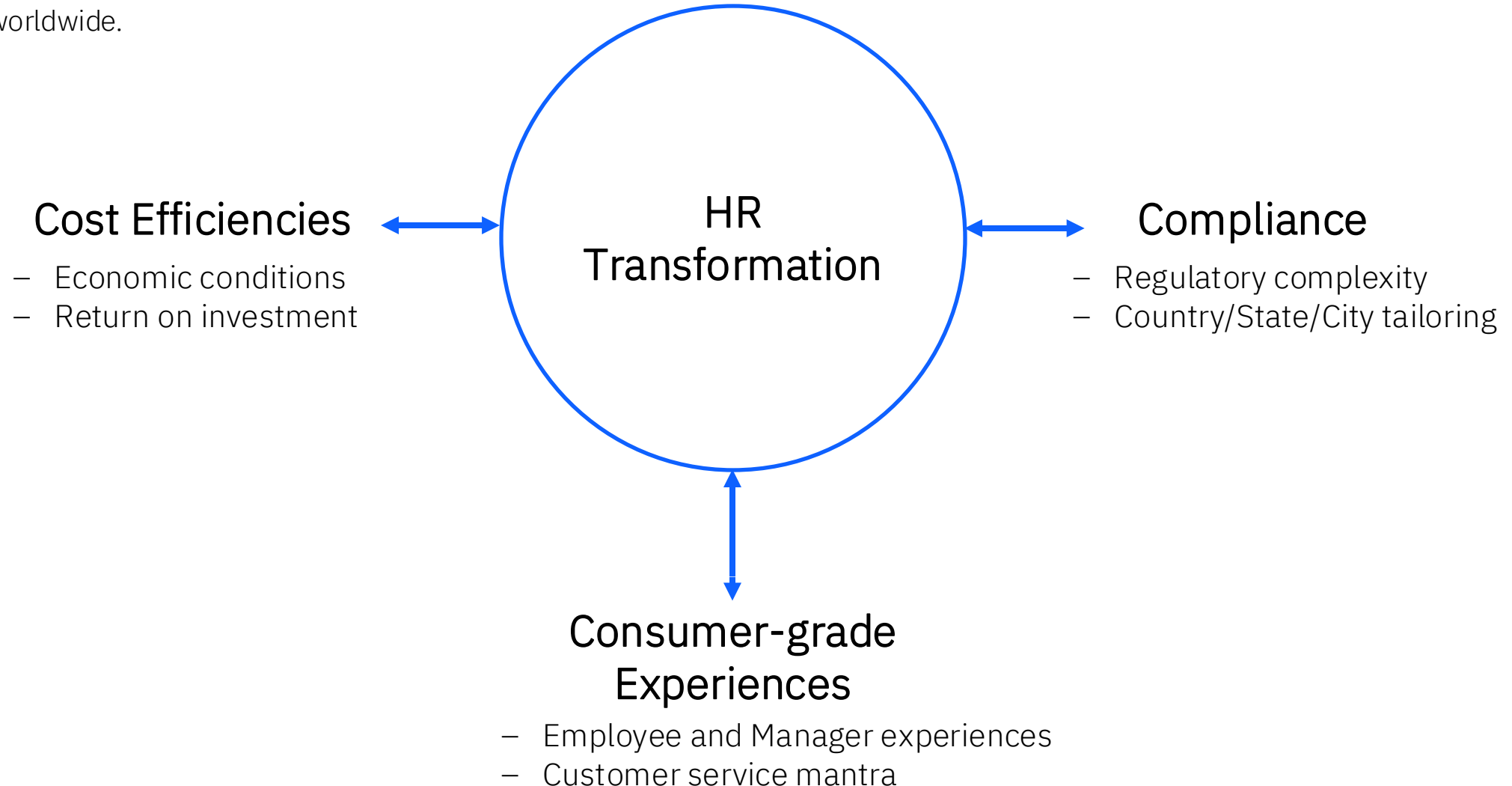


Transforming IBM HR



Transformation Drivers

Internal and external pressures have created forces for change in HR functions worldwide.



Rethinking HR Transformation

Transformation is no longer episodic
Pragmatic and continuous improvement efforts are the catalyst
for big transformational changes



(1) Big Bets

This are large, cross-functional multi-year projects with high return on investment. Often result in new organization design and modernized operating model.

(2) Medium Size Projects

Projects that are happening at the HR function org level and include work redesign and automation with medium size impact.

(3) Small Projects

Collection of small enhancements that combined drive significant productivity impact.

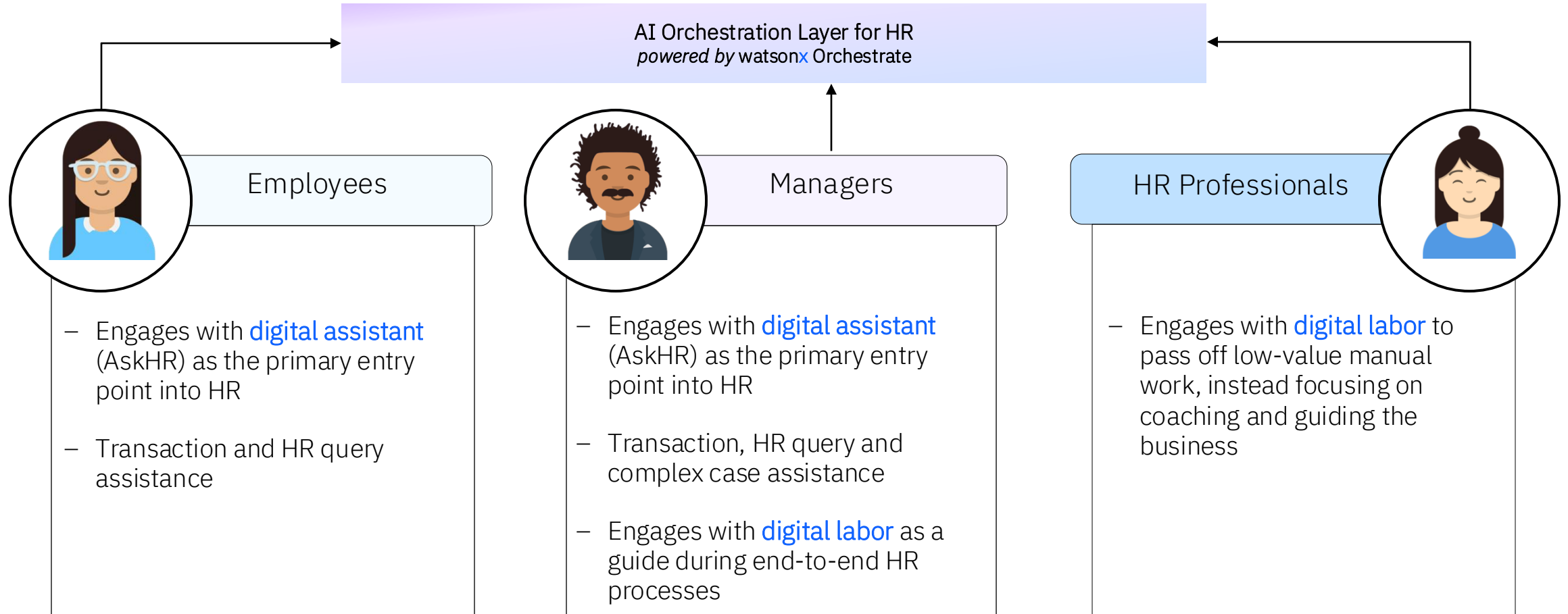
(4) Transformation Culture

HR Professional transforming their own work in a unsupervised manner.



Technology as an enabler:

The Persona Experience

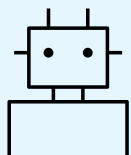


Our AskHR Transformation Story

First Chatbot Launch

Cost reduction and efficiency

- General information recall and search
- Ticket generation



+ Transactions

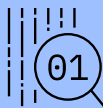
+Improve the employee experience



- Customized information through APIs
- Ticket generation
- Automated transactions

Current State

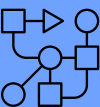
+ Compliance



- Customized information through APIs
- Routing to human tier support
- Automated transactions
- Mobile
- Data driven nudges

Future State

+Generative AI



- Hyper-personalized responses
- Automatic feedback analysis
- Seamless handoffs between AI assistants

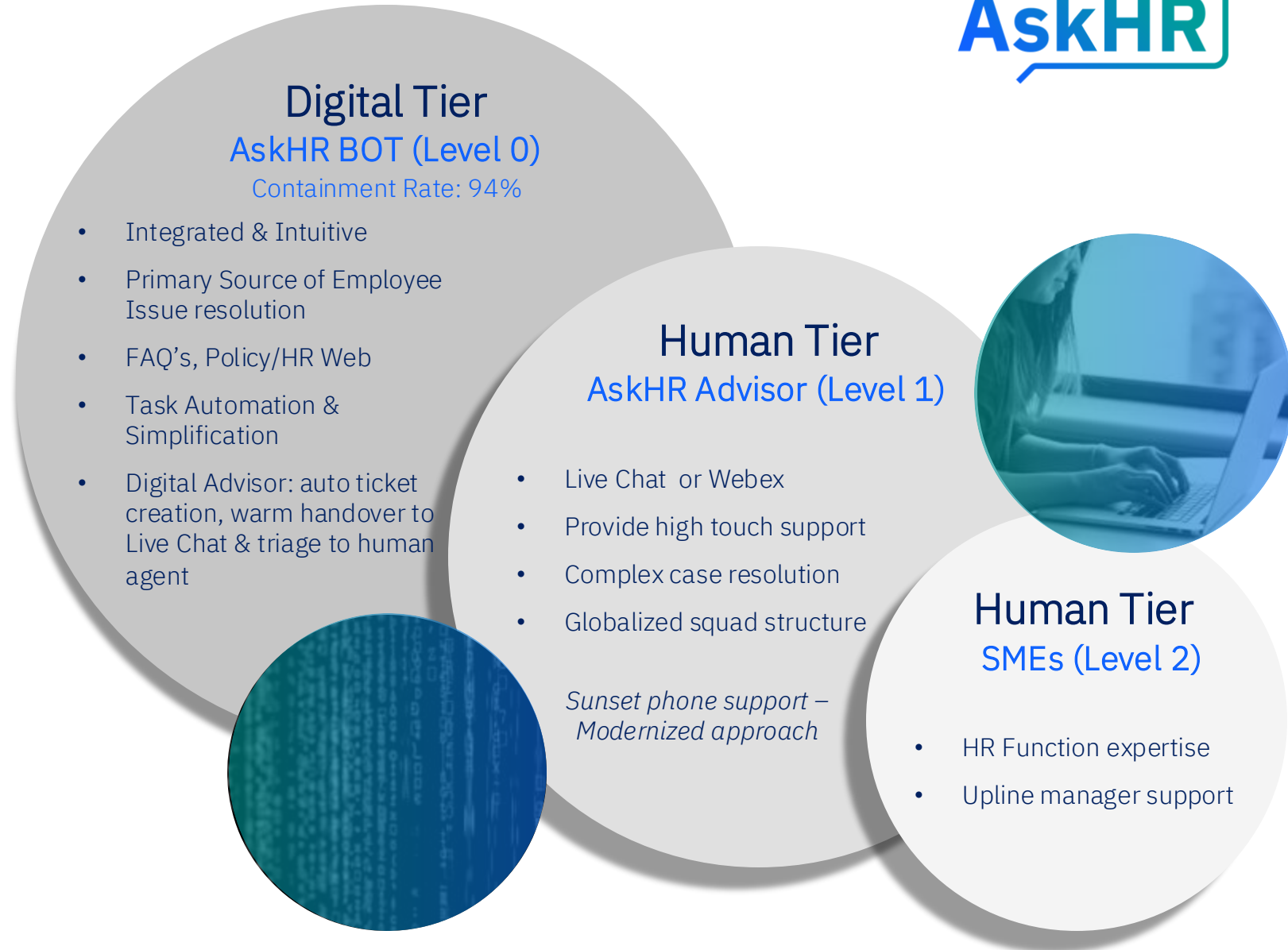


Reinventing the IBMer Support Model



Tiered support model with AskHR as the **platform of experience and productivity** with a seamless handover to an AskHR advisor when necessary.

Increasing Tier 0 and Tier 1 containment rates **allows SMEs to drive higher-value work** for HR offerings and business support.



IBM AskHR

An HR digital assistant driving a seamless experience for employees and empowering HR professionals to focus on higher value tasks

10.1M Yearly interactions

765K Automated Tasks

40% Reduction in HR Operating Budget

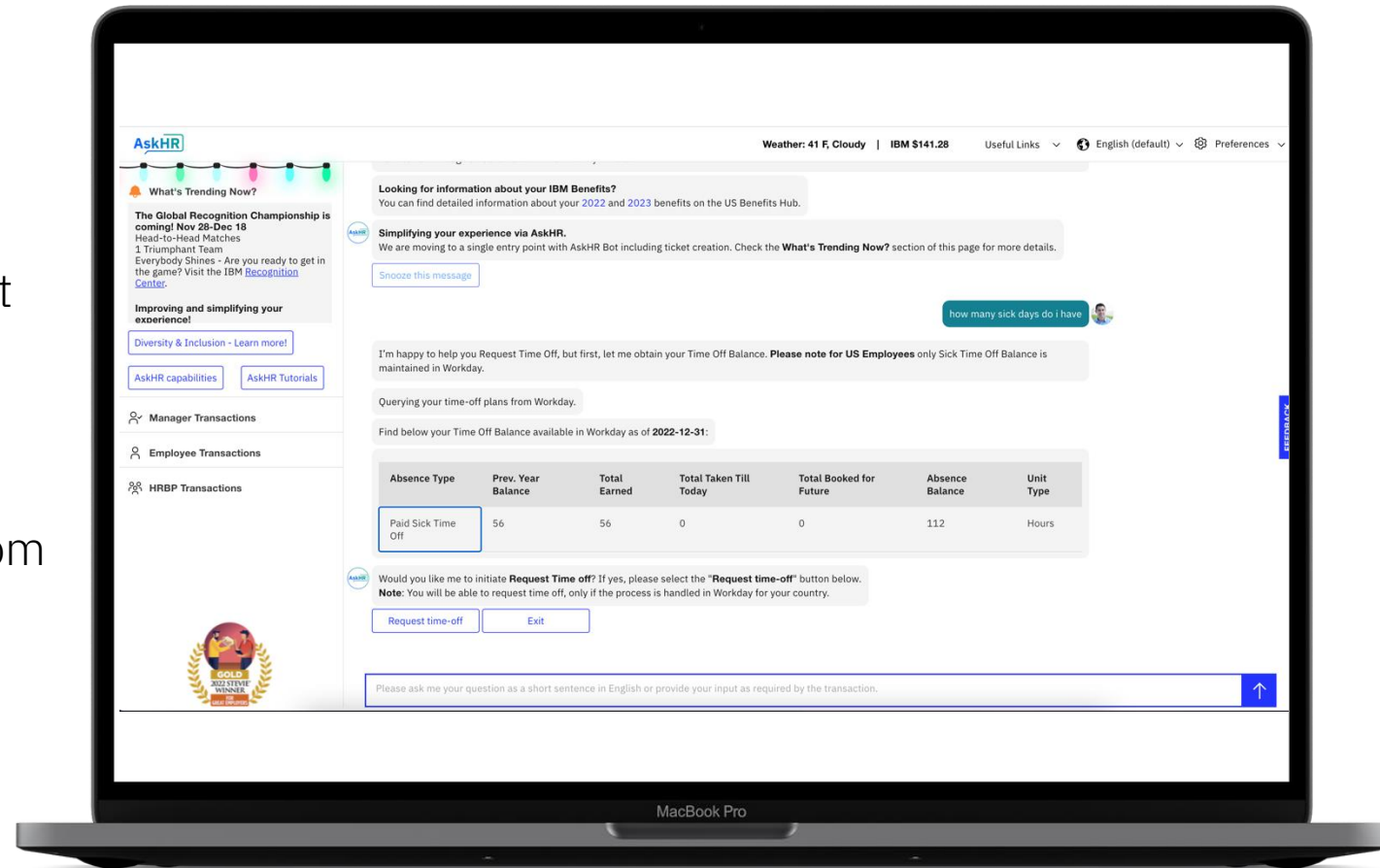
94% Employee inquiries handled by AskHR

+55 Improvement of HR NPS score from +19 → +74

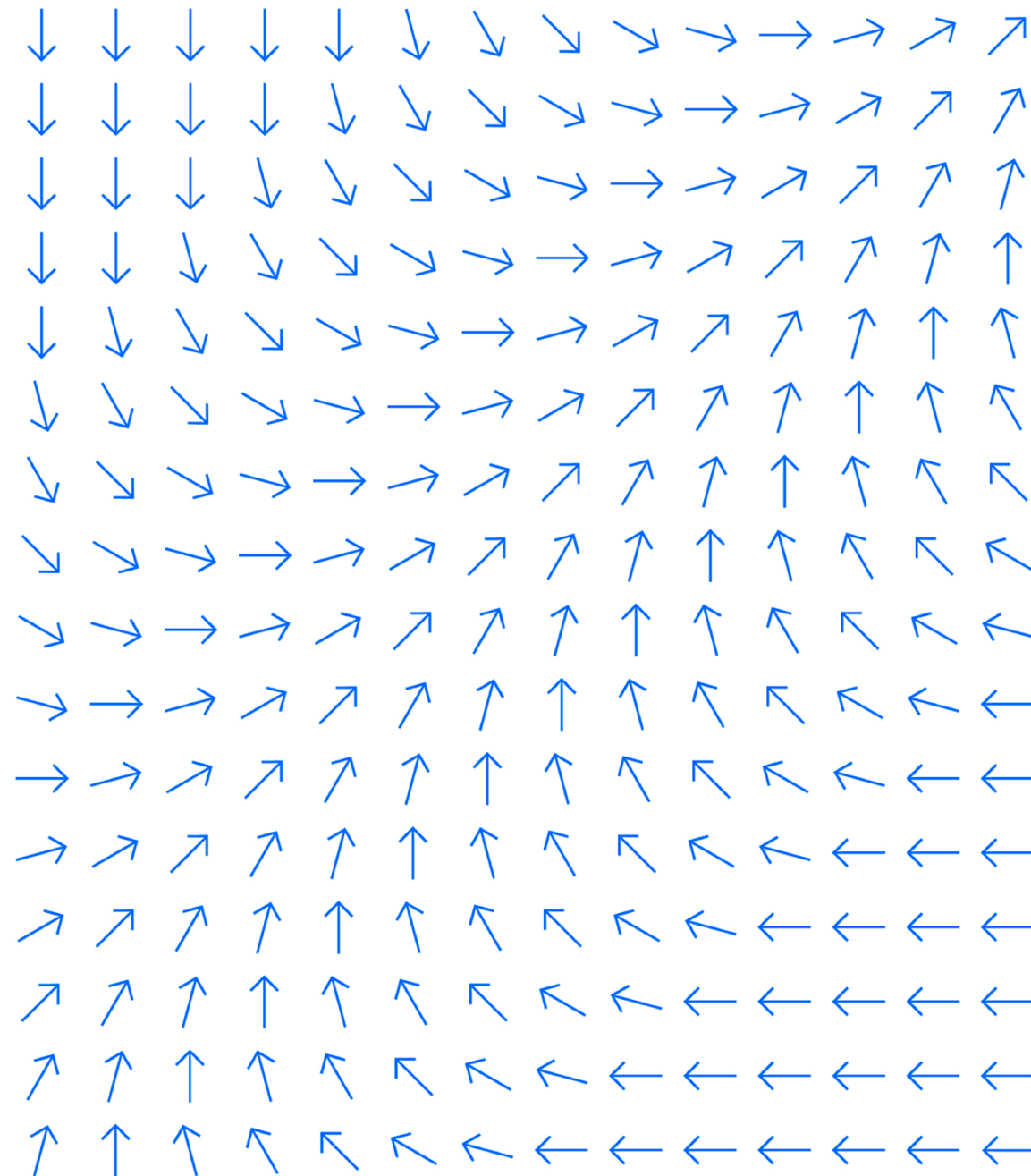
96% Manager adoption

93% Executive adoption

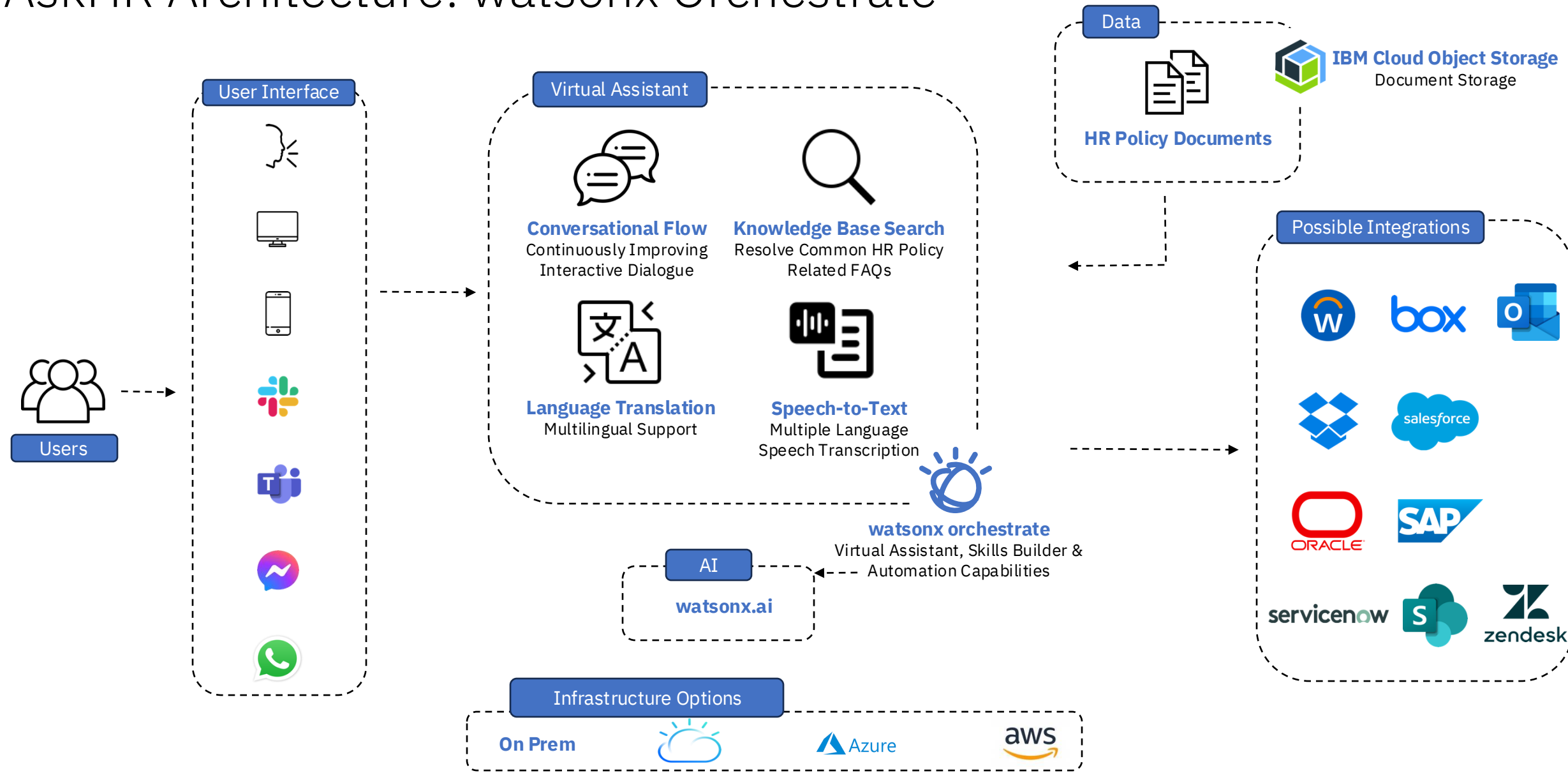
2 Bands Average increase in HR 'level'



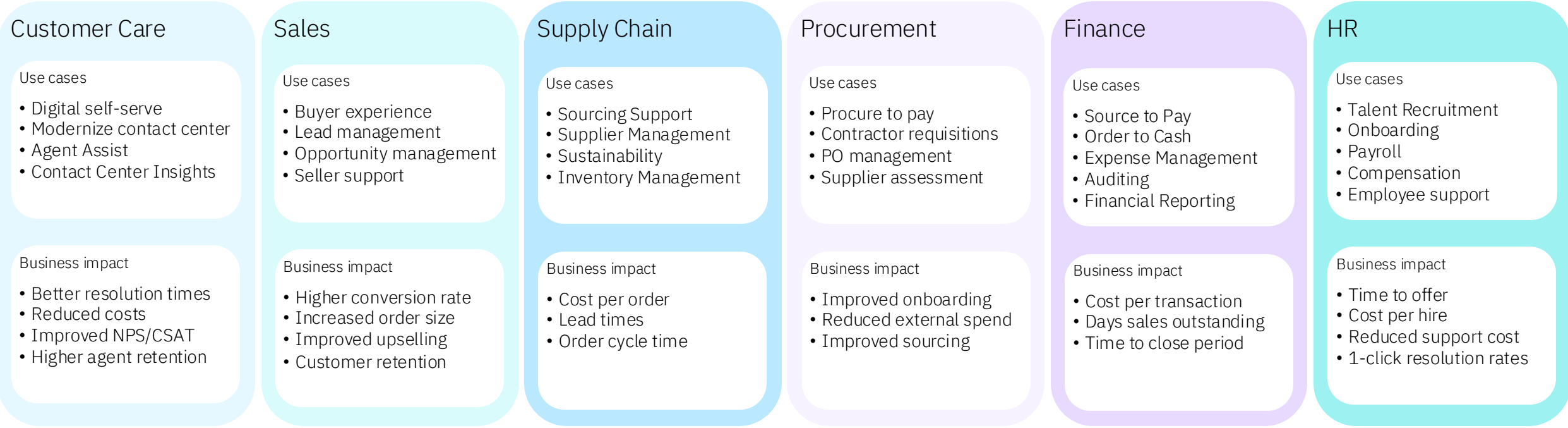
watsonx Orchestrate: AI for HR



AskHR Architecture: watsonx Orchestrate



watsonx Orchestrate: AI Assistants for business



CONVERSATIONAL | ORCHESTRATES SKILLS | CONTEXTUALIZED
OMNI-CHANNEL | MULTI-CLOUD

Generative AI Skills

watsonx™ CLASSIFY | GENERATE | SUMMARIZE | EXTRACT

Knowledge Skills

SEMANTIC SEARCH | VECTOR DB

Automation Skills

RPA | WORKFLOW | DECISION | DISCOVER EXISTING

INTEGRATIONS

GENESYS

NICE CXone

Marketo
An Adobe Company

salesforce

SurveyMonkey

Salesloft

coupa

servicenow

box

elastic

dun & bradstreet

SAP Ariba

IBM Planning Analytics

ORACLE

thisway

W

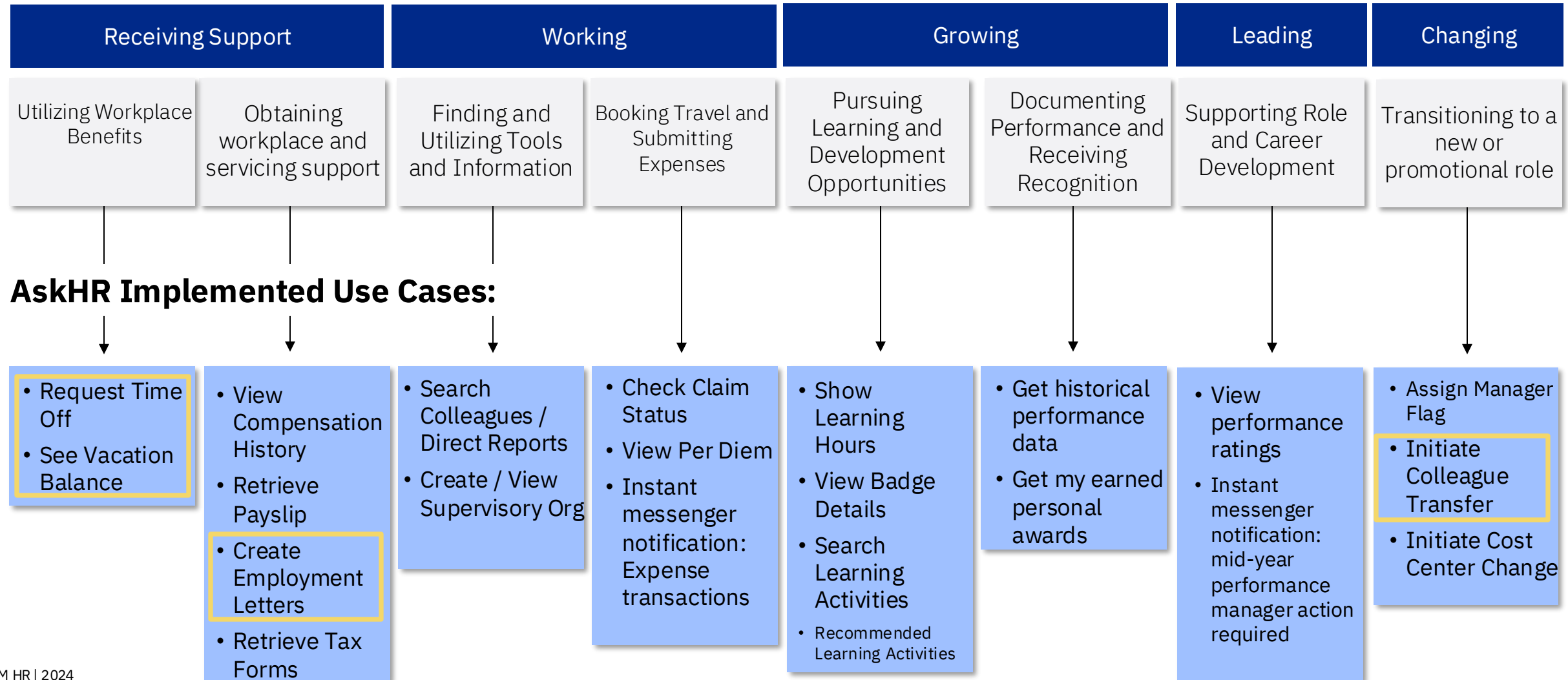
SAP SuccessFactors

AskHR

Example AskHR Automations

Supporting moments that matter

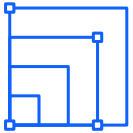
Moments That Matter:



Also at work in IBM HR: Digital Labor



Intelligent Orchestration: Engagement with multiple personas in natural language or via events (e.g., emails, triggers, API calls)



Business Context: Remembers past business interactions to make workflows more effective(i.e., it has a long-term memory)



Skills: Out of the box capabilities that can be immediately used to create new workflows and can be added to easily

Use Cases



Quarterly Promotion (HiRo): Learns criteria for promotion and provides managers with selection options; Communicates with managers; 100% loads selections to HRIS. 50,000 manager productivity hours saved per year: 85% HR Business Partner time savings



Expense Audit & Recovery (sHeRlock): Detect fraud through anomalies in expense data; Communicate with managers/employees and handle queries; Setup overpayments, recover funds. Recoveries possible ~\$2M ; 6k hours saved for Expense team



















Learning Class Management (cHaRlie): Display upcoming classes with low enrollments; View, promote, cancel and communicate classes. 16k Learning Event Manager hours saved; 2k IBMer hours saved through auto-class promotion; Manages 11,000 classes per year



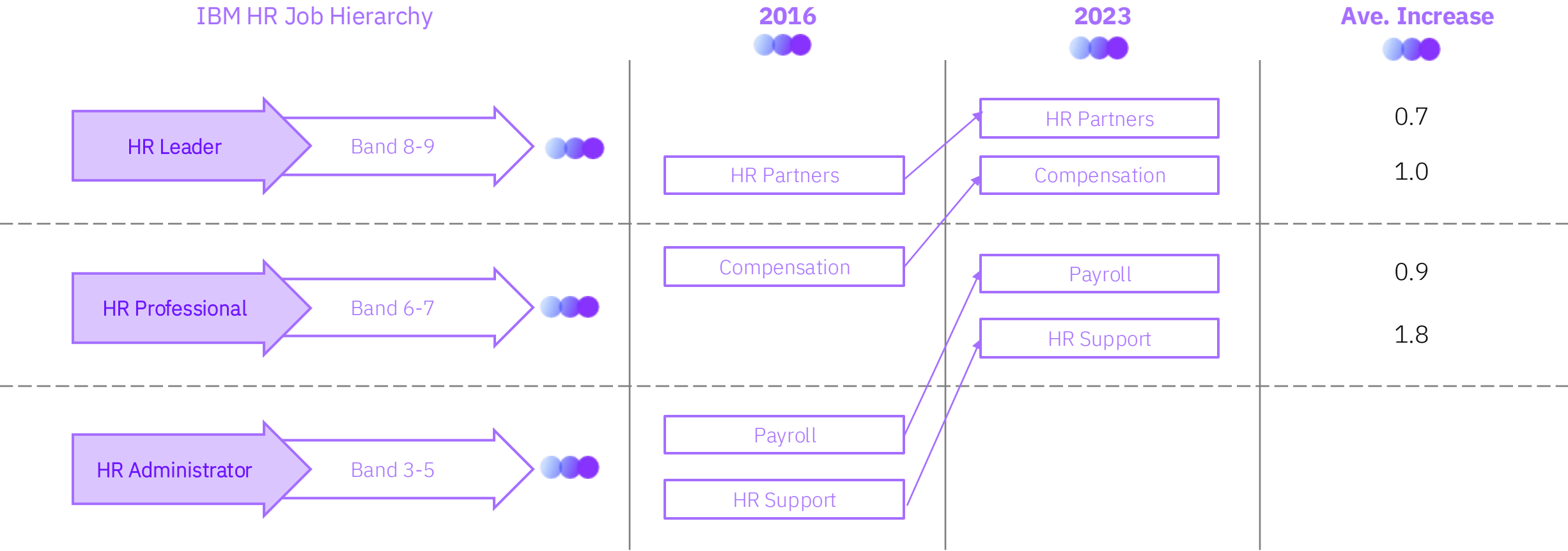
Additional cases include job requisition creation (HeRmione); M&A Employee data integration (HaRmony); Legal compliance in Colorado (wage transparency - HaRper); *Return-to-Office Management (HeRmes); Performance Management (HeRcules); Talent Reviews (HactoR); Skills Update.(HarRy)*

Digital Labor Roadmap

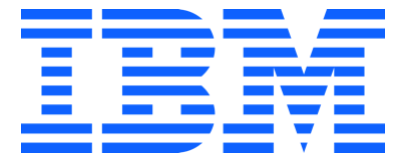
	<div> Anticipate</div>	<div> Attract</div>		<div> Develop</div>			<div> Engage</div>	
HR function areas	HR strategy and planning	Recruiting and resourcing	HR admin and shared services	Compensation and benefits	Learning and development	Performance and career management	Employee engagement	Employee relations
Examples of the application of Generative AI	<div><div></div> Mergers & Acquisitions (HaRmony)</div> <div><div></div> Workforce Planning/ Internal Career Mobility</div>	<div><div></div> Job Requisition & Posting (HeRmione)</div> <div><div></div> Recruitment Tracking - Colorado (HaRper)</div>	<div><div></div> Travel Audit (sHeRlock)</div> <div><div></div> Payroll Alerts</div>		<div><div></div> Learning Management (cHaRLie)</div>	<div><div></div> Promotions Cycle (HiRo)</div> <div><div></div> Skills Taxonomy (HaRry)</div> <div><div></div> Low Performer Management (HeRcules)</div> <div><div></div> Talent Review (HactoR)</div> <div><div></div> Executive Promotions</div>		

Creating Value:

Digitization moves Employees to Higher Value Work



Talent Acquisition Digital Labor



Assessing Gen AI Readiness

- Complexity (branches)
- Documentation quality
- AI Ethics



Hybrid AI for HR

(Automation + Traditional + Generative AI)

R/Y/G (GenAI)	% of Total
	20%
	30%
	50%

HR Functions	R/Y/G	Intents
Benefits		246
Compensation		472
Performance		181
D&I		93
Global Mobility		487
Onboarding		23
Talent Acquisition		12
Career		214

Majority ready for GenAI
Some intents ready for GenAI
Limited intents ready for GenAI

Hallucination Management

High-Risk Topics

➔ Static question & answer workflows

High-risk for legal or ethical reasons

Question and answer are manually curated, therefore, fixed (this is how all Q&A are managed in AskHR today)

Partnering with senior leaders and content owners across HR to identify

All Other Information

➔ Domain-specific gen-AI workflow

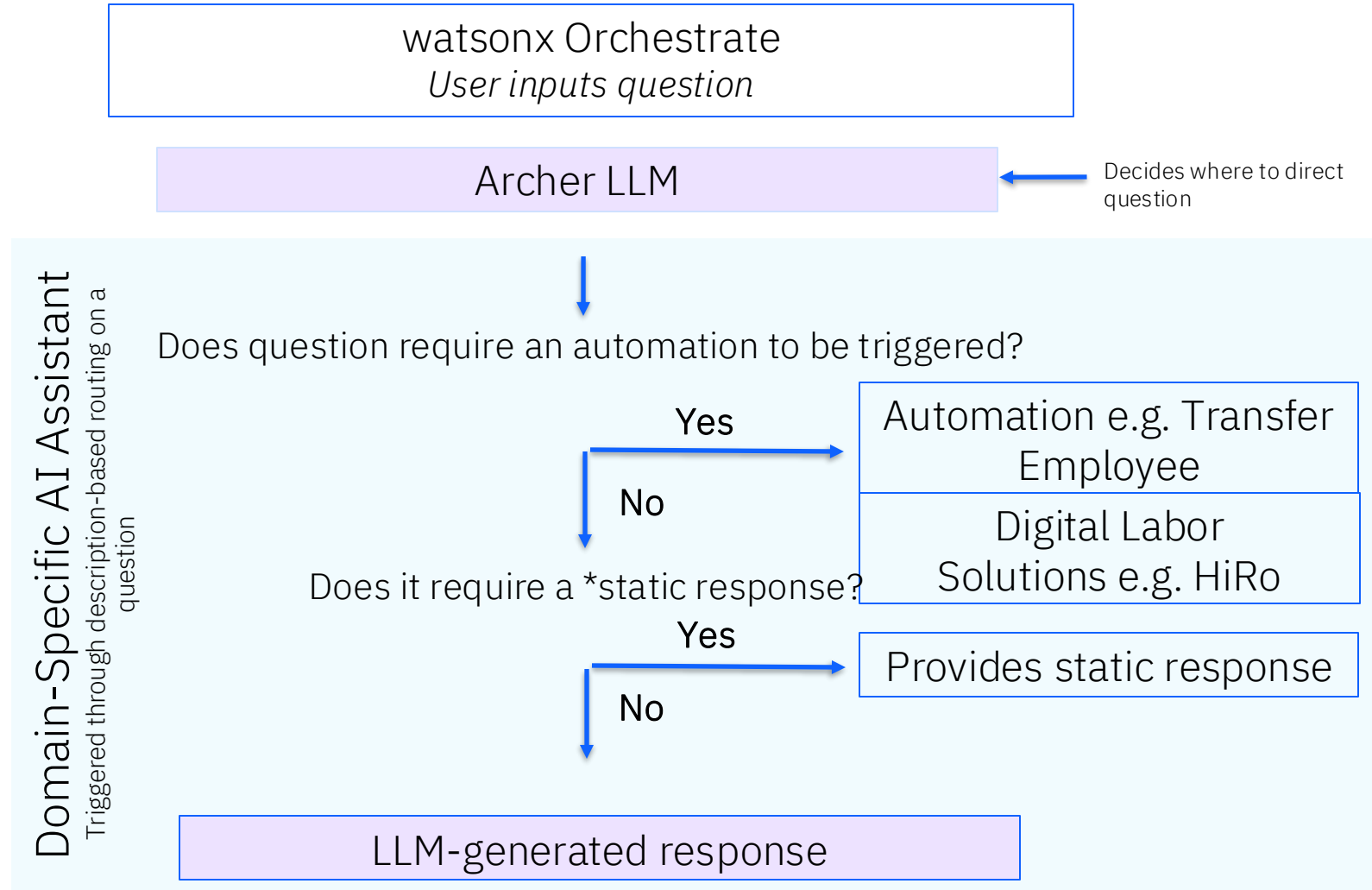
Content curation: Content (IBM HR knowledge to be ingested by the LLM) is cleaned up and curated prior to ingestion

LLM Behavioral knobs: Answer discarded if below a threshold level of confidence:

- Responds with no answer found message
- Offers to escalate to a human agent

Advanced control : Additional methods for managing hallucination and bias will be added based on the multiple rounds of testing

LLM Functionality in AskHR AI Assistant



- LLM information is grounded in IBM data
- When necessary, we will limit metadata by variables
- Only role-appropriate information provided/ actions taken to ensure relevance and privacy
- Information tagged with metadata e.g. role, location, to enable this and matched with employee profile
- The user doesn't need to know which automation, digital labor solutions or LLM is needed to answer the questions leading to a seamless interaction

*Static response refers to a pre-programmed, non-LLM generated answer. These are used for a questions in which there is only one correct answer.

AI Ethics

The ethics process will ensure that AskHR AI Assistant meets IBM's standards, reflects its values and provides safeguards for all employees.

The robust process consists of:

- Functionality testing and assessment
- Legal and ethics review
- Implementation of secure guardrails

All AI deployed within HR must follow this process

Why:

- Ensures data privacy
- Provides accurate advice and guidance
- Meets legal and regulatory requirements
- Human-centric approach
- Open and transparent
- Technologically robust

Key Partnerships:

OPRT (Office for Privacy and Responsible Tech)
IBM Ethics board
Legal teams – HR and Global Works Councils across EMEA



Good to Know About AskHR AI Assistant

Secure Content:

AskHR AI Assistant will only use approved IBM internal data from w3 pages, IBM policies and other internal information. There are no external data sources.

Accuracy and Reliability:

Continuous monitoring of correctness and accuracy of answers

Privacy and Access: Interaction with AskHR AI Assistant is validated via SSO and based on your personal access permissions.



Coming soon!

Starting from **23rd Sept** we will be holding some learning sessions for HR about AI ethics, HR employees' responsibilities and how to engage us in the ethics process.

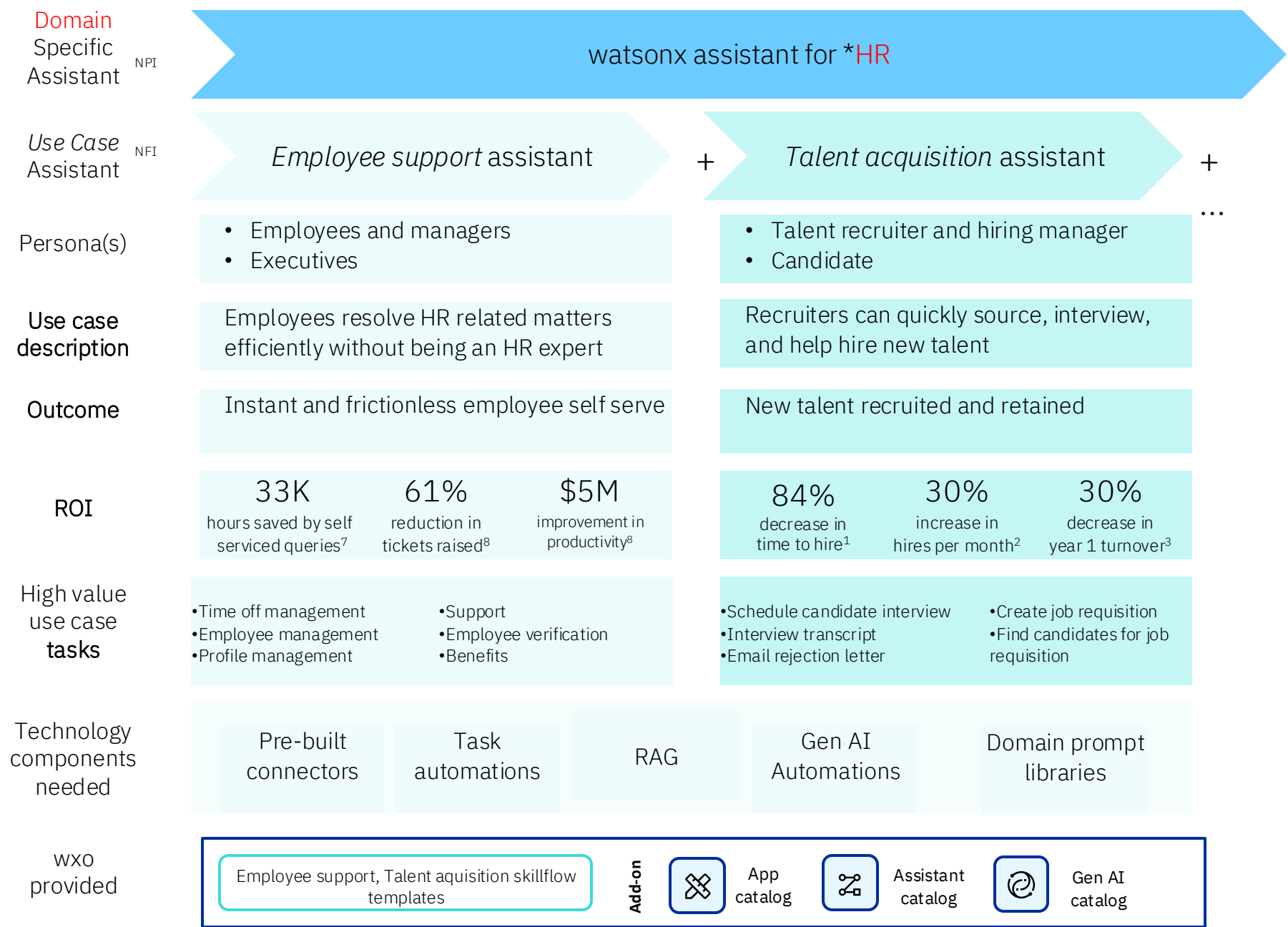
watsonx Orchestrate's Assistant for HR

Use Case	EMPLOYEE SUPPORT (AskHR)			TALENT RECRUITMENT			ONBOARDING		
Metrics	33K	61%	\$5M	84%	30%	30%	12K	10%	88%
	hours saved by self-serviced queries ⁷	reduction in tickets raised ⁸	improvement in productivity ⁸	decrease in time to hire ¹	increase in hires per month ²	decrease in year 1 turnover ³	hours saved for learning admins ⁴	decrease in errors from manual work ⁵	reduction in onboard forms completion ⁶
Skill Templates	<ul style="list-style-type: none">Time off managementEmployee managementProfile managementSupportEmployee verificationBenefitsCompensation			<ul style="list-style-type: none">Create job requisitionFind candidates for job requisitionSchedule interview for a candidateInterview transcript summarizationEmail rejection letter to candidateCreate offer packages			<ul style="list-style-type: none">Initiate pre-employment checksRecommend learning for knowledge gapsInitiate employee onboarding profile creationCreate IT requests		

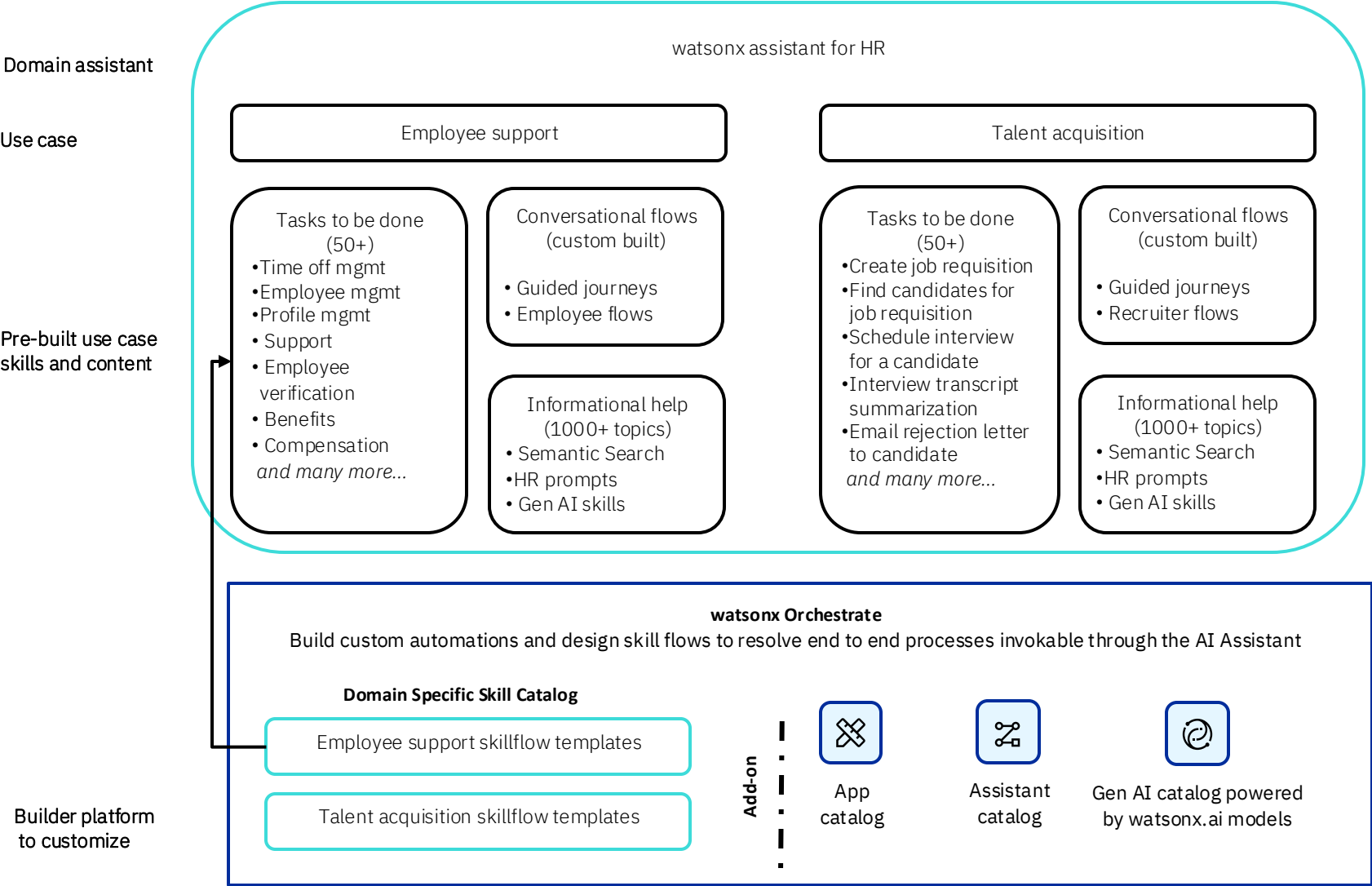
Pre-built Application Integrations



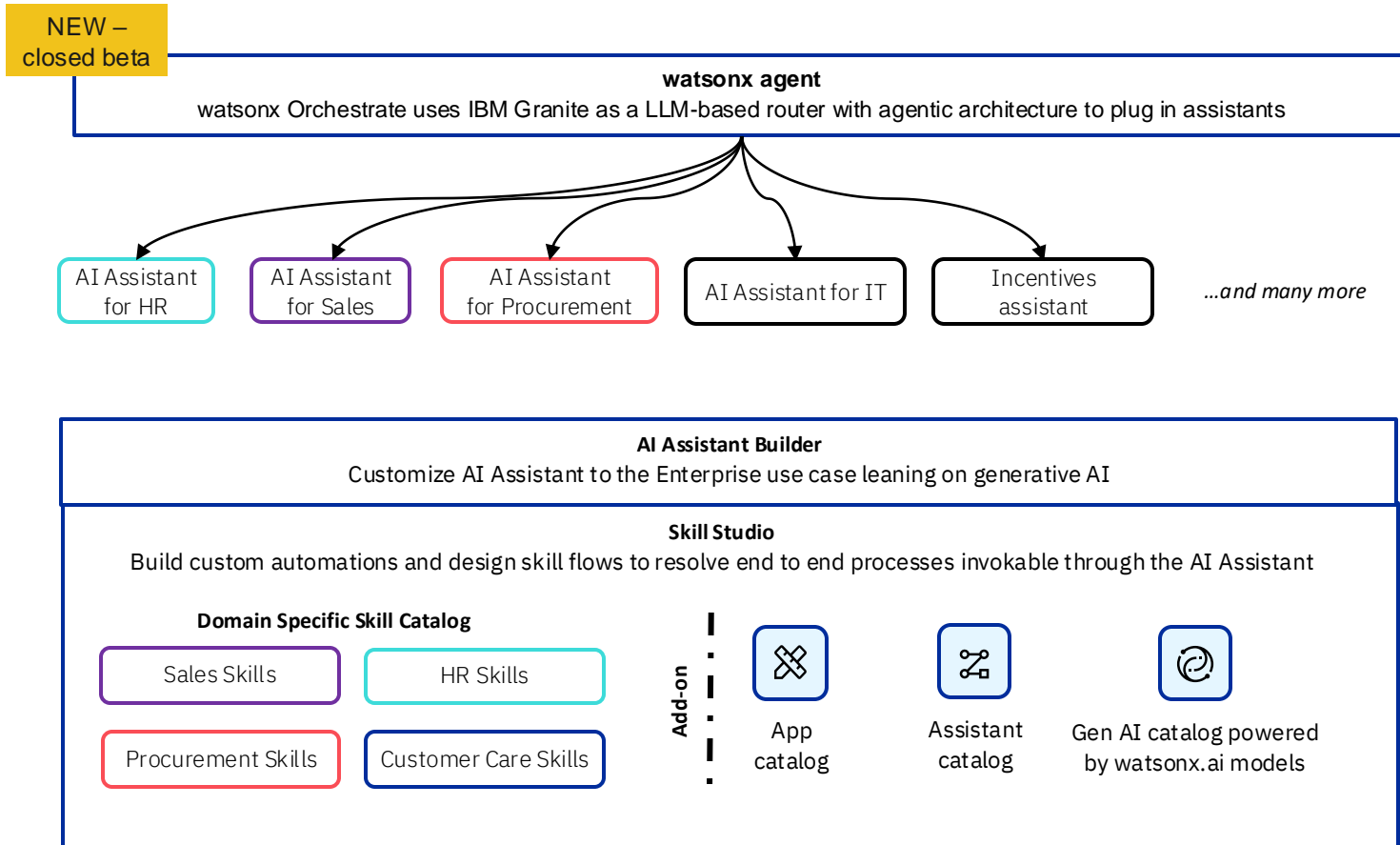
Taxonomy for domain specific Assistants



Our HR domain assistants solve multiple use cases, and are modular and additive in nature



watsonx Orchestrate vision



1) Augmented end-user experience

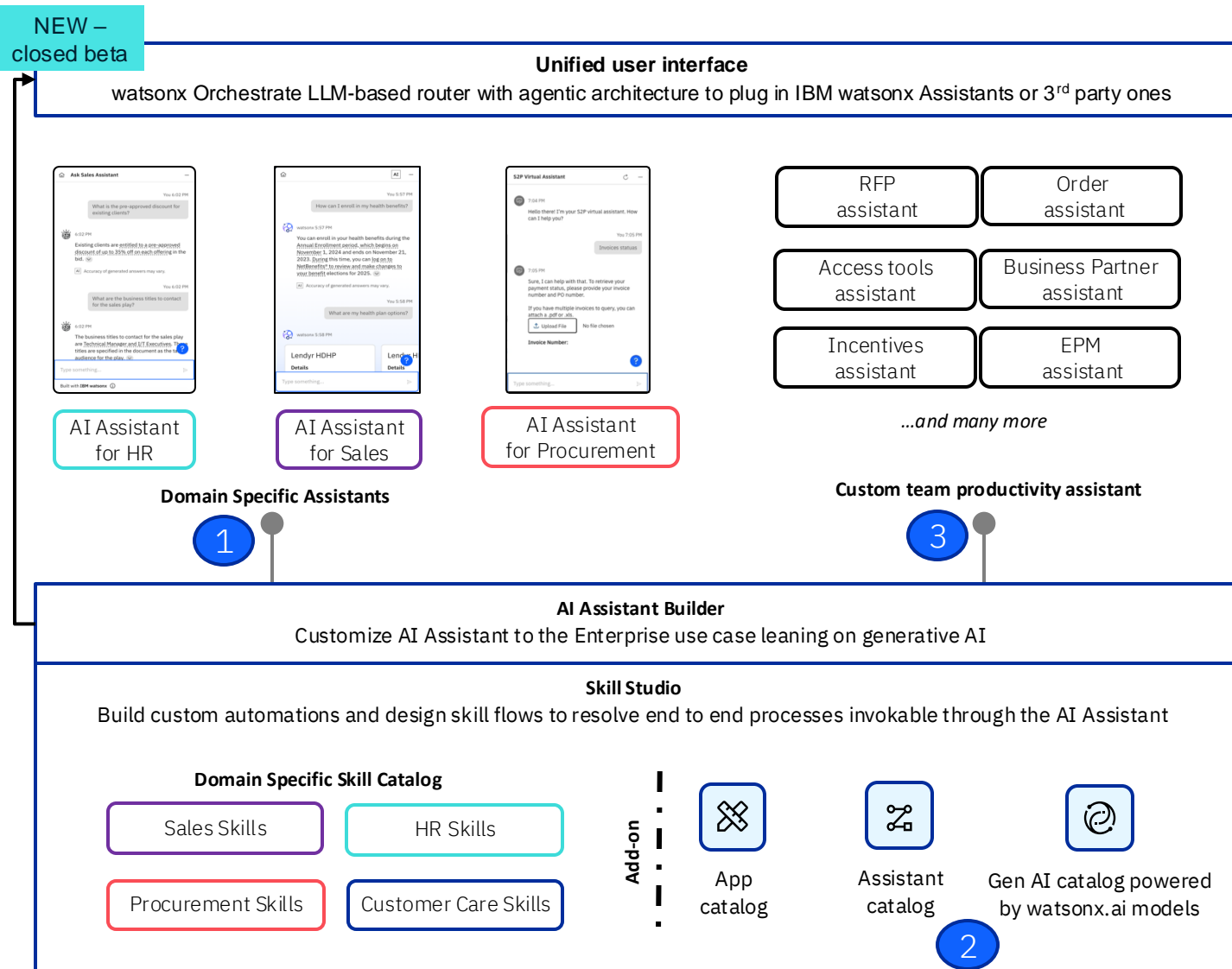
- offer 1 single unified entry point for all employees
- highly conversational thanks to the power of LLMs

Resulting in higher adoption and engagement

2) Reduced Total Cost of Ownership

- reduced development effort to orchestrate multi- assistant experiences
- Modular approach allows introduction of new AI assistant/AI agent capabilities over time

watsonx Orchestrate vision



1. Launch domain specific Assistants to accelerate your journey of building AI Assistants

Leverage the pre-built *skill catalog* to launch AI Assistants that come pre-infused with domain relevant integrations, skills and business logic tied to repeatable use cases with high ROI.

2. Expand pre-built domain Assistants with watsonx Orchestrate Skill Studio







Leverage *AI Assistant builder* and *Skill studio* to further extend domain specific assistants to go live.

3. Build new custom Assistants with watsonx Orchestrate Skill Studio









Enterprise teams can build and manage their own custom Catalog of skills and invoke them through AI Assistant interface

Pre-built skills continue to grow






File Sharing and Hosting

 Dropbox 4 skills	 Amazon S3 8 skills
 Box 20 skills	 Microsoft SharePoint 24 skills
 Microsoft OneDrive Business 7 skills	 Google Cloud Storage 6 skills









Communication and collaboration

 Anaplan 20 skills	 Salesforce Chatter 5 skills
 Calendly 6 skills	 Gmail 2 skills
 Microsoft Teams 25 skills	 Webex 14 skills
 Microsoft Outlook 30 skills	 Slack 5 skills









Customer Support

 GitLab 40 skills	 Twilio 11 skills
 FreshService 11 skills	 ServiceNow 27 skills
 Zendesk Service 25 skills	

Human capital management

 Greenhouse 13 skills	 Microsoft Entra ID 25 skills
 Interview top candidates .. 2 skills	 Oracle-HCM_Assessment 1 skill
 Talent Acquisition SAP Su... 17 apps	 Workday HCM 33 skills
 bambooHR 8 skills	 Candidate sourcing with ThisWay Global 3 skills







Sales Automation

 Oracle E-Business Suite 14 skills	 Marketo 10 skills
 Salesforce 93 skills	 Salesloft 4 skills
 Salesforce Account Engag 15 skills	 HubSpot CRM 33 skills
 Microsoft Dynamics 365 for Sales 16 skills	 Insightly 54 skills

Procurement Automation


 Coupa 23 skills	 DnB Company Info 1 skill
 Square 8 skills	 DocuSign 3 skills


Project management


 Microsoft To Do 16 skills	 Jira 4 skills
 Adobe Workfront 37 skills	 Trello 35 skills
 Asana 14 skills	 GitHub 11 skills


...Plus many more! Check out the [Skill Catalog docs](#) to see all apps and skills


Going beyond skills and introducing skill flow templates


Greenhouse
13 skills


Interview top candidates ..
2 skills


Talent Acquisition SAP Su..
17 apps


bambooHR
8 skills


Microsoft Entra ID
25 skills


Oracle-HCM_Assessment
1 skill


Workday HCM
33 skills


Candidate sourcing with ThisWay Global
3 skills


Oracle E-Business Suite
14 skills


Salesforce
93 skills


Salesforce Account Engag
15 skills


Microsoft Dynamics 365 for Sales
16 skills


Marketo
10 skills


Salesloft
4 skills


HubSpot CRM
33 skills


Insightly
54 skills


Dropbox
4 skills


Box
20 skills


Microsoft OneDrive Business
7 skills


watsonx.ai(experimental)
16 skills


Amazon S3
8 skills


Microsoft SharePoint
24 skills


Google Cloud Storage
6 skills


Anaplan
20 skills


Calendly
6 skills


Microsoft Teams
25 skills

Microsoft Outlook
30 skills

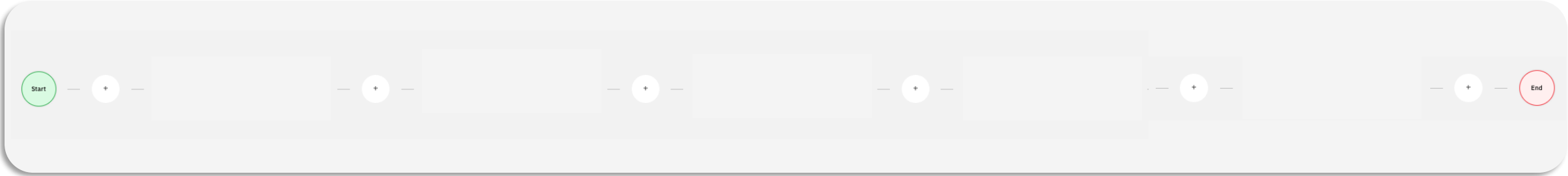
Salesforce Chatter
5 skills

Gmail
2 skills

Webex
14 skills

Slack
5 skills

Schedule Interview



Lendyr AskHR Demo

The screenshot displays the Lendyr Employee Portal interface. At the top, a navigation bar includes links for Home, People, News, Apps, and IT Support, alongside the Lendyr Employee Portal logo and a user profile icon. Below the navigation bar, a welcome message reads "Welcome, Josh Bronson!" with a search bar underneath. The "Favorites" section features a grid of app icons including Buy (BonD), Box, Checkpoint, HCL Verse, Slack, Travel &..., Webex Meetings, and Workday. A second row of icons includes You, Your Career, AskHR, Cybersecurity, Microsoft Outlook, Incentives Workplace, and an "Add new" button. The "Shortcuts" section at the bottom provides quick access to "My organization", "Give feedback", "US pay statements", "Buy accessories", "Contact the help desk", and "My Timesheet". On the right side, a virtual assistant chat window is active, displaying the message "Hi! I'm an AskHR virtual assistant. How can I help you today?" and a list of action buttons: "Select my healthcare plan", "Edit my profile", "Create job posting", "Transfer Employee flow", and "Transfer Blueprints". A "Return to assistant" button and a text input field are also visible in the chat window.

<https://cloud-object-storage-cos-static-web-hosting-9uc.s3.us-east.cloud-object-storage.appdomain.cloud/index.html>

<https://ibm.ent.box.com/notes/1524598514035?s=7pw17drxbopnjmux7xnrl8eyrrj97d8>