Codebook

IPA Project

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General remarks:
The listed codes have been used as a first step to identify the content of reform efforts in the annual reports, listed at the end. This coding process was followed by an additional step, the assessment of the value of either 0 or 1, if the code “swings” rather in the direction of Weberian (0) or Post-Weberian (1) reforms.

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1 PERSONNEL AND HR

1.1 contract management

Code covers reforms regarding contracts and the management of contracts.

Example:
As illustrated by the above figures, the total cost of the CSCE is limited. This is partly due to the fact that many of its **staff members are currently seconded**. **This practice will, however, be discontinued** as the CSO has decided to replace seconded personnel by contracted staff as and when seconded staff members return to their national services. (OSCE\1993: 16: 24 - 16: 376)

1.2 Personnel Management Information System

Code covers the reforms regarding Personnel Management Systems or data bases or information systems.

Example:
reviewing current administrative and financial procedures in both personnel divisions with a view to achieving maximum processing ease and efficiency and preparing for the new system, **which will ultimately replace the PIMS database**; (OECD\1995: 174: 36 - 174: 272)

1.3 career management

Code covers reforms of rather general personnel management issues.

Example:
A very **ambitious and comprehensive reform of the Organisation's human resource policies has been launched**. This will improve how the OECD manages and encourages its most valuable asset, its staff. The ultimate objective of this priority programme is to make the OECD a reference for excellence in the fi elds of ethics, recruitment, diversity, performance and careers management. (OECD\2008: 99: 883 - 99: 1271)

1.4 employment policies

Code covers reforms regarding the employment policies.

Example:
The directorate **is reviewing the Organisation's employment policies** to ensure efficient, cost-effective deployment of resources. This will make it easier to match people's capabilities to their jobs and to make best use of their abilities; to provide more career opportunities and reward achievement; and to ensure that the OECD remains competitive as an employer. (OECD\2003: 92: 516 - 92: 887)

1.5 framework and rules for staff

Code covers reforms regarding staff rules or staff regulations.

Example:
New Staff Regulations and Staff Rules were elaborated and presented to the Permanent Council in April. (OSCE\1995: 40: 363 - 40: 465)

1.6 remuneration

Code covers reforms regarding remuneration.

Example:
Complete revision of the organisation's remuneration policy. (OECD\2001: 96: 2593 - 96: 2655)

1.7 payroll

Code covers reforms regarding the payroll system.

Example:
In 2002, **a modern payroll system was put into operation** and the human resources management software system upgraded. (OECD\2003: 92: 397 - 92: 515)

1.8 family friendly flexibility mobility

Code covers reforms regarding working arrangements in repect to family friendly, flexibility as well as mobility of staff.

Example:
conducting a **flexible working time trial in the Secretariat in order to create family- and gender-friendly working arrangements** in the OSCE; (OSCE\2008: 94: 2293 - 94: 2439)

1.9 exit interviews and procedures

Code covers reforms regarding exit interviews.

Example:

encouraging improvement of the professional working environment across the OSCE, including through mandatory exit interviews in the OSCE Secretariat and the review, redesign and wider distribution of the booklet Professional Working Environment – Guide on the OSCE Policy against Harassment, Sexual Harassment and Discrimination, in English and in Russian; (OSCE\2010: 101: 3296 - 101: 3671)

1.10 security of staff

Code covers reforms regarding the physical security of staff.

Example:
In the present international context, it is **important to strengthen security measures for OECD staff, delegates and visitors**. The OECD monitors potential threats and responses in collaboration with the French authorities and security experts from member countries. New intrusion prevention (OECD\2003: 91: 1983 - 91: 2276)

1.11 social security

Code covers reforms regarding the social security of staff, including reforms of pension and retirement plans but also health coverage.

Example:
Social Security
Improved health coverage for fixed term staff in Institutions were negotiated with the Insurer and are expected to take effect in 1999. Health coverage for local staff in the OSCE Mission to Bosnia and Herzegovina was also negotiated with the Insurer and came into effect on 1 April 1998. (OSCE\1998: 74: 2184 - 74: 2496)

The problem of rising costs to meet increasing pension obligations was resolved in 2000 with the **decision to create a pension reserve fund, taking these costs out of the annual budget requirement** and enabling the organisation to achieve budget stability. (OECD\2001: 10: 512 - 10: 772)

1.12 staff representatives

Code covers reforms regarding representation of staff.

Example:
In terms of staff development, the establishment and implementation of better working conditions for OSCE staff members was achieved, and this will in turn lessen the turnover of staff and make it possible to recruit better qualified individuals. Furthermore, **the Department prepared an organization directive establishing a procedure to be applied for the elections of the Secretariat staff representatives and specifying the terms of reference and guidelines for the functioning of the Secretariat Staff Committee**. (OSCE\2000: 126: 2981 - 126: 3501)

1.13 job classification

Code covers reforms regarding the classification of jobs.

Example:
an audit of the classification of all posts in the Organisation was carried out (the first such review in 20 years). The results will be provided to the Council in the course of 1996. The exercise is intended to provide considerable flexibility in career management; (OECD\1995: 173: 736 - 173: 1009)

1.14 evaluation performance

Code covers reforms regarding evaluation of staff performance or evaluation of personnel.

Example:
A **system for periodic evaluation of staff members' performance was established in April**. (OSCE\1995: 40: 1056 - 40: 1144)

1.15 capacity building

Code covers reforms regarding capacity building or capacity building structures.

Example:
During 1996, the GEeD placed a partial freeze on recruitment and considerably reduced consultancies. **Human Resource Management therefore concentrated its efforts on the development of staff training and services**. (OECD\1996: 56: 592 - 56: 808)

1.16 diversity gender race

Code covers reforms regarding gender mainstreaming, equal opportunity, and diversity in terms of gender, race and other aspects.

Example:
The OSCE enlarged its programme on gender issues in 2005. **The Secretariat developed a strategy for gender mainstreaming in order to implement the 2004 Action Plan for the Promotion of Gender Equality and increased the number of staff working on gender issues**. There were also continued efforts to build staff capacity on this topic. (OSCE\2005: 127: 33 - 127: 376)

1.17 recruitment system

Code covers reforms regarding recruitment and the recruitment system.

Example:
Internal Procedures
A transitional recruitment roster has been developed, pending completion of an integrated personnel management and recruitment system. (OSCE\1997: 50: 715 - 50: 874)

1.18 conflicts in workspace

Code covers reforms of how IPAs solve conflicts in workspace.

Example:
reviewing current mechanisms for recognizing and addressing conflicts in the workplace, including through the recruitment of external mediators, providing relevant training opportunities and preparing an awareness-raising campaign to increase all OSCE officials' knowledge of policies and procedures; (OSCE\2010: 101: 4769 - 101: 5087)

2 FINANCES AND BUDGET

2.1 resource allocation system and budget structure

Code covers reforms regarding the allocation of rescources.

Example:
The programme of work is now based around broad themes rather than directorates, and a priorities resource (OECD\2002: 68: 2480 - 68: 2588)

2.2 risk management

Code covers reforms regarding the organization of risk management.

Example:
completed the first phase of a formalized risk-management programme and continued to provide training and support across the Organization on the enterprise resource planning system and related business process issues; (OSCE\2009: 102: 1953 - 102: 2180)

2.3 financial management regulation framework

Code covers reforms regarding financial management.

Example:
At the same time the organisation launched a major financial management reform programme and decided to create a pension reserve fund. (OECD\2002: 9: 3801 - 9: 3941)

2.4 decentralization

Code covers reforms regarding decentralization.

Example:
The changes will also allow for managing resources **once staff budgets are decentralised to operating areas from January 2009**. (OECD\2009: 114: 986 - 114: 1112)

2.5 results oriented budgeting

Code covers reforms regarding results oriented budgeting.

Example:
financial systems will support better control, reporting and management of resources **as well as the shift to a results-based budget**. (OECD\2004: 105: 62 - 105: 195)

2.6 auditing

Code covers reforms regarding auditing.

Example:
The function of oversight, both internal and external, will be strengthened by the Audit Committee, established by the Permanent Council in December 2004. (OSCE\2004: 124: 3366 - 124: 3526)

2.7 accounting

Code covers reforms regarding accounting.

Example:
Introduction of a new accounting plan to optimise the use of the new system.
a) In connection with the management of grants, specific questions from donors can now be answered more easily.
b) Generally speaking, this system makes it possible to provide information according to different criteria (provided the relevant information has been entered in the system), for example, simultaneously by Directorate, country and activity in the case of certain horizontal activities. (OECD\1994: 166: 1283 - 166: 1769)

2.8 cash management

Code covers reforms regarding cash management.

Example:
Cash payments - new systems will be introduced to allow automatic preparation of French franc wire transfers and bank cheques. (OECD\1996: 57: 399 - 57: 528)

3 ORGANIZATION

3.1 managing corporate information

Code covers reforms regarding corporate information systems.

Example:
A new framework for managing corporate information will be developed from 2003 to help track, process and manage information about the budget, expenditure, people and events. It will facilitate the management of information sector by sector and the handling of information throughout the life-cycle of documents and publications. (OECD\2003: 91: 1618 – 91: 1950)

3.2 performance oriented

This is a new NPM-code.

It covers reforms of the performance and output orientation, including the KPI (Key Performance Indicator).

Example:

The FY2009–11 MTB set in motion an ambitious program of reforms aimed at reshaping the IMF so **that it could deliver more-focused outputs cost-effectively** (IMF\2009: 66: 3392 - 66: 3548).

3.3 working methods

Code covers reforms regarding the working methods.

Example:
The OECD's working methods have also been reformed to better meet the needs of member governments having to cope with a host of rapidly-emerging new issues, from the impact of information and communications technology to growing concern over biotechnology and food safety. Many of these issues have an impact on several areas of government and cut across the subjects covered by individual OECD directorates (OECD\2001: 10: 774 - 10: 1196)

3.4 leadership culture

Code covers reforms regarding corporate identity or leadership cultures.

Example:
This implies **consolidating a corporate identity** that goes beyond individual directorates, **by making horizontality the new normal of our Organisation**. Special attention will be given to improving horizontal collaboration with “Part II” bodies. (OECD\2017: 41: 516 - 41: 774)

3.5 legal status and treaty

Code covers reforms regarding the legal status of the IPA at hand.

Example:
LEGAL FRAMEWORK
The legal status of the OSCE and its impact on operations continued to be a focus in 2015, particularly with respect to the duty of care for OSCE officials and protection of OSCE assets. The Serbian Chairmanship and its Special Advisor on the OSCE Legal Framework, Ambassador John Bernhard, sought solutions through informal channels and three meetings of the Informal Working Group on Strengthening the Legal Framework of the OSCE. The options under consideration were reduced to four, and there was general recognition of the need to solve this long-standing issue as soon as possible. (OSCE\2015: 22: 66 - 22: 687)

3.6 ethical framework

Code covers reforms regarding ethical framework.

Example:
The Office was instrumental in **enhancing the Organization’s ethical framework**, through preparing classroom and online ethics training packages and through formulating recommendations to the Secretary General for amendments to the Code
of Conduct. (OSCE\2009: 95: 6099 - 95: 6359)

3.7 institutional reform

Code covers reforms of the institutional and/or organizational structure of the IPA.

Example:
Department, which became effective on 22 January 2001, has afforded a significant opportunity to rationalize and focus activities related to the management of the Organizationís human resources, both contracted and seconded, including the development of policies and procedures for staff in missions, institutions and the Secretariat. (OSCE\2001: 113: 54 - 113: 403)

3.8 technical reform

Code covers reforms regarding digitalization and technical updates.

Example:
As part of the reform of information management, **an OSCE Intranet was developed**. (OSCE\2003: 154: 3242 - 154: 3322)

4 CONTROL

4.1 internal oversight

Code covers reforms regarding internal oversight.

Example:
In conjunction with the revised regulations, the
Council also approved **an Internal Control Framework, which is intended as a guide to improving management in pursuit of the Organisation's strategic objectives**. (OECD\2009: 114: 186 - 114: 400)

4.2 quality management

This is a new NPM-code.

It covers reforms of the quality management.

Example:

In addition, the IMF is placing greater emphasis on people management skills in the performance assessment of supervisors and in promotion decisions, which are of particular importance in an institution with a diverse workforce. (IMF\2000: 110: 1172 - 110: 1411)

4.3 access to information

Code covers reforms regarding access to information.

Example:
2011 witnessed some major OECD budgetary reforms, including a mechanism to finance our post-employment healthcare liabilities (PEHL), the creation of a Capital Investment, Budget and Reserve Fund for the replacement of the OECD's fixed assets, **and a revision of our publishing policy, which will make all OECD data more accessible, open and completely free by mid-2015**. (OECD\2012: 21: 143 - 21: 517)

4.4 accountability

This is a new NPM-code.

It covers reforms of the accountability.

Example:

A new accountability framework for department heads was implemented to better align departmental objectives with institution-wide goals. It introduced a stronger focus on people and budget management and is expected to hold department heads accountable for delivering on related indicators (IMF\2013: 65: 3606 - 65: 3905)

4.5 transparency

Code covers reforms regarding transparency.

Example:
Finally, Ministers encouraged the OECD to intensify efforts **to improve its efficiency, effectiveness and transparency and welcomed the OECD's commitment to open data and its efforts to embody best** (OECD\2013: 46: 648 - 46: 857)

Analyzed annual reports

Year	*FAO*	*ILO*	*IMF*	*WTO*
1990		X	X	
1991		X	X	
1992		X	X	
1993		X	X	
1994		X	X	
1995		X	X	
1996	X	X	X	
1997	X	X	X	
1998	X	X	X	X
1999	X	X	X	X
2000	X	X	X	X
2001	X	X	X	X
2002	X	X	X	X
2003	X	X	X	X
2004	X	X	X	X
2005	X	X	X	X
2006	X	X	X	X
2007	X	X	X	X
2008	X	X	X	X
2009	X	X	X	X
2010	X	X	X	X
2011	X	X	X	X
2012	X	X	X	X
2013	X	X	X	X
2014	X	X	X	X
2015	X	X	X	X
2016	X	X	X	X
2017	X	X	X	X
2018	X	X	X	X