

Summary

Since joining ScottMadden, Doug Utley has specialized in organization design and staffing, process reengineering, and process automation. He is an expert in designing, planning, and implementing service centers and is a recognized leader in service center technologies and their integration. Doug has extensive experience in strategic and operational planning, organization design, concept marketing, and operational processes. His 25-year career in the U.S. Air Force included high-level policy formulation, organizational design, and strategic planning. He earned an M.B.A. from the Florida Institute of Technology and a B.S. in mechanical engineering from N.C. State University.

Areas of Specialization

- Process automation and technology integration
- Program management for complex technology implementations
- Shared services design and implementation
- Shared services strategy and delivery systems
- Organization design and restructuring
- Financial business case and analysis

Recent Assignments

- Assisted a nationwide trucking company in developing a business case for HR shared services implementation. The recommendations included a revamp of the existing HCM system to establish data integrity and provide user-friendly self service for line managers. Senior management heartily support all recommendations which will save the company an estimated \$5 million in recurring costs
- Developed a business case for multi-shared services for a major public university. Services included HR, IT, and finance and accounting with examination of communications, development, research, and gift processing. Development of the business case involved work activity analysis of 1,537 staff and academic employees across the campus to develop labor costs across the various functions. Project included the design and planning for a campus-wide multi-function service center
- Assisted with development of a leading practice HRIS/payroll shared services model for a major entertainment corporation. Specifically, evaluated major HRIS/payroll systems and recommended best-fit system to move this corporation from multiple systems to one standard system projected to save approximately \$40 million
- Assisted with process harmonization in the design and implementation of an HR shared services center for a large defense contractor. Project included technology selection and integration of service center suite of technologies including interactive voice response system, case management, knowledge base, document management system, and other ancillary applications. Included process reengineering, training development and delivery, service delivery model development, communications development, business simulation, and myriad other implementation tasks. Elements of the project were repeated over a roll-out to six major business sectors and other groups
- Assisted a major defense contractor in development of requirements for an HR shared services center including supporting technologies, facilities, equipment, management infrastructure, organization and staffing, change management, process harmonization and reengineering, and others
- Developed a business case for a medium-size hospital group for HR shared services. With the successful business case, assisted in design and implementation of HR shared services. The project included organization design, staffing, process reengineering, training, change management, and communications. In conjunction with the project, facilitated selection, installation, and integration of service center technologies including interactive voice response system, case management, and knowledgebase and other peripheral technologies
- Assisted with the design and implementation of an employee service center for a large Canadian forest products company that had acquired the paper business of a U.S. forest products company. The project included current state analysis, design, and implementation of the service center including selection and implementation of service center technologies
- Assisted large Southeastern utility in developing a comprehensive strategic IT plan for their distribution business. Plan included organization, architecture, applications, and protocols to integrate overlapping applications into a system that reduced costs and maintenance challenges

- Assisted large entertainment company with the design and implementation of an automated travel and entertainment expense management system. Project required project management of multidisciplinary groups to harmonize processes; design configuration; train stakeholders; change manage users of the system; and install, configure, and test software