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Preliminary frameworks and models for telework maturity within organisations

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Telwork maturity

Whilst telwork 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 (Pyrhönen, 2011, p.386). Exploring levels of technology in terms of adoption rates and advancement has each 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 telwork to exist in terms of longevity. As the size of each macro level organisational layer correlates to time, subsequent layers would be formed in decreasing time scales. To avoid being left behind, the focus for telwork now switches to strategic and human resource capabilities within the organisation to adopt and implement telwork sooner rather than later, in order to maintain position and continuity ahead. Early positioning may also be a potential restraining force that decelerates rates of growth. At a macro level, organisations may seek a level of governance in terms of employment contracts and agreements to establish telwork as an official working practice. Governance (see Gruber, 2010) would form two functions: firstly, a protection mechanism that is, to make official the telworking infrastructure that is available to, and operating to the benefit of the organisation. Secondly, to promote and create an environment that is hospitable to telwork that is, an alignment to a common model of telworking 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 telwork in terms of viability and feasibility.

Themes and taxonomy

Taxonomies of telwork 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 defined from a review of literature and reflect the existing state of telwork. Taxonomies would provide a standardised and applicable framework of language for interpretation of research conducted at any level of organisation. We limit effects of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH). We find impacts of telwork (as reported by BBCH).

Metrics and KPIs within telwork frame

Qualitative units of telwork as per above represent identifiable units of working practices and processes in such a way that we have parameters within which to target our investigations. 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 output and thus feed our research in terms of the impact of telwork for an organisation. We would further posit data in a meaningful form in terms of themes and taxonomies.