



Performance Management

Management reforms have introduced requirements emphasizing the need for public sector organizations to improve their processes to select, manage, and evaluate the performance of their capital investment, resource and project portfolios. Performance metrics and outcomes that extend beyond traditional financial metrics must be established, incorporated, and evaluated periodically to gauge the impact of results on original objectives and strategic mission.

ICF International's performance management framework goes beyond the traditional financial analyses to identify and address key questions concerning program and investment costs, benefits, risks, and performance outcomes. Our framework identifies and quantifies (where applicable) potential impacts on an organization's business operations, employees, and customers. It also provides a methodology to evaluate and correlate budget information and performance results to strategic goals and objectives.



Performance management provides a springboard for agencies to become high-performance organizations.

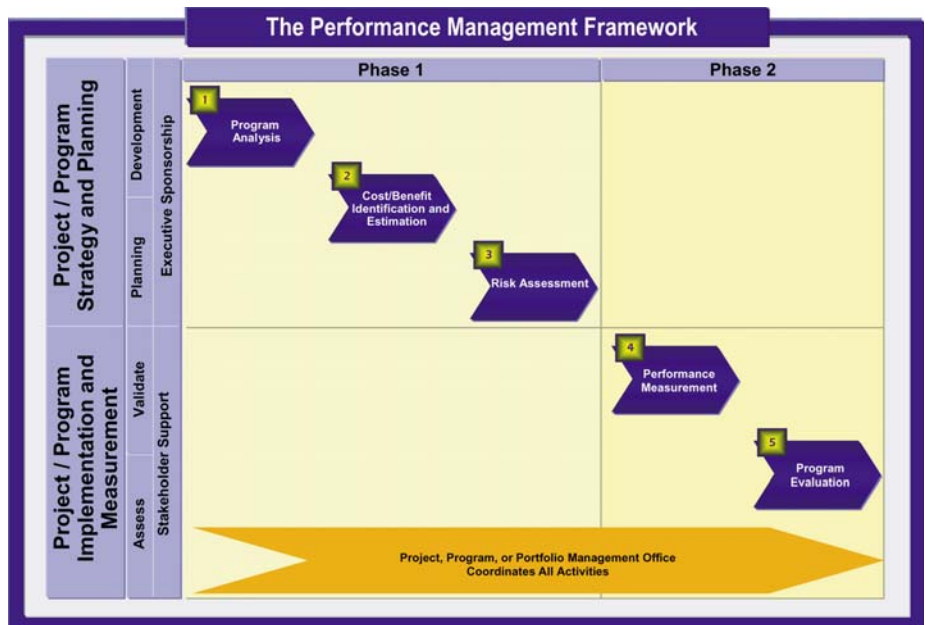
Our Approach

ICF's approach to performance management is based on a two-phased, five step methodology. Our methodology can be executed in total or in separate steps depending on the needs of the organization.

For programs in the early stages of evaluation or development (Phase I), we collect detailed information on costs, business processes, capital infrastructure, and strategic goals and analyze the same to identify total costs, benefits, and risks and their relationship to strategic goals and objectives. The results can be incorporated into a cost/benefit analysis business case; they can stand-alone as an investment analysis; and can be used to satisfy Stage-Gate® criteria when evaluating investments.

For programs that are in pilot phase, already developed, or in full implementation (Phase II), we use the results of our analysis to define a measurement plan. We specify what needs to be evaluated, select the best measurement tools, customize the tools and execute the full evaluation. Our findings then serve as the basis for organizational assessment and improvement.

Our customized approach ensures that the measurement and evaluation recommendations are practical and compatible with the organization's operating environment and will result in enhanced program effectiveness.



Featured Solutions

Performance Measurement, Window Operation Survey, United States Postal Service (USPS)

The USPS Retail Consumers and Small Business organization developed, piloted, and implemented the window operations survey (WOS), a staffing and scheduling tool designed to control costs through managing staff workload; improve customer service through improved staffing during peak hours of operation; and improve customer satisfaction. Once implemented, the USPS needed to know if the WOS had the desired impact on operations. The ICF team identified performance metrics and executed a performance measurement study, complete with financial and operational analysis that was used to identify the reduction of work hours by 1.7 percent, or approximately \$35 million in reduced operating expenses for the USPS. In addition, we developed a best practice performance-tracking tool to monitor and report staff utilization and retail unit performance on a continuous basis.

Portfolio Management, Evaluating Electronic Service Initiatives, Social Security Administration (SSA)

The SSA ranks among the premier Government agencies in meeting the needs of their customers. Driven by government policies and legal and administrative mandates, the SSA seeks to maximize and measure the performance of its investments in technology and resources to meet the public's demand for more services on the Web. The SSA's Office of Electronic Services asked ICF to develop a cost/benefit analysis (CBA) framework, approach, and process to evaluate electronic service projects for inclusion in their portfolio of eGov initiatives. The ICF team interviewed SSA staff, reviewed SSA CBA and investment selection processes, and conducted best practices research to develop and deliver recommendations for an overall strategy to evaluate projects costs, benefits, and risks for electronic service initiatives. Specifically, we provided guidelines, checklists, templates, and training to help SSA managers group projects into portfolios; select the appropriate CBA approach to use; identify, document, and communicate benefits; identify and classify costs; and acknowledge and documents risks for prospective eGov initiatives.

Cost/Benefit Identification and Assessment, Point of Service (POS) ONE, USPS

The USPS Retail organization developed, piloted and implemented POS ONE, a new point-of-sale system, to modernize and improve retail operations; replace out dated technology; improve customer service; and support the introduction of new products and services. The USPS needed an enhanced cost/benefit and risk assessment to justify further capital funding

and to identify and establish a baseline of metrics against which future performance could be measured and reported.

The ICF team utilized the cost/benefit and risk assessment framework and methodology to identify, document, and quantify potential program impacts on the USPS's financial operations, employees, and customers and communicated the results and impacts to the USPS Postmaster General and USPS Board of Governors. The deliverables and outputs were used to formulate continued POS ONE budget requirements and deployment strategies and were used in executive-level briefings to justify capital funding in excess of \$500 million for continued development and deployment.

Business Case and Investment Analysis Training, United States Coast Guard (USCG), Research and Development Center (RDC)

The USCG RDC was implementing a stage-gate process to manage its product development investment and analysis efforts. To promote better project planning and more insightful proposal preparation, the RDC sought to sensitize its staff to business considerations outside the traditional role as technology experts through a series of training modules. As part of its performance management services, ICF developed and delivered training modules on business case preparation, investment, analysis and performance evaluation to USCG RDC staff scientists.

ICF International's Contract Vehicles

- Office of Personnel Management Training and Management Assistance Services #OPM-020700006 (Training) and 020700030 (Human Resources)
- 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-0007

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.

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