

Summary

Jerred Crosby is a partner with ScottMadden and leads the firm's Corporate & Shared Services practice. With 25 years of consulting on domestic and international projects, Jerred brings extensive experience in corporate services strategy, business transformation, shared services, operations improvement, enabling technology and vendor solutions, merger and acquisition integration, and project and change management. His industry experience is broad, including energy, entertainment, pharmaceuticals, telecommunications, commercial services, healthcare, and non-profits. Jerred holds an M.B.A. from the University of North Carolina Kenan-Flagler Business School and a B.A. from the University of Calgary, where he was an Academic All-Canadian Athlete.

Areas of Specialization

- Shared Services
- Corporate Function Assessment and Planning
- Human Capital Management
- Multifunction Shared Services
- Operating Model Improvement
- Technology Enablement
- Change Management Planning and Strategy
- Program and Project Management

Recent Assignments

- Supported a global entertainment organization with a multifunction shared services delivery model design strategy, implementation planning, detailed organization and scope of work design, and execution
- Provided cost reduction and organization redesign support to a fortune 500 company, including spans and layers analysis, operating model options, and cost-reduction targets, and program execution leadership
- Led employee relations transformation for a large healthcare system to a leading practice model, optimizing work alignment and consistency, technology and analysis, and integrating with the HR delivery model
- Supported the outsourcing of North American payroll for a global fortune 500 company, including program management, testing strategy and execution, future operating model design, and deployment oversight
- Assessed and developed a multi-year roadmap for the HR delivery model for a large healthcare system to address performance gaps, technology enablement issues, service levels, and cost structure
- Led the change management program for HR of a large, private higher-education institution. Designed to support milestones, participation, culture, and integration with talent management initiatives
- Guided an insurance and transportation services organization through an HR shared services design and implementation, including overarching planning, design, and work stream advisement
- Oversaw the development of the future global functional operating model and supported program management of a multi-year global HCM implementation
- Evaluated and developed recommendations for U.S. payroll operations for a global fortune 500 company, including processes, roles and responsibilities, technology, and upstream and downstream influences
- Developed an organization people strategy for a higher education and healthcare organization to align on addressing competition for talent, future of work, culture, engagement, ease of navigation, and belonging
- Led the implementation of a global multifunctional ERP implementation. Provided executive leadership guidance and planning support, oversaw program-level coordination of functional and technical teams, including implementation vendor partner, as well as organizational transformation and change management challenges. Provided leadership for data conversion, testing, reporting, deployment, and information technology work streams
- Managed the implementation of customer care technologies for employee services in a healthcare organization. Assisted the client with vendor contract scope of services and implementation terms, coordinated the combined implementation approach, and led the implementation, including information technology, case management, knowledgebase, portal, and self-service strategy
- Assessed the performance of an HR and employee services organization. Provided recommendations to processes, services, governance, org structure, reporting, workflow, technology, and vendor management
- Led an information security maturity assessment for a multifunction shared services organization, including evaluation of current practices, identification of barriers, solution design workshops, and recommendations
- Developed a future state global HR operations model for an oil super-major. Led a workshop with global leaders to validate design, ensure diverse business, global, and local needs were met, and promote buy-in

- Created a future state HR delivery model for a global non-profit, including operational improvements, delivery model taxonomy, expansion of enterprise-level services, business case, quick wins, and implementation plan
- Led the approach for a Workday human capital and payroll implementation, coordinated functional and technical team alignment, and oversaw data conversion, testing, reporting, and deployment work streams
- Developed the approach and implemented a 32-country, global payroll solution for a large entertainment company, leading a third-party payroll service/technology vendor, HR, and finance resources
- Established the business integration approach and led the subsequent business integration activities, supporting heads of a joint project management office, for a large electric utility transmission acquisition
- Led a client team to review and identify areas of improvement for a power generation industry oversight organization's management model to align with industry best management principles and internal goals
- Designed a customer engagement plan for an internal environmental services organization, including product and services definitions, revenue and cost traceability, communication materials, and account management
- Developed and implemented a metrics-reporting approach for a multifunction shared services center
- Assisted a multifunction shared services client with the development and implementation of a new management operating model intended to increase integration, improvement, and ownership in performance
- Developed a strategic plan for a multifunctional shared services center by evaluating customers, services, organization structure, talent, technology, analytic capabilities, goals, and opportunities. The plan prioritized actions, including service growth, integration, and improvement opportunities
- Completed a value assessment of an HR and payroll service organization demonstrating cost savings, improvements to processes and controls, customer service, and a case for further expansion
- Supported the leadership of a multifunction service center through a transformation that included realignment and re-staffing, system replacement initiatives, service expansion, and enhanced infrastructure
- Conducted an HR and payroll shared services design, business case, and implementation plan for an industry-leading construction product and services company
- Established and initiated the change management plan and change implementation team for a healthcare provider transitioning HR to a shared services delivery model
- Planned and led change management for a multifunction shared services implementation following a utility merger. Focused on products and services, customer relationship managers, service level agreements, billing, and performance management capability
- Led change management for a newly merged utility multifunction shared services implementation across product and service definition, customer relations, service level agreements, billing, and performance management
- Led client through a shared services operations audit. Reviewed products and services, customer base, staffing, technology, performance management, and management infrastructure. Developed prioritized recommendations and schedule for service additions and improvement initiatives
- Project managed the implementation of an employee health wellness program for an off-shore manufacturing population through strategic planning, vendor selection, systems integration, communications, rollout, and transition to the ongoing shared services operations team
- Transferred HR and employee services to a global shared services model, including payroll, policies, leaves management, and the outsourcing of benefits – health, savings, and pension plans, and change management
- Assisted with the post-merger integration of benefits and HR service centers and delivery model, including harmonization of policy and processes, systems, and design and execution of change management
- Designed and facilitated the prioritization of annual capital expenditure projects proposed by business units for a shared services IT development center for a global telecom company