



Applied Organizational Research

ICF International helps organizations maintain and improve their performance by linking our operations-level knowledge of the client organization with proven workforce services and solutions. Our professionals provide innovative solutions, analysis, and products that customers can use to meet real world challenges.

Our Approach

ICF's program life cycle approach to succession planning and management is based on the real world experience of our team of consultants. Our staff of more than 60 research professionals and 25 Ph.D.s have knowledge in a variety of disciplines, including psychology, economics, and sociology. Their expertise allows them to identify the developmental opportunities that have the greatest impact and provide the greatest value for both the individual and the organization. Our staff uses ICF's innovative job analysis tools, which enable us to identify the knowledge, skills, and abilities required at each level of the organization, and our assessment tools, which help determine an individual's readiness to succeed at the next level.

Our Capabilities

Multi-Source (360-Degree) Assessment & Feedback

To achieve strategic objectives and remain competitive, organizations must make investments in human capital, including leadership development, individual skill development, team development, and competency development. Cultivating exceptional talent and leadership requires human resource management systems that are properly aligned with business goals and produce measurable change and impact.

ICF helps organizations maximize both their current strengths and potential of their employees. Our staff partners with the client to understand their unique organizational qualities, focus their developmental strategies, and leverage the excellence of their personnel.

ICF facilitates individual development through the use of multi-source (360-degree) assessments and feedback. Assessments allow employees to receive feedback on organization-specific areas from sources such as their supervisor, peers, subordinates, or customers. Drawing from multiple sources for feedback produces a more comprehensive picture of strengths, developmental areas, and alignment with organizational competencies.

ICF customizes the assessment to match the client's requirements. Our staff ensures that all aspects—participants, items, rater relationships, scales, and open-ended questions—accurately reflect the organization's assessment goals. Our professionals allow the client to ask the questions that are essential to them. ICF also makes certain the assessment provides the client with information needed to further build their developmental programs and grow talent.

ICF has completed over 250 projects for more than 50 federal, state, local, and private sector clients. Our experts in Applied Organization Research specialize in:

- Automated Decision Systems
- Benchmarking
- Classification and Compensation
- Competency and Job Modeling
- Customer Satisfaction
- Economic and Business Analysis
- Employee Satisfaction and Retention
- Employee Training and Development
- Leadership Development
- Military Community Research
- Organizational Assessment
- Performance Management
- Personnel Assessment and Selection
- Survey Research
- Work/Life Integration
- Workforce Planning and Analysis

Passion. Expertise. Results.

Personnel Research and Evaluation

Human resource management is at the core of many business and operational issues. ICF applies expertise in job and occupational analysis, personnel assessment, training and development, performance management, and organizational performance improvement to provide targeted solutions with demonstrated results.

Organizational excellence is primarily a function of personnel excellence, and ICF helps organizations maximize the potential of their employees. We support human resource and training professionals with research-based solutions customized to specific employee populations. We specialize in tailoring employee selection, development, and evaluation systems to client needs. ICF provides civilian and military government agencies and private-sector and nonprofit organizations with valid and practical selection systems, performance measurement systems, and organizational assessment and improvement strategies.

Leadership and Management Development

ICF's leadership and management development programs provide 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, management seminars, employee motivation programs, team-building exercises and techniques, senior leadership retreats, and management coaching.

ICF offers leadership and management development solutions in a full spectrum of content areas—including 360-degree assessment, developing an organizational vision, team building, coaching, negotiation, delegation, competitive sourcing, organizational learning, managing technology, conflict management, systems thinking, succession planning, employee retention, communication strategies, and much more.

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.

Featured Solutions

Sprint: Development of a Competency Model. Sprint aimed to increase the developmental focus of their performance management systems through inclusion of a competency model, a 360-degree feedback instrument, and a way to measure program effectiveness. ICF used an empirical approach to develop and validate a competency model through focus groups, interviews, and surveys of incumbents. The resulting model was incorporated into a 360-degree feedback instrument that became a key part of the performance management process. The instrument proved useful by employees for input to individual development plans, which led to training and development, selection, and career management programs.

U.S. Census Bureau: Development of a Selection System. After the Census Bureau incorporated hand-held computers into field operations, it was interested in learning how field staff jobs were affected, as well as what competencies were needed to perform these jobs successfully. ICF conducted job analyses for 25 positions to identify the changes that resulted from the restructuring, and then developed a valid and appropriate set of selection instruments for all jobs in light of the change. This effort resulted in a validated selection system used to screen 3 to 4 million applicants for approximately 500,000 positions needed during the 2010 decennial census.

Center for Army Leadership: Army Training and Leader Development Panel. ICF worked with the U.S. Army to conduct the largest organizational assessment the Army has ever undertaken. ICF conducted survey, focus group, and interview research with 100,000 personnel worldwide to help the Army measure and improve leader development across the force. Recommendations were made to the Chief of Staff, Army. ICF continues to conduct a variety of research with the Army to improve leader development, including developing and validating a competency model and developing a course on influencing skills.

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