

### *Summary*

Scott Manning heads ScottMadden's Corporate and Shared Services practice. Scott has more than 27 years of consulting experience in aerospace and defense, education, energy, entertainment, healthcare, telecommunications, manufacturing, technology, retail, and transportation in the United States and abroad, including Asia, Australia, Canada, Europe, South America, and the United Kingdom. His areas of expertise include human resources, shared services design and implementation, employee service center design and implementation, outsourcing, operations improvement, organization design and staffing, and change implementation and management. Prior to joining ScottMadden, Scott led the consulting practice for Connor Partners, Inc., a change implementation and turnaround consulting firm. He has also worked as a consultant with William M. Mercer and Deloitte. Scott received a B.A. from the University of Virginia in Charlottesville and an M.B.A. from the Goizueta Business School at Emory University in Atlanta.

### *Areas of Specialization*

- Human resources
- Shared services and employee service centers
- Outsourcing
- Operations improvement
- Organization design and staffing

### *Recent Assignments*

- Developed the long-term human resources strategy for a gas and electric energy company. Integrated strategy with company's business plan, including impact on human resources staff, budget, and priority projects. Conducted similar projects in healthcare, manufacturing, and technology
- Designed a leading practice human resources service delivery service model (including payroll) for a global energy company, including conducting a detailed current state assessment, designing the future state, redesigning core processes, assessing and recommending sourcing options, developing a comprehensive business case, and planning the staging and implementation. Conducted similar projects in aerospace and defense, education, entertainment, freight and shipping, healthcare, manufacturing, oil and gas, regulated energy, technology, telecommunications, and transportation sectors
- Designed and implemented leading practice human resources service delivery model, including worldwide employee service centers for a technology company. The design and implementation included organization design and staffing, policy harmonization, process redesign, technology selection, design, integration, testing, and implementation, knowledgebase content development, facility design, training development and delivery, and change management, communication, and marketing. Technologies included telephony (ACD, IVR, CTI), case management, knowledgebase, and document management. Designed similar projects in aerospace and defense, consumer products, energy, entertainment, healthcare, manufacturing, and telecommunications sectors
- Conducted assessment of decentralized human resources operations for a diversified entertainment company. Developed functional and technical requirements for transitioning all divisions to a single HRIS and payroll system. Led transition to new system. Conducted similar projects in energy, manufacturing, and technology
- Assessed the recruiting and staffing function of a leading global human resources consulting firm. Documented current processes and systems across more than 30 countries and developed recommendations to improve and standardize processes globally consistent with country laws and requirements. Developed system requirements for new applicant tracking system
- Assessed the current human resources organization and developed detailed future state designs for field human resources, centers of expertise, and service center for a global food services company with nearly 300,000 employees. Designs included structures, staff sizes, and roles and responsibilities. Planned the transition to the new organizations
- Conducted the worldwide site selection for location of a greenfield human resources employee service center. Project included the development of site selection criteria, compilation of potential sites, the analysis and evaluation of potential sites, and the development of best-fit recommendations. Conducted similar studies for accounting and finance and information technology
- Led the development of a worldwide manager self-service application for human resources administration and transactions for an aerospace and defense company. Redesigned administrative and transactional processes, developed detailed functional and technical requirements, managed the development and testing

of the self-service application, assessed, selected, trained, and launched a vendor to provide application support to managers, and launched the new application. Conducted similar projects in energy, manufacturing, and technology sectors

- Led the integration of the global human resources function of a major human resources consulting firm. Developed new service delivery model, redesigned global processes, developed system requirements for global HRIS and integrated applications, selected sites, and implemented new processes
- Led the outsourcing of all human resources administrative functions, including assessment, RFP development, vendor evaluation, vendor selection, and contract negotiation for an office technology and services company. Conducted similar projects in energy, manufacturing, and technology sectors
- Led the outsourcing of a major energy company's HRIS system and payroll function, including design of functional and technical requirements, vendor identification, writing and issuing an RFI and RFP, evaluating and selecting a vendor, negotiating contract, and planning implementation
- Led an HRIS vendor and system selection for a global oil and gas company. Process included identifying key functional and technical requirements, establishing selection criteria, writing and issuing an RFI and RFQ, and developing a detailed business case for purchasing and implementing the system
- Evaluated the service delivery model and supporting human resources systems for a large North American retailer. Developed service delivery model improvements and modeled cost and savings impacts. Developed going-forward core HRIS requirements and replacement options, including strengths and weaknesses of potential systems, future architecture, and implementation phasing road map. Develop overall business case to gain executive buy-in to the transformation
- Led the outsourcing of single human resources functions, such as benefits, for a global energy company. Project included process assessment and redesign, RFP development, vendor evaluation, vendor selection, contract negotiation, and transition and implementation. Conducted similar projects in manufacturing and technology sectors
- Led the outsourcing of payroll for a gas and electric utility company. Developed requirements, authored RFP, identified, evaluated, and selected vendors, negotiated contract, and implemented solution
- Led the outsourcing of benefits administration for a large global grocery retailer. Assessed current benefits administration operations and costs, developed and tested going-forward requirements, identified potential vendors, developed request for proposal, facilitated the evaluation of responses and vendor selection, and developed a business case to justify the shift to outsourced benefits administration
- Evaluated the decentralized payroll function across the divisions of a global diversified manufacturing company. Developed recommendation for centralized payroll and transition to a new payroll system. Developed system requirements and managed implementation and transition of all divisions to a new system