

# Transition Management Process



Science and  
Technology

**Michel Kareis**  
Director

Technology Scouting & Transition (TST) Division  
Office of Innovation and Collaboration

June 2025

# Science and Technology Directorate

- Operationalizing science and Technology

The Science and Technology Directorate (S&T) researches, develops, tests, and evaluates solutions needed to meet the growing demands of our nation's homeland security officials.

- We capture specific mission needs.
- We deliver impactful technology solutions.
- We conduct independent test and evaluation.



# Delivering Mission-Critical Research & Development

S&T applies our expertise to address priority operational needs and advance foundational homeland security capabilities.



Securing Borders and  
Enforcing Immigration Laws



Countering Transnational  
Criminal Organizations  
and Other Illicit Actors



Expediting Lawful  
Trade and Travel



Characterizing, Detecting,  
and Mitigating Threats



Empowering Emergency  
Response and Public Safety



Strengthening Cybersecurity  
and Critical Infrastructure



Science and  
Technology

# DHS S&T Transition



## Vision

Ensure transition best practices are integrated throughout the R&D Lifecycle to deliver products ready for use by DHS Components and First Responders.

## Mission

Implement and execute effective transition management and oversight processes to enable S&T leadership, program managers, and R&D performers to maximize the operational impact of S&T's R&D investments.

# Transition Management Strategy



- **Prioritized:** Transition feasibility and planning will begin at the earliest stages of requirement identification for new starts



- **Customized:** The Transition Plan and Agreement (TPA) will be tailored for each R&D effort based on the identified transition goals, pathway and the customer's goals for the integration of the new solution/capability in the operational environment



- **Adaptable:** Transition planning is designed as an iterative process with regular reviews to adapt and correct for changing R&D environments and ensure customer acceptance and uptake of the R&D solution



- **Documented:** Transition(s) will be documented (and projects effectively closed out) between DHS S&T and each customer, archived in the Technology Clearinghouse and captured in the annual DHS R&D Report to Congress



- **Outcome Oriented:** Transition outcomes become a key measure of R&D lifecycle success

# Transition Roles and Responsibilities



Support the transition management process of S&T R&D from solution identification through Component acceptance, integration, use, and tracking of benefits.



Provide transition planning expertise to minimize risk and prepare for successful Component partner acceptance and operational use of transitioned R&D solutions.



Manage key activities including transition feasibility, tracking, risk management, and post-transition evaluation and reporting.



Establish transition guidance, training, templates, and support tools.



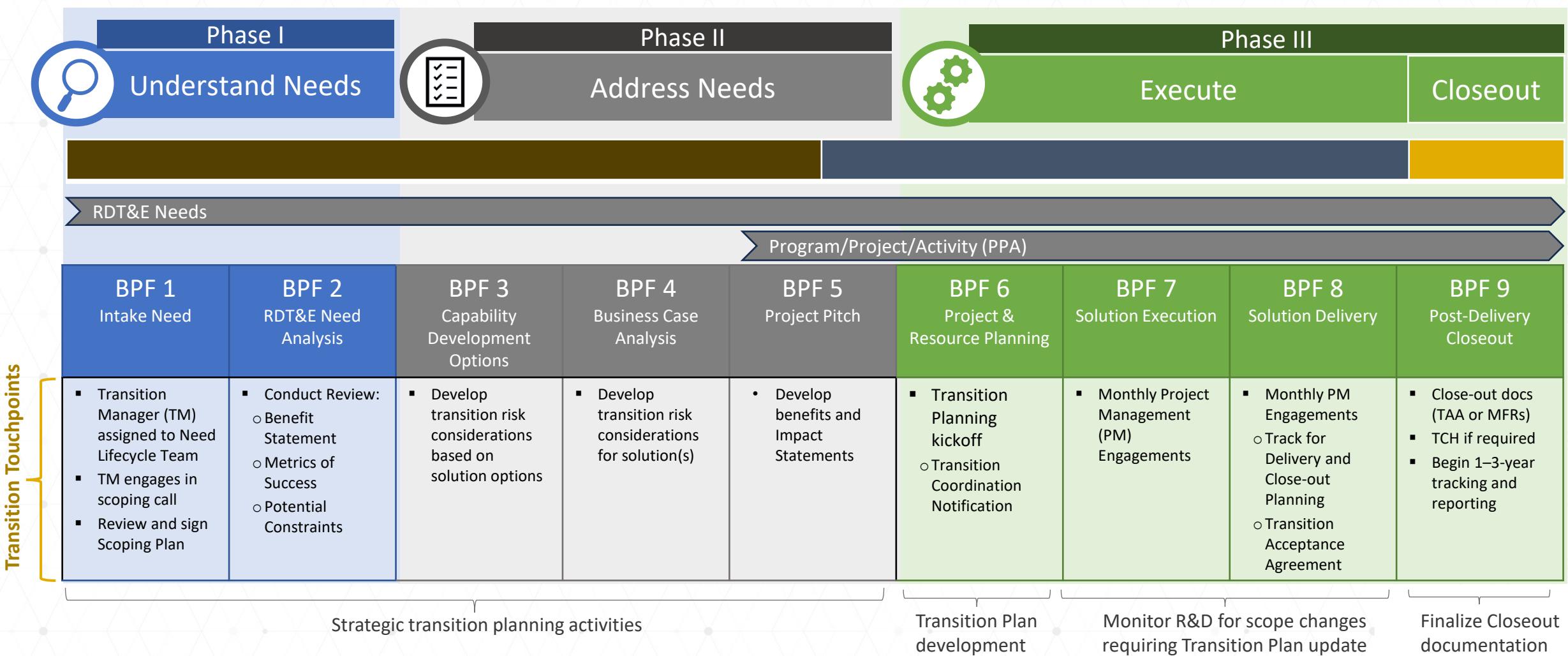
Lead the development of the measures and metrics to assess outcomes and impact and develop the DHS R&D Report to Congress on behalf of the Department and S&T.



Provide end-to-end transition support for all R&D projects.



# R&D Lifecycle Transition Touchpoints



# Transition Documentation



## Transition Coordination Notification (TCN)

- Initiate Transition planning
- Transition Branch sends notification establishing transition matrix team: Portfolio and Project Managers, Technology Transfer and Commercialization (T2C), Office of General Counsel – Intellectual Property (OGC IP), Customer
- Provides overview of anticipated transition planning products



## Transition Plan (TP)

- Co-developed between Portfolio, Project Managers and Customer
- Provides necessary information to effectively plan for and manage R&D specific transition strategy, pathways, products
- Tailorable, scalable, and customizable to meet unique requirements of each R&D effort
- Describes what, when, how, and who information as applicable to transition strategy, pathway, and product



## Transition Acceptance Agreement (TAA)

- Provides necessary information to coordinate and obtain delivery confirmation of R&D solution(s) and/or product(s) to the Customer
- Describes what, when, how, why, and who as applicable to delivery of intended S&T-developed solution(s) and/or product(s)

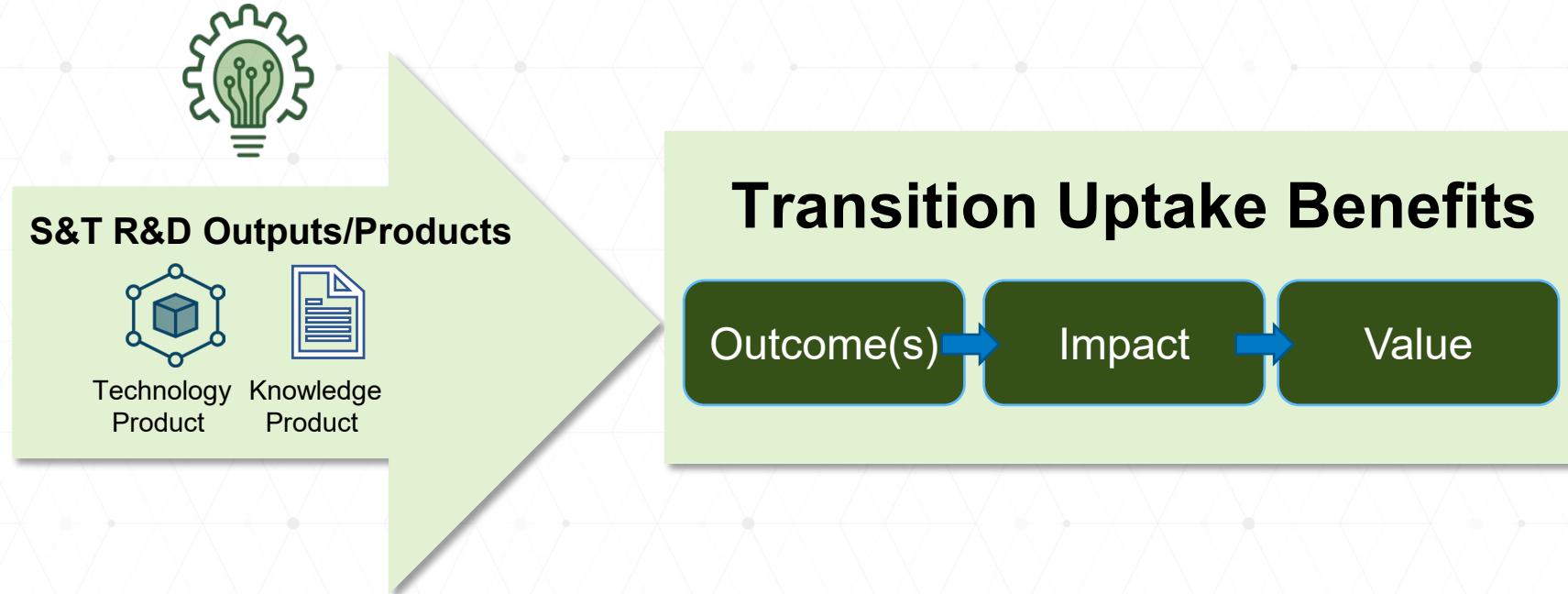


## Transition Memorandum (TM)

- Serves as transition “record” of delivered transition solution and/or products when signatures are not required
- Describes what, when, how, why, and who as applicable to delivery of intended S&T-developed solution(s) and/or product(s)



# Research & Development Transition: Tracking Indicators of Success



**Outcome:** The direct result attributed to the R&D output transitioned (i.e., counts)

**Impact:** The effect on end-user operational performance resulting from the transitioned R&D outcome(s)

**Value:** The impact of the transitioned project based on categories of benefits using Benefit Cost Analysis and ROI methodologies

# Questions?