

# ROBIN W. GATES

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## QUALIFICATION SUMMARY

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- Senior Executive with proven ability to help organizations (public and private) achieve strategic goals through systematic process improvement.
- Demonstrated problem solving, organizational, process improvement, and leadership skills.
- Experience managing highly visible projects, advising on and executing process improvements, developing solutions to complex problems, and developing strategic and tactical plans.
- Certified Lean Six Sigma Black Belt.
- Member, Governor's Commission on Government Reform, Efficiency, and Performance (2015).

## KEY ACCOMPLISHMENTS

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- Established a successful business consulting practice providing strategic planning, business process improvement, Lean Six Sigma deployment, and project management services. Clients include government and private sector organizations.
- Led a corporate-wide Six Sigma deployment at Alliant Energy saving over \$47 million annually. Co-led an organization-wide Lean Six Sigma deployment for a large hospital and clinic.
- Implemented an executive performance contract system as the VP – Performance Improvement for Alliant Energy.
- Led the development and move to a \$57 million corporate headquarters building as the Managing Director for facilities at Alliant Energy.
- Implemented a corporate e-procurement system exceeding savings and ROI goals.
- Key leader in reengineering Wisconsin's unemployment compensation claims system to reduce labor costs by 30 percent.
- Implemented comprehensive department management systems including strategic planning, goal setting, operational planning, budgeting, and performance measurement for two large state agencies.

## EXPERIENCE

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### MANAGEMENT CONSULTANT

January 2006 to Present

In business as an independent management consultant providing services to private sector and government organizations. The management consulting services provided include:

- Process Improvement (Six Sigma, Reengineering)
- Performance Measurement
- Managing Information Technology
- Change Leadership
- Purchasing and Supply Chain
- Project Management
- Strategic and Operational Planning
- Program Planning and Management
- Management Systems
- Public Speaking

Engagements include: 1) Workers Compensation digital transformation project; 2) Various business process improvement projects; 3) Strategic business planning; 4) A multi-year Lean Six Sigma deployment; 5) Process improvement readiness assessments; 6) A business infrastructure study; and 7) Several project management assignments.

**ALLIANT ENERGY CORPORATION, Madison, WI****1999 - August 2005**

An energy holding company with regulated utility providers as well as non-regulated companies serving more than three million customers worldwide.

**Vice President Performance Improvement (2003 – 2005)**

Assigned role as Lean Six Sigma Deployment Leader – Enterprise in January 2002 reporting directly to the CEO. Promoted to VP – Performance Improvement in January 2004. Responsible for corporate-wide deployment of Lean Six Sigma, executive performance management, performance measurement, executive and board compensation, incentive compensation, and the corporate Office of Project Management (staff of 15).

- ✓ Developed and directed a corporate-wide Lean Six Sigma deployment saving over \$47 million annually.
- ✓ Developed a cross functional team of over 60 black belts, master black belts and deployment leaders that completed over 300 Lean Six Sigma projects annually.
- ✓ Designed and implemented an executive performance contract system for all VP level and above executives.
- ✓ Redesigned the company-wide incentive compensation to strengthen the linkage between pay and performance.
- ✓ Developed corporate and executive level performance scorecards.

**Managing Director – Budget, Planning, Supply Chain and Facilities (1999 – 2002)**

Reported to the Executive Vice President of the Shared Services business unit that had over a \$100 million annual budget and 500 employees. Responsible for business unit budgeting, financial analysis, strategic planning, performance measurement and process management. Enterprise-wide responsibility for supply chain (systems, processes, policies, and enterprise buying) and facilities (3.5 million square feet and 194 buildings) with five direct reports, 50 employees and a \$25 million annual budget.

- ✓ Directed the development of the business unit strategic plan.
- ✓ Initiated and developed an enterprise wide e-procurement system which exceeded ROI goals.
- ✓ Directed the development of and move to a new \$57 million worldwide headquarters.
- ✓ Project sponsor for the development and rollout of the supply chain functions of a \$50 million ERP system.
- ✓ Developed a formal process improvement and management program for the Shared Services business unit.

**WISCONSIN DEPARTMENT OF WORKFORCE DEVELOPMENT, Madison, WI****1999****Division Administrator – Worker’s Compensation Division**

Responsible for the leadership and management of the entire Division of Worker's Compensation. The Division administers programs to assure that injured workers receive required benefits from insurers or self-insured employers. The division encourages rehabilitation and reemployment for injured workers and promotes the reduction of work-related injuries, illnesses, and deaths.

- ✓ Provided oversight of Division operations to assure that expected outputs and outcomes were met within available resources and in conformance with state law.
- ✓ Provided strategic direction as needed to keep the Division successful and responsive to external issues and changes.
- ✓ Managed operational functions related to budgeting, information technology, and human resources.

**WISCONSIN DEPARTMENT OF REVENUE, Madison, WI****1997 - 1999**

The Department of Revenue collects and distributes all state tax revenue. It has 1,300 employees and a \$137 million annual budget.

**Division Administrator - Administrative Services Division**

Oversaw all central administrative functions for the division, including budgeting, strategic planning, process improvement, quality improvement, performance assessment, accounting and finance, human resources, procurement, facilities, information technology and health and safety.

- ✓ Directed the development of the department's strategic business plan and strategic information technology plan.
- ✓ Directed the development of the department's performance measurement system using a balance scorecard.
- ✓ Established a department management training program.
- ✓ Initiated a comprehensive, department-wide reorganization of information technology functions.
- ✓ Provided initial direction and developed the project management systems for starting implementation of a new \$57 million computer system for state tax processing functions.

**WISCONSIN DEPARTMENT OF WORKFORCE DEVELOPMENT, Madison, WI 1991 - 1997**

Department services include welfare, unemployment insurance, vocational rehabilitation, employment and training, workers compensation, and equal rights.

**Deputy Secretary (1996 - 1997)**

Chief operating officer for a state government department with eight divisions, 2,600 employees and a \$900 million annual budget. Directed all internal operations for the department including budgeting, program administration, finance, information technology, human resources, training, communications, and facilities.

- ✓ Developed and applied a comprehensive department management system including strategic planning, implementation planning, operating budgets and resource allocation, and performance measurement.
- ✓ Provided executive oversight and direction to all major process reengineering and organizational change projects.
- ✓ Provided executive sponsorship and direction on all large information technology projects and systems including the two largest state computer systems (child support and welfare).

**Division Administrator (1991 – 1996)**

Delivered all administrative services functions for the department through a 360 person division with a \$30 million annual budget. Managed all department internal administrative services including budgeting, accounting and finance, human resources, procurement, facilities, health and safety, and information technology.

- ✓ Directed department-wide strategic planning services that provided the basis for a highly successful department management system.
- ✓ Directed and participated in many process reengineering projects that increased customer satisfaction and lowered costs in areas such as claims processing, job search, procurement, and payroll.
- ✓ Directed the development of national award winning, mission-critical information technology systems for unemployment insurance and job search.
- ✓ Managed the department’s information technology resources including 200 information technology professionals and a statewide computer network with over 2500 PCs.
- ✓ Created a comprehensive department management training program.

**WISCONSIN DEPARTMENT OF ADMINISTRATION, Madison, WI 1988 - 1991**

**State Purchasing Director**

Managed a statewide purchasing system with a staff of twenty-five, buying over \$500 million in goods and services annually. Established and enforced state purchasing policies, procedures and contracts.

**WISCONSIN STATE EXECUTIVE BUDGET OFFICE, Madison, WI 1982 - 1988**

**Budget Team Leader**

Supervised the development of the Governor's budget for the Departments of Transportation, Agriculture, Natural Resources, Development and other agencies. Directed budget policy and issue analysis and budget implementation. Developed and coordinated special legislative programs.

**Budget Analyst**

Prepared the Governor's budget for the Department of Public Instruction. Staffed a Governor's Task Force on School Finance and prepared legislation for the Governor's "Education Excellence" initiative. Conducted studies on education issues.

**WISCONSIN DIVISION OF STATE ENERGY, Madison, WI 1977 - 1982**

**Energy Conservation Programs Manager**

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**EDUCATION**

- **Master's Degree in Public Administration**, La Follette Institute, University of Wisconsin-Madison
- **Bachelor's Degree**, University of Wisconsin-Madison

## COMMUNITY LEADERSHIP AND RECOGNITION

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- 1996 Administrator of the Year, American Society for Public Administration.
- Board President, Wingra School.
- Board President, Middleton Hills Neighborhood Association (2010 to 2014)
- Board member, Journey Mental Health Center (2012 to present)

## PUBLICATIONS

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- An Essential Turnaround Project: Reform of State Government Operations, Wisconsin Policy Research Institute, 2011.
- Lean Six Sigma Deployment: Start Off on the Right Foot, ASQ Quality Progress Magazine, August, 2007.