# MICHAEL ELLIOTT, CMRP

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#### **CAREER PROFILE**

Experienced engineering professional with 15 years of experience implementing, improving, and managing maintenance and reliability systems, processes, and teams of 5 to 25 people for manufacturing companies ranging from small, privately held to Fortune 500, publicly traded companies. Seven years of experience developing and managing capital projects for manufacturing equipment installation or upgrade between \$5,000 and \$2 million for same organizations.

Core competencies: Maintenance Leadership, Reliability Engineering, Troubleshooting, Project Management, Attention to Detail, Data Driven Decision Making, Negotiation, Relationship Development and Management, Root Cause Failure Analysis, Predictive/Preventive/Precision Maintenance, Lean / Six Sigma, Facilities Maintenance, Process Safety Management (PSM), Microsoft Project, Microsoft Office, CMMS (SAP, JD Edwards, Maximo).

#### **CAREER HIGHLIGHTS**

- Reduced unplanned work by 60%, from 75% to 30% of weekly completed work, in 6 weeks by finding and correcting the root causes and making improvements to work management.
- Improved Mean Time Between Failure (MTBF) by 188%, from 152 hours to 438 hours, in 4 months by teaching and coaching maintenance staff better maintenance practices.
- Improved Mean Time Between Failure (MTBF) by 250%, from 420 hours to 1468 hours, in 18 months by implementing rebuild and installation best practices.

#### PROFESSIONAL EXPERIENCE

# ARCHER DANIELS MIDLAND

# 12/2020 - Present

# Northeast Region Reliability Engineer

Lead and support the establishment/management of Reliability Centered Maintenance (RCM) activities at 43 facilities in the region. Activities include leading Root Cause Analysis (RCA) and Loss to Action (L2A) planning, implementing plant improvement projects, supporting CAPEX projects, and coaching Zero Failure competency and Early Equipment Management.

#### LAFARGE HOLCIM, Ravena, NY

08/2019 - 03/2020

#### Senior Reliability Engineer

Coordinated engineering activities related to the implementation of new maintenance and reliability processes and work procedures and the revision of existing maintenance processes, including the assignment and supervision of contractors. Deployed Key Performance Indicators (KPI) to better manage maintenance and reliability efforts, developed Standard Operating Procedures for lubrication, and performed an equipment criticality assessment. Exercised independent judgment and autonomy in performing responsibilities.

### **AEROTEK**, Waterford, NY (Contract Position)

06/2018 - 05/2019

# Contract Project Manager

Overall management of all activities and phases of client's major capital projects and engineering studies including team management, contractor oversight, developing scopes of work, planning, scheduling, cost and spending controls, detail design, installation/start-up, and critical spares recommendations. Developed, planned, and managed six projects with a \$5.5 million value on schedule and under budget with zero safety issues. Followed union guidelines when planning project work.

WESTROCK 02/2013 – 01/2018

# <u>Senior Plant Engineer, Sheldon Springs, VT</u> (2016 – 2018)

Overall management of all activities and phases of major capital projects including plant infrastructure, space utilization, and process equipment. Developed and maintained a balanced 5-year capital plan. Accountabilities included contractor and team management, project reporting, critical spares recommendations, and project metrics. Maintained a professional relationship with union workers and leadership.

#### WESTROCK (Continued)

# Reliability Engineer, Tacoma, WA (2013 – 2016)

Identified and managed asset reliability risks that could adversely affect plant or business operations. Conducted analyses of reliability issues and investigate to determine the causes and corrective actions for each issue using independent judgment, with tools such as bad actor, pareto, and data analysis. Managed 10 predictive maintenance technicians, including union relationships, planning and scheduling work, technicians' schedules, personnel decisions, and adherence to company and regulatory agency rules, policies, and regulations. Developed and scheduled lubrication and vibration training.

#### **NAVAL SEA SYSTEMS COMMAND**

10/2001 - 10/2012

# Assistant NAVSEA Shipyard Representative (2010 – 2012)

Oversight of all aspects non-nuclear repair, maintenance, modernization, and testing at Puget Sound Naval Shipyard, ensuring strict compliance with DoD requirements and standards, and regulatory agency rules. Oversight of shipyard facilities, safety, and lifting & handling operations.

## Engineering Field Representative (2009 – 2010)

Oversight of aircraft carrier repair, maintenance, and modernization at naval facilities in Norfolk, VA, ensuring strict compliance with applicable requirements, standards, and regulatory agency rules.

#### Acquisition Test & Evaluation Engineer (2008 – 2009)

Ensured T&E tasks for acquisition programs were planned, scheduled, and executed in compliance with DoD policies.

#### Deputy Program Manager (2007 - 2008)

Directed multidisciplinary teams of up to 40 government and contractor personnel to mitigate risks and achieve objectives for customer's Electromagnetic Rail Gun (EMRG) program.

### Systems Architecture Engineer (2006 – 2007)

Perform planning, complete evaluations, and execute Lean events for mission critical programs.

# Electronics Engineer (2001 - 2006)

Directed the efforts of 35 contractor and government engineers and scientists coordinating development, production, and in-service engineering efforts for a US Navy weapons system.

## BOISE CASCADE CORPORATION, Wallula, WA

08/1999 - 02/2001

### Mechanical Maintenance Engineer

Managed material condition of and maintenance on equipment in the Power and Recovery area, including capital projects and Process Safety Management (PSM) requirements. Developed and executed project plans, detailed schedules, and budgets for capital projects. Maintained greater than 99% availability on five boilers and six steam driven turbines. Managed efforts of up to 20 maintenance technicians, including union relationships, planning and scheduling work, technicians' schedules, personnel decisions, and adherence to company and regulatory agency rules, policies, and regulations. Developed and scheduled lubrication training.

# INTERNATIONAL PAPER COMPANY, Gardiner, OR

02/1997 - 02/1999

#### Mechanical Maintenance Engineer

Managed Predictive and Preventive Maintenance programs. Supervised, trained, and developed 10 vibration analysis, lubrication, and pump shop technicians, including union relationships, planning and scheduling work, technicians' schedules, personnel decisions, and adherence to company and regulatory agency rules, policies, and regulations. Developed and scheduled lubrication and vibration training. Managed API-based vessel integrity program, including inspections and repairs. Managed ASME Boiler Code welding program. Developed and executed project plans, detailed schedules, and budgets for capital projects.

#### **UNITED STATES NAVY**

11/1980 - 11/1989

#### Machinists Mate (Nuclear Trained)

Supervised operation of and maintenance on nuclear powered submarines and ships. Planned, coordinated and supervised maintenance and repair projects on nuclear reactor plant fluid and electrical systems, including welding and allied processes with repair teams of up to 45 people. Responsible for creating, scheduling, and retaining maintenance and equipment calibration records.

JOHNS HOPKINS UNIVERSITY, Washington, DC – 2006-2007

Master of Business Administration (MBA) – 16 SEMESTER HOURS

**UNIVERSITY OF WASHINGTON**, Seattle, WA – 1994 **B.S., Chemical Engineering** 

#### SELECTED PROFESSIONAL DEVELOPMENT

- Practical Plant Failure Analysis (ATS) (2015)
- Electrical Root Cause Failure Analysis (Performance Improvement International) (2015)
- Weibull Analysis (Fulton Findings, LLC) (2017)
- Advanced Project Management (2005)
- Negotiation Strategies & Tactics (2005)
- Bearing Damage Analysis (SKF) (2014)
- Lean / Six Sigma Green Belt (2007)
- Lean Six Sigma Green Belt (2015)

#### PROFESSIONAL CERTIFICATIONS

- Certified Maintenance and Reliability Professional (SMRP)
- Ultrasound Level I (UE Systems)
- Level II Machinery Lubrication Technician (ICML)
- Level I Machine Lubricant Analyst (ICML)
- Vibration Analyst ISO Category II (Technical Associates of Charlotte)
- Infrared Level I (FLIR ITC)

#### **SECURITY CLEARANCE**

TS/SCI - Archived