

OeNB indicators of investment in knowledge-based capital

Indicator	Unit	Knowledge goal				Type of capital	Definition
		Com- petence	Confi- dence	Inter- discipli- narity	Efficien- cy		
Staff structure							
Total staff (year-end)	number	•			•	human-capital	Full-time equivalent staff employed in OeNB business areas, at year-end
aged up to 30 years	number	•					Staff members aged up to 30 years
aged 31 to 40 years	number	•					Staff members aged 31 to 40 years
aged 41 years or older	number	•					Staff members aged 41 years or older
Fluctuation rate	%		•			human-capital	Share of staff members who left the service of the OeNB (excluding retirements) in total staff
Share of university graduates in total staff	%	•				human-capital	Share of university graduates in full-time equivalent staff, at year-end
Gender management							
Share of women in total staff	%	•				human-capital	Share of women in full-time equivalent staff, at year-end
Share of women in the specialist career track	%	•				human-capital	Share of women in the total number of staff selected for career track positions in recognition of coordinating roles and skills developed in a specific field of expertise, at year-end
Share of women in management positions	%	•				human-capital	Share of women in the total number of management positions, at year-end
Flexible working arrangements							
Part-time employees	%	•			•	human-capital	Share of staff members with part-time employment contracts in full-time equivalent staff, at year end
Staff in teleworking schemes	%	•			•	human-capital	Share of staff members with teleworking contracts in full-time equivalent staff, at year-end
Staff on sabbatical	number	•			•	human-capital	Staff members on sabbatical leave during the review year (sabbaticals may last three or six months; sabbatical credit is earned through temporary pay cuts)
Mobility							
Participants in in-house job rotation program	number	•			•	human-capital	Staff members who worked in an OeNB business area other than their own during the review year
Working visits to national and international organizations (external job rotation)	number	•		•		human-capital	Staff members who worked at the ECB, other NCBs, EU institutions, the IMF, the OECD or similar organizations, with ministries, OeNB subsidiaries or similar institutions for at least one month during the review year
Working visits at the OeNB (incoming)	number	•		•		relational capital	ESCB staff on external work experience visits to the OeNB during the review year
Interns	number	•		•	•	human-capital	Number of interns who worked at the OeNB during the review year

Note: Staff (full-time equivalents) as stated in the OeNB's Annual Report (Notes to the profit and loss account, balance sheet item 7: staff costs).

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Knowledge acquisition							
Education and training days per employee (annual average)	number	•		•		human-capital	Average number of education and training days per staff member per year
Education and training participation rate (at least one training event per year)	%	•		•		human-capital	Share of staff members who attended at least one internal or external training event in the review year
Management structure and efficient processes							
Staff-to-manager ratio	number				•	structural capital	Ratio of staff members to total management staff at all levels
Certified areas	number	•	•	•	•	structural capital	OeNB areas certified by a recognized certification authority
Entries in the OeNB's terminology database	number			•	•	structural capital	Terminology including definitions and context examples compiled (and made available to all OeNB staff members) in the review year
Degree of automation in the procurement process	%	•			•	structural capital	Share of orders automatically generated from the e-procurement catalogue in the total number of annual internal orders
Error-free payment transactions	%	•	•		•	structural capital	Share of error-free payment transactions in the total number of payment transactions
Staff suggestions for improvements	number	•	•		•	innovation capital	Suggestions submitted by staff members to improve the efficiency and effectiveness of the organization as a whole
Technical infrastructure							
IT services for the ESCB/Eurosystem	number	•	•	•	•	structural capital	IT services the OeNB provided for the ESCB and/or the Eurosystem
Major IT projects	number	•	•	•	•	structural capital	Number of projects providing for the replacement of existing IT applications through new applications/technologies
Mobile devices (excluding mobile phones)	number	•		•	•	innovation capital	Number of mobile devices used at the OeNB (excluding mobile phones)
Cooperation and networks							
National bodies with OeNB representatives	number	•		•		relational capital	National committees and working groups whose meetings OeNB representatives attended
International and European bodies with OeNB representatives (ESCB, etc.)	number	•		•		relational capital	Committees, working groups and task forces of e.g. the ESCB/Eurosystem, EU, IMF, BIS, OECD or of other international organizations whose meetings OeNB representatives attended
Technical cooperation with CESEE and CIS central banks	days	•	•	•		relational capital	Expert technical assistance provided by the OeNB to central banks outside the Eurosystem
Course participants at the JVI	number			•		relational capital	Persons who attended a course at the Joint Vienna Institute (JVI) in the review year
OeNB-hosted national and international events	number		•	•		relationship capital	Number of conference or meeting days organized and hosted by the OeNB
Lectures delivered by OeNB staff	number	•	•	•		relational capital	Lectures delivered by OeNB staff members to external audiences

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Communication and information							
Queries to OeNB hotlines	number	•	•		•	relational capital	Queries answered through OeNB hotlines (Call Center and Statistics Hotline)
Research cooperation projects with external partners	number	•		•		innovation capital	Research cooperation projects to study scientific issues; scientific institutions, universities and the research departments of other NCBs are typical partners for research cooperation projects; including research visits to other NCBs or scientific institutions
Visitors to the Money Museum	number	•	•			relational capital	Number of persons who visited the OeNB's Vienna-based Money Museum in the review year
Cash training course participants (including Euro Shop Tour)	number	•	•			relational capital	Number of persons who attended a cash training course organized by OeNB staff members
Children and teachers reached through school activities	number	•	•			relational capital	Number of children and teachers who participated in school activities organized by OeNB staff members
Contacts during the Euro Info Tour	number	•	•			relational capital	Number of persons reached through the Euro Info Tour organized by OeNB staff members
Press conferences	number	•	•			relational capital	Events organized for media representatives
Press releases	number	•	•			relational capital	Press releases distributed to media representatives
Publications							
Articles published by OeNB staff	number	•	•			relational capital	Contributions published in journals by OeNB staff members
of which refereed papers	number	•	•			relational capital	Contributions by OeNB staff members reviewed by anonymous referees (published e.g. in scientific journals and conference proceedings)
Confidence and image							
Confidence index in the fourth quarter of the review year	%		•			relational capital	Results of polls on public confidence in the OeNB, commissioned by the OeNB and performed by the Institute for Empirical Social Research (IFES)
Image index in the fourth quarter of the review year	value		•			relational capital	Results of the image index, which is a composite indicator comprising three weighted subindices measuring relevance, confidence and efficiency; a value between 5.5 and 10 indicates a positive image

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