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Preliminary frameworks and models for telework maturity within organisations

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Teletwork maturity

Whilst teletwork is not a new concept or reality (World at Work, 2009. Cited in: Sener and Bhat, 2009), it has not delivered widely in terms of modernisation of the workplace (Pyörälä, 2011, p.386). Exponential growth of technology in terms of adoption rates and advancement has 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 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 driving force, especially if 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 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 process. Governance (see Gruber, 2010) would form two functions: firstly, a protection mechanism that is, to make clear 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 so that, in alignment to a community of teleworking practice, 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.

Telematics and telecommunication

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, place and time; 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-transformational state of that work. Telework would be left behind, the emphasis on 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 driving force, especially if 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 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 process. Governance (see Gruber, 2010) would form two functions: firstly, a protection mechanism that is, to make clear 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 so that, in alignment to a community of teleworking practice, 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.