

## TELEWORK CASE STUDY:

### Alpine Access

Alpine Access is a call center business based in Golden, Colorado. The firm employs 50 people, yet only four report to the main office each day. Alpine Access has been able to set up its remaining 46 employees at home.

The telework program began in October 1999 as a result of the company's determination to create a more efficient call center model. It now attracts higher caliber people for the job and has helped to improve overall operations.

"Offering a home-based work environment to our agents gives us a happier, better quality employee, which means we have less turnover, improved productivity and ultimately an easier business to manage," reports Alpine Access manager Scott Rohrer. "It's unlike any management position I've ever had."

Alpine Access touts the benefits of the teleworking program, including:

- ability to hire quality people,
- responsiveness, and
- financial benefits for the company.

So far, the program has been a great success, especially with its impact on the bottom line. "We monitor all of the work performed including productivity," reports Steve Rockwood, corporate executive. "Productivity is higher than with our traditional call center." Employees have fewer distractions and have developed an understanding of how to separate home life from work.

The program also has its advantages with employees. "Imagine looking forward to doing your job," stated Customer Service Representative, Shawn Lanphear. "Never in my life have I been so enthusiastic about working. The peace of mind offered me by working at home for such an innovative company feeds my eagerness to do the best job I can."

Although the program is a success, Alpine Access had to overcome certain hurdles in designing and implementing the program. Some of the initial hurdles for the company included selling the concept to clients, managing a high volume of teleworkers, and trying to keep it simple. Any program of this nature can become cumbersome to manage. Streamlining the process and keeping all employees involved in that process is important.

The company continues to work on improving the effectiveness of the work-from-home arrangement. Careful monitoring of performance, coupled with management's commitment to keep the program on track, has been important in maintaining a successful and sustainable program.

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**AlpineAccess**