

## ORGANIZATIONAL EXCELLENCE

NSF's Strategic Plan for 2014-2018, *Investing in Science, Engineering, and Education for the Nation's Future*,<sup>1</sup> which was released in March 2014, includes "Organizational Excellence" as an NSF core value and defines it 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 new strategic goal of "Excel as a Federal Science Agency."

The portfolio of activities included in Organizational Excellence is internally focused and addresses the agency's operations and administrative functions, which underpin NSF's programmatic activities. The activities in the Organizational Excellence portfolio 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."

Through the Strategic Reviews of the objectives presented in the Strategic Plan, NSF identified opportunities for action or improvement. A number of these opportunities can be found within the portfolio of Organizational Excellence activities, and proposals to implement the opportunities are included in the FY 2016 Request.

### Organizational Excellence FY 2016 Request

(Dollars in Millions)

FY 2014 Actual	FY 2015 Estimate	FY 2016 Request	Change over FY 2015 Estimate	
			Amount	Percent
\$439.19	\$465.42	\$500.79	\$35.37	7.6%

NSF's FY 2016 Request for Organizational Excellence of \$500.79 million is \$35.37 million, or 7.6 percent, above the FY 2015 Estimate of \$465.42 million.

This discussion provides an overview of the various activities that are included in the Organizational Excellence portfolio. The table on the following page shows the major components of Organizational Excellence: 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). This table also shows the funding sources for the major components/activities, as several 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.

Underlying the Request level is NSF's ongoing commitment to increase agency efficiency while constraining administrative costs. 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. For example, FY 2014 travel costs were reduced over 25 percent below the FY 2010 baseline, as the agency has prioritized travel requirements and continued the use of virtual peer review panels.

In addition, in FY 2016 NSF provides ongoing support for three management improvement efforts. The Public Access Initiative will make the results of NSF-funded research available to the greatest extent possible, to foster progress in scientific research by reducing barriers to communications. The goal of the

<sup>1</sup> [www.nsf.gov/publications/pub\\_summ.jsp?ods\\_key=nsf14043](http://www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf14043)

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Proposal Management Efficiencies activity is to improve the agency's systems and processes for managing the merit review of proposals and the goal of the Evaluation and Assessment Capability activity is to build the agency's capability to operate from a basis of evidence in policy decisions. More information on Proposal Management Efficiencies and the Evaluation and Assessment Capability can be found in the NSF-Wide Investments chapter.

**Organizational Excellence**  
(Dollars in Millions)

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request	Change over FY 2015 Estimate		Funding Source and Sub-section/Page Where Details are Available
				Amount	Percent	
<b>Human Capital</b>	\$253.02	\$265.48	\$279.50	\$14.02	5.3%	
Personnel Compensation & Benefits	202.88	214.44	224.35	9.91	4.6%	AOAM - 2
Management of Human Capital	10.69	8.11	10.00	1.89	23.3%	AOAM - 3
IPA Appointments	39.45	42.93	45.15	2.22	5.2%	R&RA/EHR - 1
Compensation	35.62	38.61	40.56	1.95	5.1%	R&RA/EHR - 2
Lost Consultant & Per Diem	3.83	4.32	4.59	0.27	6.3%	R&RA/EHR - 2
<b>Travel</b>	\$7.61	\$8.54	\$8.52	-\$0.02	-0.2%	
NSF Staff	4.83	5.45	5.45	-	-	AOAM - 4
IPA Appointments	2.78	3.09	3.07	-0.02	-0.5%	R&RA/EHR - 1
<b>Information Technology (IT)</b>	\$85.21	\$86.49	\$85.39	-\$1.10	-1.3%	
Agency Operations IT	18.04	22.00	21.99	-0.01	-0.0%	AOAM - 5
Administrative Applications Services and Support	6.80	5.37	5.11	-0.26	-4.8%	AOAM - 5
Associated IT Operations and Infrastructure	9.48	13.84	13.84	-	-	AOAM - 5
Related Security and Privacy Services	1.76	2.79	3.03	0.24	8.6%	AOAM - 5
Program Related Technology (PRT)	67.17	64.49	63.40	-1.09	-1.7%	R&RA/EHR - 2
Mission-Related Applications Services	48.70	47.50	45.99	-1.51	-3.2%	R&RA/EHR - 3
Associated IT Operations and Infrastructure	15.51	14.01	14.44	0.43	3.1%	R&RA/EHR - 4
Related Security and Privacy Services	2.96	2.98	2.98	-	-	R&RA/EHR - 4
<b>Administrative Support</b>	\$60.87	\$69.31	\$77.08	\$7.77	11.2%	
Space Rental	31.20	33.91	34.17	0.26	0.8%	AOAM - 6
Operating Expenses	8.51	13.82	15.04	1.22	8.9%	AOAM - 7
Building and Administrative Services	15.41	10.46	13.07	2.61	24.9%	AOAM - 8
Other Program Related Administration	5.75	11.12	14.80	3.68	33.1%	R&RA/EHR - 5
Major NSF-Wide Priorities	1.10	5.80	9.16	3.36	57.9%	
<i>Evaluation and Assessment Capability</i>	0.80	5.50	8.86	3.36	61.1%	R&RA/EHR - 5
<i>Proposal Management Efficiencies</i>	0.30	0.30	0.30	-	-	R&RA/EHR - 5
E-Government Initiatives	1.04	1.01	1.01	-	-	R&RA/EHR - 5
General Planning and Evaluation Activities	3.61	4.31	4.63	0.32	7.4%	R&RA/EHR - 5
<b>NSF Headquarters Relocation</b>	\$14.39	\$16.81	\$30.77	\$13.96	83.0%	AOAM - 10
<b>National Science Board (NSB)</b>	\$4.25	\$4.37	\$4.37	-	-	NSB - 1
<b>Office of Inspector General (OIG)</b>	\$13.84	\$14.43	\$15.16	\$0.73	5.1%	OIG - 1
<b>Total, Organizational Excellence</b>	<b>\$439.19</b>	<b>\$465.42</b>	<b>\$500.79</b>	<b>\$35.37</b>	<b>7.6%</b>	

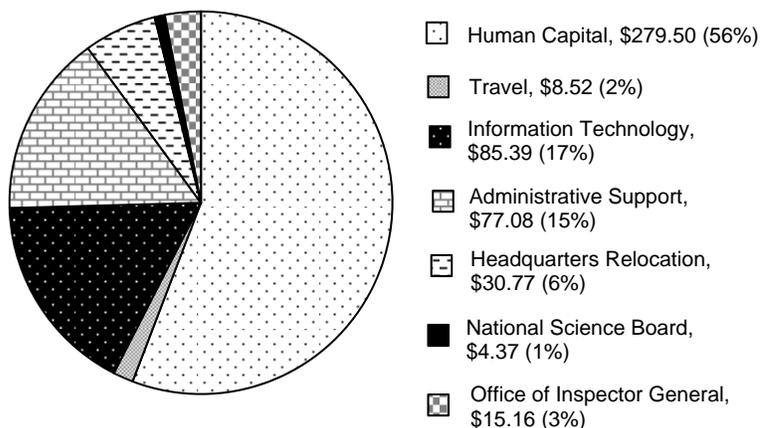
Totals may not add due to rounding.

AOAM: Agency Operations and Award Management; R&RA: Research and Related Activities; EHR: Education and Human Resources; IPA: Intergovernmental Personnel Act

## Organizational Excellence by Major Component

The chart on the right shows the seven major components of Organizational Excellence and their percentage of the total at the FY 2016 Request level.

**Organizational Excellence  
FY 2016 Request by Major Component**  
(Dollars in Millions / Percent of Total)



Totals may not add due to rounding.

**1. Human Capital:** Support for NSF’s human capital activities is the largest component of Organizational Excellence, accounting for 56 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) account while IPAs are funded through two programmatic accounts — Research and Related Activities (R&RA) or 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 and benefits and awards.
- Workplace and career-life balance 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 2016 Request amount for Human Capital is \$279.50 million, an increase of \$14.02 million, or 5.3 percent, over the FY 2015 Estimate of \$265.48 million. FTE utilization increases 15 FTE or 1.1 percent above the FY 2015 Estimate level of 1,355. IPA FTE utilization increases by 5 over the FY 2015 Estimate to a total of 196. 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.

### NSF Workforce:

The table below shows the agency’s total workforce for FY 2016.

- At the FY 2016 Request, the number of NSF’s federal FTE increases by 17 over the FY 2015 Estimate to a level of 1,448. The number of IPAs increases by five to 196.

## Organizational Excellence

- The staffing profile 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 FTEs.
- 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 NSF FTE allocation and usage is included in the Personnel Compensation and Benefits section, beginning on page AOAM-1. 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.

<b>NSF Workforce</b>					
Full-Time Equivalents (FTE)					
	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request	Change over FY 2015 Estimate	
				Amount	Percent
<i>AOAM FTE Allocation</i>					
Regular	1,310	1,310	1,325	15	1.1%
Students <sup>1</sup>	42	42	42	-	-
<b>Subtotal, AOAM FTE Allocation</b>	<b>1,352</b>	<b>1,352</b>	<b>1,367</b>	<b>15</b>	<b>1.1%</b>
<i>AOAM FTE Usage (Actual/Projected)</i>					
Regular	1,269	1,310	1,325	15	1.1%
Students <sup>1</sup>	32	42	42	-	-
<b>Subtotal, AOAM FTE</b>	<b>1,301</b>	<b>1,352</b>	<b>1,367</b>	<b>15</b>	<b>1.1%</b>
Office of the Inspector General	68	73	76	3	4.1%
Regular	67	73	75	2	2.7%
Student <sup>1</sup>	1	-	1	1	N/A
National Science Board	19	19	19	-	-
Arctic Research Commission	3	4	3	-1	-25.0%
<b>Total, Federal Employees (FTE)</b>	<b>1,391</b>	<b>1,448</b>	<b>1,465</b>	<b>17</b>	<b>1.2%</b>
IPAs (FTE)	177	191	196	5	2.6%
Detailees to NSF	3	3	3	-	-
Contractors (est.)	449	449	449	-	-
<b>Total, Workforce</b>	<b>2,020</b>	<b>2,091</b>	<b>2,113</b>	<b>22</b>	<b>1.1%</b>

Totals may not add due to rounding.

<sup>1</sup> 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).

**2. Travel:** Support for NSF staff and IPA travel accounts for two percent of NSF’s Organization Excellence portfolio. For FY 2016, the request for staff and IPA travel is \$8.52 million, \$20,000 below the FY 2015 Estimate of \$8.54 million. Staff travel accounts for about 64 percent of this total; a request of \$5.45 million in FY 2016. Travel for IPA appointments, which is supported by programmatic funds from the R&RA and EHR accounts, is \$3.07 million. For more detailed information about NSF staff and IPA travel funding, see pages AOAM-4 and R&RA/EHR-1.

In FY 2016, 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 through a revision in the agency’s travel policy, the key driver has been the reduction of travel costs associated with merit review panels, which are supported by programmatic funds in the R&RA and EHR accounts. AOAM funded travel accounts for approximately 31.5 percent of NSF’s FY 2016 total travel cost.

**3. Information Technology (IT):** IT investments are the second largest component of Organizational Excellence, accounting for 17 percent.

- Agency operations IT investments are funded through the AOAM account and support the agency’s basic administrative operations including: (1) Administrative Applications Services and Support, such as NSF’s human resources management systems, a portion (30 percent) of NSF’s financial system (iTRAK), and routine maintenance of collaboration services such as SharePoint and the NSF website; (2) Associated IT Operations and Infrastructure, 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) Related Security and Privacy Services for administrative systems 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 26 percent 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, a portion (70 percent) of iTRAK, and the associated security and privacy requirements for PRT-funded systems. PRT investments account for 74 percent of NSF’s IT investments, and are discussed in more detail beginning on page R&RA/EHR-2.

The following table shows NSF’s IT funding by appropriation. For FY 2016, IT investments total \$85.39 million, a \$1.10 million, or 1.3 percent, decrease below the FY 2015 Estimate of \$86.49 million.

**IT Investments by Appropriation**

(Dollars in Millions)

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request	Change over FY 2015 Estimate	
				Amount	Percent
Agency Operations & Award Management (AOAM)	\$18.04	\$22.00	\$21.99	-\$0.01	-
Program Related Technology (PRT)	\$67.17	\$64.49	\$63.40	-\$1.09	-1.7%
R&RA	59.07	56.10	55.16	-0.94	-1.7%
EHR	8.10	8.38	8.24	-0.14	-1.7%
<b>Total</b>	<b>\$85.21</b>	<b>\$86.48</b>	<b>\$85.39</b>	<b>-\$1.09</b>	<b>-1.3%</b>

Totals may not add due to rounding.

**4. Administrative Support:** Funding for Administrative Support accounts for 15 percent of the total Organizational Excellence portfolio. FY 2016 funding for Administrative Support is \$77.08 million, a \$7.77 million (11.2 percent) increase over the FY 2015 Estimate of \$69.31 million. The activities that comprise Administrative Support are detailed below.

- The largest component of Administrative Support is Space Rental at \$34.17 million – an increase of \$260,000 over the FY 2015 Estimate of \$33.91 million. 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. 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; 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 beginning on page AOAM-7.
- Building and Administrative Services (formerly 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 support general Planning and Evaluation activities, which are agency-wide efforts such as the verification and validation of performance information; the Waterman Award administrative costs; certain IPA costs; some American Association for the Advancement of Science (AAAS) fellowships and internships, and E-Government efforts. Ongoing support also is provided for two management improvement efforts—Evaluation and Assessment Capability (EAC) and Proposal Management Efficiencies (PME). Support for EAC, \$8.86 million, has the largest increase within Administrative Support at 61.1 percent or \$3.36 million over the FY 2015 Estimate of \$5.50 million. Detailed information about both EAC and PME can be found in the NSF-Wide Investments chapter. A detailed discussion about Other PRA can be found beginning on page R&RA/EHR-5.

**5. NSF Headquarters (HQ) Relocation:** In June 2013, GSA awarded a 15-year lease for NSF’s new headquarters to be located in Alexandria, Virginia. The FY 2016 Request provides support for HQ Relocation program management costs, including project administration and management, design and construction oversight, and coordination activities. The FY 2016 Request of \$30.77 million represents an increase of \$13.96 million above the FY 2015 Estimate. More detailed information about NSF HQ Relocation can be found beginning 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 2016 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 2016 Request can be found in the OIG chapter.

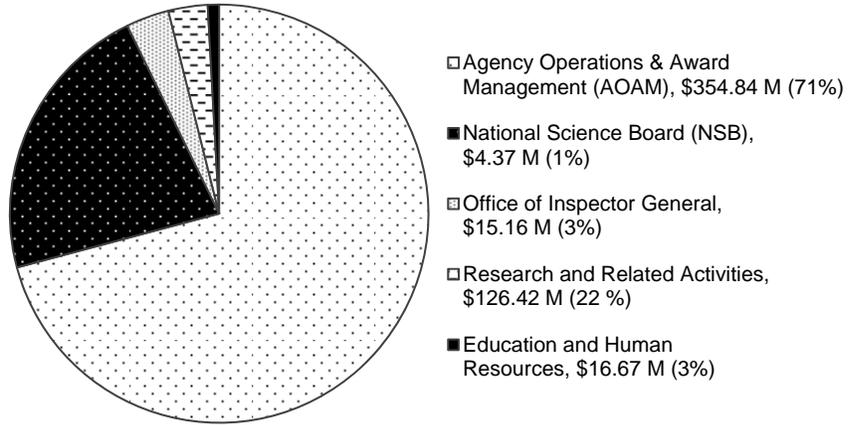
**Organization Excellence by Appropriation**

Organizational Excellence funding by account for the FY 2016 Request is shown in the chart on the right and in the table below

- 71 percent of Organizational Excellence is funded through AOAM.
- The R&RA and EHR accounts fund program support costs – \$126.42 million (22 percent) through the R&RA account and \$16.67 million (three percent) through the EHR account.
- The activities of the OIG and NSB are each funded by separate appropriation accounts. The FY 2016 Request for the OIG of \$15.16 million accounts for three percent of the Organizational Excellence portfolio. The NSB FY 2016 Request of \$4.37 million accounts for one percent of the Organizational Excellence portfolio.

**Organizational Excellence by Appropriation  
FY 2016 Request**

(Dollars in Millions / Percent of Total)



Totals may not add due to rounding.

**Organizational Excellence by Appropriation**

(Dollars in Millions)

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Request	Change over FY 2015 Estimate	
				Amount	Percent
Agency Operations & Award Management (AOAM)	\$305.95	\$325.00	\$354.84	\$29.84	9.2%
National Science Board (NSB)	4.25	4.37	4.37	-	-
Office of Inspector General	13.84	14.43	15.16	0.73	5.1%
Program Support:	\$115.14	\$121.62	\$126.42	\$4.80	3.9%
<i>Research and Related Activities</i>	100.70	105.91	109.75	3.84	3.6%
<i>Education and Human Resources</i>	14.44	15.71	16.67	0.96	6.1%
<b>Total</b>	<b>\$439.19</b>	<b>\$465.42</b>	<b>\$500.79</b>	<b>\$35.37</b>	<b>7.6%</b>

Total may not add due to rounding.

**NSF FY 2015 and FY 2016 Funding for E-Government Initiatives**

The tables below show NSF's contributions and service fees for various E-Government initiatives.

**NSF FY 2015 Estimate Funding for E-Government Initiatives**

Initiative	FY 2015			Appropriations Account		
	Agency Contributions	Agency Svc. Fees	NSF Total	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) including Loans and Grants	-	253,544	253,544	18,079	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	-	-
<b>Total</b>	<b>\$777,833</b>	<b>\$1,168,516</b>	<b>\$1,946,349</b>	<b>\$933,051</b>	<b>\$881,570</b>	<b>\$131,728</b>

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

**NSF FY 2016 Request Funding for E-Government Initiatives**

Initiative	FY 2016			Appropriations Account		
	Agency Contributions	Agency Svc. Fees	NSF Total	AOAM	R&RA	EHR
Grants.gov	\$435,517	-	\$435,517	-	\$378,900	\$56,617
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	-	10,374	10,374	13,694	-	-
Recruitment One-Stop (USA Jobs)	-	8,342	8,342	7,537	-	-
E-HRI	-	24,634	24,634	24,634	-	-
Integrated Acquisition Environment (IAE) including Loans and Grants	-	253,544	253,544	18,079	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	-	-
<b>Total</b>	<b>\$769,828</b>	<b>\$1,166,001</b>	<b>\$1,935,829</b>	<b>\$933,051</b>	<b>\$874,605</b>	<b>\$130,688</b>

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