



IBM Consulting

G-Cloud 15

IBM - Workday HCM, Finance, Payroll and Adaptive Planning Implementation and AMS Services

Service Definition Document

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The evolving needs of the public sector workforce

Building a future-ready workforce



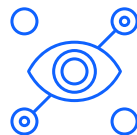
- Managing complex, multi-generational workforces with varied employment models
- Supporting skills development amid the evolving nature of work
- Ensuring fair, consistent processes across your organisation /government department

Enhancing employee experience



- Providing intuitive and engaging HR services for employees
- Delivering personalised experience throughout the employee lifecycle
- Reducing the administrative workload for managers and support functions to enhance productivity and frontline impact

Strengthening governance and transparency



- Aligning HR operations with governmental standards such as ethics and data protection and cyber security
- Maintaining accurate and auditable data
- Managing single employee holding multiple roles and unique identifiers simultaneously (concurrent employment)
- Delivering transparent reporting to support governance and assurance

Modernising legacy systems



- Moving from fragmented or ageing systems to flexible, unified cloud platforms
- Ensuring data quality and migration accuracy
- Integrating seamlessly with finance, payroll and case management, and broader enterprise solutions such as identity management and knowledge platforms
- Enhancing user experience through modern HR tools

Delivering value under budget constraints



- Balancing transformation ambitions to maximise value from your cloud investment
- Minimising disruption to maintain and run essential public services
- Building internal capability to support continuous improvement
- Ensuring strong user adoption

Improving working lives through HR transformation

Based on the evolving needs of the public sector, we anticipate several challenges you may encounter along your HR transformation and offer IBM solutions supported by our proven asset-based delivery approach.

Anticipated challenges:

IBM's solutions:

Operational efficiency

- IBM improves operational efficiency by applying our proven accelerators, strong integration capabilities, and AI-driven automation to streamline HR operations and deliver faster, consistent outcomes.

Experience and engagement

- IBM leverages IBM Garage, our collaborative engagement model, to align your most important value drivers to outcomes and bring together the best of enterprise design thinking, agile development, and iterative co-creation to ensure that your solution is designed around you employees' needs.

Change and adoption

- IBM drives change adoption by applying its AI-enhanced digital change methodology - combining behavioural insights, culture-acceleration strategies and digital adoption tools - to boost engagement and accelerate time-to-value.

Governance and risk

- IBM applies our governance framework - featuring defined decision forums, structured controls, fit-to-standard discipline, transparent reporting, and proactive issue management - combined with deep regulated HR expertise to tightly manage scope, data, security, and compliance.

Process excellence

- IBM enables process excellence by using benchmark-driven HR process models and data-led insights, leveraging Blueworks Live™ with our leading-practice end-to-end processes based on APQC industry standard framework to standardise your HR operations.

Integration and automation

- IBM applies our integration and automation expertise in hybrid cloud technologies, hyperscalers, and Workday to deliver repeatable integration patterns that create reliable data flows and reduce operational friction.

Technology enablement

- IBM leverages deep end-to-end Workday experience, a long-standing strategic partnership with Workday, and proven delivery accelerators to help you maximise HR technology investments and simplify your HR system landscape.

Accelerated
by IBM
Consulting
assets

Service definition

IBM's Workday implementation services will help you modernise your people operations with speed and confidence. We provide end-to-end delivery from design to deployment, supported by advisory, rapid discovery, architecture support, health checks, and application management. Combining deep HR technology expertise with proven IBM assets, methodologies, and AI, our consultants work collaboratively with your teams to unlock value, streamline operations, strengthen workforce management, and enhance the overall employee experience.

IBM's differentiators:

- **Proven delivery methods.** Leveraging IBM Garage and Enterprise Design Thinking, we co-create solutions with you and deliver in iterative phases that reduce risk and accelerate time-to-value.
- **Powerful assets and accelerators.** We provide a wide range of ready-to-use tools, including IBM's AI delivery assets, pre-configured templates, integration frameworks, data-migration tooling and HR process models that shorten deployment time and improve quality.
- **Trusted AI capabilities.** IBM's AI offerings enhance testing, data quality, configuration accuracy and insight generation, reducing delivery risk and speeding time-to-value.
- **End-to-end transformation coverage.** By integrating Workday with your existing platforms and enterprise transformation initiatives for a unified digital HR experience.
- **Experience with complex transformations.** IBM has extensive experience guiding organisations through complex and highly regulated HR transformations/re-implementations.
- **A strong track record of client success.** Our HR programmes consistently achieve high user adoption, measurable business outcomes and strong satisfaction ratings.
- **Deep Workday expertise.** IBM HR technology experience and a strong partnership with Workday in the UK since 2011 to deliver successful implementations.

Expected outcomes:

- **Improved operational efficiency.** More streamlined, consistent HR and workforce management processes that reduce manual work and administrative effort.
- **Enhanced employee and manager experience.** Modern, engaging and intuitive solutions that increases satisfaction and reduce dependency on HR teams.
- **Stronger compliance and auditability.** Clearer data governance, improved reporting and processes aligned with public-sector regulations and policies.
- **Higher data accuracy and transparency.** A single source of truth for workforce information that improves decision-making and workforce planning.
- **Reduced operational risk.** Standardised processes, improved controls and reliable, predictable system behaviour.
- **Faster time-to-value from HR technology investments.** Accelerated deployment and earlier access to modern HR functionality.
- **A scalable foundation for future change.** A platform that supports ongoing improvement, new initiatives and the evolving needs of the public sector workforce.

Cloud and pre-cloud advisory

IBM's HR cloud advisory helps organisations move their HR systems to the cloud, providing expert guidance on planning, implementation, and optimisation to ensure a smooth transition and maximise the benefits of cloud-based HR solutions.

A clear pathway to cloud

Identify HR cloud objectives and scope to inform your cloud strategy and roadmap.

- Create design principles to align your operating model, technology, data, and security
- Assess your current state HR technology landscape and identify cloud opportunities that align with the overall vision
- Deliver a roadmap with defined scenarios and options

Moving to cloud

Plan for and deliver your cloud implementation

Commence with the pre-cloud activity of:

- Simplification and standardisation
- Data quality and readiness assessment
- Integration rationalisation and technical debt reduction

Continue your cloud-ready journey by reviewing your:

- Target-state architecture and platform advisory
- Security, compliance and data residency alignment
- Skills and operating model readiness.

Complete your transition with:

- On-premise to cloud or cloud-to-cloud transition
- Cutover planning and stabilisation

De-risked modernisation

Ensure quality delivery through architectural and delivery guardrails through:

- Early identification of HR enterprise architecture, data model, integration and security dependencies
- Regulatory and compliance impact assessment
- Transition governance and decision checkpoints
- Business continuity and service stability planning
- Governance and design authority model
- Legacy decommissioning strategy
- Integration and data migration approach

Faster time-to-value | Improved resilience, scalability | Business continuity

Artificial intelligence

By partnering with IBM and Workday, you can unlock the full potential of Workday AI solutions and transform your HR and Finance processes to drive efficiency and business growth. We helps clients integrate Workday's cloud-based HCM and Financial Management solutions, providing a single source of truth for HR and Finance data, enabling data-driven insights that inform strategic decision-making across the organisation

Adopt AI pragmatically and at scale for the public sector

Business impact:

- Improved workforce decision making through data driven insights, enabling vast amounts of HR data to be analysed quickly
- HR professionals and managers empowered to make more informed, strategic workforce decisions
- Increased employee and manager productivity – enhanced employee experiences and increased business performance by enabling focus on higher-value strategic tasks
- Trusted and compliant use of AI in HR and Finance – ensuring AI is used in a transparent, explainable, compliant manner minimising risk of error or biases
- Faster time to value from existing Workday Investment – improving ROI and enhanced competitiveness
- AI within the support and development activity to reduce delivery time

IBM doesn't replace Workday AI, we industrialise, govern and embed it.

Readiness and adoption • Access our extensive IBM HR AI use case library, carefully curated to help you identify and prioritise the most critical pain points in your organisation • A clear method to identify and create compelling AI use cases • Assess your readiness for AI including impact on configuration across HRIS to enable the readiness	Controlled activation • Fit-to-standard activation of Workday AI capabilities • Role-based access & experience design • Security, data and access controls • Workforce insights and AI assisted narrative for leaders
Service delivery model • Redesign service delivery • Update your operating and service delivery models and processes for AI • Redesign HR, manager and employee interactions for AI	Trust and ethics • Workforce assurance • Responsible AI framework aligned to Workday and UK public sector • Data privacy, auditability and retention • Workforce engagement support • Clear boundaries on acceptable AI use case

Implementation and deployment

Whether a full end-to-end implementation, re-implementation or single module implementation, IBM's Workday offering enables you to leverage automation, AI/Gen AI, predictive analytics, and modern HR and Finance platforms to deliver exceptional employee and candidate experiences, while reducing the administrative workload.

Accelerated full-suite Workday cloud implementation

IBM accelerates full-suite Workday implementation by combining deep expertise with IBM's Workday methodology and IBM Consulting Advantage, our generative AI toolkit.

Our AI capabilities empower consultants to achieve faster readiness and delivery - supporting configuration, test preparation, data preparation, and execution to deliver a fully operational HR system ensuring quicker time to value.

As part of this end-to-end approach, IBM provides:

- A fully operational Workday HR and/or Finance cloud platform (full suite or selected modules)
- Verified data migration with reconciliation
- Enterprise-grade integrations with monitoring and error-handling patterns
- Cutover to production with hyper-care plans

Robust governance model to drive success

IBM embeds robust governance into every Workday engagement to ensure predictable delivery, design integrity, and long-term value. Our governance framework enables clear decision-making, strong accountability, and alignment across key stakeholders.

Our approach includes:

- Defined decision forums and design authority to protect the global template
- Structured controls across scope, risk, architecture, data, integrations, and change
- Fit-to-standard adherence with pragmatic, value-led trade-offs
- Transparent reporting and proactive issue management to maintain momentum and visibility

Provide continuous support and optimisation post-go-live

IBM provides ongoing Application Management Services (AMS) to ensure your Workday environment remains optimised and aligned with evolving business needs. Our flexible, scalable model combines strong integration expertise with a focus on continuous improvement - helping clients adapt as processes, technology, and workforce priorities change.

We also safeguard compliance and system performance through timely analysis and proactive updates for biannual Workday releases, ensuring the platform stays current, secure, and ready to deliver sustained value.

Enhance employee experience & change management focus

IBM implements Workday with a people-first approach - powered by our Digital Change Methodology and IBM Consulting Advantage AI tools. We combine design-led employee experience, journey mapping, and co-creation to drive adoption, engagement, and intuitive HR interactions - ensuring transformation delivers lasting impact.

Gen AI layered on top of HR processes

Accelerate transformation and simplify employee experiences with IBM Consulting Assistant and Workday Illuminate - combining generative AI and Workday to deliver smarter insights, automate routine tasks, and enable intuitive, AI-driven HR interactions.

Application management services

IBM Workday Application Management Services is a comprehensive and flexible solution to help you maximise the value of your Workday investment. By combining IBM's deep expertise in Workday solutions and application management, this service enables you to optimise the performance and compliance of your cloud HR environment.

Offering elements

A flexible and scalable set of components to meet your specific AMS requirements, consisting of:

Application management and maintenance:

- Tier 2 & 3 support
- Incident and service request management
- Bi-Annual Release Management
- Application Monitoring
- Integration Support

Performance optimisation:

- Monitoring and alert management for high performance and availability

Reporting and analytics:

- Insights and analytics to support data driven decision making

Innovation and enhancements (small projects):

- Collaboration with clients to identify opportunities that drive business value

Value proposition

Support your HR functions and people by driving platform efficiency and optimisation

- Enhancing user experience by ensuring HR cloud applications are available and tailored to the needs of the workforce
- Use our deep Workday expertise to optimise performance and system uptime
- Optimise Efficiency by automating routine tasks, streamlining processes, and providing actionable insights to improve HR operations
- Drive innovation by leveraging the latest cloud technologies and best practices to support strategic HR initiatives and business growth
- Scale up / scale down: quarter-to-quarter flexible resource and delivery plan

Business impact

Deliver value and measurable returns on your investment

- Reduce operational costs through the efficient management and optimisation of HR cloud applications
- Improve employee engagement by providing a seamless user experience
- Enhance decision making with access to actionable insights and analytics
- Focus on strategic initiatives by offloading the management of HR cloud applications to a trusted partner, allowing internal resources to focus on strategic HR initiatives
- Cost effective flexible support models, we reduce costs and improve return on investment

Efficiency | Innovation | Excellence

Architecture support

IBM provides expert HR architecture advisory to design, govern, and future-proof HR technology landscapes - ensuring efficiency and scalability.

Enabling a simplified, scalable and AI-ready HR landscape

Business impact:

- Reduction in HR technology complexity and technical debt
- Lower run and change cost
- Reduced transformation risk
- HR platforms ready for AI and workforce intelligence

HR digital architecture blueprint

System rationalisation | Platform strategy | Target architecture

- Define and develop a clear, simplified HR technology architecture
- Align HR to your wider enterprise architecture
- Rationalise systems and manage technical debt

Data & integration architecture activation

Data model | Governance | Integration patterns | Security

- Create a trusted data foundation and scalable integration architecture to support automation, and compliance

Global design authority

Architecture review boards | Risk & change governance

- Provide end-to-end design authority to control scope and design dependencies across HR transformations

AI-ready architecture enablement

Predictive analytics| Automation readiness | Skills intelligence

- Architect HR platforms and data models to enable AI-driven insights, intelligent employee and manager experiences focusing on future-ready HRIS

Workday health check

Post go-live, organisations often struggle to stabilise Workday and keep pace with innovations - limiting adoption and ROI. IBM's Workday Health Check offers a clear, data-driven view of system alignment to vision and identifying inefficiencies, compliance gaps, and opportunities for optimisation.

With this fact-based approach, we help you to:

- Ensure stronger ROI by aligning your system's capabilities to your strategic roadmap and workforce needs, such as right-to-work and security vetting, and by anticipating challenges such as pension complexities (LGPS, TPS, NHS, Civil Service), high retirement rates, attrition, mobility, and reskilling
- Simplify and improve processes to enhance employee experience and elevate the system performance
- Leverage new product features that generate value and advance your organisation's modernisation agenda
- Minimise operational, security, and compliance risks while reinforcing accountability and readiness for audits

Our objective is simple: to ensure your Workday landscape continues to scale with your business and empowers HR and IT to deliver a modern, resilient, and high-performing digital HR ecosystem.

Current state



- Your Workday investment is underperforming due to unresolved challenges from the original implementation
- Low user adoption, inherited configuration limitations, insufficient automation, data quality challenges, and recurring integration failures are preventing Workday from delivering its full strategic value

Our approach



- Evaluate your Workday landscape against Workday and IBM best practices and your roadmap through targeted interviews and configuration audits
- Identify quick-wins and uncover underused capabilities, automation opportunities, and unused feature enablement through focused system review and process analysis
- Gain early insight into upcoming Workday roadmap changes and bi-annual releases, and assess optimum adoption

Outcomes



- Clear current-state insights across the Workday Tenant landscape, data, integrations and processes
- Future-state optimisation and adoption roadmap aligned to business goals
- Targeted, actionable recommendations that accelerate impact and ROI

Future AI-ready enablement



- IBM's deep-dive assessments give you a clear view of whether your data, processes, and Workday configuration are truly AI-ready
- Our tailored roadmap pinpoints the highest-value AI use cases and aligns them directly with Workday Illuminate.
- With our prioritised action plan and operating model guidance, you gain a confident, scalable path to unlock AI across your HR organisation

IBM Workday rediscovery

Maximise the full potential of your Workday investment with our 4–6-week Health Check engagement. Leveraging our expertise from 500+ Workday implementations and global consulting experience, we'll assess the adoption and effectiveness of your HR functions across Core HCM, Talent Development, Talent Acquisition, Rewards, and Time Tracking & Absence. With our pre-configured library of 150+ reports, you'll gain actionable insights to optimise your Workday system, improve HR processes, and drive business outcomes.



Highlights

Provides data driven insights on effectiveness of HR functions by comparing against a benchmark library

Provides ability to measure adoption and efficiency of your Workday system

Supports CxOs in roadmap and improvement planning

The approach

- Each area in Workday analysed for strategic priorities defined in the form of Key Responsibility Area (KRA) based on IBMs global experience**.
- Every KRA is organised into a corresponding set of Key Performance Indicators (KPIs)
- Each KPI has been broken into a set of metrics that can be measured in Workday.
- Each metric has a corresponding pre-built report in Workday which is organised in the form of scorecards.
- After implementing the model, we deliver a set of slides that contain the observations, insights & recommendations.

The strategic priorities evaluated:

Workday Adoption

- Operational Efficiency
- Security & Compliance
- System Hygiene
- User Experience

Rewards

- Equitable Pay Strategy
- Competitive Compensation
- Legal Compliance
- Employee Well Being
- Process Efficiency

Core HCM

- Workforce Optimization
- People Sustainability
- Operation Excellence
- Employee Experience

Talent Acquisition

- Quality of Hire
- Efficiency of Hiring Process
- Talent Pipeline
- Candidate Experience

Talent Development

- Developing Talent
- Efficiency of Perf Mgmt. System
- Employee Movements
- Performance Enablers

Time Tracking & Absence

- Productivity
- Legal Compliance
- Adherence to Comp Standards
- Finance & Payroll

Business benefit

- Precise understanding of your current Workday pain points
- Development of a Workday opportunity action plan based on business value
- Confirmation to senior leaders on the health and action plan of your Workday solution

25 KRAs, 70 KPIs and 200+ Metrics across 4 dimensions are part of the package

** We have used inputs from IBM Institute of Business Values, Saratoga, APQC, etc and our experience working across clients globally to define a set of benchmarks for the matrices identified.

Building a skills-based organisation

Leveraging Workday Skills Cloud and industry lead Talent Frameworks to attract, develop and retain top talent, bridging skills gaps and unlocking your workforce's full potential.

What is the offering?

- Quickly build an industry-specific skills framework using research-based predefined skills
- Leverage AI to analyse internal and external data - such as job descriptions, learning materials, and market trends - to automatically update and evolve your skills library
- Create a skills framework which is fully integrated with your HR system

Key differentiators of our offering

- IBM provide a skills readiness assessment to help you understand your current state
- You can leverage the IBM Consulting Talent Frameworks and Pearson partnership to jump-start defining a skills framework
- Our IBM Partnership Model is a phased transformation approach that embeds a skills-based operating model across your organisation
- Our IBM Change Accelerators help shift mindsets and drive adoption

Value added



A transformed operating model embedding skills into role design, workforce planning, and talent deployment to create an organisation that is agile and capability-driven



Accurate skills data foundation, enabling AI to forecast gaps and help leaders make faster and more informed decisions



Fully established skills governance council designed to run independently after the engagement



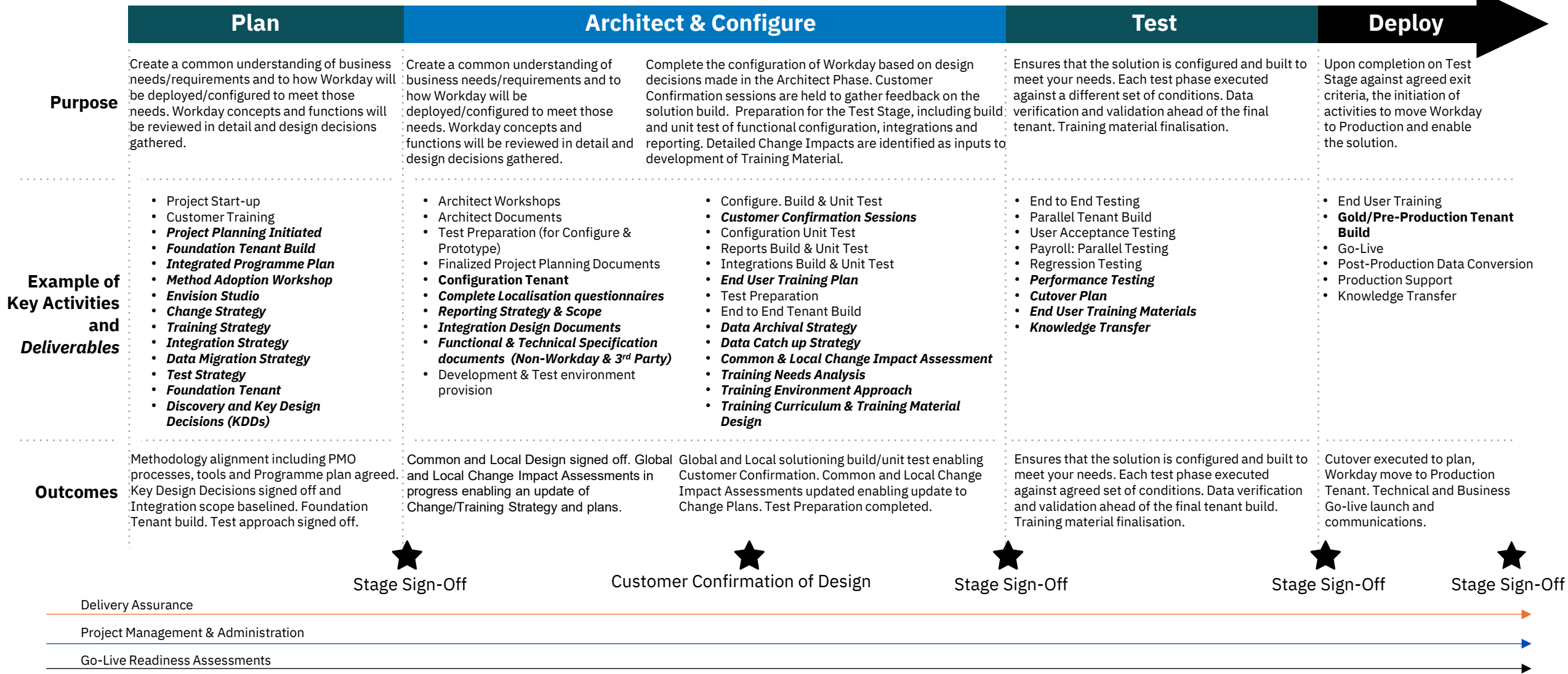
Enhanced employee experience and driven career growth through personalised career paths and learning



Insight required to target upskilling, close critical skill gaps, and prepare for aging-workforce challenges

IBM Workday method

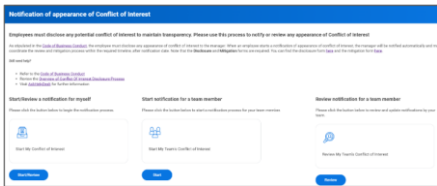
Underpinned by Workday’s Large Enterprise (Your Way) methodology, IBM have tailored our Workday methodology to leverage key learning from previous Transformations. Below highlights the HR methodology.



IBM innovations

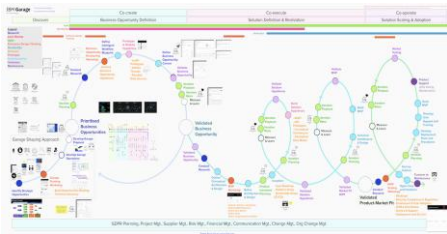
Pre-built on Workday

IBM can provide our pre-built applications via the Built on Workday approach. Subject to your circumstances, we can develop a bespoke version of our solutions tailored to yourselves based on any specific requirements you may have.



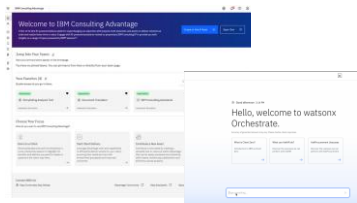
IBM Garage - end-to-end innovation and transformation method

Designed to accelerate business transformation, reduce risk, and deliver measurable outcomes during implementation. IBM Garage brings client teams and IBM experts together to co-create ideas, modernise technology, and accelerate delivery using agile, DevOps, automation, and outcome-focused practices.



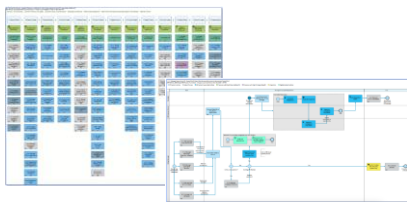
IBM Consulting Advantage – AI-powered delivery platform

Accelerates projects and improves quality through smart tools. For example, the Implementation Guide Assistant simplifies configuration work, the Test Script Generator automates testing, Payroll Compare quickly spots payroll issues, and the Process Accelerator provides ready-made process templates. Watson-powered HR chatbots further enhance support. Together, they reduce effort, increase accuracy, and deliver results faster.



Blueworks Live™

Leading practice end-to-end processes, with GenAI insights and automation at a process level. They are based on APQC industry standard framework and enhanced with IBM experience from previous implementations. This provides a strong foundation for clear process visualisation and supports compliance-related discussions.



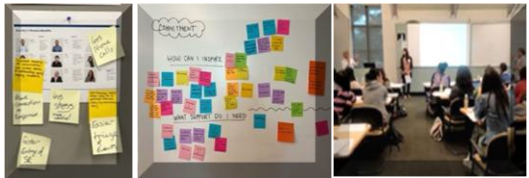
IBM Talent Frameworks

Leverage the IBM Talent Frameworks and Pearson partnership to jump-start defining a skills framework that integrates seamlessly with Workday. It provides an extensive library of job roles, skills, competencies, and career pathways to accelerate skills-based HR transformation. This framework enables employees to take ownership of their development while supporting the organisation in maintaining competitiveness in an AI-driven future.



Envision & co-creation studios

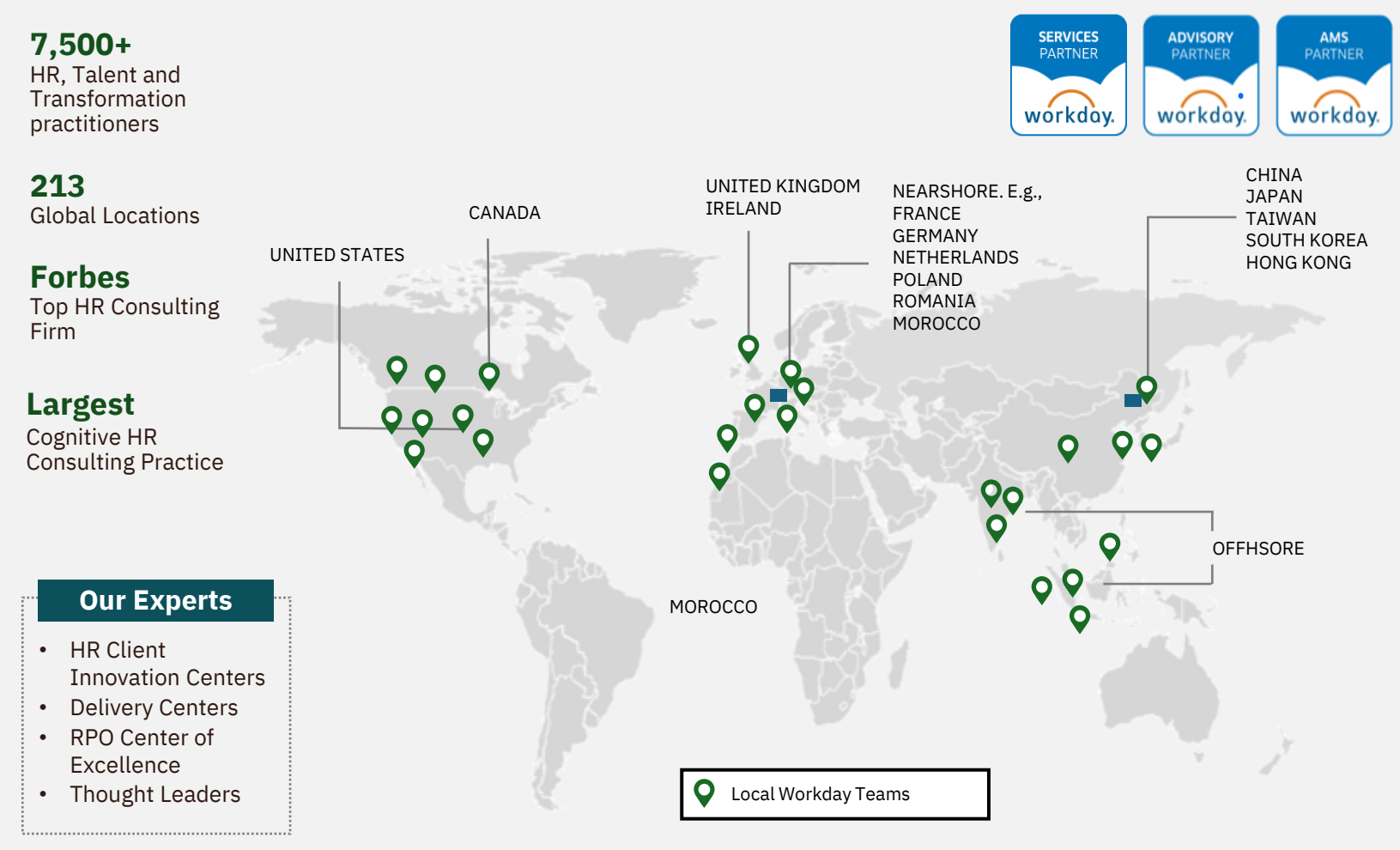
Envision & Co-Creation Studios use design thinking methods to drive alignment and create practical solutions. Envision Studios bring leaders together to define the strategic future state, while Co-Creation Studios engage the workforce in shaping how future work will be done. Together, they accelerate clarity and execution.



Experience counts

IBM is a global leader and proud Workday Partner with extensive client experience. Our worldwide HR Technology community delivers secure, high-quality solutions tailored to your needs.

- **500+** successful HR and Finance transformations enabled by Workday
- **420+** client engagements including HealthChecks, AMS, Consultancy
- **800+** experienced **Workday** Certified consultants
- **90+ clients** actively receiving AMS services
- **2100+ Workday** certifications – including HCM, Compensation (Reward), Recruiting, Learning, Integrations, Data, Talent & Performance, Finance, Reporting & Analytics
- **60+** CSAT
- HfS Blueprint Winner’s Circle



Workday offering framework

Accelerate your HR and Finance transformation – from strategy to sustainment with Workday	Advisory services Expert guidance for your cloud journey Our advisory services help clients accelerate and de-risk every stage of their transformation. We support Cloud Strategy & Roadmap, HR target architecture, Workday rediscovery/health checks, quality checks, process standardisation, and cloud transition design. We guide organisations to make the right decisions - from platform selection to architecture, governance - ensuring future-proof and scalable HR ecosystems.	Implementation and deployment Reinventing HR on a modern digital foundation We deliver Workday transformations built for scale, rapid adoption, and measurable business outcomes. From operating model design to configuration, integrations, and deployment across all modules, our end-to-end approach ensures clients realise the full value of their cloud HR investment with a workforce-centric experience at the core.	Workday Adaptive Planning Plan with precision We deliver Workday Adaptive Planning services for agile Finance and HR planning, budgeting, and forecasting, enabling data-driven decisions and improved business outcomes with Workday's cloud-based platform and IBM's expertise in Finance, HR, and planning.
Re-implementation Services Transform underperforming deployments into high-value solutions For clients needing to fix, overhaul, or replace their existing Workday landscape, we deliver structured re-implementation programmes focused on simplification, fit-to-standard design, process harmonisation, improved data quality, and higher adoption. We enable organisations to regain control of their HR platform and unlock new capabilities and performance.	Support services Continuous innovation to maximise platform value We manage and deliver all your Workday enhancements - from product releases to new module features, configuration updates, change requests, minor projects, and incremental functionality rollouts. This model ensures clients stay current, compliant, and continually optimised with predictable cost and agile delivery.	Application management services (AMS) Reliable, scalable, global Workday support IBM can provide 24/7 Workday AMS support covering incident resolution, configuration support, release management, reporting, and admin support. Our AMS model reduces operational risk, improves service quality, and frees HR teams to focus on business priorities. Our global delivery network ensures expertise at scale.	Global reseller – Workday licensing Simplified licensing with strategic guidance and global coverage As a Global Workday license Reseller, IBM offers clients end-to-end licensing support - advising on the right licences, optimising cost, and managing renewals. We combine commercial guidance with deep implementation experience to ensure clients purchase only what they need and maximise their Workday investments.

Supporting offerings for HR Technologies

Our HR Technology services are typically supported by offerings for Change Management, HR Transformation and our Digital Adoption/Training services

Organisational change management, transformation and digital adoption services for cloud and AI

- IBM's Organisational Change Management service equips you with scalable, people-centric Change-by-Design for dynamic, strategic and tactical technology-driven transformation of organisation, operational ways-of-working, behaviours and compliance.
- We use agile frameworks, digital tools and AI to define strategy, re-organise, engage, enable and train teams, functions or large-scale public-sector environments for accelerated-adoption and high-performance.

Training, learning and digital adoption services for Cloud and AI

- IBM provides a comprehensive training, learning and digital adoption service designed to support organisations delivering cloud, data and AI-enabled transformation. The service focuses on building workforce capability, enabling effective system adoption and embedding sustainable skills aligned to organisational objectives.
- The service integrates training strategy, skills frameworks, learning design and delivery, Digital Adoption Platforms and AI adoption enablement into a single, coherent offering. It supports upskilling, reskilling and behavioural change across large, complex enterprise environments, including public sector programmes operating at scale.
- The service is repeatable, modular and adaptable, enabling buyers to select components appropriate to their programme maturity, delivery model and organisational context.

Transforming the HR Function in the era of AI

- IBM is a global HR leader delivering comprehensive transformation services across the HR operating model. Leveraging advanced AI 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 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.

