

Telework Case Study

American Airlines

July 2006

Mission Statement:

Create the best working environment for American Airlines employees and for American Airlines to attract the best talent possible.

Industry:

Air Transportation

Site Location:

3350 E. Valencia Road
Tucson, AZ 85706

Phone:

520-746-5970

Employees

reporting to site:
900

Teleworkers:

100

Days/weeks

Teleworking:
7 days per week

Year Program Began:

June 2005

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Why did American Airlines begin a Telework Program?

It provided an opportunity to attract talented people to American's reservation organization. The program also allows American Airlines to create cost benefits for the company.

What are American Airlines' selection criteria for teleworkers?

American's criteria for selection of teleworkers is the same as the criteria used to select all employees. Our goal is to attract the best in the industry. American offers a dynamic environment in an exciting industry for those who enjoy the challenge of competing in the global marketplace and want to be part of a team that delivers the best air travel service in the world.

What tasks are performed by American Airline's teleworkers?

Teleworkers are able to take on the tasks of a reservation agent.

How did American Airlines implement a Telework Program?

The reservations team worked with our IT team to develop a series of technical solutions to implement a remote environment at the employees' home. We also worked with our training department to develop all training and support materials.

What effects has the telework program had on the... organization, telework, coworkers, management and customers?

The program has seen positive outcomes, including productivity increases, ability to respond quickly to customer demand and an expanded work environment.

Is there a steering committee to oversee, monitor and provide assistance for teleworkers at American Airlines? If yes, from what departments?

Yes. Reservations, IT and Human Resources



What equipment is used by teleworkers?

Personal computers, telephone and a high-speed connection

What were the benefits of starting a Telework Program at American Airlines?

This program allows American Airlines to be flexible and respond to customer needs and industry demands.

How has the program changed since the beginning?

Since it recently was implemented, the changes have been minimal and directly involve the deployment of equipment only.

What challenges arose along the way?

There are always challenges when you deploy a new program, but with this particular program, the only challenges that we experienced were in the technical area and those were resolved quickly.

What successful program tips would American Airlines offer?

1. Make sure that this program fits in your plans and that it creates economic and human resources benefits.
2. Communicate with your current employee workforce, and use their feedback to create a successful program
3. Create a flexible and adaptable program.

