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To the Hiring Manager:

While consistently exceeding performance expectations in multiple leadership and engineering architecture roles, I have repeatedly demonstrated my capabilities as a force multiplier, bringing about major improvements in the productivity of my entire engineering organization by introducing and facilitating modern practice in software process, design, implementation and production techniques, creating new tools to increase productivity and quality, and providing objectives and guidance on how to facilitate future productivity improvements and cost/risk reduction. My goal is to establish and maintain a creative, relevant, effective, and cost efficient software engineering environment and practice through people management, training, process improvement, and technology selection resulting in measurable outcomes.

By way of introduction, I possess a diverse and comprehensive software engineering background that spans 20+ years of commercial, educational and aerospace experience. This exposure allows me to provide project and product level leadership, guidance, and value to customers across a wide range of disciplines, while still maintaining a hands-on contribution to and involvement with individual products.

For your convenience, I have included a summary table of my primary skills and years of experience:

Experience and Skill Areas	Years
Software Engineering Professional	20+
Real-time and Embedded Software Design and Implementation	17
Object-oriented Software Design and Implementation (Java, Ada, C++, Scala)	15
Teaching at the University and College Level	14
Agile / Extreme Programming Software Development Practice	13
Development of International Standards in Software and Aviation	5
Compiler and Interpreter Construction and Formal Language Analysis	5
Financial Instrument Order Handling and Financial Data Protocols	1

A few examples of my most recent career achievements are:

• Introducing and mentoring developers on modern software engineering practices such as agile and object-oriented development, test driven development, reuse by design and long term maintenance.
• Creation, optimization, and operational delivery of multiple stand-alone and web-based tools for avionics development for the C-17 military airlifter, thereby substantially enhancing the effectiveness of the group of software developers who create and maintain the avionics for the C-17.
• Design and development of an alternative core communications system for the C-17 which allows for the actual flight software to be directly reused in testing, simulation and training environments.
• Contributor to DO-178C, the current FAA and international standard for the airworthiness aspects of software for aircraft operating in civil airspace, with a special focus on programming language issues.
• Key author of DO-332, the object-oriented and related techniques supplement to DO-178C, which now enables modern software practice in airborne systems.
• Contributor to FAA standards DO-326 and DO-326A, *Airworthiness Security Process Specification*
• Core facilitator of the successful effort to retain Java as an approved language for the Future Combat Systems project, thereby saving an estimated $500 million worth of existing software.

I would appreciate your review of my resume. Please feel free to contact me at your earliest convenience. Thank you for your time and I look forward to your reply.

Sincerely,

Mike Elliott