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Telework – enhancing Saskatchewan’s rural value proposition

Presented by Susan Garms
Director – Canadian Telework Association
Senior Consultant – Telework Solutions
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The Canadian Telework Association and Bell

- The Canadian Telework Association (CTA) is a non-profit telework association dedicated to promoting telework in Canada.
- Bell is Canada's largest communications company. We design services that move, protect and store information for organizations to realize business innovation and growth.



Agenda

1. Telework defined
2. Telework trends
3. Benefits and challenges
4. Case studies
5. Addressing the challenges

Telework defined

- Growing innovative work concept:
 - enables employees to perform their jobs away from the typical workplace contributing to a better work-life balance
- Leveraging information and communication technologies for anytime, anywhere access to the office experience to:
 - connect to the office
 - collaborate with team and business partners
 - compete in the market
- Enhancing the way an organization does business:
 - even during disruptions
 - allowing business to continue

Telework defined



**Sustainability, Mobility, Flexibility and Liveability
enhancing your rural value proposition**

Sustainability



WWF-Canada Report

With Bell's support, WWF-Canada conducted a study to investigate the potential role of the ICT sector in our collective fight against climate change.

The report proposes actions that can be implemented immediately by Canadians, in six key areas.

#1. Build a telework culture – work is an activity, not a place

Mobility

Yesterday: People go 'to' work



Today: Work moves 'with' people



- Office
- Home
- On the road
- Hotel
- Airports
- At client's site
- Satellite centres

- Workforce mobility has increased almost 10% in the past 4 years
- 34% of the workforce spends more than 20% of their time away from their desk
- Approximately 40% of North American enterprise employees now work outside the corporate headquarters
- Canadian workforce spends more than 20% of their time away from their primary place

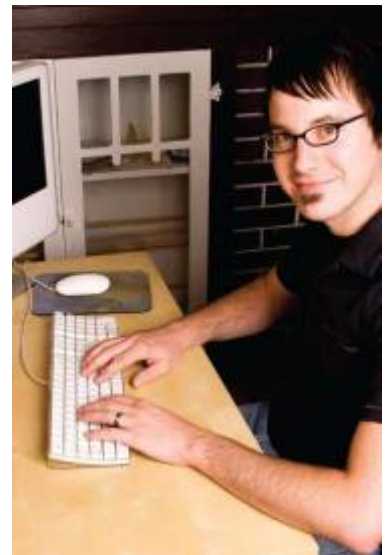
(Yankee group)

Flexibility

- Enables employees to perform their jobs away from the typical workplace contributing to a better work-life balance
- Provides customers with access to 24/7 service
- Puts organizations on the global market
- Widens the resource pool

Liveability

- Encourages rural vitality
- Gives workers greater choice of where to live

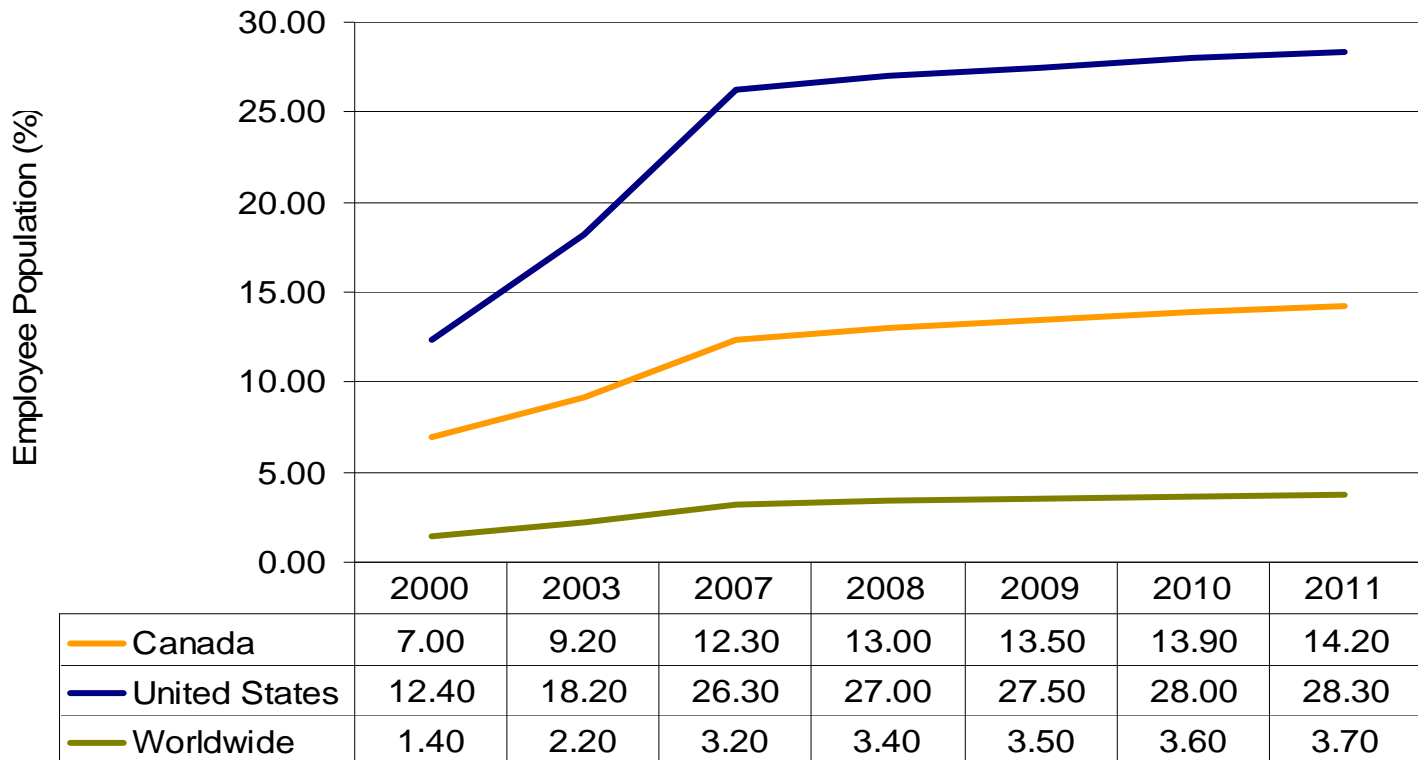


Telework trends in Canada

- Future looks good with growth to exceed worldwide trend by 2011
- Cautious approach to telework
- Canadian legislation for telework currently non-existent
- Increased interest due to pending avian flu pandemic threat and environmental issues

The telework trends – Employed teleworker forecasts

**% penetration
of employee population**



Source: Gartner Dataquest (April 2007)



Telework trends – What teleworkers are thinking

- 43% of Canadians would change jobs to an employer allowing telework.
- 33% of Canadians would prefer telework over a 10% wage increase
- 77% believed that new technology makes working at home more possible

Source: Ekos Research Associates Inc.



The telework trends – People

- Increased skills in remote collaboration – Managers employees and organizations
- Increased comfort with use of networking technology
- Increased end user expectations for convenience
- Increased number of home offices
- Increased number of electronic transactions
 - Tele-banking, on-line purchasing
- Next generation communication tools savvy
- Increased demand for better work-life balance
- Increased demand for work place flexibility
- More concerns for environmental issues

Technical trends

Factors enabling telework



- Increasing high-speed access
- Reducing long distance costs
- Increasing power of laptops
- Increasing portability (reducing sizes) of communication tools, mobile phones, PDAs, laptops
- Leveraging unified communications and collaboration tools for employees and enterprises

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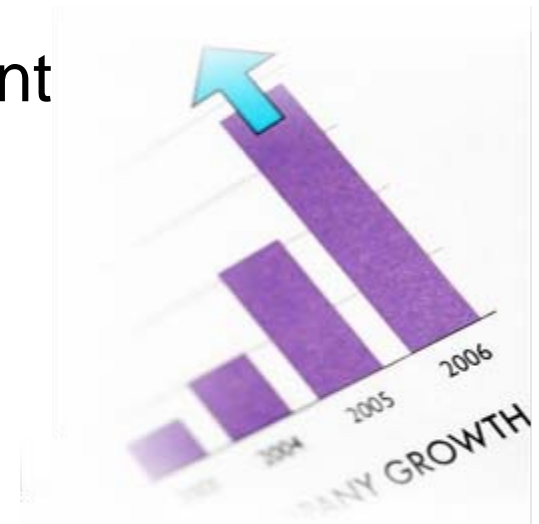
Benefits to employees

- Improved work-life balance
- Less travel time and associated costs
- Increased productivity and efficiency
- More flexibility
- Better time management
- Better focus and less interruptions
- Increased job satisfaction
- Reduced absenteeism and stress



Benefits to companies

- Reduced real estate requirements
- Reduced operating costs
- Increased flexibility managing work schedules
- Expanded access to part-time and disabled workers
- Ability to attract and retain best talent
- Increased employee morale
- Reduced absenteeism
- Increased employee productivity
- Increased enterprise resiliency



Benefits to communities

- Reduced transportation requirements and infrastructure maintenance
- Less pollution and gas emissions
- Improved organizational productivity for greater competitiveness and economic prosperity
- Stimulation of the economy within suburbs and rural communities through telecommuting capabilities
- Improved responsiveness and ability to deal with crisis situations



Potential obstacles & challenges

- Managing remote workers
 - Maintaining effectiveness and efficiency of remote workers
 - Reduced sense of team camaraderie
 - Loneliness and isolation for the remote worker
 - Occupational health and safety responsibilities
 - Threat to corporate culture and management style
 - Resistant to implementing telework
 - Trusting employees working away from the office
- Funding of shared use technologies, tools and infrastructure
 - Policies within corporations to address use (e.g.: workspaces, printers, phones, etc.)
 - Tax implications for individuals and corporations

Potential obstacles & challenges

- Security risks
 - Networks
 - Identity management
 - Mobile and unmanaged (unknown) devices are at a higher risk for threats and other violations
- Lack of equipment or technology
 - Support

You need a clear strategy...

Common errors

- Too much emphasis on technology
- Not enough attention on the human element of change
- Not enough focus on the management styles and organizational impacts
- Not enough attention given to pilot programs

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Case study – Bell Carrier Services

Bell Carrier Services (Bell business unit)

•Objectives:

- Lower real estate costs
- Increase teleworker productivity
- Improve employee satisfaction

•Approach:

- Defined standards and approach
- Established selection criteria and success metrics
- Strong management involvement and support

•Results:

- \$1.1 million in real estate cost saving
- 20% productivity increase
- Overall teleworker satisfaction of 98.3%
- Increased flexibility to manage overtime
- Strong business continuity plan with 45% of the staff teleworking



Case study – Sun Microsystems

Sun's Open Work Platform:

•Objectives:

- Reduce costs of real estate
- Create a more collaborative, global workforce
- Engage with customers more effectively

•Results:

- \$68 million in real-estate savings in last fiscal year
- More than \$300 million in cost avoidance since inception of the program
- 85% of mobile workers say they would recommend Sun to external people
- 56% employees work flexibly under Open Work

•Telework program tools include:

- Policy guide
- Three category choices
- Technology solutions
- Provisioning
- Training
- Open Work training
- Reservation system
- Change-management program

Case study – IBM Canada

IBM Canada Mobility Program:

- Business challenges:

- Cost reduction
- Employees benefits
- Leveraging new technology

- Business results:

- Savings of 3,700 workspaces and 560,000 sq. ft.
- 27% employees are mobile workers under Mobility Program
- 16% employees are mobile workers with no permanent office space

- Telework program tools include:

- Policy guide
- Suitability assessment match for right category of mobility

**Employees can be as much as 50% more productive
when they telework** *John Wetmore, President and CEO of IBM Canada*

Case study – Cisco Systems

Cisco Telecommuting Program:

- **Business challenges:**

- Cost savings
- Employee benefits

- **Business results:**

- 90% of Cisco's worldwide employees telework a portion of their time
- Savings of \$100/month per employee using IP Telephony technology in the home
- Savings of \$187 million in increased employee productivity for 2003
- Participating users gained an average of 30 minutes/day on no commute time
- Investing in productivity tools and mobility solutions have helped save approx. \$20 million / year

- **Telework program tools include:**

- Central management
- Variety of policies including reimbursement of employees for certain costs relating to ISP and equipment

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Addressing the challenges



Key approaches to help enhance your value proposition...

Addressing the challenges – Recommendations

- Establish government legislation and development of policies to promote telework
- Encourage companies to adopt telework practices through tax incentives
- Promote the ecological benefits and long-term financial savings both for the government and its citizens
- Adopt an integrated approach
 - Work policies
 - Bandwidth
 - Technology
 - Managing people
- Provide education to change management attitudes and break down resistance by countering myths about telework
 - Change organizational culture from being in the office to measuring results
 - Shift from an employee approach to an employers understanding of the true business benefits and ROI of telework programs
- Act as a role model

Addressing the challenges – planning

Important considerations...

Telework continues to grow as a workplace practice. However, many organizations fail to adopt management practices, processes and infrastructure to **yield maximum results from the strategy**. Understanding the stages of maturity provides a road map toward telework effectiveness.

- Source: Gartner – telework maturity model defines the stages of toward telework effectiveness – 31 Jan. 2006

Questions?

« Telework:
A winning business
strategy supporting
many initiatives »



Thank you

Resources:

- Full WWF Report and Executive Summary: bce.ca/responsibility or wwf.ca/hitech_lowcarbon for detailed methodology
- Smart Meeting Guide: http://www.conferencing.bell.ca/data/en/pdf/Eng_final_Smart_Meeting_Guide.pdf
- Greenhouse Gas Calculator: http://www.services-bell.com/cal_co2/en/

Susan Garms
Telework Consultant
susan.garms@bell.ca



Back-up slides



Understanding common users requirements

Policies and procedures

Mobility in and out of office

Always “on” access to applications

Multiple ways to connect

Connectivity: wireless, 1X, EVDO, Internet Wireline – IP/DSP

Secure remote access

Collaboration tools across network and across devices

IP telephony

Web-based applications

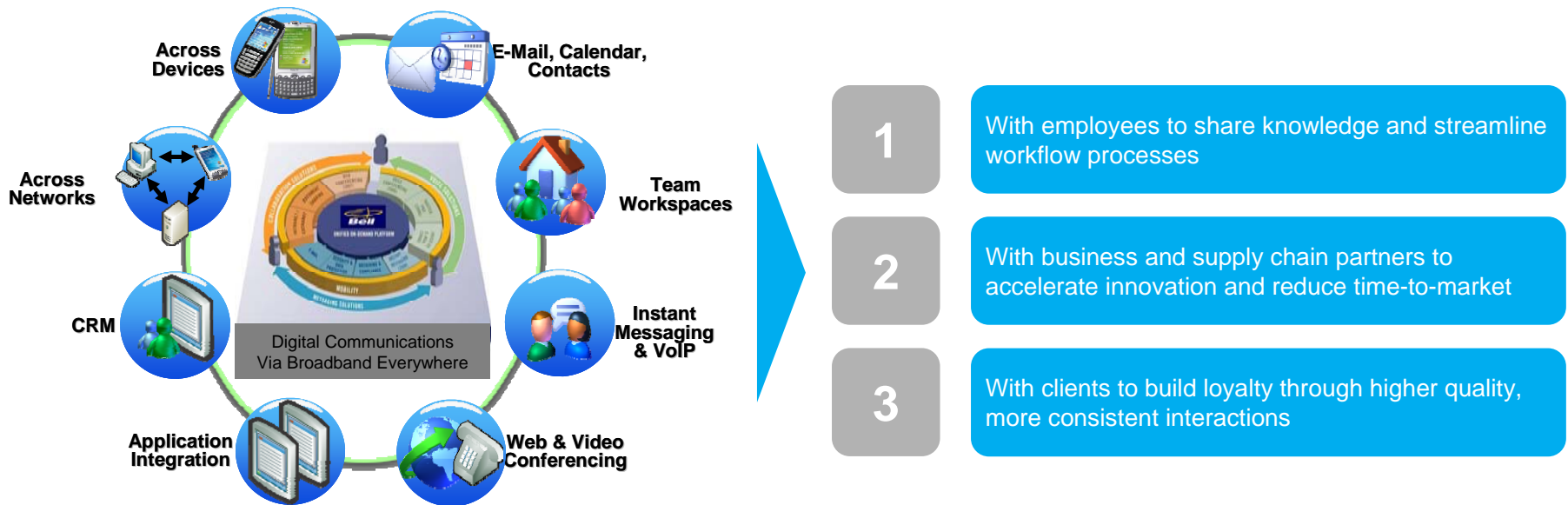
Hardware and application layer to support the enterprise model

Integrated security

Technologies facilitates the telework workplace

Collaboration defined

Collaboration is about the way people interact and work to achieve results



Collaboration takes place....

....in **real-time** through direct interaction (discussions, virtual meetings, etc.)

....**asynchronously** through information and document sharing

and **makes virtual teams a reality**

