

The *Intellectual Capital Report* is a review of the OeNB's intellectual capital and its use in the OeNB's business processes and services. The report highlights the interaction between human, relational, structural and innovation capital within the OeNB and reveals the influence of underlying factors. The integrated view of this stock-taking exercise serves to assess the consistency of the OeNB's intellectual capital with its knowledge-based strategic orientation.

Coordination

Heidi Koller

Contributions

Brigitte Alizadeh-Gruber, Christina Baumann, Elisabeth Dippelreiter-Santner, Manfred Fluch, Hermine Freitag, Christian Hansen, Gerhard Hohäuser, Georg Hubmer, Alexandra Koch, Susanna Konrad-El Ghazi, Romana Lehner, Brigitta Lidauer, Doris Schmid, Ingeborg Schuch, Patrick Thienel

Editorial processing

Brigitte Alizadeh-Gruber

Translation

Rena Mühlendorf, Irene Popenberger

Technical production

Peter Buchegger (design)

OeNB Printing Division (layout, typesetting, printing and production)

Paper

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Photographs

OeNB

Inquiries

Oesterreichische Nationalbank, Communications Division

Postal address: PO Box 61, 1011 Vienna, Austria

Phone: (+43-1) 404 20-6666; fax (+43-1) 404 20-6698

E-Mail: oenb.info@oenb.at; Internet: www.oenb.at

Orders/address management

Oesterreichische Nationalbank, Documentation Management and Communications Services

Postal address: PO Box 61, 1011 Vienna, Austria

Phone (+43-1) 404 20-2345; fax (+43-1) 404 20 2398

E-mail: oenb.publikationen@oenb.at

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Foreword

The Oesterreichische Nationalbank is a knowledge-based organization that relies on knowledge management as a productivity factor to achieve its goals and perform its tasks in a highly professional and efficient manner. The work processes as well as the products and services we provide are contingent on our knowledge-based capital – that is, human, structural, relational and innovation capital – and they involve a high level of knowledge and expertise.

This is the OeNB's sixth Intellectual Capital Report. It is an instrument to manage and present the stock of knowledge-based capital that exists within the OeNB as well as internal and external knowledge flows. We had to handle some exceptional tasks in the reporting year, and we tackled them successfully.

- *We implemented a modern banking supervision concept that includes in-depth training for new staff members, and we employed more staff in this field.*
- *The Intranet was restructured with a view to improving internal information sharing.*
- *When the economic crisis hit in 2008, the OeNB's staff was called on to make an extraordinary effort and utilize its expertise to contribute to resolving it. Our crisis management approach has proved highly effective.*
- *The OeNB's expertise on Central, Eastern and Southeastern Europe – the result of our continued research focus on the region – has become an invaluable asset in this situation. International institutions, our business partners and the general public alike have come to rely on and appreciate the input on important questions by OeNB experts.*
- *Unlike other assets, knowledge multiplies when we share it. In 2008, the OeNB's economic and financial literacy initiative focused on familiarizing people with economic and financial fundamentals.*

For me personally, the reporting year has also been a time of extensive knowledge sharing: When I took office as Governor of the Oesterreichische Nationalbank in September 2008, I was able to tap into the vast knowledge that exists within the OeNB and in return shared the experience gained in my former positions. This two-way process was facilitated by the fact that the OeNB sets great store by careful, structured knowledge management, which will certainly be instrumental in attaining one of our strategic goals: to achieve excellence in central banking.

I hope you will gain valuable insights into what we do by reading this year's Intellectual Capital Report, which together with the Annual Report and the Environmental Statement is part of the OeNB's Sustainability Report.

*Ewald Nowotny
Governor of the Oesterreichische Nationalbank*



Our Goals as a Knowledge-Based Central Bank

The statutory mandate of the OeNB is to maintain price stability, safeguard financial stability and support general economic policy. To fulfill this mandate, we defined four medium-term goals that are key to the OeNB's success as a learning organization. These four knowledge goals – competence, confidence, efficiency and interdisciplinarity – are the guiding principles for the management of the OeNB's knowledge-based capital. They are inseparably connected with the OeNB's strategy and mission statement. With these goals, we aim to ensure the optimal use of knowledge-based capital in the OeNB's business processes.



The extent to which these goals are accomplished can be measured with the help of various indicators that cover one or more knowledge goals. To ensure maximum transparency, this report indicates strategic targets for those indicators that the OeNB can actively influence in line with its current strategic objectives.

Keeping Management Informed About Intellectual Capital Indicators

This is the sixth successive report on the development of the OeNB's intellectual capital. The scope of management information on intellectual capital indicators has been extended substantially since the first issue, and we have gained valuable insights in the process. In particular, we derive important management information from analyzing the time series data that have become available over time and allocating them to specific business areas and divisions. The indicators used in this report contain essential information on the OeNB's service output. This is why they often serve as reference points in the regular negotiation of goals between management and staff.

Knowledge Management Must Offer Practical Benefits

In its strategy for 2007 to 2010, the OeNB set itself the goal of becoming a knowledge-based central bank. To accomplish this goal, we launched an in-house project that was implemented mainly in 2008 and concluded as scheduled by year-end to develop a concept of how to make knowledge management an integral part of everyday work at the OeNB and to exploit synergies in the fields of technical services, organization and human resources. The project focused mainly on saving costs by increasing productivity. An interdisciplinary project team was given the mandate to develop solutions that can be applied in everyday working life. The outcome of this project included the reorganization of the financial incentives system, the development of a knowledge-based management mission statement, knowledge-based process descriptions and the corresponding staff training programs. In a first step, knowledge management was added to the list of key qualifications outlined in the OeNB's staff development tools, and a tailor-made training program was developed for 2009.

The Knowledge Goals of the Oesterreichische Nationalbank

Competence through Specialized Knowledge

The OeNB is an active player in the Eurosystem and has established itself as a recognized center of competence in the fields of stability policy, risk management and payment means. To fulfill this role efficiently, we must reinforce our research and analysis activities, strengthen our commitment and intensify networking in particular with Central, Eastern and Southeastern Europe. In addition, all OeNB employees must have highly specialized knowledge, they must be motivated, must perform well, must be willing to undergo further training, and they must show great flexibility. Versatile personnel management instruments and targeted training and education measures help accomplish this goal.

Confidence through Knowledge Transfer

Public confidence is a central bank's most important asset and therefore essential to our quest of attaining excellence in central banking so as to assert the OeNB's position as a top European central bank. By pursuing a proactive information policy, we aim at raising awareness for the OeNB's functions and tasks and thus contribute to securing public confidence. Active communication with our customers enables us to continually improve our products and services and to adapt them to market requirements.

Efficiency through Modern Management

The OeNB strives to constantly optimize its business processes and improve its products and services. Improvements relate to efficiency aspects (e.g. the efficient performance of tasks within the entire OeNB group) and to operations management (i.e. the provision of reliable and high-quality services), especially regarding the management of operational and financial risks. To further optimize the clear separation of functions at the organizational level, we reorganized e.g. the monitoring of treasury operations. In addition, we aim at achieving the highest possible efficiency by enhancing operational expertise, using innovative methods and techniques as well as investing in a secure infrastructure. The OeNB's operations management is committed to measurable goals that are continuously monitored.

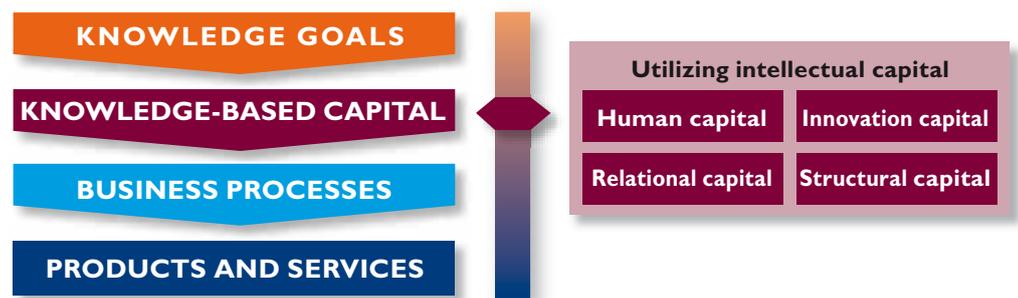
Interdisciplinarity through International Orientation and Cooperation

By maintaining strong links with national and international partners in all business areas and by promoting cooperation within the OeNB group itself, the OeNB aims at maintaining price stability and ensuring financial stability in Austria as well as actively contributing to the smooth functioning of the Eurosystem. Supporting financial stability in Austrian banks' target markets is also in the OeNB's interest. To fulfill these tasks in the best possible way, we seek out cooperation with numerous partners, e.g. our Eurosystem counterparts, commercial banks, public authorities and scientific institutions.



Investing in Knowledge-Based Capital

Investment in knowledge-based capital is crucial for a central bank so as to maintain the efficiency and effectiveness of work processes and to prepare staff for new and increasingly complex requirements. Only by making continuous investments can the OeNB properly fulfill its tasks as Austria's central bank and as part of the Eurosystem. This includes staff training and education, network management and maintaining close contacts with our partners, as well as infrastructure innovation.



Modern Banking Supervision Requires Highly Qualified Staff

Highly qualified staff is a valuable asset. In 2008, just under 65% of the OeNB's employees participated in training and education programs, and a total of 87 seminars was organized for managers and staff members. These seminars addressed a broad range of subjects, covering e.g. the Harvard method of negotiation, conflict management, leadership and team management, or empowerment. Another training focus was business administration with a special emphasis on budgeting and cost accounting.

To facilitate the smooth implementation of the reform of financial market supervision in Austria, which became effective on January 1, 2008, the OeNB launched a comprehensive Integration of Banking Supervision project to redefine the OeNB's supervisory responsibilities under the new regime. The supervisory process was structured in six modules, with coordination meetings being held on a regular basis and addressing numerous cross-cutting topics. With the introduction of the SPOC¹ principle, each credit institution was assigned one contact person, thus increasing the efficiency of handling exchanges with banks. In addition, a centralized "incoming platform" was established to which official documents are submitted electronically.

To fulfill its newly assigned tasks in the field of banking analysis and on-site banking inspections, the OeNB recruited highly specialized staff in 2008. As a result, the share of university graduates rose from 35.6% in 2007 to 41.3% in 2008, and staff numbers increased from 917.5 to 968.2. By offering extensive specialist training opportunities, the OeNB familiarizes new staff members with the specific requirements of banking supervision. These seminars cover relevant issues such as the Austrian Banking Act, supervisory reporting, analysis tools, risk quantification methods or IFRS² accounting rules. A total of 132 staff members attended 10 such seminars in 2008. We will continue and intensify this training initiative in 2009 and beyond.

A training program was tailored to assisting newly appointed managers who work in the field of financial stability and banking supervision in preparing for their challenging tasks. This program covers issues like the role of managers, strategic management, resource management or how to manage specialists. Participants must complete the program within two years; they can

¹ SPOC: Single Point of Contact.

² IFRS: International Financial Reporting Standards.

complement their training by attending other seminars provided by the OeNB's Personnel Division or other courses, e.g. at the ESCB level.

Equal Opportunities for All Staff Members

As in previous years, women accounted for just under 40% of OeNB staff in 2008; the share of university graduates among them has risen continually. In light of the high qualifications of women working at the OeNB and owing to greater transparency in the selection and hiring procedures for management positions at all levels (hearings), the share of women in management or specialist positions has increased compared with 2007.

The OeNB's project to implement equal opportunities for women and men made an important contribution to promoting diversity and making the most of human resources in 2008. The project was aimed at developing measures to establish gender equality as an integral feature of the OeNB's management and human resources policies. Raising people's awareness of this issue is a critical success factor in making equal opportunities a reality. This is why, for instance, the training of executive staff at the OeNB also included a discussion on diversity in the management of teams with women and men. The training programs for staff members mainly addressed gender-specific differences in negotiations, meetings and discussions. Now that the project has been completed, a team of committed staff members and managers has undertaken to promote gender equality by organizing workshops on recruiting, networking or mobility, by regularly publishing articles in the OeNB's staff magazine and by posting relevant information and indicators on the OeNB's Intranet.

Using the Intranet as an Information Hub within the OeNB

We took a major step toward improving in-house communication and knowledge distribution by relaunching the OeNB's Intranet on February 1, 2008. The main objective of this relaunch was to provide intuitive access to information. To this end, information in the Intranet was grouped by themes rather than mirroring the OeNB's organizational structure. Staff members from various divisions helped structure the existing wealth of information to create a user-friendly information architecture.

The Intranet is visited some 4,500 times a day on average; this means that every staff member uses it around four or five times a day. The new Intranet homepage provides quick access to frequently used applications, up-to-date financial information and news, as well as to a broad range of information that is relevant for staff members. Seamless features include the company phone book, the OeNB's press releases and announcements of important events.



Indicators of Investment in Knowledge-Based Capital

	Unit	2006	2007	2008	Strategic target
Staff structure					
Full-time equivalent staff (year-end)	number	931.7	917.5	968.2	↘
Fluctuation rate	%	0.6	1.2	1.2	→
University graduates	%	34.3	35.6	41.3	↗
Gender management					
Ratio of women to men in staff	%	38 : 62	39 : 61	39 : 61	↗
Ratio of women to men in the specialist career track	%	23 : 77	24 : 76	32 : 68	↗
Ratio of women to men in management positions	%	20 : 80	17 : 83	18 : 82	↗
Flexible working arrangements					
Part-time employees	%	7,1	7,8	7,8	→
Staff in teleworking scheme	%	4,5	4,8	4,2	→
Staff on sabbatical	number	4	5	7	→
Knowledge acquisition					
Training days per employee (annual average)	days	4.2	4.1	4.2	→
Training participation rate	%	57.2	61.3	64.5	→
Cost of training and education per employee	EUR	2,332	2,330	2,280	↗
Staff who completed the development center program	number	–	24	24	→
Internal job rotations	number	41	44	37	↗
Completed and certified training courses (in-service)	number	13	9	20	→
Working visits to national and international organizations (external job rotations)	number	29	26	37	↗
Interns from universities of applied sciences	number	28	26	30	→
Average Intranet visits (daily average)	number	–	–	4,426	↗
E-learning	number	–	–	265	↗
Innovations					
Staff working on innovative projects (core business areas + IT)	%	6.2	7.5	6.0	→
Staff suggestions for improvements ³	number	48	182	92	→

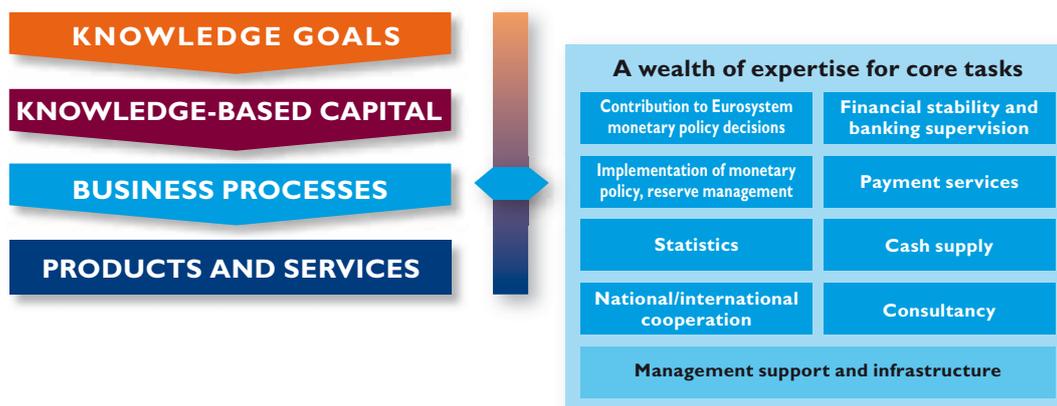
Note: – stands for “no data available.”



³ The large number of suggestions submitted in 2007 is attributable to a special initiative of the OeNB's suggestions scheme.

Using Knowledge-Based Capital in the OeNB's Business Processes

The OeNB is obligated to fulfill a wide range of complex tasks, e.g. providing input to monetary policymaking in the Eurosystem or banking supervision tasks. Substantial knowledge capital is required in the individual business processes to ensure top-quality performance on all tasks. Quality orientation, flexibility and process learning are key factors in this context.



Smooth Business Processes Require Reliable, Readily Available Data

In the reporting year, the OeNB processed more than 23 million statistical data on individual banks. High-quality statistics are a prerequisite for sound banking analysis. To meet stringent standards in the banking statistics reporting system, the OeNB implemented the comprehensive Total Quality Management (TQM) concept four years ago. In 2008, our quality management in banking statistics focused on improving customer service and on promoting knowledge sharing among OeNB staff through regular presentations on topical issues.

Data quality and customer orientation are not the only goals of quality-oriented management, though. We also aimed at improving employee satisfaction. A survey conducted among OeNB staff produced significantly more positive results than three years earlier, mainly because work processes had been optimized and specialist training programs had been expanded. In addition, we implemented the Balanced Scorecard⁴ management tool in this area to ensure alignment of operational and strategic management.

Centralized Document Management Within the ESCB

Since 2008, the ECB has provided the members of all ESCB committees with access to its centralized document management system DARWIN⁵. This web-based system allows staff members of national central banks to access, edit and save working group documents that are stored centrally at the ECB. In the process, relevant information about the modifications made (date and time, user, what was changed) is recorded in the system. This means that information material no longer has to be distributed via e-mail and stored at each central bank. In 2008, 196 OeNB staff members used the system.

Not all committees are using DARWIN yet, but first experience reports clearly show that editing documents and preparing meetings have become more efficient. The implementation of

⁴ *Balanced Scorecard is a concept for the strategic management of organizations that focuses mainly on four perspectives (financial, customer, internal process, and innovation and learning):*

⁵ *Documents and Records Web-based Information Network.*

this centralized communications platform was a first step toward creating an ESCB-wide knowledge platform and is a strong signal of increased transparency among the ESCB members.

Efficient Crisis Management Based on Documented Processes

It is of crucial importance for the Austrian financial market that the OeNB can take immediate action in response to signs of a potential financial crisis and thus fulfill its financial stability mandate. To this end, the appropriate internal provisions and processes were defined and laid down in a crisis management manual. This manual draws on lessons learned in national and international financial crisis simulations. Being well prepared is essential for successful crisis management. It includes testing crisis management measures in practice and improving them on the basis of the insights gained, as well as establishing and routinely using internal and external communication channels.

The clear structures and processes have proved very helpful during the current financial turbulence. As a first step, the OeNB intensified its monitoring of developments. The financial crisis response team was expanded by including one representative of the OeNB's Communications Division and other decision-makers. This newly created crisis team convened on a regular basis, also with representatives of the Austrian Financial Market Authority, which made it possible to discuss relevant information in a focused manner and to prepare measures quickly.

No matter how carefully prepared they are or how well planned their responses are, in real life crisis managers will encounter situations for which no defined processes exist. According to our experience gained during the turbulence in the fourth quarter of 2008, the following four criteria are essential for successful crisis management: clear assignment of duties and responsibilities, the readiness to take decisions, intensive communication, and continued controlling to ensure that the decisions taken under time pressure are actually communicated to and implemented by the persons responsible. Well-structured and concise responsibility and process provisions have proved helpful and will be retained. We evaluated communication processes within the OeNB, those with the relevant decision-makers in Austria (notably the government, the Financial Market Authority, banks and banking associations) and those with our Eurosystem partners, and gained valuable insights that will help reduce inefficiencies in the future.



Indicators of Knowledge-Based Processes at the OeNB

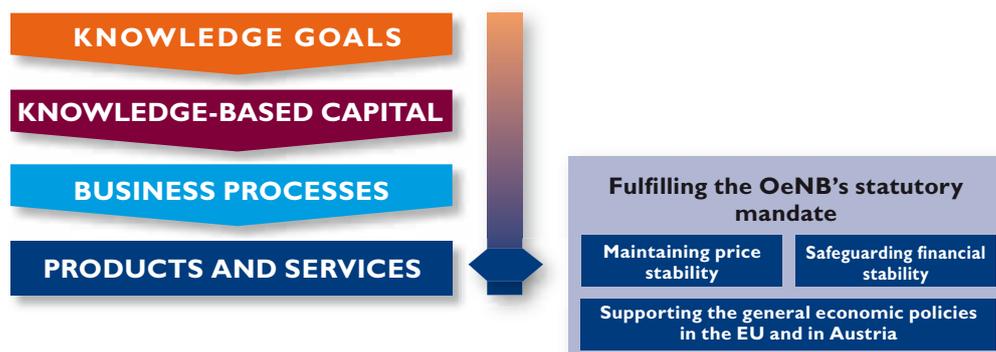
	Unit	2006	2007	2008	Strategic target
Management structure and processes					
Staff-to-manager ratio	number	7.5	7.0	6.8	→
Product managers	number	79	81	73	→
Process managers	number	43	42	38	→
Technical infrastructure					
IT services for the ESCB/Eurosystem	number	2	2	2	↗
IT applications	number	205	208	206	→
OeNB help desk queries (including status logs)	number	19,707	18,804	24,192	↘
Internal service level agreements	number	53	57	55	→
OeNB staff using the document management system DARWIN	number	–	–	196	↗
Efficient processes					
Quality auditors	number	16	13	13	→
Certified areas	number	11	12	12	→
Entries in the OeNB's terminology database	number	18,472	19,359	20,170	↗
Standard purchase orders as a percentage of total orders	%	38.50	41.65	43.04	↗
Processed supervisory and monetary statistics data	number (million)	22.83	21.45	23.10	→
Timely publication of supervisory and monetary statistics	%	95	96	97	→
Error-free payment transactions	%	99,99	99,87	99,89	→
Opinions prepared on projects submitted for research promotion	number	571	466	456	→
Research cooperation projects with external partners	number	44	44	46	→
Decentralized structure					
OeNB representative and branch offices	number	7	7	7	↘
OeNB subsidiaries offering payment systems services	number	5	5	5	→

Note: – stands for "no data available."



Relying on a Broad Knowledge Base to Provide a Wide Variety of Services

A high degree of professionalism and forward-looking thinking is required for the OeNB to fulfill its statutory mandate, especially to maintain price stability in the euro area and to help safeguard financial stability. The quality of our performance is determined to a great extent by the economically sound deployment of the OeNB's knowledge-based capital.



The OeNB – A Knowledge Hub on Central, Eastern and Southeastern Europe

The OeNB has expertise in a broad range of central banking issues. For example, we release analyses – especially on developments in Central, Eastern and Southeastern Europe (CESEE) – in periodical publications like the Focus on European Economic Integration or the Financial Stability Report. In the light of the economic and financial crisis, these contributions and ongoing financial market monitoring by OeNB experts meet with considerable interest from national and international experts.

The OeNB has been a knowledge hub on CESEE for quite some time, given the active role of Austrian enterprises and especially of Austrian banks in this region. One platform for knowledge sharing is the Joint Vienna Institute (JVI), which was established in Vienna in 1992. At the JVI, the OeNB has helped train central bankers and public sector officials from CESEE and Commonwealth of Independent States countries. 1,366 people attended JVI training courses in 2008 (total since 1992: 23,325). The OeNB also participates in EU-financed, ECB-coordinated programs to provide technical assistance to central banks:

- In a program for the Bank of Russia, the OeNB and several ESCB partners act as consultants for the implementation of the Basel II framework.
- A Needs Assessment for Narodna banka Srbije aims at taking stock in key areas and developing a multistep plan to help the central bank attain ESCB standards, with the OeNB providing assistance for the liberalization of capital movements.

The OeNB organizes conferences and workshops to facilitate knowledge transfer and networking. In 2008, it hosted events on a total of 260 days, 92 of them for international and 168 for national participants. In addition to its two large annual conferences (the Economics Conference and the Conference on European Economic Integration), the OeNB also hosted a workshop on Financial Deepening and Macroeconomic Stability in Southeastern Europe. This workshop was organized in cooperation with a commercial bank, the National Bank of Greece, and with the central bank, the Bank of Greece, and took place in Vienna in October 2008. Among its participants were representatives of the three largest Austrian banks active in the CESEE region.

Networking and Strategic Alliances Become Ever More Important

In light of the growing importance of networking and strategic alliances, we set up a Networking Coordination Team that i.a. developed a technical information system. This information tool is aimed at better coordinating the representation by OeNB staff in external contacts and thus making it more effective. Since 2008, data on all strategic contacts have been entered into this tool by staff members, including information about their own work visits abroad, about meetings with foreign visitors to the OeNB as well as strategically relevant information obtained during conferences and meetings.

The OeNB's Financial Literacy Focus

Providing the general public with understandable information about complex financial issues, familiarizing them with financial terms and thus promoting economic and financial literacy is a major concern for the OeNB, especially against the background of the economic and financial turbulence. Our extended and restructured financial literacy service aims at giving Austrians better tools to understand economic fundamentals and thus to take better-informed financial decisions. The economic and financial literacy project was first launched in 2007. Since September 2008, we have taken concrete steps to promote financial literacy, notably through the following three information channels:

- presentations at various events (729 presentations in 2008),
- partnership programs and edutainment products (e.g. short videos, school competitions, games), and
- the OeNB's website at www.oenb.at with several new features and simple tools (e.g. an investment calculator and a loan cost calculator) to provide guidance and simplify decision-making.

In addition, we offer numerous information leaflets covering both general issues like a central bank's tasks and its contribution to economic policy and specialized topics like monetary policy, financial markets, (crisis-relevant) economic and financial topics (also highlighting the international context) as well as central bank issues. The OeNB also participates actively in international financial literacy projects like the one launched by the OECD in early 2008.

In the fall of 2008, we for the first time provided a special prize for a consumer awareness competition that is held by the Austrian consumer protection association. Under this competition, students aged 12 to 19 had the opportunity to test products and services they themselves selected and submit their test results. The OeNB's special prize of EUR 1,500 was awarded in the "Business and Finance" category. Some 140 projects were submitted; they were finalized by the end of March 2009, and the winner of the OeNB's special prize will be chosen by an expert jury in the summer of 2009.

In the second half of 2008, we launched another education initiative. During the Euro Kids Tour 2008, OeNB staff toured the country with the euro bus (a mobile infopoint and bureau de change for converting schilling holdings into euro), reaching out to more than 4,100 primary schoolchildren to familiarize them with money matters and teach them some financial basics. The children learned e.g. about the origins and functions of money, the tasks of a central bank, the security features of euro banknotes and how to manage money. The project was a great success among the children and their teachers. Therefore, it will be extended slightly and continued in 2009.

Indicators of Knowledge-Based Output

	Unit	2006	2007	2008	Strategic target
Cooperation and networks					
National bodies with OeNB representatives	number	99	103	103	→
International bodies with OeNB representatives (ESCB, etc.)	number	218	227	235	→
Working visits to the OeNB by employees of other central banks	number	-	-	10	↗
Technical assistance activities	days	561	603	530	→
Information visits to the OeNB	number	150	131	97	→
Persons attending courses at the Joint Vienna Institute (JVI)	number	1,479	1,426	1,366	→
OeNB-hosted events	days	264	218	168	→
OeNB-hosted international events	days	106	85	92	→
Staff with external teaching assignments	number	18	33	21	↗
OeNB-financed scholarships	number	-	-	45	→
(Co)supervised master's theses or dissertations	number	17	20	36	→
Lectures delivered	number	711	643	729	→
Cash expertise					
Visitors to the Money Museum	number	12,358	12,522	15,738	→
Cash authentication training courses	number	308	393	417	↗
Persons attending these courses	number	6,473	5,399	7,283	↗
Euro Kids Tour participants	number	-	-	4,119	↗
Communication and information					
Queries to OeNB hotlines	number	38,153	38,516	38,829	↗
Page impressions on the OeNB's website (daily average)	number	56,448	64,595	84,651	↗
Visits to the OeNB's website (daily average)	number	8,288	11,133	21,843	↗
Newsletter subscriptions	number	14,953	14,985	17,529	↗
Press conferences	number	25	23	26	→
Press releases	number	157	147	158	→
Publications					
OeNB publications	number	64	63	68	→
Papers published in specialist journals by OeNB staff	number	112	94	178	→
Scientific papers by OeNB staff published in refereed journals	number	87	69	88	→
Confidence and image					
Confidence index in the fourth quarter of 2008	%	79	70	67	↗
Image index in the fourth quarter of 2008 (values between 5.50 and 10.00 signal success)	value range	7.32	6.98	7.07	↗

Note: – stands for "no data available."



List of Indicators

	Unit	Knowledge goal				Type of capital	Definition
		Competence	Confidence	Interdisciplinarity	Efficiency		
Staff structure							
Full-time equivalent staff (year-end)	number	●			●	human capital	Staff employed in OeNB business areas at end-2008 (headcount)
Fluctuation rate	%		●			human capital	Number of staff members who left the service of the OeNB (excluding retirements) relative to total number of staff
University graduates	%	●				human capital	Share of university graduates in headcount at year-end
Gender management							
Ratio women to men: staff	%	●				human capital	Ratio of women to men in headcount at year-end
Ratio women to men: specialist career track	%	●				human capital	For highly specialized employees, the OeNB not only offers the possibility to pursue a classical career in management, but also to opt for a specialist career which exclusively concentrates on technical expertise and coordination tasks. Indicator: Ratio of women to men in the total number of expert career positions at year-end
Ratio women to men: 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	Number of staff members with a part-time contract relative to total number of staff at year-end
Staff in teleworking scheme	%	●			●	human capital	Number of staff members with a teleworking contract relative to total number of staff at year-end
Staff on sabbatical	number	●			●	human capital	Staff members on sabbatical accept a pay cut for a specific period. In return, they take three or six months off (e.g. to pursue personal training and further education interests and the like)
Knowledge acquisition							
Training days per employee (annual average)	days	●		●		human capital	Number of days dedicated to training and education relative to average headcount
Training participation rate	%	●		●		human capital	Number of staff who took part in at least one internal or external training and education course in the reporting year relative to average headcount
Cost of training and education per employee	EUR	●				human capital	Expenses for training and education (including travel expenses) relative to average headcount
Staff who completed the development center program	number	●		●		human capital	Number of staff who completed the development center program as part of the program for identifying and promoting high-potential employees
Internal job rotations	number	●			●	human capital	Number of staff members who worked in an organizational unit other than their own
Completed and certified training courses (in-service)	number	●		●		human capital	Number of staff members who, on their own initiative and mostly outside working hours, completed doctoral programs, postgraduate programs or specialized courses in the reporting year
Working visits to national and international organizations (external job rotations)	number	●		●		human capital	Number of staff members who worked at the ECB, other NCBs, EU institutions, the IMF, the OECD or similar organizations, with ministries or OeNB subsidiaries for at least one month
Interns from universities of applied sciences	number	●		●	●	human capital	Number of interns from universities of applied sciences at the OeNB during the reporting year
Average Intranet visits per day	number			●	●	structural capital	Intranet pages accessed exclusive of references to images, style sheets or script files
E-learning	number			●	●	structural capital	Number of visits to the e-learning module on the OeNB's Intranet
Innovations							
Staff resources utilized for innovative projects (core business areas + IT)	%	●			●	innovation capital	Staff utilized for innovative projects relative to total headcount
Staff suggestions for improvements	number	●		●	●	innovation capital	Suggestions submitted by staff to improve the efficiency and effectiveness of the organization as a whole
Management structure and processes							
Staff-to-manager ratio	number				●	structural capital	Number of staff members relative to number of management staff at all levels
Product managers	number	●			●	structural capital	Number of product managers responsible for at least one OeNB product
Process managers	number	●			●	structural capital	Number of process managers responsible for at least one OeNB process
Technical infrastructure							
IT services for the ESCB/Eurosystem	number	●	●	●	●	structural capital	Number of IT services the OeNB provides for the ESCB and/or the Eurosystem
IT applications	number				●	structural capital	Number of standard IT applications and in-house software solutions
OeNB help desk queries (including status logs)	number	●		●	●	structural capital	Number of queries (submitted by phone or e-mail) processed with the help desk tool
Internal service level agreements	number	●		●	●	structural capital	An internal service level agreement provides information about the content and provision of internal (mostly IT) services
OeNB staff using the document management system DARWIN	number			●	●	structural capital	Number of staff members authorized to access this document management system
Efficient processes							
Quality auditors	number				●	structural capital	Number of staff members assessing the effectiveness of the OeNB's quality management system according to ISO 9001 standards
Certified areas	number	●	●	●	●	structural capital	Number of internal areas certified by a recognized certification authority
Entries in the OeNB's terminology database	number			●	●	structural capital	Terminology database maintained by the OeNB's language services and made available through an Intranet add-on
Standard purchase orders as a percentage of total orders	%	●			●	structural capital	Number of orders automatically generated using the e-procurement catalogue relative to the total number of orders placed annually
Processed supervisory and monetary statistics data	number (million)	●			●	structural capital	Volume of processed supervisory and monetary statistics data in the review year
Timely publication of supervisory and monetary statistics	%	●			●	structural capital	Percentage of supervisory and monetary statistics data published on time
Error-free payment transactions	%	●	●		●	structural capital	Number of error-free payment transactions relative to the total number of payment transactions

	Unit	Knowledge goal				Type of capital	Definition
		Competence	Confidence	Interdisciplinarity	Efficiency		
Opinions prepared on projects submitted for research promotion	number	●				innovation capital	Opinions prepared by OeNB staff on projects submitted to the OeNB's Anniversary Fund, on applications for loans under the European Recovery Program (ERP) and on applications for changes to ERP loans
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
Decentralized structure							
OeNB representative and branch offices	number	●	●		●	structural capital	Number of OeNB sites excluding the head office
OeNB subsidiaries offering payment systems services	number	●		●	●	structural capital	Number of companies providing cash or cashless services in which the OeNB holds shares (see also Annual Report)
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
Working visits to the OeNB by employees of other central banks	number	●		●		relational capital	Number of employees of other central banks on a working visit to the OeNB
Technical assistance activities	days	●	●	●		relational capital	Number of events during which the OeNB provided expert technical assistance to NCBs outside the Eurosystem
Information visits to the OeNB	number	●	●	●	●	relational capital	Visits to the OeNB aimed at exchanging experience with NCB experts
Persons attending courses at the Joint Vienna Institute (JVI)	number			●		relational capital	Number of persons attending a course at the JVI in the review year
OeNB-hosted events	days		●	●		relational capital	Number of days on which the OeNB organized and hosted events (meetings, conferences)
OeNB-hosted international events	days		●	●		relational capital	Number of days on which the OeNB organized and hosted events (meetings, conferences) with international participants
Staff with external teaching assignments	number	●	●	●		human capital	Number of staff members who had teaching assignments at universities, universities of applied sciences or other academic institutions in the review year
OeNB-financed scholarships	number	●		●		human capital	Number of OeNB-financed scholarships in 2008
(Co)supervised master's theses or dissertations	number	●		●		human capital	Master's theses or dissertations at Austrian and other universities and universities of applied sciences (co)supervised by OeNB staff members
Lectures delivered	number	●	●	●		relational capital	Lectures delivered by OeNB staff for external audiences at in-house or external events
Cash expertise							
Visitors to the Money Museum	number	●	●			relational capital	Number of visitors to the OeNB's Vienna-based Money Museum in the review year
Cash authentication training courses	number	●	●	●		relational capital	Number of cash authentication training courses held by OeNB staff for external audiences
Persons attending these courses	number	●	●			relational capital	Number of people attending cash authentication training courses held by OeNB staff for external audiences
Euro Kids Tour participants	number	●	●			relational capital	Number of Euro Kids Tour participants (mainly primary schoolchildren)
Communication and information							
Queries to OeNB hotlines	number	●	●		●	relational capital	Number of queries answered by OeNB hotlines (general hotline and statistics hotline)
Page impressions on the OeNB's website (daily average)	number	●	●		●	relational capital	Web pages accessed exclusive of references to images, style sheets or script files
Visits to the OeNB's website (daily average)	number	●	●		●	relational capital	Users who successfully accessed pages on the OeNB website during a specific period; users may access several pages during a visit
Newsletter subscriptions	number	●	●		●	relational capital	Subscriptions to OeNB newsletters (econ.newsletter and Basel II Newsletter)
Press conferences	number	●	●			relational capital	Events organized for media representatives
Press releases	number	●	●			relational capital	Press releases distributed to media representatives
Publications							
OeNB publications	number	●	●			relational capital	Printed OeNB publications
Papers published in journals by OeNB staff	number	●	●			relational capital	Nonrefereed contributions published in journals by OeNB staff
Scientific papers by OeNB staff published in refereed journals	number	●	●			relational capital	Number of contributions published by OeNB staff (authors or coauthors) in scientific journals (e.g. Journal of Money, Credit and Banking) refereed by anonymous referees (peer reviewed journals) and in conference proceedings refereed by anonymous referees
Confidence and image							
Confidence index in the fourth quarter of 2008	%		●			relational capital	Results of opinion polls on public confidence in a specific institution (results: fourth quarter of 2008); source: IFES, commissioned by the OeNB
Image index in the fourth quarter of 2008	%		●			relational capital	This indicator comprises three individual indices: relevance, confidence and efficiency indices, which are weighted and combined to form the image indicator; a value of between 5.50 and 10.00 signals success (results: fourth quarter of the reporting year).



Abbreviations

CESEE	Central, Eastern and Southeastern Europe
CIS	Community of Independent States
DARWIN	Documents And Records Web-based Information Network
ECB	European Central Bank
ESCB	European System of Central Banks
IFRS	International Financial Reporting Standards
JVI	Joint Vienna Institute
OECD	Organisation for Economic Co-operation and Development
OeNB	Oesterreichische Nationalbank
SPOC	Single Point of Contact
TQM	Total Quality Management

