MODEL ORGANIZATION

"Perform as a Model Organization" (or "Model Organization") is one of three strategic goals outlined in *Empowering the Nation through Discovery and Innovation: NSF's Strategic Plan for Fiscal Years (FY) 2011-2016.* Model Organization is an internally-focused goal that emphasizes the agency's desired outcome of attaining excellence in all aspects of its operations. Excellence in NSF's performance as a model organization is essential to carrying out and achieving NSF's mission and accomplishing the agency's other strategic goals of "Transform the Frontiers" and "Innovate for Society." Model Organization underpins NSF programmatic activities and encompasses all the agency's management activities. It also includes support for the activities of the Office of Inspector General (OIG) and the National Science Board (NSB), which are provided in separate appropriations.

This summary provides an overview of the FY 2013 Request for the portfolio of activities directly associated with the Model Organization goal. Detailed information about the various components/activities of Model Organization is included in the four sub-sections that follow this discussion. The chart below and Table 1 show the major components of Model Organization: Human Capital, Information Technology, Other Administrative Support, Future NSF, and support for the NSB and OIG. Table 1 also shows the funding sources for the major components/activities, as several are funded through multiple appropriation accounts.

The FY 2013 Request for Model Organization is $428.27 million, a $720,000 or 0.2 percent increase from the FY 2012 Estimate of $427.55 million. NSF's FY 2013 Request for Model Organization responds to Executive Order 13589, *Promoting Efficient Spending*, which requires agencies to achieve their mission in the most efficient, cost effective way and to reduce administrative costs. NSF's FY 2013 Request reflects efficiency savings in several areas such as travel, information technology devices, printing, and contractual services.
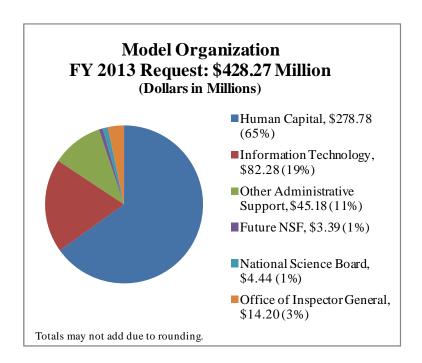
Model Organization
FY 2013 Request: $428.27 Million
(Dollars in Millions)

- Human Capital, $278.78 (65%)
- Information Technology, $82.28 (19%)
- Other Administrative Support, $45.18 (11%)
- Future NSF, $3.39 (1%)
- National Science Board, $4.44 (1%)
- Office of Inspector General, $14.20 (3%)

Totals may not add due to rounding.

Table 1. Model Organization

(Dollars in Millions)

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request	FY 2013 Request Change Over FY 2012 Estimate Amount	Percent	Funding Source	Details Available on Page
Human Capital	$269.66	$278.12	$278.78	$0.66	0.2%		
Human Capital	*226.96*	*233.61*	*236.73*	*3.12*	*1.3%*		
Personnel Compensation & Benefits	202.73	202.91	209.47	6.56	3.2%	AOAM	AOAM-3
Management of Human Capital	8.22	9.40	8.20	-1.20	-12.8%	AOAM	AOAM-5
Operating Expenses[1]	9.97	15.26	13.32	-1.94	-12.7%	AOAM	AOAM-6
Travel	6.04	6.04	5.74	-0.30	-5.0%	AOAM	AOAM-7
IPA Appointments	*42.70*	*44.51*	*42.05*	*-2.46*	*-5.5%*		
Compensation	35.66	37.90	35.91	-1.99	-5.3%	R&RA/EHR	R&RA/EHR-1
Lost Consultant & Per Diem	4.01	4.29	3.89	-0.40	-9.3%	R&RA/EHR	R&RA/EHR-1
Travel	3.03	2.32	2.25	-0.07	-3.0%	R&RA/EHR	R&RA/EHR-1
Information Technology	84.42	84.10	82.28	-1.82	-2.2%		
Agency Operations Information Technology	*28.42*	*26.10*	*22.00*	*-4.10*	*-15.7%*	AOAM	AOAM-7
Administrative Applications Services and Support	12.65	11.81	7.71	-4.10	-34.7%	AOAM	AOAM-8
Associated Infrastructure Services and Support	12.98	11.50	11.50	-	-	AOAM	AOAM-9
Security and Privacy Services and Support	2.79	2.79	2.79	-	-	AOAM	AOAM-9
Program Related Technology (PRT)	*56.00*	*58.00*	*60.28*	*2.28*	*3.9%*		
Mission-Support Applications Services	39.13	41.13	43.41	2.28	5.5%	R&RA/EHR	R&RA/EHR-3
Associated IT Operations & Infrastructure	13.91	13.91	13.91	-	-	R&RA/EHR	R&RA/EHR-4
Related Security and Privacy Services	2.96	2.96	2.96	-	-	R&RA/EHR	R&RA/EHR-4
Other Administrative Support	46.50	44.08	45.18	1.10	2.5%		
Space Rental	26.11	26.39	27.22	0.83	3.1%	AOAM	AOAM-10
Other Infrastructure	*14.71*	*10.69*	*10.06*	*-0.63*	*-5.9%*	AOAM	AOAM-10
Administrative Contracts	8.23	5.22	4.72	-0.50	-9.6%		
Government Goods and Services	2.17	1.61	1.61	-	-		
Adminstrative Services, Equipment & Supplies	4.31	3.86	3.73	-0.13	-3.4%		
Other Program Related Administration[2]	5.68	7.00	7.90	0.90	12.9%	R&RA/EHR	R&RA/EHR-4
Future NSF	3.10	2.61	3.39	0.78	29.9%	AOAM	AOAM-11
National Science Board (NSB)	4.47	4.44	4.44	-	-	NSB	NSB-1
Office of Inspector General (OIG)[3]	14.00	14.20	14.20	-	-	OIG	OIG-1
Total, Model Organization	**$422.14**	**$427.55**	**$428.27**	**$0.72**	**0.2%**		

Notes: Totals may not add due to rounding.

AOAM: Agency Operations and Awards Management; R&RA: Research & Related Activities; MO: Model Organization; IPA: Intergovernmental Personnel Act. FY 2012 and FY 2013 funding estimates for NSF-supported E-Government Initiatives can be found on pages Model Organization-7 and 8.

[1] Operating exenses include funding for suppplies and equipment, contracts, and other costs necessary to enable accomplishment of NSF's mission.

[2] Includes funding for certain NSF-wide activities such as major studies, evaluation, outreach efforts, NSF contributions to interagency E-Government activities, and grants management applications that benefit the research community.

[3] FY 2011 includes $82,946 in Office of Inspector General obligations associated with FY 2009 ARRA funding carried over into FY 2011.

Model Organization by Major Component

1. **Human Capital**: Support for NSF's human capital activities is the largest component of Model Organization, accounting for nearly two-thirds of the portfolio. The FY 2013 Request for Human Capital is $278.78 million, a $660,000 or 0.2 percent increase over the FY 2012 Estimate. The Human Capital component includes NSF's federal employees and temporary employees hired through authority provided by the Intergovernmental Personnel Act, known as "IPAs." NSF's federal employee FTE (full-time equivalents) is funded through the Agency Operations and Award Management (AOAM) appropriation account and IPAs are funded through the Research and Related Activities (R&RA) and Education and Human Resources (EHR) appropriation accounts. In addition to these workforce costs, the Human Capital component also provides support for:

   - Personnel-related services such as recruiting, classification and staffing, workforce planning, and learning and development activities;
   - Financial management and post-award monitoring services;
   - Outreach, diversity and inclusion, legislative and public affairs, and legal services;
   - Agency-wide operating expenses for supplies and office equipment; and
   - Travel for outreach activities, post-award oversight and monitoring, site visits, and training.

Detailed information about each of the Human Capital activities can be found in the AOAM section, pages AOAM-3 through AOAM-7. Detailed information about IPAs can be found in the R&RA/EHR section.

2. **Information Technology (IT)**: IT investments are the second largest component of Model Organization, accounting for 19 percent.

   - Agency operations IT investments include routine administrative IT efforts that support the agency's basic administrative operations such as human resources management, the preparation of the agency's financial statements, a portion of NSF's financial system modernization project (iTRAK), and procurement activities. These efforts are funded through the AOAM appropriation and are discussed on page AOAM-7.
   - Program Related Technology (PRT) investments directly support NSF's programmatic activities and associated services, such as Research.gov, eJacket, FastLane, and a portion of iTRAK. PRT supports the NSF grants management process, and is funded through the R&RA and EHR appropriations. These efforts are discussed on page 2 of the R&RA/EHR sub-chapter.

   Table 2 shows NSF's total investments in the IT portfolio by appropriation. NSF's FY 2013 Request for IT investments is $82.28 million, a $1.82 million or 2.2 percent decrease from the FY 2012 Estimate of $84.10 million.

Table 2. Information Technology (IT) Investments by Appropriation
(Dollars in Millions)

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request	FY 2013 Request Change Over FY 2012 Estimate Amount	Percent
Agency Operations and Award Management (AOAM)	$28.42	$26.10	$22.00	-$4.10	-15.7%
Program Related Technology	56.00	58.00	60.28	2.28	3.9%
R&RA	*48.72*	*50.46*	*52.44*	*3.72*	*7.6%*
EHR	*7.28*	*7.54*	*7.84*	*0.56*	*7.7%*
Total	**$84.42**	**$84.10**	**$82.28**	**-$1.82**	**-2.2%**

Totals may not add due to rounding.

3. **Other Administrative Support:** The FY 2013 Request of $45.18 million accounts for 11 percent of the Model Organization portfolio, and is a $1.10 million or 2.5 percent increase from the FY 2012 Estimate. NSF funding for Other Administrative Support covers three activities:

- Space Rental, which includes rent, utilities, and physical security costs;
- Infrastructure goods and services such as travel management, conference room and meeting support, security guards, building services, library services (including subscriptions), office furnishings, and building improvements; and
- Other Program Related Administration, which funds NSF-wide activities such as major studies, evaluations, outreach efforts, E-government efforts, and certain fellowship programs.

Space Rental and infrastructure activities are funded by the AOAM appropriation. Detailed information about these activities can be found in the AOAM section, beginning on page AOAM-10. Other Program Related Administration (PRA) is funded by the R&RA and EHR appropriations. Detailed information on the PRA activities can be found on page 4 of the R&RA/EHR section which follows this discussion.

4. **Future NSF:** NSF's current leases for the headquarters' facility expire in 2013. NSF has been working collaboratively with the GSA on the replacement long-term lease, which is expected to be awarded by 2013. The FY 2013 Request for Future NSF is $3.39 million, a $780,000 or 29.9 percent increase over the FY 2012 Estimate. Details of the FY 2013 Future NSF request, which is funded through AOAM, can be found on page AOAM-11.

5. **National Science Board** (NSB): The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2013 Request can be found in the NSB section.

6. **Office of Inspector General** (OIG): The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2013 Request can be found in the OIG sub-chapter.

Model Organization by Appropriation

Table 3 shows the appropriation accounts that support Model Organization activities.

- In FY 2013, 70 percent ($299.4 million) of Model Organization is funded through AOAM.

- The R&RA and EHR appropriation accounts fund program support costs — $94.75 million (22 percent) through the R&RA account and $15.48 million (4 percent) through the EHR account.

- The activities of the OIG and NSB are each funded by separate appropriations. The FY 2013 Request for the OIG of $14.20 million accounts for 3 percent of the Model Organization portfolio. The NSB FY 2013 Request of $4.44 million accounts for 1 percent of the Model Organization portfolio.
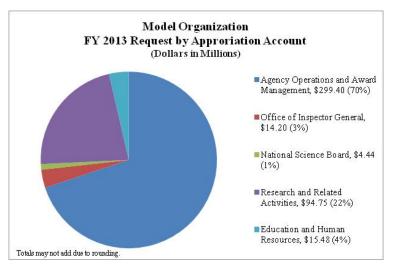

Model Organization FY 2013 Request by Approriation Account (Dollars in Millions)

- Agency Operations and Award Management, $299.40 (70%)
- Office of Inspector General, $14.20 (3%)
- National Science Board, $4.44 (1%)
- Research and Related Activities, $94.75 (22%)
- Education and Human Resources, $15.48 (4%)

Totals may not add due to rounding.

Table 3. Model Organization by Appropriation
(Dollars in Millions)

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request	FY 2013 Request Change Over FY 2012 Estimate	
				Amount	Percent
Agency Operations and Award Management	$299.29	$299.40	$299.40	-	-
Office of Inspector General[1]	14.00	14.20	14.20	-	-
National Science Board	4.47	4.44	4.44	-	-
Research & Related Activities	89.19	94.12	94.75	0.63	0.7%
Education and Human Resources	15.19	15.39	15.48	0.09	0.6%
Subtotal, Program Support	104.39	109.51	110.23	0.72	0.7%
Total	**$422.14**	**$427.55**	**$428.27**	**$0.72**	**0.2%**

Totals may not add due to rounding.

[1] FY 2011 Actual includes $82,946 of obligations funded through the American Recovery and Reinvestment Act of 2009 (ARRA).

NSF Workforce

Table 4 shows the agency's total staffing allocation and usage for the FY 2013 Request, including the Arctic Research Commission and contractor staffing not funded as part of the Model Organization portfolio.

Table 4. NSF Workforce
Full-Time Equivalents (FTE)

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request	FY 2013 Request Change Over FY 2012 Estimate Amount	Percent
AOAM FTE Allocation					
Regular	*1,310*	*1,310*	*1,310*	-	-
Student	*40*	*42*	*42*	-	-
Subtotal, AOAM FTE Allocation	*1,350*	*1,352*	*1,352*	-	-
AOAM FTE Usage (Actual/Projected)					
NSF Regular	1,282	1,285	1,310	25	1.9%
NSF Student	42	42	42	-	-
Subtotal, AOAM FTE[1]	1,324	1,327	1,352	25	1.9%
Office of the Inspector General[2]	74	78	78	-	-
Regular	70	73	73	-	-
Student	4	5	5	-	-
National Science Board[3]	18	18	18	-	-
Arctic Research Commission[4]	3	3	3	-	-
Total, Federal Employees (FTE)	1,419	1,426	1,451	25	1.8%
IPAs (FTE)	175	183	183	-	-
Detailees to NSF	3	6	6	-	-
Contractors (est.)	449	449	449	-	-
Total, Workforce	**2,046**	**2,064**	**2,089**	**25**	**1.2%**

Totals may not add due to rounding.

[1] Additional information about FTEs funded through the AOAM appropriation are available in the AOAM section.

[2] The Office of Inspector General is discussed in a separate chapter and is funded through a separate appropriation.

[3] The National Science Board is discussed in a separate chapter and is funded through a separate appropriation.

[4] The U.S. Arctic Research Commission is discussed in a separate chapter and is funded through the R&RA appropriation.

In FY 2013, NSF's federal employee FTE utilization will increase by 25 FTE over the FY 2012 Estimate. The staffing profile in the table above shows that a small but significant percentage of the NSF workforce included in the FY 2013 Request—183 FTE or about 9 percent—consists of temporary employees hired through the authority provided by the Intergovernmental Personnel Act (IPA). IPAs do not count as federal FTE. A smaller number of visiting staff—roughly 40 people annually—are employed through NSF's own Visiting Scientist, Engineer, and Educator Program (VSEE). VSEEs count as federal FTE and are included in the Federal Employee FTE total. The use of IPAs and VSEEs, commonly referred to as rotators, has been a defining characteristic of NSF since its inception in 1950, as it gives NSF a direct connection to the researchers and educators working at the frontiers of science and engineering. Additional information about the agency's FY 2013 FTE allocation and usage can be found on page AOAM-3.

NSF FY 2012 and FY 2013 Funding For E-Government Initiatives

The following two tables show NSF contributions and service fees for various E-governments initiatives.

Table 5. NSF FY 2012 Funding for E-Government Initiatives

Initiative	FY 2012 Agency Contributions	FY 2012 Agency Svc. Fees	NSF Total	Appropriations Account		
				AOAM	R&RA	EHR
Grants.gov	-	481,957	**$481,957**	-	$419,303	$62,654
E-Travel	-	215,163	**215,163**	215,163	-	-
Geospatial LoB	-	-	**-**	-	-	-
E-Training	-	370,000	**370,000**	370,000	-	-
E-Rulemaking	-	10,500	**10,500**	10,500	-	-
Recruitment One-Stop (USA Jobs)	-	7,522	**7,522**	7,522	-	-
E-HRI	-	26,237	**26,237**	26,237	-	-
Integrated Acquisition Environment (IAE)	-	18,511	**18,511**	18,511	-	-
IAE- Loans and Grants	-	89,973	**89,973**	89,973	-	-
Human Resources Management LoB	65,217	-	**65,217**	-	56,739	8,478
Financial Management LoB	44,444	-	**44,444**	-	38,666	5,778
Budget Formulation/Execution LoB	105,000	-	**105,000**	-	91,350	13,650
Performance Management LoB	-	-	**-**	-	-	-
E-Payroll (includes Shared Services)	-	314,640	**314,640**	314,640	-	-
Total	$214,661	$1,534,503	**$1,749,164**	$1,052,546	$606,058	$90,560

LoB: Line of Business; Totals may not add due to rounding.

In NSF's FY 2012 Congressional Budget Justification, the portfolio of E-Gov initiatives also included the Grants Management Line of Business (GMLoB) – for which previously NSF was the managing partner. NSF's FY 2012 contribution to the GMLoB had been anticipated to be $107,000, and OMB is currently working with partner agencies on future frameworks for integrated efforts related to grants management.

Table 6. NSF FY 2013 Funding for E-Government Initiatives

Initiative	FY 2013 Agency Contributions	FY 2013 Agency Svc. Fees	NSF Total	Appropriations Account		
				AOAM	R&RA	EHR
Grants.gov	-	$370,923	**$370,923**	-	$322,703	$48,220
E-Travel	-	257,684	**257,684**	257,684	-	-
Geospatial LoB	15,000	-	**15,000**	-	13,050	1,950
E-Training	-	370,000	**370,000**	370,000	-	-
E-Rulemaking	-	10,000	**10,000**	10,000	-	-
Recruitment One-Stop (USA Jobs)	-	8,312	**8,312**	8,312	-	-
E-HRI	-	32,427	**32,427**	32,427	-	-
Integrated Acquisition Environment (IAE)	-	15,406	**15,406**	15,406	-	-
IAE - Loans and Grants		89,973	**89,973**	89,973	-	-
Human Resources Management LoB	65,217	-	**65,217**	-	56,739	8,478
Financial Management LoB	44,444	-	**44,444**	-	38,666	5,778
Budget Formulation/Execution LoB	105,000	-	**105,000**	-	91,350	13,650
Performance Management LoB	34,000	-	**34,000**	-	29,580	4,420
E-Payroll (incl. Shared Services)	-	314,640	**314,640**	314,640	-	-
Total	$263,661	$1,469,365	**$1,733,026**	$1,098,442	$552,088	$82,496

LoB: Line of Business; Totals may not add due to rounding.

Benefits realized through the use of these activities are:

- *Geospatial Line of Business*
  NSF supports basic research at the frontiers of discovery across all fields of science through competitive proposals that are evaluated using merit-based peer review. To advance its mission, NSF actively participates in activities that shape and enhance the scientific enterprise. Although NSF is not currently a provider of geospatial data, it does consider proposals for support of fundamental research that utilizes or enhances the value of geospatial information. NSF recognizes the importance of the Geospatial Line of Business in establishing a more collaborative and performance-oriented culture within the federal geospatial arena that optimizes investments in data and technology and yield many long-term benefits to the Nation.

- *Human Resources Line of Business (HRLoB)*
  Through the usage of one of the HRLoB's approved service providers—Department of Interior's National Business Center—NSF is able to leverage economies of scale, reduce costs, and increase the quality and consistency of services provided. Utilizing this service delivery model frees up NSF HR resources to provide valuable strategic and consultative support to the Foundation's mission.

- *Financial Management LoB (FMLoB)*
  NSF benefits from its participation in FMLoB due to the initiative's focus on financial systems improvements in coordination with the Chief Financial Officers Council (CFOC). In FY 2011, FMLoB added and expanded upon the functionality offered during its Verifypayment.gov initiative, which has been rebranded the GOVerify Business Center and is expected to be in production in early 2012. Once GOVerify is in production, it could assist the grants and contracting communities verify eligibility to receive a grant or award.

- *Budget Formulation and Execution Line of Business (BFELoB)*
  The BFELoB provides significant benefits to NSF by encouraging best practices crossing all aspects of federal budgeting. NSF uses the MAX Federal Community to share budget information with the Office of Management and Budget (OMB) and other federal agencies, collaborate on internally- and externally-facing initiatives, and hold on-line meetings with remote participants. The BFELoB also provides NSF with increased analytical and reporting capabilities through the ongoing systems development, such as MAX Analytics. In addition, the Budgeting Capabilities Self-Assessment Tool (BCSAT) was published, and has provided NSF with a simple survey-like method to assess and gain perspective on how our current operations and processes compare against best practices in a broad range of budgeting capability categories. NSF has already begun using the BCSAT to assess organizational practices, presented the results of its self-assessment to the BFELoB Task Force, and is developing plans to address areas of need.

- *Performance Management Line of Business (BFELoB)*
  NSF will participate in the Performance Management Line of Business (PMLoB), an interagency effort to develop government-wide performance management capabilities and meet the transparency requirements of the GPRA Modernization Act. Starting at the end of 2012, NSF's performance information will be reported through a federal website which includes advanced data display and reporting capabilities, the ability to extract raw data, and, over time, will integrate other government-wide data, such as program, human capital, and spending information. All information currently provided publicly will be updated more frequently and will be provided in user-friendly formats that the public can more easily access and analyze.