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Preliminary frameworks and models for telework maturity within organisations

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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 place; 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 a different and/or complementary job to function(s). Examples of process and output transformations include: writing to typing, paper reports to digital documents, video 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 a 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 capacity to work at any physical location, 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 work process and output.

Metrics and KPIs within qualitative frame

Qualitative units of telework as per above represent identifiable units of working life that we consider in such a way that we have parameters within which to target our investigation. Councils would be representative of potential case studies for research 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 our 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.

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 existing literature and looking at the existing state of telework. Taxonomies would provide a standardised and applicable framework of language in terms of interpretation of research conducted at various organisations. We find aspects of telework (as reported by respondents) 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 macro and micro 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, communication and regulation. For each of these taxonomies there are at least six low level forms. In this poster, we posit one low level example for each high level respectively in terms of Telework: i) efficiency (Shamir and Salamon, 1985), ii) recruitment and selection (Baruch, 2003). Cited in: Bailey and Kurland, 2002, pp.383-384, iii) recruitment and selection (Baruch, 2003). Cited in: Bailey and Kurland, 2002, pp.383-384), iii) teamwork (Perez et al, 2005, p.98), iv) efficiency (Hill et al, 2003, p.98) and v) favourable outcomes with regard to the budget deficit (Kebest, 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


