

ERAC-DP-UK Team Master Codes-

Codes\\Deductive Coding

Deductive coding using the Adaptive Capacity Framework

Name	Description
Culture – Network (C-NET)	
Innovativeness	Describing the network of organizations as innovative before, during, and after the pandemic (attitudes of managers and employees towards innovation)
Motivation	Motivation of leaders across organizations to serve the collective mission and values
Organizational network culture-Values	Values of the network of organizations pre-, during, and post-pandemic
Organizational network learning (how-who)	Description of the network of organizations in the community as a learning network of organization. How that learning occurred, who was involved, practices used to discover and use new information to make changes or recommit to existing procedures
Responsiveness-Organizational empathy	Level of responsiveness between organizations. Responsiveness of leadership to the needs and concerns of the employees and volunteers pre-, during, and post-pandemic
Support, interaction, participation	Culture of the network of organizations today in terms of how people interact, how they communicate, and how they support each other. Network of organizations as “participatory – open for staff, volunteers, and others inside the network to shape the culture and operations of the organization. Level of trust across organizations, nature of the relationships (voluntary? mandated?)
Culture-within (C-INS)	

Name	Description
Innovativeness	Describing the organization as innovative before, during, and after the pandemic (attitudes of managers and employees towards innovation)
Motivation	Motivation of leadership and employees to serve the organizational mission and values
Organizational culture-Values	Values of the organization pre-, during, and post-pandemic
Organizational learning (how-who)	Description of the organization as one that has learned. How that learning occurred, who was involved, practices used to discover and use new information to make changes or recommit to existing procedures
Responsiveness-Emotional intelligence	Level of responsiveness between individuals working in the organization across units/divisions in the organization. Responsiveness of leadership to the needs and concerns of the employees and volunteers pre-, during, and post-pandemic
Support, interaction, participation	Culture of the organization today in terms of how people interact, how they communicate, and how they support each other. Organization as “participatory – open for staff, volunteers, and others inside the organization to shape the culture and operations of the organization
Democratic performance (DP)	
Credibility of your organization	The organization as a generally well known and credible source of support for people in the community during the pandemic (comparisons with pre- and post
Responsiveness to community members	How responsive the organization was in meeting the needs of people in the community during the pandemic (comparisons with pre- and post
Trust in your organization	

Name	Description
Organisation data	
Annual Budget	Organization's approximate annual budget
Change in clients	Total number of clients served
Change in staff	
Change in volunteers	
How patrons hear of services	How clients/patrons typically find out about organizations' services
Main funding sources	
Main geographic area of service	The main geographic area served by your organization
Main population served	The main population (key groups/demographics) served by the organization
Organisation website	Does organization have website?
Donations on website	Does your organization collect donations through your website?
Frequency of website update	How frequently do you update the information on your organization's website?
Purpose of website	
Outcome Performance (OP)	

Name	Description
Area of service	Mentioned area of service, general assessment of success/failure in the area and potential changes or challenges to the area of service due to COVID
Quality of Services	Quality of services during the pandemic
Needs of clients	How the needs of the people served changed compared to their needs immediately prior to the pandemic
Process Performance (PP)	
Disruption of service	Organization experienced disruptions to the services provided (not able to meet in person, sick paid staff, volunteers unavailable, decline in funding, not kept up with demand...)
Effectiveness	Outcomes were delivered effectively (success or failure of service delivery, change/decrease/increase in quality or capacity of service delivery)
Interactions with clients (inbound)	Prior, during and post-pandemic – ways in which people served express their needs to the organization, role of people served in identifying solutions to their challenges
Interactions with clients (outbound)	Prior, during, and post-pandemic – employed staff and volunteer interaction with people served
Speed and Efficiency	Outcomes were delivered quickly or slowly - speed of service delivery
Structural – Network (S-NET)	
Loose coupling (Connectedness-Isolation, (De)Centralization-(Inter)Dependence	The connectedness of organizations to each other within and across units (including if any organizations tend to be isolated from others/have discretion to act independently) & Level of centralization/decentralization, dependence/interdependence – pre-, during, and post-pandemic

Name	Description
Multiplexity	Describing the different relationships that exist across organizations in the network (pre-, during, and post-). Multiplexity as the number of different/diversity of relationships between them/their organization and another person or organization. The more types of relationships, the stronger the overall relationship
Organizational flexibility	Describing the flexibility of the network of organizations (pre-, during, and post-). Organization flexibility as the ability to shift execution to a new initiative rapidly, and/or the ability to create new or adjust existing processes and structures
Redundancy	Redundancy as the property of having more of a resource than is minimally necessary to do the job at hand. Redundancy of INFORMATION, of TASK, and of RELATIONS
Structural-within (S-INS)	
Loose coupling (Connectedness-Isolation, (De)Centralization - (Inter)Dependence	The connectedness of individuals to each other within and across units (including if any individuals or offices tend to be isolated from others/have discretion to act independently) & Level of centralization/decentralization, dependence/interdependence – pre-, during, and post-pandemic
Multiplexity	Describing the different relationships that exist between staff and/or volunteers (pre-, during, and post-). Multiplexity as the number of different/diversity of relationships between them/their organization and another person or organization. The more types of relationships, the stronger the overall relationship
Organizational flexibility	Describing the flexibility of the organization (pre-, during, and post-). Organization flexibility as the ability to shift execution to a new initiative rapidly, and/or the ability to create new or adjust existing processes and structures
Redundancy	Redundancy as the property of having more of a resource than is minimally necessary to do the job at hand. Redundancy of INFORMATION, of TASK, and of RELATIONS

Name	Description
Support (SUP)	
Affective assessments	Like/Dislike of and confidence in organization members, way the organization is governed, rules/policies/processes of the organization
Affective support	Mentions of identifying with the community served by the organization, pride of organization, civil society, the community served, and the network
Evaluative support	Satisfaction with performance, confidence in, and good job of... organization members, way in which the organization is governed, rules/policies/processes of the organization, civil society, community served by organization...

Codes\\UK Inductive Codes

Name	Description
Challenges from pandemic	
Changings in processes & core activities	
Collaboration & partnerships	
Commitment	
Communication	

Name	Description
Current work	
Digital poverty	
Flexibility	
Funding	
Future aims	
Impact of Covid	
Initial response to pandemic	
Quick response	
innovation	
Leadership	
Learning from pandemic	
Management and oversight	
Number of people served	
Org philosophy	

Name	Description
Organisation core activities	
Organisation history	
Organisational aims	
Organisational clientele	
Organisational culture	
Accountability and integrity	
Adaptable	
Building dignity	
Choice, control and trust	
Christian Ethos- Faith	
Community oriented	
Diversity	
Genuinely care, support and empathy	
Inspiring and creative	

Name	Description
Laid back and more relaxed culture	
Lived experiences	
Partnership	
Staff wellbeing and practice	
User Led	
Organisational network	
Organisational Structure	
Positives from pandemic	
Post Covid impacts & other crisis	
Relationships	
Responsiveness	
Skills provision	
Staff and volunteers	
Trust	