



Quick Guide to International Staffing Options

Staffing option	Recommended solution?*	Why?	Who can help?
Partner with an established organization in the host country (e.g. foreign university, registered NGO) to perform work and/or employ staff.	YES	Host country partner is set up to comply with local laws and accepts administrative burden. If available, this is usually the most cost-effective, expedient, and risk-mitigating solution.	Other Harvard programs operating in the host country may know of potential partners. The Office of Sponsored Programs (OSP) can also identify existing subcontractors in the host country.
Hire via Harvard Global Research and Support Services, Inc. ("Harvard Global").	YES	Harvard Global is an affiliated but separate nonprofit legal entity that provides employment and payroll services in certain countries.	GSS can advise on the feasibility of working with Harvard Global and on the process for setting up employment in this way.
Employ U.S.-based staff with frequent travel to the foreign location.	YES	This avoids many foreign employment complications if full-time work is not needed abroad. Staff are generally considered U.S.-based if they spend more than half their time in the U.S.	GSS can advise on this option, including visa requirements. Be sure to include funds in your budget for travel and immigration expenses.
Leverage existing Harvard-affiliated office in the host country to employ staff.	MAYBE	An existing office is set up to comply with local laws. This may be a solution if the job duties align with those of the office and if the office can absorb the administrative burden of additional employee(s).	GSS can provide information about existing Harvard-affiliated offices overseas and facilitate collaboration among departments with similar activities.
Contract with an in-country professional employer organization (PEO), like Randstad in the U.S., to provide staff.	MAYBE	The PEO is responsible for compliance with local laws. It's suitable for non-permanent employment arrangements (less than 3 years) in many countries.	GSS can advise on allowability based on host country regulations. GSS also works with two global PEO firms and can coordinate between the department and the firm.
Engage individual as an independent contractor ("IC").	MAYBE	When assignment is short term (especially less than 90 days) and independent in nature, this can be a straightforward solution. It's not a good solution for open-ended assignments or if the individual is effectively functioning as Harvard staff.	School HR Offices determine international IC status in consultation with GSS . GSS can also research host country regulations or provisions related to ICs.
Employ U.S. citizen(s) or foreign national(s) directly, and pay via the Harvard payroll.	NO	Harvard is not set up to comply with local employment and tax laws in countries where it does not have an established presence. Per the Harvard payroll policy , employees working primarily outside the U.S. cannot be paid via the Harvard payroll.	GSS can help find a more suitable option for employing the individual(s).

*Note: All solutions require significant lead time to implement. The arrangement should be established before work commences. Contact the appropriate office for assistance as soon as the need for staffing is identified.

There are project-specific and country-specific considerations for all international staffing needs. For additional assistance, consult with your School's Human Resource Office or with Global Support Services at globalsupport@harvard.edu or +1-617-495-1111.