

The Essential CIO

Insights from the
Global Chief Information
Officer Study

IBM HRMS

Transforming human resource management

Implemented in
19 countries and
serving
90,000

employees and managers

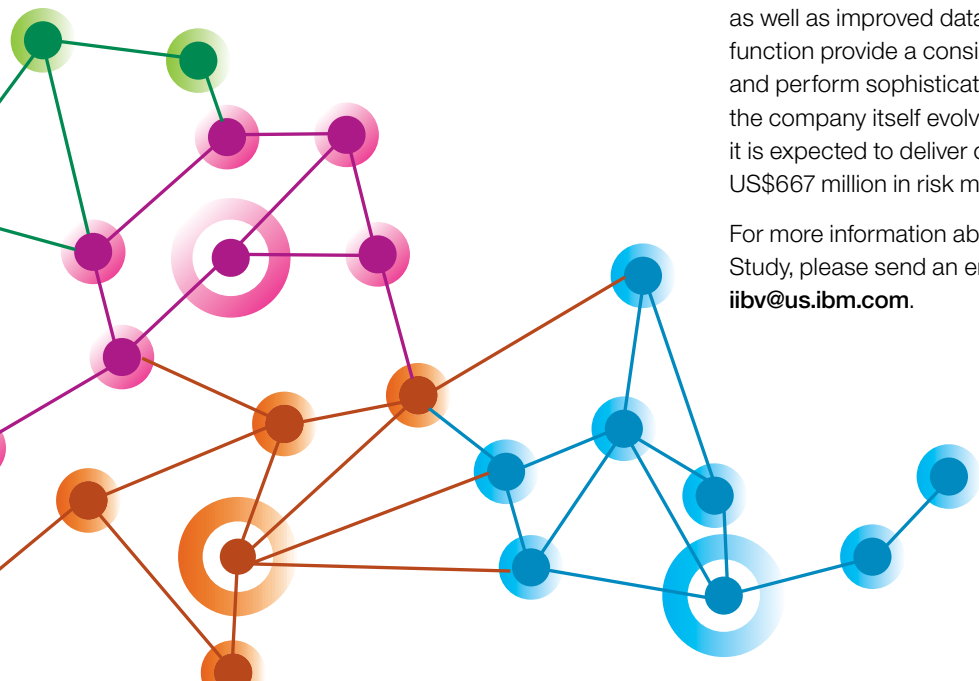
Managing the administrative processes required to track and support employees is a huge task in an organization like IBM, which employs over 400,000 people worldwide. The HR function has to maintain accurate records on every individual; keep such confidential information secure; and ensure that the company pays the salaries and taxes it owes correctly.

IBM's legacy systems were unable to cope with the challenge, as it expanded in the growth markets and transformed itself into a globally integrated enterprise. These systems couldn't be scaled up, so dealing with new employees joining the firm via acquisitions was a complex and cumbersome process.

By 2006, the HR function realized that it needed to upgrade or replace its existing systems. So it embarked on a major program to transform its human capital management with a single, global HR management system (HRMS) and global processes. To date, this new system has been implemented in 19 countries and serving 90,000 IBM employees and managers. It is currently being rolled out in China, Taiwan and Hong Kong.

The new HRMS is much easier to use. It has already reduced the amount of manual work that is required and the number of errors that are made, as well as improved data protection and privacy. It also helps the HR function provide a consistent service in line with industry best practice and perform sophisticated workforce analyses, and HRMS can evolve as the company itself evolves. Once the system is fully implemented in 2017, it is expected to deliver cost savings of about US\$207 million and up to US\$667 million in risk mitigation benefits.

For more information about this case study or the IBM Global CIO Study, please send an email to the IBM Institute for Business Value at iibv@us.ibm.com.





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Route 100
Somers, NY 10589
U.S.A.

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