

# Teleworking

## Within reach

With the development of info-communications technologies, an increasing number of jobs are developed which require their tasks to be performed primarily by using a computer. As nowadays certain tasks within a business process are performed in different countries (a large multinational info-communications company, for instance, has its suppliers' invoices received in Prague, processed in Budapest and settled in Vienna), it has become a possibility to organise tasks in a way which enables employees to be situated in random geographic locations. This environment also serves as the basis for the ever-spreading use of teleworking.

**"Person employed in teleworking shall mean a worker engaged in activities on a regular basis within the employer's regular profile of operations at a place of his choice, other than the employers facilities, using computers and other means of information technology and delivering the product of his work through electronic means."**

Section 192/D of Act XXVIII of 2004

### Jobs where teleworking can be utilized efficiently

Positions	Tasks
Software development	programming; application testing; software documentation
Data entry, data processing	document entry; data modification; order entry; documentation tasks
Telesales and data gathering	contacting and providing information to clients; providing sales information; information services; market research
Customer call centre	provision of information; provision of sales information; product lines
System monitoring	monitoring systems; application testing tasks; documenting systems
Finance and accounting	book-keeping; preparation of tax returns; performing account and financial transactions; preparation of reports
Human resources administration	employment administration; processing work hour data; payroll calculation; social security administration and calculation; provision of information to authorities; handling of employee benefits

There are three distinct categories of teleworking:

- Home-based telework - employees perform their tasks from their home (e.g. programmer, data entry clerk),
- Mobile telework - employees perform their tasks outside of their home and the employer's permanent establishment (e.g. sales consultants, damage assessors, advisors),
- Telework house or satellite office - employees perform their tasks in regional offices depending on the cost reduction opportunities and the availability of the labour market (e.g. call centres, book-keeping, data entry). These offices are maintained by third parties (e.g. municipalities, local entrepreneurs).

### The main potentials uses of teleworking

Teleworking allows certain tasks to be spatially separated from others. The distance from larger cities provides that certain tasks may be performed through teleworking at considerably lower operating costs, which provides an incentive for companies (for instance, salary costs are 30% and real estate costs are some 50% lower in the country than in a large city). As the cost of intellectual activities is made up primarily of salaries, real estates

and communication costs, companies may realize an immediate cost reduction of 20-40% by relying on teleworking. The tasks designed in the course of teleworking reduce performance times and allow the processes to be measurable.

## Benefits that may be achieved through each of the teleworking models

	Home-based telework	Mobile telework	Telework centre
Cost Reduction	<ul style="list-style-type: none"> <li>■ Office and overhead costs</li> <li>■ Travel expenses</li> </ul>	<ul style="list-style-type: none"> <li>■ Office and overhead costs</li> <li>■ Shorter transaction times</li> </ul>	<ul style="list-style-type: none"> <li>■ More favourable office costs</li> <li>■ Lower salary costs</li> </ul>
Wider labour market	<ul style="list-style-type: none"> <li>■ Countrywide labour market</li> <li>■ International labour market</li> </ul>	<ul style="list-style-type: none"> <li>■ Client-oriented workforce</li> <li>■ Countrywide labour market</li> </ul>	<ul style="list-style-type: none"> <li>■ Client-oriented workforce</li> <li>■ Countrywide labour market</li> </ul>
Work/life balance	<ul style="list-style-type: none"> <li>■ Family orientation</li> <li>■ Flexible schedule</li> </ul>	<ul style="list-style-type: none"> <li>■ More time spent at home</li> <li>■ Flexible schedule</li> </ul>	<ul style="list-style-type: none"> <li>■ Less time spent travelling</li> <li>■ Being closer to the family</li> </ul>
Wider accessibility	<ul style="list-style-type: none"> <li>■ Longer availability</li> <li>■ Area coverage</li> </ul>	<ul style="list-style-type: none"> <li>■ Client-oriented working hours</li> <li>■ Area coverage</li> </ul>	<ul style="list-style-type: none"> <li>■ Client-oriented working hours</li> <li>■ Area coverage</li> </ul>
Measurable processes	<ul style="list-style-type: none"> <li>■ Standardised tasks</li> <li>■ Deadlines</li> </ul>	<ul style="list-style-type: none"> <li>■ Standardised tasks</li> <li>■ Immediate transactions</li> </ul>	<ul style="list-style-type: none"> <li>■ Standardised tasks</li> <li>■ Deadlines for work packages</li> </ul>
Increased scope of benefits	<ul style="list-style-type: none"> <li>■ Home office</li> <li>■ Communication tools</li> </ul>	<ul style="list-style-type: none"> <li>■ Communication tools</li> <li>■ Supporting transport</li> </ul>	<ul style="list-style-type: none"> <li>■ Proximity of communication tools</li> </ul>

## Deloitte's methodology for exploiting the potentials of teleworking

### Quick analysis

As a first step, we examine your teleworking practice by performing an organisation-wide analysis. Through the quick analysis we will summarise the process planning, regulatory, risk management, taxation, legal, training and infrastructural practice of the teleworking system currently in place, and explore those work processes to which teleworking may be extended. We will work with you to identify opportunities where teleworking can be implemented safely and in a cost-effective manner, and we will determine the possible points for advancement and assess the expected expenditures.

### Planning and modelling

In this phase, we will draw up an in-depth analysis of the planned telework models. In the process, we will establish investment and return indicators, changes to the regulatory environment, risk management controls, a tax and legal environment and training and infrastructural environment needs. As a result of the planning process, you will obtain precise information on what transformations and costs each of the telework models involve and what particular steps need to be taken to achieve cost-effective operation.

### Further information

For further information on teleworking, please contact our colleagues:

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### Quality assurance

After choosing a cost-effective teleworking plan that is right for you, our experts will provide professional support and manage the quality assurance of the project during the implementation/ expansion of the plan. During this phase of the process, multiple business areas may be involved; it is important, therefore, to use the right timing and communication, and to perform the planned steps in due time and with appropriate quality, which can be guaranteed by the quality assurance process.

### Interim audits

Assessments performed in the course of interim audits help in determining the effectiveness and the deficiencies of the teleworking model that has been developed. In the course of teleworking, the absence of personal contact makes it more difficult to enforce control and provide immediate feedback. Assessments performed during interim audits address this new challenge, and as a result, a comprehensive analysis will help the board in exploring regulatory, process, training and infrastructural deficiencies and developing the necessary steps.

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