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Haq, K. A., Ward, Rupert and Wilkinson, Julie

Preliminary frameworks and models for telework maturity within organisations

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Televoking: a feasible, productive and complementary solution in the competitive market? An exploratory study within local councils of the impact of teleworking in terms of maturity, transition and transformation of working practices.

Qualitative frame

Televoking is a binary model of non-ICT work. Televoking is a three-part framework: i) a work that is, process, product and/or output of a digital form; ii) created out of digital and social environments of space, place and time; and iii) with resources that is, writing, audio and video applications of a digital form.

Televoking thus, is a transformative work that demonstrates practice and one that is, a level of significance, equal to an enhancement of, or an improvement to, the pre-transitional state of that work. Televoking would also be left behind in order to complexity job function(s). Examples of process and output transformations include: writing, typing, paper reports to digital documents, building cabinets to databases and human interaction within the physical framework to online interactions within digital frameworks such as emails, forums, bulletin boards, VoIP (Voice over Internet Protocol) and streaming video. Compared to non-ICT related work forms, televoking as a technological infrastructure is unique in terms of three concurrent aspects: i) the capacity to work at relatively higher standards of continuity that is, at any time as per asynchronous communication, to connect, operate and interact with others, ii) the ability to work at any place most notably, at a distance from the designated or traditional, office place and space, and iii) at a minimum, akin to, or consistent with organisational standards of non-ICT process, product and output.

Themes and taxonomy

Taxonomy of televoking would add to existing literature as there is no common framework of terms other than three broad categories namely, individual (human resource), organisation and environment (see Daniels et al., 2001). Taxonomies (figure 1) are derived from a review of a standardised and applicable framework in terms of language for interpretation of research conducted at various organisations. We first identify terms of televoking (as reported in figure 1). The three themes with the first theme and macro level categories are consistent with the three themes or categories aforementioned. However, we draw an alignment of these themes to the meta-model (figure 2 above) and substitute each of the three themes with the first three micro and macro level layers (figure 1 opposite) namely: i) foundation and infrastructure; ii) security and governance, and iii) teams and communities, respectively. Within each of these themes exist taxonomies at high and low levels. There are six high level taxonomies (figure 1 namely: individual, employment, culture, continuity, governance and regulation). For each of these taxonomies there are, at least six low level forms. In this paper, we posit one low level example for each high level respectively in terms of televoking barriers. i) financial (Sampson and Talbott, 1994), cited in Baile and Kurland, 2002, pp.383-384, ii) recruitment potential (Baruch, 2003, cited in Baile and Kurland, 2002, p.2), iii) teamwork (Perez et al, 2005, p.98), iv) efficiency (Hill et al, 2003, cited in Ci) and Maslow (1943).

Metrics and KPIs within qualitative frame

Qualitative units of televoking as per above represent identifiable units of working or living in a large part to metrics that are parameters within which to target our investigation. Councils would be representative of potential case studies for research owing in large part to metrics and KPIs that are established within this sector as per governance protocol. Metrics and KPIs would provide a measure of our research in terms of the impact of telework for an organisation. We would further posit data in a meaningful form in terms of themes and taxonomies.

References


