

Deutsche
Forschungsgemeinschaft

Performance Indicators

Performance Indicators / Dr. Beate Wilhelm
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DFG

Do the right thing

Balanced Score Card

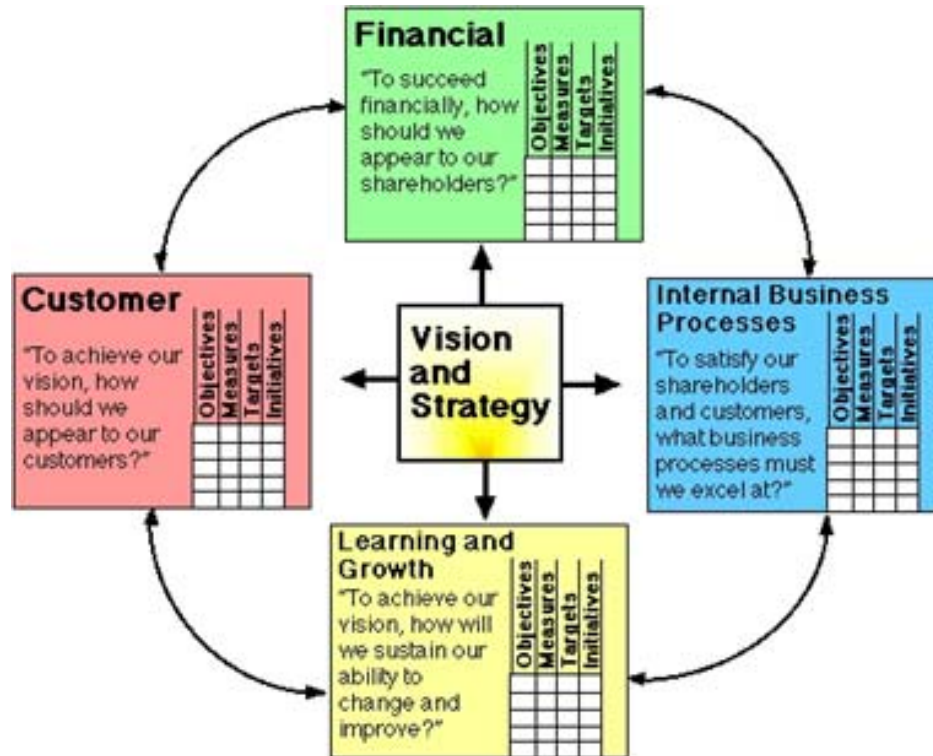


Image source: <http://www.filmreference.com/Actors-and-Actresses-Str-Us/Turturro-John.html>

In non-profit organisations:

We should also measure the achievement of the goals which are constituted in the vision and in the strategy.

Source: <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>

Implementation steps

- Identify the mission
- Identify the strategy and the strategic goals
- Define the measurands for the strategic goals
- Translate the strategic goals in operative goals for the organisational units
- Define the measurands for the operative goals (performance figures and indicators)
- Measure and report

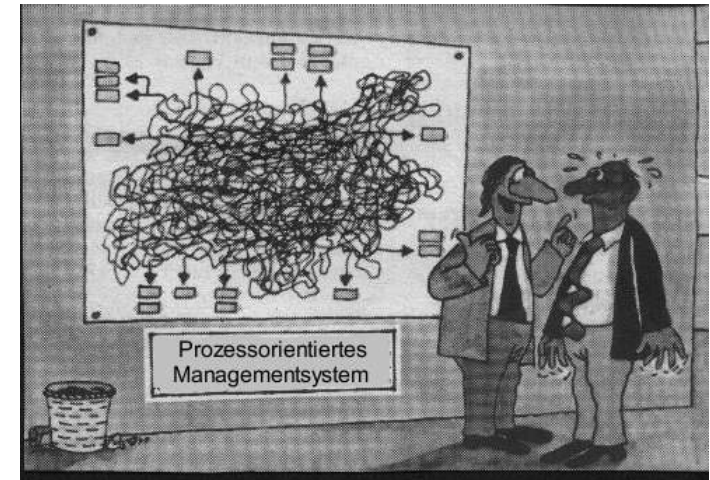


Image source:
<http://private.addcom.de/m.barni/qs/prozess.jpg>



Image source: <http://www.correctek.com>

Measuring the Outcome

| Mission | Strategic goals | Performance figures / indicators |
|---|--|---|
| promote academic excellence on a competitive basis | Funding of the best Establish reliable review processes | Comparative citation figures Evaluation of final reports Survey of the appraisal of the review process |
| serve science and humanities in all fields | Offer appropriate funding programmes for all areas and scientists Support structures of research institutes in new scientific areas | Proposal counts by areas and funding programmes Funding rates by areas and programmes |
| advise parliaments and public authorities on research questions | Specify the political ranks to be advised Specify the relevant topics | Appraisal of the respective political decisions Count of specific contacts Demand of DFG-publications |
| support the advancement and education of young researchers | Establish funding programmes for young researchers and facilitate their access to established programmes Create adequate working conditions in established programmes | Demand of programmes for young researchers Quota of young researchers in further programmes Monitoring of working situation in the further programmes |
| encourage international research cooperation | Intensify international scientific contacts Promote the exchange of scientists Establish multilateral research coop. | Number of international contacts and exchanges Number and scientific success of international research projects. |
| foster links between science and industry | Offer consulting service Foster common projects | Number of activities Number of citations and patents |

Instruments for outcome-measures



| Instrument | Effort and availability |
|--|--|
| Statistics of proposals and approvals | Process data, daily up-to-date Comparatively small effort |
| Internal activity reports | Annually up-to-date Greater effort, business culture? |
| Monitoring and evaluation of the scientific performance of the funded projects | Annually or in longer periods available Great effort, since requiring scientific measures |

Image source: <http://www.younggalleryphoto.com/>

Internal Business Processes

To be measured in the organisational units



| Mission/strategy | Operative goals / targets | Performance figures / indicators |
|---|---|--|
| Effectiveness and efficiency in the specific fields | The targets should be stipulated yearly. | Costs of processes Quality of accomplishment Compliance with terms |
| For instance: Finance Department | Processing of fundings Carrying out of bookings Achievement of cost goals Adherence to the economic plan | Process cost: I.e. of the financial settlement of fundings, of bookings Adequacy of calculations Error rates |

Image source: <http://www.aobc.de/web/aobc.nsf/>



Finances

| Mission / strategy | Operative goals | Performance figures / indicators |
|---|--|---|
| Be a reliable partner for the financial backers | Obey the economic principles of the DFG when awarding approvals Payments in accordance with the regulations | Ratio of budget und approvals Target/performance comparison of expenditures |
| Meet the financial requirements of the organisation | Meet the financial requirements of the science und of the internal administration | Adequacy of the funding rate Time until the first retrieve of the funding Appropriate technical and personal equipment in the administration Diverging of the expenditures from the calculations |
| Achieve a cost-effective administration of public funds | Traceable cost development Not higher costs than comparable institutions | Ratio of administrative cost vs. funding means Ratio of internal vs. external activities Material costs of the workplace Travel costs per capita Service costs per meeting |

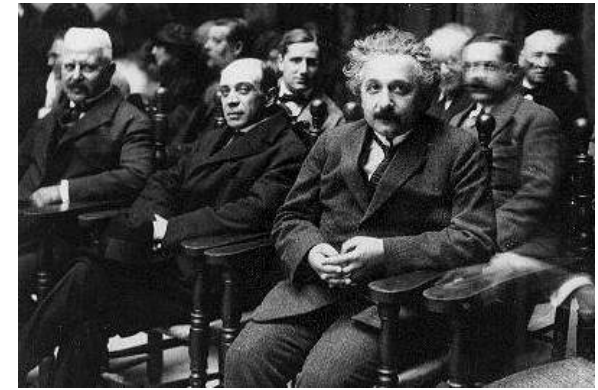
Image source: deutsch.istockphoto.com

Learning and Growth



| Mission / strategy | Operative goals | Performance figures / indicators |
|---|--|---|
| Attract and keep qualified personnel | Get qualified applications for job offers Offer opportunities for individual development Offer attractive working conditions | Number of qualified applications for job offers Labour turnover rate Personnel figures about qualification, age, gender, duration of staff membership |
| Promote skills, motivation, and flexibility | Offer education and training Optimize the management culture Offer incentives | Number of annual personal development meetings Appraisal of the working conditions and leadership behaviour in employee attitude surveys Quota of further training Quota of absent employees |

Image source: www.desy.de

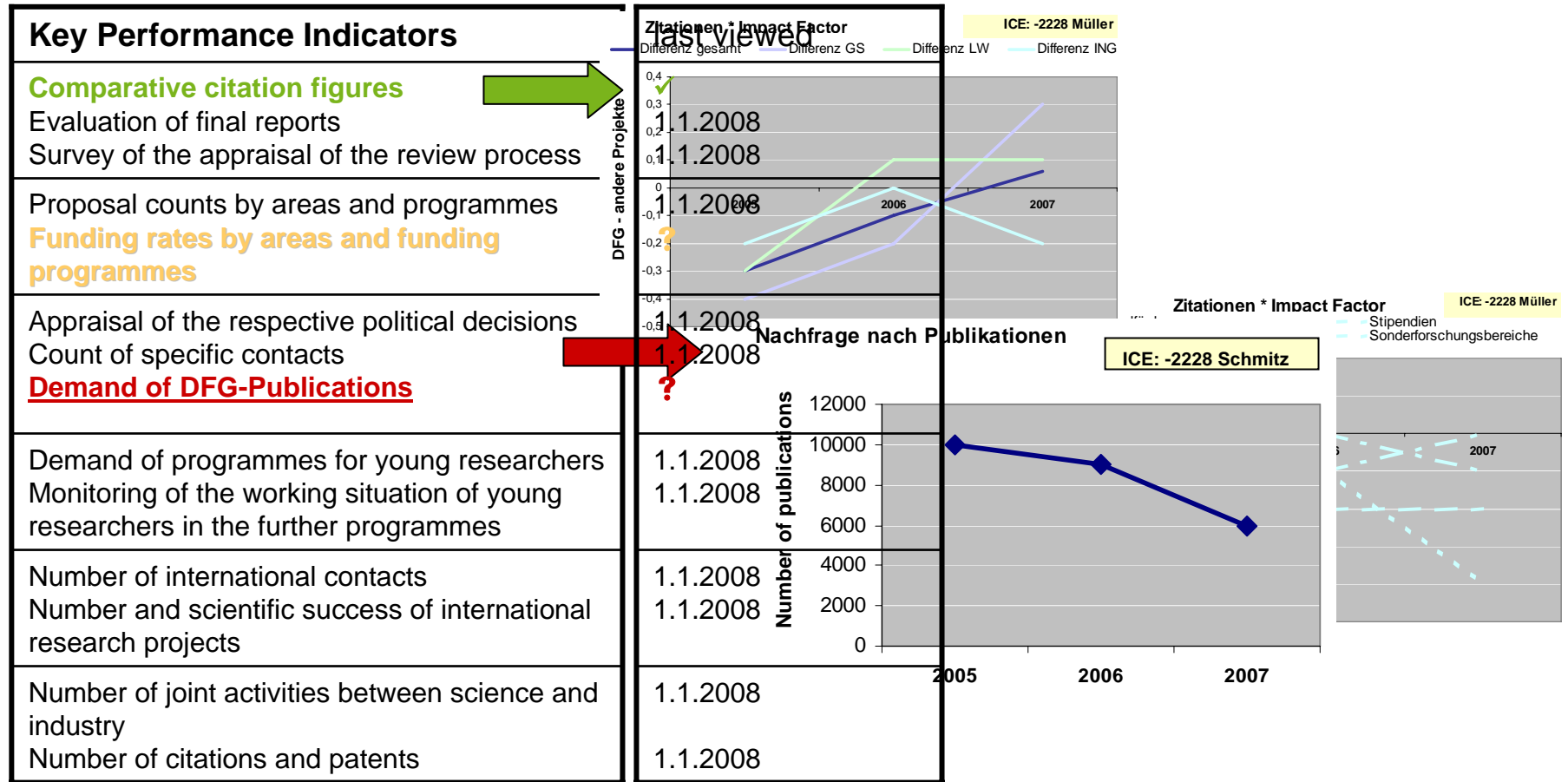


Customers (Applicants and Reviewers)

| Mission / strategy | Operative goals | Performance figures / indicators |
|-------------------------------|---|--|
| Efficient reviewing processes | Select and gain reviewers who are the best qualified for the selected areas Adequate handling of the reviewing process Motivate the reviewers for further cooperation | Acceptance ratio of reviewing requests Number of candidates for reviewing boards Feedback signals to the reviewing process |
| Contentment of the applicants | Intelligible and transparent guidelines Friendly and helpful advice Efficient and flexible carrying out | Number of queries concerning the proceedings Process duration Error quotas Frequency of complaints |

Image source: <http://dikigoros.t35.com/bio/einstein1923.jpg>

Virtual Dashboard for the Executive Board



What about the DFG?

Key Performance Indicators

Statistics of proposals and approvals, activity reports and request, monitoring and evaluation of scientific success of the funded projects at the IFQ (<http://www.research-information.de/>).

Internal business processes

Coordination on the operative level, annual feedback and planning talks with the staff, no detailed process performance measures.

Finances

Reporting about crucial economic figures, funding quotas and ratios of cost effectiveness.

Learning and growth

Key figures about personnel structure, fluctuation, absence and further education. Survey about the appraisal of the working conditions.

Customers

Duration of the processing of proposals. Survey of the working conditions in DFG-funded projects.

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