

# JAMES D. CROCKER, MHA, SSBB

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1403 5<sup>th</sup> St, Muskegon MI 49441-2021  
231.288.8304 | crockerjd@gmail.com

## SUMMARY

I specialize in training, coaching, development, and implementation of systems that lead to increased value for my customers. I believe the best improvement systems emphasize principles and human connection.

I have over 25 years' experience learning to develop and improve quality, continuous improvement, and agile systems from the board room to the front lines. My experience spans the automotive, office furniture, defense, RV, and health care industries.

## EDUCATION

**Master of Health Admin.**, Apr-18

**B.S., Liberal Studies**, Apr-15

Grand Valley State University—Allendale, MI

## CERTIFICATIONS

**Leading SAFe (SA)**, Feb-21

**SAFe Release Train Engineer (RTE)**, Apr-21

**Implementing SAFe (SPC)**, Jun-21

Scaled Agile—Boulder, CO

**Six Sigma Black Belt**, Jul-15

University of Michigan—Ann Arbor, MI

**Red X Apprentice**, Jul-08

Shainin, LLC—Northville, MI

**Certified Quality Tech.**, Oct-97

American Society for Quality—Milwaukee, WI

## EMPLOYMENT EXPERIENCE

**Discover Value**—Muskegon, MI

*Owner & Principal Consultant* (Dec-21 to Present)

- I work with clients to identify the key behaviors, systems, and tools needed to create a culture of excellence from the board room to the front line.

**Spectrum Health**—Grand Rapids, MI

*Enterprise Agile Program Coach* (Mar-21 to Feb-22)

- Coached people on agile teams, trains, and portfolios to use Lean-Agile principles, thinking, and methods.
- Focused on role definition and clarity for Scrum Masters, RTEs, Architects, POs, & PMs.
- Pushed teams to think deeply about problems, especially to take a systems view and address root causes instead of treating symptoms.

*Manager, Process Improvement* (Feb-17 to Mar-21)

- Designed and led the strategy to improve the transfer of improvement skills and abilities to the broader organization.
- Led a team to resolve Improvement Specialist recruitment problems resulting in the redesign of job descriptions, change in pay range, improved role clarity, and improved recruiting results.

*Internal Sensei Advisor* (Jan-16 to Feb-17)

- Led the development of an improvement system—including the visual management, problem solving methodology, and clarity of roles and responsibilities—to meet the needs and vision of Helen DeVos Children's Hospital. Helped other areas within Spectrum Health adapt and adopt this system to their specific needs and contexts.
- Coached Improvement Specialists on strategies for approaching complex improvement projects.

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## *Sr. Process Improvement Specialist (Jan-15 to Jan-16)*

- Led, facilitated, and supported multiple improvement projects using A3 thinking. Areas of focus included: interdisciplinary rounds, referrals work queue processing, ambulatory clinic room utilization, and nutrition services productivity.
- Coached front-line teams on how to implement effective daily huddles and daily improvement cycles.

## **L-3 Communications Combat Propulsion Systems—Muskegon, MI**

### *Continuous Improvement Specialist (May-13 to Jan-15)*

- Using 6-sigma tools, my team reduced variation and implemented a mean shift to increase hydraulic efficiencies in our transmission (a major customer deliverable).
- Built content and provided instruction for L-3 CPS Lean Academy classes including 5-S, Standard Work, and Problem Solving.
- Created and deployed APQP philosophy and systems and integrated them into L-3 CPS business systems.

## **GHSP—Hart, MI**

### *Quality Manager (Jul-12 to May-13)*

- Led and coached a team of Quality Engineers, Quality Facilitators, and Metrologists.
- Focused on relationships with my peers to develop a cohesive and aligned management team at GHSP-Hart.
- Developed and led customer satisfaction improvement with GHSP-Hart's largest customer.
- Co-led the development and implementation of a corporate-wide problem-solving model.

## **Herman Miller—Spring Lake, MI**

### *Quality Engineer (Feb-2012 to Jul-2012)*

- Communicated customer feedback directly to those working with the products and processes affecting the customer.
- Led problem solving activities to eliminate customer complaints and reduce scrap.
- Provided quality support for the entire lateral file value stream: suppliers to fabrication to paint to assembly and the customer.

## **GHSP—Grand Haven & Hart, MI**

### *Program Leader—Smart Actuators (Jan-10 to Feb-12)*

### *Supplier Development Eng. (Mar-09 to Jan-10)*

### *Quality Eng. (Mar-04 to Mar-09)*

## **Magna Donnelly—Grand Haven & Holland, MI**

### *Quality Eng. (Jan-98 to Mar-04)*

### *Quality Dept. Staff Asst. (Aug-93 to Jan-98)*

### *High School Co-op Student (Sep-92 to Aug-93)*

## **VOLUNTEER EXPERIENCE**

### **Three Oaks Public School Academy—Muskegon, MI**

#### *Treasurer & CAO (Jun-10 to Present)*