

# APSIA

ASSOCIATION OF PROFESSIONAL SCHOOLS OF INTERNATIONAL AFFAIRS



## **International Careers Guide: Options in the Field**

APSIA Career Directors

*[www.apsia.org](http://www.apsia.org)*

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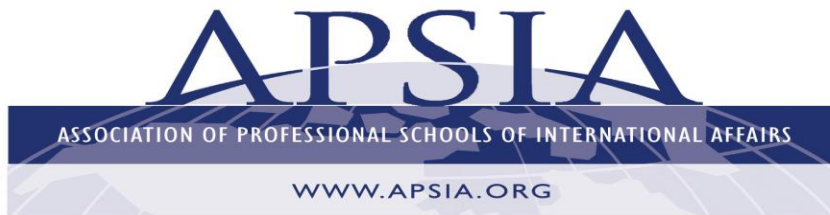
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*MULTINATIONAL ORGANIZATIONS*

*NON-PROFIT SECTOR*

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# ***International Careers Guide:***

## ***ISSUE AREAS***



## CAREER OPPORTUNITIES IN BANKING & FINANCE

### Description of the Field

Finance and banking offer many career opportunities for people who want to work in global financial markets and serves as a bridge between capital-raising entities and capital-producing investors. The globalization of banks, the integration of banking activities, and the growth of emerging markets are ongoing trends. Internationalization means greater exposure to interest rate movements, economic difficulties in developed and developing countries, erratic currency fluctuations, and stock and bond market volatility.

A career in banking and finance normally requires a solid background in business-related courses such as accounting, business finance, money and financial markets, statistics, and micro- and macro-economics. In addition, candidates should be able to understand financial statements and analyze a corporation's growth potential, profitability, industry niche, future projections, and perform a number of similar tasks. Demonstrable experience that includes economic analysis and an understanding of economic markets and financial trends is also valued by employers. For those without previous experience in finance, it may be difficult to enter the field of finance. The most recent recession has increased the competition in the financial sector. A summer internship at a bank can provide valuable experience that may help students enter the financial services industry.

The financial industry is traditionally broken down into the following areas:

**Asset Management** - Asset management companies manage the money of their clients to achieve specific financial objectives within guidelines under which the investment pool is organized. The pool might take the form of a mutual fund, hedge fund, pension fund, or institutional fund, and could invest in a range of financial vehicles including equities, fixed-income securities, and derivative products. Graduates working within asset management firms can work as portfolio managers, buy-side and sell-side research analysts, and quantitative analysts.

**Corporate Finance** - The areas considered as Corporate Finance cover a wide range of financial services including Corporate Structure Finance, Mergers and Acquisitions, Initial Public Offerings (IPOs), Private Placements, and Real Estate Finance. The mission of a Corporate Finance department is to help its clients form and develop sound financial strategies to meet their goals by serving as advisors and by raising or managing funds. Businesses may need to raise cash to buy another firm, expand manufacturing capacities, pay down debt, buy back their own stock, or possibly divest themselves of a division.

**Investment Banking**- Investment banking isn't one specific service or function. It is an umbrella term for a range of activities: underwriting, selling, and trading securities (stocks and bonds); providing financial advisory services, such as mergers and acquisition advice; and managing assets. Investment banks offer these services to companies, governments, non-profit institutions, and individuals.

**Hedge Funds** - A hedge fund is a private investment fund that trades and invests in various assets such as securities, commodities, currency, and derivatives on behalf of its clients, typically wealthy individuals. Many hedge fund employees have previous experience in the financial services industry, such as within the alternative investment arms of investment banks.

**Private Equity** - Private equity firms invest money into privately owned companies, and, at times, invest and hold ownership positions in publicly traded firms. The private equity career market is highly competitive and values previous experience in finance or business.

**Sales and Trading** - This group serves a variety of institutions, including pension plans, mutual funds, and insurance companies. In addition, many traders are dedicated to the firm's own "house account." The Sales department's main responsibility is to maintain positive client relationships. Other key functions include the sale of existing securities in the firm's inventory and the distribution of the firm's initial public offering. Traders execute trades in equities, corporate and municipal bonds, derivatives, currencies, and commodities.

**Public Finance** - This department raises funds for the development of public projects. Investment banks help states and their agencies and authorities, municipalities, and counties to raise large capital through the issuance of federal tax-exempt securities. These bonds finance institutions, including but not limited to, hospitals, airports, schools, mass transit systems, and power plants.

**Venture Capital** - Venture capital firms raise funds from [institutional investors](#) and [high net worth individuals](#) to invest in start-up firms in specific industries (internet, biotechnology, energy, etc.). Venture capital firms look to hire individuals with technological or industry expertise and experience working for a tech start-up company, or in business or finance.

**Other** - Corporate banking also includes the Research Departments where equity (stocks), fixed income (bonds), and other negotiable instruments are analyzed. Also, portfolio and money management often falls under the responsibility of the Research Department. The High Yield Group manages high-risk bond issues with high interest rates (normally above 10%). This group usually has its own set of specialized sales representatives and traders. In addition, Private Client Services cater to individuals of high net worth and Commercial banking typically caters to individuals and small to mid-size businesses.

### **Career Paths and Salary Structure**

Internships are one of the most efficient ways to gain the experience necessary to enter the field. Many banks offer a summer associate program, with recruiting for full-time positions in early fall and recruiting for summer positions beginning in late fall. A summer associate position is often a requisite for those seeking full-time banking positions. Recruiting for full-time positions begins in early fall. Every job seeker in finance and banking should be aware of the risk factor in this sector. Jobs and job availability are subject to the unpredictable elements of the market. Hiring can be as fierce as the market, so patience and perseverance are necessary.

Any demonstrated experience which requires economic analysis, understanding of economic markets, or reacting to financial news or trends is of interest to potential employers. Networking, especially in more difficult financial periods, is essential for anyone interested in entering this competitive field. Contact alumni from your school who are working with firms in which you have an interest and begin building your networking infrastructure.

Salaries at investment banks, even for nonprofessional staff, almost always consist of a base salary plus a fiscal year-end bonus. Bonuses are determined at the end of each year and are based on the performance of Wall Street, as well as the performances of your firm, department, and your personal contribution to them. Base salaries tend to be relatively moderate at the entry level and bonuses are discretionary. Your take-home pay from year to year can go through swings of more than 100 percent, especially as you attain higher levels of seniority.

## **Demand**

Opportunities in investment banking are not the same as they were a few years ago; competition has become fierce. The incomes of employees in these firms rise and fall with the global economic tides. This is a market driven by the economy and in downtimes it becomes even more competitive to enter this lucrative field. Regarding opportunities in asset management, what is in demand is closely tied to a firm's strategy. The largest, generally New York-based, brokerage houses (sometimes called wirehouses) continue to recruit trainees for number-crunching analyst positions and more sales-oriented marketing and brokerage support jobs. With online and self-service brokerages, investors can self-direct their own investment strategy, but most are willing to pay qualified professionals to guide them. In addition, many brokerage houses have access to research and historical data that would take the average investor months to track down. No matter who actually places a buy or sell order, there will always be a need for securities traders who work behind the scenes, locating the buyers or sellers who are willing to accept the securities transactions their clients or brokers want to make. But expect to face rigorous competition for securities sales agent positions, where only the most experienced applicants will get the job.

*Source: WetFeet Library Career & Industries Overview: Investment Banking, Asset Management, and Sales and Trading*

## **Qualifications Necessary to Enter the Field**

A bachelor's degree in finance, accounting, economics, mathematics/statistics or business administration is the minimum academic background for financial managers. However, many employers increasingly seek graduates with a master's degree, preferably in business administration, economics, finance, international business, or risk management.

A solid background in business-related courses such as accounting, business finance, money and financial markets, statistics, micro- and macroeconomics is recommended. In addition, candidates should be able to analyze a corporation's growth potential, profitability, industry niche, future projections, etc. They must be able to read and understand annual reports, balance sheets, income statements, and cash flows.

Potential employers are interested in any demonstrated experience that requires economic analysis, valuation analysis, financial modeling, understanding of economic markets, or reaction to financial news or trends. An internship with a bank will improve your chances and grant you the necessary experience to attract recruiters. A solid framework of public policy, international trade, and both language and cultural fluency combined with business skills is an invaluable combination for entry into the financial industries.

## **Sample Employers**

- Bank of America Securities - <http://www.bofasecurities.com/>
- Barclays Capital - <http://www.barcap.com/>
- Citigroup - <http://www.citigroup.com/citigroup/homepage/>

- Credit Suisse - <https://www.credit-suisse.com/us/en/>
- Deutsche Bank – <http://www.db.com/>
- Goldman Sachs - <http://www.gs.com/>
- Houlihan Lokey - <http://www.hlh.com/>
- J.P Morgan Chase & Co. - <http://www.jpmorgan.com/>
- Lazard - <http://www.lazard.com/>
- Macquarie Group- <http://www.macquarie.com>
- Morgan Stanley - <http://www.morganstanley.com/>
- Nomura - <http://www.nomura.com/>
- Societe General- <http://www.societegenerale.com/>
- UBS- <http://www.ubs.com/>

## Resources for Additional Information

### Internet Resources

- Careers in Finance - <http://www.careers-in-finance.com/ib.htm>
- eFinancialCareers- <http://www.efinancialcareers.com/>
- Vault - <http://www.vault.com>
- Wall Street Journal Online Careers - <http://www.careerjournal.com/>
- WetFeet - [www.wetfeet.com](http://www.wetfeet.com)

### Publications

*Careers in Investment Banking, 2008 Edition.* WetFeet, 2008.

*The Business of Investment Banking: A Comprehensive Overview*, by K. Thomas Liaw, Wiley, 2005.

*Vault Career Guide to Investment Banking, 6th Edition.*, by Tom Lott. Vault, 2008.

*Vault Career Guide to Advanced Finance and Quantitative Interviews.* Vault, 2002

*Vault Career Guide to Finance Interviews.* Vault, 2008

*Vault Career Guide to Finance Interviews Practice.* Vault, 2002

Keep up to date with financial trends and look for potential job opportunities in the following:

- American Banker - <http://www.americanbanker.com/>
- Business Week - <http://www.businessweek.com/>
- The Financial Times- <http://www.ft.com/home/uk>
- Forbes - [http://www.forbes.com/fdc/welcome\\_mjx.shtml](http://www.forbes.com/fdc/welcome_mjx.shtml)
- Fortune - <http://money.cnn.com/magazines/fortune/>
- Institutional Investor - <http://www.institutionalinvestor.com/>
- The Economist - <http://www.economist.com/>
- The Wall Street Journal - <http://online.wsj.com/home-page>





## **CAREER OPPORTUNITIES IN COMMUNICATIONS & PUBLIC RELATIONS**

### **Description of Field**

Public Relations (PR) today is a highly sophisticated discipline that entails the management of an organization's communication with all of its stakeholders, in support of organizational goals and objectives.

Public relations specialists build, maintain, and promote the reputation and image of individuals, organizations, products, issues, and events. PR specialists identify problems and make efforts to improve relations between a client and its public, in part by studying the attitudes and opinions of various communities or markets.

Public relations assignments differ from an advertising assignment in that the PR firm utilizes free opportunities for media exposure, disseminating or creating newsworthy publicity of interest to radio, television, and the press instead of producing ads or commercials and purchasing media time or space. While some clients have both public relations and advertising strategies in place, non-profit organizations rely heavily on PR specialists to promote their issues and events because they often have limited advertising budgets. For example, Amnesty International is an organization that reaches a large number of people through a combination of news releases to the media, direct mail, and lobbying activities.

The prominence of the Internet as a primary source of information about an organization or enterprise requires that PR and communications specialists be tech savvy and knowledgeable about the myriad uses of the web as a tool for communicating with the public and reaching targeted audiences.

### **Career Paths and Entry Salaries**

Typical entry into the field is through internships at PR agencies or PR departments within corporations. This experience is highly valuable in landing a position in public relations after graduation, since experience counts heavily in this industry. In addition to internship experience, anyone interested in full-time employment in PR must have strong writing and editing skills for an array of formats.

Campus activities promoting university-wide events and helping with fund raising campaigns may well win you points, since entry level jobs often utilize similar skills. These activities include writing for the campus newspaper, organizing mailings, planning events, preparing news releases, assembling press kits, drafting articles and talking points.

### **Demand**

Employment in the industry grew 22% between 2004 and 2014. However, even with this faster than average growth, competition for entry-level jobs will be stiff as the field draws an abundance of applicants.

### **Qualifications Necessary to Enter the Field**

The qualities needed to be successful in PR work include the ability to work in a news room environment, to react promptly when faced with sudden changes in events, to speak comfortably with upper level management and media personalities, and a willingness to stay after normal hours in order to meet tight deadlines. PR specialists are expected to have strong presentation, writing, and editing skills. Experience working in digital and social media is a necessity, while data analysis, spreadsheet knowledge and an understanding of visual design are highly valued. Creativity, initiative, critical thinking skills and the ability to communicate effectively are essential. Language fluency (including speaking comfortably both in formal and casual situations, but also in a foreign language) is increasingly required.

### **Sample Group of Employers**

Wherever there is a newspaper, television or radio station, private enterprise, government office, or non-profit organization, there will be ample opportunities for public relations. Larger cities have a higher demand for PR specialists; New York, Chicago, Los Angeles, Detroit, and Washington DC abound with PR activities. A few recognizable names in PR include:

- Weber Shandwick Worldwide - <http://www.webershandwick.com/>
- Burson-Marsteller - <http://www.burson-marsteller.com/pages/home>
- Edelman - <http://www.edelman.com/>
- Hill and Knowlton - [www.hillandknowlton.com/](http://www.hillandknowlton.com/)
- Ketchum - <http://www.ketchum.com/>
- Manning Selvage and Lee - <http://www.mslpr.com/>
- Ogilvy - <http://www.ogilvypr.com>
- Schwartz Communications - <http://www.schwartzcomm.com/>
- Bliss, Gouverneur, and Associates - <http://www.blisspr.com/>
- CRT/Tanaka - <http://www.crt-tanaka.com/>
- Cooper Katz and Company - <http://www.cooperkatz.com/>
- Gibbs & Soell - <http://www.gibbs-soell.com/>
- Fleishman-Hillard - <http://fleishmanhillard.com/>
- Golin Harris International - <http://www.golinharris.com/>
- Horn Group - <http://www.horngroup.com/>
- Lippe Taylor - <http://www.sustainabilitypractice.net/about.html>
- MWW Group - <http://www.mww.com/>
- Padilla Speer Beardsley - <http://www.psbpr.com/>
- Publicis USA - <http://www.publicis-usa.com/>
- Solomon McCown & Company - <http://www.solomonmccown.com/>
- The Rogers Group - <http://www.rogerspr.com/>
- Grayling - <http://www.grayling.com/>
- Porter Novelli - <http://www.porternovelli.com/>
- Stanton Communications - <http://www.stantoncomm.com/>
- Cubitt Jacobs & Prosek - <http://cjpcom.com/>
- APCO Worldwide - <http://www.apcoworldwide.com/>

- Brodeur - <http://www.brodeur.com/>

## **Resources for Additional Information**

### ***Associations***

- Public Relations Society of America (PRSA) - <http://www.prsa.org>
- Sales and Marketing Executives International - <http://www.smei.org>
- Association for Women in Communication - <http://www.womcom.org>
- International Association of Business Communicators - <http://www.iabc.com>
- Institute for Public Relations - <http://www.instituteforpr.com/>
- International Public Relations Association - <http://www.ipra.org/>
- Council of Communication Management - <http://www.ccmconnection.com/>
- Council of Public Relations Firms - <http://www.prfirms.org/>
- National Association of Government Communicators (NAGC) - <http://nagc.com/>
- Public Affairs Council - <http://pac.org/>
- Public Relations Student Society Of America (PRSSA) - [www.prssa.org](http://www.prssa.org)
- Arthur W. Page Society - <http://www.awpagesociety.com/>

### ***Internet Resources***

- Careers in Public Relations (PRSA) - <http://www.prsa.org/Resources/profession/>
- Council of Public Relations Firms: Career Center - [www.prfirms.org/career/default.asp](http://www.prfirms.org/career/default.asp)
- Jobweb article on PR Careers - [http://www.jobweb.com/Resources/Library/Careers\\_In/Network\\_Into\\_45\\_01.htm](http://www.jobweb.com/Resources/Library/Careers_In/Network_Into_45_01.htm)
- O'Dwyer's PR Firms Database - <http://www.odwyerpr.com/>
- PRNews - <http://www.prnewsonline.com/>
- PRNewser - <http://www.mediabistro.com/prnewser/>
- PRSSA JobCenter Resources - <http://www.prssa.org/jobcenter/resources/>
- PR Week - <http://www.prweek.com/>
- Wetfeet - <http://www.wetfeet.com>
- Vault - <http://www.vault.com>



## **CAREER OPPORTUNITIES IN CONSULTING: MANAGEMENT, STRATEGIC & DEVELOPMENT FOR NON-PROFIT ORGANIZATIONS**

### **Description of the Field**

Management consultants are professionals who are trained to solve problems, devise strategies, and improve the general health of their clients no matter what the industry. Management consultants help clients solve specific problems that are usually focused on the short-term, while strategy consultants research and develop strategies for attaining the long-term goals of the company. Companies hire consultants not only for their problem solving abilities, but also for their objectivity.

Typically, consultants conduct research, analyze data, prepare reports, and present findings; less frequently a management consultant will become involved in the actual implementation of the plan. Profits are derived from fees to clients, which consequently break down into "billable hours." In general, the work environment is fast-paced, stimulating, and involves long hours. Workweeks of between fifty to seventy-five hours are not unusual.

Management consultants tend to work in teams of three to four individuals with one person assuming the leadership role. Travel is another important aspect of a management consultant's professional life, as spending time with clients on the premises is an essential part of the consultant's responsibilities. If you are working on a management case, you may spend three to four days at the client's site. It is not unusual for a consultant to fly out every Sunday night and fly home every Friday night until the project is finished.

### **Career Paths**

While different firms have different titles for the same positions, entry-level positions traditionally include:

***Analysts/Research Associates:*** These positions are typically filled by undergraduates.

***Associates/Senior Associates:*** These positions can be filled by M.A., M.B.A., Ph.D. and J.D. graduates.

The type and amount of work depend on the kind of project the consultants are working on. The three main types of cases are *strategy*, *management* (which includes operations and business organization), and *systems design*.

It is possible for a management consultant to devote an entire career to one company. Beginning at the associate level, an individual can work up to manager, managing director, vice president to partner and/or principal. Some management consultants will focus on one industry, while others will work with a wide array of clients from various sectors.

More typically, after a few years with one consulting company, a management consultant may choose to leave the firm and work for one of his or her clients. In this situation, the management consultant will often assume a strategic planning role for the organization. The possibilities, however, are not limited to this one function.

### **Qualifications Necessary to Enter the Field**

Most consulting firms tend to hire people with advanced degrees, such as law, business, and other specialty areas or with some specialized experience. Academic excellence, leadership and team skills developed from extracurricular activities, and private sector experience derived from internships are important in the consideration process. Besides outstanding academic records, firms want people who are problem solvers, creative thinkers, good communicators, and who have a keen understanding of and interest in business. The following qualities are essential for consultants:

- ✓ Excellent oral and written communication skills
- ✓ Strong analytical abilities (including quantitative methods)
- ✓ Attention to detail and deadlines
- ✓ Proven leadership capabilities
- ✓ High energy and enthusiasm
- ✓ Ability to work in teams
- ✓ Excitement about consulting
- ✓ Success on the "airplane test" — would a colleague want to sit next to you on a long overseas flight?
- ✓ Interpersonal skills

### **Application and Interview Procedures**

The recruitment staff in the top management consultant firms play a major role in the application process. Interested candidates should inquire about each firm's deadlines and forward resumes and cover letters accordingly. The traditional time-line starts with information sessions in the early fall and interviews beginning as early as October and concluding as late as April. Apply to a consulting firm earlier rather than later in the academic year, and always keep in mind that personal, professional, and alumni contacts can be very helpful when trying to get hired by a management consulting firm.

Depending on which firm a candidate is applying to, two to three rounds of interviews will be held. The first interviews are with one or two members of the recruitment team. Recruitment teams are comprised of line staff from varying levels that rotate on and off recruitment duty. One interview will usually be a "fit" interview and the other a "case" interview.

The "fit" interview is generally a discussion about the candidate's background and experience. This part of the interview process offers the applicant an opportunity to demonstrate important characteristics such as leadership, innovation, and creativity through the stories and examples that he or she decides to discuss.

The "case" interview is highly structured. The applicant will be presented with a business problem and asked to provide a strategy and possible solution in 20-25 minutes. The interviewer is looking to see how the applicant analyzes a problem and how he or she attempts to solve the problem. The interviewer is not looking for technical expertise -- this is truly an evaluation of the applicant's thought process and ability to analyze. Mock case interviews are strongly encouraged for Master's degree candidates.

The interviewee should be prepared to demonstrate quantitative skills and highlight leadership skills, all while being a team player. Communication and interpersonal skills are paramount. Is the interviewee engaging and enthusiastic? Does he or she have the poise and sophistication to impress and persuade a client? The interviewers will be asking themselves whether or not they would feel comfortable having you present in front of a client.

### **The Case Question**

The most important part of the interview is the case question. Consultants must be able to effectively synthesize large quantities of foreign data, structure an approach to a given client issue, and hypothesize logically and creatively. The case question is designed to test a candidate's ability to think logically, to determine tolerance for ambiguity and data overload, to observe his/her thought process, to assess poise and communication skills under pressure, and – ultimately – to determine if the candidate would be a good addition to the consulting firm.

For more information on case studies, candidates should read:

- The *Ace Your Case* series, by Wet Feet Press - <http://shop.wetfeet.com/Browse/Ace-Your-Case/Ace-Your-Case%C2%AE--Consulting-Interviews.aspx>
- *The Wharton MBA Case Interview Study Guide*, published by the Wharton MBA Consulting Club.
- *Case in Point: Complete Case Interview Preparation* (2009), by Burgee Press.
- *The Harvard College Guide to Case Questions*, available through the Office of Career Services at Harvard College (617) 495-2595.
- *Vault* Guide to the Case Interview - [http://www.vault.com/wps/portal/usa/store/bookdetail?section=cs\\_mba&item\\_no=848&origin=com.vault.store.portlet.bookStore\\$vault.1\\_win](http://www.vault.com/wps/portal/usa/store/bookdetail?section=cs_mba&item_no=848&origin=com.vault.store.portlet.bookStore$vault.1_win)
- *Solve a Case: McKinsey and Company tips* - [http://www.mckinsey.com/careers/how\\_do\\_i\\_apply/how\\_to\\_do\\_well\\_in\\_the\\_interview.aspx](http://www.mckinsey.com/careers/how_do_i_apply/how_to_do_well_in_the_interview.aspx)

### **Sample Group of Employers**

- The Bridgespan Group - <http://www.bridgespan.org/>
- Bain & Co. - <http://www.bain.com/bainweb/home.asp>
- Booz Allen & Hamilton - <http://www.boozallen.com>
- Boston Consulting Group - <http://www.bcg.com>
- J.P. Canon Associates - <http://www.jpccanon.com>
- Deloitte - [http://www.deloitte.com/view/en\\_US/us/index.htm](http://www.deloitte.com/view/en_US/us/index.htm)
- Ernst & Young - <http://www.ey.com/GL/en/home>
- LEK Consulting - <http://www.lek.com>
- McKinsey & Co. - <http://www.mckinsey.com>
- Mercer - <http://www.mercer.com/home.htm>
- Monitor Consulting - <http://www.monitor.com>
- William Kent International - <http://www.wkint.com>

### **Future Challenges of the Profession**

The management consulting industry's challenges reflect the challenges that are facing today's leading

businesses. Both big and small businesses are looking for new ways to increase profits and decrease costs. When a client company's budget shrinks, the relative cost of a management consultant rises; it is therefore essential for a successful firm or consultant to add noticeable value to their client's operations and bottom line. The consulting industry has continued to thrive over the past decade, regardless of the cyclical nature of the economy. The growth of the industry will be driven not just by client demand, but also by the number of talented persons who decide to work in consulting. (Carland & Farber). Also, as the market becomes increasingly international, the ability to approach problems from a global perspective will be useful. Specialized skills such as foreign language fluency and technical knowledge are increasingly important. Furthermore, it is essential to build contacts by contacting alumni from your school who are working with firms in which you are interested in order to build your networking infrastructure.

### **Resources for Additional Information**

#### ***Associations***

- Association of Management Consulting Firms - <http://www.amcf.org/amcf/>
- Public Relations Society of America - <http://www.prsa.org>
- International Council of Management Consulting Institutes (ICMCI) - <http://www.icmci.org/>

#### ***Internet Resources***

- Careers in Business - <http://www.careers-in-business.com/consulting/mc.htm>
- Vault "Consulting" - [www.vault.com](http://www.vault.com)
- Wall Street "Career Journal" online - <http://www.careerjournal.com>
- Wet Feet - [www.wetfeet.com](http://www.wetfeet.com)

#### ***Publications***

*The Harvard Business Review* publishes a pamphlet on management consulting firms.

*The Harvard Business School Guide to Careers in Management Consulting*, by Harvard Business School Publishing Corporation, 2001.

*In Search of Excellence: Lessons from America's Best Run Companies*, by Thomas J. Peters and Robert H. Waterman, Collins, 2004.

*Operating Ratios for Management Consulting Firms -- 2005 U.S. Edition*, Association of Management Consulting Firms, New York, N.Y. (has salary information).





## **CAREER OPPORTUNITIES IN CORPORATE SOCIAL RESPONSIBILITY**

### **Description of the Field**

“Corporate Social Responsibility” emerged in the 1990s as the new big idea in the business world and since then has developed into a field with substantial and diverse career opportunities. The term “corporate social responsibility” (CSR) has been coined to define how companies behave in social, environmental, and ethical contexts. CSR involves integrating the issues of the workplace, the community, and the marketplace into core business strategies. Driving this emerging field are the customers who choose products with good reputation, investors who put money into companies with exemplary records, firms that invest in the future or training of their employees, and employers interested in mutually beneficial relationships with local communities.

Career opportunities in CSR reflect the diversity of the field and incorporate the private, public, and non-profit sectors.

### ***Private Sector***

The first place to find CSR-related positions is within companies. CSR departments are often located in places such as the public affairs/relations, compliance, or legal divisions and known alternatively as “human rights programs,” “reputation management,” or “environmental risk.” Opportunities are also appearing in the large accounting and consulting firms, many of which are trying to compete with the niche CSR consulting firms and offering their own CSR client services. The growth of interest in socially responsible investing (SRI) has also led to opportunities working for companies which screen firms on CSR issues and produce stock indices and socially-conscious mutual funds. As with strategic CSR consultancies, SRI jobs can be found either within larger investment houses or in independent boutique firms.

### ***Public Sector***

The public sector CSR career options can be found mainly in national government agencies and international organizations. There are now CSR positions in international organizations such as the UN’s International Labor Organization and the World Bank via the Business Partners for Development program. National governments have also started building CSR departments, often in their international development branches such as USAID in the US, the DFID and Foreign Office in the UK, and the UNDP. The British government has even gone as far as instituting a Minister for Corporate Social Responsibility. Internationally, both the UN and the World Bank have become very involved in promoting CSR. Through the UN there is the International Labor Organization, the Global Compact, and some initiatives within the UNDP. Both the World Bank and World Bank Institute have their own initiatives in CSR, corporate governance and private sector development.

### ***Nonprofit Sector***

There are a wide variety of NGOs, industry associations, think tanks, and academic institutions engaging in learning and/or advocacy within the CSR arena. These include groups such as the Business for Social



Responsibility, Climate Counts and Ceres. These groups promote and examine the use of CSR concepts within the private and public spheres.

### **Career Paths and Entry Salaries**

There is no such thing as a typical career path in CSR. One could start in big business, working in the compliance department of a firm such as Levi Strauss, but eventually move into the public sector, designing government policy. Alternatively, one might go on to work for a niche consulting company providing CSR client services. Career paths are not predetermined; there is a large degree of movement, especially compared to more structured career paths such as management consulting.

Entry salaries vary as much as career paths and could range from the lower end of working for a CSR non-profit to better remunerated positions working in the legal department of a corporation. Between these extremes are corporate positions and those within international institutions such as the World Bank and the UN.

### **Demand**

Consumers are demanding more information on everything from where and how their goods are produced to the environmental record of the companies they invest in. Both the Dow Jones and FTSE produce specialist indices to provide investors with information on which companies score highly on CSR-related concerns. The governments of some countries require companies to assess and monitor their wider social, environmental, and ethical performances. There is some debate, however, among CSR experts on the extent of customers' CSR demands, both in socially responsible niche markets and in mainstream markets.

The large natural resource extraction companies such as Shell, BP, and ExxonMobil were the earliest to address CSR issues and hire CSR professionals. This was in part due to the particular nature of their products. In the 1980s, footwear and apparel companies were forced to address the problem of sweatshops in their supply chains. Nike in particular was called out for their poor working conditions in developing countries and have now turned that crisis around through their CSR efforts and are ranked as one of the best examples of a corporate citizen. The spotlight is widening: companies as diverse as Hershey's and Hewlett Packard are looking very carefully at their wider responsibilities, as they see the business benefits of CSR over adverse publicity. Job opportunities in CSR have expanded as a result. In addition, there are companies, such as Timberland, Ben and Jerry's, and Stonyfield Farms, which have put CSR performance at the center of their brand image.

Following the growth in interest of CSR among these companies, the large consulting and accounting firms are now offering their own CSR-related services. These include Arthur D. Little's environment and risk services, Ernst and Young's environmental and sustainability services, KPMG's sustainability and advisory services and social auditing services, and PwC's reputation assurance practice. Even the large development consulting companies such as Development Alternatives Incorporated (DAI) whose clients are usually government agencies are getting involved, due to the considerable impact so many MNCs have on developing world communities.

The demand for people with an interest or experience in the CSR field is growing quickly as communications improve and demand for increased transparency and accountability in the corporate sector increases. In addition, recognition of the important positive role that the corporate sector can play in the communities it touches has encouraged companies themselves to become involved, spurred on by governments and non-profit organizations.

It should also be noted that the commitment to CSR and hence supply of related jobs is, at present, more developed in Europe than it is in the US, although the American market is growing rapidly.

### **Qualifications Necessary to Enter the Field**

There are no prerequisite qualifications to enter this field. Since the field itself is relatively new, direct experience in the sector is less important than it might be in other professions. Rather, transferable skills and knowledge are valued instead. For example, a law degree might be necessary for certain human rights positions, or a scientific degree or background required to work in environmental CSR.

In addition to content knowledge, it is important to demonstrate a long-term interest in the subject and to be conversant on the current CSR debates. Interest can be shown through extra-curricular involvement in CSR societies and conferences (such as Net Impact), coursework, internships, or a variety of other activities. The CSR community is still relatively small; therefore, it can be much easier to network and become familiar with current issues than in more established fields.

### **Sample Group of Employers**

#### ***Academia and Research***

- University of California, Berkeley's Center for Responsible Business - <http://responsiblebusiness.haas.berkeley.edu/>
- Harvard Business School, Social Enterprise Initiative - <http://www.hbs.edu/socialenterprise/>
- Kennedy School of Government, Corporate Social Responsibility Initiative - <http://www.hks.harvard.edu/m-rcbg/CSRI/>
- Boston College, Center for Corporate Citizenship - <http://www.bccccc.net/> MSCI ESG Research - <http://www.msci.com/>
- Stanford University's Center for Social Innovation -

#### ***Associations***

- Business for Social Responsibility (BSR) - <http://www.bsr.org/>
- International Business Leaders' Forum (IBLF) - <http://www.iblf.org/>
- Human Rights Business Institute (Denmark) - <http://www.humanrightsbusiness.org/>
- Net Impact - <http://www.netimpact.org/>
- The Women's Network for a Sustainable Future (WNSF) - <http://www.wnsf.org/>
- Ceres - <http://www.ceres.org/>

#### ***Consultancies***

- AccountAbility - <http://www.accountability.org.uk/>
- SustainAbility - <http://www.sustainability.com/>
- PricewaterhouseCoopers - <http://www.pwcglobal.com/>
- Development Alternatives Inc. - <http://www.dai.com/>
- Foundation Strategy Group - <http://www.fsg-impact.org/>
- Sustainability Recruiting by Ellen Weinreb - <http://www.ellenweinreb.com>
- Alternative Consulting - <http://www.altconsulting.org>
- LUCITÀ - <http://www.lucita.net>
- WSP Group - <http://www.wspgroup.com/>
- Fresh Marketing - <http://www.freshmarketingnow.com/>
- The Corporate Citizenship Company - <http://www.corporate-citizenship.co.uk/>
- STR Responsible Sourcing - <http://www.strquality.com/>

### ***Corporations***

- Exxon Mobil - <http://www.exxonmobil.com/corporate/>
- Hewlett Packard - <http://www.hp.com/>
- Reebok International - <http://www.reebok.com/US/>
- GE - <http://www.ge.com/>
- Home Depot - <http://www.homedepot.com/>
- Nike – <http://www.nike.com>
- Patagonia – <http://www.patagonia.com>
- Polo Ralph Lauren Corp - <http://www.polo.com/home/index.jsp>
- Starbucks Coffee Company - <http://www.starbucks.com/>
- Procter & Gamble (P&G) - [http://www.pg.com/en\\_US/index.jhtml](http://www.pg.com/en_US/index.jhtml)
- Cisco Systems - <http://www.cisco.com/>
- The Gap - <http://www.gapinc.com>
- Timberland - <http://www.timberland.com/home/index.jsp>

### ***International Organizations***

- The United Nations - <http://www.un.org>
- The World Bank - <http://www.csrwbi.org>

### ***Law Firms***

- Baker McKenzie - <http://www.bakermckenzie.com/>

### ***Nonprofits***

- Verite Inc. - <http://www.verite.org/>
- Climate Counts – <http://climatecounts.org>
- Rainforest Alliance - <http://www.ra.org/>
- Amnesty International - <http://www.amnesty.org/>
- CSR Europe - <http://www.csreurope.org/>

### ***Socially Responsible Investing***

- AccountAbility - <http://www.accountability.org.uk/>
- Ethical Investment Research Services (EIRIS) - <http://www.eiris.org/>
- SocialFunds.com - <http://www.socialfunds.com/>
- Calvert Group - <http://www.calvertgroup.com/>
- The Conservation Company - <http://www.tccgrp.com/>
- Acumen Fund - <http://www.acumenfund.org>
- Pax World Funds - [www.paxworld.com](http://www.paxworld.com)

### **Future Challenges of the Profession**

Along with the increasing interest in and development of the field of CSR there are some challenges as well. Like every emerging field, some people have tried to downplay its importance and labeled it a trend which may go out of fashion. There is certainly a backlash in some quarters: Nestlé withdrew some of its commitments and Nike has fought to defend some statements it made back in 1996 about its working conditions. And like Human Resources and Marketing departments, during an economic downturn, honoring CSR commitments are more difficult for some firms. In addition, there is also much work to be done to make the CSR field itself more rigorous, to find ways to gather qualitative and quantitative information more efficiently and easily, and to make

standards more uniform and accepted in specific sectors. Despite these challenges, the CSR movement has gained enough momentum such that it would be hard to reverse; and people with CSR-related skills and experience are therefore likely to be increasingly sought after.

## **Resources for Additional Information**

### ***Internet Resources***

- Association of Strategic Alliance Professionals - <http://strategic-alliances.org> - ASAP serves those who manage strategic alliances in the modern enterprise.
- Boston College's Center for Corporate Citizenship - <http://www.bcccc.net> - Features job postings in CSR.
- Business Ethics Magazine - <http://www.business-ethics.com/>
- Business for Social Responsibility - <http://www.bsr.org/resources/jobs/index.cfm> - Helps companies achieve success and demonstrate respect for ethical values; its job listings are from organizations' member companies in the private, non-profit, and public sectors.
- The University of Edinburgh: CSR Chicks is a network of professional women (U.K. based) working in the field of corporate social responsibility - <http://www.careers.ed.ac.uk/STUDENTS/Careers/Corporate%20Social%20Responsibility%20and%20Ethical%20Careers.html> - Students interested in CSR jobs can also subscribe to (csr-chicks-subscribe@yahoogroups.com) and/or (csr-blokes-subscribe@yahoogroups.com) a listserv that circulates job postings in this field.
- CSR Hub – <http://www.crshub.com>
- CSR Europe - <http://www.csreurope.org> - A non-profit organization that helps companies combine corporate social responsibility and business practice. It provides CSR job listings in the US and Europe at private and non-profit firms.
- CSR International: An Incubator for CSR 2.0 Solutions - <http://www.csrinternational.org/about>
- CSRwire - <http://www.csrwire.com> - A corporate responsibility newswire service.
- Sustainability Recruiting by Ellen Weinreb - <http://www.ellenweinreb.com/resources.htm> - A useful list of links for CSR jobs.
- Ethical Corporation - <http://www.ethicalcorp.com> - Provides business information about corporate social, financial, and environmental responsibility, as well as links to CSR job and internship listings at private and non-profit firms worldwide.
- Good Money - <http://www.goodmoney.com/> - Provides investment handbooks on companies with socially responsible records; the firm posts private-sector corporate responsibility job announcements on its website.

- Idealist.org - <http://www.idealists.org> - Job and internship listings in economic development, social services, human rights, environmental issues, and more. Users can search for jobs by country, state, or city.
- Net Impact - <http://www.netimpact.org/index.cfm>.
- Oxford HR - [www.oxfordhr.co.uk](http://www.oxfordhr.co.uk) – A consultancy that helps agencies recruit for management and specialist posts in the areas of development aid, emergency relief, environmental conservation, and ethical business.
- Starting Bloc - <http://www.startingbloc.org>.
- Sustainability Practice Network (SPN) - <http://www.sustainabilitypractice.net/about.html> - A NYC-based forum for professionals working with corporate responsibility and sustainability issues to build a community based on learning, discussion, information and idea exchange.
- 3BL Media – <http://www.3blmedia.com>

### ***Publications***

*Common Interest, Common Good: Creating Value through Business and Social Sector Partnerships*, by Shirley Sagawa, et al, Harvard Business School Press, 2000.

*Compassionate Capitalism: How Corporations Can Make Doing Good an Integral Part of Doing Well*, by Marc Benioff and Karen Southwick, Career Press, 2004.

*Corporate Social Responsibility as an International Strategy*, by Christina Keinert, Physica-Verlag (2008)  
*Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause* by Philip Kotler and Nancy Lee, Wiley Press (2004)

*Harvard Business Review on Corporate Social Responsibility*, Harvard Business School Press, 2003.  
*How to Change the World: Social Entrepreneurs and the Power of New Ideas*, by David Bornstein, Oxford University Press, 2004.

*Natural Capitalism: Creating the Next Industrial Revolution*, by Paul Hawken, Amory Lovins, et al, Back Bay Books, 2008.

*Profits with Principles: Seven Strategies for Delivering Value with Values*, by Ira A. Jackson and Jane Nelson, Currency Publishers, 2004.

*Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar Inc.*, by Gary Erickson, Jossey-Bass, 2006.

*Saving the Corporate Soul and (Who Knows?) Maybe Your Own: Eight Principles for Creating and Preserving Wealth and Well-Being for You and Your Company Without Selling Out*, by David Batstone, Jossey-Bass, 2003.  
*In Pursuit of the Common Good*, by Paul Newman and A.E. Hotchner, Nan A. Talese, 2008.

*The Age of Responsibility: CSR 2.0 and the New DNA of Business*, by Wayne Visser, Wiley Press (2011)

*The Cathedral Within: Transforming Your Life by Giving Something Back*, by William H. Shore, Random House, 2002.

*The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*, by C.K. Prahalad, Wharton School Publishing, 2009.

*What Matters Most: How a Small Group of Pioneers is Teaching Social Responsibility to Big Business, and Why Big Business is Listening*, by Jeffrey Hollender and Stephen Fenichell, Basic Books, 2006.



## **CAREER OPPORTUNITIES IN ENERGY**

### **Description of the Field**

The energy industry encompasses a variety of products and services related to the safe and reliable delivery of electricity, natural gas and oil. It examines issues of energy procurement, capital investment, energy trading, demand forecasting, product development, behavior change, regulatory and policy analysis, and renewable energy technologies. The focus on deregulation and the privatization of energy has increased throughout the world. Multilateral partnerships examining the impact on the environment and sustainable development have resulted in policy recommendations and expanded markets for renewable energy alternatives. There is also growing concern around the relationship between acquiring energy resources, regional conflict and national security.

Professional work in the energy industry involves:

- Analyzing energy policy trends
- Program measurement, evaluation and verification
- Examining policies and trends impacting energy markets
- Developing, evaluating, and operating energy infrastructure projects
- Marketing energy efficiency programs
- Developing community outreach related to projects or plants
- Assessing environmental and regulatory compliance
- Integrating energy management services
- Advocating new approaches toward energy management, development, and technology
- Understanding natural gas storage, production and transportation
- Marketing and trading physical and financial energy products including natural gas, power, crude oil and associated commodities
- Acquiring or developing power plants for the competitive market

### **Career Paths**

Some career paths in the energy field may require an engineering or business background, but many opportunities exist for those with a wider scope of transferable skills, experience, and training. Career paths in regulatory analysis, economic modeling, policy making, and policy research often do not require a technical background, but knowledge of the energy field and an understanding of finance, economics, and the environment regulation can increase competitiveness. Knowledge of particular regions and languages can also be marketable skills in the energy field. Gaining internship experience that is relevant to the area of interest provides exposure to technical aspects while further developing analytical and communication skills. An internship also places an essential foot in the door that can help with employment prospects and advancement within energy companies.



### ***Private Sector***

Many private sector employers, especially large oil, gas companies and investor owned electric utilities, tend to invest in the development of career employees and promote from within. These firms frequently hire graduates to fill positions in regulatory relations, economic and demand research, law, product and service development, finance and energy procurement. Depending on the company's market, which can range from local to global, knowledge of the regional customer segments and regulatory structures can be a very important asset for employers. Willingness to travel can be an advantage, along with gaining specific experience in project or program management important for long-term career advancement.

### ***Public and Nonprofit Sectors***

A person entering the public or nonprofit sectors as a research or policy assistant might expect to progress to analyst or technical consultant and eventually into project or program management. The career path within a federal government agency such as the Department of Energy will be similar to other policy positions in the government. Opportunities exist for recent graduates and other entry-level positions in areas such as economic, regulatory or policy analysis.

In the nonprofit sector, positions focus on general research of energy trends, international energy policy formation, training, and arranging international collaboration between utilities or other energy entities. Due to their relatively small size, all professionals are expected to participate in a wider range of activities than what is true of large for-profit companies, including the occasional administrative task. With larger nonprofits as the exception, advancement often comes from moving to another organization. Experience in one sector can lead to career opportunities in another.

### ***Demand***

The demand continues for candidates with business backgrounds as a result of consumer utility industry deregulation, advancements in alternative energy sources, and a growing demand for current sources of energy from developing countries. Graduates can still find growing opportunities in marketing, management, and planning positions. Other opportunities exist in consulting companies which typically advise foreign governments on establishing regulation, planning for transmission, and restructuring distribution companies.

Though private sector employers have tended to hire graduates with engineering or technical backgrounds, opportunities exist for graduates with experience in specific geographic regions, language abilities, policy analysis, marketing, public affairs, and business development. Openings can also arise in strategic planning or external relations departments for candidates with congressional or federal experience. In research and consulting organizations that serve the federal government, there is some demand for science and technology specialists, especially for those with expertise in alternative energy and technology transfer.

Environmental impact and increased attention to energy conservation continue to provide new and challenging opportunities for graduates with an interest in technology and policy issues for private industry and governments.

A combined interest in energy, the environment, and development is also a growing area for nonprofits and international organizations with programs or whole divisions examining implications for sustainable development. In the private sector there is also an increased focus on corporate responsibility as it relates to sustainable development.

### ***Qualifications Necessary to Enter the Field***



- ✓ Excellent writing skills
- ✓ Quantitative analysis
- ✓ Principles of energy and market regulation
- ✓ Background in regulatory economics
- ✓ Ability to collect and synthesize information
- ✓ Ability to write business plans
- ✓ Client management skills
- ✓ Understanding of policy process
- ✓ Specialized regional knowledge
- ✓ Language skills
- ✓ Engineering and/or private industry experience is a plus

## **Sample Group of Employers**

### ***Private Sector***

- AES - <http://www.aes.com/aes/index?page=home>
- BP - <http://www.bp.com/bodycopyarticle.do?categoryId=1&contentId=7052055>
- Con Edison (New York) - <http://www.coned.com/>
- Chevron Corporation - <http://www.chevron.com/>
- Duke Energy - [http://www.duke-energy.com/residential.asp /](http://www.duke-energy.com/residential.asp/)
- Energy Security Analysis Inc. - <http://www.esai.com/>
- Evolution Markets - <http://new.evomarkets.com/> <http://www.sustainabilitypractice.net/about.html>
- ExxonMobil -
- Exelon Corporation - <http://www.exeloncorp.com/>
- Exxon Mobil - <http://www.exxonmobil.com/corporate/>
- International Resources Group - <http://www.irgltd.com/index.php>
- Mirant - <http://www.mirant.com/Pages/default.aspx>
- Natsource - <http://www.natsource.com/>
- Nexant Energy Consulting - <http://www.nexant.com/>
- Nuclear Research and Consultancy Group - <http://www.nrg.eu/>
- PA Consulting Group - <http://www.paconsulting.com/>
- PACE Global Energy Services - <http://www3.paceglobal.com/>
- Pacific Gas & Electric Company – <http://www.pge.com>
- Pepco (Washington, D.C) - <http://www.pepco.com/>
- Southern California Edison – <http://www.sce.com>
- Shell Energy- <http://www.shell.com/>

### ***Nonprofit Organizations***

- Academy for Educational Development - <http://www.aed.org>
- Alliance to Save Energy - <http://www.ase.org/>
- American Gas Association - <http://www.aga.org/>
- American Wind Energy Association - <http://www.awea.org/>
- Business Council for Sustainable Energy - <http://www.bcse.org/>
- Edison Electric Institute - <http://www.eei.org/Pages/default.aspx/>
- Environmental Defense Fund – [www.edf.org](http://www.edf.org)
- Institute of International Education - <http://www.iie.org/>
- Natural Resources Defense Council – <http://www.nrdc.org>
- US Energy Association - <http://www.usea.org/>

- Winrock International - <http://www.winrock.org/>

### **Government**

- House Committee on Energy and Commerce - <http://energycommerce.house.gov/>
- State Utility Commissions - <http://www.consumeraction.gov/utility.shtml>
- USAID - [http://www.usaid.gov/our\\_work/economic\\_growth\\_and\\_trade/energy/](http://www.usaid.gov/our_work/economic_growth_and_trade/energy/)
- US Department of Energy - <http://www.energy.gov/>
- US Environmental Protection Agency - <http://www.epa.gov/>

### **Resources for Additional Information**

#### **Energy Associations**

- American Petroleum Institute - <http://www.api.org/>
- American Wind Energy Association - <http://www.awea.org/>
- Electric Power Research Institute - <http://www.epri.com/>
- Europia, Oil Marketing and Refining Industry - <http://www.europia.com/>
- Gas Technology Institute - <http://www.gastechnology.org>
- International Hydropower Association - <http://www.hydropower.org/>
- International Petroleum Industry Environmental Conservation Association (IPIECA) - <http://www.ipieca.org/>
- Nuclear Energy Institute - <http://www.nei.org/>
- US Energy Association - <http://www.usea.org/>

#### **Internet Resources**

- Energy Careers - <http://www.energycareers.com/>
- Energy & Power Career Guide - <http://www.khake.com/page49.html>
- Energy Efficiency and Renewable Energy - [http://www1.eere.energy.gov/education/clean\\_energy\\_jobs.html](http://www1.eere.energy.gov/education/clean_energy_jobs.html)
- Environmental Career Opportunities - <http://ecojobs.com/>
- European Commission on Energy Research - [http://ec.europa.eu/research/energy/index\\_en.cfm](http://ec.europa.eu/research/energy/index_en.cfm)
- International Association for Energy Economics - <http://www.iaee.org/>
- International Emissions Trading Association- <http://www.ieta.org/>
- International Energy Agency – <http://www.iea.org>
- Professional Energy Jobs - <http://www.professionalenergyjobs.com/>
- Sustainable Business.com <http://www.sustainablebusiness.com/>
- World Bank Energy Sector Management Assistance Program - <http://www.esmap.org/>
- UNDP Energy for Sustainable Development - <http://www.undp.org/energy/>

#### **Publications**

*Plunkett's Energy Industry Almanac*, published annually -

<http://www.plunkettresearch.com/Industries/EnergyUtilities/tabid/155/Default.aspx>

*Vault Guide to the Top Energy & Oil/Gas Employers*, by Aman Singh Das, 2009 -

[http://www.vault.com/wps/portal/usa/store/bookdetail?section=cs\\_employer&item\\_no=755&origin=com.vault.store.portlet.bookStore\\$vault.1\\_win](http://www.vault.com/wps/portal/usa/store/bookdetail?section=cs_employer&item_no=755&origin=com.vault.store.portlet.bookStore$vault.1_win)



## **CAREER OPPORTUNITIES IN ENVIRONMENTAL SUSTAINABILITY**

### **Description of Field**

Over the past 100 years, environmental policy analysts have tracked the general environmental movement. Early efforts were targeted at conservation and preservation, eventually growing into the pollution regulation and mitigation focus of the 1970s through the mid-1990s. Today's environmental managers and policy makers are focused on pollution prevention and the integration of environmental considerations into economic and social decision making.

Population and economic growth pressures are creating complex environmental problems that directly impact all aspects of human society. Sustainable development, once the cutting edge of environmental issues, is now expanding to incorporate education, governance and democracy, poverty reduction, public health, security, and economic strategy along with traditional environmental fields of agriculture, natural resource management, pollution abatement and conservation. For example, waste management cannot be addressed with simply landfill policies, but must incorporate smart growth, recycling, emission capture, and the creation of markets to turn waste into a useful commodity.

Challenges for today's international environmental policy analysts include: controlling global climate change, considering environmental regulations in treaties and trade agreements, creating environmentally and economically sustainable development, and helping the private sector find ways to incorporate environmental concerns into business planning. In much of the world, basic environmental management such as water resources, wetlands protection and restoration, and environmental health are also very important developments as economic progress puts stress on existing systems.

Career-related activities within this field include policy and scientific research, environmental education and advocacy, regulatory and legislative design, technical assistance to government agencies for planning and management, regulatory compliance and enforcement, and entrepreneurial development in environmental products and services.

### **Career Paths and Entry Salaries**

Entry level positions in international environmental policy can be found in government, private industry, international organizations, and research, nonprofit and non-governmental organizations.

The U.S. federal government is the largest single employer in the environmental career world. While the Environmental Protection Agency is the agency traditionally associated with environmental policy development in the U.S., including international environmental policy, many federal agencies pursue international

environmental activities, including the Forest Service, Fish and Wildlife Service, Food and Drug Administration, USAID, and the State Department. One program that provides entry into the federal government and work with such agencies is the Presidential Management Fellowship.

The private sector has both traditional businesses and consulting firms involved with environmental sustainability. Traditional businesses seek qualified managers to work in environmental compliance programs, incorporate environmental concerns into business strategies, improve performance through waste reduction and energy efficiency, and develop sustainable strategies. Environmental consulting firms provide technical assistance to both domestic and foreign government agencies as they work on environmental problems and solutions. They need both administrative managers to write and manage the contract proposals and technical experts to provide the research for various tasks in an awarded contract. Starting as a contract employee with a consulting firm might provide an entry point into environmental consulting. While starting salaries are not unusually high, income is often complemented with supplements for staff that regularly travel overseas.

Employment opportunities within nonprofit, non-governmental, and international organizations are highly competitive and not as numerous as within the other sectors mentioned. According to a survey by the Environmental Careers Organization, the 30 best-known environmental nonprofit organizations employ less than 5,000 employees, and approximately half of those employees are with The Nature Conservancy - the largest environmental nonprofit group. While salaries are sometimes lower in nonprofits than in government or private organizations, nonprofit boards are showing more willingness to reward hard work with increased compensation in order to maintain organizational stability.

### **Demand**

While the need for understanding global environmental issues is great, jobs in the field are very competitive as many students are interested in international environmental careers.

Positions in the federal government are being privatized to increase flexibility; networking is therefore important to determine the appropriate contractors for specific policy areas. International organizations also hire contractors through personal and professional connections. Even nonprofit and non-governmental organizations receive a glut of applications for program positions.

### **Qualifications Necessary to Enter the Field**

In most cases a graduate degree is essential for success in the international environmental field. Programs in public policy, environmental management, international relations, public health, or law can provide some of the necessary skills. Some institutions offer joint degrees, allowing students to get skills in both policy analysis and environmental science. Expertise in regional politics and economics are helpful in understanding the economic, political, and social consequences of environmental policy decisions. An environmental science or water engineering background is also valuable in those positions in which specialized knowledge is important.

In addition to educational credentials, a demonstrated commitment to environmental issues is critical to success in this field, shown through both volunteer and paid experiences. While these experiences also provide essential networking opportunities, passion and commitment will not be sufficient for a career in environmental advocacy. Nonprofit organizations look for staff with management, analytical, communications, and fundraising skills. Coursework in nonprofit management or social entrepreneurship is important for a career in nonprofit and nongovernmental organizations. Prior international experience, such as with the Peace Corps, or prior

experience in a domestic setting that is transferable to an international issue, like rural water distribution, is critical to a successful career search.

Multidisciplinary education and experience are also important for international environmental positions. The field has now expanded beyond strictly environmental issues to also include economics, politics, negotiation, and management. The ability to incorporate other disciplines into the solutions for environmental problems is important, as most jobs will require more than one type of skill. In addition, the ability to translate science into policy will be highly regarded.

As in all international careers, foreign language skills and overseas field experience are desirable to potential employers; organizations such as the World Bank require a second language. GIS and information technology skills are also valuable.

## **Sample Group of Employers**

### ***Private Sector***

- Chemonics International, Inc. <http://www.chemonics.com>
- Development Alternatives, Inc. <http://www.dai.com>
- Environmental Resources Management <http://www.erm.com>
- ICF Consulting Group, Inc. <http://www.icfconsulting.com>

### ***Research, Nonprofit and Non-Governmental Organizations***

- Audubon International - <http://www.audubonintl.org>
- Conservation International - <http://www.conservation.org>
- Friends of the Earth - <http://www.foe.org>
- International Institute of Environment and Development - <http://www.iied.org>
- International Institute for Sustainable Development - <http://www.iisd.org>
- Natural Resources Defense Council - <http://www.nrdc.org>
- The Nature Conservancy - <http://nature.org>
- Research Triangle Institute - <http://www.rti.org>
- World Conservation Union - <http://www.iucn.org>
- World Resources Institute - <http://www.wri.org>
- Worldwide Fund for Nature - <http://www.panda.org/>
- World Wildlife Fund - <http://www.wwf.org/>

### ***International Organizations***

- European Union - <http://europa.eu/>
- North American Commission for Environmental Cooperation - <http://www.cec.org>
- Organization for Economic Co-operation and Development - <http://www.oecd.org>
- United Nations Development Program - <http://www.undp.org>
- United Nations Environment Program - <http://www.unep.org>
- United Nations Industrial Development Organization - <http://www.unido.org>
- World Bank Group - <http://www.worldbank.org>
- World Trade Organization - <http://www.wto.org>

## ***U.S. Federal Government***

- Agency for International Development - <http://www.usaid.gov/environment/>
- Department of Agriculture - <http://www.usda.gov/>
- Foreign Agricultural Service - <http://www.fas.usda.gov>
- Forest Service - <http://www.fs.fed.us/>
- Department of Defense - <http://www.defenselink.mil/>
- Defense Environmental Network and Information Exchange – <https://www.denix.osd.mil/portal/page/portal/denix>
- Department of Energy - <http://www.doe.gov>
- Department of Health and Human Services, Food and Drug Administration – <http://www.fda.gov/oia/homepage.htm>
- Department of the Interior International Affairs - <http://www.doi.gov/intl/>
- Fish and Wildlife Service - <http://www.international.fws.gov>
- Department of State, Bureau of Oceans and International Environmental and Scientific Affairs - <http://www.state.gov/g/oes/>
- Environmental Protection Agency Office of International Affairs - <http://www.epa.gov/international/>
- House Committee on Energy and Commerce - <http://energycommerce.house.gov/>
- House Committee on Resources - <http://resourcescommittee.house.gov/>
- Senate Committee on Agriculture, Nutrition and Forestry - <http://agriculture.senate.gov/>
- Senate Committee on Energy and Natural Resources - <http://energy.senate.gov/>
- Senate Committee on Environment and Public Works - <http://epw.senate.gov/>

## **Future Challenges of the Profession**

Through the hard work of many dedicated individuals, environmental issues have become more integrated into the thinking of all development issues. Taking that awareness and translating it into global action is the next challenge, particularly in countries where local officials are not accustomed to taking the lead in solving environmental problems. Many environmental problems will require multilateral solutions; creating and enforcing those agreements will be a key to the success of future efforts.

## **Resources for Additional Information**

### ***Internet Resources***

- DevNetJobs.org - <http://www.devnetjobs.org>
- Environmental Career Opportunities - <http://www.ecojobs.com>
- EnvironmentalCareer.com - <http://www.environmentalcareer.com>
- Environmental Grantmakers Association - <http://www.ega.org/index.php>
- Environmental Careers Organization - <http://www.eco.org>
- Environmental Organization Web Directory - <http://www.webdirectory.com>
- Environmental Yellow Pages - <http://www.enviroyellowpages.com/>
- Green Directory - <http://www.greendirectory.net/jobs/>
- Green Dream Jobs - <http://www.sustainablebusiness.com>
- Idealist - <http://www.idealists.org>
- International Career Employment Weekly - <http://www.internationaljobs.org>
- SustainUs - [www.sustainus.org](http://www.sustainus.org)
- OneWorld - <http://www.oneworld.net>
- The Regional Environmental Center for Central and Eastern Europe - <http://www.rec.org>

### ***Publications***

*Careers in the Environment (VGM Professional Careers Series)*, by Michael Fasulo and Paul Walker, McGraw-Hill/Contemporary Books; 3rd Edition, 2007.

*Conservation Directory 2004: The Guide to Worldwide Environmental Organizations*, by National Wildlife Federation, Island Press, 2004.

Great Jobs for Environmental Studies Majors (Great Jobs Series) by Julie DeGalan, McGraw-Hill; 2<sup>nd</sup> Edition, 2008.

*The ECO Guide to Careers that Make a Difference*, The Environmental Careers Organization, 2004

*Saving the Earth as a Career: Advice on Becoming a Conservation Professional* by Malcolm L. Hunter Jr., David Lindenmayer, and Aram Calhoun, Wiley-Blackwell, 2007.

*The Sustainable MBA: The Manager's Guide to Green Business*, by Giselle Weybrecht, Wiley, 2010.





## **CAREER OPPORTUNITIES IN FOUNDATIONS**

### **Description of the Field**

A foundation is a non-governmental entity that is established as a non-profit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations, institutions, or individuals for scientific, educational, cultural, religious, or other charitable purposes.

This (broad) definition of foundation encompasses two foundation types: private foundations and grant-making public charities. A private foundation derives its money from a family, an individual, or a corporation. An example of a private foundation is the Ford Foundation. In contrast, a grant-making public charity (sometimes referred to as a "public foundation") derives its support from diverse sources, which may include foundations, individuals, and government agencies (Foundation Center).

According to the Foundation Center the United States is the largest source of foundations giving. In 2009, there were nearly 75,595 grant-making foundations in the United States; this was a 61 percent increase from 10 years earlier. Foundation giving was \$42.9 billion in 2009, with around 88 percent of foundations giving contributing to development causes worldwide. Growth in 'private aid' is seen at all levels, from "mega-charities" such as the Gates, Ford, MacArthur, Rockefeller, and Hewlett foundations, to hundreds of smaller foundations.

Transnational nongovernmental organizations such as CARE, Oxfam, Medecins Sans Frontieres, and Save the Children, each with annual budgets exceeding \$500 million, distribute more development aid than the entire United Nations system.



Top 10 US Foundations			
Foundation	2004 Disbursements to International Causes, \$	Grants	Focus Areas
Bill & Melinda Gates	1,233,160,002	134	Health, technology
Ford Foundation	258,502,043	1328	Democracy, poverty, community development, education, peace
Gordon and Betty Moore Foundation	83,184,068	79	Conservation
John D. and Catherine T. MacArthur Foundation	73,138,000	223	Sustainable development, human rights, peace, health
Rockefeller Foundation	72,306,649	329	Poverty
William and Flora Hewlett Foundation	56,595,034	165	Education, population, environment
W. K. Kellogg Foundation	56,315,269	122	Poverty
Freeman Foundation	53,456,718	223	Exchange and education
Carnegie Corporation of New York	42,415,000	113	Peace, education
Starr Foundation	41,392,820	101	Healthcare, democracy
TOTAL	1,970,465,603	2817	

source: *International Grantmaking Update*, Foundation Center, 2006.

## Career Paths and Entry Salaries

Career paths in foundations might not be as standardized as those in other fields; however, over the past decade the majority of the (large) foundations has undergone significant restructuring to systematize their programs and portfolios, rationalize their career paths to make career options in foundations more attractive to international professionals and, particularly to mid-career professionals who might be interesting in a career change.

Qualifications needed to enter the field may vary depending on the position and/or position level that is advertised. In general, people who go into foundation work must be able to write clearly and succinctly. They should be comfortable with making qualitative judgments, have a global perspective on ideas and issues, be creative thinkers, and master critical analysis. Other qualifications include field experience, fluency in foreign languages, and a graduate degree (either at Masters or Ph.D. level).

For those who intend to enter the career foundation path at the beginning of their careers, and/or prior to having acquired significant work experience, they should consider the option of starting as a program associate, and eventually making a switch to either the Management career track or the Technical Specialist career track. Small foundations might have a more fluid organizational structure, and the career paths of their employees might be equally fluid, with less well-defined boundaries between career tracks and/or job descriptions/titles and/or tasks.

## **Management Track**

The ‘management track’ refers to career opportunities in foundations pertaining to the management of the foundations’ portfolios programs. Suitable candidates for these positions have had several relevant jobs (generally between three and five), and have changed their occupational area at least once before entering the foundation field.

The management track is generally split into various sub-tracks:

- i) CEO Level
- ii) Director/Executive Director Level - jobs involve leading the planning and operational aspects of the foundations, including oversight of strategic and financial planning and reporting, portfolio management, process improvement and supervision, and attending board meetings. Qualifications for these positions generally include: ability to build, develop, and implement large-scale, complex grant making and programs from the ground-up; strong analytic skills and the ability to think strategically and programmatically; demonstrated ability to work with flexibility, efficiency, and diplomacy both individually and as part of a complex team effort.
- iii) Program Officers Level - jobs involve duties that may resemble those of the directors’ level; however, these duties are part of the day-to-day operations conducted to run the foundations. Requirements for these type of positions generally include: 6-8 years of professional experience in program development, design, and management, consulting, strategic development or other related field; self-starter and flexibility to work in fast-paced and changing environment, and ability to travel.
- iv) Communications Officer/Strategist – jobs involve helping drive the social media and online marketing strategy for foundation, generally with an emphasis on substantial increased engagement within the social media sphere. Qualifications for these types of jobs include: experience in, and understanding of the media business, including digital and traditional media; ability to establish and sustain relationships with media leaders, ability to identify and explore the latest developments and innovations in the media space; ability to work on multiple projects simultaneously in a demanding and fast-paced environment.

## **Business Development Track**

Foundations, and in particular large ones, have a dedicated a career track that focus exclusively on fund-raising and business development. Candidates for these types of jobs should be familiar with identifying critical priorities for foundation work with individual companies or across individual or multiple stakeholders, providing advice and guidance to grantees, and ability to build long-term relationships to ensure the financial sustainability of foundations programs and initiatives.

## **Technical/Specialist Track**

Positions in the technical/specialist track vary depending on the sector and specialty for which foundations are advertising openings. Professional experience acquired before the application to a particular foundation job needs to be immediately relevant to the technical field to which the candidate is applying.

## **Salaries**

Salaries in the foundations field vary widely depending on job levels, titles, and type and size of the foundations. Publicly available information regarding salary structures and scales remain scarce; however, over the past five, years large foundations – i.e. the Bill and Melinda Gates Foundation, the Aga Khan Development Network, and the Ford Foundation --, have made an effort to increase transparency regarding their, and in general the foundation sector, salary scales and structures.

Foundations provide fringe benefits in addition to the base salary; fringe benefits vary depending on the size of the foundation, and eligibility for them is dependent on the employment status. Fringe benefits for local hires are based on the local labor laws of that country. International staff are eligible for the basic benefits related to Medical/Dental and Life Insurance, International SOS Insurance, assignment travel, home leave, and vacation days etc.

(Anecdotal evidence available suggests that), entry-level salaries for candidates with a graduate degree, and one to three years of experience, range between US\$ 70,000 - 100,000 gross plus benefits, almost regardless of where the position is located. (Ref to existing information from the Clinton Global Initiative, the Gates Foundation, and the Rockefeller Foundation).

## **Demand**

Professional opportunities in the foundation field are not limited; however, these opportunities are not always and/or generally openly advertised, and often tied to funding availability; recruitment practices tend to remain opaque, with many foundations preferring to hire referred-only candidates. These constraints make entering and/or transferring into the foundations field relatively complex and laborious. Knowing someone on the staff or board, completing an internship or project with a foundation, or connecting with a mentor (including professors and alumni) who may serve as a consultant to the foundation or on the board, are all helpful ways in which to break into the field.

Volunteers or community activists who have been grantees of the foundation may become known to the foundation staff, while connections made through fund raising, consulting, or serving on a committee that reviews proposals can also provide a way into the foundation world.

## **Sample Group of Employers**

- Aga Khan Development Network - <http://www.akdn.org/>
- Annie E. Casey Foundation - <http://www.aecf.org/>
- Arthur Vining Davis Foundations - <http://www.avdf.org/>
- Carnegie Corporation of New York - <http://carnegie.org/>
- Clinton Foundation - <http://www.clintonfoundation.org/>
- Commonwealth Fund - <http://www.commonwealthfund.org/>
- Ford Foundation - <http://www.fordfoundation.org/>
- Freeman Foundation - <http://www.freemanfoundation.org/>
- Bill and Melinda Gates Foundation - <http://www.gatesfoundation.org/>
- George Gund Foundation - <http://www.gundfdn.org/>
- Google Foundation - <http://www.google.org/>

- William and Flora Hewlett Foundation - <http://www.hewlett.org/>
- Kellogg Foundation - <http://www.wkkf.org>
- Kettering Foundation - <http://www.wkkf.org/>
- Henry Luce Foundation - <http://www.hluce.org>
- Mo Ibrahim Foundation - <http://www.moibrahimfoundation.org/en>
- John D. and Catherine T. MacArthur Foundation - [www.macfound.org/](http://www.macfound.org/)
- Andrew W. Mellon Foundation - <http://www.mellon.org/>
- Gordon and Betty Moore Foundation - <http://www.moore.org/>
- Mott Foundation - <http://www.mott.org/>
- Open Society Institute and Soros Foundation Network-New York - <http://www.soros.org/>
- David and Lucille Packard Foundation - <http://www.packard.org/home.aspx>
- Pew Charitable Trust - <http://www.pewtrusts.com/>
- Robert Wood Johnson Foundation - [http:// www.rwjf.org/](http://www.rwjf.org/)
- Rockefeller Brothers Fund - <http://www.rbf.org/>
- Rockefeller Foundation - <http://www.rockefellerfoundation.org/>
- Alfred P. Sloan Foundation - <http://www.sloan.org/>
- Starr Foundation - <http://www.starrfoundation.org/>
- The Century Foundation - <http://www.tcf.org/>
- Tony Blair Faith Foundation - <http://www.tonyblairfaithfoundation.org>

## **Future Challenges of the Profession**

As foundations are asked to take on many of the tasks formerly assumed by federal, state, and local governments, they are likely to struggle with the greater demands on their resources. This is particularly true for the field of development, where the nature of development assistance is changing rapidly, with new delivery mechanisms and new players becoming important parts of the aid system. Official funding is increasingly being channeled through specialized agencies and/or not-for profit organizations dedicated to particular targets, instead of through traditional agencies. A raft of new players has emerged from the private sector, which include foundations, NGOs and other nonprofits, as well as individual philanthropists. As a result, foundations may need to consider creative ventures and risk-taking in cooperation or partnership with other foundations, government, and nonprofit organizations.

In addition, the focus of private donors must shift to programs that can be replicated and enlarged. Traditional donors have long claimed that they can ‘scale up’ programs more effectively than private-aid suppliers, but this is because they have been entrusted with far more resources. The availability of resources would be less of a constraint for private-aid givers if they could demonstrate their ability to reduce poverty and improve public services for the poor. Often, private aid programs mix several objectives – providing fair wages, minimizing environmental impacts, changing mindsets – in a way that reflects the preferences (and zeal) of their founders. This may be admirable, but it often produces short-term projects. The history of private global philanthropy is filled with plenty of ‘success stories’ with little follow-up.

Finally, private donors need to intensify efforts to better gauge their own effectiveness. Information, coordination, and planning are becoming harder as more players deliver aid. In well-functioning markets, trade associations and other bodies monitor market conditions, set standards, and define regulations that force a certain degree of transparency. Private-aid givers need to do more to provide good statistical data on their activities so as to permit others to identify key gaps and overlaps. That is the minimum level of accountability they owe the countries in which they operate, and the poor they claim to serve.

## Resources for Additional Information

### Associations

- *Association of Small Foundations*. A membership organization for donors, trustees, and employees of consultants of foundations with a mission to enhance the power of small foundations. <http://www.smallfoundations.org/>
- *Council on Foundations*. A nonprofit membership association of grant-making foundations and corporations with a mission to promote responsible and effective philanthropy by assisting existing and future grant-makers. <http://www.cof.org/>
- *The Foundation Center*, 79 Fifth Ave. 16<sup>th</sup> Street, New York NY 10003. Phone: (212) 620-4230 or (800) 424-9836. Web address: <http://fdncenter.org>

### Internet Resources

- Association of Small Foundations - <http://www.smallfoundations.org/careers>
- The Chronicle of Philanthropy - <http://philanthropy.com/section/Home/172>
- Foundations On-Line - <http://www.foundations.org>
- HandsNet - <http://www.handsnet.org>
- Independent Sector - <http://www.independentsector.org/>
- Idealist Nonprofit - <http://www.idealists.org>
- National Council of Nonprofit Organizations
- Nonprofit Oyster
- Nonprofit Professionals Advisory Group
- NonProfit-jobs.org
- Opportunity Knocks
- Orion Grassroots Network
- Professionals for Nonprofits

### Publications

*Chronicle of Philanthropy*: The nonprofit news source - <https://www.pubservice.com>

The NonProfit Times

Philanthropy News Network

*The Foundation Directory*, The Foundation Center - <http://fconline.foundationcenter.org/>

*The Europa International Foundation Directory 2010: 13<sup>th</sup> Edition* by Routledge, 2010.



## **CAREER OPPORTUNITIES IN GLOBAL HEALTH**

### **Description of the Field**

Global Health relates to health issues and concerns that transcend national borders, class, race, ethnicity and culture. The term stresses the commonality of health issues and which require a collective (partnership-based) action. (<http://globalhealtheeducation.org/Pages/GlobalvsInt.aspx>) It is a research field at the intersection of medical and social science disciplines-including demography, economics, epidemiology, political economy and sociology. From different disciplinary perspectives, it focuses on determinants and distribution of health in international contexts. ([http://en.wikipedia.org/wiki/Global\\_health](http://en.wikipedia.org/wiki/Global_health))

Global health refers to health problems that transcend national borders—problems such as infectious and insect-borne diseases that can spread from one country to another. It also includes health problems that are of such magnitude that they have a global political and economic impact. It refers to health problems that are best addressed by cooperative actions and solutions—solutions that involve more than one country. Because global health problems can move across national borders, countries can learn from one another's experiences, both in how diseases spread and in how they can be treated and controlled. Cooperation across countries is essential to addressing those health problems that transcend borders. This includes helping other countries address their particular health care crises. (<http://www.familiesusa.org/issues/global-health/matters/>)

### **Career Paths and Necessary Qualifications**

Policy careers in global health are found where research, technology, government and society intersect. Many positions require a degree in medicine, health or nutrition, so it's worth considering getting a degree in global or public health, or supplementing your related degree with some health-related coursework and practical experience. It is difficult to obtain ideal jobs in high-impact areas without at least five years of experience or more. Jobs in the areas in which one wants to focus, whether health-related or not, are a good place to start.

To gain an entry-level position, a candidate needs at least a graduate degree in a related field, a couple years of field experience, and a focus on a specific health-related topic, population, or region. A recent graduate will likely start out by backstopping a mission and supporting country programs. Other types of more advanced work might include running the mission activities of a small or large organization, providing technical expertise, managing programs, program development, or working towards the financial sustainability of a project.



Program managers in global health are usually based in-country and oversee the day-to-day operations of a program, such as managing staff, hosting government relations, and tracking budgets and finances. S/he writes reports and may make technical decisions. A person interested in this work needs to have: experience managing people, resources, work plans and budgets to further a research and/or implementation agenda; skills in problem solving and management; experience living overseas; and competence in at least two languages.

Technical advisors help create programs by drafting proposals and developing program designs, visiting programs during implementation to track progress, monitoring and evaluating programs, and assisting in writing proposals. A technical advisor usually has: a medical or public health degree; specialization in a particular subject or practice, including implementation science, monitoring and evaluation, logistics and supply chains, or training and education; familiarity with a specific population or subject matter, such as HIV/AIDS, malaria, reproductive and child health; and experience working across cultures.

Program developers and proposal managers write proposals and applications for funding, working from a design created by a technical expert and translating it into non-expert language. S/he needs to have enough knowledge of the subject to write about it, but doesn't need expertise in the topic. To secure such a position, it is helpful to have: strong writing and communication skills to persuasively convey technical aspects to a mixed audience of experts and non-specialists; an understanding of the technical concepts of the project; grant writing and fundraising skills; and an ability to coordinate communications and managing business activities, including management, finance and accounting.

Other types of work in global health include research positions at academic institutions, research organizations, think tanks, governmental agencies and policy groups. Entry-level positions, such as research assistant, program assistant, or research analyst, often require specialization in a policy or a technical field.

(source: <http://news.change.org/stories/jobs-in-global-health>)

### **Types of Organizations to Work For**

- International, or Multilateral Organizations (e.g.: World Bank, WHO, UNICEF)  
Qualifications: A postgraduate degree in public health, business, economics and social or behavioral sciences.  
Some have an employee nationality quota, which can make finding a position as a US citizen difficult due to overrepresentation. The salaries are higher and expect to travel quite a bit, but also to deal with the bureaucracy and inefficiencies of working at such a large organization. Contract work is a good way to get your foot in the door. These organizations offer fewer internship opportunities than others.
- Bilateral Governmental Organizations (e.g.: CDC, USAID, DHHS, embassies)  
Qualifications: a postgraduate degree in public health, business, economics and social or behavioral sciences is helpful.  
These organizations offer more internships and entry-level positions. USAID tends to contract with other agencies than hire people directly due to structural constraints on hiring.
- Academic Institutions  
Offers job security, teaching and research experience. Opportunities depend on funding.
- Not-for-Profit Non-Governmental Service Organizations  
There are 2 categories: 1) Specialized service providers filling specific medical needs. The American Academy of Family Physicians and the American Society of Tropical Medicine and Hygiene compile lists of international positions. 2) Emergency relief and rehabilitation (MSF or ICRC, for example) to assist with humanitarian disasters.

For both categories, permanent positions are mostly for those working on policy and operations. Medical staff are often hired on a short-term, as-needed, basis.

- For-Profit and Not-for-Profit Consultant Organizations (e.g.: John Snow, FHI360)  
These organizations have been growing rapidly as governments have been using more contractors to provide both expertise and manpower. They offer generally well-paid, full-time positions to work on long- or short-term assignments, and include travel.
- Faith-Based Organizations (e.g.: Church World Service, WVI)  
For many, they expect their staff to be member of the faith, with the exception of short-term contractors. Pay is often lower and most initiatives center on relief or clinical work.

(Source: <http://globalhealtheducation.org>)

## **Demand**

The demand for qualified individuals is on the rise especially in impoverished countries in Africa, Asia, and the Middle East. New programs and initiatives are constantly being created through various organizations; whether it is to start vision testing or an HIV/AIDS prevention program, the international demand for public health professionals is ever-present and will not diminish.

## **Future Challenges of the Profession**

Much like the evolving nature of the viruses they confront, the future challenges in global health are difficult to predict. The ability to work on certain issues depends on funding trends and availability. Overall, there has been a downward trend in funding for global health projects and initiatives. The recent financial crisis, debts, and deficits, makes sending money overseas easy to criticize. The HIV crisis has been a huge challenge that has been going on for a number of years and as it transitions to a chronic issue, rather than an emergency, much of the HIV landscape will start to dismantle and funding will become issue. There is an upward trend in sending funding directly to countries in need, rather than through outside agencies which are seeing less support for their work. However, there will always be a need for outside agencies due to the periodic mismanagement of funds by less stable countries.

HIV/AIDS awareness, prevention, and control are on the top of everyone's lists along with avian flu, malaria prevention, and cancer research. Destitution and malnutrition are also chronic challenges in the areas where these fields are most needed. The integration of various types of health programs is gaining popularity, such as USAID's Family Planning/HIV Integration program.

There is a need to promote, maintain, and improve individual and community health by assisting those populations in adopting healthy behaviors. Also, public health professionals must collect and analyze data to identify community needs prior to planning, implementing, monitoring, and evaluating programs designed to encourage healthy lifestyles, policies, and environments. This research may serve as a resource for other individuals, professionals, or the community, and may administer fiscal resources for health education programs.

## **Sample Group of Employers**

- Africare - <http://www.africare.org/>
- American Red Cross International - <http://www.redcross.org/>
- American Refugee Committee - <http://www.arcrelief.org/site/PageServer>
- Bread for the World - <http://www.bread.org/>
- CEDPA - <http://www.cedpa.org/>
- Christian Children's Fund - <http://www.christianchildrensfund.org/>
- CONCERN Worldwide US Inc. - <http://www.concernusa.org/>



- CARE - <http://www.care.org/>
- Doctors Without Borders - <http://www.doctorswithoutborders.org/>
- Gates Foundation - <http://www.gatesfoundation.org/Pages/home.aspx>
- Global Health Council - <http://www.globalhealth.org/>
- Mercy Corps - <http://www.mercycorps.org/>
- Partners in Health - <http://www.pih.org/>
- Project HOPE - <http://www.projecthope.org/>
- Save the Children - <http://www.savethechildren.org/>
- UNAIDS - [http://www.usaid.gov/our\\_work/global\\_health/](http://www.usaid.gov/our_work/global_health/)
- World Health Organization (WHO) - <http://www.who.int/en/>

## **Resources for Additional Information**

### ***Associations***

- American Public Health Association - <http://www.apha.org/>
- The American Society for Nutrition - <http://www.nutrition.org/>
- Foreign Policy Association - <http://www.fpa.org/>
- Center for Disease Control and Prevention - <http://www.cdc.gov/globalhealth/>

### ***Internet Resources***

- International Nutrition Foundation: <http://www.inffoundation.org/>
- Center for Global Development, Global Health Policy - <http://blogs.cgdev.org/globalhealth/>
- Center for Global Health Policy: <http://www.idsaglobalhealth.org/>
- Center for Strategic & International Studies: <http://csis.org/program/global-health-policy-center>
- Duke Global Health Institute: <http://globalhealth.duke.edu/policy/center-for-health-policy>
- Explore Health Careers. Org: <http://www.explorehealthcareers.org/en/Career.51.aspx>
- Families USA: <http://www.familiesusa.org/issues/global-health/matters/>
- Kaiser Family Foundation, US Global Health Policy - <http://globalhealth.kff.org/>
- Washington Global Health Alliance: <http://www.wghalliance.org/jobs>
- What is Public Health? <http://www.whatispublichealth.org/careers/index.html>

### ***Publications***

- *Case Studies in Global Health*, by Ruth Levine, Jones & Bartlett Publishers, 2007.
- *Essentials of Global Health*, by Richard Skolnik, Jones & Bartlett Publishers, 2007.
- *Finding Work in Global Health*, by Garth Osborn & Patricia Ohmans, Health Advocates Press, 2005.
- *Public Health: Career Choices That Make a Difference*, Bernard Turnock, Jones & Bartlett Publishers, 2006.
- *101 Careers in Public Health*, by Beth Seltzer, MD MPH, Springer Publishing Company, 2010.



## **CAREER OPPORTUNITIES IN GOVERNMENT RELATIONS, LOBBYING, AND CAMPAIGNING**

### **Description of Field**

Government relations, also known as lobbying, consists of individuals and organizations engaged in promoting the interests of their employers or clients to the government. Their activities involve monitoring legislative and executive activities to influence policy, legislation, regulations, or negotiations on behalf of governments, industries, specific companies, interest groups, or constituencies. In Washington, DC, lobbying is regulated by law, calling for the disclosure by lobbyists of organizations or clients that they represent. This is done through the LDA (Lobbying Disclosure Act) and FARA (Foreign Agents Registration Act).

In addition, lobbying may also be carried out by PACs (Political Action Committees) that represent specific constituencies. People may simply represent themselves on stated issues as well. Last, there is a subdivision within the Executive Branch Legislative Offices that represents various departments and agencies of the Executive Branch of the U.S. Government, responsible for influencing the Congressional Branch on legislative affairs.

### **Career Paths**

Most of those seeking careers in lobbying begin with volunteer work on political campaigns for elected public officials, or in legislative staffs on Capitol Hill, State Houses, or governmental agencies. After acquiring such experience, graduates can often move into the mid-level of organizations; without such experience, graduates will typically begin in the research area or in roles that support more senior staff.

Moving in and out of government, sometimes known as the “revolving door,” usually increases a person’s marketability in both the public and private sector. There are few permanently established career paths in lobbying, as these positions are influenced by the ebb and flow of politics and the current opportunities available in the government. One possible career path may include starting a research assistant, with that person eventually become an analyst or manager within a lobbying organization, and then moving to work for the staff of an elected official or government agency.

Typical entry-level job titles include issues analyst, research analyst, and research assistant or associate. Salaries vary based on experience and professional contacts, keeping in mind that private sector companies typically pay more than non-profit and public interest organizations.

### **Demand**

The lobbying industry is highly competitive; without experience or contacts graduates must be willing to start at the entry level. There is a wide range of issues, both international and domestic, that draws people to the field. A foreign government, a company with international trade concerns, or an advocacy group working on human rights may all call for representation by a lobbyist. Vacancies are rarely posted since many positions are filled by networking and referral.

### **Qualifications Necessary to Enter Field**

Government experience is a highly regarded qualification. Strong communications skills, both written and oral, are essential as well. Those seeking to work in government relations must also have a comprehensive understanding of organizational structure and legislative procedures. In addition, excellent people skills, high energy, flexibility, and a willingness to work long hours are also important, as is the ability to compromise.

Students interested in lobbying careers must network and should consider volunteering on political campaigns or interning with a government agency. The contacts developed through volunteer work, internships, and experience in analyzing issues and understanding government processes can be invaluable. A graduate degree in law or in public affairs/public policy is often helpful for advancement in the field.

### **Sample Group of Employers**

According to the Washington Post, the number of registered lobbyists in Washington has more than doubled since 2000 to more than 34,750. Employers consist of public relations consultants, law firms, corporate lobbying agents, public interest organizations, trade and professional associations, political action committees, and political parties. A sample listing follows:

#### ***Public Relations Consultants***

- Burson-Marsteller - <http://www.burson-marsteller.com/>
- Edelman Public Relations - <http://www.edelman.com/>
- Weber Shandwick Worldwide - <http://www.webershandwick.com/>

#### ***Law Firms***

- Arnold & Porter LLP - <http://www.arnoldporter.com/>
- Patton Boggs LLP - <http://www.pattonboggs.com/>

#### ***Public Interest Organizations***

- Children's Defense Fund - <http://www.childrensdefense.org/>
- The Brady Campaign - <http://www.bradycampaign.org/>
- Public Citizen - <http://www.citizen.org/>

#### ***Trade & Professional Organizations***

- National Federation of Independent Business Inc. - <http://www.nfib.com/>

#### ***Political Parties***

- Democratic National Committee - <http://www.democrats.org/>
- Republican National Committee - <http://www.gop.com/>

### **Future Challenges of the Profession**

As issues facing government become more numerous and complicated, lobbyists increasingly become more important and prevalent. While lobbyists serve as advocates for the interests of their employers or clients, they also provide information to elected officials and staff that may be useful in the decision process.

Lobbying in Washington, DC is the most visible, but lobbying at the state level as well as lobbying foreign governments and agencies is growing. It should be noted that currently regulations restrict the lobbying activities of former US government officials.

## **Resources for Additional Information**

### ***Associations***

- American League of Lobbyists (ALL) - <http://www.alldc.org>

### ***Internet Resources***

- The Advocacy Institute - <http://www.advocacyinstitute.org/>
- Center for Policy Alternatives - <http://www.stateaction.org>
- Center for Lobbying in the Public Interest - <http://www.clpi.org/>
- Political Advocacy Groups <http://www.vancouver.wsu.edu/fac/kfountain/> - A directory of United States Lobbyists
- Yahoo Directory of Government Lobbying Firms - [http://dir.yahoo.com/business\\_and\\_economy/business\\_to\\_business/government/lobbying/](http://dir.yahoo.com/business_and_economy/business_to_business/government/lobbying/)

### ***Publications***

*National Trade and Professional Associations of the United States*, by Valerie S. Sheridan, et al, Columbia Books Inc., 2009.

*Washington Representatives: Fall 2009*, by Valerie S. Sheridan, et al. Columbia Books Inc. 2009.



## **CAREER OPPORTUNITIES IN HUMAN RESOURCES**

### **Description of the Field**

Every organization wants to attract, motivate, and retain the most qualified employees and match them to jobs for which they are best suited. Human resources, training, and labor relations managers and specialists provide this connection. In the past, human resources professionals performed the administrative function of an organization, such as handling employee benefits questions or recruiting, interviewing, and hiring new staff in accordance with policies established by top management. Today's human resources professionals manage these tasks, but, increasingly, they consult with top executives regarding strategic planning. They have moved from behind-the-scenes staff work to leading the organization in suggesting and changing policies.

In an effort to enhance morale and productivity, limit job turnover, and help organizations increase performance and improve results, human resources professionals also help organizations effectively use employee skills, provide training and development opportunities to improve those skills, and increase employees' satisfaction with their jobs and working conditions. Although some jobs in the human resources field require only limited contact with people outside the human resources office, dealing with people is an important part of the job (Bureau of Labor Statistics, 2012). Areas of specialty within the human resources function include: organizational and employee development (training), employee relations, compensation, diversity management, benefits, talent management and talent acquisition (recruiting).

### ***Human Resources Generalist***

The responsibilities of human resources generalists can vary widely, depending on organizational needs. However, in general a human resources generalist will administer various human resources plans and procedures for all personnel; assists in the development and implementation of personnel policies and procedures; prepares and maintains employee handbook and policies and procedures manual; investigates employee relations issues; participates in the development of department goals, objectives, and systems; administers compensation program; and monitors performance evaluation programs. The structure of the human resources department will determine the direct reporting structure, however most often a human resources generalist reports to the Director of Human Resources

### ***Director of Human Resources***

The Director of Human Resources may oversee several departments, each headed by an experienced manager who most likely specializes in one personnel activity such as recruitment, compensation, benefits, training and development, or employee relations.

### ***Training Managers***

Training managers specialize in developing and conducting training, education and employee development programs. Increasingly, management recognizes that training offers a way of developing skills, enhancing productivity and quality of work, and building loyalty to the firm. Training is widely accepted as a method of

improving employee morale, but this is only one of the reasons for its growing importance. Other factors include the complexity of the work environment, the rapid pace of organizational and technological change, and the growing number of jobs in fields that constantly generate new knowledge. In addition, advances in learning theory have provided insights into how adults learn and how training can use such insights more effectively.

### ***Training Specialists***

Training specialists plan, organize, and direct a wide range of training activities. Trainers conduct orientation sessions and arrange on-the-job training for new employees. They help rank-and-file workers maintain and improve their job skills and possibly prepare development programs among employees in lower level positions. These programs are designed to develop both current and potential executives to replace those retiring. Trainers also lead programs to assist employees with transitions due to mergers and acquisitions, as well as technological changes. In government-supported training programs, training specialists function as case managers. They first assess the training needs of clients and then guide them through the most appropriate training method. After training, clients may either be referred to employer relations representatives or receive job placement assistance.

Planning and program development is an important part of the training specialist's job. In order to identify and assess training needs within the organization; trainers may confer with managers and supervisors or conduct surveys. They also periodically evaluate training effectiveness.

Depending on the size, goals, and nature of the organization, trainers may differ considerably in their responsibilities and in the methods they use. Training methods include on-the-job training; schools in which shop conditions are duplicated for trainees prior to putting them on the shop floor; apprenticeship training; classroom training; and electronic learning, which may involve interactive Internet-based training, multimedia programs, distance learning, satellite training, videos and other computer-aided instructional technologies, simulators, conferences, and workshops for jobs requiring greater skill.

### **Career Paths**

The duties given to entry-level workers will vary depending on whether they have a degree in human resource management, have completed an internship, or have some other type of human resources-related experience. Entry-level workers often enter formal or on-the-job training programs in which they learn how to classify jobs, interview applicants, or administer employee benefits. They then are assigned to specific areas in the personnel department to gain experience. A possible career path may see one then advance to a managerial position, overseeing a major element of the personnel program-compensation or training.

### **Demand**

Human resources, training, and labor relations managers and specialists held about 904,900 jobs in 2008. The following table shows the distribution of jobs by occupational specialty:

Training and development specialists	216,600
Employment, recruitment, and placement specialists	207,900
Human resources, training, and labor relations specialists, all others	224,600
Human resources managers	63,100
Compensation, benefits, and job analysis specialists	121,900

Human resources, training, and labor relations managers and specialists were employed in virtually every industry. About 12,900 specialists were self-employed, working as consultants to public and private employers.

The private sector accounted for more than 8 out of 10 salaried jobs, including 11 percent in administrative and support services; 9 percent in professional, scientific, and technical services; 9 percent in manufacturing; 9 percent in health care and social assistance; and 9 percent in finance and insurance firms.

### **Qualifications Necessary to Enter the Field**

The human resources field demands a wide range of personal qualities and skills. The diversity of the workforce requires that human resources professionals work with or supervise people with various cultural backgrounds, levels of education, and experience. Human resources professionals must be able to cope with conflicting points of view, function under pressure, and demonstrate discretion, integrity, fair-mindedness, and a persuasive, congenial personality. In addition, human resources and training managers and specialists must speak and write effectively.

The educational backgrounds of human resources professionals vary considerably. For entry-level jobs, employers usually seek college graduates. A master's degree in human resources, labor relations, or in business administration with a concentration in human resources management is highly recommended for those seeking general and top management positions. In addition, some human resources professionals will become certified as a Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR). Certification eligibility is based on a person's years of human resources experiences, level of education and successfully passing a certification exam.

### **Sample Group of Employers**

#### ***Private Sector***

- IBM - <http://www.ibm.com/us/>
- BP - <http://www.bp.com/>
- Mercer - <http://www.mercer.com>
- Microsoft - <http://www.microsoft.com/>
- Oracle - <http://www.oracle.com/>
- Pricewaterhouse Coopers - <http://www.pwc.com/>

#### ***Nonprofit Organizations***

- Spring Institute - <http://www.spring-institute.org/>
- Institute for International Education - <http://www.iie.org/>
- World Health Organization - <http://www.who.int/en/>

### **Resources for Additional Information**

#### ***Associations***

- American Management Association - <http://www.amanet.org/>
- American Society for Training and Development - <http://www.astd.org>
- American Staffing Association - <http://www.americanstaffing.net>
- International Association for Human Resources Information Management - <http://www.ihrim.org/>
- Society for Human Resource Management - <http://www.shrm.org>

#### ***Internet Resources***

- DiversityInc - <http://www.diversityinc.com/>
- Society for Human Resource Management (shrm) [http://jobs.shrm.org/home/index.cfm?site\\_id=1612](http://jobs.shrm.org/home/index.cfm?site_id=1612) – look for Human Resource careers opportunities
- Jobs4HR.com - <http://www.jobs4hr.com/>



- WetFeet.com - <http://www.wetfeet.com/careers-industries/careers/human-resources> - Human Resources Industry Guide
- Workforce Management - <http://www.workforce.com/>

### ***Publications***

*Careers in Human Resources*, Wetfeet Press, 2008.

*Vault Guide to Careers in Human Resources*, Vault Inc, 2005.

The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals, American Management Association, 2004

U.S. Department of Labor. *Bureau of Labor Statistics. Publications*. Retrieved from <http://www.bls.gov/oco/ocos021.htm>



## **CAREER OPPORTUNITIES IN HUMAN RIGHTS**

### **Description of Field**

The international human rights field is comprised of a broad spectrum of governmental, intergovernmental, and non-governmental organizations focused on the alleviation of human suffering and the protection and promotion of human rights. Careers address the full spectrum of human rights: economic, social, cultural, political, and civil. The field of human rights overlaps with key issue areas of peace and security, development, law, humanitarian assistance, and economic and social affairs.

Work in human rights can be challenging and intense. Organizations use a variety of disciplines in their approach to social justice, including direct service, advocacy, policy development, and research. Activities include research focusing on preventing and ending human rights abuses throughout the world, monitoring human rights development, conducting on-site investigations, writing reports on human rights conditions, engaging in advocacy to publicize and curtail human rights violations, litigation, lobbying, and promoting human rights practices in social and political structures. In addition, human rights professionals provide advisory and educational services, refugee assistance, policy analysis for national and international institutions, assistance in institution building, and economic development monitoring.

### **Career Paths and Entry Salaries**

The field of human rights is broad and multidisciplinary; therefore, there is no direct or specific career path to follow. Over the past 25 years, the variety of career opportunities in human rights has broadened to include grassroots/community organizers, media specialists, grant writers, educators, financial analysts, journalists, researchers, health care professionals, and human rights monitors. The energy behind human rights work is often found in local/indigenous grassroots groups. Support for these groups can be provided in the form of technical assistance, research, or training.

Although the field is relatively competitive to enter, there are many entry-level opportunities for job seekers with a Bachelor's degree interested in this area of social justice. Possible positions include assistant project coordinator, researcher, communications assistant, development associate, and community organizer.

Positions for candidates with a relevant master's degree are most frequently in the capacity of monitoring, reporting, administrative, and organizational efforts and can include titles such as program manager, analyst, research associate, writer/reporter, regional monitor, and legal advocate.

Advanced positions can include positions such as executive director, project administrator, senior program director, and legal counsel. Depending on the size and type of organization, senior-level employees can have a salary anywhere from the low-\$30,000s to over \$100,000. A law degree or a background in an overlapping field is often required for senior-level employment.

### **Demand**

Paid positions in the human rights field are increasing, but are still very restricted for young professionals. The jobs that do exist can be found primarily with non-governmental organizations or, in some cases, with the federal government. There are opportunities in other fields which might overlap with human rights such as governmental affairs, law, and lobbying. There are also short-term positions for those on leave from other jobs who might want to lend their expertise to the human rights arena, i.e. lawyers, teachers, social workers, and doctors. Domestic careers in human rights include work with refugees who have emigrated to the US, civil rights, and women's issues.

### **Qualifications Necessary to Enter the Field**

The skills required to work in the human rights field vary depending on the organization and type of work. Human rights advocates must be skilled in research, writing, analytical thinking, public speaking, and/or grassroots organizing. Those working in policy development, legal cases, or complex international treaties typically require an advanced degree in law, medicine, anthropology, or something similar.

Regardless of the individual requirements of human rights organizations, all candidates should possess excellent oral and written communication skills, foreign language proficiency, cross-cultural skills, flexibility, and a willingness to carry out a wide range of responsibilities with limited resources. Experience living and working abroad, especially in a developing country, is highly recommended. Internships with human rights organizations are one way to gain valuable experience while also providing professional contacts in the human rights community. In many cases, internships lead directly or indirectly to full-time jobs. It is also helpful, if not critical, to be familiar with primary human rights documents and declarations such as the United Nations Universal Declaration of Human Rights, Covenant on Civil and Political Rights, Convention on the Elimination of Discrimination Against Women, Convention to Eliminate all Forms of Racial Discrimination, and the Covenant on Economic, Social and Cultural Rights.

In addition to skills, knowledge, and experience, a career in human rights requires keen dedication and commitment to social justice. Due to the intensity of human rights work, it is crucial to have a desire to make a difference, in addition to having the ability to work collaboratively with other agencies, groups, and cultures

### **Sample Group of Employers**

- Amnesty International - <http://www.amnesty.org/>
- The Carter Center - <http://www.cartercenter.org>
- Center for Economic and Social Rights - <http://www.cesr.org/>
- Center for Justice and International Law - <http://cejil.org/en>
- Derechos Human Rights - <http://www.derechos.org/>
- Freedom House - <http://www.freedomhouse.org/>

- Global Exchange - <http://www.globalexchange.org/>
- Human Rights First - <http://www.humanrightsfirst.org>
- Human Rights Watch - <http://www.hrw.org>
- Institute for Global Communication - <http://www.igc.apc.org/>
- Internal Displacement Monitoring Centre - <http://www.internal-displacement.org/>
- International Center for Transitional Justice - <http://www.ictj.org/>
- International Refugee Rights Initiative - <http://www.refugee-rights.org/>
- International Rescue Committee - <http://www.theirc.org/>
- National Network for Immigrant & Refugee Rights - <http://www.nnirr.org/>
- Norwegian Refugee Council (NRC) - <http://www.nrc.no/>
- Oxfam International - <http://www.oxfam.org/>
- Physicians for Human Rights - <http://www.phrusa.org/>
- UN High Commissioner for Human Rights (UNHCHR) - <http://www.ohchr.org/>
- United Nations Organizations - <http://www.un.org>
- US Agency for International Development (USAID) - <http://www.usaid.gov>
- Witness for Peace - <http://www.witnessforpeace.org/>
- Women's Human Rights - <http://www.awid.org/eng>

### **Future Challenges of the Profession**

The magnitude of human rights challenges today far exceeds the capacity of global organizations and institutions to address them. Both the difficulty of enforcing human rights standards and the inadequate resources given to the United Nations to address peacekeeping in war-torn nations contribute to the problems of the human rights movement.

The challenges ahead are dealing with the intractable problems of poverty and the lack of health care in both the developed and lesser developed world. Increasingly, there is a link between international development initiatives and human rights, as aid is being tied to issues of democracy and governance. Problems of ethnic conflicts, causes and problems of refugee flows, human rights in nations' foreign policies, women's rights, and related issues will increasingly be areas of major concern in the human rights field.

There are challenges inherent to the nature of international human rights work that affect those working in the field. Living and/or traveling abroad can be both exciting and challenging. Employees may be separated from familiar surroundings and relationships for long periods of time and may be living in conditions far inferior to what they are used to in the United States. For positions requiring extensive travel, it can be hard to maintain family relationships or enjoy regular personal activities.

### **Resources for Additional Information**

#### ***Internet Resources***

- AAAS Science and Human Rights Program - <http://shr.aaas.org>
- Action Without Borders (Idealist) - <http://www.idealists.org>
- AlertNet - <http://www.alertnet.org/thepeople/jobs/index.htm>
- Alliance for Conflict Transformation - <http://conflicttransformation.org/Default.aspx>
- Human Rights Internet - <http://www.hri.ca/>
- Human Rights Organizations and Resources - <http://www.hrweb.org/resource.html>
- Human Rights Resource Center - <http://www1.umn.edu/humanrts/edumat/default.shtm>

- Human Rights Education Associates - <http://www.hrea.org/erc/Library/index.php>
- Human Rights Information and Documentation System International - <http://www.huridocs.org/>
- The People's Movement for Human Rights-National Center for Human Rights Education - <http://www.pdhre.org/>
- OneWorld.net - <http://us.oneworld.net/>
- Relief Web - <http://www.reliefweb.int/>
- University of Minnesota Human Rights Library - <http://www1.umn.edu/humanrts/>

### ***Publications***

*Human Rights Organizations and Periodicals Directory*, Meiklejohn Civil Liberties Institute, published annually.

*The Human Rights Quarterly*, Johns Hopkins University Press - [http://muse.jhu.edu/journals/human\\_rights\\_quarterly/toc/hrq.31.1.html](http://muse.jhu.edu/journals/human_rights_quarterly/toc/hrq.31.1.html)

*The Harvard Human Rights Journal*, Harvard Law School - <http://harvardhrj.com/>

*The Human Rights Monitor*, International Service for Human Rights - <http://www.ishr.ch/>

*The Practice of Human Rights: Tracking Law Between the Global and the Local*, by Mark Goodale and Sally Engle Merry, Cambridge University Press, 2007.

*The United Nations Chronicle and the Human Rights Internet*, UN Department of Public Information.



## **CAREER OPPORTUNITIES IN HUMANITARIAN AID AND RELIEF**

### **Description of the Field**

The less developed parts of our world are plagued by famine, malnutrition, poor water quality, and poor sanitation, as well as AIDS, TB, malaria, and other deadly diseases. These problems frequently overlap, particularly in the poorest regions of Africa, India, and South America; when combined with weak education systems, corruption, or civil war, these problems become even more difficult to solve. In addition to health and social dilemmas, extreme weather conditions also greatly harm the global poor. A region with drought or flood conditions will be unable to effectively grow crops and oftentimes the starving citizens will even resort to eating their seed stocks – hurting the next year’s planting season and reinforcing the cycle of poverty and suffering. While the Western world only reads about or sees these horrific humanitarian situations on TV, they are everyday reality for many millions of our fellow human beings.

Humanitarian relief is an extraordinarily complex subject involving many actors, including governments, non-governmental organizations (NGOs), and intergovernmental organizations (IGOs) such as United Nations agencies, which seek to respond simultaneously to natural disasters (e.g. earthquakes, tsunamis, hurricanes) and/or complex emergencies (e.g. war and other violent conflicts). These actors bring life-saving skills and technologies to re-establish basic services such as water and sanitation, set up schools, and provide food and medical supplies.

### **Career Paths**

A multitude of organizations – non-profits, for-profits, government, and international organizations – provide humanitarian assistance internationally. With such a variety and breadth of organizations involved, there is no preset career path in the humanitarian aid and relief field. Starting salaries can be lower for positions in the humanitarian field than for positions in the international development field.

Students should keep in mind the fact that many humanitarian groups are not operating solely under emergency conditions. These days many humanitarian groups also compete for follow-on development activities, once the immediate disaster is under control. Often they will have an advantage over non-humanitarian groups, since the humanitarian aid organizations already know local conditions. So a student starting out with a humanitarian NGO may be able to take advantage of development opportunities downstream. International Relief and Development (IRD), CHF International, and Mercy Corps are only three examples of NGOs carrying out both humanitarian and development work in the Third World.

### **Demand**

The environment where humanitarian action takes place is evolving rapidly and continually poses new challenges to the humanitarian community. There is increasing human vulnerability in crisis situations – both in natural disasters (200 million affected in 2003) and in complex emergencies (45 million in need of life-saving assistance in 2003).

The last decade has seen a marked increase in the occurrence of natural disasters along with exposure to greater levels of loss of life, property, and material damage. The lives of millions of people are at risk each time an earthquake, hurricane, or other natural disaster occurs, particularly in poor countries with less developed infrastructures, high population densities, and inadequate emergency preparedness. (<http://ochaonline.un.org/>) There is clearly a high demand for professionals to respond to such crises; there are growing numbers of opportunities for administrators, fund raisers, grant writers, program organizers, teachers, researchers, policy analysts, and others.

### **Qualifications Necessary to Enter the Field**

A master's degree in public administration or in international development, a dedication to making the world a better place to live, and a desire to serve others by doing good works are all necessary qualifications to enter this field. An expertise in one of the key technical areas including food security, public health, nutrition, logistics, or conflict resolution is strongly recommended to effectively and permanently solve issues which arise when disaster occurs. Candidates must also demonstrate business acumen, personal diplomacy, and basic toughness. Other necessary qualifications for some positions include two or three years of experience in the developing world and the requisite foreign language requirement.

### **Sample Group of Employers**

- Adventist Development and Relief Agency International [ADRA] - <http://www.adra.org/>
- Africare - <http://www.africare.org/>
- Alpha Charitable Foundation - [http://www.alphainc.org/alpha\\_charitable\\_index.htm](http://www.alphainc.org/alpha_charitable_index.htm)
- American Red Cross - <http://www.redcross.org/>
- AmeriCares - <http://www.americares.org/>
- Amy Biehl Foundation - <http://www.amybiehl.org/>
- Arbeiter-Samariter-Bund Deutschland e.V - <http://www.asb.de/view.php3?show=5100005900162>
- Association François-Xavier Bagnoud - <http://www.fxb.org/>
- Brotherhood of Blessed Gérard - <http://www.bbg.org.za/index.htm>
- CARE - [www.care.org](http://www.care.org)
- Catholic Relief Services - <http://crs.org/>
- Christian Friends of Korea - <http://www.cfk.org/>
- Church World Service - <http://www.churchworldservice.org/>
- Direct Relief International - <http://www.directrelief.org/>
- Doctors without Borders - <http://www.doctorswithoutborders.org/>
- Global Aids Alliance - <http://www.globalaidsalliance.org/>
- Global Development Center - <http://www.cgdev.org/>
- Healing Hands International, Inc. - <http://www.hhi.org/>
- Himalayan HealthCare, Inc. - <http://www.himalayan-healthcare.org/>
- International Medical Corps (IMC) - <https://www.internationalmedicalcorps.org/>
- Nishkam Sikh Welfare Council - <http://www.nishkam.org/>
- Project HOPE - <http://www.projecthope.org/>
- Aed - Satellife - <http://www.healthnet.org/>
- Save the Children - <http://www.savethechildren.org/>
- The Program for Appropriate Technology in Health (PATH) - <http://www.path.org/>
- UNHCR (United Nations High Commissioner for Refugees) - <http://www.unhcr.org/>
- UN OCHA (United Nations Office for the Coordination of Humanitarian Affairs) - <http://ochaonline.un.org/>
- USAID - <http://www.usaid.gov/>
- Vida - <http://www.vida.org/>



- World Vision - <http://www.worldvision.org/>

## **Volunteer Organizations**

- Center for Humanitarian Outreach and Intercultural Exchange - [www.choicehumanitarian.org/about/](http://www.choicehumanitarian.org/about/)
- Cross-Cultural Solutions - <http://www.crossculturalsolutions.org/>
- Dakshinayan - <http://www.dakshinayan.org/>
- Global Volunteer Network - <http://www.globalvolunteers.org/index.html>
- Peace Corps - <http://www.peacecorps.gov/>
- United Way - <http://www.unitedway.org/worldwide/>

## **Future Challenges of the Profession**

There are always new issues in public health that must be dealt with, such as the SARS epidemic, the recent H1N1 outbreaks, and extreme weather conditions, like those that caused the 2005 Tsunami, that continue to bring new social and public health issues to affected countries. In addition, the challenges to overcoming poverty and disease are also viewed as dynamic and ongoing.

## **Resources for Additional Information**

### ***Internet Resources***

- The Canadian International Development Agency (CIDA) - <http://www.acdi-cida.gc.ca/index-e.htm> - supports sustainable development in developing countries and this site includes information on employment at CIDA and its related organizations.
- DevNetJobs.org - <http://www.devnetjobs.org/> - is a gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
- GlobalCorps - <http://www.globalcorps.com/> - matches development, humanitarian, and disaster relief professionals with organizations looking for these individuals. The organization helps recruit for The Office of U.S. Foreign Disaster Assistance (OFDA), the office within USAID that is responsible for providing non-food humanitarian assistance in response to international crises and disasters.
- Idealist.org <http://www.idealists.org/> - is a project of Action Without Borders and contains job listings in economic development, social services, human rights, environment, and more. Users can search for jobs and internships by country, state, and city.
- Interaction - <http://www.interaction.org/> - is the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations, with more than 160 members operating in every developing country.
- International Career Employment Weekly - <http://www.internationaljobs.org/> - identifies international development jobs and internships in all sectors of the market around the world.
- Job Vacancies - [www.intjobs.org](http://www.intjobs.org) - A tool to assist job-seekers in their search for international employment at organizations such as the UN, International Criminal Court, International Labour Organization, United Nations Relief and Works Agency for Palestine Refugees in the Near East, World Bank, and World Health Organization.
- UNDP - <http://jobs.undp.org/> - UN Development Programme employment website.
- Public Health Jobs Worldwide - <http://www.jobspublichealth.com/> - lists most of its jobs and internships in the organization's newspaper, although some jobs are listed on their website.
- OneWorld International Foundation - <http://us.oneworld.net/jobs> - offers job and internship listings at non-profit and international organizations dedicated to harnessing the democratic potential of the Internet to promote human rights and sustainable development.

- Relief.org - <http://www.relief.org/> - provides information on and links to humanitarian aid websites; it allows users to access the Idealist.org site to search for humanitarian jobs worldwide.
- ReliefWeb - <http://www.reliefweb.int/rw/dbc.nsf/doc100?openForm> - run by the United Nations Office for the Coordination of Humanitarian Affairs, it provides international job listings at nonprofits dedicated to humanitarian relief, conflict resolution, health, and more.
- US Department of State - [www.state.gov](http://www.state.gov) - lists the categories of State Department employees and how to apply for these positions.
- USAID - <http://www.usaid.gov/careers/> - features a list of vacancies and internships.

### ***Publications***

*Alternatives to the Peace Corps: A Guide of Global Volunteer Opportunities, 12<sup>th</sup> Ed.* by Caitlin Hachmyer, Food First Books, 2008.

*Careers for Good Samaritans and Other Humanitarian Types, 3<sup>rd</sup> Ed.* by Marjorie Eberts & Margaret Gisler, McGraw-Hill, 2006..

*How to Live Your Dream of Volunteering Overseas* by Joseph Collins, et al. Penguin, 2001.

*World Volunteers: The World Guide to Humanitarian and Development Volunteering.* Fabio Ausenda. Universe, 2003.



## **CAREER OPPORTUNITIES IN INTELLIGENCE**

### **Description of the Field**

A career in intelligence involves the collecting, analyzing, and distribution of information used for strategic and tactical national security decision making. These professionals translate foreign language documents, develop new intelligence technology, design software and hardware, write reports for the president, analyze the conduct of other countries, provide policy makers information to assist them with determining national security strategies in relation to particular countries, and more. Not every person in the Intelligence Community (IC) works out in the field; for every field officer employed there is a large network of essential support staff. Those in intelligence address key challenges by exploring advanced research and development; focusing on disruptive technology leaps; integrating the Intelligence Community Science and Technology enterprises; and developing, evaluating, and promoting innovation in intelligence activities.

### **Career Paths and Entry Salaries**

While there is no single career template in intelligence, there are some characteristics common throughout the Intelligence Community. Entering the field can prove daunting, as lengthy application procedures include multiple tests, interviews, security checks, and/or polygraphs. Each IC agency will have its own application examinations, and some have a trial period for new employees. In many cases, those with undergraduate degrees will enter with a GS-7 level, while graduate degree holders start at a GS-9 level. Typically, one will remain in the same agency throughout one's career, and advance in position and pay according to increasing experience and expertise. However, working in a joint environment with multiple IC agencies is becoming increasingly common. Specific career paths will depend on the particular intelligence agency one works for, as well as the position in that agency. The nature of the field requires, however, that one must be able to shift focus and acquire new expertise if world events and national security demand it.

### **Demand**

The size and emphasis of recruitment of intelligence agencies varies each year. Generally, demand has plateaued due to budget cuts. However, there are growing opportunities in intelligence in the private sector. Individual Intelligence Community agencies will have their own particular demands and needs, making it important to check the various IC member sites.

### **Qualifications Necessary to Enter the Field**

Those wanting to become intelligence analysts must have the ability to think and analyze information both strategically and dynamically. Intelligence professionals must be able to squeeze the most comprehension possible from fragmented information and be willing to work on the toughest and least rewarding problems if

there are national security reasons to do so. Candidates with overseas experience, a bachelor's or graduate degree in international affairs or other related fields, fluency in foreign languages (especially non-European languages), and an ability to translate original material (rather than conversational ability) are desired. (Segal & Kocher, 80) In many situations, military experience is required or highly desired. One must also be able to pass a security clearance, which evaluates the candidate's reliability, trustworthiness, and integrity.

### **Sample Group of Employers**

- Central Intelligence Agency - <https://www.cia.gov/careers/index.html>
- Defense Intelligence Agency - <http://www.dia.mil/careers>
- Department of Homeland Security - <http://www.dhs.gov/index.shtm>
- Federal Bureau of Investigation, Directorate of Intelligence - <http://www.fbijobs.gov>
- National Security Agency - <http://www.nsa.gov/>
- Office of the Director of National Intelligence - [www.dni.gov/](http://www.dni.gov/)
- US Drug Enforcement Administration, Office of National Security Intelligence - <http://www.justice.gov/dea/job/intelligence/intelligence.htm>
- US Intelligence - <http://www.intelligence.gov/>
- US Navy - <http://www.navy.com/navy/careers/information-and-technology/intelligence.html>

### **Future Challenges of the Profession**

As detailed by Volko Ruhnke in "Careers in International Affairs," more is required from the intelligence community than ever before, as the United States confronts a greater diversity of threats and challenges. The defining characteristic of the age, globalization, requires global intelligence coverage. In addition, US national security challenges will be shaped by the dramatic advances in telecommunications, technology, new centers of economic growth, and the consequences of crises within traditional cultures. (Carland & Faber, 146)

### **Resources for Additional Information**

#### ***Internet Resources***

- Association of Former Intelligence Officers, Careers - [http://www.afio.com/14\\_careers.htm](http://www.afio.com/14_careers.htm)
- Cleared Connections - <http://www.clearedconnections.com/>
- Go Army - <http://www.goarmy.com/JobDetail.do?id=155>
- Intelligence Careers - <http://www.intelligencecareers.com/>

#### ***Publications***

*American Intelligence Journal*, National Military Intelligence Association

*Careers in Secret Operations: How to Be a Federal Intelligence Officer*, David Atlee Phillips, University Publications of America, 1984

*Studies in Intelligence, Journal of the American Intelligence Professional*, Center for the Study of Intelligence, 2010.



## **CAREER OPPORTUNITIES IN INTERNATIONAL BUSINESS**

### **Description of the Field**

The world has become a global marketplace; all types of businesses are now conducting operations across national borders and throughout the world. Multinational corporations, joint ventures, financial institutions, law firms, consulting firms, and manufacturers of both goods and services cater to an international clientele.

When referring to “international” business, there are some important distinctions to keep in mind. With larger, established companies, what is “international” to the job seeker might be “domestic” to the company. If a student seeks work in a country other than his/her home country, typically the student thinks of that work as “international”. However, most employers treat the work in each country as a “domestic operation” with primarily local managers and local employees from that country. With the large increase in global business education over the last twenty years, there is far less need to hire “expatriates” for positions requiring a graduate degree when equally skilled staff can be sourced locally in the countries where they are doing business. Consequently, employers typically seek candidates who already have work authorization for the country where they want to work and prior knowledge of the business practices in that location. In addition, compensation practices are dictated by the industry standards in the local markets, not by “global standards”. Opportunities for overseas “expatriate” type positions tend to be available once an individual reaches a senior management role and has a history of success within the corporation. Consequently, often the best way for a student to begin an international business career is to start by working for a company in his/her home country that has international operations and then transfer within that company once he/she has reached a managerial level.

This can be a different situation with smaller organizations that are looking to expand internationally and do not yet have (or want) fully autonomous domestic business operations in a specific country or region. These companies are potentially interested in hiring “international” students for their regional business expertise and the type of work on which the student would be working would relate specifically to his/her home country or region.

Most entry-level jobs in the business world have a functional focus, such as: marketing, sales, finance, operations, and strategic planning. Multinational companies (companies doing business in more than one country) are now headquartered around the globe, with larger concentrations in places like the US, UK, Hong Kong, Japan, Sao Paulo and Dubai.

### **Career Paths**

Most graduate students are career changers (i.e. they are not returning to the same job function they left). They often have many useful transferable skill sets, but employers still typically consider these applicants for “entry-level” positions where a graduate degree is expected, but actual experience is limited. The first three to five

years are often spent learning the functional area in greater depth as well as the industry. As expertise increases, so do the opportunities to expand responsibility and learn additional functional areas. It is not uncommon for someone pursuing senior leadership roles to make two or three lateral moves within an organization, or industry, in the early years of his/her career to gain the cross-functional expertise necessary for senior leadership roles.

Some large corporations do have formalized leadership training programs, often lasting one to three years. These programs typically have multiple rotations in different functional and geographic areas in addition to formalized leadership skills development. Completion of these programs typically results in faster advancement to more senior leadership roles. These programs are a great way for a career changer to begin his/her international business career, but competition for these limited opportunities is fierce.

### **Demand**

Due to the vast improvements in communication technology, the increased interdependency of national economies, the expansion of developing nations, and the internationalization of formerly domestic issues such as population and pollution, the world has become a global marketplace where the transfer of goods and services is not hampered by national borders. These factors have created a demand for employees in business, trade, government and development with technical skills, foreign language facility, cultural sensitivity, experience, and education/training. Although more opportunities have become available, so has the supply of globally educated graduate business students. Due to the explosion of students graduating with the traditional “MBA” degree (more than 200,000 per year), it has become the de-facto standard in many corporations as the “license to practice business”. Students completing a graduate degree in International Relations have a wealth of experience and expertise to offer corporations; however it does often require strong persuasion skills to clearly show the unique value the IR/IA degree can offer an employer, especially when competing against an MBA for the same position (who may also speak three languages and have lived overseas). As referenced earlier, because entry-level positions are functionally focused, employers look for the candidate who best demonstrates his/her mastery of those functional skill sets.

In addition, the world economic slowdown starting in 2007, along with corporate scandals, suspect accounting practices, the collapse of organizations such as Lehman Brothers and Enron, and the continued threat of international terrorism have led to dramatic cuts in the financial, consulting, energy, telecommunications, airlines, and tourism sectors. Consequently, new graduates, whether with MBAs or graduate degrees in International Relations, are competing not only with each other, but also with those who have lost their jobs, most of whom have significantly more experience. This fact makes it more difficult for people who are changing careers and wish to enter the field with no prior experience.

### **Qualifications Necessary to Enter the Field**

Knowledge of a foreign language, area studies, and international experience are important credentials, but beginning a career in international business requires knowledge of an industry and the ability to demonstrate mastery of the skill sets relevant to the functional area where the student is targeting. Corporations are for-profit entities which means increasing profit and shareholder equity are their primary focus, and it drives all of their decision making. Consequently, they look for candidates who a) can demonstrate a knowledge and passion for their specific business AND b) can demonstrate how he/she has the appropriate skill sets to excel in the specific position for which the candidate is applying.



The knowledge and passion come from research and networking to understand the industries and business issues that interest a student. The skill sets and business acumen can be developed through course work in accounting, business finance, money and financial markets, statistics, micro- and macroeconomics and marketing in addition to the traditional IR areas such as public policy, international trade, and law. Companies also value management and leadership skills so it is important for candidates to speak confidently about the transferable skill sets they may have developed in these areas from previous work experience, as well as look for opportunities to expand these skills while pursuing a graduate degree such as club leadership roles. Internships are also an excellent way to gain both industry knowledge and functional experience.

### **Sample Group of Employers**

- American Express - <http://www.americanexpress.com>
- American International Group - <http://www.aig.com>
- Cargill - <http://www.cargill.com/>
- Chubb & Sons - <http://www.chubb.com/>
- CIGNA Corporation - <http://www.cigna.com>
- Diageo - <http://www.diageo.com>
- Dole Fruit Company - <http://www.dole.com>
- Eli Lilly International Corporation - <http://www.lilly.com>
- The Gillette Company - <http://www.gillette.com>
- Hitachi, Ltd. - <http://www.hitachi.com>
- Honeywell, Inc. - <http://www.honeywell.com>
- Johnson & Johnson - <http://www.jnj.com/home.htm>
- Mattel, Inc. - <http://www.mattel.com>
- Otis Elevator Company - <http://www.otis.com>
- Pepsi-Cola International - <http://www.pepsico.com>
- Philip Morris Companies Inc. - <http://www.pmusa.com/en/cms/Home/default.aspx>
- Procter & Gamble - <http://www.pg.com>
- Reebok International - <http://www.reebok.com>
- Thomas & Betts - <http://www.tnb.com>
- Unisys Corporation - <http://www.unisys.com>
- US Chamber of Commerce - <http://www.uschamber.com>

### **Future Challenges of the Profession**

As the world becomes more of a global village and trade barriers are eased, there will be an increased need for professionals who can service an international clientele in terms of understanding international business and marketing, international law, and international trade and finance. As goods cross national borders with greater ease, negotiation and government regulation will increase the need for personnel with specialized expertise in international business ventures, financing techniques, and language skills. Although opportunities will increase, competition will be high as an increasingly educated global workforce vies for international positions around the world with foreign nationals.

### **Resources for Additional Information**

#### ***Internet Resources***

- Careers in Business - <http://www.careers-in-business.com/>
- MBA Jungle - <http://mbajungle.com>



- Hoover's - <http://www.hoovers.com>
- Vault - <http://www.vault.com>
- WetFeet - <http://www.wetfeet.com>

### ***Publications***

*The Directory of Executive & Professional Recruiters 2009-2010*, Kennedy Information, 2008

*Directory of Foreign Firms Operating in the United States*, Uniworld Business Publishers; 20th edition, 2004.

*International Business & Trade Directories*, Grey House Publishing, 2003.

*Kiss, Bow, or Shake Hands: How to Do Business in Sixty Countries*, T. Morrison, W. Conaway & G. Borden, 2006.

*Management Consulting: A Complete Guide to the Industry*, Sugata Biswas and Daryl Twitchell, John Wiley & Sons Inc., Second Edition, 2002.

*Plunkett's Energy Industry Almanac*, Jack W. Plunkett, Plunkett Research, Ltd., 2009.

*The Directory of American Firms Operating in Foreign Countries*, World Trade Academy, 20th edition, 2009.

*The Directory of Business Information Resources*, 2009 Edition, Grey House Publishing, .

*The Harvard Business School Guide to Careers in Management Consulting*, HBS Publishing, 2001.

*Vault Career Guide to Venture Capital*, 3<sup>rd</sup> Edition, O. Kaganovich & J. Currier, 2005



## **CAREER OPPORTUNITIES IN INTERNATIONAL DEVELOPMENT**

### **Description of the Field**

The goal of international development is to alleviate poverty in developing countries. Strategies for improvement include investment in the economic, political, and social arenas. Economic development ranges from the creation of sound macro-economic and fiscal policy to the fostering of small and medium enterprise to the introduction or expansion of microfinance. It also involves identifying and creating the necessary infrastructure, energy, transportation, and sanitation for economic growth through the provision of technical assistance and access to capital. Political development focuses on the creation and fostering of democratic governance, including transparent financial systems, modern electoral/political processes, the rule of law, and the active participation of civil society and independent media. Social development focuses on the improvement of health, education, and the social safety net. Each of these areas is interrelated and interdependent. International development is inherently a global issue and necessarily a highly multidisciplinary field.

Readers will note that while international development includes many sectors as described above, a number of sectors are broken out separately in this guide under their own headings – to provide more detail on desired qualifications and potential employers. These are Environmental Sustainability, Global Health, Humanitarian and Relief, International Education, Microfinance, and Peace and Conflict Resolution.

### **Career Paths and Qualifications**

There are two essential credentials preparatory to a career in international development. One is a master's degree: it can be in international relations/international development, area studies (e.g., Latin America, Arab studies, etc.), public health, public administration, economics, business administration, or even law. The other is prior work experience in a developing country, ideally for at least two years. The Peace Corps would be an excellent choice, but any overseas employer, such as an NGO or for-profit firm, would do just as well. The importance of previous overseas work experience in a developing country cannot be over-emphasized for graduate students seeking to break into the development field.

Graduate students have another option for acquiring work experience in a developing country. Students can arrange for an overseas internship during the summer between their first and second year of graduate school. Enterprising graduates sometimes can work in a second overseas internship before graduation. In most cases, the graduate school will pay for a significant chunk of the student's expenses while abroad. Such internships can go a long way towards establishing students' work credentials in developing countries. Internships can also be a springboard to long-term employment following graduation. Unfortunately, study abroad carries much less weight with employers, compared to overseas work experience.

Language skills are highly prized by international development recruiters. For the moment, Arabic and Farsi are perhaps the two most highly sought languages. But French, Spanish, and Russian will always be valuable, as well as lesser known languages such as Swahili and Indonesian.

Candidates with a master's degree may consider employment in government agencies of their home country, public international organizations (PIOs) or with implementing partners in the non-profit and private sectors. Foundations and policy institutes that conduct research and advocacy to influence development policy are also potential employers. A significant proportion of development professionals will work in at least two of the three sectors (public, private, and nonprofit) over the course of their careers. The field is characterized by fluidity and high travel demands. Many professionals travel as much as 40 percent of the time. As such, it is important to consider family issues prior to entering the field.

For master's degree candidates interested in working for a PIO, there are different paths to employment. Formalized management training programs include the IFC Global Transaction Team Program (GTT), the World Bank Young Professionals Program (YPP), and the UNDP Leadership Development Programme (LEAD). These centralized recruitment programs are extremely competitive, with thousands of applications submitted for each program, which, on average, hire between 20 to 40 candidates each year. Posted vacancies are also published on the website of each organization, which typically require specialized skill sets and several years of related development experience. Most recent graduates have more success breaking into the field on a short-term contract basis. Hiring for contract positions is decentralized, which gives those who network effectively the advantage in finding these often unpublished opportunities.

### **Other Qualifications Necessary to Enter the Field**

For individuals with significant work experience, a graduate degree offers the chance to fine-tune skills, gain exposure to other sectors and reflect on policy issues. Sound training in economics and public administration, including policy monitoring and evaluation may be broadly applied. In addition, given the interdisciplinary nature of the field, joint degrees or consecutive training in related disciplines such as law and economics or health and economics, are valuable. Furthermore, an MBA may be applied in the development field through the private sector, banking, and finance.

Employers typically hire new candidates based on the candidate's strong skill set in a particular sector (including things such as political party training, child nutrition, and micro-finance) or regional specialization (consisting of language skills, regional work experience, or area studies).

### **Sample Group of Employers**

While there is high fluidity between organizations in the development world, candidates should consider which aspect of development best matches their interests (ex. political development, agricultural policy, education, community development, etc.). Many of the international NGOs (Mercy Corps, International Rescue Committee, Catholic Relief Services, etc.) are oriented towards both community/civil society development and humanitarian relief and therefore offer more opportunities for grassroots work experience. NGOs such as the National Democratic Institute, International Republican Institute, and IFES are more focused on democracy and governance, and frequently work in the fields of political party development, electoral reform, and voter education. There are even more specialized fields such as media development (ex. Internews), education (AMIDEAST), and children's health (e.g., Save the Children and UNICEF), to name but a few.

US government agencies such as USAID offer a broad range of work possibilities: e.g., democracy and governance, education, agriculture, environment, health, private sector development, small and medium enterprise development, microenterprise/microfinance, conflict resolution, and humanitarian assistance. USAID hires entry level Foreign Service Officers through the USAID website (not through the State Department's Foreign Service Test) and junior-level Civil Service employees through the Presidential Management Fellows (PMF) program.

The Millenium Challenge Corporation (MCC) is the newest US government foreign aid agency, created by Congress in 2004. It forms partnerships with some of the world's poorest countries, but only those committed to good governance, economic freedom, and investments in their citizens. So far the MCC has hired an impressive number of graduate students, both as interns and as follow-on full-time employees.

Employees of USAID-supported contractors and NGOs such as DAI, Chemonics, International Relief & Development (IRD) and World Learning are expected to have similarly diverse fields of expertise, depending on the focus of the project.

#### Public International Organizations (PIOs)

- African Development Bank - <http://www.afdb.org/>
- Asian Development Bank - <http://www.adb.org/>
- EuropeAid - [http://ec.europa.eu/europeaid/index\\_en.htm](http://ec.europa.eu/europeaid/index_en.htm)
- Inter-American Development Bank - <http://www.iadb.org/>
- International Finance Corporation - <http://www.ifc.org/>
- International Monetary Fund - <http://www.imf.org/external/index.htm>
- Organisation for Economic Co-operation and Development - <http://www.oecd.org/home/>
- The World Bank - <http://www.worldbank.org/>
- The United Nations - <http://www.un.org/>
- The United Nations Development Programme - <http://www.undp.org/>
- UNICEF - <http://www.unicef.org/>
- World Food Programme - <http://www.wfp.org/>

#### United States Government

- United States Agency for International Development (USAID) - <http://www.usaid.gov/>
- Millenium Challenge Corporation - <http://www.mcc.gov/>
- Department of State - <http://www.state.gov/>

#### For-Profit Development Firms

- Abt Associates Inc - <http://www.abtassociates.com/>
- Chemonics – International - <http://www.chemonics.com/>
- Development Alternatives Inc. - <http://www.dai.com/>
- Cardno Emerging Markets Division - <http://www.cardno.com/emergingmarkets/>
- Environmental Resources Management - <http://www.erm.com/>
- International Resources Group – <http://www.irgltd.com>
- John Snow, Inc. - <http://www.jsi.com/JSIInternet/>
- Nathan Associates Inc. - <http://www.nathaninc.com/>
- AECOM - <http://www.aecom.com/>
- The Pragma Corporation - <http://www.pragmacorp.com/>
- Tetra Tech ARD - <http://ardinc.com>
- University Research Co. - <http://urc-chs.com>

## Non-Governmental Organizations (NGOs)

- Accion International - <http://www.accion.org/>
- Ashoka - <http://www.ashoka.org/>
- Asia Foundation - <http://asiafoundation.org/>
- CARE USA - <http://www.care.org/>
- Catholic Relief Services - <http://www.crs.org/>
- CHF International - <http://www.chfinternational.org>
- International Foundation for Election Systems - <http://www.ifes.org/>
- International Relief & Development - <http://www.ird.org>
- International Republican Institute - <http://www.iri.org>
- Management Sciences for Health - <http://www.msh.org/>
- Mercy Corps - <http://www.mercycorps.org/>
- National Democratic Institute - <http://www.ndi.org/>
- Oxfam America - <http://www.oxfamamerica.org/>
- Oxfam International - <http://www.oxfam.org/>
- Pact - <http://www.pactworld.org/>
- Partners of the Americas - [http://www.partners.net/partners/Default\\_EN.asp](http://www.partners.net/partners/Default_EN.asp)
- Population Services International - <http://www.psi.org/>
- Save the Children - <http://www.savethechildren.org/>
- World Learning - <http://www.worldlearning.org/>
- World Wildlife Fund - <http://www.worldwildlife.org/>

## Foundations, Policy Institutes

- Bank Information Center - <http://www.bicusa.org/en/index.aspx>
- Bill & Melinda Gates Foundation - <http://www.gatesfoundation.org/Pages/home.aspx>
- Brookings - <http://www.brookings.edu/>
- Carnegie Endowment for International Peace - <http://www.carnegieendowment.org/>
- Center for Strategic and International Studies - <http://csis.org/>
- Earthwatch Institute - <http://www.earthwatch.org/>
- Environmental Defense Fund - <http://www.edf.org/home.cfm>
- Ford Foundation - <http://www.fordfoundation.org/>
- Heritage Foundation - <http://www.heritage.org/>
- The Rockefeller Foundation - <http://www.rockefellerfoundation.org/>
- Worldwatch Institute - <http://www.worldwatch.org/>

## Future Challenges of the Profession

The flow of funds to development is governed principally by the policy priorities of governments in industrialized societies and the willingness to fund those priorities. Among NGOs in industrialized countries, there continues to be a significant shift in emphasis from direct delivery of services in the field to capacity building and sustainability through collaboration with local implementing partners in developing countries.

## Resources for Additional Information

### Associations

- Association of Women in Development - <http://www.awid.org/>

- InterAction - <http://www.interaction.org/>
- Society for International Development - <http://www.sidint.org/>
- Women's Environmental and Development Organization - <http://www.wedo.org/>

## Internet Resources

- Inter-American Development Bank Job Listings - [http://www.iadb.org/vacancies\\_scholarships/index.cfm?lang=en](http://www.iadb.org/vacancies_scholarships/index.cfm?lang=en) - Provides a list of 1,500 volunteer organizations in Latin America, containing both job descriptions and contact information.
- The American Society for Public Administration - [http://www.aspanet.org/scriptcontent/index\\_publicservicecareers.cfm/](http://www.aspanet.org/scriptcontent/index_publicservicecareers.cfm/) - Lists public administration jobs and internships in the public, nonprofit, and private sectors searchable by state.
- Avue Central - <https://www.avuedigitalservices.com/> - A federal employment service to find and apply for federal jobs and internships.
- The Association for Women's Rights in Development - <http://www.awid.org/eng/Jobs> - An international organization committed to achieving gender equality, sustainable development, and women's rights. The website features job listings around the world in these fields.
- Directory of Development Orgs - <http://www.devdir.org/> - Online directory of development organizations which contains over 65,000 listings by country and is a reference for development practitioners, researchers, donor employees, and policymakers.
- Development Net - <http://devnetjobs.tripod.com/> - A gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
- The Foreign Policy Association - [http://www.fpa.org/jobs\\_contact2423/jobs\\_contact.htm](http://www.fpa.org/jobs_contact2423/jobs_contact.htm) - Provides job and internship listings on its website and in a weekly email newsletter from industries such as development, health, environment, education, humanitarian relief, and more.
- Idealist - [www.idealist.org](http://www.idealist.org) - A project of Action without Borders, containing job and internship listings in economic development, social services, human rights, environment, and more. Users can search for jobs by country, state, and city.
- InterAction - [www.interaction.org](http://www.interaction.org) - An alliance of international development and humanitarian nongovernmental organizations.
- International Job Center - <http://www.internationaljobs.org/> - Lists international development jobs and internships in all sectors of the market around the world.
- The Microfinance Gateway - <http://www.microfinancegateway.org/p/site/m/jobs/> - Source of information and global jobs and internships in microfinance.

- Nonprofitjobs.org - <http://www.nonprofitjobs.org/> - Run by the Community Career Center, an on-line gathering place for non-profit employers and management personnel; the site allows users to search for non-profit jobs and internships regionally in the US and internationally.
- OneWorld International Foundation - <http://us.oneworld.net/jobs> - Offers job and internship listings at non-profit and international organizations dedicated to harnessing the democratic potential of the Internet to promote human rights and sustainable development.
- Philanthropy Jobs - <http://philanthropy.com/section/Jobs/224/> - Lists U.S. based non-profit jobs in fields such as economic development, education, healthcare and social services.
- U.S. Dept Of State - <http://www.state.gov/careers/> - A lists the categories of State department employees and how to apply for these positions.
- USAID - <http://www.usaid.gov/careers/> - Lists vacancies and internships at the organization.

## **Publications**

*Global Economic Prospects 2010: Crisis, Finance and Growth*, World Bank Publications, 2010.

*Human Development Report 2009: Overcoming Barriers: Human Mobility and Development*, Palgrave Macmillan, 2009.

*International Jobs, Where They Are and How To Get Them*, by Eric Kocher and Nina Segal Perseus, Basic Books, 6th Ed., 2003.

Monday Developments Magazine, InterAction's monthly magazine on international humanitarian developments, issues, and trends - <http://www.interaction.org/monday-developments>

*State of the World 2010*, A Worldwatch Institute report on Transforming Cultures: From Consumerism to Sustainability

*World Development Indicators 2010*, World Bank Publications, 2010.

*World Development Report 2008: Agriculture and Development*, World Bank Publications, 2007.

*World Development Report 2009: Reshaping Economic Geography*, World Bank Publications, 2008.

*World Development Report 2010: Development and Climate Change*, World Bank Publishing, 2009.

*Working World: Careers in International Education, Exchange, and Development*, by Sherry Mueller and Mark Overmann, Georgetown University Press, 2008.





## **CAREER OPPORTUNITIES IN INTERNATIONAL EDUCATION**

### **Description of the Field**

International education encompasses a wide range of careers including teaching, curriculum development, technical assistance, exchange, capacity building, training, and the promotion of international understanding. International education professionals work in colleges, universities, governmental agencies, non-governmental/nonprofit organizations, foundations, and private firms.

### **Career Paths**

Career paths in the field of international education are varied. In order to advance, one might work in a progression of positions within a particular organization or switch to similar work in another organization. One might also gain additional experience by working in several functional areas in the field. International education professionals benefit from developing a diversity of experience, permitting not only flexibility in job possibilities, but also qualifying themselves for management positions involving a variety of functional areas. For example, one might work within an international exchange organization assisting with the coordination of high school exchanges, and then work at a college study abroad office and/or international student office, which could lead to the position of overseeing an International Center or Education Abroad Program. Alternately, one might start with a Peace Corps or English as a Second Language (ESL) teaching experience abroad and segue into working for education capacity building programs.

### **Demand**

International exchange in education and capacity building programs in development and human rights have experienced dramatic growth in recent years. There are numerous organizations dealing with various aspects of international exchange; almost every college now has offices that assist international students and offer study abroad programs. In addition, efforts to increase educational and training programs in the areas of health, human rights, democracy building, and other development fields have been enhanced. Consequently, the demand for international education professionals has increased as well. On the other hand, due to the popularity of international careers as a whole, and the appeal of working in international education (intercultural environment, diverse and interesting responsibilities, and occasional overseas travel), the competition remains intense. Those with international education experience as a student or with general international work experience, in addition to foreign language skills, are usually most in demand.

## **Qualifications Necessary to Enter the Field**

Required qualifications vary depending on the particular position, but most may be expected to include some or all of the following:

- ✓ Master's degree preferred in most cases, sometimes required.
- ✓ International study and/or work experience preferred (not just travel).
- ✓ Experience with ethnically and culturally diverse populations.
- ✓ Proficiency in a foreign language is helpful and often required.
- ✓ Knowledge of foreign educational systems or US immigration rules and regulations.
- ✓ Work experience in some aspect of international education/exchange often preferred.
- ✓ Program or project management experience.
- ✓ Strong oral/written communication skills and interpersonal skills.

## **Sample Groups of Employers**

### ***Associations/Foundations/Government Agencies/Private Business***

- American Council on International Intercultural Education - <http://www.aciie.org/>
- American Studies Association - <http://www.theasa.net/>
- Business Council for International Understanding - <http://www.bciu.org/>
- Creative Associates International - <http://www.caii-dc.com/>
- Ford Foundation - <http://www.fordfound.org/>
- International Foundation for Education and Self Help - <http://www.ifesh.org/>
- Jet Program - <http://www.jetprogramme.org/e/aspiring/howto.html>
- The Asia Society - <http://www.asiasociety.org/>
- US Department of Education - <http://www.ed.gov/>
- US Department of State - <http://www.state.gov/>
- US Information Agency - <http://dosfan.lib.uic.edu/usia/>
- US Agency for International Development - <http://www.usaid.gov/>

### ***Universities and Colleges/ International Exchange Organizations/Nonprofits***

- Academy for Educational Development - <http://www.aed.org/>
- American Field Service - [http://www.afs.org/afs\\_or/home](http://www.afs.org/afs_or/home)
- American Institute for Foreign Study (AIFS) - <http://www.aifs.com/>
- Council for International Exchange of Scholars - <http://www.cies.org/>
- Council on International Educational Exchange (CIEE) - <http://www.ciee.org/>
- Institute of International Education (IIE) - <http://www.iie.org/>
- International Research and Exchanges Board (IREX) - <http://www.irex.org/>
- Rotary International - <http://www.rotary.org/>
- World Learning - <http://www.worldlearning.org/>
- Youth for Understanding - <http://www.yfu.org/>

## **Future Challenges of the Profession**

While the importance of international education has its share of advocates, particularly among universities and colleges, the dollars to expand and enhance programs are often not forthcoming. The case for ranking

international education and exchange high on the list of institutional and national priorities must be made through continuous advocacy for internationalization.

In addition, challenges constantly arise from various developments in regions throughout the world. For example, the current concern regarding acts of terrorism directed towards Americans might impact both student interest and parents' willingness to send their children abroad. Instability in a country or region might disrupt programs or cause participants to be recalled, as well as impact the feasibility of educational capacity building programs in post-conflict areas or developing countries. Moreover, international student visa regulations and processes could also create challenges for international exchange programs.

## **Resources for Additional Information**

### ***Associations***

- Alliance for International Educational and Cultural Exchange - <http://www.alliance-exchange.org/>
- NAFSA: Association of International Educators - <http://www.nafsa.org/>
- SIETAR International: Society for Intercultural Education, Training and Research - <http://www.sietarinternational.org/>
- SIETAR USA: Society for Intercultural Education, Training and Research - <http://www.sietarusa.org/>
- SIETAR Europa: Society for Intercultural Education, Training and Research - <http://sietareu.sietarglobal2008.org/>

### ***Internet Resources***

- Chronicle of Higher Education - <http://chronicle.com/>
- International Jobs Center - <http://www.internationaljobs.org>
- International Educator - <http://www.tieonline.com/>
- Monday Developments Magazine - <http://www.interaction.org/monday-developments>
- NAFSA Job Registry - [http://www.nafsa.org/career\\_center/](http://www.nafsa.org/career_center/)
- Transitions Abroad - <http://www.transitionsabroad.com/>

### ***Publications***

*International Exchange Locator: A Resource Directory for Educational and Cultural Exchange.* Alliance for International Educational and Cultural Exchange. 2005.

*Working World: Careers in International Education, Exchange, and Development,* by Sherry Muller and Mark Overmann, Georgetown University Press, 2008.



## **CAREER OPPORTUNITIES IN INTERNATIONAL LAW**

### **Description of the Field**

International Law is an interdisciplinary academic field for students who are interested in cross-border issues such as international business and human rights. There are typically two branches within the field of international law. Public international law is for students interested in policy making and the evaluation countries' adherence to international agreements performed by governments and intergovernmental organizations. On the other hand, those interested in practicing law for private organizations and nonprofits on a wide range of issues including international business, human rights, economic development, and the environment tend to go into private international law.

### **Career Paths and Entry Salaries**

The available career paths for an international lawyer can be further broken down into law firms, federal government, corporate counsel, international organizations, and nonprofit groups.

Private law firms handle most international business transactions, although the degree varies on the specialty of the firm. New York City and Washington D.C. have the largest number of international law firms; however, there are quite a number of firms in smaller cities. Law firms with foreign offices usually send mid-level associates overseas based on the attorney's skills and language ability. Once there, an attorney may choose not to return to the United States and still be able to achieve partnership.

Other lawyers work on behalf of the government. The federal government's largest employers of lawyers are the Departments of State and Defense, but each division either has a legal division in-house or a General Counsel Office. Lawyers at the State Department will have timely policy-making work and the opportunity to advise policy makers. While the government cannot offer all the perks and comforts of a private firm, a young government attorney is likely to be given a high amount of responsibility early in his or her career. Salaries for government lawyers are also lower than those in the private sector.

Corporate lawyers are the most active international lawyers today, as most of the work done by law firms has moved in-house. Corporations are more prone to hire a lawyer well versed in domestic issues like antitrust law, contacts, securities regulations, or trademarks and then train them for international law. Each company has its own bureaucratic ladder within the legal department for young lawyers to climb and as a first and second-year attorney one can expect to work very long hours on long-term cases.

International organizations and nonprofits offer a wide variety of options for an international lawyer. These organizations typically do not offer solid legal training; lawyers are expected to hit the ground running. The United Nations Legal Counsel's Office and the legal departments of the World Bank and International

Monetary Fund have the most active legal shops. The United Nations Legal Office is deeply involved in legal problems arising from the administration of UN operations. The World Bank and IMF attorneys can be assigned to leading operations or participate in the settlement of investment disputes between countries. Legal positions in the private nonprofit field include organizations such as Amnesty International USA, Catholic Relief Services, and CARE. It is advisable for an attorney to begin his or her career in the private sector and then move into an international or nonprofit organization.

### **Demand**

According to the Bureau of Labor Statistics, the long-term outlook for lawyers is that employment will grow about as quickly as the average for jobs overall through 2012. The outlook for international law suggests growth, as this area of law is expected to grow even faster than other divisions. However, competition for these jobs is generally high due to the large number of law school graduates and the current economic climate forcing some firms to cut back on hiring. Increasingly, law graduates are using their specialized training to secure jobs in related fields.

As globalization brings the private and public sectors closer together, the demand for international lawyers has risen. Increasingly, larger organizations are establishing offices in foreign countries to handle international issues. This development has created a niche for lawyers with a master's degree in international affairs, as well as those with language skills, cultural awareness, and overseas experience. Developing countries need lawyers to assist in their legal transformations and organizations like the United Nations need lawyers to interpret their charters and international law.

### **Qualifications Necessary to Enter the Field**

According to *International Jobs* author Kocher Segal, "Of the two degrees, law and international affairs, you will find the former of paramount importance in the job hunt". To practice international law, it is essential for one to first hone legal knowledge and skills through internships and clerkships. A master's degree in international affairs or a related field should supplement legal education by providing insight into the international legal world and providing exposure to jobs as they arise within one's firm. While a J.D. and an international degree cannot guarantee work that is global in nature, the combination will prove helpful when such jobs develop within an organization.

Other skills that are highly recommended include foreign languages, research and writing skills, overseas experience, a strong interest in practicing law in an international setting, and knowledge of the basic differences in the world's legal systems as well as their political and cultural contexts. The most common foreign languages required by organizations include French, German, Japanese, Russian, and Spanish. Overseas experience allows immersion in a foreign culture and helps to develop the understanding and patience required to work in an international environment. Participation in the Jessup Moot Court competition, working for an international law journal, and securing a summer position in an international law firm are further ways to expand credentials. These skills combined with a background in law and international affairs will provide a solid foundation on which to build an international legal career.

## **Sample Group of Employers**

### ***Private Firms***

- Baker and McKenzie - <http://www.bakermckenzie.com/>
- Cleary Gottlieb - <http://www.cgsh.com/splash.aspx>
- Debevoise & Plimpton, LLP - <http://www.debevoise.com/>
- Davis Polk, and Wardwell, LLC - <http://www.davispolk.com/>
- Dewey & LeBoeuf, LLP - <http://www.deweyleboeuf.com/>
- Gibson, Dunn & Crutcher, LLP - <http://gibsondunn.com/lawyers/default.aspx>
- Goodwin Procter, LLP - <http://www.goodwinprocter.com/>
- Sullivan and Cromwell, LLP - <http://www.sullcrom.com/>
- White & Case - <http://www.whitecase.com/>

### ***Nonprofits***

- American Civil Liberties Union - <http://www.aclu.org/>
- Amnesty International - <http://www.amnesty.org/>
- CARE, Inc. - <http://www.care.org/>
- Woodrow Wilson International Center - <http://www.wilsoncenter.org/>
- World Policy Institute - <http://www.worldpolicy.org/>

### ***Intergovernmental Organizations***

- International Criminal Tribunal for Rwanda - <http://69.94.11.53/>
- International Monetary Fund - <http://www.imf.org/external/index.htm>
- The United Nations - <http://www.un.org/>
- World Bank - <http://www.worldbank.org/>
- Court of Justice of the European Union - [http://europa.eu/institutions/inst/justice/index\\_en.htm](http://europa.eu/institutions/inst/justice/index_en.htm)
- Constitutional Court of South Africa - <http://www.constitutionalcourt.org.za/site/home.htm>

## **Future Challenges of the Profession**

The demand for international lawyers with expertise in international relations and cross-border transactions will continue to grow as the legal industry globalizes. The international legal field is constantly redefining itself by adding new areas to the practice, making it difficult for attorneys to describe themselves all-inclusive international lawyers.

The international law career field is unsystematic at best and preparing oneself to meet its demands is challenging because there is no international law career ladder to climb or road to follow. Another challenge of the profession is to stay motivated when facing the lack of international work at the beginning of one's career or the required length of time it takes to develop a career. As a rule, a lawyer will gain experience exclusively in domestic law until a client involved in an international project requires their domestic expertise.

## Resources for Additional Information

### **Associations**

- American Bar Association - <http://www.abanet.org/>
- American Bar Association, Central and Eastern European Law Initiative - [http://www.abanet.org/rol/europe\\_and\\_eurasia/](http://www.abanet.org/rol/europe_and_eurasia/)
- American Bar Association, International Law - <http://www.abanet.org/intlaw/>
- American Society of International Law - <http://www.asil.org/>
- International Law Students Association - <http://www.ilsa.org/>
- International Bar Association - <http://www.ibanet.org/>
- International Chamber of Commerce - <http://www.iccwbo.org/>
- International Municipal Lawyers Association - <http://www.imla.org/>
- Inter-American Bar Association - <http://www.iaba.org/>

### **Internet Resources**

- International Jobs - <http://www.intljobs.org/> – A tool to assist job seekers interested in international employment as organizations such as the UN, International Criminal Court, International Labour Organization, World Bank, etc.
- Law Crossing - [www.lawcrossing.com](http://www.lawcrossing.com) – Legal employment and internship board and career resource for lawyers, law students, paralegals, legal secretaries, and other legal professionals.
- Idealist - [www.idealists.org](http://www.idealists.org) – A project of Action Without Borders which contains job and internship listings in economic development, social services, human rights, environment, etc. Researching Careers in International Law - <http://www2.lib.uchicago.edu/~llou/careers.html> - Website affiliated with the University of Chicago Law School that provides a collection of links to other job sites where users can search for law positions.

### **Publications**

*Careers in International Law*: 3<sup>rd</sup> Ed., by Sali A. Swartz, American Bar Association, 2008.

*The Official Guide to Legal Specialties: An Insider's Guide to Every Major Practice Area*, by Lisa L. Abrams, Harcourt Legal and Professional Publications, 2000.

*International Public Interest Law: A Guide to Opportunities in the United States and Abroad*, A Joint Project of Harvard Law School & Yale Law School, 4<sup>th</sup> ed., 2002.





## **CAREER OPPORTUNITIES IN INTERNATIONAL SECURITY & DEFENSE**

### **Description of the Field**

The international security field has organizations in every sector, be it government, private, or nonprofit. The goal of many intelligence service providers is to produce reports consisting of evaluated information and forecasts that political, military, and government leaders can then use in decision making. The government is the largest employer of international security professionals, but opportunities also exist with think tanks, defense contractors, and NGOs.

### **Career Paths and Entry Salaries**

Entry-level employees generally are assigned to gather information. With previous experience and training, they can instead qualify for analyst positions. Advancement may include postings requiring more responsibility and assignments to foreign countries. International security specialists are promoted and given assignments according to the needs of the government. Further advancement leads to management positions.

In the government, case officers stationed overseas gather intelligence and then relay the information to analysts who interpret the data for their reports. There are specialized officers known as technical analysts, as well as cryptographic technicians who are experts in coding, decoding, and sending secret messages. There are three categories of intelligence operations: strategic intelligence, tactical intelligence, and counter-intelligence. Strategic intelligence agents keep track of world events, watch foreign leaders carefully, and study a foreign country's politics, economy, military status, and scientific advances. Tactical intelligence consists of determining which groups hold power and looking at foreign policy, public opinion, and voting statistics. Economic factors include trade agreements, the gross national product, and possible famines, all of which can influence domestic and foreign policies. Counter-intelligence consists of keeping valuable information away from the enemy and preventing subversion and sabotage.

The Department of Defense International Security Affairs Division develops defense positions in political, military, and foreign economic affairs, including arms control and disarmament. Its functions include the negotiating and monitoring of agreements with foreign governments concerning military facilities and the status of the armed forces. Those with advanced degrees are hired at the GS-9 grade with the step depending on experience. The GS-9 salary ranges from the low \$40,000s at Step 1 to the mid \$50,000s at Step 10. Updated GS Pay Scale information, including additional pay adjustments, can be found at: <http://www.opm.gov/oca/10tables/pdf/gs.pdf>.

## **Demand**

Intelligence operations are closely linked to the world political situation. People with specialized skills or backgrounds in the languages and customs of countries in which the US faces security challenges will continue to be in high demand.

The Department of Homeland Security (DHS) merged several intelligence-related federal agencies into one agency that has the capability to anticipate, preempt, and deter threats to the nation whenever possible, as well as the ability to respond quickly when such threats do materialize. DHS is responsible for assessing the vulnerabilities of the country's critical infrastructure and cyber security threats and will take the lead in evaluating these vulnerabilities and coordinating with other federal, state, local, and private entities to ensure the most effective response.

## **Qualifications Necessary to Enter the Field**

An advanced degree is recommended for those entering the international security and defense field. Other important qualifications include the ability to speak and read a foreign language, computer literacy, and excellent analytical, oral, and written communication skills. Studies in military technology, international economics, US foreign policy, Russian studies, Chinese studies, and East Central European studies are valued. Experience gained through an internship will make one more competitive, while for those wanting to work in the Department of Defense, the Presidential Management Fellowship is often the only way to enter as a civilian.

## **Sample Group of Employers**

### ***Private Sector***

- BAE Systems - <http://www.baesystems.com/>
- Boeing - <http://www.boeing.com/>
- General Dynamics - <http://www.generaldynamics.com/>
- Lockheed-Martin - <http://www.lockheedmartin.com/>
- Northrup-Grumman - <http://www.northropgrumman.com/>
- Raytheon - <http://www.raytheon.com/>
- Textron – <http://www.textron.com>
- TRW - <http://www.trw.com>
- United Technologies - <http://www.utc.com/>

### ***Government Agencies***

- Defense Intelligence Agency (DIA) - <http://www.dia.mil>
- Central Intelligence Agency (CIA) - <https://www.cia.gov/>
- Department of State - <http://www.state.gov>
- Army - <http://www.army.mil/>
- Air Force - <http://www.airforce.com/>
- Navy - <http://www.navy.mil/>
- Marines - <http://www.usmc.mil/>
- Department of Energy - <http://www.doe.gov>
- National Security Agency - <http://www.nsa.gov>
- Federal Bureau of Investigation (FBI) - <http://www.fbi.gov>
- Defense Criminal Investigative Service (DCIS) - <http://www.dodig.mil/INV/DCIS/>

- Bureau of Immigration and Customs Enforcement (ICE) - <http://www.ice.gov/>
- Department of Homeland Security - <http://www.dhs.gov>
- Department of Treasury - <http://www.ustreas.gov/>
- Coast Guard - <http://www.uscg.mil/USCG.shtm>
- National Geospatial Intelligence Agency - <http://www.uscg.mil/default.asp>
- Department of Defense, International Security Affairs Division - [http://policy.defense.gov/sections/policy\\_offices/isa/about.html](http://policy.defense.gov/sections/policy_offices/isa/about.html)
- International Security Group, Inc. (ISG) - <http://www.internationalsecurity.com/>

### ***Non-Government Organizations***

- Center for Defense Information (CDI) - <http://www.cdi.org/>
- The Brookings Institute - <http://www.brookings.edu/>
- Carnegie Endowment for International Peace - <http://www.carnegieendowment.org/>
- Center for Arms Control and Non-Proliferation - <http://www.armscontrolcenter.org/>
- Center for Strategic and International - <http://csis.org/>
- SAIC - <http://www.saic.com/>

## **Resources for Additional Information**

### ***Associations***

Association of Former Intelligence Officers  
 6723 Whittier Ave., Suite 200  
 McLean, VA 22101-4533  
 Tel: 703-790-0320  
<http://www.afio.com/>  
[afio@afio.com](mailto:afio@afio.com)

Women In International Security  
 Center for Peace and Security Studies  
 Edmund A. Walsh School of Foreign Service  
 Georgetown University  
 3600 N Street, NW, Lower Level  
 Washington, DC 20007  
 Tel: 202-687-3366  
 Fax: 202-687-3233  
<http://wiis.georgetown.edu/about/>

### ***Internet Resources***

- ASIS International - <http://www.asisonline.org/>  
 Resource for security professionals. Formerly known as the American Society for Industrial Security, ASIS International is an international organization. Visitors to this site can read the latest issue of Security Management.
- Intelligence Careers - <http://www.intelligencecareers.com>  
 A good starting point for information intelligence professionals to find career opportunities. This is not

an IT-recruiting website. This website is about the pursuit of "information intelligence" - careers that balance the need for world knowledge with the ability to use technology to achieve action.

- Law Enforcement Jobs - <http://www.lawenforcementjobs.com/>  
Resource for those interested in the law enforcement area of the security field. The jobs are open for all to review and one can register to receive announcements of new jobs as they are posted. They also have training resources, books, and a calendar of training sessions being offered by various organizations and agencies.
- Security Management Online - <http://www.securitymanagement.com/>  
Check out education and training opportunities, learn about professional certification, or get information on scholarship and grant programs from the association. Members can also access the association's extensive career center.
- Security Jobs Network - <http://securityjobs.net/>  
Resource for security and law enforcement professionals. Job listings require a paid subscription, but much of the resource information is free including great research links to additional online security and law enforcement resources.

### **Future Challenges of the Profession**

The international security field faces a range of challenges, from the increasing dependence on the Internet and its vulnerability to outside attack, to the effects of global poverty on terrorist activity. These issues not only will require further integration and cooperation between international security institutions, but also a concerted effort to recruit, train, and retain talented individuals so as to be best equipped to maintain security and stability.



## CAREER OPPORTUNITIES IN MARKETING AND SALES

### Description of the Field

The objective of any firm is to market and sell its products or services profitably. In small firms, the owner or chief executive officer might assume all advertising, promotions, marketing, and sales responsibilities. In large firms, which may offer numerous products and services nationally or even worldwide, an executive vice president directs overall advertising, promotions, marketing, and sales policies. Advertising, marketing, promotions, and sales managers coordinate the market research, marketing strategy, sales, advertising, promotion, pricing, and product development.

According to the Occupation Outlook Handbook, there are several ways to achieve these goals. *Strategic marketing* involves planning the way a firm will handle the marketing of its product or service by targeting their appropriate audience or clientele. *Tactical marketing* includes the tasks to achieve this strategy, such as distributing fliers or making cold calls. Those distinctions depend upon whether a firm is marketing to another business (*business to business marketing*) or whether they are advertising a service (*services marketing*). It is important to remember the 3Cs (customers, competitors, and channels) and the 4Ps (product, positioning, price, and promotion), as they constitute the foundation of marketing.

Marketing managers develop the firm's detailed marketing strategy. With the help of subordinates, including *product development managers* and *market research managers*, they determine the demand for products and services offered by the firm and its competitors. In addition, they identify potential markets—for example, business firms, wholesalers, retailers, government, or the general public. Marketing managers develop pricing strategy with an eye towards maximizing the firm's share of the market and its profits while ensuring that the firm's customers are satisfied. In collaboration with sales, product development, and other managers, they monitor trends that indicate the need for new products and services and oversee product development. Marketing managers work with advertising and promotion managers to promote the firm's products and services and to attract potential users.

Sales managers direct the firm's sales program. They assign sales territories, set goals, and establish training programs for the sales representatives. Managers advise the sales representatives on ways to improve their sales performance. In large, multi-product firms, they oversee regional and local sales managers and their staffs. Sales managers maintain contact with dealers and distributors. They analyze sales statistics gathered by their staffs to determine sales potential and inventory requirements and monitor the preferences of customers. Such information is vital in order to develop products and maximize profits. (Occupational Outlook Handbook)

## Career Paths and Entry Salaries

A wide range of educational backgrounds are suitable for entry into advertising, marketing, promotions, and sales managerial jobs, but many employers prefer those with experience in related occupations plus a broad liberal arts background. A bachelor's degree in sociology, psychology, anthropology, literature, journalism, or philosophy, among other subjects, is acceptable for most entry level positions. Requirements, however, depend upon the particular job.

For marketing, sales, and promotion management positions, some employers prefer a bachelor's or master's degree in business administration with an emphasis on marketing. Courses in business law, economics, accounting, finance, mathematics, and statistics are advantageous. In highly technical industries, such as computer and electronics manufacturing, new employees are preferred with a bachelor's degree in engineering or science, combined with a master's degree in business administration.

Most advertising, marketing, promotions, and sales management positions are filled by promoting experienced staff or related professional or technical personnel. For example, many managers are former sales representatives, purchasing agents, buyers, product or brand specialists, advertising specialists, and promotion specialists. In small firms, where the number of positions is limited, advancement to a management position usually comes slowly. In large firms, promotion may occur more quickly.

Although experience, ability, and leadership are emphasized for promotion, advancement can be accelerated by participation in management training programs conducted by many large firms. Many firms also provide their employees with continuing education opportunities, either in-house or at local colleges and universities. Such firms also encourage employee participation in seminars and conferences, often provided by professional societies. In collaboration with colleges and universities, numerous marketing and related associations sponsor national or local management training programs. Courses include brand and product management, international marketing, sales management evaluation, telemarketing and direct sales, interactive marketing, promotion, marketing communication, market research, organizational communication, and data processing systems procedures and management. Many firms pay all or part of the cost for those who successfully complete courses.

## Demand

Advertising, marketing, promotions, and sales managers held about 646,000 jobs in the U.S. in 2008. These managers were found in virtually every industry. The following table shows the distribution of jobs by occupational specialty:

Sales managers	346,900
Marketing managers	175,600
Public relations managers	56,700
Advertising and promotions managers	44,600

Sales managers held nearly half of the total number of jobs; most were employed in either the wholesale and retail trade or finance and insurance industries. Marketing managers held more than one-fourth of the total. Within this division, the professional, scientific, and technical services industries employed almost one-third of marketing managers. A smaller proportion consisted of advertising and promotions managers working in the professional, scientific, and technical services industries, as well as the publishing and information industries, which includes advertising and related services. Most public relations managers were employed in service-

providing industries, such as the professional, scientific, and technical services, finance and insurance, health care and social assistance, and educational services. (<http://stats.bls.gov/oco/ocos020.htm>)

### **Qualifications Necessary to Enter the Field**

Persons interested in becoming advertising, marketing, promotions, public relations, and sales managers should be mature, creative, highly motivated, able to manage stress, flexible, and decisive. The ability to communicate persuasively, both orally and in writing, with other managers, staff, and the public is vital. Managers also need tact, good judgment, and exceptional ability to establish and maintain effective personal relationships with supervisory and professional staff members and client firms.

### **Sample Group of Employers**

- Action Marketing Research - <http://www.action-research.com/>
- Hanover Direct, Inc. - <http://www.hanoverdirect.com/>
- Nielson Media Research Company - <http://en-us.nielsen.com/tab/industries/media>
- Most major companies have their own marketing departments.

### **Future Challenges of the Profession**

Advertising, marketing, promotions, and sales manager jobs are highly coveted and will be sought by other managers or highly experienced professional and technical personnel. While this results in keen competition, college graduates with related experience, a high level of creativity, and strong communication skills should have the best job opportunities. Those who have new media and interactive marketing skills will be particularly sought after.

According to the 2006 Occupation Outlook, employment of advertising, marketing, promotions, public relations, and sales managers is expected to increase faster than the average for all occupations through 2014, spurred by intense domestic and global competition in products and services offered to consumers. However, projected employment growth varies by industry. For example, employment is projected to grow much faster than average in scientific, professional, and related services, such as computer systems design and related services, and in advertising and related services, as businesses increasingly hire contractors for these services instead of additional full-time staff. In contrast, a decline in employment is expected in many manufacturing industries.

### **Resources for Additional Information**

#### ***Associations***

- American Marketing Association (AMA) provides professional development services for marketing professionals such as special interest groups, seminars, and publications. It also has a reference center focusing on marketing issues - <http://www.marketingpower.com/>
- Business Marketing Association - <http://www.marketing.org/>
- Direct Marketing Association (DMA) has been the leading source of news and information for direct marketers since 1917. - <http://www.the-dma.org/>
- Association for Women in Communications (AWC) recognizes the complex relationships that exist across the communications disciplines. - <http://www.WOMCOM.org/>

#### ***Internet Resources***

- Careers in Marketing - <http://www.careers-in-marketing.com/>



- Wetfeet Careers in Marketing - <http://www.wetfeet.com/Careers-and-Industries/Careers/Marketing.aspx>

### ***Publications***

AMA Publishing Group publishes some of the top marketing books as well as eight business magazines and scholarly journals. All of their resources can aid professional development and knowledge of the latest research and trends in the marketing industry.



## **CAREER OPPORTUNITIES IN MICROFINANCE AND DEVELOPMENT FINANCE**

### **Description of Field**

Microfinance is a term for a variety of financial services that target low-income clients, particularly women who have meager incomes and lack access to formal financial services. The services provided by microfinance institutions (MFIs) include loans, savings, insurance, and remittances. Microloans are given for a variety of purposes, including microenterprise development, smoothing consumption, and managing risk. The diversity of products and services offered by MFIs reflects the fact that the financial needs of individuals, households, and enterprises can change significantly over time, especially for those who live in poverty. Due to these varied needs, and because of the industry's focus on the poor, microfinance institutions often use non-traditional methodologies, such as group lending or other forms of collateral not employed by the formal financial sector.

### **Career Paths and Entry Salaries**

The microfinance movement has grown rapidly in the past decade, leading to a wide variety of opportunities within the field for a range of different interests. However, microfinance does not have as structured a hiring process or hierarchy as many other finance careers and those seeking a career in microfinance will have to create their own career paths in a similar fashion to the NGO and social sectors. The skills required for a career in microfinance will depend greatly on the role you are interested in. For those interested in working with a financial institution, network of microfinance organizations, or investors, financial skills, experience, and networking in more traditional financial institutions are quite important, and should be sought out either before seeking microfinance opportunities or developed through a position or internship abroad working for a microfinance provider. Entry salaries are typically lower than similar positions in more mainstream financial careers. For those interested in the development, policy, market analysis, or research aspects of microfinance, it is important to build those particular skills, preferably through work on microfinance-specific projects, but at the very least in areas of economic or community development.

### **Demand**

The microfinance industry suffered a downturn during the financial crisis, especially in Eastern Europe and select countries such as India, Morocco, Nicaragua, and Pakistan. However, 2011 saw the industry recover and move toward stable growth—MFIs currently operate in over 100 countries and serve approximately 100 million clients. As of the end of 2010, microfinance institutions worldwide had an estimated \$68 billion in total assets, compared to \$26 billion five

year prior. As MFIs grow to meet global demand in the post financial crisis recovery, career opportunities will increase for those financial professionals with social science knowledge, local language expertise, and cultural understanding. One growing niche within this sector is new product types and channels such as mobile phone based banking products, crop index micro-insurance, and the use of microfinance as a tool to address other development challenges such as green energy, climate changes, health, and housing.

### **Qualifications Necessary to Enter the Field**

The ideal candidate will have at least several years of marketing, branding, and delivery experience, preferably in financial services. Successful candidates are expected to provide strategic and operational leadership by working closely with a range of partner organizations, as well as possessing excellent communicative, quantitative, and analytical skills. One must have a passion for building businesses and a commitment to delivering great products even with limited resources. In addition, an MBA is often preferred for those entering the field on the banking or investment side of microfinance.

### **Sample Group of Employers**

- Accion USA – [www.accionusa.org/](http://www.accionusa.org/)
- Citi Microfinance – [www.citigroup.com/citi/microfinance/](http://www.citigroup.com/citi/microfinance/)
- CGAP – [www.cgap.org](http://www.cgap.org)
- Finca International – [www.villagebanking.org](http://www.villagebanking.org)
- Grameen Foundation – [www.grameenfoundation.org/](http://www.grameenfoundation.org/)
- MicroCapital.Org – [www.microcapital.org/](http://www.microcapital.org/)
- Microfinance Information Exchange – [www.mixmarket.org](http://www.mixmarket.org)
- Micro Place – [www.microplace.com/](http://www.microplace.com/)
- World Bank (International Finance Corporation, Financial Inclusion Practice Group, and other teams internally) – [www.worldbank.org](http://www.worldbank.org) / [www.ifc.org](http://www.ifc.org)

### **Associations**

- Alliance for Financial Inclusion – [www.afi-global.org](http://www.afi-global.org)
- International Association of Microfinance Investors – [www.iamfi.com/groups.html](http://www.iamfi.com/groups.html)
- The Microfinance Association – [www.microfinanceassociation.org/page.aspx](http://www.microfinanceassociation.org/page.aspx)
- Women Advocating Microfinance (WAM) – [www.wam-international.org/home](http://www.wam-international.org/home)
- Microcredit Summit Campaign – [www.microcreditsummit.org](http://www.microcreditsummit.org)

### **Challenges of the Profession**

The success of microfinance brings with it new challenges and situations, as MFIs become more established and complex. Such complications include the increase in competition between MFIs, issues with regulation, inappropriate donor subsidies, limited management capacity, and institutional inefficiencies. (Brigham Young University) In addition, the global recession's impact on MFIs, the danger of liquidity drying up, credit risks, and extended indebtedness of consumers in several leading microfinance markets are all issues raised by those wary of microfinance. (Center for the Study of Financial Innovation) Recent impact evaluation studies have also called into question the poverty-alleviating potential of credit-focused microfinance models.

### **Resources for Additional Information**

- CGAP Microfinance Gateway – <http://www.microfinancegateway.org/p/site/m/>
- Global Career Coaching, Careers in Microfinancing & Microcredit – [www.gccoach.com/Resources/microfinance.htm](http://www.gccoach.com/Resources/microfinance.htm)
- Grameen Foundation, Career – [www.grameenfoundation.org/careers](http://www.grameenfoundation.org/careers)
- International Association of Microfinance Investors – [www.iamfi.com/index.html](http://www.iamfi.com/index.html)
- MicroCapital Society, Events – <http://microfinanceassociation.ning.com/events>
- Net Impact, Microfinance – <http://netimpact.org/netimpactconference/ni11coverage/microfinance>
- University of Washington, Microfinance Resources – [www.lib.washington.edu/business/guides/micro.html](http://www.lib.washington.edu/business/guides/micro.html)

## **Publications**

*Due Diligence: An impertinent inquiry into microfinance*, by David Roodman, Brookings Institution, 2012.

*How to Change the World: Social Entrepreneurs and the Power of New Ideas*, Oxford University Press, 2007.

*The Sustainable MBA: The 2010-2011 Guide to Business Schools That are Making a Difference*, by The Aspen Institute Center for Business Education, BookSurge Publishing, 2009.

*Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid, 1<sup>st</sup> Ed.*, by Elisabeth Rhyne, McGraw-Hill, 2009.

*Portfolios of the Poor: How the world's poor live on \$2 a day*, by Daryl Collins, et. al, Princeton University Press, 2009.

*Social Entrepreneurship: What Everyone Needs to Know*, by David Bornstein, Oxford University Press, 2010.



## **CAREER OPPORTUNITIES IN NONPROFIT MANAGEMENT**

### **Description of Field**

There are nearly 1.6 million nonprofit (voluntary, community-based, functional, or charitable) institutions in the United States alone. Nonprofit institutions play an important role in community life and form an integral part of the economic, political, and social spheres of the country. The nonprofit organization's primary goal is to advance, advocate, or pursue a cause central to the organization's existence and mission. These missions can range from women's rights in the United States to overseas relief and development assistance. Workdays in nonprofit organizations are often long, with financial compensation not always matching effort or responsibility. Furthermore, many nonprofits face a continual crisis of resources.

The size, diversity, and activity of nonprofit organizations have grown dramatically over the past decade as a result of government efforts to privatize services and programs. This sector employs approximately 13.5 million people, expends \$668 billion in annual personnel costs, and provides 5.5 percent of the nation's GDP or \$751 billion in output. (Independent Sector, <http://independentsector.org>)

### **Career Paths and Entry Salaries**

The nonprofit sector offers multiple employment options for master's degree graduates. Examples of job titles for those entering the nonprofit management field include: assistant director of fundraising, program analyst, program director, program officer, marketing/research associate, director, community outreach coordinator, finance director, director of information systems, and director of public relations. It is even possible to be hired as an executive director of a small organization. Entry-level salaries range from the low to mid \$30,000s to the high \$40,000s, depending on the size of the organizational budget, the number of staff members, and the diversity of qualifications.

Following the entry level, one may assume positions of increasing responsibility in functional areas, program or service delivery, and/or general management. Primary job functions can include working with a board of directors, public and community groups, fundraising, media, clients, and other nonprofit organizations. Career advancement depends on the size and mission of each nonprofit, as well as one's dedication to the organization. There are unlimited opportunities to jump from the nonprofit sector to the private and public/government sectors because of the continuous interaction of institutions in these areas. Potential career outcomes include senior executive director, program manager, government affairs, and equivalent positions in the private and public sectors.

Nonprofit employment by sector includes: 41.9% for health services, 21.9% for education/research, 18.3% for social and legal services, 11.8% for religious organizations, 3.9% for civic, social, and fraternal organizations, 1.9% for arts and culture, and 0.3% for foundations (The Foundation Center, <http://foundationcenter.org/>).

### **Qualifications Necessary to Enter the Field**

- ✓ Master's degree in public administration, public affairs, international affairs, business administration, or a specialized degree in nonprofit management.
- ✓ Strong interest in the issues related to the mission of the particular nonprofit organization.
- ✓ Professional or volunteer experience with related nonprofit organizations.
- ✓ Excellent oral and written communication skills.
- ✓ Experience in motivating, training, and supervising others.
- ✓ Ability to work creatively with limited human and financial resources.
- ✓ For international nonprofit organizations, overseas experience and proficiency in a foreign language.

### **Sample Group of Employers**

- Academy for Educational Development - <http://www.aed.org>
- American Red Cross - <http://www.redcross.org>
- CARE - <http://www.care.org>
- Center for Justice and International Law (CEJIL) - <http://www.cejil.org>
- Easter Seals - [www.easter-seals.org](http://www.easter-seals.org)
- Ford Foundation - [www.fordfound.org](http://www.fordfound.org)
- For Inspiration and Recognition of Science and Technology (FIRST) - <http://www.usfirst.org>
- International Rescue Committee - <http://www.rescue.org>
- Meridian International Center - <http://www.meridian.org>
- NAFSA – Association of International Educators - <http://www.nafsa.org>
- Population Action International - <http://www.populationaction.org>
- Soros Foundation - <http://www.soros.org>
- The United Way - <http://national.unitedway.org>
- World Vision - <http://www.worldvision.org>

### **Demand & Opportunities**

Nonprofit management is an expanding and dynamic career field characterized by the growth of new organizations and new social venture programs developed to improve the human condition. Furthermore, the outsourcing of previously government managed programs to the nonprofit sector continues to serve as a catalyst for new positions. Finally, there continues to be considerable turnover in the nonprofit world based on the upward mobility and financial challenges of the profession.

### **Future Challenges of the Profession**

The nonprofit sector is a major structural and economic force in the United States and abroad. Nonprofit organizations continue to face challenges of mission definition, governance, funding and financial viability, tax status, operations, program management and program delivery, effectiveness, and accountability. In this volatile economy, new challenges are increased commercial pressures and competition from the private sector, as well as pushback on advocacy activities and scrutiny of funding. Changing demographics and technological advances also play a role in the impact and efficacy of nonprofit programs and services.

## Resources for Additional Information

### Associations

- American Association of Grant Professionals - <http://www.grantprofessionals.org/>
- American Society for Public Administration - <http://www.aspanet.org/>
- Association of Fundraising Professionals - <http://www.afpnet.org/>
- Association of Professional Researchers for Advancement - <http://www.aprahome.org/>
- Independent Sector - <http://www.independentsector.org>
- National Association of Planning Councils - <http://www.communityplanning.org>

### Internet Resources

- Alliance for Nonprofit Management - <http://www.allianceonline.org/>
- Chronicle of Philanthropy - <http://philanthropy.com/section/Jobs/224/>
- Community Career Center - <http://nonprofitjobs.org>
- Feminist Majority Foundation - <http://feminist.org/911/jobs/joblisting.asp>
- Foundation Center - <http://fdncenter.org>
- Idealist.org - <http://www.idealists.org>
- Institute for Global Communications - <http://www.igc.org/html/jobs.html>
- National Center on Nonprofit Enterprise - <http://www.nationalcne.org/>
- Network for Good - <http://www1.networkforgood.org/>
- Non-Profit Career Network - <http://www.nonprofitcareer.com>
- Non-Profit Oyster - <http://www.nonprofitoyster.com>
- Opportunity Knocks - <http://www.opportunityknocks.org/>
- Professionals for Nonprofits – [www.nonprofitstaffing.com](http://www.nonprofitstaffing.com)

### Publications

*Career Opportunities in the Nonprofit Sector* by Jennifer Bobrow Burns and Timothy P. Shriver, Checkmark Books, 2006.

*Change Your Career: Transitioning to the Nonprofit Sector* by Laura Gassner Otting, Kaplan Publishing, 2007.

*How to Manage an Effective Nonprofit Organization: From Writing and Managing Grants to Fundraising, Board Development, and Strategic Planning* by Michael A. Sand, Career Pr Inc, 2005.

*Jobs That Matter: Find a Stable, Fulfilling Career in Public Service* by Heather Krasna, Jist Works, 2010.

*Making a Living While Making a Difference* by Melissa Everett, New Society Publishers, 2007.

*The Nonprofit Career Guide: How to Land a Job That Makes a Difference* by Shelly Cryer, Fieldstone Alliance, 2008.

*Nonprofits Job Finder: Where the Jobs Are in Charities and Nonprofits* by Daniel Lauber and Jennifer Atkin, Planning/Communications, 2010.





## **CAREER OPPORTUNITIES IN NONPROLIFERATION**

### **Description of the Field**

Nonproliferation professionals work to reduce or end the development of nuclear weapons and respond to potential conflict. Those in the field promote the safe use of nuclear science and work to insure it is not being used for military purposes.

### **Career Paths and Entry Salaries**

A career in nonproliferation may begin by getting an internship or fellowship with a governmental agency, nongovernmental organization, or multinational organization that works in nonproliferation. A typical career path includes working in an entry level position in one of these organizations and working your way up over time. See current GS pay levels for the federal government for an idea of expected salary, other hiring organizations will vary depending on sector.

### **Demand**

There is a demand for professionals well-educated in nuclear science and engineering, many people in the field will be retiring by 2013. Nuclear nonproliferation experts in general will also continue to be needed, as new challenges such as the emergence of new proliferating states and the added threat of terrorists acquiring nuclear weapons will require new and revised strategies.

### **Qualifications Necessary to Enter the Field**

Public policy makers and researchers need to have an understanding of political conflict, nuclear history, strong communications skills, and an ability to understand different approaches to problem solving and cultural differences.

## Sample Group of Employers

- American Nuclear Society, <http://www.new.ans.org>
- International Atomic Energy Agency, <http://www.iaea.org>
- Brazilian–Argentine Agency for Accounting and Control of Nuclear Materials, <http://www.abacc.org>
- European Nuclear Society, <http://www.euronuclear.org>
- Nuclear Energy Institute, <http://www.nei.org>
- US Department of Energy, <http://www.energy.gov>
- US Nuclear Regulatory Commission, <http://www.nrc.gov>

## Associations

- Arms Control Association, <http://www.armscontrol.org>
- International Association of Lawyers Against Nuclear Arms, <http://www.ialana.net>
- Women in International Security, <http://wiis.georgetown.edu>
- World Nuclear Association, <http://www.world-nuclear.org>

## Future Challenges of the Profession

Nonproliferation professionals face challenges of new technology and the increasing threat of non-state actors.

## Resources for Additional Information

### *Internet Resources*

- James Martin Center for Nonproliferation Studies, Student Internships, <http://cns.miis.edu/edu/internships.htm>
- National Nuclear Security Administration careers, <http://nnsa.energy.gov/federalemloyment>
- Nuclear Threat Initiative, <http://www.nti.org/index.php>
- Job posts in arms control, <http://www.armscontrol.org/employment>
- Friends Committee on National Legislation, Quaker Lobby, Jobs Post, <http://fcnl.org/about/jobs/>
- Council for a Livable World, job postings, <http://blog.livableworld.org/tag/Jobs>
- Web page for pro-Isreas and pro-peace American citizens with job postings, <http://jstreet.org/about/jobs-with-j-street/>

### *Publications*

*Arms Control Today*, <http://www.armscontrol.org/act>

*Office of Nonproliferation and International Security Annual Report*,  
<http://nnsa.energy.gov/aboutus/ourprograms/nonproliferation>



## **CAREER OPPORTUNITIES IN PEACE AND CONFLICT RESOLUTION**

### **Description of the Field**

Peace and Conflict Resolution studies is an interdisciplinary academic field that draws from anthropology, sociology, political science, law and other disciplines in analyzing the causes of war and systemic oppression, exploring processes by which conflict and change can be channeled to maximize justice while minimizing violence. It encompasses the study of economic, political, and social systems at the local, national, and global levels, and examines ideology, culture, and technology as they relate to conflict and change. In different settings, this field of study is known variously as "peace and conflict studies," "peace and security studies," "peace and world order studies," "justice and reconciliation studies," and other similar variations. What distinguishes this field from others, however, is a concern with the modalities of peace and the methods of peacemaking. (Michael T. Klare, Peace and World Security Studies)

Career-related activities within this field include policy research, legislative lobbying, public education, petitioning and protest action, community service, program design and management, training and facilitation, and intercultural diplomacy.

### **Career Paths and Entry Salaries**

Entry level positions in the peace and conflict resolution field are diversified and often highly competitive. Salary levels range from the \$20,000s to mid \$30,000s at the entry level depending on the size of the organizational budget, staff size, and qualifications. Functional titles include, but are not limited to: analyst, program associate/assistant, education coordinator, research assistant, public relations liaison, and regional monitor.

This field has no direct or specified career path. Acquiring essential skills in the peace and conflict resolution field can be initiated through involvement and concern with the social issues affecting most communities. An understanding and knowledge of history and how it applies to a conflict situation as well as strong cross-cultural interaction skills are valuable assets in the field.

### **Demand**

The unprecedented changes in the world community have not prevented conflict from continuing unabated. There are therefore many opportunities for peace and conflict resolution professionals, as the demand for innovative and more effective means to resolve conflicts between nations and peoples grows. Many applied conflict resolution skills can be acquired in a domestic setting and then transferred to the international arena

(with a knowledge of important cultural and environmental differences), and many volunteer opportunities can lead to full-time employment.

As an interdisciplinary field, conflict resolution positions can be found in a variety of organizations not traditionally viewed as peace-advocating institutions. For example, development organizations like CARE and CRS (Catholic Relief Services) are increasingly recognizing the important interconnections between development and conflict resolution. The creation of the World Bank's Post-Conflict Unit and the Federal Mediation & Conciliation Service shows that governmental and multilateral organizations are also recognizing the importance of this growing field. However, paid professional positions in this field are difficult to obtain unless one has relevant experience and the corresponding education and training.

### **Qualifications Necessary to Enter the Field**

A strong commitment to social issues and an interest in international relations are necessary to build a career in international conflict resolution. One's educational background should emphasize research and analytical methods. The shared sense of a common purpose being pursued for a socially conscious cause will sometimes create a less than structured environment; aspiring peace and conflict resolution professionals must be flexible. Due to the international nature of the field, foreign language proficiency will make one more competitive. In addition, teaching and training skills acquired through education or work can also be considered.

The enthusiastic involvement with public interest organizations as an intern and/or volunteer will help to develop a network, which is important in receiving an offer for a professional job. Overseas field experience, especially in a developing country, as well as experience in a multicultural section of a local community or city is highly recommended.

A graduate level degree is almost essential to progress in the field because of the functional expertise it provides. The methods utilized in evaluating and analyzing conflict and in resolving such situations or potential situations are often learned through a combination of experience and higher education.

### **Sample Group of Employers**

- Alliance for International Conflict Resolution - <http://www.aicpr.org/>
- American-Mideast Education & Training Services - <http://www.amideast.org/>
- American Civil Liberties Union - <http://www.aclu.org/>
- American Friends Service Committee - <http://www.afsc.org/>
- Amnesty International - <http://www.amnesty.org/>
- Carter Center - <http://www.cartercenter.org/>
- CARE, Inc. - <http://www.care.org/>
- Carnegie Council on Ethics & International Affairs - <http://www.cceia.org/>
- Carnegie Endowment for International Peace - <http://www.ceip.org/>
- Catholic Relief Services - <http://www.crs.org/>
- Center for War/Peace Studies - <http://www.cwps.org/>
- Chemonics -
- Federal Mediation and Conciliation Service - <http://www.fmcs.gov/internet/>
- The Fund for Peace - <http://www.fundforpeace.org/>
- INCORE - <http://www.incore.ulst.ac.uk/>
- The Institute for International Mediation and Conflict Resolution - <http://www.cemproc.org/IIMCRprofilepage.html>

- Institute for Multi-Track Diplomacy - <http://www.imtd.org/>
- Institute for Policy Studies - <http://www.ips-dc.org/>
- Institute for World Affairs - <http://www.iwa.org/>
- International Alert - <http://www.international-alert.org/>
- International Crisis Group - <http://www.crisisgroup.org/>
- International Institute for Sustained Dialogue -
- Joan B. Kroc Institute for Peace & Justice - <http://www.sandiego.edu/peacestudies/ipj/>
- [National Democratic Institute](#) -
- National Peace Foundation - <http://www.nationalpeace.org/>
- Mercy Corps - <http://www.mercycorps.org/>
- Non-Violence International - <http://nonviolenceinternational.net/>
- Peace Brigades International - <http://www.peacebrigades.org/>
- Peace Makers Trust - <http://www.peacemakers.ca/>
- Peace Vox - <http://www.peacevox.com/>
- Search for Common Ground - <http://www.sfcg.org/>
- [Sister Cities International](#) -
- TransAfrica - <http://www.transafricaforum.org/>
- [US Agency for International Development Office of Conflict Management and Mitigation](#) – [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/conflict/](http://www.usaid.gov/our_work/cross-cutting_programs/conflict/)
- [US Department of State Bureau of Conflict and Stabilization Operations](#), Office of the Coordinator for Reconstruction and Stabilization - <http://www.state.gov/g/cso/>
- US Institute of Peace - <http://www.usip.org/>
- The United Nations - <http://www.un.org/>
- The William & Flora Hewlett Foundation - <http://www.hewlett.org/>
- Woodrow Wilson International Center - <http://www.wilsoncenter.org/index.cfm>
- World Policy Institute - <http://www.worldpolicy.org>

### **Future Challenges of the Profession**

Practical experience, theoretical insight, and regional expertise all have value, but it is the combination of the knowledge from these three aspects of the field that will be necessary in order to impact today's complex and volatile world (U.S. Institute of Peace). The inability to gather adequate resources from the global community to resolve conflict situations will continue to frustrate the hope for a defining commitment to a new world order.

The rights of nations to self-determination and the recognition of states based on democracy and a corresponding rule of law cannot succeed without international development initiatives. This link between development assistance and conflict resolution implies an increase in opportunities with development organizations. Sustainable development combined with democracy and the rule of law in struggling countries will only flourish with cooperation in the international arena to improve economic relationships.

Funding is always a major challenge for any internationally focused organization. This is especially true in the field of international conflict resolution, as organizations struggle to obtain funds from governmental organizations, membership dues, and charitable foundations. Furthermore, many organizations have difficulty reconciling the funder's, donor's, or contributor's desire for tangible results with the intangible nature of their projects. Quantifying the results of projects which aim to reduce future conflict by focusing on communication, dialogue, and change from within can be especially difficult. Therefore, innovative fundraising ideas and a commitment to procuring new revenue sources will be useful for those looking to address the future challenges of the field.

## Resources for Additional Information

### *Associations*

- Association for Conflict Resolution - <http://www.acresolution.org/>
- American Political Science Association Conflict Processes Section - [http://www.apsanet.org/section\\_313.cfm](http://www.apsanet.org/section_313.cfm)
- American Sociological Association Peace, War & Social Conflict Section - <http://www.peacewarconflict.org/>
- Peace and Justice Studies Association - <http://www.peacejusticestudies.org/>
- International Peace Research Association - <http://soc.kuleuven.be/pol/ipra/>
- National Conference on Peacemaking and Conflict Resolution - <http://www.apecemaker.net/>

### *Internet Resources*

- Institute for Global Communications, PeaceNet - <http://www.igc.org/index.html>
- Peace and Collaborative Development Network - <http://www.internationalpeaceandconflict.org/>
- A Peace Maker - <http://www.apecemaker.net/>

### *Publications*

*Alternatives to the Peace Corps: A Guide to Global Volunteer Opportunities, 12th Ed.*, by Caitlin Hachmyer, Food First Books, 2008.

*Becoming A Mediator: Your Guide To Career Opportunities*, by Peter Lovenheim, NOLO, 2004.

*Becoming a Mediator: An Insider's Guide to Exploring Careers in Mediation*, by Peter Lovenheim, Jossey-Bass, 2002.

*Contemporary Conflict Resolution, 2nd Ed.*, by Oliver Ramsbotham, et al., Polity, 2005.

*People Building Peace II: Successful Stories Of Civil Society*, Paul Van Tongeren, L. Rienner Publishers, 2005.

*War, Ethics and Justice: International Security in a Post-9/11 World*, by Jame Gow, et al., Routledge, 2010.



## **CAREER OPPORTUNITIES IN POLITICAL RISK ANALYSIS**

### **Description of the Field**

The term “political risk” refers to the possibility that investors will lose money or make less money than expected due to political decisions, conditions, or events occurring in the country or emerging market in which they have invested. Specific problems include government instability, currency inconvertibility, nationalization, and expropriation. In addition, political risk analysis examines social conditions such as crime levels – the number of recent kidnappings, for example – and land rights issues when evaluating the level of risk associated with any investment.

Typically, political risk analysts gather information on an area or a country, determine the causes and sources of any related risks, and forward their findings to those making investment decisions. Analysts may also be asked to prescribe risk management solutions and offer recommendations to clients hoping to invest in a specific area of the world. Although political risk analysis has been developing as a field since the 17<sup>th</sup> century, it has seen a dramatic increase in importance only in the past 25 years.

While the political risk divisions of large consulting and insurance companies have traditionally been most involved with this field, today’s analysts may find employment with international organizations, smaller financial companies, rating services, energy firms, and online sites specializing in the sale of political risk information. Three departments within most large banks perform political risk analysis: credit, fixed income, and equities. The equity department supports equity research analysts by forecasting key economic variables and may require advanced economic skills, often at a doctoral level.

Those employed in rating agencies, lending institutions, and organizations such as the State Department may be required to make in-depth economic analysis and would be classified as specialists. Analysts with more general knowledge about countries, legal systems, and business practices may find employment with smaller consulting companies that gather and analyze information and then sell their findings to others.

### **Career Paths**

Internships are strongly recommended, especially if they will strengthen one’s accounting and financial skills or offer some insight into the political process. Moreover, prior experience is becoming increasingly important in finding employment in certain organizations, such as the World Bank. Requirements appear to be more flexible for employment with smaller companies, particularly those that are Internet-based.



With expanding markets and levels of foreign direct investment increasing, forecasts for jobs in this field seem strong. Additionally, the increasing number and types of firms practicing political risk analysis ensure that this field will be attractive to many different types of people.

### **Qualifications Necessary to Enter the Field**

Political risk analysts typically hold degrees in business, international relations, political science, economics or related areas but may also have backgrounds in law, intelligence, journalism, or law enforcement. Representation of investigative journalists and former intelligence agents is particularly high in online companies specializing in political risk information. Banking experience is always beneficial and may be required for those students hoping to work in a financial company. Although concentrating in an area study will certainly be useful, many analyst positions will focus on more than one area of the world. Successful analysts excel at adapting their knowledge to new and uncertain situations. Excellent research, analysis, and decision making abilities as well as good communicative and writing skills are necessary to succeed in this field. Companies look for well-informed people who may be described as intelligent risk takers.

The ability to decipher a balance sheet, understand a country's balance of payments, or offer insight into the politics of a particular region will be very useful. Therefore, it is recommended that students interested in pursuing a career in political risk analysis take classes in finance, monetary economics, trade and political science. The latter will be most useful for entry-level positions, while business-related classes will help those pursuing a more specialized track. Specific classes include the following: accounting, corporate finance, private sector project finance, international monetary system, and country risk analysis.

### **Sample Group of Employers**

#### ***International/Governmental Organizations***

- World Bank/MIGA - The Multilateral Investment Guarantee Agency [www.miga.org](http://www.miga.org)
- OECD - The Organization for Economic Co-operation and Development <http://www.oecd.org>
- OPIC - The Overseas Private Investment Corporation - [www.opic.gov/Insurance](http://www.opic.gov/Insurance)

#### ***Private Sector***

- American International Group, Inc. - <http://www.aigcorporate.com/index.html>
- Andrae & Associates - <http://globalstrat.net/>
- Aon Corporation - <http://www.aon.com/default.jsp>
- Bloomberg Financial News - <http://www.bloomberg.com>
- BPAmoco - [www.bpamoco.com](http://www.bpamoco.com)
- Business Monitor International - <http://www.businessmonitor.com>
- Chubb - <http://www.chubb.com>
- CountryWatch.com - <http://www.countrywatch.com/>
- Control Risks Group - [www.crg.com](http://www.crg.com)
- Deloitte Touche Tohmatsu - <http://www.deloitte.com/>
- Eurasia Group - [www.eurasiagroup.net](http://www.eurasiagroup.net)
- Fitch Ratings - [http://www.fitchratings.com/index\\_fitchratings.cfm](http://www.fitchratings.com/index_fitchratings.cfm)
- J.P. Morgan - [www.jpmorgan.com/careers](http://www.jpmorgan.com/careers)
- Kroll Associates - <http://www.kroll.com/>
- Maplecroft - <http://maplecroft.com/>
- Marsh - <http://marsh.com>

- Medley Global Advisors - [www.medleyadvisors.com](http://www.medleyadvisors.com)
- Moody's Investors Services - [www.moodyskmv.com](http://www.moodyskmv.com)
- Morgan Stanley Dean Witter - <http://www.morganstanley.com/>
- Oxford Analytica - <http://www.oxan.com/>
- Profound Online Business Services - <http://www.profound.com/>
- S. J. Rundt & Associates - [www.rundtsintelligence.com](http://www.rundtsintelligence.com)
- Smith Brandon International - [www.smithbrandon.com](http://www.smithbrandon.com)
- Sovereign Risk Insurance Ltd. - <http://www.sovereignbermuda.com/main.html>
- Standard & Poor's - <http://www.standardandpoors.com/home/en/us>
- Stratfor - <http://www.stratfor.com/>
- Zurich - <http://www.zurich.com>

## **Resources for Additional Information**

### ***Books***

- Ian Bremmer and Preston Keat, *The Fat Tail: The Power of Political Knowledge for Strategic Investing* (Oxford University Press: New York, 2009).

### ***Professional Associations***

- Association of Professional Insurance Women - <http://www.apiw.org/default.asp>
- Berneunion - <http://www.berneunion.org.uk/>
- Global Association of Risk Professionals - <http://www.garp.org/>
- Society for Risk Analysis - <http://www.sra.org/>

### ***Internet Resources***

- Global Risk Affairs - <http://www.globalriskaffairs.com/>
- Marvin Zonis - <http://www.marvinzonis.com>
- PRS Group - <http://www.prsgroup.com/>
- Risk World – <http://riskworld.com>



## **CAREER OPPORTUNITIES IN SCIENCE AND TECHNOLOGY**

### **Description of the Field**

Science, technology, and public policy is a maturing field focused on the interactions among scientific developments, technological change, social values, and governmental activities at both international and domestic levels. It is concerned with the ways in which citizens and professionals in industry, government, labor, academia, and non-profit organizations understand these interactions and apply their understanding to solve social, environmental, human health, and economic problems, as well as promote and manage scientific and technological systems that serve as potential solutions.

### **Career Paths**

Recent graduates with science policy degrees work in research, analysis, or management with such positions as research analyst, program or policy analyst, legislative analyst, or the more specific environmental protection specialist. Salaries may be higher for candidates with technical or scientific undergraduate or graduate degrees or significant work experience in the field, on Capitol Hill, or in federal agencies, nonprofit think tanks, or industry.

Career paths in policy making, policy analysis, and policy research require different kinds of skills and capabilities as well as different types of training and work styles. In addition, career paths leading to similar positions may differ. For example, senior executive-level policy making positions in federal agencies often require scientific or technical credentials, whereas senior congressional committee policy making positions are less demanding of technical qualifications and more demanding of political skills. The same may be said of policy management careers. A person entering the field as a research or policy assistant might expect to progress to analyst or technical consultant, later becoming project director or senior professional staff, and ultimately advancing to policy making positions such as assistant secretary, executive director, or vice president. With some exceptions, a PhD is usually required for movement to senior levels, and generally the closer the position is to academia or high-level think tanks, the more a PhD is needed.

### **Demand**

Public sector employers have traditionally hired more science and technology policy graduates than any other employer. Federal agency demands have increased since September 11, 2001 because of the need for science and technology experts working in national security policy, computer and telecommunications issues, as well as public health and environmental hazards. Continuing growth in demand at the state level – where there is also a need for scientific and technical policy expertise — is contingent on the ability of states to overcome present

fiscal cutbacks. In the international arena, there is a need for science and technology policy specialists to assist with bilateral negotiations, agreements, research, and grants management, especially around issues such as genetic engineering and its effect on international trade and health policies.

Private sector employers have tended to hire science and technology graduates with engineering or technical backgrounds and excellent analytical skills. Openings also occur in regulatory, strategic planning, or external relations departments for candidates with extensive congressional or federal experience. In research and consulting organizations that serve the federal government there is a growing demand for science and technology specialists. This is especially true for those with expertise in the environment, telecommunications, the conversion of defense industries, public health issues, and technology transfer.

### **Qualifications Necessary to Enter the Field**

- ✓ Analytical skills, both qualitative and quantitative.
- ✓ Knowledge of the policy environment and the significant issues affecting policies.
- ✓ Information management skills.
- ✓ Effective reporting and communicating skills, verbal and written.
- ✓ Strong background in economics.
- ✓ Political and persuasive skills, especially diplomacy when working with diverse groups.
- ✓ Good teamwork and networking talents.
- ✓ Substantive knowledge of a specialized area such as biotechnology, defense, space, or the environment.
- ✓ A technical degree (e.g., PhD, MS, or BS in physics or engineering) is required for positions in some science & technology organizations.

### **Sample Group of Employers**

- Agency for International Development - <http://www.usaid.gov>
- American Association for the Advancement of Science - <http://www.aaas.org/>
- American Physical Society - <http://www.aps.org/>
- ANSER Corporation - <http://www.anser.org/>
- Battelle Memorial Institute - <http://www.battelle.org/>
- Center for Strategic and International Studies - <http://www.csis.org>
- Central Intelligence Agency - <http://www.cia.gov>
- Congressional Research Service - <http://www.loc.gov/crsinfo/>
- Department of Agriculture - <http://www.usda.gov/wps/portal/usdahome>
- Department of Commerce - <http://www.doc.gov>
- Department of Defense - <http://www.dod.gov>
- Department of Energy - <http://www.doe.gov>
- Department of Interior - <http://www.doi.gov>
- Department of State - <http://www.state.gov>
- Environmental Defense - <http://www.edf.org/home.cfm>
- Environmental Protection Agency - <http://www.epa.gov>
- Federal Bureau of Investigation - <http://www.fbi.gov>
- General Accounting Office - <http://www.gao.gov/>
- Global Technology Partners - <http://www.gtp1.com/>
- House Committee on Science - <http://science.house.gov/>
- Lockheed Martin - <http://www.lockheedmartin.com/>
- NASA - <http://www.nasa.gov/>

- National Academy of Sciences - <http://www.nas.edu>
- National Imagery and Mapping Agency - <http://egsc.usgs.gov/nimamaps/>
- National Institutes of Health - <http://www.nih.gov>
- National Science Foundation - <http://www.nsf.gov/>
- Northrop Grumman Corporation - <http://www.northropgrumman.com/>
- Pew Initiatives - <http://www.pewtrusts.org>
- RAND Corporation - <http://www.rand.org/>
- Raytheon Company - <http://www.raytheon.com>
- Rockwell International - <http://www.rockwell.com/>
- Science Applications International Corporation, Inc. (SAIC) - <http://www.saic.com/>
- SRI International - <http://www.sri.com/>
- Stockholm Environment Institute - <http://www.sei.se/>
- Tellus Institute - <http://www.tellus.org/>
- Union of Concerned Scientists - <http://www.ucsusa.org>
- Winrock International - <http://www.winrock.org/>
- World Bank - <http://www.worldbank.org>

### **Future Challenges of the Profession**

There is an increasing awareness of the economic, political, and social consequences of decisions in the science and technology policy field in areas such as computers and telecommunication regulation, genetic engineering, cloning, biological weapons development, and global climate change, as well as other technological areas. There is an increasing need to build bridges and integrate diverse national and international institutions linking governments and universities with the private sector and with newly emerging businesses and research organizations. In addition, enhancing the scientific literacy of the public is paramount to making better political and societal decisions about science and technology. Expertise in science, technology, and public policy will be essential to help nations, citizens, and industry recognize their common interdependence, their common problems, and to agree on solutions and ways to pay for them.

### **Resources for Additional Information**

#### ***Associations***

- American Association for the Advancement of Science - <http://www.aaas.org>
- American Chemical Society - <http://www.acs.org>
- American Physical Society - <http://aps.org>
- Federation of American Societies for Experimental Biology - <http://www.faseb.org>
- National Academy of Sciences - <http://www.nas.edu>
- International Association of Science and Technology for Development - <http://www.iasted.org/>
- Association for Public Policy Analysis and Management - <http://www.appam.org/>

#### ***Internet Resources***

*AAAS Guide to Graduate Education in Science and Engineering and Public Policy* - <http://www.aaas.org/spp/sepp/sepsl.htm>



## CAREER OPPORTUNITIES IN THINK TANKS AND ACADEMIA

### Description of Field

In Washington, DC and throughout the country, many think tanks and research organizations focus on foreign policy and international issues. These organizations are often supported by contracts from the government, foundations, private businesses, and endowments. Think tanks, in the most traditional sense, are seen as non-partisan organizations that employ interdisciplinary approaches to finding long-term solutions to policy-related issues.

Research organizations vary in perspective and focus: some may be viewed more as advocacy groups which promote a particular agenda, while others may resemble private sector consulting organizations or academic institutions. In addition to their research efforts, many research institutes produce major publications or organize professional conferences, lectures, and policy forums. Think tank scholars testify before congressional committees, submit articles to major newspapers, and may serve on government task forces.

### Career Paths

The types of positions available vary considerably between organizations and are very much dependent upon one's level of education. In addition to research-related positions, which usually require an MA or PhD and specialized expertise, many organizations employ interns and individuals with BA and MA degrees for a range of administrative positions. Entry-level positions for individuals with MA degrees include:

***Program Manager/Assistant*** – Coordinates and handles logistics for major program events, meetings, conferences, and international visits. Manages a range of program support functions, including communications and publication work.

***Research Assistant*** – Provides research support to fellows and senior associates, drafts documents, manages database records, handles correspondence, and provides general administrative support.

***Research Associate*** – Develops and implements research plans, prepares funding proposals, analyzes data, and synthesizes, publishes, and presents findings to various audiences.

Advancement into senior positions usually requires education at the PhD level and/or extensive specialized expertise, so it is common to see those in junior level positions leaving after two or three years to pursue higher education and professional opportunities in academia, government, private corporations, and consulting firms.

## **Demand**

In response to changing world affairs, public interests, funding, and budgetary constraints, many foreign policy research organizations are re-examining their focus. Entry-level positions remain highly competitive and success in securing a post requires planning and persistence. Most think tanks and research institutes do have formal internship programs and many look first to current and former interns to fill new positions. Not only are interns in a position to hear about openings before they are advertised externally, but they also frequently have had prior occasion to demonstrate their specialized knowledge, skills, and dedication.

## **Qualifications Necessary to Enter the Field**

Higher education, at the MA or PhD level, and experience in the field is generally required for substantive research positions. Strong communication skills, both written and oral, are essential. One must be able to write concise briefing reports as well as longer, academic works. Presentation skills are also important, as is comfort in addressing an audience of experts. Competitive candidates will also be able to demonstrate proficiency in foreign languages. Many positions require solid quantitative skills and knowledge of statistical packages.

## **Sample Group of Employers**

- Brookings Institution - <http://www.brookings.edu/>
- Carnegie Endowment for International Peace - <http://www.carnegieendowment.org/>
- Council on Foreign Relations - <http://www.cfr.org/>
- Center for Strategic and International Studies - <http://www.csis.org/>
- East-West Center - <http://www.eastwestcenter.org/>
- Hoover Institute, Stanford University - <http://www-hoover.stanford.edu/>
- National Bureau of Asian Research - <http://www.nbr.org/>
- RAND - <http://www.rand.org/>
- Worldwatch Institute - <http://www.worldwatch.org/>
- Carnegie Council on Ethics and International Affairs - <http://www.cceia.org/index.html>
- The Carter Center - <http://www.cartercenter.org/default.asp?bFlash=True>
- The Heritage Foundation - <http://www.heritage.org/>
- National Center of Policy Analysis - <http://www.ncpa.org/>
- Woodrow Wilson International Center - <http://www.wilsoncenter.org/>
- Institute for Food and Development Policy (Food First) - <http://www.foodfirst.org/>
- Nautilus Institute for Security and Sustainable Development - <http://www.nautilus.org/>
- The American Council for Capital Formation - <http://www.accf.org/home.php>
- Committee for Economic Development - <http://www.ced.org/>
- Economic Policy Institute - <http://www.epinet.org/>
- Institute for International Economics - <http://www.iie.com/>
- World Economic Forum - <http://www.weforum.org/en/index.htm>
- Foundation for National Progress - <http://motherjones.com/>

## **Future Challenges of the Profession**

Some professionals in the field predict that the information explosion caused by the Internet is increasing the demand for expert analysis, interpretation, and synthesis of information. Others, however, express concern that limited funding sources may hinder think tanks in the fulfillment of their mission to provide objective policy-



relevant knowledge. Responding to the world's changing political and economic situations and to the interests of the public, some think tanks have already broadened their range of expertise and diversified their focus.

## **Resources for Additional Information**

### ***Internet Resources***

- Carnegie Endowment employment opportunities -  
<http://www.carnegieendowment.org/about/index.cfm?fa=employment>
- National Institute for Research Advancement's index of research organizations by country
- - <http://www.nira.or.jp/past/ice/index.html>  
Links to Research and Educational Institutes on the CATO Institute website -  
<http://www.cato.org/links/links.html>
- Index and description of a selection of think tanks on the Source Watch website  
- [http://www.sourcewatch.org/index.php?title=Think\\_tanks](http://www.sourcewatch.org/index.php?title=Think_tanks)

### ***Publications***

*A Capitol Idea: Think Tanks And US Foreign Policy*, by Donald E. Abelson, McGill-Queen's University Press, 2006.

*Careers in International Affairs*, Edited by Maria Pinto Carland and Candance Faber, Georgetown University Press, 2008.

*Do Think Tanks Matter?: Assessing the Impact of Public Policy Institute*, by Donald E. Abelson, McGill-Queen's University Press, 2009.

*International Research Centers Directory*, Gale Publishing, 2006.

*Research Centers Directory*, Gale Publishing, 2005.

*Think Tanks, Public Policy, and Politics of Expertise*, by Andrew Rich, Cambridge University Press, 2005.

*Think Tanks Traditions: Policy Analysis Across Nations*, by Diane Stone and Andrew Denham, Manchester University Press, 2004.



## **CAREER OPPORTUNITIES IN TRADE**

### **Description of the Field**

Trade policy is becoming an important issue to more businesses in the United States as the barriers to trade and capital movement decline and foreign markets become increasingly interconnected with US markets. With the growth of regional trade blocks and increased membership in international trade organizations such as the World Trade Organization, the impact of US and foreign trade policy on the success of businesses in the United States will continue to increase. Trade policy directly affects virtually all industries.

Trade policy and promotion include a variety of activities such as analyzing markets, increasing attendance at trade events, identifying agents and distributors, and disseminating information on export financing. Additional activities include representing business interests to foreign government officials, national government agencies, international organizations, and trade missions; identifying joint venture partners; researching development projects; and understanding foreign standards, testing, and certification requirements.

### **Career Paths**

Entry-level titles include project coordinator, research assistant, government relations assistant, economic analyst, public relations specialist, and trade policy associate. Professionals in the field emphasize that experience is key to both monetary and professional advancement.

Communication between businesses and the government is critical, given that US government policies directly affect a company's international business. Government policies and legislation can affect international tariffs, non-tariff trade barriers, export financing, export licensing and control requirements, counter-trade, and technology transfer. Therefore, people who have held positions in the public sector have experience critical to a firm's international activities. Export promotion at the Department of Commerce, export licensing at the State Department, and trade finance at the Department of the Treasury are but a few examples of public sector work that would be considered desirable. The legislative branch also provides a setting for graduates seeking to develop knowledge valuable to global corporations. One who understands both how government works and how to influence policy to the business sector's advantage is a particularly attractive candidate.

In the private sector, graduates will spend a considerable amount of time monitoring government activities to identify policies that could affect their organization and then trying to influence those policies. Again, a solid understanding of government procedures and an intimate knowledge of key issues surrounding one's business or industry is essential, as is the ability to research and analyze market trends and political developments, both nationally and internationally. Inside knowledge of the federal government would be a great asset to any business seeking to influence trade policy.

## **Recommended Qualifications to Enter the Field**

- ✓ Superior oral and written communication skills, especially in persuasion
- ✓ Ability to speak and present publicly
- ✓ Knowledge of the government process
- ✓ Intimate knowledge of current trade policy and regulations
- ✓ Functional expertise in areas such as international finance, political risk management, economics, strategic planning, or marketing
- ✓ Foreign area expertise
- ✓ Demonstrated foreign language proficiency
- ✓ Flexibility and ability to learn new concepts quickly
- ✓ Excellent quantitative and qualitative skills
- ✓ Strong economics background
- ✓ Demonstrated research and analysis in the field

## **Sample Group of Employers and Resources for Additional Information**

### ***Associations***

- CATO Institute, Trade and Immigration - <http://www.cato.org/trade-immigration>
- Eldis Trade Policy Resource Guide - <http://www.eldis.org/trade/index.htm>
- Federation of International Trade Associations - <http://www.fita.org/>
- Global Public Policy Institute - <http://www.gppi.net/>
- Institute for Agriculture and Trade Policy - <http://www.iatp.org/>
- International Chamber of Commerce - <http://www.iccwbo.org/>
- International Gender and Trade Network - <http://www.igtn.org/>
- National Federation of Independent Business - <http://www.nfib.com/>
- National Foreign Trade Council - <http://www.nftc.org/>
- Trade Analysis and Information System - [http://r0.unctad.org/trains\\_new/index.shtm](http://r0.unctad.org/trains_new/index.shtm)
- US Chamber of Commerce - <http://www.uschamber.com/>
- US Council for International Business - <http://www.uscib.org/>
- US Small Business Association - <http://www.sba.gov/>
- Washington International Trade Association - <http://www.wita.org>
- Women in International Trade - <http://www.wiit.org/>
- World Trade Point Federation - <http://www.tradepoint.org/>

### ***Career Resources***

- The Federation of International Associations - <http://www.fita.org/jobs/>

### ***Federal Government***

- Department of Commerce - <http://www.commerce.gov/>
- Department of State Trade Policy and Programs - <http://www.state.gov/e/eeb/tpp/>
- Department of the Treasury - <http://www.treasury.gov/>
- Export-Import Bank of the United States - <http://www.exim.gov/>
- Foreign Agricultural Service, US Department of Agriculture - <http://www.fas.usda.gov/>
- Office of the US Trade Representative - <http://www.ustr.gov/>
- Overseas Private Investment Corporation - <http://www.opic.gov/>
- Trade Information Center - [http://www.export.gov/exportbasics/eg\\_main\\_017483.asp](http://www.export.gov/exportbasics/eg_main_017483.asp)

- US Commercial Service - <http://www.trade.gov/cs/>
- US International Trade Commission - <http://www.usitc.gov/>
- US Trade and Development Agency - <http://www.ustda.gov/>

### ***International Organizations***

- International Monetary Fund, Trade - <http://www.imf.org/external/np/exr/facts/imfwto.htm>
- UN United Nations Environment Programme Division of Technology, Industry, and Economics. Economics and Trade Branch - <http://www.unep.ch/etb/>
- UNCTAD United Nations Conference on Trade and Development - <http://www.unctad.org/>
- Trade, World Bank - <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/TRADE/0,,menuPK:176760~pagePK:149018~piPK:149093~theSitePK:239071,00.html>
- World Trade Organization - <http://www.wto.org/>

### ***Private Sector***

- AT&T - <http://www.att.com/>
- Amazon.com – <http://www.amazon.com/>
- The Boeing Company – <http://www.boeing.com/>
- Eastman Kodak - <http://www.kodak.com/>
- ExxonMobil - <http://www.exxonmobil.com/>
- IBM - <http://www.ibm.com/>
- Johnson & Johnson - <http://www.jnj.com/>
- Motorola - <http://www.motorola.com/>
- Northrop Grumman Corporation - <http://www.northropgrumman.com/>
- Philip Morris Companies, Inc. - <http://www.pmus.com/>
- Pepsi-Cola International - <http://www.pepsico.com/>
- Procter & Gamble - <http://www.pg.com/>
- Starbucks Coffee Company – <http://www.starbucks.com/>

### **Future Challenges of the Profession**

Some of the issues facing trade policy professionals in the future include the United States' global trade deficit, especially with China, and what the effects will be with the American market increasingly saving rather than spending its earnings. The United States would face additional challenges as new free trade agreements develop with Colombia, South Korea, and others. In addition, the spread of the Internet throughout the world, with improved speeds in developed nations and Internet-accessible mobile phones in emerging markets, will continue to present new opportunities and challenges for those in the trade policy field.



## *International Careers Guide:*

### *Institutional Entities*



## CAREER OPPORTUNITIES ON CAPITOL HILL

### Description of Field

Capitol Hill offers a wide range of exciting and demanding employment opportunities. Employment on the Hill generally refers to positions available in one of the 535 Congressional offices (100 in the Senate and 435 in the House of Representatives) or among the 300 committees and subcommittees. Most committees are divided into majority and minority staffs that perform several functions, including:

***Research and subject specialists*** who conduct legislative research, draft bills, and follow upcoming legislation;

***Ombudsmen*** who respond to constituent inquiries, handle general administration, and promote the public image (and future elections) of their representatives; and

***Committee staff*** who support the legislative process by drafting legislation, preparing background reports, arranging for expert testimony, and serving as the liaison between Congress and the administration on policy matters.

Congressional staffers perform a variety of different functions, so there are opportunities for individuals with varying interests and capabilities. All congressional offices need the administrative support personnel as well as public relations staff who may respond to constituent issues and/or promote the elected officer's public image. Many APSIA graduates seek positions as issue specialists, working in the legislative area, conducting research, preparing background reports, drafting bills, following legislation, and arranging for expert testimony.

### Career Paths

There is no pre-defined typical career path on Capitol Hill. With elections every two years and with only a fraction of current Senators with 25 years or more of service, very few staffers are able to spend an entire career working for one member of congress. Many congressional staffers use their congressional positions as stepping stones to the executive branch, private sector, think tanks, and nonprofit organizations. As turnover is so common on the Hill, opportunities for promotion on both personal and committee staffs are available.

The high turnover rate provides numerous opportunities for enterprising job seekers. Staff sizes vary considerably, with networking often the key to securing a position, as many openings are highly competitive and are not always advertised. In addition, an internship with a Member of Congress provides an excellent opportunity to build contacts and show interest in public service. A good time to look for a position, particularly with a Representative, is just after an election.

Some of the more common entry-level positions include:

***Receptionist/Staff Assistant*** – Serves as the main point of contact for the office, which involves routing incoming calls, distributing messages and mail to staffers, handling constituent requests.

***Legislative Correspondent*** – Drafts responses to a member's mail and deals with a range of constituent requests and inquiries concerning legislation and national policy.

***Legislative Assistant*** – Briefs the Member on a number of issues, helps draft legislation, writes position papers, and addresses constituent inquiries. In some offices, Legislative Assistants may handle five or six different issues.

***Press Secretary/Communications Director*** – Acts as the key link between the Member of Congress and the media. He/she directs publicity by issuing press releases, organizing radio and TV spots, giving speeches, etc.

***Legislative Director*** – Heads the legislative staff, updates the Member on the status of bills in Congress, and maintains close contact with a number of constituencies, including other Hill staffers and lobbyists.

***Administrative Assistant/Chief of Staff*** – Oversees the operation of the entire office, both in Washington and in the area represented by the Senator or Representative's home state or district. Individuals in this position generally have at least ten years' experience working in Congress.

## **Demand**

Entry-level positions are highly competitive and many jobs on Capitol Hill are not advertised. Inquiries directed to the offices of one's own representatives (particularly if one shares their party affiliation) can be helpful, as can a Capitol Hill internship. Most congressional staffers will readily admit that networking is frequently the key to securing a position on the Hill. Post-election is a good time to look for a job on the House side; while campaign staffers may fill some positions, newly elected representatives need to staff the Washington office quickly.

## **Qualifications Necessary to Enter the Field**

Entry-level positions require a Bachelor's degree while a master's is necessary for advancement. Substantive knowledge in areas relevant to a Member's committee work and a demonstrated understanding of the legislative process can be helpful in securing a position. Strong written communication skills are essential, and it is important to be able to write concisely and precisely. Oral communication and interpersonal skills are also important in handling constituent problems, meeting with lobbyists and interest groups, and dealing with the media. The pace of most congressional offices requires high energy, commitment, and flexibility.

## **Sample Group of Employers**

- Commission on Security and Cooperation in Europe - <http://www.csce.gov/>
- Congressional Research Service - <http://www.loc.gov/crsinfo>
- House Committee on Foreign Affairs - <http://www.internationalrelations.house.gov/>
- Library of Congress - <http://www.loc.gov/index.html>
- Library of Congress, Thomas - <http://thomas.loc.gov>



- Senate Foreign Relations Committee - <http://foreign.senate.gov/>
- Senate Select Committee on Intelligence - <http://intelligence.senate.gov/>

### **Challenges of the Profession**

As the country addresses the national deficit and economic situation by beginning to cut spending, those working on Capitol Hill will face compensation issues as well as the usual long and unpredictable work hours, constituent demands, and strenuous workloads. Innovation and creativity will be key, as the profession will require more productivity from fewer resources.

### **Resources for Additional Information**

#### ***Placement Offices***

House of Representatives Human Resources Office  
102 Ford House Office Building  
Washington, DC 20515

Submitting a resume on line - [http://www.house.gov/cao-hr/app\\_form.shtml](http://www.house.gov/cao-hr/app_form.shtml)

Job Line - (202) 226-4504

Office of Personnel Management's web site - <http://www.usajobs.opm.gov/>  
<http://www.house.gov/cao-hr/>

Senate Placement Office

Hart Senate Office Building, Room SH-142

Washington, D.C. 20510

Phone: (202) 224-9167

[http://www.senate.gov/visiting/common/generic/placement\\_office.htm](http://www.senate.gov/visiting/common/generic/placement_office.htm)

Congressional Management Foundation

513 Capitol Court NE, Suite 300

Washington, DC 20002

Phone: (202) 546-0100

Fax: (202) 547-0936

E-mail: [cmf@cmfweb.org](mailto:cmf@cmfweb.org)

Publishes an annual survey of House of Representatives' staff job descriptions and salaries.

<http://www.cmfweb.org/>

Roll Call

1255 22<sup>nd</sup> Street N.W.

Washington DC 20037

Phone: (202)419-8500

<http://www.rollcall.com>

Opportunities in Public Affairs – Stellingebote Brubach Enterprises Inc.

P.O. Box 34949

Bethesda, MD 20827

Phone: 1-800-315-9777

Fax (434) 984-2331

Email [jobs@brubach.com](mailto:jobs@brubach.com)

<http://www.brubach.com>

***Publications***

*Congressional Quarterly's Washington Information Directory*, published annually -  
<http://library.cqpress.com/wid/>

*Congressional Staff Directory in Congress: The Staff Perspective*, Congressional Management Foundation -  
[http://www.cmfweb.org/index.php?Itemid=&id=116&option=com\\_content&task=view](http://www.cmfweb.org/index.php?Itemid=&id=116&option=com_content&task=view)

*Congressional Yellow Pages*, Leadership Directories Inc., published annually -  
<http://www.leadershipdirectories.com/products/cyb.html>

*Government Affairs Yellow Book*, Leadership Directories Inc., published annually -  
<http://www.leadershipdirectories.com/products/ga.html>

*The Book of U.S. Government Jobs: Where They Are, What's Available & How to Get One*, 10<sup>th</sup> edition, by  
Dennis V. Damp, Brookhaven Press, 2008.



## **CAREER OPPORTUNITIES WITH EUROPEAN UNION (EU) INSTITUTIONS**

### **Description of the Field**

The European Commission fulfills three main functions:

- Initiating Community policy and representing the general interests of the European Union.
- Acting as the guardian of EU treaties to ensure that European legislation is applied correctly.
- Managing policies and negotiating international trade and cooperation agreements.

The Commission has important responsibilities for aid and development programs in developing countries. Fully associated with the inter-governmental parts of the Treaty on European Union, the Commission covers a common foreign and security policy, including police and judicial cooperation in criminal matters.

The Commission consists of 36 Directorates-General and specialized services, each headed by a Director-General, who is equivalent in rank to the top civil servant in a government ministry. The Directors-General report to a Commissioner and each Commissioner has the political and operational responsibility for one or more Directorates-General. The work of the Commission is coordinated by its Secretariat-General.

### **Career Path**

Full-time employment is open to citizens of EU member countries only. Entrance through open examination is offered annually. The EC also maintains rosters of experts from which staff are frequently selected for shorter contracts. Notice of the open examination is published on the EC website: [http://europa.eu/epso/index\\_en.htm](http://europa.eu/epso/index_en.htm). Notice is also placed in national newspapers and journals in the member states. At this web site you may view or print a brochure entitled “Careers at the EU Institutions” with up-to-date information on examinations and career paths.

Opportunities for internships (*stagiaire*) are open to non-EU nationals as well as EU nationals. The *stage* program offers an excellent experience and is a well-respected credential. Three to five months in Brussels also affords potential opportunities for networking, as many major European and international institutions are headquartered or maintain offices in Brussels.

The European Commission offers two five-month periods of in-service training for young university graduates who are nationals of EU member states (about 450 trainees), as well as young university graduates from non-EU countries (about 80 from countries seeking to join the EU, about 70 from all other countries). These training periods involve work experience in one of the Commission’s departments and begin on March 1<sup>st</sup> and October 1<sup>st</sup> each year. The type of work given to trainees is equivalent to that given to junior executive-grade officials, e.g. writing minutes of meetings, conducting research on a particular topic, assessing economic, financial and technical co-operation projects or programs, examining state aid or infringement cases, etc. The Commission

regularly receives between 5,000 to 7,000 applications for each training period for the approximately 600 places available. ([http://ec.europa.eu/stages/index\\_en.htm](http://ec.europa.eu/stages/index_en.htm))

All applications are examined by nationality by selection groups made up of Commission officials of that nationality, with the first selection made on the basis of academic strength (GPA). The names of those selected appear on a list (the “Blue Book”) which is then circulated to all Commission departments for the final recruitment procedure. Candidates whose names are included in the Blue Book receive written confirmation of this from the Traineeships Office. Candidate may only be recruited as a trainee if his or her name is in the Blue Book. Once the Commission departments have made their final selection of trainees, the successful candidates will receive a contract from the Traineeships Office. Most trainees are paid a grant and their travel expenses - within certain limits - are also reimbursed.

Other opportunities for internships and *stagiaire* should be considered. The NATO Parliamentary Assembly offers an excellent program in international security policy for young graduates. The US Mission to NATO and the Mission to the EU offer year-round internships through the internship program run by the Department of State. Members of the European Parliament may also be interested in accepting an intern.

### **Qualifications Necessary to Enter the Field**

Candidates must hold a Master’s degree or PhD. Candidates must justify the relations between their studies and the DG they want to work in. As trainees work in a multilingual environment, they must be fluent in at least two European languages and have some knowledge of a third language (French and English are required). They must have an extensive knowledge of the European Union. The age limit for the stage program is 30 years.

### **Challenges of the Profession**

As the *stage* program is the recognized mode for internships, US students will find it is quite challenging to arrange a summer internship with the EC. Students should also bear in mind that the summer weeks are a quiet period, when many Europeans take extended vacations.

### **Resources for Additional Information**

#### ***Internet Resources***

- Careers at the EU Institutions. View or print a brochure with up-to-date information on examinations and career paths. - [http://europa.eu/epso/index\\_en.htm](http://europa.eu/epso/index_en.htm)
- Committee of the Regions - <http://www.cor.europa.eu/>
- Council of the European Union <http://www.consilium.europa.eu/>
- Court of Justice - [http://europa.eu/institutions/inst/justice/index\\_en.htm](http://europa.eu/institutions/inst/justice/index_en.htm)
- Court of Auditors - [http://eca.europa.eu/portal/page/portal/eca\\_main\\_pages/splash\\_page](http://eca.europa.eu/portal/page/portal/eca_main_pages/splash_page)
- European Parliament - <http://www.europarl.europa.eu/>
- European Commission - [http://ec.europa.eu/index\\_en.htm](http://ec.europa.eu/index_en.htm)
- European Commission Directorates - General and services - [http://ec.europa.eu/about/ds\\_en.htm](http://ec.europa.eu/about/ds_en.htm)
- European Ombudsman - <http://www.ombudsman.europa.eu/home/en/default.htm>
- European Data Protection Supervisor - <http://www.edps.europa.eu/EDPSWEB/>
- European Economic and Social Committee - <http://www.eesc.europa.eu/>
- European Personnel Selection Office (EPSO) - [http://europa.eu/epso/index\\_en.htm](http://europa.eu/epso/index_en.htm)
- Publications Office - <http://publications.europa.eu/>



## CAREER OPPORTUNITIES IN MULTINATIONAL ORGANIZATIONS

### Description of Field

Multinational organizations, with the United Nations as the largest and most influential, are tasked with the many responsibilities that no country can address alone. This is a very diverse field, with its professionals working in a wide range of careers, including bettering living standards and human rights, maintaining international peace and security, promoting social progress, and developing friendly relations between nations. International organizations work throughout the world and employ people with diverse backgrounds and work histories. Those wanting to join a multinational organization must recognize the many challenges of the field, but also the great work achievable through cooperation between countries and peoples.

### Types of professional positions for which international organizations often recruit:

- **Administrative** - Organizations need administrative experts with advanced degrees and a second language. Mid-level positions are often filled internally. Those employed in this field are usually specialists in personnel, accounting, budget, finance, procurement, and management analysis.
- **Agriculture/Forestry** - The *Food and Agriculture Organization (FAO)* has a demand for agriculture, forestry, and food experts. This agency normally requires at least a master's degree and foreign language proficiency. Typical vacancies are for agronomists, animal production specialists, plant pathologists/geneticists, rural development specialists, and agricultural economists.
- **Demography** - An advanced degree in the social sciences with a major in demography is usually required.
- **Development** - This field requires an advanced degree in business, social sciences, or economics, with specialization in finance or development economics, in addition to field experience and strong foreign language ability.
- **Economics** - This is one of the fields most sought after by IOs. An advanced degree and specialized work experience relevant to the organization are almost always required (e.g., development economists for the *UN Development Program (UNDP)*; labor economists for the *International Labor Organization (ILO)*; agricultural economists for the *Food and Agriculture Organization (FAO)*; and trade economists for the *Organization for Economic Cooperation and Development (OECD)*, the *UN Conference on Trade and Development (UNCTAD)*, and the *World Trade Organization (WTO)*). Field experience and working knowledge of French or Spanish are often required.

- **Engineering** - The *International Atomic Energy Agency (IAEA)*, the *World Health Organization (WHO)*, the UN development agencies, and others have a need for engineers. An advanced degree, field experience, and a second language (often French or Arabic) are typically required.
- **Information Systems, Computer, Electronic Data Processing (EDP)** - Organizations need qualified computer specialists with server, desktop, and networking experience. Applicants generally must have a degree in computer science, statistics, economics or accounting, and a minimum of three years' experience on large-scale computer systems.
- **Legal** – General administrative legal staffs are relatively small, with slow turnover. Few vacancies occur for persons whose main experience has been in U.S. civil, administrative, commercial, or penal law. Vacancies arise more frequently for positions relative to the specialization of the organization, such as in patent and copyright law, labor and international law, and in the immigration, human rights, and refugee fields. French or Spanish language proficiency is often required.
- **Political/International Affairs** - Opportunities for international relations specialists or political scientists, with no other field of expertise, are limited, and candidates greatly outnumber the positions available.
- **Public Health** – *World Health Organization (WHO)*, the *Pan American Health Organization (PAHO)*, *The Global Fund (TGF)*, and the *International Agency for Cancer Research (IARC)* regularly recruit for health professionals such as epidemiologists, sanitary engineers, and health educators. An MD or public health degree, developing country experience, and language skills (usually French) normally are required. There are few openings for doctors, nurses, dentists, and others wanting to provide clinical care.
- **Public Information** - Vacancies in this field are limited and competition is keen. These posts usually call for substantial experience in the fields of information media – press, publications, radio, film, and television. International media experience related to the work of the agency is desirable, as well as language skills.
- **Social Welfare** - Some opportunities are available in the field offices of specialized (and refugee-related) agencies.
- **Statistics** – The UN Secretariat, as well as agencies such as the *World Food Program (WFP)*, the *UN High Commissioner for Refugees (UNHCR)*, the *International Labor Organization (ILO)*, and the *UN Population Fund (UNFPA)* seek statisticians with strong quantitative and modeling skills. Language skills may also be desired.
- **Teaching** – Vacancies, such as those in the *UN Educational, Scientific and Cultural Organization (UNESCO)* often involve designing, developing, promoting, and coordinating educational programs, as opposed to teaching. They call for an advanced degree and substantial experience in the field of education.
- **Telecommunications** – Positions in this field are limited. Applicants for posts in the *International Telecommunications Union (ITU)*, at either the headquarters in Geneva or in the field, are required to have an advanced degree in electrical engineering or electronics and substantial practical experience in the telecommunications field, e.g., network planning, microwave, radio relay, and telephone switching.

(<http://www.state.gov/p/io/rls/iva/112404.htm>)

### **Career Paths and Entry Salaries**

There are few clearly marked career paths in the United Nations. The diversity of occupations and multidisciplinary mandates means that one may not only change functions, departments but even organizations or fields of work. While such shifts require learning, time and effort, they also provide valuable experience, broader perspectives and challenging work. Geographic mobility is yet another way for one to positively affect one's career in the UN. Career progression to the senior levels relies, in part, on evidence of mobility, including service in difficult locations. One's career path is a reflection of one's aspirations and decisions about one's professional development, where one plays the leading role. The organization plays a supporting role putting effective systems in place to enhance and support one's career decisions.

(<http://careers.un.org/lbw/home.aspx?viewtype=BG>)

UN salaries and benefit are comparable to those of the US Civil Service, as well as including a defined benefit package pension plan. Salaries are higher at other international organizations, with earnings from both the World Bank and the Organization for Economic Co-operation and Development earning nearly 30 percent more than the UN. (Carland and Faber, 161)

### **Demand**

The future United Nations workforce will have a core of career international civil servants performing long-term functions, supplemented by others who will join and leave the organization for shorter periods of time when needed. A key part of this core will be the staff required to meet the demands of urgent peacekeeping and special political missions. Experienced staff who are able to be deployed rapidly and work effectively under pressure in unfamiliar circumstances will be in constant demand. Competition is keen, with special efforts being made to hire qualified women. (<http://www.un.org/reform/investinginun/chap1.shtml>)

### **Qualifications Necessary to Enter the Field**

Most employees of the United Nations and other international organizations are experts in their respective fields and have extensive technical experience. The large majority of professional and senior positions require an advanced degree; a significant number of years of recent, relevant, and specialized work experience; some field experience in developing countries; and fluency in at least one of the official UN languages (Arabic, Chinese, English, French, Russian, and Spanish) and a strong working knowledge of another, usually French or Spanish. Appointments to translator or interpreter posts require passing a qualifying examination. It should be noted that there rarely are suitable openings for students or recent college graduates who lack pertinent experience or language skills.

### **Future Challenges of the Profession**

In addition to the global challenges that the United Nations faces, including global warming, nuclear proliferation, and committing to humanitarian assistance, its international organizations must also address staffing issues. Qualified professionals will need to be recruited and retained, despite lengthy hiring procedures and more lucrative opportunities elsewhere.

### **Sample Group of Employers**

- International Monetary Fund (IMF)
- Organization for Economic Co-operation and Development (OECD)
- United Nations (UN)



- World Bank
- World Trade Organization (WTO)

## **Resources for Additional Information**

### ***Internet Resources***

- For U.S. Citizens: Employment Opportunities in the UN and Other Organizations - <http://www.state.gov/p/io/empl/>
- International Jobs - [www.intljobs.org/](http://www.intljobs.org/)
- OECD Careers - [http://www.oecd.org/site/0,3407,en\\_21571361\\_45609340\\_1\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/site/0,3407,en_21571361_45609340_1_1_1_1_1,00.html)
- UN Jobs - <http://unjobs.org/>
- World Health Organization - <http://www.who.int/employment/en/>

### **Publications**

*United Nations International Civil Service: Perceptions, Realities and Career Prospects*, by Murari R. Sharma and Ajit M. Banerjee, Academic Foundation, 2010.

*United Nations Publications*, <https://unp.un.org/>



## **CAREER OPPORTUNITIES IN THE US FEDERAL GOVERNMENT**

### **Description of the Field**

The US Federal Government is the largest employer in the United States, with over 1.8 million civilian employees. It is responsible for:

- Protecting the environment.
- Regulating worker health and safety.
- Ensuring the safety of the nation's food supply.
- Overseeing air traffic control operations.
- Forging international partnerships in an era of globalization.
- Fighting ongoing battles against poverty, disease, homelessness, and illegal drug use.
- Conducting a global war against terrorism.

International affairs positions in government do not just exist in agencies such as the Department of State and the Agency for International Development, as almost every federal department and agency maintains an international affairs division. Federal job seekers are encouraged to explore a wide variety of agencies that may be involved with international policymaking.

Hiring within the federal government is decentralized. Each agency manages its own hiring and is best viewed as a separate employer. While the US Office of Personnel Management (OPM), which functions as the federal government's human resource division, regulates hiring practices and provides vacancy information for the entire federal government, it is necessary to contact the human resource office for each agency to obtain detailed information about its particular career opportunities.

### **Career Paths and Entry Salaries**

There are two main public sector tracks to consider: Foreign Service and Civil Service.

Foreign Service Officers (FSOs) represent the United States as they strengthen peace, promote US business interests abroad, and protect Americans throughout the world. FSOs spend the majority of their time outside the US, with occasional stateside rotations. The only means of entry into the Foreign Service is via the examination process which involves three stages: the Foreign Service Officer Test (FSOT), personal narrative short essay writing, and the Oral Assessment. Successful passage of one section allows a candidate to take the next section, but failure at any stage requires one to begin with the FSOT a year after originally taking it. Placement can take up to two years; if this is a career path students are considering seriously, they should aim to take the written examination during the spring before or during their first year of a two-year master's program. The Oral Assessment is offered at different times throughout the ensuing fall and winter. It can take over a year to be placed following successful completion of the oral examination phase, as one then has to pass an extensive

background check and more candidates pass than there are positions to fill. Knowing a foreign language, especially a Critical Needs (Cantonese, Korean, and Russian, among others) or Super Critical Needs Language (Arabic, Mandarin, Farsi, etc.) can mean the difference between successfully getting hired or not for those with low Oral Assessment passing scores.

Civil Service positions can be gained through the competitive hiring process (i.e. government positions posted on usajobs.com and other sites) or through application to the Presidential Management Fellowship Program, which is a two-year, fast-track program for graduate students. There are also agency-specific fellowship programs which can lead to entry-level positions. Hiring for full-time civil service positions happens throughout the year as positions become open. The application process for the Presidential Management Fellowship Program starts in the early fall of a student's final year of graduate study.

Internships are available along both tracks, since the State Department internship offers placements either within the State Department bureaus in DC, or in embassies abroad. November 1<sup>st</sup> is a key government-wide deadline for many internships. The State Department, CIA, DIA and many other internship applications are due on this date to allow for ample time in which to perform the necessary security clearance required of these positions. There are some specific internships that have a later application deadline, and many internships not requiring clearance may even have spring deadlines. Students should be aware of the Rosenthal Fellowship, which places US and foreign nationals in internships within the DC federal community, including Capitol Hill. Applications for the Rosenthal Fellowship are normally due in mid February.

Though an appropriate position opening cannot be guaranteed for all returning interns within their respective agencies, the internship experience can greatly increase the chances of an intern's employment within the same agency, provided that the internship was successful. Despite a rigid civil service competitive process, insider connections and recommendations can weigh heavily on the hiring decision and some agencies even see their internship program as a direct feeder for future full-time offers (OMB, CIA, Treasury, Fed).

There is currently a notable backlog of security clearances and because of the time and expense they incur, they are extremely valuable. Anyone even considering work with the US government that requires a security clearance is strongly encouraged to complete a summer internship that gains them a basic clearance. This will make them considerably more marketable when it comes time for their full-time search.

Most white collar federal jobs fall under the *General Schedule* or GS pay scale. Under this system, jobs are ranked according to level of responsibility and difficulty, and are assigned corresponding grades and salaries.

College graduates with a four-year degree typically enter the system at GS-5 or GS-7. Master's level graduates usually enter at a GS-9 or higher, depending upon their number of years of work experience. PhD graduates typically enter at GS-11 or higher. For some hard-to-fill positions agencies may be able to offer a special pay rate that allows them to offer more attractive salaries for selected occupations. Salaries can also rise quickly once employees have gained experience working in the government; for example, one can rise from GS-7 to GS-11 in two years which is nearly a 50% increase in pay.

A combination of three factors can help potential employees understand where they fall in the GS scale: education, experience, and location. Even if a candidate falls solidly into a specific GS level, there may be room for negotiation along the steps within that GS level that depend on these three factors. In the federal system, the employee's place of living affects the amount he or she is paid because pay is adjusted for cost of living. This is called a *locality pay rate*. To access the General Schedule and view locality pay rates, visit <http://www.opm.gov/oca/06tables/indexGS.asp>

The 2010 pay scale in Washington, DC, for example, is as follows:

GS-7 makes a starting salary of \$42,209.

GS-9 makes a starting salary of \$51,630.

GS-11 makes a starting salary of \$62,467.

GS-12 makes a starting salary of \$74,872.

The US government is gradually moving from the General Schedule (GS) payment schedule to a new National Security Personnel System (NSPS). The NSPS system makes use of broader pay bands and bases annual pay raises in part on performance ratings – it would therefore potentially allow for more rapid movement up the pay scale and would more directly reward those individuals who achieve high performance on the job. The new pay banding system is first being implemented in the Department of Defense and select agencies.

Last, it is important to note that since the federal government offers opportunities in just about every field and at all levels, working for the federal government can be a great career builder, not just a career in itself.

### **Demand**

Federal employment is generally not affected by cyclical fluctuations in the economy as are other private sector industries, but political changes can influence staffing levels. Each presidential administration may have different public policy priorities that result in greater levels of federal employment in some programs and reductions in others. Immediately after an election is an especially opportune time to search for positions, as new congressional members or a new White House administration will need fresh staff. Hiring is also increased at the end of September – the end of the government’s fiscal year. Any remaining funds are often used to fill vacancies, so start informational interviewing in August to get ahead of the competition.

A notable portion of the federal workforce (44% of its 1.9 million employees, including 60% of its senior managers) is expected to retire by 2010. This will leave a large vacuum in mid to upper level management that will need to be filled, and will require increased hiring at all levels over the next five years. The government has already begun an advertising campaign to try to bring in new talent, and is under pressure to revamp its Presidential Fellowship Program to attract future leadership. The government has also begun to bolster the ranks of its human resources capabilities to be able to handle the increase in applications.

### **Qualifications Necessary to Enter the Field**

While careers with the federal government vary widely depending on the agency, the following selection of skills will be an essential asset to any federal job:

- ✓ Superior written and oral communication skills.
- ✓ Excellent research and data analysis skills.
- ✓ Demonstrated leadership skills.
- ✓ Proven research and analytical abilities.
- ✓ Prior work experience.
- ✓ Ability to work in a team environment.
- ✓ Strong work ethic and dedication.
- ✓ Proven commitment to public service.

- ✓ For international offices within particular agencies, often specific regional or technical expertise is necessary, along with knowledge of foreign languages (Arabic, Chinese, and Farsi are the current critically needed languages).

### **Future Challenges**

Today the federal government takes human capital planning and workforce development very seriously because, in theory, it recognizes that people are its most important resource. Over the next few years, as potential sizable retirements take place, it will be a major challenge for federal agencies to recruit new employees and retain valuable ones.

### **Sample Group of Employers**

- Department of Agriculture - <http://www.usda.gov>
- Department of Commerce - <http://www.doc.gov>
- Department of Defense - <http://www.defenselink.mil>
- Department of Energy - <http://www.doe.gov>
- Department of Health and Human Services - <http://www.hhs.gov>
- Department of Homeland Security - <http://www.dhs.gov/index.shtm>
- Department of Housing and Urban Development - <http://www.hud.gov>
- Department of the Interior - <http://www.doi.gov>
- Department of Justice - <http://www.usdoj.gov>
- Department of Labor - <http://www.dol.gov>
- Department of State - <http://www.state.gov>
- Department of Transportation - <http://www.dot.gov>
- Department of the Treasury - <http://treas.gov>
- Congressional Budget Office - <http://www.cbo.gov>
- Congressional Research Service - <http://www.loc.gov/crsinfo/>
- Environmental Protection Agency - <http://www.epa.gov>
- Central Intelligence Agency - <http://www.cia.gov>
- General Accounting Office - <http://www.gao.gov>
- National Security Council - <http://www.whitehouse.gov/nsc>
- Office of Management and Budget - <http://www.whitehouse.gov/omb>
- US Agency for International Development - <http://www.usaid.gov>
- US Trade Representative - <http://www.ustr.gov>
- Federal Reserve System - <http://federalreserve.gov>
- Export-Import Bank - <http://www.exim.gov/>

### **Resources for Additional Information**

#### ***Internet Resources***

- USA JOBS - <http://www.USAJOBS.opm.gov>
- Student Jobs - <http://www.studentjobs.gov>
- Monster Public Service - <http://career-advice.monster.com/>
- AvueCentral - <http://www.avuecentral.com>
- Federal Research Services, Inc. - <http://www.fedjobs.com/>
- FedWorld - <http://www.fedworld.gov>

#### ***Publications***

*Government Job Finder: Where the Jobs Are in Local, State, and Federal Government*, by Daniel Lauber and Jennifer Atkin, 2009.

*How to Land a Top-Paying Federal Job*, by Lily Whiteman, AMACOM, 2008.

*Inside a U.S. Embassy: How the Foreign Service Works for America*, American Foreign Service Association, 2009.

*Red, White & Blue Jobs, Finding a Great Job in the Federal Government*, brochure published by the Partnership for Public Service.

[http://www.makingthedifference.org/federalcareers/documents/rwbjobs\\_2nded.pdf](http://www.makingthedifference.org/federalcareers/documents/rwbjobs_2nded.pdf)

*The Student's Federal Career Guide: 10 Steps to Find and Win Top Government Jobs and Internships*, K. Kraemer Troutman & E. Troutman, 2004.



## **CAREER OPPORTUNITIES IN STATE AND LOCAL GOVERNMENT**

### **Description of Field**

There are a wide range of positions in state and local government, as they oversee many of the laws that affect their citizens. As a result, there is no single description of the field, but in general most states have agencies that are analogous to institutions at the national level. Positions vary by state and locality, with international concerns a relatively new aspect. State and local governments do, however, offer some unique opportunities for international interaction. Such positions incorporate international development activities with local economic issues, while often allowing employees to bypass the more demanding characteristics of international professions, such as working far away from home.

### **Career Paths and Entry Salaries**

State and local governments place a great deal of importance on internships. Full-time, limited term, as well as paid, internships are available for master's students, such as the California State Senate Fellows Program. These programs provide students with the skills, knowledge, and networking connections that will help with entry into state and local government.

Due to the broad nature of the field and the variety of positions available, there is no pre-set career path. Furthermore, there is a degree of movement between federal, state, and local governments, in addition to movement between government positions and private industry via their governmental relations offices. Entry salaries will vary by state and locality, but as a point of reference, New York state employees have a starting salary from the high \$30,000s to the mid \$50,000s.

### **Demand**

Most hiring demands in state and local governments are met by residents of that state or locality. If a necessary skill is lacking, however, agencies will seek outside their region for employees. As such, currently 75 percent of all state and local jobs are in entities such as towns, municipalities, counties, and school districts. 50 percent of all jobs are in the education sector, with health services as the second most numerous.

Hiring, especially in state governments, is, of course, affected by the financial health of the state. This limiting factor is somewhat offset by the anticipated growth in retirements among state and local government employees.

There has been an increasing trend of state and local governments getting involved with international affairs. Many have their own foreign policies, covering issues such as local economic development, tourism,



international shipping, and trade promotion. As a result, there is a growing need for financial specialists in a wide range of state government areas.

Likewise in the economic development sector, a growing number of states are establishing venture capital funds, revolving loan and loan guarantee programs, and other financing strategies. State legislatures are also hiring financial analysts, with one major international program focusing on export promotion. State development agencies, departments of commerce, and other departments within state governments often provide important assistance to groups with export relationships with the state, such as market development, marketing assistance, export education, trade missions, and trade shows. In addition, other programs promote foreign direct investment (FDI) in the state or particular locality. Area economic development agencies and chambers of commerce, including some public utilities, are very active in this area

### **Qualifications Necessary to Enter the Field**

A bachelor's degree is the minimum required to begin employment, but a master's degree will make one more competitive. In addition, one should have relevant internship or work experience. Previous experience working with the federal government is viewed favorably, as many of the skills and competencies learned there translate directly into related positions in the state and local sector.

### **Future Challenges of the Profession**

State and local government professionals will continue to work in a field restricted by increasingly tighter budgets. In addition to stretched resources, individual agencies are often understaffed. While there is a need for personnel that are focused on international aspects, budgetary concerns will restrict employment. Flexibility, a solid grasp of functional skills, and creativity will be vital traits for those entering this profession.

### **Resources for Additional Information**

#### ***Internet Resources***

- America Job - <http://www.americajob.com/>
- Bureau of Labor Statistics, State and Local Government - <http://www.bls.gov/oco/cg/cgs042.htm>
- Govjobs.com - [www.govjobs.com/](http://www.govjobs.com/)
- Govtjobs.com - <http://www.govtjobs.com/>
- State and Local Government on the Net - <http://www.statelocalgov.net/50states-jobs.cfm>

#### ***Publications***

*Government Job Finder*, by Daniel Lauber, Planning/Communications, 2006.

*Opportunities in Government Careers*, by Neale Baxter, McGraw-Hill, 2001.

*State and Local Government in a Federal System: Sixth Edition*, by Daniel Mandelker et. al., Bender & Company, 2006.

*The Executive Branch of State Government: People, Process, and Politics*, by Margaret Robertson Ferguson, ABC-CLIO, 2006



# ***International Careers Guide:***

## ***Salary Surveys***



## Salary Surveys

### ***European Union Institutions:***

For Europe

- l'Union Syndicale Suisse - <http://www.lohnrechner.ch/index.F.html>

### ***Multinational Organizations:***

- GlassDoor.com - <http://www.glassdoor.com/index.htm>
- Wall Street Journal - <http://www.careers.wsj.com/>

### ***Non Profit Sector:***

- Bureau of Labor Statistics - <http://www.bls.gov/oco/>
- CareerBuilder - <http://www.careerbuilder.com/>
- Economic Research Institute (ERI) - <http://www.erieri.com/>
- GlassDoor.com - <http://www.glassdoor.com/index.htm>
- Jobstar - <http://www.jobstar.org/tools/salary/sal-surv.htm>
- Salary.com - <http://www.salary.com/>
- PayScale - <http://www.payscale.com/>
- Professionals for Non-Profits (PNP) - <http://www.nonprofitstaffing.com/Salary-Surveys-%281%29.aspx>
- SalaryExpert - <http://www.salaryexpert.com/>
- Vault.com - <http://www.vault.com/>
- WageAccess - <http://www.wageaccess.com/>
- Wall Street Journal - <http://www.careers.wsj.com/>

### ***Private Sector:***

- Bureau of Labor Statistics - <http://www.bls.gov/oco/>
- CareerBuilder - <http://www.careerbuilder.com/>
- Economic Research Institute (ERI) - <http://www.erieri.com/>
- GlassDoor.com - <http://www.glassdoor.com/index.htm>
- Jobstar - <http://www.jobstar.org/tools/salary/sal-surv.htm>
- PayScale - <http://www.payscale.com/>
- Salary.com - <http://www.salary.com/>
- SalaryExpert - <http://www.salaryexpert.com/>

- Vault.com - <http://www.vault.com/>
- WageAccess - <http://www.wageaccess.com/>
- Wall Street Journal - <http://www.careers.wsj.com/>

### ***U.S. Government Sector:***

- Bureau of Labor Statistics - <http://www.bls.gov/oco/>
- CareerBuilder - <http://www.careerbuilder.com/>
- GlassDoor.com - <http://www.glassdoor.com/index.htm>
- Jobstar - <http://www.jobstar.org/tools/salary/sal-surv.htm>
- PayScale - <http://www.payscale.com/>
- Salary.com - <http://www.salary.com/>
- SalaryExpert - <http://www.salaryexpert.com/>
- U.S. Office of Personnel Management - <http://www.opm.gov/oca/06tables/index.asp>
- Vault.com - <http://www.vault.com/>
- WageAccess - <http://www.wageaccess.com/>
- Wall Street Journal - <http://www.careers.wsj.com/>