

RESEARCH REPORT:

Proposal of a teleworking model for its implementation in Peruvian private companies.

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Abstract:

This article presents a detailed report of the research purpose, its background, approach to the problem, and contains a set of tools, methods and techniques, as well as all the recommendations and considerations that the Peruvian private employer must minimally consider in order to implement a successful experience of teleworking.

The competitive world and the globalized market require a business sector which considers the risk as an opportunity and every rational expenditure based as an investment in order to generate value in each of the participants in the process and on desired results, so that experiences such as the teleworking can achieve to conciliate the reduction of costs, with the savings and the profitability of the company and to place it at the forefront of modern leadership.

So in this opportunity I am showing the results that were obtained in the research I did in order to propose the implementation of teleworking for companies in the private sector of my city, Tacna, taken as a sample of Peru, considering the teleworking as a new way of working seen as a tool of job inclusion that allows the sustainable development.

1. Background:

This research was originally based on the results of studies undertaken by the subscribed in the year 2007 regarding the implementation of teleworking in the Peruvian socio-labor market in Tacna and the need of its promotion regulatory policies, and has become the book titled: "Teleworking for Peru: Toward a Promoting Legal Implementation"¹.

The purpose of that investigation focused on the need of demonstrating the feasibility of implementing this institution in the labor market as a major alternative for many Peruvians who have resources such skills and willingness, but for various reasons they cannot have access to a job position in a city or in any other place of their country.

This, in turn, included a study on the projection of an adequate legal protection to define its scope and allow them to conduct within the frameworks that public order and good manners proposed, on the grounds that - as we know- the technological tools and communication cyber experts imply a change in the original concepts, a change in culture and also in the legal area of many legal institutions that appear with its advent.

In that sense, after a hard and rewarding process of results analysis, I consider that it was successful to achieve the proposed objectives. Mainly with the general objective that was to propose the adoption and implementation of an adequate legislation that establishes the rights and restrictions of teleworking for Peruvian companies, but that primarily provides the protection necessary for national teleworkers, adapting the international legislative progress to our socio-legal reality, promoting the activity of the labor market.

In that opportunity these specific objectives raised were achieved:

- ❖ To demonstrate that the labor market in Tacna, taken as a sample, and thus in Peruvian market, despite having the necessary and enough resources in order to be able to implement the teleworking, they considerate as unknown or mistaken with other new forms of work.
- ❖ To take the first step to spread a culture of teleworking, as a new alternative employment for Peruvian workers, starting in our city.
- ❖ To generate real awareness about the potential (more advantages than disadvantages) obtained from this new way of working, both for employers and workers.

- ❖ With the comparative analysis of existing international legislation, to propose the adaptation of labor regulations to our labor market according to their needs, establishing the rights and obligations that lead to the teleworker.
- ❖ To determine which of the forms of teleworking are the most appropriate in order to be taken by the Peruvian labor market.

So taking into consideration the abovementioned, and restating the conclusions obtained in the preliminary investigation in which I conclude that the companies, employers and workers of the partner-worker market of the private sector of Tacna - and therefore, in Peru- count on the necessary means to the adequacy, adaptation, adoption, execution and implementation of teleworking experiences and appears the problem of how it will implement and how it could carry out in their companies.

2. The problem in the research.

In that sense, and giving integrity and continuity to the investigation before mentioned, which in turn includes elements for a normative model that even may be considered as guidelines for private hiring to establish each company with the particularities that the case requires, I decided to propose to the present work, as a set of tools, methods and techniques that embodied a model for this purpose.

Recalling the nature of model, as graphical representation or an outline of a context, and that is useful to organize and clearly communicate the elements involve in a whole, it was necessary to develop an approach that would determine the characteristics and include the minimum requirements to be considered by the companies that may choose to include such experiences for their business.

So that the purpose of this investigation started based on the previous study that justify the suitability of the conditions market and with an administrative nature tried to bring the employers attention to the set of tools, techniques and methods that can include when they make the decision to adopt and implement experiences of teleworking to their companies.

Therefore the answer to the question about how to implement an experience of teleworking or how to implement it in a private company of Tacna, and that is also in Peru, expressed as a result of this work, thus completing -jointly with the legal approaches in the previous- the tools necessary to enable employers to make the decision to carry it out.

3. Revision of current and tested models.

In the first place I decided to make a revision of existing models which have already been tested and executed, such as the one which was presented by the Technological Institute in Tokyoⁱⁱ, and this is what I could obtain:

They preferred the establishment of stages for its implementation, and most of them have led to the establishment of previous pilot plans to test the effectiveness of the planning, but which have subsequently expanded its scope and dimension in the company, thus generating more challenging and demand as a result to get major objectives done.

In a preliminary phase of initiation or adaptation, one organization is encouraged to use teleworking when it provides potential solutions to problems the organization is going through, or when they choice it as opportunities. Such selection requires the relationship level problems-opportunities of high-and-middle management as well as the existence of the benefits of teleworking.

The requirements can be obtained through both models of decision-making, like the horizontal and vertical order where the need of teleworking is required by employees at the start of the management of the models and in its final stage.

For the adoption it should be taken into account that the roles of the participants among those we can recognize between the roles involved in high, medium and small management.

The first group is constituted by the people who are initiators and those who maintain the experience, and another part is still made up of the person or people who have the power to initiate and legitimize the change, and on the other hand are the person or the group that sets out the policies, logistics and affordable for the achievement of the objectives of the project.

On the other hand, within those who occupy the medium-and-low roles, we found the ones that suggest the active participation of 'the agent of change' for the adoption of teleworking and is made up of the person or group

responsible for the implementation of the change and whose functions are the supervision, coordination and monitoring the development of the work, in the middle level.

In the low level those who are responsible for the development of actions related to the communication and implementation of teleworking, directly linked to the staff involved in the experience.

Once made the decision for teleworking, details of the program are designed based on motivational factors and existing restrictions. These restrictions fall into internal and external.

In the case of internal ones, we can consider as the biggest restrictions: the resistance of management to the operational level, as the structural level, or the technological gaps and source of the requirements. In this case we can consider that the low centralization in decision-making and power, as well as a greater flexibility of rules, policies and control systems work can make the design more consistent.

In the case of external ones, we have the policies and governmental regulations or the ones raised from the Unions (like the European Union) are the main ones. The government affects directly or indirectly the efforts that one organization can do to adopt and spread teleworking through regulations or policies. Regulations such as the case of the status of the worker, job compensation, as regards the taxes among others can affect the experiences of teleworking.

However, this may be more related to the efforts made to implement it in state entities than in the private sector, where there should be a greater communion between the policies and their direct impact on the adoption of teleworking. For example there have been cases where there has been a strong support for groups or telecenters, as well as for the empowerment technology in certain places where it was not usual.

So taking this framework as well as those established by other studies and recommendations to be followed for the establishment and projection models to implement the teleworking and above all to know how to start to telework, like the ones exposed by Ortiz Chaparroⁱⁱⁱ from Spain and Sonia Boiarov^{iv} from Argentina, showed me the need for this investigation, and guide me to achieve the objective of design a proposal that configures and contains the main tools, methods and techniques necessary for the implementation of teleworking, through a model that might be aligned with the strategic objectives of the companies in the private sector of Tacna city and in Peru, in the following terms that are highlighted below.

4. About the proposed model of teleworking.

For the determination of the whole process proposed as a configuration of the model must be taken into account the presence of the following pillars that will guide the essence of the model and that I define as principles that promise the success of the implementation of the model.

These principles are developed as follows:

- a) The alignment with the mission, vision and goals of the company.
- b) The alignment of the plan or project with the strategies;
- c) Involvement with the High Address for decision-making.
- d) Involvement with the people involved (employer and worker).

In the case of the alignment must be framed, as Kaplan & Norton have exposed in their EXECUTION PREMIUM^v, by a holistic and synergistic configuration with the business units, operational and support involved, as well as it should also reflect a change in the organizational environment since it generates a new culture of teleworking which must be duly spread and understood by those involved and throughout the organization in its various levels in such a way that the decision-making lead to the success of the experience.

For its part we must be clear that for the configuration of any experience of teleworking will be necessary to respect the following premises:

1. The teleworking itself is a different and special form of performing and organizing the work that implies the possibility of sending work to the worker instead of sending the worker to work.
2. The nature of the contract will be the same that currently exists for any worker of the company considering the same benefits and the same rights and obligations. In the contract, we will only amend the way in which the work is developed and hence the consequences inherent in its implementation.

3. The teleworking is not necessarily alternative but rather complementary to the internal work within the company and for its implementation will require a real change in the organizational culture of consensus, the managing for results, of the negotiation and the renewal of the commitment of confidence among all the officers involved.
4. The conditions and means for the implementation of teleworking, obligations and rights of teleworker, as well as the communication tools, control and the configuration of the logistical resources and economic for its implementation by the employer, must accept the generation of a new policy within the organization that involves a mutual benefit for the parties involved.
5. The decision of the implementation of an experience of teleworking in the company means not only a preliminary study of feasibility, but responds to a series of configurations within which include the nature of voluntariness of the decision of the workers to be a part of the plan or the project.

5. The study of previous business and feasibility analysis.

The study of business must include in order pre-clusive (i.e. , in the form and order as it out below), required by the nature of the study, the following items that will allow us to conclude the clear and precise determination of the feasibility of the implementation of a project through the model that we will use in the present

It must be considered minimally the determination and study of the minimal presence of the following factors: means for the implementation (of teleworkers: skills, skills, knowledge, voluntariness, availability, etc.), means for the adoption (of the employer: the ability, accepting risks, adaptability, leadership, flexibility, etc.) and means for adaptation (of the company, as logistical resources and records, etc.), the area and type of work involved (characteristics of the work, roles, responsibilities), staff (quantity, measure related to the results that are intended to achieve, etc.), budget (pre-operational, investment and operations).

For its implementation may take part a professionally certified group with representatives of various related areas and led by the management of RRHH to promote and encourage its viability, or by a multidisciplinary Commission made up of workers in these areas or finally of an external Professional Group responsible for the project and implementation of the model.

Within the areas involved, before mentioned above, shall include minimally representatives of Human Resources, Finance, Economy or Budget, Management, computers and New Technologies or their equivalents.

At the conclusion we will be able to do a feasibility analysis that shows the company the possibilities for the implementation of teleworking, either in the form of pilot scheme or like project. For this we must not forget all the considerations established as principles and premises and analyze its viability and compliance in contrast with our study results.

The type of analysis can be a descriptive one, with the presentation a final report and its corresponding presentation and foundation to the person or people responsible for the decision-making, or can be a technical one through the variable crossing or indicators, and if the team has decided to do this type of business study they must show the results with a respective analysis a final matrix and its report with the respective conclusions and recommendations.

In this regard must reconcile the compliance and existence every items before considered in the preclusive form described and the measure of how they will influence the implementation of a pilot plan or project without considering the criteria of compliance of the model that I will show ahead.

The conclusions of the analysis –if it is positive- will be in the option to demonstrate the best conditions for the implementation of the plan or project that is intended to achieve with the corresponding quantification of the return of investment. However, if may show no feasibility of any kind of implementation of teleworking, it must substantiate qualitatively and quantitatively the reasons that lead to that decision.

It will be important the determination of the type of benefit that is intended or expected to be achieved with the implementation of an experience of teleworking, in such a way to define whether this shall be obtained directly from the reduction of costs, of the maximization of results (return) or the generation of value, all of them in the form alternative or unitary.

Here it is necessary to recall that the feasibility of a project is measured by establishing the cost-benefit. The costs are relatively easy to calculate, the greater difficulty is to be able to determine the benefit on which basis to measure it. We could do it so in function of the results as the increase in the benefits of the company.

Another very important aspect to take into consideration is the benefit you get due to the greater physical space in favor of the company by the fact of taking advantage of the home environment of teleworker. It can even be stated that this system can leverage the growth of the company by the fact of having new spaces that can be used for expansion activities of the production of the company.

From the success of the good feasibility analysis will depend on the facilitation and determination of implementation of the experience of teleworking in the form of Pilot Scheme or Project.

6. Selection of a 'Team Guide'.

I believe that for the implementation of any experience of teleworking, it will be necessary the existence of a team that will guide the whole process from the planning, implementation or putting into practice, and will generate the feedback necessary and final evaluation.

For its formation we recommend that it contains a maximum of 3 people, out of who should seek the presence of representatives of the area of human resources who will be the headmaster of the same group, another of the area of new technologies and informatics and another of the area directly related to and from the teleworker or teleworkers may emerge as a part of the project or plan.

The team guide of the project will be responsible for the following features:

- To develop strategic planning of the project, which should reflect the principles set forth above as well as the premises of the case.
- To determine the timetable and give the approval of the start of each phase of the project.
- Continuously to monitor the progress of the implementation of the project, which may generate and adopt new measures they deem appropriate under its evolutionary and dynamic development.
- It will be the main means of communication between the teleworker and the company.
- It will issue corresponding progress and final reports reflecting the essence of the project and showing the results according to the case.
- They will be authorized to carry out the changes as they deem desirable in the project while they do not undermine the principles or premises considered by the very nature of teleworking.
- They will be the promoters and broadcasters of the experience in conjunction with the collaboration and commitment of those areas directly involved, as well as those that are not, on behalf of the interests to configure a whole process of continuous improvement and a new culture within the organization

7. Planning.

It is considered the most important stage because it will enable the clear determination and precise description of the model and its characteristics, conditions and requirements for the success and fulfillment of the objectives. At this stage, the guiding team previously formed must take the study of business done beforehand as a reference and binding background where they have included the means to the adaptation, implementation, adoption, as well as areas involved, personnel involved and the available budget.

Here we will determine, according to the study of business, the planning in time and space for each of the steps as an experience, as well as it will be also established the form of execution of the employment and its characteristics (responsibility, insurance, risks, membership of hardware, form of communication and delivery of results, etc.)

For the achievement of the goals I consider as appropriate to develop of the following steps:

A. Establishment of the objective and goals.-

In that sense it will be raised in the first place the fulfillment of certain quantifiable goals and aimed at any time toward a desired increased productivity and the consequent generation of value between the worker and the company, within the area and in the personal form of each worker involved.

B. Determination of the staff involved.-

Which involves the establishment of the participants of the involved areas, as well as the allocation of staff linked and responsible for the guiding team that will be the means of communication with the company.

C. About the media (software and hardware).-

In this section should consider the software and hardware necessary for the implementation of the project. Regards the hardware we consider the costs in equipment, the internet connection and restrictions of the responsibility for the use of them. If it were the case we will determine which ones correspond to the company and which ones the teleworker counts on and the corresponding cost. They will include the determination the type of teleworking according to the communicative approach by referring to if it is an "off line" or "online" (one-way-line or two-way-line) communication; in such case will set the internet resources necessary for this purpose. For example, the e-mail, access to the intranet from the company, the security tools, the way of on-line intercommunication that can be represented by a chat tool exclusively within the company, among others.

D. Definitions of Functions, responsibilities and obligations of teleworkers.-

For this case we must not forget the characteristic of flexibility, the principles and premises before exposed, as well as the type of work that can be done considering the means of communication chosen and the nature of the professional or technical work that will telework.

It will also determine the type of teleworking according to the location criterion, establishing if it has to do with some home or mobile teleworking according to what it has been established in the previous study of business of the involved areas.

Within the workday time the company will be able to establish a semi-presencial telework which means that just certain days of the workday time will work in wholly in the way of teleworking. This mode is one of which has had more acceptance and has been implemented as a part of the pilot schemes. However, in the case of our model is recommended that these days are fewer (for example 2 out of 6) and in a tendency to cease to exist in a mediate period. For example it can be set such consideration during the so-called trial period as it is explained below.

E. Realization of the timetable.-

The schedule is very important for the positioning of the stages, development of work and evolution of performance and will consider minimally as follows:

1. Motivation and information: (recommended Time: 01 month). Composed of motivational sessions, information and awareness of teleworking and of the project to be implemented.
2. Training for teleworking: (recommended Time: 01 to 02 months). That includes workdays of onsite talks, virtual and others to the staff involved and another from the company interested in the subject. It should be regarded minimally regards the new organization for the work (types of teleworking), the use of technological tools, virtual, computer related, security in the use of such tools and related to the ways and means of communication to be used.
3. Start of activities: (recommended Time: 01 to 02 weeks). It is the period after it has been reached the proper development of the previous phases and includes from the installation until the beginning of activities.
4. Trial Period: (recommended Time: 03 months). It is the period in which it starts to get to know teleworking in practice, it is developing and getting used to the new characteristics and work organization and is when the first difficulties may come up for both the worker and employer. It must be considered, as above mentioned, the alternative for the implementation of the experience in the semi-attendance form to the extent that it intends to become only in teleworking after the completion of this stage and it is recommendable only by not more than 15 or 20 % of the workday (for example 2 of 6 days). That is why not to lose a direct contact with the environment of the company and that people will get used to the new way of implementation of the work, as well as the environment and the employer.
5. Preliminary Assessment: (recommended Time: 01 week). Consists in a report after the conclusion of the trial period and contains information on the first difficulties which have gone through and alternatives to cope with them. The report is drawn up by the guiding team.
6. Development of activities: (recommended Time: 06 months to 01 year). It is the normal execution of the work after coping with the preliminary problems found in the trial period.

7. Periodic Evaluation: (recommended Time: 06 months to 01 year according to the need during the development of activities). It contains the planning of the regular assessment and those necessary according to the development and evolution of implementation project with the purpose of restructuring that which will be becoming into a bottleneck for the achievement of the goals and objectives.

8. Final Evaluation: (recommended Time: 01 month including its presentation). It contains a final report of the experience results and is made by the guiding team. It is exposed and submitted to the High Management and will contain the conclusions and recommendations for the implementation and continuity of the experience or reconfiguration and design of the project.

8. Execution of the model.

For the execution and carrying out of the model, the following steps must be considered:

a) Legal criterion for the hiring or labor agreement of teleworking.

The main legal steps we have to remember are:

- Form of the contract: To include the references of the testing period; alteration of the contract (by mutual agreement or one-sided)
- Working day: Includes description of the schedule, overtime, night work, holidays, ways of control, etc
- Remuneration: Includes determination of the wage system, form of payment and extra-wage perceptions.
- Duties and rights of the parts: Includes determination of obligations, responsibility and its scope for the telecommuter and the employer.
- Penalties: Includes all things referred to suspension, permits, absences, sub-contracting, illegal teleworkers meeting, exclusivity, copyright, etc.
- Collective Criteria: Includes, of being the case, the determination of the representation offices, the right to strike, collective bargaining and forms of execution.

b) About the media of intercommunication.

In this section we'll be able to find the set of tools I propose within the model for its implementation in small and medium companies of our city and where it is estimated that there is an average between 01 and 20 workers to be seconding the experience of teleworking. However, I do the precision that such consideration is not restrictive and its application for this model may be extended under the characteristics allowed. (Size, resources, budget, involved areas, etc.)

To that effect we should remember that good communication ensures the success of the experience so that the employer must be willing to perform the necessary investment according to the characteristics and requirements of your company and whose return will allow the generation of the value in the experience of implementation but especially in the results to be generated with it.

In this section it's important to consider that if it is true that teleworking is a business practice that improves productivity it also can expose the corporation security, so all communication system chosen should include its own security system.

It must also clearly establish the responsibility for the generation by the wrong use of information, the loss of the same, the overruns for other purposes, the exclusivity among others that define the limits of its use and the obligations and rights that the company and the workers have on the same one. Details of the responsibility must be contractually established or in a collective agreement between the parties.

In order to enable private networks distributed to communicate securely each of the nodes in a public network there is a need to avoid that the data is intercepted. That is why I propose the use of a Virtual Private Network (VPN), in which the remote users, who belong to a private network, can communicate freely and safely between remote networks through public networks as one of the tools with the best result it can provide to implement the teleworking.

And all this on the grounds that a VPN allows the remote access to network services in a transparent and secure with the degree of convenience and safety that users connected may choose, but above all because they are implemented with firewalls, routers to achieve that encryption and authentication.

A Virtual Private Network (VPN) consists of two machines (one in each "extreme" of the connection) and a path or "tunnel" that is dynamically created in a network public or private. To ensure the privacy of this connection the data transmitted between the computers are encrypted by the Point-to-Point Protocol, also known as PPP, a protocol of remote access, and then routed or carried on a previous connection (also remote, LAN and WAN) by a device PPTP.

VPNs allow the administration and enlargement of the corporation network to the best cost-benefit, as well as the ease and safety for remote users to connect to corporate networks, however, the private sector Peruvian companies who have their own intercom system and security will be able to anticipate the same according to its breadth and convenience strategic.

c) About the ways of controlling.-

For the case of what we will call "control" within the model, is necessary to specify the following clarification: we will have to establish the difference between the control of the work that the monitoring the experience and finally to the evaluation and regular analysis of results. Because of the theory revised according to the various models presented the use of the term "control" without delimit the range and size of its scope nor the expressed form in which must be carried out and therefore it must be hard to achieved the true essence of its implementation.

It also will be very important to determine the difference in order to helps the Administrative Authority of Work to have a clear configuration of the model in its promoting conception of jobs and within the parameters of flexibility of new technologies and this new form of execution of the provision requires, and thus any difficulties with the inspections done be avoided and foreseen and the experience is carried out in the best way.

So we will be able to find the following recommendations:

i. Control of teleworking:

The control itself of the experience consists of an establishment, observation and daily monitoring of the relationship between the teleworker and the employer or receiver in a direct way and without the intermediation. Such control can be done according to experience in the type of teleworking by the communicative approach and under the before tools (in relation to the way of communication), since it will depend on your configuration as online control or outside it; in such case it will stipulate a series of special characteristics.

ii. Management of the progress:

Consisting of a periodic development to monitor the progress and will be configured by the expression of the above mentioned teleworking control and will materialize through reports that the guiding team will deliver according to their powers. This monitoring will be able to consider a planning of the form and time in which it will be implemented, choosing whether it will be calendared, periodic, sporadic, unplanned, voluntary or permanent. The most used way and recommended for this model is the realization of periodic surveys to the participants that will reflect the progress as well as the difficulties that there may be. The minimum requirements for a follow-up include:

- a. Not to forget the character of flexibility of teleworking.
- b. Not to forget the new concepts such as tele-subordination, virtual environment, tele-conferencing, tele-guiding, among others, and its implications.
- c. At any time not to fail to consider the exposed principles and premises for the model in order to define the manner in which generates value to the participants and especially in the results of the company;
- d. It should be recalled that any provision for monitoring means a process and therefore its configuration and rigor must go in evolution and according to the progress of the participants.
- e. Any point in the process of super surveillance and monitoring should be determined in the contract or agreement of teleworking.
- f. It must aim to form a new culture changing the design of strict physical monitoring by managing for results.

iii. Evaluation and analysis:

The evaluation and analysis belong to The Guiding Team and will be based on information gathered in the points before considered like the control of the work and monitoring of progress. This stage of the control is the direct responsibility of The Guiding Team and includes, unlike the previous ones, a detailed examination of the results that are being obtained in the control and monitoring and that emerged from surveys or any other method chosen for that purpose. The Guiding Team, as explained above, has the power to reorient and improve the points where they have encountered difficulties and to propose solutions for the best achievement and maximizing of the results sought with the project.

The assessment must be detailed in the regular reporting, which were duly programmed in an experience timetable and must contain the conclusions and recommendations, as well as the clear description of each of the changes and new stipulations carried out in favor of the profit and compliance with the project.

For the analysis should be considered minimally the following points:

- Narration expresses the difficulties, its causes and the frequency with which are presented.
- The degree or relationship in which they affect the normal development of the activities.
- The determination of the subjects or objects responsible for the same.
- The level at which have damaged the progress of the plan or project.
- The description of the strengths of the experience and on which they must go on focusing in order to improve and increase its value.
- Compliance with the deadlines and the causes of its non-fulfillment.
- Progress in the development and performance of each participant.
- The effectiveness of the means of monitoring, surveillance and control.
- The establishment of the efficiency of the chosen communication means.
- Others related to flexibility and the implementation of a new culture.

Each of these stipulations, as a part of the assessment of the experience, must come from what was agreed in the contract or labor agreement with the precise determination of its scope, forms, limits and consequences.

It should be recalled that when conducting the control of the experience, monitoring, inspection and the like, do not violate the rights to personal privacy. The same thing may be manifested in many ways and that is why it is necessary to have a clear definition of it in the contract and convention as exposed before.

For example, you must have a special care with the use of video cameras, as well as software programs that include or restricted access to certain web pages, as well as the implementation of specific control systems that involve or allow access to certain personal network codes of teleworkers; finally, the case of home inspections and the place of working execution.

9. Concluding observations and presentation of results.

Once completed the analysis phase and the time of the experience is nearing its end, the Guiding Team is preparing to make a final Report. It is advisable to have a time for meetings in which to reconcile the final points of the earlier preliminary reports, to make a few concluding remarks and to make a deep summary.

The final report should contain minimally:

- A. Background: Which should include the references of the origin of the project, the process of decision-making, the foundations, principles and precepts of the draft.
- B. Executive Summary of the project: That should include the description of the deadlines, staff involved, budget, configurations, legal agreements between the parties, instruments used, etc.
- C. Summary of the main points of the preliminary reports: That should highlight the conclusions and recommendations of each report in the period in which were developed.
- D. Results: In this case can be made an assessment with the use of the operationalization or crossing of the matrix where highlighting the main points favorable (strengths and opportunities) or those who can improve (weaknesses and threats) experience and on that basis can translate the results. So it must translate the economic results, the profit contrasting with the initial costs, and will have to show it as they were executed or planed in the preliminary business survey.

- E. Conclusions and recommendations: We must consider the conclusions of every preliminary reports as well as the consolidated one. In the case of the recommendations should keep in mind the alternative of the generation of a new project as soon as having presented the results and we intend to improve and maximize them.

Once concluded the project will be raised to high management and will have to be exposed to that board, in order to be able to detail and point out each of their points with priority and can solve straight all doubts of the case.

The Guiding Team can use all the elements that would allow the best exhibition of the report by using:

- (a) A personal speech from a teleworker and an immediate supervisor of the experience.
- (b) To include in the explanation the fields of human resources, information technologies and of the areas committed.
- (c) The use of audiovisual aids, charting of results and virtual presentations.

This will contribute to a better process of decision-making and whose foundations will allow the high management to choose between the continuity of the experience, the reconfiguration of some points, or its withdrawal.

10. Establishment of a new experience in teleworking.

We must consider the following:

- In first place that the outcome of the previous experience must have to be favorable in the final balance sheet and strengthening and maximizing the strongest points.
- In second place that the whole of difficulties presented during the development of the process have to be well endured and remedied in the best way and in such a way that can predict its occurrence for the new experience.
- Then it is determined, according to the case, the continuity of the same involved or their increase and be the case, will require the implementation of a new study of business and feasibility analysis.
- Finally that the new experience is geared to continue creating good results and that is available to improving them.

It is important, as noted above, you have well-established and recognized the nature of the program in order to implement of the best way the model, i.e. as pilot plan or as a project, even when the recommendations here discharged are present and apply to both cases adequate to their respective dimension.

Because in some cases studied have always been pilot plans and then it has been determined the establishment of projects of teleworking larger and responsibility. However, as outlined in his chance, this situation depends on many factors such as those related to the size of the company, the number of areas liable to be involved, the amount of staff, logistical resources, budget and capital.

Conclusions and recommendations.

1. It has been achieved raise a model of implementation that means a great alternative for the implementation of experiences of teleworking in the private sector companies of the city and hence of our country, it shows the set of tools, techniques and methods, as well as the guidelines for their implementation.
2. The development of this model will allow that Peruvian employers, and others in the private sector of similar realities, be aware of more important tools, techniques and methods in order to be able to make a pilot scheme or project for the implementation of teleworking in their companies; however, some precepts, guidelines and recommendations could be applied to the case of public administration.
3. The implementation models of teleworking studied and the presented here for a plan or project have to consider a preliminary study that concluded with a feasibility analysis -to its viability- that allow delimit the resources to use, the staff involved, the costs and benefits that will generate. Subsequently to be analyzed other factors and remain a set of steps necessary to minimally must be contained in regard to: planning, adoption, implementation, implementation and analysis of results.
4. The resources necessary for the implementation of a teleworking experience must be analyzed by the point of view of the company and by the place of execution of the provision, either for communication (origin, transit, delivery of results, etc.) as well as regards the safety and will be exposed to, according to the requirements of the plan or project in the budget for the same.

5. Not all workers in the company have the means for the implementation of teleworking and not all fit are with the intention of telework, so it is necessary prior determination of these factors and observation of the criterion of voluntariness, before to identify and select the personnel involved.

6. Any model for the implementation of teleworking, as the proposed here, you have to be guided by a team specially configured to that end, the same that has to be formed by a representative of the area of human resources, another of the area of information technologies or its equivalent and another of the area involved in where belongs the telecommuter or teleworkers.

7. This model is configured as a creation of the author of this and has as a source as studied connection to the implementations of teleworking companies and their respective experience, the same as that graphic at the end of this and is called: Model RDB^{VI}.

The subscribed hopes to have included the technical requirements, tools, techniques and methods more important, as well as the considerations, principles, precepts and recommendations that any company must consider if they want to implement the telecommuting as a draft of maximizing results of the work to be carried out in different areas of the organization, which would allow the profitability and generate sustainability expected.

Finally I believe that the establishment of any model, either to set for a pilot plan or for a strategic plan of teleworking consider it appropriate be aware for the following recommendations:

1. With regard to the workday, I propose that this is fixed in a collective contract or in the employment contract, and not being possible that lasts longer than that of the rest of the workers in the company, for the administration of hours we must take into account the type of work, hours and forms of delivery and commitments between the parties, and will not have to coincide with the opening schedule for the workers.

2. With regard to the place of work chosen for the case of model, that is the home of the worker, it must fulfill with the current labor rules and the place must be as much isolated as possible from the rest of the house in order not to interfere with the living rules in the family. For this reason it will be important for the employer to be informed by traditional means or telematic about any movement or modification of the place of work that the worker may decide for the development of their tasks.

3. In the same direction it should be recalled that the abuses can be committed by the employee, since it could charge costs to their employer which do not correspond, or accuse of domestic accidents which in reality are outside the work itself. In this regard to avoid will be the responsibility of teleworker that seeks to use his home for the realization of the tasks, the guarantee that the ergonomic requirements of the workplace, the proper lighting and ventilation, and other security measures, according to the current rules.

4. On the ownership of the teams and the accountability for damage generated, as well as the establishment of the obligations, duties and rights of teleworker and employer, I recommend, be clearly established in the contract or labor convention in each provision, scope and limitations.

5. For the case of security in the labor and social security with which teleworkers must count on, we should remember, that there should be no disadvantages with respect the standards and national rules regarding the rights to it and to protect with integrality their physical and mental health, considering that do not affect those rights that they normally have in the company.

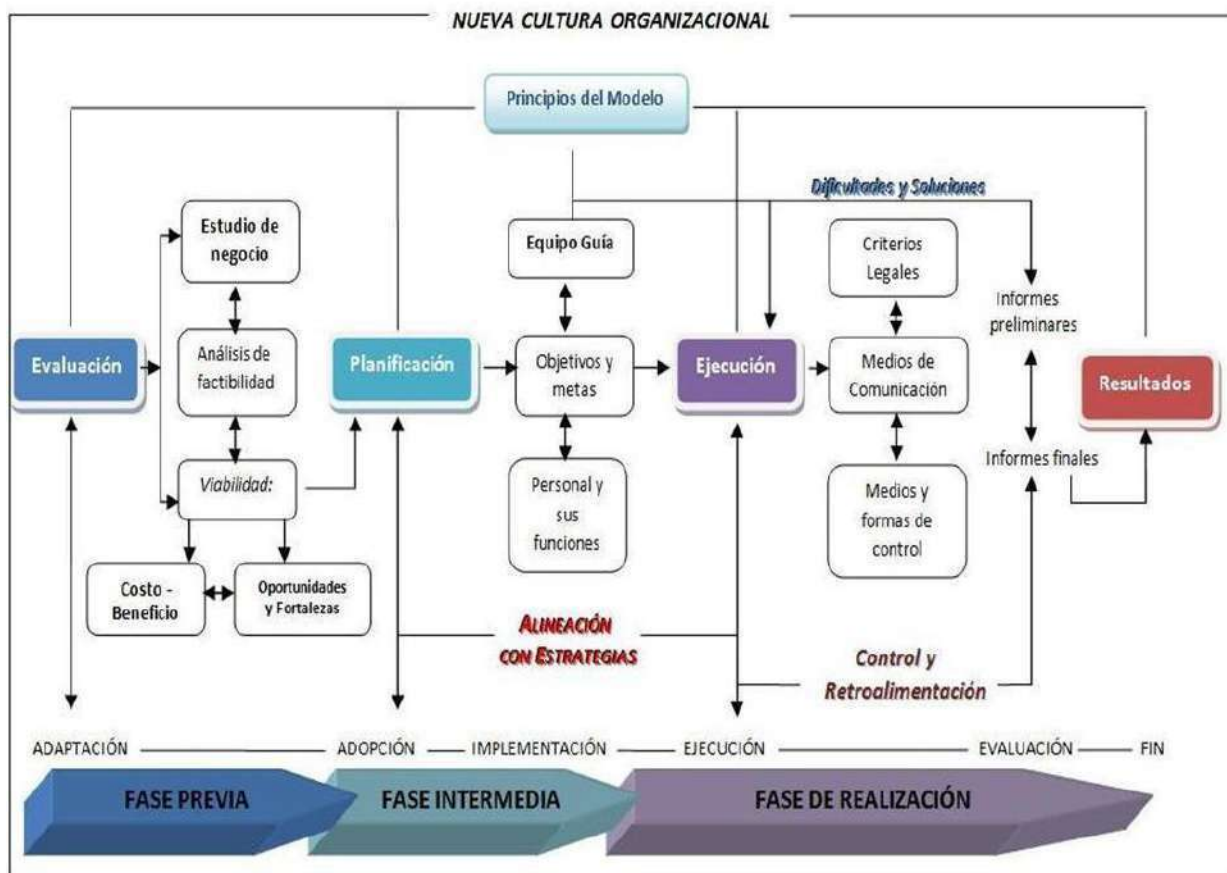
6. In the respective to the alignment of the model with the strategic plan of the company (mission, vision, values, objectives and strategies should be the importance of counting on experienced staff to choose the participants of the guiding team and those elected for the implementation of the project and therefore who are involved in the strategic configuration, so that it is a process of better integration and not delay the effect of correspondence or the results.

7. I recommend that the staff selected for the experience be consulted regarding whether they want or not to involve in the same since it must respect one feature of the implementation models and that allows the best success of the same and that requires to be voluntary. Not only because of that not everyone can have the resources but that is also required their full willingness and intention to develop the experience and to choose their homes as the new workplace with everything that is involved.

8. A feasibility analysis of a model for the implementation of a new form of execution of the employment of the proposal, must be fully convincing and must demonstrate quantitatively and qualitatively the viability of the plan or project and on how must show the conciliation between the principles and minimum precepts with the necessary means for the adaptation, adoption and implementation of the same.

9. It is recommended that the experience of previous diffusion after within the organization include clear determination from the concepts and various forms of teleworking, thereby differentiate: teleworking, networking on-line, telework at home, itinerant teleworking and teleservices; as well as a demonstration that the benefits and generation of value will generate for the area and all the members, but above all will directly influence in the intended results due to the perfect alignment with the mission, vision and goals of the company.

MODELO DE TELETRABAJO: "MODELO RDB" ©



Abog. Roberto Ballón Bahamondes

Source: Model of teleworking for its implementation in private Peruvian companies.

ⁱ Ballón Bahamondes, R. (2007) "TELETRABAJO PARA EL PERÚ: hacia una implementación jurídica promotora". 1era Ed., FADE-Universidad Privada de Tacna.

ⁱⁱ AN ADOPTION MODEL OF TELEWORK FOR ORGANIZATIONS por: Bongsik Shin, Kunihiro Higa, and Olivia R. Liu Sheng. Del: Department of Management Information Systems - The University of Arizona & Department of Industrial Engineering and Management - Tokyo Institute of Technology, Japan para IEEE COMPUTER SOCIETY (NOTA: Extractos recogidos y traducidos por el autor del presente.)

ⁱⁱⁱ Ortiz Chaparro, F. (1996) "EL TELETRABAJO – Una nueva sociedad laboral en la era de la tecnología". 2da Ed. McGraw-Hill.

^{iv} Boiarov, S. (2010) "¿Cómo empiezo a teletrabajar?". Editora EDICON, 1era Ed. Buenos Aires.

^v Kaplan, Robert S. & Norton David P. (2008) "THE EXECUTION PREMIUM" / Ed. Harvard Business.

^{vi} "Model RDB": Model created by the autor of the article and expose in the end graphically.

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