

ENHANCING PEOPLE MANAGEMENT WITH TECH IMPLEMENTATION

HOW CAN TECHNOLOGY HELP SUPPORT
FLEXIBILITY YET DRIVE EFFICIENCIES
AT THE SAME TIME?



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1. OVERVIEW

DISCOVER A WEALTH OF INSIGHTS IN OUR LATEST WHITE PAPER:

Enhancing people management with tech implementation.

How can technology support flexibility yet drive efficiencies at the same time?

THIS ESSENTIAL READ OFFERS:

- A deep dive into the challenges and opportunities of managing a flexible workforce in an era of global disruptions.
- Expert commentary and case studies on how technology solutions like Pontoon Instinct provide agility and adaptability in workforce management.
- Detailed exploration of best practice implementation methods for efficient workforce strategies.
- Insight into key analytics for optimising your people strategy, with a spotlight on the power of talent intelligence in workforce planning and decision-making.
- The significance of continuous learning and improvement in shaping an effective and resilient talent strategy.

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2. INTRODUCTION

IN THE REALM OF PONTOON INSTINCT, WE CONTINUOUSLY STRIVE TO FOSTER SOLUTIONS THAT TRANSFORM WORKPLACES FOR THE BETTER.

We assist industry pioneers, eager to reshape their human capital strategy, and organisations on the path to adapting to the ceaselessly morphing landscapes. It's their willingness to embrace change that hallmarks them as truly outstanding businesses.

As we navigate the new era of the open talent economy, it's clear that a seismic shift in talent management approach is on the horizon. Guided by a dedicated team that is sincere in its advisory services and wholehearted in its commitment to partner success, we stand at the forefront of this impending transformation.

Abdul Layne, the seasoned Global Head of Implementation Services, brings an important message to this discussion. He asserts that holistic technology solutions aren't just an option; they are imperative in the competitive talent market. "Many organisations," Abdul observes, "are losing out to their industry competitors who have deployed a VMS to enable their contingent workforce programs." His foresight is an invitation for businesses to use digitally integrated technology solutions to align their core values with the evolving expectations of prospective talent.

This paper, then, ventures into this profound shift in human capital management, veering away from the traditional contingent versus full-time workforce debate and instead focusing on harnessing the best talent for business outcomes.



ABDUL LAYNE

Global Head of Implementation Services at Pontoon Solutions

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WE EMBARK ON A DEEP DIVE INTO:

- building the right ecosystem,
- cherry-picking the most suitable VMS and digitally integrated HR technologies,
- implementing best practices,
- and emphasising the necessity of continuous learning and improvement

It's an exploration and an invitation, providing actionable insights enabling businesses to streamline processes, make informed decisions, and optimise their workforce management. All while allowing flexibility, ensuring cost-efficiency, and blurring the lines that have traditionally dictated workforce norms.

Together, let's unravel the future of workforce management. Join us in this riveting exploration of how technology can help companies flex, save, and maintain operational efficiencies amidst the complexities of an open talent economy. By reimagining talent sourcing, we hope to not only achieve more effective human capital strategies but also create more innovative, successful, and inclusive organisations.

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3. BUILDING THE RIGHT DIGITAL ECOSYSTEM

At the heart of the digital revolution, Vendor Management Systems (VMS) and other HR technologies are transforming how businesses manage their non-employee workforce.

More than just digital tools, these systems are the building blocks of a more robust, efficient, and dynamic ecosystem.



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According to Abdul Layne, our Global Head of Implementation Services, "Deploying a VMS allows for a centralised system that provides visibility not only into where your global contingent workforce sits but, when coupled with other leading technology, it also ensures quick access to pertinent data to shape your future talent strategies."

ABDUL OUTLINES THREE KEY AREAS WHERE A VMS DELIVERS SIGNIFICANT VALUE:

- **Visibility:**

Comprehensive oversight of a company's contingent workforce has become indispensable. The integration of VMS with other technologies furnishes an organisation with instant access to vital data.

- **Policy Enforcement:**

A VMS helps drive consistency in hiring practices and ensures conformity to local regulatory requirements, thereby harmonising talent acquisition approaches.

- **Cost Transparency:**

Deploying a VMS provides insights into the total cost of contingent labour, allowing organisations to devise cost-saving strategies at an organisational level.

At Pontoon Instinct, we recognise the transformative potential of these technologies and leverage our Tech Engagement & Compliance to evaluate and test HR technology tools. Our goal is to construct the optimal digital ecosystem tailored to our client's unique needs.

Tech Stack

Our methodology involves constructing a tech stack designed to address clients' challenges, factoring in criteria such as regions, volumes, roles, and languages. By grouping HR technologies into a cohesive and functional tech stack, we can engineer custom digital solutions that align perfectly with the client's needs.

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Features & Updates

We ensure our clients stay abreast of the latest Features & Updates through our collaborations with technology partners. This process involves sharing release previews and notes with clients and facilitating their exploration of enhancements before activation.

Backbone Tools

Our Backbone Tools are foundational elements of our solution models. They include Vendor Management Systems (VMS), Applicant Tracking Systems (ATS), Candidate Relationship Management (CRM), and integrated technologies such as Recruitment Marketing Platforms. These backbone tools, deployed strategically, can optimise talent acquisition and management processes.

System of Record

For Managed Service Provider (MSP) programs, the VMS is the System of Record, while for Recruitment Process Outsourcing (RPO) programs, CRM and ATS function as the system of record. Each client's data is stored separately, maintaining a high level of data integrity and privacy.

Data Security

Finally, Data Security is a cornerstone of our approach. Pontoon Instinct's data security policies, risk management procedures, and storage and deletion policies all comply with relevant legislation. We actively engage with clients to ensure internal requirements are met, and data security is maintained.

One of our case studies from a technology and consulting client highlights this in practice. They have faced a high-volume fluctuating demand for driver talent, with the recruitment cycle extending over weeks. Tasked with reducing the time to hire from weeks to days, Pontoon integrated six technologies to create a fully automated recruitment solution.

Our ecosystem optimised and automated sourcing with enhanced job descriptions. Job descriptions and their video versions were then promoted across 40+ job boards and social media sites, allowing us to measure and optimise promotion. For screening, we enabled automatic candidate screening and video interviewing.

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The solution, piloted in the UK and Germany, has opened 980 roles and processed 1700 candidates. The time to submit candidates was reduced to two days, and 96% of video interview candidates advanced to face-to-face interviews, typically within a day. Given the success, we're discussing increasing the project's scope, showcasing our commitment to efficient and flexible ecosystems for our clients. ¹

By deploying these principles, Pontoon Instinct empowers organisations to harness the power of HR technologies, create efficient digital ecosystems, and streamline their processes. As Abdul Layne aptly notes, there is beauty in simplicity; streamlining the hiring process, while focusing on the applicant experience were the key to a future proofed business ready to thrive in the open talent economy.



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¹ Pontoon Case Study: [High volume hiring with Recruiterless RPO](#)

4. SELECTING THE RIGHT VMS

Technology solutions have emerged as key allies in a business world marked by constant disruptions and uncertainties, allowing companies to stay agile and adapt to shifting workforce requirements.



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The ongoing flux of the global economy has spotlighted the relevance and versatility of these digital tools. Abdul suggests, "Having the right digital solution that is scalable and agile enough to give organisations the ability to find talent in this open talent economy is a must. Pontoon Instinct brings proven strategies developed over the last 15 years across multiple business sectors related to Contingent Workforce programs."

CASE STUDY: OUR PARTNERSHIP WITH A MAJOR CONSUMER PRODUCT BRAND DURING THE COVID-19 CRISIS

The onset of the pandemic saw an unprecedented surge in demand for food and beverage products. To meet this heightened demand, the company needed to scale their workforce quickly and efficiently. This is where Pontoon Instinct came in.

Through MSP and RO hiring programmes, we redesigned and optimised the client's interviewing and onboarding processes for increased capacity and efficient hiring. By deploying video interviewing technology and a new recruitment process automation tool, we were able to significantly augment the sourcing of new candidates for mission-critical positions. The impact was substantial, with application volume soaring by 99%, interviews rising by 65%, and hiring manager satisfaction reaching an impressive 88%. Furthermore, we saw a 21% decrease in time-to-start, a metric vital to swift production scale-up. Selecting the right Vendor Management System (VMS) is a crucial part of this equation.

At Pontoon Instinct, we employ a meticulously curated approach to guide our clients in their VMS selection process.

Technology Agnostic

Firstly, our technology agnostic approach allows us to configure and leverage the best VMS technology based on each client's specific needs. We are not tied to any single technology provider, ensuring that our recommendations are objective and precisely tailored.

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² Pontoon Case Study: [How we increased demand calls for fast hiring during the COVID-19 crisis](#)

VMS Selection

Finally, the actual VMS Selection process involves an in-depth comparison of features, capabilities, and limits of various VMS options based on the client's particular needs. Factors such as geographical scope are considered to ensure a perfect match.

In a nutshell, selecting the right VMS is more than just a choice; it's an art and a science. With Pontoon Instinct, clients gain a trusted partner to help them navigate this complex process, leveraging technology to drive agility, scalability, and, ultimately, business success in the face of unforeseen challenges.



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5. BEST PRACTICE IMPLEMENTATION

In the dynamic and complex world of human capital management, effective implementation of best practices is paramount. It not only fosters operational efficiency but also ensures that the diverse needs of clients are adequately met.



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Implementation Team

Our Implementation Team comprises industry experts adept at large-scale transition, project delivery, and change management. With over 20 global implementations per year and team members based in the US, Europe, and Asia, we cover a wide geographical range. The team's linguistic diversity, encompassing English, German, Dutch, French, Romanian, Italian, Hindi, Tulu, and Kannada, enables us to better understand and address our client's needs.

Lean Principles

We adopt lean principles to streamline processes and maximise value for our clients. This approach centres on the customer, identifying and understanding current work processes, removing non-value-added steps and waste, and reducing variation. We involve the people who conduct the process and undertake improvements systematically, promoting efficiency and effectiveness.

Implementation Toolkit

Our Implementation Toolkit includes a Project Charter, Integrated Project Plan, and Project RAID, comprising logs of risks, action items, issues, and decisions. We also provide Status Reports, Project Change Requests (PCR), and a comprehensive Communications & Training Roadmap to guide the implementation journey.

OUR IMPLEMENTATION PROCESS IS CAREFULLY STRUCTURED INTO SIX PHASES:

1

Initiate:

This pre-planning phase ensures success criteria are defined and measured throughout the implementation journey.

2

Assess:

We perform due diligence to document the current state and quantify the level of change across all impacted stakeholder groups.

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3

Design:

We work to align client policies with the most efficient future state, based on contractual obligations and best practices.

4

Construct:

We build the future state within a test environment, ensuring what was documented during the Design phase functions as expected.

5

Deploy:

Where the "rubber meets the road". The operational team is put in place, all test sites migrate to production in preparation for the program launch. We conclude the change management journey with training for all stakeholder groups.

6

Close:

Focuses on stabilisation and hypercare. Our implementation project team begins transitioning to the operational teams for the execution of the program.

Implementation Strategies

Our implementation strategies can take the form of a 'Big Bang', deploying all services across the client's full geographical scope simultaneously, or 'Phased', where deployment is tailored to occur in multiple phases.

ChangeX

Finally, our ChangeX methodology brings a robust change management framework that combines organisational and behavioural insights with a focus on impacted individuals. It ensures a smooth transition with minimal disruption, fostering a culture of continual improvement and adaptation.

In essence, Pontoon Instinct is more than just a solution provider; we are a dedicated partner on your journey towards operational excellence, leveraging best practice implementation to drive efficiency, effectiveness, and overall business success.

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6. CONTINUOUS LEARNING AND IMPROVEMENT

As businesses navigate the complexities of today's global economy, effective management of flexible workforces becomes crucial. With the increasing importance of data in decision-making, organisations should focus on key analytics to optimise their people strategy and ensure efficient workforce management.



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ABDUL HIGHLIGHTS SEVEN KEY ANALYTICS THAT DIFFERENTIATES ORGANISATIONS STRIVING TO ACQUIRE THE BEST TALENT:

1

Quality of Talent:

"Shedding the old idea that talent has to be in close proximity to the hiring manager. Now focusing on where the best talent can be found to meet business outcomes."

2

Cost of Talent:

"In this new world of remote work, identifying where there is a surplus of talent as opposed to the needs allows for strategies to look at more remote locations for talent at a much more affordable cost."

3

Delivery Times for Talent:

"How long will it take for organisations to bring talent into to meet business outcomes have driven a new way of looking at recruitment processes focusing on removal of steps to drive efficiencies in overall cycle times?"

4

Retention/Redeployment of Talent:

"Are you looking at your talent needs at an organisational level, and how are you retaining your top talent? As contingent workers complete their initial assignments, are you curating a talent pool bespoke to your needs that may allow for redeployment of proven talent as well as silver medallists to diversify your talent strategies?"

5

Compliance:

"Does your contingent workforce program care for a way to monitor and manage compliance on many different dimensions?"

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6

Supplier Performance:

"How frequently is your organisation monitoring supplier performance, and are you providing transparency and mentoring to your Supplier community to ensure they understand what success means specific to your business."

7

Satisfaction:

"How are you measuring satisfaction across all impacted stakeholder groups (client user community, contractors & Suppliers) to ensure that their needs are being met and not just the business objectives."

To provide these insights, Pontoon has developed a priority market intelligence platform, leveraging data from our broader business, credible external sources, and data from our collective ecosystem and parent company, the Adecco Group.

CONTINUOUS LEARNING AND IMPROVEMENT

Innovation and continuous improvement are the heartbeats of Pontoon Instinct's operations. Our efforts are based on a target operating model with four key pillars:

1

PERFORM:

This management system encourages team behaviour changes, fostering sharing, performance visualisation, workload planning, and proactive problem-solving. It ensures clear live information on targets, workload, and performance and nurtures a problem-solving mindset based on root cause analyses.

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2

Red Belt Training:

This internal training is equivalent to Lean Six Sigma Yellow Belt training, creating a continuous improvement mindset. It provides an understanding of Lean Six Sigma methodologies and tools, captures the baseline for improvement projects, and enables alertness in case of underperformance.

3

Green Belt Training:

Post successful project completion, Lean Six Sigma Green Belt training helps manage improvement projects in a structured way. This training promotes a deep understanding of Lean Six Sigma methodologies and tools, a data-driven mindset, and a project management-oriented approach.

4

OPEX Community Support:

The OPEX community comprises OPEX directors and process managers (qualified Black Belts and Green Belts) who deliver transformation and process improvement projects.

This systematic approach ensures that Pontoon Instinct stays at the forefront of innovation and delivers optimal service to its clients, helping them navigate their workforce needs in an ever-evolving business landscape.



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7. CONCLUSION

Talent intelligence stands at the intersection of managing technology, the contemporary yet flexible workforce, and informed decision-making. It's a crucial driver in navigating the ever-shifting dynamics of the modern workforce.



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Throughout the course of the journey, Pontoon Instinct has strived to employ this intelligence through advanced technological strategies, enabling organisations to stay agile and adaptable in the face of uncertainties and disruptions.

In the context of the open talent economy, our focus has revolved around selecting the right digital solution that caters to clients' specific needs. Our approach is technologically agnostic, and we have partnered with multiple back-bone technology providers, leading to best-fit solutions. The selection process is driven by a comprehensive comparison of features, capabilities, and geographical scopes of various VMS, ATS or CRM options.

Upon selection, our implementation process comes into play, driven by our experienced global team. We have developed an implementation toolkit and divided the implementation process into six phases to ensure a smooth transition. Our strategies are flexible, ranging from a 'big bang' approach to a phased rollout. We employ our ChangeX methodology, which combines organisational and behavioural insights and centres on impacted individuals for effective change management.

Once implemented, our focus shifts to continuous learning and improvement. We view this as an essential step in remaining competitive and delivering optimal services to our clients. Our strategies are based on four pillars: PERFORM, Red Belt Training, Green Belt Training, and OPEX Community Support. Each pillar contributes to the growth of a problem-solving mindset, the creation of a continuous improvement ethos, and an understanding of Lean Six Sigma methodologies and tools.

Abdul goes on to highlight the importance of talent intelligence and its impact on decision-making, "One of the most notable talent intelligence/data insights that we leverage is tied to our proprietary Market Intelligence tool that arms clients with real-time data insights around supply and demand for talent across different geographies. This provides hiring managers with data insights that can shape where and how they onboard talent when there is an immediate need. As well help those clients who are strategic thinkers plan for their future demands."

In conclusion, Pontoon Instinct's strategic approach, rooted in technology and driven by best practices, assists organisations in managing their flexible workforce effectively. By harnessing talent intelligence, we empower businesses to adapt and thrive in the open talent economy.

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08. A CLOSING STATEMENT:

In our rapidly evolving world, where the future of work is continuously redefined, we at Pontoon Instinct deeply understand the significance of navigating the complexities of the workforce effectively. As one of the Global Practice Leads of Pontoon Instinct, I am immensely excited about the launch of our innovative advisory service.

Our journey as global HR experts has taken us to every corner of the world. In the process, we have accrued a wealth of knowledge and a profound understanding of diverse workforces. We believe it's high time we leverage this untapped knowledge to further elevate our solutions and unlock unprecedented value for our clients.

Pontoon Instinct is the manifestation of this vision. We've brought together a team of our most seasoned, insightful, and curious minds to offer an advisory service aimed at enhancing your workforce's performance and impact. Our goal is not only to optimise your workforce strategy and environment but also to foster a workplace where every individual can thrive and contribute significantly.

Our unique perspective is rooted in 'Instinct'. It transcends traditional boundaries of knowledge, network, and process. It allows us to reframe problems, apply learnings innovatively, and create unique, tailored solutions. The philosophy of Pontoon Instinct is to produce results where the sum is truly greater than the parts, a place where 2+2 equals more.

In closing, we are thrilled to launch Pontoon Instinct and look forward to assisting businesses in their journey towards optimal workforce management. Our commitment to this subject matter is unyielding because we believe in empowering businesses to succeed in today's open talent economy.

With gratitude and anticipation,

Lee Baldwin

Global Head of Pontoon Instinct

Abdul Layne

Global Head of Implementation Services at Pontoon Solutions



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