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

Preliminary frameworks and models for telework maturity within organisations

Original Citation


This version is available at http://eprints.hud.ac.uk/13483/

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

http://eprints.hud.ac.uk/
Qualitative frame
Telework is a binary model of non-ICT work. Telework is a three-part framework: i) work that is, process, product and/or output of a digital form; ii) created out of digital environments of space and place and time; iii) with resources that is, paper, writing, audio and video applications of a digital form. Telework, thus, is a transformative work practice and one that is, at a level of significance, equal to, an enhancement of, or an improvement to, the pre-transformative state of that work. Telework would be left behind and complexity to job function(s). Examples of process and output transformations include: writing to typing, paper reports to digital documents, spreadsheets 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, telework as a technological infrastructure is unique in terms of three concurrent aspects: i) the capability 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 capability to work at any place, within and without, 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/or output.

Metrics and KPIs within qualitative frame
Qualitative units of telework as above represent identifiable units of work, enabling in large part, metrics and KPIs that are established within this sector as per government protocol. Metrics and KPIs would provide a measure of the levels of adherence to, and feedback on, the terms of the impact of telework for an organisation. We would further posit data in a meaningful form in terms of themes and taxonomy.

Telemarketing: 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.

Stage 1

Telemarketing maturity
Whilst teleworking is not a new concept or reality (World at Work, 2009. Cited in: Sener and Bhat, 2009, p.i) over many years it has not delivered widely in terms of modernisation of the workplace (Pyörälä, 2011, p.386). Expectations level of technology in terms of adoption rates and advancement has each contributed to and cemented the infrastructure layer (see figure 2) of the transformation process. Today, the infrastructure layer has materialised to the extent that it would now present a sustainable platform for teleworking to exist in terms of longevity. As the size of each macro level layer correlates to time, subsequent layers would be formed in decreasing time scales. To avoid being left behind, the focus for teleworking now switches to strategic and human resource capabilities within the organisation to adopt and implement teleworking sooner rather than later, in order to maintain position and continuity ahead. Early positioning may also be a potential solution to, at any time of change we may also be met with resistance or restraining forces to change. There can be a number of restraining forces that decelerate rates of growth. At a macro level, organisations may seek a level of governance in terms of employment contracts and agreements to establish telework as an official working practice. Governance (see Gruber, 2010) would form two functions: firstly, a protection mechanism that is, to make official the teleworking infrastructure that is available to, and operating to the benefit of the organisation. Secondly, to protect and create an environment that is hospitable to telework that is, an alignment to a community of practice, namely, layer 3. Thus, governance would be a driving force of change. The transformer model would be a key tool for an assessment of the maturity of an organisation to telework in terms of viability and feasibility.

Stage 2

Telemarketing taxonomy
Taxonomy of telework 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 of language in terms for interpretation of research conducted at various organisations. We find impacts of telework (as reported in the literature) 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: i) individual; employment, culture, continuity, commuting and regulation. For each of these taxonomies there are at least six low level forms. In this post, we posit one low level example for each high level respectively in terms of telework benefits: i) security and infrastructure (Greenhill, and Kurland, 2002, pp.383-384), ii) recruitment potential (Baruch, 2003. Cited In: Baard and Thomas, 2010, p.12), iii) teamwork (Perez et al., 2005, p.98), iv) efficiency (Hill et al, 2003. Cited In: Robert and Bjerjesson, 2006, p.522), v) time and expense (Di Martino and Wirth 2004, in Greenhill, et al, 2006), and vi) favourable outcomes with regard to the budget deficit (Kbest, 2010). To note, each of the low level taxonomies further divides into sub categories. We find taxonomies to be a comprehensive language form; to utilise with regard to case analysis and findings. Furthermore, we utilise a transformer model (figure 2 above) to assess data and feedback to stakeholders of an organisation.

Stage 3

References

Stage 4


