

## *Summary*

Karen Hilton has more than 20 years of consulting experience with ScottMadden and has focused on shared services design and implementation, process improvement, benchmarking, internal customer satisfaction surveys, and cost-reduction analysis in both shared services and energy. Within shared services, she has expertise in HR and service center design and implementation. Karen rejoined ScottMadden after earning an M.B.A. at the University of North Carolina Kenan-Flagler Business School. Prior to business school, she worked as a research associate and senior research associate for ScottMadden. Karen earned a B.S. from the Wayne Calloway Undergraduate School of Business at Wake Forest.

## *Areas of Specialization*

- Shared Services
- Human Capital Management
- Assessments
- Corporate Function and Shared Services Benchmarking
- Voice-of-the-Customer Surveys
- Work Activity Assessments

## *Recent Articles and Speeches*

- "What's Next for HR Shared Services?" June 2022
- "Shared Services in a Virtual World – What's Working and What Are the Challenges?" September 2020
- "Designing a Leading Practice Model for Shared Services." June 2020
- "10 Characteristics of Top-Performing HR Service Organizations." January 2019

## *Recent Assignments*

- Conducted a benchmarking assessment of the HR shared services organization for a multistate, non-profit healthcare system. Managed data collection and custom analysis and identified a series of recommended improvements to the service delivery model and organization's practices
- Led team to conduct a workforce survey of more than 40 organizations in the energy industry on behalf of an industry organization. Developed a streamlined process to improve data collection and analysis, managed the survey process, developed findings, and presented results to member organizations
- Deployed a multifunction work activity assessment across five functional areas for a large global company to identify and quantify areas for expansion of a global business services model and other efficiency opportunities. Presented results and findings across management teams
- Facilitated an HR strategic planning session for a large global pharmaceutical company. Provided research on trends and leading practices and assisted with developing a framework for prioritization of strategic initiatives and projects to be used by the client going forward
- Designed and deployed a competency assessment of a recently launched HR shared services organization to identify strengths and development opportunities for aligning staff capabilities with the new delivery model. The assessment focused on the HR business partner organization and included recommendations for both organizational and individual development
- Assessed the maturity and performance of an HR shared services organization for a large healthcare system by comparing current practices and performance to industry benchmarks and leading practices for shared services. Evaluated the organization's use of customer care technologies. Identified areas for improvement to their shared services delivery model and recommended an ongoing set of performance
- Conducted an assessment of a multifunction shared services organization to determine the health and maturity of its operations. Interviews, workshops, and a data review were used to gather information, assess maturity, identify high level improvement opportunities, and develop a roadmap for these opportunities
- Designed and executed a survey of executives for a large national utility to gain feedback on finance business partnership and collaboration. The survey was aligned with business plan objectives and used to set a baseline for measuring performance against the plan going forward