All solutions require significant lead time (**6–8 weeks**) to implement. It is important that the solution be in place prior to work commencing. Contact **globalhr@cornell.edu** for assistance as soon as the need for staffing is identified. There are project- and country-specific considerations for each solution.

### Cornell (U.S.-based) employee traveling abroad on business

Frequent, short-term business travel to the foreign location **may avoid many foreign employment complications** when:

- long-term, full-time work abroad is not needed,
- business activities can be lawfully performed as a business visitor, and
- staff spend more than half of their time in the U.S.

<table>
<thead>
<tr>
<th>Recommended solution?</th>
<th>Key Considerations?</th>
<th>Who can help?</th>
</tr>
</thead>
</table>
| YES                   | • Some countries necessitate a local employer even for stays of less than six months.  
                       • In addition to travel expenses, budget for immigration/visa fees.  
                       • Business visa processing support is available through Travel Documents System.  
                       • If business activities will require work authorization in host country, secondment to an in-country partner or sponsor may be necessary. | Your **unit HR and finance** representatives with as-needed collaboration with **Global HR** can advise on this option. |

### Hire through an in-country partner (e.g., foreign university, registered NGO)

Partnering through a formal agreement with an established organization to perform the work and or employ staff in the host country, if available, is usually the most cost-effective, expedient, and risk-mitigating solution.

<table>
<thead>
<tr>
<th>Recommended solution?</th>
<th>Key Considerations?</th>
<th>Who can help?</th>
</tr>
</thead>
</table>
| YES                   | • It may be difficult to arrange this solution unless there is a pre-existing relationship with the established organization.  
                       • Ideal for local hires since visa sponsorship for expatriates may not be available.  
                       • Potential for conflicts of interest.  
                       • Supervision is often shared with host organization. | **Other Cornell programs** operating in the host country may know of potential partners. **Global Operations** and the **Office of Sponsored Programs** (OSP) may be able to help identify existing subcontractors in the host country. |
| **Engage an international independent contractor (IC)** | **MAYBE** | • Not a good solution for open-ended assignments or if the individual is effectively functioning as Cornell staff.  
• IC criteria vary by country. Some countries do not differentiate between an IC and employee.  
• Misclassification can be costly and will be charged to department administering the project. | Your unit’s international IC representative can submit the required information through Cornell’s online contract management system for IC evaluation.  
Global HR will research host country regulations or provisions related to ICs. |
| --- | --- | --- | --- |
| When the work assignment is short-term (especially less than 90 days) and independent in nature, this can be a straightforward solution. | **MAYBE** | **Professional Employer Organization (PEO)** | **MAYBE** | • Suitable for non-permanent employment arrangements (generally less than three years) in many countries.  
• There are added expenses and fees related to this solution.  
• Solution is widely available. Global Operations have established relationships with global PEO firms. | Global HR can advise on allowability based on host country regulations and obtain a quote on your behalf. |
| **When we engage a PEO to employ staff on Cornell’s behalf, the PEO is responsible for compliance with local laws.** (PEOs are sometimes referred to as “employer of record”) | **MAYBE** | **Cornell’s foreign legal entities** | **MAYBE** | • This may be a solution if the job duties align with those of the office.  
• There are added expenses and fees related to this solution.  
• Option to rent office space may be available. | Global HR can advise on allowability based on host country regulations and obtain a quote on your behalf. |
| In countries where there is an existing Cornell-affiliated office/entity, that office may be able to employ staff for your project. | **MAYBE** | **Local hire or expatriate to work abroad but keep on Cornell payroll.** | **NO** | • Cornell payroll cannot process multi-currency payrolls and is not set up to comply with local employment and tax laws in countries where it does not have an established presence. | Global HR can coordinate with you and your unit’s HR to find a more suitable solution. |
| Cornell is a U.S.-based employer and does not have the ability to employ staff in most countries abroad. | **NO** | | | | |