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Preliminary frameworks and models for telework maturity within organisations

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Teletwork: 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**

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

Teletwork, as a transformative work practice and one that is, a level of significance, equal to, an enhancement to a sustainable platform, to implement and adopt teleworking sooner rather than later, in order to maintain position and continuity ahead. Early positioning may also be a potential driving force of change. We understand that in any type of change we may also be met with resistance or restraining forces to change. There can be a number of restraining forces that decelerate the 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 claims on the teleworking infrastructure that is available to, and operating to the benefit of the organisation. Secondly, to promote 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.

**Metrics and KPIs within qualitative frame**

Qualitative units of telework as per above represent identifiable units of work, activity, and interaction such that we have 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 per government protocol. Metrics and KPIs would provide a measure of our research and further 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 taxonomy.

**Themes and 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 for interpretation of research conducted at various organisations. We find impacts of telework (as reported) 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: 1) foundation and infrastructure; 2) security and governance; and 3) 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, commencing and regulation. For each of these taxonomies there are, at least six low level forms. In this post, we posit low level example for each high level respectively in terms of telework benefits. We find impacts of telework (as reported) 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: 1) foundation and infrastructure; 2) security and governance; and 3) teams and communities.