

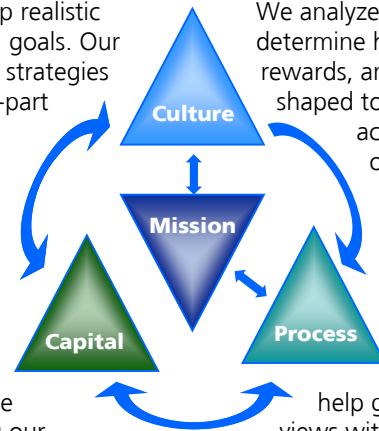


# Organizational Development and Change Management

During this time of fast-paced change, missions are changing and organizations are streamlining their operations. ICF International helps Federal managers assess the strengths and weaknesses of organizations; 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 the strain of constant stress.

## Our Approach

ICF helps government leaders and managers identify key leverage points and potential obstacles within organizations to develop realistic plans for accomplishing goals. Our advice and intervention strategies are based on ICF's four-part organizational model that recognizes the integral relationship of each organization's unique missions, culture, business processes, and capital infrastructure in implementing effective and sustainable change. By customizing our solutions to each organization's unique attributes, our advice and tools are compatible with the organization's operating environment and are more likely to "stick" throughout the transition.



*ICF International's Organizational Model*

information flows throughout the organization.

We analyze organizational culture to determine how leadership, training, rewards, and customer focus are shaped to enable the successful accomplishment of organizational goals. We also benchmark against other organizations to obtain insights that can translate directly into real value. Our collaboration and team-building experts facilitate consensus building and help groups align their individual views with organizational directions.

We build linkages among your organization's knowledge workers—including links to your allies, customers, and even your competition. ICF helps create a link between the present and future vision by investing in enhanced learning and innovative thinking and by encouraging and managing an entrepreneurial spirit within all your knowledge workers.

## Our Services

ICF provides support services in organizational development and change management that help managers deal with the challenges of change. Our organizational assessment methods can identify the islands of stability upon which stable growth can be built. We review existing business processes for their alignment with the defined vision and for hidden efficiencies that can be exploited quickly and effectively. Our process mapping and analysis techniques can lead to more efficient work efforts and more effective

## Featured Solutions

### **Organizational Assessment of Emergency Planning and Response Functions, U.S. Department of Health and Human Services (HHS).**

ICF analyzed the organization's emergency response role and identified options to improve the lines of authority, including reorganization and other means of institutionalizing authority. We examined HHS' roles in emergency preparedness; existing relationships (processes, structures,



Managers and their organizations are confronting wave upon wave of change in the form of new technologies, markets, forms of competition, social relations, forms of organization and management, ideas and beliefs, and so on.

...It is vitally important that managers accept this as a fundamental aspect of their reality, rise to the challenge, and learn to ride or moderate these waves with accomplishment."

Gareth Morgan  
Schulich School of Business  
York University, Toronto

## Featured Solutions (continued)

authority, and communication) among senior management; and the integration and use of elements of the Commissioned Corp system in emergency response, to recommend options for refinements and improvements.

**Change Management Tools for Supervisors, Federal Law Enforcement Agency.** ICF developed a toolkit to help supervisors and employees deal with the momentous changes facing them in the current federal reorganization. We conducted a needs assessment through interviews and focus sessions to identify areas of concern. The needs assessment was supplemented by a benchmarking study of a dozen organizations that had faced similar changes in organizational mission and workforce restructuring. We incorporated the recommendations into the toolkit to provide supervisors with the necessary tools to help employees transition successfully to new realities.

**Management Review and Productivity Improvements, Federal Law Enforcement Agency.** The Agency asked ICF to recommend enhancements to their business processes, staff attributes and productivity, and management style. After reviewing the organization's core processes, staff capabilities, and organizational structure, we developed recommendations to address key challenges including a lack of understanding of the linkage between an individual's job and the Office's mission; a need for an effective performance management system that acknowledged the organization's unique work style; and a need for an enhanced knowledge management system. A time-use survey identified causes for declines in staff productivity and recommended realignment of functions and individual incentives.

**Performance Management System, Federal Emergency Management Agency (FEMA).** ICF analyzed the "as-is" performance management practices within this agency and devised a performance management system to integrate planning, evaluation, and diagnosis activities. A prototype of the system was developed for one of the operating groups within the agency, including identifying critical functions and specific metrics for the key components of the functions. A performance management toolkit, complete with explanations of the system and its use, was provided to the evaluation team.

**Transition Team-Building Plan, Housing and Urban Development, Office of Native American Programs (ONAP).**

ICF developed this Plan to aid ONAP staff through a major reorganization. ONAP had developed all reorganization materials and approaches, but had not sufficiently involved staff in the transition planning phase of the organizational change. ICF conducted focus sessions with ONAP staff and interviews with office administrators. We compiled information, identified key challenges, and developed nine key recommendations to deal with the challenges and increase the chances for successful change.

**Information Management Assessment, National Oceanic and Atmospheric Administration (NOAA).** ICF assessed NOAA's information needs as it moved toward standardizing its information infrastructure and improving information sharing among its headquarters and regional staff. Much of the organization's work was conducted in individual "stovepipes" throughout the organization. Learning accomplished in one region rarely was transferred to other organizational components. Regional offices purchased and used information technology according to widely divergent rules and processes. Our review identified five key areas for improvement, including the establishment of cultural support structures—an Information Management Review board, information literacy training, and a rewards program for information sharing—to inculcate the desired behaviors within the organization.

### ICF International's Contract Vehicles

- Office of Personnel Management Training and Management Assistance Services #OPM-020700030 (Human Resources), OPM-020700006 (Training)
- GSA Management, Organizational, and Business Improvement Services (MOBIS) #GS-23F-8182H
- GSA General Purpose Commercial Information Technology Equipment Services #GS-35F-4121D
- GSA Marketing, Media, and Public Information Services #GS-23F-0115K
- GSA Environmental Services #GS-10F-0124J
- GSA Logistics Worldwide (LogWorld) #GS-10F-0578N
- GSA Professional Engineering Services (PES) #GS-23F-0016P
- DHS Program Management Services BPA #GS-10F-06-LP-A-

## 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 lifecycle, 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](http://www.icfi.com).

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