

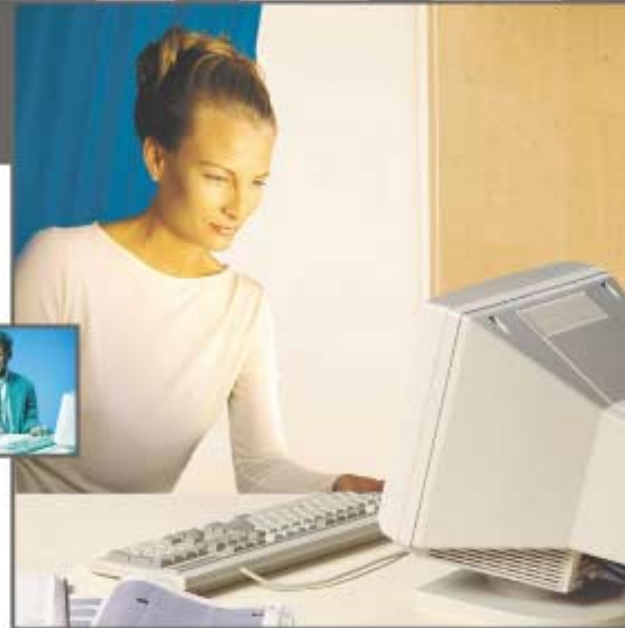
**Introduction of Telework**

Collective Agreement on Telework  
at Deutsche Telekom AG

# e-Work 2000



Implementing Success



**Category 3**

Best Example of Framework Agreement



Deutsche  
Telekom

# Telework at Deutsche Telekom.

## Table of Content.

<b>Idea</b>	Page	<b>3</b>
<b>Pilot Scheme</b>	Page	<b>5</b>
<b>Introduction as a Standard Work Form</b>	Page	<b>11</b>
<b>Collective Agreement</b>	Page	<b>17</b>
<b>Summary</b>	Page	<b>58</b>
<b>Contact</b>	Page	<b>59</b>

# Telework at Deutsche Telekom.



Implementing Success: Idea



Deutsche  
Telekom

# Telework at Deutsche Telekom.

## Idea.

- Telework is a work form whereby output is generated with greater flexibility in terms of time and space, supported by information and communication technology

### **Alternating telework**

Alternating between home and office workplace

### **Mobile telework**

Work at changing locations, possibly also at the office or at the home workplace

# Telework at Deutsche Telekom.



## Implementing Success: Pilot Scheme



Deutsche  
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# Telework at Deutsche Telekom. Idea.

- In the interest of both the company and the workforce, Deutsche Telekom AG, as supplier of electronic communication products and services, and the trade unions aim to make the organization of work geographically more flexible within the context of alternating telework

(Excerpt from "Pilot collective agreement on the testing of alternating telework", 1995)



# Telework at Deutsche Telekom.

## Acceptance (1).

### **The scientific study accompanying the Deutsche Telekom pilot brought forth the following results:**

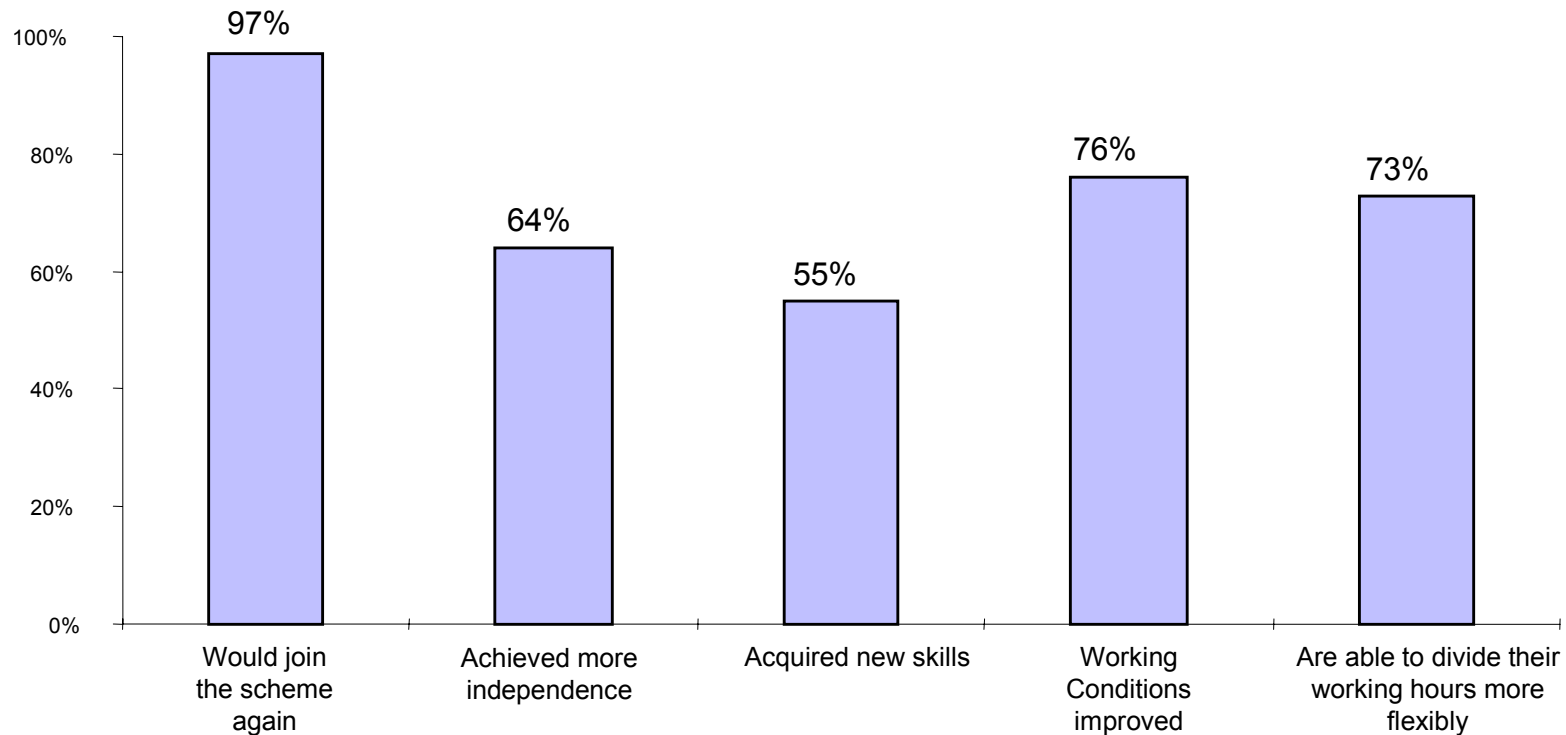
- Teleworkers indicate a high level of satisfaction since
  - 97 % would join the scheme again,
  - 73 % are able to organize their working hours more flexibly
- Superiors view telework as an incentive for motivation, creativity and self-discipline

# Telework at Deutsche Telekom.

## Acceptance (2).

- Based upon their experience, the teleworkers' colleagues rate telework positively
- The works councils view telework as a work form of the future

# Telework at Deutsche Telekom. Results.

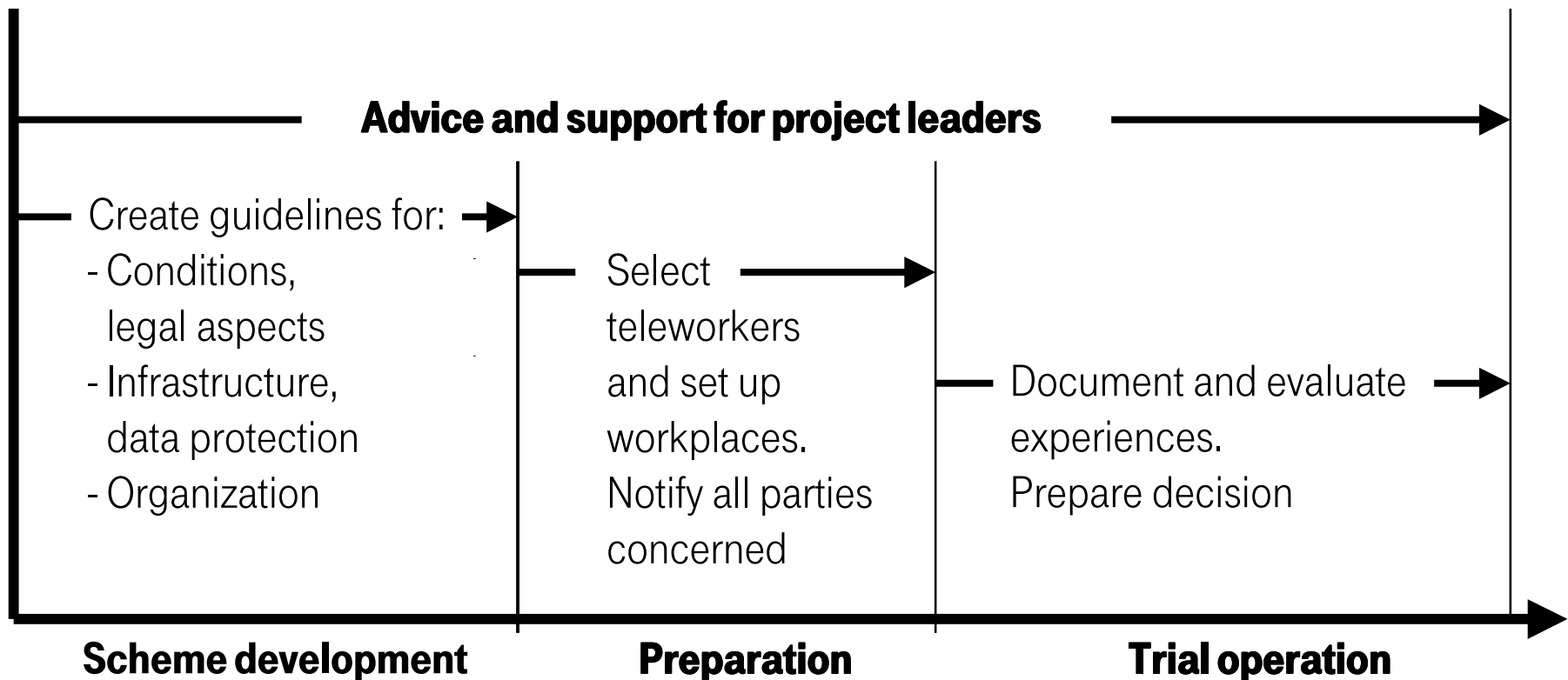


Successfully tested with 167 teleworkers in all major fields between 1996 and 1998. Superiors view telework as an incentive for motivation, creativity and self-discipline.

**Telework is accepted by all participants and is feasible from both a technical as well as an organizational point of view.**



# Telework at Deutsche Telekom. Pilot scheme.



# Telework at Deutsche Telekom.



Implementing Success: Introduction as a Standard Work Form



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# Telework at Deutsche Telekom.

## Key statements by the Board of Management.

- Based upon an agreement between employee and management representatives, Deutsche Telekom uses telework as a standard work form
- Telework is introduced by means of an evolutionary and controllable process
- Telework requires clear introduction strategies and schemes as well as consistency in the implementation thereof

# Telework at Deutsche Telekom.

## Key statements by the Board of Management.

- Telework is used when making economic sense; it will always be documented by a cost effectiveness assessment
- Telework is closely linked to measures aimed at the optimization and flexibilization of work as well as the introduction of innovative work forms
- The telework strategy serves as an example for a uniform solution for the Deutsche Telekom Group



# Telework at Deutsche Telekom.

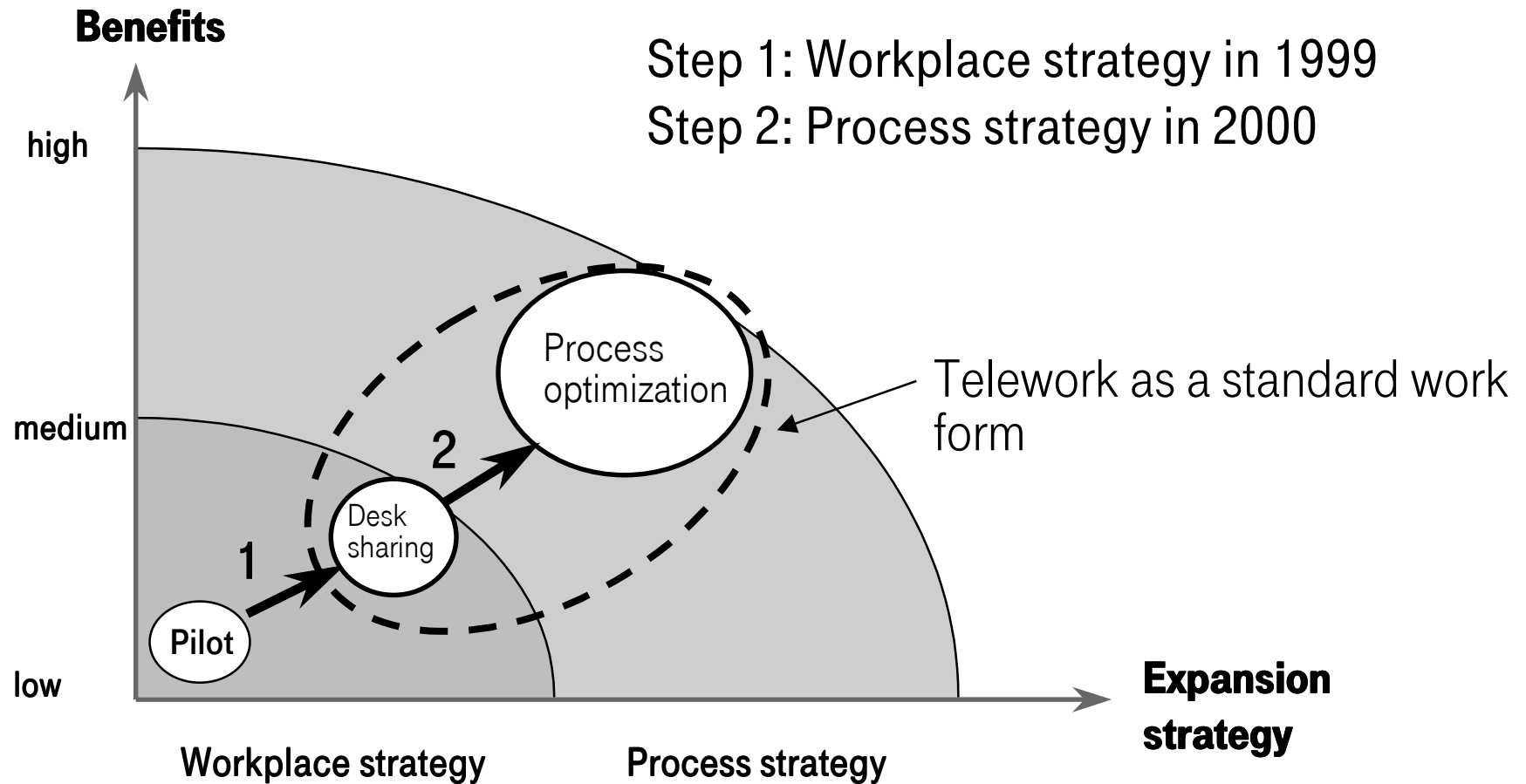
## Human resources strategy.

**The introduction of telework as a standard work form is a principal component of our human resources strategy since it:**

- Encourages a management culture of trust
- Leads to increased employee satisfaction
- Helps to boost our competitiveness
- Will secure jobs

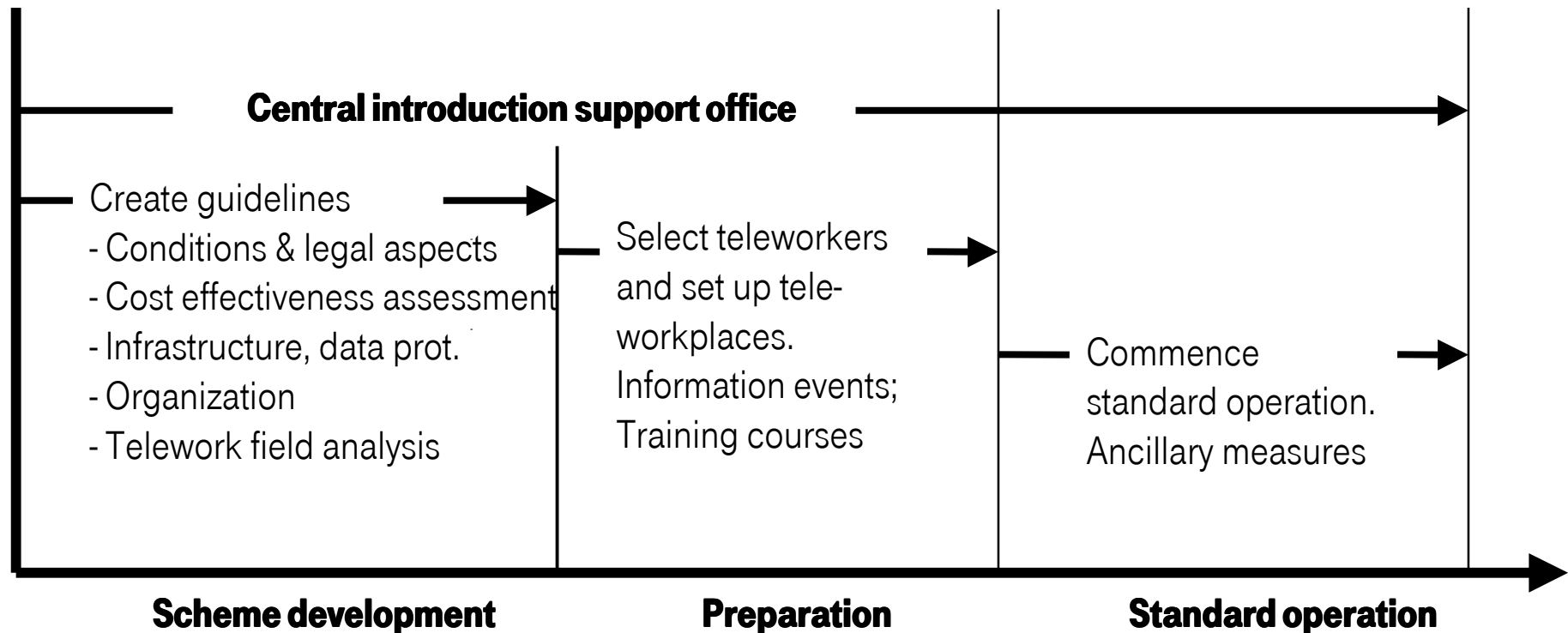
# Telework at Deutsche Telekom.

## Introduction strategy.



# Telework at Deutsche Telekom.

## Strategy for the introduction of telework as a standard work form.



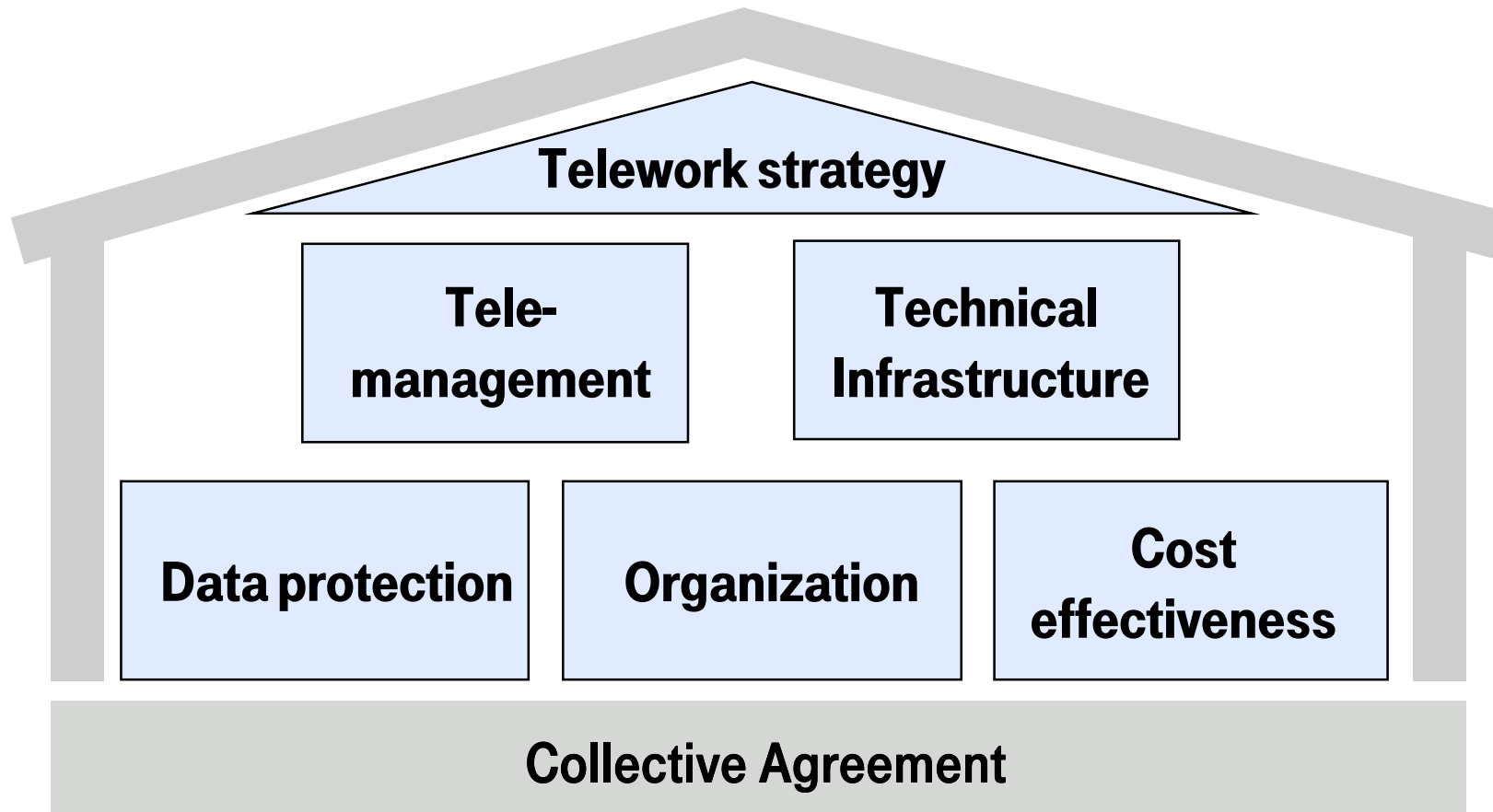
# Telework at Deutsche Telekom.



## Implementing Success: Collective Agreement



# Telework at Deutsche Telekom.



# Telework at Deutsche Telekom.

Telework has been introduced as a standard work form in 1999.

## Achievements

- Collective Agreement on telework
- Central Works Agreement on telework for employees remunerated outside the collectively agreed pay scale

## Scope of validity

- Deutsche Telekom/T-Mobil



# Telework at Deutsche Telekom.

## Provisions on alternating telework (1).

### Definition

- The output previously generated in the office is partially relocated to the home where it is produced with the support of decentralized information processing equipment and telecommunication technology

# Telework at Deutsche Telekom.

## Provisions on alternating telework (2).

### Requirements

- Principle of mutual voluntary agreement
- Suitable workplace
- Suitable tasks
- Employed with Deutsche Telekom for at least six months

# Telework at Deutsche Telekom.

## Provisions on alternating telework (3).

### **Provisions on working hours**

- No minimum presence at workplace in the company or at home
- Working time at home is both self-determined and governed by operational factors
- Distribution and determination of working time governed by operational factors is laid down in a written agreement

# Telework at Deutsche Telekom.

## Provisions on alternating telework (4).

- Overtime must be ordered by the employer in advance
- Additional remuneration/compensation, e. g. for unfavorable hours, only apply when ordered by the employer (due to operational reasons)

# Telework at Deutsche Telekom.

## Provisions on alternating telework (5).

### **Office workplace**

- No entitlement to a personal workplace at the office (desk sharing)

### **Equipment, investment and reimbursement**

- The necessary equipment is provided by Deutsche Telekom
- Travel expenses between office and home are not refunded

# Telework at Deutsche Telekom.

## Provisions on alternating telework (6).

### **Data protection**

- Statutory provisions on data protection and
- Central regulations designed to ensure data protection and security for external IT workstation systems must be observed

# Telework at Deutsche Telekom.

## Provisions on alternating telework (7).

### **Right of access to the home workplace**

- By the employer/individuals with a statutory obligation, on the basis of the employee's contractual obligations
- As a general principle by prior arrangement

# Telework at Deutsche Telekom.

## Provisions on alternating telework (8).

### **Setting up a workplace for alternating telework**

- On the basis of a written agreement between employer and employee

### **Discontinuation of alternating telework**

- In principle, the alternating telework place can be discontinued by either party giving 3 months' notice

# Telework at Deutsche Telekom.

## Provisions on mobile telework (1).

### Definition

- The work output to be generated within the context of the contractually agreed or individual standard working hours is produced at alternating locations supported by decentralized information processing equipment and communication technology. A small part of the work output is also generated at the office and/or at the employee's home

# Telework at Deutsche Telekom.

## Provisions on mobile telework (2).

### **Provisions on working hours**

- Working time and time logging are based on the valid collectively agreed rules and company provisions

### **Work in the office**

- No entitlement to a personal workplace in the office (desk sharing)

# Telework at Deutsche Telekom.

## Provisions on mobile telework (3).

### **Equipment, investment, and reimbursement**

- The necessary equipment is provided by Deutsche Telekom

### **Data protection**

- Statutory provisions on data protection and
- Central provisions designed to ensure data protection and security for external IT workstation systems must be observed

# Telework at Deutsche Telekom.

## Provisions on mobile telework (4).

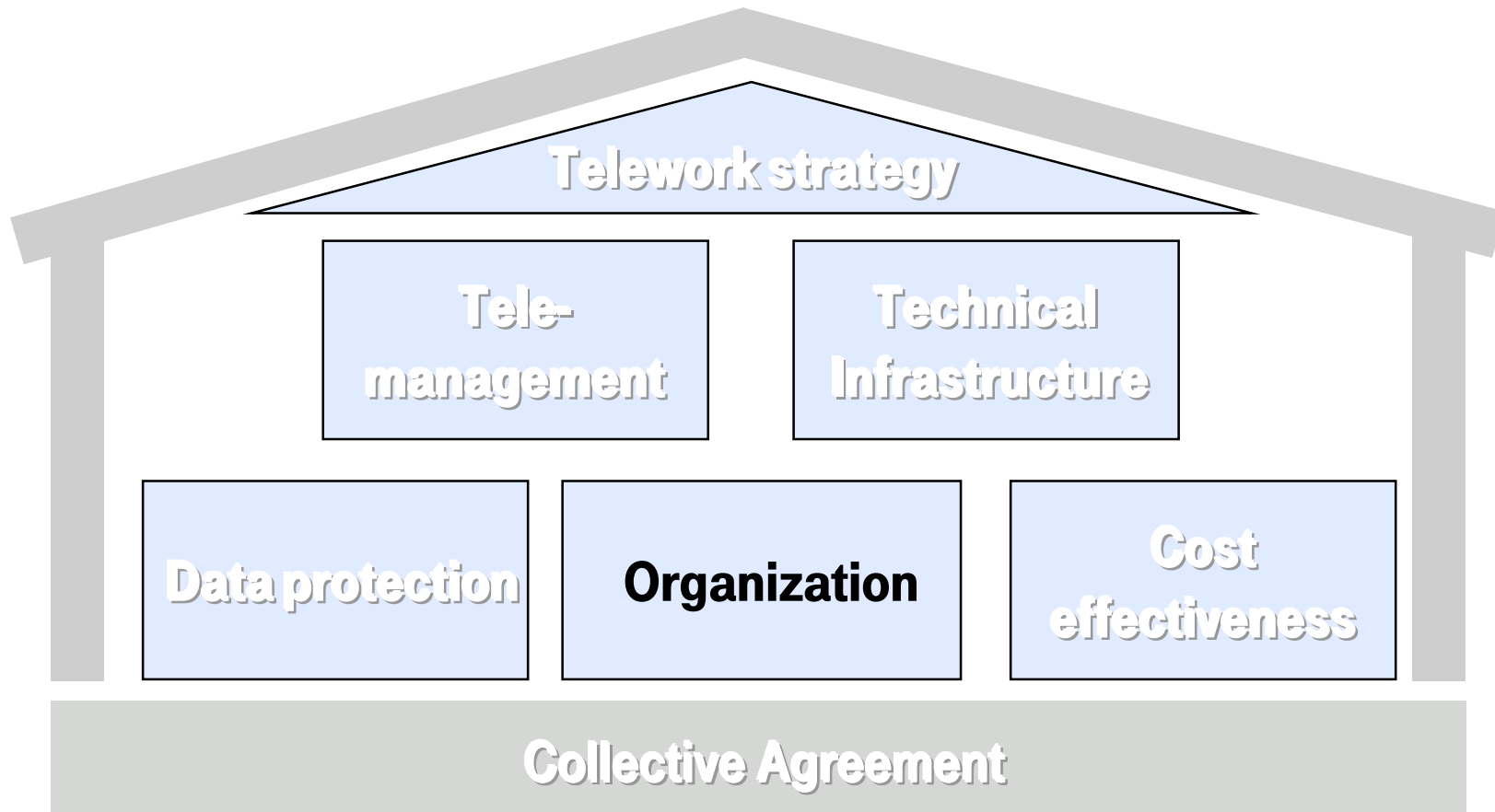
### **Inclusion of the home area**

- According to the principle of mutual voluntariness
- On the basis of a written agreement

### **Discontinuation of mobile telework**

- In principle, the mobile telework place can be discontinued by either party giving 3 months' notice

# Telework at Deutsche Telekom. Solution.



# Telework at Deutsche Telekom. Organization.

**The divisions investigate and promote the introduction of telework in their own sphere of responsibility**

## **Appointment of**

- Divisional Co-ordinators
- advisors for local introduction



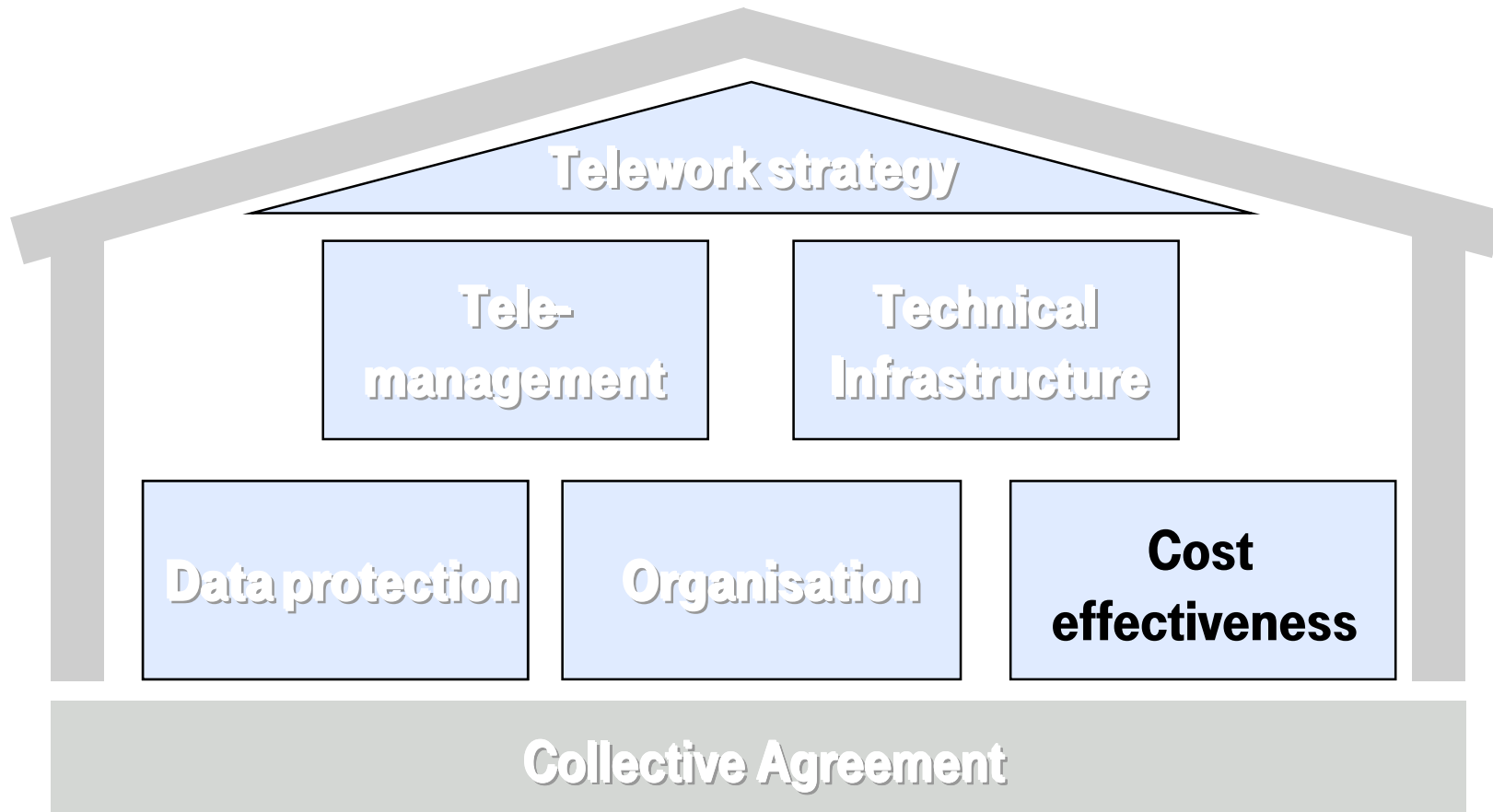
# Telework at Deutsche Telekom.

## Tasks of a central introduction support office for telework.

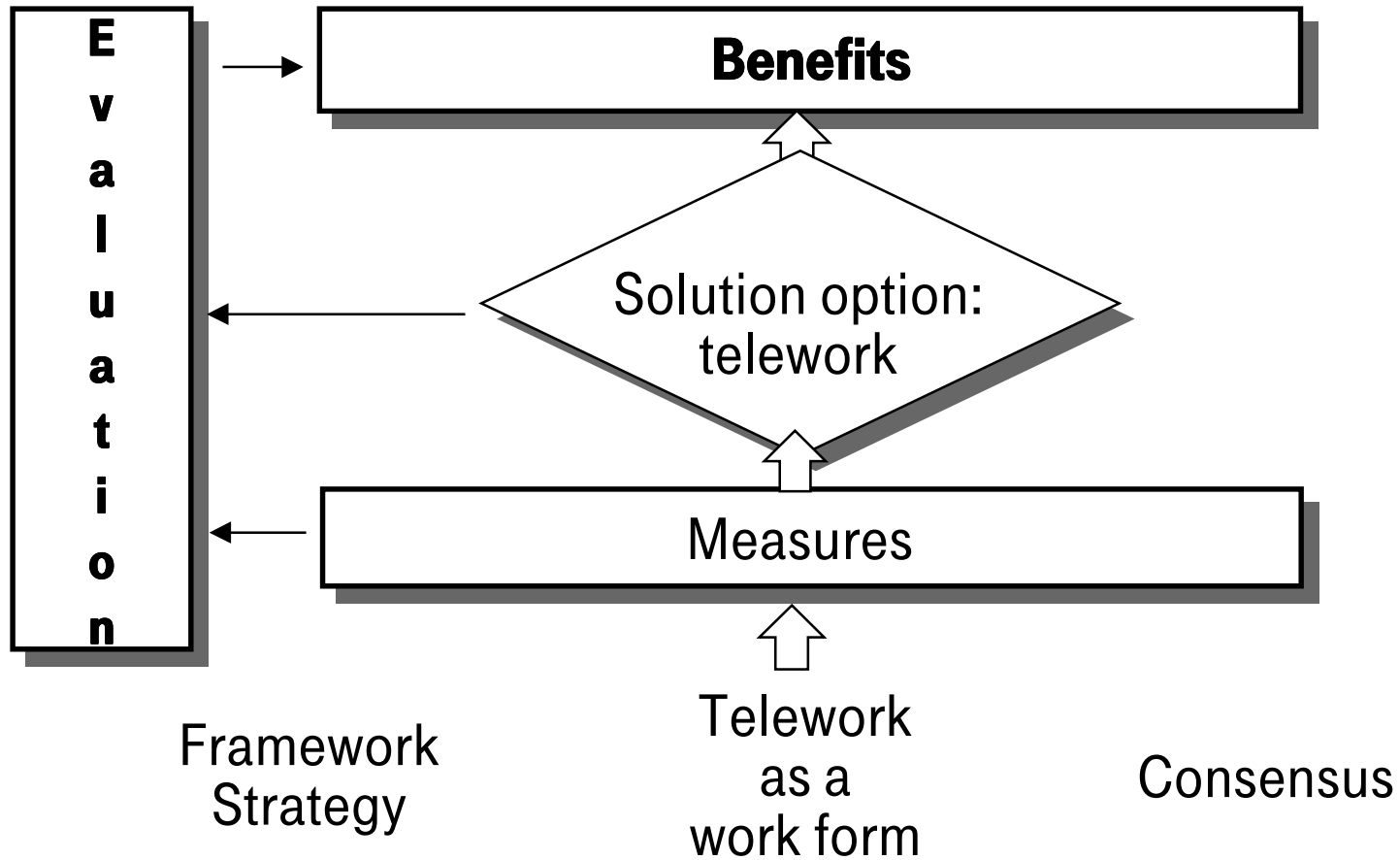
- Innovation support
- Monitoring
- Coordination
- Transfer of expertise



# Telework at Deutsche Telekom. Solution.



# Telework at Deutsche Telekom. Model.



# Telework at Deutsche Telekom.

## Benefits.

**From a corporate point of view, telework is used in a targeted manner with the aim of boosting**

- **performance** and customer **satisfaction** and hence
- improving **competitiveness**

**For employees, telework also offers the opportunity**

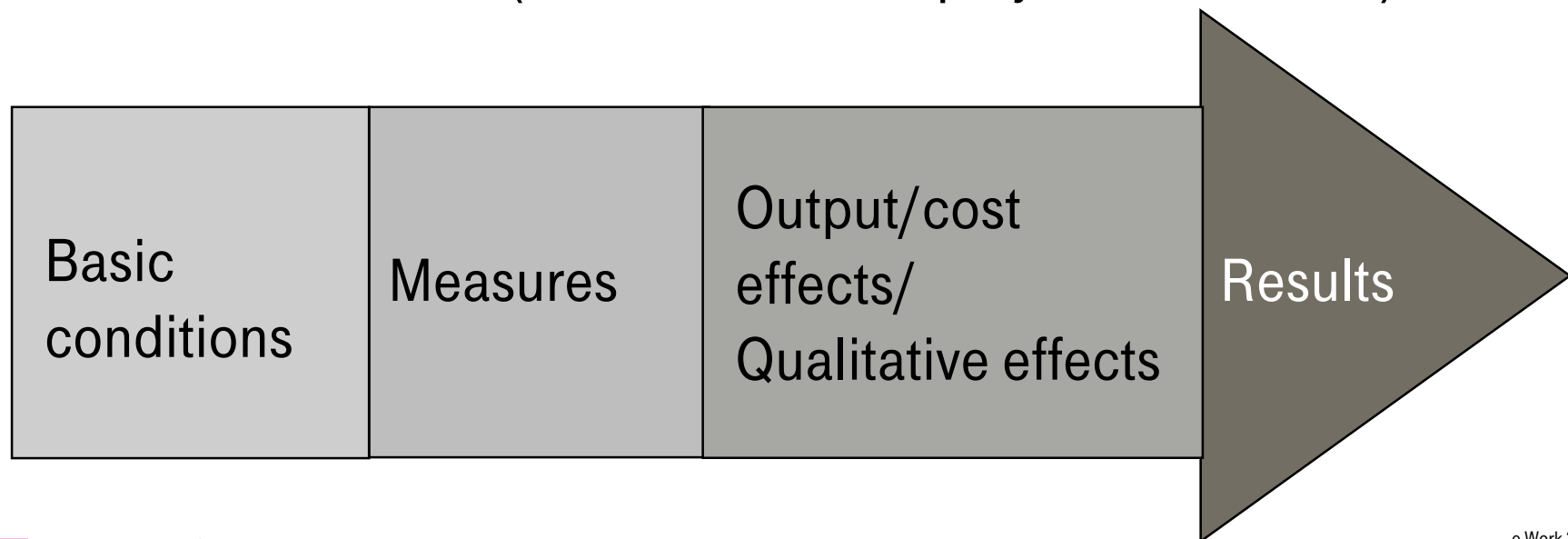
- of having more room for a consideration of their interests

# Telework at Deutsche Telekom.

## Cost Effectiveness.

### The holistic cost effectiveness assessment takes into account

- Output and cost effects
- Qualitative effects (customer and employee satisfaction)



# Telework at Deutsche Telekom.

## Telework module in the Wisent tool.

**Maßnahmen - Telearbeitsplatz / Büroarbeitsplatz** [?] [X]

Konzerneinheit: T-Nova | Tätigkeitsbereich: | Telearbeitsform: Alternierende Telearbeit | Personalauszahlungsfaktor: |

Tätigkeitsbereich - Forschung / Entwicklung

Jahr	2000	2001	2002	2003	2004	2005
Anzahl TelearbeiterInnen am Jahresende						

**Telearbeitsplatz**

Kommunikationsanschluß

- ISDN-Anschluß
- Standard-Festverbindung
- Mobilfunk-Anschluß

Möbelausstattung

- aus Lagerbeständen
- neu aus Standardprogramm
- Privatmöbel

Zusätzlicher Koordinationsaufwand

- Ja  Nein
- für Telearbeiter
- für Vorgesetzte

IT-Service

- IT-Soho

**Büroarbeitsplatz**

Raumflächeneinsparungen

- Ja  Nein
- Rückgabe eigener Räume
- Vermietung eigener Räume
- Rückgabe von Fremdflächen
- Vermeidung von Anmietung / Neubauten

IT-Service

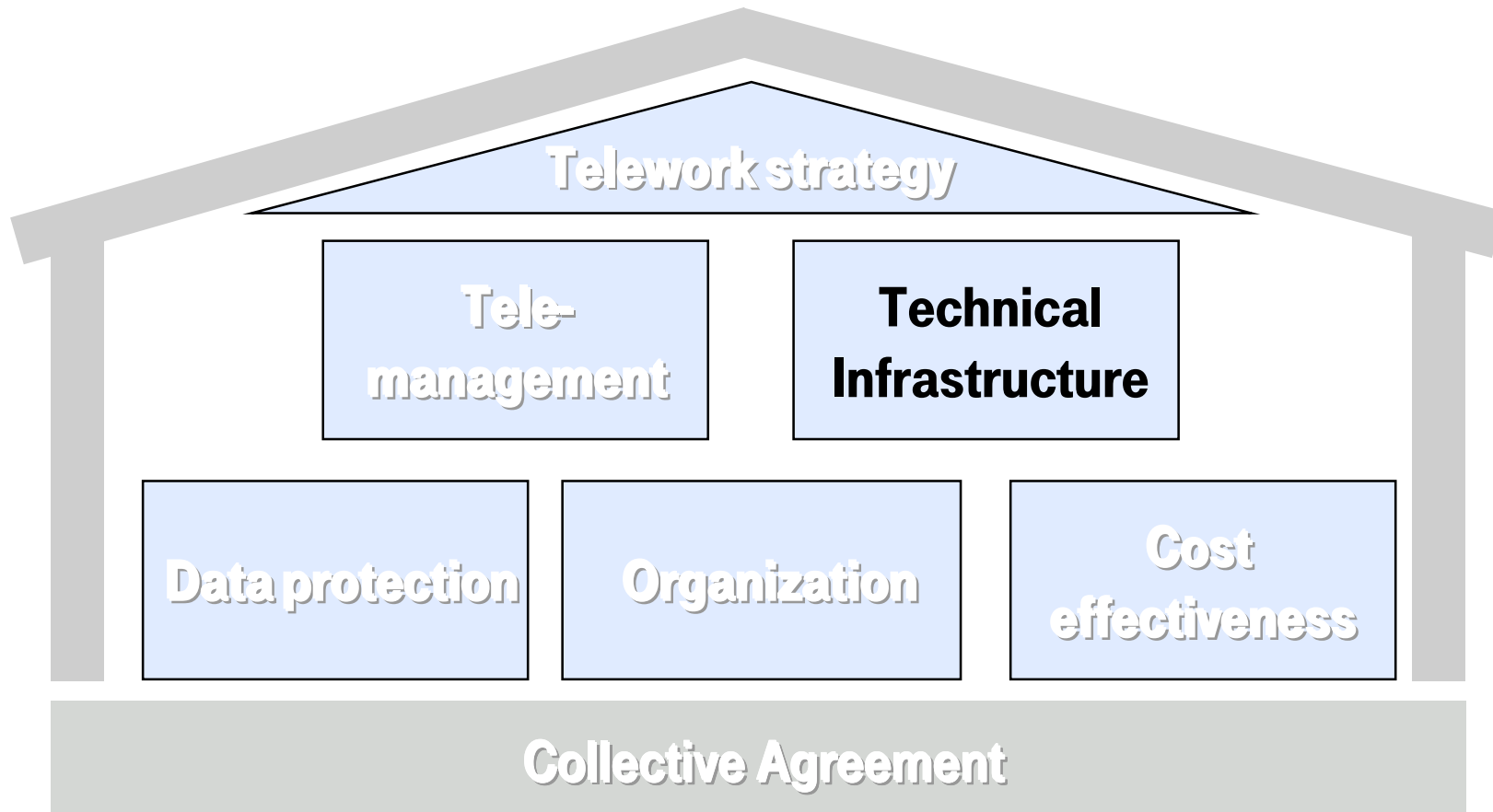
- IT-Office

Desk-Sharing-Verhältnis

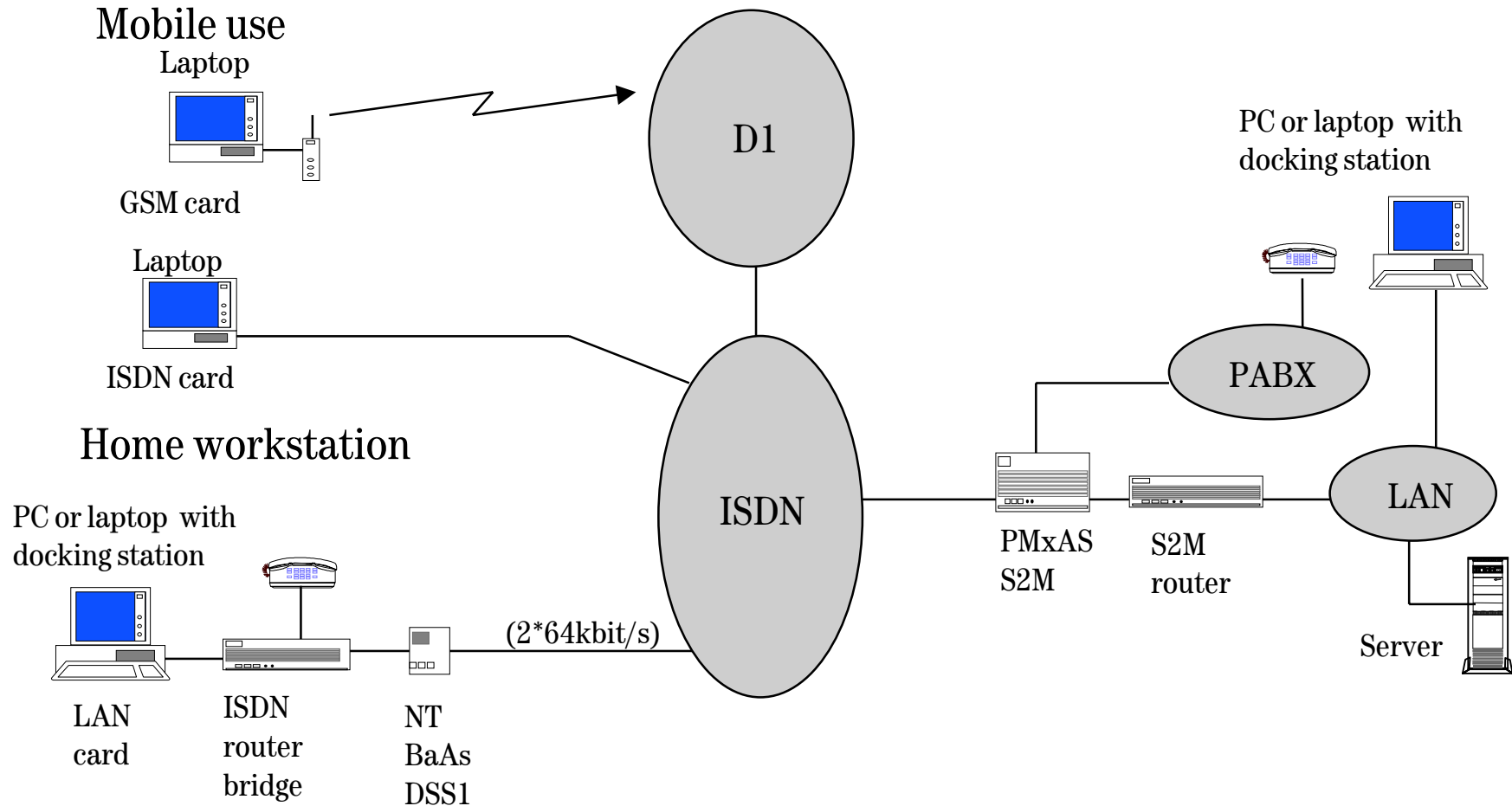
Telearbeitsplätze	Büroarbeitsplätze

Dialog schließen

# Telework at Deutsche Telekom. Solution.

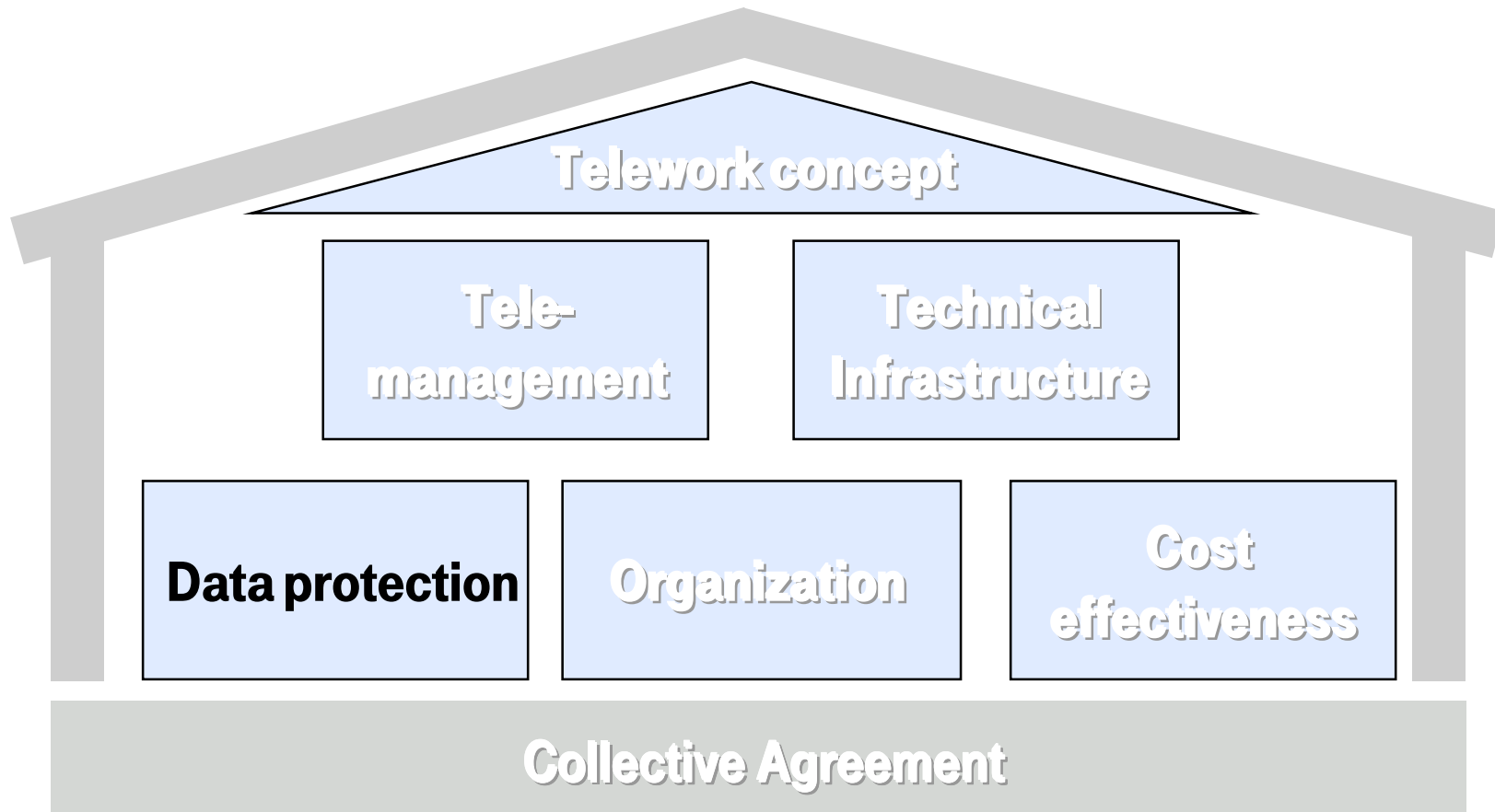


# Telework at Deutsche Telekom. Technical Infrastructure.



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# Telework at Deutsche Telekom. Solution.



# Telework at Deutsche Telekom.

## Data protection.

### **Basic principle**

- Technical and organizational means are employed to ensure that the standard of protection achieved is at least equivalent to that of the office workplaces on the company premises of Deutsche Telekom

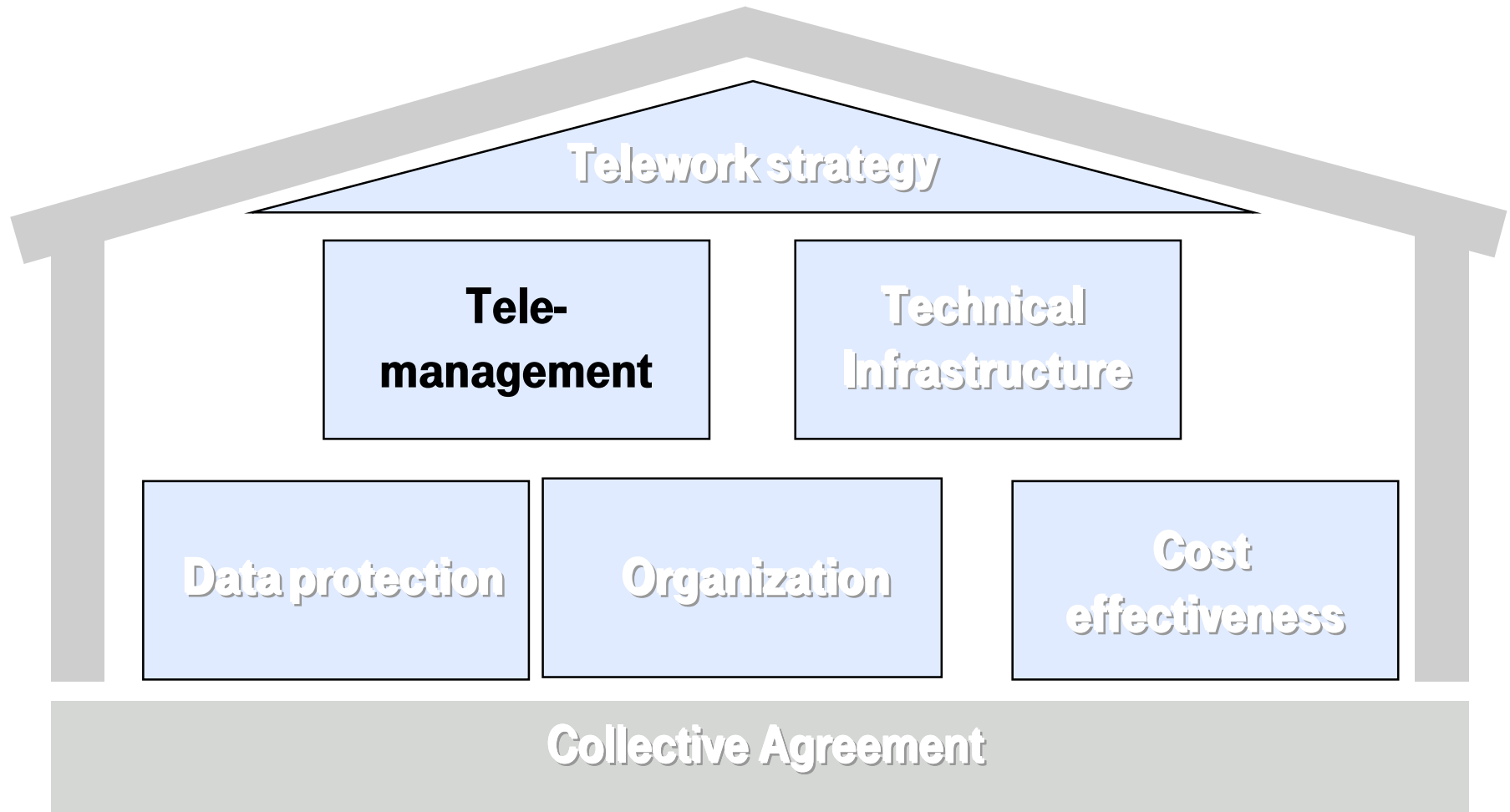
# Telework at Deutsche Telekom.

Data protection and security system for external workplaces.

## **Telework and data protection are reconcilable**

- Hardware/software from the DTAG product catalogue
- Modular configuration of technical and organizational components to accommodate the various applications as well as technical requirements
- Ongoing adjustments and updates

# Telework at Deutsche Telekom. Solution.



# Telework at Deutsche Telekom. Telemangement (1).

- **Telemangement** as networked management is essential for the successful long-term introduction of telework
- Assistance is provided by seminars and workshops for
  - Senior executives
  - Managerial staff

# Telework at Deutsche Telekom. Telemanagement (2).

- With the involvement of the central training division co-ordinators and local advisors will be trained extensively
- The introduction of telework as a standard work form is an essential component of our human resources strategy

# Telework at Deutsche Telekom. Telemangement (3).

- Telework will spread and become a part of nearly all employment contracts: **“No escape is possible!”**
- The ability to manage staff **from a distance** and control processes in a tele-cooperative manner will become an integral part of job profiles for **modern** managers - **“Every superior will become a telemanager!”**

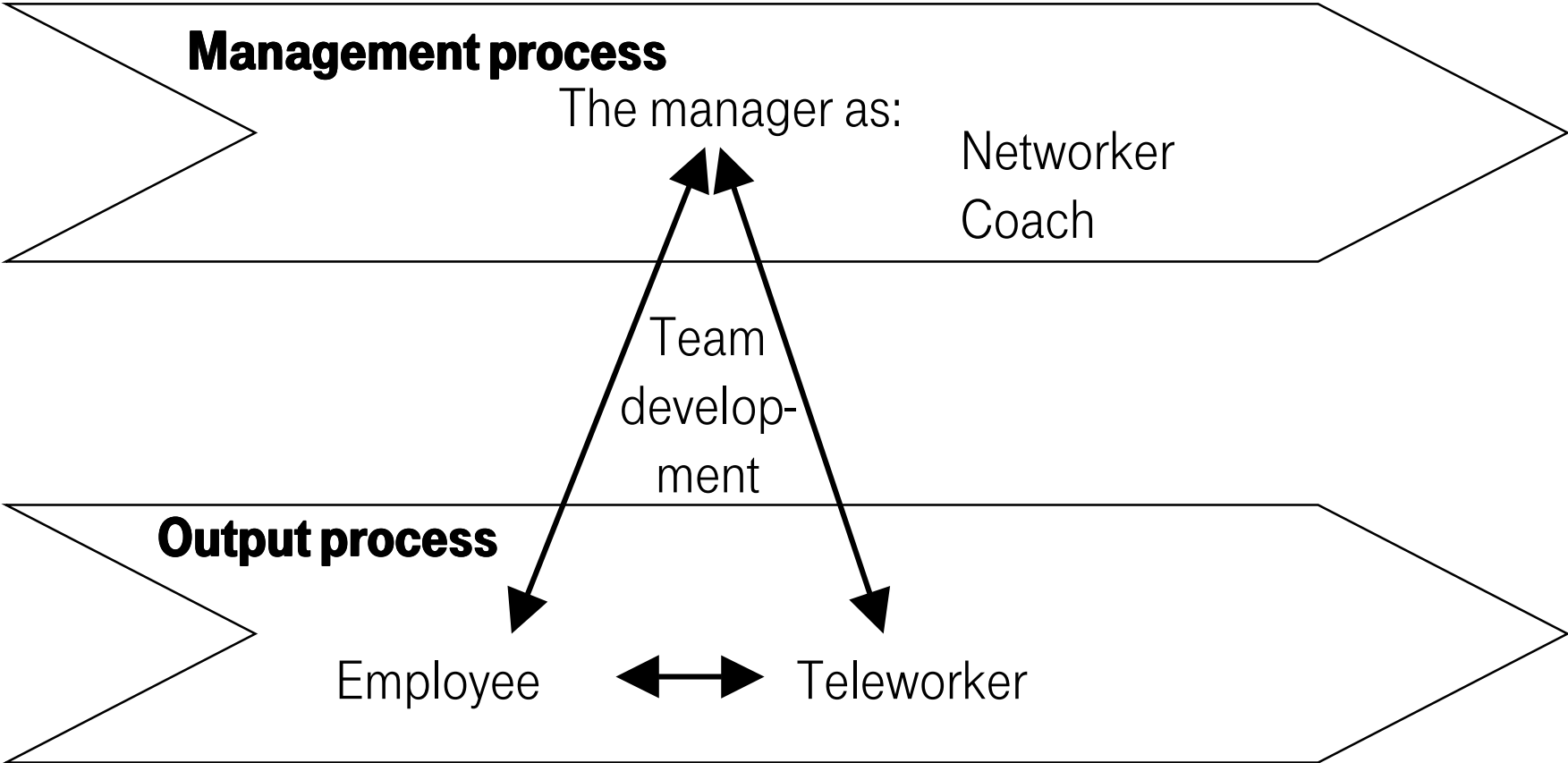
# Telework at Deutsche Telekom.

## Telemanagement (4).

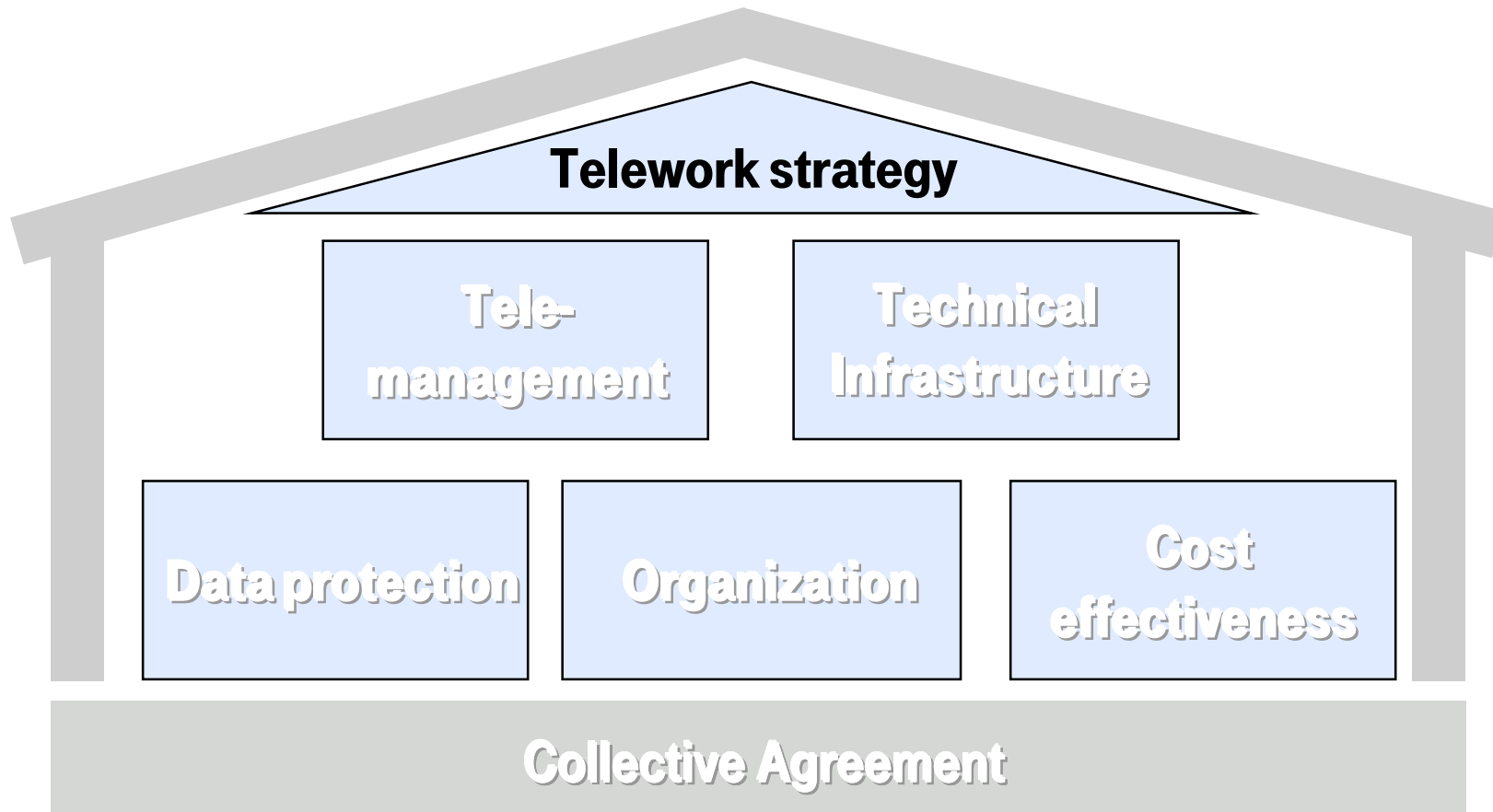
- Overall, telework is in the interest of the company, the workforce, and society. It can be organized and it will produce positive results.  
Experience at Deutsche Telekom has proven that **“telework really works!”**
- Concerns and reservations on the part of managers are legitimate. However, the challenges posed by the new work form are easily overcome – **“Telemanagement is no witchcraft!”**

# Telework at Deutsche Telekom.

## Telemanagement and telework.



# Telework at Deutsche Telekom. Solution.



# Telework at Deutsche Telekom.

## Implementation strategy.

**Implementation must be carried out in a structured manner**

<b>Approach:</b>	<b>Tools:</b>
<b>1. Telework field analysis</b>	<b>Analysis sheet</b>
<b>2. Cost effectiveness</b>	<b>Assessment tools</b>
<b>3. Selection of teleworkers</b>	<b>Discussion guide</b>
<b>4. Creation of telework places</b>	<b>Telework packages</b>

# Telework at Deutsche Telekom.

## Telework field analysis.

- The telework field analysis uses a questionnaire to evaluate which activities are suitable for telework out of the objective perspective of information procurement, processing, and forwarding
- Identification of activities which are in principle suitable for telework

# Telework at Deutsche Telekom.

## Telework fields (selection).

Management	Administration	Operations	Customer care	
Senior management (2)	Administration (1)	Planning (1)	Sales (2)	Information services (1)
Project management (2)	Software development (1)	System control (1)	Service (2)	Advice/consulting (2)
Assistant head of section (1)	Research & development (1)		Order management (1)	

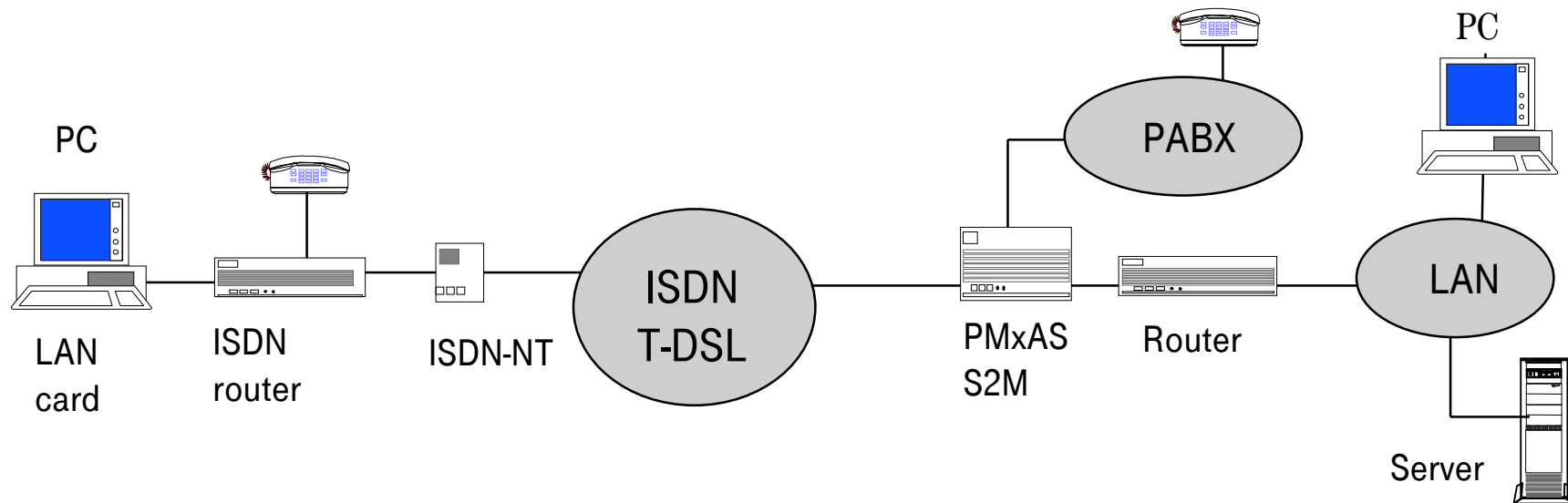
**(1): Alternating telework, (2): Mobile telework**

# Telework at Deutsche Telekom.

## Order management as an example.

Order management translates a customer order (e.g. for T-ISDN lines) into a production order. Alternating telework allows working time to be flexibly adapted in line with customer requirements.

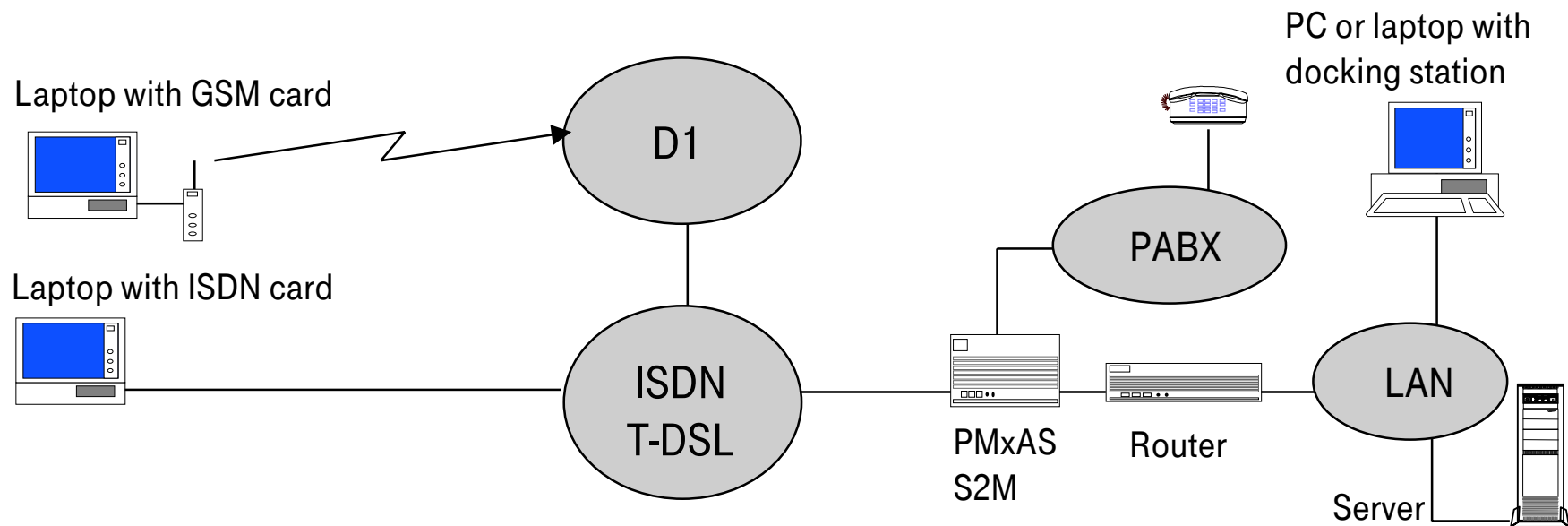
For the user the connection to the Deutsche Telekom data network is transparent, i.e. he is able to utilize all the functions and applications in exactly the same way as if he were in the office.



# Telework at Deutsche Telekom.

## Customer care as an example.

The quality and efficiency of customer care are important criteria for customer satisfaction. Mobile network access for service staff creates the relevant requirements for fast, convenient and easy access to the necessary information via laptop either from home or whilst on the move. In the final development phase, some 15,000 service employees will be using this system.



# Telework at Deutsche Telekom.



## Implementing Success: Summary



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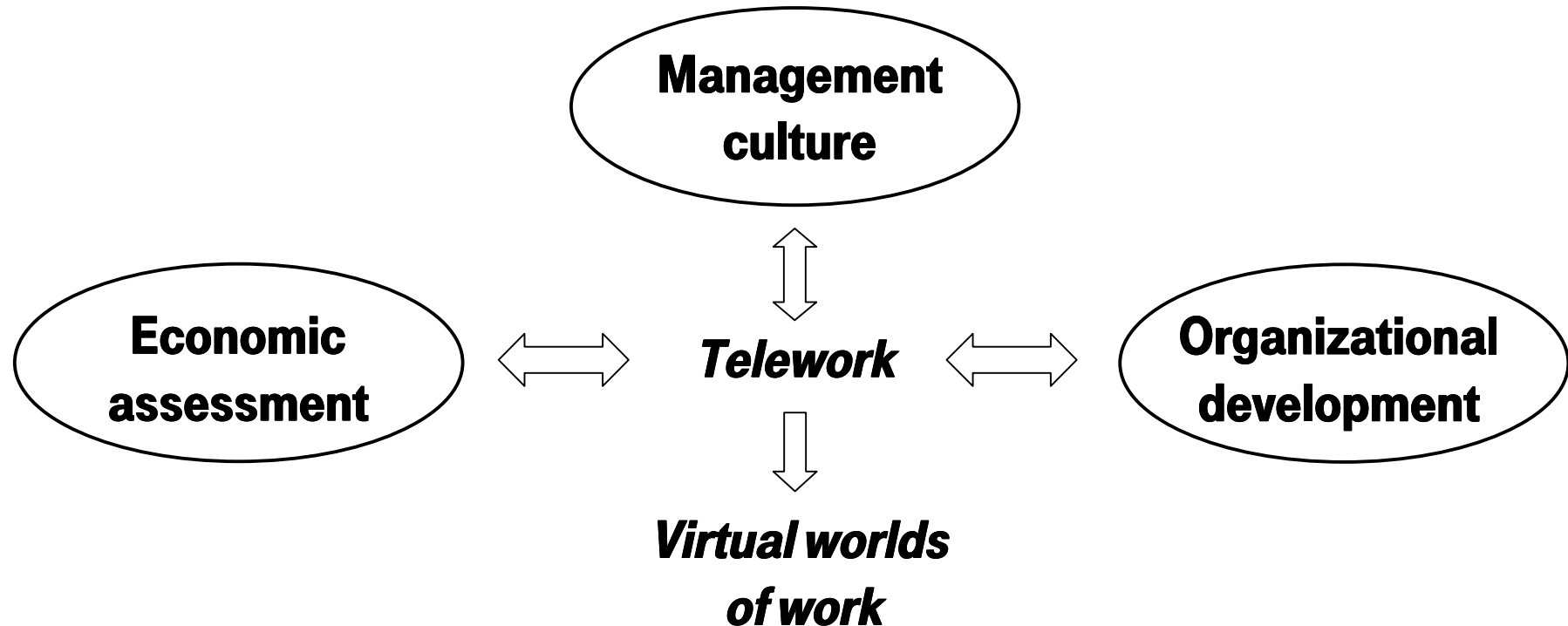
# Telework at Deutsche Telekom.

## Summary.

- Telework is an innovative work form; it supplements established work forms
- Telework must be accepted as a work form by all parties involved
- Telework will not happen automatically; it needs a strategy for its introduction and expansion
- From the company's point of view telework is deployed in a targeted manner to improve performance and enhance competitiveness. At the same time, telework provides the opportunity to give greater consideration to staff interests

# Telework at Deutsche Telekom.

A holistic ensemble.



Telework is preparing the ground for tapping new services and applications for virtual worlds of work.

# Telework at Deutsche Telekom.



## Implementing Success: Contact



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# Telework at Deutsche Telekom.

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