

Module 09 : DEVELOPMENT CRITERIA FOR TW PROJECTS

Module introduction

The introduction of telework as a work method, in a public or private structure, inevitably impacts the organisational model, because influencing even just one element of a structure brings repercussions onto the entire system.

In this module the criteria for developing telework on a designing plane, analysing the cultural, organisational technological and informative/informatic aspects. In order to develop telework an organisational culture must be result-oriented and not presence oriented, it must be directed towards sharing and not imposition of project, innovation and not tradition. Telework is in fact, before being a technological revolution, a cultural one. The technological aspects are very important.

In order to foster new procedures and new communication network modalities with the running of ad hoc programmes and software for streamlining communications, operating mechanisms, etc. On the organisational plane the introduction of telework entails not only the physical moving of technologies and persons from one area to another but the change in work, communication, leadership exercising, motivation of collaborators changing. But the developing of telework is also based on an adequate information and promoting and on ad hoc training for teleworkers, whether they be employees, professionals or leaders of teleworkers.

The realisation of the module will allow to acquire certain basic competences centred on the ability to read the context and its innovative dynamics and a few specialistic competences centered on the specific designing of telework.

The module is structured in 7 chapters:

Chapter 1^ : *Innovation and Telework: introduction types and ambits.*

Chapter 2^ : *The organisational diagnosis : activities, processes, professionalism. The evaluation of Teleworkability (activities, areas, services, sectors).*

Chapter 3^ : *Designing Telework.- Identifying and motivating personnel. Identifying the instrumental resources.*

Chapter 4^: *Developing competences for telework.*

Chapter 5^: *Expected results and planning of activities, monitoring and running.*

Chapter 6^: *Description and illustration of differentiated cases on the basis of strategies and objectives in the different sectors*

Chapter 7^: *Telework planning Check-list. The decision making choices to take into consideration and face them in the different dimensions.*

Module 1^ Chapter 1^ : Innovation and Telework: introduction types and ambits

Chapter introduction

Innovation takes root in the socio-environmental, political and economic context and shows its effects in areas tightly linked among themselves: cultural, social, technologic, logistic, organisational, entrepreneurial and educational. Cultural innovation is linked to technological innovation in turn linked to the innovation of processes and products with immediate effects on the organisational and entrepreneurial plane.

The introduction of telework, which is basically a cultural, and not only technological, revolution, produces effects and synergies in all the other areas and only if it is linked to it, it realistically succeeds in obtaining an optimisation of all the human, economic, financial resources, of which an administration or firm avails itself.

Innovation involves all the areas of a system, entering in amore analytical manner in some or remaining on the surface in others and imposes changes on the plane of logistics, work organisation, training, of the same relations with the job market and social world, of sentiments, affects, free time.

The Chapter is structured in 7 paragraphs:

Paragraph 1^ Innovation: concepts and definitions

Paragraph 2^ Innovation strategies

Paragraph 3^ The different types of innovation

Paragraph 4^ The different ambits of innovation

Paragraph 5^ The different typologies of Telework

Paragraph 6^ The different ambits of adopting Telework

Paragraph 7^ The objectives of introducing Telework

Module 1^ Chapter 1^ Paragraph 1^ : Innovation, concepts, definitions

The topic of innovation in general is complimentary to that of change. Innovation, in fact, implies a knowing change, in any context it occurs, of the behaviours, procedures, cultures, ideas, of the organisations.

Innovation can, therefore, provoke or stimulate change, which, in certain cases, contribute in upsetting traditions and cultures, consolidated in the years, or in others, only modify the operating modalities of a certain situation, without touching the founding core.

The term innovation is different from renewal: although it has the same etymological root, innovation focuses its activity on emitting the *new* in a certain context; *new* in form, *new* in substance. Renewal, instead, basically limiting to rearranging the same elements in a different manner in a certain context and certain historical moment.

Module 1^ Chapter 1^ Paragraph 2^: The strategies of innovation

Innovation, especially in organisations, is based in most cases, on choices of strategic motivations, derived at times, from changes imposed or caused by the market or the socio-economic-political context or stimulated, instead, by new values and new needs of the social players.

Innovative strategies have different expectations and effects, depending on the contexts where they are released and depending on the relative motivations: strategic choices may be realised to innovate the organisation through the introduction of telework for political-social reasons or organisational-management ones. The consequent rebound effects require, therefore, particular attention, in the first case to the environment –macro and micro where innovation is achieved, while in the second to the costs and benefits, in mainly monetary terms; in the third, lastly, to a punctual and thorough assessment of change that a networked worker entails on the management and organisational plane of internal and external work.

Module 1^ Chapter 1^ Paragraph 3^: The different types of innovation

Innovation manifests itself with different typologies and characteristics even according to the contexts where it is realised. Cultural, social, technological, logistical, organizational, entrepreneurial and educational innovation follow different paths characterised by the ambits where they are produced and with a multiplicity of implications. Cultural innovation, for example, entails a different way of facing the topic of technological innovation, considering it not as an isolated fact but as basic element for innovating the processes and products and therefore with immediate effects on the organisational and entrepreneurial plane. But cultural innovation imposes also a change in the way we see logistics, work organisation, training, the same relations with the job market and the social world, (feelings, personal needs and free time). Innovation, therefore, involves more or else directly, all the areas of the “world” system, entering analytically in some or remaining more or less on the surface on others; in any event the basic fact remains of its complexity: of relationships, power rapports.

Module 1^ Chapter 1^ Paragraph 4^: The different ambits of innovation

Innovation takes root in the socio-environmental, political and economic context and manifests its effects in various areas tightly linked among themselves in a synergic and integrated systemic viewpoint. The ambits of innovation can be the most varying, ranging from public to private sector, to non profit associations, to Onluses. And can have varying characteristics on the structural side and similar on the economical side.

Innovation in the public sector side, in all its types, may at times take on a leader role, due to its intrinsic characteristics that are based on the prevailing of a bureaucratic and hierarchic culture that favours the presence more than results, the past more than the future, order and command more that consent and cooperation.

On the contrary, in the private and non profit sector, exactly due to the peculiarities of these ambits, innovation, even in this caser in all its typologies, can take on the task of increasing competitiveness on the market, increase productivity, and not lastly, the quality of life of work and non work for all the social players involved.

Module 1^ Chapter 1^ Paragraph 5^: The different typologies of Telework

The opportunity for distance working with the support of technological tools, from the simplest, such as telephone and fax, to the more advanced such as groupware, has determined in the world of organisations a decisive turn on the plane of the traditional managing of work: from a rigid and bureaucratic approach to a more flexible and rational approach to work, oriented towards efficiency and productivity, as well as a better quality of life.

The influence of telework on the organisation is tightly correlated to the diverse typologies of telework: mobile telework, telework at telecentres, domestic telework. In the case of mobile telework the impact on the organisation of internal work is minimum while considerable are the technological aspects that regard the equipment of the teleworker and the positive implications on abating realisation times of work and the greater satisfaction of the customer – user.

Work at a telecentre, that houses workers belonging to the same or different structures, implies many technological situations for the telematic infrastructures while those on the organisational plan do not seem to be particularly significant, from the moment that the teleworker is in conditions of professional autonomy and with no particular constraint in

respects to the mother company. Domestic telework requires instead a careful work of socio-psychological and organisational preparation because it implies a different organisation of work for the teleworker, colleagues and people in charge and has its repercussions even on the family plane.

Module 1^ Chapter 1^ Paragraph 6^: The different sectors of Telework adoption

The sectors adopting telework can be identified at a macro level on the institutional plan (public and private sectors) and at micro level on a more strictly productive plane: industry, commerce, services, advanced tertiary. The introduction of telework cannot leave out of consideration the typical characteristics of those sectors because the stimuli, needs, expectations that these express through their own stakeholders may affect the realisation and above all the effectiveness and efficiency.

Telework can represent an advantage, especially significant, for the organisational change on the institutional level (it is not by chance that a law for introducing telework in Public Administration has been approved, while in the private sector we proceed not homogeneously under the more immediate thrust of managerial and operational needs) and fertile on the results level for what attains the productivity of the different sectors of the market.

Module 1^ Chapter 1^ Paragraph 7^: The objectives of the introduction of Telework

The objectives for introducing telework can be strategic or operational and are tightly correlated with the motivations and the bottom line decisions of an organisation, both public and private.

On the strategic plane the primary objective can be, in general, that of running a model for introducing telework both in the Public Administration sector as well as the private one. To introduce a model in work organisation entails repercussions on the entire system; repercussions that can, in some cases, not be called for or even not taken into consideration as a change factor and instead it connotes as one of the driving factors for subsequent changes of the entire system. The operative objective aims at changing the organisation of work and the working modalities on the technological side and on the socio-organisational side and can foster new practices and new technologies of communication, with the running of programmes and ad hoc software for streamlining procedures, for delivering leadership, for building networked work groups.

Module 1^ Chapter 2^ : Organisational diagnosis : activities, processes, professionalism. The assessment of teleworkability (activities, areas, services, sectors)

Chapter introduction

This Chapter will illustrate the organisational analysis, with a brief methodological note, propaedeutic for the adoption of telework; the analysis is finalised at

- ❖ To put in the light the culture of the organisation, its processes and procedures;
- ❖ To verify if the prevailing activities are potentially teleworkable (work by projects, research and development activities or in any case that do not require an intense, constant and qualified interaction with clients or with colleagues);
- ❖ Identify the existing professional figures and their possible compatibility with the introduction of telework
- ❖ define an index of teleworkability for each activity, area or sector of activity that takes into account the content of the activity and its delivery modality.
- ❖ Define a global teleworkability index, inclusive of both the typology of the activity carried out as well as of the personal and professional characteristics of the worker

The Chapter is structured in 5 paragraphs:

Paragraph 1^ The culture of the organisation, its processes and procedures

Paragraph 2^ Existing professional figures and the skills for teleworking

Paragraph 3^ The teleworkable activities

Paragraph 4^ The teleworkability index of the activities

Paragraph 5^ The global teleworkability index

Module 1^ Chapter 2^ Paragraph 1^: The culture of the organization, its processes and procedures

The study of the organisation and of work organisation, that is realised with the same methodological criteria of a socio-organisational research, must be propaedeutic to the introduction of telework. Organisational analysis is finalised, in fact, to the definition of the organisation culture, that is the founding core of every system. The organisational culture can be the stimulus, if especially flexible and oriented to change or can be a hindrance if focused on standardized and rigid procedures and processes and not very receptive to new values expressed by the market and the social actors. The study has, also, the objective to highlight the motivations behind the strategic decision of introducing telework, because changing the motivations changes even the approach to innovation and consequently processes, procedures and relative operating mechanisms can be put under discussion. A culture oriented to presence and one result oriented have processes and procedures strongly different, that can foster or delay the effects of the introduction of a working modality, such as telework, that unstructures time and space and that leaves out of the consideration, due to its own nature, from too rigid schemes and not very permeable to the internal and external inputs of the same organisation.

Module 1^ Chapter 2^ Paragraph 2^: Existing professional figures and skills for teleworking

The carrying out of distance work, whether it be domestic, mobile or at telecentres, cuts into the global organisation of work, since it requires skills particularly focused on managerial handling of all the internal and external operating processes to the

organisation. On the leadership side a very careful planning is required from the leader of all the activities and not only those carried out in telework, because since the boss is not physically there the need to keep everything under control in a systematic manner is imperative to the work process, daily or weekly. On the side of the worker and colleagues an equally important planning is required of the various activities for the purpose of optimising the times through a general coordination and abate any possible risks which the absence from the work site may entail. On the internal organisational side, in fact, if this coordination action is missing, usually entrusted to the head of the department, problems may arise, such as an increase of the work load for those who remain in the office. The managerial skills (if leadership, relation building, of organising the activities, manage work pace), can be enhanced and developed through ad hoc initiatives of training.

Module 1^ Chapter 2^ Paragraph 3 ^: The teleworkable activities

The teleworkable activities are those where the incidence of the physical presence on the job may turn out to be indifferent, in the sense that in their performance the occasions of interfacing with colleagues and clients is reduced to a minimum as well as availing oneself of tools or informational sources not delocalised. Therefore, we are looking here at all those services which in part or completely can be performed without direct contact with other players, whether we are talking about home, mobile or telecentre telework. Specifically we are dealing here with administrative type functions, accounting, secretarial, research, design, information, data filing, documentation, regulatory acts, data processing, study, designing and realising web sites, and similar activities linked to internet. Partial teleworkable activities may occur: in this case telework can be introduced only in those areas and therefore in times and structures designed ad hoc.

Module 1^ Chapter 2^ Paragraph 4 ^: Teleworkability index of the activities

The building of the index of teleworkability allows reducing the risk of failure because the various activities performed are broken down and of the same activity the parts that can be easily teleworked are identified. In this manner, for example, we are cutting into the overall work organisation only in the measure in which that specific phase cuts, except for all the other implications on the more strictly organisational plane, such as communications, formal and informal relations, internal relations.

In particular the variables relative to the individual activities and their influence is calculated in terms of time and know how. Therefore the technological tools are detected, the percentage of time expended for each segment of activity; the degree of interdependence with other company functions; the variances, that is any unforeseeable events that may have an importance of the activities; the peaks, of the work loads especially pressing in certain moments of the week, month or year. In this overall scenario of changes the organisational aspects of a work performed from a distance take on a great importance for work performed away from the main office although linked to it by a network.

Module 1^ Chapter 2^ Paragraph 5 ^: Global teleworkability index

To the analysis finalised in the building of teleworkability of the activities follows the global teleworkability index, relative that is to say to the activities and professional and personal skills of the teleworker. This index allows to have a socio-organisational picture within which fit in telework activities, the specific professionalism employed in the carrying out of the activities and personal characteristics. In fact all things equal, skills, professionalism

and activities performed completely different global teleworkability indexes can be had because affected by subjective problems (personal orientations) and objective (distance from work place). In these cases, therefore, one needs to negotiate with the potential teleworker, on the individual and organisational needs, a modality of telework that takes into account the differences arising and that facilitates, in any case, the efficiency and effectiveness of the productive process.

Module 1^ - Chapter 3 ^: Telework Design. Identifying and motivating personnel. Identifying instrumental resources

Chapter introduction

In this Chapter, after a brief historical and definition of telework, we face telework on the plain of design development: as a work modality that can be adopted in those activities that require innovativeness and discretion and must be fitted into a general plan of flexibility of times and places of work. In order to plan telework:

- ❖ **Planning of the project** that envisages times and modalities for introducing telework;
- ❖ **Identify potential teleworkers**, through a survey questionnaire that highlights the **objective motivations** (distance from the work place, etc.), **subjective** (need for autonomy, etc.).
- ❖ **Identify instrumental resources**

The Chapter is structured in five paragraphs:

Paragraph 1^ Planning and time scheduling of the project

Paragraph 2^ Identifying potential teleworkers

Paragraph 3^ Objective motivations (distance from work place, etc.), subjective (need for autonomy, etc.)

Paragraph 4^ Telework and differences of kind

Paragraph 5^ Identifying instrumental resources

Module 1^ Chapter 3 ^ Paragraph 1^: Project planning and scheduling

The proper handling of the introduction process to telework takes care of adopting a project method which from the choice of strategic objectives let's an operative plan descend. The various activities to establish are identified and correlated in it for reaching the various specific objectives part of the telework initiative (identify the areas of intervention, identify the players involved, define the technologies, training, data surveying, etc.).

Temporal phases can be identifies for the telework project that each correspond to one or more activities finalised to the realisation of a propaedeutic result to others (study, resource acquisition, experimentation, monitoring and final assessment phase, etc.). In the meantime complex activities, regardless of the time schedule in which the realisation is expected, can be usefully divided into sub-activities. For example training can be removed for managers and operators in a subactivity, for example for the use of technological support and of the culture result, etc.).

Module 1^ Chapter 3 ^ Paragraph 2^: Identifying potential teleworkers

This activity is particularly sensitive because we must take into consideration objective and subjective criteria, without which every introduction to telework runs the risk of failure and consequent individual demotivation.

In regards to the objective criteria we must focus our attention to the activities performed by the potential teleworker, assess the teleworkability on the plain of the general complexity and on the opportunity to destructure times and workplaces.

In reference to the subjective criteria significant importance cover the motivations of the potential teleworker (family, professional, logistic), the expectations (career, realisation, quality of life), the skills on managing the new work modality.

The identification of teleworkers can take place through meetings and discussions with the heads of personnel and possibly with external consultants and through the distributing of a questionnaire aimed at seeing the emerging of motivations, expectation skills and competences.

Module 1^ Chapter 3 ^ Paragraph 3^: Objective motivations (distance from the workplace, etc.), subjective ones (need for autonomy, etc.)

The motivations of the potential teleworker can be based on objective and subjective elements. Among the first the most widespread is the distance from the work place and the relative commute times home-office-home which, especially in the large urban centres, determine a strong expending of money and are cause for daily stress. Other objective factors are instead internal to the family condition (young children or the elderly or the disabled) for which the motivation to telework regards above all the reduction of absence time from home with the possibility of intervening in occasional moments of need or to offer an immediate presence in the moments of work breaks. Still on this side motivating to telework is still greater if the activities can truly be desynchronised compared to the office schedule, allowing the worker a greater flexible division between work time and off time oriented towards the combination of work-family that regards mainly women responsible for a “double role”, but invest in full right even men. Among the second is the need to work in autonomy and be evaluated on the result and not on the presence.

Module 1^ Chapter 3 ^ Paragraph 4 ^: Telework and differences of kind

Telework is often proposed, requested, negotiated at an individual or collective level as organisational level for conciliating working life and family life; as such it is often assigned to the female component by the labour market, often owner of a double work load between office and family. In this direction telework is an object of ample debate, since it is assessable as innovative and gratifying opportunity for women to dedicate to the family without giving up the right to work, but also a risky form of a new domestic segregation of the woman which in this manner would be further weighed by the double role *within* and *for* the home, with frequent risks – for that manner – of margining from the processes of professional development and career within the organisation, in the case of employed workers. The need for strategic planning comes to the forefront for the introduction of telework that takes care of the motivations, the access modalities and monitors the implications both organisational as well as personal with systematic attention to the differences of kind.

Module 1^ Chapter 3 ^ Paragraph 5 ^: Identifying the instrumental resources

For identifying the instrumental resources we must take into account the typology of the activities that must be performed telework, of their complexity and of the temporal limits in which they must be ended. It is in fact useful to calibrate the technological resources, which inevitably affect the economic plane, on the basis of the specific operative of the activity, to not commit in structures which, during the work, redundant and excessive. In some cases, in fact a network connection with the mother company can suffice, in others a connection with a company intranet, in other still the use of software that allows to interact on shared documents. Therefore we can envisage for very simple instrumental resources, which may be a fax or the possibility of accessing email, and other more sophisticated

ones, such as group ware, teleconference, etc. The instrumental resources must therefore be adequate to the activities that must be performed in telework.

Module 1^ Chapter 4^ : The development of the competences for telework

Chapter introduction

The unfolding of work according to this new modality requires on behalf of all those involved, directly or indirectly, in the working process of the competences and special skills and refined taking into account of the fact that the supervisors and workers are “distant” among themselves and from the work site.

In this Chapter the competences of the teleworker supervisor are studied in the field of **planning** which must be careful and precise for all the activities and not only for those that are carried out in telework; **of control, of leadership, of communication, of motivation.**

As far as the competences of the teleworker are concerned the attention is placed on the area of **programming** of the various sectors of activities for the purpose of optimising times with a general coordination and of reducing any possible risks which the absence from the work place may entail; in the area of **decision making processes**, of **self-managing** of the work times. For the development of these competences, ad hoc training tracks are envisaged, even on the basis of data that may emerge in the previous organisational study.

The Chapter is structured in 5 paragraphs:

Paragraph 1^ The managing of leadership towards teleworkers

Paragraph 2^ The leadership of the manager in telework

Paragraph 3^ The development of leadership competences

Paragraph 4^ The teleworker competences

Paragraph 5^ The development of the competences of the teleworker

Module 1^ Chapter 4^ Paragraph 1^: The managing of leadership towards teleworkers

Leadership is a set relations among the characteristics of the leader, the characteristics of the collaborators and the characteristics of the organisation within which it is achieved.

The no longer physical but rather virtual presence of workers, that is expressed and takes shape only on the professional level, implies a change in the behaviour of the leader, that must adapt and model his leadership on the new work modalities. And the change occurs in the form of **on-line communication**, which being “colder” due to the distance, must be more focused on the target and on the **direct involvement** of the teleworker; occurs in the **motivation** that must be centred on the result and on the **acknowledgement** of the professionalism of the teleworker; it occurs in the **planning and programming** of the activities, because the distance of the teleworker, does not allow the immediate tracing; it occurs in the same **support and coaching functions**, becoming inevitable for the centrality of the human resource and of the professional competences that it expresses within the organisational structure.

Module 1^ Chapter 4^ Paragraph 2^: The leadership of the manager in telework

In the case where the manager teleworks the managing of his/her leadership become more complex because the variables in play increase: to the tout cour managing of the teleworkers is the managing of the traditional workers added, which becomes in the case of the manager teleworker, performed at a distance, even if for brief scheduled periods of time.

The managerial skills of planning and scheduling of the activities, the skills of vision become essential, because they are at the basis of every input based on authority and on authoritativeness. In this case, furthermore, the modality of the tough minded leadership becomes priority, a flexible leadership but oriented towards the objective, bending but determined, capable of involving the workers, whether they be in telework or at the site of the structure, in a single project and in its success on the plane of the effectiveness and efficiency.

To the roles and functions of the traditional manager, develop competences, address them towards a better realisation of the enterprise project, are added to the manager in telework, those of reference point on the professional and managerial plane, on the relational and motivational plane.

Module 1^ Chapter 4^ Paragraph 3^: The development of the leadership competences

The development of the competences of leadership in the case of a leadership supplied to the teleworkers or supplied the same in telework modality towards the universe of traditional workers and in network, entails different modalities of realisation. We can in fact envisage training support to the leader focused on traditional didactic modalities or other forms of training and support can be activated, conceived and realised with differentiated alternative modalities depending on the skills we want to support or develop. We can therefore envisage a training path with distance learning modules alternating with traditional classroom settings. The first are focused on transferring knowledge; the latter are centred instead on the change of behaviour and acquisition of skills. In any event it is important to have an overall assessment of the entire track, more sensitive due to the modalities adopted and for the relevance of the competence target of the training initiatives.

Module 1^ Chapter 4^ Paragraph 4^: the competences of the teleworker

The competences of the teleworker must be based on knowledge finalised to the creation of a short circuit between technology and culture, between hard elements of the organisational structure (organic and logistic) and soft elements (professionalism, training). Significant variables to take into consideration are those relative to the professionalism of the teleworker, to his/her features and strictly individual orientations. These competences can be identified in the decision making skills, of self managing one's own work times and personal times, in the cultural, professional, managerial and operational flexibility, in the sense of responsibility, in the reliability. We shouldn't neglect even the orientations towards career, family, quality of life, leisure time which certainly may have a certain influence even on the supply of the competences themselves.

Module 1^ Chapter 4^ Paragraph 5^: The development of the competences of the teleworker

The development of the competence of a teleworker mainly regards those knowledge and skills, generally, are present but not immediately visible and which within an organisational structure, that adopts traditional modalities of telework, do not have the possibility of revealing all their potential. These are knowledge and skills that regard the plan of scheduling the activities, of the decision making abilities, of managing the work times, of the problem solving and problem setting skills. But these are also relational and technological competences, for which we can envisage differentiated training tracks. For

the first we can act with traditional modalities of classroom teaching, while for the second FAD modules can alternate with classroom modules, centered above all on the testing of the learning.

In both cases, whether we adopt traditional types of training or alternative ones, we must envisage testing times and assessment of learning, because the introduction of telework if not supported by these processes, risks not producing the desired effects and not respond in full to the expectations for which the introduction was envisaged.

Module 1^ Chapter 5^ : Expected result and the planning of activities. Monitoring and running

Chapter introduction

In this Chapter we analyze the results of introducing telework that must be coherent with the expectations and basic motivations of the introduction itself. On the changing of the motivations, in fact, even the implications on the organisation change, the planning of the activities. Economic motivations require special attention to the costs and benefits, in mainly monetary terms; managing – organisational motivations, on the contrary drive the organisation to a precise and thorough assessment of the change that a networked worker entails on the plane of managing and organising internal and external work. In order to correctly evaluate the activities carried out in telework, on the professional and individual plane and of telework in general, daily, weekly and monthly monitoring report cards are envisaged for the teleworkers; monthly for the heads, colleagues and family members (if we are dealing here with employed teleworkers and not free lance). The cards take into consideration the overall activity and its professional and socio-psychological aspects. The running of the working process in telework can be achieved when, on the basis of monitoring, one can notice an accurate correspondence among the motivations and results reached.

This Chapter is structured in 5 paragraphs:

Paragraph 1^ The motivations, expectations and results

Paragraph 2^ Planning of the activities for the organisation and for the individual teleworker

Paragraph 3^ Monitoring

Paragraph 4^ The critical factors and opportunities

Paragraph 5^ Running

Module 1^ Chapter 5^ Paragraph 1^: The motivations, expectations and results

The motivations, and consequently the expectations, are strictly linked to the results, and entail, inevitably, various implications on the organisation. An introduction to telework focused on motivations of political-social nature, linked therefore to the topics of environment, energy, traffic and commuting or equal opportunity, requires a testing on on big numbers so we can have significant results for the collectivity. The organisational implications, therefore take on more engaging for managing and coordinating teleworkers, still maintaining the same basic characteristics.

Economic motivations require, on the contrary, special attention to costs and benefits, in mainly monetary terms: the organisational implications are noticed in precise assessments on the cost – benefits side and the implications of telework on the side of the worker and his work.

The managing –organisational motivations, on the contrary, drive the organisation to a precise and thorough assessment of change that a worker in network entails on the plane of managing and organising internal and external work.

Module 1^ Chapter 5^ Paragraph 2^: Planning of activities for the organisation and for the individual teleworker

The planning of the activities for introducing telework calls for the organisation: the organisational study for identifying the macro and micro activities; the setting up of a grid for classifying the teleworkable activities; the definition of the criteria for identifying the requirements of the teleworker; responsiveness workshops with the personnel and organisational development or training leaders, with the managers, union representatives, with the same workers involved.

Planning of the activities for the individual teleworker envisages informative, orientational and motivational interviews, supported by a study of the activities performed and, therefore, distributing of a questionnaire to survey on the professional plane the require skills for telework for the purpose of assuming, where the minimum requirements are missing, training initiatives.

Module 1[^] Chapter 5[^] Paragraph 3[^]: Monitoring

Monitoring in progress is useful to assess the progress of telework introduction in the various phases, to optimise the opportunities and try to abate any critical factors emerging. Monitoring is structured with modalities and different times and different targets. Daily and weekly cards can be adopted for the teleworkers, to be informed on the dynamics of the work performed in telework and in the office on the use of the technologies, communication, relations with leaders and colleagues. For the colleagues and leaders of teleworkers monthly cards can be envisaged, to gather any critical elements, or, on the other hand, verify the benefits obtained on the plane of productivity and quality of the work.

A questionnaire is addressed to the family members of the teleworkers after a few months from the introduction of telework or when we have the running of the new work modality. The questionnaire's goal is that of highlighting issues relative to home presence, in the case of home telework, of certain members of the family, if on one side can foster a better optimisation of times on the other may cause conflicts or hardships.

Module 1[^] Chapter 5[^] Paragraph 4[^]: The critical factors and the opportunities

The critical elements can reveal themselves on two levels: the first is linked to the moment of telework introduction; the second is more tightly linked to the risks that telework may bring about in the firm or for the worker. In the first case the scarce technological-organisational innovation of the firms may constitute an obstacle, just as the lack of a development policy and certain resistances by the managerial and union culture. We shouldn't neglect, however, that the family conditions and the domestic environment (the latter only for homeworking). In the second case, instead, in generally, an increase of costs may take place for the technological infrastructures, of black market work, "telematic piecework", of professional isolation, of a union scattering.

The opportunities for the collectivity are recorded in the abatement of pollution for the decongesting of traffic, in the employment of weak groups of workers, in the economic development of rural areas; for companies in abating certain fixed costs (facilities, equipment), in a greater productivity and greater satisfaction of the customers, in the use of "critical" professionalism; for the worker in an increase of autonomy and professional flexibility, in a reduction of moving times and stress and in a better quality of life and personal life.

Module 1^ Chapter 5^ Paragraph 5^: Running

The telework model must be an operating model that can allow other administrations to take into account the possibility to start similar initiatives and to optimally affect, from the start, on the productive processes, on the procedures and on the operating mechanisms prevailing in the managing of the work performed.

Running, in fact, is based on the success or failure of the different phases of the introduction of telework and is required as trace, for conceptualising time in time, depending on the features of the organisation where it is activated

We must, therefore, take into account any resistances encountered in the project and its typology, for the very purpose of reducing the impact on the operational plane and consequently clear the possibility of failure or for that matter not optimization of the resources employed. For the running we must, in a certain way, clear the more widespread resistances in the socio-organisational ambit, therefore on the plane of the culture, internal management, economic structure and training.

Module 1^ Chapter 6^: Description and illustration of differentiated cases on the basis of the strategies and objectives in different sectors

Chapter introduction

The motivations for the organisational decisions of the introduction of telework are different depending of the typology of the organisation and of the productive and geo-territorial contexts.

In the case of services performed in favour of the collectivity, the motivations may regard the environmental impact, abatement of traffic and pollution and the relative expectations materialise in an improvement of environmental quality and of life in general of the collectivity; in the event of tests or introduction of telework addressed to a minimum number of employees whether in the public as well as private sector telework meets the particular needs of a part of the workers of a company (**equal opportunity, etc.**); when we are dealing with companies operating in the informatic or telematic sector, the strategic opportunity prevails to start off **entrepreneurial initiatives** in particular suitable for young people; for public and private training, **teledidactics** can become a useful tool for spreading knowledge for reaching differentiated targets, at low cost. In the **public sector** telework can be a reply to the needs of quicker and better quality services or to abate pollution and reduce traffic. The activation of **network of teleworkers** allows in addition the spreading of professional experiences and at the same time flexible work modalities and suitable to the new needs of the workers.

The Chapter is structured in 6 paragraphs:

Paragraph 1^ Telework for environmental impact

Paragraph 2^ Telework for equal opportunity

Paragraph 3^ Telework for entrepreneurial initiatives

Paragraph 4^ Telework for teledidactics

Paragraph 5^ Telework in the public sector

Paragraph 6^ Network of teleworkers

Module 1^ Chapter 6^ Paragraph 1^: Telework for environmental impact

The Roma Tra.De.(Traffic Decongestion Teleworking Programme – Life European programme - DGXI) project has been the first initiative within the ambit if the Public Administration finalised to the introduction of telework as possible adapter of traffic and of pollution. The testing, born from the consent of the City of Rome, has been realised in 1996 by the Consorzio Roma Tra.De. formed by four companies of research and training. The research team has developed the background study on the structure of personnel of the Public Administration and the organisational study of the city of ROME, for the purpose of identifying the sectors at a higher teleworkability index; has taken on the information and responsiveness campaign, the planning of the testing and the monitoring of the experiences. The opportunities, even with the smallness of the employees involved compared to the size of the staff, were revealed as numerous on the plain of the motivation and interest of the employees for a more autonomous job, without forced commuting and surely in more relaxed times for the traffic flows of the capital and on the levels of pollution in relation to any applications of wide scale telework.

Module 1^ Chapter 6^ Paragraph 2^: Telework for equal opportunity

Aramis ** is an Italian firm that is part of an international group operating in the field of telecommunications offering services in the field of line transmission systems, mobile communications, network integrations. Its offices are in the Milan hinterland. It employs approx. 6,000 employees in offices and commercial sites all over Italy, with a strong female presence. The company, in view of innovation of the traditional organisational model, has started off a telework testing, according to a specific strategy of “riding the innovation”, on the technological and organisational plane. Motivations and objectives can be found in the territorial location of the company, in the high turnover of personnel, and in the attempt, for that matter successful to go in the direction of the needs of the workers, whom exactly for the objective distances from the work place and for family commitments, have interest working from home.

Module 1^ Chapter 6^ Paragraph 3^: Telework for new entrepreneurial initiatives

The Telework and Local Development project, promoted by the City of Naples within the ambit of the ADAPT community programme between 1998 and 1999 has taken place, in addition to within the municipal structure with the introduction of telework among the workers of certain administrative and technical sectors, even on the local economic fabric promoting the development of entrepreneurial initiatives based on information and communication technologies, on telework and e.commerce. The sub-project followed by specialised bodies in support actions to youth business, has developed a path of selection of entrepreneurial ideas and of following training to telefirm, addressed to 10 groups of young male and female entrepreneurs, working in different sectors, such as on line selling of typical gastronomic products, supply of tourist services in the region, mapping of buildings for the purposes of services to the municipal administration in the construction sector.

Module 1^ Chapter 6^ Paragraph 4^: Telework for teledidactics

Teledidactics is perhaps the more structured application of distance work because both from the side of the teacher and learner, in addition to other professional figures “reconverted” to virtual didactics, the entire process of training may occur telematically. The evolution of teledidactics starting from CBT (*Computer based training*) to reach “simulated worlds” where interactive characters allow training on the *learning by doing* model has brought if not to replace traditional teaching, at least integrate it effectively with considerable cuts in costs. Telework can therefore consist in the processing activities of content performed from a distance, in the *on-line* tutorship through *chat-lines*, in the testing and exercising performing on shared work sheets, to end with an intermediate modality of teledidactics as videoconference massively applied, for example, in Italy, from the University of Camerino where the same off campus students have pushed the Ateneo to start a delocalisation process of the delivery places involving hundred of students in various regions.

Module 1^ Chapter 6^ Paragraph 5^: Telework in the public sector

Kristal ** is an inter-university Consortium that is founded as a computing centre and operates at a national and international level in the field of public and private research.

Its customers are university institutions, ministry departments and research centres, to which today industries have been added. Given the presence of the academic reality (field of pure research), of the productive world and of Public Administration, has assumed a role of high technological content trait d'union among these sectors".

The feature of strong modernity of the Kristal consists in the continuous research of strategies that allow the enlarging and improvement of the services supplied and a progressive streamlining of the internal organisation. In this scenario, the modality of telework has been introduced, that involved mainly, but not exclusively, the female component. Telework is considered by the Consortium as an advantage on the company plane, it reduces absenteeism and allows workers to realise projects of greater quality and in many cases to work with greater profit and less stress.

Module 1^ Chapter 6^ Paragraph 6^: Network of teleworkers

Online ** is a company that works in the field of integrated communication services.

It is a "structure made up by young elements with a flexible mind" entirely based on home teleworking and represents a case of concrete application of distance work so exemplary as so little studied in specialised literature.

As company of a group that operates in the field of services, from the managing of condominiums, to concierge duties, to industrial cleaning, Online was founded in 1994. Its core-business is represented by assistance services to large clients through call-centers, customer care services, customer survey, telemarketing, teleselling. Since the start the use, among the first in Italy, of a particular software platform, has also characterised the organisational structure for the customer care activities.

We are dealing here with quality, personalised services (for telephone help especially of first level), because performed by a tight number of operators that work from their own home in telework modality with the help of hardware and software equipment rather sophisticated.

*** names are fictitious for privacy protection reasons.

Seventh Chapter: a *check-list* for getting organised in Telework. The choices to consider and face in the different dimensions

In order to make a telework introduction project operational the following must be taken into consideration:

▪ **Organisational (companies)**

1. Feasibility Study
2. Identify the teleworkable activities
3. Identify the potential teleworkers
4. Adapting the processes to the new working modalities

▪ **Organisational (*singles or groups*)**

1. Self managing of work times
2. Communication modalities
3. Relations with the Buyers

▪ **Contractual**

1. Study of the laws of the productive sector
2. Ad hoc or category contractual agreements

▪ **Social protection and insurance**

1. Verification by the insurance authorities (Inail)
2. Reporting to the welfare authorities (Inps)
3. Ad hoc prescriptions

▪ **Technological**

1. Study of the existing instrumental resources
2. Adapting of technologies
3. Maintenance of the technologies

▪ **Informative system**

1. Quality of the internal and external networks
2. Logistics