

ORGANIZATIONAL EXCELLENCE

\$479,980,000
-\$10,910,000 / -2.2%

Organizational Excellence Funding Summary

(Dollars in Millions)

FY 2016 Actual	FY 2017 (TBD)	FY 2018 Request	Change over FY 2016 Actual	
			Amount	Percent
\$490.89	-	\$479.98	-\$10.91	-2.2%

NSF's FY 2018 funding for Organizational Excellence is \$479.98 million. NSF's Strategic Plan for 2014-2018,¹ includes Organizational Excellence as an NSF core value. The plan defines Organizational Excellence as "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 it to the strategic goal of Excel as a Federal Science Agency. The portfolio of activities included in Organizational Excellence addresses the agency's operations and administrative functions, which underpin NSF's programmatic activities. These activities 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.

An overview of the various activities that are included in the Organizational Excellence portfolio is included in this summary. Also included in this discussion is information on the E-Government initiatives to which the agency contributes. The two tables on the following pages show first the Organizational Excellence portfolio by appropriation, and second the portfolio by its major components—Human Capital, Travel, Information Technology (IT), Administrative Support, NSF Headquarters Relocation, and support for the National Science Board (NSB) and the Office of Inspector General (OIG)—along with their funding sources, as several are funded through more than one appropriation.

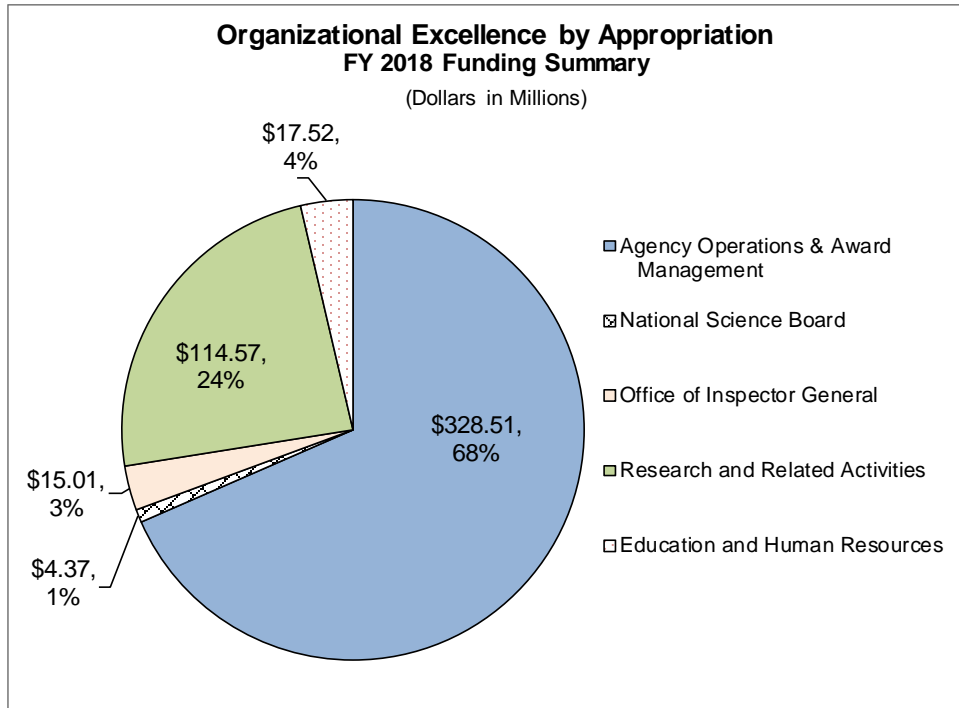
Underlying the FY 2018 Budget Request is NSF's ongoing commitment to increase agency efficiency while constraining administrative costs; which is consistent with the Administration's commitment to manage programs and deliver critical services more effectively, devote a greater percentage of taxpayer dollars to mission achievement, and to be more effective and efficient in supporting program outcomes. NSF has made significant progress toward 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. Examples include investments in business intelligence and other tools that reduce the cost of contract support, and reduced costs associated with maintenance and support of the NSF website due to retirement of dated infrastructure and the conversion of content to modern platforms.

Annually NSF conducts strategic reviews of the objectives in the Strategic Plan in response to the requirement of the GPRA Modernization Act. In FY 2016, two strategic reviews identified opportunities for action or improvement closely aligned with the Organizational Excellence portfolio of activities. The strategic reviews focused on the following Strategic Objectives: (1) Build an increasingly diverse, engaged, and high performing workforce by fostering excellence in recruitment, training, leadership, and management of human capital, and (2) Use effective methods and innovative solutions to achieve excellence in accomplishing the agency's mission.

¹ NSF (2014). Investing in Science, Engineering, and Education for the Nation's Future – National Science Foundation Strategic Plan for 2014-2018. Retrieved from www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf14043

Organizational Excellence

NSF also has two performance goals aligned with the Organizational Excellence portfolio of activities: 1) Use Evidence to Guide Management Decisions and 2) Foster a Culture of Inclusion. More detail on the strategic reviews and NSF’s performance goals can be found in the Performance chapter.



Organizational Excellence by Appropriation

(Dollars in Millions)

	FY 2016 Actual	FY 2017 (TBD)	FY 2018 Request	Change over FY 2016 Actual	
				Amount	Percent
Agency Operations & Award Management	\$351.11	-	\$328.51	-\$22.60	-6.4%
National Science Board	4.31	-	\$4.37	0.06	1.5%
Office of Inspector General	14.76	-	\$15.01	0.25	1.7%
Program Support:					
Research and Related Activities	106.12	-	\$114.57	8.45	8.0%
Education and Human Resources	14.60	-	\$17.52	2.92	20.0%
Subtotal, Program Support	\$120.72	-	\$132.09	\$11.37	9.4%
Total	\$490.89	-	\$479.98	-\$10.91	-2.2%

Organizational Excellence by Major Component

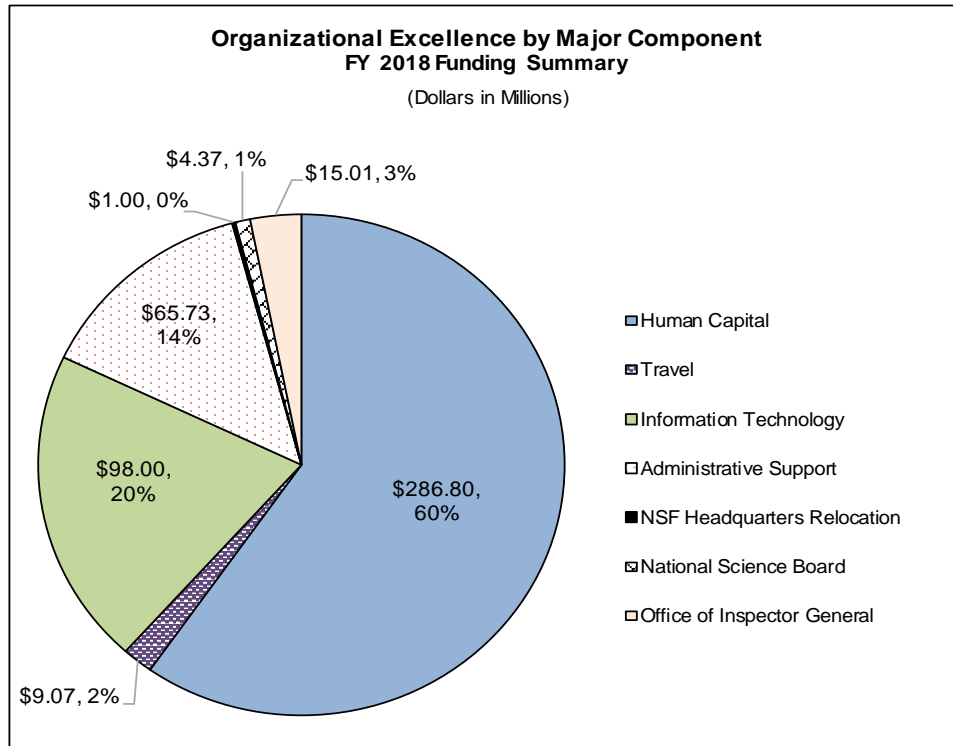
The table below shows the major components of Organizational Excellence. This table also shows the funding sources for the major components and activities, as several are funded through more than one appropriation.

Organizational Excellence by Major Component

(Dollars in Millions)

	FY 2016 Actual	FY 2017 (TBD)	FY 2018 Request	Change over		Funding Source
				FY 2016 Amount	Actual Percent	
Human Capital	\$261.27	-	\$286.80	\$25.54	9.8%	
Personnel Compensation & Benefits ¹	208.93	-	226.00	17.07	8.2%	AOAM
Management of Human Capital	10.09	-	10.11	0.01	0.1%	AOAM
IPA Appointments	<u>42.25</u>	-	<u>50.70</u>	<u>8.45</u>	<u>20.0%</u>	
Compensation	38.33	-	46.11	7.78	20.3%	RRA/EHR
Lost Consultant & Per Diem	3.92	-	4.59	0.67	17.1%	RRA/EHR
Travel	\$8.83	-	\$9.07	\$0.24	2.7%	
NSF Federal Employee Staff	5.75	-	5.45	-0.30	-5.2%	AOAM
IPA Appointments	3.08	-	3.62	0.54	17.4%	RRA/EHR
Information Technology (IT)	\$88.22	-	\$98.00	\$9.78	11.1%	
Agency Operations IT	<u>21.94</u>	-	<u>25.28</u>	<u>3.34</u>	<u>15.2%</u>	AOAM
Administrative Applications Services and Support	5.41	-	7.51	2.10	38.8%	AOAM
Administrative Infrastructure Services and Support	12.99	-	14.23	1.24	9.6%	AOAM
Administrative Security and Privacy Services and Support	3.03	-	3.03	-	-	AOAM
Administrative IT Management	0.51	-	0.51	-	-	AOAM
Program Related Technology (PRT)	<u>66.28</u>	-	<u>72.72</u>	<u>6.44</u>	<u>9.7%</u>	RRA/EHR
Mission-Related Applications Services	46.87	-	47.20	0.33	0.7%	RRA/EHR
Mission-Related IT Operations and Infrastructure	14.19	-	19.31	5.11	36.0%	RRA/EHR
Mission-Related Security and Privacy Services	2.98	-	3.98	1.00	33.4%	RRA/EHR
Mission-Related IT Management	2.24	-	2.24	-	-	RRA/EHR
Administrative Support	\$73.63	-	\$65.73	-\$7.91	-10.7%	
Space Rental	33.37	-	27.75	-5.62	-16.8%	AOAM
Operating Expenses	17.35	-	19.83	2.47	14.2%	AOAM
Building and Administrative Services	13.81	-	13.10	-0.71	-5.1%	AOAM
Other Program Related Administration	<u>9.10</u>	-	<u>5.05</u>	<u>-4.05</u>	<u>-44.5%</u>	RRA/EHR
Evaluation and Assessment Capability	5.35	-	-	-5.35	-100.0%	RRA/EHR
Proposal Management Efficiencies	0.31	-	1.11	0.80	258.3%	RRA/EHR
E-Government Initiatives	1.01	-	1.46	0.45	45.2%	RRA/EHR
General Planning and Evaluation Activities	2.43	-	2.48	0.04	1.8%	RRA/EHR
NSF Headquarters Relocation	\$39.87	-	\$1.00	-\$38.87	-97.5%	AOAM
National Science Board (NSB)	\$4.31	-	\$4.37	\$0.06	1.5%	NSB
Office of Inspector General (OIG)	\$14.76	-	\$15.01	\$0.25	1.7%	OIG
Total, Organizational Excellence	\$490.89	-	\$479.98	-\$10.91	-2.2%	

¹ Funding levels for PC&B reflect direct appropriated funds only. In FY 2016, \$5.48 million in Administrative Cost Recoveries (ACRs) were received bringing the total PC&B obligation to \$214.41 million. Approximately \$5.82 million in ACRs are expected in FY 2018 to meet the total PC&B requirement of \$231.81 million.



1. Human Capital: The FY 2018 funding amount for Human Capital is \$286.80 million. The Human Capital component includes personnel compensation and benefits of NSF’s federal employees as well as support for NSF’s temporary employees—both those that are hired through authority provided by the Intergovernmental Personnel Act, known as IPAs, and those employed through NSF’s own Visiting Scientist, Engineer, and Educator (VSEE) program. NSF’s federal employee full-time equivalents (FTE) and VSEEs are funded through the Agency Operations and Award Management (AOAM) account while IPAs are funded through two programmatic accounts—Research and Related Activities (R&RA) and Education and Human Resources (EHR).

The use of IPAs and VSEEs, together 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. VSEEs count as regular federal FTE and are included in the regular AOAM FTE totals. IPAs are not included in the regular AOAM FTE totals.

NSF Workforce:

The table below the agency’s total workforce for FY 2018.

NSF Workforce					
Full-Time Equivalents (FTE)					
	FY 2016	FY 2017	FY 2018	Change over	
	Actual	(TBD)	Request	FY 2016 Actual	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	-	-
<i>AOAM FTE Usage (Actual/Projected)</i>					
Regular	1,276	-	1,310	34	2.7%
Pathways Interns ¹	34	-	42	8	23.5%
Subtotal, AOAM FTE	1,310	-	1,352	42	3.2%
Office of the Inspector General	67	-	69	2	3.0%
National Science Board	18	-	19	1	5.6%
Arctic Research Commission	3	-	3	-	-
Total, Federal Employees (FTE)	1,398	-	1,443	45	3.2%
IPAs (FTE)	183	-	199	16	8.7%
Detailees to NSF	3	-	3	-	-
Total, Workforce	1,584	-	1,645	61	3.9%

¹ The Pathways Intern 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).

A discussion of NSF’s FTE allocation and usage is included in the Personnel Compensation and Benefits (PC&B) section of the AOAM chapter. A more detailed discussion about IPAs is included in the Program Accounts: R&RA and EHR chapter. The OIG, NSB, and U.S. Arctic Research Commission (USARC) chapters include a discussion of their respective workforces.

The Human Capital component also includes support for the Management of Human Capital, which is discussed in the AOAM chapter.

2. Travel: For FY 2018, the request for staff and IPA travel is \$9.07 million. Staff travel accounts for about 60 percent of this total; a request of \$5.45 million in FY 2018 provided from the AOAM account. Travel for IPA appointments, which is supported by the R&RA and EHR accounts, is \$3.62 million. For more detailed information about NSF staff and IPA travel funding, see the AOAM and Program Accounts: R&RA and EHR chapters, respectively.

3. Information Technology (IT): For FY 2018, IT investments total \$98.0 million. Funding for NSF’s IT investment is provided from the AOAM, R&RA, and EHR accounts.

IT Investments by Appropriation

(Dollars in Millions)

	FY 2016 Actual	FY 2017 (TBD)	FY 2018 Request	Change over FY 2016 Actual	
				Amount	Percent
Agency Operations & Award Management	\$21.94	-	\$25.28	\$3.34	15.2%
Program Related Technology	66.28	-	72.72	6.44	9.7%
Research and Related Activities	57.67	-	63.27	5.60	9.7%
Education and Human Resources	8.62	-	9.45	0.84	9.7%
Total	\$88.22	-	\$98.00	\$9.78	11.1%

Agency IT investments funded through the AOAM account support the agency’s operations to ensure high quality, reliable, and secure administrative applications and associated IT infrastructure support and services to meet the needs of the Foundation. This funding accounts for about 26 percent of NSF’s total IT investment in the FY 2018 Budget Request. Additional detail regarding the AOAM funded IT investments can be found in the AOAM chapter.

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 are mission-related IT investments that 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. PRT investments account for 74 percent of NSF’s FY 2018 Budget Request for IT investments. More information on PRT can be found in the Program Accounts: R&RA and EHR chapter.

4. Administrative Support: FY 2018 funding for Administrative Support is \$65.73 million. Included in this amount are funds for agency implementation of sustainability goals outlined in NSF’s Strategic Sustainability Performance Plan, in association with meeting the goals of E.O. 13693. The activities that comprise Administrative Support are:

- Space Rental at \$27.75 million. FY 2018 will be NSF’s first year in its new headquarters building in Alexandria, Virginia. The FY 2018 space rental cost represents a decrease of \$5.62 million from the rental cost last fiscal year in the previous NSF headquarters building. More detailed information about Space Rental can be found in the AOAM chapter.
- Operating Expenses (\$19.83 million) includes funding for various financial and award management and leadership activities such as post-award monitoring; contract close-out activities; large facility oversight; improper payments, financial statement, and internal controls reporting; Committee on Equal Opportunities in Science and Engineering (CEOSE) activities; NSF’S Enterprise Information System; and supplies, equipment, and training which are necessary for the accomplishment of NSF’s mission. A detailed discussion about Operating Expenses can be found in the AOAM chapter.
- Building and Administrative Services (\$13.10 million) includes administrative contracts that support NSF’s facilities and business operations, administrative services, and infrastructure such as security system maintenance, ID issuance, continuity of operations support services, and Federal Register notices for panels and advisory committees. A detailed discussion of these activities can be found in the AOAM chapter.
- Other Program Related Administration (PRA) is funded at \$5.05 million to support general Planning and Evaluation activities, which include agency-wide efforts such as the verification and validation of performance information, E-Government efforts, and Proposal Management Efficiencies (PME). A detailed discussion about Other PRA can be found in the Program Accounts: R&RA and EHR chapter.

5. NSF Headquarters (HQ) Relocation: The FY 2018 Request is \$1.0 million. NSF is anticipated to complete the move of its headquarters to the new building in Alexandria, VA by October 1, 2017. A small budget remains in FY 2018 for items such as decommissioning of the current headquarters buildings and unanticipated changes required at the new headquarters.

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 2018 Budget 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 2018 Budget Request can be found in the OIG chapter.

NSF FY 2018 Request Submission Funding for E-Government Initiatives

The tables below show NSF's contributions and service fees for various E-Government initiatives. This level is consistent with the FY 2018 funding amounts provided by the initiatives' respective managing partners.

NSF FY 2018 Request Funding for E-Government Initiatives

Initiative	FY 2018			Appropriations Account	
	Agency Contributions	Agency Svc. Fees	NSF Total	AOAM	R&RA
Grants.gov	\$263,798	-	\$263,798	-	\$263,798
E-Travel	-	184,467	184,467	184,467	-
Geospatial LoB	25,000	-	25,000	-	25,000
E-Training	-	370,000	370,000	370,000	-
E-Rulemaking	-	18,938	18,938	14,360	-
USA Jobs	-	10,000	10,000	9,174	-
E-Human Resource Integration	-	24,634	24,634	24,634	-
Integrated Acquisition Environment (IAE)	-	874,354	874,354	21,000	853,354
Human Resources Management LoB	68,478	-	68,478	-	68,478
Financial Management LoB	139,094	-	139,094	-	139,094
Budget Formulation/Execution LoB	110,000	-	110,000	-	110,000
E-Payroll (incl. Shared Services)	-	314,640	314,640	314,640	-
Total	\$606,370	\$1,797,033	\$2,403,403	\$938,275	\$1,459,724

