



Biography

Department of the Army



William R. Smith

**Director, Business Transformation Directorate
Office of Business Transformation
Office of the Secretary of the Army
Washington, D.C.**



Mr. Smith joined the Office of Business Transformation on 5 December 2010 and after a restructure of the organization, assumed duties as Director of the Business Transformation Directorate (BTD) on 1 June 2011. The Office of Business Transformation's BTD serves as the entity through which the Under Secretary of the Army (USA) in his statutory role as Chief Management Officer (CMO) improves the effectiveness and efficiency of business processes and transforms business systems information technology. Mr. Smith serves as the leader that initiates and evaluates business transformation progress. In supporting the CMO, he is responsible for business process improvement of nearly all aspects across the department. He also provides oversight of all business mission area information technology systems and Enterprise Resource Planning applications. This is accomplished through the definition of accurate end-to-end business enterprise architecture (BEA) and Army business systems architecture. He refined and implemented the Army's portfolio management approach through the CMO office and linked portfolio performance and cost reduction by using business process re-engineering and lean six sigma continuous process improvement techniques.

Mr. Smith was the lead for analyzing Army strategic plans based on the OSD Strategic Management Plan (SMP) and the Government Performance and Results Act Modernization Act (GPRA-MA) and OMB circular A-11. With the mission, strategic goals and performance goals accurately described, the recommendations focused on clarifying the external factors and associated risk assessment, amplifying the resources available for each goal and establishing metrics and evaluations that were outcome based and leading indicators. The overall goal is to get to an improved resource informed performance based budgeting cycle.

Prior to assuming his current position Mr. Smith was appointed as an SES in March 2005 and served as the Deputy Program Executive Officer for Soldier, responsible for acquisition and sustainment of virtually everything the Soldier wears or carries.

CAREER CHRONOLOGY:

- Mar 2005 – Dec 2010: Deputy Program Executive Officer for Soldier, Fort Belvoir, VA.
- Jul 2002 – Mar 2005: Program Manager, Defense Communications and Army Switched Systems, Fort Monmouth, NJ.
- Aug 2001 – Jun 2002: Student, Industrial College of the Armed Forces, Fort McNair, Washington, DC.
- May 1998 – Jul 2001: Product Manager, Global Command and Control System, Fort Belvoir, VA
- Sep 1989 – May 1998: General Engineer/Project Leader and Lead Engineer Responsible for Development and Acquisition of Laser and Thermal Viewing Systems, Fort Belvoir, VA
- Jan 1978 – Sep 1989: Various industry positions in acquisition and system engineering.

COLLEGE:

- MS, National Resource Strategy, Industrial College of the Armed Forces, Washington, DC
- MS, Technology Management, University of Maryland, College Park, MD
- BS, Mechanical Engineering, The George Washington University, Washington, DC

SIGNIFICANT TRAINING:

- Supervisory Development Course, 2011
- General Officer/Senior Executive Service Force Integration Course, 2005
- Leadership at the Peak, CCL, 2005
- Senior Acquisition Course, ICAF, June 2002
- Executive Program Managers Course, May 1998
- Advanced Program Management Course, April 1996

CERTIFICATIONS:

- Army Acquisition Corps member, Critical Acquisition Positions
- Certified Level III in Systems Planning, Research, Development and Engineering
- Certified Level III in Program Management

AWARDS AND HONORS:

- Superior Civilian Service Medal: March 2005 and July 2001
- Commander's Award for Civilian Service: May 1998, and March 1991

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS:

- American Society of Mechanical Engineers
- Association of the United States Army
- National Defense Industrial Association
- Carnegie Mellon Software Engineering Institute (SEI)