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Doug Smith Director of Performance Improvement Training

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Mr. Smith currently leads TMG's efforts in Lean Six Sigma training and development. As the lead Master Black Belt, he works with clients to develop Continuous Process Improvement strategies to apply the principles and tools of Lean Six Sigma to improve bottom line performance. He manages and performs all aspects of contractual obligations with multiple customers for Lean Six Sigma strategy development, training and Project execution, resulting in over \$15 Million dollars in cost savings in 2015.



Mr. Smith coordinates the design, development and preparation of all

Lean Six Sigma training curricula including simulations, exercises, testing and study guides; all based on the ASQ Body of Knowledge.

He coaches and mentors numerous Black, Green and Bronze Belts in executing DMAIC Projects and Rapid Improvement Events aligned to business goals to achieve substantial return on investment. Mr. Smith also assists students with preparations and coordinates with ASQ for onsite certification testing for clients with 90% pass rate.

Mr. Smith retired as the Director of Quality Assurance at Norfolk Naval Shipyard (NNSY). NNSY, a field activity of the Naval Sea Systems Command specializing in repairing, overhauling and modernizing ships and submarines. Mr. Smith lead the Shipyard's 550 military and civilian Quality professionals that provide services to and oversee the work performed by the shipyards 10,000 employees. He advises the Commanding Officer and senior leadership team on all matters related to Quality. The Quality Office at NNSY is a full service organization providing inspection, laboratory, calibration, non destructive testing, auditing and welding engineering to support the nuclear and non nuclear work performed by the shipyard.

Mr. Smith previously held the position of Director of Process Improvement. The Shipyard's CPI deployment integrates the principle and tools of Lean, Six Sigma and Theory of Constraints to improve performance in the repair, maintenance and modernization of the Navy's ships. This integrated approach is used to continuously improve both industrial and transactional processes by reducing the waste and variation and by eliminating the constraints in the work flow. Improvement efforts resulted in increased efficiency and effectiveness allowing NNSY to perform additional man days of wrench turning work for the fleet each year with no increase in workforce or budget.

Mr. Smith also served as Dean of the Navy's Lean Six Sigma College. In this position, he advised senior Department of Navy (DoN) leaders on CPI training issues and directed the training and development of process improvement experts for numerous Navy & Marine Corps Commands. Mr. Smith helped lead the effort to standardize & improve the bodies of knowledge, training curricula and certification standards for Black Belts, Green Belts and Value Stream Champions across DoN and DoD. He worked with the American Society for Quality to develop a joint national certification program for DoN Black Belts.

After graduating with a BSCE from Virginia Tech, Mr. Smith began his government career in 1978 as a nuclear engineer at Charleston Naval Shipyard (SC). He transferred to Norfolk Naval Shipyard in 1996. At both Shipyard's Mr. Smith held numerous working level and management positions in the Nuclear Engineering, Radiological Control and Quality Assurance Offices.