

## Cornell University Quick Guide to Extended Travel, Hiring & Staffing Abroad

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](mailto:globalhr@cornell.edu) for assistance as soon as the need for staffing is identified. There are project- and country-specific considerations for each solution.

Extended Travel, Staffing & Hiring Option	Recommended solution?	Key Considerations?	Who can help?
<p><b>Cornell (U.S.-based) employee traveling abroad on business</b></p> <p>Frequent, short-term business travel to the foreign location <b>may avoid many foreign employment complications</b> when:</p> <ul style="list-style-type: none"> <li>• long-term, full-time work abroad is not needed;</li> <li>• business activities can be lawfully performed as a business visitor; and</li> <li>• staff spend more than half of their time in the U.S.</li> </ul>	<b>YES</b>	<ul style="list-style-type: none"> <li>• Some countries necessitate a local employer even for stays of less than six months.</li> <li>• In addition to travel expenses, budget for immigration/visa fees.</li> <li>• Business visa processing support is available through <a href="#">Travel Documents System</a>.</li> <li>• If business activities will require work authorization in host country, secondment to an in-country partner or sponsor may be necessary.</li> </ul>	<p>Your <b>Unit HR and finance</b> representatives with as-needed collaboration with <a href="#">Global HR</a> can advise on this option.</p>
<p><b>Hire through an in-country partner (e.g., foreign university, registered NGO)</b></p> <p>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.</p> <p><b>Host country partner is set up to comply with local laws and accepts administrative burden.</b></p>	<b>YES</b>	<ul style="list-style-type: none"> <li>• It may be difficult to arrange this solution unless there is a pre-existing relationship with the established organization.</li> <li>• Ideal for local hires since visa sponsorship for expatriates may not be available.</li> <li>• Potential for conflicts of interest.</li> <li>• Supervision is often shared with host organization.</li> </ul>	<p><b>Other Cornell programs</b> operating in the host country may know of potential partners.</p> <p><a href="#">Global Operations</a> and the <a href="#">Office of Sponsored Programs</a> (OSP) may be able to help identify existing subcontractors in the host country.</p>

<p><b>Engage an international independent contractor (IC)</b></p> <p>When the work assignment is <b>short-term</b> (especially less than 90 days) and <b>independent</b> in nature, this can be a straightforward solution.</p>	<p><b>MAYBE</b></p>	<ul style="list-style-type: none"> <li>• Not a good solution for open-ended assignments or if the individual is effectively functioning as Cornell staff.</li> <li>• IC criteria vary by country. Some countries do not differentiate between an IC and employee.</li> <li>• Misclassification can be costly and will be charged to department administering the project.</li> </ul>	<p>Your unit's <a href="#">international IC representative</a> can submit the required information through Cornell's online contract management system for IC evaluation.</p> <p><a href="#">Global HR</a> will research host country regulations or provisions related to ICs.</p>
<p><b>Professional Employer Organization (PEO)</b></p> <p>When we engage a PEO to employ staff on Cornell's behalf, the <b>PEO is responsible for compliance with local laws</b>. (PEOs are sometimes referred to as "employer of record")</p>	<p><b>MAYBE</b></p>	<ul style="list-style-type: none"> <li>• Suitable for non-permanent employment arrangements (generally less than three years) in many countries.</li> <li>• There are added expenses and fees related to this solution.</li> <li>• Solution is widely available. Global Operations have established relationships with global PEO firms.</li> </ul>	<p><a href="#">Global HR</a> can advise on allowability based on host country regulations and obtain a quote on your behalf.</p>
<p><b>Cornell's foreign legal entities</b></p> <p>In countries where there is an existing Cornell-affiliated office/entity, that office may be able to employ staff for your project.</p>	<p><b>MAYBE</b></p>	<ul style="list-style-type: none"> <li>• This may be a solution if the job duties align with those of the office.</li> <li>• There are added expenses and fees related to this solution.</li> <li>• Option to rent office space may be available.</li> </ul>	<p><a href="#">Global HR</a> can advise on allowability based on host country regulations and obtain a quote on your behalf.</p>
<p><b>Local Hire or Expatriate to work abroad but keep on Cornell payroll.</b></p> <p>Cornell is a U.S.-based employer and does not have the ability to employ staff in most countries abroad.</p>	<p><b>NO</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p><a href="#">Global HR</a> can coordinate with you and your unit's HR to find a more suitable solution.</p>