

**HUMAN CAPITAL**

**\$462,650,000**

**Human Capital**  
(Dollars in Millions)

	FY 2023 Base Plan	FY 2024 (TBD)	FY 2025 Request	Change over		Funding Source
				FY 2023 Base Plan Amount	Percent	
Personnel Compensation & Benefits <sup>1</sup>	\$330.00	-	\$353.82	\$23.82	7.2%	AOAM
Management of Human Capital	16.79	-	17.14	0.35	2.1%	AOAM
IPA Compensation and Per Diem <sup>2</sup>	74.75	-	91.69	16.94	22.7%	R&RA/EDU
<b>Total, Human Capital</b>	<b>\$421.54</b>	<b>-</b>	<b>\$462.65</b>	<b>\$41.11</b>	<b>9.8%</b>	
Total AOAM	335.39	-	366.46	31.07	9.3%	
Total R&RA	66.57	-	81.80	15.23	22.9%	
Total EDU	8.18	-	9.89	1.71	20.9%	
ACRs	7.00	-	4.50	-2.50	-35.7%	
Carryover	4.40	-	-	-4.40	-100.0%	

<sup>1</sup> The FY 2023 Base Plan includes \$7.0 million of estimated Administrative Cost Recoveries (ACRs) and \$4.40 million in carryover as a source of funds. The FY 2025 Request includes \$4.50 million in estimated ACRs.

<sup>2</sup> Costs for IPA travel are found within the Travel section of this chapter.

Support for NSF’s human capital activities is the largest component of Organizational Excellence, accounting for almost 60 percent of the total portfolio. The Human Capital component includes personnel compensation and benefits (PC&B) 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 AOAM account while IPAs are funded through two programmatic accounts—R&RA and EDU.

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.

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

- Human resource systems accessed through shared service providers, including the Federal Personnel Payroll System, the time and attendance system (Quicktime), and eRecruit capabilities using USAJobs and USA Hire.
- 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, Employee Assistance Program, and childcare subsidy.

Human Capital

- 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.

**Personnel Compensation and Benefits (PC&B)**

**Personnel Compensation & Benefits**  
(Dollars in Millions)

	FY 2023 Base Plan	FY 2024 (TBD)	FY 2025 Request	Change over	
				FY 2023 Base Plan Amount	Percent
Regular FTE Base Salary <sup>1</sup>	\$231.85	-	\$247.16	\$15.31	6.6%
Student Salary	2.96	-	2.85	-0.11	-3.8%
Other Compensation <sup>2</sup>	2.80	-	2.80	-	-
Awards	8.65	-	9.47	0.82	9.5%
<b>Subtotal, FTE Compensation</b>	<b>\$246.26</b>	<b>-</b>	<b>\$262.28</b>	<b>\$16.02</b>	<b>6.5%</b>
Benefits	82.21	-	89.94	7.73	9.4%
Other Benefits <sup>3</sup>	1.54	-	1.60	0.06	4.0%
<b>Subtotal, Benefits</b>	<b>\$83.75</b>	<b>-</b>	<b>\$91.54</b>	<b>\$7.80</b>	<b>9.3%</b>
<b>Total, PC&amp;B</b>	<b>\$330.00</b>	<b>-</b>	<b>\$353.82</b>	<b>\$23.82</b>	<b>7.2%</b>

<sup>1</sup> Includes full support for a 2.0 percent COLA in FY 2025 (\$5.32 million).

<sup>2</sup> Includes reimbursable details to NSF and terminal leave.

<sup>3</sup> Includes Federal Employee's Compensation Act (FECA) funding and transit subsidies.

The FY 2025 Request for PC&B is \$353.82 million and includes \$349.32 million of AOAM appropriated funds plus \$4.50 million of estimated Administrative Cost Recoveries (ACRs). The FY 2025 PC&B cost estimate will support 1,455 regular FTE employees, a total of 52 Pathways intern FTE, associated cost of benefits, general workforce performance awards (GWFPFA), and Senior Executive Service (SES) bonuses. It includes funding to cover a cost-of-living adjustment in FY 2025 of two percent and also contains approximately \$1.0 million for the Federal Transit Benefits Program. In total, NSF believes this PC&B estimate presents a realistic estimate of these costs in FY 2025.

NSF AOAM Workforce

**AOAM NSF Workforce**  
(Full-Time Equivalent (FTE) and Other Staff)

	FY 2023 Actual	FY 2024 (TBD)	FY 2025 Request	Change over	
				FY 2023 Actual Amount	Percent
NSF AOAM -- Regular	1,418	-	1,455	37	3%
NSF AOAM -- Pathways Intern	24	-	52	28	117%
<b>Subtotal, FTE</b>	<b>1,442</b>	<b>-</b>	<b>1,507</b>	<b>65</b>	<b>5%</b>
Detailees to NSF	3	-	3	-	-
<b>Total</b>	<b>1,445</b>	<b>-</b>	<b>1,510</b>	<b>65</b>	<b>4%</b>

In FY 2025, NSF plans to hold its regular FTE to 1,455 to meet the workforce needs of the agency. This also gives the agency time to reassess workforce needs across its directorates and offices and re-evaluate where there may still be potential gaps. NSF's Pathways Program will continue with an estimated FTE level of 52.

**Management of Human Capital**

**Management of Human Capital**  
(Dollars in Millions)

FY 2023 Base Plan	FY 2024 (TBD)	FY 2025 Request	Change over	
			FY 2023 Base Plan Amount	Percent
\$16.79	-	\$17.14	\$0.35	2.1%

NSF will continue to implement, support, and strengthen its talent pipelines for entry, early-career, and mission-critical talent at all levels, through Management of Human Capital. NSF will provide budgetary resources in the FY 2025 Request of \$17.14 million to sustain and advance efforts to strengthen its federal workforce, maintain operational support activities and contractual support for human capital initiatives, and continue learning and development programs essential for NSF's permanent and rotator staff. Many of the investments directly support NSF's Strategic Objective 4.2– Invest in People: Attract, empower, and retain a talented and diverse NSF workforce.<sup>1</sup> Specifically, NSF's FY 2025 Management of Human Capital investments support the following activities:

Learning and Development Programs (\$4.17 million)

Investments in this category fund contracts in support of learning and development programs, such as the Learning Management System, LearnNSF, and related on-line learning capabilities, as well as support for learning and capacity-building activities including the NSF mentoring program, executive and supervisory training, and program management training. These learning and development activities are designed to help ensure that the workforce, including permanent and rotating staff, as well as new supervisors and executives, are equipped with the tools needed to succeed as NSF employees.

Operations Support (\$5.03 million)

This category includes contract support for recruiting, hiring, and on-boarding of permanent and rotating staff, outreach, and employee surveys, various licenses and memberships to support the HRM mission as well as processing support for pay, benefits, and incentive and other awards. The FY 2025 funding level is guided by costs associated with these employee-driven human capital activities.

Strategic Human Capital Support (\$4.11 million)

NSF relies on strategic human capital support contracts for assistance in developing new approaches to critical human resource needs. FY 2025 funding reflects NSF's planned investment in business intelligence and other tools anticipated to bring agility and process efficiency to the agency and enable

<sup>1</sup> nsf22068 Leading the World in Discovery and Innovation, STEM Talent Development and the Delivery of Benefits from Research - NSF Strategic Plan for Fiscal Years (FY) 2022 - 2026 | NSF - National Science Foundation. [www.nsf.gov/publications/pub\\_summ.jsp?ods\\_key=nsf22068](http://www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf22068)

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workload analysis and workforce planning in support of strategic management of human capital resources. Within this investment category, FY 2025 funds will continue support for talent teams to identify assessments which are appropriate for NSF, and to improve internships and Pathways Programs. Funding will also support continued talent team support for hiring managers in such areas as identifying recruitment sources, identifying key competencies to be assessed during the selection process, and providing valid pre- and post-certification assessments and rating criteria, ensuring objective measures are used to reduce bias.

### Workplace and Work-Life Support (\$2.39 million)

The Workplace and Work-Life Support investment is focused on helping NSF's employees by providing health and family-friendly programs and activities, including an onsite health unit, onsite fitness center, the employee assistance program, childcare subsidy, backup dependent care program, and student loan repayment program. These activities address the future of employee support and help the agency remain competitive in the labor market and support Federal employees in a hybrid work environment. In FY 2025, funding is provided for expansion of NSF's After-Hours program which provides selected participants with tuition assistance for undergraduate and graduate level classes taken during non-work hours at an accredited academic institution. This program, now part of NSF's Collective Bargaining Agreement, continues to expand and currently has 35 participants who are earning undergraduate and graduate level degrees.

### Human Resource Systems and Shared Services (\$1.44 million)

This category represents NSF's HR systems accessed through shared service providers, such as the Federal Personnel Payroll System, the time and attendance system (QuickTime), and eRecruit capabilities using USAJobs and the USA Performance Management system. Additionally, this category includes contract support for HR Analytics and Reporting, and the administration of the LearnNSF System. The FY 2025 Request includes funding for USA Staffing Licenses to meet requirements related to Executive Order 13932, Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates. This order requires candidate evaluations based on knowledge, skills, abilities, and competencies while limiting the use of education when determining if someone is qualified for a role. It also facilitates the use of more robust assessments over the currently used self-assessment questionnaires which are utilized for nearly all federal jobs.

## **Intergovernmental Personnel Act Costs**

A portion of NSF's workforce consists of temporary staff hired through the Intergovernmental Personnel Act (IPA) authority. IPAs remain employees of their home institution while serving at NSF during their temporary assignments. They are not paid directly by NSF and are not subject to federal pay, benefits, or other limitations. NSF reimburses their home institution without overhead. IPAs are eligible to receive relocation expenses or a per diem allowance in lieu of relocation. Since January 31, 2020, NSF has required that institutions provide a minimum of 10 percent cost share of an IPA's base salary and fringe benefits for every full-time IPA agreement.<sup>2</sup>

The agency uses IPA science and engineering staff to help ensure that the Foundation's funding

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<sup>2</sup> If a home institution is unable to provide the full 10 percent cost share, the institution may submit a request for NSF to waive the cost-sharing requirement. Such requests must include the rationale for not being able to provide the required amount.

decisions are based on the best input from the field and reflect fresh ideas and creativity. The expertise provided by these IPAs is essential to help shape the NSF research portfolio and support transformational advances across the frontiers of all fields of science, engineering, and education.

**IPA FTE by Appropriation**  
(Full-Time Equivalent (FTE))

	FY 2023 Actual	FY 2024 (TBD)	FY 2025 Request	Change over FY 2023 Actual	
				Amount	Percent
R&RA IPA FTE	198	-	270	72	36%
EDU IPA FTE	34	-	46	12	35%
<b>Total NSF IPA FTE</b>	<b>232</b>	<b>-</b>	<b>316</b>	<b>84</b>	<b>36%</b>

The FY 2025 Budget increases IPA FTE by 84 over the FY 2023 Actual, reflecting increased needs across the agency to cover workforce demands related to the requirements of the CHIPS and Science Act.

**IPA Costs by Appropriation**  
(Dollars in Millions)

	FY 2023 Base Plan	FY 2024 (TBD)	FY 2025 Request	Change over FY 2023 Base Plan	
				Amount	Percent
Research and Related Activities (R&RA) <sup>1</sup>					
IPA Compensation	\$61.93	-	\$76.33	\$14.40	23.3%
IPA Per Diem	4.64	-	\$5.47	0.83	17.9%
<b>Subtotal, R&amp;RA Costs</b>	<b>\$66.57</b>	<b>-</b>	<b>\$81.80</b>	<b>\$15.23</b>	<b>22.9%</b>
STEM Education (EDU)					
IPA Compensation	7.40	-	9.11	1.71	23.1%
IPA Per Diem	0.78	-	0.78	0.00	-
<b>Subtotal, EDU Costs</b>	<b>\$8.18</b>	<b>-</b>	<b>\$9.89</b>	<b>\$1.71</b>	<b>20.9%</b>
<b>Total<sup>1</sup></b>	<b>\$74.75</b>	<b>-</b>	<b>\$91.69</b>	<b>\$16.94</b>	<b>22.7%</b>

<sup>1</sup> Costs for approximately five IPA FTE in FY 2023 and FY 2025 are excluded as they are budgeted within Other Program Related Administration and included in the Operating Expenses section of this chapter.

The FY 2025 funding for IPA compensation and per diem costs are associated with full use of NSF's IPA FTE Request for FY 2025. For both R&RA and EDU, per IPA compensation costs for the FY 2025 Request are estimated based on projected IPA FTE utilization, current IPA funding consistent with FY 2023 levels but increased to reflect inflation, and the need to provide competitive salaries to recruit the best researchers in the STEM fields. The per Diem costs are increased in alignment with implementation of NSF policy, beginning October 1, 2023, raising the maximum annual per Diem level to \$25,234.

Information on costs associated with travel for NSF's IPAs is found within the Travel section of this chapter.

