

Telework at AT&T

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*Opinions and views expressed may or may not necessarily be
the views of AT&T.*



Telework at AT&T

- Overview of AT&T
- My telework roles
- Telework at AT&T and the triple bottom line
- Managing the teleworker
- Conclusions and lessons
- Things to think about



Overview of AT&T

- A premier telecom firm in the U.S, and the largest cable company
- Over 100,000 employees in more than 2000 staffed locations
- Undergoing a major technological shift
- Extremely rapidly moving, diverse, complex environment



My Telework Roles

- Teleworker
 - Since 1994
 - Promoted twice since telework arrangement
- Manage teleworkers
 - Managed remote employees for majority of work life
- Remote from my support manager
- Am not a human resource expert



Telework at AT&T: Overview

- Decade-long history
- Estimated \$150M in business benefit
- Multiple organizations involved:
 - Property Management; ITS; Security; Human Resources; Purchasing; EH&S; Line Management; etc.
- Internal and external research support
- Employees don't seem to require formal *telework* training - need 'Mgmt 101 for the 21st Century' training



Telework at AT&T: History

- 1989-90: First AT&T Telecommuting Trial Programs (L.A. and Phoenix)
- 1991-92: Policy and Agreement adopted; cross-organizational team built
- 1993-94: Communications / training; yearly Employee Telework Day begins
- 1995-1997: Co-Founder of Telecommute America Week; updated AT&T Corporate Telework Policy; continued progress
- 1997-2000:
 - Multiple pilot programs and summits
 - Groundbreaking research with ITAC
 - AT&T Telework Webguide (www.att.com/telework)
 - *Development of telework as a 'Triple Bottom Line' initiative*
- 2001 to Present: Updating policy



Telework at AT&T: 2000 Employee Telework Participation

- 27% of managers once a week or more
- 56% of managers once a month or more
- 11% full time virtual office
- Consistent rise from 1992 to 1998, plateau in 1999, a rise in 2000
 - Technology was the reason for the plateau... and the solution
 - Remote communications technology to make location irrelevant
 - Substitute for face-to-face communication



Telework and the Triple Bottom Line

- The “Triple Bottom Line” is an approach to sustainability: meeting the needs of today without compromising the needs of future generations
- The triple bottom line adds to the traditional bottom line:
 - Business performance
 - Environmental performance
 - Social performance
- Telework seems to be positive on all three axes of the triple bottom line
- It may be an important part of a sustainable future



• Telework at AT&T & the Triple Bottom Line: • 2000 AT&T Employee Results

- **Employees (Social):**
 - 84% say balancing work and family is a major advantage
 - 70% are more satisfied with job
 - 77% say personal and family life has improved
 - 78% say telework shows the company cares about them



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- **Business (Economic):**
 - Teleworkers report one hour additional productive time per eight-hour day
 - Teleworker hours are more productive; a virtual office person is more likely to be rated in the highest performance category than the universe as a whole
 - 67% of teleworkers receiving job offers cited AT&T's telework arrangements as a significant factor in their decision to stay with the company
 - Projected savings: \$100M in productivity; \$18M from reduced turnover; 25M in real estate costs



• Telework at AT&T & the Triple Bottom Line: • 2000 AT&T Employee Results

- **Communities (Environmental):**
 - AT&T teleworkers
 - Avoided driving 110 million miles
 - Prevented from being emitted
 - 48,000 tons of CO₂
 - 600 tons of CO
 - 240 tons of NO



Managing the Teleworker

- Manage the same way you manage a non-teleworker
 - May use different skills to communicate
 - Never had to really develop these skills in the past
 - Don't necessarily have to listen if you are face-to-face – could be biased based on physical expressions and body language
 - Don't listen, you don't see
 - Don't see, you don't hear



Managing the Teleworker

- Manage the same way you manage a non-teleworker
 - May require you to pay more attention
 - Look for words
 - Listen for tones
 - Look for results more frequently



Managing the Teleworker: The Basics

- Plan
 - Need to know what your job is
- Contribute
 - Need to understand how your job contributes to the big picture
- Satisfy
 - Need to know how well you are doing
- Recognition
 - Need to know that your work does matter
- Growth
 - Need to know that you are valued



Managing the Teleworker: The Plan

- Job definition
 - What am I responsible for?
 - Have you ever asked your direct reports?
 - Did the answers agree with your preconceived answer?



Managing the Teleworker: The Contribution

- Does your job actually contribute to the larger organization's mission?
 - Why is your job needed?
 - How does what you do make a difference?



Managing the Teleworker: The Satisfaction

- Define goals / objectives
 - What am I going to do in order to contribute?
 - What - tactics
 - How did I do it?
 - How - behaviors



Managing the Teleworker: The Reward

- Recognize good (and bad) work
 - Talk it out
 - Sometimes attention is the biggest reward
 - Poor performance may be due to:
 - Poor job match
 - No growth opportunities
 - Lack of attention
 - Competition in personal life



Managing the Teleworker: The Growth

- Focus on what makes an employee tick
- Invest in an employee
- Ask employee to invest in him / herself



Conclusions and Lessons: Critical Mass

- Very first teleworker had a very lonely and difficult time
- Communication channels and organizational norms shift, telework becomes much easier and productive
- Critical mass of teleworkers must be in place to ensure a sustainable program
- Like internet users, each new teleworker receives more benefit than the one before



Conclusions and Lessons: Critical Mass

As participation increases, problems decrease

	<u>1999</u>	<u>2000</u>
Participation:	49%	56%
Major Problems:		
• Reduced visibility	27%	16%
• Loss of camaraderie	28%	15%
• Isolation	23%	15%
• Loneliness	13%	7%



Telework at AT&T: Things to Think About

- Does telework simply force managers to do what they should already be doing?
- May have to develop new and / or refine old skills
 - See with your ears and hear with your eyes!
- Will telework redefine the *manager*?
 - Can you be a functional manager and a people manager?
- Can you really treat everyone *equally*?



Telework at AT&T

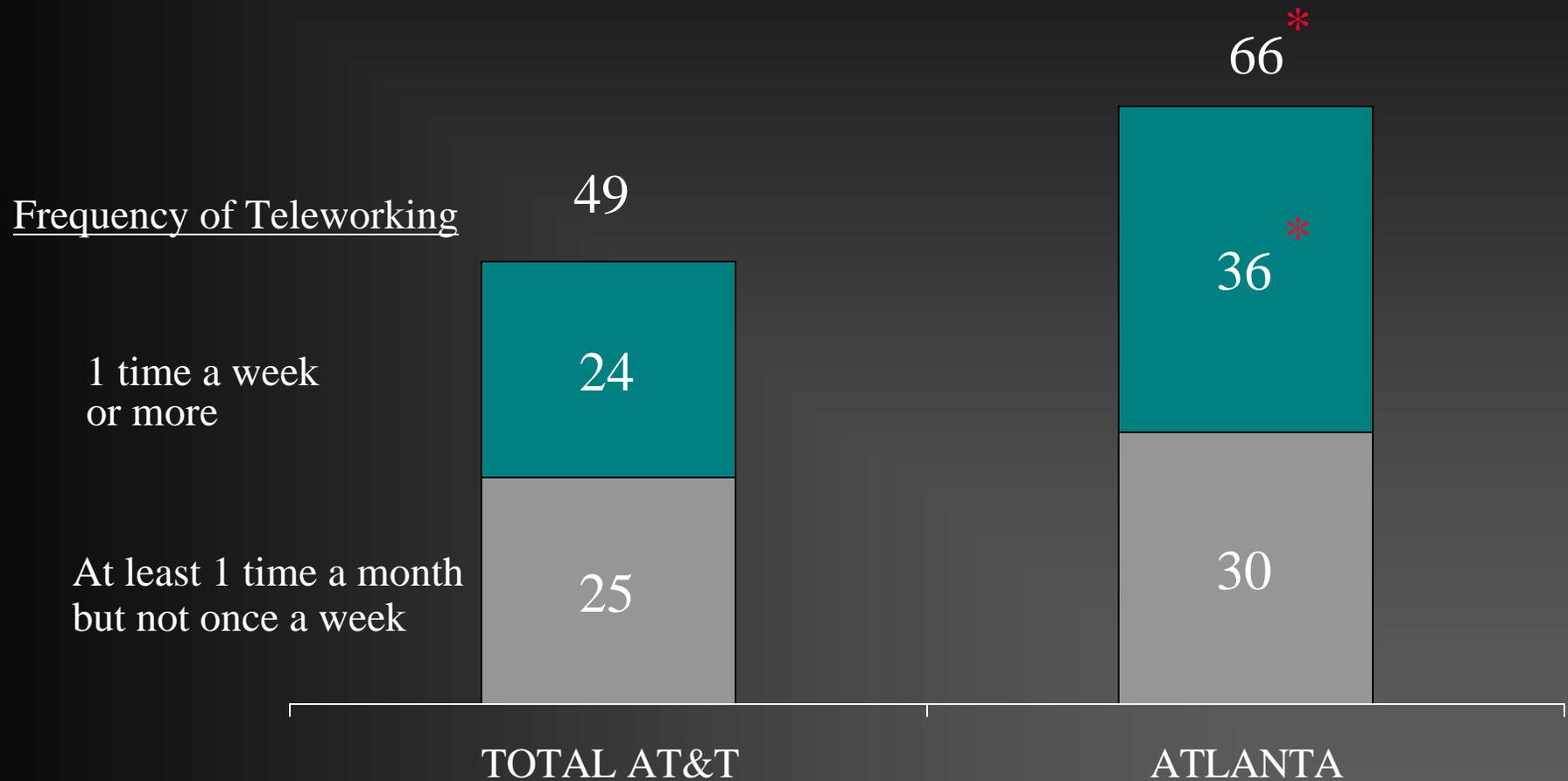
Thank you!

www.att.com/telework



www.att.com/telework

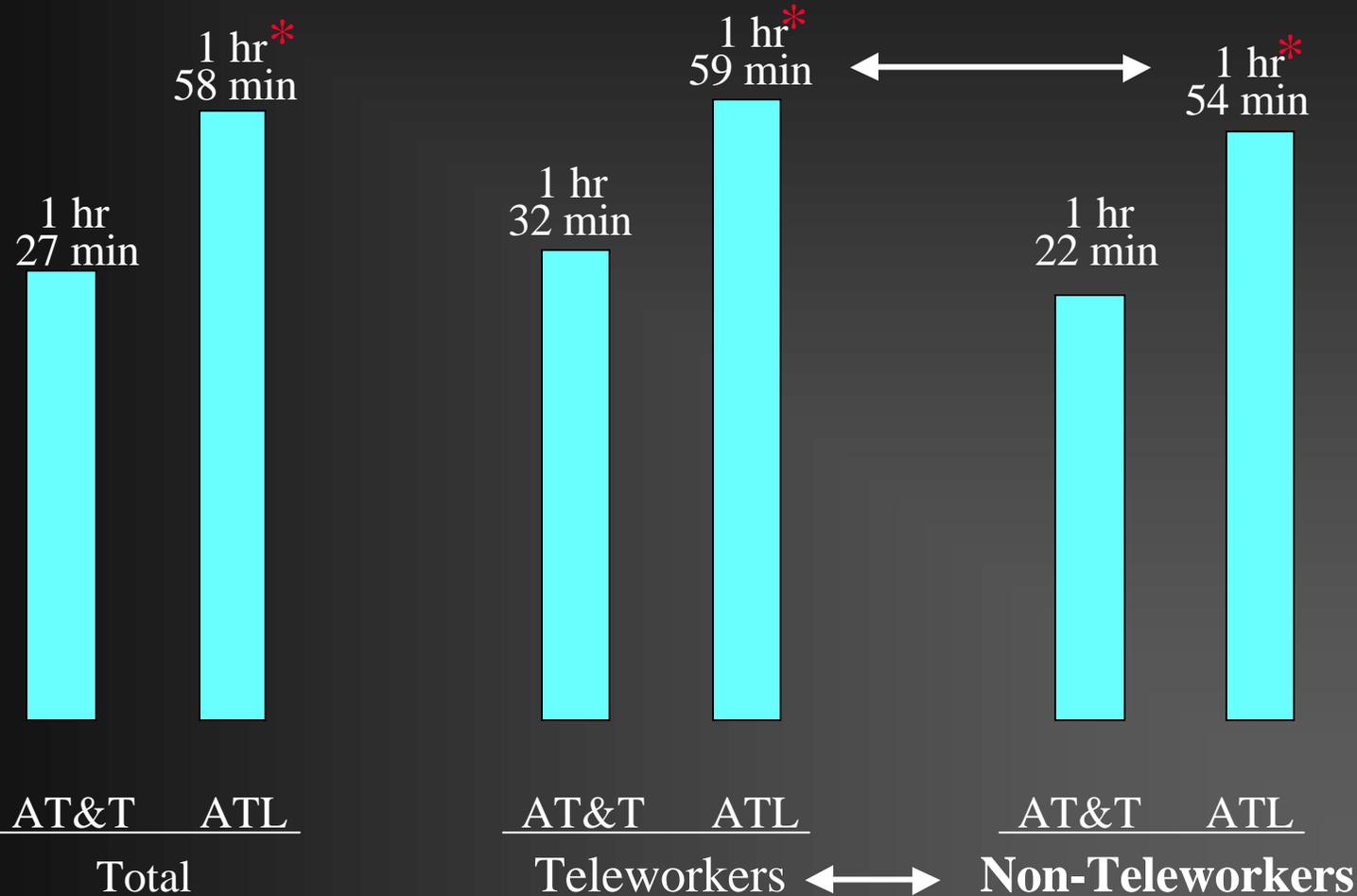
Frequency: All AT&T vs Atlanta



* =Significantly higher/lower than Total, at least at the 95% Level of Confidence



Commute Time: All AT&T vs Atlanta



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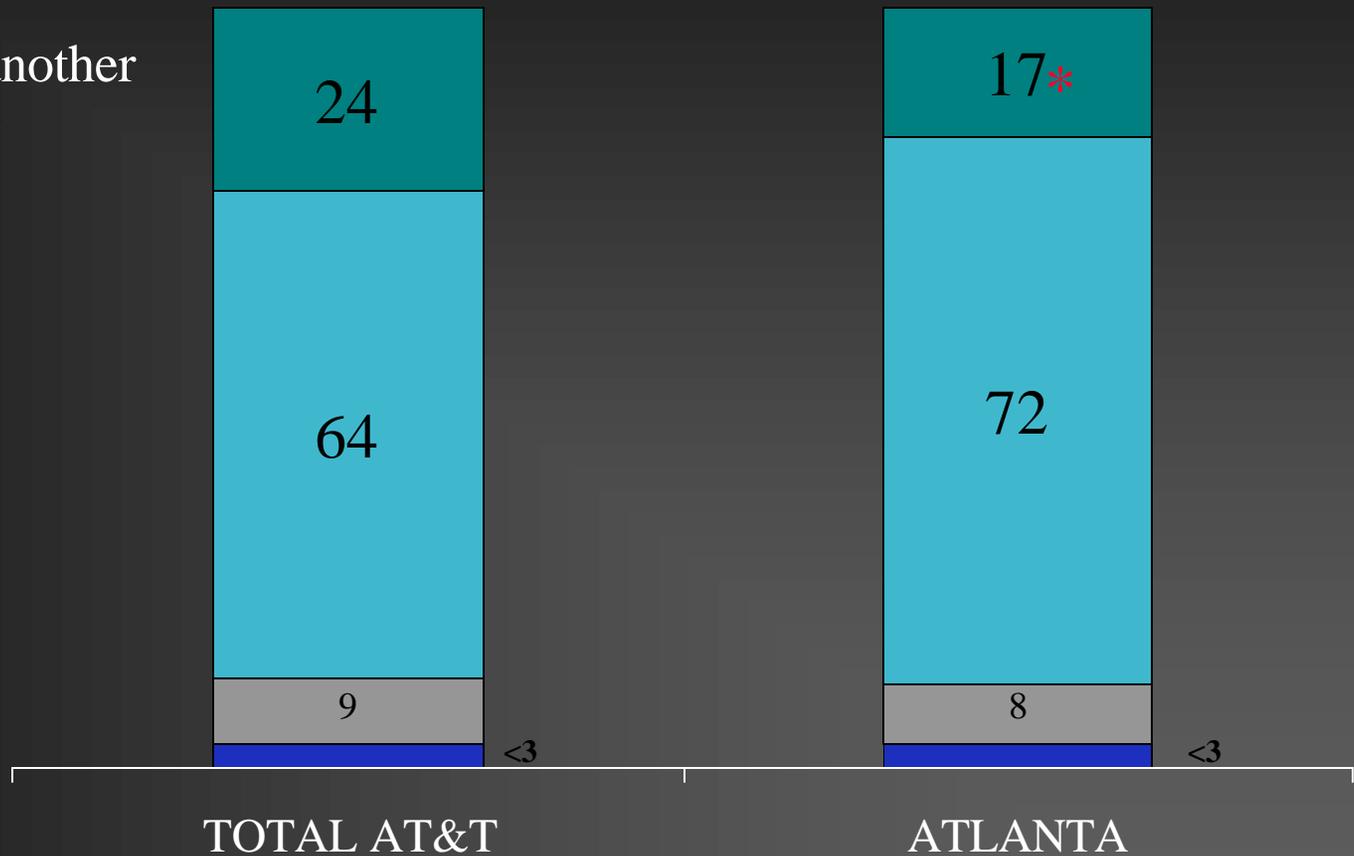
Quit or Go Back to Office: All AT&T vs Atlanta

% saying would:

Quit or look for another
work at home job

Go back to office

Do something else
Don't know



* =Significantly higher/lower than Total, at least at the 95% Level of Confidence

Productivity: All AT&T vs Atlanta

% saying productivity is:

Higher than in office

68

77*

Same as in office

26

20

Lower than in office

6

3>

TOTAL AT&T

ATLANTA

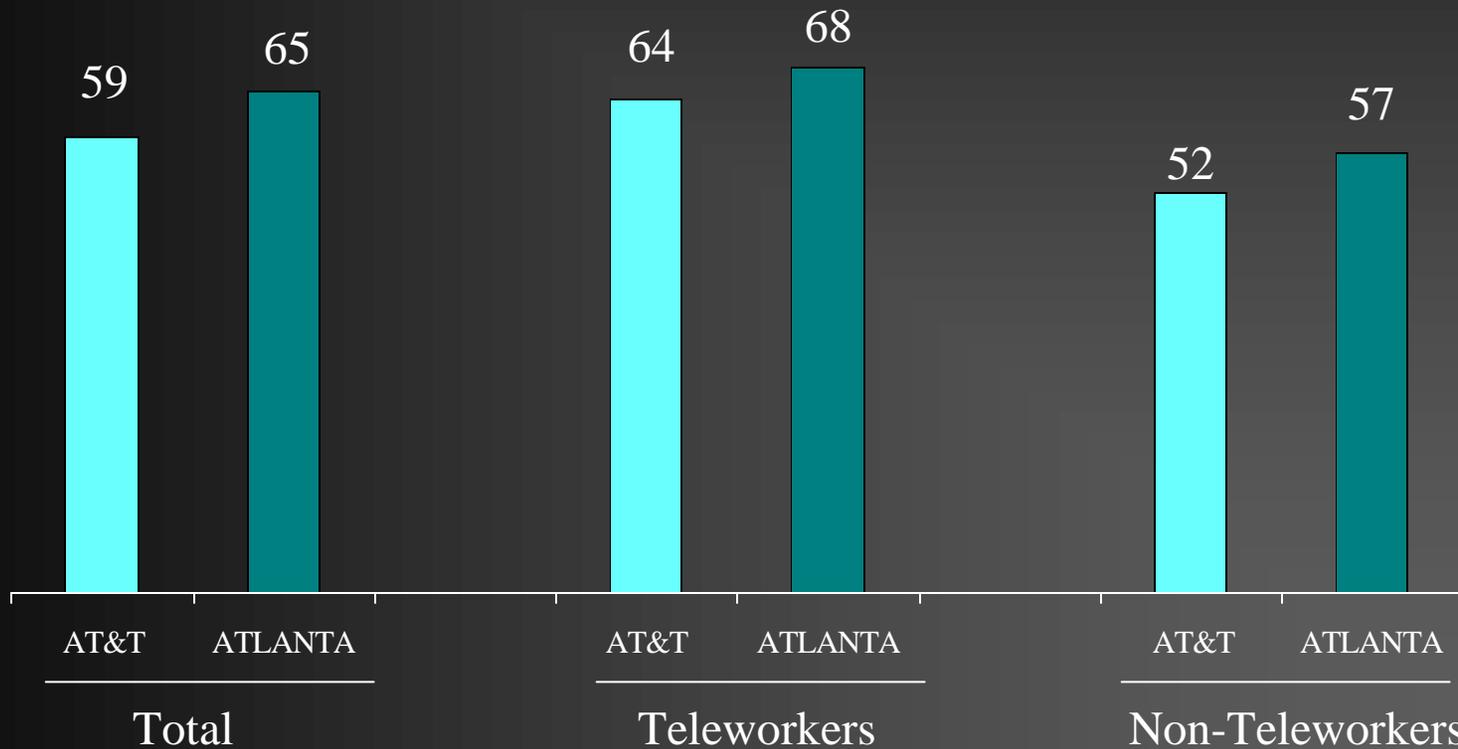


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www.att.com/telework

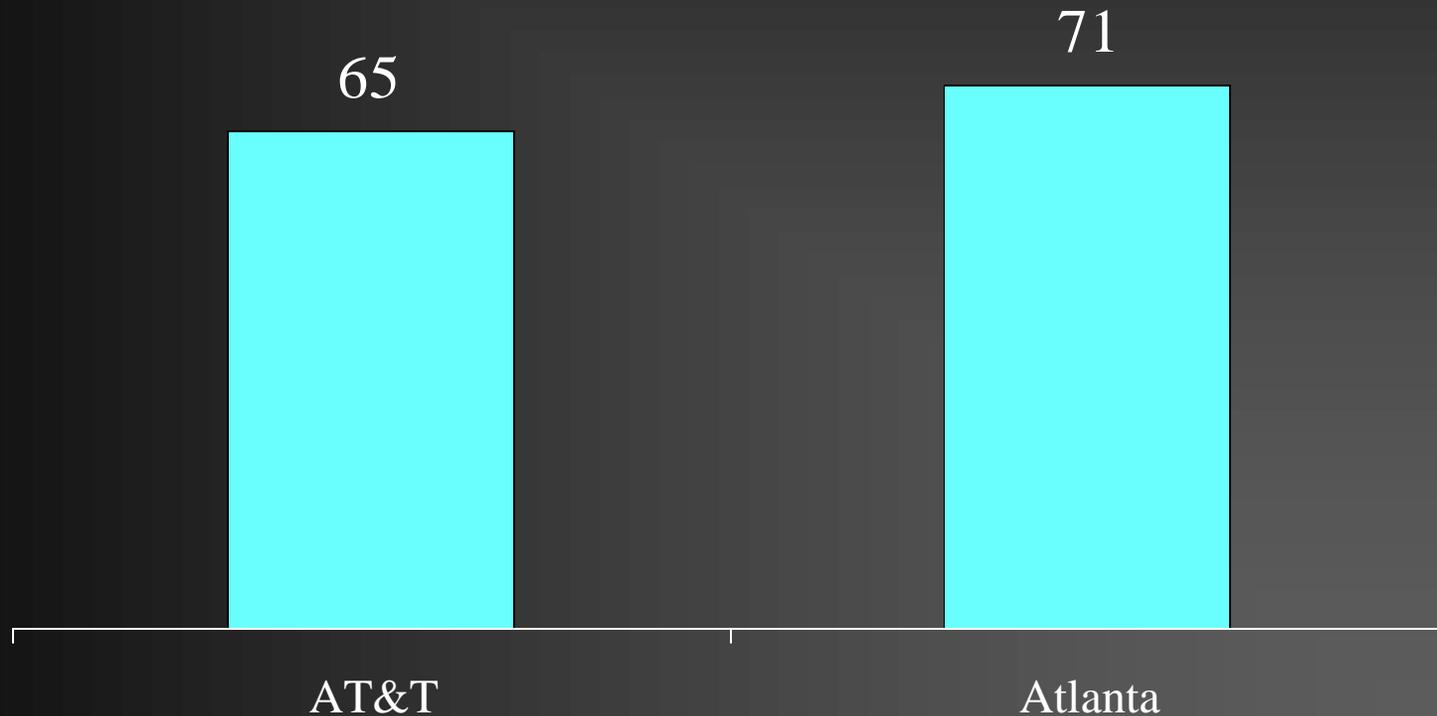
Could Telework: All AT&T vs Atlanta

% of time could work from home without interrupting critical tasks.



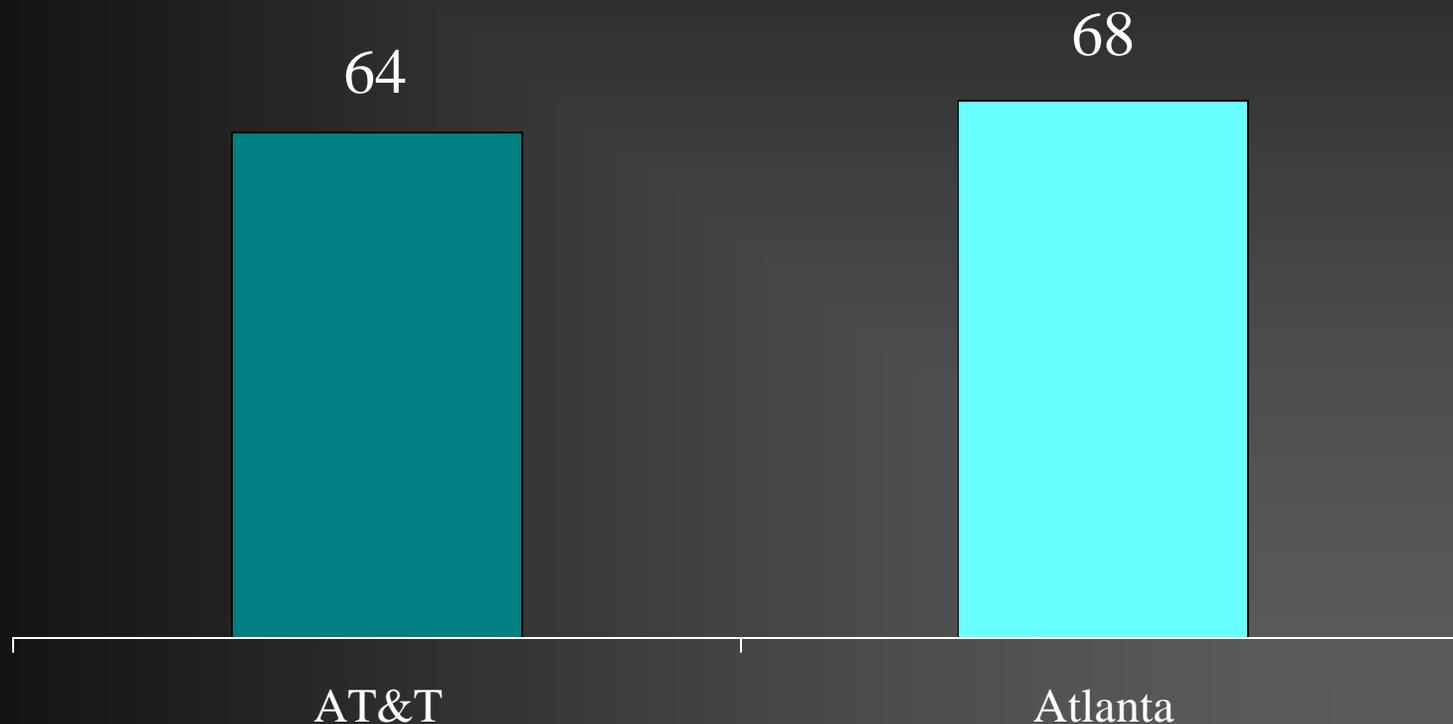
Much More Satisfied with Personal Life: All AT&T vs Atlanta

% Rating Satisfaction 8 - 10 on a 10 Point Scale;
10= Much more satisfied than before working at home



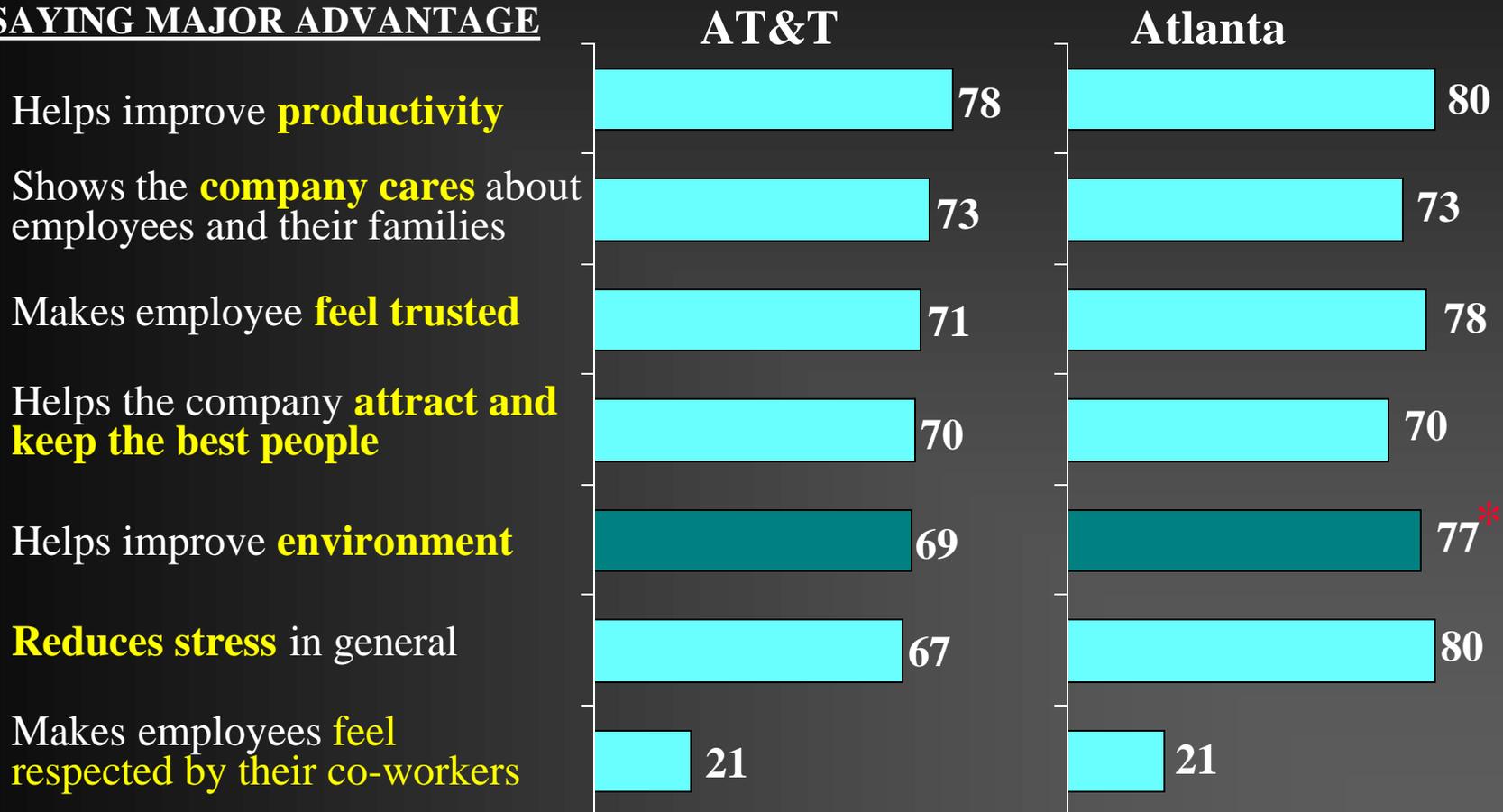
Much More Positive about Career: All AT&T vs Atlanta

% RATING SATISFACTION 8-10 ON 10 PT. SCALE: 10=
Much more satisfied than before working at home



Advantages: All AT&T vs Atlanta

% SAYING MAJOR ADVANTAGE



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www.att.com/telework

Advantages: All AT&T vs Atlanta

% saying major advantage

Lets employee **balance work and family** needs better

Helps employee **care for their kids**

Children can get to me faster in **emergency**

Can spend **more time with children**

Can provide **more supervision and support to children**

Can spend **more time with spouse**

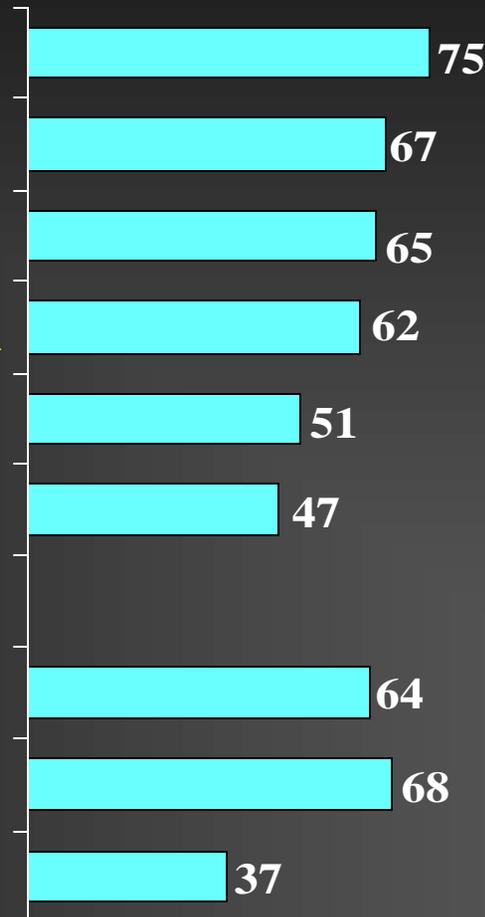
Personal Considerations

Saves money on clothes and transportation

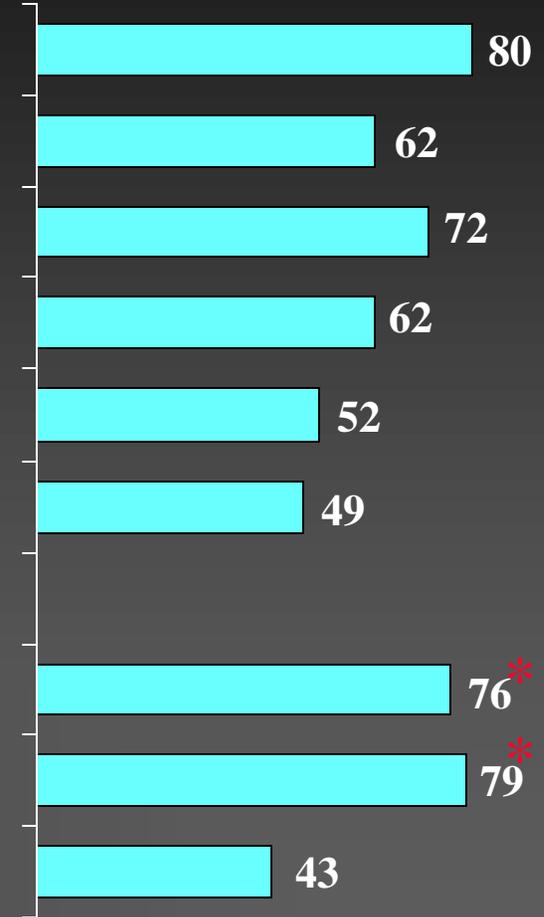
More personal time by reducing commuting time

Reduces stress in performing **household tasks**

AT&T



Atlanta



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www.att.com/telework

Disadvantages: All AT&T vs Atlanta

% saying major disadvantage

Technology such as slow or faulty data connections, equipment, etc.

Loss of **camaraderie**, sense of being part of the team

Reduced **visibility/less recognition**

Don't have needed **equipment**

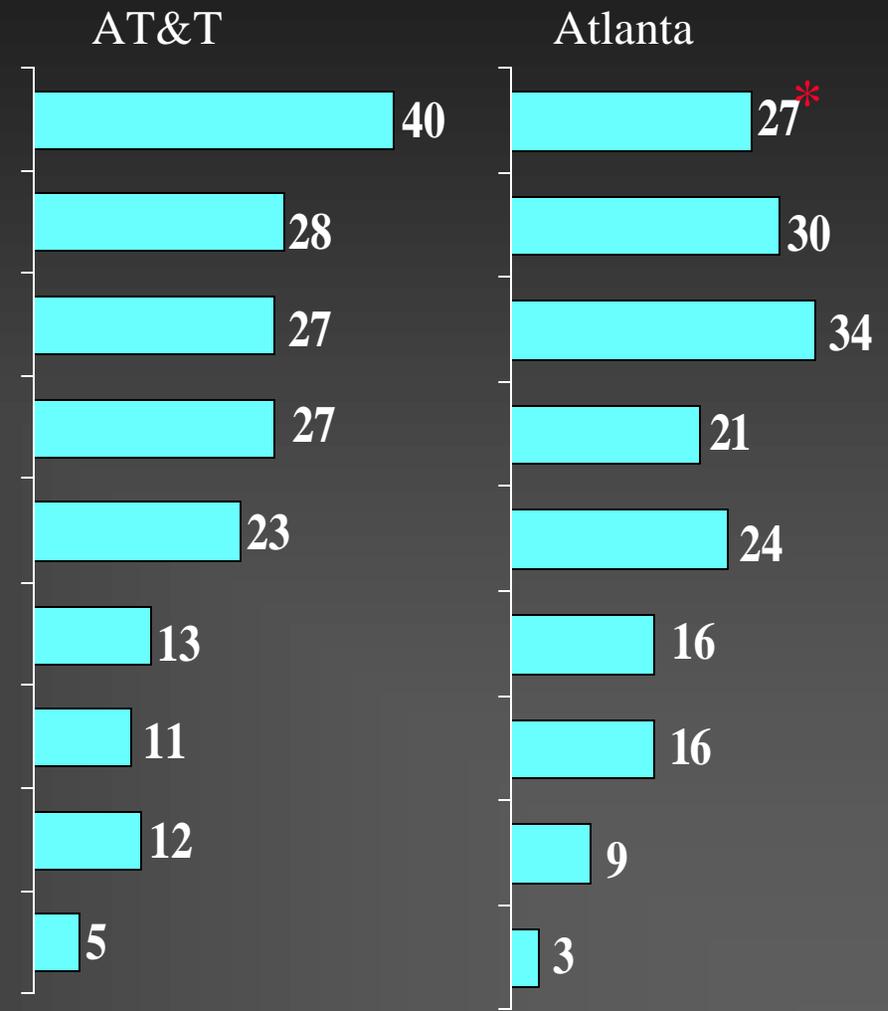
Isolation from business, sense of being out of touch

Produces **overwork** and burnout

Less **communication** with supervisor

Lower **productivity of support staff**

Lower **productivity of teleworkers**



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