

Transmittal Letter and Executive Summary

TRANSMITTAL LETTER

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August 2, 2013

Mr. Josh Blair

TELUS Corporation

Executive Vice-President, Human Resources and Chief Corporate Officer

896 West Broadway

Vancouver, BC, V7R 4Y7

Dear Mr. Blair:

Enclosed is the report you requested from Optimus Consulting Group on whether TELUS should maintain or discontinue its Work Styles work-from-home program. The report provides a detailed overview of telecommuting and considers its advantages as well as its challenges. It relies on credible sources from academic journals, government reports, and human resource and business management magazines.

Our findings demonstrate that working remotely can increase job satisfaction as well as **productivity**, decrease turnover rates, and reduce operational costs. It also causes isolation, can undermine company cohesion, and is difficult for employers to monitor. In compiling our report we have taken these considerations as well as Yahoo's decision to terminate telecommuting and the differences between Yahoo and TELUS into account.

Our research findings lead us to conclude that TELUS should maintain its Work Styles program and implement steps to upgrade and improve it. We recommend that TELUS mitigate the problems of telecommuting and increase its benefits to the company and the employee by taking the following steps: 1) improve the training provided to remote workers, 2) implement adequate security mechanisms for remote workers, 3) develop a supportive online community as part of the company's culture, and 4) schedule face-to-face meetings between remote workers to reduce isolation and promote collaboration.

We are confident that our report will give you valuable insights into telecommuting policies and best practices. If you wish to discuss any of the information presented in the report, please feel free to contact me on my direct line at (604) 123-4567.

Sincerely,

Yundi Yang, Optimus Consulting Group

EXECUTIVE SUMMARY

Telecommuting and flex time are increasingly popular practices in the contemporary workplace. Research demonstrates that it increases employee productivity and decreases companies' operational costs. It also has shortcomings – the isolation of working at home is key among these and can impede company cohesion. Marissa Mayer, the CEO of Yahoo, noted that telecommuting reduces innovation and collaboration in justifying the company's decision to terminate its work-from-home program. TELUS is among the companies that are re-examining their work-from-home program (Work Styles) in light of Yahoo's decision.

This report references credible academic, government and magazine sources in investigating whether TELUS should maintain or terminate its Work Styles program. To this end, it considers the benefits and challenges of telecommuting; the success of the Work Styles program; the differences between TELUS and Yahoo, and; best practices for telecommuting. The report's findings lead us to conclude that TELUS should continue allowing employees to work and pursue its goal of having 70% of its employees working from home by 2015. It addresses the limitations and potentialities of telecommuting in making four key recommendations to help TELUS improve its work-from-home program:

- Provide a training program to help employees and managers to overcome distance barriers and work successfully from home. This program should be facilitated by telecommuting experts and promote communication, collaboration, mentorship, and informal learning. In addition, it should teach managers how to monitor the performance of remote workers.
- Enhance the safety and security of sensitive data and information. The company should install an adequate firewall and a Virtual Private Network in company-issued laptops and others mobile devices as well as educate its remote workers about the importance of maintaining security settings.
- Develop an on-line employee-to-employee (E2E) network as a component of TELUS's culture. This network will cultivate community among remote workers, provide them with a platform for problem-solving and knowledge sharing, and boost their morale.
- Hold Regular face-to-face meetings for remote workers. This will remediate the isolation experienced by remote workers and allow them to personally connect with each other as well as non-remote workers. As face-to-face communication is the richest type of human communication, it will help remote workers to build trusting, positive relationships that promote innovation and collaboration.

Finally, our report recognizes the pride that TELUS takes in its Work Styles program and the value it places on work-life balance for employees. In so doing, it infers that the company is correct in claiming that the program gives it a competitive advantage.

