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International Development

General Description
The goal of international development is to alleviate poverty among the citizens of developing countries. Strategies for improvement include investment in the economic, political, and social arenas. Economic development ranges from the creation of sound macroeconomic and fiscal policy to the fostering of small-to-medium sized enterprises 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 good governance, including transparent financial systems, an independent judiciary system and the active participation of civil society. 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 literally a global topic, and professionally a highly multidisciplinary field.

Career Paths and Salaries
Recent college graduates who are interested in exploring the field often seek entry-level positions in an NGO with a development mission or in a development-consulting firm. Such positions will likely involve administrative support (backstopping) in the U.S. headquarters. Opportunities for international travel and experience are likely to be very limited. Graduates with a strong commitment to a career in development are well advised to consider enrolling in the Peace Corps or to seek other extensive overseas experience in a developing country for at least two years before entering graduate school. International experience will provide context for graduate study and for discussion with prospective employers upon graduation.

Candidates with a master’s degree may consider employment in government agencies of their home country, multilateral donor organizations, or with the 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 portion of development professionals will work in at least two of the three sectors (public, private and not-for-profit) over the course of their careers. The field is characterized by fluidity and high travel demands. Many professionals travel as much as forty 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 an IGO, there are different paths to employment. Formalized management training programs include the International Finance Corporation Global Transaction Team Program (GTT), The World Bank Young Professionals Program (YPP), and the UNDP Leadership Development Programmed (LEAD). These centralized recruitment programs are extremely competitive, with thousands of applications submitted for each program, which, on average, hire between 20-40 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 of finding these often unpublicized opportunities.

Many of the American development organizations are based in the Washington, DC area. Work opportunities exist both in home offices and in field offices overseas. Some employees consider work in the home office to be advantageous from the perspective of consistency of work. Home office employees are typically not limited to short-term contracts and may later be able to move to overseas positions. However, many individuals eager to work overseas prefer to be hired directly by the field office, although this usually entails a limited period for employment.
Candidates with a master’s degree will enter U.S. government service as a GS 9, through the Presidential Management Fellows Program or Foreign Service. Agencies may offer a salary of GS 10 or 11 to direct hires with considerable previous experience. Median salaries at intergovernmental organizations fall in the high $50s, at NGOs in the mid $40s, and at development consulting firms in the $50-$60s. Candidates working for USAID or for a consulting firm on a USAID contract will be asked to provide a salary history. Typically, USAID does not allow new hires to be paid more than 10% above their highest previous salary, although occasionally exceptions are made. An additional factor in considering salary scales is that U.S. governments employees must pay full income taxes (around 30%) while working overseas, but non-governmental employees working overseas typically qualify for tax exemption.

Demand
As more than one billion people live on less than $1 a day, the imperative to address global poverty is present. Opportunities for careers in development are extensive in all sectors. However, competition for positions in the leading IGOs is fierce, as these organizations seek and recruit qualified candidates worldwide. Selection may require choosing one among several hundred qualified applicants and commonly takes 6-9 months to complete. Overwhelmingly new graduates seek and find positions in national government, or with private and non-profit employers.

Qualifications Necessary to Enter the Field
A graduate degree is essential to pursue a career in international development. A master’s program with a strong applied curriculum is valuable. For individuals with limited work experience, graduate school represents an opportunity to expand skills they may have been exposed to in previous work experience. 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 — ex. law and economics, health and economics — are strong credentials. An MBA may be applied in development of the private sector, banking, and finance.

In addition to graduate training, employers seek fluency in at least two languages and relevant prior work experience in a developing country. Employers typically hire new candidates based on the candidate’s strong skill set in a particular sector (ex. political party training, child nutrition, and micro-finance) or regional specialization (consisting of language skills, regional work experience, or area studies). For many international agencies, particularly in the NGO world, an overly academic background is viewed as a liability. Graduate students are advised to expand their international experience during the summer between the first and second year of their program through an internship. UN agencies, multi-lateral development banks, government agencies and NGOs all offer such opportunities.

Sample Employer List
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 community development and relief, and offer more opportunities for grassroots work experience. NGOs such as National Democratic Institute, International Republic Institute, and The Asia Foundation are more focused on political development, 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) or education and children’s health (ex. Save the Children, UNICEF), to name a few.
U.S. government agencies such as USAID offer a broad range of work possibilities, and program officers are expected to be able to work on diverse sets of issues, from community development to human rights to conflict resolution. Employees of government contractors such as DAI, Chemonics, and Ronco are expected to have similarly diverse fields of expertise, depending on the focus of the project. The relationships between government agencies and contractors vary, but broadly speaking the former sets policy while the latter are the “implementers”. In practice, there is a great deal of overlap in responsibilities between government agency and contractor on any given project.

Intergovernmental Organizations (IGOs)
- African Development Bank www.afdb.org
- Asian Development Bank www.adb.org
- Inter-American Development Bank www.iadb.org
- International Finance Corporation www.ifc.org
- International Monetary Fund www.imf.org
- Organization for Economic Co-operation and Development www.oecd.org
- The World Bank www.worldbank.org
- UNICEF www.unicef.org
- World Food Programme www.wfp.org

United States Government
- Federal Reserve, New York www.ny.frb.org
- Department of Energy www.doe.gov
- Department of State www.state.gov
- Millennium Challenge Corporation http://www.mcc.gov/
- United States Agency for International Development (USAID) www.usaid.gov
- U.S. Treasury, Office of International Affairs http://www.treasury.gov/about/organizational-structure/offices/Pages/Organization-Structure.aspx

Development Consulting Firms
- Abt Associates Inc. www.abtassociates.com/
- Chemonics www.chemonics.com
- Developing Alternatives Inc. www.dai.com
- Emerging Markets Group www.emergingmarketsgroup.com
- Environmental Resources Management www.erm.com
- John Snow International Inc. www.jsi.com
- AECOM http://www.aecominterdev.com/
- Research Triangle Institute (RTI) www.rti.org
- The Pragma Corporation www.pragmacorp.com

Non-Governmental organizations (NGOs)
- Accion International www.accion.org
- Ashoka www.ashoka.org
- Asia Foundation www.asiafoundation.org
- CARE USA www.careusa.org
- Catholic Relief Services www.crs.org
- International Foundation for Election Systems www.ifes.org
- Management Sciences for Health www.msh.org
- Mercy Corps www.mercycorps.org
- National Democratic Institute www.ndi.org
- Oxfam America www.oxfamamerica.org
- Partners of the Americas www.partners.net/
Population Services International www.psi.org
Save the Children www.savethechildren.org/
Winrock International www.winrock.org/
World Learning www.worldlearning.org
World Wildlife Fund www.wwf.org

Foundations, Policy Institutes
Bank Information Center www.bicusa.org/
Bill & Melinda Gates Foundation www.gatesfoundation.org
Brookings www.brookings.org
Carnegie Endowment for International Peace www.ceip.org
Center for Strategic and International Studies www.csis.org
Earthwatch www.earthwatch.org
Environmental Defense www.environmentaldefense.org
Ford Foundation www.fordfound.org
Heritage Foundation www.heritage.org
Rockefeller Foundation www.rockfound.org
Worldwatch Institute www.worldwatch.org

Resources for Additional Information
Associations
Association of Women in Development www.awid.org
Interaction, the American Council for Voluntary International Action www.interaction.org
Women’s Environmental and Development Organization www.wedo.org

Internet Resources
IADB Listings – http://www.iadb.org/?lang=en 1500 volunteer organizations in Latin America, which contains contact information and description of work.
ASPA – www.aspanet.org – lists public administration jobs and internships in the public, non-profit and private sectors searchable by state.
AWID – www.awid.org/jobs – international organization committed to achieving gender equality, sustainable development, and women’s human rights. The website features job listings around the world in these fields.
Director of Development Organizations – www.devdir.org – directory of development organizations which contains over 47,500 listings by country and is a reference for development practitioners, researchers, donor employees, and policymakers.
Development Net – www.devnetjobs.org – gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
FPA – www.fpa.org/jobs_contact2423/jobs_contact.htm – jobs and internship listings, sign up for a weekly email newsletter from industries such as development, health, environment, education, humanitarian relief and more.
Idealist – www.idealist.org – a project of Action without Borders and contains job and internship listings in economic development, social services, human rights, environment and more. Users can search for jobs by country, state and city.
ICEW – www.internationaljobs.org – international development jobs and internships in all sectors of the market around the world.
• **www.nonprofitjobs.org** – search for non-profit jobs and internships regionally in the U.S. and internationally.

• OneWorld – **www.oneworld.net** – is a foundation that 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 – **www.philanthropy.com/jobs** – lists U.S. based non-profit jobs in fields such as economic development, education, healthcare and social services.

**Publications**


**World Development Report: Equity and Development, World Bank**

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**International Education**

**General Description**

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 and Salaries**

Career paths in the fields 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 broaden experience by working in several functional areas within international education. People 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 ESL teaching experience abroad and segue into working on education capacity building programs. Entry-level positions for those graduating with a master's degree typically involve administrative and programming responsibilities. Job titles might include: program coordinator, educational assistant, foreign student advisor, study abroad advisor, international admissions officer, or international program exchange officer. Depending upon education and experience, salaries range from the low $30s to the mid $40s. Salaries tend to be higher in governmental agencies and private firms.

**Demand**

International exchange in education and capacity building programs in development and human rights have experienced dramatic increases in recent years. There are numerous organizations dealing with various aspects of international exchange, and 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 and other development fields (including democracy building) 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 adult or international work experience and 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:

- Masters 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 (often required)
- Knowledge of foreign language is helpful (often required)
- 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 Employer List
- U.S. Department of State [http://www.state.gov](http://www.state.gov)
- U.S. Information Agency [http://dosfan.lib.uic.edu/usia/](http://dosfan.lib.uic.edu/usia/)
- American Institute for Foreign Study (AIFS) [http://www.aifs.com/](http://www.aifs.com/)
- Institute of International Education (IIE) [http://www.iie.org/](http://www.iie.org/)
- International Research and Exchanges Board (IREX) [http://www.irex.org/](http://www.irex.org/)
- Youth for Understanding [http://www.yfu.org](http://www.yfu.org)

Future Challenges of the Profession
Particularly among universities and colleges, while voice is given to the importance of international education, the dollars to expand and enhance programs are often not forthcoming. The case for ranking international education/exchange high on the list of institutional and national proprieties 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 of developing countries. Also, international student visa regulations and processes could create challenges for international exchange programs.
Resources for Additional Information

Associations and Internet Resources

- International Career Employment Weekly  http://www.internationaljobs.org/
- International Educator  http://www.tieonline.com/
- NAFSA Job Registry  http://jobregistry.nafsa.org/search.cfm
- Transitions Abroad  http://www.transitionsabroad.com/

International Environmental Policy

General Description

Over the past 100 years, environmental policy careers have tracked the environmental movement generally. Early efforts were targeted at conservation and preservation, which then grew into the pollution regulation and mitigation focus of the 1970’s through the mid-1990’s. Today’s environmental managers and policy makers are focused on pollution prevention and 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 simple landfill policies, but must incorporate smart growth, recycling, emission capture, and 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 environmental 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 Salaries

Entry-level positions in international environmental policy can be found in government, private industry, international organizations, and research, nonprofit and non-governmental organizations. 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 agencies like the U.S. Forest Service, U.S. Fish and Wildlife Service, U.S. Food and Drug Administration, USAID and the U.S. Department of State. One program that provides entry into the federal government is the Presidential Management Fellowship.

The private sector has both traditional businesses and consulting firms. Traditional businesses seek qualified managers to work in environmental compliance programs, to incorporate environmental
concerns into business strategies, to improve performance by waste reduction and energy efficiency and to 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 who write and manage the contract proposals and technical experts who 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 supplemented for staff that travels overseas regularly.

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 total, 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 of global environmental issues is great, jobs in the field are very competitive as many students are interested in international environmental careers. Positions in federal government are being privatized to increase flexibility, so networking to determine the appropriate contractors for specific policy areas is important. International organizations also hire contractors through personal and professional connections. Even nonprofit and non-governmental organizations are flooded with applications for program positions.

Qualifications Necessary to Enter the Field
In most cases, a graduate degree is essential to 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 economic, political, and social consequences of environmental policy decisions. An environmental science or water engineering background is also valuable in positions where 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. These experiences will also provide essential networking opportunities. However, 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 experience in an overseas setting, such as 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. Internships and volunteer experiences are also good ways to gain needed experience.

Multidisciplinary education and experience are also important for international environmental positions, which have now expanded beyond strict environmental issues to include economics, politics, negotiation and management. The ability to bring other disciplines to bear on the solutions to environmental problems is an important skill, as most jobs will require more than one type of skill. In addition, the ability to translate the science into policy will be highly regarded. As in all international careers, foreign language skills and overseas field experience are desirable to potential
employers and highly recommended; employers such as the World Bank require a second language. GIS and information technology skills are also valuable.

Sample Employer List
Private Sector
- Environmental Resources Management http://www.erm.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
- World Conservation Union http://www.iucn.org

International Organizations
- European Union http://europa.eu/
- World Trade Organization http://www.wto.org

U.S. Federal Government
- Agency for International Development http://www.usaid.gov/our_work/environment/
- Department of Agriculture http://www.usda.gov
- Foreign Agricultural Service http://www.fas.usda.gov
- Forest Service www.fs.fed.us/
- Department of Defense http://www.defenselink.mil/

Department of Energy http://www.energy.gov/
- Department of Health and Human Services, Food and Drug Administration http://www.fda.gov/
- Fish and Wildlife Service http://www.fws.gov/international/
- 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

Future Challenges of the Profession
Integrating increased environmental awareness into global action is the next challenge, particularly in countries where local officials are not accustomed to taking the lead on solving environmental

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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
- Center for Environmental Citizenship’s EarthNet [http://www.envirocitizen.org/]
- Environmental Career Opportunities [http://www.ecojobs.com]
- Environmental Career.com [http://www.environmentalcareer.com]
- Environmental Careers Organization [http://www.eco.org]
- Environmental Yellow Pages [http://www.enviroyellowpages.com]
- Green Dream Jobs [http://www.sustainablebusiness.com]
- SustainUs [www.sustainus.org]

Publications
- Careers in the Environment (VGM Professional Careers Series), McGraw-Hill.
- The ECO Guide to Careers that Make a Difference, The Environmental Careers Organization
- World Directory of Environmental Organizations, California Institute of Public.

International Human Rights

General Description
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, addressing 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 in all regions of 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, and assistance in institution building, and economic development monitoring.

Career Paths and 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, including assistant project coordinators, researchers, communications assistants, development associates, and community organizers. Starting salaries for these jobs range from the mid-$20s to the mid-$30s.

Positions for candidates with a relevant master’s degree are most frequently in the capacity of monitoring, reporting, administrative, and organizational efforts. Salaries for these positions are usually in the low-$30’s to the mid-$40’s range, and can include titles such as program manager, analyst, research associate, writer/reporter, regional monitor, and legal advocate.

Advanced positions can include titles such as executive director, project administrator, senior program director, and legal counsel. Depending on the size and type of organization, senior-level positions can have a salary anywhere from the low-thirties 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 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 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, doctors).

Qualifications Necessary to Enter the Field
The skills required to work in the human rights field vary depending on the organization and the 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, the ability to speak more than one language, 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 and they also provide 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, dedication and commitment to social justice is mandatory. Because of the intensity of human rights work, having a desire to make a difference and the ability to work collaboratively with other agencies, groups, and cultures all working towards the same goal is crucial.

Sample Employer List
- Amnesty International http://www.amnesty.org
- The Carter Center http://www.cartercenter.org
- Center for Economic and Social Rights http://www.cesr.org/
Future Challenges of the Profession
The magnitude of human rights challenges today far exceeds the capacity for 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 lack of health care in both the developed and underdeveloped 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 affects 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 inferiors 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.idealist.org
- AlertNet http://www.alertnet.org/thepeople/jobs/
- Alliance for Conflict Transformation http://www.conflicttransformation.org/
- 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 Information and Documentation System International http://www.hurisearch.org/
- National Center for Human Rights Education http://www.pdhre.org/chre/
- 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 United Nations Chronicle and the Human Rights Internet, UN Department of Public Information.

**International Humanitarian Aid & Relief**

General Description
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, and 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 humans.

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 and 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 for schools, and to provide food and medical supplies.

Career Paths and Salaries
There are close to a million nonprofits, state and federal government agencies, and organizations locally and internationally that provide humanitarian assistance. Salaries are traditionally lower for positions in humanitarian fields than for positions in the international development field. As humanitarian relief is such a large field, it is difficult to provide a baseline salary, which varies based on the size and focus of the organization, the type of job within the organization, and the geographic location; salaries can range from $25,000 up to over $100,000 a year for a senior level position.

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 2008) and in complex emergencies (45 million in need of life-saving assistance in 2008).

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 civilians 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. There is clearly a high demand for professionals to respond to such crises, and there are growing numbers of opportunities for administrators, fundraisers, 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 Employer List
- Adventist Development and Relief Agency International (ADRA) www.adra.org/site/PageServer
- Africare www.africare.org/
- American Red Cross www.redcross.org
- AmeriCares www.americares.org/
- Amy Biehl Foundation www.amybiehl.org/
- CARE www.care.org
- Catholic Relief Services www.crs.org/
- Christian Friends of Korea http://www.cfk.org/
- Church World Service www.churchworldservice.org/
- Direct Relief International www.directrelief.org
- Doctors Without Borders www.doctorswithoutborders.org
- Global AIDS Alliance www.globalaidsalliance.org/
- Global Development Center www.cgdev.org/
- Goodwill Industries of America www.goodwill.org
- Healing Hands International Inc. www.hhin.org/
- Himalayan Healthcare, Inc. www.himalayan-healthcare.org/
- International Medical Corps (IMC) http://www.imcworldwide.org/Page.aspx?pid=183
- Nishkam Sikh Welfare Council www.nishkam.org/
- Project HOPE www.projecthope.org/
- Satellife www.healthnet.org/
- Save the Children www.savethechildren.org/
- Stop Global Aids http://www.globalaidsalliance.org/
- The Program for Appropriate Technology in Health (PATH) www.path.org/
- UNHCR (UN High Commissioner for Refugees) www.unhcr.org/
- UN OCHA (UN Office for the Coordination of Humanitarian Affairs) http://ochaonline.un.org/
- USAID http://www.usaid.gov/
- Vida http://www.vidavolunteertravel.org/
- World Vision www.worldvision.org

Volunteer Organizations
- Center for Humanitarian Outreach and Intercultural Exchange http://www.globalhand.org/en/organisations/22738
- Cross-Cultural Solutions www.crossculturalsolutions.org/
- Dakshinayan www.dakshinayan.org/
- Peace Corps 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 or the bird flu outbreaks, and the extreme weather conditions, like those that caused the 2005 Tsunami or the earthquake that caused the disaster in Japan and subsequent radioactive threat – these events 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) [www.acdi-cida.gc.ca/](http://www.acdi-cida.gc.ca/) -- supports sustainable development in developing countries, and this site includes information on employment at CIDA and its related organizations.
- DevNetJobs.org [www.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 [www.globalcorps.com/index.html](http://www.globalcorps.com/index.html) -- 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 [www.idealist.org](http://www.idealist.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 [www.interaction.org](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 [www.internationaljobs.org](http://www.internationaljobs.org) -- identifies international development jobs and internships in all sectors of the market around the world.
- Public Health Jobs Worldwide [www.jobspublichealth.com/](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 [www.oneworld.net/](http://www.oneworld.net/) -- 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://community.wr.org/Page.aspx?pid=1823](http://community.wr.org/Page.aspx?pid=1823) -- 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 [www.reliefweb.int/w/rwb.nsf](http://www.reliefweb.int/w/rwb.nsf) -- run by the United Nations Office for Coordination of Humanitarian Affairs, provides international job listings at nonprofits dedicated to humanitarian relief, conflict resolution, health and more.
- U.S. Department of State [www.state.gov](http://www.state.gov) -- categories of State department and application instructions.

Publications
- InterAction Member Profiles, S. Bryant & T. McKenzie, Eds.
- Monday Developments, InterAction, weekly publication.
International Law

General Description
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 career paths within the field of international law. Students interested in policy making and the evaluation of adherence of countries to international agreements performed by governments and intergovernmental organizations tend to specialize in public international law while those interested in practicing law for private organizations and non-profits on issues ranging from international business, human rights, economic development and the environment tend to go into private international law.

Career Paths and Salaries
The available career paths for an international lawyer can be 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, DC 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 midlevel 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. The starting salary for an associate in New York law firms ranges from $85,000 to $89,000.

The federal government’s largest employers of lawyers are the Departments of State and Defense. However, each division either has a legal division in-house or a general counsel office. Lawyers at the State Department will have timely policymaking 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 an immense 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 now moved in-house. Corporations are more prone to hire a lawyer well versed in domestic issues like antitrust law, contracts, 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 you 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 a solid legal training and 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 United Nations operations. The World Bank and International Monetary Fund 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 organization or nonprofit.

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

While globalization brings the private and public sectors closer together, the demand for international lawyers rises. 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, 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 exposing you to jobs as they arise within your 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 Employer List

Private Firms
- Baker and McKenzie, Chicago, IL  [www.bakerinfo.com/bakernet/default.htm](http://www.bakerinfo.com/bakernet/default.htm)
- Debevoise & Plimpton, New York  [www.debevoise.com](http://www.debevoise.com)
- Davis, Polk, and Wardwell, New York, NY  [www.davispolk.com](http://www.davispolk.com)
- Gibson, Dunn & Crutcher, Los Angeles, CA  [www.gibsondunn.com](http://www.gibsondunn.com)
- Sullivan and Cromwell  [www.sullcrom.com](http://www.sullcrom.com)
- White & Case  [www.whitecase.com](http://www.whitecase.com)

Nonprofits
- American Civil Liberties Union  [www.aclu.org](http://www.aclu.org)
- CARE, Inc.  [www.care.org](http://www.care.org)
- Woodrow Wilson International Center  [www.wilsoncenter.org](http://www.wilsoncenter.org)
- World Policy Institute  [www.worldpolicy.org](http://www.worldpolicy.org)

Intergovernmental Organizations
- Inter-American Court of Human Rights  [http://www.oas.org/oaspage/humanrights.htm](http://www.oas.org/oaspage/humanrights.htm)
- International Criminal Tribunal for Rwanda  [http://www.ictr.org/default.htm](http://www.ictr.org/default.htm)
- International Monetary Fund  [www.imf.org/](http://www.imf.org/)
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 as an all-inclusive international lawyer.

The international law career field is unsystematic at best and preparing yourself 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 not be discouraged by the lack of international work at the beginning of your career or the length of time it takes to develop your 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 www.abanet.org/intlaw/home.html
- American Society of International Law www.asil.org
- International Law Students Association www.ilsa.org
- International Chamber of Commerce www.iccwbo.org
- International Municipal Lawyers Association www.imla.org/
- Inter-American Bar Association www.iaba.org/

Internet Resources
- www.idealistic.org – a project of Action without Borders, which contains job and internship listings in economic development, social services, human rights, environment, etc.
- www.lib.uchicago.edu/~llou/careers.html - website affiliated with the University of Chicago Law School which provides a collection of links to other job sites where users can search for law positions.

Publications
- Careers in International Law: A Guide to Career Paths and Internships in International Law, the American Society of International Law.

International Peace & Conflict Resolution

General Description
Peace studies is an interdisciplinary academic field that analyzes the cases of war and systemic oppression, and explores processes by which conflict and change can be managed so as 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 so on. 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, and intercultural diplomacy.

**Career Paths and Salaries**
Entry-level positions in the peace and conflict field are diversified and often highly competitive. Salary levels range from the low twenties to the mid thirties at entry level depending on the size of the organizational budget, number of staff, and qualifications. The functional titles will include analyst, program associate/assistant, education coordinator, research assistant, public relations liaison, regional monitor, etc.

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 this field.

**Demand**
The unprecedented changes in the world community have not prevented conflict from continuing unabated. Thus, the demand for new, more effective means to resolve conflicts between nations and peoples increases the opportunities in the field. Many of the mediation skills can be acquired in a domestic setting and then transferred to the international arena, and many volunteer opportunities can lead to full-time employment opportunities.

As an interdisciplinary field, conflict resolution positions can be found in a variety of organizations not traditionally thought of as ‘peace groups’. For example, development organizations like CARE and Catholic Relief Services (CRS) are increasingly recognizing the important linkage between development and conflict resolution. The creation of the World Bank’s Post-Conflict Unit and the Federation Mediation and Conciliation Service demonstrate 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 the candidate has related experience and relevant education.

**Qualifications Necessary to Enter the Field**
A strong commitment to social issues and interest in international relations are necessary to build a career in conflict resolution. 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 where flexibility is a required characteristic. Foreign languages can assist a job search in this field due to its international nature. Teaching and training skills acquired through education or work also are applicable.

The enthusiastic involvement with public interest organizations as an intern and/or volunteer will help to develop a network important in receiving an offer for a professional job. Overseas field experience, especially in a developing country, and 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 demonstrates. 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 Employer List**
- Alliance for International Conflict Resolution [www.aicpr.org](http://www.aicpr.org)
- American-Mideast Education and Training Services [www.amideast.org](http://www.amideast.org)
Future Challenges of the Profession

Practice experience, theoretical insight, and regional expertise each has its value, but the combination of knowledge from each of these areas will be necessary to impact today’s complex and volatile world (U.S. Institute of Peace). The inability to gather adequate resources from the world community to resolve conflict situations will continue to frustrate the hope for a defining commitment to a new world order.

The self-determination movement and the recognition based on democracy and the rule of law that comes with it cannot succeed without international development initiatives. This link between development assistance and conflict resolution implies an increase in opportunities with the 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/contributor’s desire for tangible results with the intangible nature of their projects. Quantifying the results of projects which hope to reduce future conflict by focusing on communication, dialogue and inner-change can be especially difficult.
Therefore, innovative fundraising ideas and a commitment to procuring new revenue sources are useful skills that can make a candidate more attractive.

Resources for Additional Information

Associations
- Association for Conflict Resolution http://www.acrnet.org/
- American Political Science Association Conflict Processes Section www.apsanet.org/section_313.cfm
- Peace and Justice Studies www.peacejusticestudies.org/
- International Peace Research Association http://faculty.human.mie-u.ac.jp/~peace/

Publications

International Political Risk Analysis

General Description
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. Additionally, 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 to 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 17th century, it has seen a dramatic increase in importance only in the past 20 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. Additionally, 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 on the PhD. 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 and Salaries
Internships are strongly recommended, especially if they strengthen accounting and financial skills or offer some insight into the political process. 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. Salaries are competitive but vary widely depending on experience and on the type of organization. The smaller firms and governmental organizations offer anywhere from $30,000 - $50,000 for an entry position, and larger consulting and insurance firms pay $60,000 and above.

Demand
With globalization and increasing levels of foreign direct investment, 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 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.

Excellent research, analysis, and decision making abilities as well as good communication and writing skills are necessary to succeed in this field. Companies look for well-informed people who themselves may be described as “intelligent risk takers”. Language skills, especially in reading and speaking, may be helpful when working in a position that is focused on a particular region, but the lack of such skills will not preclude one from employment in the field in general. In addition to language skills, some positions may require knowledge of a region that can only be obtained from having lived or worked there for a longer period of time.

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 that were named include the following: accounting, corporate finance, private sector project finance, international monetary system and country risk analysis.

Although concentrating in an area of 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. Additionally, employers will value the analyst’s ability to write concise and lucid reports.

Sample Employer List
International/Governmental Organizations
- OECD – The Organization for Economic Co-operation and Development www.oecd.org
- OPIC – The Overseas Private Investment Corporation www.opic.gov/Insurance

Private Sector
- Aon Corporation http://www.aon.com/default.jsp
- Bloomberg Financial News www.bloomberg.com
- BPAmoco http://www.bp.com/bodycopyarticle.do?categoryId=1&contentId=7052055
- Business Monitor International www.businessmonitor.com
- Eurasia Group www.eurasiagroup.net
International Security and Intelligence

General Description
International security has organizations in every sector: government, private and 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 use in decision-making. The government is a large employer but opportunities exist at think tanks, defense contractors and NGOs.

Career Paths and Salaries
In the government, case officers stationed overseas gather intelligence and then relay that information to analysts who interpret the data for their reports. There are specialized analysts called technical analysts as well as cryptographic technicians who are experts at coding, decoding and sending secret messages. There are three categories of intelligence operations: strategic intelligence, tactical intelligence, and counterintelligence. 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. Counterintelligence consists of keeping valuable information away from the enemy and prevents 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. Among its functions are negotiating and monitoring agreements with foreign governments concerning military facilities and the status of the armed forces. Salaries for those with advanced degrees are hired at the GS-9 grade with the level depending on experience.

Demand
Intelligence operations are closely linked to the world political situation. People with specialized skills or backgrounds in the languages and customs of certain countries will continue to be in high demand.
The Department of Homeland Security (DHS) merges several intelligence-related federal agencies creating one agency that has the capability to anticipate, preempt and deter threats to the homeland whenever possible, and the ability to respond quickly when such threats do materialize. DHS is responsible for assessing the vulnerabilities of the nation’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 desirable along with the ability to speak and read a foreign language, computer literacy, excellent analytical, oral and written communications skills, and historian’s skills. Entry-level employees generally are assigned to gather information. With experience and training, they can qualify as analysts. Advancement may include postings requiring more responsibility and assignments in foreign countries. International security specialists are promoted and given assignments according to the needs of the government. Further advancement leads to management positions.

Sample Employer List
Private Sector
- BAE Systems [www.uniteddefense.com](http://www.uniteddefense.com)
- Boeing [www.boeing.com](http://www.boeing.com)
- General Dynamics [www.generaldynamics.com](http://www.generaldynamics.com)
- Lockheed-Martin [www.lockheedmartin.com](http://www.lockheedmartin.com)
- Raytheon [www.raytheon.com](http://www.raytheon.com)
- Textron [www.textron.com](http://www.textron.com)

Government Agencies
- Defense Intelligence Agency (DIA) [www.dia.mil](http://www.dia.mil)
- Central Intelligence Agency (CIA) [https://www.cia.gov/](https://www.cia.gov/)
- U.S. Department of State [www.state.gov](http://www.state.gov)
- Army [www.army.mil](http://www.army.mil)
- Air Force [www.airforce.com](http://www.airforce.com)
- Navy [www.navy.mil](http://www.navy.mil)
- Federal Bureau of Investigation (FBI) [www.fbi.gov](http://www.fbi.gov)
- Bureau of Immigration and Customs Enforcement (ICE) [www.ice.gov/](http://www.ice.gov/)
- U.S. Department of Treasury [www.treasury.gov](http://www.treasury.gov)
- National Geospatial Intelligence Agency [https://www1.nga.mil/Pages/Default.aspx](https://www1.nga.mil/Pages/Default.aspx)
- Department of Defense, International Security Affairs Division [www.defenselink.mil](http://www.defenselink.mil)
- International Security Group (ISG) [www.internationalsecurity.com](http://www.internationalsecurity.com)

Non-Government Organizations
- Center for Defense Information (CDI) [www.cdi.org](http://www.cdi.org)
- The Brookings Institution [www.brookings.edu](http://www.brookings.edu)
• Carnegie Endowment for International Peace [www.carnegieendowment.org](http://www.carnegieendowment.org)
• Center for Arms Control and Non-Proliferation [www.armscontrolcenter.org](http://www.armscontrolcenter.org)
• Center for Strategic and International [http://csis.org](http://csis.org)
• SAIC [www.saic.com](http://www.saic.com)

Resources for Additional Information

Associations

• Association of Former Intelligence Officers [www.afio.com/index.html](http://www.afio.com/index.html)
• Women in International Security [http://wiis.georgetown.edu](http://wiis.georgetown.edu)

Internet Resources

• ASIS International – [www.asisonline.org](http://www.asisonline.org) – is a resource for security professionals.
• Intelligence Careers -- [www.intelligencecareers.com](http://www.intelligencecareers.com) – is a good starting point for “information intelligence professions” to find great career opportunities. This is not an IT-recruiting website. This website is all 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 – [www.lawenforcementjobs.com](http://www.lawenforcementjobs.com) – is a resource for those interested in law enforcement areas of the security field.
• Security Management – [www.securitymanagement.com](http://www.securitymanagement.com) -- is a site to learn more about education and training opportunities, professional certification requirements and to get information on scholarship and grant programs from the association.

**International — Think Tanks & Research Institutes**

General Description

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 forum. Think tank scholars testify before congressional committees, submit articles to major newspapers, and may serve on government task forces.

Career Paths and Salaries

The type of positions available varies considerably between organizations and is 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 utilize 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, and manages a range of program support functions, including communications and publication work. Starting salaries can range from the high $20’s to the mid $30’s depending on the organization and level of responsibility.
• **Research assistant**: Provides research support to fellows and senior associates, drafts documents, manages database records, handles correspondence and provides general administrative support. Salaries average in the high $20’s to the mid $30’s depending on the size and funding base of the institute.

• **Research associate**: Develops and implements research plans, prepares funding proposals, analyzes data and synthesizes findings, publishes and presents findings to various audiences. Starting salaries can range from the mid $30’s to $40’s, again depending on experience and the organization.

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 a masters or PhD level, and experience in the field is generally required for substantive research positions. Strong communication skills, both written and oral, are essential. Presentation skills are also important, as is comfort in addressing an audience of experts. Foreign language skills and a solid command of word processing and spreadsheet applications and the Internet are important, as are solid quantitative skills and knowledge of statistical packages.

**Sample Employer List**

- Brookings Institution [www.brookings.edu](http://www.brookings.edu)
- Council on Foreign Relations [www.cfr.org](http://www.cfr.org)
- Center for Strategic and International Studies [www.csis.org](http://www.csis.org)
- East-West Center [www.eastwestcenter.org](http://www.eastwestcenter.org)
- Hoover Institute, Stanford University [http://www.hoover.org/](http://www.hoover.org/)
- National Bureau of Asian Research [www nbr org](http://www nbr org)
- RAND [www.rand.org](http://www.rand.org)
- Worldwatch Institute [www.worldwatch.org](http://www.worldwatch.org)
- Carnegie Council on Ethics and International Affairs [www.cceia.org](http://www.cceia.org)
- The Carter Center [www.cartercenter.org](http://www.cartercenter.org)
- The Heritage Foundation [www.heritage.org](http://www.heritage.org)
- National Center of Policy Analysis [www.ncpa org/newdpd/index php](http://www.ncpa org/newdpd/index php)
- Woodrow Wilson International Center [www.wilsoncenter.org](http://www.wilsoncenter.org)
- Institute for Food and Development Policy (Food First) [www.foodfirst.org](http://www.foodfirst.org)
- Nautilus Institute for Security and Sustainable Development [www.nautilus.org](http://www.nautilus.org)
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 of providing objective policy-relevant knowledge. Responding to the changing world political/economic situation and 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 & Publications
- National Institute for Research Advancement's index of research organizations by country [http://www.nira.or.jp/past/](http://www.nira.or.jp/past/)
- Links to research and education institutes [www.cato.org/links/links.html](http://www.cato.org/links/links.html)
- NIRA’s world dictionary of think tanks around the world [http://infotree.library.ohiou.edu/single-records/1007.html](http://infotree.library.ohiou.edu/single-records/1007.html)
- *Careers in International Affairs*, edited by Maria Pinto Carland and Lisa A. Gihring, Georgetown University Press.
- International Research Centers Directory, Gale Publishing.
- Research Centers Directory, Gale Publishing.

**International - Trade Policy**

General Description
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 U.S. markets. With the growth of regional trade blocks and increased membership in international trade organizations such as the World Trade Organization, the impact of U.S. 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 with officials of foreign governments, 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 and Salaries
Entry-level titles include project coordinator, research assistant, government relations assistant, economic analyst, public relations specialist, and trade policy associate. A student with a graduate degree can expect a salary range between the low and high $40’s. However, professionals in the
field emphasize that experience is key to both monetary and professional advancement. Communication between business and government is critical given that U.S. government policies directly affect a company’s international business. Government policies and legislation can affect international tariffs, non-tariff trade barriers, export financing, export license and control requirements, counter-trade, and technology transfer. Therefore, people who have held positions in the public sector have experience that is 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 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. An individual who understands 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 try to influence those policies. Again, a solid understanding of government procedures and intimate knowledge of key issues surrounding your 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.

Qualifications Necessary 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 Employer List and Resources for Additional Information

Associations
- Federation of International Trade Associations [www.fita.org/index.html](http://www.fita.org/index.html)
- National Foreign Trade Council [www.nftc.org](http://www.nftc.org)
- U.S. Chamber of Commerce [www.uschamber.com](http://www.uschamber.com)
- U.S. Council for International Business [www.uscib.org](http://www.uscib.org)
- U.S. Small Business Association [www.sba.gov](http://www.sba.gov)
- Center for Trade Policy Studies [www.freetrade.org](http://www.freetrade.org)
- Global Public Policy Institute [http://www.gppi.net/](http://www.gppi.net/)
- Institute for Agriculture and Trade Policy [www.iatp.org](http://www.iatp.org)
- International Gender and Trade Network [www.igtn.org](http://www.igtn.org)
- Trade Analysis and Information System [http://r0.unctad.org/trains_new/index.shtm](http://r0.unctad.org/trains_new/index.shtm)
- International Trade Associations/International Real Estate Institute [http://www.business.uc.edu/realestate/trade](http://www.business.uc.edu/realestate/trade)
- International Chamber of Commerce [www.iccwbo.org](http://www.iccwbo.org)
- Washington International Trade Association [www.wita.org](http://www.wita.org)
Non-Governmental Organizations

Introduction
The diversity of NGOs strains any simple definition. They include many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international development; indigenous groups organized regionally or nationally; and member-groups in villages. NGOs include charitable and religious associations that mobilize private funds for development, distribute food and family planning services and promote community organization. They also include independent cooperatives, community associations, water-user societies, women’s groups, pastoral associations, and citizen groups that raise awareness and influence policy.

Quite simply, an NGO is (a) formally or informally organized around shared purposes; (b) nongovernmental, and so not part of the state apparatus; (c) self-governing, rather than externally controlled; and (d) voluntary both in the sense of being non-compulsory and in the sense of voluntary involvement in governance or operations.

Types of NGOs and Other Similar Organizations:
- Relief and welfare agencies
- Technical innovation organizations
- Public service contractors
- Popular development agencies
- Grassroots development organizations
- Advocacy groups and networks
- CBO: Community Based Organization
- DONGO: Donor Organized Non-governmental Organization
- GONGO: Government Organized Non-Governmental Organization
- NGO: Non-Governmental Organization
- NGDO: Non-Governmental Development Organization
- NPO: Non-profit Organization
- PDO: Private Development Organization
- PSO: Public Service Organization
- PVO: Private Voluntary Organization
- QANGO: Quasi Non-governmental Organization
- VALG: Voluntary Agency/Organization
- VO: Voluntary Organization

NGO:
- A non-profit making, voluntary, service-oriented/development-oriented organization, either for the benefit of members (a grassroots organization) or of other members of the population (an agency).
- An organization of private individuals who believe in certain basic social principles and who structure their activities to bring about development to communities that they are servicing.
- Social development organization assisting in empowerment of people.
- An organization or group of people working independent of any external control with specific objectives and aims to fulfill tasks that are oriented to bring about desirable change in a given community or area or situation.
- An independent, democratic, non-sectarian people’s organization working for the empowerment of economic and/or socially marginalized groups.
- An organization not affiliated with a political party, generally engaged in working for aid, development and welfare of the community.
- Organization committed to the exploring root causes of problems and trying to better the quality of life especially for the poor, the oppressed, or the marginalized in urban and rural areas.
- Organizations established by and for the community without or with intervention from the government. They are not only a charity organization, but work on socio-economic-cultural activities.
- An organization that is flexible and democratic in its organization and attempts to serve the people without profit for itself.

Orientation:
- Charitable Orientation
  - Often involves a top-down paternalistic effort with little participation by the “beneficiaries”.
  - Includes NGOs with activities directed toward meeting the needs of the poor: distribution of food, clothing or medicine, provision of housing, transport, schools etc. Such NGOs may also undertake relief activities during a natural or other disaster.
- Service Orientation
  - Includes NGOs with activities such as the provision of health, family planning or education services in which the program is designed by the NGO and people are expected to participate in its implementation and in receiving the service.
- Participatory Orientation
Characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labor, etc.

In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives often have a participatory orientation.

- **Empowering Orientation**
  - Aim to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives.
  - Sometimes develop spontaneously around a problem or an issue, at other times outside workers from NGOs plays a facilitating role in their development. In any case, there is maximum involvement of the people with NGOs acting as facilitators.

Levels of Operation:

- **Community-based Organizations (CBOs)** arise out of people's own initiatives. These can include sports clubs, women's organizations, neighborhood organizations, religious, or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help. Some are devoted to raising the consciousness of the urban poor or helping them to understand their rights in gaining access to needed services while others are involved in providing such services.

- **Citywide Organizations** include organizations such as the Rotary or Lion's Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations. Some exist for other purposes, and become involved in helping the poor as one of many activities, while others are created for the specific purpose of helping the poor.

- **National NGOs** include organizations such as the Red Cross, YMCAs/YWCAs, professional organizations, etc. Some of these have state and city branches and assist local NGOs.

- **International NGOs** range from secular agencies such as Redda Barna and Save the Children organizations, OXFAM, CARE, Ford and Rockefeller Foundations to religiously motivated groups. Their activities vary from mainly funding local NGOs, institutions and projects, to implementing the projects themselves.

Classifications

- **Size**: some (e.g., Greenpeace, Oxfam, International Committee of the Red Cross, Medicines sans Frontiers) are large, multinational bodies with offices in many countries (and often multiple branches within a single country), and large full-time and salaried staffs. At the other extreme, some are one- or two-person operations, dependent on and run by entirely voluntary (perhaps even part-time) effort.

- **Thematic Scope**: What types of events or activities are of primary concern - is it environment/human rights/ social issues/other? Campaigning for groups? Watchdog organizations? Primarily concerned with education? Emergency relief and reactive priorities, or emergency prevention and proactive priorities? Concerned with single and focused issues or a broader, multi-issue portfolio?

- **Geographic Scope**: Compare Greenpeace (takes on issues from global to local scale), with a European NGO (focuses only on a specific country or region or issue overseas). There are purely local NGOs, concerned with local “on our own doorstep” issues (e.g., protesting against a specific waste dump or factory) or multinational groups with interests across the globe.

Advantages and Disadvantages

**Advantages**

- Ability to experiment freely with innovative approaches and, if necessary, to take risks.
Flexible in adapting to local situations and responding to local needs, able to develop integrated projects.

Enjoy good rapport with people and can render micro-assistance to very poor people as they can identify those who are most in need and tailor assistance to their needs.

Ability to communicate at all levels, from the neighborhood to the top levels of government.

Able to recruit both experts and highly motivated staff with fewer restrictions than the government.

Disadvantages

Paternalistic attitudes restrict the degree of participation in program/project design.

Restricted/constrained ways of approach to a problem or area.

Reduced duplicity of an idea, due to non-representativeness of the project or selected area, relatively small project coverage, dependence on outside financial resources, etc.

“Territorial possessiveness” of an area or project reduces cooperation between agencies that are seen as threatening or competitive.

Additional Information

Job/Volunteer Opportunities

NGO Abroad - http://www.ngoabroad.com/
NGO directories - http://www.eldis.org/go/jobs

Online Directories

NGO Worldwide - http://www.sover.net/%7Epaulven/ngo.html
NGO Cafe - http://www.gdrc.org/ngo/

Resources for NGOs

Association for Progressive Communications - http://www.apc.org/
British Overseas NGOs for Development (BOND) - http://www.bond.org.uk/
NGO Global Network - http://www.ngo.org/
Interaction - http://www.interaction.org/

Specific Countries

Asian Development Bank (includes Pacific region) - http://www.adb.org/ngos/

**U.S. Department of State: Civil Service**

General Description

While the Department of State’s Foreign Service employees travel far and frequently, nearly 7,400 Civil Service (CS) employees serve as a stable resource pool in Washington D.C., at passport agencies and field offices throughout the United States, and at several consulates in Mexico. Civil Service employees provide in-depth expertise and continuity in accomplishing all aspects of the
Department's mission and are involved in virtually every function of the Department. Civil Service employees issue passports, compile and analyze overseas reports, provide logistical support to posts, consult with Congress about foreign policy initiatives and policies, and formulate and manage the budget. There are hundreds of career possibilities within the U.S. Department of State that uphold the mission of supporting the foreign policy of the United States of America. The Department of State recommends that candidates research Civil Service openings via www.USAJobs.gov.

Career Paths and Salaries
The U.S. Department of State provides career opportunities that are comparable in overall compensation to those in the private sector, and provide good benefits and educational and personal development programs, along with adaptable and flexible work schedules. Seven different career categories are open to candidates, and include:
- Business Management /Finance/ Economics/Accounting
- Engineering
- Foreign Affairs and International Policy and Operations
- Human Resources/Information Technology/Legal
- International and Domestic Security
- Office Support Professionals
- Senior Executive Service

Typical titles in the professional and technical career tracks include: foreign affairs officer, program analyst, human resources specialist, public affairs specialist, budget analyst, physical security specialist, and information technology specialist. In addition, those interested in a Civil Service career might find the following opportunities helpful toward securing employment:
- Career Entry Program (CEP): is a two-year career development program with positions in professional and technical career fields such as contract management, personnel management, financial management, security and intelligence, foreign affairs, consular affairs, management analysis, and information technology.
- Veterans Employment Opportunities Act of 1998 (VEOA): gives eligible veterans access to jobs that otherwise would have been available only to status employees. In VEOA appointments, veterans are not accorded preference as a factor, but they are allowed to compete for job opportunities that are not offered to other external candidates.
- Temporary Appointments: is an appointment in the competitive or excepted service for a specified period of time that cannot exceed one year. A temporary appointment may be used to meet any short-term employment need that is expected to last less than a year. Work may be performed on a full-time, part-time, or intermittent basis.

There are several pay systems within the Federal government. The Office of Personnel Management (OPM) develops and maintains government-wide regulations and policies governing pay administration, including basic pay setting, locality pay, special salary rates, back pay, pay limitations, premium pay, grade and pay retention, severance pay, recruitment, relocation and retention incentives, and cost-of-living allowances (COLA). Visit http://careers.state.gov/civil-service/compensation.html and http://www.state.gov/m/dghr/pay/ for more specific information.

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
• Knowledge of foreign languages

Resources for Additional Information
• General information: http://careers.state.gov/civil-service/index.html
• Employment information: http://careers.state.gov/civil-service/employment.html
• Government job listings: www.USAGovs.gov

U.S. Department of State: Foreign Service

General Description
Foreign Service Officers (FSOs) are the front-line professionals representing the Department of State at all U.S. embassies, consulates, and other diplomatic missions. They can be sent anywhere in the world, at any time, to serve the diplomatic needs of the United States. With representation in over 160 countries, the Department of State offers Foreign Service Officers many opportunities to serve the United States. FSOs advocate American foreign policy, protect American citizens, and promote American business interests throughout the world. FSOs staff more than 265 U.S. embassies, consulates and other diplomatic missions devoted to strengthening peace, stability, and prosperity. Their perceptiveness, dedication, and creativity drive the formulation and achievement of American foreign policy objectives. Foreign Service Officers are expected to take assignments that can involve extremely difficult work, hardship, and even danger.

Career Paths and Salaries
The FSO Selection Process
The FSO selection process is a competitive, four stage selection process that requires a unique commitment from the candidate. These four stages include registration (online at www.careers.state.gov), taking the Foreign Service Officer Test (FSOT), participating on the Qualification Evaluation Panel (QEP) and completing the Foreign Service Oral Assessment. Once registration is complete, applicants are notified via email when they may schedule a seat to the FSOT. Applicants who pass the FSOT and who are successful during the QEP review must then successfully complete an all-day oral assessment process, undergo a background investigation, receive medical clearance and pass the final suitability review.

Foreign Services Officer Test
The FSOT is administered throughout the U.S. and abroad on specific dates throughout the year and takes approximately three hours to complete. The FSOT consists of the three multiple-choice sections that include: Job Knowledge Test (assesses a range of knowledge on a range of job tasks); English Expression and Usage Test (assesses an applicant’s knowledge of correct grammar, spelling and editing); and Biographic Information (assesses a candidate’s prior work and education experience). In addition, the FSOT includes an Essay requirement, which is a 30-minute writing assignment on an assigned topic. For more information on the types of information assessed, for specific test dates and for practice questions, access the Guide to the Foreign Services Officer Selection Process booklet at http://careers.state.gov/docs/3.0_FSO_RegGuide.pdf

Career Tracks
The Department of State requires that each applicant select a career track when registering to take the FSOT. The five Foreign Service career tracks, each of which typically employs job titles that include junior officer, mid-level officer and senior officer, are:
• **Consular:** responsible for managing resources and conducting public outreach as well as assisting Americans in distress. A consular is on the front line of defense in protecting U.S. borders from foreigners who seek to break U.S. laws.

• **Economic:** uses economic analysis skills to develop expert knowledge of the economic foreign policy issues facing the U.S. (and American companies with interests in host countries) to advance U.S. economic and commercial interests. Negotiates trade and identifies opportunities for U.S. exports.

• **Management:** utilizes solid business skills similar to those found in multinational corporations, such as maintaining U.S. government offices, procuring supplies and equipment, supervising recruitment and hiring of local staff and managing budgets with complex regulations.

• **Political:** works behind the scenes to analyze and report on local issues and events, which involves in-depth knowledge of the local culture and history. Advises U.S. policy makers of local views and their implications and networks to develop contacts for information exchange and to promote U.S. positions.

• **Public Diplomacy:** manages U.S. image issues that may arise in country, which involves tracking local issues, gathering facts and reporting accurate findings to the media and other key constituents such as universities, Ministries of Information, think thanks, NGOs, etc. This role is the public face of the embassy, and maintains contact with key people who influence public opinion.

To perform well in any career track, candidates must have the following skills and abilities: proper use of the English language; knowledge of U.S. society, culture, economy, history, government, political systems and the Constitution; knowledge of world history, world geography, and world political systems and issues. FSOs must also hold basic skills in math, statistics, computer usage, and principles of management, interpersonal communication and basic economic principles. More in-depth knowledge about areas such as international politics, NGOs, U.S. public policy or finance and commerce may be required for some roles.

Appointments are made at one of three entry levels based on the candidate’s education and professional experience. Fluency in certain foreign languages may qualify candidates’ for language incentive pay while serving at posts where these languages are used. For current tables of FS pay tables see [http://www.state.gov/m/dghr/pay/](http://www.state.gov/m/dghr/pay/).

The yearly number of candidates hired varies with the needs of the Foreign Services and does not always equal the number of candidates on the registrars.

**Qualifications Necessary to Enter the Field**

In addition to career track specific qualifications mentioned above, the following qualifications or conditions apply:

- Most successful FSO candidates have at least a bachelor’s degree and many have advanced degrees in international relations, economics, business administration, law, journalism and other areas.

- Many have had work experience in various fields before their appointment and have worked, attended school or traveled overseas.

- All applicants must be U.S. citizens on the date they submit their registration package.

- Applicants must be at least 20 years old and no older than 59 years of age.

- Appointed Foreign Service Officers must be at least 21 years old, and not yet 60.

- FSOs must also be available for worldwide assignments; including Washington, D.C. FSOs must also be available in cases where family members cannot go due to political instability and/or other concerns, or when family members must leave post as conditions deteriorate (evacuations).
• No specific educational level or proficiency in a foreign language is required for applicants. However, proficiency in one or more languages will enhance one’s competitiveness for selection.

Future Challenges of the Profession
The Department of State faces a growing and complex web of foreign policy challenges and therefore seeks not only candidates interested in political science and international relations, but also candidates who can manage programs and human resources. Transnational issues will also characterize the diplomacy of the future. Among these new priorities are counterterrorism, science and technology – including the global fight against diseases such as AIDS and efforts to save the environment – anti-narcotics efforts, and trade. The Department of State also has an increasing need for candidates with training and experience in management and administration and economic policy issues.

Resources for Additional Information
• Foreign Service Officer Test information via phone: 800-205-6358