Chapter 6.3

Employee Life-Cycle Process Management Improvement with Web-Enabled Workflow Systems

Leon Welicki
Microsoft, Canada

Javier Piqueres Juan
Systar, Spain

Fernando Llorente Martin
ONO, Spain

Victor de Vega Hernandez
ONO, Spain

ABSTRACT

Employee life-cycle processes management (hiring new employees, changing their conditions, and dismissing them) is a critical task that has a big impact in HR Information Systems. If these processes are not handled correctly the consistency of HR databases is compromised. In many cases (especially in small and mid-size business) these processes are implemented using semi-manual procedures based on unstructured information. In this chapter the authors will present the results of our real-world experience building a Web-enabled workflow system for managing employee life-cycle process instances in the context big Spanish telecommunications company.

INTRODUCTION

Employee life-cycle management is a critical task that affects all companies without regard of their size and business. These processes include hiring new employees, changing working conditions (promotion, demotions, change of cost centre, changes in the compensation package, change of function, change of organizational unit, etc.) and dismissals (end of relationship). In this paper we will present our real-world experience building a web-enabled
workforce system for managing employee life-cycle process instances in a big Spanish telecommunications company. In the first section we will present ONO, our company, in order to set the organizational context. In the second section we will present the problem that we faced and set the requirements for building a tool to solve it. In the third section the web-enabled workforce system is presented, making special focus on the agile approach used to build it and how the previously stated requirements are met. Finally we will offer some conclusions and future lines of work.

**About ONO**

ONO is the leading alternative provider of telecommunications, broadband Internet and pay television services in Spain and the only cable operator with national coverage. ONO offers its services to more than 1.8 million residential cable access and 69,000 business customers as of 31 March 2007, through its own state of the art networks which give direct access to nearly six million homes in franchises that cover the majority of Spain, including the nine largest cities. ONO is the principal competitor to the incumbent telecommunications and pay television operators in Spain. For the first Quarter 2007, ONO generated revenues of €1,608 million and EBITDA of €592 million, on an annualized basis. ONO has several offices all around Spain.

ONO is a young company in constant growth in search of excellence. Throughout its history has demonstrated great management skills and solid growth prospects, backed by a strong global investment in an infrastructure that reaches 6.8 million homes. Table 1 shows chronologically the main highlights that significantly transformed our company.

**BACKGROUND**

In this section, we will present our notion of employee life-cycle process and how it is related

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>The ONO brand was launched in 1998, and was awar</td>
</tr>
</tbody>
</table>
Related Content

Innovative Architecture to Enhance Quality of Service for Laboratory Management Information Systems
www.igi-global.com/chapter/innovative-architecture-to-enhance-quality-of-service-for-laboratory-management-information-systems/137368?camid=4v1a

Semantic Clustering of Web Documents: An Ontology based Approach Using Swarm Intelligence
www.igi-global.com/article/semantic-clustering-web-documents/75122?camid=4v1a

Geo-Multi-Agent System Based Webmapping Approach Using Multiple Representation and Generalisation Driven by Domain Ontology
www.igi-global.com/article/geo-multi-agent-system-based-webmapping-approach-using-multiple-representation-and-generalisation-driven-by-domain-ontology/103166?camid=4v1a

Productivity Evaluation of Self-Adaptive Software Model Driven Architecture
www.igi-global.com/article/productivity-evaluation-self-adaptive-software/65066?camid=4v1a