Preliminary frameworks and models for telework maturity within organisations

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Telework maturity

Telework is a binary model of the low level taxonomies further and substitute each of the 3) teams regulation.

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 new 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 driver of change 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 for 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 teleworking 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.

Themes and taxonomy

Taxonomies 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 in terms of language for interpretation of research conducted at academic organisations. We fine aspects of telework (as reported in Kiest, 2010) consistent with the themes and 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 macro and micro 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, communication 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 Telework Layer 1: Communication, Layer 2: Security, and Layer 3: Teams and Communities.

References


