

## Summary

Molly Donofrio joined ScottMadden in 2006 and has spent the last 15 years focused on corporate and shared services design, assessment, implementation, and change management. Her consulting expertise is in global service delivery implementation, process improvement, HR and payroll systems implementation, and training and communications. Molly has worked across industries in an advisory role to companies looking to enact change in their HR, payroll, and multifunctional services and has directed global teams across multi-year engagements. Prior to graduate school, she worked for Cato Research as a project manager in pharmaceutical strategy and development and was selected for an international project in Johannesburg, SA. Molly completed her M.B.A. at Wake Forest University and earned a B.S. in biology from the University of North Carolina in Chapel Hill.

## Areas of Specialization

- HR and payroll operations and system implementation
- Shared services design and implementation
- Global operational improvement and process redesign
- Project and change management

## Recent Assignments

- Provided program management and advisory support to a global construction and civil engineering company to implement Workday HCM across a diverse landscape of 30,000 employees across 30 countries. Provided leadership and direct support for key design decisions, management of risks, functional and technical design, integration development, data conversion, testing, and change management, communications, and training. Partnered with a system integrator and team of subject matter experts to design the first enterprise system for this complex, international company
- Led the change management initiatives for a global company following acquisition and divisional consolidation to implement harmonized policies in absence, pay practices, and time and attendance alongside the expansion of Workday Payroll, Absence, and Time Tracking to a new population of employees, building upon a global enterprise foundation for all, including union and production employees. Initiatives included comprehensive communications, change management, and training detail across a 12-month plan
- Led a large multifunctional team through the implementation of Workday HCM and Payroll, launching various services in the United States and internationally, including employee self-service. Managed the multi-year, two-phase project plan and technical partner alongside functional and technical client resources through configuration, data conversion, testing, change management, and deployment, enabling a single global HR system for 6,000 employees and 180,000 payees
- Provided leadership, advisory, and execution support to an industrial supply distributor for their implementation of Workday HCM and Payroll working alongside the HR leadership team, subject matter experts, and the implementation partner. Provided direct support for business process design, risk management, service delivery and operations, testing coordination, and change management, communications, and training
- Supported a non-profit health system in their HR shared services expansion efforts to provide service to 120,000 employees through development of standard HR processes on Workday, selection and implementation of a customer care suite, knowledgebase development, and operational process improvements
- Managed a global payroll administration project for a large entertainment company in the transition from a decentralized multivendor mode of operation to a consolidated one-vendor-managed model. Implemented the solution in 30 countries. Established the project organization, project plan, and work streams to implement the new solution and the global process ownership for payroll. Managed the international team and vendor through requirements gathering, design and build, testing, communications and training, and deployment
- Managed the initiative to relaunch HR service delivery through shared services at a media broadcasting company, which included creating new HR job ladders, evaluation, selection, and implementation of service center technologies, reengineering HR processes, and creating and delivering a comprehensive training and communications effort to align and to clarify work across the HR function and 7,000 employees
- Conducted an assessment of a mature HR shared services center in a healthcare and hospital network to evaluate current practices against benchmarks and provided recommendations for future state improvements and expansion