



## pegatron case study.

Pegatron Corporation is a global electronics manufacturing company that develops computing, communications along with consumer electronics.

Randstad began a partnership with Pegatron at the beginning of 2018. During this time, Pegatron was in the early planning stages of opening their very first manufacturing site in Australia.

Pegatron briefed us with the requirement of over 150 new employees to start simultaneously. A particular concern at the time was that the site chosen was in a demographic area not best suited to attracting manufacturing or industrial workers.

To support Pegatron in this important move, Randstad identified that our Inhouse services division would be the ideal business partner to Pegatron.

human forward.





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With Randstad Inhouse Services (RIS) extensive experience in managing complex manufacturing operations locally and globally, it was clear that working with Pegatron would be an idyllic opportunity. With Randstad's demonstrated ability to manage a large workforce and utilise best in class technology solutions, this gave Pegatron full confidence that with our support, the transition of their new manufacturing site would be a smooth one.

## solution

RIS proposed a tailored solution to support Pegatron. After getting a deep and thorough understanding of the Pegatron business and agreeing on Service Level Agreements and KPI's, RIS put together a structured yet flexible plan for the journey ahead. Leveraging off our local and global colleagues with close to 60 years of market knowledge to draw from, RIS was confident we had the experience and ability to ensure complete success with Pegatron's first venture into the Australian market.

Our starting point to achieve this was to assign two experienced RIS account specialists to look after the day to day management of staff on Pegatron's behalf. Our account specialists would be based onsite at Pegatron full time. Also supported by a dedicated commercial manager and a national workforce analyst, both with the responsibility of monitoring progress and achievement towards our measurable commitments to Pegatron throughout the project.

Our solutions included utilising our best in class technology platforms to support our account specialists. Leveraging off our relationships in the Job Active and Disability Employment Services to assist with diversity and inclusion and also designing an assessment centre process tailored to the needs of Pegatron. This included dexterity and attention to detail testing which would be specific to the role.

Following this, our Account Specialists together with Pegatron organised an orientation day to ensure we provided full transparency to successful candidates prior to their employment. This involved a full site tour of the facility, meeting the team and giving them an opportunity to ask questions, fully preparing them for their first day of employment.

## challenges

RIS was aware of the obstacles they would face throughout the implementation of the Inhouse model solution. Recruiting over 150 new staff and ensuring they met the Pegatron values would be a challenge. Once we had a thorough understanding of the Pegatron business our account specialists set to work on sourcing the best talent for Pegatron. This structured plan consisted of holding daily assessment centres, where our account specialists would meet all candidates and put them through relevant testing along with a behavioural based interview.



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To successfully recruit the required amount of staff, meant delivering over 100 assessment centres and over 1000 applicants were put through the testing and interview process.

A challenge that is common amongst large volume manufacturing sites is the retention of staff. To ensure we were able to retain our talent, our account specialists recruited in three different pool categories. Pool "A" staff would be engaged for five days of work per week, they would be highly skilled and display leadership qualities. Pool "B" staff contained skilled operators but only wanted to work part-time hours. They would be an integral part of our ability to scale up and down depending on Pegatron's daily requirements. Finally, Pool "C" operator staff that would be on call to assist with absenteeism. They were crucial in our ability to maintain an exceptionally high fill rate and ensure production was not interrupted.

Another challenge was that due to this being Pegatron's first experience in establishing a site into the Australian market, all newly recruited staff, whilst having relevant work history, had no experience in the exact role they were being recruited for at Pegatron. To assist with this, our account specialists acted in leadership roles performing training and coaching sessions to upskill from the start of the process.

Once production started, RIS was also aware that there would be no historical data to show trends and predict peaks and troughs for the upcoming months ahead. To counter this, we were able to quickly identify and adapt to data generated on a day to day basis. We used this as guidance to steer productivity, which ensured a proactive and analytical approach from the very beginning.

Through our many years of experience, RIS knows that managing a large workforce has the ability to take time away from our account specialists with administrative duties such as; timekeeping along with manually processing and correcting of timesheets. To ensure our time was spent on managing and training our workforce, we implemented a state of the art time and attendance system that would alleviate such manual processes.



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## result

RIS has been able to become a true business partner to Pegatron. From the early planning stages to the current day, we have successfully deployed a model that is the perfect solution to the needs of the Pegatron business.

We believe that our workforce management has been one of our most important successes to date. We recruited in a methodical way delivering candidates with a range of skill sets and availability to maintain retention and manage absenteeism. Our recruitment strategy of talent pooling candidates by skillset (A, B & C) provided the right staff member with the necessary skills at the right time.

As a result of this, we have achieved a fill rate of over 99%. This has also resulted in a very low absenteeism rate of 2.7% along with a turnover rate of 2.8%.

RIS has become an integral part of the Pegatron business. Our account specialists backed by the support of our National In-house team, have helped create a culture that is inclusive, enjoyable and high performing. We believe that this has helped establish Pegatron in the Australian market to be seen as an employer of choice.

‘Randstad Inhouse Services has been our partner of choice since we moved our manufacturing operations to Sydney in 2018. It was a big move for our company and one we needed to ensure went as smoothly as possible. We chose to partner with RIS due to their demonstrated global experience, and we saw them as a safe pair of hands to help establish our brand in the Australian market.’

I am happy to be able to say our decision to partner with RIS was the right one. They have been outstanding in their approach and have managed a challenging situation with professionalism and expertise. From the outset, they understood our requirements and the importance of what we were trying to achieve. Moving a massive manufacturing operation to another country is always a daunting task, and one such concern is would the new staff joining our company understand our company values. RIS made sure that they understood these values and proceeded to recruit and build a great team of engaged and high performing operators. I would have no hesitation in recommending RIS to any company seeking a partner to manage their staffing needs.’

James Lin,  
general manager, Pegatron