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Preliminary frameworks and models for telework maturity within organisations

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Teleworking: 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.

**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 standardised and applicable framework in terms of language for interpretation of research conducted at various organisations. We finesse our context of telework (as reported in 1) 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: individual, employment, culture, continuity, commuting 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 barriers. (1) Frustration (Shanmugam and Hoffman, 2001). Cited In: Bailey and Kurland, 2002). (2) Recruitment and retention (Baruch, 2003). Cited In: Baier, Kurland, 10, 2002). (3) Teamwork (Perez et al., 2005, p.98), (4) Efficiency (Hill et al., 2003). Cited In: Robert and Bjerjesson, 2006, p.522). (5) Time and value (Di Martino and Wirth 2002). (6) Environmental impact, (Gunn, 1995, p.382) and f) favourable outcomes with regard to the budget deficit (Kest, 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.

**References**