

---

# CONTENTS

<b>Author Profile</b>	iii
<b>Acknowledgements</b>	iii
<b>Foreword</b>	v
<b>Preface</b>	vii
<b>Chapter 1: The Case for e-HR</b>	1
Executive Summary	1
The Visionary View	2
Trends in e-HR	3
The Pragmatic View	4
Defining a Vision	6
Overview: Guidelines on Paradoxes	8
<b>Case Study: Nokia</b>	11
<b>Chapter 2: Strategic and Business Dimensions of e-HR</b>	19
Executive Summary	19
Introduction	20
Deciding on Strategic Dimensions	21
Case Reports: Strategic Dimensions	23
<i>Case Report: Unisys Corporation – Realizing HR21 through Technology</i>	23
<i>Case Report: BT – e-HR Strategy Team</i>	25
<i>Case Report: Allied Signal – HR’s e-Business STRAP</i>	25
Building an e-HR Agenda	27
Case Reports: Business Dimensions	27
<i>Case Report: Ford Europe – an e-HR Function Evolves</i>	27
<i>Case Report: BOC Group – Investments and Business Effects</i>	28
<i>Case Report: Honeywell International – Helping Managers do their Jobs</i>	30
Setting a Business Case	30
Building an e-HR Agenda	32
Case Reports: Functional Impacts	33
<i>Case Report: Alcatel Telecom Ltd – Drivers and Testing Issues</i>	33
<i>Case Report: Oracle Corporation – HR Paybacks and Profiles</i>	34
<i>Case Report: Smithkline Beecham – A One-Person Role</i>	35
<i>Case Report: Nokia – Concern over Future Roles</i>	35
Reviewing the Functional Impacts	36
Overview: Strategic Guidelines	38
<b>Case Study: BT</b>	40
<b>Chapter 3: Service Delivery Approaches and Models</b>	47
Executive Summary	47
Introduction	48
Rethinking Service Delivery	49
Case Reports: Service Delivery Parameters	51
<i>Case Report: Kraft Foods – Evolution of Self-Service</i>	51
<i>Case Report: Oracle Corporation – B2E Transformation</i>	52

<i>Case Report: Royal Bank of Scotland – Designing a Service Delivery Model</i>	54
Building an e-HR Agenda	55
Case Reports: Service Delivery Models	56
<i>Case Report: Ford Europe – A Global Model</i>	56
<i>Case Report: BP – Putting the ‘My’ into Service Delivery</i>	57
<i>Case Report: Cisco Systems – Employee Life Cycle Management</i>	58
Designing a Service Delivery Model	59
Building an e-HR Agenda	61
Case Reports: Service Centre Developments	61
<i>Case Report: IBM EMEA – European HR Service Centre</i>	62
<i>Case Report: Usinor – Voice-enabled Call Centre</i>	63
<i>Case Report: Bank of Ireland – Shifting to Shared Services</i>	64
Overview: Service Delivery Guidelines	64
<b>Case Study: IBM Europe, Middle East and Africa</b>	66
<b>Chapter 4: Web-enabled HR Processes</b>	73
Executive Summary	73
Introduction	74
e-Enabled HR Process Thinking	75
Case Reports: e-Resourcing and Rewards	77
<i>Case Report: American Express EMEA – Re-engineering Recruitment</i>	78
<i>Case Report: United Biscuits – On-line Graduate Resourcing</i>	79
<i>Case Report: Reliant Energy – Total Rewards Website</i>	81
Building an e-HR Agenda	82
Case Reports: e-Performance and Review	83
<i>Case Report: Alcatel Telecom – Web-enabled Performance Management</i>	83
<i>Case Report: BT – e-Profiles and e-Performance Reviews</i>	84
<i>Case Report: Starwood Hotels and Resorts – On-line 360-degree appraisal</i>	85
Building an e-HR Agenda	86
Case Reports: e-Learning and Training	87
<i>Case Report: Smithkline Beecham – e-Learning Strategy</i>	87
<i>Case Report: Manpower Plc – Web-based Learning</i>	89
<i>Case Report: United Technologies – e-Learning, Management and Tracking</i>	91
New HR Process Expectations	91
Overview: Reviewing e-Process HR	93
<b>Case Study: Ford Europe</b>	95
<b>Case Study: Getty Images Inc</b>	102
<b>Chapter 5: e-Enabled Employment Relationships</b>	109
Executive Summary	109
Introduction	110
Rethinking the Employment Relationship	111
Case Reports: Engaging Employees with e-Tools	113
<i>Case Report: Unisys Corporation – e-Enabling Employees of Choice</i>	113
<i>Case Report: Honeywell International – Leveraging the Relationship</i>	115
<i>Case Report: BP – The Employee Thumbprint</i>	116

Building an e-HR Agenda	117
Case Reports: e-Enabled Communications	118
<i>Case Report: Cisco Systems Inc – The Employee Connection</i>	118
<i>Case Report: Usinor – e-Survey Advantages</i>	119
<i>Case Report: Getty Images – Key Success Factors</i>	119
Building an e-HR Agenda	120
Case Reports: Web-enabled Work Environments	121
<i>Case Report: Post Office Consulting – Virtual Teaming</i>	121
<i>Case Report: Nokia – Personal e-Working</i>	122
<i>Case Report: Scottish Enterprise – Workplace of the Future</i>	123
Building the Employer Brand	124
Overview: Reviewing the Employment Relationship	125
<b>Case Study: Usinor, France</b>	127
<b>Chapter 6: e-HR Third-Party Relationships</b>	135
Executive Summary	135
Introduction	136
Rethinking Outsourcing Relationships	137
Case Reports: Approaches to Outsourcing	139
<i>Case Report: Royal Bank of Scotland – Relationship Evolution</i>	139
<i>Case Report: Annington Homes Ltd – Virtual HR Team</i>	140
<i>Case Report: Getty Images – Using Preferred Outsourcers</i>	142
Building an e-HR Agenda	142
Shifting to Strategic Relationships	143
Case Reports: Contrasting e-HR Relationships	145
<i>Case Report: BT – e-Peopleserve Joint Venture</i>	145
<i>Case Report: Bank of Ireland – Internal Collaboration</i>	146
<i>Case Report: OneClickHR – The ASP Provider</i>	146
Building an e-HR Agenda	148
Managing Third-Party Relationships	149
Overview: Reviewing Third-Party Relationships	151
<b>Case Study: Bank of Ireland</b>	153
<b>Chapter 7: Delivering and Managing e-HR</b>	159
Executive Summary	159
The Upside and Downside of e-HR	160
Implementation Findings	161
Building the e-HR Agenda	162
Impacts of e-HR	164
A Question of Balance	165
<b>Case Study: Booker Tate, UK</b>	168
<b>References</b>	173
<b>Appendix 1: Survey Results</b>	175
<b>Appendix 2: Listings</b>	189
<b>Index</b>	191