




GOVERNMENT TECHNOLOGY
EXECUTIVE EVENTS

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MAINE

DIGITAL GOVERNMENT SUMMIT



A GOVERNMENT TECHNOLOGY EXECUTIVE LEADERSHIP FORUM



OpenWork Enabling Employees Today and Tomorrow

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Chief Architect – North America
Government, Education and Healthcare

Augusta, ME – October 6, 2008



Purpose

Overview of Sun's award winning telework program called Open Work including a look at policies and best practices.

About Me

- With Sun for 12 years
- Formerly of Deloitte & Touche Consulting
- Worked off-and-on with Higher Ed for all 12 years
- Principal Field Technologist
- Chief Architect (cook, bottle washer, cowboy...)

Agenda

- Introduction
- Open Work Overview
- How We Do “Open Work”
- Key Learnings and Best Practices
- What's Next for Open Work

Introduction

- Sun is in 160 countries
- 34,400+ employees
- 6,200+ contractors and vendors
- Ranked 184 on Fortune 500
- \$13.5 Billion in sales revenue
- \$2 Billion in R&D spending

The Way the World Works Has Changed



The Way the World Works Has Changed

25 YEARS AGO...Work
Was Typically Defined as
Traveling to One Location
for a Standard 9 to 5 Day



TODAY

Work is thought of as
Something You Do... Not
Somewhere You Go



Further Increases in Mobility Predicted

“IDC estimates the mobile workforce will be more than 1 billion workers by the year 2011, with nearly 75% of the U.S. workforce mobile by then.*”

The Workforce is Changing



- Multi-generational workforce with differing expectations of the workplace
- Global and highly diverse knowledge pool
 - > Talent is everywhere
 - > In the US, a growing shortage of skilled workers
- In the next decade, key skills will be in short supply

Expectations of Work Are Changing

- Desire to balance work and personal life
- Professionals are rethinking their career paths
- Employees less “engaged” in work
- Flattened hierarchy
- Emphasis on quality of work life
- Rewards for team over individual



The Nature of Work is Changing



- Work in the Age of Participation
- Global collaboration
- Global access
- Speed to market
- Open source innovation
- Customer orientation

The maturity of the Internet and associated technologies now gives workers the transparent, high-bandwidth access that has been promised for years

We Began to See These Trends at Sun:

More than 10 Years Ago Started Tracking

Measurement Tools/Criteria:

- Workspace reservation tool
- Work environment assessment tool
- Log-in data
- Virtual private network sign-on
- SunRay thin client at home
- High-level badge swipes
- Organizational readiness
- Manager and employee surveys

Additional Drivers

Real Estate Trends

Now Embrace Flexible Space Planning

Technology

Internet Enables “Transparent” Connectivity

Eco-Responsibility

Growing Sensitivity to Environmental Issues and Workplace Sustainability

Proximity to Customer

Want/Need to Be Near the Customer

Distributed Work Environment



Talent, Skills/ Demographics

HR’s “Squeeze” to Compete for Talent on a Global Basis

Business Continuity

Work Flexibility Needed for Regional Crises

Business Agility

Greater Difficulty Forecasting Headcount and Space



Responding to the Way We Work



What is Open Work @ Sun?



At the end of June 2008, almost 20,000 Sun employees (more than 56% of the workforce) were working away from the office at least one or two days a week

- Recognized leader for enabling a more flexible, mobile 21st century workforce
- 14 years in the making
- Living proof of Sun's vision and strategy – the network is the computer
- Tools and technology that allow employees the freedom to work wherever they want or need – at home, at one of our flexible offices, or in a coffee shop near a customer's office
- Integrated suite of technologies, workplaces, and work practices
- Ingrained into our corporate culture

Everything Supports Our Distributed Work Environment

Technologies



Workplaces

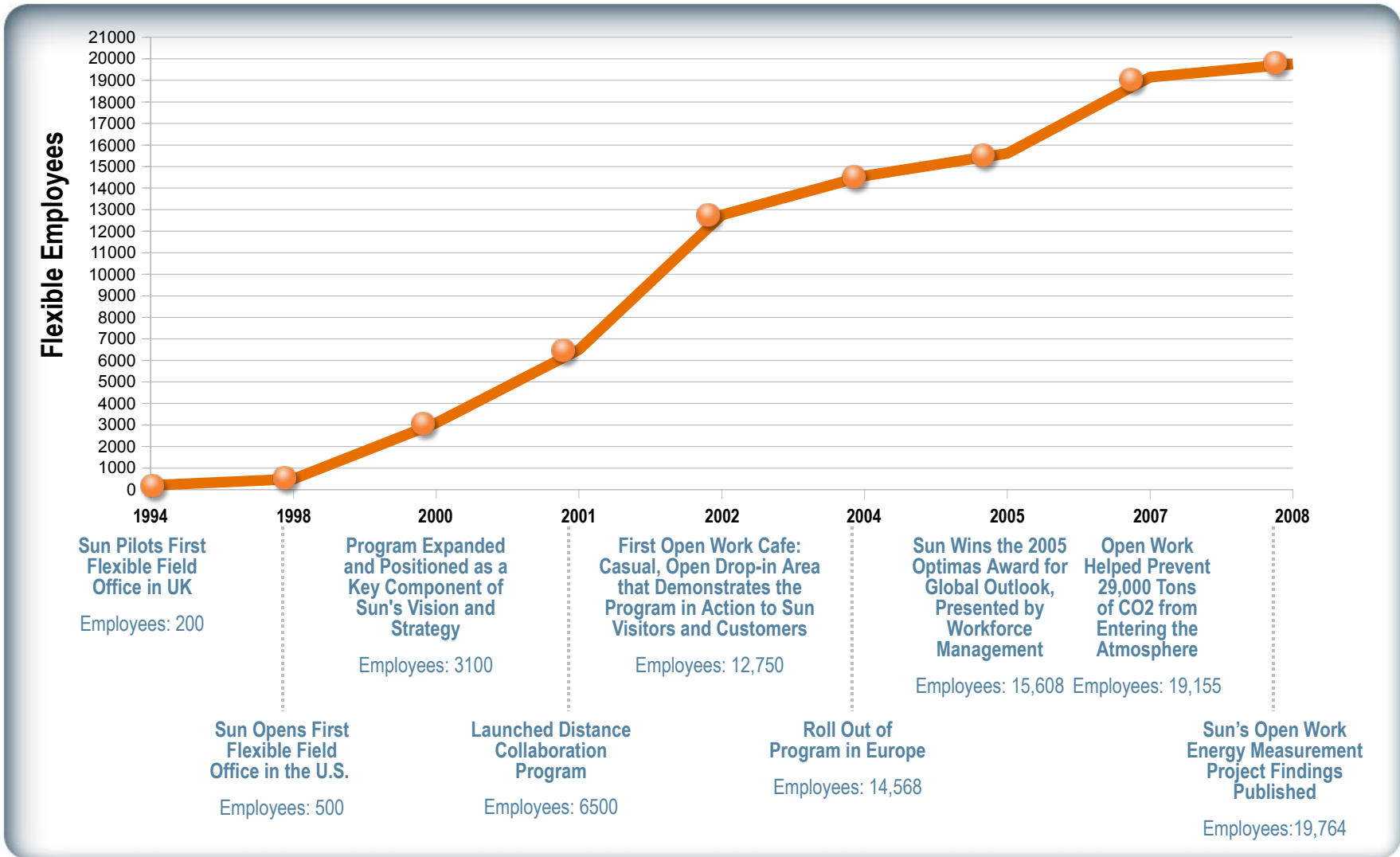


Work Practices



Integrated Suite that Enables
Anywhere, Anytime Access

The Evolution of Open Work



Technologies

Connecting the Workforce with the People and Information They Need Regardless of Location



Connectivity

- Wired
- Wireless
- Public
- Private

Applications

- Personal productivity
- Communications
- Collaboration
- Job specific

Content

- Personal
- Shared
- Public
- Corporate
- Premium

Devices

- Computer
- Phone
- Headset
- Camera
- Printer



Technologies

Connecting the Workforce with the People and Information They Need Regardless of Location

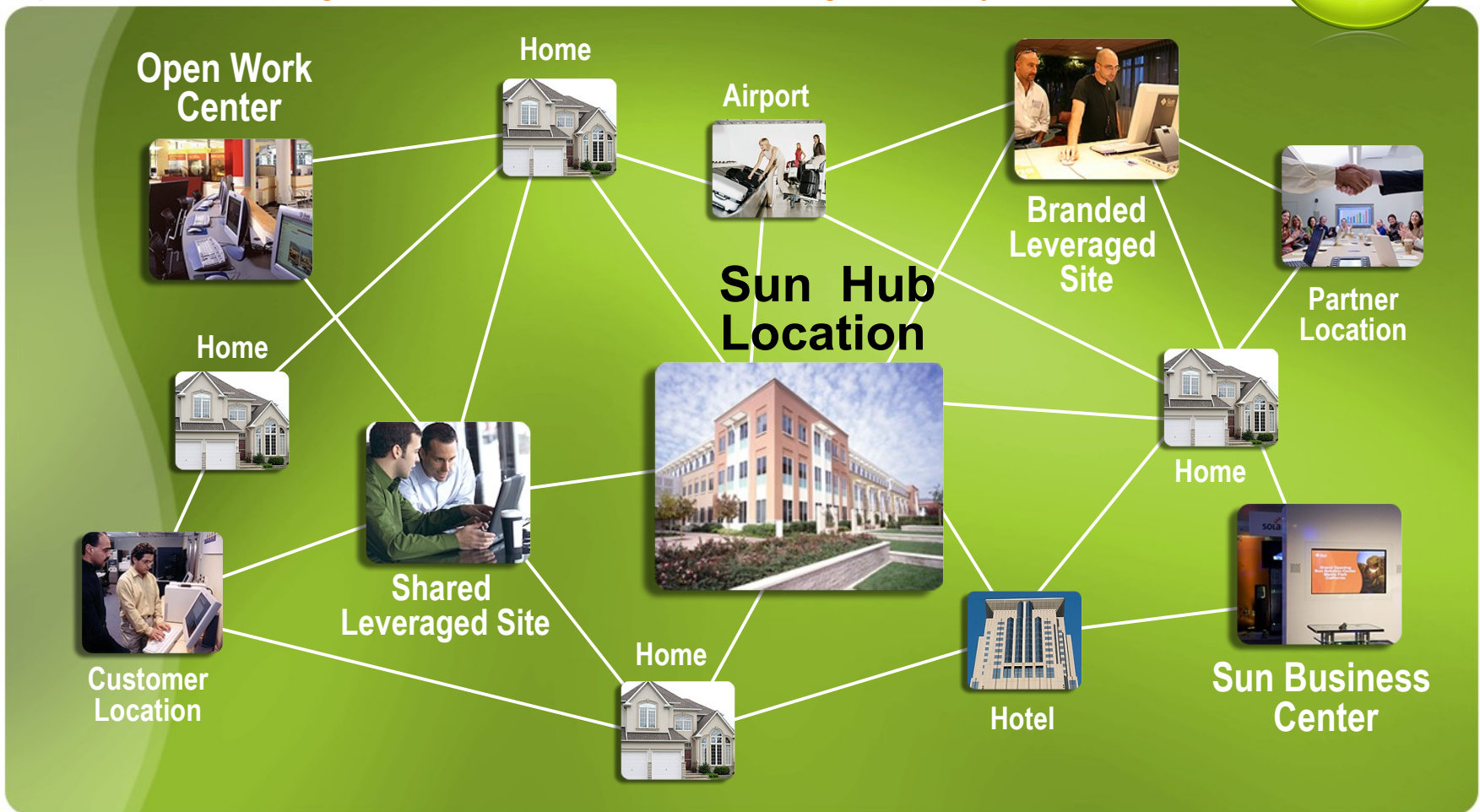


- Laptops and SunRays
- Collaboration Software
 - > Meeting Central
 - > Sun Space, SunWeb and Group Wikis
 - > IM and Email
 - > Calendar
- AccessLine
- Cellular Broadband



Workplaces: Network of Places

Combining New Best Practices with New Ways of Using Existing Space Can Change the Work Environment Significantly



Work Practices

Transforming the organization to optimize employee performance in today's distributed work environment



- Support, training, and tools to develop skills for managing virtual teams
- Access to and availability of others through team protocols and online tools
- Social networking profiles and activities that contribute to team cohesion
- New hire assimilation support and training
- Budget and explicit support from management for face-to-face collaboration
- Local managers manage physical adjacencies of project teams without corporate resources involvement
- Performance management tools and policies enable, support, and reward results-based management

Open Work...The Way Sun Works Today

Innovation Happens on the Leading Edge...that's Where Sun is

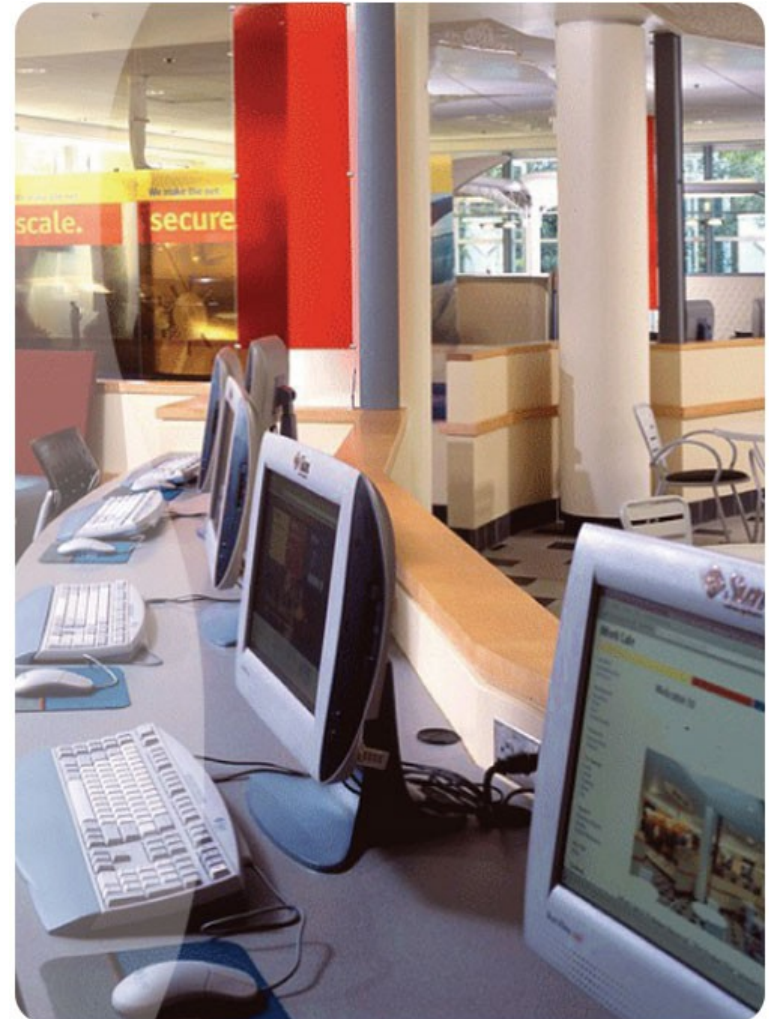
- Today, everyone at Sun takes part in Open Work in some way
 - > Working across a network places and in 612 Sun offices world wide
 - > 19,219 Sun employees currently work from home up to 2 days a week
 - > Over 4,800 work from home 3-5 days a week in over 33 countries
 - > Sun has 157 flex-office locations worldwide with over 17,019 flexible participants. 44% of Sun Workforce
 - > 18 drop-in centers across the globe utilized by over 5,000 employees
- All Sun employees benefit from Open Work's forward-thinking best practices, tools and services
 - > Distance Collaboration tools and practices
 - > Desktop Mobility and ubiquitous access to SWAN & the network
 - > Portal Services on demand
 - > Global network of places



The
Benefits
Are
Many

Benefits – Sun

- Cut costs
 - > Real Estate: \$387 million over six years – reduced office space and overall utilities costs
 - > Information Technology: \$24 million saved annually from thin client architecture (systems admin and energy costs)
- Enhance productivity – June 2008 internal Sun survey
- Improve business agility– positions Sun to quickly, effectively respond to the next waves of growth in the industry with manageable capital expenditure
- Attract employees
 - > Attract best and brightest, most innovative talent



Closer Look at the IT Savings

- > Over 24 million dollars saved annually
 - > System Administration costs 15.0 M
 - > Electric Power 2.8 M
 - > Desktop Refresh 6.5 M
 - > Zero dollars in move costs
- > Thin-client architecture has saved Sun \$1,000 in annual operational costs per desktop



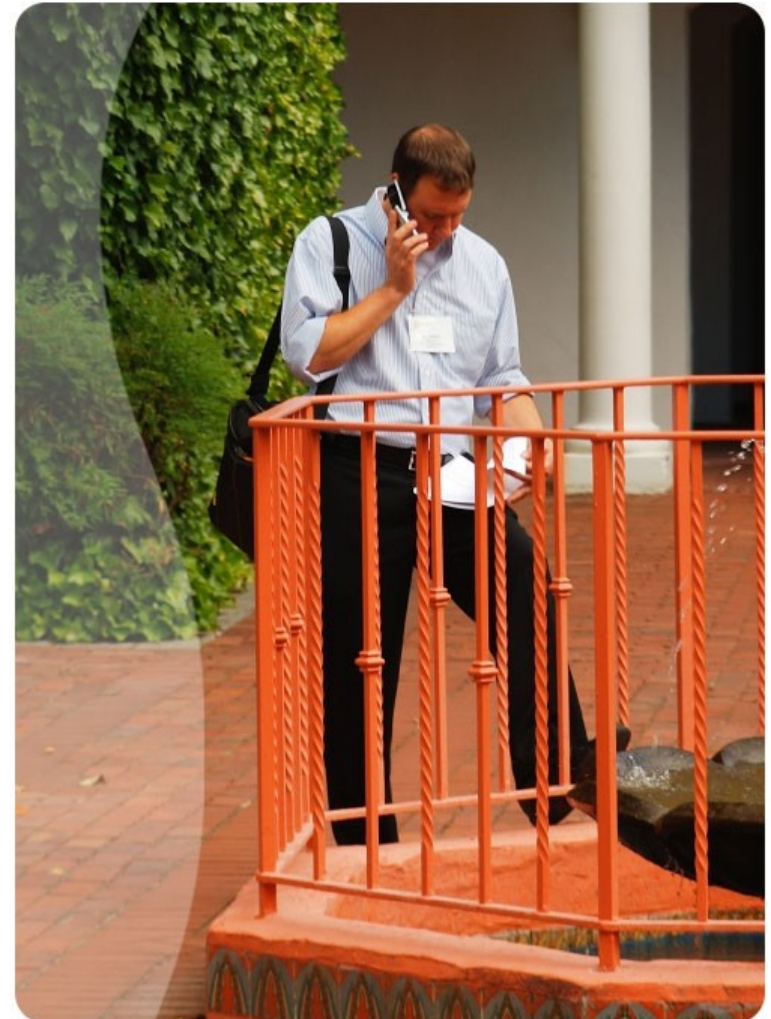
Benefits – Customers, Partners

- Enhance collaboration and relationships
 - > Expanding our footprint from 350 locations to literally thousands around the globe by creating virtual workspaces
 - > Fosters better relationships, more face-to-face opportunities
 - > Sun employees closer to customers and partners
- Improve business continuity/disaster response



Benefits – Employees

- Improve work/life balance, job satisfaction
 - > June 2008 internal Sun survey results
 - 82% would recommend Sun
 - Flexible, innovative work environment
 - Ability to attract and retain top talent
 - > Work how, when, and where they feel most productive and creative
 - > Penn State research
- Reduce traffic/commute time
 - > 2.1 days per week saved Sun employees in the survey an average of 2.5 weeks of work time*
- Save money on gas
 - > Saved more than \$1,700 per year in gasoline and wear and tear on their vehicles by working at home 2.1 days a week.*



*Open Work Energy Measurement Project, Sun Microsystems, April 2008

Benefits – Environment

Open Work Energy Measurement Project, April 2008

- In 2007, Sun’s Open Work program prevented 31,000 tons of CO2 from entering the atmosphere
- Office equipment energy consumption rate at a Sun office was two times that of home office equipment energy consumption, from approximately 520 watts per day at home to 1080 watts per day at a Sun office
- Commuting was more than 94 percent of each employee’s carbon footprint for work, compared to 6 percent of total carbon emissions to power office equipment
- By working from home an average of 2.3 days per week, an employee reduces energy used for work by 5,400 Kilowatt hours/year



Photo: Mast Photography

Sun CEO and President Jonathan Schwartz, California Governor Arnold Schwarzenegger, and EDF Executive Director David Yarnold.

Honored by Environmental Defense Fund, 2008

- **First-ever “Innovations review: making green the new business as usual,” presented by California governor Arnold Schwarzenegger**

Benefits – Communities

- Reduced traffic
 - > Shorter commute times for those who are on the road
 - > Fewer auto accidents
- Fewer latchkey kids
- Safer neighborhoods
- Sun employees can form closer bonds within their communities
 - > Volunteering, mentoring, contributing

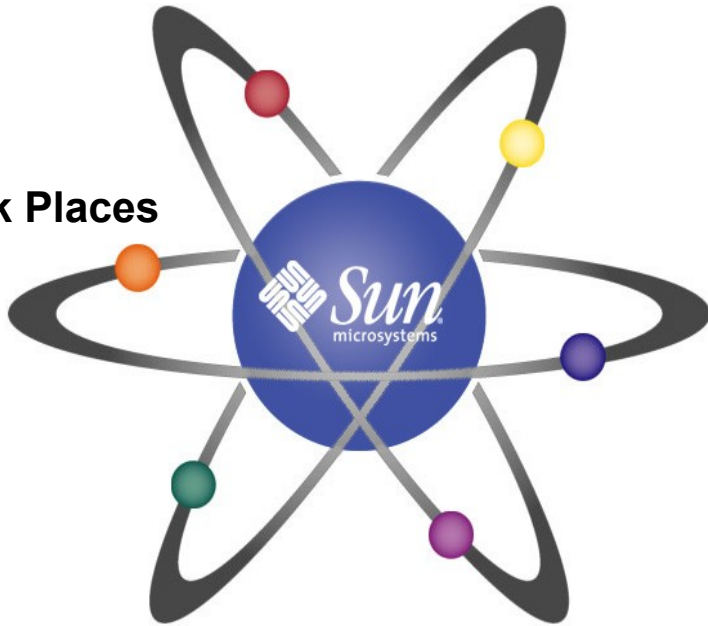




How We Accomplish Open Work



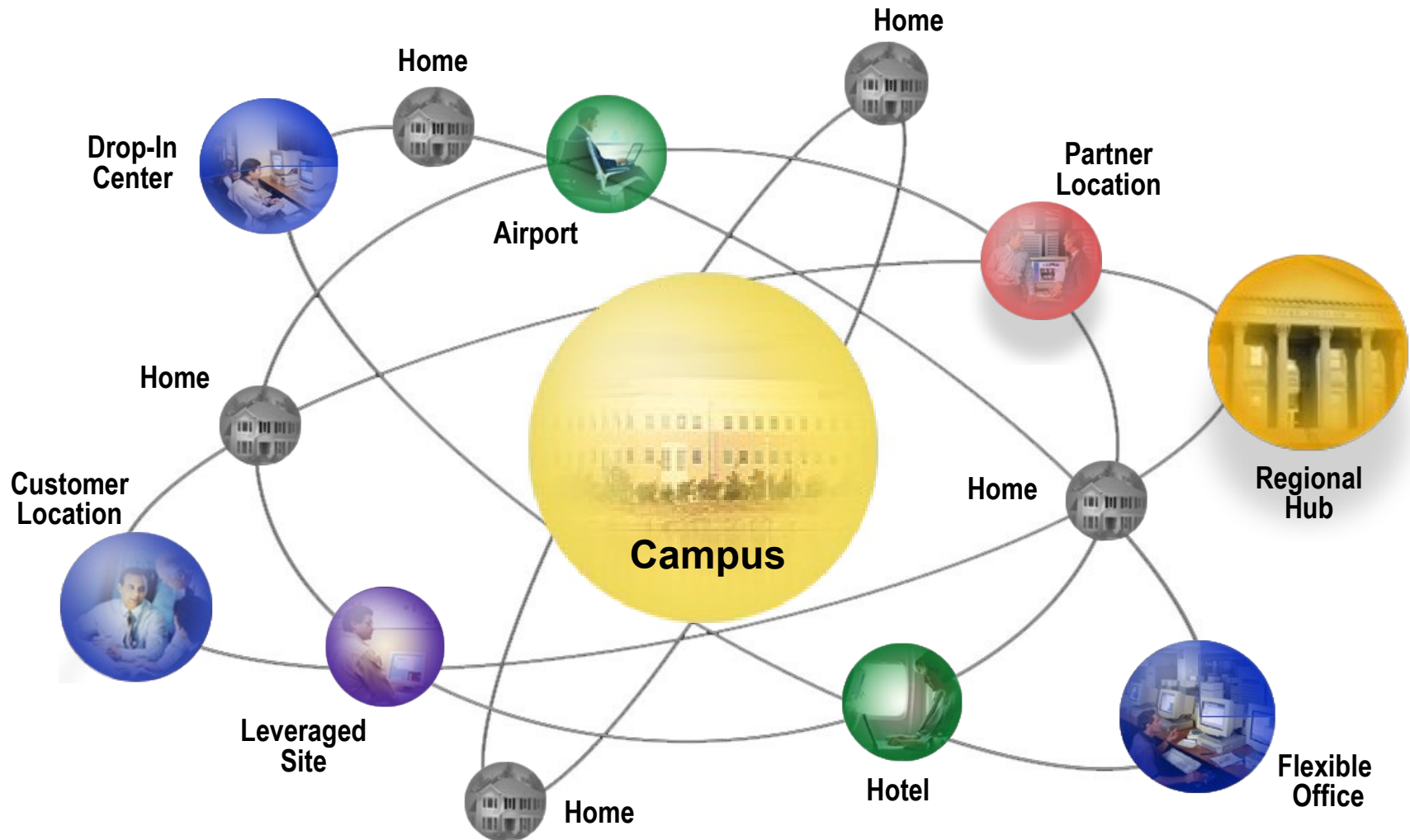
Work Places



**Supporting
Flexibility**

***The Network
of Places***

Network of Places Concept



Open Work Flexible Offices

Reservable workspaces and technology tools support employees whenever and wherever they need to work

- **Field and Campus locations**
 - > 157 Flexible Offices worldwide
 - > Used by over 17,000 employees
 - > 78%* positive satisfaction WW
 - > 85%* positive satisfaction in US
 - > Program contributed \$387 million in real estate avoided over 6 years



* From FY06 Open Work Survey

Open Work Cafe

Employees have easy access to the Net from “Open Work Cafes” in several large Sun locations

- Lively, casual workplace
- SunRay/Java Badge environment
- Open to any Sun employee
- Convenient to Sun amenities and services



Open Work Drop-In Centers

Employees have conveniently located places to work when they are away from their Sun “Anchor”

- **Reservable and “first come, first served” workspaces**
 - > 180 centers worldwide
 - > Over 5,000 regular users
 - > Average 90 minutes saved/visit
 - > 86%* positive satisfaction



* From FY06 Open Work Survey

Open Work at Home

Provisioning and support are available for employees who choose to work from home some or most of the time

- **Home Assigned Program**
 - > Formal registration process
 - > Provision for equipment, broadband
 - > Technical support
 - > 34% average productivity gain
 - > 89%* positive satisfaction when registered

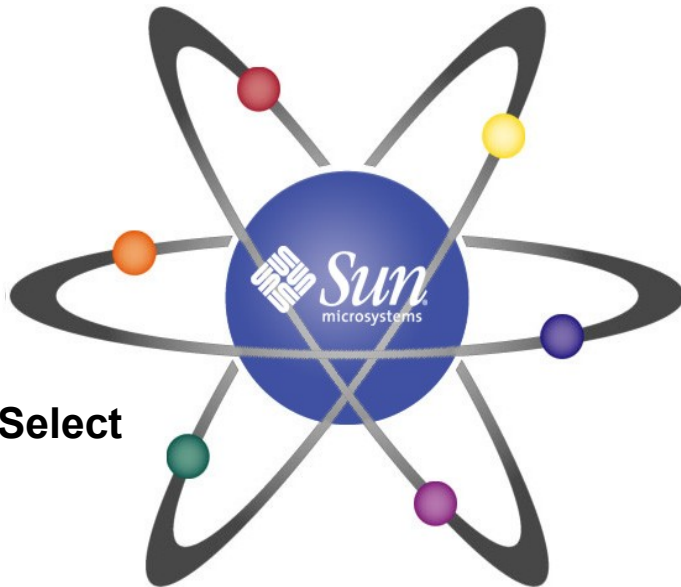


* From FY06 Open Work Survey

Policies

*Putting into
Practice*

iWork Select



Information on Open Work – Open Work Policy Statements

Policy 1: Every employee (full or part-time and with performance rating level 1 & 2) is eligible to participate in the Open Work category selection process. Open Work Select (aka iWork Select) provides employees with the opportunity to carefully consider his or her work arrangement in light of job needs, workgroup's needs, and personal circumstances and preferences

Note: Managers, in consultation with Workplace Resources, may choose to have their employees go through the iWork Select process as a group

Open Work Policy Statements (contd.)

Policy 2: Final Open Work category decisions are the responsibility of Managers

Note: In making these decisions, and in considering impact on business and workgroup needs, managers should give strong consideration to the employees' preferred category. Generally, these needs should not be in conflict if the employee and manager have been objective in their assessment. The goal of the Open Work Program is to ensure maximum productivity, with minimal cost and full consideration of employee needs.

Policy 3: Managers should not establish a single, mandatory category for an entire workgroup, department, or business unit. Doing so would conflict with Policy 1 above.

Open Work Policy Statements (contd.)

Policy 4: Each Open Work category provides a specific set of provisions, and unless an exception is granted (See Exceptions to Provisioning), Sun will provide only the provisions set forth for that specific category. Every employee is eligible for, and limited to, the provisions of his or her Open Work category. Managers are responsible for ensuring that approvals for reimbursements, and other provisions and exceptions, comply with this policy.

Policy 5: Workplace Resources (WR) is responsible for setting Headcount/Seat (HC/Seat) ratios by which the real estate portfolio can be efficiently managed on a building, campus, and/or metro area basis. The aggregate of individual work arrangement selections must fit within the HC/Seat envelopes established by WR. Therefore, WR must approve changes in work arrangement selections that affect the need for office space.

Information on Open Work - Categories

- “Sun Assigned”
 - > Work primarily from Sun office
- “Flexible”
 - > Flex employees work up to 2 days/week from home
 - > Full advanced reservation access
- “Home Assigned”
 - > Home Assigned employees 3-5 days/week from home
 - > Reservation permissions at primary Sun location
 - > Full advanced reservation access

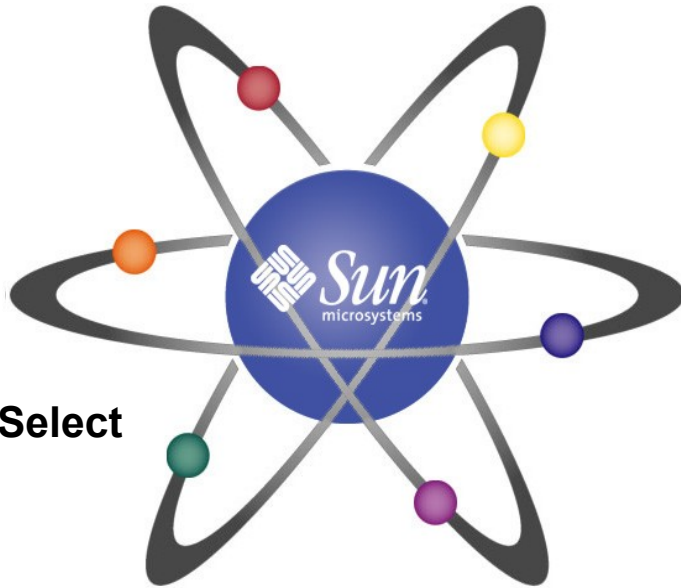
Information on Open Work - Provisioning

	Sun Assigned	Flexible (0-2 days wk WFH allowed)	Home Assigned (3-5 days wk required)
Workplaces			
Primary Workplace	Dedicated Sun office assigned to you	Reserve flexible offices as needed in any building, and WFH 0-2 days/week	At home 3-5 days a week, and can also reserve flexible offices as needed in any building
Tech Support Services			
On-Site Home Office Setup , equipment upgrades and maintenance	No	Yes, up to \$xxx	Yes, up to \$xxx
Telecom Services			
Monthly service and one-time setup allowance for: ISP (broadband) and home phone line	\$0 per month See Policy Exceptions	Up to \$xx per month for phone and/or ISP charges Up to \$xxx one-time for ISP and/or home phone line set-up	Up to \$xxx per month for phone and/or ISP charges Up to \$xxx one-time for ISP and/or home phone line set-up
Home Equipment			
One-time Home environment and/or equipment set-up provisioning	\$0 for home tools See Policy Exceptions	Up to \$xxx for home tools (equipment, furniture, supplies)	Up to \$xxxx for home tools

How It Works

iWork Select

iWork Select



What is iWork Select?

A web based service and standardized process that provides Managers and Employees with three components:

1. Information on Open Work
2. Program Assessment Tool
3. Status Change Tool

Where To Start? <http://openwork>

The Open Work Home Page is your “one stop shop” for all program information

- Policy & Provisioning
- Training & Support
- Tools & Technologies including iWork Select

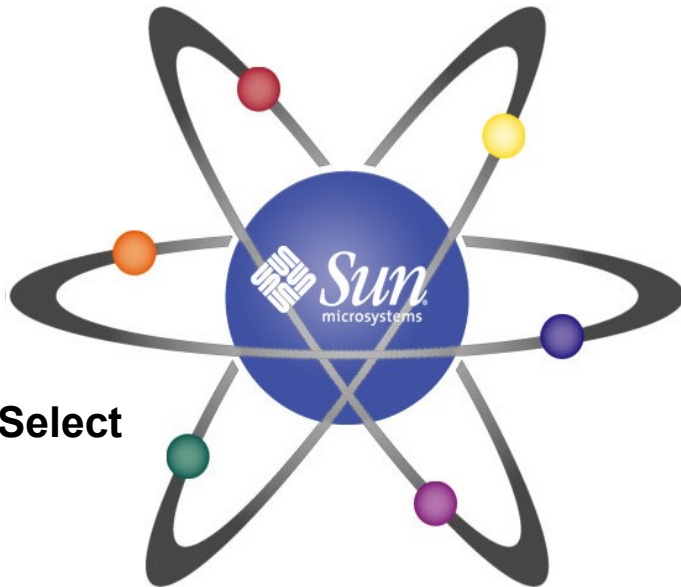
The screenshot shows the Sun Open Work Home page. On the left, a navigation menu lists various categories: 'Working Anywhere, Anytime' (with sub-items like 'Get Started', 'iWork Policy', 'Provisioning & Reimbursement Process', 'Best Practices', 'Collaboration', 'Work From Home', 'Working Remotely (Quick Guide)'), 'Security' (with 'Security Guideline & Awareness', 'Wireless Guideline'), 'iWork Tools & Technology', 'Tools' (with 'iWork Select tool', 'iWork Select Overview', 'SunReserve', 'SunReserve Overview'), and 'Technology' (with 'EdgeMail', 'Internet Service Provider (ISP)', 'iWork Configuration', 'iWork Toolkit/CD', 'Solaris iWork Client for x86', 'NameFinder', 'Printing', 'Software Downloads', 'Sun Ray Desktop', 'Sun Ray @ Home', 'Telephony: Accessline, PSA, ECF', 'VPN', 'Windows Quick Start Guide (PDF)', 'Collaboration').

The main content area features a 'SunWeb' header with a search bar and 'Go' button. Below this is a navigation bar with 'Home > Open Work Home'. A central banner for 'Open Work (formerly iWork)' includes links for 'About Open Work', 'FAQs', 'Support', 'Training', and 'Contact'. The 'iWork News' section highlights an article: 'Open Work Services Group revamps Collaboration website' dated November 27, 2006. Below this is a 'Newsflash: SunRay@Home' dated November 27, 2006, and a 'Global Manager Quiz - Part II' dated November 27, 2006. An 'iWork Select Web Service: Known Issues' section lists several CR numbers and their descriptions.

The right-hand sidebar contains 'Quick Links' with a search dropdown and 'iWork & Collaboration Tools'. Below that is a 'SunReserve' banner with a 'QuickTour' link. The 'Manager Resources' section lists 'Manager's Role', 'Team Dynamics', 'Distributed & Remote Work Groups', and 'iWork Overview For Former STK Managers'. The 'iWork Network of Spaces' section lists 'Drop-in', 'Flexible Offices', 'Conference Room', 'Protocol & Guidelines', 'Building Information', and 'Building Planners'. The 'Sun Open Work Practice' section includes 'Open Work Marketing' (with 'Open Work Toolkit' and 'Open Work Collaboration Site') and 'Open Work Communications' (with 'Industry Press' and 'Open Work Newsletter'). A 'Related Links' section at the bottom lists 'Projects & Sustaining Management Team' and 'Mergers/Acquisitions Integration Projects & Update'.

Category Assessment Tool

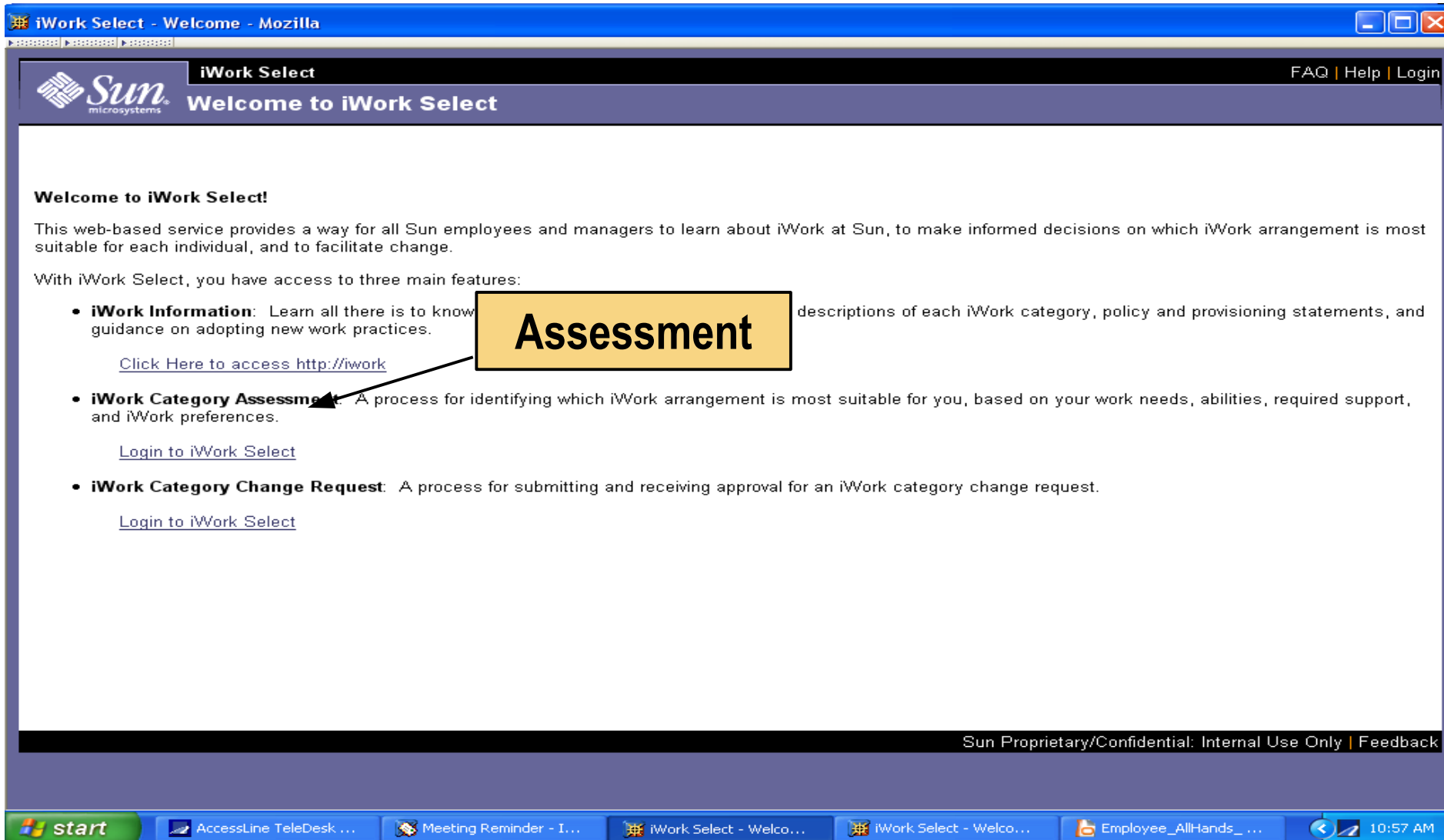
iWork Select



Open Work Category Assessment Components

- Open Work Category Instructions
- Open Work Category Assessment
- Open Work Category Assessment Feedback Report
- Employee's User Guide
- Manager's User Guide

iWork Select Tool, Welcome



iWork Select Welcome to iWork Select [FAQ](#) | [Help](#) | [Login](#)

Welcome to iWork Select!

This web-based service provides a way for all Sun employees and managers to learn about iWork at Sun, to make informed decisions on which iWork arrangement is most suitable for each individual, and to facilitate change.

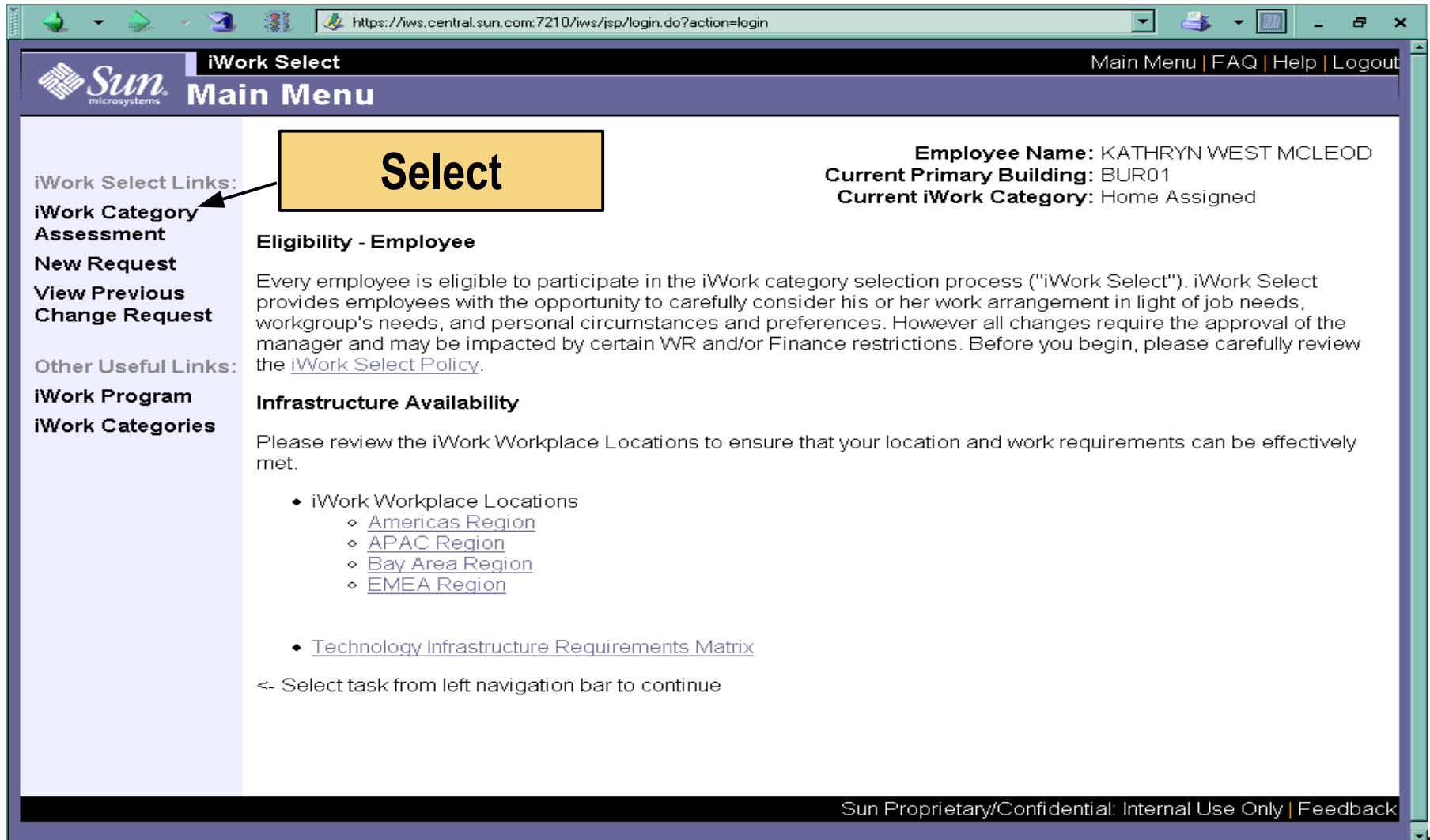
With iWork Select, you have access to three main features:

- **iWork Information:** Learn all there is to know about iWork, including descriptions of each iWork category, policy and provisioning statements, and guidance on adopting new work practices.
[Click Here to access http://iwork](http://iwork)
- **iWork Category Assessment:** A process for identifying which iWork arrangement is most suitable for you, based on your work needs, abilities, required support, and iWork preferences.
[Login to iWork Select](#)
- **iWork Category Change Request:** A process for submitting and receiving approval for an iWork category change request.
[Login to iWork Select](#)

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start | AccessLine TeleDesk ... | Meeting Reminder - I... | iWork Select - Welco... | iWork Select - Welco... | Employee_AllHands_ ... | 10:57 AM

iWork Category Assessment



https://iws.central.sun.com:7210/iws/jsp/login.do?action=login

iWork Select Main Menu

Employee Name: KATHRYN WEST MCLEOD
 Current Primary Building: BUR01
 Current iWork Category: Home Assigned

Select

Eligibility - Employee

Every employee is eligible to participate in the iWork category selection process ("iWork Select"). iWork Select provides employees with the opportunity to carefully consider his or her work arrangement in light of job needs, workgroup's needs, and personal circumstances and preferences. However all changes require the approval of the manager and may be impacted by certain WR and/or Finance restrictions. Before you begin, please carefully review the [iWork Select Policy](#).

Infrastructure Availability

Please review the iWork Workplace Locations to ensure that your location and work requirements can be effectively met.

- iWork Workplace Locations
 - [Americas Region](#)
 - [APAC Region](#)
 - [Bay Area Region](#)
 - [EMEA Region](#)
- [Technology Infrastructure Requirements Matrix](#)

<- Select task from left navigation bar to continue

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Suitability Assessment Tool

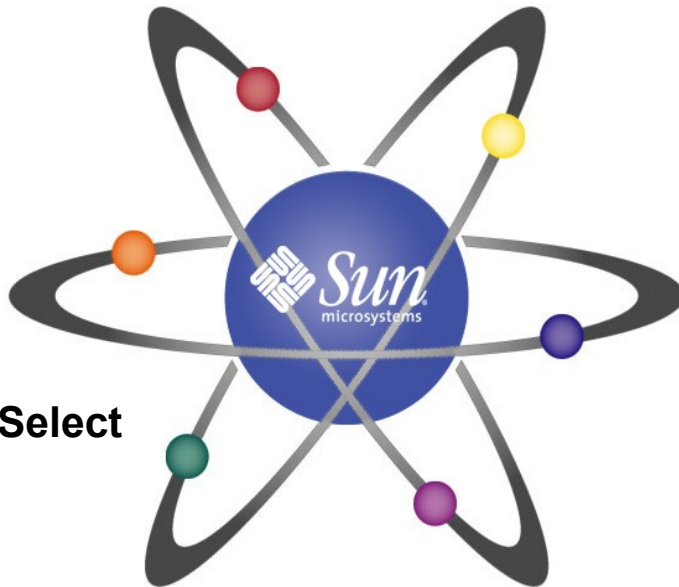
A web based survey helps employees and their managers select the most suitable Open Work Category

iWork Category	iWork Category Fit			Work From Home Level Recommended During Normal Business Hours
	Poor Fit	Moderate Fit	Good Fit	
Sun Assigned				None
Flexible				0-2 Days Per Week
Home Assigned				3-5 Days Per Week

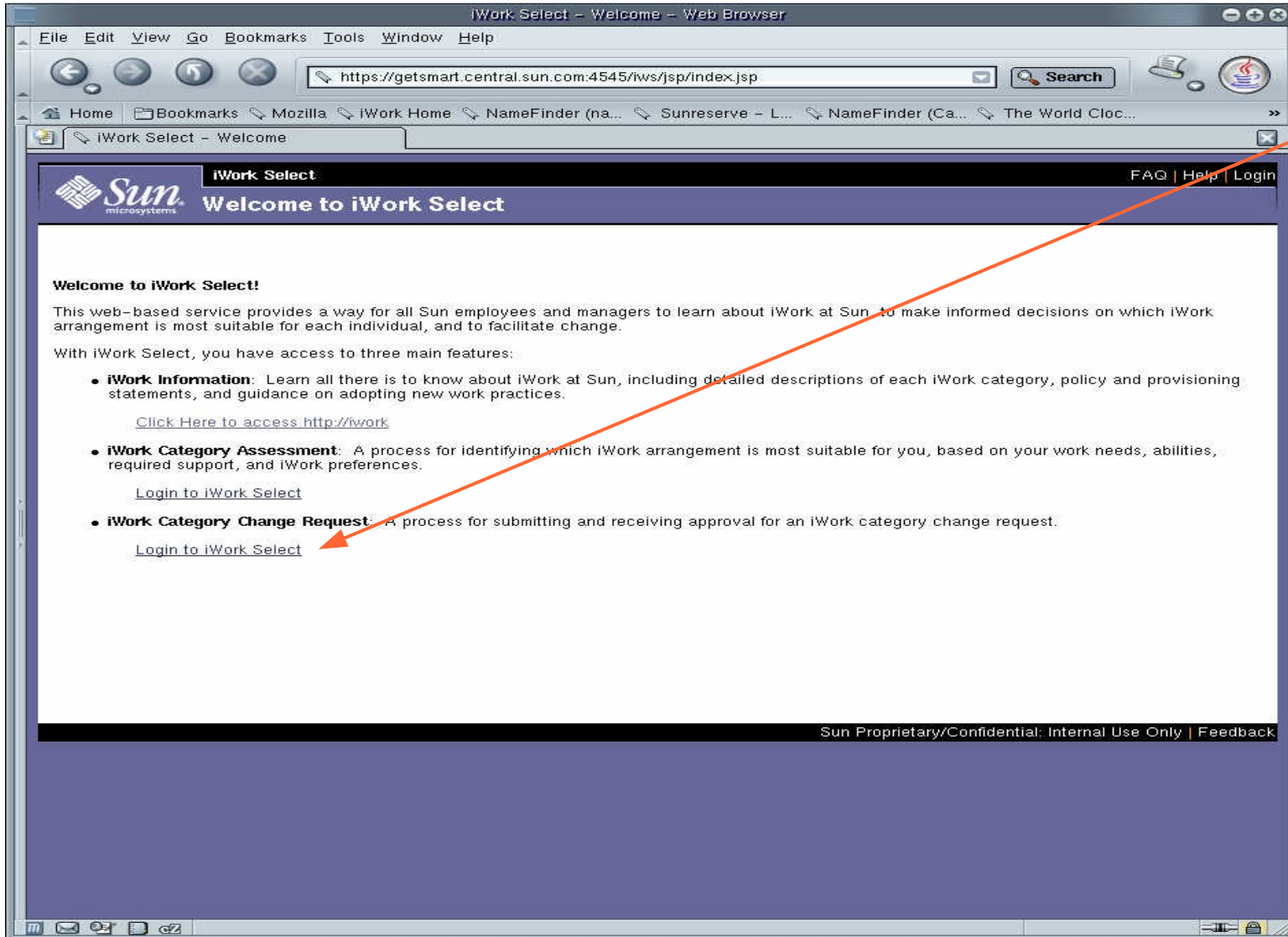
iWork Select

*Category
Change Tool*

iWork Select



iWork Category Change Tool



Once the “best fit” category has been determined, the employee can log into the iWork category change tool

Manager Role in a WR project process ONLY:

Records final category decision of Mgr/Employee discussion

Manager logs into
iWork Select Tool
<http://iws.central.sun.com>

From Manager main
page, select the
Category

Note: Only direct
reports will be
shown

Employee Name: BECKY ABELL
Current Primary Building: SCA12
Current iWork Category: Flexible

For each employee listed below, using the information provided below, please select the iWork Category you have agreed upon. If you do not have enough information to make a decision (ie, your employee has not yet taken an assessment) you can request they complete it by clicking on 'Manage Employee Assessments.'

For more information on interpreting these results, [click here.](#)

Direct Reports – Categorize Employees

Name	Sun ID	iWork Category	Primary Building	WPS Segment	Home Assigned Result	Sun Assigned Result	Flexible Result	Preferred iWork Category	Preferred WFH Days per week	Recommended Category
GENEVIEVE DISHOTSKY	C57056	Flexible	NWK15							Select a category
SURENDRA GADE	C58041	Flexible	SCA20							Select a category
GAUTAM GOTHOSKAR	C133329	Unassigned	NWK15							Select a category
MEILIA ONG	C139048	Flexible	NWK15							Select a category
GREG ROE	C154551	Flexible	NWK15							Select a category
ASHWIN SRIDHAR	C103129	Flexible	SCA20	Development Specialist	30	40	38	Home Assigned	4 days/week (or equivalent hours)	Select a category

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Manager Role in an individual process: Records final category decision of Mgr/Employee discussion

Employee Name: ERIC RICHERT
Current Primary Building: NWK15
Current iWork Category: Flexible

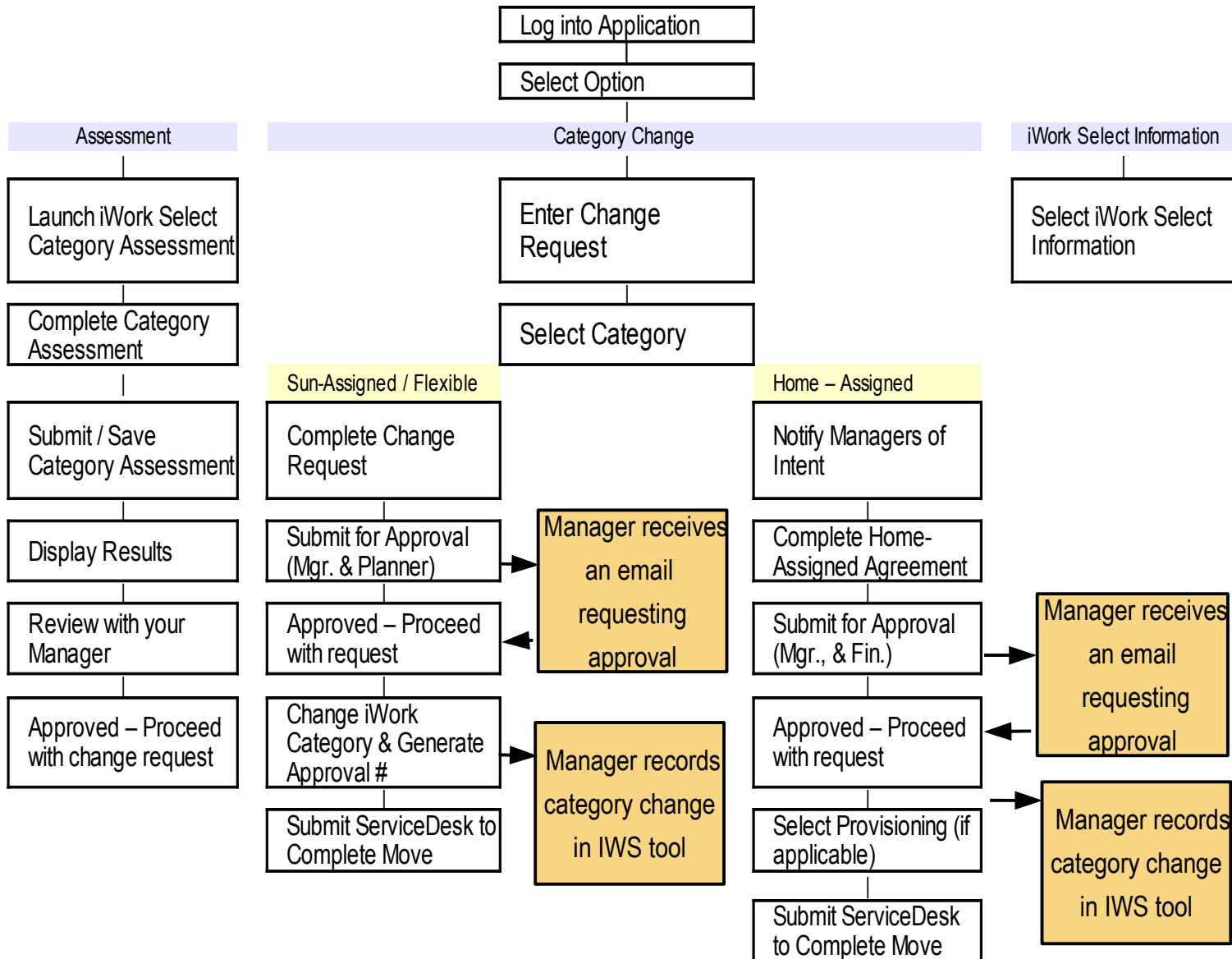
Name	Sun ID	iWork Category	Primary Building	View Current Assessment	View Current Agreement	Extend Trial Period
ANN SCHLESBERGER	17763	Flexible	NWK15	No Assessment	No Agreement	No Trial
CAROLINE BRADFORD	71279	Flexible	NWK15	View Assessment	No Agreement	No Trial
JOHN FEATHERSTONE	75298	Home Assigned	NWK15	View Assessment	View Home Assigned Agreement	No Trial
IAN GOVER	123179	Flexible	SFO07	View Assessment	No Agreement	No Trial
JULIE RENNECKER	C157599	Unassigned		No Assessment	No Agreement	No Trial
PATRICIA ROBERTS	106487	Flexible	NWK15	View Assessment	No Agreement	No Trial
DAVID RUSH	16572	Flexible	NWK15	View Assessment	No Agreement	No Trial

Manager logs into
iWork Select Tool
<http://iws.central.sun.com>

From Manager main page, select 'View SunCAT approval queue' OR Click on the URL provided in Approval request email

Note: Only direct reports will be shown

iWork Select Process





Key Learnings

Collect data

- Understand your workforce (ability, willingness, support): flexible work is not appropriate for all work profiles and/or work styles
- Create a solution based on data in support of business goals

Communicate

- Sr. management sponsorship and public support
- Develop effective, broad, and regular communication (website, handouts, posters)
- Celebrate change leaders

Continuously improve

- Monitor, measure, report out (best practices)
- Introduce new elements, EOL old elements

Support

- Get technology enablers in place (follow-me phone, reservation system, etc.)
- Build an effective education system for end users
- Develop required new skills for delivery and sustaining program success

Training & Knowledge Sharing

Various formal and informal ways to build new skills and best practices for the Open Work environment are available

- Managing dispersed teams
- Collaborating across distance
- Personal time & task management
- Assessment Tools
- Blended Learning Model
- Global Availability



Best Practices for Working in an Open Work Environment

- Relationship Building
 - > Know and use the technology to stay connected
- Communication
 - > Keep other informed about your schedule
 - > Know the protocol
 - > Proactively share information and knowledge
- Goal Alignment
 - > Know & understand team goals & expectations
- Collaborating Across Distances
 - > Participate in team activities
 - > Be sensitive and support unique team needs
 - > Understand technology for Open Work

Best Practices for Managing in the Open Work Environment

- Relationship Building
 - > Learn and use technology to stay connected
 - > Establish collaboration norms (emails, vmails, meetings)
 - > Support staff team and professional development
- Communication
 - > Establish communication guidelines/protocols
 - > Keep others informed about your schedule
 - > Proactively share information and knowledge
- Goal Alignment
 - > Set clear goals and direction for team
 - > Cascades BU & SMI goals
 - > Supports team's personal & professional development
 - > Share team's vision
 - > Articulate how vision & strategy fit



Open Work in the News

- The Economist, April 10, 2008, Labour Movement, The joys and drawbacks of being able to work from anywhere
 - > Open Work is specifically mentioned in the piece, and it is noted that more than half of the workforce is now officially nomadic.
- The multi-media “digital nomads” segment on Economist.com Web site; 5-minute video/audio
 - > Documents a week in the life of Jonathan Schwartz, Sun’s CEO — with video that shows how he uses mobility and technology to work.
- Coverage of the Environmental Defense Fund award
 - > USA Today, May 20, 2008, companies discover going green pays off
 - > GreenBiz, May 21, 2008, Environmental Defense Fund highlights innovations big and small
 - > San Francisco Chronicle, May 21, 2008, firms honored for green ingenuity and commitment; companies prosper while doing good for the planet
- Coverage of the Open Work Energy Measurement Project
 - > The Open Work energy study release the first week of June gained widespread coverage, appearing in a segment on ABC7 News, a stellar TIME blog and positive pieces in ZDNet, Web Worker Daily, InformationWeek and The Associated Press
- Network World, June 30, 2008, Sun sheds light on telework savings
 - > New study quantifies the energy savings associated with teleworkers — article mentions our products and technologies that enable Open Work

Resources

- <http://www.sun.com/aboutsun/openwork/index.jsp>
- <http://www.youtube.com/watch?v=pq5zauZbANE>

Thank You



OpenWork Enabling Employees Today and Tomorrow

Dave.Pickens@Sun.COM

