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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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**Theme 1: Telework as 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, transformation and transition of working practices.**

**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 time; and iii) with resources that is, writing, audio and video applications of a digital form. Telework thus, is a transformative work practice and one that is, to a level of significance, equal to an enhancement of, or an improvement to, the pre-transformative state of that work. Telework would be alternated and/or complemented to job function(s). Examples of process and output transformations include: writing to typing, paper reports to digital documents, filing 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, telework as per 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 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 or output.

**Metrics and KPIs within qualitative frame**

Qualitative units of telework as per above represent identifiable units of working practices in a manner 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 as per government protocol. Metrics and KPIs would provide a measure of value output through 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.

**Telework maturity**

Whilst telework is not a new concept or reality (World at Work, 2009. Cited in: Sener and Bhat, 2009, p.1) over many years it has not delivered widely in terms of modernisation of the workplace (Pyörälä, 2011, p.386). Exponential levels of technology in terms of adoption rates and advancement has even 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 viable platform for telework 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 source for competitive advantage rather than later, in order to maintain position and continuity ahead. Early positioning may also be a potential source for competitive advantage.

**Taxonomy of telework**

A taxonomy of telework would add to existing literature as there is no common framework of terms other than three broad categories namely, i) teleworking, ii) telecommuting and iii) telework. We find impacts of telework (as reported by, i) employment, ii) technology, iii) infrastructural, iv) communities, v) governance and vi) post-transformational outcomes. To, the capability to work at any place most notably, at a distance from the designated or traditional, office place and space, and v) at a minimum, akin to, or consistent with organisational standards of non-ICT process, product and or output. To, the ability to work at any place most notably, at a distance from the designated or traditional, office place and space, and v) at a minimum, akin to, or consistent with organisational standards of non-ICT process, product and or output.

**Stage 1**

**Stage 2**

**Stage 3**

**Stage 4**

**References**


**Figure 1: Themes and taxonomy per transformer model**

**Figure 2: Transformer model**

Source: adapted from +Lewin (1951a); +Lewin (1951b) and +Maslow (1943)