

## Summary

T.J. Hart is a director at ScottMadden with experience in process improvement and redesign, shared services implementation, change management and training, merger integration, supply chain service delivery model transformation, and project management for clients in various industries, including retail and energy. T.J. brought to ScottMadden his experience in cash flow modeling and financial analysis, gained as the director of asset management for a multisite facilities developer. He has experience with IT and web development projects, where as an information architect, he structured workflows and user-interaction designs for startup and Fortune 500 companies. T.J. earned an M.B.A. in finance and real estate from the Goizueta Business School of Emory University and a B.A. in history from Cornell University.

## Areas of Specialization

- Supply Chain
- Information Technology
- Project Management
- Supply Chain Analytics and Data Science
- Change Management Strategy and Planning
- Human Capital Management

## Recent Assignments

- Assessed the inventory, distribution network, and logistics activities at a large electric utility through a work activity survey, assessing leading practices adoption, analyzing metrics, and conducting stakeholder interviews. Identified \$300 million in potential savings from using or disposing through sale or scrapping of excess inventory, optimizing inventory levels through technology investments, strengthening governance structures to improve performance, and aligning more closely with business functions; built recommendations into an integrated optimization program
- Program managed the supply chain optimization program at a large electric utility, which included initiatives focused on inventory management, transportation and logistics optimization, continuous improvement related to demand management, governance improvements, and process and procedure improvements in warehouse operations
- Program managed the supply chain transformation effort at a large gas and electric public utility, including the launch of a new internal customer service center, training service representatives, and tracking go-live progress
- Conducted process redesign, utilizing Lean-based techniques to improve the process of disconnecting service to customers for non-payment at an electric utility. Improvements led to the identification of 21% cycle time improvements, annual process cost reductions in excess of \$1.2 million, and net revenue enhancements of approximately \$10 million
- Developed the process improvement method, tools, and management model documentation to support a large energy company in standing up a Lean-based continuous improvement function. Led example process improvement projects within the organization to prove the concept and support knowledge transfer and skill development to employees. Worked with finance organization at electric utility to use method to reduce the time required to develop a rate case filing
- Project managed a cross-functional team at a power utility to identify \$20 million in savings and additional process improvement opportunities, utilizing benchmarks and workload drivers
- Developed and piloted method for conducting planning workshops to identify the strategic purpose for each storage dock within the supply chain network at a public utility. Performed statistical analysis to support identification and prioritization for target stocking levels at each dock to reduce costs from holding unnecessary inventory
- Supported the implementation of a new supply chain support center for a public utility company as part of the transformation of the supply chain model. Focus included change management across multiple implementation waves, development of improved supplier experience for vendors, stabilization and hypercare for the ServiceNow launch, and development of quick reference user guides
- Managed the implementation of a new HR shared services organization for the U.S.-based operations of an international retailing group. Focus included process redesign, policy harmonization across five divisions, cross-training of employees in their new roles, implementing a collaborative communication tool, conducting business simulations for technology training, selecting service levels and documenting partnership agreement, creating desktop procedures, and deploying a 1,200-question knowledgebase survey to more

than 600 participants. Managed the redesign of more than 115 processes, implementation of process improvements, planning and conducting change management, and project communications

- Developed a global HR operating model, alignment of work activities and processes, and a governance approach to support near-term decision making for a global food service and facilities management organization. Conducted interviews across more than 10 countries to understand the specific localization needs and unique characteristics for each market. Developed playbook to implement operating model in waves across the globe
- Conducted an HR assessment for a public utility company to evaluate existing performance versus leading practices and benchmarks. Intended outcomes included establishing a service model that supports what HR customers require while balancing costs and efficiencies, establishing initiatives and performance metrics that support HR's service delivery model in alignment with their business planning efforts, and developing the roadmap to achieve these outcomes
- Project managed the HR team for a transmission utility during merger integration, including organization design position tracking, resource assignment/selection, recruiting support, onboarding process development, and coordinating timelines and activities to support HR information technology and vendor coordination
- Project managed the integration planning and implementation phases for combining the best practices of two merging power companies, which covered eight functional areas, including engineering, environmental, operations, and safety
- Provided project management support to the joint integrated staffing work stream during a client's efforts to acquire a multistate transmission organization; included developing, maintaining, and tracking progress on integration plans and supporting regularly scheduled intercompany progress meetings
- Supported the program management office through the rollout of a new cloud-based, talent acquisition tool at a Swiss-based staffing firm. Primary activities included change management, program management, stabilization and hypercare, recurring status reporting with the project team, executives, and steering committee, and oversight of the project management team. Improved the structure and organization of the program management office
- Performed contractor assessment to assist a transmission utility in mitigating their co-employment risk
- Developed an Excel-based tool for conducting supply chain benchmarking assessments
- Prepared process flow analysis and workflow restructuring for a utility company seeking to reduce rate case filing times and to automate portions of the rate case filing process
- Prepared and analyzed financial statements detailing cash flows, operating results, and ownership equity waterfalls and developed valuation models for existing and prospective properties
- Designed and conducted insurance software training programs for life insurance brokers
- Wrote functional specifications document for a healthcare organization seeking to develop a web and mobile device-focused software solution
- Performed data analysis for a utility company seeking to drive organizational efficiencies, reduce overlaps, and define roles and responsibilities within the organization