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WHEN THE WORKPLACE IS MANY PLACES

The Extent and Nature of Off-Site Work Today

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A Study Commissioned by



American Business Collaboration
for
Quality Dependent Care

Written by



Who is the American Business Collaboration for Quality Dependent Care?

The American Business Collaboration for Quality Dependent Care (ABC) is a collaboration of nine “Champion” companies partnering to ensure that their employees have access to quality programs and services to help them manage their work and personal responsibilities. Since 1992, ABC companies have created and funded programs and services that merge business goals with the work and personal needs and responsibilities of employees. The ABC is managed by WFD Consulting, the thought leader and architect of the workplace of the future, offering innovative solutions and research to keep companies on the cutting-edge of key issues affecting business results.

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EXECUTIVE SUMMARY

Though it is still common to envision a corporate office building or factory as the place where we “go to work,” every day a large proportion of the labor force works “off-site” in another kind of environment—perhaps a room in their home, an airport lounge, or a customer’s office. These off-site workers are a major and apparently growing component of the workforce.

To determine the prevalence and profile of off-site work, the American Business Collaboration (ABC) funded this study as part of its goal of providing leadership on leading-edge issues for a changing workforce. The primary objective was to obtain information that would enable ABC companies and the corporate community at large to manage off-site workers and a dispersed workforce more effectively.

The findings discussed here are based on a nationally representative sample of 2057 adults who are either full-time employees of companies with 500 or more employees, or family members of employees. The study presents a 360° perspective, incorporating the views of off-site and on-site workers, their co-workers, managers, and family members.

The Off-Site Worker Population

The vast majority of the workforce in mid-size and large companies work on a regular basis with people they cannot see. Taking together those who are off-site workers and those who work at least weekly with colleagues at a different site, the study finds that working over a distance affects more than 80% and is a nearly universal experience for workers today.

- There are five types of off-site work. “Regular tele-workers” work from home on a regular basis, an average of two days a week; “ad hoc tele-workers” perform their work from home about two days a month; and “remote workers” function full-time from a home location. “Mobile workers,” as the name suggests, work from multiple locations including their car, their home, hotels, customer offices and company offices. “Customer site workers” are located in a customer office from which they do





all or most of their work. Mobile workers and customer site workers are the largest groups, together comprising about a quarter of the workforce. Tele-workers and remote workers together constitute another quarter.

- Off-site workers are represented in virtually all industries and occupations, though the mix of arrangements varies by industry.

The Benefits of Off-Site Work

For organizations, employee productivity, commitment, job satisfaction, and retention are all positively affected by various off-site arrangements. And individuals, especially those who work from home, cite a better work-life balance and a positive impact on family life.

- On a range of personal and work dimensions (e.g., productivity, concentration, stress levels, job satisfaction), managers, off-site workers, and co-workers all say that off-site workers rate as well as or better than on-site workers.
- Though off-site workers are likely to work more hours than their on-site colleagues, they are less likely to feel physically and emotionally drained at the end of the day.
- Those who work from home regularly are most likely to cite multiple benefits of the work arrangement.

Barriers to Effective Off-Site Arrangements

Though access to information and technology can be a barrier to working effectively from home, the major barriers identified in the survey are cultural—especially the emphasis on face-time and in-person work. All types of employees also share the belief that working off-site diminishes a sense of connection with the company.

- Getting in touch and staying informed is a problem for some. Generally, workers see the grapevine as more dependable than formal communication mechanisms.
- Meetings that involve off-site workers are common for 80% of the workforce. However, barely half believe that off-site workers are able to participate as effectively as those who are in the room where the meeting originates, due to practices that inadvertently leave them out.
- Though interruptions from family are commonly assumed to be a problem for at-home workers, off-site workers actually experience fewer work interruptions than on-site workers, who are frequently interrupted by other on-site colleagues.





Practices That Increase the Effectiveness of Off-Site Arrangements

Although off-site arrangements would be more effective if supported by guidelines, the proper tools, and specific training for off-site work, only a modest number of companies supply such support. Likewise, among the items that respondents say are most critical to effective work-from-home arrangements, many are missing from their actual experience.

- A system for being reached on a daily basis and high-speed access to the company's computer system are at the top of the list of "necessaries" for all types of off-site workers.
- Except for remote workers, few work-from-home employees have a designated workspace in their home, even though they say a set-aside workspace is very important to their effectiveness.
- Off-site workers and their families both say that the transition from on-site to off-site work was not difficult.

Managing a Distributed Workforce

Special training for managing off-site workers is rarely provided to managers, but when it is, it is effective. Manager training has a strong impact on manager attitudes toward off-site work and seems to be a factor in producing better results from off-site workers in their responsiveness, co-worker relations, and customer service.

- More than half of managers supervise off-site employees, but only 1 in 8 managers have received any training on managing off-site employees.
- Besides reporting the most benefits from off-site work, those who work at home regularly (remote workers and regular tele-workers) experience the highest degree of management effectiveness.

Technology Tools and Support

Contrary to the common expectation that off-site workers must have access to a wide array of technology, most off-site workers have the staple range of technology: computer, printer, fax, copier, and multiple phone lines. The technology provided is not always appropriate to the needs of a specific arrangement, and one-third to one-half rate their technical support as "only fair" or "poor."

- When equipment is provided, companies assume financial responsibility for purchasing and maintaining it for off-site workers, as they do for on-site workers.
- Mobile workers and customer site workers are least likely to have what they consider the necessary degree of access to company data and files.



- Mobile workers lack many of the tools needed for mobile communication. Remote workers—who are most reliant on electronic communication—are less well-equipped than tele-workers or on-site employees.

Communication and Connectedness

Since communication and connectedness with the company are identified as two of the few problematic aspects of off-site arrangements, focused attention in these areas will make a difference. Off-site employees use a range of communications methods, but, as might be expected, the intensity of different types of communication varies by work arrangement. For example, remote workers use e-mail most intensively.

- Employees spend a great deal of time communicating with members of their team or workgroup; half spend more than 3 hours a day on such communication.
- Most interactions are work-related. Regular tele-workers and remote workers, who spend the least time on non-work-related interactions, are more likely to report some difficulty in maintaining relationships with co-workers. However, maintaining relationships is not a prevalent problem for people in any work arrangement.

Observations and Conclusions

The data define three striking observations. First, the impact of off-site work is wide-reaching: only a small portion of the workforce has not experienced working over distances with off-site colleagues. Second, the corporate response to off-site work is modest and ad hoc. The absence of policies, guidelines, supports, training, and infrastructure are puzzling given that the effectiveness of 80% of the workforce is at stake. A third major conclusion is that off-site work experience varies widely, from remote workers who are very satisfied with their arrangement to customer site workers who are the least satisfied of any employee group.

Companies that correct the weaknesses in managing off-site work and draw on its strengths will find clear advantages: heightened employee commitment, increased retention of key talent, reduced stress levels, and even possibly improved management effectiveness. The data suggest several specific areas for action.

- Be more intentional about addressing off-site work issues. Develop an off-site plan as part of a workforce strategy.





- Treat the differences in work arrangements as one aspect of workforce diversity. Seek to understand and draw on the differences so as to allow each employee to make an optimal contribution.
- Offer training on managing off-site workers. The survey findings suggest that this may be the single most important and high-impact action companies can take to make off-site arrangements even more successful.
- Expand technology planning beyond the technical and cost aspects to focus on enhancing communication and connectedness between people, the business, and customers. Develop a technology plan that fosters connectedness, not just connectivity.
- Finally, consciously replace the office-centered model of work with a mental model of an omni-site extended network, in which distinctions of on- and off-site disappear—and no one is considered remote.





Chapter 1

The Extent of Off-Site Work Today

This study seeks to determine the prevalence and impact of off-site work arrangements. To do so, the study inquired into various kinds of off-site arrangements as well as interactions between off-site workers and their colleagues and managers. The findings are that off-site work arrangements are widespread, with half of the workforce working away from an office at least part of the time. Off-site arrangements are also diverse—five different types are identified—and are found in a wide range of occupations and industries, with off-site work more common than not in several industries and professions. Extending beyond off-site workers themselves, the experience of working over a distance is now nearly universal, as the large majority of the workforce become either off-site workers or the colleagues or managers of an off-site worker.

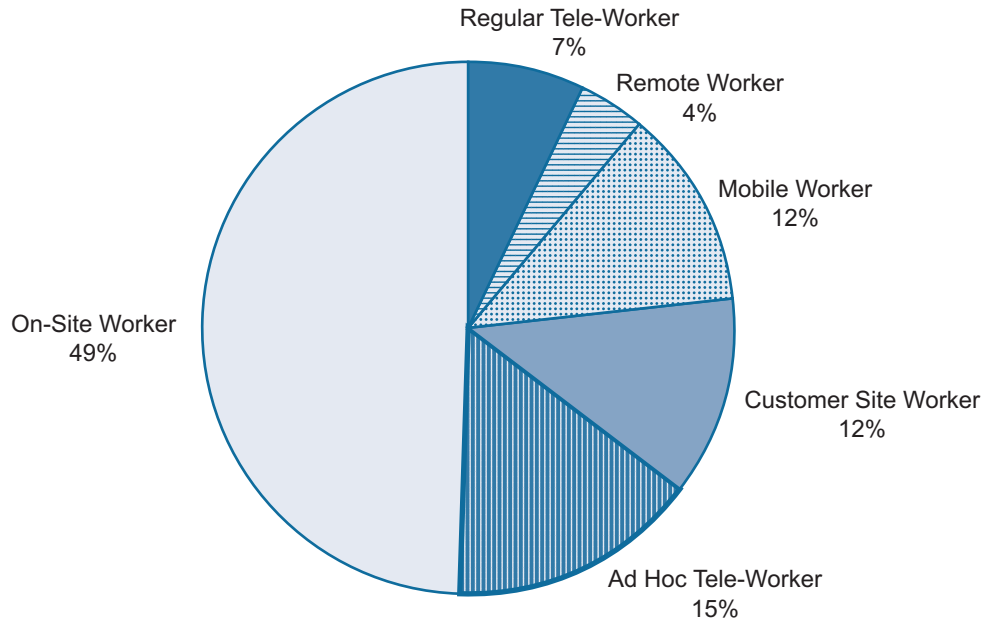
Prevalence of working across distance

One-half of U.S. employees in mid-size and large companies have work arrangements that define them as “off-site” workers. One out of three employees works off-site on a regular basis. Using the definition of an off-site worker as one who works in a location other than “the company office” some or most of the time, the study finds that 51% of workers fulfill that definition. (See Exhibit 1.1.) An almost equal percentage (49%) are, for the purposes of this study, “on-site” employees who “go to work in a company office” and do little or no work from home or other locations during regular work hours.

- The off-site worker population has many faces, ranging from those who work at home nearly all the time to those who work off-site only occasionally. The study identified five categories of off-site worker: ad hoc tele-worker, regular tele-worker, remote worker, mobile worker, and customer site worker. (See Exhibit 1.2 for definitions of these different work arrangements.)



Exhibit 1.1
Employee Work Arrangements



- Excluding ad hoc tele-workers who work off-site occasionally but not as often as once a week, the study finds that 1 out of 3 employees work off-site on a regular or very frequent basis.
- The most common off-site workers are those who work in a variety of locations (“mobile workers”) and those based at customer sites. Together these two categories account for about half of all off-site workers.
- Of those who work from home, the most common (15% of all workers) are ad hoc tele-workers; the study finds these employees work at home an average of 2 days per month. Remote workers, who work at home full-time, and regular tele-workers, who work at home approximately one-third of the time, together account for about 1 in 10 full-time workers.

As is seen in Exhibit 1.3, employees characterize themselves according to the place where they spend the most time working. For example, on-site workers, who average about 21.5 days of work per month, are at the assigned company office for most of that time (20.3 days). Remote workers spend nearly 18 days of the 22.5-day month working from home, while regular tele-workers divide their time between the office and a home workplace (13.8 and 7.3 days respectively).



Exhibit 1.2
Defining Off-Site Work Arrangements

Survey respondents selected one of the following types of work arrangements to describe how they work during their regular work hours:

“On-site workers” do their work in a company office and do not work from home during regular work hours, but may leave the company location for occasional out-of-the-office activities such as conferences, meetings, or professional development.

“Ad hoc tele-workers” perform their work in a company office. However, at least one day per month, but not as frequently as once per week, they work from home during regular work hours. This category also includes employees who work just a few days per year from home.

“Regular tele-workers” work from home one or more full days per week, and work in a company office at least one full day per week.

“Remote workers” perform their work from home full-time, although they may occasionally go into a company office.

“Mobile workers” perform their work in multiple locations such as customer sites, company offices, their homes, vendor offices, planes, and hotels.

“Customer site workers” are assigned to work primarily at a customer site, but may go into a company office for meetings, new assignments, or administrative matters.

Exhibit 1.3
Average Days Worked per Month at Various Locations
By Type of Work Arrangement

	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(855)	(336)	(191)	(109)	(257)	(143)
At home	0.4	1.9	7.3	17.7	2.7	0.4
At a company site where I am assigned a workspace	20.3	19.1	13.8	2.1	8.1	1.8
At another company site other than the one where I am assigned a workspace	0.3	0.6	0.4	0.3	2.6	1.1
At a customer or potential customer's location	0.2	0.2	0.6	0.9	5.8	15.0
At a vendor location	*	*	0.1	0.1	0.5	0.3
From a hotel, airport, plane, car, train, etc.	0.3	0.4	0.3	1.4	2.8	2.2
Total days per month (sum)	21.5	22.2	22.5	22.5	22.5	20.8





Working with colleagues over distance is a nearly universal experience for full-time workers in companies of 500 employees or more. Virtually all workers interact regularly with fellow company employees who are not at their work site. Even on-site workers say they frequently and regularly interact with colleagues at other locations whom they cannot see. (See Exhibit 1.4.)

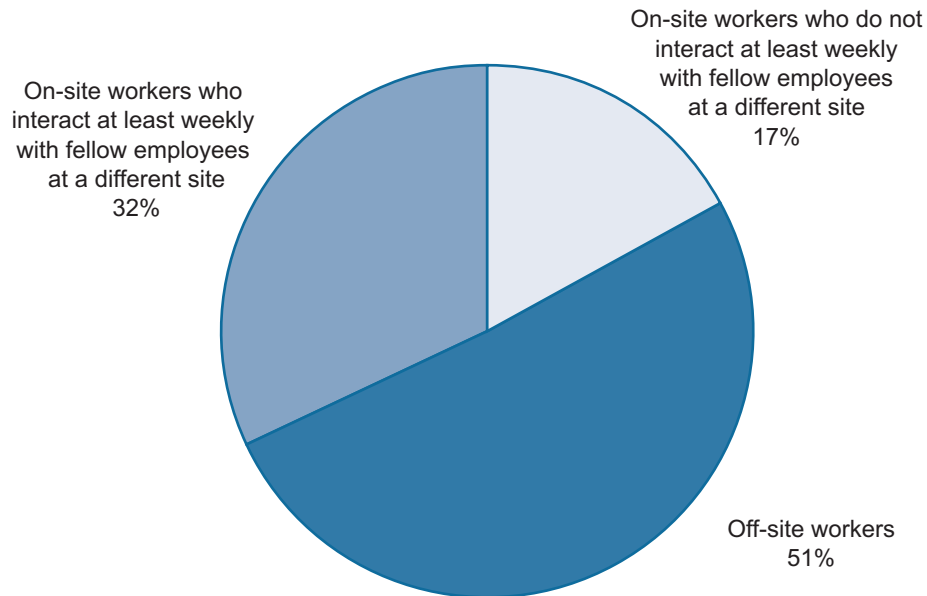
- Only 6% of all employees say they never interact with a company employee at a different work site.
- Over two-thirds (69%) say they interact at least once a week with another company employee in a different work site. For half of employees (49%) this is a daily part of their work experience.
- Working with off-site colleagues is almost as common for people with on-site work arrangements as for those who work off-site. Among on-site workers, 45% say they interact on a daily basis with a colleague at a different location, compared to 53% of off-site workers.
- Taking the experience of all workers together, the findings show that 83% of the workforce is working off-site and/or interacting at least once a week with someone who works at a distance. (See Exhibit 1.5.)

Exhibit 1.4
Interaction with Other Company Employees at Different Work Sites

	Type of Work Arrangement							
	Total Employees	On-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1884)	(813)	(1071)	(327)	(190)	(107)	(251)	(196)
	%	%	%	%	%	%	%	%
At least once a day	49	45	53	60	63	60	56	36
At least once a week	20	20	21	20	19	13	20	25
At least once a month	7	8	7	6	10	9	6	5
A few times per year	17	19	15	8	7	15	15	27
Never	6	8	5	6	1	3	3	7



Exhibit 1.5
Prevalence of Working over a Distance



Eight out of ten employees work over a distance on a regular basis

Most employees experience a great variety of work arrangements among the co-workers with whom they interact regularly. Off-site workers deal with every kind of work arrangement as part of their routine, and many on-site workers interact regularly with colleagues in various types of off-site work arrangements. (See Exhibit 1.6.)

- This said, both on- and off-site employees are most likely to interact on a regular basis with colleagues who have a similar work arrangement.
- For example, 90% of mobile workers have co-workers who are also mobile workers, but only 18% have co-workers who are assigned to a customer site.
- For most categories of off-site worker, interaction with other worker types is quite evenly mixed, after contact with like employees is discounted.
- Customer site workers are the most “isolated” of off-site workers in that they are least likely to have interaction with other categories of co-workers. Only 35% of customer site workers interact daily with colleagues at other locations, compared with 53% of off-site employees overall who have this kind of daily interaction.





Exhibit 1.6
What Types of Work Arrangements Do Your Co-Workers Have?

	Type of Work Arrangement								
	Total Employees	On-Site Worker	Off-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	
Respondent has co-workers who are:	%	%	%	%	%	%	%	%	%
On-site workers	59	83	36	44	54	36	34	20	
Ad hoc tele-workers	32	26	37	74	48	32	19	7	
Regular tele-workers	20	11	29	33	75	33	18	4	
Remote workers	12	6	18	21	25	64	11	3	
Mobile workers	32	22	42	29	28	32	90	21	
Customer site workers	21	12	29	8	16	14	18	76	
Respondent has co-workers who are off-site workers of any type	67	41	92	91	89	94	94	92	

Experience of off-site work among managers

Managers are well represented in the ranks of off-site workers; over half have experience with off-site work. Of survey respondents, 36% have a supervisory role. Of those, well over half (62%) have an off-site work arrangement themselves.

- Of all ad hoc tele-workers, over half have management or supervisory responsibility.
- Remote workers, of whom 24% have supervisory responsibility, are the least likely of all off-site employees to be managers or supervisors.
- Within the group of employees they supervise, managers often have a mix of on- and off-site employees.

More than half of managers supervise workers in an off-site arrangement, but most managers and the workers they supervise share the same kind of work arrangement. We have seen that workers have contact with employees in a variety of work arrangements, and the same is true for managers. However, managers are likely to have the most experience managing employees in their own kind of work arrangement. This is especially true for on-site and customer-site managers. Managers who work in



Exhibit 1.7
Managers' Experience with Different Work Arrangements
 By Type of Off-Site Worker

	Total Manager Respondents			Manager's Own Work Arrangement				
	On-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker	
Base:	(741)	(284)	(457)	(180)	(63)	(27)	(110)	(77)
	%	%	%	%	%	%	%	%
Percentage who are managers or supervisors	36	31	40	51	32	24	42	34
Percentage who manage any type of off-site worker	58	29	80	73	61	97	83	97
Type of worker(s) supervised					□			
Regular tele-worker(s)	7	3	10	10	28	5	10	-
Remote worker(s)	6	2	9	8	17	38	10	-
Mobile worker(s)	21	14	25	9	11	24	69	10
Customer site worker(s)	20	10	27	4	17	21	20	85
Ad hoc tele-worker(s)	21	9	31	57	30	34	13	3
On-site worker(s)	57	86	35	47	67	12	32	4

Note: Adds to more than 100% due to multiple responses

any type of off-site arrangement have more experience supervising a variety of workers than do managers who work only on-site. (See Exhibit 1.7.)

- About one-third (35%) of off-site managers have on-site workers who report to them.
- Customer site workers who are also managers supervise employees who are almost exclusively in customer site arrangements.
- Regular tele-workers who are also managers enjoy the most variety in terms of the types of worker they supervise: two-thirds (67%) of regular tele-workers supervise on-site employees, at least a quarter (28%) supervise regular tele-workers, and more than a quarter (30%) supervise ad hoc tele-workers.





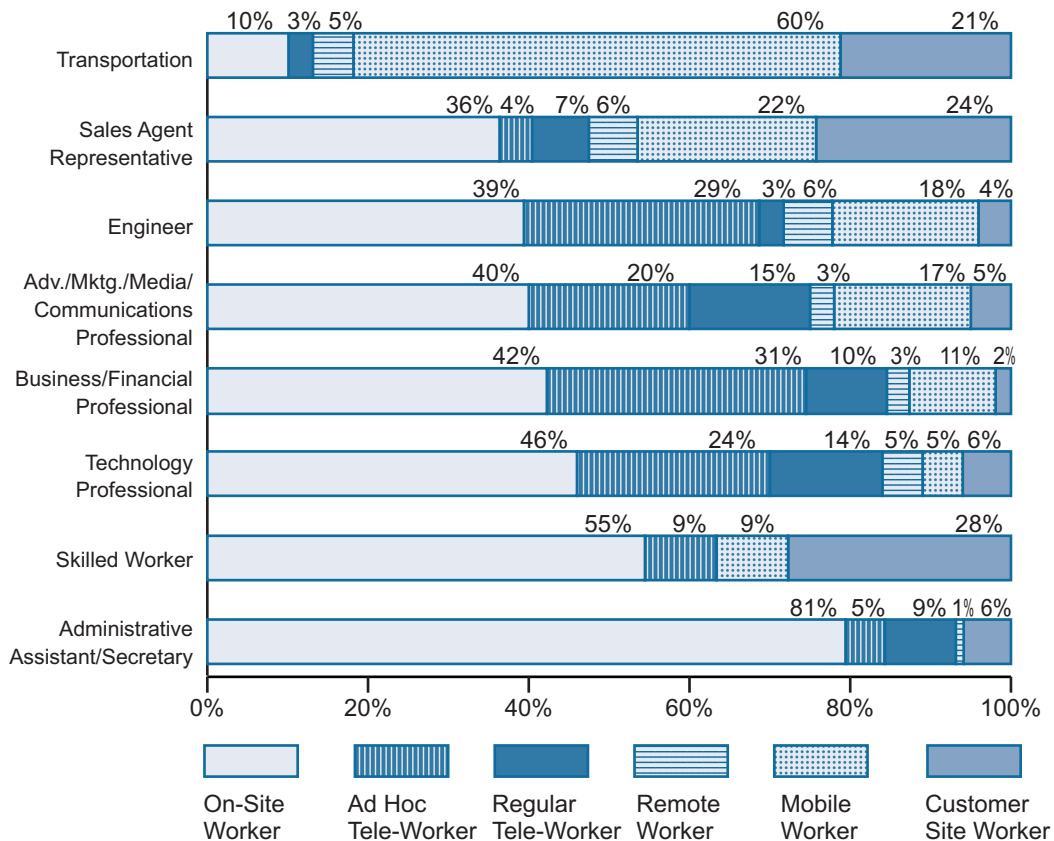
- Among mobile workers who are managers, two-thirds (69%) manage other mobile workers and a third manage on-site employees.

Prevalence of off-site workers by profession and industry

Off-site workers represent a broad array of occupations. Of course some categories of work require a full-time presence at a company location—for example work on a production line or as a receptionist. Still, the mix of off-site workers is extraordinarily heterogeneous. In fact, the findings suggest that there are relatively few categories of work in which off-site arrangements are impossible. (See Exhibit 1.8.)

- The greatest concentration of at-home workers or tele-workers is among technology professionals, business/financial professionals, engineers, and individuals in advertising/marketing roles. In all these professions, having some kind of off-site arrangement is more likely than having a completely on-site job description.
- The greatest concentration of mobile and customer site workers is in sales, skilled worker categories, and transportation—all professions in which service at a customer location and/or mobility is often integral to job performance. However, within the

Exhibit 1.8
Representation of Various Work Arrangements by Profession/Occupation



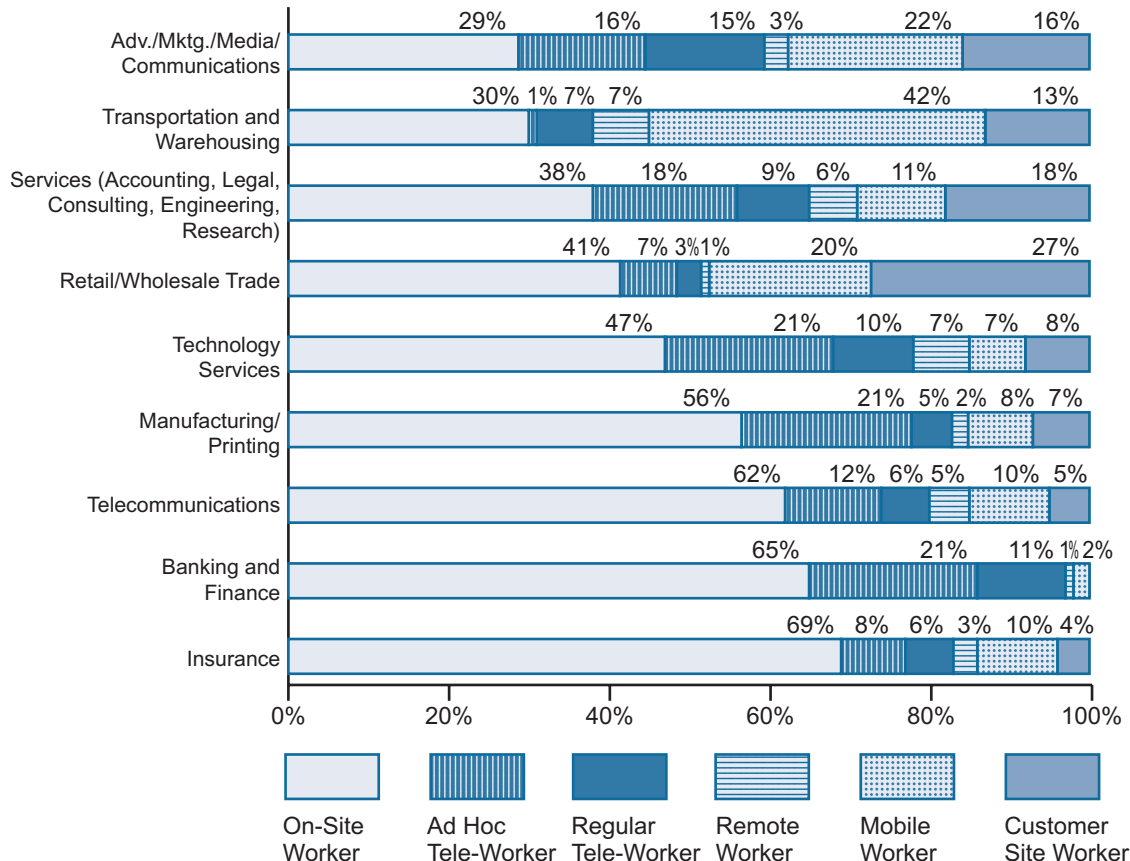


category of skilled worker, production and maintenance workers are more likely to be on-site than off-site.

Almost all industries have off-site workers, though the mix of work arrangements varies by industry. The almost equal distribution between on- and off-site workers that prevails in the workforce as a whole does not hold true for all industries; in a number of industries on-site work is significantly more prevalent. However, the study finds that, with almost no exceptions, every type of off-site work arrangement is represented in every industry. (See Exhibit 1.9.)

- Industries in which on-site work is more prevalent are telecommunications (62% of workers are on-site), banking and finance (65%), manufacturing/printing (56%), and insurance (69%).
- Not surprisingly, the largest percentages of customer site workers are in retail/wholesale and services, while mobile workers are most prevalent in transportation and advertising/marketing.

Exhibit 1.9
Representation of Various Work Arrangements by Industry





Chapter 2

Off-Site Work Yields Significant Benefits for Both Companies and Employees

The common assumption is that work-from-home arrangements are accommodations that primarily benefit the individual employee. The study finds, to the contrary, that off-site work has many benefits for the company as well. In fact, work-from-home and other off-site arrangements are often motivated by the company's needs. A 360° examination of off-site arrangements—including the opinions of off-site and on-site employees, managers, and family members—finds that productivity, retention, level of employee commitment, and job satisfaction are all positively affected by various off-site work arrangements. Those who work at home regularly (regular tele-workers and remote workers) also experience significant personal benefits in their ability to manage work and personal demands. Across several measures, working from home, whether some or all of the time, appears to have a beneficial effect both on the workers and their family members.

Motivation for work-from-home arrangements

Business needs are influential in establishing work-from-home arrangements. Both regular tele-work and remote arrangements challenge the assumption that off-site work arrangements are driven primarily by the personal need or desire of the individual employee. (See Exhibit 2.1.)

- Remote workers (71%), regular tele-workers (34%), and family members (67%) report that the reason for the off-site arrangement originated either purely to meet a company need or to meet a mutual need.
- Personal need has played a larger role in initiating regular tele-work arrangements.

Time spent working

Organizations are often worried that employees who work without direct, on-site supervision will devote fewer hours to work. But the opposite is true: this study shows that off-site workers usually work more hours each week. Off-site workers are more likely to resemble managers in the longer hours



Exhibit 2.1
Motivation for Work-from-Home Arrangements

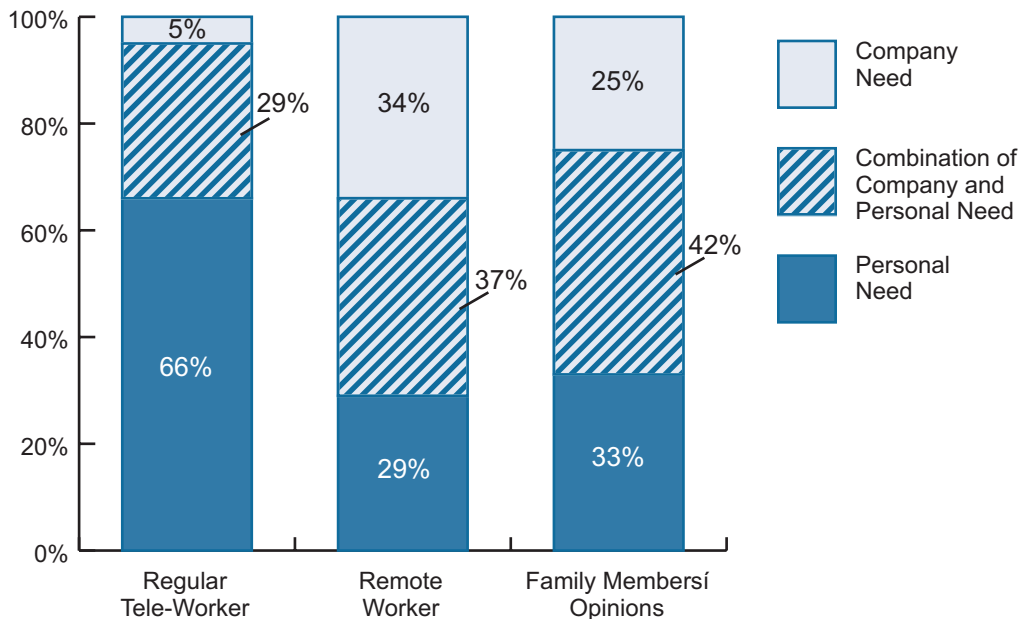


Exhibit 2.2
Time Spent Working by Type of Work Arrangement

	Type of Work Arrangement								
	Total Employees	On-Site Worker	Off-Site Worker	Ad Hoc Tele-Worker Subtotal	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker	Managers
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	(741)
Average hours worked per week	43.9	42.2	45.5	44.9	47.8	44.6	48.0	42.7	47.1
Percentage of respondents working 51 or more hours per week	15%	9%	21%	17%	25%	23%	30%	14%	24%
Percentage of respondents working 6 or 7 days per week	13%	8%	18%	13%	19%	26%	24%	16%	21%
Average hours worked per day	9.2	9.0	9.5	9.5	9.8	9.8	10.2	9.0	9.7





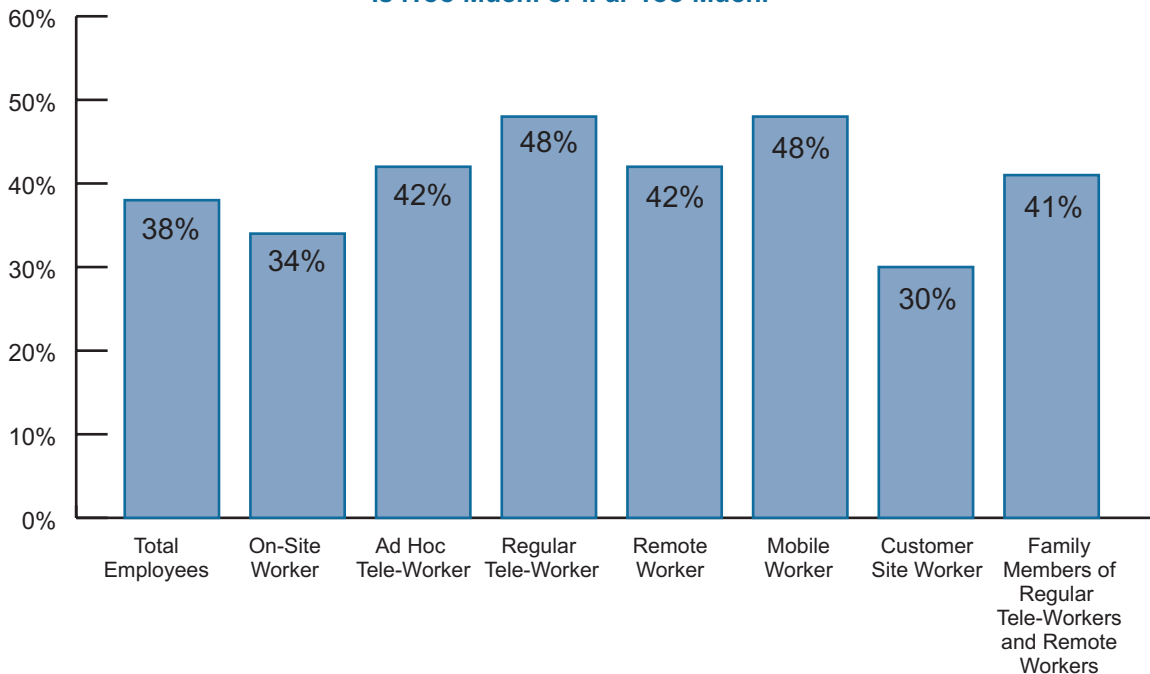
worked per day and greater number of days worked each week. (See Exhibit 2.2.)

- Mobile workers and regular tele-workers have the highest average hours worked per week (48.0 and 47.8 hours), and more than a quarter of them report working 51 or more hours per week.
- Remote and mobile workers are the off-site employees most likely not to take days off. For 1 in 4 (26% and 24% respectively), the workweek extends to 6 or 7 days.
- Mobile workers, remote workers, and regular tele-workers also report longer workdays (10.2, 9.8, and 9.8 hours respectively).

With the exception of those at customer sites, off-site workers are more likely than their on-site peers to feel they work too many hours; only half feel that the time spent working is about right. The sense among off-site workers that they work too much aligns with the previous finding that off-site employees generally report working more hours per week. (See Exhibit 2.3.)

- About two-thirds of on-site and customer site workers feel the amount of time they spend working is “about right.”
 - Regular tele-workers and mobile workers feel the most strongly of all worker groups—both on-site and off-site—that they work “far too much” or “too much.”
- This finding corresponds to the actual number of hours they work in a typical week,

Exhibit 2.3
Percentage of Employees Who Report Time Spent Working
Is Too Much or Far Too Much





as regular tele-workers and mobile workers work up to 5 to 6 hours more than other types of workers.

- Family members of regular tele-workers and remote workers have perceptions fairly similar to the views of employees; 41% say the time spent on work is “too much” or “far too much.”

A 360° view of the organizational and personal benefits of off-site work

Managers, off-site employees, and on-site employees all agree: on a range of personal and work dimensions, off-site workers rate as well as or better than on-site workers. Managers and off-site employees more frequently rate off-site workers as “better” or “much better” than on-site workers. (See Exhibits 2.4 and 2.5.)

- Among all respondents, at most 17% believe that off-site employees are “worse” or “much worse” than on-site employees on any job performance (work dimensions) or personal measure (personal dimensions).
- A quarter (26%) of on-site and more than a third (38%) of off-site employees rate off-site workers’ “better” or “much better” than on-site workers across all job performance and personal measures.

Exhibit 2.4
**Ratings by All Employees of Off-Site Employees
 Compared to On-Site Employees**

	Much Better / Better	About the Same	Much Worse / Worse
Base:	(1948)	(1948)	(1948)
	%	%	%
Work Dimensions			
Level of productivity	25	59	16
Ability to concentrate	30	57	13
Level of commitment to their job	22	65	12
Personal Dimensions			
Level of stress	39	45	17
Overall satisfaction with their jobs	37	54	8
Ability to manage the demands of work and personal/family life	39	48	13



Exhibit 2.5
Percentage Who Rated Off-Site Workers iBetteri or iMuch Betteri Compared to On-Site Workers

	Type of Work Arrangement							
	On-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker	All Managers
Base:	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	(741)
	%	%	%	%	%	%	%	%
Work Dimensions								
Level of productivity	13	36	28	51	65	32	31	25
Ability to concentrate	21	39	29	67	68	29	34	32
Level of commitment to their job	17	28	18	42	46	29	23	23
Personal Dimensions								
Level of stress	37	41	41	55	49	33	39	38
Overall satisfaction with their job	33	42	40	68	50	31	36	36
Ability to manage the demands of work and personal/family life	33	44	45	66	65	38	29	40
Work and Personal Aggregate Score	26	38	34	58	57	32	32	32

Note: The Work and Personal Aggregate Score was created by calculating an average score across all six Work and Personal Dimension items.

- On-site workers rate off-site workers’ personal experience as “better” or “much better” than that of on-site workers, but they are more likely to rate off-site workers “about the same” as on-site workers on performance-related issues.

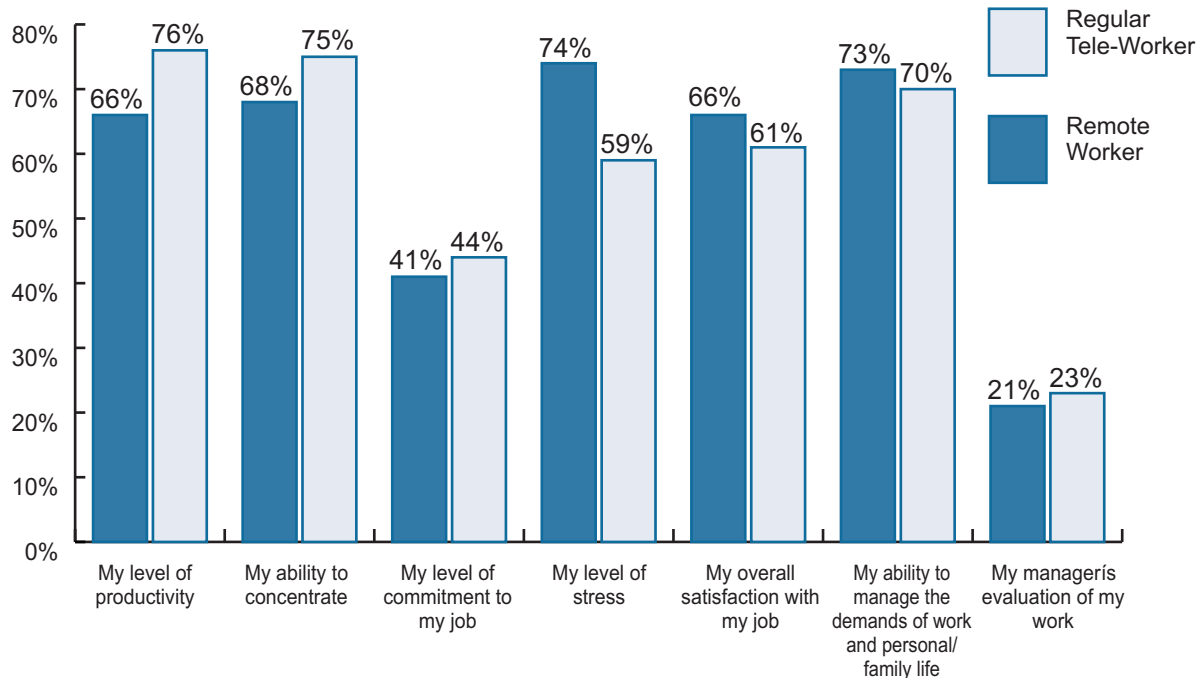
Value of off-site work for individuals

Employees who have made the transition from on-site work to working regularly from home report that both their personal life and job performance have benefited greatly. (See Exhibit 2.6.)

- Workers report the greatest benefits of working from home are in the areas of productivity, ability to concentrate, and ability to balance work and personal/family demands; all of these are rated as “better” or “much better” by over two-thirds of those remote workers and regular tele-workers who have transitioned.



Exhibit 2.6
Percentage Who Rate Their Off-Site Experience ‘Better’ or ‘Much Better’ than Their Previous On-Site Experience



- Over 40% report that their commitment to their job is “better” or “much better” following the transition from home to work.
- Remote workers are more likely to see enhancements in elements of their job performance; regular tele-workers are more likely to emphasize improved aspects of their personal experience.

Satisfaction with type of arrangement

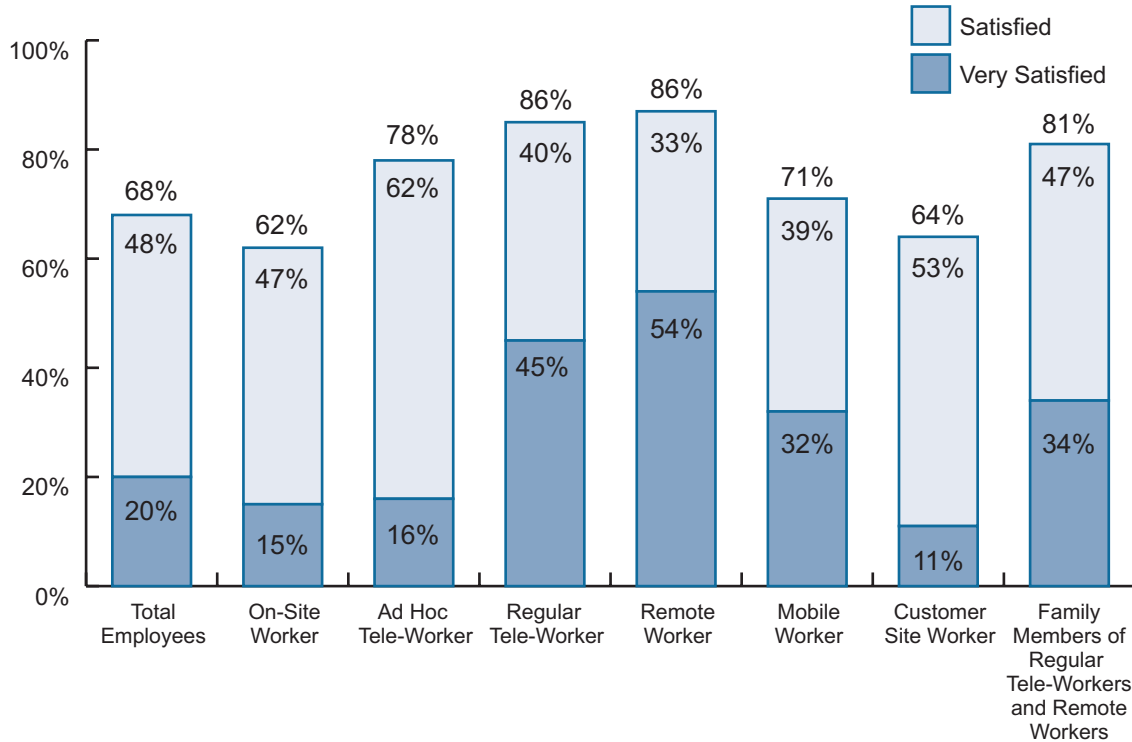
Overall, with the exception of customer site workers, off-site workers are more satisfied with their work arrangements than on-site workers. This perception of satisfaction also extends to family members’ assessments. (See Exhibit 2.7.)

- Remote workers and regular tele-workers are the most satisfied with their work arrangements; about half of them report they are “very satisfied.”
- Overall, on-site workers are least satisfied with their work arrangements; in their level of satisfaction, customer site workers most resemble on-site workers.
- A large majority (81%) of family members of regular tele-workers and remote workers report that the employee is “satisfied” or “very satisfied” with the work arrangement.





Exhibit 2.7
Percentage Who Are Satisfied with Current Work Arrangement



Impact of work arrangement on intention to stay with company

Employees who work from home regularly are more likely to say they will stay with their current employer for the near future. Very few regular tele-workers or remote workers plan to leave their employers in the next 2 years, and almost 90% say their current arrangement contributes “a great deal” or “somewhat” to their decision to stay with the company. (See Exhibits 2.8 and 2.9.)

- Overall, just under one-third of employees predict they will leave their current employers in the next 2 years.
- Among all groups, both on- and off-site, intent to leave is highest among customer site workers.



Exhibit 2.8

Percentage of Employees Who Predict They Will Work for Company for Two Years or Less

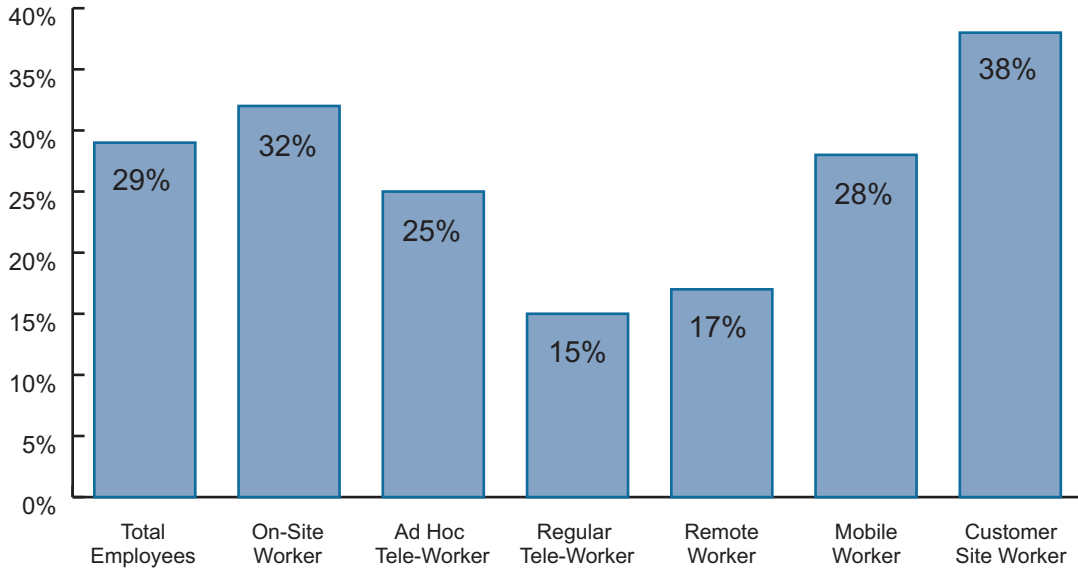


Exhibit 2.9

Impact of Work Arrangement on Intention to Stay with Company

	Regular Tele-Worker	Remote Worker
Base:	(191)	(109)
	%	%
Extent to which current work arrangement contributes to decision to stay with company		
A great deal/somewhat	88	85
A great deal	45	61
Somewhat	43	24





Employee commitment

On most components of employee commitment, remote workers, regular tele-workers, and ad hoc tele-workers score significantly higher than other types of workers.¹ (See Exhibit 2.10.)

- Regular tele-workers and remote workers had significantly higher scores than other workers on the WFD Commitment Index, a composite measure of the 7 separate commitment items, as well as higher levels of agreement on most individual commitment items.
- Ad hoc tele-workers also had high scores on the Commitment Index as well as higher levels of agreement on some commitment items.

Exhibit 2.10
Employee Commitment
 Percentage Who Agree or Strongly Agree

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
I am satisfied with my job.	63	55	76	73	76	67	59
I would choose to work here again, if I were looking for work.	66	63	75	78	76	66	55
I feel very loyal to my company.	62	61	66	73	73	63	55
I recommend my company to others as a good place to work.	62	59	73	62	69	65	51
I go the extra mile to help meet business needs.	86	83	92	93	96	87	86
I work extra hours when needed to help the company succeed.	82	78	88	93	93	83	75
My personal values are consistent with the company's values.	53	49	61	64	72	49	50
Total Commitment Score² WFD Commitment Index	3.7	3.7	3.9	4.0	4.0	3.7	3.6

¹The survey included WFD's Commitment Index, a validated scale comprised of 7 items that measure employee effort, identification, and attachment to the organization. Employee commitment has been shown to correlate strongly with productivity, discretionary effort, and retention.



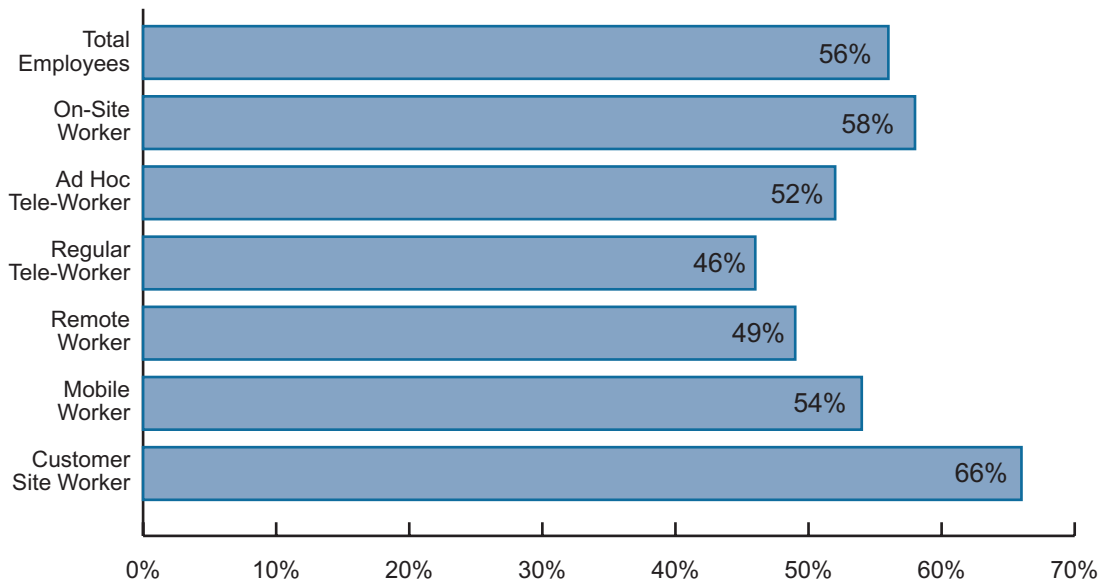
Stress and burnout

Despite working longer hours than employees in most other arrangements, regular tele-workers are least likely to feel physically or emotionally drained at the end of the day. This finding benefits both the organization and the individual, as employees who are less stressed not only have a sense of greater well-being but are more likely to be physically and mentally capable of contributing more over time.

While in general the majority of workers tend to feel emotionally or physically drained at the end of the day, it is striking that customer site workers, who work the lowest number of hours per week, are the most likely to report physical and mental fatigue—far more than any other off-site worker group—and that fewer regular tele-workers report feeling drained despite longer work hours. Something about the work itself, rather than the hours, seems to be driving this result. (See Exhibit 2.11.)

- Regular tele-workers (46%) are less likely to respond that they are drained at the end of a work day than are on-site workers (58%).
- Employees in all work-from-home arrangements report less emotional and physical fatigue than on-site workers.

Exhibit 2.11
Percentage Who Say They Are Physically or Emotionally Drained at the End of the Day
Percentage Who “Agree” or “Strongly Agree”





Ability to balance the demands of work and personal/family life

Employees in different work arrangements experience widely varying degrees of flexibility. Working off-site does not necessarily translate to a flexible work schedule. (See Exhibit 2.12.)

- Ninety-five percent of regular tele-workers and 84% of remote workers agree they have the flexibility they need in their work schedule.
- Fewer than two-thirds of on-site and customer site workers agree they have the flexibility they need in their work schedules (60% and 61% respectively).

Working from home is associated with greater ease in managing the demands of work and personal life. While in general one-third of all workers report difficulty in balancing the demands of work and personal/family life, regular tele-workers and remote workers are most likely to report that work-life balance is “very easy or easy.” In contrast, ad hoc tele-workers, mobile workers, and customer site workers are most likely to report difficulty with work-life balance. (See Exhibit 2.13.) These findings can be taken as indicators of stress levels, since workforce research has shown that employees who are able to balance work and personal responsibilities are also less likely to report high levels of stress.

- Two out of five regular tele-workers and remote workers (41% and 40%, respectively) report that balancing the demands of work and personal/family life is “very easy or easy” compared to one out of three (33%) on-site workers and fewer than one-quarter of ad hoc tele-workers, mobile workers, or customer site workers.

Exhibit 2.12
Percentage Who Agree or Strongly Agree They Have the Flexibility They Need in Their Work Schedule

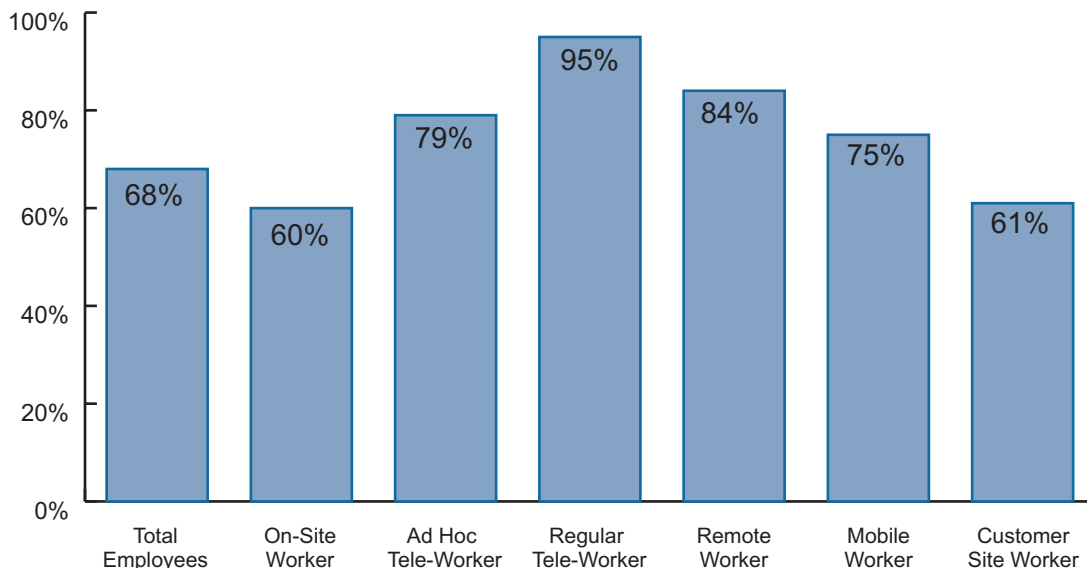
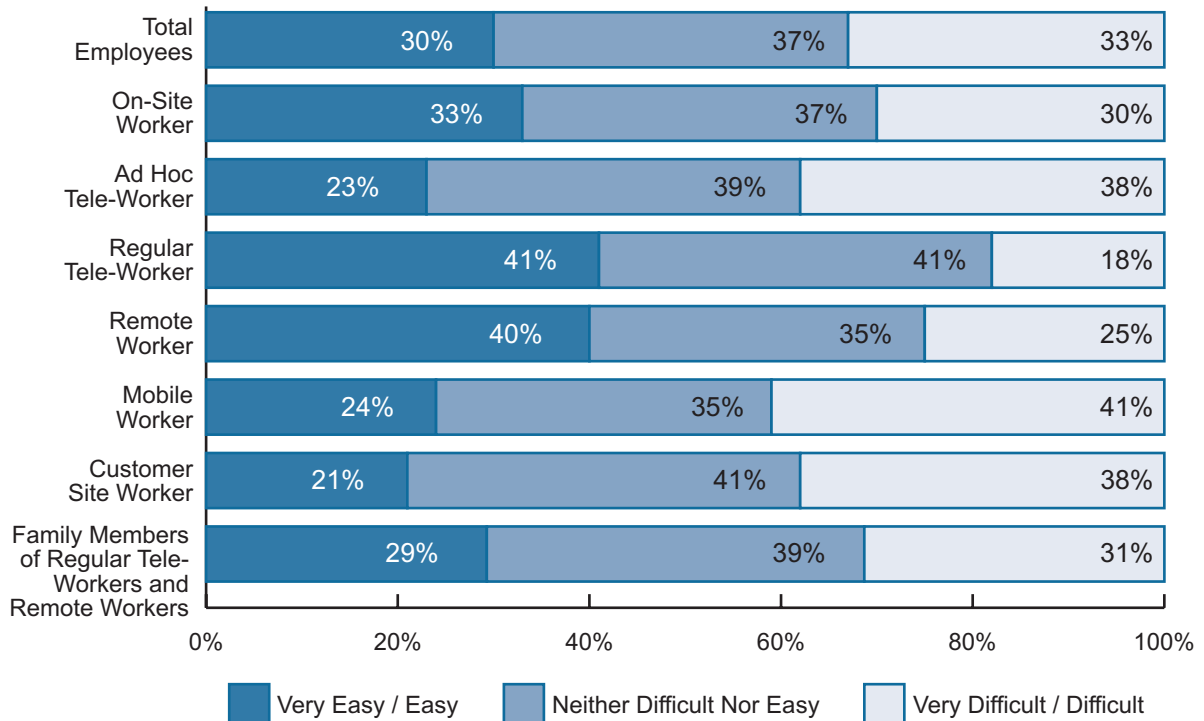




Exhibit 2.13

Ease or Difficulty of Balancing the Demands of Work and Personal/Family Life



- Almost one-third (29%) of family members of regular tele-workers and remote workers also report that it is “very easy or easy” for their family member to balance the demands of their work and personal/family life.

The impact of working from home on the family

The majority of those who work from home report a positive impact on the family, as do their family members. When regular tele-workers and remote workers were asked about the impact of working from home on aspects of their home life, hardly any reported a negative effect. (See Exhibit 2.14.) The response from family members of employees who regularly work from home corroborates the employees’ view of positive family impact. (See Exhibit 2.15.)

- Similar proportions of regular tele-workers and remote workers say the impact is “very positive or somewhat positive” (59% and 63% respectively).
- Two-thirds of family members report a “very positive” or “somewhat positive” impact on the family (65%), and 60% report a positive impact on their relationship with the employee.
- Very few family members feel the employee’s working at home has a negative impact on either the family (8%) or their relationship with the employee (9%).





- Most family members (83%) experience very little or no stress as a result of someone in the family working from home.

Exhibit 2.14

Impact of Working from Home on Family

	Regular Tele-Worker	Remote Worker
Base:	(191)	(109)
	%	%
Very positive/somewhat positive	59	63
No impact at all	39	23
Very negative/somewhat negative	2	14

Exhibit 2.15

Family Members' Perspectives on Impact of Working from Home on Family

	Family Members of Regular Tele-Workers and Remote Workers
Base:	(109)
Impact on family	%
Very positive/somewhat positive	65
No impact at all	27
Very negative/somewhat negative	8
Impact on relationship with employee	
Very positive/somewhat positive	60
No impact at all	31
Very negative/somewhat negative	9
Amount of stress family members experience as a result of employee working from home	
A great deal	1
A moderate amount	16
Very little	33
None at all	50



Chapter 3

Factors That Reduce or Threaten the Effectiveness of Off-Site Arrangements

While off-site work offers potential gains for both the individual and the organization, these benefits can be short-lived or unrealized due to a number of factors. This chapter discusses factors that respondents identified as barriers to optimal effectiveness in off-site work. Corporate cultures that are predisposed to in-person work impede effective off-site work (and in some cases on-site work); other obstacles include loss of connectedness and isolation due to insufficient tools or ineffective communication. Subsequent chapters address in more detail the nature of these problem areas and possible solutions.

This chapter also examines factors that are often hypothesized as problems of off-site work—getting in touch, staying informed, and avoiding interruptions. The data show that, while there are some concerns about getting in touch and knowing what is going on in the company, off-site workers are not significantly disadvantaged in these areas. Company meetings are one exception to these findings, as off-site workers are less able to participate fully than are the employees present at the on-site meeting place.

Obstacles to working from home

There is consensus among both on-site and off-site employees that cultural attitudes and practices are the main barriers to working effectively from home. (See Exhibit 3.1.) Employees who work from home are for the most part very satisfied with their work arrangements, but when asked to identify the barriers that do or could limit their effectiveness, they point to problems created by a mental model of in-person and on-site work.

- More than half of regular tele-workers and remote workers say the “out of sight, out of mind” mentality can lead to isolation and to their being left out of informal communication channels.
- About half of tele-workers (and almost as many on-site and customer site workers) see as a barrier their company culture’s emphasis on face-to-face work. This is an





Exhibit 3.1
Main Obstacles to Working Effectively from Home
 By Type of Work Arrangement
*Three main obstacles highlighted in **bold** for each type of worker*

	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker
Base:	(336)	(191)	(109)	(257)
Asked of employees who currently work from home some or all of the time:	%	%	%	%
iOut of sight is out of mindi mentality limits communication and leads to isolation of off-site employees	38	54	58	42
Company culture emphasizes being seen in the office and face-to-face work	49	43	28	28
Lack of access to tools and information to support off-site work	35	31	41	38
Lack of appropriate technology	28	35	44	30
Excessive workload, poor planning, or lack of work prioritization	20	36	37	37
Fear that off-site work will negatively affect career	28	40	29	20

	On-Site Worker	Customer Site Worker
Base:	(855)	(200)
Asked of employees who do not currently work from home:	%	%
The type of work I do cannot be done off-site	48	42
Company culture emphasizes being seen in the office and face-to-face work	41	35
Lack of access to tools and information to support off-site work	32	39
Lack of appropriate technology	27	39
Senior management does not support off-site work	33	28



issue, they say, because on-site employees who are physically present at meetings and are observed putting in long hours are perceived as more committed than those who work diligently out of sight.

- Similarly, about one-third of on-site workers say that their senior management's lack of support is a major barrier to effective off-site work.
- Concern about negative impacts on career advancement is a major concern for regular tele-workers. They fear that their lack of visibility to management will limit learning, growth, and promotion opportunities.

Lack of access to tools and information to support off-site work and appropriate technology are identified as barriers by a strong minority of employees who work from home.

- In the category of “tools and information,” at-home workers cite several kinds of centralized information that are often missing. These include policy and guidelines for off-site work, a formal request and planning process for requesting off-site work, and training on optimal practices for off-site workers.
- The most-often-mentioned technological barrier is lack of access to high-speed connection to the company computer system.

Maintaining connections: Perceived difficulty in staying informed and getting in touch

Many employees and managers say that sense of connection and communication with co-workers are “worse” for off-site than on-site employees. About 4 out of 10 on- and off-site employees and managers say that communication and connections are “worse” or “much worse” for off-site workers. (See Exhibit 3.2.)

- Among those who made the transition from on- to off-site arrangements, 20% of regular tele-workers and 35% of remote workers say their sense of connection has deteriorated. (See Exhibit 3.3.)

Being off-site is seen as creating some difficulty for co-workers' getting in touch with each other.

When asked to select the category of employee—on-site or off-site—that presents “more difficulty getting in touch with,” more than half of respondents reported no difference, but a third (37%) reported more difficulty getting in touch with off-site employees. (See Exhibit 3.4.) There are distinctions according to work arrangement:

- On-site workers are somewhat more likely to report difficulty getting in touch with off-site workers than any other employees are (48% compared to 37% overall).





Exhibit 3.2
Percentage Who Rate Off-Site Workers iWorsei or iMuch Worsei on Connectedness and Communication Compared to On-Site Workers

	Type of Work Arrangement								
	Total Employees	On-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker	Managers
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	(741)
	%	%	%	%	%	%	%	%	%
Sense of connectedness to the company	39	42	37	36	39	34	35	38	39
Communication with co-workers	35	40	30	30	22	21	37	30	36

Exhibit 3.3
Comparison of Off-Site and On-Site Experiences on Sense of Connectedness by Employees Who Have Made the Transition to Working from Home

	Regular Tele-Worker	Remote Worker
Base:	(188)	(97)
	%	%
My sense of connectedness to the company as compared to before:		
Much better/better	13	17
About the same	66	48
Much worse/worse	20	35



Exhibit 3.4
Difficulty Getting in Touch with On-Site Workers Compared to Off-Site Workers

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
More difficult to get in touch with on-site employees	7	2	5	7	23	15	13
More difficult to get in touch with off-site employees	37	48	38	17	17	34	24
Both are equally difficult to get in touch with	16	12	21	20	14	20	14
I don't have difficulty getting in touch with either group	40	39	36	57	46	31	48

- Regular tele-workers, remote workers, and customer site workers are less likely to say that off-site workers are difficult to reach and more likely to report that they do not have difficulty getting in touch with either on-site or off-site employees.
- In addition, remote workers are more likely to report that on-site workers are more difficult to reach than off-site workers: one quarter (23%) say on-site workers are more difficult to reach.

Ability to stay informed is affected more by the specific type of work arrangement than by being on- or off-site. While ability to stay informed was hypothesized as a barrier for off-site workers, the results generally show this is not the case, as off-site workers are as positive as their on-site colleagues about the ease of staying informed. Overall, one-third of all employees find it difficult to stay informed about what is going on in the company through formal channels, and a quarter (24%) report difficulty staying informed through informal channels. Perhaps because they are “natural communicators” or because splitting time between office and home contributes to staying informed, tele-workers feel most confident in their ability to stay informed. (See Exhibit 3.5.)

It is notable that the grapevine is marginally more efficient than are formal methods of keeping employees informed about what is going on in the company. Except for remote workers, whose access to





Exhibit 3.5

Perception of Ease or Difficulty of Staying Informed about Things Going on in the Company

	Base	Ability to Stay Informed Through Formal Channels			Ability to Stay Informed Through Informal Channels		
		Very Easy / Easy	Neither Difficult nor Easy	Very Difficult / Difficult	Very Easy / Easy	Neither Difficult nor Easy	Very Difficult / Difficult
		%	%	%	%	%	%
Total Employees	1948	39	29	33	45	31	24
On-Site Worker	855	35	30	35	44	31	26
Ad Hoc Tele-Worker	336	40	31	29	49	37	14
Regular Tele-Worker	191	59	19	21	60	22	18
Remote Worker	109	58	26	16	43	30	26
Mobile Worker	257	36	29	36	44	29	27
Customer Site Worker	200	33	29	38	42	32	25

informal communication may be the most limited, most workers rate informal information channels the easiest for staying current on company happenings.

- More regular tele-workers and remote workers report it is “easy” or “very easy” to stay informed through formal channels than most other workers.
- In contrast, customer site workers have the lowest percentage who report it is “easy” or “very easy” to stay informed about company matters through formal and informal channels.
- Regular tele-workers have the highest percentage who say it is “easy” or “very easy” to stay informed through informal channels.

Meeting practices

Off-site workers feel disadvantaged in participating in meetings, due more to meeting practices than to technology. Organizing effective meetings that include a dispersed workforce presents more practical challenges than arranging meetings for on-site employees alone. The findings suggest that more efforts are being made to include work-from-home employees than other off-site employees. Regular tele-workers and remote workers tend to rate meeting practices more favorably, and customer site and mobile workers tend to rate meeting practices unfavorably. (See Exhibit 3.6.)

- Regular tele-workers and remote workers are far more likely to say that meeting



Exhibit 3.6
Use of Best Practices in Meetings
 By Type of Work Arrangement
Percentage Who Answer 'Almost Always' or 'Most of the Time'

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1612)	(678)	(308)	(178)	(93)	(205)	(150)
	%	%	%	%	%	%	%
On-site employees are able to participate effectively in meetings.	74	72	84	88	85	67	60
Employees who are not physically present in the room where the meeting is held are able to participate effectively.	44	41	56	68	63	32	22
Current telephone technology is adequate for effective participation of all employees, no matter where they are located.	58	56	67	83	76	47	39
Meeting notes are sent out prior to the meeting.	30	28	32	34	36	31	30
Meeting organizers make the appropriate effort to include employees who will not be physically present in the room where the meeting is being held.	46	41	59	72	64	35	30

organizers make the appropriate effort to include employees who will not be physically present in the room where the meeting will be held, that being physically present does not affect participation, and that current telephone technology is adequate. Mobile and customer site workers are much less likely to agree.

- Fewer than half of on-site workers believe employees who are not physically present are able to participate effectively in meetings, suggesting that in some cases the on-site employee may experience more communication barriers than does the person working from home.
- Regardless of their work arrangement, employees feel that the distribution of meeting notes prior to the meeting occurs inconsistently.





Meetings involving both on- and off-site employees are a commonplace occurrence that affects 80% of all employees. Consistent with the finding that 83% of employees regularly work with colleagues not at the same location (Chapter 1), most employees attend company meetings at least a few times a year that include colleagues from other work sites. There is also some indication that virtual attendance at meetings has increased in the past year, perhaps due to travel restrictions. (See Exhibit 3.7.)

- Two out of five (39%) of all employees say they attend company meetings that include employees at other work sites at least once a month.
- Regular tele-workers are much more likely than are other types of employees (35% vs. 19%) to attend such meetings at least weekly.
- A third (34%) of all employees note an increase in the use of meeting technologies over the past year. (See Exhibit 3.8.)
- Video conferences and the use of Internet real-time conference technology are still a rarity for conducting meetings that include employees at several locations, whereas teleconferencing is used “some” or “most” of the time for all types of employees with the exception of customer site workers. Tele-workers are especially frequent users of teleconferencing and are more likely to have participated in video conferences or real-time conferences using Internet technology.

Exhibit 3.7

Frequency of Attending Company Meetings Including Both Employees at Your Worksite and Employees at Other Work Locations
By Type of Work Arrangement

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Ever participate in meetings	81	79	91	93	83	76	72
At least once a day	5	4	8	6	1	6	6
At least once a week	14	13	21	29	10	9	8
At least once a month	20	16	19	23	24	28	22
A few times per year	42	46	43	35	49	34	35
Never	19	21	9	7	17	24	28

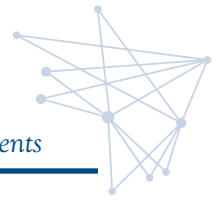


Exhibit 3.8
Use of Technologies for Meetings Which Include Employees from Multiple Work Locations

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1612)	(678)	(308)	(178)	(93)	(205)	(150)
	%	%	%	%	%	%	%
Teleconference using call-in phone numbers, a conference bridge or a conference service							
Always/most of the time	46	41	68	70	56	34	21
Some of the time	25	30	16	16	24	27	23
Rarely/never	29	29	16	13	20	38	57
Video conference							
Always/most of the time	7	7	13	6	5	3	*
Some of the time	21	22	22	32	16	11	18
Rarely/never	72	71	64	63	79	86	82
iReal-time meeting using Internet technology							
Always/most of the time	8	7	14	11	12	5	5
Some of the time	20	16	24	40	26	15	15
Rarely/never	72	77	62	49	62	80	79
Percentage who report increase in use of meeting technology over the past year	34	34	46	53	37	22	14





Interruptions

Off-site workers experience fewer work interruptions from co-workers than on-site workers.

Frequent interactions introduce the possibility of work interruptions. So, while off-site workers may have somewhat less communication with other employees, on balance, they are also interrupted less frequently. While some kinds of interruptions are necessary for communication and to accomplish work, both interruptions from work colleagues and “non-work” interruptions may affect productivity.

According to survey respondents, the vast majority of work interruptions are work-related, and the frequency of interruptions is dramatically more for on-site workers compared to various off-site worker groups. (Exhibit 3.9)

- Co-workers account for the majority of interruptions to work for all types of employees. Three-fourths of on-site workers and ad hoc tele-workers are interrupted “several times per day” by co-workers (73% and 74%). About half of regular tele-workers, mobile employees, and customer site workers are interrupted by co-workers “several times per day” (50%, 42%, and 54%). Remote workers experience the fewest interruptions from co-workers: 23% report being interrupted “several times per day,” and 35% report being interrupted “at least once per day.”
- Manager interruptions are significantly more frequent for on-site workers. A third of on-site workers report that managers interrupt work “several times per day” compared to fewer than 20% among all off-site worker groups.
- Contrary to common wisdom, employees who work at home have their work interrupted by family members only infrequently. Approximately one-fifth (22%) of all employees report interruptions from family members at least once a day; only 7% report work interruptions several times a day. More than any other type of employee, regular tele-workers (33%) and remote workers (34%) report work interruptions by family members “at least once per day.”
- Interruptions by telemarketers, delivery people, or others are rare with one exception: about one-fifth of remote workers are interrupted by telemarketers at least once a day.
- Family members’ reports of how frequently they interrupt the employee who is working at home confirm employees’ perceptions. Only 11% say they interrupt the employee several times a day (compared to 15% of regular tele-workers’ and 3% of remote workers’ own reports). Nearly a third (30%) interrupt their working family member at least once a day (compared to 33% and 34% of employees’ self-report). (See Exhibit 3.10.)

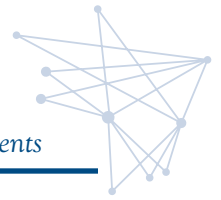


Exhibit 3.9
Frequency of Work Interruptions Caused by Different People

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Percentage interrupted several times per day by:							
Co-workers	63	73	74	50	23	42	54
Your manager	24	33	19	12	14	17	17
Your immediate family members	7	6	8	15	3	8	7
Telemarketers	5	3	10	7	19	5	2
Repair or delivery people	4	3	5	-	1	4	9
Friends, neighbors, or other relatives	2	2	3	2	-	4	1
Percentage interrupted at least once per day by:							
Co-workers	72	81	82	63	35	54	60
Your manager	40	49	37	32	25	33	25
Your immediate family members	22	21	21	33	34	21	16
Telemarketers	7	5	12	10	22	7	4
Repair or delivery people	7	6	6	1	5	8	12
Friends, neighbors, or other relatives	8	8	11	10	1	7	4

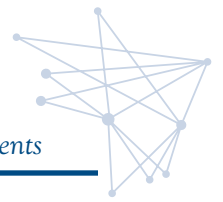




Exhibit 3.10

Family Members' Perceptions of Frequency of Interruptions While Employee Is Working at Home

	Family Members of Regular Tele-Workers and Remote Workers
Base:	(109)
	%
Several times a day	11
Once a day	19
A few times a week	22
Once a week	5
A few times a month	4
Rarely	35
Never	5



Chapter 4

Personal and Organizational Practices to Increase the Effectiveness of Off-Site Arrangements

This chapter explores the extent to which companies have contributed to employee effectiveness by providing information and support for off-site work, and the ways organizations and individuals have adapted to the business and personal requirements of a distributed workforce. So far, employees seem “ahead” of organizations in understanding and acting on the implications of the transition away from a central-office orientation to a more dispersed work orientation. Employees and family members report that by and large the transition to working from home has gone well to date; however, the findings identify priorities for attention and opportunities for companies to leverage the benefits of off-site arrangements.

Ease or difficulty of the transition to working from home

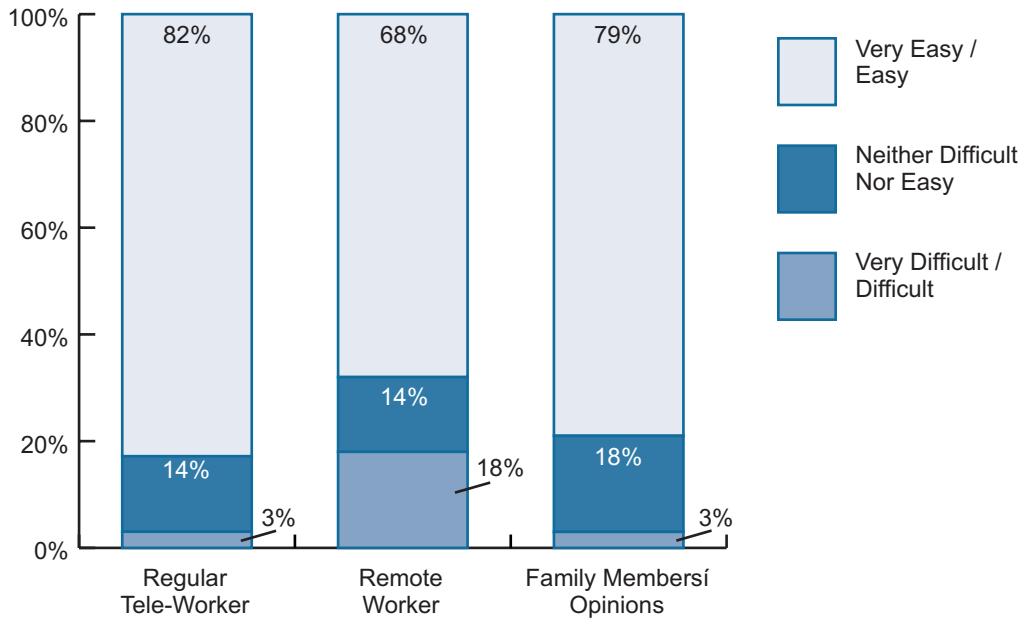
The transition from working on-site to working from home is not problematic for most employees who have experienced it. The majority (55%) report it has been “very easy,” and very few indeed (8%) report it was “difficult.” (See Exhibit 4.1.) (It should be noted that nearly all regular tele-workers and remote workers had previously worked on-site, which enabled them to make comparisons from direct experience.)

- Nearly all regular tele-workers report that the transition to off-site work was “easy” or “very easy;” over eight in ten (82%) say so.
- Although the transition has been easy for most (68%) remote workers, they are somewhat more likely to have encountered difficulties than are regular tele-workers. About 1 in 5 remote workers (18%) experienced difficulty in the transition.
- Family members’ perspective on the employee’s transition to working off-site is quite consistent with employees’ own assessments. According to family members taking part in the survey, for three-quarters (79%) the transition has been “easy” or “very easy” and few (3%) found it difficult.





Exhibit 4.1
Ease or Difficulty of Transition to Work-from-Home Arrangement



Company guidelines and support for off-site work

With the exception of guidelines on security and confidentiality, the survey finds that organizations provide only modest support and take an ad hoc approach to off-site work arrangements.

Companies' level of support for off-site employees is so modest that at least a third (36%) of employees interviewed in this survey simply do not know whether their companies provide several specified types of service. Such unawareness suggests a lack of focus on the transition to off-site work rather than a concerted company-employee combined effort. Managers who have received training in management of off-site workers are 2 to 3 times more likely than managers without such training to report that their companies provide a constellation of supports for off-site work. When any supports such as formal guidelines, tools, or training are provided, they appear to be part of a cluster of supports. Very large companies (those with 10,000 or more employees) are more likely to offer a cluster of supports for off-site work, including a central resource, formal guidelines, and tools for off-site work. (See Exhibits 4.2 and 4.3.)

- More often than not, companies do not provide for off-site workers any formal guidelines or policies for working from home (31% do; 33% do not).
- Few companies provide training on either how to work effectively off-site (25% do; 37% do not) or how to manage off-site employees (22% vs. 35%).



Exhibit 4.2

Provision of Company Guidelines and Supports for Off-Site Work

What Does Your Company Provide for Off-Site Work?	Total Employees			Managers Who Received Training: % Responding 'Yes'	
	Yes	No	Not Sure	Yes	Did Not Receive
Base:	(1948)	(1948)	(1948)	(95)	(611)
	%	%	%	%	%
Security and confidentiality guidelines	60	16	24	78	63
A central source of information and tips for people who transition to off-site work	46	54	NA	NA	NA
Safety guidelines	43	25	33	78	44
Health guidelines	32	30	38	58	34
Formal company guidelines and/or policy for working from home on a regular basis during regular work hours	31	33	36	59	30
Formal company guidelines and/or policy for working from home occasionally during regular work hours	31	33	36	30	21
A tool to plan and request an off-site work arrangement	25	35	40	48	23
A written agreement (or form) detailing mutual expectations of how an employee will complete work when off-site	25	35	39	63	23
Training on how to work effectively off-site	25	37	37	64	21
Training on how to effectively manage employees who work off-site	22	35	43	74	20

- Among those workers aware of company policies, more report that the company is almost certain (by a factor of 4) to provide guidelines on security and confidentiality, and very likely (43% vs. 25%) to do the same on safety.





Exhibit 4.3
Provision of Company Guidelines and Supports for Off-Site Workers
 By Type of Work Arrangement
 Percentage Responding *Yes*

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Security and confidentiality guidelines	60	52	74	71	78	65	59
Safety guidelines	43	38	36	34	46	62	56
Health guidelines	32	30	23	23	48	45	41
Formal company guidelines and/or policy for working from home on a regular basis during regular work hours	31	27	40	45	52	30	19
Formal company guidelines and/or policy for working from home occasionally during regular work hours	31	28	41	42	46	28	21
A tool to plan and request an off-site work arrangement	25	19	32	40	37	25	25
A written agreement (or form) detailing mutual expectations of how an employee will complete work when off-site	25	21	24	30	35	31	32
Training on how to work effectively off-site	25	19	23	24	37	42	35
Training on how to effectively manage employees who work off-site	22	17	20	26	37	29	28

- Generally speaking, ad hoc tele-workers, regular tele-workers, and remote workers are more likely to receive formal company guidelines and policies for off-site work arrangements than are mobile workers and employees at company or customer sites. They are also more likely to have obtained help in requesting and planning their transition to off-site work.
- Customer site, mobile, and remote workers are more likely than on-site workers or tele-workers to have received health and safety guidelines.



Factors That Contribute to Working Effectively from Home

Having ways of letting people know when and how you can be reached and high-speed access to the company’s computer system are the factors off-site workers say contribute most to working effectively from home. Employees who work from home at least some of the time were asked to select which factors contribute most to working effectively from home. Differences in priorities among employees in specific work arrangements reflect the particular challenges each work arrangement presents. Also, because companies seldom offer some of the tools and training they were asked about, employees with little experience of them may have had difficulty assessing how important some of these factors could be to their work. (See Exhibit 4.4.)

- All types of workers feel that high-speed computer access and a system for letting people know how and when to contact them would contribute most to working effectively from home.

Exhibit 4.4

Factors Chosen as One of Top Three Contributors to Working Effectively from Home

*Three main obstacles highlighted in **bold** for each type of work arrangement*

	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker
Base:	(336)	(191)	(109)	(257)
	%	%	%	%
A system for letting people know when and how I can be reached on a daily basis	56	63	51	44
High-speed access to company's computer system	59	59	42	46
Having a separate room that is used for work purposes	42	36	55	45
Routine(s) to start or end the formal workday	38	54	50	36
Scheduling regular check-in meetings with my manager and co-workers	26	24	32	29
Setting expectations with family members about my needs and availability while working at home	25	30	28	37
Tool(s) to plan and request an off-site work arrangement	22	15	9	11
Getting timely feedback from my manager about my performance	21	9	17	30
Training and/or information on how to work effectively off-site	9	10	16	23

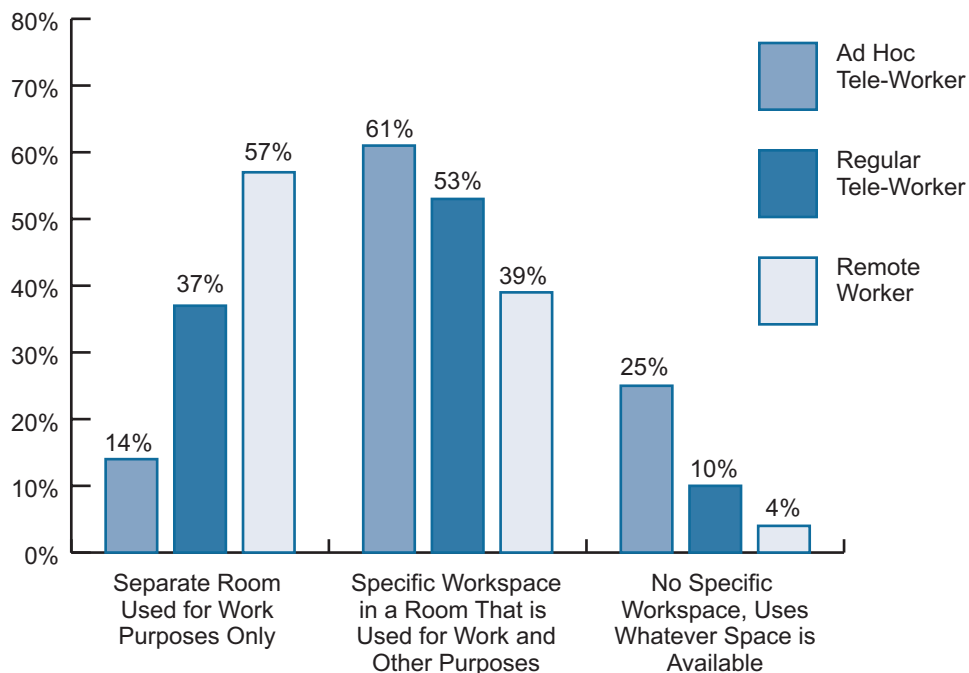


- “Having a separate room” for work purposes is chosen nearly as often, especially by remote workers.
- “Routine(s) to start or end the formal workday” is chosen by the majority of regular tele-workers and remote workers, the groups who work from home most often.
- “Setting expectations with family members about needs and availability while working at home” and “scheduling regular check-in meetings with managers and co-workers” are consistently chosen by at least a quarter of respondents in each type of arrangement.

Fewer than half of at-home workers have the dedicated workspace they say is necessary for success. (See Exhibit 4.5.)

- Remote workers are much more likely than ad hoc or regular tele-workers (57% versus 14% and 37%) to have a dedicated room for work.
- The majority of ad hoc and regular tele-workers (61% and 53%) set aside a part of a room that is used both for work and other purposes.
- One-quarter of ad hoc tele-workers have no dedicated workspace at home and work in space that is available, such as a kitchen table.

Exhibit 4.5
Percentage of Workers Who Have Various Types of Home Workspace





The majority of off-site employees surveyed feel able to maintain appropriate boundaries between work and personal life with managers, co-workers, and families; this compares favorably to the experience of on-site workers. (See Exhibit 4.6.)

- Roughly half of off-site employees are able to maintain boundaries “to a great extent.”
- About half of family members say employees are able to maintain boundaries “to a great extent” with various people, which is comparable to the results from employees themselves.
- Only a third have explicitly established guidelines or ground rules that maintain boundaries between work and personal life with their managers and co-workers. This compares with half or more who have done so with family members.
- Customer site workers are not as successful as other groups at maintaining these boundaries with their managers and work team members.
- Regular tele-workers, as compared to other worker groups, appear to be the most capable of maintaining ground rules with their managers and fellow team members.





Exhibit 4.6
Establishment and Maintenance of Boundaries between Work and Personal Life

	Type of Work Arrangement						
	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker	Family Members of Regular Tele-Workers and Remote Workers
Has established guidelines or ground rules with:	%	%	%	%	%	%	%
Manager	35	39	30	25	38	47	50
Team/workgroup	36	41	28	27	43	46	54
Spouse/partner	53	52	55	59	55	70	64
Children	53	37	26	49	55	66	67
Is able to maintain boundaries to a great extent with:							
Manager	54	53	60	48	45	43	63
Team/workgroup	55	50	61	47	47	35	60
Spouse/partner	55	57	65	59	42	53	60
Children	53	47	55	37	39	43	54
Is able to maintain boundaries to some extent with:							
Manager	35	42	36	34	47	42	24
Team/workgroup	39	44	37	47	42	51	29
Spouse/partner	38	33	31	37	49	44	30
Children	40	45	40	62	55	52	33



Chapter 5

Managing a Distributed Workforce: Assessing Management Practices with Off-Site Workers

This chapter explores managers' attitudes towards off-site workers and how effective current management practices are for on-site and off-site employees from the perspectives of both the manager and the employee. As the findings in Chapter 1 show, there is now a complex matrix of work arrangements among managers and those they manage. When managers supervise employees like themselves, they may to some extent reinforce existing management practices, thus exacerbating certain issues among workers and inhibiting new ways of working. In contrast, those who manage a broader range of employee work arrangements may be more likely to adopt new practices. Regular tele-workers and remote workers, in particular, report management practices that support effective off-site work and result in high performance and satisfaction. There are, however, signs of discontent, which working off-site may exacerbate—a sense that hard work and effort are not being recognized adequately and that visibility and opportunities for career advancement are not sufficient. The findings reported in this chapter show that manager training has a powerful impact on the attitudes of managers who deal with the challenges of a distributed workforce.

Training

Only 1 in 8 managers have received any training (classroom or on-line) on how to manage off-site employees. Today a majority of managers in large companies supervise employees who regularly work off-site. This finding might be expected to result in widespread focus on training managers about how to manage off-site workers effectively. But that is not the case: only 13% of managers report having been trained to manage off-site employees. (See Exhibit 5.1.)

- Nearly all managers (92%) who have had special training report that their training has been effective and helped them to better manage off-site employees.
- Half of managers (51%) who have not been trained to manage off-site workers say that it would help them to manage better.





Exhibit 5.1
Managers' Exposure to Training for Managing Off-Site Employees

		Yes	No
	Base	%	%
Manager received training (classroom or on-line)	(706)	13	87
Of managers who received training: Training helped you to better manage off-site employees	(95)	92	8
Of managers who did not receive training: Training would help you to better manage your employees	(611)	51	49

Opinions about managing off-site employees

Both managers' training and degree of experience with off-site workers have strong positive influences on managers' preferences and attitudes about off-site workers. (See Exhibit 5.2.)

- Managers who either have managed off-site workers or have been trained to do so are more likely to see off-site work arrangements as a retention tool than are supervisors who manage only on-site workers (54% and 64% compared to 43%).
- Managers who have had training in managing off-site employees do not show a preference for managing on-site employees (22% of those with training prefer managing on-site employees compared to 50% of those without training).
- While many supervisors (51%) of off-site employees say they initially had to make some changes in the way they manage, fewer say that managing off-site employees takes more effort on an ongoing basis.

Although most managers are generally comfortable with response times from off-site workers, managers who have been trained are as strongly positive about response times from off-site workers as they are about the timely response of on-site employees. Since responsiveness is known to be a key ingredient of both customer satisfaction and effective communication, it is important to understand what impact, if any, off-site work might have on responsiveness to customers, co-workers, and managers. (See Exhibit 5.3.)

- Managers are distinctly positive about their on-site employees' response times to all three constituencies. More than 8 in 10 report satisfaction with response times to clients (80%), co-workers (81%), and themselves (83%).



Exhibit 5.2

Opinions about Managing Off-Site Workers

Percentage of Managers Who iAgreei or iStrongly Agreei

	Total Managers	Manage Only On-Site Employees	Manage On-Site and Off-Site Employees	Received Training	Did Not Receive Training
Base:	(706)	(288)	(418)	(95)	(611)
	%	%	%	%	%
Encouraging off-site work arrangements is a good way to keep valuable employees.	49	43	54	64	47
I prefer managing employees who work on-site as compared to managing those who work off-site.	45	NA	45	22	50
When I began managing off-site employees, I needed to make changes in the way I managed.	51	NA	51	57	50
The ongoing management of on-site employees requires about the same amount of effort as the ongoing management of off-site employees (<i>percentage who i disagreei or i strongly disagreei</i>).	35	32	38	39	35

Exhibit 5.3

Managers' Perspective of On-Site Staff's and Off-Site Staff's Ability to Respond in a Timely Manner

Percentage of Managers Who iAgreei or iStrongly Agreei

	On-Site Staff's Ability to Respond in a Timely Manner	Off-Site Staff's Ability to Respond in a Timely Manner	Off-Site Staff's Ability to Respond in a Timely Manner Rated by Managers Who Received Training
Base:	(415)	(453)	(72)
	%	%	%
Clients are generally satisfied with my on-site/off-site staff's response time.	80	64	83
Co-workers are generally satisfied with my on-site/off-site staff's response time.	81	63	82
I am generally satisfied with my on-site/off-site staff's response time.	83	66	79





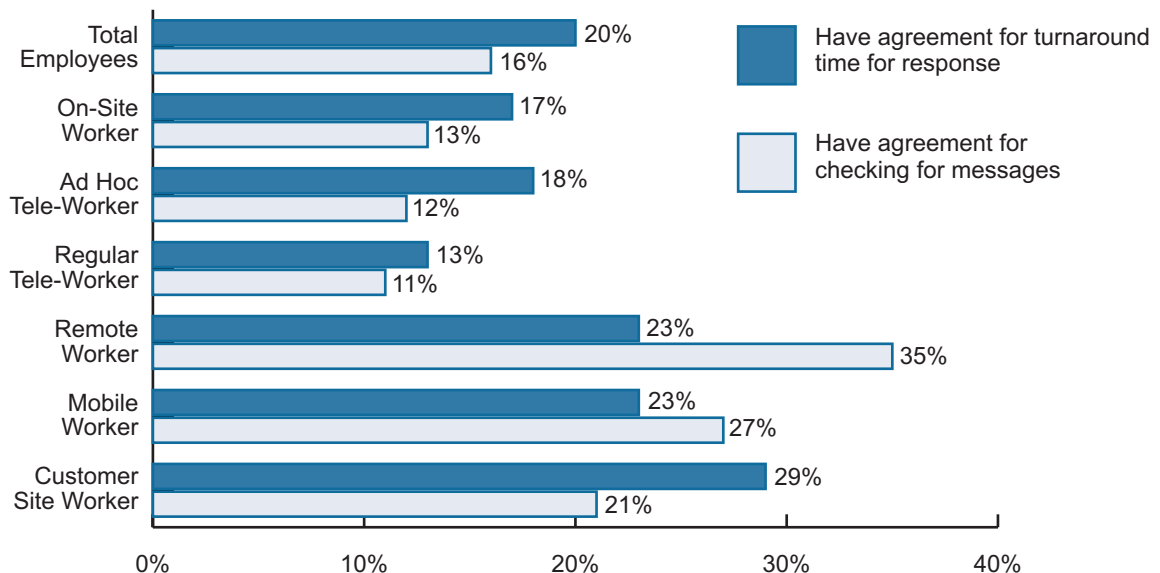
- About two-thirds of managers agree they are “generally satisfied” with their off-site staff’s response times to clients (64% of managers agree), to co-workers (63%), and to themselves (66%).
- Training appears to have a major impact on managers’ satisfaction with responsiveness. Among managers who have had training, satisfaction with response times of off-site employees is comparable to the levels of satisfaction with the timeliness of on-site employees.

Few employees have explicit agreements with their managers regarding how often they should check their voicemail, e-mail, and pagers. Given the importance of accessibility and responsiveness, this finding is somewhat surprising. Almost the same small proportion (20%) have an agreement about turnaround time for these forms of communication. (See Exhibit 5.4.)

- Although there is a low incidence of agreements among all types of employees, remote and mobile workers are two times as likely to have agreements about checking messages than are other types of workers.
- Customer site workers are more likely to have agreements about turnaround times for response.
- Regular and ad hoc tele-workers are similar to on-site employees in their lack of agreements about checking communications and response time.

Exhibit 5.4

Percentage of Employees Who Have Agreements with Their Managers about Checking and Responding to Voicemail, E-mail, and Pagers





Employees' evaluation of managers' effectiveness

In contrast to other employees' generally mediocre ratings of managers, regular tele-workers and remote workers rate their managers more favorably. Employees were asked to evaluate their managers on six criteria that, in combination, are indicative of manager effectiveness. Managers receive low marks from both on-site and off-site workers. About a third rate managers as “excellent” or “very good” on all six criteria, but at least the same proportion rate managers as “only fair” or “poor.” Across all work arrangements, employees rate managers lowest on factors related to performance feedback and career development (“promoting visibility” and “supporting advancement”). (See Exhibit 5.5.)

- About half of regular tele-workers and remote workers rate managers as “excellent” or “very good” on the overall Manager Effectiveness Index as well as on the six individual items. Their greatest positive rating in comparison to the ratings by other employees is the manager’s openness to new ways of working.
- Only about one-quarter of customer site employees rate managers favorably on the Manager Effectiveness Index, and their ratings on several individual items are lower than those of any other group.





Exhibit 5.5
Employee Ratings on Manager Effectiveness
 By Type of Work Arrangement

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Percentage Who Rate Managers iExcellenti or iVery Goodi							
Being available for advice when I need it	40	40	40	52	49	34	34
Communicating effectively	34	32	34	48	46	31	31
Providing regular feedback on my work	29	29	30	41	45	28	20
Promoting my visibility within the organization	28	26	32	40	40	26	18
Supporting my advancement within the organization	32	31	38	48	43	29	19
Being open to new ways to do work	40	38	47	62	56	34	27
Manager Effectiveness Index	34	32	36	51	47	31	24
Percentage Who Rate Managers iOnly Fairi or iPoori							
Being available for advice when I need it	32	33	31	24	27	32	38
Communicating effectively	34	35	34	23	24	34	39
Providing regular feedback on my work	42	42	40	32	32	43	53
Promoting my visibility within the organization	44	45	42	36	34	45	53
Supporting my advancement within the organization	39	40	37	28	26	41	49
Being open to new ways to do work	32	35	24	19	29	34	41

Note: The Manager Effectiveness Index was created by calculating an average score for each respondent across all six manager effectiveness items.



Employees' assessment of management systems and practices

Employees who work from home regularly are more positive than other employees about the effectiveness of several management systems including workload planning, performance evaluation, recognition, and career advancement opportunities. Along several dimensions of management systems and practices, regular tele-workers and remote workers give higher ratings of effectiveness than either on-site workers or other off-site workers. (See Exhibit 5.6.)

Workload planning and distribution

While the full range of workload distribution practices were reported by all types of workers, regular tele-workers report well-planned approaches to workload distribution somewhat more often and crisis management less often than other types of workers.

Rewards and recognition

Findings indicate that employee efforts are not recognized adequately by management. Only half (50%) of all employees feel that they “receive recognition” for their contribution, and even fewer (44%) feel that they are “rewarded based on the results” that they achieve.

- Of all employee groups, regular and ad hoc tele-workers are most likely to agree that they are recognized and rewarded based on results.
- Customer site workers are least likely to agree that they are recognized for their contribution and rewarded based on results.

Career development and advancement

Employees generally agree that they have opportunities to enhance their skills in their current jobs but are less optimistic about opportunities for advancement.

- Remote workers are most optimistic about career issues compared to other employees.
- Customer site workers feel most vulnerable on career development and advancement, considerably more so than other workers.

Performance management

By and large, employees perceive that their performance evaluations are based on objective and fair criteria rather than subjective factors such as “face-time” in the office or favoritism with the boss. (See Exhibit 5.7.)

- Remote workers, more than other employees, report that their performance is evaluated based on objective criteria including: “measurable objectives” (46%), timeliness (57%), and “achievement of results” (77%).





Exhibit 5.6
Employees' Assessment of Management Systems and Practices
 Percentage Who "Agree" or "Strongly Agree"

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Workload Planning and Distribution Practices							
Work is assigned through a formal planning process.	38	39	34	47	41	36	35
Work is distributed in response to crisis management.	38	38	40	27	32	43	44
Rewards and Recognition							
I am rewarded based on the results I achieve.	44	38	58	62	53	47	34
I receive recognition for my contribution.	50	47	61	60	58	50	40
I have the materials and equipment I need to do a good job.	65	63	70	83	77	63	55
Career Development and Advancement Concerns							
I have work colleagues whom I can call on for support and advice.	80	76	85	91	83	85	81
My job allows me to enhance my skills and learn new things in my current position.	63	60	76	73	75	57	52
I know what I need to do to advance in this company.	53	52	59	54	65	53	48
I am optimistic that I will grow and develop in my company.	46	46	60	53	63	41	29
I am able to get the visibility I need to support my career advancement.	42	39	58	57	57	37	23



- Regular tele-workers also believe, more than other employee groups, that achieving results is used “to a great extent” in performance evaluation.
- Regular and ad hoc tele-workers are somewhat more likely than other employees to report that performance evaluations are “based to a great extent” on “visibility with management” (35% and 39% respectively, compared to 21% to 28% of other workers).
- About 1 in 4 mobile and customer site workers had not had a performance review in the 12 months prior to the survey, a larger proportion than for other employee groups.
- Customer site workers are most likely to have received only “met expectations” ratings rather than “exceeded expectations” ratings.

Exhibit 5.7

Employees' Assessment of Performance Management System and Practices

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Criteria for Performance Evaluation:							
To what extent are performance evaluations at your company based on:							
<i>Percentage who answer 'To a great extent'</i>							
Clear, measurable objectives	34	34	30	34	46	31	37
Quality of work	55	57	57	54	66	47	51
Timeliness of work	44	46	39	39	57	42	42
Achievement of results	55	54	57	65	77	47	54
Long hours spent in the office	13	13	13	11	12	15	10
Favoritism or relationship with boss	21	22	21	12	15	20	26
Visibility with management	29	28	39	35	21	25	22
Percentage of employees who have not had a performance review in the past 12 months	17	16	9	11	12	26	22
Percentage of employees who exceeded expectations/goals on most recent performance review	59	60	67	67	53	59	40



Chapter 6

Technology Tools and Support

Effective off-site work arrangements are facilitated by access to appropriate technology, training, and technical support. This chapter explores employees' experiences with technology in the work environment, including who takes responsibility for ensuring its smooth running—both financially and in terms of technical support—and what degree of access workers have to appropriate data and information. The study finds that companies have taken financial responsibility for purchasing and maintaining equipment for both on-site and off-site employees, and that most off-site workers are equipped with a computer and phone. However, despite the array of technology currently available, companies have not equipped off-site workers with the appropriate tools, training, and support to work most effectively when out of the office.

Access to and fiscal responsibility for technology

It might be assumed that employees with off-site work arrangements would have access to a wide array of electronic equipment. This is not the case. (See Exhibit 6.1.)

- A majority of off-site workers (56%) do not have pagers, and over a third do not have laptops (35%), high-speed access to the Internet (38%), or access to company computer systems (32%). Over a quarter (28%) have no cell phone.
- Most off-site workers are equipped with the more staple range of technology: desktop computers (75% have one), printers (84%), fax capability (79%), copiers (78%), and multiple phone lines (76%).

For virtually all of this equipment the company pays 100% of the purchase price and maintenance costs. The exception to company financial responsibility is the cell phone, which the employee is almost as likely as is the company to buy and maintain (40% vs. 44%).



Exhibit 6.1
**Access to and Fiscal Responsibility for Hardware, Software,
 or Other Technical Equipment**

	Off-Site Employees Who Have This Equipment	Company Pays 100%	Employee Pays 100%	Company & Employee Share Expense
Base:	(664)			
	%	%	%	%
Laptop computer	65	87	11	1
Desktop computer	75	82	16	2
Printer	84	82	14	4
Copier	78	91	5	4
Fax capability	79	86	11	4
Multiple phone lines	76	78	16	6
High-speed Internet access	62	69	23	8
High-speed connection to company computer system	68	84	11	5
Cell phone	72	44	40	16
Pager	44	83	15	2
Wireless device such as a Blackberry	18	58	36	6

Access to specific technology varies by type of off-site arrangement and is not always geared to the needs of a specific arrangement. The extent of this access may influence the level and type of communication employees have, as well as worker efficiency, response time, and ability to be in touch. (See Exhibit 6.2; see also Chapter 7.)

- Compared to other off-site workers, ad hoc and regular tele-workers report the greatest access to all kinds of technology, perhaps because, in addition to whatever equipment they have at home, they also have access to in-office technology at least part of the time.
- Customer site workers are least likely to be equipped with technology—laptops, cell phones, high-speed Internet or company computer system access, or fax capability.
- After customer site workers, mobile workers are most likely to lack high-speed Internet or company computer system access and fax capability. Their mobility





Exhibit 6.2

**Access to and Fiscal Responsibility for Hardware, Software, and Other Technical Equipment
By Type of Work Arrangement**

	Type of Work Arrangement						
	On-Site Worker	Off-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(414)	(664)	(139)	(191)	(109)	(118)	(107)
	%	%	%	%	%	%	%
Percentage of Employees Who Have This Equipment							
Laptop computer	49	65	83	76	73	65	41
Desktop computer	93	75	87	86	67	64	70
Printer	89	84	93	97	85	73	78
Copier	89	78	92	82	53	75	75
Fax capability	88	79	92	85	84	72	70
Multiple phone lines	84	76	84	83	83	76	66
High-speed Internet access	78	62	81	82	68	52	42
High-speed connection to the company computer system	87	68	78	80	66	54	64
Cell phone	52	72	80	76	72	79	60
Pager	43	44	52	43	45	37	43
Wireless devices such as a Blackberry	19	18	27	17	16	19	10
Company Pays 100% for Purchase and Maintenance							
Laptop computer	90	87	90	92	91	79	81
Desktop computer	95	82	96	83	69	73	80
Printer	95	82	95	81	70	78	83
Copier	97	91	98	92	79	85	95
Fax capability	97	86	97	86	74	85	83
Multiple phone lines	96	78	89	73	65	71	89
High-speed Internet access	90	69	82	61	58	68	74
High-speed connection to the company computer system	95	84	82	86	68	82	95
Cell phone	56	44	44	38	45	52	42
Pager	80	83	94	88	78	69	80
Wireless devices such as a Blackberry	68	58	74	51	39	47	73



suggests they would have a higher need for mobile communication devices, but, although most have cell phones, few are currently equipped with other wireless devices.

- Even though access for remote workers is entirely electronic (since they work from home every day), these employees are less well-equipped than tele-workers and on-site employees. They are also less likely to have high-speed access to company computer systems.
- There are few differences in financial responsibility for technology based on work arrangement.

Exhibit 6.3
Assessment of Technical Support
By Type of Work Arrangement

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1078)	(414)	(139)	(191)	(109)	(118)	(107)
	%	%	%	%	%	%	%
Timeliness							
Excellent/very good	29	28	41	29	37	19	21
Good	37	38	31	48	31	33	35
Only fair/poor	34	34	27	23	32	47	43
Expertise							
Excellent/very good	35	32	44	45	45	24	29
Good	37	44	28	29	26	37	38
Only fair/poor	28	23	28	25	29	40	33
Training on the hardware and software you have available to you							
Excellent/very good	25	20	37	33	32	21	19
Good	36	40	30	36	29	33	34
Only fair/poor	40	40	33	32	39	47	47





Technical support

Among all off-site workers, only one-quarter rate technical support as “excellent” or “very good.” In addition to off-site employees’ access to equipment, ability to get technical support is essential to their effectiveness and efficiency. Depending on the arrangement, between one-quarter and one-half say the technical support they receive is “only fair” or “poor.” While all employees—both on- and off-site—indicate a need for improvement in technical support, the issue is critical for off-site workers, who are more reliant on electronic communication for exchanging information. (See Exhibit 6.3.)

- Technical support is especially problematic for customer site and mobile workers. While one-third of all off-site workers rate timeliness “only fair” or “poor,” close to one-half of customer site workers and mobile workers (43% and 47% respectively) rate timeliness as unsatisfactory.
- Similarly, nearly half of mobile and customer site workers say the training they receive is “only fair” or “poor.”
- More mobile workers rate technical expertise as “poor” than do other employees.

Access to data

In general, about two-thirds of off-site workers and on-site workers say that they have “full access” to data and files that they need to perform their jobs, but fewer than half of mobile or customer site workers have the access they need. For off-site workers, such access, both in supplying and retrieving information, is key to their effectiveness. (See Exhibit 6.4.)

- At least three-quarters of tele-workers and remote workers have full access to data and files.
- In contrast, fewer than half of mobile and customer site workers report full access to information.

Exhibit 6.4
Level of Access to Data and Files Needed to Perform Job
 By Type of Work Arrangement

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1120)	(414)	(181)	(191)	(109)	(118)	(107)
	%	%	%	%	%	%	%
Full access	60	58	77	83	75	43	46
Some access	36	37	21	17	25	54	49
Not able to access at all	4	5	2	-	*	3	5



Chapter 7

Communication and Connectedness

Good communication is critical to the effectiveness and cohesion of a dispersed workforce. Communication embraces a broad range of experiences from informal “keeping in touch” and relationship-building to formal department meetings and exchange of critical information between team members. It is influenced by access to technology (see Chapter 6) but also relies on other media including in-person conversation (face-to-face or by phone), written texts, and group meetings. Since communication and connectedness have been identified as two of the few negative aspects of off-site work (see Chapter 3), focused attention on these areas will make a great difference.

Like on-site workers, off-site workers indicate that they use a variety of communication methods and spend a good deal of time in contact with each other, often spending 3 or more hours a day interacting with people in their workgroup. They feel that they spend about the right amount of time interacting with co-workers and customers in order to get their work done but that they spend too little time with managers. Nearly all of their communications with other employees are work-related; relatively little time is spent in social interaction with work colleagues or with employees outside of their own department.

Frequency of communications of on-site and off-site workers

Time spent interacting with customers, co-workers, managers, and employees in other parts of the organization varies dramatically among on-site and off-site worker groups, reflecting both the nature and location of work. Whether workers are on- or off-site, the most frequent interactions are between colleagues in the same workgroup or department. Three-quarters (78%) of employees spend at least an hour each day during regular work hours interacting in their immediate workgroup, and two-thirds (68%) spend at least an hour each day with department or division colleagues. However, interaction time is somewhat different for remote, mobile, and customer site workers, who spend relatively more





time with customers and clients. Overall, only 29% of all employees spend more than an hour per day with managers and nearly half (44%) spend 15 minutes or less time with managers on a daily basis. (See Exhibits 7.1 and 7.2.)

- Mobile and customer site employees spend more time in contact with customers (typically three or more hours per day) than with people within their own company, including workgroup members.
- In contrast, on-site workers spend the most time with immediate colleagues and are more likely to spend at least an hour with managers on a daily basis.
- Similar to on-site workers, ad hoc and regular tele-workers are likely to interact with a broad range of people and have the most contact with employees in other departments.
- Remote workers spend the least time interacting with each constituency; these differences are most pronounced for time spent with managers, workgroup members, and department members.
- Employees usually feel that they spend about the right amount of time interacting with other business people (colleagues, customers, other departments), but 1 in 4 (25%) say that they should spend more time interacting with managers in order to do their jobs effectively. (See Exhibit 7.3.)

Exhibit 7.1
Time Spent Interacting with Different People during a Typical Workday

	Base	15 Mins. or Less	Less Than One Hour	One Hour or More	Three or More Hours
		%	%	%	%
People in my workgroup, those people with whom I work most closely	(1885)	7	22	78	53
People in my department or division	(1886)	12	32	68	37
My customers or clients	(1631)	18	34	66	42
People in other departments or divisions	(1886)	31	59	41	13
My manager	(1907)	44	71	29	10

Note: Time categories are cumulative; rows do not add to 100%.



Exhibit 7.2
Time Spent Interacting with Different People during a Typical Workday
 By Type of Work Arrangement

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
	%	%	%	%	%	%	%
Percentage spending at least one hour per day with:							
People in my workgroup	78	84	88	73	52	62	69
People in my department	68	75	76	59	43	47	65
Customers or clients	66	66	61	53	55	73	75
Manager	29	34	30	20	11	19	23
People in other departments	41	43	51	42	34	28	32
Percentage spending at least three hours per day with:							
People in my workgroup	53	62	50	39	27	37	53
People in my department	37	47	30	20	13	26	37
Customers or clients	42	44	22	26	28	51	64
Manager	10	13	9	5	3	7	11
People in other departments	13	14	9	12	15	13	11

Exhibit 7.3
Perceptions of Time Spent Interacting in Order to Get Job Done Effectively
 Percentage Rating Amount of Time 'Too Little'

	Too Little
Base:	(1948)
	%
My manager	25
My customers or clients	17
People in other departments or divisions	15
People in my workgroup, those people with whom I work most closely	10
People in my department or division	11



The nature of communications by on-site and off-site workers

As would be expected, the use of specific types of communication, especially face-to-face and e-mail, varies among different categories of employees. For all but remote workers, talking face-to-face is a frequently used method of communication and is still the main medium of communication for employees overall. Nearly three-quarters of all workers (73%) say that they spend over one hour a day in face-to-face conversation during a typical workday, but few remote workers do. While the majority of employees use telephone (52%) and e-mail (50%) for at least an hour each day, over a quarter of employees use e-mail or telephone for less than 15 minutes during the workday or not at all. (See Exhibits 7.4 and 7.5.)

- Customer site workers make use of face-to-face contact much more regularly than e-mail or telephone. Because customer site workers are the least likely to use electronic methods of communication, they have less contact overall with co-workers at company offices or other locations.
- Remote workers are much more likely to use electronic means, especially e-mail (74%) as their most “intensive” form of communication. One-fifth use instant messaging as a spontaneous means of communicating with co-workers. Face-to-face interactions are infrequent (14%).
- Regular tele-workers spend relatively more time using a variety of electronic means of communication: they are the most frequent users of e-mail (82%) and the telephone (67%), and one-fourth use instant messaging. They engage in somewhat less face-to-face interaction than other employees.
- Ad hoc tele-workers are the most frequent users of face-to-face communication: nearly all (86%) spend at least an hour each day engaged in in-person conversation. They also use a variety of electronic methods frequently.
- Mobile workers use face-to-face and telephone communications frequently and to the same extent as most other employees. Their use of e-mail is much less frequent (about half as frequent) than either tele-workers, on-site workers, or remote workers.



Exhibit 7.4
Time Spent Using Different Methods of Communication

	15 Mins. or Less	Less Than One Hour	One Hour or More	Three or More Hours	Not Applicable
Base:	(1948)	(1948)	(1948)	(1948)	(1948)
	%	%	%	%	%
Telephone conversation/ conference call	19	41	52	19	7
Voicemail	46	71	10	1	19
E-mail	14	35	50	19	15
Pager	34	38	3	1	59
Face-to-face conversation	11	24	73	39	3
Instant electronic messages	24	30	11	3	59

Note: Time categories are cumulative; rows do not add to 100%.

Exhibit 7.5
Time Spent Using Different Methods of Communication
By Type of Work Arrangement
Percentage Using Method for at Least One Hour per Day

	Type of Work Arrangement						
	Total Employees	On-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(336)	(191)	(109)	(257)	(200)
	%	%	%	%	%	%	%
Face-to-face conversation	73	77	86	62	14	70	72
Telephone/conference call	52	52	63	67	55	48	37
E-mail	50	49	68	82	74	29	22
Instant electronic messages	11	9	17	25	20	4	7
Voicemail	10	9	14	14	13	14	4
Pager	3	3	4	2	2	4	3





Compared to other workers, employees who work from home on a regular basis have far fewer interactions with co-workers that are not related to work. Regular tele-workers and remote workers report that 84% and 86% of their interactions with co-workers are about work-related issues compared to 77% work-related interactions for employees generally. In addition, among remote workers, a higher proportion of interactions with co-workers are planned rather than spontaneous. To the degree that spontaneous and personal interactions build connections and relationships, these tendencies may explain why work-from-home employees are seen as less connected. (See Exhibit 7.6.)

Developing and maintaining relationships with co-workers

Almost two-thirds of employees say developing and maintaining relationships with co-workers is easy; however, a somewhat higher proportion of remote workers report difficulty in this area. (See Exhibit 7.7.)

Exhibit 7.6
Proportion of Interactions with Co-Workers That Are Non-Work-Related

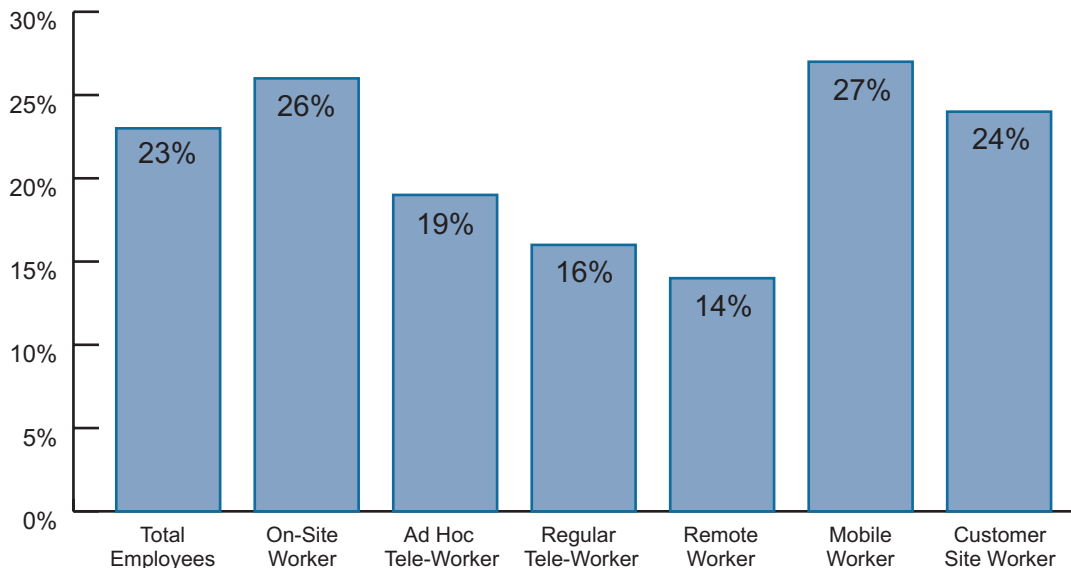
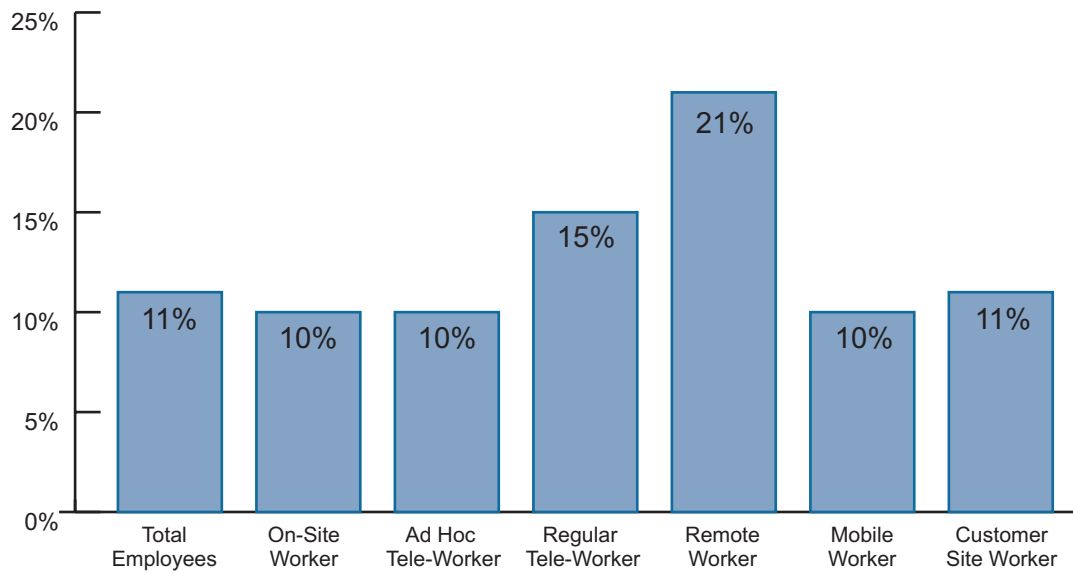




Exhibit 7.7
Percentage Who Say Developing and Maintaining Relationships with Co-Workers Is "Difficult" or "Very Difficult"





Chapter 8

Observations and Conclusions

The different places where people work are an important dimension of diversity in today's workforce. A growing number of employers know that to inspire the best from their workforces, they must learn how to acknowledge and foster diversity as well as derive benefit from differences. Most often, diversity is defined in terms of race, gender, life style, or cultural heritage, and sometimes is extended to include personality type or work style. Today and for the years ahead, variations in work site and location will also be seen as a dimension of workforce diversity that affects how people work and contribute.

When employers think about workforce strategy and trends for the future, the spotlight is often on work-from-home arrangements. This study finds that more focus is needed on the most prevalent arrangements—mobile and customer site workers who often feel unappreciated or taken for granted even though their frequent customer and client interactions are critical to businesses. Improving the effectiveness of the distributed workforce requires understanding the nature and needs of different kinds of off-site work. (See “Summary of Off-Site Arrangements and How They’re Working.”)

The findings of the study challenge some widely held assumptions about working from home.

A common viewpoint, frequently voiced in the media, is that working from home is a desirable and sought-after benefit for individuals but that it endangers or compromises organizational efficiency and productivity. The data on the experiences of remote and tele-workers correct this limiting assumption.

Tele-work means working at home all of the time. Most tele-workers spend some time in a corporate office each week. There is a tremendous variety of arrangements, customized to company needs and individual situations.





Workers are motivated by the watchful eyes of their supervisors. Workers who made the transition from the office to working from home report increased productivity and concentration—an assessment affirmed by co-workers, managers, and family members.

Off-site work is a favor or perk, to be doled out conservatively. Although some off-site arrangements are initiated to appeal to the individual worker's needs in order to retain top talent, such arrangements are motivated by company needs just as often. In fact, the findings show no compelling business reason for companies to limit the number of off-site workers: they are very productive employees.

Only certain jobs are conducive to working from home. Indeed, some job categories don't lend themselves to work-from-home arrangements. However, the diversity of job types and industries represented in remote and tele-work arrangements suggests that people are more likely to imagine unnecessary limits than to overestimate the number of jobs capable of being performed from home.

Managers dislike alternative or off-site and work-from-home arrangements. While many managers say that managing off-site employees is more time-consuming, those who have actual experience or training with off-site workers disagree. Moreover, managers say that off-site workers contribute at least as much as on-site employees.





A Summary of Off-Site Arrangements and How They're Working

Regular Tele-Workers

Work from home on a regular basis, at least one day a week

Characteristics: Compared to most other groups, these employees stand out for their high degree of satisfaction with the work arrangement, high level of commitment, lower levels of stress, and strong optimism about the ability to manage work and family demands even though their work hours exceed those of workers in most other arrangements. These positives may be related to the fact that the tele-workers' personal needs and preferences play a larger role in determining their arrangements. Regular tele-workers use a variety of communication methods, and are the heaviest users of e-mail.

Strengths to leverage: Regular tele-workers have a far more positive experience of manager effectiveness than other groups. Perhaps this is because they work for more flexible and capable managers who allow and support this kind of arrangement. But it may also suggest that supervising tele-workers fosters good management by encouraging a greater degree of planning, communication, and results orientation.

Areas for improvement: Since transitioning to tele-work, a fifth of tele-workers say their sense of connection to the company has deteriorated, even though they still work on-site an average of three days a week. Few have the dedicated workspace at home necessary for optimum effectiveness, and many wonder if there will be negative career effects from being "out of sight and out of mind." Many feel that the quality and timeliness of technical support are inadequate.

Ad Hoc Tele-Workers

Work from home at least one day a month

Characteristics: This group shares many of the characteristics of regular tele-workers,

including a high level of commitment and long work hours. However, their optimism about work-life balance and contentment with the arrangement, while satisfactory, are not as high as those of regular tele-workers—perhaps because these beneficial effects correspond to the amount of time spent working from home. Individuals in this group are the most frequent users of face-to-face communication.

Strengths to leverage: Compared to others, ad hoc tele-workers have a better experience with the timeliness and expertise of technical support. However, because they work less from home, their need for technical support is less intensive than that of regular tele-workers.

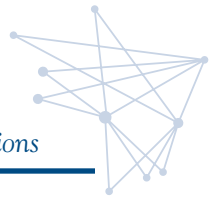
Areas for improvement: This group's greatest concern is that company culture still emphasizes the need to be seen in the office; this finding suggests that they might choose to work from home more often if they felt the company culture would support it.

Remote Workers

Perform their work from home full-time

Characteristics: Compared to most other groups, remote workers are more satisfied with their arrangement, report less stress and burnout, are more committed, have more flexibility, are less likely to leave their company soon, and believe that their productivity and ability to concentrate have both improved since the transition to working from home. They usually have a dedicated workspace in their home. Not surprisingly, they use electronic media most intensively. Of all off-site workers, remote workers are least likely to be managers.

Strengths to leverage: Like regular tele-workers, individuals in this group are more likely to have a very positive experience of management effectiveness.



Areas for improvement: Despite an almost total reliance on electronic communication, many remote workers lack high-speed access and appropriate equipment. A third of remote workers feel their sense of connection with the company suffers because of their off-site arrangement. They spend less time talking to colleagues on non-work-related issues and are more likely than others to say it is difficult to maintain relationships with colleagues.

Mobile Workers

Perform work in a variety of locations

Characteristics: In terms of satisfaction with their arrangement, level of commitment, intention to stay at the company, and experience of manager effectiveness, mobile workers are solidly in the middle compared to other groups—with neither strongly negative nor strongly positive feelings. This group works the longest hours of any group and expresses concern about excessive workload and work-life balance.

Strengths to leverage: Since mobile work arrangements are driven by business requirements, any enhancement that increases efficiency or effectiveness could be expected to have a direct bottom-line impact.

Areas for improvement: Many in this group lack the high-speed access and mobile communication equipment needed to perform effectively from airports, cars, hotels, and the many sites in which they work. Correcting this situation might also improve their sense of connectedness and participation in meetings, both of which are reported concerns. Addressing workload issues is also important to sustain the long-term contribution of this group.

Customer Site Workers

Assigned to work primarily at a customer site

Characteristics: This group rates lower than others on a number of dimensions including satisfaction with the arrangement, stress and burnout, intention to stay with the company, degree of flexibility, and experience of manager effectiveness. Of all worker groups, they are most likely to feel emotionally and physically spent at the end of the day, despite working fewer hours than other groups. In many respects their experiences and attitudes resemble those of on-site workers, except that they are unable to enjoy the positive aspects of being “at home” in their own company. Of all groups, customer site workers are the most isolated from their company; they interact less with colleagues, and tend to be supervised by managers whose sole focus is customer site work.

Strengths to leverage: This group continually has a “face to the customer,” so any improvements in their work effectiveness and satisfaction could be expected to have a direct and positive effect on the continuity and quality of customer service.

Areas for improvement: Of all groups, customer site workers are least likely to feel recognized or rewarded for their results, and most likely to feel vulnerable in career development and advancement.





Working from home has positive effects on employee performance, commitment, and morale.

Increasingly long commutes, the rising cost of office real estate, and employees' desire for more flexibility are driving an increase in work-from-home arrangements. This should be good news for employers, as working from home is associated with a number of benefits for the organization. Not only do tele-workers and remote workers report improved balance in their personal life, they also say their productivity and concentration are positively affected by working from home as compared to at the office. This assessment might be seen as self-serving were it not corroborated by co-workers, managers, and family members. In a validated measure of commitment, employees who work from home come out ahead of all other categories of workers.

Many companies are facing an imminent decision of whether to encourage or discourage the growth of work-from-home options. Often companies think their interests are served by limiting or discouraging such arrangements. This study suggests that increasing the number of employees in a company who work from home, even on an occasional basis, could have a positive effect on a number of workforce issues.

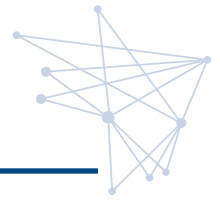
Equipping and training managers is key to optimizing the potential of an omni-site workforce.

A salient and unequivocal finding concerns the impact that training has for managers of off-site employees. Training influences not only their attitudes about off-site workers but also their satisfaction with off-site employees' responsiveness and performance. Beyond creating merely the perception of satisfaction, training thus seems to foster practices that improve employees' responsiveness and performance. Indeed, managers who have had training are in no doubt of its merits—yet barely one in ten managers have had training.

It is remarkable that, even though such a major proportion of the workforce works off-site, special training for managers has so seldom been provided or even been seen as necessary. Off-site work does breed challenges for managers—many of them addressed in this survey. Since both on- and off-site workers give managers a very mediocre rating on management skills, the provision of training for off-site management is an untapped opportunity to improve manager effectiveness.

Making the dispersed workplace work well requires strengthening connections, not just providing technology. Technical support and technology issues are certainly important ingredients of successful off-site work arrangements. Employees agree that high-speed access to the company's computer system is





critical to working effectively from home and that lack of appropriate technology and good technical support is often a major barrier to working effectively.

But equally important, and often topping the list of barriers, are concerns about connection. These concerns include whether the company's culture and top management support off-site workers, how to maintain colleague connections and visibility in an off-site arrangement, and whether one is appreciated for one's contribution. The quality of communication, the ability to stay informed, and the opportunity to contribute fully to meetings at a distance are other major themes. To enhance the effectiveness of the dispersed workforce, companies need a technology policy that is people-focused—in which equipment is provided based on job requirements, not level or status, and in which a primary focus is the enhancement of connections and communication.

It is in employers' interest to take a more intentional approach to off-site work arrangements.

The study's findings about company behavior are somewhat paradoxical. Despite the wide prevalence of off-site work and clear company interest in the success of these arrangements, only modest efforts have been made to date to formalize or effectively support the arrangements. For example, employers recognize that working from home is a retention tool, but often they fail to provide central sources of information for off-site workers. Customer site workers are at the "front line" of customer service, but they frequently experience management practices that undermine their commitment and, thereby, endanger the company's customer relations. Most often companies have no guidelines for off-site work, and just as often such policies are so undercommunicated that employees do not know whether they exist. Co-worker and manager attitudes and practices are critical for good communication and teamwork, but training for either managers or employees is rare.

Even with this modest level of attention to the challenges of virtual workplaces and distance teaming, off-site work is working amazingly well. Employees are often "ahead" of their employers and managers in thinking through the issues of communication, boundaries, and connections. All the signs are that the number of off-site workers is likely to increase. To optimize the contributions of a dispersed workforce, employers need to give more conscious focus to the needs and situations of employees in all the varieties of off-site work. An off-site work strategy needs to be part of human resources' overall strategy. Good fundamental management practices are the key to off-site effectiveness; thus, an intentional focus on off-site arrangements is likely to have positive ripple effects for the management of on-site workers as well.





The times call for a new mental model—an omni-site model of the workplace.

Until recently, the operative mental model of the workplace has been centered on the office or the corporate facility. In this model, most workers are located with their colleagues in a main office or company site; employees who work somewhere else are considered a deviation from the norm. As in the Copernican model of the universe in which the planets rotate around a dominant sun, the corporate office has been the central focus. While working at a remote site, tele-working, and working from a car or hotel room are generally acknowledged as an interesting and growing phenomenon, their emergence has not changed the persistent and tenacious mental model that work is performed by “going to the office” and that managers supervise (the word means literally “look over”) people whom they observe daily.

This study finds that an office-centered model no longer describes workplace reality and, in fact, may foster attitudes and practices that get in the way of understanding and more productively directing the dispersed workforce. With one-third of workers in large and mid-size companies working off-site on a regular basis and with 80% of the workforce engaged regularly in distance work with colleagues, the office-centered model is out-of-synch with the dispersed nature of today’s workforce.

What is needed instead are practices befitting an omni-place model of the workplace, an extended network of colleagues and team members who work together over distance. In this model, goal-setting takes the place of oversight; producing results, not face-time, is the measure of success; and the “meeting place” is a variety of communication media, including in-person and electronic settings. In this “omni-site” model there is no normative or “best” work site to which others accommodate. In fact, the vocabulary of “remote” and “off-site” disappears because it is no longer clear who is remote from whom and which site is “on” or “off.”

Far from being a visionary fiction, the omni-site workplace is already a reality, as this study shows. What is not yet in place are the attitudes, management practices, supports, and policies to make this new reality optimally effective.



Appendix I Methodology

Survey Process

Between March 26 and April 21, 2002, a sample of 2057 adults (aged 18 and older) were surveyed online for this study. The survey, developed by WFD Consulting and Harris Interactive with advice from ABC members, was approximately 25 minutes in length and consisted of about 80 substantive questions. Data were gathered using a self-administered on-line questionnaire, via Web-assisted interviewing software.

Sample Selection and Control

The sample included 1948 full-time U.S. employees of for-profit companies of 500 or more employees and 109 family members of full-time remote workers or regular tele-workers. The sample was selected from the *Harris Poll Online* (HPOL) database, which consists of several million members who have agreed to participate in survey research and who represent a broad cross-section of Internet users. To maintain the reliability and integrity in the sample, several control procedures were followed, including password protection.

Weighting

Completed interviews were weighted to figures obtained from the Current Population Survey (CPS) in order to be representative of the U.S. population of full-time employees of companies with 500 or more employees. Variables used for weighting were a composite of several factors, to generalize survey results to the national population.

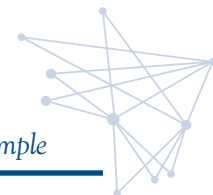
Analysis

All data reported here have been tested to assure significance at the 95% confidence level.

Notes on Reading Exhibits

An asterisk (*) on a table signifies a value of less than one-half percent (<0.5%). A dash represents a value of zero. Percentages may not always add up to 100% because of computer rounding or the acceptance of multiple answers from respondents. The base for each question is the total number of respondents answering that question.





Appendix II
Demographic Profile of Sample

	Type of Work Arrangement								
	Total Employees	On-Site Worker	Off-Site Worker	Off-Site Worker Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	
Gender (%)									
Male	62	57	67	64	57	60	77	68	
Female	38	43	33	36	43	40	23	32	
Age (mean)	41.4	39.8	42.8	39.7	43.4	44.4	45.0	43.6	
Adults in household (mean)	2.0	1.9	2.0	1.9	1.9	1.9	2.2	2.2	
Spouse employed (%)									
Full-time	67	67	68	67	64	78	71	65	
Part-time	10	8	11	5	14	4	9	19	
Self-employed	5	7	4	3	8	4	2	5	
No children under 18 (%)	67	68	65	68	65	73	59	64	
Marital status (%)									
Married	56	51	61	52	62	70	69	61	
Single	23	28	19	25	15	7	16	19	
Divorced/separated	14	15	14	15	18	18	7	14	
Education (%)									
H.S. or less	30	31	29	22	15	32	28	47	
Some college	19	19	18	14	21	15	22	20	
College grad or higher	51	50	52	64	63	53	50	33	
Income (%)									
Less than \$35K	14	19	10	5	3	*	10	24	
\$35K - \$49.9K	12	13	11	10	7	12	10	16	
\$50K - \$99.9K	45	45	45	47	43	48	49	39	
\$100K or more	16	9	22	28	30	26	17	12	
Tenure in years (mean)	8.1	7.4	8.7	7.5	10.3	10.8	9.0	8.4	
Years in current work arrangement (mean)	6.5	6.7	6.5	5.7	3.7	6.3	7.5	8.0	

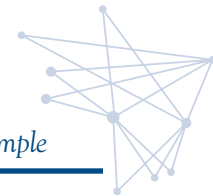
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Demographic Profile of Sample
(continued)

	Total Employees			Type of Work Arrangement				
	On-Site Worker	Off-Site Worker	Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)
Current profession	%	%	%	%	%	%	%	%
Technology professional (net)	16	15	16	25	29	19	6	7
Computer specialist	11	12	11	16	20	9	6	4
IT manager/ network administrator	5	3	6	10	9	10	1	4
Business/financial professional (net)	9	8	10	19	13	7	8	2
Business executive	3	2	4	9	2	1	3	1
Financial professional	4	5	3	8	4	1	*	*
Business or management consultant	2	1	3	2	7	5	5	*
Sales agent representative	9	7	11	2	8	13	16	17
Skilled worker (net)	6	7	5	3	-	-	4	13
Auto mechanic	*	-	*	-	-	-	-	*
Construction worker	1	-	1	1	-	-	-	3
Machine operator/ production worker	3	4	2	2	-	-	1	5
Maintenance/ mechanic/ repair worker	1	2	1	*	-	-	1	1
Trades person (e.g., plumber)	1	1	1	-	-	-	2	4

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Demographic Profile of Sample
(continued)

	Type of Work Arrangement								
	Total Employees	On-Site Worker	Off-Site Worker	Subtotal	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)	
Current profession (continued)	%	%	%	%	%	%	%	%	%
Administrative assistant/ secretary	5	9	2	2	6	1	-	2	
Engineer	5	4	6	9	2	7	7	2	
Engineering technician/ support	5	3	6	5	8	8	5	6	
Transportation (net)	4	1	7	*	1	5	19	6	
Transportation/equip/ operator/worker	1	*	2	*	1	5	4	3	
Transportation-other (e.g., truck driver, pilot, flight attendant, etc.)	3	1	4	-	-	-	15	3	
Adv./mktg./media/ communications (net)	3	2	4	4	6	3	4	1	
Advertising/ marketing professional	2	1	3	3	6	3	3	-	
Media/communications professional	1	2	1	1	1	*	2	1	
Other	39	44	34	31	26	37	31	43	

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Appendix II: Demographic Profile of Sample

Demographic Profile of Sample
(continued)

	Type of Work Arrangement							
	Total Employees	On-Site Worker	Off-Site Worker	Ad Hoc Tele-Worker	Regular Tele-Worker	Remote Worker	Mobile Worker	Customer Site Worker
Base:	(1948)	(855)	(1093)	(336)	(191)	(109)	(257)	(200)
Industry	%	%	%	%	%	%	%	%
Technology services	15	15	15	21	20	24	8	10
Services (net)	13	10	16	15	16	18	12	9
Accounting services	1	1	1	1	2	*	*	-
Consulting servicesóother	3	2	4	4	6	3	3	4
Engineering services	3	2	4	4	6	3	3	4
Legal services	2	2	7	2	1	*	1	*
Servicesóother	5	4	1	2	5	8	6	13
Research services	1	*	1	1	*	1	1	-
Telecommunications	11	14	8	9	9	14	9	5
Banking and finance	10	14	7	14	16	2	2	-
Retail/wholesale trade (net)	6	7	9	4	4	3	13	18
Retail trade	7	6	8	2	3	3	11	15
Wholesale trade	1	1	2	1	1	*	2	3
Manufacturing/printing (net)	8	10	7	11	6	4	6	5
Manufacturing	8	9	7	10	6	4	5	5
Printing trade	1	1	1	2	*	-	1	*
Insurance	7	10	5	4	6	5	6	3
Transportation and warehousing	5	3	7	*	5	8	18	6
Adv./mktg./media/communications (net)	3	2	5	4	7	2	6	5
Advertising/marketing	1	*	2	2	1	2	4	1
Communications	2	2	3	1	6	*	3	4
Health care provider	3	3	3	2	*	6	3	4
Consumer goods	2	1	2	*	1	*	2	7

Note: Industries with fewer than 2% of sample are not displayed.