

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*. It is an internally focused goal that emphasizes the agency’s efforts to attain excellence in all aspects of its operations. This is essential to carrying out and achieving NSF’s mission and accomplish 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.

This summary provides an overview of the portfolio of activities directly associated with the Model Organization goal. It is organized into four sections: Model Organization by Major Component; Model Organization by Appropriation; NSF Workforce; and FY 2013 and FY 2014 Funding for E-Government initiatives. Table 2 on the following page shows the major components of Model Organization: Human Capital, Travel, Information Technology, Administrative Support, Future NSF, and support for the National Science Board (NSB) and the Office of Inspector General (OIG). Table 2 also shows the funding sources for the major components/activities, as several are funded through more than one appropriation.

Table 1: Model Organization FY 2014 Request

(Dollars in Millions)

FY 2012 Actual	FY 2012 Enacted/ Annualized	FY 2014 Request	Change Over	
	FY 2013 CR ¹		FY 2012 Enacted Amount	Percent
\$422.47	\$427.55	\$447.85	\$20.30	4.7%

¹A full-year 2013 appropriation was not enacted at the time the Budget was prepared. The amount shown for FY 2013 is a placeholder and reflects the FY 2012 Enacted level.

As shown in Table 1, NSF’s FY 2014 Request for activities in the Model Organization portfolio totals \$447.85 million, a \$20.30 million, or 4.7 percent, increase from the FY 2012 Enacted level of \$427.55 million. Underlying this Request is NSF’s ongoing pursuit of more efficient and effective approaches to operational activities, in accordance with the Administration’s policies outlined in *Executive Order 13589: Promoting Efficient Spending and Promoting Efficient Spending to Support Agency Operations (OMB M-12-12)*. This request incorporates improved oversight and prioritization of funding related to travel, conferences, communications devices, printing, and investments in information technology (IT). As an example, these efforts have resulted in a reduction in the FY 2014 Request for AOAM-funded staff travel by 11 percent.

In FY 2014, NSF will support three new major efforts to improve program effectiveness and efficiency: Evaluation Capability will expand NSF’s overall capability for evidence-based planning and decision-making; Merit Review Process Improvements will enhance one of NSF’s critical business functions; and the Public Access Initiative focuses on the dissemination of research results quickly and broadly with the goal of accelerating the advancement of knowledge. More information about these efforts can be found in the NSF-Wide Investments chapter.

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Table 2. Model Organization
(Dollars in Millions)

	FY 2012		FY 2014 Request	Change Over		Funding Source and Sub-section/Page Where Details Are Available
	FY 2012	Enacted/ Annualized		FY 2012 Enacted		
	Actual	FY 2013 CR		Amount	Percent	
Human Capital	\$246.97	\$254.50	\$262.72	\$8.22	3.2%	
Personal Compensation	198.16	202.91	210.17	7.26	3.6%	AOAM-2
Management of Human Capital	9.67	9.40	7.98	-1.42	-15.1%	AOAM-4
IPA Appointments	<u>39.15</u>	<u>42.19</u>	<u>44.57</u>	2.38	5.6%	
Compensation	35.15	37.90	40.21	2.31	6.1%	R&RA/EHR-1
Lost Consultant & Per Diem	4.00	4.29	4.36	0.07	1.6%	R&RA/EHR-1
Travel	8.84	8.36	8.45	0.09	1.1%	
NSF Staff	5.35	6.04	5.35	-0.69	-11.4%	AOAM-5
IPA Appointments	3.49	2.32	3.10	0.78	33.6%	R&RA/EHR-1
Information Technology (IT)	88.78	84.10	83.39	-0.71	-0.8%	
Agency Operations IT	<u>30.66</u>	<u>26.10</u>	<u>22.18</u>	-3.92	-15.0%	
Administrative Applications Services and Support	12.20	11.80	6.83	-4.97	-42.1%	AOAM-6
Associated Infrastructure Services and Support	15.67	11.51	13.01	1.50	13.0%	AOAM-7
Security and Privacy Services and Support	2.79	2.79	2.34	-0.45	-16.1%	AOAM-7
Program Related Technology (PRT)	<u>58.12</u>	<u>58.00</u>	<u>61.21</u>	3.21	5.5%	R&RA/EHR-3
Mission-Support Applications Services	41.13	41.13	43.84	2.71	6.6%	R&RA/EHR-4
Associated IT Operations and Infrastructure	14.03	13.91	14.41	0.50	3.6%	R&RA/EHR-5
Related Security and Privacy Services	2.96	2.96	2.96	-	-	R&RA/EHR-5
Administrative Support	56.70	59.34	71.83	12.49	21.0%	
Space Rental	26.80	26.39	31.38	4.99	18.9%	AOAM-8
Operating Expenses	13.55	15.26	13.22	-2.04	-13.4%	AOAM-8
Other Infrastructure	12.42	10.69	11.34	0.65	6.1%	AOAM-9
Other Program Related Administration	<u>3.93</u>	<u>7.00</u>	<u>15.89</u>	8.89	127.0%	
Major NSF-wide Investments						
Evaluation Capability	-	-	5.50	5.50	N/A	R&RA/EHR-6
Merit Review Process Improvements	-	-	0.3	0.3	N/A	R&RA/EHR-6
Public Access Initiative	-	-	1.75	1.75	N/A	R&RA/EHR-6
E-Government Initiatives ¹	0.65	0.70	1.07	0.37	52.9%	R&RA/EHR-7
General Planning and Evaluation Activities	3.28	6.30	7.27	0.97	15.4%	R&RA/EHR-7
Future NSF HQ	2.70	2.61	2.67	0.06	2.3%	AOAM-11
National Science Board (NSB)	4.37	4.44	4.47	-	-	NSB-1
Office of Inspector General (OIG)	14.12	14.20	14.32	0.12	0.8%	OIG-1
Total, Model Organization	\$422.47	\$427.55	\$447.85	\$20.30	4.7%	

Totals may not add due to rounding.

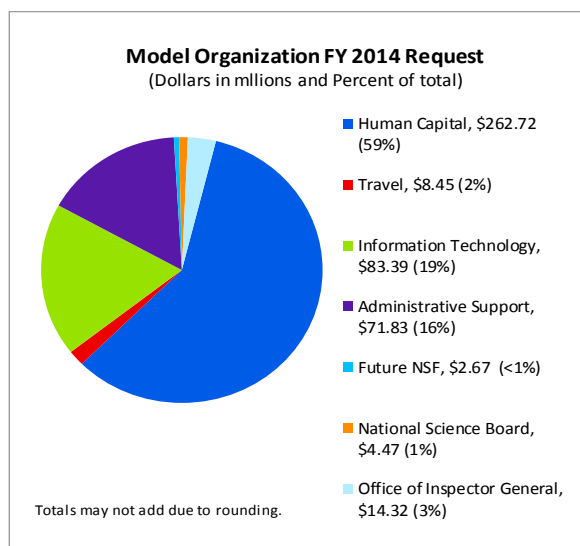
AOAM: Agency Operations and Awards Management; R&RA: Research & Related Activities; MO: Model Organization; IPA: Intergovernmental Personnel Act. Totals may not add due to rounding.

¹ FY 2013 and FY 2014 funding estimates for NSF-supported E-government initiatives can be found on pages Model Organization-8 and 9.

Model Organization by Major Component

The chart below shows the major components of NSF's FY 2014 Request for Model Organization.

1. **Human Capital:** Support for NSF's human capital activities is the largest component of Model Organization, accounting for 59 percent of the Model Organization portfolio. The Human Capital component includes personnel compensation and benefits of NSF's federal employees and as well as support for NSF's temporary employees hired through authority provided by the Intergovernmental Personnel Act, known as "IPAs." NSF's federal employee FTE (full-time equivalents) are funded through the Agency Operations and Award Management (AOAM) appropriation account while IPAs are funded through the Research and Related Activities (R&RA) and Education and Human Resources (EHR) appropriation accounts.



The Human Capital component also includes support for the Management of Human Capital, which includes activities such as:

- Human resources systems including the Federal Personnel Payroll System, the time and attendance system (WebTA), eRecruit capabilities using USAJobs, and security investigations for incoming staff.
- Operational support for recruiting, hiring, and on-boarding of permanent and rotating staff; processing support for pay and benefits; and incentive and other awards.
- Workplace and work life support for employees such as the Health Unit, the Employee Assistance Program, and child care subsidy.
- Training and development programs – e.g., Learning Management System, LearnNSF, on-line training capabilities, Executive Leadership Retreat, and the Program Management Seminar.

The FY 2014 Request for Human Capital increases by \$8.22 million (3.2 percent) to \$262.72 million. This increase reflects a higher FY 2014 FTE utilization rate and performance awards for the general workforce and SES bonuses. However, Management of Human Capital decreases 15 percent, to \$7.98 million, as a result of reductions in contractor support and efficiencies in various administrative activities. More detailed information about Human Capital activities can be found beginning on page AOAM-3. Detailed information about IPAs can be found beginning on page R&RA/EHR-1.

2. **Travel:** The FY 2014 Request of \$8.45 million for administrative and IPA travel accounts for about 2 percent of Model Organization. NSF's establishment of travel targets and use of automated reports to better manage travel has resulted in reducing the FY 2014 Request for NSF staff travel by more than 11 percent from the FY 2012 Enacted level, to \$5.35 million. IPA travel increases by \$780,000 in FY 2014, to \$3.10 million, but is a decrease of \$390,000 from the FY 2012 Actual of \$3.49 million.
3. **Information Technology (IT):** IT investments are the second largest component of Model Organization, accounting for 19 percent. Table 3 shows NSF's IT investments by appropriation.

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- Agency operations IT investments include activities that support the agency’s basic administrative operations such as human resources management, the ongoing operation of the legacy financial accounting system, a portion (30 percent) of NSF’s financial system modernization project (iTRAK), and routine maintenance of collaboration services such as SharePoint, the NSF website, and property and procurement applications. These efforts are funded through the AOAM appropriation and are discussed in more detail beginning on page AOAM-5.
- Program Related Technology (PRT) investments support NSF’s programmatic activities and associated services, such as Research.gov, eJacket, FastLane, and a 70 percent portion of iTRAK. PRT supports the NSF grants management process, the merit review process, and mission-essential IT applications and office automation activities, including network and telecommunications requirements. PRT is funded through the R&RA and EHR appropriations. These activities are discussed in more detail beginning on page R&RA/EHR-3.

Table 3. Information Technology (IT) Investments by Appropriation
(Dollars in Millions)

	FY 2012		FY 2014 Request	Change Over	
	FY 2012 Actual	Enacted/ Annualized FY 2013 CR		FY 2012 Enacted Amount	Percent
	Agency Operations and Award Management (AOAM)	\$30.66		\$26.10	\$22.18
Program Related Technology (PTR)	58.12	58.00	61.21	3.21	5.5%
<i>R&RA</i>	50.58	50.46	53.87	3.41	6.8%
<i>EHR</i>	7.54	7.54	7.34	-0.20	-2.6%
Total	\$88.78	\$84.10	\$83.39	-\$0.71	-0.8%

Totals may not add due to rounding.

NSF’s FY 2014 Request for IT investments is \$83.39 million, a \$710,000 decrease (nearly 1 percent) from the FY 2012 Enacted level of \$84.10 million. In part, this decrease reflects a smaller contribution to iTRAK, as most implementation was funded in FY 2012 and FY 2013. In line with the Administration’s focus on more efficient and innovative IT solutions, NSF will pursue IT cost savings through various means such as migrating IT infrastructure to cloud services and reducing security and privacy services by streamlining monitoring, vulnerability management, and incident response processes. NSF will invest in innovative IT solutions aimed at improving customer services or administrative efficiencies including planning and implementing an integrated enterprise data warehouse to provide a critical foundational capability for future innovative IT applications and systems; implementing new virtual meeting technologies that will result in cost savings for conducting virtual grant review panels; and increasing public access to NSF data.

4. **Administrative Support:** Funding for Administrative Support accounts for 16 percent of the Model Organization activity.
 - Space Rental includes services provided by the General Services Administration related to rent, utilities, taxes, and security. For FY 2014, estimates are based on an interim occupancy lease agreement for both existing NSF headquarters facilities.
 - Operating Expenses includes support for a variety of financial and award management and leadership activities in areas such as post-award monitoring, contract close-out activities, large

facilities oversight, ARRA and improper payments reporting, CEOSE (Committee on Equal Opportunities in Science and Engineering) activities, and the Enterprise Information System.

- Other Infrastructure includes administrative contracts that support services such as the mail center, the proposal processing unit, print shop, review panel support, travel support, and the agency's intranet operations; government goods and services such as the employee transit subsidy benefit and archival records storage; and administrative services, equipment, and supplies such as the security system maintenance, the public announcement system maintenance, library services, metered mail postage, and Federal Register notices for panels and advisory committees.
- Other Program Related Administration includes the support of E-government initiatives; general planning and evaluation activities such as the verification and validation of performance information; and select awards and fellowship programs including the Waterman Award and some AAAS fellowship program and internships. In FY 2014, NSF initiates three program-related management efforts: As part of Evaluation Capability a searchable repository will be built to house evaluation results and reports centrally so they can be readily accessed for decision-making. As part of Merit Review Process Improvements, an assessment of the impacts of various improvements will be conducted to identify impacts and further potential to enhance the process. As part of the Public Access Initiative, support will be provided for outreach, stakeholder engagement, and repository services. Additional information on all three activities is provided in the NSF-wide Investments chapter.

The FY 2014 Request for Administrative Support is \$71.83 million, a \$12.49 million or 21 percent increase from the FY 2012 Enacted level of \$59.34 million. This increase supports funding for three new management efforts (\$7.55 million) and space rental, which increases by nearly 19 percent (\$4.99 million) to \$31.38 million in FY 2014. Administrative Support activities are funded through the AOAM account except "Other Program Related Administration," which is funded through the R&RA and EHR appropriations. A more detailed discussion of each activity is included in the AOAM and Program Support sub-sections.

5. **Future NSF:** With NSF's current leases for the headquarters' facility set to expire in 2013, NSF has been working collaboratively with the GSA on a future working environment. GSA is conducting a competition for NSF's next headquarters long term lease, and anticipates an award by the beginning of FY 2014. The FY 2014 Request for Future NSF is \$2.67 million, a \$60,000 (2.3 percent) increase from the FY 2012 Enacted level of \$2.61 million. FY 2014 resources will be used to provide technical expertise required to transition from planning to implementation of the project. Details about the FY 2014 Future NSF Request can be found on page AOAM-11.
6. **National Science Board (NSB):** The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2014 Request can be found in the NSB section.
7. **Office of Inspector General (OIG):** The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2014 Request can be found in the OIG section.

Model Organization by Appropriation

The chart to the right and Table 4 shows funding for Model Organization by appropriation account. More than two-thirds of the activities included in the Model Organization portfolio are funded through AOAM.

- The R&RA and EHR appropriation accounts fund program support costs—\$108.20 million (24 percent) through R&RA and \$16.57 million (4 percent) through EHR in FY 2014. Program support costs include IPA appointments and technology and administrative operations directly related to program activities.
- The activities of the OIG and NSB are each funded by separate appropriations. The FY 2014 Request for the OIG of \$14.32 million accounts for 3 percent of the Model Organization portfolio. The NSB FY 2014 Request of \$4.60 million accounts for one percent of the Model Organization portfolio.

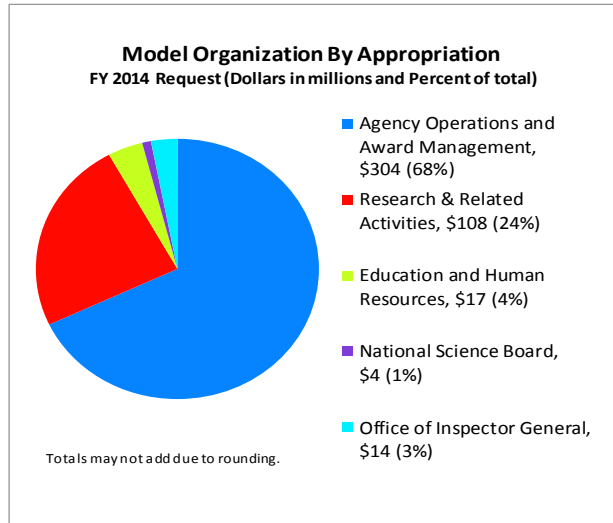


Table 4. Model Organization by Appropriation
(Dollars in Millions)

	FY 2012	FY 2012	FY 2014	Change Over	
	Actual	Enacted/ Annualized FY 2013 CR		FY 2012 Enacted	Percent
Agency Operations and Award Management	\$299.30	\$299.40	\$304.29	\$4.89	1.6%
National Science Board	4.37	4.44	4.47	0.03	0.6%
Office of Inspector General	14.12	14.20	14.32	0.12	0.8%
Research & Related Activities	90.62	94.12	108.20	14.08	15.0%
Education and Human Resources	14.06	15.39	16.57	1.18	7.7%
<i>Subtotal, Program Support</i>	<i>104.68</i>	<i>109.51</i>	<i>124.77</i>	<i>15.26</i>	<i>13.9%</i>
Total	\$422.47	\$427.55	\$447.85	\$20.30	4.7%

Totals may not add due to rounding.

NSF Workforce

Table 5 shows the agency's total workforce for the 2014 Request.

Table 5. NSF Workforce
Full-Time Equivalents (FTE)

	FY 2012		FY 2014 Request	Change Over	
	FY 2012 Actual	Enacted/ Annualized FY 2013 CR		FY 2012 Enacted Amount	Percent
<i>AOAM FTE Allocation</i>					
Regular	1,310	1,310	1,310	-	-
Pathways Interns ¹	42	42	42	-	-
Subtotal, AOAM FTE Allocation	1,352	1,352	1,352	-	-
AOAM FTE Usage (Actual/Projected)					
Regular	1,281	1,285	1,310	25	1.9%
Pathways Interns ¹	39	42	42	-	-
Subtotal, AOAM FTE²	1,320	1,327	1,352	25	1.9%
Office of the Inspector General ³					
Regular	73	73	73	-	-
Student	5	5	5	-	-
National Science Board ⁴	17	18	19	1	5.6%
Arctic Research Commission ⁵	3	3	3	-	-
Total, Federal Employees (FTE)	1,418	1,426	1,452	26	1.8%
IPAs (FTE)					
Detailees to NSF	1	3	3	-	-
Contractors (est.)	449	449	449	-	-
Total, Workforce	2,052	2,061	2,099	38	1.8%

Totals may not add due to rounding.

¹Pathways programs were established by Executive Order 13562, *Recruiting and Hiring Students and Recent Graduates*. The internship program offers part- or full-time paid internships in federal agencies to qualifying students (students in high schools, community colleges, four-year colleges, trade schools, career and technical education programs, and other qualifying technical education programs). This program allows students to explore federal career opportunities prior to graduation.

²Additional information about FTEs funded through the AOAM appropriation is available in the AOAM discussion.

³The Office of Inspector General is discussed in a separate chapter and is funded through a separate appropriation.

⁴The National Science Board is discussed in a separate chapter and is funded through a separate appropriation.

⁵The U.S. Arctic Research Commission is discussed in a separate chapter and is funded through the R&RA appropriation.

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In FY 2014, NSF's AOAM federal employee FTE utilization will increase by 25 FTE over the FY 2012 Enacted level in order to reach the full FTE allocation. The staffing profile in Table 5 above shows that a small but significant percentage of the NSF workforce consists of temporary employees hired through the authority provided by the Intergovernmental Personnel Act (IPA) that do not count as federal FTE. The number of IPA FTE increases by 12 over the FY 2012 Enacted level. 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. A discussion of FTE allocation and usage is included in the Personnel Compensation and Benefits discussion, in AOAM-3. A more detailed discussion about IPAs is included in the R&RA/EHR sub-section. The OIG, NSB, and Arctic Research Commission sections include discussions of their respective workforce issues.

NSF FY 2013 and FY 2014 Funding For E-Government Initiatives

Tables 6 and 7 show NSF contributions and service fees for various E-government initiatives.

Table 6.

NSF FY 2013 Funding Estimate for E-Government Initiatives

Initiative	FY 2013	FY 2013	NSF Total	Appropriations Account		
	Agency Contributions	Agency Svc. Fees		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	-	-
Enterprise Human Resources Integration (EHRI)	-	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	150,870	-	150,870	-	131,257	19,613
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	\$370,087	\$1,469,365	\$1,839,452	\$1,098,442	\$644,679	\$96,331

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

Table 7.
NSF FY 2014 Funding for E-Government Initiatives

Initiative	FY 2014	FY 2014	NSF Total	Appropriations Account		
	Agency Contributions	Agency Svc. Fees		AOAM	R&RA	EHR
Grants.gov	\$467,754	-	\$467,754	-	\$411,624	\$56,130
E-Travel	-	184,467	184,467	184,467	-	-
Geospatial LoB	25,000	-	25,000	-	22,000	3,000
E-Training ¹	-	370,000	370,000	370,000	-	-
E-Rulemaking	-	10,000	10,000	10,000	-	-
Recruitment One-Stop (USA Jobs)	-	7,537	7,537	7,537	-	-
E-HRI	-	23,099	23,099	23,099	-	-
Integrated Acquisition Environment (IAE)	-	18,079	18,079	18,079	-	-
IAE - Loans and Grants	-	235,465	235,465	-	207,209	28,256
Human Resources Management LoB	65,217	-	65,217	-	57,391	7,826
Financial Management LoB	139,094	-	139,094	-	122,403	16,691
Budget Formulation/Execution LoB	105,000	-	105,000	-	92,400	12,600
Performance Management LoB ¹	36,000	-	36,000	-	31,680	4,320
E-Payroll (incl. Shared Services) ¹	-	314,640	314,640	314,640	-	-
Total	\$838,065	\$1,163,287	\$2,001,352	\$927,822	\$944,707	\$128,823

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

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