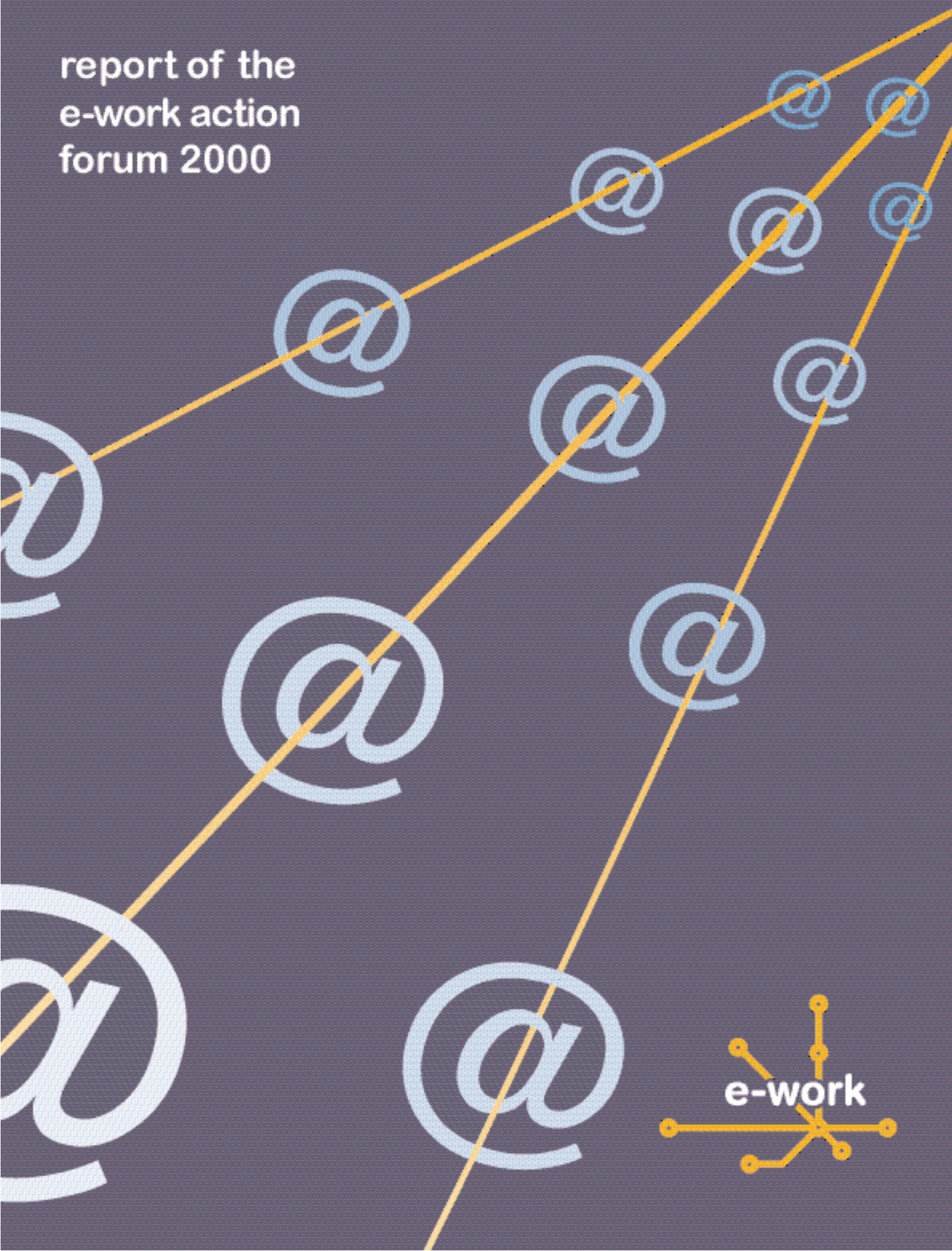


report of the
e-work action
forum 2000



e-work

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**FOREWORD BY
THE MINISTER FOR SCIENCE, TECHNOLOGY AND COMMERCE**



I am delighted to contribute this Foreword for the first Annual Report of the e-Work Action Forum. My long-standing interest in telework, or e-work, led me to establish the National Advisory Council on Teleworking in 1998. The e-Work Action Forum had its genesis in their Report “New Ways of Living and Working – Teleworking in Ireland”.

This Report is a milestone marking the achievements to date. Progress has been impressive. Major actions undertaken include:

- the initiation of the e-Work Business Awareness Campaign
- the endorsement of the Code of Practice on e-Working by the Social Partners, in fulfilment of a commitment in the Programme for Prosperity and Fairness
- the pursuit of measures to improve the fiscal environment for e-work

I was particularly delighted that the Code of Practice on e-Working won a European e-work award for the “Best Framework Agreement”. This international recognition of the merits of the Code of Practice is a major tribute to our social partnership process and will be very helpful in promoting the Code of Practice, and indeed e-work itself.

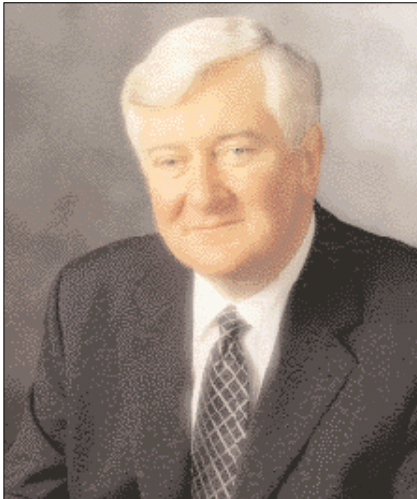
I would like to thank the Chairman of the e-Work Action Forum, Mr. William Burgess, and his colleagues on the Forum for giving their valuable time to advance the e-work agenda and for the excellent work they are carrying out.

I am determined to ensure that progress will continue to be made in the improvement of the operating environment for e-work and that Ireland will become a truly “e-work friendly” location. The e-Work Action Forum has a crucial role to play in achieving this aim and I wish the members of the Forum every success in their endeavours.

Noel Treacy, T.D.
Minister for Science, Technology and Commerce



INTRODUCTION



I was very happy to accept the Minister's invitation to chair the e-Work Action Forum as I have long believed that e-working can give business in Ireland a competitive edge in this new millennium, and plays an important role in how companies operate in our rapidly developing digital economy.

Advances in technology can facilitate the growth and globalisation of business but realising and grasping the advantages offered by these technologies is a matter of strategic and business acumen. In comparison to many other countries, Ireland has a smaller, less bureaucratic State machinery, a flexible and light regulatory environment for ebusiness and a computer literate skilled workforce. We, therefore, have the opportunity to achieve a leadership position in the exploitation of technology to improve not only business competitiveness but the quality of life of our citizens. The creation of an environment which will lead to the development of e-working as a means of contributing to economic growth, while simultaneously improving quality of life, is fundamental to the work of the Forum. Through the realisation of certain focused measures to encourage the uptake of e-work and the willingness of the Government to adopt and encourage e-work friendly initiatives in its own work style, we have the capacity to build an economy where both employers and workers can benefit. Employers can gain a more productive, more flexible workforce and employees the opportunity to achieve a better work/life balance through the flexibility offered by e-working.

This Report sets out the activities of the Forum in its first year of operations and charts the considerable progress achieved to date in the furtherance of the e-work agenda. These achievements could not have been attained without the commitment of my colleagues on the Forum and I would like to thank them for their very active and constructive participation. However, much still needs to be done if Ireland is to achieve a leadership position in e-working and this Report indicates the priorities set by the Forum for future work to achieve this ambition.

William Burgess
Chairman e-Work Action Forum



CHAPTER 1

ENVIRONMENTAL ANALYSIS

The relatively new term “e-working” is synonymous with its more traditional precursors - “teleworking” and “telecommuting”.

The concept of telecommuting was pioneered in the early 1970s - the term being generally attributed to Jack Nilles, who in 1973 was working on the first documented pilot within an insurance company in the U.S. It is interesting to reflect that at that time information and communication technologies consisted, at best, of typewriters, paper based records, basic telephone systems and Group 2 fax machines.

E-WORKING IS DEFINED AS:

“A way of working using information and communication technologies in which work is carried out independent of location”¹

WAYS OF E-WORKING INCLUDE:

- e-worker full/part-time at home,
- e-commuter part at home and part in office,
- mobile – on the move,
- self employed e-worker.

Details of e-working arrangements will vary according to the nature of the work carried out and the degree to which the e-worker carries out the work away from the traditional workplace. A person who e-works occasionally from home, perhaps using an employer provided laptop, is in a completely different situation to one who spends most of the working week operating from home or on the move. The institution of a formal approach with an e-working policy/contract may not be necessary in the former case. However, in the case of the more permanent e-work arrangements, it makes good sense for the parties to come to a formal arrangement where the rights and responsibilities of each party are defined clearly. A Code of Practice on e-Working has been developed to facilitate such arrangements.

The technology which enables effective e-working has undergone hugely significant developments since the early 1970s, and in particular in the later part of the 1990s with the roll-out of internet and networking technologies. It is unsurprising, therefore, that the uptake of e-working - whilst getting off to a relatively slow start – has increased consistently over the last decade in Ireland and elsewhere. The 1999 EU ECATT² Project Survey found that approximately 6 % of the EU workforce is involved in some form of e-working. The corresponding percentage for Ireland was 4.4% - an increase of 3% over the 1996 Telefutures Report.³

¹“New ways of Living and Working in Ireland”, Report of the National Advisory Council and Teleworking (1999)

²Electronic Commerce and Telework Trends (www.ecatt.com) (1999)

³Telefutures Report, Imogen Bertin and Gerard O’Neill (1996)



However, it should be pointed out that counting the numbers of teleworkers is fraught with difficulties. As there is no universally accepted definition of what constitutes an e-worker, varying definitions have resulted in different estimates. Differing definitions may make comparisons, benchmarking and measurement of the progress in the uptake of e-work unreliable. The e-Work Action Forum believes that we must work towards the establishment of reliable statistics on the numbers engaged in e-work in order to chart progress.

Although the uptake of e-work is closely associated with the availability of the enabling technology, it is not solely a technology related issue. On the contrary, the implementation of e-working almost invariably stems from business and management issues. In the Irish context, the implementation of e-working is closely related to Human Resource needs in a commercial environment where there is a growing skills shortage. Reasons for implementing e-working were found by the MRBI survey for Enterprise Ireland (2000) to include:

- Increased flexibility for employees
- Retention of experienced staff
- Reduction in travel time
- Increasing productivity

An impressive two thirds of e-working companies surveyed stated that their e-work programme was “Very Successful”. None of the respondents described e-working as unsuccessful.

As the major incentives to e-working include technological and management issues, so do the dominant disincentives to the introduction of the work-style. Such disincentives include:

- Trust is a major issue for employers. Managerial concerns about staff supervision and productivity persist, despite findings that the productivity of e-workers is at least as high - and frequently higher - than that of their office based counterparts
- Social needs of employees
- Lack of enabling ICT skills among employees and management
- Relatively high cost of telecommunications in Ireland
- Non-availability of broad band telecommunications systems throughout the country, particularly in rural areas

However, in the context of a rapidly changing environment in terms of ICTs and business needs, the prognosis is that the current increase in e-working is set to continue at least at its present pace within the short term and that, in the medium and long terms, it will become a commonly accepted work-style and business management tool.



CHAPTER 2

e-WORK ACTION FORUM

ESTABLISHMENT OF A NATIONAL ADVISORY COUNCIL ON TELEWORKING

In April 1998, the Minister for Science, Technology and Commerce, Mr. Noel Treacy, T.D., announced Government approval for the establishment of a National Advisory Council on Teleworking (NACT), as a first step in the formulation of a National Teleworking Strategy, which would help ensure that Ireland would reap the potential employment benefits offered by teleworking. The terms of reference of the Council were:

“To advise the Minister for Science, Technology and Commerce on the development of teleworking employment opportunities in Ireland and to recommend attainable actions, which will contribute to the realisation of those opportunities.”

The membership of the Council had a broad range of expertise and included representatives from the public sector, private industry, academia, teleworker representatives and trade unions. The Council was chaired by Professor Tom Callanan of the University of Limerick. A full list of the membership of the Council is set out in Appendix 1.

The Council presented its Report entitled *“New Ways of Living and Working in Ireland, Teleworking in Ireland”* to the Minister on 10 June 1999. The Report contained a number of main recommendations, together with a Code of Practice on Teleworking. These recommendations are as follows:

- A Government Awareness Campaign.
- The formation of a Government Teleworking Policy.
- The implementation of “telework-friendly” training and education initiatives.
- The formation of a Teleworking Action Forum.
- The establishment of new business models.
- A “telework-friendly” Ireland from a fiscal and environmental point of view.
- An Irish telecommunications environment that facilitates teleworking.

These recommendations are set out in more detail in Appendix 2.



ESTABLISHMENT OF THE TELEWORK ACTION FORUM

To drive the telework agenda and in response to the NACT Report, the Minister for Science, Technology and Commerce established the Telework Action Forum.

THE PURPOSE OF THE FORUM IS

“To provide a focal point for the ongoing development of an environment, which will stimulate teleworking employment opportunities and ensure that this method of working achieves its full potential in contributing to economic growth and an improved quality of life.”

The Forum is also the mechanism to monitor and progress implementation of the recommendations in the NACT Report.

The Forum was established on a non-statutory basis. Membership of the Forum includes representatives from business, unions, academia, Government, individual teleworkers and regional interests. It is chaired by Mr. William Burgess, Chairman and Managing Director of IBM Ireland Ltd. The Secretariat is provided by the Department of Enterprise, Trade and Employment. A full list of membership of the Forum is set out in Appendix 3.

THE TERMS OF REFERENCE OF THE FORUM ARE:

- To monitor and evaluate progress in developing an environment in which teleworking can flourish.
- To monitor and evaluate progress in implementing the recommendations of the Report of the NACT and refine recommendations if appropriate.
- To update and promote the Code of Practice on Teleworking in conjunction with the Social Partners.
- To monitor legislation in the context of its impact on Teleworking.
- To recommend and encourage relevant research.
- To gather relevant statistics and write reports.
- To present an Annual Report to the Oireachtas each year.

At the request of the Telework Action Forum, the Minister agreed to change the name of the Forum to the e-Work Action Forum to reflect a more dynamic and progressive image of telework.



WORK OF THE FORUM

In addition to its inaugural meeting on 9 November 1999, the Forum met five times during 2000.

The Forum pursued the implementation of the recommendations of the National Advisory Council with the relevant delivery agents and achieved considerable progress in their implementation. Details of the progress achieved is set out in Chapter 3.

Major activities during the year were :

- the introduction of the eWork Business Awareness Campaign
- the endorsement of the Code of Practice on e-Working by the Social Partners
- success in achieving a European eWork award for the Code of Practice.
- consideration of how to improve the fiscal environment for e-work, including the commissioning of a major report by KPMG “eWorking in Ireland Fiscal Barriers and Incentives” and a Budget submission to the Minister for Finance.

FUTURE PRIORITIES

Continuation of the Awareness Campaign with a more focused targeting of HR managers and senior management.

Pursuit of the implementation of e-work options in Government Departments as the Forum believes that the public service can provide a valuable exemplar to others in relation to the adoption of e-work.

Pursuit of a Statement of Practice on e-working from the Revenue Commissioners. The Forum believes that it is essential to clarify the taxation implications of e-working if corporate Ireland is to adopt this work method.

Engagement with the Central Statistics Office regarding the possibility of including questions relating to the incidence of e-work in the Quarterly Household Surveys.

Investigation of the possibility of provision of a training course, that would be available nationwide and with appropriate certification, for persons considering an e-work option.



CHAPTER 3

PROGRESS IN IMPLEMENTING THE TASK FORCE RECOMMENDATIONS

3.1 INTRODUCTION

The National Advisory Council on Teleworking (NACT) recommended a number of key actions that could be implemented to develop teleworking in Ireland and to obtain for Irish businesses and people the benefits which this method of working offers. Considerable progress has been achieved in the implementation of the National Council's recommendations. In addition to the establishment of the e-Work Action Forum, the main actions during 2000 were in relation to the following: -

- e-Work Business Awareness Campaign
- Code of Practice on e-Working
- Formation of a Government Telework Policy
- Fiscal Environment
- Planning
- Telecommunications Costs
- Training

Details of each of these actions is set out in the following sections.

3.2 e-WORK BUSINESS AWARENESS CAMPAIGN



Mr John Brady, Enterprise Ireland and Mr. William Burgess, Chairman e-Work Action Forum with Mr. Noel Treacy, T.D., Minister for Science, Technology and Commerce at the launch of the e-Work Business Awareness Campaign in April 2000.

Combating lack of awareness of the benefits of e-working was identified as a crucial area for action in the National Council's Report. For this reason, the Government decided that a national e-work awareness campaign should be undertaken to dispel apprehension and provide impartial information. The Awareness Campaign was established by Enterprise Ireland at the request of the Minister for Science, Technology and Commerce, Mr Noel Treacy, T.D., as an initiative of the e-Work Action Forum. It was funded, in part, by the European Union, through the Small Business Operational Programme (SBOP) Measure 3: Adaptation and development of Services Firms. The Campaign was launched by the Minister on 13 April, 2000.

The Campaign was focused on business decision makers and aims to increase awareness of the competitive advantages e-working can offer to their firms. A financial allocation of £500,000 was used to pay the direct costs of the actions undertaken by external suppliers, all of whom were the subject of a public tendering process completed towards the end of 1999/2000. Enterprise Ireland's budget covered the staff costs of the project team who were from their Information Services. By the end of the year 2000, the planned tasks have been successfully completed, and a credible and independent brand exists for further exploitation.



STRATEGY

The following statement of strategy was outlined in the proposal for funding for the Campaign:

- *To promote business teleworking as a means of enhancing business competitiveness in Ireland. By focusing on its benefits to business, the strategy can be branded as a mainstream economic issue, addressing specific competitive issues related to input costs, skill availability and retention, market entry issues and new business opportunities. This narrows the focus for the strategy to the resolution of a specific business need.*
- *Reinforcing this approach is the recognition that many of the current barriers are likely to disappear progressively. This will result from an ongoing process of deregulation, increased competitive pressures and tightening labour conditions. The key players in this progression will be the Government, economic interests, the European Union and regulatory authorities.*

The following actions were undertaken as part of the Campaign:

- the development of Irish e-working case studies by providing financial assistance to a small group of companies to introduce e-working;
- the development of printed guidelines for business and promotional materials;
- the establish of a website (www.e-work.ie) with information resources and databases;
- the provision of a 1850 helpdesk to which enquiries could be addressed.
- Surveys which attempted to measure the extent of e-working and create a base measure on which to assess the impact of the awareness strategy carried out.

Many of the actions sprung directly from the Report of the National Advisory Council.

PILOT e-WORK PROJECTS

The need for organisational models was identified in the Report *New Ways of Living and Working* "Organisations are unaware of competitive benefits of teleworking ...and there is a need to develop organisational models"

A public call for proposals was published in 1999, and following a process of review and evaluation, 11 companies were approved for funding early in 2000. The funding provided by Enterprise Ireland represented 50 per cent of the cost of the proposed activity, to be paid in two instalments. It was intended that funds would be spent largely on hardware, software and related infrastructure, and further support (e.g., for training) would be considered, as appropriate, if and as the needs arose. Funding approved ranged from £3,910 to £18,000, with a total of £96,660 and an average of £8,787.



- Two (18%) companies were approved less than £5,000
- Four (36%) companies were approved between £5,000 and less than £10,000
- Four (36%) companies were approved between £10,000 and £14,000
- One company was approved £18,000

Once approved, Enterprise Ireland eWork project staff visited the selected companies to discuss and agree actions, and an external consultant was subsequently appointed to liaise with the companies throughout the process. The support was intended to take the following course:

- visit to the company at the early stages of implementation,
- communication with the company regarding progress, availability to support the enterprises in whatever way was deemed necessary and appropriate throughout. This included, for example, an invitation to discuss training needs arising and to find ways of meeting these
- a final visit at the end of the pilot project.
- The presentation of a detailed report on the initiative to Enterprise Ireland.

The 11 participating companies operate in a number of sectors, as outlined below.

Sectors in which 11 Pilot Companies Operate	
Sector	Number
Marketing and Distribution (food)	2
Telecommunications/Design	2
Software/Internet	2
Timber	2
Insurance	1
Paper, Print and Packaging	1
Automobile	1
Total	11

As is apparent from the above, many of the companies operate in sectors not traditionally associated with e-working. This underlines the fact that what is important when considering an e-working option is not the industry or sector a company is in but whether there are functions within the company that lend themselves to off-site working.



EFFECTS OF THE PILOT

The following are edited extracts from the consultant's final report and indicates a very positive outcome for those participating in the pilots.

Most companies had already considered implementing e-working in any case but the e-work pilot programme served to give momentum to putting ideas into action. Each company started its pilot e-work project in April, 2000 and completed it in September, 2000.

The majority of companies consider the e-working pilot to have been a success and they intend to either maintain the current arrangements for the foreseeable future or extend them to other employees. Those who were not in a position to comment were those for whom technical and, in one case, personal, difficulties precluded implementation of e-working as planned. These companies still intend to pursue e-working on a trial basis.

The results on productivity have either been positive or neutral (i.e., no obvious change). Regardless of the effects on productivity, the fact that e-working is providing a more flexible environment for employees, and that it consequently is believed to help to retain (and recruit in a minority of cases) staff, is seen as worthwhile and sufficient justification for implementing or extending e-working as an option.

Other benefits identified were savings brought about through less time and expense spent on advertising and interviewing, as well as less requirements for office space and the benefits of helping companies to set up an infrastructure that allows remote access to the company network.

e-Working has affected management style in some companies - e.g., it has resulted in the introduction of a more strategic and planned way of managing and has led to a greater focus on target setting and reviewing. e-Working has also helped to show managers and employees that there is another way of working and managing work.

While the e-working pilot was not devised to deal with issues related to regional development, the results in two companies that are now considering spreading their employee base to rural areas on an e-working basis, reinforces the validity of the view that regional development can potentially be supported through the promotion of e-working.

Technical difficulties in some companies – particularly in terms of installation of ISDN lines and/or system development – hampered somewhat the smooth introduction or the realisation of the potential for e-working.

It is intended that the findings from the pilot projects will be distilled and the resulting synthesis of the Irish experience disseminated both in print form and on the e-Work website.



BRANDING AND PROMOTION

Successful branding is vital at the early stage of development of an awareness campaign, and proceeded alongside the development of the major tools to be used to disseminate information and awareness.



The brand (e-Work logo/Give Your Business The Edge) is oriented towards business companies. The logo was used to brand the printed guides, the website and promotional materials such as posters, pens, brochures, business cards and stationery.

The budget did not support major advertising campaigns, which confined advertising to national press advertisements for the call for tenders during the end of 1999, the launch event of the eWork Campaign in April, 2000 and the joint Telemark Ireland/Enterprise Ireland e-Work for Business Conference in October.

e-WORK FOR BUSINESS CONFERENCE

The first *eWork for Business Conference* was held on 14 November, 2000 at the City West Hotel in County Dublin and was organised by Enterprise Ireland in association with Telemark Ireland, which held its own annual conference and pre-conference workshops on the 13 November. An exhibition of e-working solution providers was held during the workshops and the Conference itself.



Speakers at the *eWork for Business Conference* with Mr. Noel Treacy, T.D., Minister for Science, Technology and Commerce and Mr. William Burgess, Chairman of the e-Work Action Forum. Left to right: Chris Hudson, CWU; Minister Noel Treacy; Katie Connolly, IBEC; Pat O'Connor; William Burgess; Jim Healy, KPMG.



The morning session dealt with the e-Work Environment and e-Work case studies, and was chaired by Mr William Burgess, Chairman and Managing Director of IBM Ireland, and of the e-Work Action Forum. The afternoon session was chaired by Mr Pat Maher, Executive Director, Enterprise Ireland. This session dealt with Human Resource and Business Issues.

The Conference speakers addressed a wide range of diverse issues. Their clear, well delivered, detailed and informative presentations generated good discussion by Conference participants.



Speakers at the eWork for Business Conference with Mr. Noel Treacy, T.D., Minister for Science, Technology and Commerce and Mr. William Burgess, Chairman, e-Work Action Forum. Left to right: Breda McNally, Training and Evaluation Services; Peter Johnson, European Commission; Mairead Broderick, Department of Public Enterprise; Kevin Doherty, MDS Telephone Systems; Minister Noel Treacy; Rita Bergin, Aer Rianta, William Burgess.



EWORk FOR BUSINESS CONFERENCE PRESENTATIONS – 14TH NOVEMBER, 2000

NAME	COMPANY	PRESENTATION
Peter Johnston	DG XIII, Information Society	European Policies and Perspectives for e-Work
Katie Connolly	HR, IBEC	e-Working – a Business Solution for Irish Employers?
Jim Healy	KPMG	Developing a Positive Fiscal Climate
Chris Hudson	Organising Officer, CWU	The eWorker and the eUnion
Breda McNally	Consultant, T & E Services	Summary Results of the Business Awareness Strategy in 11 Irish Companies
Kevin Doherty	Financial Controller, MDS	Case Study from one of the pilot companies. Telephone Systems
Rita Bergin	Worker Director, Aer Rianta	e-Work Programme in Aer Rianta
Pat O'Connor	Consultant	Developing an e-Working Policy in a Large Organisation - IBM
Mairead Broderick	Teleworking Group, Dept of Public Enterprise	A New Way to Work
Mike Neary	Director of Information Society Commission	Attitudes to e-Work - an Overview of Survey Findings
Colm Fagan	Electronics & Communications Engineer, Entropy	Secure Remote Networking



PRODUCTION AND DISTRIBUTION OF PRINTED GUIDES

Two publications *e-Work Guide to company use* and a *Brief for Managers* were produced in association with members of Telemark Ireland. Multiple copies of both publications were distributed to the various state agencies, County Enterprise Boards and other organisations. Enterprise Ireland client companies received copies through Enterprise Ireland's development advisor network. The value of these publications was complemented by the publication of *e-Working in Ireland: Code of Practice*. A pack containing copies of all three is available to those interested in exploring the benefits by contacting Enterprise Ireland's helpdesk (1850 572 000).

MRBI SURVEYS

The MRBI conducted two surveys and established that 1 in every 10 organisations use e-working. This is much higher than expected given Ireland's position in other surveys (e.g. the ECATT survey). There is a general problem with definitions of e-work which affect all surveys.

MRBI also profiled the participants who are engaged in e-working and explored the company policies in place regarding training, staff assessment, HR policies and other issues. Subsidiaries of overseas companies are more likely to use e-work practices than indigenous companies. Not surprisingly, e-working is most prevalent in the computer industry.

The profile of the e-workers as found by the most recent survey is:

- 75% male, 25% female
- aged mostly between 30-40 years
- located primarily in Dublin

Less than half of companies, who have e-work options, have provided specific training for e-workers. Three in ten companies provide specific training for managers of e-workers. Approximately one quarter of companies have a HR policy on e-working and staff performance review is basically the same as the standard applied to on-site workers.

WEB SITE

A web site, <http://www.e-work.ie/>, which is an important information resource, has been developed as an integral part of the Awareness Campaign

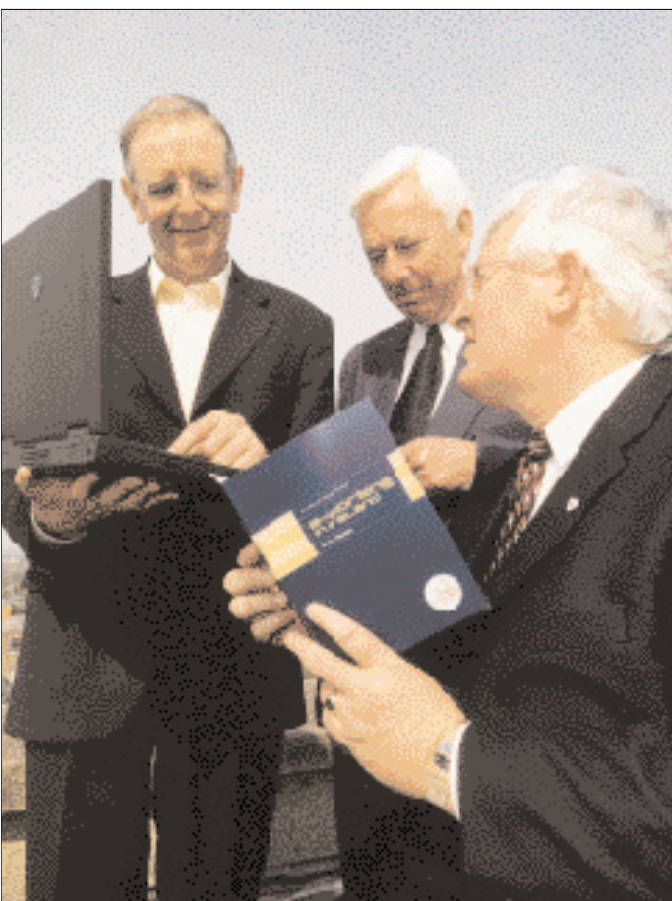
Features of the website include:

- Downloadable e-Work logo, **available royalty free** to anyone who wishes to be associated with, promote or be involved with electronic working, downloadable cartoons
- Brief on 11 pilot e-working companies - supplemented with results of project.
- Downloadable (PDF and Word) versions of the *Brief for Managers* and *Guide to Company use*; *KPMG Report on eWorking in Ireland Fiscal Barriers and Incentives*, other texts as developed.



- Link to Marlborough Site-Searchable databases on e-work recruitment opportunities, contacts,
- General Links to other related websites- TWI (www.telework.ie), Department of Enterprise Trade and Employment (www.entemp.ie/e-work), Cork Teleworking (www.ctc.ie), New Ways of Working (www.www-org.com)
- Fully linked Site Map
- Results of MRBI Survey

3.3 CODE OF PRACTICE ON E-WORKING



Mr. Peter Cassells, General Secretary, ICTU; and Mr. John Dunne, Director General, IBEC; with Mr. Noel Treacy, T.D., Minister for Science, Technology and Commerce, at the launch of the Code of Practice.

An integral part of the Report of the National Advisory Council was a Code of Practice on Teleworking which the Council recommended be endorsed and adopted by the Social Partners. In fulfilment of a commitment in the Programme for Prosperity and Fairness, the Code of Practice was endorsed by the Government, IBEC and ICTU and launched on 10 May, 2000 as "The Code of Practice on e-Working in Ireland".

The Code of Practice is designed to inform those who have an interest in e-working on a wide range of issues from the inception of the idea to the implications of e-working for the self-employed, employers and employees. The Code aims to encourage best practice in companies engaged in e-working arrangements for the benefit of employers and employees.

The Code provides pertinent information and will be of great assistance in identifying and clarifying key issues that need to be addressed in introducing an e-working policy in firms and organisations, e.g. identification of jobs suitable for e-working and e-worker identification, practical considerations such as home office, method of communications, reporting arrangements, health and safety. The Code also provides a useful overview of the legislation affecting employees' rights and employers obligations. The position of self-employed e-workers is also considered. A sample e-working agreement is included which can be tailored to suit individual circumstances. It is intended that the Code be updated and reviewed on a regular basis.





Minister Noel Treacy, T.D., Minister for Science, Technology and Commerce with Chris Hudson, CWU; Imogen Bertin, Manager, Cork Teleworking and Katie Connolly, IBEC, members of the Working Group who drafted the award winning 'Code of Practice on e-Work'.

The Code of Practice has been widely disseminated as part of the e-Work Business Awareness Campaign. The Code of Practice can be accessed on the website of the Department of Enterprise, Trade and Employment at www.entemp.ie/e-work.

In November 2000, the Code of Practice won a major European e-Work award. The awards, which are organised by the European Commission as part of e-work week, are given annually to organisations for best practice in the introduction, promotion and development of new working practices in the Information Society. The Code of Practice, which was submitted by the e-Work Action Forum won in the category "Best Framework Agreement". The international recognition of the merits of the Code of Practice should assist in its promotion.

3.4 FORMATION OF A GOVERNMENT TELEWORK POLICY

The National Advisory Council considered it vital that Government showed itself to be a leader in the implementation of teleworking. It recommended that all Departments should be required to introduce teleworking options into their mainstream working and, additionally, that all publicly funded organisations should formulate a Teleworking Policy for implementation by 2002. This recommendation has been included as a commitment in the Programme for Prosperity and Fairness.

The Government has agreed with the Staff Unions that a Pilot Teleworking Scheme should commence in a Government Department/Office to ascertain, on a formal basis, the personnel and management issues associated with teleworking. It has been agreed that Teleworking will be piloted in the Offices of the Houses of the Oireachtas in Leinster House. These Offices have a staff of approximately 300 People, covering a range of professional, technical and administrative functions. The pilot will involve circa 15 staff covering administrative, technical and professional grades and is expected to start imminently, with a review, to take place after its first year of operation.



In a separate initiative, the Teleworking Group in the Department of Public Enterprise has produced a Report entitled a “New Way to Work” which advocates the introduction of teleworking in that Department. Discussions are underway with local staff unions with a view to introducing a formal telework pilot in the near future.

The Department of Enterprise, Trade and Employment will introduce a pilot scheme during 2001 also.

Also, the Local Government Management Services Board is examining the potential for e- working in the local authority sector. A sub-committee has been established to review this form of working and it will be examining the policies needed and models for best practice as well as the technology required to implement e-working in the sector. It is anticipated that this committee will report in the near future on its findings.

3.5 FISCAL ENVIRONMENT

The NACT recommended “that Ireland becomes “telework friendly” from a fiscal and environmental point of view”.

There are a number of uncertainties in relation to the tax treatment of e-workers stemming from the fact that much of Irish taxation legislation was drawn up in an area before e-working was contemplated. For this reason a commitment was included in the Programme for Prosperity and Fairness that a review would be undertaken of the relevant fiscal structures.

As part of this process, the e-Work Action Forum, the Department of Enterprise, Trade and Employment, Enterprise Ireland and the Information Society Commission jointly commissioned an evaluation from KPMG to examine the fiscal barriers to e-work and to consider how the tax system could assist in the movement towards a greater penetration of e-working within a short time frame. The KPMG Report “e-Working in Ireland Fiscal Barriers and Incentives” includes recommendations in relation to:

1. The seeking of a Statement of Practice from the Revenue Commissioners which would clarify the tax treatment of e-workers and eliminate the uncertainty which is hindering its uptake by companies. It is recognised that this Statement need not be a budgetary matter. The Statement of Practice should cover issues such as:
 - the tax treatment of e-workers in relation to allowance of travel expenses,
 - the exemption of the reimbursement of certain expenses from income tax under BIK legislation,
 - the non-application of benefit in kind to incidental personal use of employer provided equipment and
 - the allowance of VAT input credits to employers in circumstances where the invoice may have issued to the employee and been reimbursed by the employer.



The Statement of Practice should also provide for an annualised tax free reimbursement of £1,000 to be made to e-workers on an unvouched basis. This reimbursement is intended to cover indirect overhead costs such as light, heat etc. VAT on these unvouched expenses should also be recoverable by employers to a maximum of £125 per e-worker.

2. Capital allowances of 100% in the first year which would allow employers to write off the cost of the provision of communications and computer equipment provided for e-working purposes over one year rather than seven years. To make the proposal more attractive to corporate taxpayers, the accelerated allowance should be 200% in the first year. Both allowances would apply for a three year period only.
3. An accelerated buildings allowance for the provision of "Plug and Work" facilities. A Plug and Work facility is a suitably equipped building available for hire on a short-term basis by e-workers or their employers. Such facilities offer work-spaces where mobile or other e-workers could, for a fee, book a desk, plug in their own computer and communications equipment, and work.

The Report formed the basis of the e-Work Action Forum's Budget submission to the Minister for Finance. The proposals in relation to accelerated allowances were not acceptable to the Minister for Finance and were not included in Budget 2001. The Statement of Practice on e-working is being pursued with the Revenue Commissioners.

BENEFIT-IN-KIND

During 2000, the Revenue Commissioners provided important clarification in relation to the application of benefit-in-kind to computers supplied by employers for work purposes. In the case of teleworkers using employer-provided PCs to work from home, the Revenue Commissioners regard personal use as incidental and, accordingly, no benefit in kind charge arises in these cases. The same applies to employees provided with laptop or notebook PCs for work purposes. The Revenue Commissioners have also provided the following clarification in relation to the taxation treatment of computer accessories supplied by employers to teleworkers: -

"Accessories such as printer, scanners, etc., software and other communications equipment such as modems and fax machines which are made available to teleworkers would not normally attract a benefit in kind charge as they would be regarded as essential requirements for teleworking. In essence, they form part of the "office facility" for work.

In the case of the provision of a telephone, a benefit in kind charge would not arise on a dedicated line provided as part of the computer system. If the line was only partially used for teleworking, a charge would arise on the non-business use of the telephone.

In the case of a mobile telephone, the normal rules apply. If it is provided and used for business use only, a benefit in kind charge will not arise. Incidental occasional use will not result in a charge."



3.6 PLANNING

The National Advisory Council recommended that the Department of the Environment and Local Government commences a consultation process with the Local Authorities to establish guidelines on the limits of the use of a home office and the concept of “development” within the planning Code. The Department, given its current workload and staffing levels, was unable to commit itself to preparing guidelines for planning authorities at this stage. However, it provided the following clarification in relation to different categories of teleworkers: -

1. “Teleworking/telecommuting from home (either part time or full-time where all that is involved is a computer terminal).

In relation to teleworking it would be difficult to argue that there is any material change of use involved here and accordingly it would not be an issue from a planning point of view.

2. Home as an office with staff and dedicated space for the use.

This is quite a different concept and would involve a material change of use and would consequently come within the scope of the planning code. To date the only non-residential activities permitted in a dwelling house are medical and related consultants. Many local authorities are, however, moving toward allowing certain types of home-based economic activity within dwelling-houses, e.g. Dublin Corporation. However, there would be a requirement to go through the normal planning process and be subject to third party objections etc.”

3.7 TELECOMMUNICATIONS COSTS

The National Advisory Council recommended that the Irish telecommunications environment should facilitate the adoption of teleworking as a mainstream method of working.

One of the most important aspects of creating an environment that is E-commerce and telework-friendly is the provision of universal low-cost broadband telecommunications access. Variations in access to and differences in costs of advanced telecommunications will hinder the development of e-business in the regions and the emergence of an inclusive Information Society, with participation open to all.

The Forum remains concerned that, despite the increased competition in the telecommunications sector and the steps taken to roll out broadband telecommunications infrastructure throughout the State, cost and availability will remain issues, particularly for users in rural areas. The Forum recognises that this has broader implications than for e-work alone.



3.8 TRAINING

The NACT made a number of recommendations in relation to ICT and language training.

Training in relation to the use of ICT is widely available from FÁS.

- All clients who undergo training courses with FÁS complete a Computer Appreciation Module regardless of the course they pursue. This also includes Introduction to Computers and use of appropriate software packages.
- Clients can pursue one of over one hundred Specific Skills Training (SST) Courses in IT which are certified by FÁS and City & Guilds. Clients who do not have the required entry skills for a particular SST course can in many instances pursue a relevant foundation course first.

To facilitate citizens integrate IT learning into life long training, FÁS provides Computer Based Training (CBT) facilities and evening courses throughout its Training Centre Network. The CBT courses cover the full range of IT skill levels from Computer Appreciation to European Computer Driving License (ECDL), Microsoft Office User Specialist (MOUS) to advanced Computer Programming. These courses can be tailored to suit individual needs.

To cater for home workers and those already employed, a large variety of IT based evening courses are available at FÁS Training Centres. These courses cover the range of beginner, intermediate to advanced IT skill levels. Clients can if they wish sit exams and obtain Certification.

FÁS also delivers IT education and training courses over the Internet through the FÁS Net College. These courses are available to anyone who has access to the Internet. Unemployed persons can register for any course free of charge.

As part of the ADAPT Teleworking Project, FÁS Cabra Training Centre, in partnership with East Clare Telecottage and Telework Ireland developed a 40 week "Distance Learning" training course on Teleworking. Participants in rural areas were given priority.

During 2000, Telework Ireland developed comprehensive manuals. One is aimed at companies considering the implications of teleworking and one is geared towards employees and business start-ups. Each manual has been designed to act as a real working tool and reference point with case studies, questionnaires, templates, checklists and useful contact information.



However, there is as yet no customised nationally available course, with certification, which would address both the ICT training aspects and the various skills needed (e.g. time management, communications, remote management) to operate effectively as an e-worker. The Forum will explore the options for such a course during 2001.

The Schools IT 2000 project has ensured that every Irish School has an internet connection. Teachers are being trained in ICT and over 40,000 training places have been filled. ICT training is included in pre-service training for teachers. A National Centre for Technology in Education has been established to support these initiatives. A new 3 Years Schools ICT Programme was announced in November, 1999. It is intended that at least 60,000 multimedia computers will be in Irish schools by the end of this year. Teachers will have ongoing training available to them while technology will be used to implement an advanced curriculum support programme.

At post Leaving Certificate level, a NCVA Level 3 programme in Applied Languages and Computing (International Teleservices) has been developed.



CHAPTER 4

e-WORK IN EUROPE

INTRODUCTION

Telework in Europe is a growing phenomenon. The ECaTT survey estimated that there were 9 million teleworkers in Europe or 6% of the workforce. The extent of telework penetration in Europe varied enormously from Spain with 2.8% of employees teleworking to Finland with almost 17% teleworkers. Ireland was below the average (6%) with 4.4% teleworking.

As in Ireland, the profile of the average European teleworker tends to be male (75%) with considerable experience in working life (aged between 30 and 49). The ECaTT survey also found that teleworkers mostly encompass workers with high educational qualifications, special professional training and managerial responsibility.

The importance of telework or e-work in contributing to the development of a knowledge-based economy in Europe has been recognised in the eEurope Action Plan.

eEUROPE ACTION PLAN

The European Council at its meeting in Lisbon in March 2000 agreed on a new strategic goal for the European Union for the next decade - to become the most competitive and dynamic knowledge based economy capable of sustained economy growth with more and better jobs and greater social cohesion. The Council and Commission were invited to draw up a comprehensive eEurope Action Plan to further this goal.

One of the challenges outlined in the eEurope Action Plan is to raise employment rates to as close as possible to 70% by 2010. This requires action to improve the employment prospects of those groups with low employment rates, especially women and older workers. Work can be made more attractive and accessible through flexible work arrangements such as telework. Particular efforts should be made to attract women to the information technology professions where they are massively underrepresented and where they represent a largely untapped resource in most countries.

¹ Electronic Commerce and telework Trends (www.ecatt.com) (1999)



The Action Plan sets targets in 11 areas. One of these areas “Working in the knowledge-based economy” is relevant to e-work. Specific targets and actions proposed for this area are set out below:

eEurope Action Plan – Working in the knowledge-based economy		
ACTION	ACTOR(S)	DEADLINE
Give the labour force the chance to become digitally literate through life-long learning.	Social Partners, Member States, Private Sector	End 2002
Significantly increase training places and courses and promote gender equality in such courses (both in work and in educational institutions), using European Social funds where appropriate.	Member States, Social Partners, Private Sector, European Commission	End 2002
Establish a European diploma for basic information technology skills, with decentralised certification procedures.	Member States, European Commission	End 2001
Support greater flexibility in the workplace, e.g. teleworking and part-time working, where appropriate through agreements by Social Partners and backed up by Member States.	Social Partners, Member States, Private Sector	End 2000
Promotion of a network of learning and training centres for demand-driven information and communications technology training and retraining of postgraduates.	Social Partners, European Commission, Member States	End 2002
Set up public internet access points in public spaces and establish multi media tele-centres in all communities providing access to training and e-work facilities, where appropriate using the Structural Funds.	Member States	End 2001



THE SEVENTH EUROPEAN ASSEMBLY ON TELEWORK

The Seventh European Assembly on Telework (Telework 2000) took place from 13 to 15 September, 2000 in London. The Session addressed the following topics:

Opening session - Work is Changing – the Future is Now:

A brief presentation on how technology is changing the way we work and how we can adapt to maximise the benefits led onto teleworking and the roles of business, Government, and society.

The Corporate Competitive Advantage to Flexible Working:

This session discussed the rationale behind the use of telecommuters and freelancers, how they are best utilised to create advantages for corporations. It asked questions related to the main business drivers behind the use of flexible working scenarios, which companies will benefit from flexible programmes, and how to convince corporate Europe of the advantages in a changing market.

Government Leads by Example and Encourages Change in How we Work:

This session included successful government case studies on flexible working schemes with regard to the government departments themselves, as well as the broader impacts on communities as a result of flexible working.

Mr. Noel Treacy, T.D., Minister for Science, Commerce and Technology contributed to this session.

New Business: Are some e-businesses falling into the trap of setting up conventional workplaces and structures?

This session discussed the mechanics of setting up in e-business and how to link it into flexible working.

Breaking the Mould:

This session was motivational, and encouraged the delegates to think 'outside the box' about new ways of working and promoting their business.

Breakout Sessions were held on: The Free Agent Nation; E-Work and Corporate Responsibility; Social Inclusion and Equal Opportunity; and Re-Engineering for Home and Office.

Successfully Managing Change and Transition: How does a corporation adopt a flexible-working scheme? What are the key messages to send to employees? What are the key points to address to ensure a successful transition into flexible working?

Breakout Sessions concerned: A Vision for Management; New Equipment and Technology; Distributed Organisation; Virtual Training, Re-skilling and Education.



Transport Debate: Transport is a widely debated issue, which can be directly and positively influenced by telecommuting. Two views exist of the impact of telework on our transport and planning systems. On one hand telework will reduce our need to travel and will re-balance regional employment and housing. On the other 'hypermoblie' people freed up from any sense of local identity will create urban sprawl and endless travel. The object of the session was to give government food for thought on telework as a component in the transport/planning mix and organisations some future view on how they should plan their logistics.

Breakout Sessions concerned: Corporate Case Studies; A Call Centre Case Study; A Financial Services Case Study; and a Government Case Study.

These sessions provided an in-depth study of (a) corporation(s)/institutions who have made a success of flexible working financially, operationally, and within their workforces. The object of the sessions was to present applicable information for organisations wanting to follow suit.

EUROPEAN eWORK WEEK

European eWork week (www.etw.org/2000/html/home.htm) took place between 30 October and 7 November, 2000. Its primary objective was to accelerate awareness of new methods of work throughout Europe, through activities and events, and thereby improve the understanding of the changing work environment in the Information Society. The highlight of the week was the presentation of the European e-work awards. The awards, which are organised annually by the European Commission, are given for best practice in the introduction, development of new work practices in the Information Society.

The Awards Categories in 2000 were:

1. Best Example of Business Transformation (Winner: British Telecom (UK))
2. Best Example of Start-up Enterprise (No award presented)
3. Best Example of Framework Agreement (**Winner: e-Work Action Forum (Ireland) for the Code of Practice on e-Working in Ireland**)
4. Best Initiative Supporting Inclusion (Winner: Commune di Napoli (Italy))
5. Best Contribution to Public Awareness (Winner: RAC Foundation (UK))
6. Best Supporting Technology or Service (Winner: Project Place (Sweden))

The winners were chosen through a combination of public voting on the internet, voting by an Expert Panel and voting by the attendees at the Awards Ceremony which was held in Brussels on 3 November, 2000.

Each winner received a numbered copy moulded from a unique sculpture by the French sculptress, Lilliane Caumont.



CONSULTATION WITH SOCIAL PARTNERS ON MODERNISING AND IMPROVING EMPLOYMENT RELATIONS

As a follow up to its Communication issued in 1998, addressing the issue of work organisation, the European Commission instituted consultations in June, 2000 with the Social Partners at European level. In accordance with Article 138 (2) of the EC Treaty, the Social Partners were asked to express their views on a number of issues, including telework. A second stage consultation process was launched in March, 2001 which focuses on the issue of telework with the aim of the establishment of framework provisions at Community level.

In its consultation document, the Commission states that guidelines should be laid down which should be the subject of a Community instrument "formalising" the practice of teleworking without hindering its development. The Commission does not propose a definition of telework because of the innovative and experimental nature of the area, but rather delimits the notion of telework to facilitate discussion. The Commission considers that two elements are, however, essential

- performing work at a distance and
- using information technology and electronic data transmission.

The general principles cover

- Voluntariness and right to return
- Guarantee of maintenance of the employee's status.
- Guarantee of equal treatment with other workers
- Information on precise working conditions
- Coverage of costs by employer
- Guarantee of specific training – time management, training on technical equipment
- Health and Safety
- Working time
- Privacy and data protection
- Keeping in contact
- Trade Union Rights
- Access to telework must be in compliance with the principles of equal treatment and equal opportunities.

The Irish Social Partners, IBEC and ICTU, are involved in these consultations through their European representative bodies, UNICE and ETUC.



APPENDIX 1

MEMBERSHIP OF THE NATIONAL ADVISORY COUNCIL ON TELEWORKING

Prof. Tom Callanan <i>Chairman</i>	University of Limerick
Mr. Liam Breslin	Strategic Developments, Telecom Eireann
Ms. Maureen Breslin	Irish Wheelchair Association (resigned Dec 1998)
Ms. Paula Carey	Research Officer, ICTU, Dublin
Ms. Riona Carroll	Director, Teletwork Ireland
Ms. Clare Foley	Manager, International Teleservices Dip. Course, Cavan College of Further Studies
Mr. Niall Hayes	Lucent Technologies
Professor Deirdre Hunt	University College, Cork
Mr. Terry Landers	Ericsson Systems Expertise
Ms. Mary Leahy	College of Commerce, Cork (resigned May 1998)
Ms. Helen Mullins	College of Commerce, Cork
Mr. John Lowry	Deputy Chief Executive, Údarás na Gaeltachta
Mr. Charles Lynch	Chief Executive Officer, Galway County & City Enterprise Board
Ms. Sheila McCaffrey	Managing Director, KITE, Co. Fermanagh
Mr. Joseph McCormack	Managing Director, McCormack and Associates, Belfast
Mr. Gerry McGovern	Managing Director, Nua Ltd., Dublin
Mr. Declan Murphy	Enterprise Ireland (resigned September 1998)
Mr. Tom Maguire	Enterprise Ireland
Ms. Una Murphy	TELSI
Ms. Maebh O'Connor	Business Development Manager, PKS Systems
Dr. John O'Flaherty	Director, Microelectronics Applications Centre, Limerick
Mr. Frank Ryan	Frank Ryan & Associates
Mr. Joseph Sweeney <i>Council Secretary</i>	Managing Partner, O'Donnell, Sweeney & Co. <i>Ms. Theresa Fitzpatrick, Department of Enterprise, Trade and Employment</i>



APPENDIX 2

MAIN RECOMMENDATIONS IN THE REPORT OF THE NATIONAL ADVISORY COUNCIL ON TELEWORKING

A GOVERNMENT AWARENESS CAMPAIGN

A national media awareness campaign should be initiated by Government promoting teleworking and especially encouraging companies and individuals to work and relocate in rural Ireland using teleworking.

THE FORMATION OF A GOVERNMENT TELEWORKING POLICY

It is vital that Government shows itself to be a leader in the implementation of teleworking. All Departments should be required to introduce teleworking options into their mainstream working. Also, all publicly funded organisations should formulate a Teleworking Policy to be implemented by 2002. The relevant Minister should take the necessary steps to have the Code of Practice for Teleworking endorsed and adopted by the Social Partners.

THE IMPLEMENTATION OF 'TELEWORK-FRIENDLY' TRAINING AND EDUCATION INITIATIVES

People who lack the basic skills to use information technology will easily become the future 'have-nots'. The necessary steps must be taken to raise the awareness of technology and language skills training programmes now available and to encourage people to avail of them. Further distance-learning schemes could be developed, including language-teaching programmes. Such steps must be taken to produce a workforce that has the technical and language skills to operate in the global multi-cultural and multi-lingual environment.

FORMATION OF A TELEWORKING ACTION FORUM

A Teleworking Forum should be established to initiate, monitor, evaluate and support initiatives related to teleworking.

THE ESTABLISHMENT OF NEW BUSINESS MODELS

Up to five teleworking initiatives should be selected to demonstrate best practice in the international marketing of tradable skills and services, together with an international promotional campaign to promote Ireland as a source of such services.

ENDORSEMENT AND ADOPTION OF THE CODE OF PRACTICE FOR TELEWORKING



That the relevant Minister takes the necessary steps to have the Code of Practice for Teleworking endorsed and adopted by the Social Partners.

A 'TELEWORK FRIENDLY' IRELAND FROM A FISCAL AND ENVIRONMENTAL POINT OF VIEW

Steps include the creation of a tax environment that supports the growth of E-commerce, encourages teleworking and supports teleworkers. 'Green Taxes' or financial incentives should be provided for enterprises to encourage employees to work from home where an improved environment, employment for disadvantaged groups or increased regional employment can be achieved. Planning regulations should support teleworking at home.

AN IRISH TELECOMMUNICATIONS ENVIRONMENT THAT FACILITATES TELEWORKING

One of the most important aspects of creating an environment that is E-commerce and telework-friendly is the provision of universal low-cost broadband telecommunications access. EU structural funds should be made available to help finance the upgrading of telecommunications links in rural areas. These recommendations, when implemented, will lay secure foundations for Ireland to benefit from this most exciting of futures in the Information Age.



APPENDIX 3

MEMBERSHIP OF THE e-WORK ACTION FORUM

Mr. William Burgess, Managing Director, IBM Ireland – Chairman
Mr. Kevin Sweeney, Agilent Technologies - Teleworker
Dr. John O'Flaherty, National Microelectronics Applications Centre, Limerick
Ms. Margo Monaghan, Department of Enterprise, Trade and Employment
Ms. Riona Carroll, Owner and Manager, New Ways of Working
Mr. Joe McCormack, Managing Director, McCormack Associates, Belfast
Mr. Liam Breslin, Teleworker
Ms. Imogen Bertin, Manager, Cork Teleworking
Mr. Liam Scollan, Western Development Commission
*Mr. John Brady, Enterprise Ireland
Mr. Jim Mongey, Enterprise Ireland (replaced Mr. John Brady)
*Mr. Gerry McGovern, MD, Nua Ltd
*Mr. Michael Gaffney, Nortel Networks
Ms. Katie Connolly, IBEC
Mr. Chris Hudson, Communications Workers Union (nominated by ICTU)
Mr. Aedan Hall, Information Society Commission
Mr. Brian Mahon, Chairperson, Teleservices Forum of Ireland

Forum Secretary: Ms. Helen Curley, Department of Enterprise, Trade and Employment

* Resigned during 2000



APPENDIX 4

CONTACT DETAILS

Communication Workers Union virtual branch (telework advice and support)
Tel: 021 4887300, www.cwu.ie

Enterprise Ireland Business Awareness Campaign info@ework.ie

Enterprise Ireland e-work helpline 1850 572000 info@e-work.ie

Enterprise Link helpline 1850 353333

e-Work Action Forum, Department of Enterprise, Trade and Employment, Kildare Street, Dublin 2.
Tel: 631 2226 / 631 2152 email: ework@entemp.ie

Imogen Bertin, European Telework Development Project in Ireland, Cork Teleworking, Reagrove, Minane Bridge, Co. Cork. Tel: 1800 225070

IBEC, Confederation House, 84-86 Lower Baggot Street, Dublin 2. Email erinfo@ibec.ie.

ICTU, Congress House, 19 Raglan Road, Dublin 4. email raglan@ictu.iol.ie

New Ways of Working (e-work consultancy training and advice) Tel: 047 81215, www.www-org.com

Telework Ireland (telework advice and support) Freefone 1800 421 426, www.telework.ie



APPENDIX 5

USEFUL REFERENCES

IRISH

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Tel: +44 1203 696986 or order from Imogen Bertin imogen@ctc.ie 021 4887300

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European Telework on-line www.eto.org.uk and www.eto.org.uk/nat.ie



ECaTT Survey (emprirca), www.ecatt.com

Gil Gordon Telecommuting www.gilgordon.com

Emergence www.emergence.nu

European Foundation for the Improvement of Living and Working Conditions, Wyattville Road,
Loughlinstown, Dublin, Ireland.

Tel: +353 1 204 3100 Fax: +353 1 282 6456 Web: www.eurofound.ie

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Andrew Bibby – Telework Articles, including the FIET European Trade Union Telework Report:
<http://www.eclipse.co.uk/pens/bibby/telework/html>





