

ROBERT J. NESS, MBA, BSEE, PMP

Cell 630.479.7972

Goodyear, Arizona

Robertjpness@gmail.com

SUMMARY

A results-oriented program/project management and engineering management professional with demonstrated success globally at Fortune 500 corporations. A resourceful leader recognized for developing highly effective PMO organizations, managing complex global projects; high-volume consumer devices, healthcare programs, medical devices, pharmaceuticals, agriculture, test equipment, transmission gear, wireless/landline switching systems, and IT system implementations. Experience on various boards and civic organizations. Adept at building and maintaining relationships with external and internal stakeholders and clients. Areas of expertise include:

- Project Management
- Biologic Launches
- Metric Definition/Deployment
- Budget Implementation
- Portfolio Management
- Operating Models and Integration
- Software/Systems Engineering
- Device/System Implementation
- Quality Management
- Resource Management
- Change Management
- New Product Development
- Strategic Initiatives
- Vendor Management
- Training & Facilitation

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT - VARIOUS BOARDS AND COMMITTEES

2019 – 2023

Serving in the public domain

- Wisconsin District 19 Supervisor, Land Information Chair, Land & Water Committee, TriLakes Commissioner and Treasurer, LCPOA Board and Secretary, Firewise Chair, and RRMM Officer and Secretary.

INDEPENDENT CONSULTANT (CLIENT: INDIGO AGRICULTURE)

2019

Specializing in project, program, and portfolio management.

- Project Management training, Tool development, and Team Healthcheck analysis.

INDEPENDENT CONSULTANT (CLIENT: TAKEDA)

2018 - 2019

Specializing in project, program, and portfolio management.

- Project Management and integration activities: Operating Model rollout, training, Team Health Checks, and various job aids.

INDEPENDENT CONSULTANT (CLIENTS: BAXALTA & SHIRE)

2016 – 2018

Specializing in project, program, and portfolio management.

- Project management, development, and training aspects of a major initiative to introduce and rollout a new Product Operating Model enterprise-wide.
- Leader within the Integration Management Office (IMO) to address the conversion of 36 external websites (in numerous languages) for the Shire acquisition of Baxalta.

RJ NESS & ASSOCIATES, INC. (CLIENTS: BAXALTA & BAXTER)

2014 - 2016

A consulting firm specializing in project, program, and portfolio management.

President

Lead Program Manager for the global launch of two major policy initiatives at Baxter and Baxalta Inc. that includes a complex system development/deployment and process that manages ~\$200M of transactions in the medical community.

- Led global core team to launch an interactions policy world-wide. This included a major IT system, extensive training and process development, and change management.
- Lead PM for the development/deployment of a major system initiative that replaces global 5 systems, increases efficiency for users, and streamlines the overall process. This program consists of a significant tool development (using Agile processes), vendor management, user acceptance testing, training, change management, project reporting, and communication.
 - Held daily SCRUM meetings with the software vendor, IT, and business operations staff resulting in reduced time to troubleshoot defects and deliver patches.
 - Developed and managed formal change and decision process.

- The system is highly integrated with existing corporate systems (i.e., JDE, Concur, and Peoplesoft). This required extensive testing (i.e., performance, UAT, regression, and functional)
- Developed and maintained a milestone-driven MSP schedule (~2000 tasks) spanning all functions of the project (Vendor, IT, Business, Training, Communication, etc...) with a corresponding risk, issue, and decision log.
- Project communication schema consisted of weekly core team meetings, bi-weekly leadership meetings, and monthly steering committee meetings with corresponding metrics and dashboards.

HOSPIRA, Lake Forest, IL

2013 to 2014

Hospira, the world's leading provider of injectable drugs and infusion technologies.

Senior Program Manager

Provided Project Management leadership for the development of a portfolio of >100 consumable medical devices.

- Led a project to improve the performance of the PVC tubing of IV sets that addresses a quality perception issue and decreases product cost by more than \$2M/year.
- Managed the project initiation and vendor management for a second source of a needleless syringe as a contingency.

RJ NESS & ASSOCIATES, INC. (CLIENT: BAXTER)

2012 to 2013

A consulting firm specializing in project, program, and portfolio management.

President

Provided project management excellence for the successful product launches (Rixubis, FEIBA Prophy, BaxJect III) at Baxter Healthcare as a major extension of the ~\$3B hemophilia franchise.

- Rixubis: Recombinant based drug used to treat hemophilia B patients, resulting in an excess of \$100M annual revenue.
- FEIBA Prophy: Extension of the label for the treatment of Factor Eight Inhibitor Bypass Activity as a prophylaxis regimen improving the QOL for patients and increasing revenue by ~\$200M/year at peak sale year.
- BaxJect III: A 3rd generation reconstitution device to administer Advate® to patients. This project extends the lifespan of the company's #1 revenue product Advate® that treats patients with hemophilia A.

BAXTER HEALTHCARE, Deerfield, IL

2006 to 2011

A global medical products and services company with expertise in medical devices, pharmaceuticals and biotechnology.

Director, Program Management R&D – Global Project Management Office

Recruited to direct the efforts of the definition, design, and deployment activities for the Global PMO.

- Increased milestone performance of top projects with net present value of ~\$5B and annual spend of \$240M from 60% to 85% by implementing a comprehensive metrics program.
 - Standardized a PM methodology with associated templates, job aids, and website that was used by ~500 employees that improved project planning and execution.
 - Led effort to train >1900 employees on project management and led initiative to increase PMPs (~100).
- Ensured that critical resources were assigned to the highest priority projects by leading the initiation and scoping of a comprehensive resource allocation project (\$2M+) effecting over 1000 R&D staff members.
- Initiated and led an annual global project management awards program (\$50K annual budget) that reinforced sound project management discipline with improved project outcomes.

RJ NESS & ASSOCIATES, INC. (CLIENTS: VARIOUS)

2004 to 2006

A consulting firm specializing in project, program, and portfolio management.

President

Recommended and implemented solutions for business challenges for clients including CorSolutions, Allstate, Orchid Cellmark, and Baxter Healthcare.

- Cleared FDA warning letter by deploying FDA compliant process to a global engineering team.
- Provided significant cost savings by managing a storage transformation project (~2 petabytes).
- Improved effectiveness and efficiencies within the organization by establishing PMOs.

MOTOROLA, Libertyville, IL

2001 to 2003

A global mobile device equipment manufacturing company.

Director of Engineering, Personal Communications Sector

Accountable for the project management for applications technical support, interoperability testing, requirements management, resource/cost management, and project tracking for the global 3rd generation cell phone organization.

- Led the interoperability testing for 10 service providers that was fundamental to the first 3G cellphone technology platform.

- Spearheaded a resource management program for over 1000 engineers at 31 global facilities that enabled senior management to evaluate resource loading and a ~20% improvement in expense controls.

3COM, Rolling Meadows, IL

2000 to 2001

A digital electronics manufacturer known for its computer network infrastructure products.

Director, Program Management Office Residential Connectivity Group

Developed and led the PMO for the cable modem organization.

- Initiated and developed standardized project planning and tracking methods, processes, cost/pricing models, and communication/reporting that was adopted by other product lines that drove the >50% improvement in filing approval.
- Program team achieved #2 market share by effectively leading the launch of 8 new to market cable modems to market.
- Instituted a software defect management process via effective triage, prioritization, and metrics.

MOTOROLA, Arlington Heights, IL

1989 to 2000

Provider of business and mission critical communication products and services to enterprises and governments.

Senior Project Manager, Cellular Infrastructure Group (1999 - 2000)

Led the PM activities within the network architecture and technology organization consisting of a team of ~200 distinguished engineers.

Senior Resource Manager (1997 - 1998)

- Managed a team of ~60 engineers and major vendor with a \$20M annual budget that developed and launched a digital cellular switching network enabling \$2.4B in cellsite revenue.
- Instituted a Phase Containment Effective metrics process/system to decrease overall cycle-time and improve quality of the embedded software designed/implemented by a vendor.

Engineering Manager (1994 - 1996)

- Led ground-breaking system/requirements review process using the Fagan inspection process.
- Developed and led sector-wide requirements management process.

Engineering Section Manager (1989 - 1993)

ROCKWELL INTERNATIONAL, Downers Grove, IL

1983 - 1989

Communication equipment manufacturing

Software Supervisor

Led the software engineering team.

GTE, Northlake, IL

1979 - 1983

Communication equipment manufacturing

Senior Electrical Engineer

Designed class 5 telecommunications test equipment and load generation call processing software.

SELECTED AREAS OF EXPERTISE

- **Program/Project Management:** Establishing/Leading PMOs, Project Initiation/Planning/Scheduling, Risk Management, Stage-Gates Process, Portfolio Management, Metrics, Resource Management, Vendor/Subcontractor Selection/Management, Communication Schema, PMBOK®, MSPProject, Training, Roberts Rules, and Project Planning Facilitation
- **Healthcare:** Design Controls, Launch Management, Regulations, Device and Therapeutic PDPs, Demand/Supply Management, and Portfolio Optimization/Analytics, Stage-Gate Reviews, and Grants Management
- **Business Management:** Risk-return, valuation, decision analysis, governance, and stakeholder management
- **Product Development:** Operating Models, Hardware/Software/Systems; Concept, Architecture, Requirements, Design, Development, Test, Deployment, Tools, Processes, and Support/Maintenance
- **Software Engineering:** SDLC, Requirements Management, Agile, Scrum, SCM, System Performance and Optimization, Real-Time, Distributed Systems, SQMP, Phase Containment, Formal Inspections, Metrics, 6 Sigma, Root Cause Analysis
- **Effort/Cost Estimation:** Formal estimation methods, budget development and administration, resource allocation, financial metrics
- **Change Management & Strategic Initiatives:** Process definition/implementation, organizational development, methodology/tool introduction (DOORS/Fagan/Metrics)
- **Process Engineering:** CMM, IEEE-1074, Bellcore, SEI, TL-9000, OPM3, Manage by Data, DMAIC, TRIZ, Documentation/Configuration Management
- **Telephony/Datacom:** Switching, Cellular, Transmission, O&M, Switching, Landline, DOCSIS, Cablelabs Certification
- **Management:** Staffing, Forecasting, Budget development/Admin, Recruiting, Staff Development, Performance Management, Consulting, International Experience, Reports, Communication Processes, and Change Management

EDUCATION and CERTIFICATION

MBA, Roosevelt University, Chicago, IL
BSEE, University of Illinois
BS Mathematics, University of Illinois
PMP® Certified, Project Management Institute (PMI®)