1. The individual should have a history of offering and performing similar services to other organizations and being paid for such work as an IC.

2. The individual may not be a Harvard student or current employee.

3. The work to be performed should not be related to FAS usual course of business which includes teaching and research.

4. If a former employee, the individual must meet the general requirements for IC status and may not perform the same work performed as an employee.

5. The individual should possess special knowledge and special abilities not generally available within FAS and the services provided should not be comparable to those performed by other employees of FAS. Your HR Consultant can help you make this determination.

6. The individual should not manage or be directly managed by Harvard employees (note: collaborating is not managing).

7. The individual should generally not be assigned office space or require administrative services provided by Harvard.

8. The services should be
   - project driven and
   - provided on an intermittent basis as required over a short term.

9. IC status should be determined before any work has begun.

10. The final determination of IC status is based upon the Massachusetts and IRS Tests for IC Determinations and an overall weighting of the factors included in the IRS 23-Factor Questionnaire.

11. Completion of the IRS 23-Factor Questionnaire is not required for assignments that are limited in duration (one day or one event per year).

12. In order to avoid significant financial liability and violation of state and Federal laws and regulations, it is important that careful consideration is given when making IC determinations.

13. Requests for work to be performed outside of Massachusetts or outside of the United States will likely require additional time and it is wise to plan accordingly.