

OUR SERVICES

Workforce Planning

As more workers retire, the recruitment, selection, deployment, and retention of new employees become critical to DoD's success. ICF Consulting's comprehensive workforce planning approach considers all workforce alternatives, from hiring new employees to outsourcing non-essential functions, restructuring operations, and succession planning. What's more, our strategic planning services help managers set effective goals and allocate their human capital and other resources to meet those goals.

Performance-Based Pay Systems

The move to pay-for-performance under the National Security Personnel System (NSPS) involves a complete cultural change for DoD's workforce. Whether that change is a positive one will depend in large part on how changes are communicated to the workforce, how well the changes are understood and accepted, and how effectively managers address the inevitable problems that accompany any major workplace change. ICF Consulting has the experience, tools, and expertise to help DoD navigate the often murky and turbulent waters of change associated with the introduction of NSPS within DoD.

Change Management

Beyond NSPS, ICF Consulting can help DoD manage all types of organizational change. Our e-government transition strategy helps Federal agencies meet the technological, cultural, and interpersonal demands of an increasingly electronic workplace. Our organizational development services guide organizations through the realignment of personnel, resources, and responsibilities associated with changes in organizational focus.

Productivity Improvement/ Knowledge Management

ICF Consulting's portfolio of productivity improvement approaches can be used singly or in

combination. Our process reinvention approach uses systems analysis tools to identify core process improvements. Our information literacy program helps knowledge workers increase their productivity by understanding and managing information resources. What's more, ICF Consulting is experienced in establishing vibrant communities of practice that help employees learn from each other and solve problems collaboratively. ICF Consulting's variety of knowledge management strategies can help DoD increase its organizational "memory" while decreasing the threat of losing critical knowledge to retirement or personnel reassignment.

Leadership and Management Innovations

ICF Consulting's management innovation programs provide DoD senior leaders and managers with the mindset and skills to increase the cohesiveness of their management teams, apply state-of-the-art management approaches and tools, collaborate with diverse partners, and innovate to continuously renew the organization. These services include management enhancement curricula designed specifically for government leaders and managers, management seminars, employee motivation programs, team-building exercises and techniques, senior leadership retreats, and management coaching.

Program Evaluation Services

ICF Consulting provides the full complement of program evaluation services, including organizational assessments, customer needs assessments, customer satisfaction surveys, and performance evaluations. For these projects, we employ a variety of tools, techniques, and processes, including quantitative and qualitative analysis, surveys, cost benefit analysis, focus groups, modeling, and computer-based decision making.



About ICF Consulting and Caliber

With the addition of the more than 300 employees of Caliber Associates, ICF Consulting now offers the services of an established leader in human services and human resource issues. Caliber provides full program life cycle consulting and support in research and evaluation, communications, training and technical assistance, and information technology. Together, ICF Consulting and Caliber have expanded capabilities to assist civilian and national security organizations to develop more effective and innovative human resource, education, and social service programs.

ICF Consulting is a leading management, technology, and policy consulting firm. Drawing upon extensive industry knowledge, distinguished professionals, and innovative analytics, the firm develops solutions to complex defense, homeland security, social program, energy, environment, and transportation issues. ICF Consulting's approach to these issues is strengthened by its expertise in information technology, organizational improvement, research and evaluation, program management, and communications. Since 1969, ICF Consulting has been serving major corporations, government at all levels, and multinational institutions. More than 1,500 employees serve these clients in the Americas, Asia, and Europe

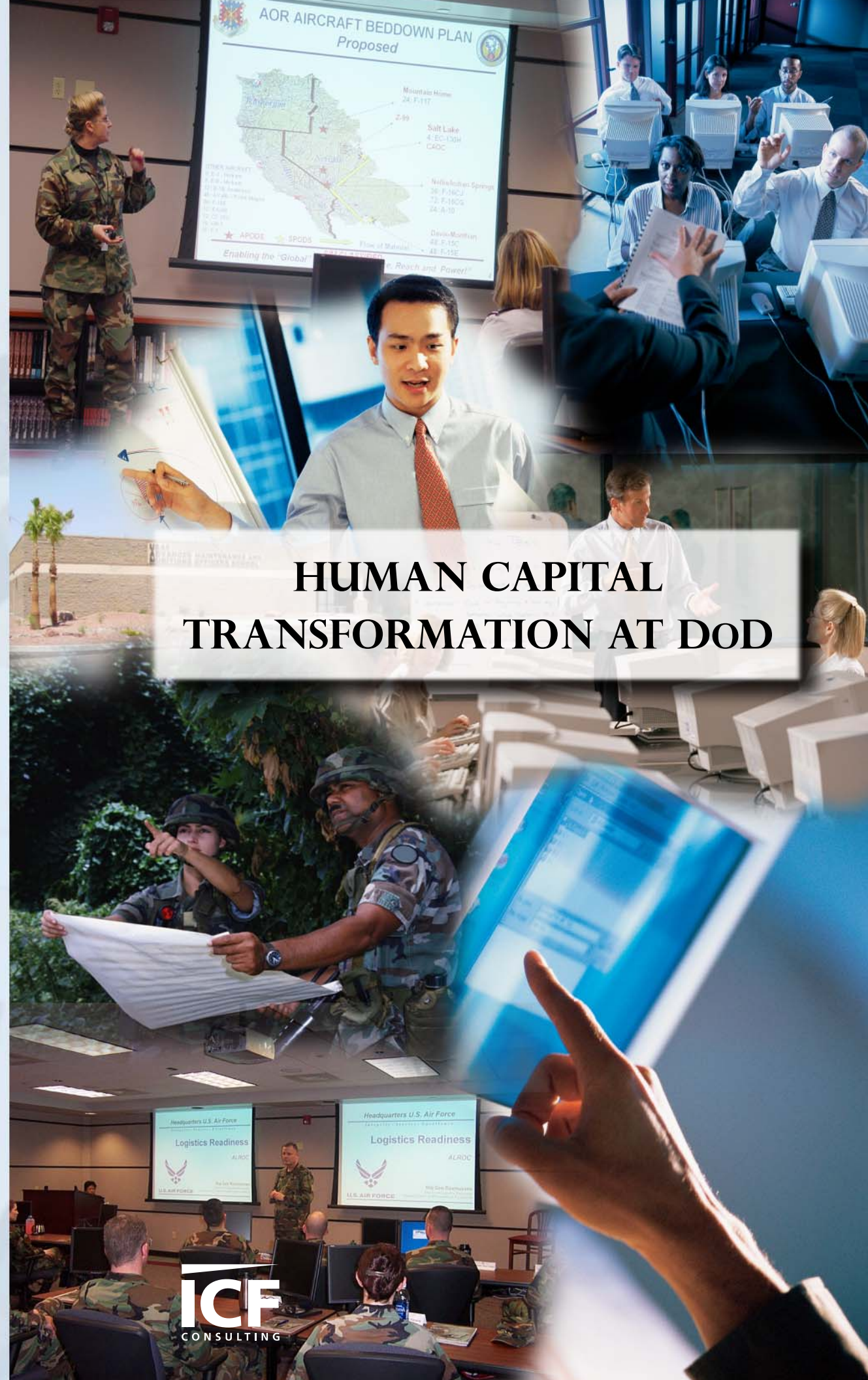
To learn more about how ICF Consulting can help DoD achieve its human capital transformation goals, contact:

Peter Bonner
703-934-3815
Pbonner@ICFConsulting.com

ICF Consulting
9300 Lee Highway
Fairfax, VA 22031

icfconsulting.com

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HUMAN CAPITAL TRANSFORMATION AT DOD



HELPING DoD ACHIEVE ITS TRANSFORMATION GOALS

DoD recently embarked on an ambitious transformation effort. Its objective: to ensure that the joint forces get the capabilities, resources, and material they need, where they need them, and when they need them, anywhere in the world.

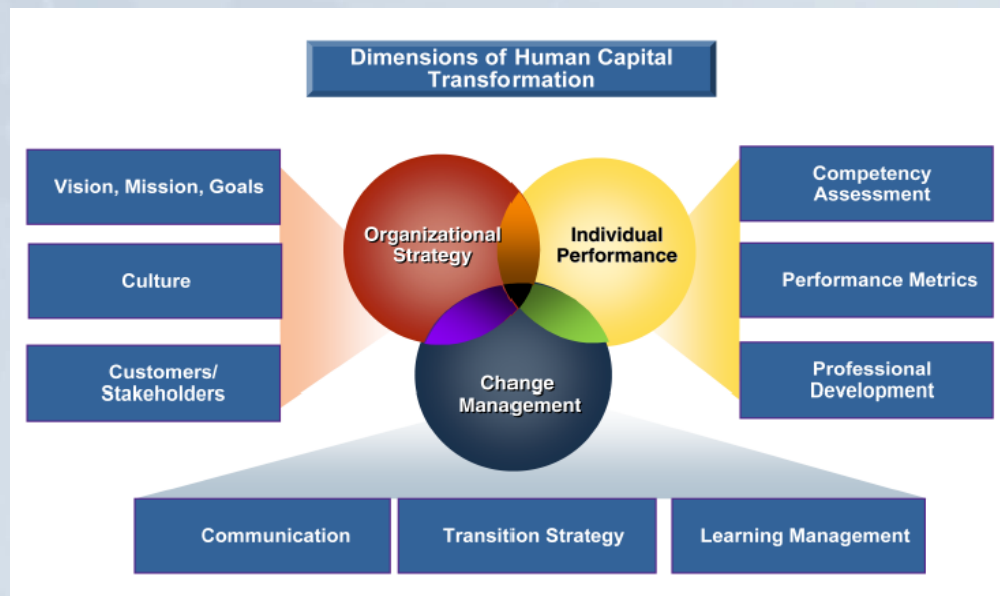
ICF Consulting has provided expert human capital management services to the Department of Defense (DoD) and other Federal agencies for more than 10 years.

ICF Consulting has applied its expertise to projects ranging from strategic and workforce planning to competency modeling, knowledge management solutions, performance management, program implementation and evaluation, change management strategies, and training design, development, and delivery.

ICF Consulting understands DoD's mission, culture, and human capital challenges. For example, for one DoD client, ICF Consulting is currently conducting multiple half-day training sessions for managers and employees to provide them with the essential skills needed during times of significant change, such as the adoption of NSPS, addressing the procedural, cultural, and emotional issues surrounding such initiatives. We not only engage the DoD workforce in the change process, but we guide them through the learning curve involved in any transformation.

ICF Consulting truly becomes a part of the DoD team, working shoulder to shoulder with DoD staff to improve performance, reach recruitment and retention targets, develop DoD leaders, and achieve DoD transformation goals. Look to ICF Consulting for innovative ideas, tools, and techniques for maximizing the value of DoD's primary asset: its people.

ICF Consulting helps DoD managers determine the most effective strategies for change; align business processes, resources, and people to support the organizational mission; and motivate staff to perform heroically under stress. Our intervention strategies recognize the integral relationship of DoD's unique mission, culture, business processes, and capital infrastructure in implementing effective and sustainable change.



Successful transformation initiatives require the integration of organizational strategy, effective performance management, and sound change management strategies

FEATURED SOLUTIONS

NSPS Implementation Support National Security Personnel System (PEO-NSPS); Washington Headquarters Services (WHS)

For the PEO, ICF Consulting supported the collection, analysis, and documentation of the formal public comments submitted on the proposed enabling regulations for NSPS. Based on this work, the PEO developed a final rule and supporting administrative record that made maximum use of public input and feedback. Additionally, WHS contracted with ICF Consulting to conduct change management training for the transition to NSPS. The training was designed to provide WHS staff with an overview of the new system and to impart the skills necessary for operating in a pay-for-performance environment. Lessons included setting expectations, giving and receiving feedback, and assisting employees through the change process.

Force Quality Air Force

ICF Consulting is performing research to define Air Force personnel quality and determine opportunities to improve enlisted and officer accession policies and practices. ICF Consulting is conducting a literature review, interviewing relevant agencies and individuals involved in force quality processes, and summarizing military and civilian literature findings. The end goals of this project are to:

- Define force quality for Air Force officers and enlisted personnel
- Provide recommendations for improving personnel entrance requirements, performance and experience measurement, and personnel requirement specification processes
- Describe implications of this study on Air Force policies and practices

Strategic Planning for Industrial Transformation Oklahoma City, Air Logistics Center (OC-ALC)

ICF Consulting developed a multi-year plan for complete transformation of the OC-ALC aircraft maintenance facility to a cellular organization. This plan is now directing the future course of the ALC and is being used as a transformation guide by other facilities within the command.

ICF Consulting conducted the necessary analysis to ensure that the OC-ALC plan is consistent with DoD's umbrella strategies. What's more, ICF Consulting's knowledge of depot maintenance also ensured that the resulting plan supports the functions of OC-ALC/MA and the transformation duties of MA-T as articulated in its Functional Statement.

Competency Development

Joint Forces, Department of the Army
ICF Consulting is currently developing a Joint Forces leadership framework that incorporates core competencies and provides a common denominator for leader development. These competencies will be structured to ensure that leader development efforts focus on the attainment of high levels of individual and organizational performance. They will also be structured to be enduring, even as resources diminish, demands increase, and priorities and strategies shift. ICF Consulting also played an integral role in the development of Army's LEVERAGE and combat leader competency models.

Individual Development Plan (IDP) and Leadership Training Office of the Secretary of Defense (SOD)

To support PA&E in implementing revised organizational goals, ICF Consulting developed and delivered IDP and leadership training. The IDP training was designed to assist employees in discussing and selecting professional development opportunities appropriate to the organization's new direction. As one participant put it, "The course helped make the IDP process 'real,' not just something where we go through the motions." ICF Consulting also designed supervisory training to help PA&E leaders make progress on identified leadership developmental goals. Finally, ICF Consulting facilitated an executive strategic planning session that allowed senior leaders to clarify the direction of the organization in light of upcoming changes such as Force Transformation, BRAC, and implementation of NSPS.

Leadership Development Training Program Defense Finance and Accounting Service (DFAS)

DFAS has undergone a steady process of organizational restructuring and reduction in personnel. To prepare DFAS supervisors, managers, and executives to lead in this changing environment, ICF Consulting developed and delivered a leadership development program, consisting of 14 courses covering such topics as Performance Management, Management Development, and Organizational Leadership. For each course, ICF Consulting worked with DFAS SMEs to gain insights on the organization's needs and culture. These insights were then integrated into instructional materials to develop leadership skills that would enable a high-performance culture at DFAS. Feedback on the program has been uniformly positive. As one participant stated, "The instructors were an excellent team ... this was the best training I have attended in 16 years."

"When transformation was first put on the table, most people assumed it meant changes in weapons systems and in platforms. And then people began to recognize that it was systems, platforms, information technology, how one communicates from sensor to shooter.... You make a mistake if you try to pin it on any one of those particular areas. It is all of the above. Most of all, it is the way we think about how we prepare our forces to preserve the peace."

Raymond F. DuBois, Jr.,
Director of Administration and Management
for the Office of the Secretary of Defense

"Very professional, well taught, educational, and enjoyable class.... It felt as though we were all a team working for the benefit of all to attain knowledge and benefits for us and our organization."

**Participant in an ICF Consulting
DoD Leadership Development course**

"Great class, very knowledgeable trainers, refreshingly presented. One of the best presentations for a new program I have attended. Outstanding training for a very well designed application."

**Participant in train-the-trainer
course developed and delivered by
ICF Consulting for U.S. Postal Service**

"This was the most informative class that I have attended. The instructors were excellent. I will use all of the information received."

**Participant in an ICF Consulting
Introduction to Human Resources course**

"New weapons systems and state-of-the-art technology are important parts of the Defense Department's transformation, but the key to the process is the people involved."

DoD Transformation Website