



Case Study: **MetLife**

*“This has been the best innovation since sliced bread.
We have stabilized our workforce with this innovation”
-Rich Catozzi, Director, New Business Processing*

Telework Program Summary:

MetLife's corporate vision is to build financial freedom for everyone and to guide the company's response to people's growing needs for first-rate financial products and services through various life stages and economic cycles. MetLife's trusted brand, capital strength, and existing relationships with millions of individual and institutional customers around the globe uniquely position MetLife among its competitors.

Planning for the MetLife telework pilot started in 2004. The Tampa pilot started with about 25-30 employees and grew to about 80 participants in the past year. The employees are using MetLife provided laptops. The equipment is configured by the IT department so that proper safeguards are in place and there is secure access to the network. MetLife provides a virtual private network (VPN) to its employees. The employees pay for the High Speed Internet Access. All the teleworkers are in the New Business Underwriting Division, however only the life underwriters are eligible. All 80 life underwriters telework. The department has 250 employees. The employees telework about four days per week.

Given the frequency of teleworking, one of the challenges of the program was scheduling time for face to face meetings. By teleworking four days per week, there are opportunities to plan scheduled meetings and to avoid employee feelings of isolation and a breakdown in teamwork. The teleworker and telemanager training sessions were instrumental in communicating MetLife's policies and guidelines. Having a formal program in place clarified the rules and rigors of the program to the employees and the managers.

FAST FACTS: **MetLife**

Industry:
Financial (Insurance)

Location:
Global. Telework pilot in Tampa, FL

Statistics:

- 80 teleworkers
- Program implemented in 2004

Business benefits:

- Overhead savings
- Improved productivity
- Employee retention
- Improved morale

Challenges:

- Educating employees and managers on teleworking
- Improving technology and access to materials on-line

Transportation impacts:

- Reduced vehicle miles traveled by 713,000 annually
- On average, teleworkers save 129 minutes each day they telework. They use that time to work more, spend more time with their families and do household chores.

Reasons for implementation:

- Improve productivity
- Improve morale
- Improve recruitment/retention

Several MetLife employees have stated that they either accepted a job with MetLife because of the telework arrangement or that they would have left their current positions if they could not telework. MetLife is planning to expand the program to other departments.

Telework Program Results:

Productivity:

One hundred percent of the employees and managers who responded to a question on the impact of teleworking on productivity thought productivity had increased or stayed the same as result of the program. For those who thought productivity had improved, a 25 percent increase in productivity was cited.

The Workplace:

Seventy percent of the teleworkers believe that the program had improved their morale. One hundred percent of the managers also agreed that morale had improved. Ninety percent find that their management is supportive of the program and 60 percent find that their co-workers are supportive of their teleworking.

Program Expansion:

Ninety-five percent of the teleworkers and 100 percent of the managers believe that teleworking is good for the organization. About 67 percent of the teleworkers state they will not look for another job as long as they can telework. One hundred percent of the managers are willing to allow others to telework.

“Working at home is great...I save money on gas and dry cleaning. I also work more.”

--MetLife Teleworker

For more information about *Telework Tampa Bay*

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Case Study Prepared by *Telework Tampa Bay*

Telework Tampa Bay is a program of the Tampa Bay Regional Planning Council, Bay Area Commuter Services, and the Florida Department of Transportation

MetLife

Selection criteria for teleworkers:

- Need to have hi-speed internet access in home, paid for by employee
- All staff in life underwriting is eligible

Staff teleworking:

- Life Underwriters

Elements of the program:

- MetLife provided equipment and virtual private network (VPN)
- Policies and program guidelines
- Training
- Evaluation

Annual emissions savings (adjusted for 2006 factors):

- VOC (Volatile Organic Compounds): 770,688 grams / 1697 pounds
- CO (Carbon Monoxide): 8,006,592 grams / 17,635 pounds
- NOx (Nitrous Oxide): 528,064 grams / 1,163 pounds

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