

ORGANIZATIONAL EXCELLENCE**\$485,850,000**
-\$42,430,000 / -8.0%**Organizational Excellence Funding Summary**
(Dollars in Millions)

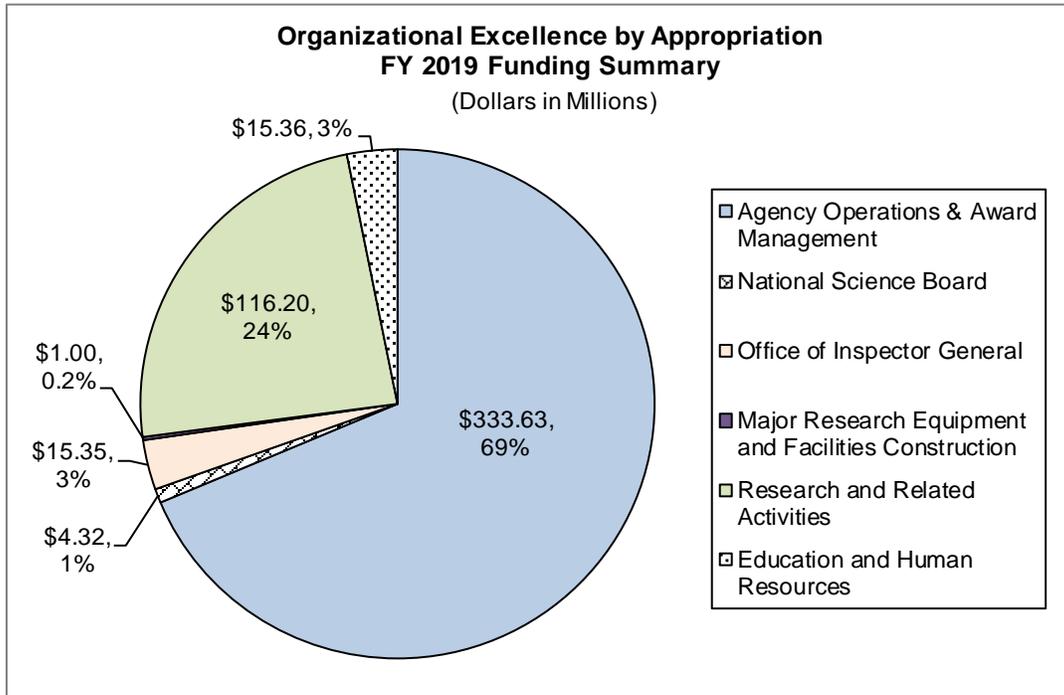
FY 2017	FY 2018	FY 2019	Change over	
			FY 2017 Actual	
Actual	(TBD)	Request	Amount	Percent
\$528.28	-	\$485.85	-\$42.43	-8.0%

NSF’s FY 2019 funding for Organizational Excellence is \$485.85 million. NSF’s management objectives have the goal of achieving organizational excellence through a continuous emphasis on efficiency and efficacy, as noted under Strategic Goal 3 of the NSF Strategic Plan for 2018-2022¹ - Enhance NSF’s Performance of its Mission. 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, Expand Knowledge in Science, Engineering and Learning, and Advance the Capability of the Nation to Meet Current and Future Challenges.

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 components—Human Capital, Travel, Information Technology (IT), Administrative Support, Major Research Equipment and Facility Construction (MREFC) Oversight, 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.

As part of its Agency Reform Plan, NSF will initiate operational reforms in four areas in FY 2019: (1) make information technology work for us, (2) align NSF’s workforce and work, (3) expand public and private partnerships, and (4) streamline, standardize, and simplify programs and processes. NSF will work to ensure that IT tools enhance employee productivity and satisfaction by enabling access to readily available, reliable, and fully integrated data that supports decision making. NSF will also invest an additional \$4.0 million in IT modernization. NSF will optimize the alignment of staffing and position descriptions with the changing landscape. NSF will maintain its already lean workforce through continuous improvements in personnel training and utilization, and through effective performance management. NSF will improve efficiencies in developing, implementing, and managing partnerships that maximize the scientific, economic, and societal impacts of its investments. NSF will also revise policies and business processes to increase standardization across NSF organizations and eliminate unnecessary complexity. These Agency reforms will allow NSF to continue to achieve its mission within a constantly evolving landscape in alignment with NSF’s history of continued organizational improvement, and the Administration’s government-wide agency reform activities. More information on NSF’s Agency Reform Plan can be found in the Overview section.

¹ NSF (2018). Building the Future: Investing in Discovery and Innovation – NSF Strategic Plan for Fiscal Years (FY) 2018-2022. Retrieved from: www.nsf.gov/about/performance/strategic_plan.jsp



Organizational Excellence by Appropriation
(Dollars in Millions)

	FY 2017 Actual	FY 2018 (TBD)	FY 2019 Request	Change over FY 2017 Actual	
				Amount	Percent
Agency Operations & Award Management	\$382.06	-	\$333.63	-\$48.44	-12.7%
National Science Board	4.27	-	4.32	0.05	1.2%
Office of Inspector General	15.10	-	15.35	0.25	1.6%
Major Research Equipment and Facilities Construction	0.33	-	1.00	0.67	207.3%
Program Support:					
Research and Related Activities	110.87	-	116.20	5.33	4.8%
Education and Human Resources	15.65	-	15.36	-0.29	-1.8%
<i>Subtotal, Program Support</i>	<i>126.52</i>	<i>-</i>	<i>131.56</i>	<i>5.04</i>	<i>4.0%</i>
Total	\$528.28	-	\$485.85	-\$42.43	-8.0%

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)

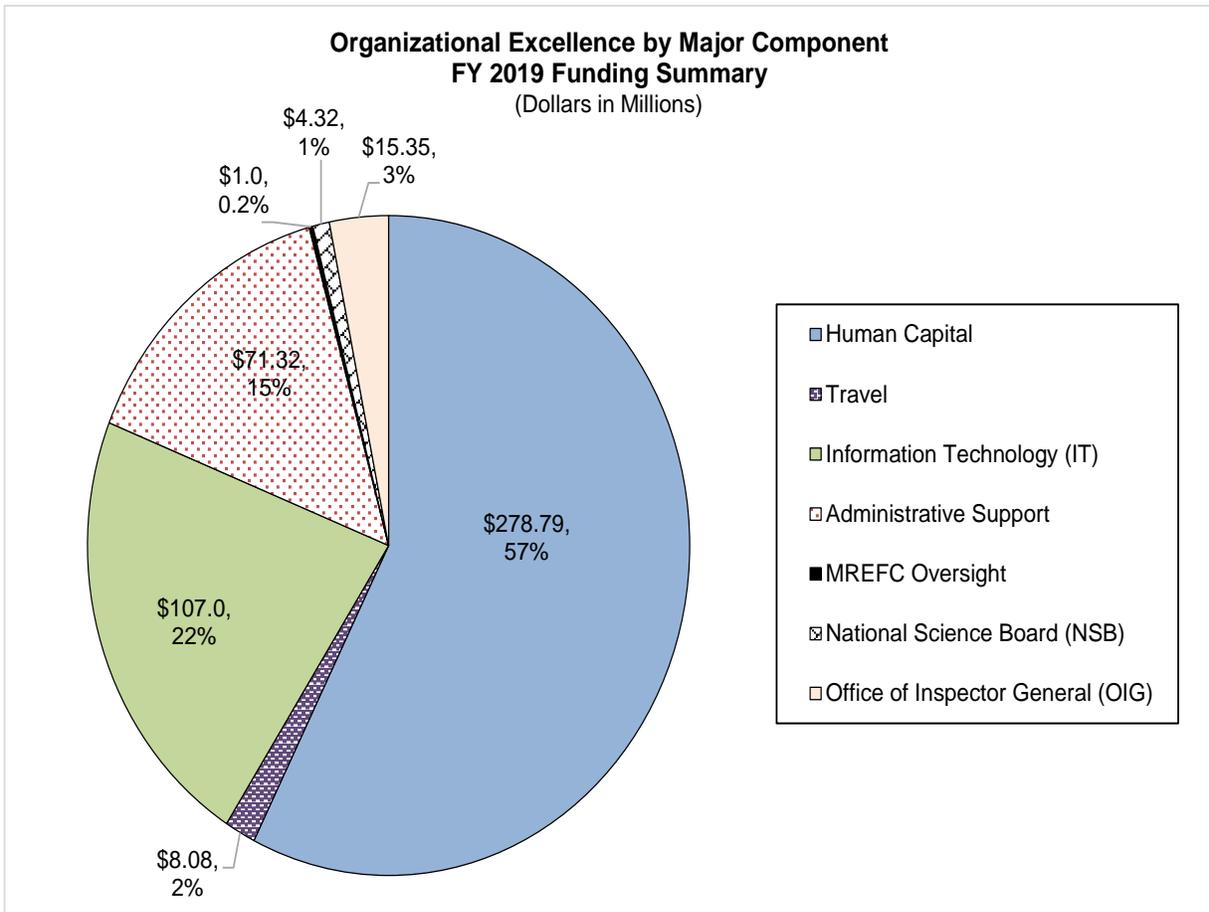
	FY 2017 Actual	FY 2018 (TBD)	FY 2019 Request	Change over		Funding Source
				FY 2017 Actual Amount	Percent	
Human Capital	\$268.98	-	\$278.79	\$9.81	3.6%	
Personnel Compensation & Benefits ¹	220.76	-	229.71	8.94	4.1%	AOAM
Management of Human Capital	10.28	-	10.11	-0.18	-1.7%	AOAM
IPA Appointments	<u>37.94</u>	-	<u>38.98</u>	<u>1.04</u>	<u>2.8%</u>	
Compensation	34.73	-	35.81	1.08	3.1%	RRA/EHR
Lost Consulting & Per Diem	3.21	-	3.17	-0.04	-1.1%	RRA/EHR
Travel	\$8.11	-	\$8.08	-\$0.03	-0.4%	
NSF Federal Employee Staff	5.53	-	5.45	-0.08	-1.4%	AOAM
IPA Appointments	2.58	-	2.63	0.05	1.8%	RRA/EHR
Information Technology (IT)	\$107.60	-	\$107.00	-\$0.60	-0.6%	
Agency Operations IT	<u>31.32</u>	-	<u>26.20</u>	<u>-5.12</u>	<u>-16.3%</u>	AOAM
Administrative Applications Services and Support	6.64	-	7.10	0.46	6.9%	AOAM
Administrative Infrastructure Services and Support	21.13	-	15.26	-5.87	-27.8%	AOAM
Administrative Security and Privacy Services and Support	3.03	-	3.33	0.30	9.8%	AOAM
Administrative IT Management	0.51	-	0.51	-	-	AOAM
Program Related Technology (PRT)	<u>76.28</u>	-	<u>80.80</u>	<u>4.52</u>	<u>5.9%</u>	RRA/EHR
Mission-Related Applications Services	50.29	-	51.96	1.68	3.3%	RRA/EHR
Mission-Related IT Operations and Infrastructure	19.78	-	21.62	1.84	9.3%	RRA/EHR
Mission-Related Security and Privacy Services	3.98	-	4.98	1.00	25.2%	RRA/EHR
Mission-Related IT Management	2.24	-	2.24	-	-	RRA/EHR
Administrative Support	\$77.15	-	\$71.32	-\$5.83	-7.6%	
Space Rental	36.34	-	31.19	-5.15	-14.2%	AOAM
Operating Expenses	17.04	-	17.87	0.83	4.9%	AOAM
Building and Administrative Services	14.05	-	13.10	-0.95	-6.8%	AOAM
Other Program Related Administration	<u>7.63</u>	-	<u>3.65</u>	<u>-3.98</u>	<u>-52.1%</u>	RRA/EHR
Evaluation and Assessment Capability ²	4.71	-	-	-4.71	-100.0%	RRA/EHR
Proposal Management Efficiencies ³	0.32	-	-	-0.32	-100.0%	RRA/EHR
E-Government Initiatives	1.44	-	1.50	0.06	4.2%	RRA/EHR
General Planning and Evaluation Activities	1.16	-	2.15	0.99	85.5%	RRA/EHR
Other Organizational Excellence Activities	<u>2.09</u>	-	<u>5.50</u>	<u>3.41</u>	<u>162.7%</u>	
Evaluation and Assessment Capability	[4.71]	-	3.00	-1.71	-36.3%	RRA-IA
Planning and Policy Support	2.09	-	2.50	0.41	19.4%	RRA-IA
MREFC Oversight⁴	\$0.33	-	\$1.00	\$0.67	207.3%	MREFC
NSF Headquarters Relocation	\$46.74	-	-	-\$46.74	-100.0%	AOAM
National Science Board (NSB)	\$4.27	-	\$4.32	\$0.05	1.2%	NSB
Office of Inspector General (OIG)	\$15.10	-	\$15.35	\$0.25	1.6%	OIG
Total, Organizational Excellence	\$528.28	-	\$485.85	-\$42.43	-8.0%	

¹ Funding levels for PC&B reflect direct appropriated funds only. In FY 2017, \$4.19 million in Administrative Cost Recoveries (ACRs) were received bringing the total PC&B obligation to \$224.95 million. Approximately \$5.48 million in ACRs are expected in FY 2019 to meet the total PC&B requirement of \$235.19 million.

² In the FY 2018 Request, EAC was moved from Other Program Related Administration to a line item in the IA budget within the R&RA account. FY 2017 Actual funding is shown under Other Organizational Excellence Activities for comparability.

³ For the FY 2019 Request, \$920,000 for Proposal Management Efficiencies (PME) is moved from Other Program Related Administration to Planning and Policy Support, a line item in the IA budget within the R&RA account.

⁴ MREFC funding for oversight activities is added to the Organizational Excellence budget beginning in FY 2019.



1. Human Capital: The FY 2019 funding amount for Human Capital is \$278.79 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 shows the agency’s total workforce for FY 2019.

NSF Workforce					
Full-Time Equivalents (FTE)					
	FY 2017	FY 2018	FY 2019	Change over	
	Actual	(TBD)	Request	FY 2017 Actual	Percent
				Amount	
<i>AOAM FTE Allocation</i>					
Regular	1,310	-	1,310	-	-
Pathways Intern ¹	42	-	42	-	-
Subtotal, AOAM FTE Allocation	1,352	-	1,352	-	-
<i>AOAM FTE Usage (Actual/Projected)</i>					
Regular	1,309	-	1,310	1	0.1%
Pathways Interns ¹	28	-	42	14	48.4%
Subtotal, AOAM FTE	1,337	-	1,352	15	1.1%
Office of the Inspector General	72	-	71	-1	-1.4%
National Science Board	18	-	19	1	5.6%
Arctic Research Commission	3	-	3	-	-
Total, Federal Employees (FTE)	1,430	-	1,445	15	1.0%
IPAs (FTE)	174	-	171	-3	-1.4%
Detailees to NSF	3	-	3	-	-
Total, Workforce	1,607	-	1,619	12	0.8%

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: The FY 2019 Request for staff and IPA travel is \$8.08 million. Staff travel accounts for about 67 percent of this total at a level of \$5.45 million in FY 2019 and is provided from the AOAM account. Travel for IPA appointments, which is supported by the R&RA and EHR accounts, is \$2.63 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): NSF’s FY 2019 Request for IT investments total \$107.0 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 2017 Actual	FY 2018 (TBD)	FY 2019 Request	Change over	
				FY 2017 Amount	Actual Percent
Agency Operations & Award Management (AOAM)	\$31.32	-	\$26.20	-\$5.12	-16.3%
Program Related Technology (PRT)	76.28	-	80.80	4.52	5.9%
<i>Research and Related Activities (R&RA)</i>	64.93	-	70.30	5.37	8.3%
<i>Education and Human Resources (EHR)</i>	11.35	-	10.50	-0.85	-7.5%
Total	\$107.60	-	\$107.00	-\$0.60	-0.6%

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 24 percent of NSF's total IT investment in the FY 2019 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. Included in this is a \$4.0 million investment in IT modernization as part of NSF's Agency Reform Plan. PRT investments account for 76 percent of NSF's FY 2019 Request for IT investments. More information on PRT can be found in the Program Accounts: R&RA and EHR chapter.

4. Administrative Support: FY 2019 funding for Administrative Support is \$71.32 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 NSF's FY 2019 Administrative Support are:

- Space Rental at \$31.19 million. More detailed information about Space Rental can be found in the AOAM chapter.
- Operating Expenses (\$17.87 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 \$3.65 million to support general Planning and Evaluation activities, which include agency-wide efforts such as the verification and validation of performance information, and E-Government efforts. A detailed discussion about Other PRA can be found in the Program Accounts: R&RA and EHR chapter.
- Other Organizational Excellence Activities (\$5.50 million) funds the Evaluation and Assessment Capability (EAC) and Planning and Policy Support—two NSF-wide activities managed by the Office

of Integrative Activities (OIA). For more information on EAC or Planning and Policy Support, see the IA narrative in the RRA chapter.

5. Major Research Equipment and Facilities Construction (MREFC) Oversight: The FY 2019 Request includes \$1.0 million for oversight of NSF’s major facility projects. For more information on this activity, see the MREFC chapter.

6. NSF Headquarters Relocation: NSF has completed the move of its headquarters to the new building in Alexandria, VA. No funding is requested for this activity in FY 2019.

7. National Science Board (NSB): The staffing and operations of the NSB office are supported through a separate NSB appropriation. Details about the NSB FY 2019 Request can be found in the NSB chapter.

8. Office of Inspector General (OIG): The staffing and operations of the OIG are supported through a separate OIG appropriation. Details about the OIG FY 2019 Request can be found in the OIG chapter.

NSF FY 2019 Request Funding for E-Government Initiatives

The table below shows NSF's contributions and service fees for various E-Government initiatives. The FY 2019 levels are consistent with the funding amounts provided by the initiatives' respective managing partners.

NSF FY 2019 Request Funding for E-Government Initiatives					
Initiative	FY 2019			Appropriations Account	
	Agency Contribution	Agency Svc. Fees	NSF Total	AOAM	R&RA
Grants.gov	\$233,849	-	\$233,849	-	\$233,849
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	-	19,862	19,862	19,862	-
USA Jobs	-	10,350	10,350	10,350	-
E-Human Resource Integration	-	24,634	24,634	24,634	-
Integrated Acquisition Environment	-	944,275	944,275	21,000	923,275
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	\$576,421	\$1,868,228	\$2,444,649	\$944,953	\$1,499,696

LoB: Line of Business

