



Honesta Group

Association of Independent Consultants

1. Description of the Group

Honesta Group (HG) is an independent federation without a legal status that associates freelance consultants. The Group was established in 2000 in order to provide advisory services and assistance for the local administration and local communities in solving their current problems as well as in support of their development. Honesta Group offers comprehensive consulting services in the field of local development, financial management, modern technologies, information management, re-organization and business management.

HG consultants are geographically dispersed over all regions of Poland. Therefore, for each project a dedicated execution team has to be assembled. All projects are executed by teams consisting of three to ten experts (depending on a degree of project complexity). There is no permanent staff within the Group.

2. Type of Telework

Circa 70 per cent of HG employees are teleworkers. While executing consulting projects, two forms of personnel engagement can be distinguished: the front office – it is a part of the team that has a direct contact with a client (workshops, trainings, collecting of requirements, presentation of results, etc.), and the back office (data analysis, preparation of results, simulations, editing, etc.). Project management is done remotely, in a flexible way. Back office consultants work in their offices and prepare materials on a project manager's request. Communications takes place via secure e-mail (ciphered with SSL protocol). A password and even an e-signature can be used if required. Mobile phones and the Internet enable teleconferencing among the Group.

3. Advantages and Disadvantages of Telework

The flexible workflow organisation in Honesta Group brings profits mainly due to the reduction of employment costs. It also enables optimisation of the resources used and increasing the productivity. However, there are some disadvantages either, e.g.: limited control over employees. This implies that teleworking consultants which wish to co-operate with HG should be autonomous and responsible persons. From the organisational point of view, it is also necessary to mention that flexible organisation of work for a greater number of teleworking persons may lead to problems with direct exchange of their experience among them and knowledge management.



Consultants within Honesta Group stress that this style of work allows them to gain greater freedom and the possibility to perform a larger number of projects in the same timeframe. Employees may organise the work themselves and can easier combine their professional and family lives. However, the free-lance job results in less professional stability and requires from a teleworker to be ready for active searching of orders in more difficult periods. Such situations may be extremely uncomfortable for a family of a self-employed person.

	Used	Planned to be used	Heard of
Access Technologies			
Modem	Yes		
ISDN	Yes		
ADSL	Yes		
CATV	Yes		
LMDS	Yes		
WLAN	Yes		
Way of Communication			
Fixed Telephony (+ Fax)	Yes		
Mobile Telephony	Yes		
Teleconference	Yes		
E-mail	Yes		
Communiation Services			
LAN			Yes
Application Service Provider ASP (e.g. WWW Hosting)	Yes		
Vitual Private Network VPN			Yes
Leased Line			Yes
Software			
Word Processor	Yes		
Spreadsheet	Yes		
Graphic Programs	Yes		
E-mail Clients	Yes		
Information Management Programs	Yes		
Employee Management Programs	Yes		
Financial and Cash Flow Programs	Yes		
Network Security	Yes		