



**Homeland Security**

www.dhs.gov

**Department Of Homeland Security**

Washington, DC

*Succession Planning & Change Management Initiatives*

## ▶ Background.

The Department of Homeland Security (DHS) began operations on March 1, 2003, absorbing over 170,000 employees from 22 federal agencies, to lead the unified national effort to secure America, prevent and deter terrorist attacks, protect against and respond to threats and hazards to the nation, ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce. The Science & Technology Directorate (S&T) is DHS' primary research and development arm, and provides federal, state and local officials with the technology and capabilities that they need to protect the homeland. Within S&T, the Office of Systems Engineering & Development (SED) executes the transfer of technologies and programs within national and federal laboratories, establishes University Centers of Excellence, and maintains the nation's enduring test and evaluation complex dedicated to homeland security.

## ▶ The Challenge.

DHS relies upon SED, an office within S&T, to perform the operational testing and evaluation of technologies before they are deployed to first responders and end users in the field. The S&T CounterMeasures Test Beds (CMTB) was, for more than two years, a federally-funded program within SED. In 2005, its Program Manager, who facilitated its stand-up and ensured collaboration among the National Laboratories, left for another post. Simultaneously, the program's federal funding ceased, and it became an internal, paid-program within SED. At that time, CMTB did not have any way to accurately describe its services internally to its potential customers within DHS. In order to address these changes, a change management effort was initiated, and a succession and transition plan was required.

## ▶ How We Helped.

Markstein Consulting worked with the Program Manager to develop a positioning platform, produce a strategic communications plan, create an effective succession plan, and assist in the recruitment of a new program executive.

### • Positioning Platform Development.

Customers, stakeholders, end-users, and National Labs were involved in the process, and therefore supported the program while better informing other stakeholders about the CMTB's capabilities, budget, operations, and mission.

### • Organizational Change Management.

Markstein Consulting developed and implemented an organizational change plan, resulting in a widely-understood and supported effort that enabled continuous operations during the program's transformation from a funded to a paid DHS resource.

### • Succession Planning Process.

Markstein Consulting developed a succession plan to identify, attract, and select a successor, and a transition plan to educate the new Program Manager about CMTB and the objectives that were required in order to maintain its ongoing operations.

## ▶ Results.

Markstein Consulting's efforts resulted in CMTB's successfully accomplishing multiple goals:

- The smooth transition from one Program Manager to another was accomplished.
- New and existing customers became better informed about CMTB and the services it offered.
- Collateral and website content was created, increasing interest and revenues from new and existing customers within DHS.
- Valuable human assets were retained and the program began to serve a larger portion of the development community – bringing together for the first time technology providers who develop tools and end users who use them.

## ▶ About Markstein Consulting

Markstein Consulting, LLC is a management consulting firm exclusively focused on developing and implementing effective business strategies for its clients. We help companies transform their business challenges into strategic opportunities through four practice areas: corporate strategy, marketing and communications, operational effectiveness, and organizational dynamics. Markstein Consulting is based in Birmingham, Alabama, and can be reached at 205.323.8208.