

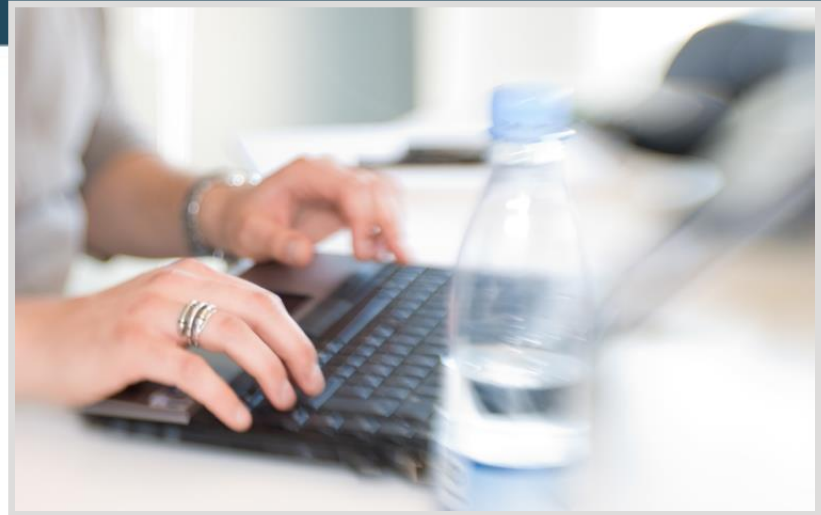


# **MAKING WORK-AT-HOME WORK FOR YOUR COMPANY: PART 2**

**JACOBSON**

# AGENDA

- IMPLEMENTING WORK-AT-HOME
- MANAGING YOUR PROGRAM
- RESOLVING COMMON ISSUES
- QUESTIONS



# IN REVIEW

## THE BUSINESS CASE FOR WORK-AT-HOME:

- Saves money
- Increases productivity
- Results in higher morale and job satisfaction
- Lowers employee stress and turnover
- Reduces absenteeism
- Allows for flexibility of work schedule

**79%**

**OF PEOPLE WOULD WORK  
FROM HOME IF THEY COULD**

# IMPLEMENTATING WORK-AT-HOME



# GETTING STARTED

FIRST, YOU'LL NEED TO DETERMINE:



- What business process your work-at-home program will address
- What applications need to be mobilized and how you will set them up
- How you will measure success

# WORKSPACE CONDITIONS



TO BE CONSIDERED FOR WORK-AT-HOME, THE EMPLOYEE'S WORKSPACE MUST INCLUDE:

- Adequate work area (separate from rest of home, minimal distractions, door to the office)
- Appropriate furniture (desk, chair)
- Good lighting
- Sufficient electrical outlets

# EMPLOYEE WORKSPACE SET UP

	Is it needed?		Who provides it?	
	Yes	No	Organization	Employee
<b>Telephone and service equipment</b>				
Separate phone line				
VoIP				
Call forwarding				
Answering service				
Phone: Desk, Cell, PDA				
<b>Hardware, software, web services</b>				
Computer				
Printer				
Fax				
Scanner				
Web cam				
Web-based access to server				
Audio/visual conferencing capability				
Software licenses				
<b>Other</b>				
Office furniture				
Office supplies				

“ The cost to set up an employee’s home office can be as much as \$1,500, but is often less than \$1,000. ”

# SECURITY CONSIDERATIONS

## 1. Authentication

- Require passwords with a high-difficulty level.
- Set passwords to change often.

## 2. Data transmission

- Achieve secure data transmission through an encrypted Virtual Private Network (VPN).
- Ensure that all data is encrypted and no outside party can decipher it.

## 3. Workspace security

- Train employees on proper procedures for locking computer when leaving workspace.
- Require employees to work from home only on the secure server, no public HotSpots.

# TECHNOLOGY SET-UP

## DATA CONNECTIVITY SCENARIO 1

*Employee uses home computer with remote desktop or Citrix:*

- A secure connection to the server is provided by remote desktop access or a program such as Citrix.
- Minimum system requirements for home computer include:
  - Windows XP or higher
  - At least 100Mb of free space
  - At least 1Gb of RAM memory
  - High speed wired internet connection of at least 512Kbps
  - Virus protection software

# TECHNOLOGY SET-UP

## DATA CONNECTIVITY SCENARIO **2**

### *Employee uses home computer with VPN:*

- Connection to server is through a secure VPN with firewall.
- Minimum system requirements for home computer include:
  - Windows XP or higher
  - At least 300Mb of free space
  - At least 2Gb of RAM memory
  - MS Office 2003 or higher
  - High speed wired internet connection of at least 5Mbps
  - Virus protection software

# TECHNOLOGY SET-UP

## DATA CONNECTIVITY SCENARIO 3

*Employee is provided with company-owned laptop:*

- Connection to server is through a secure VPN with firewall, remote desktop or Citrix.
- Laptop is configured to adhere to HIPAA or other regulations.
- Minimum connectivity requirements:
  - High speed wired internet connection of at least 512Kbps (Remote desktop or Citrix)
  - High speed wired internet connection of at least 5Mbps (VPN)

# TECHNOLOGY SET UP

## VOICE CONNECTIVITY SCENARIO

# 1

*Ideal for small call volume (minimal features required):*

- Utilize employee's home phone line.
- Provide phone (with required features), headset and voice mail.

## VOICE CONNECTIVITY SCENARIO

# 2

*Ideal for large call volume (call forwarding, conferencing required):*

- Install a VOIP unit on the home network with a local phone number; this option allows for call reports including outbound calls and call duration.

# TECHNOLOGY TESTING PRIOR TO GOING LIVE

To ensure adequate response time and quality of communications, the following testing should be performed:

- Browser type
- Upload speed
- Download speed
- Computer configuration (OS type, memory and available space)



# MANAGING YOUR PROGRAM



# AN EFFECTIVE WORK-AT-HOME MANAGER...

**1** OUT  
OF **5**

**ADULT WORKERS IN  
THE U.S.  
TELECOMMUTES FOR  
NORMAL BUSINESS  
ACTIVITIES**

- Manages with agreed-upon standards and deadlines
- Invests time to establish a trusting relationship with the WAH employee
- Understands how to employ a virtual management style without being too “hands-off”

# MANAGEMENT STYLE

TELECOMMUTING MANAGERS SEE THE BEST RESULTS WHEN ADOPTING A UNIFORM, ROUTINE MANAGEMENT STYLE.

- Plan regular meetings well in advance and don't stray from schedule.
- Provide constructive feedback regularly with both positive and negative feedback as an ongoing part of management.
- Conduct regular group trainings through webinars, Skype discussions and video conferencing.
- Stress that everyone is an equal part of the team by ensuring equal work flow (on-site employees should have the same workload) and equal performance review metrics.

# PRODUCTIVITY METRICS

**Measure off-site  
employee  
production with  
the same tools  
as on-site  
employees**

**CUSTOMER SATISFACTION:** Are internal and external customers satisfied with work-at-home performance?

**CALL ACTIVITY:** Is work-at-home employee practicing effective time management?

**DATA LOGS:** How much work is the employee completing hourly? Monthly? Yearly? Use your current QA reporting tools to measure production.

# QUALITY METRICS

IN A STUDY OF EMPLOYEES AT  
CISCO SYSTEMS, INC

**67%**

SAID THE OVERALL QUALITY OF  
THEIR WORK IMPROVED AFTER  
SWITCHING TO TELECOMMUTING.

## ESTABLISH A QUALITY ASSURANCE PROGRAM THROUGH TRAINING AND AUDITING

- Call monitoring: Utilize VoIP technology to listen to the data stream in calls during training and auditing intervals.
- Screen sharing: Use GoToMeeting, MS NetMeeting or other software for screen sharing and desktop control. Subscriptions to these types of tools start at around \$50 per month.

# ROI METRICS

## Investments

**Start-up cost**

**Annual expenses**

**Employee wages**

**Training, continuing education**

## Benefits

**Reduced absenteeism**

**Savings in real estate, utility, office costs**

**Reduced cost of turnover**

**Increased productivity and quality**



**Actual Production**

# ROI METRICS BROKEN DOWN

**REDUCED ABSENTEEISM:** Businesses lose approximately \$789 in payroll per year to emergency time off. 63 percent of that cost can be saved when employees are able to work from home.

**REAL ESTATE SAVINGS:** Through office space consolidation, lowered utilities, and insurance and maintenance costs, estimated savings are \$5,000 per year, per telecommuter.

**Check if your state offers tax incentives for reducing auto pollution and energy waste by employing telecommuters**

# ROI METRICS BROKEN DOWN

**INCREASED PRODUCTIVITY:** More than two thirds of employers report increased productivity among their telecommuters.

**REDUCED COST OF TURNOVER:** Losing a valued employee can cost an employer \$10,000 to \$30,000. 46 percent of companies that allow telecommuting say it has reduced attrition costs.

**Businesses  
lose \$600  
million per  
year to  
workplace  
distractions**

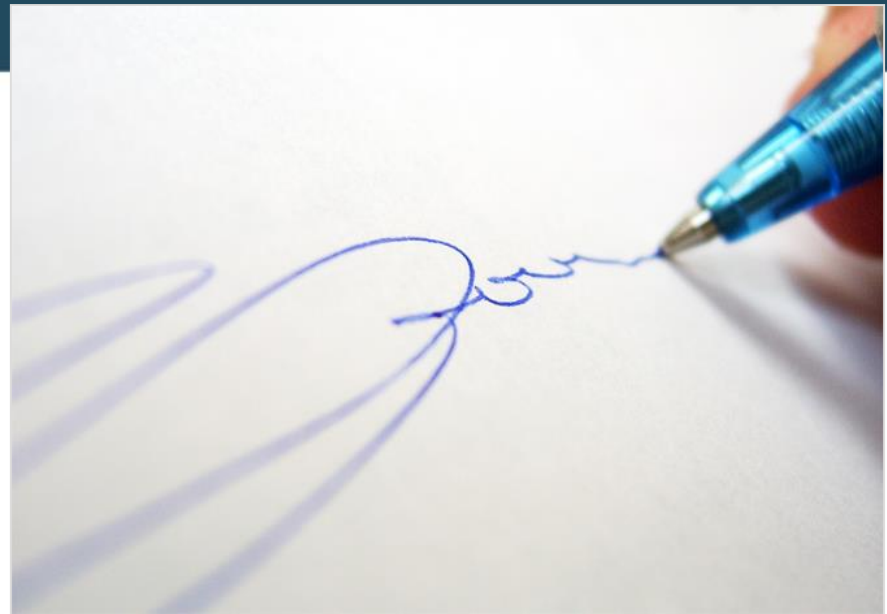
# WORK-AT-HOME COST REDUCTION

In a study by the Telework Coalition, organizations that reduced their real estate portfolio through work-at-home programs reported an average annual cost savings of \$3,000 to \$10,000 per employee.

One organization reported a drop in attrition from 30 percent to 10 percent, effectively cutting recruiting and retention costs.

That same organization reduced salary costs by 10 percent for employees hired directly into the telecommuting program.

# Resolving Common Issues



# TROUBLESHOOTING

“

WILL MANAGING REMOTE EMPLOYEES REQUIRE MORE TIME AND ENERGY FOR THE SUPERVISOR? ”

Not necessarily. A 1997 survey by Lundegaard found that managers often find they have more time for their own tasks when less direct supervision is required. This is in part because communication between work-at-home employees and supervisors is of better quality.

# TROUBLESHOOTING

“

HOW DO I KEEP MY WORK-AT-HOME EMPLOYEES  
MOTIVATED AND PRODUCTIVITY LEVELS HIGH? ”

- Include remote employees in all available incentive programs. If none exist, consider creating a performance-based reward system for all employees to reward top performers.
- Offer a career development plans to keep employees invested in their position.

# TROUBLESHOOTING

“WHAT IF OUR COMPANY EQUIPMENT IS DAMAGED WHILE IN POSSESSION OF A WORK-AT-HOME EMPLOYEE?”

- Establish transparent procedures to be followed if any equipment is damaged or lost.
- Consider insuring expensive equipment.
- Only provide equipment that is necessary to get the job done. Can employees use their own home computers or phone lines, etc.?

# TROUBLESHOOTING

“MY TELEWORKERS FEEL ISOLATED. HOW DO I MAKE MY REMOTE EMPLOYEES FEEL LIKE PART OF THE TEAM?”

- Schedule on-site visits.
- If they are missing an on-site lunch meeting, conference them in and send them a gift card for lunch.
- Ensure that a supervisor is accessible to them.

# TROUBLESHOOTING

“ HOW DOES THE ONBOARDING PROCESS DIFFER FOR A WORK-AT-HOME EMPLOYEE? ”

- Conduct initial training on premise. Keep corporate values training consistent.
- Allow the new employee to integrate with the entire team. Initiate a team lunch, so the employee can get to know the co-workers they will work with remotely.
- Conduct a thorough technology training, including proper handling of confidential information.

# QUESTIONS

THANK YOU  
FOR ATTENDING  
TODAY'S WEBINAR