

## Summary

Courtney Jackson has 17 years of consulting experience, focusing the last 10 years in corporate and shared services. Areas of expertise include human resources management, shared services strategy, design and implementation, project and change management, operations improvement and process redesign, shared services delivery/operations, organization design and restructuring, and governance. Courtney's experience spans manufacturing, higher education, aerospace and defense, entertainment, retail, energy, and real estate, primarily within the human resources and finance and accounting disciplines. Prior to joining ScottMadden, Courtney worked at PricewaterhouseCoopers, consulting on corporate dispute litigations within the United States, Switzerland, and Australia. Courtney received an M.B.A. at the University of North Carolina Kenan-Flagler Business School and a B.S. in commerce, with a minor in French, from the University of Virginia.

## Areas of Specialization

- Human capital management
- Operational excellence/best practices
- Organizational design and staffing
- Shared services assessment and planning
- Shared services design
- Strategic and business planning

## Recent Assignments

- Launched assessment of seven functions within a Canadian higher-education institution, including finance and accounting, research, human resources, information technology, development/communications/alumni, facilities, and student services. Assessment included conducting an inventory of existing service delivery model, evaluating customer satisfaction, designing future state shared services model, and developing a business case and detailed implementation plan for dean and board approval
- Assessed existing multifunction shared services structure within higher education and designed and implemented governance structure, communications and training program, and supporting processes and technologies. Developed university-wide, near- and long-term strategy for multifunction shared services, focusing on human resources, financial services, grant administration, and general administrative activities, and developed a road map and tool set to support a phased-implementation approach. Redesigned future state cross-functional processes to optimize service delivery and enhance customer satisfaction. Implemented SAAS case management and knowledgebase platform to enable infrastructure
- Evaluated local departmental activities in a single college within a large university and recommended improved organization model and operating processes to enable heightened service to faculty across 17 departments
- Managed HR shared services implementation for a national defense contracting company serving more than 125,000 employees across nine business units. Built knowledgebase information repository; created internal operating processes and procedures; implemented harmonized service processes for employees; developed and delivered technology, tools, and process training; and planned and executed complex business simulation training exercise. Achieved \$1.3 million cost savings after six months with first two phases of rollout
- Restructured an HR organization and implemented a shared services center in a large energy corporation. Created cross-functional scope for new HR service delivery model, reengineered processes to align with delivery model, redesigned organization, created transition and change management plans, and developed and delivered operational and technology training. Facilitated process reengineering team and managed documentation of more than 250 HR processes
- Supported new CEO for a gas utility organization prepare to achieve growth strategy by restructuring and staffing the top-level organization, implementing governance and standards accountability model, and organizing a document framework for governing policies and procedures. Assisted in designing and executing the selection process for the CFO pilot organization consisting of 165 positions across finance and accounting, supply chain, information technology, and strategic and corporate development functions
- Evaluated feasibility of transitioning general accounting, reporting, consolidations, and financial systems and data maintenance processes for a global manufacturer and retail operator into an established shared services center. Assessed current operations, analyzed cost impacts, designed future recommendations, and created a business case and phasing alternatives for implementation
- Analyzed multiple contact centers across an enterprise and recommended a new, more efficient organizational model supported by improved policies, processes, technologies, metrics, and performance management structure