**MICHAEL KOLODZIEJ**

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**QUALIFICATIONS – LEAN SIX SIGMA BLACK BELT, CONTINUOUS IMPROVEMENT ENGINEER**

Certified Lean Six Sigma Black Belt with a long track record of quickly completing large scale Lean Process Improvement projects resulting in significant cost savings and quality improvements.

1. 21 Years of lean, continuous process improvement experience. Completed 160 Lean Process Improvement, Six Sigma Black Belt projects in the automotive, manufacturing, food, health care and service industries to achieve significantly improve quality and efficiency and reduce costs.
2. 21 Years of operational excellence, management and project management experience.
3. Rated No. 22 highest Lean Six Sigma Black Belt (out of 3,000 Six Sigma Black Belts) at Ford Motor Company based on total annual cost savings (over $20M).
4. Rated No. 3 highest Lean Six Sigma Black Belt in Kraft Foods.
5. Exemplary communications, collaboration and high performance team building skills.
6. “No Excuses” Project Manager with a strong work ethic. Expert at motivating large project teams and working with limited resources to meet tight deadlines and budgets. Not one of my projects has ever missed a deadline, deliverable, quality or budget target.
7. Solid business operations and financial skills.
8. 10 Years of expert level BI, Machine Learning Analytics, ITIL, JIRA, AGILE and SCRUM experience.
9. Multiple Lean Six Sigma project and Clinical data analysis experience using EPIC, BTI Cerner and McKesson Electronic Medical Record systems.

**PROFESSIONAL EXPERIENCE**

**BEACON HEALTH OPTIONS, Chesapeake, VA - July, 2015 to February, 2021**

The leading provider of Behavioral Heath services to 50 million civilian and military members in the USA.

**SENIOR BUSINESS ANALYST**

1. Developed Business Intelligence and automated report software systems that eliminated months of manual work for several departments. My automation software builds the majority of 30 monthly reports for the Dept. of Defense using multiple data warehouses.
2. Beacon Health Options used to use an expensive outside supplier, Constant Contact to send out 65,000 custom emails every month. I wrote Email Blast software to do the same, eliminating the need for Constant Contact. The annual cost savings as a result of my email blast software exceeds 10 times my annual salary. The DOD requires an Email counts report within 24 hours of an email blast showing the disposition results of each email blast. I wrote complex software to go into Microsoft Outlook and grammatically document the email delivery status of each of the 65,000 emails for the DOD. Only 4 other people in the world know how to write this complex software.
3. My Automation software builds an Annual report for the DOD. This used to require an entire department 1 month to complete this report. My software does the same in 7 minutes.
4. Streamlined the performance and efficiency of our 103 Triage Consultants operations using Lean Continuous Improvement. This analysis uses a Lean Dashboard to identify best practices, efficiency lessons learned and areas for improvement. This identifies the Top 10 Triage Consultants and why are they the best. It also identifies the Bottom 10 Triage Consultants are their areas for potential improvement. Then, my system does the same for the Triage Consultant Supervisors and Managers. It shows who the best is and why are they the best.

**SENTARA HEALTHCARE, Norfolk, VA - September, 2011 to May, 2015**

125 Year old Health care provider with 12 Hospitals, Nursing centers, DME and Hospice operations

**SENIOR PROCESS IMPROVEMENT ENGINEER**

1. Completed Lean Process Improvement, Six Sigma projects to streamline operations and increase patient health care outcomes in 12 Acute Care Hospitals, Home Care, 2 Pharmacies, DME, Hospice and 7 Nursing Centers.
2. These optimized operations maximized patient care and services and minimized labor, waste and costs. Streamlined hospital pharmacy operations to reduce formulation time, increase throughput, quality and on time delivery.
3. Streamlined Pharmacy, Home Care, Hospice and Nursing Home operations, warehousing, delivery and supply rooms. Eliminated overnight deliveries (and their premium delivery costs) due to supply shortages. I used BI, extensive process modeling and process mapping to show the Current State and Future State process maps.
4. Worked with Hospital suppliers to shorten order to delivery cycle time, reduce inventory and eliminate redundant processing of Hospital supplies.
5. Developed dashboards and reports for Senior Leadership to display Current State (Baseline) and Future State (with Stretch Objectives) of hospital supply chain status and deliveries.
6. Developed a Medical Device to perform automatic IV Bag Compounding in batches of 10 bags. Implemented Lean operations to drive down distribution, inventory and warehousing costs.
7. Led the Transformation of Care project for Vascular Access. Implemented automated Lean operations that improved the lives of 3,400 Dialysis and End Stage Renal Disease patients at 48 Dialysis Clinics to get an appointment for a Tunnel Dialysis Catheter (TDC) procedure in a couple days instead of several weeks. Analyzed Clinical data in EPIC to streamline the process for a Patient leaving the ER with a Temporary TDC to return back soon to get a Permanent TDC procedure.
8. Streamlined operations at Sentara Breast Centers to reduce the return appointment time from 3 weeks to 1 or 2 days to return to get a Diagnostic Mammogram or Surgical Procedure after a Scanning Mammogram showed a potential issue. Used EPIC Clinical data to create the Baseline data set, develop and implement the Action plan and record the significant improvements in the Future State data set.

**KRAFT FOODS, Richmond, VA - April, 2010 to September, 2011**

The world’s second largest food company with $48B in annual revenues

**CONTINUOUS** **PROCESS IMPROVEMENT ENGINEER**

1. Led large scale projects to significantly improve Premium crackers, Ritz crackers and Oreos. Modified mixing, dough, oven and packaging processes to reduce defects from 24% to 1%.
2. Implemented automatic temperature control in the world’s largest Bake Oven. Installed PLC controlled automatic cracker dough thickness control on their Dough Machine.

**AMERIGROUP CORP, Virginia Beach, VA - June, 2007 to June, 2009**

$4B Health care provider of Medicaid and Medicare in 11 states.

**ASSOCIATE VICE PRESIDENT OF SIX SIGMA**

1. Led multiple Six Sigma teams to significantly reduce Medicaid insurance claim payment errors in 11 states saving millions. Eliminated claims processing errors for both manually processed and automatically adjudicated claims.
2. Led large scale Six Sigma projects to develop highly efficient work flows using SharePoint that maximized manual claim processing accuracy resulting in millions of savings annually. I utilized my leadership skills to collaborate effectively with their health plan Senior Leadership in 11 different states.
3. Claims Processors were inappropriately denying big dollar claims due to missing Medical Records when in reality, the Medical Records were delayed in their work queue. This resulted in $Millions in claims errors and generated interest charges as a result of the wrongful claims denials. I developed an automatic software system to pair up and track medical records and their associated claims. Claims Processors were notified that a Claim assigned to them had a separate Medical Record and gave them the visibility so that they could see the location and wait for the Medical Record to be paired with the Claim. This saved Amerigroup $Millions.

**WC CARPENTER, Virginia Beach, VA - Dec, 2006 to June, 2007**

One of the largest suppliers in Virginia of premium, high end quality flooring for corporate and residential customers.

**GENERAL MANAGER**

1. Increased sales by 27% in 6 months by penetrating new markets, capturing new business and strengthening relationships with core customers while working 7 days a week on this job.
2. Reduced warehouse inventory to a minimum number of core warehouse items. Implemented electronic pricing and CAD design. Used CAD to cut the time to quote large scale flooring job estimates for new hotels and office buildings from 3 weeks to 1 day.
3. Quoted 1 hotel per day. Worked 12 hour days, 7 days a week to transform this company into a flooring powerhouse.
4. Took advantage of this woman owned business to maximize the sales using on minority State contracts and commercial contracts.
5. Changed the culture at W.C. Carpenter to a nimble, customer focused model. I installed Visual Aids showing who the Top 10 Customers were that month. Then, who were the Next 10. Employees recognized that that Top 20 were where we were getting our paychecks from.
6. I worked my first months at W.C. Carpenter at night for free to learn their business while working in the Norfolk Assembly Ford Plant during the day.
7. Worked with the supply chain to assure our critical deliveries were en route for delivery the next day and that we were their first stop in the morning. Checked on the status of our orders daily. For example, some carpet types are only manufactured at the carpet mills once a month. I managed my suppliers to assure that I got critical, time sensitive orders in on time and I recorded the order confirmation number for future reference.

**FORD MOTOR COMPANY, Dearborn, MI and Norfolk, VA - Aug, 1992 to Dec, 2006**

**LEAN SIX SIGMA BLACK BELT**

Completed 29 Lean, Six Sigma Black Belt projects across 12 Ford vehicle assembly plants and multiple suppliers to significantly improve quality benefiting 7 vehicle lines and 2M customers.

1. Rated 22nd highest Lean Six Sigma Black Belt in Ford (out of 3,000 Six Sigma Black Belts) based on the highest cost savings and quality improvements.
2. 4 of my 16 Ford performance appraisals were rated “Outstanding”. The remaining performance appraisals were rated “Exceptional Plus”.
3. I was the top Lean Six Sigma Black Belt for F-150, Expedition, Navigator and Mustang vehicles.
4. When I took the Ford early retirement plan, Ford had no one to replace me. Even though I was no longer a Ford employee, I still went into the Norfolk Assembly Plant at night (after working the day at my new job at W. C. Carpenter) and performed my former Ford job duties without pay for weeks until my Ford replacement was found.
5. Worked with the part supplier chain to assure my parts were delivered on time to the vehicle assembly plant to prevent a plant shutdown. Monitored supplier quality and pulled bad parts off the assembly line when a bad batch was delivered. I replaced bad batches with known good, “safety stock” parts to prevent any plant disruptions.
6. My first Six Sigma project was both my worst project and my best project. Michigan Truck Plant asked me to look at vapor tube connections on Expeditions and Navigators on the assembly line. A lot of the vapor tube connections were not being made. The Assembly Line Worker could not get the vapor tube on the firewall to meet and connect to the long vapor tube running back to the fuel tank vent because the connector was too high and inaccessible. I had 10 prototype extension tools made at the Ford X-Garage and had them installed on the assembly line. When the Assembly Line Worker ran them on their high speed electric guns, they spun around like helicopter blades and I was laughed out of the plant. I swallowed my pride and went back in. I found some of the vapor tube mounts were falling off the firewall and/or the vapor tube was sliding out of position in them. I went through the boxes of vapor tubes coming from the supplier. The supplier was shipping boxes of 50 vapor tubes to Ford Motor Company but I counted only 40 tubes in each box instead of 50 tubes. Ford was paying for 50 tubes and getting only 40 tubes. I worked with the supplier to correct the shipping quantity in each box (to ship the appropriate quantity of 50), had them redesign the mounting clip to it could be securely fastened to the firewall and added a piece of electrical tape wrapped around the tube to prevent the tube from sliding out of position in the mounting clip. Now, the tube stayed in its appropriate position for the Assembly Line Worker to easily make a secure connection on every vehicle. I wasn't done yet. Engineering informed me that the Vapor Management Valve (VMV) on the firewall connected to the vapor tube had issues. The engine computer would command the VMV to open to 20% and it would stick closed, open partially or open to 80%. The VMV performance was random and out of control. I read the warranty reports from the Dealers. Vehicle owners reported that the engine sometimes misfired or surged intermittently. Could it be a bad VMV? The Check Engine light was never lit. Dealers replaced the $900 engine computer out of desperation. The engine problems continued. I read the Dealership reports and some vehicles had their engine computers replaced 3 times and the misfires still continued. Some Dealers replaced the VMVs too. The misfires continued. I pulled Expedition and Navigator engine computers and VMVs from the Ford Warranty Parts Return Center that were sent in by the Dealers. All of the engine computers were tested with satisfactory results. I had the VMVs X-rayed at the Ford Scientific Laboratory. X-rays showed many of the VMVs either had no mica dust in them or that they were caked with too much mica dust on the valve diaphragm. The VMV design calls for a small amount of mica dust added to the diaphragm to keep the diaphragm from sticking to the plastic case. I opened 50 VMVs and counted the Mica dust particles on each diaphragm. I was hoping to see a uniform coating on each diaphragm. It wasn't. Many diaphragms did not have any dust at all. Many other diaphragms were caked and choked with dust. I drove to the Siemens plant in Toronto that supplied the VMVs and opened up VMVs there with Siemens Engineers and counted dust particles on each diaphragm. We saw the same. I drove to the VMV diaphragm supplier north of Toronto and pulled VMV diaphragms off their assembly line and counted Mica dust particles on each diaphragm. Same issue. Diaphragms were either caked with mica dust or had no dust. Mica dust was applied in a large rotating drum partially fully of diaphragms. I expected to see diaphragms tumbling in the drum like clothes in a clothes dryer but they were all stuck to the walls of the drum. I asked Plant Engineering to weld small fins inside the drum to help the diaphragms tumble in the drum. Plant Engineering did. The diaphragms tumbled in the drum. I took out 50 diaphragms and counted the number of Mica dust particles on each one. All of them were coated. None of them were dry and none of them were caked with dust. They had a uniform coating of dust. After the VMVs with the diaphragms from the new coating process were installed in vehicles at Michigan Truck Plant, I tracked engine computer replacement rates at the Dealers and they dropped significantly. Engine misfire complaints also dropped. I wrote a Technical Service Bulletin (TSB) and sent it to the Dealers to describe the symptoms of the bad VMV and advised them to replace the VMV with one of the new VMVs. Little did I know that, this VMV was used in over 50% of all of Ford Motor Company vehicles. This affected 7 vehicle lines and 2M Ford customers. This was a "Big Bang" project with multiple root causes and quick containment actions that was a complete success due to positive, proactive corroboration with Michigan Truck Plant, Ford Scientific Laboratory and multiple suppliers. Later, when I applied to become a Six Sigma Master Black Belt (MBB), the Plant Manager of Michigan Truck Plant, Jeff Wood sponsored me. I didn't get it. There were 9 MBB openings. I was rated no. 11 on the MBB List. I missed becoming a MBB by 2.

**FLAT FLEXIBLE CABLE RESEARCH AND DEVELOPMENT PROJECT LEADER**

Initiated and led this $21M project for Flat Flexible Cable development resulting in an ultra-low cost, production ready design. Utilized innovative design and rapid prototyping to develop this advanced space age wiring technology. **I used low cost Mylar instead of high cost polyimide circuits (that cost 10 times more, like the Military does) to achieve the same performance.**

**Built 1 running experimental vehicle that did not contain any wire, only my Flex circuits.**

Built 8 Instrument Panels that passed 450,000 miles of Key Life Testing with first pass success (hot, cold, shock and vibration (i.e., Shake & Bake).

* Received **U.S. Patent No. 6344613, “Automobile Electrical Circuit Assembly with Transparent Protective Cover**”. Achieved significant vehicle cost savings with this innovative and revolutionary design.
* Awarded “**Most Innovative Automotive Product of the Year”** by the Hansen Report.

**LUXURY SEGMENT DEMONSTRATION VEHICLE PROJECT MANAGER**

1. Led a 65 member team using Pro/E on this $50M project to develop a world class luxury vehicle.
2. The first high performance luxury vehicle with radar vision, ultra-quiet power train, 4 zone climate control, voice recognition/ control and LED headlights.

**EDUCATION and CERTIFICATIONS**

1. **Bachelor of Science in Electrical Engineering**

Michigan Technological University, Houghton, Michigan

1. **Bachelor of Science in Computer Science (completed 95% of the degree requirements)**

Michigan Technological University, Houghton, Michigan

1. **Certified Lean Six Sigma Black Belt (certified twice)**

Six Sigma Academy, December, 2001

1. **Certified Lean Six Sigma Black Belt (certified twice)**

The Juran Institute, May, 2011

**SKILLS**

**Knowledgeable** in machine learning, operational excellence, software development, project management and Lean Continuous Process Improvement.

**Action Oriented** and willing to work extra hours, roll up my sleeves get my hands dirty. Results oriented to a fault. I don’t stop until the project is completed with a high quality event.

**Trustworthy** and understands that communication and relationships are the bedrock and foundation of trust. I use my 20/20 Listening Skills to draw out information from team members and Stakeholders.

**Diversity f**rom my peers brings a unique perspective to produce exemplary results.

**Excited** about driving growth in the organization.

**Accountable** Takes responsibility. No BS excuses.

**Collaborative** A team player. I drive the careers of my peers, co-workers and team members upwards.

**Passionate** and knows that positive energy and enthusiasm is contagious. I lead successful projects that my team members will tell their grand kids about some day.

**Focused** on getting it right the first time.

**COMPUTER EXPERTISE**

**Windows and Linux**

All Business Intelligence (BI) tools. Expert level Tableau, AGILE, SCRUM, SAFe and ITIL. AWS, Machine Learning Analytics, Jupyter Notebooks, C, C++, VB, SQL, .NET, Java, Python, R, TensorFlow, Numpy, Pandas, Keras, Sklearn, Visual Studio, Minitab, Quality Companion, Visio, Outlook, SharePoint, MS Project, Excel, Word, Access, PowerPoint and 3 Electronic Medical Record systems (EPIC, BTI Cerner and McKesson).