



**Mervin L. Doucet**



## SME Marketing & Business Management

### PROFESSIONAL OVERVIEW

More than 11 years of process improvement experience as a Quality Assurance and Lean Six Sigma subject matter expert and practitioner in a Services environment.

More than 6 years of experience as Lean Six Sigma Black Belt and Master Black Belt using lean and six sigma tools to increase productivity and quality while reducing operating costs.

More than 5 years of project management experience in supporting the creation of a new government agency, Transportation Security Administration, while aiding this agency in meeting congressionally mandated dates and goals. Led business improvement efforts that resulted in more than \$60 million in cost savings and avoidances.

### WORK EXPERIENCE

#### **Acadia 3 - 2006 to Present**

Business Consultant (05/06 to Present). Own and operate consultant business specializing in business process improvement and strategy, management coaching and mentoring, proposal management/orals proposal services, presentation skills training, and writing/editing services. Clients served consist of government and commercial contractors.

#### **Lockheed Martin - 1996 to 2006**

**Manager, Business Process Improvement, Homeland Systems Solutions (6/04 to 5/06).** Responsible for coordinating all lean six sigma activities and events for the Homeland Systems Solutions (HSS) line of business. Reported directly to the HSS Vice President to create and implement the Strategic Plan for lean six sigma and process improvement initiatives. Involved in the LM21 Master Black Belt program, which consists of LM21 Operating Excellence change agents within the corporation. Responsible for training, mentoring, and certifying change agents as Lean Six Sigma Green Belts and Black Belts. Mentored and coached internal (Lockheed Martin) and external (Government) customers to conduct process improvement events and assist in defining, documenting, and streamlining processes. Responsible for developing and evaluating performance metrics and scorecards for all programs within the HSS line of business, and coordinating business improvement solutions with the Program Managers and HSS Vice President.

**Deputy Program Manager, TSA Specialized Security Training (12/03 to 6/04).** Managed the daily Program Management Office operations for the Transportation Security Agency (TSA) Specialized Security Training contract. Managed the integration efforts between the Program Manager, functional managers, subcontractors, and other TSA contractors to ensure all activities met or exceeded TSA training requirements. Led the TSA Integrated Process Team training activities to continuously review, improve, and communicate process and program changes. Worked closely with TSA to develop operational process efficiencies to meet government budgetary constraints. Responsible for hiring and evaluating performance of all functional managers within the Program Management Office. Served as the LM21 Black Belt Point of Contact for the Homeland Systems Solutions line of business.

**Customer Service Support Center Manager, TSA Specialized Security Training (5/03 to 12/03).** Managed the Customer Service Support Center (CSSC), which consisted of 60 supervisors and staff, for the TSA Specialized Security Training contract. Led integration efforts for the four CSSC functional areas (planning/scheduling, deployment, logistics, and data management) that support training delivery for more than ten TSA specialized training courses. Implemented metrics review and analysis processes that result in cost savings and improved efficiency measures. As a Lean Six Sigma Black Belt, applied Business Process Improvement principles to foster continuous improvement including the development of business models for calculating the maximum efficient utilization of resources and enhancing forecasting / planning windows. Conducted routine meetings with various TSA headquarters' offices (Aviation Operations, Training & Quality Performance, and HR) to ensure coordinated training activities.

**Manager, Performance Metrics & Operations, TSA Passenger Screener Training (5/02 to 5/03).** Developed and managed contractual deliverables detailing the activities for the TSA Passenger Screener Training Contract, which successfully federalized more than 420 airports within a six month period. Responsible for briefing TSA on training data and overall performance metrics in preparation for congressional hearings. Led process development/process improvement projects for the LM TSA Training Team, its teammates, and TSA to ensure that program processes were integrated. Coordinated the communications between LM Training Team Regional Managers and Program Management Office to ensure field-training issues were resolved and reported to TSA. Managed the training support function for basic passenger/combined training, cross training, and post on-the-job required testing to ensure training site locations met the specified logistical and equipment needs. Assigned to work with the TSA HR Integrated Process Team, which was established upon contract award of the TSA HR contracts, on TSA processes and policies. Participated with TSA, as well as the HR contractors, in the development of processes and business rules for the agency's hiring, in processing, and training activities. Responsible for coordinating with TSA to establish training schedules for upcoming training weeks and determining the appropriate training site locations.

**Quality Assurance Manager, Environmental Services Assistance Team (8/99 to 5/02).** Managed the Lockheed Martin Environmental Services (LMES) QA Program for the U.S. Environmental Protection Agency (EPA) contracts in eight regional field offices and served as the program LM21 Point of Contact. Coached eight ESAT Program Managers and mentored ten QA/QC personnel to ensure all Regional QA programs were fully implemented and compliant with customer and contract requirements. Conducted compliance audits and assessments of LMES management and technical quality systems.

**Region 6 Principal Scientist, Environmental Services Assistance Team (4/96 to 8/99).** Managed the daily operations of the Analytical Support team at the Region 6 EPA office in Houston, TX. Managed the regional corrective action program, which included documentation of non-compliances, recommendations and implementation of corrective actions, and assessment of the effectiveness of the implemented resolution to prevent and eliminate future non-compliances. Developed, reviewed, modified, and implemented Quality Assurance Project Plans, Quality Management Plans, and standard operating procedures to meet contractual and customer requirements.

**ManTech Environmental, Inc. - 1993 to 1996**

**Region 6 Principal Scientist, Environmental Services Assistance Team (7/93 to 4/96).** Conducted more than 20 independent technical and management audits, reporting findings to Corporate and EPA management. Facilitated cost management process improvement projects that involved identifying ESAT task processes and eliminating procedural inefficiencies. Trained ESAT data reviewers to conduct data validation activities and assessed their level of proficiency through ongoing mentoring.

## **EDUCATION**

MBA, Houston Baptist University, 1999  
MS, Biology, McNeese State University, 1989  
BS, General Agriculture, McNeese State University, 1986

## **OTHER QUALIFICATIONS**

### **Training/Certifications:**

Lean Six Sigma Master Black Belt  
LM21 Operating Excellence Lean Leadership Program  
Lockheed Martin Management Strategies Program  
Lockheed Martin Leadership Development Program

### **Associations/Affiliations:**

American Society for Quality  
Lean Enterprise Institute

### **Awards:**

Lockheed Martin NOVA Award, Team Award - 2003  
LMSM Premier Award, Team Award - 2003  
Special Recognition Award, Work Performance – 2003, 2000