4. Telework and its effects in Argentina

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EXECUTIVE SUMMARY

This chapter is a compilation of information on the current incidence of teleworking in Argentina, especially that related to this form of work organization, and the work–life balance of teleworkers. To that end, we have adopted a working definition of what we mean by teleworking, especially for dependent relationships: ‘Teleworking is work done by workers using information and communication technologies (ICTs) away from the employer’s premises’.

To achieve the objectives, official statistical information was obtained from the National Institute of Statistics and Censuses (INDEC); companies were interviewed; and articles in newspapers and journals, studies, academic theses and surveys were analysed.

No specific studies were found on the incidence of telework, so it was necessary to make use of secondary data from the National Survey on Access and Usage of Information and Communication Technologies (INTEC) for 2011¹ and the Annual Urban Household Survey (EAHU). Both surveys are conducted in Argentina by INDEC. Wherever possible, a distinction was made between teleworkers in dependent employment and those who work as freelancers or are self-employed.

According to the results of this analysis, only 2.7 per cent of all workers in Argentina are teleworkers. Of these, 1.6 per cent or 186 687 people are teleworkers in a dependent employment relationship and 226 439 are independent, making a total of 413 126, of which 56 per cent are men. This percentage of teleworkers appears to be very low if we consider that other surveys conducted in the private domain have estimated the total number of teleworkers at 2 million, without distinguishing their type of employment.

Several studies concur that the number of hours of telework exceeds the number of hours of work on site in a traditional office. The intensity or extent of telework, both in frequency and the pattern of working time, affects workers’ health and well-being, which sometimes spills over into

their personal lives and invades the family domain, giving rise to various psychosocial risks which need special attention.

With respect to the organization of the work, a study (CENIT Foundation 2011) of 106 teleworkers conducted in Buenos Aires City showed that 61 per cent of teleworkers said that they had increased their income, 53 per cent said that they concentrated better on their work and 35 per cent said that it was easier to do their job when they worked from home. However, working to targets changes working hours, meaning that they work more hours or more atypical hours. In addition, the skills required for teleworking make greater demands on teleworkers in terms of aptitudes such as self-discipline in managing working time, self-reliance and organizing their work and personal responsibilities to facilitate work–life balance.

The burden of such additional responsibilities for teleworkers appears to be greater than women are willing to assume in some cases, and this situation has given rise to a number of academic theses and studies. One of these, conducted in the Province of Buenos Aires, records that the main obstacles for women teleworkers were isolation and balancing family, work and leisure (Aguirre et al. 2015). In addition, the atypical or unsocial hours affect family life, and this impairs health after the age of 40 (Neffa 2015, p. 133), especially among women for whom alterations in their circadian rhythms are associated with stress, depression and anxiety. The most common manifestations of this deterioration are chronic fatigue and sleep disturbance, loss of concentration, musculoskeletal disorders, increased digestive and cardiovascular problems, and psychosocial disorders.

In general terms, the psychosocial risk factors in teleworking (Rubbini 2012), according to the specialist literature, are the same as what for many individuals could also be considered as advantages:

- control and independence in work;
- social relations;
- flexibility;
- work–life balance;
- use of information and communication technologies;
- skills/requirements;
- professional development; and
- legal and institutional regulation.

Also, the distance that separates people from their work group has consequences for the workers' interpersonal relations and affects the organizations to which they belong, given that their distribution and motivation are the same.

Finally, the chapter sets out some telework policies applied in companies and at the governmental level.

Interviews were also conducted by the author in three heterogeneous organizations, which allowed an insight into the policies, objectives, degree of formality, consequences and benefits resulting from the implementation of their telework programmes.

In the governmental sphere, the precursor was the request to the Ministry of Labour, Employment and Social Security (MTESS)² from the Centre for Telework and Distance Learning of the Faculty of Social Sciences of the University of Buenos Aires (CTT – now the Fundación Caminando Utopías³) which, in 2001, requested the formation of a Commission on Telework (Boiarov 2007, p. 25) with the objective of studying whether there was a need for legislation to regulate teleworkers in a dependent employment relationship. The Commission was created in 2003 and presented its first draft of the Teleworking Act in 2007 (Senate of the Argentine Nation 2007).

In 2005, the CTT supported the creation of the Telework Group in the Economic Commission for Latin America and the Caribbean (ECLAC), chaired by Argentina and, thanks to a grant from the United Nations and the International Telecommunication Union, participated in the World Summit on the Information Society (WSIS).

The requested Commission on Telework comprised representatives of labour relations of various organizations. It later became the Telework Coordinator and had a space on the Ministry of Labour's website⁴ with access to various government programmes regarding telework, such as skills certification, the Programme of Monitoring and Promotion of Telework in Private Enterprises (PROPET), the Programme of Implementation of Telework in the Public Sector, Telework for Persons with Disabilities, Youth and ICTs, and Telework after 45 Years, a New Challenge.⁵

Although Argentina does not have a specific domestic law on telework, seven draft laws were presented between 2007 and 2014. At provincial level, on 3 July 2013, Act 2861 on Promotion and Dissemination of Telework was passed in the Province of Neuquén.⁶ Draft laws were also recorded in the provinces of Buenos Aires,⁷ Rio Negro,⁸ Chaco⁹ and La Pampa (Pregno 2013). In addition, various resolutions on telework have been issued, the *Manual of Good Practices in Telecommuting* (MoLESS 2011) was produced, and several collective agreements were concluded.¹⁰

Comments in the final section of the chapter invite further consideration as to whether current labour legislation might be a constraint on developing telework to its full potential, recognizing that the lack of information is a real difficulty in this area and showing the importance of monitoring the full duration of telework programmes to prevent the

risks inherent in this way of working and to capitalize on its benefits to the maximum.

INTRODUCTION/BACKGROUND

In line with the interest of the International Labour Organization (ILO) regarding telework, this chapter investigates the way in which teleworkers and companies are organized in the new paradigm created by the introduction of New ICTs in the world of work.

A number of questions arise, such as: how many teleworkers are there currently in Argentina? Do teleworkers work longer hours than those in an office? How do they balance personal and working life? What policies do companies adopt? Does the legislation support this way of working?

METHODOLOGY AND MAIN DATA SOURCES

Methodology for Estimating the World of Teleworkers

In the absence of specific statistical data on telework in Argentina, we resorted to the following data source: public microdata of the National Institute of Statistics and Censuses (INDEC),¹¹ which is available on its website.¹²

We used the Annual Survey of Urban Households (EAHU), the main purpose of which is to collect information on the labour market, which is an extension of the continuous 'Permanent Household Survey – 31 Urban Agglomerations', through incorporation in the sample of private homes in localities with 2000 or more inhabitants, not covered by the Permanent Household Survey, for all the provinces except Tierra del Fuego, Antarctica and the South Atlantic Islands, and the Autonomous City of Buenos Aires. The EAHU is carried out every third quarter, and it covers the following:

- the total national urban population resident in private homes; and
- the total provincial urban population resident in private homes.

It is based on a random, stratified and multistage sample, obtained by the Department of Statistical Methodology of INDEC from the Framework of the National Housing Sampling Survey (MMNV), which includes homes selected for the Permanent Housing Survey (EPH) – 31 Urban Agglomerations. The sample size is approximately 46 000 homes.

We also analysed the design and structure of the INDEC ICT database for 2011 (INDEC 2011).

Using the combination of both of these databases, the following activities were carried out:

- the construction of a working definition of teleworker along the lines of the ILO's definition and the variables available in the selected database;
- the preparation of a plan of tables along the lines of the 'Standard Expert Questionnaire on Telework (including Mobile Telework) and Its Effects' and the variables available in the selected database;
- fine-tuning the selected database by linking databases; the construction of variables envisaged in the schedule; and the reconstruction and labelling of the categories of occupational variables of interest.
- processing the data with SPSS software; preparing the design of the tables in Excel with their respective titles, notes, source and formats in general; and the presentation of the tables in a Word file for direct incorporation into the study.

We consider that this work is as precise as it can be, given that it has been constructed from secondary data, always with the caveat that we are referring to existing information that has been collected for another purpose.

Definition of Telework Used in this Chapter

Telework is work performed by workers using ICTs away from the employer's premises.

Source of Data

The source of data used was the EAHU and the National Survey of Information and Communication Technologies (ENTIC).

The ENTIC was conducted for the first time in Argentina in 2011, as a module of the EAHU during the third quarter of that year. The ENTIC collected information on access to radios, televisions, telephony, computers and the Internet in households, as well as the use of mobile phones, the Internet and computers. This latter data is essential in identifying teleworkers and was a crucial factor in the selection of the data source.

We also interviewed three organizations that have telework programmes and used reports of official bodies such as the Ministry of Labour, the Economic Commission for Latin America and the Caribbean (ECLAC), universities, approved theses and current articles on the subject.

INCIDENCE OF TELEWORK

Overall Incidence

The INDEC ICT was used to construct general tables covering 15 306 596 prime age workers, excluding employers, unpaid workers and those not specified (Tables 4.1 and 4.2).

Of all self-employed workers, 7.8 per cent were teleworking, while among workers in an employment relationship, only 1.6 per cent were teleworking.

It appears that of the 100 per cent of prime age workers, only 2.7 per cent of the economically active population are teleworkers.

Table 4.1 Occupation by status of teleworker by occupational category: Argentina, third quarter 2011 (percentage)

Occupational category	Teleworker		Total
	No	Yes	
Employer	100.0	0.0	100.0
Self-employed	92.2	7.8	100.0
Blue- or white-collar worker	98.4	1.6	100.0
Unpaid family worker	100.0	0.0	100.0
No information	100.0	0.0	100.0
Total	97.3	2.7	100.0

Source: Own preparation based on EAHU-ENTIC, third quarter 2011.

Table 4.2 Occupation by status of teleworker by occupational category: Argentina, third quarter 2011 (number of workers)

Occupational category	Teleworker		Total
	No	Yes	
Employer	709 109	0	709 109
Self-employed	2 664 924	226 439	2 891 363
Blue- or white-collar worker	11 396 186	186 687	11 582 873
Unpaid family worker	121 597	0	121 597
No information	1 654	0	1 654
Total	14 893 470	413 126	15 306 596

Source: Own preparation based on EAHU-ENTIC, third quarter 2011.

Incidence of Telework Disaggregated by Gender, Occupation and Sector

If we compare the data from Tables 4.1 and 4.2 with a study by ECLAC in conjunction with the Argentine Ministry of Labour (Novick and Rotondo 2013), we find that telework is not well developed in this country: only 4 per cent of companies operate some form of telework. This figure is just one percentage point higher than the one that we obtained in our analysis of the INDEC secondary data. However, the rate of application of telework rises to some 12 per cent in large companies and 21 per cent in the multinational companies segment.

For the extent of telework adoption by sector and size of enterprise, see Figure 4.1 from the ECLAC study (Novick and Rotondo 2013 p. 171).

The same study analyses employers' perceptions, 18 per cent of whom considered that the incorporation of ICTs can allow growing numbers of workers to work from home. The difference between this potential (18 per cent) and the current reality, which is only 4.8 per cent, led the researchers to conclude that greater use could be made of telework in the future, as a substantial portion of employers were already well informed about it.

Source: Employment and Business Dynamics Observatory, General Directorate of Statistics and Labor Studies, Ministry of Labor Employment and Social Security, based on ICT Labour Statistics Indicators.

Figure 4.1 Rate of application of telework in companies, by sector, size and source of capital, firms with over ten employees, 2010 (percentage)

With regard to the profiles of workers who have access to telework, it was found that in 66 per cent of firms, this possibility is offered to those in general management functions, in 46 per cent it is offered to supervisors and chiefs and in 54 per cent to other workers. The occupational areas in companies where telework is commonly used are, in order of importance: 28 per cent in administration, 26 per cent in systems, 24 per cent in sales and marketing, 12 per cent in production and 14 per cent in other areas. It was also observed that 74 per cent of the companies used this form of working in more than one area of the organization, while 26 per cent only use it in a specific area.

If we take the private estimates of the numbers of teleworkers who have offices at home, the number is much higher, estimated to be as high as 2 million persons.¹³

Gender

Tables 4.3 and 4.4 show that the majority of teleworkers are men; their share of teleworkers is 12 percentage points higher than women teleworkers

Table 4.3 Occupation by sex by status of teleworker, Argentina, third quarter 2011 (percentage)

Sex	Teleworker		Total
	No	Yes	
Male	60.1	56.0	60.0
Female	39.9	44.0	40.0
Total	100.0	100.0	100.0

Source: Own preparation based on EAHU-ENTIC, third quarter 2011.

Table 4.4 Occupation by sex by status of teleworker, Argentina, third quarter 2011

Sex	Teleworker		Total
	No	Yes	
Male	8 946 339	231 548	9 177 887
Female	5 947 131	181 578	6 128 709
Total	14 893 470	413 126	15 306 596

Source: Own preparation based on EAHU-ENTIC, third quarter 2011.

in an employment relationship. This male majority was already observed in Argentina in the first studies carried out in 2007 (Boiarov et al. 2007) for the International Development Research Centre (IDRC) (Boiarov et al. 2007, p. 68).

INTENSITY (FOR EXAMPLE, FREQUENCY, DURATION, SHARE OF TOTAL WORKING TIME) AND EFFECTS OF TELEWORK

The effects of telework on working time has been the subject of various descriptive analyses,¹⁴ but very few field studies in Argentina. One specific book on psychosocial work relationships makes explicit mention of telework as follows:

Resort to flexible working time has spread in the light of the needs of the company or organization and workers have to adapt. In some cases, as the work cannot be finished during the working day, the task is continued at home, even on rest days. These are overtime hours which are not recognized or paid as such. Telework frequently leads to such situations. (Neffa 2015, p. 136)

Neffa (2015) then goes on to show how the duration and configuration of working time influence the worker's health and well-being, which can be analysed either by the number of hours and days worked or, in the case of night work, shift work and atypical hours which disrupt family life, as having to be available to work outside normal working hours when the company or organization so requires. This extension of working time cannot always be balanced with what a worker needs to do, or wants to do outside the workplace to fulfil family and social responsibilities.

Middle and senior management are less affected by this phenomenon because they have greater opportunities to adapt their work timetables, even though this potential freedom needs to be studied in relation to the context of pressure at different times of the year or during times of crisis.

On other occasions, telework helps to reduce the impact of unjustified absences and tardiness, but at the same time, the use of ICTs often leads to an increase in demands on working time. The loss of the distinction between zones or areas of work and non-work thus becomes frequent.

Very often the amount of teleworkers' working time exceeds the prescribed number of hours laid down by law and collective agreements or professional charters. An EPH study (Revista de trabajo 2012) covers hours worked during 2010 and 2011. If we consider that working hours are regulated by law in Argentina at eight hours per day and 48 hours per

Note: The question supports multiple answers.

Figure 4.2 Changes to allow teleworking from home (in percentages)

week, in the fourth quarter of 2011 the number of people working between 46 and 60 hours per week represented 25 per cent of the urban population, and those working more than 60 hours per week accounted for 7.6 per cent.

Figure 4.2 shows that the self-limitation of working time is considered one of the changes necessary to be able to telework successfully.

Effects on Individual Job Performance and Organizational Performance

Telework shows changes in organizational and individual performance, as explained in a study of four companies by San Andrés University (Cabrera and Steizel 2012). It found that three of those companies were working on the basis of objectives. Telework days were handled differently in all of them. For example, in CISCO, telework days were agreed with the chief. In Siemens, two options were offered, choosing between three or four days of telework per week.

CISCO uses GPS Chat to to know the location of a permanent teleworker. TELECOM is organized on the basis of skills, where one of the principles is a results-based management approach. Accenture has seven flexible forms of working, with telework being one. Another major change when adopting telework concerns the management of teleworkers, which must be based on trust.

Figure 4.3 is taken from a study of 106 teleworkers in Buenos Aires City (CENIT Foundation 2011) and shows that 61 per cent say that they increased their income; 53 per cent said that their concentration on the job had improved; and 35 per cent found it easier to do their work when they were teleworking.

The same study in Buenos Aires found that:

- with regard to the motivation for teleworking, employees' responses focused on three areas: the flexibility of working hours (64 per cent),

Figure 4.3 Advantages of telework (percentages)

avoiding commuting to work (62 per cent) and balancing family, personal and working life (61 per cent); and

- among the most important advantages of telework were those related to quality of life, that is, more time to spend with the family (68 per cent) and to deal with personal affairs (62 per cent). In addition, another significant aspect, mainly from the firm's point of view, is that the vast majority of teleworkers also mention the benefit of improved productivity.

A paper for the Tenth National Labour Studies Congress (Rubbini and Suarez Maestre 2011) suggests that the main factors that affect the individual performance of teleworkers are:

- analytical tasks are better done at home;
- improved concentration;
- working to objectives, increased working hours, or working outside normal office hours; and
- working to objectives means that the employee must have certain qualities and aptitudes, such as self-management of working time, independence, and the ability to balance personal and working life.

In addition, the collective performance of employees is affected by the de-linking of teleworkers from the work group owing to the worker's geographical segregation.

Enterprise performance is affected by:

- improved productivity.
- cost savings due to a reduction of office space.

Table 4.5 shows some of the characteristics of the telework programmes that are operated in four organizations in Argentina.

Effects on Work–Life Balance, Including Work–Family Reconciliation/Conflict

A study by the IAE in 2010 (Family and Business Conciliation Centre 2010) covered 118 companies established in Argentina, two of them multinationals. This study found that an increasing number of companies say that they are concerned with helping their employees to reconcile work and family life.

Figure 4.4 shows companies and their work–life reconciliation policies.

There is a strong belief in many organizations in Argentina that a

Table 4.5 Characteristics of the telework programmes operated in four organizations in Argentina

Company	CISCO Systems	Telecom	Siemens	Accenture
Start of programme	Since 2005, but formalized on 2009 with the incorporation of PROPET	November 2008 with PROPET. Pilot lasted 6 months with 50 people. Now there are 600 teleworkers	2011	Negative results year after year with respect to work–life balance, so, in 2009–10, decided to launch a flexible work programme
Preconditions		Different age ranges and different areas. Reversibility and voluntary nature are the principles applied	Change in organizational culture, change in ways of working.	Need to have Internet connection, internal phone either home phone or mobile, and company notebook. If going out for any reason, must inform supervisor
Those who telework	100% exception positions that do not allow it	54% women, 10% fathers. The post is assessed to see if it is suited to telework, then the person is considered and the chief's opinion of him or her	Can telework if the location does not affect output. There is informal telework agreed with chief, but does not have the benefits of the formal programme	Flexible work applies to the team. Once decided, all workers in the area may apply the chosen method provided that they meet certain requirements. These include: one year's service, a high level of commitment to the company and identification with the Accenture culture, working full time and having consistently shown a high degree of responsibility and self-management in their post

Number of days and hours of telework	Mutual agreement between the management	100% telework or every day. Must be available during normal office hours. If the person leaves home, must inform for safety reasons	Two types of telework chosen by the teleworker: 1 – Three days at home and two in the office. 2 – Four days at home and one in the office
ICT return		Telework does not change the way people do their jobs. In the pilot scheme, the results were highly satisfactory	
Modality	Objectives based		Objectives based
Elements of organization of employers' work: worker's independence, participation, commitment, management style	Teleworkers must self-manage. They participate in telepresence through virtual meetings. They use GPS chat, so know where the person is at any time	Skills; results-based approach, ability to resolve urgent problems, must be technologically advanced, little dependent on social aspects, independent, responsible, self-disciplined, ability to plan, well prepared for the job. Finally, they select people who want to participate	The incorporation of flexible working methods made traditional control difficult, so objectives-based working had to be introduced They have seven different forms of flexible working. The most used of these is telework

Table 4.5 (continued)

Company	CISCO Systems	Telecom	Siemens	Accenture
Disadvantages	Teleworkers work more		They are required to work certain hours of Telework when you do not have the physical space, because other household members do not understand teleworking, because they are with their friends or when they need support. Any of the parties can ask to give up the programme	
Leadership	Based on trust and professionalism of employees	Many teleworkers who were promoted to higher posts decided to give up telework to perform better as managers		Participation in the programme is a result of the trust that the employee has earned through her/his loyalty and commitment
Number of teleworkers	140 (35% women)	600		
Evaluation	Positive with respect to balance. Teleworkers are satisfied	96% of teleworkers said that their quality of life had improved. 76% said they were very satisfied and the rest satisfied.	Positive for teleworkers. In the energy sector, women returning from maternity leave prefer to go on teleworking.	The programme is a 100% success. The majority of Accenture staff use it and, when new people join, they ask for it. The programme

Fewer dismissals for illness or absenteeism. They say that without travel, they avoid illness. Turnover fell by an estimated 50%. In the network unit, which had a high turnover because of problems with work-life balance, retention improved when the programme was merged and the turnover fell sharply	In other sectors, 50% continue and 50% not. More acceptance after the company moved to Munro. Some managers resist because they find it harder to manage teleworkers.	improved people's satisfaction and helped to reduce costs. Being able to work at home makes a difference. The labour climate survey had a more positive work-life balance outcome than before. It also reduced the cost of turnover, especially women. The areas where positive results were not achieved were those with the longest working hours, such as consulting, as the greater flexibility does not solve the problem of long working hours
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Benefit for teleworkers

The company issues a laptop computer, a chair, a desk, a first aid kit and a fire extinguisher	They are given a kit with a notebook plus amount for expenses (light, gas, etc.)
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Source: Cabrera and Steizel (2012).

- D. Sceptical or indifferent company: lacks FR policies
- C. Committed company: it already has some policies, but little applies
- B. Proactive company: it has policies and there are FR practices
- A. Rich company: its culture is already FR

Note: * Family-responsible companies.

Figure 4.4 Positioning of companies in the family-responsible businesses (EFR) model

healthy balance of work, family and personal life will result in more job satisfaction and greater productivity.

Figure 4.5 reveals the principal concerns of companies that conspire to frustrate their intention to promote the reconciliation of work and family life, most importantly the difficulty of recruiting key employees. They also mention the lack of initiatives by employers themselves, and the inherent difficulty of balancing family and working life.

However, other studies, such as that by Neffa (2015, p. 146) (mentioned elsewhere in this chapter), assert that:

this new productive paradigm which is being progressively embedded in this country’s companies and organizations, albeit in disparate ways, is seeking to make the former separation between time spent at work and time devoted to the family more porous and flexible; working time is often subtly extended and work tasks are performed outside the workplace, spilling over into family life. Moreover, companies make use of new technologies (mobile phones, tablets, laptops) with which they maintain constant and close contact with their employees, assigning them additional tasks and evaluating the work done, or programming tasks to be carried out during their free time. This situation of lack of harmonization of the two schedules intensifies work and can generate personal tensions and conflicts within the family environment.

Figure 4.5 Principal concerns of companies

The possibility of reconciling family life with those activities to be performed outside the workplace and outside working hours are of paramount importance, since the company's or organization's demands and requirements are frequently rigid and restrictive, since they are dependent on their production schedules, and thus impact on what happens outside the workplace and working hours. This raises the question of balancing family life and relationships with partners and children, and hinders or limits the worker's participation in sports, cultural, social, religious and political activities.

The status of citizen-worker can be a source of constant tension when work-related stress deprives people of space to think and participate in political, union and social life.

Of the companies studied, 36 per cent are in the initial phase of telework, 17 per cent rarely use it and 25 per cent do not even have it on their agenda. However, 22 per cent of these companies are working intensively on the issue.

Another study by the University of San Andrés says that a survey shows that women in Argentina occupy only 17 per cent of management posts in companies. This is due, in part, to prejudice concerning women's capacities and the lack of human resources policies that allow them to balance family life and work, as many of them give up paid work as soon as they become

mothers. Thus, many women abandon their career development in an organization to look after their children. In such cases, telework could be an opportunity to avoid losing their connection to the labour force while caring for the family. This burden of greater responsibilities that women are prepared to assume has given rise to various theses and studies, one of which, conducted in the Province of Buenos Aires, found that the principal obstacles for women teleworkers were isolation and reconciling family, work and leisure (Aguirre et al. 2015).

Another study (Lenguita et al. 2005), conducted by CONICET researchers, shows that the most recurrent problem, perhaps the most pernicious for teleworkers, is setting limits on working time. In all the cases analysed, extended working days were observed (an average of 12 hours of work per day), and, in most cases, there was no distinction between weekdays and weekends. The main problem lies in not marking an end to the working day and making even the most fundamental physiological demands subject to the pressure of work, as illustrated by the following quotations from some of those interviewed: 'Lunch depends on whether I have time to eat. If I have to hand something in at two in the afternoon and I am in a rush until two, I am going to eat at three, if at all' (Lenguita et al. 2005, p. 15), and 'I do not use a diary, and this means I keep everything in my head, and I cannot sleep if I have something hanging over me' (Lenguita et al. 2005, p. 16).

The solution to these problems in managing working time that they are trying to find is associated with the concept of constant availability to the employer, whether conditioned by rigid forms of organization or otherwise. 'Efficient use of time depends on everything being as predictable as possible' (Lenguita et al. 2005, p. 16).

By not having to follow a pre-established timetable, teleworkers would be more available to their employers because they are at home and because of the flexibility of their time: 'You work at home, but they call you at eleven in the evening, on Saturdays, Sundays, because it is your workplace and you work until who knows what time' (Lenguita et al. 2005, p. 16).

A similar study that was carried out by the CENIT Foundation in the Autonomous City of Buenos Aires (CENIT Foundation 2011) shows that, among the disadvantages of telework, 30 per cent of those surveyed said that they worked longer hours as teleworkers. Figure 4.6 portrays the main disadvantages encountered in this form of work.

The same study shows the changes that 56 per cent of teleworkers needed to make to be able to telework effectively; 75 per cent of them mentioned the time limits that they had to impose on themselves in order not to work more hours than stipulated in their contract.

For some, the expression 'available for telework' means that teleworkers

Figure 4.6 Disadvantages of telework (percentages)

must be available to the employer; however, the limitations of this concept are vague. It does not draw a distinction between working time and rest periods, and the two aspects could even overlap.

Effects on Occupational Health and Well-Being

Argentina is one of those countries in the world where people work a lot; according to the Union of Swiss Banks (La Nación 2011)), Argentine workers work an average of 2053 hours annually. This situation arises owing to a large demand for labour, a reduction in the number of employees in relation to business activities, and the need to deal with unforeseen incidents in the production process or the circumstances of customers' and users' requirements. However, in all of these cases, the result is greater worker fatigue, which is not always matched by monetary returns or days off to rest and recover from work. Moreover, the 'atypical' or 'antisocial' hours affect family life and aggravate poor health, particularly from the age of 40 onwards (Neffa 2015, p. 133); this is especially the case among women, because changes in the circadian rhythm are associated with stress, depressive disorders and anxiety. The most common manifestations of this deterioration are chronic fatigue and sleep disorders, loss of concentration, musculoskeletal disorders, increased digestive and cardiovascular problems, and psychosocial disorders. The resulting mood swings, stress, anxiety, depression and so on lead to consultations with psychologists or psychiatrists and increase the consumption of psychotropic medicines (Belkic et al. 2004; Bonde 2008; Elovainio et al. 2006).

Other work-related demands, and the time needed to perform them, come from taking on new responsibilities as a result of technological and organizational changes, often without being forewarned and without having time to train properly to handle them.

Psychosocial risk factors associated with telework, according to the specialized literature (Rubбини 2012), are often the same as those factors which for many individuals could also be considered to be advantages:

- control and independence at work;
- social relations;
- flexibility;
- work–life balance;
- the use of information and communication technologies;
- skills/requirements;
- professional development; and
- legal and institutional regulation.

Finally, the distance that separates teleworkers from their work group has consequences for workers' interpersonal relations and affects the organizations to which they belong.

It is interesting that the Argentine Ministry of Labour's *Manual of Good Practices in Telecommuting* (MLESS 2011) and the Asociart *Manual of Good Health and Safety at Work for Telework* (Asociart n.d.) include explanations of how to prevent occupational accidents in the home.

A study conducted in Villa María (Yennerich 2014) involving a census of companies finds that the benefits of working at home can become detrimental when work and family activities interfere with each other, increasing the worker's anxiety and burden (owing to role conflict). Availability for telework presents a dilemma, as the flexibility of working time means that the worker does not have much free time. This complaint is found among teleworkers in Villa María (for example, teleworker A. Lechnik in 2013), and must be taken into account as a factor which wears the worker down through anxiety and stress.

We also found another article (El País 2015) in the same vein, which shows that, while technologies have simplified and saved working time, they have also accustomed organizations to demand a response 24 hours a day and seven days a week, potentially almost enslaving employees carrying on with tasks such as answering emails outside of normal working hours, receiving work-related messages via social networks or making a presentation remotely during a day off.

POLICY RESPONSES TO TELEWORK

Responses at National and/or Sectoral Level

In 2001, the Centre for Teleworking and Distance Learning of the Faculty of Social Sciences of the University of Buenos Aires (CTT – now the Fundación Caminando Utopías¹⁵) requested the MTESS to set up a Commission on Telework (Boiarov 2007, p.25) with the objective of studying where there was a need for legislation to regulate teleworkers in a dependent employment relationship. The Commission was created in 2003 and presented its first draft Teleworking Act in 2007 (Senate of the Argentine Nation 2007).

In 2005, the CTT supported the creation of the Telework Group chaired by Argentina in ECLAC, and, thanks to a grant from the United Nations and the International Telecommunications Union (ITU), participated in the WSIS.

The requested Commission on Telework comprised labour relations

representatives from various organizations. It later became the Telework Coordination Centre, it had a space on the website of the Ministry of Labour,¹⁶ with access to the following government programmes regarding telework (reproduced here verbatim):¹⁷

1. Certification of telework skills: in collaboration with the Secretariat of Employment, actions are being implemented for certification of telework skills. This certification allows:
 - a. Teleworkers
 - i. – to expand their opportunities for decent work through ICTs.
 - ii. – to formalize the knowledge and experience acquired.
 - iii. – to guarantee the labour quality by allowing continuing training.
 - b. Companies
 - i. – to validate human resources management.
 - ii. – to focus investment in training.
 - iii. – to improve productivity.

2. Programme of Monitoring and Promotion of Telework in Private Enterprises (PROPET)

The objective is to promote telework in the private sector, through the coordination that supports companies participating in PROPET in the development of telework practices, providing tools, knowledge and experience. The Ministry of Labour, Employment and Social Security Resolution No. 595/2013,¹⁸ which created the PROPET, has the objective of promoting, facilitating and monitoring the application of telework in companies in the private sector, through tools which provide a legal framework for employers and teleworkers.

3. Programme of Implementation of Telework in the Public Sector

This allows improving quality of life and optimizing the employment of those who engage in telework within the public administration.

4. Telework for persons with disabilities

This programme consists of training persons with disabilities through special courses so that, once they have acquired ICT knowledge and skills, they have the chance of entering the world of work via the medium of telework.

5. Youth and ICTs

The objective is to generate opportunities for social and work inclusion for young people aged between 18 and 24 years who have not completed primary and/or secondary education and who are unemployed. The proposal is to provide training to acquire skills in the use of ICTs and telework, allowing their entry into work through corporate social responsibility actions to prevent social exclusion.

6. Telework from 45 years of age, a new challenge

This programme seeks the re-entry into work of men and women aged over 45 years, providing an immediate response to those who have expertise and maturity in self-managing their time and work.

The creation of a telework network¹⁹ was also announced, plus a *Manual of Good Practices in Telecommuting* (MoLESS 2011) and a tripartite telework observatory.²⁰

Although Argentina does not have a specific national law on telework,

seven draft laws were presented between 2007 and 2014 – as can be seen on the website of the Congress of the Nation of Argentina, <https://www.senado.gov.ar/parlamentario/parlamentaria/avanzada?cantRegistros=25> (accessed 18 July 2019):

1. Draft law 159/07 presented by the Committee on Telework in the Ministry of Labour, Employment and Social Security: ‘Legal Regime for Telework in Relation to Dependency’, submitted by the Executive Branch.
2. Draft law 2337/07 on Telework submitted by Senator Bar.
3. Draft law 3498/10 of Senators Rodríguez Saá and Negre de Alonso (March 2012, 0590-S-/12), ‘Legal Regime for Telework in Relation to Dependency’.
4. Draft law 3499/10 signed by the same senators above ‘Promotion and Dissemination of Telework’. Internet. Ibidem.
5. Draft law 590/12 re-submitting 3498/07.
6. Draft law 595/12 re-submitting 3499/10.
7. Draft law 4109/14 on Promotion and Regulation of Telework submitted by Senator Leguizamón.

None of the proposals listed in Table 4.6 have been enacted into law. In Argentina, draft laws lose parliamentary status between two legislative periods, so at the time of preparing this chapter, there are no current proposals to regulate telework that could be enacted into law.

Provinces

On 3 July 2013, Act 2861 on Promotion and Dissemination of Teleworking was enacted in the Province of Neuquén.²¹ Draft laws were also recorded in the provinces of Rio Negro (Vargas 2014), Buenos Aires, Chaco and La Pampa. A number of collective agreements have also been concluded.

Responses at Company/Enterprise Level

National Commission for Communications (CNC): interview on 3 July

The CNC is a public body formerly under the Secretariat of Communications. It was placed under a new body, the Federal Information and Communication Technologies Authority (AFTIC), by Decree 1117 of 2015.²² This telework programme in a state enterprise was a pioneer in the country. The pilot began in January 2009, and it was definitively established in 2014. It now has 48 teleworkers, and it is hoped that it will expand as technology changes; it is envisaged to buy more notebooks and improve Internet connectivity. Currently, all the teleworkers have a desktop

Table 4.6 *Proposals for legislation to regulate telework in Argentina*

Doc.	Type	Originator	Extract
4109/14	Draft law	National Senate	Leguizamón: Draft Law on Promotion and Regulation of Telework
595/12	Draft law	National Senate	Rodríguez Saá and Negre De Alonso: Draft Law on Promotion and Dissemination of Telework
590/12	Draft law	National Senate	Rodríguez Saá And Negre De Alonso: Draft Law on the Legal Regime for Telework in Relation to Dependency
3499/10	Draft law	National Senate	Rodríguez Saá and Negre De Alonso: Draft Law on Promotion and Dissemination of Telework
3498/10	Draft law	National Senate	Rodríguez Saá and Negre De Alonso: Draft Law on the Legal Regime for Telework in Relation to Dependency
3437/10	Draft declaration	National Senate	Colazo: Draft Declaration Welcoming the Implementation of the Telework Programmes Promoted by the Ministry of Labour, Employment and Social Security
2465/10	Draft declaration	National Senate	Rodríguez Saá: Draft Declaration Declaring of Interest The 15th International Telework Conference – Ita 2010, Under the Banner ‘Telework for Sustainable Development’, to be Held from 25 to 27 August in Buenos Aires City
4147/08	Draft declaration	National Senate	Colazo: Draft Declaration Declaring of Cultural Interest The ‘Telework I Forum’ Held in the Ministry of Labour, Employment And Social Security
2337/07	Draft law	National Senate	Bar: Draft Law on Telework
159/07	Draft law	Executive Branch	Message No.829/07 and Draft Law on the Legal Regime for Telework in Relation to Dependency

personal computer (PC) and a notebook. They hope to improve the programme so that it can be developed with a single device through a virtual private network (VPN) direct to the server. Only two people have dropped out of the programme since it began (one because of foreign travel, and the other owing to a promotion, as the new position required more regular attendance in the office).

Primary motivation Quality of life of teleworkers. Quality here encompasses two main variables:

- minimization of travel to the office; and
- optimization of personal time.

To date, the need for space has not been a problem but, since the creation of the AFTIC, several offices moved to the building where the CNC currently operates, and they will have to be relocated to a smaller space.

Current consequences of the policy Teleworkers view the possibility to telework as a form of recognition. The managers think that some teleworkers would be willing to work harder to stay in the programme.

The teleworking days and work schedules allocated by the managers are chosen from three options: 8 a.m. to 4 p.m., 9 a.m. to 5 p.m. or 10 a.m. to 6 p.m. Once chosen, they cannot be changed. That is, the place is flexible, but the flexibility of working hours is subject to these options only.

The CNC is currently preparing a survey to be sent to all teleworkers but, unfortunately, it was not available at the time of this study.

Social dialogue The CNC plays an active part in two important unions in the Government, the State Workers' Association (ATE) and the National Civil Service Union (UPCN). To date, they have supported the programme. There are even delegates who are teleworkers and no complaints about this practice have been received so far.

In 2014, an agreement was concluded with the Ministry of Labour. Together they participate in events and hope to have an audit of the ministry which consists of collecting information specifically on teleworkers. This agreement has allowed them to share experiences with the ministry, formalize the situation of teleworkers, keep more up to date on the subject and apply the *Manual of Good Practices in Telecommuting* issued by that ministry (MoLESS 2011).

In conclusion, the CNC wants to develop the practice of telework to improve the quality of life of teleworkers because they consider something that improves working conditions to be good practice. They were

specifically asked about participation in strikes or whether they asked for the location or the forms of communication with teleworkers, but nothing like this has happened yet. If it did occur, there would be no problem in providing information about these experiences.

Bruno Matarazzo: interview on 22 July

Bruno Matarazzo is a family business with 20 employees dedicated to out-placement, leadership development, crisis settlement and skills assessment. They started a pilot telework programme with five teleworkers (25 per cent of the payroll), which lasted for approximately eight months during 2013 and 2014.

To design the pilot programme, they contracted the Red Experta consultancy who guided them in implementing a tailor-made programme. The programme was developed, but then it was interrupted owing to an internal crisis in the company which required the owner, Bruno Matarazzo, to call everyone into the office until the team had been consolidated and the problem resolved.

Telework has remained in practice for specific situations. For example, the change and refurbishment of the offices delayed the move of the workers in the sales area. They were teleworking until their workstations were ready for use.

The people who received training in telework and practised it are now willing to telework when the company needs it, even when it is not continuous or permanent. They even decided to include an additional person in the telework programme in the marketing sector.

The primary motivation for the policy The move from Microcentro – Paraguay 577, to Núñez, Avenida Del Libertador 8630 (near the boundary with Buenos Aires Province).

The main objective of the policy To work together to improve the work environment and thereby increase productivity.

The content of the policy or enterprise-level agreement The main points of the agreement:

1. It is voluntary in character.
2. It maintains existing rights and obligations between the parties.
3. The telework agreement lasts three months.
4. Tasks are personal and cannot be delegated.
5. Working hours are from 9 a.m. to 3 p.m.; overtime is prohibited.
6. Telework days may be changed by the company.

7. Work tools are provided, and there is reimbursement of additional expenses.
8. Teleworkers undertake to maintain their workplace with proper lighting and a safe work environment.
9. There is a reversibility clause (teleworkers can choose to go back to working in the office).

The expected or actual consequences of the policy (on working time, work organization, performance, work-life balance, health and job satisfaction, and so on) Everyone who took part in the experiment during those eight months teleworked between two and three days per week and belonged to the sales area. All of them said they were satisfied and wanted to continue teleworking.

Working time during the eight-month period was controlled by daily reports and monitoring of objectives. Indicators were specially designed for the number of calls and their effectiveness in securing interviews. Any overtime work was not paid.

The organization of tasks was affected by the technology, as it was difficult to meet the requirements of teleworkers to access the system (for example, creating a company login).

Another obstacle was the generational difference of the managers in relation to the employees. It was not easy for employees to convince the managers that they could perform their tasks without being present in the office. There were also people who signed up for telework by phoning in to say that on that same day they were working from home, even though they were not previously authorized to do so. The company had to clarify the situation with those employees, explaining the selection criteria and who could participate in the telework programme.

In light of the technological obstacles to teleworking in the company, a policy of flexible working time was introduced for people who lived further away from the site.

The final result of the work climate survey and performance evaluation that they carried out was that they achieved better commitment, improved the work climate, and telework functioned well at the worst moments of the crisis in the company. The main complaints concerned the technologies, and situations when, for example, they were not given ergonomic chairs. They are sure that they will continue telework in the future, initially on a temporary basis and then more permanently.

Social dialogue As it is a small company, it does not have active trade unions, nor has it joined the Ministry of Labour's PROPET programme, and there is also no other significant institutional participation.

Ernst & Young²³ (Pistrelli, Henry Martin y Asociados S.R.L.)

Ernst & Young is a multinational corporation whose business is accountancy and tax advice. Its Argentine branch is located in the Autonomous City of Buenos Aires.

The company has had an official and stable telework programme since 2011, which covers all the staff who fulfil the established requirements for the programme. There are currently 320 teleworkers out of a total of 2000 employees in Argentina. The company hopes to be able to increase the number of teleworkers in the future.

Normal office hours are 9 a.m. to 6 p.m., Monday to Friday, with a 40-hour workweek.

The primary motivation for the policy The company's telework policy is designed to attract and retain young people in particular.

The main objective of the policy To achieve the objectives of the company/business, while also achieving personal objectives.

The content of the policy or enterprise-level agreement The policy includes different modalities: that is, home office and flexible working hours. The policy primarily explains what is meant by flexible working, highlighting the responsibility of each person to achieve the expected results.

The home office extends to all the tasks carried out in the company or at clients' premises, but in a virtual form, from the employee's private home connecting to the office IT systems. Flexible working hours (flexi-time), in contrast, allow arrival and departure times for work in the office other than the established times of 9 a.m. to 6 p.m., while maintaining 40 hours per week with one hour for lunch.

The expected or actual consequences of the policy (on working time, work organization, performance, work-life balance, health and job satisfaction, and so on) Telework operates normally in the company, and the company's objectives are achieved. The employees prefer it and can achieve the work-life balance they want. They say that they could not do it any other way. The reality is that they do not work many extra hours when they work from home. If necessary, overtime would be paid up to the senior grade, in the same way as for people working in the office. Teleworkers must remain connected at home or at the client's premises during normal working hours. The days teleworked vary and give rise to many different combinations among all the teleworkers in the company. The main obstacle that they had to face in implementing the telework programme is related to the change in

the work culture for older generations. The principal achievement was the retention of talent, but they do not have any performance indicators for that outcome or any calculations of cost savings.

Social dialogue The company's employees do not belong to any trade union, and the company has not joined PROPET given that it is not compulsory to do so.

Table 4.7 compares the three companies interviewed.

CONCLUSIONS AND RECOMMENDATIONS FOR ACTION

We found that there is very little empirical information related to telework in Argentina. The theoretical information that is available is not always consistent with the findings of interviews with those involved or other official sources, as we were able to ascertain from the number of teleworkers when we analysed the EPH. For that purpose, it was necessary to resort to interpretation of secondary data and select documents based on studies instead of opinions.

Argentina may have been the first country in the region with a specific regulatory regime for telework, since in 2003 it created the Commission on Telework requested by the Centre for Teleworking and Distance Learning of the University of Buenos Aires.²⁴ In 2005, this Commission submitted to the Minister of Labour, Dr Carlos Tomada, the draft law to regulate telework in a dependent employment relationship. Submitted to Congress in 2007, it lost its parliamentary status between two legislative periods. Laws governing telework in some other countries in South America were subsequently enacted in 2008. For several years, the previous government²⁵ had the majorities needed to pass a law on telework, which was announced on various occasions through the media,²⁶ but nothing happened with these proposals. There were also other unofficial draft laws, which also were not approved and lost their parliamentary status. Currently, we have provincial laws, collective agreements and resolutions on telework in Argentina, but there is still no national law on the subject.

The most recent legislative proposal to regulate telework in the country may even be a constraint on the development of telework to its full potential. One particular constraint relates to the occupational risks insurers (ART). For example, the Asociart²⁷ *Manual of Good Practices in Health and Safety at Work for Teleworkers* reads:

Table 4.7 Comparison of telework programmes in three companies in Argentina

	CNC – National Commission for Communications		Bruno Matarazzo	Ernst & Young
Type of company	Public	Family	Private	
Number of workers	1400	20	2000	
Number of teleworkers	48	5	320	
% of total workers	3.43%	25%	16%	
The primary motivation for the policy	1. Quality of life of teleworkers. 2. Need for space.	Move and reduction of space.	To attract and retain young people in particular.	
Form: HR policy, company-level social partners' agreement, etc.	Sign a written agreement with the teleworkers			
The main objective of the policy	Coincides with the primary motivation	Better work environment	Fulfil company/business objectives and achieve personal objectives	
The content of the policy or enterprise-level agreement	The agreement is within the PROPET framework. It establishes validity. Voluntary character. Equality with work when present and conditions of work. Health cover and occupational accident insurance. Tasks assigned by the functional	Voluntary character. Maintains existing rights and obligations between the parties. Telework agreement lasts 3 months. Tasks are personal and cannot be delegated. Working hours 9 a.m. to 3 p.m., overtime is prohibited. Telework days may be changed by the company. Work tools are provided and	The flexibility policy comprises: home office and flexible working hours. Informs those who are eligible, requirements and those who will take the decision.	

	unit to which they belong. The employer owns the moveable assets allocated. The teleworker is responsible for the proper use of the equipment. A confidentiality agreement is concluded. Reversibility clause	reimbursement of additional expenses. Teleworkers undertake to maintain the workplace well-lit and safe. Reversibility clause	Developed guidelines and home office guide
The expected or actual consequences of the policy (on working time, work organization, performance, work-life balance, health and job satisfaction, etc.)	For teleworkers, it is a recognition. The place is flexible, but not working hours		
		The teleworkers are satisfied and want to continue. Working hours are controlled by journals and objectives. Overtime is not paid. The organization was affected by difficulties in accessing the system (login). Another obstacle was the generational difference between the managers. Some people wanted to join telework, even without authorization. The climate survey showed greater commitment, improved work environment, and telework gave good results even during the company crisis. The main complaints were technologies and lack of an ergonomic chair. They will continue in the future, first temporarily, until more permanently	In the climate survey in 2014, 68% expressed satisfaction with the flexibility policy

ACTION 2. The teleworker must authorize the employer's occupational health and safety service and/or its occupational risks insurer (ART) to *evaluate the premises where the home telework is performed* and adopt appropriate preventive measures.

The occupational health and safety service and/or its occupational risks insurer (ART) must evaluate the teleworker's workstation and propose preventive measures to be adopted.

In the evaluation visit, the occupational health and safety service or the prevention officer of the occupational risks insurer (ART), supplementing the compulsory initial training course as appropriate, will discuss the following matters with the teleworker:

1. The risks inherent in the use of data display screens
2. The risks inherent in the work environment and the use of work equipment, and also inform the teleworker about the preventive measures necessary to eliminate or neutralize such risks.

The officer will also provide information/training regarding the following aspects:

1. Act on Occupational Risks: Rights and obligations of the parties.
2. Conduct in the event of an occupational accident.

It is important to emphasize that the purpose of this action is to ensure and check proper compliance by the teleworker with the applicable legislation on occupational safety and health. To that end, the worker must allow the occupational health and safety service and the occupational risks insurer (ART) access *to the place* where he/she chooses to perform his/her work, provided that the visit is agreed in advance with the worker, *within his/her working hours*. (Asociart n.d., pp. 21–2, emphases added)

From this extract it is clear that the timing of telework would be limited by the ART, and only one place would be possible for telework; thus the potential for this form of work, as regards both aspects, place and time – which are the key changes introduced by telework – would be limited.

However, the work-related limitations are understandable given that the number of accidents during work-related travel continues to rise in Argentina. The 2012 report of the Occupational Risks Supervisory Authority (SRT) states:

An initial classification of the total (occupational accidents) mentioned shows that 70.5 per cent are occupational accidents during work, 20.1 per cent are accidents during travel for work, while the rest are shared between occupational diseases (3.4 per cent) and aggravation of a previous injury (6.0 per cent) . . . A reduction of some 5.3 per cent can be seen in accidents during work. In the case of accidents during travel for work, there was a rise of 8.8 per cent over the same period. At the same time, occupational diseases rose by 3.1 per cent. Lastly, there was an increase in [the cases of] aggravation of a previous injury in 2012 of 21.7 per cent compared with the previous year. (SRT 2012, p. 4)

We also found that the place of telework is only more flexible to a limited extent, as in the majority of cases it is confined to establishing a

Table 4.8 Notified cases of accidents and occupational diseases, by type of incident and month of occurrence, 2012

Month	Type of event				Total
	Accident at work	Accident during travel	Occupational disease	Aggravation previous injury	
January	37 211	9019	953	2667	49 850
February	34 931	9552	1303	2413	48 199
March	43 458	12 209	1852	3182	60 701
April	35 975	10 515	1755	2755	51 000
May	41 150	12 163	2184	3584	59 081
June	38 607	11 527	2058	3322	55 514
July	37 299	10 963	1647	3406	53 315
August	39 955	11 831	2252	3835	57 873
September	37 946	10 949	2838	3435	55 168
October	42 424	12 159	2410	4010	61 003
November	42 695	11 678	1973	3872	60 218
December	34 983	10 081	1436	3009	49 509
Total	466 634	132 646	22 661	39 490	661 431

home office, and it is more difficult to telework at times other than during normal working hours. Thus, flexibility of working time is more difficult to achieve than flexibility of the location where work is performed.

In October 2015, new data was published comparing ENTIC 2011 and ENTIC 2012. Although the databases of the latter are not yet available, we took the graph in Figure 4.7 from the press release which shows an increase in computer ownership and Internet use, making the outlook for the development of telework more attractive in the future.

This initiative will contribute to constructing and including indicators which show the complexity of this form of working. However, for every positive attitude, we found another negative attitude on the same subject. This situation highlights the need for more field studies, rather than theoretical analyses or compilations, which are the most abundant.

What is clear is that telework does not lend itself to improvisation. It requires careful design at each stage of implementation, so that each detail is taken into account. The selected teleworkers, and the tasks, working hours, timing and type of communication, method of supervision and leadership, elements and place of work can all help to determine whether or not a telework programme is successful.

Figure 4.7 Households by availability of ICT assets (in percentages): total 31 agglomerations per Permanent Household Survey (EPH), 2011 and 2015

NOTES

1. Accessed 12 June 2019 at <http://www.indec.gov.ar/bases-de-datos.asp>. At the time of completion of this work, ENTIC 2015 had been carried out, but the database was not available.
2. The MTESS has recently been abolished, and its functions incorporated into a new Ministry of Production and Labour.
3. Website: <http://www.caminandoutopias.org.ar/> (accessed 12 June 2019).
4. Website of the Ministry of Labour of the Nation, on technological change and employment, teleworking: <http://www.trabajo.gov.ar/teletrabajo/> (accessed 12 June 2019).
5. Since this chapter was completed, the Ministry of Labour, Employment and Social Security (MoLESS) was abolished and its functions were transferred to other ministries.
6. Law 2861, Promotion and Dissemination of Teleworking, (2013), Province of Neuquén, accessed 12 June 2019 at <http://200.70.33.130/images2/Biblioteca/2861PromocionDifusi onTeletrabajo.pdf>.
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8. Project 876/2014 of Telework Law, Promotes and disseminates the teleworking modality as a genuine instrument for the reorganization of employment within the provincial public administration, through the use of information and communication technologies (2014), Legislature of the Province of Río Negro, Viedma, accessed 18 July 2019 at http://www.legislaturachaco.gov.ar/sitio/noticia.php?not_id=4818#.XS46aetKiUk.
9. Law 2617 (2017), accessed 12 June 2019 at http://www.legislaturachaco.gov.ar/sitio/noticia.php?not_id=4818.
10. Items accessed 12 June 2019 at http://www.trabajo.gov.ar/downloads/actTeletrabajo/080427_teletrabajo-ypf.pdf, http://www.upjet.org.ar/archivos_noticias/674-2.pdf and http://teletrabajolegal.tic.org.ar/index.php?option=com_weblinks&view=category&id=20%3Aacuerdos&Itemid=27.
11. National Institute of Statistics and Censuses (INDEC), database, microdata, accessed 12 June 2019 at <http://www.indec.gov.ar/bases-de-datos.asp>.
12. National Institute of Statistics and Censuses (INDEC), accessed 12 June 2019 at <http://www.indec.gov.ar>.
13. Articles where they reference the number of 2 million teleworkers in Argentina: <https://www.riesgolab.com/index.php/institucional/prensa/item/881-en-argentina-mas-de-dos-millon es-de-personas-teletrabajan> and <http://www.iprofesional.com/notas/174637-Teletrabajo-dos-millones-de-argentinos-trabajan-desde-sus-hogares-el-125-de-la-fuerza-laboral> (accessed 12 June 2019).
14. <https://www.facebook.com/notes/erreius/doctrina-destacada-de-la-semana-la-jornada-laboral-en-el-teletrabajo-por-mar%C3%ADa-e/284918941527252> (accessed 13 June 2019).
15. CTT website: <http://www.caminandoutopias.org.ar/> (accessed 14 June 2019).
16. New website since 2016: <https://www.argentina.gob.ar/trabajo/virtual> (accessed 14 June 2019).
17. Since this chapter was completed, the Ministry of Labour, Employment and Social Security (MoLESS) was abolished and its functions were transferred to other ministries.
18. Resolution 595/2013, Ministry of Labour, Employment and Social Security, *Official Gazette*, Bs. As., 07/05/2013, accessed 14 June 2019 at http://www.trabajo.gov.ar/downloads/teletrabajo/res_595-2013_PROPET.pdf.
19. Ministry of Labour, Employment and Social Security, First Telework Colloquium, launch Teleworking Network, accessed 14 June 2019 at http://www.trabajo.gov.ar/downloads/teletrabajo/100922_redteletrabajo.pdf.
20. Website of the Ministry of Labour, Employment and Social Security where the Tripartite Telework Observatory is published: http://www.trabajo.gov.ar/ott/?id_seccion=502.
21. Law 2861, Promotion and Dissemination of Teleworking, (2013), Province of Neuquén,

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 23. Ernst & Young company website: <http://www.ey.com> (accessed 14 June 2014).
 24. Antecedents of the Telecommuting Commission from 2003 to 2005, <http://www.caminandoutopias.org.ar/ministerio/indice.php> and <http://www.informe-teletrabajo.com.ar/PDF/regimen.pdf> (accessed 14 June 2019).
 25. Refers to the Governments since 2003 of Néstor and Cristina Kirchner up to the date of this report.
 26. See articles accessed at <http://www.cronista.com/negocios/Buscan-regular-por-ley-el-teletrabajo-una-modalidad-cada-vez-con-mas-adeptos-20150406-0004.html>, and <http://www.lanacion.com.ar/1746358-viviana-diaz-la-ley-de-teletrabajo-se-discutira-este-ano-en-el-congreso>.
 27. Asociart is the name of a company that has the objective of insuring occupational risks: <https://www.asociart.com.ar/centro-de-capacitacion/biblioteca-de-recursos/> (accessed 17 July 2019).

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