



# The Good, The Bad and the Ugly of **TELEWORKING**

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**What to avoid and how  
to make it work for you.**





**The goal of today's webinar is to explore the benefits of teleworking and best practices for implementing virtual workplace solutions.**



# Panelists



**Brent Mooney**  
Senior Vice President and  
Chief Operating Officer



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Director, Human Resources



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Director, Strategic Planning





# Why Allstream First Began Considering A Teleworking Program



## **Business Considerations:**

- **Business continuity**
  - Mitigate risk caused by impeded physical access to critical work locations
- **Economic interests**
  - Manage costs associated with real estate, corporate travel, and communications
- **Work/Life balance**
  - Offer employees an opportunity to work remotely



## Other Key Considerations:

- **Develop a workplace that is attractive to the future workforce**
  - **Flexibility around how and when work is done**
  - **Ability to work in a virtual environment**
  - **Environmental, time and flexibility considerations associated with physical office commutes**
- **Lead business transformation to gain competitive advantage**





# How Allstream's Teleworking Vision Became Reality – Initial Steps



## Initial Steps

- **Developed business case**
  - Assessed Pros and Cons, Opportunity and Costs
  - Realized early on that technology was the enabler not the program driver
- **Assembled cross-enterprise team led by Human Resources**
- **Assigned dedicated Program Manager**



## Creating a Team, Moving Forward

- **Assembled Steering Committee**
- **Defined goals of the project and designed the plan**
- **Identified key issues from representative departments that needed to be addressed:**
  - **Human Resources**
  - **IT and Network**
  - **Legal**
  - **Facilities**
  - **Finance**



## Creating a Team, Moving Forward

- **Had champion at executive level**
- **Communicated with and ensured employees were kept informed throughout the process:**
  - **Set expectations**
  - **Managed change**
  - **Defined the culture**





# Teleworking Implementation – Building Blocks





## Core Components

- **Started with a pilot project of 50 participants**
- **Solution model:**
  - security and network infrastructure
  - mobility tools
  - collaboration and social networking applications
- **Phased approach to deployment**





# Teleworking – Tools In Practice





## Teleworking Tools Deployed

Collaboration and Social Networking	Presence	Instant Messaging	Shared Workspaces	Enterprise Search	Personal portals
	Video conferencing	Web conferencing	Audio conferencing	Social Networking	Blogs Wikis
Mobility	Hot-desking	Unified messaging	Mobile extension	Mobile clients	Fixed-mobile convergence
Infrastructure and Security	Network connectivity	VoIP	Security	Storage	Network and apps management



# Key Elements Of Allstream's Virtual Workplace Solution





## Phased Roll-out

### Phase 1

- Enhanced VPN for security
- VoIP at home
- Hot-desk at office
- One-number Find-me service
- Voice conferencing
- Web-conferencing
- Unified Messaging

### Phase 2

- Presence and IM collaboration tools
- WAN quality of service
- Computer hardware

### Phase 3

- Voice and collaboration integration
- Hotelling facilities upgrades
- Satellite offices

**Training:** how to use tools and how to manage in remote environment



# Converging Disparate Elements Into A Strong Business Case For Teleworking



## Business Case

- **Building occupancy study showed significant number of office employees working remotely informally**
- **Staff surveys indicated desire for greater work/life balance**
- **Combination of anticipated productivity enhancements, employee engagement and cost reduction provided a strong case**



## **Business Case**

- **Anticipated \$1 million savings per floor in real estate**
- **Balanced savings against implementation costs**
  - **One-time set up cost (e.g. laptop, VoIP phone)**
  - **Ongoing costs (e.g. reimbursement of employee's internet connection fees)**





# Have ROI Projections Been Justified?





## ROI Realized

- **Saved a \$1 million per floor in real estate**
- **Saved 550 tonnes of greenhouse emissions**
- **Improved employee work/life balance**
- **Significantly strengthened business continuity plan**





# Virtual Workplace Implementation Learnings



## Learnings

- **Ensure program is voluntary**
- **Allow flexibility – provide employees opportunity to choose between teleworking, desk sharing and hotelling**
- **Obtain middle management buy-in and help them understand benefits**
- **Provide training to show how tools improve collaboration and productivity**



## **Learnings**

- **Address managers' fear of losing connection and control over staff**
- **Offering training on how to manage by results and how to set up clear objectives**
- **Help managers understand how virtual workplace programs align with and contribute to company objectives**
- **Address concerns about teleworking creating a longer work day**





# Potential Roadblocks and Challenges



## Potential Roadblocks and Challenges

- **Failure to make a business case**
- **Management acceptance**
- **HR policies and getting clarity on many issues, e.g.**
  - **Health and Safety**
  - **Teleworking agreement**
  - **Changes in the relationship between managers and employees**
- **Managers' ability to manage by results**



## Potential Roadblocks and Challenges

- **Maintaining collaborative and team environment**
- **Ability to provide the right collaboration tools and centralize access for required information**
- **Scheduling and logistics issues, reservation of on-site workspaces**





# Final Thoughts



## Final Thoughts

- **Organizations are thinking about ways to:**
  - Improve productivity
  - Remove costs
  - Motivate staff
- **Allstream achieved its goals and we can help other organizations to do the same**
- **In today's economy teleworking can be a powerful competitive advantage**
- **Win-win-win all the way around!**



## Final Thoughts

- **Virtual Workplace programs help attract top talent**
- **Provide capability to hire globally and nationally**
- **Stay ahead of the curve by differentiating yourself**
- **The importance of attracting new generation workers that will want the flexibility that teleworking offers**





**Allstream's story  
proves the power of  
teleworking – when  
backed up with the  
right processes.**

