

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	Ratio of employees who left the service of the OeNB (excluding retirements) to total staff
University graduates	%	•				human-capital	Ratio of university graduates to full-time equivalent staff, at year-end
Gender management							
Ratio of women to men in total staff	%	•				human-capital	Ratio of women to men in full-time equivalent staff, at year-end
Ratio of women to men in the specialist career track	%	•				human-capital	Ratio of women to men 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
Ratio of women to men in management positions	%	•				human-capital	Ratio of women to men in the total number of management positions, at year-end
Flexible working arrangements							
Part-time employees	%	•			•	human-capital	Ratio of staff with part-time employment contracts to total full-time equivalent staff, at year end
Staff in teleworking scheme	%	•			•	human-capital	Ratio of staff with teleworking contracts to total 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							
In-house job rotations	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 rotations)	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
External work experience visits hosted by the OeNB	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	Number of education and training days taken relative to the average number of full-time equivalent staff
Education and training participation rate	%	•		•		human-capital	Number of staff members having attended at least one training event per year relative to average full-time equivalent staff
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	Ratio of orders automatically generated from the e-procurement catalogue to the total number of annual internal orders
Error-free payment transactions	%	•	•		•	structural capital	Ratio of error-free payment transactions to total payment transactions
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
Innovations							
Staff suggestions for improvements	number	•		•	•	innovation capital	Suggestions submitted by staff to improve the efficiency and effectiveness of the organization as a whole
Mobile devices (excluding mobile phones)	number	•		•	•	innovation capital	Number of mobile devices used at the OeNB and administered with a mobile device management program
Cooperation and networks							
National bodies with OeNB representatives	number	•		•		relational capital	Committees and working groups of national organizations whose meetings OeNB representatives attended
International 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
JVI course participants	number			•		relational capital	Persons who attended a course at the Joint Vienna Institute (JVI) in the review year
National and international OeNB events	number		•	•		relational 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 for external audiences at in-house or external events

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Communication and information							
Queries to OeNB hotlines	number	•	•		•	relational capital	Queries submitted to and 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	Visitors to the OeNB's Vienna-based Money Museum in the review year
Cash training courses	number	•	•			relational capital	Cash training courses organized by OeNB staff for external audiences
Cash training course participants	number	•	•			relational capital	Participants in cash training courses organized by OeNB staff members during the review year for external audiences
Euro Kids Tour participants	number	•	•			relational capital	Participants at the Euro Kids Tour organized by OeNB staff members during the review year for external audiences, mainly primary school students
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
of which published in peer-reviewed journals	number	•	•			relational capital	Contributions by OeNB staff members (authors or coauthors) published in scientific (peer-reviewed) journals (e.g. Journal of Money, Credit and Banking) and in conference proceedings reviewed by anonymous referees
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	%		•			relational capital	Results of the image indicator, which is a composite indicator comprising three weighted subindices measuring relevance, confidence and efficiency (a value of between 5.5 and 10 signals success)

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