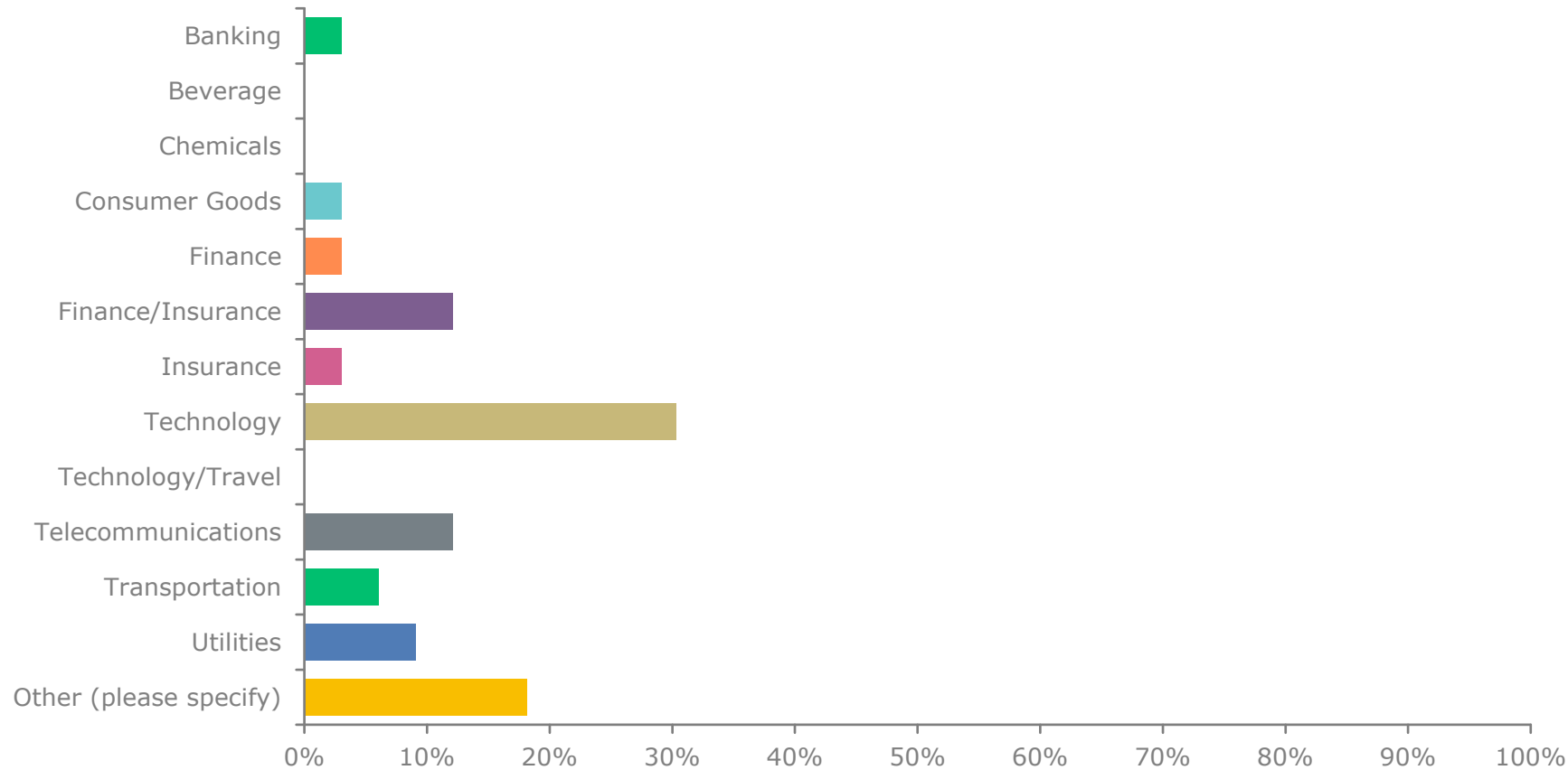


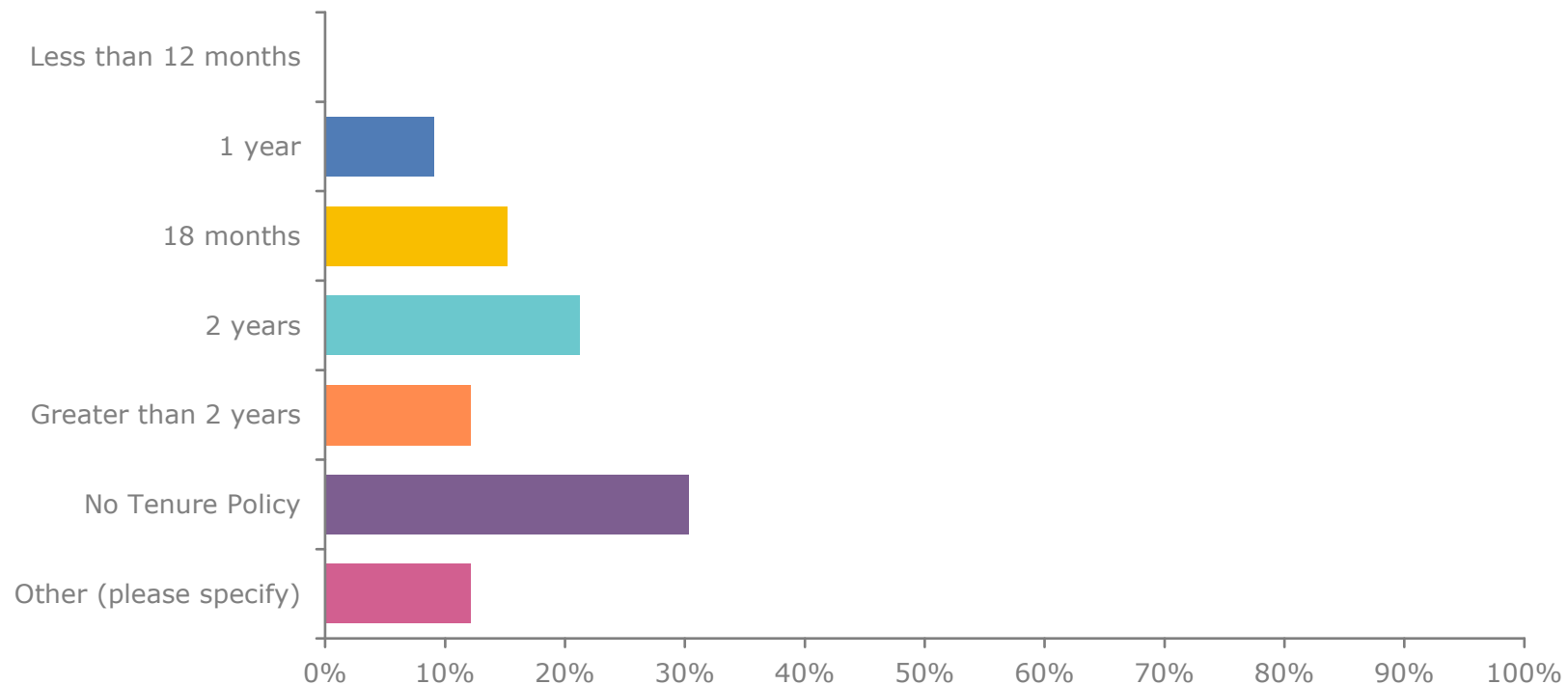


# 2023 Tenure Data

# Q1: Which industry are you currently working for?



# Q2: What is the length of your tenure policy?



## Other:

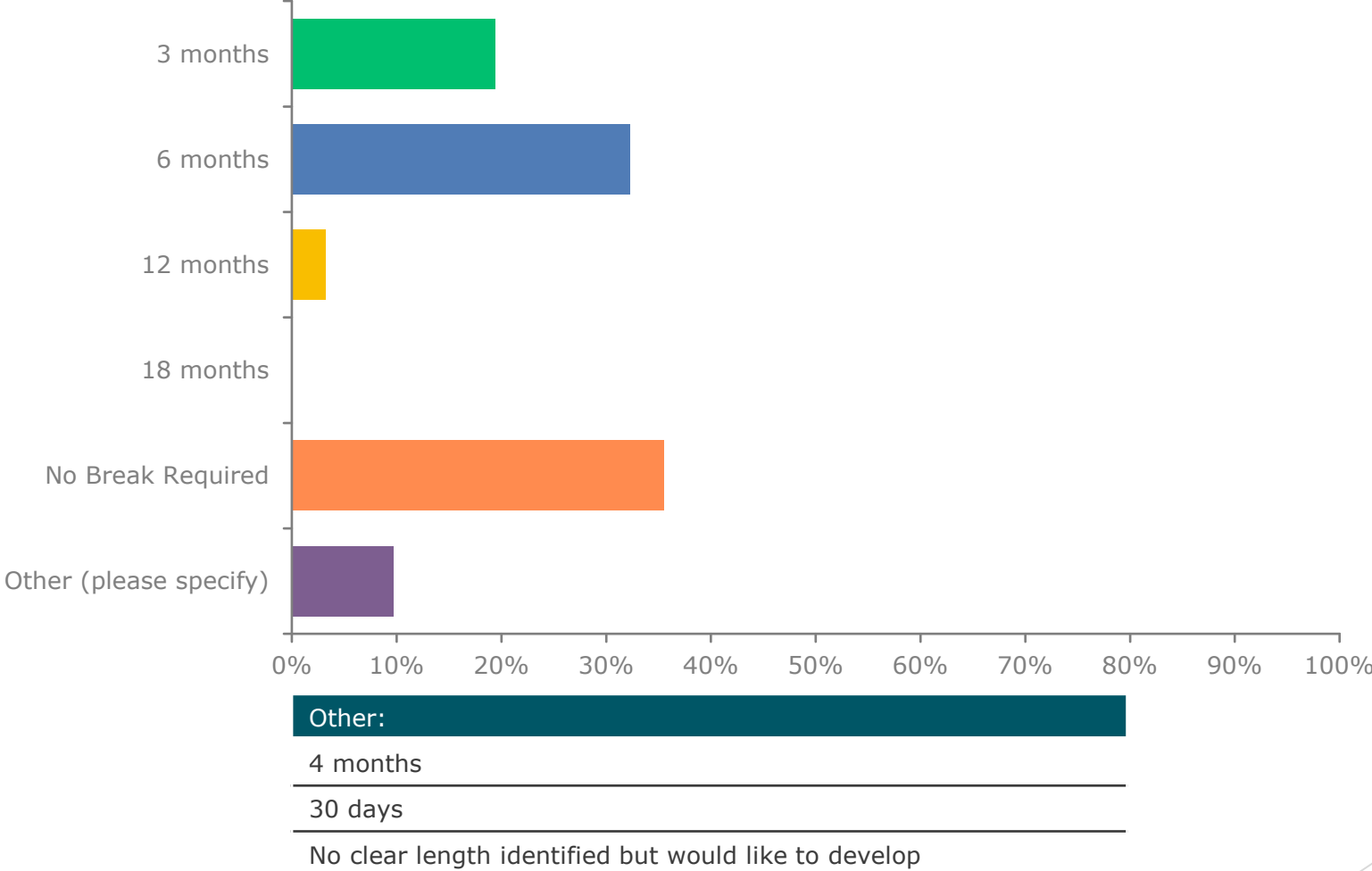
18 months with exceptions

It's a Guideline, not a Policy

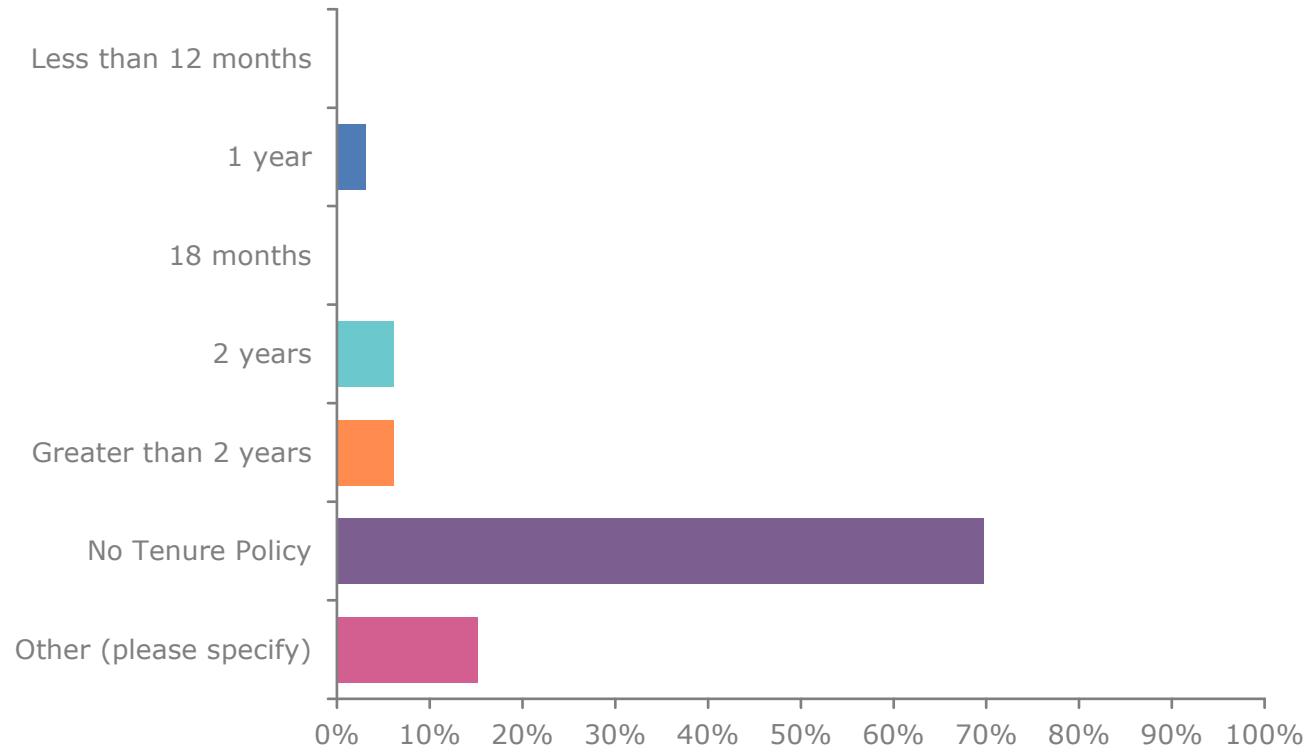
12 month check-in but try not to exceed 18 months

US/CA 12 mos w/6 month extension approval for 18 months, IN- 2 years, all other 12 months unless local regulation is less

# Q3: What is the length of your required break in service policy?



# Q4: Do you have tenure limits for contingents on a SOW?



## Other:

it is aligned to the project duration

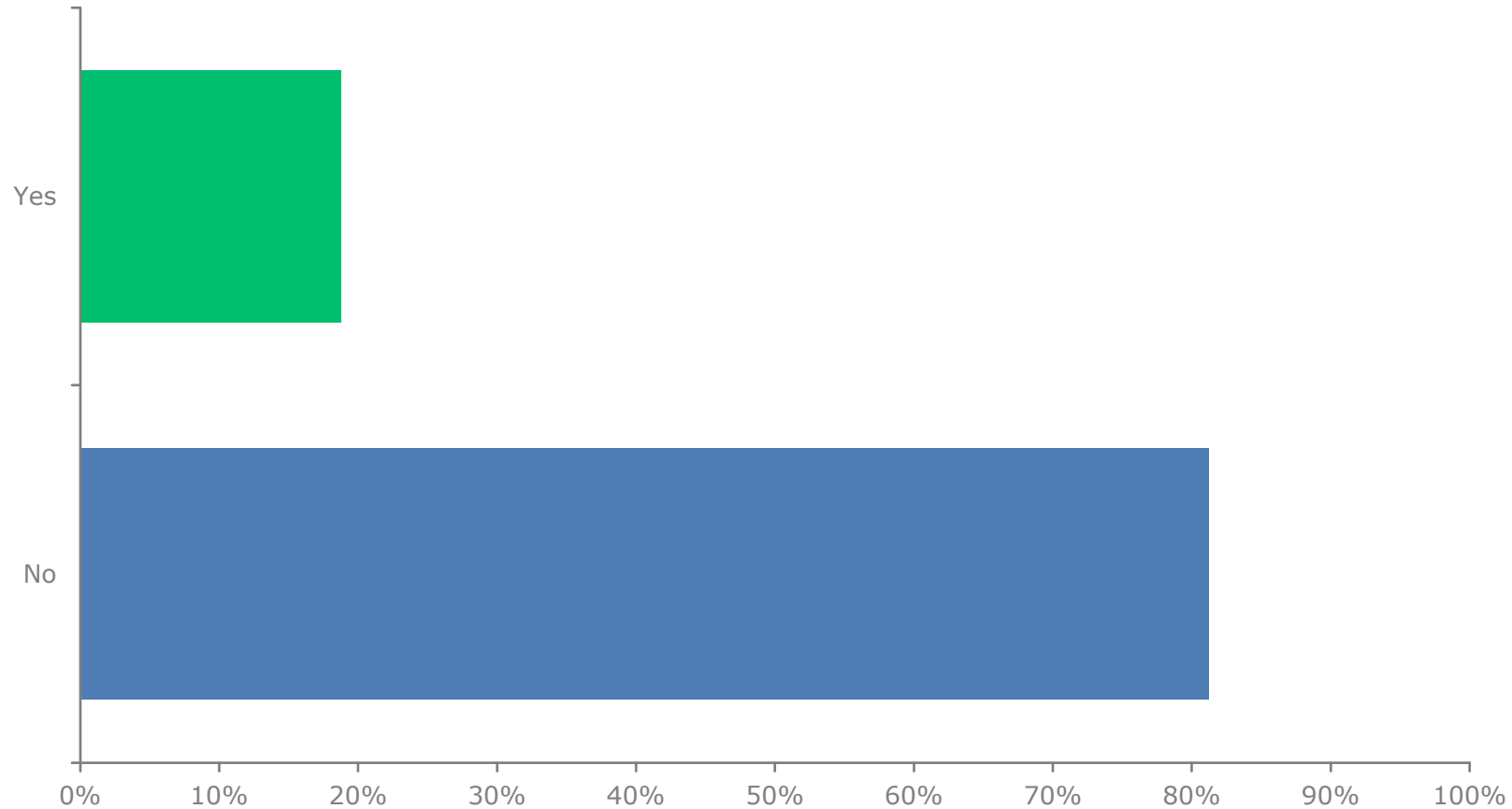
2 years but not enforced.

Certain groups in certain countries per law

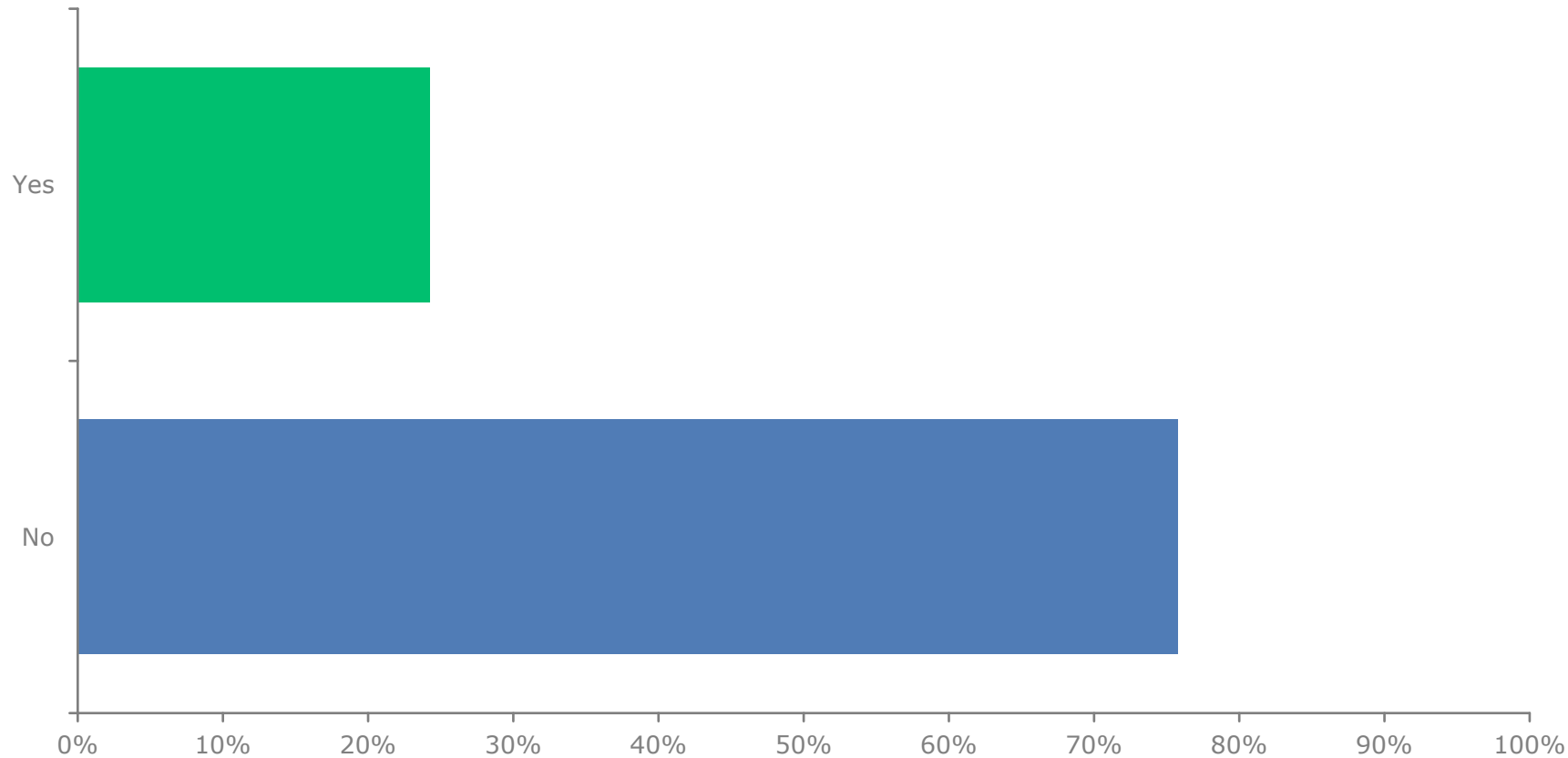
Depends on scenario (how often are they supporting/are we their only client, etc) 12 month check-in, try not to exceed 18

The length of the SOW

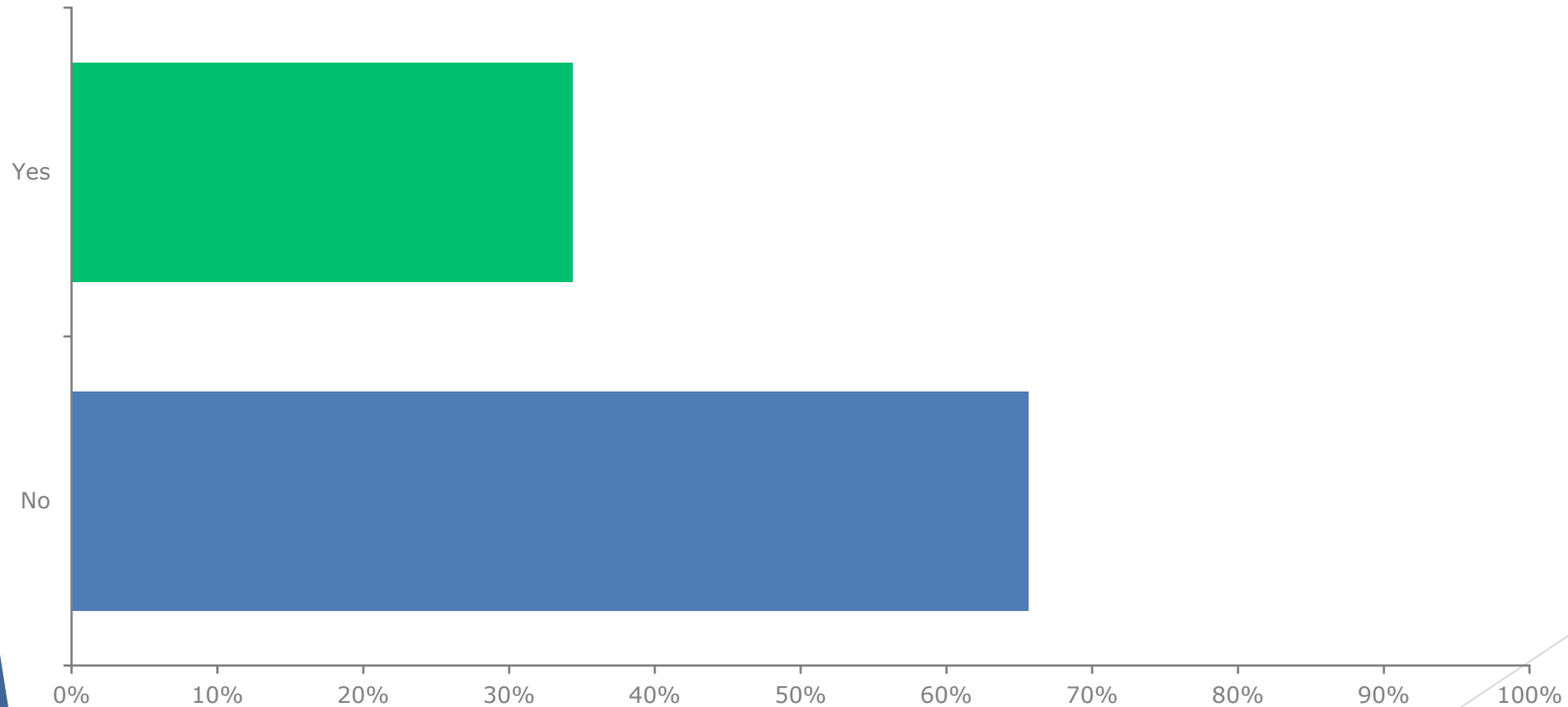
# Q5: Have you made changes to your policy in the last 2 years?



# Q6: Do you have plans to change your policy in the next 12 months?



# Q7: Do you believe tenure is a solution to co-employment?





## Q7: Do you believe tenure is a solution to co-employment?

Its a good reminder for our managers that they need to have a vision for the worker. Is the goal to convert, then do so, etc.

My program is unique - I have mostly Freelance content contributors. with about 70% of them being ICs. Therefore, we do look at tenure, along with volume of work and % of income to decide if someone needs a break in service.

I believe that a soft tenure policy is important. In other words, a review at a certain tenure point, say 2 years, to decide why we need a long-term contractor, does it make sense to convert contractor to an employee for example might make sense..

Waiting for this survey data as I prepare to propose no tenure policy - will have a checkpoint to ensure everyone is aware of the risk but not require "exception approval"

Not a solution, but a part of the solution

There is no one solution for co-employment liability, as it will exist regardless. The length of an engagement is always a factor when assessing the level of co-employment liability associated with a contractor.

We implemented the policy in 2020 as a way to encourage managers to conduct workforce planning and knowledge transfer to employees versus reliance on non - employees as department SMEs. We have seen some improvement but still have opportunities.

I believe tenure is a good policy for co-employment. I think 24 months is an ideal time that will eliminate exceptions and retain IP (ie. takes 6-12 months for a contractor to get up to speed..then that same person only has 6 months of true value add). At that point, the Hiring Manager has to start over with a new search and train a new person.

We have a lot of T & M SOWs that should be staff aug, but managers try to mask them as SOW workers to avoid tenure policy/guideline.



## Q7: Do you believe tenure is a solution to co-employment?

Tenure policy is not one of the points that any court would use to determine co-employment. It was bad advice a decade ago, it is worse advice now.

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We believe that tenure policies do not mitigate co-employment in our organization. We regularly review our temp work force for permanent positions, and we work with those who do not want perm roles to ensure knowledge is not lost by moving them around the organization for temp work, giving them a break, and inviting the HP's back. We do however pay very close attention to states employment laws, ie. Twitter case, no one wants to not follow the rules.

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Tenure is not the only solution but part of it. Engagement manager behavior in everyday experience as well who else is doing similar work.

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18 months is in many countries (including US), however, we do have 24-36 months for other countries and 9-12 months for those with required legislation all outside the US

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We tend to view the risk on day one as the same risk that is present at any time regardless of how long someone has been on assignment. We focus more on the treatment of the worker which can be more tricky.

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I believe Tenure is needed but in reality it isn't the be all, end all. Usually an end client will be held as a co-employer in a lawsuit, so a multi-faceted policy on how to limit exposure is needed and not just a tenure policy.