

## Robert C. Schilling

PROJECT ROLE: Senior KH Consultant

FOCUS: Robert Schilling is an experienced coach, consultant, and project manager. He has been a contributor to major change initiatives in government and private enterprise. His career as an executive and manager allows him to offer practical solutions to organizational assessment and performance issues. He is comfortable in the boardroom and on the factory floor.

He has an excellent track record in earning the trust of his clients and in drawing out candid, accurate insights into the challenges that confront them. He is also well known for his honest, forthright analyses, his strong, visionary recommendations for change, and his relentless energy in implementing necessary changes.

REPRESENTATIVE CLIENTS: **Change Management**

Working with KH Consulting Group and as a subcontractor to others, Mr. Schilling has served utilities, government, and transportation facilities. Clients include the Los Angeles Department of Water and Power, Los Angeles World Airports (LAWA), and the Los Angeles Department of Transportation. Representative projects include:

- Mr. Schilling served as Organization Change Lead for design, development, and implementation of a custom procurement system at a major public utility. Responsible for coordination of technical and change management teams, he designed and delivered a vendor outreach program, and led training and change management efforts. The project resulted in an agency-wide adoption of an electronic procurement system, significant cost savings, and visibly enhanced productivity.
- As part of the Strategic Plan Update for the Los Angeles County Department of Regional Planning, Mr. Schilling designed and facilitated a series of workshops intended to elicit participation on the part of professional staff. The facilitation was highly successful and was credited by the client with injecting a renewed sense of purpose and momentum to the strategic plan process.
- Mr. Schilling was Senior Consultant and “second chair” for LAWA’s Industrial, Economic and Administrative Review. This management audit addressed all major areas of operations, including LAWA’s procurement systems. Mr. Schilling was required to understand all of the areas of investigation covered in the audit, and participated in establishing priorities for detailed investigation. He planned and participated in presenting project reports, findings, and recommendations to senior City officials.
- As a subcontractor to others, Mr. Schilling served as Senior Consultant on a project to map formal and actual customer service processes at a major utility, including new customer, new service, temporary service, service termination, meter reading and management, payment inquiries, complaints, reported outages, and other customer service projects. Project highlighted areas of divergence between prescribed processes and operational practice, resulting in vital refinements to automated system specifications, and the identification of key areas for human intervention.
- As an independent contractor, Mr. Schilling was part of a team that designed and delivered management development training courses to the Inland Empire Utilities Agency. The custom courses were highly rated by both staff and students. Mr. Schilling is also a preferred provider of both coaching and facilitation services to the Sacramento Municipal Utilities District.

### Organizational Restructuring

Mr. Schilling was a key member of the KH Team during the restructuring of:

- Los Angeles World Airports (LAX, ONT, VNY, PMD airports)
- Telstra Enterprise & Government (Australia)

### Management Audits

- **County of Los Angeles: Civil Grand Jury, Real Estate Collaboration** – Assisted on a team proposing collaboration between Real Estate Asset Managers; **Strategic Planning** – Assisted in the development of Strategic Plans for major County departments; **Chief Administrative Office** – Participated in planning session to ensure that community and County response to natural disasters are closely coordinated; **Department of Public Health** – Assisted in the implementation of the Strategic Plan
- **Childrens Hospital Los Angeles, Human Resources Management Audit** – Served on a team that developed process and organization improvements in the HR function
- **City of Los Angeles, Office of the Controller** – Led team that conducted an administrative assessment of the Los Angeles Department of Transportation
- **Los Angeles World Airports (LAWA)** – Senior member of team performing 2008 and 1999 Industrial, Economic, and Administrative (IEA) Surveys of LAWA; Project Manager leading team that developed a new organization structure for LAWA Police

#### OTHER WORK EXPERIENCE:

- **Human Capital Development (HCD)**, founding Director of this rapidly growing executive training and development firm based in Singapore
- **Port Authority of New York and New Jersey**, Supervisor, Rail Programs; Supervisor, Ground Transportation, JFKIA; and Management Analyst
- **Saudi Public Transport System**, Director, Operations Staff Services, Riyadh, Saudi Arabia
- **New York City Transit Authority**, Manager, Truck Administration and Chief, Maintenance Analysis
- **MTA Bridges & Tunnels (New York City)**, Director, Administration

#### EDUCATION & TRAINING:

- Master of Public Administration, University of Southern California
- B.A., History and Political Science, Whittier College
- Certified Professional Coach, New Ventures West
- Certified Trainer, “Coaching to Excellence,” New Ventures West
- High-Rise Building Security Director Training, New York University; Fire Safety Director’s Training, New York University