

It's all about delivering a positive employment experience.



Manpower®

This document is designed to inform customer managers and supervisors of guidelines and procedures when managing a contingent workforce.

Co-employment is defined as a legal doctrine that applies when two businesses exert some control over an employee's work or working conditions.

The table on the inside page can be referenced for matters such as compensation, performance reviews, selections and terminations, as well as a variety of other issues, which affect the day-to-day supervision of contract employees.

3180 Newberry Drive  
San Jose, CA 95118  
P: 408.264.5200 F: 408.979.6306  
[www.manpowersj.com](http://www.manpowersj.com)

## Co-employment Guide for Manpower Customers



What do you do?



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	Manpower should...
Selection	Select and submit/assign an employee on the basis of job description and skills required as requested by customer.
Compensation	Provide competitive salaries, pay increases, and retention plans for Manpower employees.
Training	Provide state-of-the-art training for current and future job opportunities.
Supervision	Provide HR supervision of Manpower employees.
Coaching/ Counseling	Provide necessary job-related coaching/counseling to Manpower employees.
Discipline	Take appropriate disciplinary actions as required.
Termination	Take responsibility for terminating the Manpower employee's temporary assignment.
Meetings	Provide Manpower employees with updates.
Expectations	Communicate Manpower as the main employer.

	Customer should...
Selection	Be thorough in the job description and request specific skills as required for the job.
Compensation	Refer Manpower employees to Manpower to address compensation issues.
Training	Communicate technology migration to Manpower and provide company-specific training when required.
Supervision	Supervise day-to-day job related activities.
Coaching/ Counseling	Communicate performance issues directly to Manpower. Contact Manpower when intervention is needed. Always remember: This is a Manpower employee.
Discipline	Refer performance issues requiring disciplinary actions to Manpower. Report only facts.
Termination	Notify Manpower that the assignment has ended, of the need to terminate an assignment or remove a Manpower employee from an assignment.
Meetings	Include Manpower employees in job-related meetings only.
Expectations	Remember that all Manpower employees are not customer employees.

	Customer should not...
Selection	Request a specific employee or direct a Manpower employee to a specific assignment without approval.
Compensation	Request Manpower to supply a salary increase or performance incentive for a Manpower employee. Request or provide cash awards, gifts or performance incentives.
Training	Provide general technology training.
Supervision	Discuss HR issues with Manpower employees.
Coaching/ Counseling	Discuss performance evaluations or issues directly with a Manpower employee. Provide a Manpower employee with written recommendations for future employment consideration.
Discipline	Directly impose any disciplinary actions upon Manpower employees. Provide disciplinary recommendations to Manpower.
Termination	Terminate a Manpower employee's assignment directly. Change job assignment or work location without notifying Manpower in advance.
Meetings	Include Manpower employees in customer only meetings, functions or issues.
Expectations	Create false employment expectations, promise future customer employment, and treat Manpower employees as if they are customer employees.



“Co-employment involves the relationship between Manpower, the employee we supply, and our customer.”

