



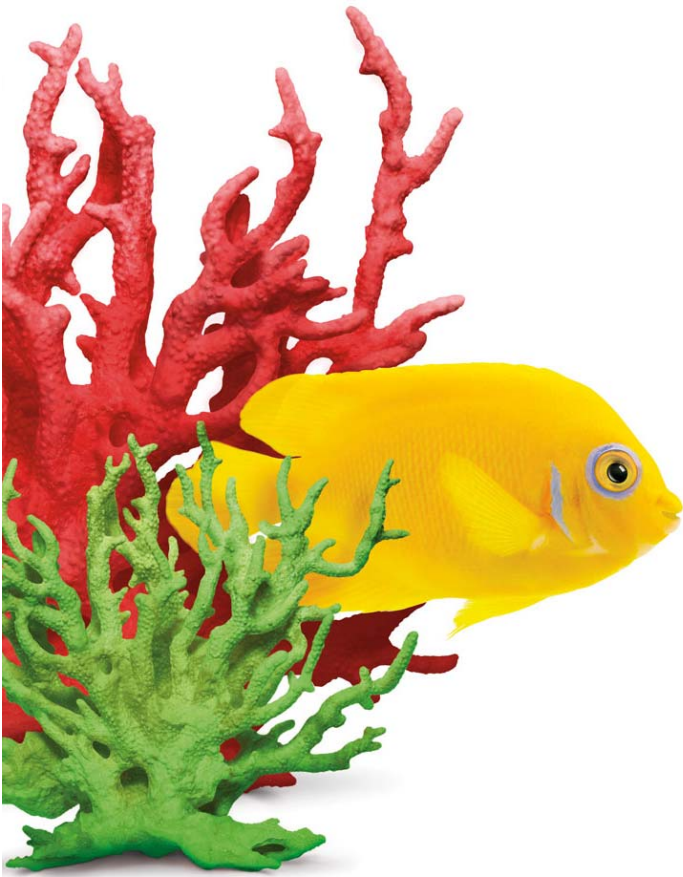
## At Home Agent Program

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# Agenda

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- What is the At Home Agent (AHA) program?
- Barriers to entry
- Why we considered an AHA program?
- Overview of the program
  - Agent expectations
  - Supporting AHA's
  - Technical support
- Building the business case
- Verbatim
- Questions



## What is the AHA program?

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A program that allows team members who are successfully meeting the requirements of their job, to perform their work duties from the comfort of their own home.



## Common barrier to much call centre innovation is fear!

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### The past

- Call centre design
- Internet access and e-mail
- Cell phones
- Instant messaging and chat

### The present

- At Home Agents

### The Future

- ?



Resist the fear  
&  
Embrace change!

## Why we considered AHA

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- Desire to improve employee satisfaction surveys by improving work/life balance
- Opportunity to offset significant capital investment in new call center sites or major expansion of existing call center facilities
- Much of the technology infrastructure already developed and in place to service Corporate Store locations
- Emergency response and disaster recovery
- To be a employer of choice by offering a progressive work environment





# Program Overview

# Agent Expectations

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## Home Office requirements

- Separate room with door that can close
- Ergonomically correct desk and chair
- Must live in an area covered by high speed internet
- CSA certified fire extinguisher
- Home and contents insurance
- Use of equipment restricted to the team member only
- Participants must live no more than 100 km from the office



# Agent Expectations

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## Performance

- Participants agree to sustain performance while working from home. If results fall below acceptable range, the team member may be asked to come into the office
- Review and sign-off of Ethics, Privacy and AHA guidelines
- Two monthly visits to the office are planned for coaching, team meetings, training and socialization
- Any DSL or hardware issue not resolved within 30 minutes requires participant to report to office if > 2 hours remaining per shift
- Travel costs (mileage, parking) to and from the office as required are the responsibility of the participant





# Supporting AHAs

# The Team Manager Commitment



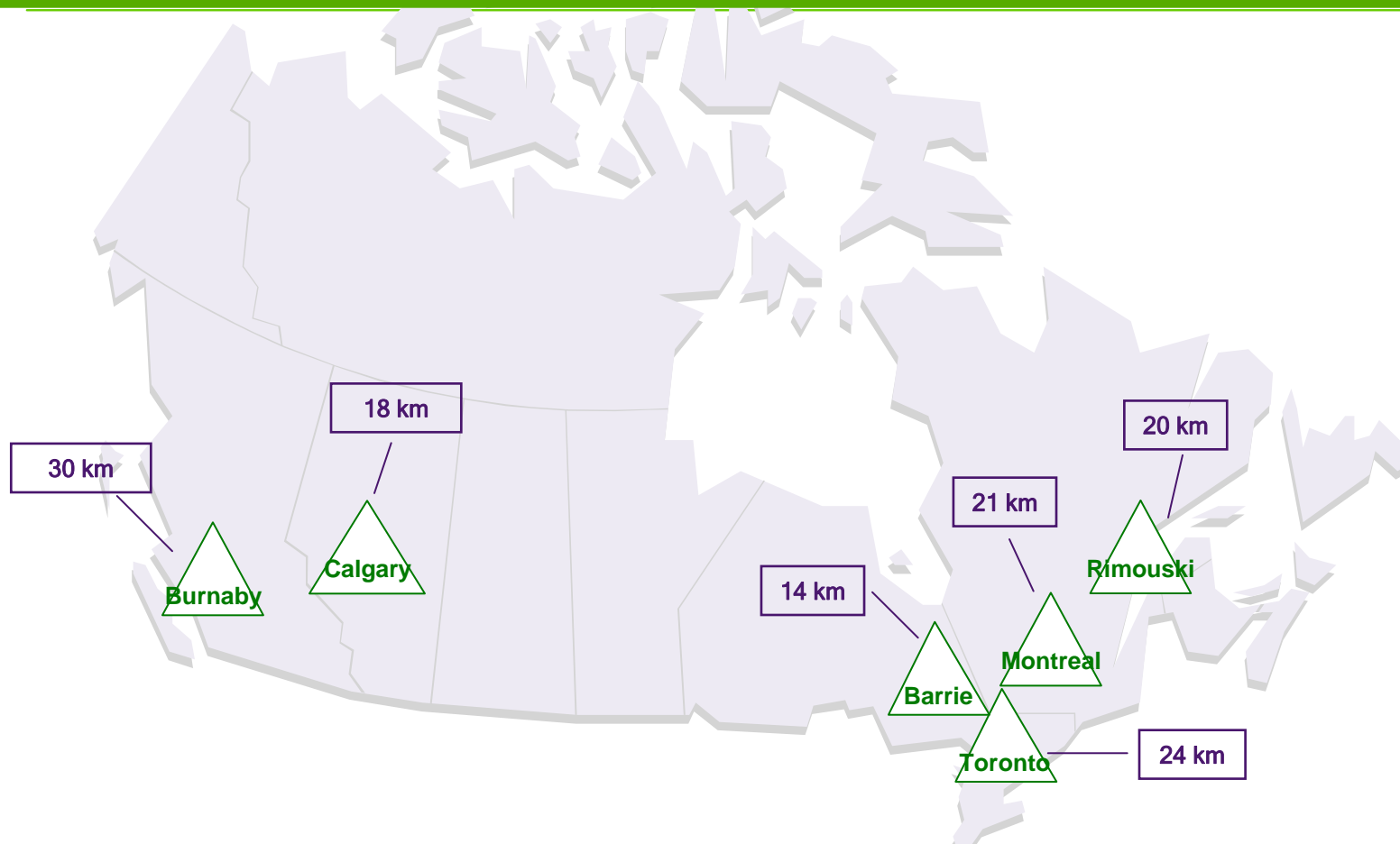
Responsibility	Daily	Weekly	Monthly	Annually
Contact by email or phone or IM	X			
Monitor e-room for postings or questions & address	X			
Call Quality Evaluations, including feedback on opportunities, as completed	X			
Agent and team performance results by e-mail		X		
One team meeting per month coordinated while agents are in office			X	
Coaching Sessions, at least one held while agent is in the office			2X	
At home visits with each agent, annual review of agent expectations and Health & Safety checklist				2X

**Frequent communication keeps agents connected**

# AHA Location Map



**Call Centre locations with current AHA installs**



**Maximum distance from the office – 100km**

# Home Visit

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- Ergonomic assessment
- Health & Safety assessment
- Coaching
- Career pathing
- Recognition
- General discussion



# Effective Communication Methods

- Email & Phone Communication
- Net Meeting & Microsoft Office Communicator
- Remote and in office coaching and training
- eLearning sessions
- Mobile text messaging communication
- eRoom web-based repository of material
  - Reference Documents
  - Discussion board
  - Chat room
  - Calendar



**eRoom provides a virtual community for information sharing**

# Coaching & Performance Management

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## Coaching

- Career Pathing can be done both in-office and at home
- E-Learnings done at home
- Small group learning sessions done by conference bridge and NetMeeting
- Job shadowing done in office
- In office accreditation testing
- Call quality evaluations emailed, reviewed over phone and by NetMeeting
- Performance metrics reviewed by phone and NetMeeting

## Performance Management

- Same standards as in office agents

**Location is not an obstacle to coaching and performance management**

## In Office Days

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- All agents are expected to spend at least two days per month in the office for team meetings and coaching
- Some training is still done in the office but most by e-learning
- Allows the agents to stay connected face-to-face, with friends, co-workers and support
- Fun, recognition, perks delivery and social time



# Recognition

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- Any recognition and reward programs available to the in office agents are also extended to the At Home Agents
- When appropriate, the recognition / reward programs are modified to fit the reality of At Home Agents (Subway / Tim Horton's gift certificates)
- At times, additional programs are created specifically to recognize / reward the At Home Agents (i.e. Halloween, Christmas Decorating photo contests, Virtual Easter Egg Hunt, Welcome Kits, At Home Fun Day)



# Technical Support



# Equipment

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TELUS provides and pays for the following:

- Desktop computer, monitor and keyboard
- VPN Router
- Shredder
- Telephony hardware (hardware, software & headset)
- Delivery, installation and set-up of equipment
- Installation and monthly costs for business DSL line



# Security

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- SIN and Credit Card masking enabled on the desktop
- Screensaver lock enabled after 15 minutes instead of 30 minutes
- Routers on the AHA network are monitored 24/7 for system performance and outages
- Standard call centre metric reporting for full accounting of agent activities.

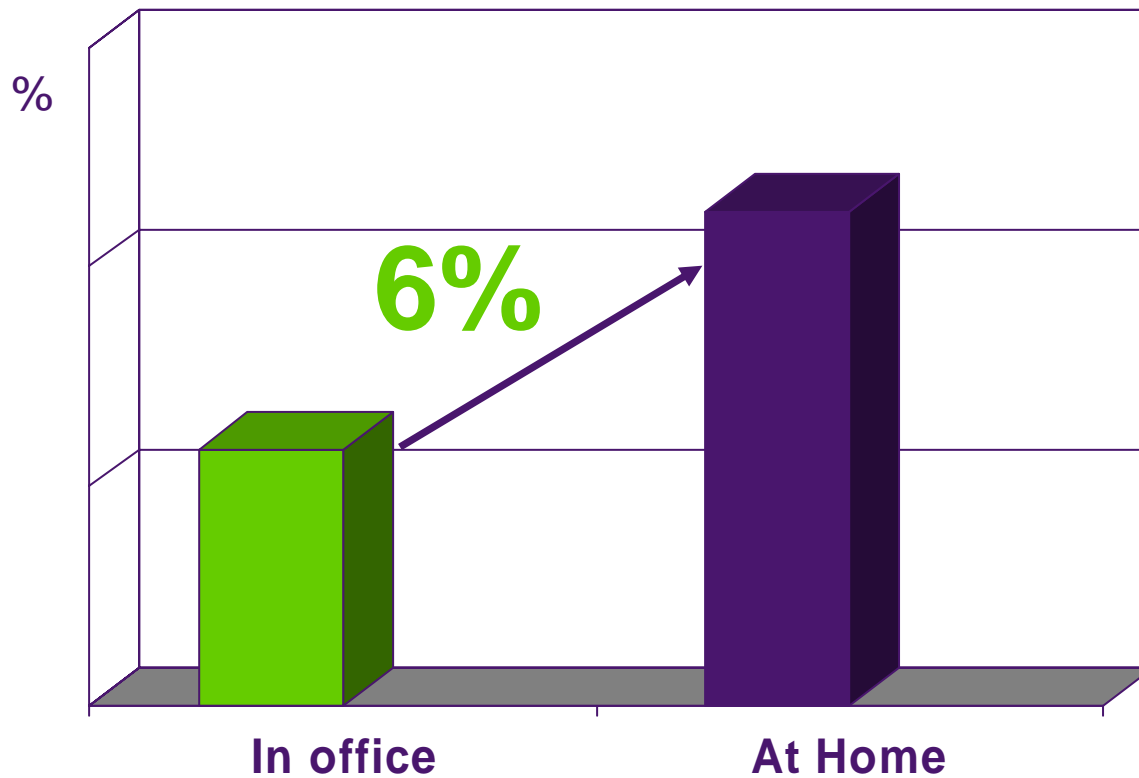




# Building the business case

# Quality Results

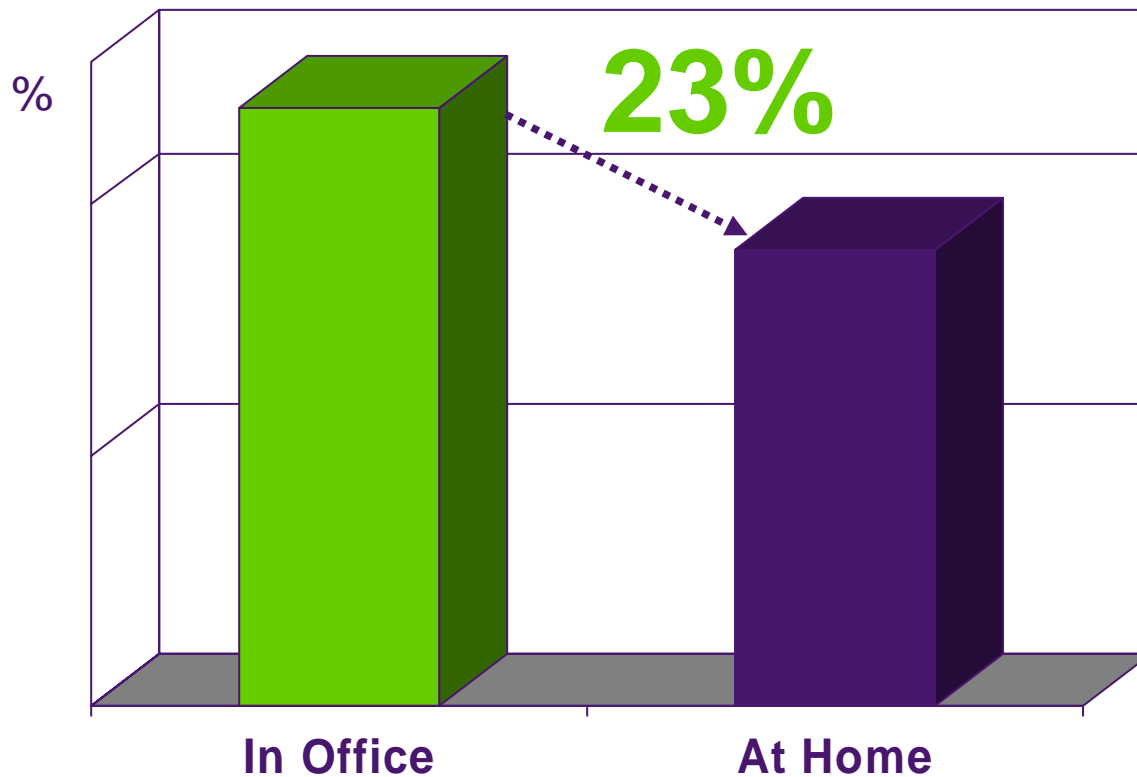
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**6% increase in quality scores after agents go home**

## Personal Off- Queue Time

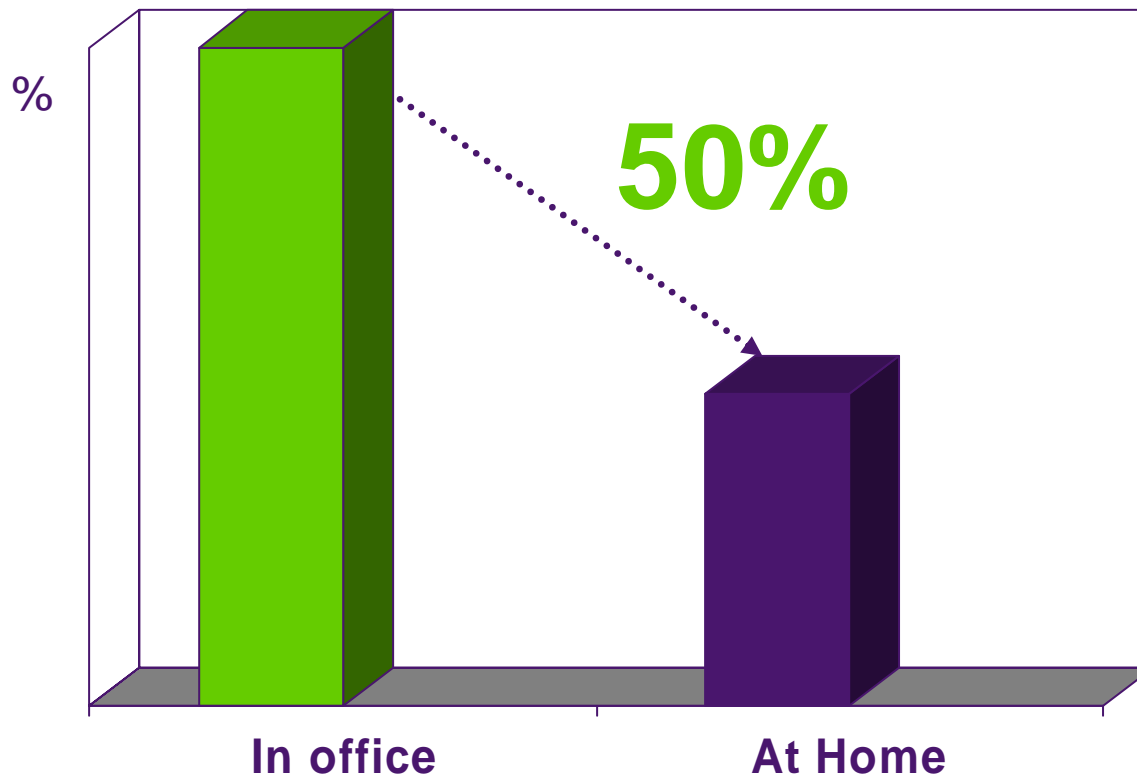
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**AHA personal off queue time is 23% less after they go home**

## AHA vs. Bricks and Mortar Build

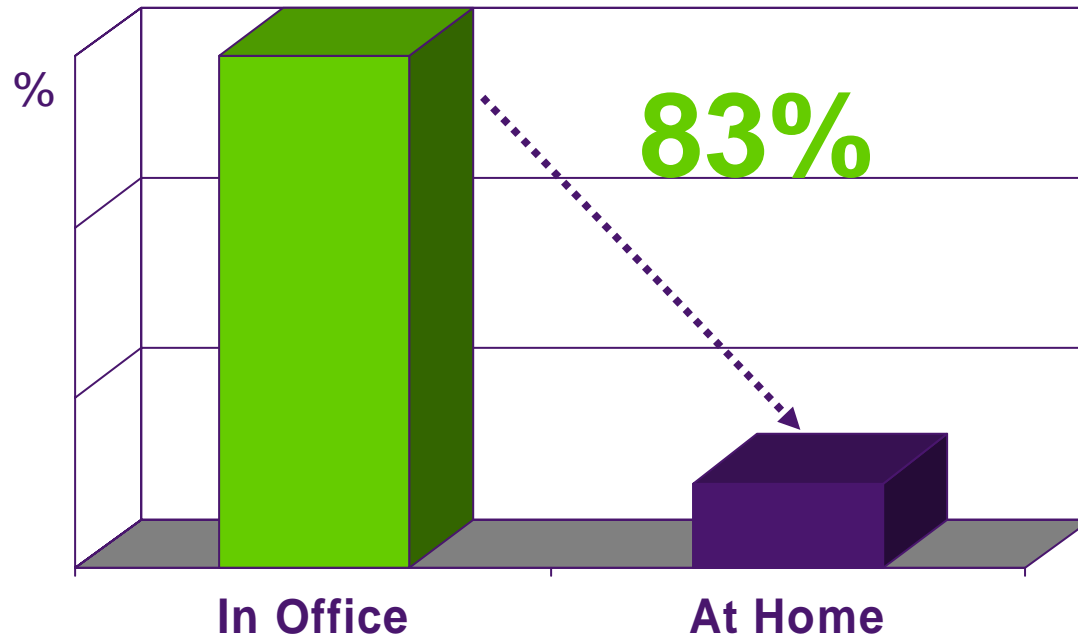
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**AHA 50% of the cost of a bricks and mortar build**

# Team Member Attrition

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**Team member attrition 83% less for AHA's**

## Outage Examples

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- Fall 2005: the Montreal Call Centre was evacuated due to a toxic spill. At Home Agents were able to continue taking calls without interruptions.
- April 2006 : Toronto Call Centre had a power failure that lasted over 4 hours and as a result led to an evacuation of all team members for the day. Toronto At Home Agents were able to continue taking calls without interruptions.

In both situations, we had At Home Agents volunteer for extra hours to help us maintain our service levels



## Benefits as viewed by our team members

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- Estimated savings of \$1500/year on gas
- No commute time (average minimum of 1 hour/agent) = perceived benefit of a decreased work week for the same pay
- Less money spent on lunches, snacks etc.
- More time with family
- More time for an active lifestyle
- Easier to bring children to daycare and appointments
- Easier to sign up for over time or extra shifts
- Opportunity to consolidate to 1 car payment or even eliminate a car payment
- Less stress (traffic, meeting family obligations, quieter work environment)
- A sense of pride in doing their part for the environment

## Verbatim

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“I work from home and this is the best gift. I have good communication with my Team Manager. I want to thank Telus for this beautiful opportunity. I really appreciate it.”

*Anonymous  
Team member engagement survey*

“I am happy to welcome you to our group. You are going to love your new found flexibility, the personal contact with clients, the quiet work environment free of distractions, the possibility of doing over-time when you feel like it without leaving the comfort of your own home, the joy of working in Bermuda shorts in the winter or rolling up in a comfortable robe with warm slippers! And why not? So put on your rollerblades a few minutes before the end of your shift and let the good times roll!”

*TELUS Team Member  
Quote found on the AHA message board addressed to the new AHAs*

## Can you afford not to invest in an AHA program?

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- Increased employee satisfaction
- Improved work / life balance for team members
- Improved contingency planning
- Reduced capital spend
- Lower attrition
- Higher quality
- Less off-queue time
- A greener environment





Don't be afraid to go out on a limb

That's where the fruit is!

H. Jackson Browne



Questions?



the future is friendly®