

Summary

Scott Roulston joined ScottMadden in 2015 after receiving an M.B.A. from Duke University. Since joining the firm, he has consulted with clients on projects, ranging from post-merger integration strategy to shared services delivery model implementation, predominantly within corporate functions such as HR and finance. Prior to obtaining an M.B.A., Scott spent five years working in financial services, most recently as a consultant to hedge funds and banks regarding risk management and portfolio management solutions. In his spare time, he is an active leader and volunteer with First Tee and board member of the Duke Alumni Association. Scott earned a B.A. in economics from Colby College.

Areas of Specialization

- HR and People Strategy Development
- M&A Due Diligence and Integration
- Corporate Function Assessment and Planning
- Delivery Model Optimization
- Technology Enablement
- Organizational Redesign and Staffing

Recent Assignments

- Managed an initiative to enhance and optimize HR service delivery across 30+ countries supported by regional service centers in the Americas, EMEA, and APAC for a publicly traded global biotech company; heavily collaborated with change management, training, and communications leads and project managed the overall effort through regional go-live dates
- Led the learning management work stream as part of an Oracle Cloud ERP implementation for a leading West Coast hospital system. Oversaw all functional aspects of the learning module, including requirements gathering, application design, functional specifications (reporting, integrations, etc.), data conversion (e.g., course catalog, learner history), and system testing. Identified opportunities to streamline administrative processes and harmonize learning standards and procedures across the health system
- Developed a future state vision and design for a new, multifunction (HR, finance, research services) shared services operating model for a prestigious London-based university. Engaged and influenced a large, diverse set of university leaders and stakeholders to gain alignment on organizational design, allocation of work across delivery channels, and implementation phasing
- Led a current state assessment for the HR organization for an integrated health system in four states on the West Coast. Evaluated the client's HR service delivery model, organizational design, processes, and core HR technologies. Developed impactful improvement recommendations and an implementation road map to enable more efficient, effective, and progressive delivery of HR services
- Led an HR technology implementation at a newly acquired hospital in Los Angeles, CA, on behalf of the parent health system. Implemented key technologies (ServiceNow and Oracle Talent Acquisition Cloud) and redesigned recruiting/onboarding processes, resulting in the elimination of 95% of paper forms and the automation of manual processes
- Led HR process redesign effort in support of an HR transformation for a regional health system in the Midwest, including the stand-up of an HR service center and implementation of a new service management technology (ServiceNow). Recommendations leveraged ServiceNow capabilities to reduce process waste, improve automation, and enhance the customer experience
- Supported a post-merger integration strategy for select shared services functions (direct marketing, claims, customer service, and health plan administration) for a large, integrated managed care consortium. Completed a current state assessment of both organizations (acquirer and target), recommended savings opportunities, and developed an integration implementation road map