

Willie G. Miller, MBA

QUALIFICATIONS SUMMARY

A results oriented problem solver with a proven record of accomplishment of success in public, private, and military organizations. Approximately 30 years of demonstrated experience as a strategic planner, program evaluator, accreditation manager, and proactive partner to senior leadership in support of organizational excellence. My proven experience in guiding the development of performance-driven and customer-driven organizations has been applied in the following areas: problem resolution, administration, financial management, organizational relationship building, and negotiation. An expert in startup transportation, operations and support, logistics and materials, human resource allocation, quality control and lifecycle support. Excellent talent development and leadership skills leveraged to select, train, and lead diverse and high-performing teams and project.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- M.B.A., Human Resource Management, Strayer University
- B.S. Business Management, University of Phoenix
- H.S. Diploma, Mergenthaler Vocational Technical High School, Baltimore, MD
- Examiner, Malcolm Baldrige National Quality Award
- Lead Auditor, International Standard Organization British Standards Institute
- Assessor, International Standards Organizations 9001 Quality System
- Certified Accreditation Manager, Commission on Accreditation for Law Enforcement Agencies (CALEA)

PROFESSIONAL EXPERIENCE

Strategic Planning and Performance Management Officer & Team Leader May 2012 to Present

United States Capitol Police

Office of Administration, Office of Policy and Management Systems

119 D Street. N.E. Washington, DC 20510

As the Strategic Planning and Performance Management Officer & Team Lead, I champion the Department's multi-year strategic planning process; lead the USCP efforts to develop goals, objects, and mission / functions statements in support of the USCP strategic plan, internal controls, and performance plan and reporting. Working with the Executive Team, Executive Management Team, Investment Review Board, and Strategic Planning Working Groups, I provide creative outside of the box approaches to strategic planning and risk management. I develop Balanced Scorecard, Strategic Planning Guidance, Performance Measures, Strategic Framework, program and budget formulation documents that reflect the strategic approach of the Department.

Selected Accomplishments

- Developed the department's first Strategic Framework which provides the structure for implementation of the strategic vision, mission, strategic goals and transformational priorities.
- Go to person for special projects. In response to Sequestration, I facilitated a group of senior HR Specialist in the development and implementation of the plan to transition the Department from a costly Information Technology (IT) product used for various Human Resource Lines of Business to more cost effective IT solutions achieved a \$3.5 M savings per year and avoided furloughing employees.
- Led Policy Office in streamlining business processes that improved annual policy output over 90%.

- Developed and implemented a highbred total quality management model which expanded and improved Commission on Accreditation for Law Enforcement Agencies Certification leading to Department Gold Standard Accreditation.
- Developed the Departments risk management model and process for considering Operational and Administrative risk that was use in determining allocation of resources for annual budget request.
- Team player, coordinate with senior USCP leadership and staff from other federal and non-federal stakeholders in identifying future-year strategies into specific out-year plans and resource requests. Ensuring integration of, and agreement between the Department's Strategic Plan, Human Capital / Workforce Management Plan; Diversity; and Force Development Budgeting Processes.

Performance Management Analyst, April 2005 to May 2012

Department of Transportation (DOT), Office of the Secretary Budget & Program Performance, 1200 New Jersey Ave SE, Washington, DC 20590

In this position, I directed the implementation of the Government Performance Results Act (GPRA) 1993 and Modernization Act 2010. Working with colleagues across DOT's 13 Agencies, I chaired the Department's Performance Forum and established and facilitated strategic planning, performance planning and performance reporting functions for agencies to communicate their progress. I provided guidance and directed the development of the Department's performance-based budget consisting of 13 Bureau submissions covering almost 60,000 employees across the country contributing to Transportation's annual budget totaling over \$60B. I implemented a performance management system that engaged leaders, fostered a high-performance culture and empowered employees at all levels.

Selected Accomplishments

- Represented the Department as a member of the Office of Budget & Managements (OMB) Performance Improvement Council (PIC). In this capacity, I worked with Performance Improvement Officers (23 Senior Executive Service and GS-15 level personnel from the Executive Branch Agencies) to develop policy that provided the path for implementing the Government Performance Results Act Modernization Act of 2010.
- Supported the Financial Officer (CFO), Director of Program Performance, and appointed Performance Improvement Officer (PIO) and other key manager's to support the presentation and defense of budgetary and programmatic estimates to OMB, and Congress by ensuring they are linked to quantifiable performance measures and meet the requirements of GPRA for performance-based budgets.
- Chaired of DOT's Performance Forum comprising of approximately 30 GS-14/15 Performance Analysts from 13 Transportation Bureaus. Provide strategic direction, encourage, and share best practices, and advice on the most effective use of resources.
- Designed and managed the Department's Balance Scorecard Quarterly Reporting process in response to GPRA Mod Act. Directed performance monitoring, reporting, and management processes for DOT Organizational Agencies. Work with senior leaders to established key Departmental goals, objectives, and strategies.
- Principle writer and lead for department's Annual Performance Report/Plan and Performance Highlights documents (published).
- Experienced leader, attend the OMB's monthly PIC meetings. PIC is comprised of federal agency PIOs and representatives of OMB, who work collaboratively to improve Government performance by developing and leading Government-wide initiatives.
- The focal point in the Department for development of OMB's High Priority Performance measures activities; working with the Operating Administrations and staff offices to ensure appropriate performance measures are developed, tracked and reported in support of DOT's strategic goals and objectives.

Program Analyst, April 2002 – April 2005

Department of Homeland Security (DHS), U.S. Coast Guard (USCG) Headquarters, Office of Strategic and Business Planning, 2100 Second Street, SW, Washington, DC 20593

In this position, I developed both strategic plans and the optimal business processes to execute them. I managed strategic business planning and the performance management program and process. Act as point of connection with the Department of Homeland Security and Department of Defense strategic analysis and net assessment functions, representing Coast Guard interests and strategic thinking. Identify and analyze significant organizational activities, operations, or responses with potential strategic implications and develop specific recommendations to improve the strategic and operational posture of the service.

Selected Accomplishments

- Performance planning manager of the Coast Guard's mission programs.
- Provided recommendations to Asst. Commandant for Planning, Resources, and Procurement on capital and performance budgeting, risk-based decision-making, performance management, program evaluation, policy, and GPRA, OMB Program Assessment Rating Tool (PART), Circular No. A-123, "Management Accountability and Control compliance.
- Developed Coast Guard-wide strategic, business, and capital planning policy and guidance; conducted analyses of program initiatives, resource implications, develop policy, and program options.
- Prepared USCG's Annual Performance Report (published); DHS's Performance and Accountability Report (published); USCG Strategies and Initiatives to Achieve Performance Targets (Maritime Transportation Security Act required); and quarterly (GPRA) performance and efficiency program measures report.

Acting Chief, Quality & Training Programs, May 2000 – April 2002

DHS, U.S. Coast Guard YARD, Office of Quality & Training Programs,

Chief, Office of Quality and Training Programs directed and managed internal controls and performance measurement activities for the U.S. Coast Guard Shipyard ISO 9001 Quality System and Training Office which included the development of performance metrics, including creating and maintaining the organizational-level performance measures. I administered the agency's \$.3 million training budget. Directed the agencies training program initiatives, working with agency leaders, I identified training skills gaps that could prevent the agency from meeting future business objectives, developed training programs to improve skills throughout the agency, and evaluated resources needed to meet training and development goals.

Selected Accomplishments

- Ensured employees received the required training that strategically aligned them to meet the agency long- and short-term goals.
- Gained consensus with Leadership Counsel to reprogram \$75K of unused training funding to support Employee-based programs that supported continuously improvement throughout the organization.
- Led the development of the new charter for employee-based suggestion program. In the first year of implementation, one employee recommended a change in their line of business that yielded a \$100K cost savings and a monetary award to the employee for \$10K. The programs received praise from managers and employees throughout the agency.
- Working in partnership with the Leadership Counsel and Executive Steering Committee, championed the organizations performance improvement initiatives by providing leadership in the development and measurement of the organizations systems approach to quality and performance improvement.

- Fostered and maintained collaborative relationships with internal leadership, external agencies, purchasers, and stakeholders related to quality and performance initiatives.
- Developed quality programs and training budget, reviewed budget performance and provided input into major capital expenses related to quality.
- Coordinated and oversaw data collection and analysis, reporting, improvement activities, and follow-up related to non-compliance errors.
- Proactively educated the employees and leadership regarding regulatory issues, new statutes/guidelines, and performance improvement activities and initiatives.

General Manager, Quality Assurance Programs, June 1999 – May 2000

DHS, U.S. Coast Guard YARD, Office of Quality Programs

General Manager of the Coast Guard International Standards Organization (ISO) 9001 Quality System certification/accreditation. In this position, I managed and directed quality and performance improvement programs. I managed quality assurance program development, evaluation, process quality control inspection and testing, test plan development, specification development and Review, Statistical Process Control, Repeatability & Reproducibility Studies, Final Acceptance Testing, Contract Quality Assurance & Administration and Calibration System Development & Auditing.

Selected Accomplishments

- Maintained ISO 9001 certification/accreditation with no major findings with third party registrar American Shipbuilders Association.
- Stood up a new Electric Motor Overhaul Program achieving an initial cost savings of \$440K in the first year. This new line of business became one of the bread-and-butter programs of the agency and led to two Electricians being reassigned to meet the growing demand.
- Change agent, successful at gaining buy-in from key officials and managers of 25 function areas to adhere to International Standards Organization 9001 quality management system requirements.
- Experienced auditor, conducted evaluations that prompted the revision of 63 management operating processes, and development of six new management procedures that reduced operational cost and system failure rate.
- Devised plan that addressed monumental paint system failures. Worked closely with journey level employees and General Managers to implement an internal quality inspector program.
 - Documented paint system process, developed certification program, trained and certified journey level personnel to conduct internal process inspections.
 - Reduced paint system discrepancies by 50% and saved \$30K in rework the first year of deployment.
- Perform the administrative and human resource management functions relative to the Quality Assurance/Training staffs supervised; establish guidelines and performance expectations for staff members which were clearly communicated through the formal employee performance management system.

HONORS AND AWARDS

- Recognized by the Tri-County Workforce Investment Board Youth Employment Program for providing youth developmental seminars, 2013
- Outstanding Performance Award, 2011- 2009
- United States Department of Transportation, Secretary's Transitional Team Award, 2009
- United States Department of Transportation, Secretary's Partnering for Excellence Award, 2008 Achieving Excellence in Performance Management
- United States Department of Transportation, Special Achievement Award, 2007 - 2006
- United States Coast Guard Commander's Award, 2005
- Navy and Marine Corps Achievement Medal, United States Naval Reserve, 2004

- United States Navy Honorable Discharge, 1993

FEATURED ON GSA's Performance Improvement Council – Career Close ups

Featured in the Performance Improvement Council (PIC) asked professionals from the performance management community Career Close ups with the General Services Administration (GSA).

Look for William Miller. <http://www.gsa.gov/portal/content/186527>

PUBLICATIONS

1. Miller, W. November – December 2012. Unequally Yoked. REWIND Magazine. Page 36-37. <http://rewindmarriage.com/archive/>
2. Miller, W. January-February 2013. A Heroes Reward. REWIND Magazine. Page 36-37. <http://rewindmarriage.com/archive/>
3. Miller, W. September 2013. A Tall Order, Husbands Love Your Wives. REWIND Magazine. Anniversary Issue, Page 32-33. <http://rewindmarriage.com/>
4. Author: Miller, W. (2015). YOUR 7-Day Journey to Loving Your Wife for Better or for Worse. WMiller Ministries