

## Summary

Molly Donofrio is a strategic advisor and leader in human resources and change management. She has led successful consulting engagements in human resources, shared services, technology solution implementation, process improvement, service center design and implementation, and change management. Molly joined ScottMadden in 2006 after receiving an M.B.A. in marketing and consulting from the School of Business at Wake Forest University. Prior to attending Wake Forest, she worked as a project manager for Cato Research, a global contract research organization for pharmaceutical strategy and development. Molly earned a B.S. in biology from the University of North Carolina in Chapel Hill.

## Areas of Specialization

- People Strategy
- Change Enablement
- Shared Services
- Program and Project Management
- Technology Enablement

## Recent Assignments

- Led a team at a national laboratory to stand up a leading practice HR shared services model through implementation of foundational components, including a changed HR organization with new roles and responsibilities in HR business partners and in talent acquisition, new customer care technology, redesigned processes, and a new operating model for the HR function. Supported continued stabilization of technology and process design and helped operationalize a continuous improvement group
- Provided advisory support to a global contract research organization to help them harmonize global absence plans for configuration in Workday. Collected global requirements and provided recommendations for rationalization of more than 500 absence plans, including configuration detail and advice on change management
- Led the implementation of Workday HCM at a global industrial services company, standing up the first global system to standardize HR information and processes across 28 countries. Managed the program through global design, build, test, and deploy phases and advised stakeholders through risk mitigation and change management
- Provided advisory support for HR and shared services for a Canadian energy utility with a highly unionized workforce as the organization looked at prioritization of strategic priorities and integration opportunities
- Led the change management for global policy harmonization and launch of Workday at an entertainment company tackling complex topics of time off and absence plans, pay practices, recruiting, and time tracking. Created and executed a comprehensive change management plan across 10 months of transition
- Completed a current state assessment, future state design, and implementation road map for HR shared services for a professional services firm to address their varied and dispersed workforce of 25,000, substantial growth targets, and transition required related to their current infrastructure and support model
- Managed the initiative to relaunch HR service delivery through shared services at a media broadcasting company, which included creating new HR job ladders, evaluation, selection, and implementation of service center technologies, reengineering HR processes, and creating and delivering a comprehensive training and communications effort to align and to clarify work across the HR function and 7,000 employees
- Provided advisory support to a global electronic components and services company on the transformation of its global HR shared services across many aspects of change, including designing the service delivery model, defining the service catalog, developing a knowledgebase, and selecting, evaluating, and implementing HR technology to support its global HR shared services
- Led a large multifunctional team through the implementation of Workday HCM and payroll, launching various services in the United States and internationally, including employee self-service. Managed the multi-year, two-phase project plan and technical partner alongside functional and technical client resources through configuration, data conversion, testing, change management, and deployment, enabling a single global HR system for 6,000 employees and 180,000 payees
- Acted as a project manager for an international financial services monitorship through coordinating the activities required to review three countries' bank locations financial crime compliance over a six-month period. Established a structure to be rolled out for five years of country reviews
- Managed a global payroll administration project for a large entertainment company in the transition from a decentralized multivendor mode of operation to a consolidated one-vendor-managed model. Launched new

solution in 33 countries. Established the global process ownership for payroll and managed the international team and vendor through requirements, design and build, testing, communications and training, and launch

- Assessed a mature HR shared services center in a healthcare and hospital network to evaluate current practices against benchmarks and provided recommendations for future state expansion
- Managed the international rollout of an online T&E system in the shared services organization of a large entertainment company. Interacted with multiple international territories to gather financial and tax requirements, designed the configuration required to execute the requirements, and oversaw the configuration and testing of the system to deliver accurate financial postings and reports. Created and delivered training, including an online portal and quick reference guides
- Conducted a current state assessment of recruiting and staffing at a global consulting firm through interviews, activity analysis, and process development. Provided recommendations for future state design through standardization, automation, and process efficiency
- Completed an assessment for HR shared services delivery for a private school system, including future state design for 116 processes in recruiting and staffing, benefits and leave administration, personal data changes, employee relations, and learning and development
- Managed the implementation of a HR shared services delivery model for a healthcare company with 25,000 employees, including organizational design and staff selection, process redesign, knowledgebase development, and selection and integration of service center technology. Created marketing, communication, and change management plans and delivered operational and technology training the service center staff