

ORGANIZATIONAL EXCELLENCE

The portfolio of activities included in “Organizational Excellence” (OE) encompasses the agency’s administrative and operational support functions. Previously called “Model Organization,” the name has been changed to align with NSF’s new strategic plan for 2014-2018, *Investing in Science, Engineering, and Education for the Nation’s Future*. “Organizational Excellence” is a core value of NSF’s new strategic plan—“investing the resources entrusted to us optimally and efficiently, and realizing the full potential of our people in managing a capable, motivated, inclusive, and positive work environment”—and directly links to the new strategic goal of “Excel as a Federal Science Agency.”

The activities included in OE are internally focused and underpin NSF’s programmatic activities. They are critical to the accomplishment of the agency’s other two strategic goals, “Transform the Frontiers of Science and Engineering” and “Stimulate Innovation and Address Societal Needs through Research and Education.”

This discussion provides an overview of the various activities that are included in the OE portfolio. Table 2 on the following page shows the major components of OE: Human Capital, Travel, Information Technology (IT), Administrative Support, Future NSF, and support for the National Science Board (NSB) and the Office of Inspector General (OIG). Table 2 also indicates where more detailed information can be found about each activity; note that some activities are funded through more than one appropriation. Also included in this overview are NSF workforce data and information on the E-Government Initiatives to which the agency contributes.

As shown in Table 1, NSF’s FY 2015 Request for activities in the OE portfolio totals \$484.72 million, a \$51.08 million or 11.8 percent increase from the FY 2014 Estimate of \$433.64 million. More than half of this increase—\$27.37 million—is for Future NSF, a multi-year effort associated with NSF’s upcoming headquarters relocation. A detailed discussion of Future NSF can be found on page AOAM-9. Excluding Future NSF funding, the increase in OE in FY 2015 is \$23.71 million, or 5.5 percent.

Table 1. Organization Excellence FY 2015 Request

(Dollars in Millions)

FY 2013	FY 2014	FY 2015	Change Over	
			FY 2014 Estimate	
Actual	Estimate	Request	Amount	Percent
\$413.94	\$433.64	\$484.72	\$51.08	11.8%

Underlying this request is NSF’s ongoing commitment to increasing agency efficiency and constraining administrative costs. NSF has made significant progress towards reducing certain administrative costs by identifying and implementing efficiencies, prioritizing work, eliminating or scaling back the scope of some activities, and by exploring new ways of getting the job done. In FY 2013, travel costs were reduced by \$12.1 million, or 38 percent, below the FY 2010 baseline. The prioritization of travel requirements and the use of virtual peer review panels were key factors in achieving such savings.

Table 2. Organizational Excellence
(Dollars in Millions)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request	Change Over		Detailed information is available on page:
				FY 2014 Estimate Amount	Percent	
Human Capital	\$248.34	\$255.91	\$268.59	\$12.68	5.0%	
Personal Compensation	199.28	206.16	214.44	8.28	4.0%	AOAM-2
Management of Human Capital	8.83	7.98	8.11	0.13	1.6%	AOAM-3
IPA Appointments	<u>40.23</u>	<u>41.77</u>	<u>46.04</u>	4.27	10.2%	
Compensation	36.19	37.64	41.39	3.75	10.0%	R&RA/EHR-1
Lost Consultant & Per Diem	4.04	4.13	4.65	0.52	12.6%	R&RA/EHR-1
Travel	6.94	8.00	8.80	0.80	10.0%	
NSF Staff	4.30	5.35	5.45	0.10	1.9%	AOAM-4
IPA Appointments	2.64	2.65	3.35	0.70	26.4%	R&RA/EHR-1
Information Technology (IT)	81.19	83.39	86.49	3.10	3.7%	
Agency Operations IT	<u>26.89</u>	<u>22.18</u>	<u>22.00</u>	-0.18	-0.8%	
Administrative Applications Services and Support	7.71	6.83	5.37	-1.46	-21.4%	AOAM-5
Associated Infrastructure Services and Support	16.39	13.01	13.84	0.83	6.4%	AOAM-6
Security and Privacy Services and Support	2.79	2.34	2.79	0.45	19.2%	AOAM-6
Program Related Technology (PRT)	<u>54.30</u>	<u>61.21</u>	<u>64.49</u>	3.28	5.4%	
Mission-Support Applications Services	38.40	43.84	47.50	3.66	8.3%	R&RA/EHR-3
Associated IT Operations and Infrastructure	13.11	14.41	14.01	-0.40	-2.8%	R&RA/EHR-5
Related Security and Privacy Services	2.79	2.96	2.98	0.02	0.7%	R&RA/EHR-5
Administrative Support	56.65	65.17	72.00	6.83	10.5%	
Space Rental	27.32	30.70	33.91	3.21	10.5%	AOAM-6
Operating Expenses	10.03	11.62	13.82	2.20	18.9%	AOAM-7
Other Infrastructure	14.46	11.34	10.46	-0.88	-7.8%	AOAM-9
Other Program Related Administration	<u>4.84</u>	<u>11.51</u>	<u>13.81</u>	2.30	20.0%	
Evaluation and Assessment Capability	-	2.47	5.50	3.03	122.7%	R&RA/EHR-6
Proposal Management Efficiencies	-	0.30	0.30	-	-	R&RA/EHR-6
E-Government Initiatives	0.69	1.07	1.01	-0.06	-5.6%	R&RA/EHR-6
General Planning and Evaluation Activities	4.15	7.67	7.00	-0.67	-8.7%	R&RA/EHR-6
Future NSF	2.39	2.67	30.04	27.37	1025.1%	AOAM-9
National Science Board (NSB)	4.10	4.30	4.37	0.07	1.6%	NSB-1
Office of Inspector General (OIG) ¹	14.33	14.20	14.43	0.23	1.6%	OIG-1
Total, Organization Excellence	\$413.94	\$433.64	\$484.72	\$51.08	11.8%	

NOTES: Totals may not add due to rounding.

AOAM: Agency Operations and Awards Management; R&RA: Research & Related Activities; EHR: Education and Human Resources;

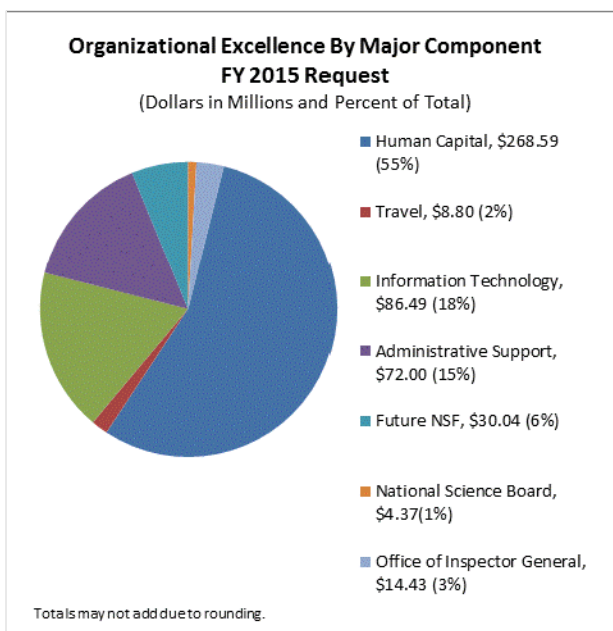
IPA: Intergovernmental Personnel Act

¹ Includes FY 2013 obligations from funds appropriated through the American Recovery and Reinvestment Act of 2009.

Organizational Excellence by Major Component

The chart below shows the seven major components of OE and their percentage of the total at the FY 2015 Request level.

1. Human Capital: Support for NSF’s human capital activities is the largest component of OE, accounting for 55 percent of the total portfolio. The Human Capital component includes personnel compensation and benefits of NSF’s federal employees 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), NSB, and OIG appropriations accounts while IPAs are funded through two programmatic accounts— Research and Related Activities (R&RA) and Education and Human Resources (EHR).



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

- Human resources systems accessed through shared service providers, including the Federal Personnel Payroll System, the time and attendance system (WebTA), eRecruit capabilities using USAJobs, and security investigations of incoming staff.
- Operational activities including recruiting, hiring, and on-boarding of permanent and rotating staff, as well as processing support for pay, benefits, and awards.
- Workplace and work life support for employees including the Health Unit, the Employee Assistance Program, and child care subsidy.
- Contracts that support training and development programs, on-line training capabilities, networking activities including the NSF mentoring program, executive and supervisory training, and program management training.

The FY 2015 Request for Human Capital is \$268.59 million, a \$12.68 million or 5.0 percent increase over the FY 2014 Estimate. Underlying this Request are 1,310 FTE (full-time equivalents), which is an increase of 23 over the estimated usage in FY 2014, and is equal to NSF’s FTE allocation. For FY 2015, NSF is also requesting the usage of 12 additional IPA FTE, to reach its allocation of 195 IPA FTE. Detailed information about Human Capital activities can be found in the AOAM chapter. Detailed information about IPAs can be found in the R&RA/EHR chapter. Additional information about NSF’s workforce can be found on page Organizational Excellence-7.

2. Travel: Support for travel accounts for two percent of NSF’s OE portfolio. The FY 2015 Request for agency travel of \$8.80 million is an \$800,000 or 10 percent increase from the FY 2014 Estimate of \$8.0 million. In FY 2015, staff travel, which accounts for 62 percent of the agency’s total travel, increases by \$100,000 (1.9 percent) to \$5.45 million. Travel for IPA appointments increases \$700,000 (26.4 percent) in FY 2015, to \$3.35 million. IPA travel is supported by programmatic funds through the R&RA and EHR accounts. Even with the increase in IPA travel, NSF will meet its travel funding reduction targets per OMB Memorandum M-12-12, *Promoting Efficient Spending to Support Agency Operations*. Although savings have been achieved across most travel categories and through a revision in the agency’s

travel policy, the key driver has been the reduction of travel costs associated with NSF’s merit review panels. For additional information about NSF travel funding, see pages R&RA/EHR-2 and AOAM-4.

3. Information Technology (IT): IT investments are the second largest component of OE, accounting for 18 percent.

- Agency operations IT investments are funded through the AOAM account and support the agency’s basic administrative operations including: (1) Administrative Applications Services such as a portion (30 percent) of NSF’s financial system modernization project (iTRAK), NSF’s human resources management systems, maintenance of NSF’s legacy financial accounting system, and routine maintenance of collaboration services, such as SharePoint, and the NSF website; (2) Operations and Infrastructure services such as office automation activities, including its network and telecommunications requirements (e.g., NSF’s data center, network, hosting, phone, email, and remote access services), NSF’s call center, and customer care services; and (3) Security and Privacy Services in alignment with federal cybersecurity priorities. More detailed information about NSF’s agency operations IT investments can be found beginning on page AOAM-5. Agency operations IT investments account for about one-fourth of NSF’s total IT investment.
- Program Related Technology (PRT) investments support NSF’s programmatic activities and associated services and are funded through the R&RA and EHR accounts. PRT investments support the merit review process, including pre-award planning and activities; receipt of proposals; processing proposals; reviewing proposals; award decisions, documentation and notification; funding awards; post-award oversight; dissemination of award results; and award close-out. Mission-related IT applications and services include investments in Research.gov, eJacket, FastLane, and a 70 percent portion of iTRAK. PRT investments account for 75 percent of NSF’s IT investments and are discussed in more detail beginning on page R&RA/EHR-3.

Table 3 shows NSF’s IT investments by appropriation. The FY 2015 Request for IT investments is \$86.49 million, a \$3.10 million or 3.7 percent increase from the FY 2014 Estimate of \$83.39 million.

Table 3. Information Technology (IT) Investments by Appropriation

(Dollars in Millions)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request	Change Over FY 2014 Estimate	
				Amount	Percent
Agency Operations and Award Management (AOAM)	\$26.89	\$22.18	\$22.00	-\$0.18	-0.8%
Program Related Technology (PRT)	<u>54.30</u>	<u>61.21</u>	<u>64.49</u>	3.28	5.4%
<i>R&RA</i>	<i>46.39</i>	<i>53.09</i>	<i>55.57</i>	<i>2.48</i>	<i>4.7%</i>
<i>EHR</i>	<i>7.91</i>	<i>8.12</i>	<i>8.92</i>	<i>0.80</i>	<i>9.9%</i>
Total	\$81.19	\$83.39	\$86.49	\$3.10	3.7%

Totals may not add due to rounding.

4. Administrative Support: Funding for Administrative Support accounts for 15 percent of the total OE portfolio.

- Space Rental includes services provided by the General Services Administration related to rent utilities, taxes, and services provided by the Federal Protective Service for security. NSF currently occupies 665,000 square feet of space primarily in two adjoining, leased office buildings located in Arlington, Virginia. The current leases for the two buildings have been replaced by interim occupancy agreements that extend occupancy until the upcoming move of NSF to Alexandria, Virginia in 2016. More detailed information about Space Rental can be found on page AOAM-6.
- Operating Expenses include funding for supplies and equipment, training, communications devices, and printing, which are necessary for the accomplishment of NSF's mission. In addition, various financial and award management and leadership activities are supported, such as post-award monitoring; contract close-out activities; large facility oversight; ARRA, improper payments, financial statement, and internal controls reporting; CEOSE (Committee on Equal Opportunities in Science and Engineering) activities; and the Enterprise Information System. A detailed discussion about Operating Expenses can be found on page AOAM-7.
- Other Infrastructure includes administrative contracts that support NSF's facilities and business operations such as the mail center, loading dock, supply and warehouse management; conference room and merit review panel support including audiovisual and virtual meeting support; printing, digital scanning and imaging; travel management support; NSF intranet operations and maintenance; and the visitor information center. Funding for administrative services, equipment, and supplies support NSF's infrastructure and include activities such as security system maintenance, ID issuance, public announcement system maintenance, the NSF Alert System, continuity of operations support services, and Federal Register notices for panels and advisory committees. Funding for government goods and services include support of core business activities such as records storage and relocation administration. A detailed discussion of these activities can be found beginning on page AOAM-8.
- Other Program Related Administration (PRA) funds NSF-wide activities such as major studies, evaluations, outreach efforts, E-Government efforts, and certain fellowship programs. Ongoing support is being provided for two management improvement efforts—Evaluation and Assessment Capability and Proposal Management Efficiencies. Detailed information about these initiatives can be found in the NSF-Wide Investments chapter of this Request. General Planning and Evaluation Activities are agency-wide efforts such as the verification and validation of performance information; the Waterman Award; certain IPA costs; and some American Association for the Advancement of Science (AAAS) fellowships and internships. A detailed discussion of these activities can be found beginning on page R&RA/EHR-5.

The FY 2015 Request for Administrative Support is \$72.0 million, a \$6.83 million or 10.5 percent increase from the FY 2014 Estimate of \$65.17 million. The largest component of Administrative Support is Space Rental at \$33.91 million, which increases \$3.21 million or 10.5 percent in FY 2015. A detailed discussion about the 18.9 percent (\$2.2 million) increase in Operating Expenses in FY 2015 can be found on page AOAM-7. A discussion about the doubling of support for the Evaluation and Assessment Capability is included in the NSF-Wide Investments chapter of this Request.

5. Future NSF: In June 2013, GSA awarded a 15-year lease for NSF's new headquarters to be located in Alexandria, Virginia. The FY 2015 Request of \$30.04 million for Future NSF represents a \$27.37 million increase above the FY 2014 Estimate that is part of a multi-year effort to support the relocation of NSF's headquarters. NSF will begin the physical move and transitioning operations to the new building in late 2016. Funding for FY 2015 is slated for project management; technology costs; and furniture, fixture, and equipment costs. A more detailed discussion can be found on page AOAM-10.

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 2015 Request can be found in the NSB chapter.

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 2015 Request can be found in the OIG chapter.

Organization Excellence by Appropriation

The chart on the right and Table 4 show OE for the FY 2015 Request by account. The AOAM account funds 70 percent of the activities that are included in the OE portfolio.

- The R&RA and EHR accounts fund program support costs — \$110.98 million through the R&RA account and \$16.71 million through the EHR account. Program support costs account for 26 percent of the OE portfolio.
- The activities of the OIG and NSB are each funded by separate appropriations. The FY 2015 Request for the OIG of \$14.43 million accounts for three percent of the OE portfolio. The NSB FY 2015 Request of \$4.37 million accounts for one percent of the OE portfolio.

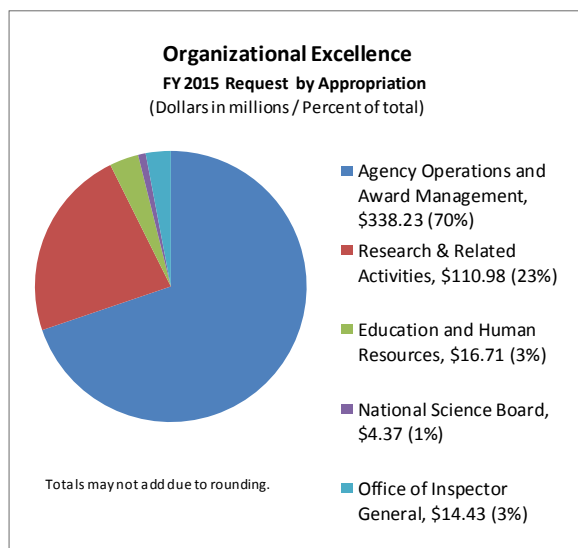


Table 4. Organization Excellence by Appropriation

(Dollars in Millions)

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request	Change Over	
				FY 2014 Estimate Amount	Percent
Agency Operations and Award Management (AOAM)	\$293.50	\$298.00	\$338.23	\$40.23	13.5%
National Science Board	4.10	4.30	4.37	0.07	1.6%
Office of Inspector General ¹	14.33	14.20	14.43	0.23	1.6%
Research and Related Activities	88.37	100.95	110.98	10.03	9.9%
Education and Human Resources	13.64	16.19	16.71	0.52	3.2%
<i>Subtotal, Program Support</i>	<i>102.01</i>	<i>117.14</i>	<i>127.69</i>	<i>10.55</i>	<i>9.0%</i>
Total	\$413.94	\$433.64	\$484.72	\$51.08	11.8%

NOTES: Totals may not add due to rounding.

¹ Includes FY 2013 obligations from funds appropriated through the American Recovery and Reinvestment Act of 2009.

NSF Workforce

Table 5 shows the agency’s total workforce for FY 2015.

- The FY 2015 Request for FTE usage is 1,310 FTE, which represents an increase of 23 FTE over the FY 2014 Estimate and is equal to NSF’s FTE allocation.

- The staffing profile in the table below shows that a small but significant percentage of the NSF workforce consists of temporary employees hired through authority provided by the Intergovernmental Personnel Act. IPAs do not count as federal FTE.
- In FY 2015, NSF is requesting the usage of 12 additional IPA full-time equivalents (FTE) from the FY 2014 Estimate to reach its allocation of 195 IPA FTE.
- A 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, beginning on page AOAM-2. A more detailed discussion about IPAs is included in the R&RA/EHR chapter. The OIG, NSB, and Arctic Research Commission chapters include a discussion of their respective workforce issues.

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

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request	Change Over	
				FY 2014 Estimate Amount	Percent
<i>AOAM FTE Allocation</i>					
Regular	1,310	1,310	1,310	-	-
Students ¹	42	42	42	-	-
Subtotal, AOAM FTE Allocation	1,352	1,352	1,352	-	-
<i>AOAM FTE Usage (Actual/Projected)</i>					
Regular	1,281	1,287	1,310	23	1.8%
Students ¹	38	42	42	-	-
Subtotal, AOAM FTE	1,319	1,329	1,352	23	1.7%
<i>Office of the Inspector General</i>					
Regular	77	71	73	2	2.8%
Student ¹	3	1	-	-1	-100.0%
<i>National Science Board</i>					
	18	19	19	-	-
<i>Arctic Research Commission</i>					
	3	4	4	-	-
Total, Federal Employees (FTE)	1,417	1,423	1,448	25	1.8%
<i>IPAs (FTE)</i>					
	180	183	195	12	6.6%
<i>Detailees to NSF</i>					
	1	3	3	-	-
<i>Contractors (est.)</i>					
	449	449	449	-	-
Total, Workforce	2,047	2,058	2,095	37	1.8%

Totals may not add due to rounding.

¹ Includes Pathways students. The Pathways program was 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).

NSF Funding for E-Government Initiatives

Tables 6 and 7 show NSF's contributions and service fees for various E-Government initiatives in FY 2014 and FY 2015.

Table 6. NSF FY 2014 Funding for E-Government Initiatives

Initiative	FY 2014 Agency Contributions	FY 2014 Agency Svc. Fees	NSF Total	Appropriations Account		
				AOAM	R&RA	EHR
Grants.gov	\$467,754	-	\$467,754	-	\$406,946	\$60,808
E-Travel	-	184,467	184,467	184,467	-	-
Geospatial LoB	25,000	-	25,000	-	21,750	3,250
E-Training	-	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	-	204,855	30,610
Human Resources Management LoB	65,217	-	65,217	-	56,739	8,478
Financial Management LoB	139,094	-	139,094	-	121,012	18,082
Budget Formulation/Execution LoB	105,000	-	105,000	-	91,350	13,650
Performance Management LoB	-	-	-	-	-	-
E-Payroll (incl. Shared Services)	-	314,640	314,640	314,640	-	-
Total	\$802,065	\$1,163,287	\$1,965,352	\$927,822	\$902,652	\$134,878

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

Table 7. NSF FY 2015 Funding for E-Government Initiatives

Initiative	FY 2015 Agency Contributions	FY 2015 Agency Svc. Fees	NSF Total	Appropriations Account		
				AOAM	R&RA	EHR
Grants.gov	\$450,354	-	\$450,354	-	\$391,808	\$58,546
E-Travel	-	184,467	184,467	184,467	-	-
Geospatial LoB	25,000	-	25,000	-	21,750	3,250
E-Training	-	370,000	370,000	370,000	-	-
E-Rulemaking	-	13,694	13,694	13,694	-	-
Recruitment One-Stop (USA Jobs)	-	7,537	7,537	7,537	-	-
E-HRI	-	24,634	24,634	24,634	-	-
Integrated Acquisition Environment (IAE)	-	18,079	18,079	18,079	-	-
IAE - Loans and Grants	-	235,465	235,465	-	204,855	30,610
Human Resources Management LoB	65,217	-	65,217	-	56,739	8,478
Financial Management LoB	132,262	-	132,262	-	115,068	17,194
Budget Formulation/Execution LoB	105,000	-	105,000	-	91,350	13,650
Performance Management LoB	-	-	-	-	-	-
E-Payroll (incl. Shared Services)	-	314,640	314,640	314,640	-	-
Total	\$777,833	\$1,168,516	\$1,946,349	\$933,051	\$881,570	\$131,728

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