Providence HR agent for internal transfers

IMPLEMENTED 2025–2026 · HEALTH AND LIFE SCIENCES · US · BAND C · CLAIMED ONLY
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Providence, a US health system, worked with IBM Consulting to build an AI agent that handles requisitions and internal transfers. Providence's talent acquisition leader reports 90% less manager admin time and transfers 12 days faster.

ABOUT THIS SYNOPSIS

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NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: AI agent built on IBM watsonx Orchestrate, integrated with Oracle HCM and Oracle Recruiting Cloud.

Implemented: 2025–2026. Grade: band C, Process change, Claimed only.

Headline result, as reported: Manager admin time down 90% and internal transfers 12 days faster, by Providence's account, about eight months after deployment

1 · The case

The facts, as reported by the 3 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Providence. US nonprofit health system with 51 hospitals and more than 1,100 care sites across seven states, and over 119,000 caregivers by IBM's account. Canvas block: 4. Operations and process. Also 5. People and skills, 6. Data and technology.

Business challenge

The challenge. Providence has more than 35,000 position fills a year, nearly half of them internal transfers, by IBM's account. Hiring managers worked across fragmented systems, and caregivers reported that it felt easier to leave and reapply as an outside candidate than to transfer internally.

Who implemented it

IBM Consulting (Systems integrator): Led the design, delivery and continuous improvement of the solution, in a partnership with Providence since 2019..
IBM (Software vendor): Supplied watsonx Orchestrate, the platform the agent is built on..
Oracle (Software vendor): Supplies the HCM and recruiting systems the agent works across..
Providence's talent acquisition team led the work for Providence.

Technology (SEAM pillar E)

SEAM types: T7 AI agents. Deployment: Not reported. Vendors and products: IBM, Oracle, IBM watsonx Orchestrate, Oracle HCM, Oracle Recruiting Cloud.

Where it was built in: Built into Providence's existing Oracle HCM and Oracle Recruiting Cloud environment to handle requisitions, approvals, job marketing content, internal transfers and status updates.

What changed

Before: hiring managers moved between several systems and manual approvals, and internal transfers were slow. After: one agent-led workflow across the existing Oracle systems, with hiring leaders reviewing what the agent assembles, by the vice president's account. [1] [2] [3]

What it cost

Not reported

What it saved

By Providence's and IBM's account: 90% less hiring manager admin time; requisition accuracy up by more than 70%; internal transfers 12 days faster on average; 60% lower cost per internal transfer. Internal transfers rose from about 15% to 23% of hiring to more than 35% within a year, per Providence. Savings in money terms and the cost of the project: Not reported. [1] [2] [3]

Governance and control

Providence's vice president of talent acquisition leads the work and says hiring leaders review what the agent assembles. SHRM reports Providence tracked admin effort, accuracy, cost and time to start a new role. Limits on what the agent can do in the HR systems, testing and vendor controls: Not reported.

S2 · Accountable owner · Claimed
Carol McDaniel, vice president of talent acquisition, leads the initiative and is quoted by SHRM and IBM. [1] [2]

A1 · Safe use · Not reported
Not reported.

A2 · Human in the loop · Claimed
The vice president says the agent pulls information together and orchestrates the process for hiring leaders to review. [2]

A3 · Monitoring and assurance · Claimed
SHRM reports Providence tracked admin effort, accuracy, costs and time to start a new role. [2]

A4 · Vendor AI · Not reported
Built by IBM Consulting on watsonx Orchestrate; vendor controls are not reported. [1]

A5 · Agent controls · Not reported
Limits on what the agent can do in the HR systems are not reported; IBM says it handles all requisition creation and all simple internal transfers. [1]

A6 · Standards and regulation · Not reported
Not reported.

What worked, what did not, what is unproven

WORKED

– Less manager admin time on hiring steps, by Providence's and IBM's account.

– More accurate requisitions, which Providence says cut corrections by talent acquisition teams.

– Faster and cheaper internal transfers, with internal moves a larger share of hiring, by Providence's account.

– No new platform was needed: the agent works across Providence's existing Oracle systems, by IBM's account.

DID NOT

– Providence began designing before bringing its technology team in and then had to adjust its plans; its vice president said the team needed to get technology "to the table much faster".

UNPROVEN

– Results are Providence's and IBM's own, and no independent measurement is reported.

– Whether the gains hold as RITA extends beyond internal transfers to candidate sourcing and matching, which IBM says the two organisations are exploring.

– Savings in money terms across the 35,000 annual position fills: Not reported.

Timeline

2019 IBM and Providence begin an HR transformation and operations engagement [1]

Aug 2025 Providence deploys RITA, starting with internal mobility [2]

May 2026 IBM presents Providence's results at Think 2026, about eight months after deployment [3]

Oct 2026 SHRM publishes a use case with Providence's vice president of talent acquisition, reporting further results [2]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: C, Process change. Proof: Claimed only. Level of change: Process change.

Process change (Level 2, band C). A named process owner and a redesigned requisition and transfer process are reported. No change to jobs, teams or sourcing is reported, so Level 3 is not assessed.

A redesigned requisition and internal transfer process, with an AI agent coordinating work across existing HR systems and a named process owner. Results are reported for one process; jobs and structure are not reported as changed.

The SEAM view and lessons learnt

The agent works at the join between existing HR systems, approvals and the people who use them. Providence and IBM started from what hiring managers needed, kept the Oracle platform and measured effort, accuracy, cost and time. The process owner also said technology colleagues should have been involved sooner. For a mid-sized or larger organisation, the transferable point is to fix the process first and bring IT in at the start.

1. Bring the technology team into process design from the first week.
2. Fix the workflow problem before adding an agent to it.
3. Track admin effort, accuracy, cost and time to start before and after.

Evidence

Score 2 of 4. Self-reported: results are Providence's and IBM's own; a named Providence executive is quoted in SHRM, with no independent check.

Evaluation method. Self-reported company figures: IBM's case study and Think 2026 announcement and a named Providence executive's account in SHRM; baseline and method not published.

Sources disagree. IBM's case study calls RITA the Requisition and Internal Transfer Agent; SHRM calls it the Requisition and Internal Transfer Assistant. IBM's case study says 90% less leader admin time and 70% greater accuracy; SHRM says requisition accuracy improved by more than 70%. IBM's announcement says the 60% cut was in the time to fill positions and the cost of transfers; SHRM and IBM's case study give 60% as the cost per internal transfer. Providence's size is given as over 119,000 and over 120,000 caregivers on the same IBM page.

Status. Ongoing: Providence and IBM say they are exploring AI-driven candidate sourcing, matching and workforce analytics.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/providence-ibm-hr-agent

[1] IBM: Orchestrating a better way to hire and grow talent (Providence case study)
https://www.ibm.com/case-studies/providence-health

[2] SHRM: How a Large Health System Uses AI to Streamline Internal Mobility
https://www.shrm.org/in/topics-tools/news/providence-uses-ai-streamline-internal-mobility-use-case

[3] IBM Newsroom: IBM Consulting Expands AI Capabilities to Accelerate Enterprise Transformation
https://newsroom.ibm.com/2026-05-06-ibm-consulting-expands-ai-capabilities-to-accelerate-enterprise-transformation

Providence website: https://www.providence.org

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