Chapter 6.3

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

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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

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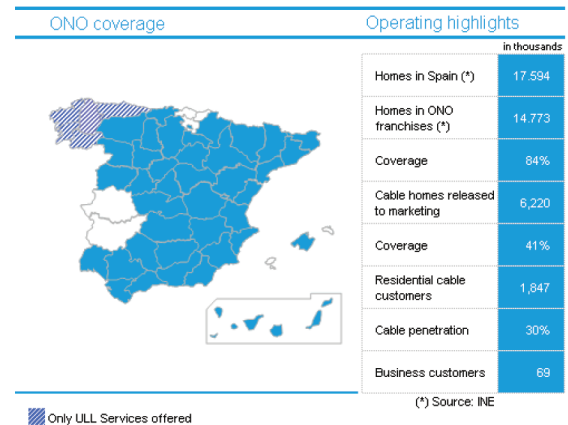
Ono is a young company in constant growth in search of excellence. Throughout its history has demonstrated great management skills and solid growth prospects, backed by a strong global investment in an infrastructure that reaches 6.8 million homes. Table 1 shows chronologically the main highlights that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

BACKGROUND

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

Figure 1. ONO Spanish coverage and operating highlights. ONO offers their services to clients in almost all the national territory, covering more than 17.500 homes in Spain (according the Spanish INE)

Table 1. Company background (chronologically)

Year	Event
1998	The ONO brand was launched in 1998, and was awarded the licenses to provide cable television and telecommunications services in the regions of Valencia, Castellon, Alicante, Murcia, Cadiz, Huelva, Cantabria, Mallorca, and Albacete.
2002	By the end of 2002, ONO was already present in approximately one in every three homes prepared to receive its services.
2003	In 2003, it was awarded the licence to operate in Castilla – La Mancha.
2004	In 2004, it acquired the telecommunications operator Retecal, covering Castilla-Leon.
2005	In November 2005, ONO closed the acquisition of 100% of the telecoms company Auna Tlc, extending its services to the communities of Madrid, Catalonia, Aragon, Andalusia (excluding Cadiz and Huelva, which already belonged to ONO), the Canary Islands, Catalonia, La Rioja, Madrid and Navarra.

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