



Supporting the Military for Contemporary and Future Force Operations

Applied Organizational Research Support

Leadership and Leader Development

ICF International's programmatic research in leader development and assessment has involved both basic and applied research projects with the U.S. Army and other services. Examples of this work include:

- Development of leadership competency models for the Army, U.S. Air Force, and the Joint Staff
- Development and implementation of multi-source (360) assessment and feedback for the Army
- Identification and modeling of Air Force officer quality metrics
- Development of paper and Web-based versions of a *Commander's Handbook for Unit Leader Development*
- Use of advanced learning technologies and cognitive theories to accelerate leadership development for the Army
- A multiyear assessment of the Army's training and leader development systems for officers, warrant officers, noncommissioned officers (NCOs), and Department of the Army (DA) civilians that included recommendations for improving leader education and self-development
- Collecting leadership stories and scenarios from Army leader warfighting and peacekeeping experiences gained from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) to serve as the foundation for leadership training videos

For more information on Leadership and Leader Development, contact Dr. Steve Aude at saude@icfi.com or +1.913.680.1330.



Attrition and Retention

ICF supported work in areas of soldier attrition and retention through investigation and modeling projects. Our staff recently completed a study that investigated the influence of OIF and OEF deployments on soldier career intentions. This project involved collecting survey and focus group data from approximately 10,000 redeployed Army soldiers on a wide variety of factors, including characteristics of the deployment, soldier attitudes and perceptions, stressors influencing soldiers and their families, and the relation of these factors to soldiers' career intentions. Currently, ICF is participating in a collaborative research study with the Army Research Institute (ARI) and other institutions to develop models of enlisted soldier attrition and retention and to identify interventions to reduce first-term attrition and enhance reenlistment intentions. **For more information on Attrition and Retention, contact Dr. Ray Morath at rmorath@icfi.com or +1.703.934.3497.**

Community and Family

For more than 20 years, ICF has conducted research and evaluation on issues that affect military families and communities. Through surveys, focus groups, interviews, literature reviews, and other methods of investigation, ICF has documented how military families adapt to the demands of military life; programs and services that work best for military families; and ways that family members influence the retention, readiness, and morale of service members. Our work has spanned the spectrum of military community issues, including:

- Helping the Services evaluate the effectiveness of military quality-of-life programs
- Monitoring the views and attitudes of family members of deployed soldiers
- Specifying the linkages between soldier and unit readiness and various morale, welfare, and recreation (MWR) programs and family support activities
- Assessing the market potential for new MWR facilities

ICF has prepared a systematic review of Army family research from the last 15 years and published the results in a report and companion DVD entitled *What We Know About Army Families: 2007 Update*. The 2007 update is one of the first major research products produced for the new Family and Morale, Welfare, and Retention Command. **For more information on Community and Family, contact Dr. Brad Booth at bbooth@icfi.com or +1.703.934.3164 or Dr. Suzanne Lederer at slederer@icfi.com or +1.703.934.3681.**

Survey Research

ICF continues to expand its expertise in survey design, sampling, administration, analysis, and reporting through its recently created Survey Research Center. Its mission is to provide state-of-the-art survey services to military, federal, and private-sector clients. ICF's survey work has involved Marines, sailors, airmen, soldiers and their families, as well as large-scale surveys of veterans, government employees, and other civilian populations. Additionally, ICF is experienced with world-wide survey administration across multiple languages. ICF recently helped the Army and Air Force design and field surveys using mixed-mode survey administration methods (e.g., Web-based, paper-and-pencil) to more than 260,000 respondents worldwide. We have developed automated Web-based analysis and reporting tools that complement traditional printed reports to allow client agencies to interact with their survey data in real time from any location and create and download customized, user-friendly reports and briefings through the Internet.

This year, ICF implemented a fully automated survey delivery and reporting system for the Army National Guard. Citizen-soldier surveys administered at the unit level can be scanned and uploaded into a Web portal, auto-cleaned and analyzed by preprogrammed routines, and returned to the unit as a Microsoft PowerPoint briefing of key results within 10 minutes of upload. The Army National Guard is interested in having ICF expand this capability to other Guard surveys. The Survey Research Center aims to extend these Web-based survey technologies to our current military clients and to new markets. **For more information on Survey Research, contact Dr. Chris Spera at cspera@icfi.com or +1.703.934.3446.**

Training and Development

Since 2000, ICF has conducted one of the largest and most comprehensive studies ever initiated by the Army to assess its training and leader development systems and processes for officers, NCOs, warrant officers, and Department of the Army civilians. Results of these studies included recommendations to the Chief of Staff of the Army that involved modifications to education and training doctrine as well as identification of human performance requirements needed to support the future force. Many of these recommendations were adopted. ICF has also recently conducted projects that involve development and validation of competency models used to guide education and training as well as development of the *Commander's Handbook for Unit Leader Development* and a *Guide to Self-Development*. Our work has involved identifying and defining new concepts and dimensions of soldier performance such as deep learning, critical thinking, and social awareness, as well as creating improved methods of developing these capabilities. Through work with the Center for Army Leadership, we have also assisted the Army through applied research in advanced leader training applications and development of measures to assess the effectiveness of these applications. **For more information on Training and Development, contact Dr. Heidi Keller-Glaze at hkeller-glaze@icfi.com or +1.913.451.9955 or Dr. Christina Curnow at ccurnow@icfi.com or +1.703.934.3673.**

Other ICF Experience with the Military

Modeling and Simulation

ICF currently runs modeling and simulation systems to perform a wide range of analysis and applications. These applications support distributed interactive simulation capabilities associated with defining the virtual battlefield as well as processing, exploiting, and disseminating system capabilities. We define game objectives, develop scenarios, build game databases, and assemble and integrate the modeling and simulation suite. We then support game execution with facilitation, mentoring, and data capture and analysis. Finally, we document the outcomes and present a comprehensive, actionable report that describes the results of the event and our analysis-based recommendations. We have successfully supported modeling efforts in numerous U.S. Department of Defense exercises, wargames, and experiments, including the following:

- Global Engagement series wargames
- Aerospace Futures Capabilities wargames
- Joint Staff's Focused Logistics wargames
- U.S. Navy Global Wargame
- Joint Forces Command's Millennium Challenge Experiment
- Air Force Doctrine Center's Homeland Defense Game
- Air Force's series of Joint Expeditionary Forces Experiments

For more information on Modeling and Simulation, contact Dr. Rebecca Mulvaney at rmulvaney@icfi.com or +1.703.934.3582 or Dr. Ray Morath at rmorath@icfi.com or +1.703.934.3597.

Decision Support

ICF provides facilitated decision support analyses of benefits, costs, scenarios, and risks associated with complex decisions to guide the decision-makers. We recently conducted research for the Air Force Directorate of Personnel to develop models of enlisted and officer force quality and decision support tools for related recruiting investments to recruit qualifications and subsequently to service member training and job performance outcomes. The decision support tools indicated the tradeoffs involved in recruit costs by different categories (e.g., qualification, gender, race) and the performance outcomes (e.g., performance ratings, job knowledge test, promotion tests, article 15/flag actions) can be translated into monetary value for determining cost to performance value tradeoffs. ICF has also developed decision support tools and performed supporting research and analyses for the Air Force Studies and Analysis Agency, the Defense Logistics Agency's Office of Operations Research and Resource Allocation, and the Defense Energy Supply Center. **For more information on Decision Support, contact Jeff Horey, M.Phil., at jhorey@icfi.com or +1.321.784.0307.**

Culture and Diversity

The link between leadership, diversity, and high performance in organizations is clearly established, and the demand for cultural competence has never been greater. For the Joint Staff and multiple services, ICF has studied the importance of culturally oriented competencies on mission success. In addition to studying the need for service members to be attuned to the cultures in which they are conducting military operations, ICF also has extensive experience in assisting clients to assess, develop, and integrate cultural competencies into human capital planning, succession planning, and leadership development at both the individual and organizational levels. Our clients in these efforts include the Army, Joint Staff, Department of the Navy, Air Force, U.S. Department of Homeland Security, the Substance Abuse and Mental Health Services Administration, and numerous other federal agencies. **For more information on Culture and Diversity, contact Renee Yuengling at ryuengling@icfi.com or +1.703.934.3773**

Strategic Communication and Marketing Research

ICF offers communications professionals with the range of skills required to serve the military. Our defense communications line of business is led by a former government communications official who has served in senior positions in both the Office of the Secretary of Defense and the Senate Armed Services Committee. ICF supports clients tasked with enacting change in organizations and communities and seeking to educate both internal and external stakeholders, with the goal of bringing about social and behavioral change. This is complemented by our award-winning work at the national level, from the U.S. Environmental Protection Agency's Energy Star program, which seeks to change the way Americans buy and use energy-saving household items and appliances, to our cutting-edge work on promoting citizen preparedness. ICF, a national leader in strategic communications, is paving the way in developing and implementing targeted communications and effective outreach techniques. **For more information on Strategic Communication and Marketing Research, contact Kymm McCabe at kmccabe@icfi.com or +1.410.798.9927.**

About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF's Web site is www.icfi.com.

Applied Organizational Research Locations:

Corporate

ICF International
9300 Lee Highway
Fairfax, VA 22031

ICF International
1126 North 2d Street
Leavenworth, KS 66048

ICF International
10880 Benson Drive, Suite 2340
Overland Park, KS 66210