Guidelines for completing Key Performance Indicators (KPIs) for

ARC Industrial Transformation Research Program (ITRP)
commencing in 2020

Introduction
Prior to commencement, ARC Industrial Transformation Research Hubs (Research Hubs) and Industrial Transformation Training Centres (Training Centres) must complete the Key Performance Indicators Template as described in section B5.1 of the Grant Agreement for ARC Industrial Transformation Program commencing in 2020 (IH20/IC20). The KPI Template includes Key Performance Indicators (KPIs) across a range of categories for each year of funding. These KPIs must be reported on each year through the Progress Report.

Please note, the Research Hub’s or Training Centre’s performance against the KPIs will also be assessed as part of ad hoc Performance Reviews.

KPI targets must be set for each Research Hub and Training Centre against the standard KPIs included in the template below. In addition to these categories, the Research Hub or Training Centre may also develop KPIs that are specifically relevant to the research program.

It is important to note that the KPIs are part of the Agreement between the Administering Organisation and the ARC, and must therefore be agreed to by the ARC. The ARC may request amendments to targets prior to acceptance.

Over the life of the Research Hub or Training Centre, the Administering Organisation may request to amend KPI targets to reflect changes within the program. These requests must be reasonable changes with justification and must be agreed to by the ARC prior to amending.

Submitting KPI Template to the ARC
Please send your completed KPI Template to the Major Investments team, ARC-Postaward@arc.gov.au. Note that as per the ARC Post Award Guidance including Major Investments: Responding to the impact of COVID-19 document, KPIs for Research Hubs and Training Centres are due 12 months after accepting the grant offer instead of six months as stated in Clause B5.1.1 of the Grant Agreement.
Setting performance targets

All KPIs for the Research Hub or Training Centre should reflect the aims, activities and anticipated outcomes as outlined in the original application.

KPIs should align closely with the key benefits identified in the project plan. The ARC does not require a copy of the Research Hub’s or Training Centre’s project plan but strongly recommends that it is kept up to date, as this will be a key contextual document to inform the KPIs report. The plan may also be requested as part of an ad hoc review.

It is important to note that the intention of the KPIs is to set aspirational performance goals, which would reflect the highest possible level of achievement for a Research Hub or Training Centre.

General points to consider when completing the KPI Template

- Add/remove rows as needed
- Do not alter the KPI set categories
- Do NOT delete any KPIs once these have been approved by the ARC
- Only report on the years in which the Research Hub or Training Centre is receiving funding from the ARC. Note that if the Research Hub or Training Centre has carry forward funding, KPI targets for these additional years will need to be negotiated with the ARC.
- KPI targets may be renegotiated with the ARC as the Research Hub or Training Centre matures
- Be aspirational/ambitious with KPI targets
- Targets can be provided as a figure or a range (e.g. 10, or 8-12)
- Targets are not cumulative totals across the years. Each target should reflect the total within that calendar year.

The KPI Template has seven KPI categories for both Research Hubs and Training Centres. Following this there are three additional categories specifically for Research Hubs, and four additional categories specifically for Training Centres.

Research Hub’s support joint research activity, between the Australian higher education sector and industry, designed to focus on strategic outcomes that cannot be realised independently of each other. The KPIs should demonstrate the value of deliverables, or the path to deliverables, for the company and industry.

Training Centres should demonstrate training of HDR students, usually PhD students, and postdoctoral fellows who will then be sufficiently familiar with the relevant industry and be ready for a future career working with industry. One of the most effective ways to train people in industry processes and procedures is for them to be integrally involved in, for example, project plan development, KPIs, taking a product from bench to market or to implement a new process. These outcomes should also be included in the Project-specific KPIs.
**RESEARCH HUBS AND TRAINING CENTRES: KPI guidance – Key Performance Indicator categories**

The following information provides guidance for developing KPI targets outlined in the KPI template. The following KPIs are relevant for all Research Hubs and Training Centres.

1. **Number of joint publications**
   - Industry co-authored papers
   - Magazine
   - Newspaper
   - Journal
   - Speaking at a conference

   This KPI will demonstrate the Research Hub’s or Training Centre’s ability to produce different outputs which translates scientific information from an academic output in a plain language form for non-academics. This category includes both Partner Organisations and wider industry and trade body joint publications.

   **Action:** For each sub-category, create a new line for the relevant output. The list above should be included however this is not an exhaustive list of reporting for this category.

2. **Number of visits to the ITRP investment (more than one week)**
   - Industry visitors
   - International visitors
   - National visitors
   - Fellow visitors

   This KPI will provide a measurement of the significant visits (more than one week) to the Research Hub or Training Centre. These visits can be from inviting a person(s) to attend or requests to visit the Research Hub or Training Centre.

   This category does not include short visits, for example attending a single event such as a launch, presentation or a mentoring session. However, if their stay for these events is extended to participate in research activities for one week or greater, this can be included.

   **Action:** For each sub-category, create a new line for the relevant visit. The list above should be included however this is not an exhaustive list of reporting for this category.

3. **Number of government, industry and business community briefings**
   - To government (parliamentarians and department/agencies at both State and Federal level)
   - To industry/business/end users
   - To non-government organisations
   - To professional organisations and bodies
   - Other (please specify)

   The targets in this category are intended to demonstrate the Research Hub’s or Training Centre’s level of engagement with external stakeholders and decision makers. The ARC
expects that all students and Postdoctoral Fellows have opportunities to be involved in public talks.

Note that the targets in this category should be in addition to the targets listed for workshops/conferences below, and can include both invitations to speak at events, as well as Research Hub or Training Centre-hosted events.

The Research Hub or Training Centre should analyse their translation pathways to ensure that they are engaging with the key external stakeholders. The external stakeholders or decision makers should be able to understand the benefits from the Research Hub or Training Centre.

**Action:** For each sub-category, create a new line for the relevant briefing type. The list above should be included however this is not an exhaustive list of reporting for this category.

<table>
<thead>
<tr>
<th>4. Number of talks given by ITRP investments which are open to the public</th>
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<tbody>
<tr>
<td>• National conferences</td>
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<tr>
<td>• International conferences (held internationally and in Australia)</td>
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<tr>
<td>• Seminar series</td>
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<tr>
<td>• Forums</td>
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<tr>
<td>• Scientific talks</td>
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<tr>
<td>• Other (please specify)</td>
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</tbody>
</table>

The targets in this category will demonstrate the Research Hub’s or Training Centre’s level of engagement with the public and their ability to communicate complex scientific information effectively. It is expected that the Director and other participants of the Research Hub or Training Centre have the opportunity to present to the public.

**Action:** For each sub-category, create a new line for the relevant outputs. The list above should be included however this is not an exhaustive list of reporting for this category.
5. **Number of research outputs:**
   - Journal articles
   - Conference publications
     - Academics publications
     - Published to inform industry
   - Artistic performances
   - Films
   - Creative works
   - Patents
   - Books
   - Book Chapters
   - Other (please specify)

The targets in this category will demonstrate the research outputs of the Research Hub or Training Centre.

With each relevant sub-category, the Research Hub or Training Centre will need to determine how the quality of research outputs will be measured. For example, impact factors, peer review of outputs, citation analysis, and award or prizes (if applicable).

The number of outputs would be expected to increase over time. The types of outputs should be research discipline and industry relevant, and be of high-quality.

**Action:** For each sub-category, create a new line for the relevant output and provide a short description of how the Research Hub or Training Centre will measure the quality of outputs, such as H index or Impact Factor. The list above should be included however this is not an exhaustive list of reporting for this category.

6. **Number and nature of commentaries about the ITRP investments achievements**
   - Media releases
   - Social media
   - Articles

The ARC expects that the Research Hub or Training Centre appear as a separate entity within the Administering Organisation. This includes promoting research outcomes and events through its own website, social media and articles.

This KPI provides a measurement on how the Research Hub or Training Centre is increasing its profile. A media release is defined as a factual based statement that informs people about an event, research outcome or other happenings. Social media examples include Twitter, Facebook, Instagram and LinkedIn. Measurements of social media can include retweets, followers, or likes. Articles can include news stories, interviews or a bulletins.

**Action:** For each sub-category, create a new line for the relevant output. The list above should be included however this is not an exhaustive list of reporting for this category.
7. **Additional funding secured and attributable to ITRP engagement achievements ($)**
   - Additional contributions from Partner Organisations
   - Secured venture capital
   - Scholarships
   - Grants
   - Other (please specify)

This category demonstrates the Research Hub or Training Centre is providing a good return on investment. This is important for planning beyond the ARC funding of the Research Hub or Training Centre program and also demonstrates industry confidence.

This category can include additional funding secured above and beyond the commitments of the original Partner Organisations as listed in the application, or as additional funding secured from new partners (cash or in-kind commitments). However, the latter is not the sole measure of success and that new Partner Organisations should be carefully considered against the remit of the research program.

**Action:** For each sub-category, create a new line for the relevant additional funding. The list above should be included however this is not an exhaustive list of reporting for this category.

**RESEARCH HUBS ONLY: KPI guidance – Performance Measurement categories**

1. **Number of mentoring programs (formal/informal) that Research Hub participants and staff are engaged with**

   This category includes formal and informal mentoring programs. Where possible, each student or postdoctoral fellow should have both an academic and industry mentor throughout the funding period. Please note that a mentor is additional to a supervisor.

   Mentoring programs listed should involve experienced personnel as mentors. Mentees may be Research Hub participants at any career stage. Programs listed can include Research Hub development/leadership/induction programs for Research Hub researchers, students, postdoctoral researchers, new staff, external stakeholders, end-users etc. Programs should include all personnel (including the Director).

   Note that the target set here should be the number of programs, and not the number of participants in each program. However, you may choose to set an additional Research Hub-specific target for program participation.

   **Action:** The target can be presented as a single line, or alternatively a new line can be created to provide a breakdown of different mentoring programs.
2. **Number of postdoctoral fellows placed in Partner Organisations**

This category demonstrates the how the Research Hub will ensure ARC funded postdoctoral fellows will be integrated into the research program and involved with Partner Organisations over the life of the project.

It is expected that there will be opportunities for postdoctoral fellows to be placed with Partner Organisations. The arrangements can be a listed as block of time or an FTE commitment.

**Action:** For each sub-category (full-time or part-time), create a new line for the relevant postdoctoral fellow placements including units of measurements.

3. **Number of HDR students placed in Partner Organisations**

This category demonstrates the how the Research Hub will ensure ARC funded HDR students will be integrated into the research program and involved with Partner Organisations over the life of the project.

It is expected that there will be opportunities for HDR students to be placed with Partner Organisations. The arrangements can be a listed as a block of time or an FTE commitment.

**Action:** For each sub-category (full-time or part-time), create a new line for the relevant HDR student placements including units of measurements.

**TRAINING CENTRES ONLY: KPI guidance – Performance Measurement categories**

1. **Number of ICHDR postgraduate students enrolled at the Training Centre**

This category should include the number of ICHDRs funded by the ARC. The number of HDR student should not be less than the minimum requirement of 10 HDR’s throughout the funding period.

**Action:** For each sub-category (ARC funded or alternatively funded), create a new line for the relevant ICHDR enrolments.

2. **Number of ICPDs enrolled at the Training Centre**

This category should include the number of ICPDs funded by the ARC. The number of postdoctoral fellows should not be less than the minimum requirements of 3 postdoctoral fellows throughout the funding period.
**Action:** For each sub-category (ARC funded or alternatively funded), create a new line for the relevant ICPD enrolments.

### 3. Number of placements to Partner Organisations

The minimum requirement is for all ARC funded ICHDRs and ICPDs to spend one year in Partner Organisations (outside the higher education sector) over the life of the project. Indicate whether the number of postdoctoral fellows who will be placed in partner organisations are either full-time or part-time per year.

**Action:** For each sub-category (full-time or part-time), create a new line for the relevant ICHDR and ICPD placements.

### 4. Number of professional short courses/workshops programs attended by Training Centre participants and staff. Some examples are:

- Engaging with media
- Public speaking
- How to write a grant application, applying for a job and interview training.
- Gender equality and diversity
- Cultural awareness and ethics training

The ARC expects that Training Centres actively participate in a number of professional development courses, beyond what is offered at the university. Indicate the number of professional short courses/workshop programs that are available for Training Centre participants and staff.

**Action:** For each sub-category, create a line for the relevant course/workshop program and include the number of courses attended by Training Centre participants. The list above should be included however this is not an exhaustive list of reporting for this category.