# HCPM CAREER GUIDE

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This guide was designed specifically to help you prepare for your job and internship search.

Unless otherwise noted, the information in this packet was developed by

Heinz Career Services Staff.

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Consider the environment – please print double-sided when possible.
INTRODUCTION TO HEINZ CAREER SERVICES

Office Information

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Meet the Staff

Ron Delfine, Director (rdelfine@andrew.cmu.edu)
Ron is responsible for providing a comprehensive range of services, programs, and materials focusing on career exploration, skill development and placement services to Heinz students. He is also responsible for expanding the base of organizations interested in offering employment opportunities to students graduating from Heinz. He previously worked as an executive recruiter for Crown Advisor Inc. based in Pittsburgh, and has also worked in the Carnegie Mellon Career Center as a Career Consultant for the College of Business Administration and the Mellon College of Science. Ron holds a Bachelor of Science in Secondary Education and a Master of Arts in Student Affairs in Higher Education, both from Indiana University of Pennsylvania.

Diane Taylor, Assistant Director (detaylor@andrew.cmu.edu)
Advisor for HCPMs, MS-DCs, and MS-DAs
Diane joined the Heinz Career Services team in February 2017. She provides support and innovative career strategies to students during their job/internship searches. Prior to her role at Heinz College, Diane was the Assistant Director of the Career & Professional Development Center. In this role, Diane acted as the liaison to Dietrich College of Humanities and Social Sciences, and advised both graduate and undergraduate students. Additionally, Diane worked at the University of Pittsburgh at the Katz Graduate School of Business, where she advised MBA students on academic and career-related matters. She also has an extensive background in K-12 education.

Anita Nichols, Associate Director (anitanichols@cmu.edu)
Advisor for MSPPMs and MPMs
Anita advises full-time MSPPM and part-time MPM students. She joined the Heinz College Career Services staff after serving as the Director of Programs for the Local Government Academy. At LGA she was responsible for program coordination, curriculum development, event planning, and the Municipal Intern Program. Anita has also worked as a Community and Economic Development Educator in a joint position with the Penn State Cooperation Extension and Smart Growth Partnership. She graduated from Shippensburg University with a degree in Geography, with a concentration in Regional Planning. While at Shippensburg, Anita worked in the Career Education Department advising students on career options. She completed the MPM degree from the Heinz College with a concentration in Higher Education Administration.

Maureen May, Associate Director (mm@andrew.cmu.edu)
Advisor for MEIMs and All Heinz Employer Relations
Maureen worked for the CMU main Career Center as the Assistant Director for Employer Relations before coming to Heinz, where she specialized in campus events, sponsorship opportunities, connection with key campus contacts and student organizations. Before that, she worked for the University of Pittsburgh in Career Counseling and Employer Relations as well. She obtained her Bachelor’s degree from Saint Vincent College before attending Indiana University of Pennsylvania for her Masters in Student Affairs in Higher Education.
Jessica Bowser Acrie, Assistant Director (jabowser@andrew.cmu.edu)

**Advisor for MAMs**

Jessica assists MAM students with their internship and job searches including interview preparation, cover letter and resume review. She coordinates events for Heinz Career Services and oversees the Internship Opportunity Fund, which raises financial aid for students to complete their internships. Jessica received her Master of Arts Management from Carnegie Mellon University and her BFA in Theatre from Point Park University. She has over a decade of nonprofit arts administration experience in both the performing and visual arts and has worked for Roundabout Theatre Company, Williamstown Theatre Festival, and the Children’s Museum of Pittsburgh.

Terri Mohler, Associate Director (terri@cmu.edu)

**Advisor for MISMs, MSISPMs, and MSITs**

Terri advises and provides career development resources for ISM students, focusing on the BIDA, MSISPM, and MSIT students. Prior to joining Heinz College, Terri advised international students participating in the cooperative education program at Drexel University in Philadelphia. In that role, she also developed international job opportunities and managed work abroad programs in various countries. Terri obtained her Bachelor of Arts at McGill University in Montreal, Canada, before completing her Master of Science in Higher Education Administration at Drexel University. In between, she spent a year teaching English as a second language in Barcelona, Spain.

Christine Sundry, Career Advisor (christine.sundry@cmu.edu)

**Advisor for MISMs**

Christine assists the students with the various aspects that encompass the internship and job search such as resume and cover letter writing, interview preparation and counseling in all areas of professional etiquette and development. Christine began her career as a Career Services Director for a technical, proprietary school and later transitioned to CMU, as the MISM Career Advisor from 2003-2005. Before returning to Heinz and MISM, Christine served as a Career Counselor and Internship Coordinator for Saint Vincent College (also her alma mater) and assists CMU’s Engineering and Technology Innovation Management program in a similar capacity. She is happy to once again be serving the Heinz and the MISM population, bringing along her 13 years of experience in higher education.

Alex Tambellini, Assistant Director (tambellini@cmu.edu)

**Advisor for MISMs**

Alex joined the Heinz College Career Services Staff in November 2016. She advises and provides career development support to Master of Information Systems Management (MISM) students, focusing specifically on Global MISM and 12-Month Summer Start MISM students. Alex is also the primary point of contact within Heinz College Career Services for students at the Adelaide, Australia campus. Prior to joining Heinz College, Alex managed student programs at the University of Pittsburgh Center for Global Health. In that role, Alex worked closely with graduate students pursuing global health education and international internship opportunities throughout the entirety of the student lifecycle. Alex obtained her Bachelor of Arts at Duquesne University in Pittsburgh, PA, and her Master of Education in Higher Education Management at the University of Pittsburgh.

Kelly George, Recruitment Coordinator (kgeorge1@andrew.cmu.edu)

Kelly joined the Heinz Career Services staff in December 2016. She is responsible for coordinating the logistical details for on-site visits and events with employers for all programs. Before coming to the Heinz college, Kelly worked as an Administrative Assistant at MAYA Design. She obtained her Bachelor of Arts from the University of Pittsburgh in History of Art and Architecture.
Handshake

Getting started

Handshake is the online recruiting platform used by CMU and Heinz College. As a current student, you should have received an email inviting you to join Handshake. Please contact the Heinz Career Services office if you have not received information.

- Handshake log-in page.
- Helpful training videos and information for students and alumni can be accessed here.
PREPARING FOR YOUR JOB SEARCH

Values & Skills Assessments

Before you begin your job or internship search, it is important to identify what your strengths are and what you value in the workplace. One good way to do this is to conduct a personal value and skill assessment. This can be especially important if a) you don’t have much prior work experience or b) you aren’t sure what you are looking for in your next job move.

Know the answer to questions such as:

1. Do you like jobs that require logic rather than creativity?
2. Do you like jobs that involve travelling and the outdoors rather than an indoor office?
3. What news topics usually catch your attention?
4. Are you comfortable being the center of attention?
5. Would you prefer to work in a large corporate business rather than in a small business or alone?
6. Would you prefer a high paying stressful job over a lower paying less stressful job?
7. Would you like a job where you were held responsible for the overall success of a project?

Once you can articulate to yourself what it is you are looking for in a job or career, you will then be ready to conduct a meaningful job search. Knowing this information will also help you explain to employers why you are interested in a position, or why you would be a good fit with their organization.
Doing Your Research

The first step to a successful job hunt is to do your research. Research the employer, the nature of the work, the career paths available, and what kinds of skills and qualifications are desired. After your first semester at Heinz, you should select one of three course tracks: Economics and Policy, Information Technology and Operations, Management and Organization. The purpose of selecting a track is to aid you in the job market by providing an area of expertise and specialization in the health care arena and also to provide you with a network of professional colleagues. You are expected to become actively involved in a professional organization based on the track you select:

- **Economics and Policy**
- **Information Technology and Operations**
- **Management and Organization**

Your schedule will provide you with time to actively engage the local chapters of these organizations and to attend their national annual meetings. Each of these organizations provides their members with key links to employers and a venue for professional networking.

However, do not despair if you find yourself interested in more than one track. Health care is a huge industry so overlap between these areas is inevitable. Work with both your academic advisor and your career advisor to plan both your course schedule and internship/job search plan to fit your career interests. It is fine to take electives in multiple tracks to gain exposure, but by committing to a single track, you will gain more specialized experience.

The following two sections of this guide will break down common types of jobs and employers for people in your degree program. This is not a comprehensive list, but it will give you an idea of what is reasonable to expect after Heinz.

Additional publications with employer and job information are available in the Career Services library, as well as in the Document Library in Handshake. To learn more about a specific type of job or type of employer, see a career advisor to discuss how you can contact alumni to ask specific questions about your desired career path.
Common Job Roles

Financial Analyst

**Nature of Work:** Financial analysts study company financial statements and analyze commodity prices, sales, costs, expenses, and tax rates to determine a company's value by projecting its future earnings. They often meet with company officials to gain a better insight into the firm's prospects and management. Financial analysts use spreadsheet and statistical software packages to analyze financial data, spot trends, create portfolios, and develop forecasts. Analysts also use the data they find to measure the financial risks associated with making a particular investment decision.

**Qualifications:** Strong math, analytical, and problem-solving skills are essential qualifications for financial analysts. Good communication skills are necessary because these workers must present complex financial concepts and strategies. For those aspiring to financial analyst jobs, a strong academic background, including courses such as finance, accounting, and economics, is essential.

**Location/Industries:** Many financial analysts work at large financial institutions based in New York City or other major financial centers. About 47 percent of all financial analysts work in finance and insurance, and the rest work throughout the private sector and for the government. Heinz best prepares students to do financial analysis for the public sector.

**Employment change:** As the level of investment increases, overall employment of financial analysts is expected to increase by 16 percent during the 2012-2022 decade, which is much faster than the average for all occupations. Primary factors for this growth are increasing complexity, global diversification of investments and growth in the overall amount of assets under management.

**Earnings:** Median annual wages, excluding bonuses, of financial analysts were $76,950 in May 2012, which is more than double the national median wage. The lowest 10 percent earned less than $47,130 and the top 10 percent earned more than $148,430.

The above information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website.

**Recommended Electives:**

**Economics & Policy Track Courses**
- 90-747  Cost-Benefit Analysis
- 90-762  Macroeconomics

**Management and Organization Track Courses**
- 94-834  Applied Econometrics I
- 91-822  Human Resources Management
Program Evaluation

**Nature of Work:** Program evaluation is a systematic method for collecting, analyzing, and using information to answer basic questions about projects, policies and programs. Evaluation can be performed at any time in the program. Sometimes called Program Analysts, their results are used to decide how the program is delivered, what form the program will take or to examine outcomes. For example, an exercise program for elderly adults would seek to learn what activities are motivating and interesting to this group. These activities would then be included in the program.

Another aspect of program evaluation is determining whether it is process or outcome oriented. Process Evaluation (aka Formative Evaluation) is concerned with how the program is delivered. Outcome Evaluation (aka Summative Evaluation) is concerned with the results of the program. It is common to speak of short-term outcomes and long-term outcomes.

Program managers often coordinate the activities of a program that is organized to address a specific issue or reach a certain goal. They are usually the liaisons for the organization to the public or beneficiaries of the program. They often deal with staffing, resource, and public relations issues for the organization.

**Qualifications:** Program evaluations can involve quantitative methods of social research or qualitative methods or both. People who do program evaluation come from many different backgrounds: sociology, psychology, economics, statistics, and social work. Some graduate schools also have specific training programs for program evaluation. Areas of expertise considered valuable in this field are statistical and financial analysis, needs assessment, program theory, process analysis, impact analysis, data management, survey design, and cost-benefit/cost-effectiveness analysis.

**Locations/Industries:** All levels of government and also many non-profits and foundations employ program analysts and managers, as program evaluation is most common in assessing the effectiveness of social programs, and the nature of government and non-profit outreach often takes the forms of targeted programs. Program managers exist in so many locations that there is a lot of opportunity to work for an organization that matches your passions or interests, while program analysts often evaluate a number of programs and may not work directly for something they care about.

**Earnings:** Salaries vary widely according to the size of the organization, the size of the program, and the nature of its funding. According to www.glassdoor.com, salaries for project managers range from $40,000 to $100,000.


**Recommended Electives:**

**Economics & Policy Track Courses**
90-747 Cost-Benefit Analysis
90-823 Program Evaluation
90-833 Population Health

**Information Technology and Operation Track Courses**
95-703 Database Management
90-834 Healthcare GIS

**Management and Organization Track Courses**
90-737 Budgeting and Management Control Systems
**Project Management**

**Nature of Work:** Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It is sometimes conflated with program management, however technically a program is actually a group of related and somehow interdependent projects.

Project managers can have the responsibility of the planning, execution, and closing of any project, typically relating to construction industry, engineering, architecture, computing, or telecommunications. Many other fields in the production, design and service industries also have project managers.

A project manager is often a client representative and has to determine and implement the exact needs of the client, based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realized.

Project managers are also responsible for setting up project control systems, which is that element of a project that keeps it on-track, on-time and within budget. An increasing number of organizations are using project portfolio management as a means of selecting the right projects and then using project management techniques as the means for delivering the outcomes in the form of benefits to the performing private or not-for-profit organization.

**Qualifications:** Experience managing teams to accomplish projects is highly desirable for this position. In addition, taking courses in project management, risk analysis, budgeting, financial management techniques, and strategic planning could be beneficial in building skills desirable in project managers. Many firms use specific project management software such as Microsoft Project, Oracle Project Portfolio Management, or Merlin.

Excellent communication is one of the most important skills for a project manager, as they are responsible for coordinating the client, supervisor or sponsor, external stakeholders, and team members. Both written and oral communication are very important, as well as an attention to detail and an ability to negotiate and adapt to problems quickly.

**Locations/Industries:** Many consulting firms use project managers to manage teams for multiple clients, and large organizations may staff project managers if they are continuously starting new projects. The federal government is also known for hiring many project managers, and The Office of Federal Procurement Policy (OFPP) policy memorandum dated April 25, 2007, announced a structured development program for program and project managers identified as the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) for project managers at civilian agencies to manage the acquisition-related aspects of projects.

**Earnings:** BLS does not collect data on project managers, but industry sources suggest that earnings for project managers depend on education, experience, and geographic location—the same factors that affect earnings for most workers. Project managers in urban areas often earn considerably more than those in rural areas. Industry sources also suggest that most project managers receive bonuses in addition to their salary, especially at the end of a successful project. According to a 2006 survey commissioned by the Project Management Institute, full-time project managers in the United States reported median annual earnings of $96,000, including salary and bonuses. That means than half of the project managers surveyed earned more than that amount, and half earned less. The survey also confirmed that experience is one of the most important determinants of earnings; entry-level project managers should expect lower earnings while they are learning to lead.


**Recommended Electives:**

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<tr>
<th>Management and Organization Track Courses</th>
<th>90-737 Budgeting and Management Control Systems</th>
<th>91-800 Organizational Management</th>
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<tr>
<td>94-800 Negotiation</td>
<td>91-821 Project Management</td>
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<td>91-822 Human Resources Management</td>
<td>94-814 Evidence Based Management</td>
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Organizational Management & Operations Researcher

**Nature of Work:** With job titles varying greatly from Director of Operations, Chief Operating Officer, and Associate Director as a few examples, an organizational manager assists the executive director with coordinating the day-to-day functions of the organization. Depending on the type of organization, this could include budgeting, strategic planning, office management, human resources, research, and internal and external communication.

As opposed to program officers or analysts, an organizational manager focuses on internal planning and analysis for the organization to function. This position might require formal or informal reporting to the Director on how various aspects of the organization are performing, updates on staff performance, and reviewing the organization’s finances. The goal of the operations manager is to keep the organization functioning smoothly and efficiently, and they are often second in command to the executive director.

Operations management is an area of business concerned with the production of goods or providing services, and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labor and energy) into outputs (in the form of goods and services).

Work in operations research often involves doing research, modeling, and application to make a practical impact on real-world problems. Fundamental or foundational work uses the three mathematical disciplines of probability, optimization, and dynamical systems theory. Analysis and prediction involves the construction of models, analyzing them mathematically, implementing them on computers, solving them using software tools, and assessing their effectiveness with data.

**Qualifications:** Knowledge of budgeting, accounting, financial analysis, strategic planning, legal regulations, human resource theory, and cost-benefit analysis or risk management analysis are valuable abilities in organizational managers. Also very important is to clearly assess the nature of problems in the organization and communicate problems as well as recommendations clearly. Since the operations manager often works directly with the other officers in the organization to compile or synthesize information from various activities, being a team player with good interpersonal skills is important to this position as well.

Operations research encompasses a wide range of problem-solving techniques and methods applied in the pursuit of improved decision-making and efficiency. Some of the tools used by operations researchers are statistics, optimization, probability theory, queuing theory, game theory, graph theory, decision analysis, mathematical modeling and simulation. Because of the computational nature of these fields, operations research also has strong ties to computer science. Operations researchers faced with a new problem must determine which of these techniques are most appropriate given the nature of the system, the goals for improvement, and constraints on time and computing power.

**Employment Change:** About 25 percent of operations research analysts were employed in finance or insurance in May 2012. Employment of operations research analysts is expected to grow 27 percent from 2012-2022, must faster than the average.

**Earnings:** While the wages of operations managers varies widely depending on the size of the organization, its budget, and nature of duties, the median annual wages of general and operations managers were $116,090 in May 2013. The lowest 10 percent earned less than $46,190, and the top 10 percent earned more than $147,350. The average annual salary for operations research analysts were $72,100 in May 2012.

*The above information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website [here](#) and [here](#).*

**Recommended Electives:**

*Management and Organization Track Courses*

- 90-796 Human Resources Policy and Modelling
- 94-814 Evidence-Based Management
- 91-844 Managing Quality Improvement
- 90-818 Health Care Quality & Performance Improvement
- 94-805 Service Management
Management Consultant/Management Analysts

**Nature of Work:** Management analysts, often referred to as management consultants in private industry, analyze and propose ways to improve an organization's structure, efficiency, or profits. Some analysts and consultants specialize in a specific industry, such as healthcare or telecommunications, while others specialize by type of business function, such as human resources, marketing, logistics, or information systems. In government, management analysts tend to specialize by type of agency. The work of management analysts and consultants varies with each client or employer and from project to project. In all cases, analysts and consultants collect, review, and analyze information in order to make recommendations to managers.

After obtaining an assignment or contract, management analysts first define the nature and extent of the problem that they have been asked to solve. During this phase, they analyze relevant data—which may include annual revenues, employment, or expenditures—and interview managers and employees while observing their operations. The analysts or consultants then develop solutions to the problem. While preparing their recommendations, they take into account the nature of the organization, the relationship it has with others in the industry, and its internal organization and culture. Insight into the problem is often gained by building and solving mathematical models, such as one that shows how inventory levels affect costs and product delivery times.

Once they have decided on a course of action, consultants report their findings and recommendations to the client. Their suggestions are usually submitted in writing, but oral presentations regarding findings are also common. For some projects, management analysts are retained to help implement their suggestions.

**Qualifications:** Common fields of study include business, management, accounting, marketing, economics, statistics, computer and information science, or engineering. Most analysts also have years of experience in management, human resources, information technology, or other specialties. Management analysts often work with minimal supervision, so they need to be self-motivated and disciplined. Analytical skills, the ability to get along with a wide range of people, strong oral and written communication skills, good judgment, time-management skills, and creativity are other desirable qualities. The ability to work in teams also is an important attribute as consulting teams become more common.

**Locations/Industries:** Because they must spend a significant portion of their time with clients, analysts travel frequently. Management analysts are found throughout the country, but employment is concentrated in large metropolitan areas. Management analysts work in a range of industries, including management, scientific, and technical consulting firms; computer systems design and related services firms; and Federal, State, and local governments.

**Employment Change:** Despite 19 percent employment growth, keen competition is expected for jobs; opportunities will be best for those with a master’s degree, specialized expertise, and a talent for salesmanship and public relations.

**Earnings:** Generally, management analysts employed in large firms or in metropolitan areas have the highest salaries. Median annual wages for management analysts in May 2012 were $78,600. The lowest 10 percent earned less than $44,370, and the top 10 percent earned more than $142,580.

The above information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website.

**Recommended Electives:**

**Management and Organization Track Courses**
- 94-808 Management Consulting
- 90-823 Program Evaluation
- 94-813 Project Management
- 94-828 Survey Design
- 84-830 Analysis of Survey Data
- 94-810 Introduction to Supply Chain Management
- 90-731 Management Methods

**Information Technology and Operation Track**
- 95-752 Introduction to Information Security
- 95-821 Product Management in IT

12
Researcher/Policy Analyst

**Nature of Work:** Policy analysts who work for governments create policy and evaluate program effectiveness; some help to decide which private organization should be awarded publicly funded grants. For example, policy analysts might suggest ideas for a county recycling plan, report on how well a State project met its objectives, or propose funds for relief organizations to aid rebuilding after a natural disaster. Analysts in government provide decision-makers with data and hypotheses about the effects of different policies.

Although their tasks vary, most policy analysts work in one or more of four areas: collecting information (especially statistical data), analyzing potential policies and making recommendations, evaluating the outcomes of existing policies, and sharing information with the public and government officials.

Some analysts debate the moral dimensions of the law. For example, policy analysts must make a value judgment to define what is “good” before they can determine whether a policy has led to a good outcome.

**Qualifications:** Common fields of study include economics, public policy, and political science. Having a specialized degree related to healthcare or the environment, for example, can be beneficial in doing specific policy analysis work.

**Locations/Industries:** Think tanks, associations, and non-profit organizations all hire policy analysts to determine the impacts of proposed legislation or regulation and make arguments for or against. All levels of government, most notable the State and Federal levels, hire policy analysts to make recommendations to decision makers or to determine the impacts of new regulations or programs.

**Earnings:** The Bureau of Labor Statistics does not classify Policy Analysts or Researchers as a separate occupation, and because of this there is no aggregated data on their earnings. However, policy analysts for the Federal government usually have at least a master’s degree and begin at or above the GS-7 level.

Salaries for policy analysts vary widely at think tanks and private organizations, often depending on the organization’s size and budget, and where their money comes from. Sometimes policy analysts at non-governmental organizations write grant proposals to fund topics of inquiry. Candidates with at least some prior work experience receive preference in the hiring process.


**Recommended Electives:**

**Economics & Policy Track Courses**
- 90-747 Cost-Benefit Analysis
- 94-834 Applied Econometrics I
- 94-835 Applied Econometrics II
- 90-730 Methods of Policy Analysis
- 90-823 Program Evaluation
- 90-839 Global Health Diplomacy
- 90-840 Legislative Policy Making
- 90-842 Public Policy Implementations
Healthcare Administration

**Nature of Work:** Medical and health services managers, also referred to as healthcare executives or healthcare administrators, plan, direct, coordinate, and supervise the delivery of healthcare. These workers are either specialists in charge of a specific clinical department or generalists who manage an entire facility or system and must be prepared to deal with the integration of healthcare delivery systems, technological innovations, an increasingly complex regulatory environment, restructuring of work, and an increased focus on preventive care. They will be called on to improve efficiency in healthcare facilities and the quality of the care provided.

Clinical managers oversee a specific department, such as nursing, surgery, or physical therapy, and have responsibilities based on that specialty. Clinical managers set and carry out policies, goals, and procedures for their departments; evaluate the quality of the staff’s work; and develop reports and budgets.

Health information managers are responsible for the maintenance and security of all patient records. They must stay up to date with evolving information technology and current or proposed laws about health information systems. Health information managers must ensure that databases are complete, accurate, and accessible only to authorized personnel.

In group medical practices, managers work closely with physicians. Whereas an office manager might handle business affairs in small medical groups, leaving policy decisions to the physicians themselves, larger groups usually employ a full-time administrator to help formulate business strategies and coordinate day-to-day business.

**Qualifications:** Medical and health services managers must be familiar with management principles and practices. A master’s degree in health services administration, long-term care administration, health sciences, public health, public administration, or business administration is the standard credential for most generalist positions in this field.

**Locations/Industries:** Medical and health services managers held about 315,500 jobs in 2012. Most medical and health services managers work in offices in healthcare facilities, including hospitals and nursing homes, and group medical practices.

**Earnings:** Earnings vary by type and size of facility and level of responsibilities. Median annual wages for medical and health services managers in May 2012 were $88,580. The lowest 10 percent earned less than $53,940, and the top 10 percent earned more than $150,560.

*The above information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website.*

**Recommended Electives**

*Management and Organization Tracks*

91-822  Human Resources Management  
94-800  Negotiation  
90-737  Budgeting and Management Control Systems  
94-813  Project Management
Common Employers by Track

**Economics and Policy**

Government Agencies: VA, FDA, CDC, AHRQ and Local public Health departments

Think Tanks: RAND, Brookings, Heritage Foundation

Nonprofit Health Care Organizations: Alliance for Health Reform, Health Quality Forum, Children’s Defense Fund

Consulting Firms: The Advisory Board Company, MITRE, MAXIMUS

**Information Technology and Operations**

IT Vendors: Epic, Cerner

Health IT Consulting Firms: Deloitte, Accenture, IBM

**Management and Organization**

Health Care Providers: UPMC, Kaiser Permanente, Mayo Clinic

Insurance Providers: Highmark, United Healthcare

Consulting Firms: Deloitte, Huron Consulting

**Common Employers**

**Federal Government**

**OVERVIEW:** The Federal Government was established by the Constitution to provide services to the public. While these services vary considerably, all are designed to improve the lives of the United States population, as well as people around the world. The Federal Government’s essential duties include defending the United States from foreign aggression, representing U.S. interests abroad, creating and enforcing national laws and regulations, and administering domestic programs and agencies. Workers employed by the Federal Government are responsible for enacting and implementing the programs and performing the services that accomplish these goals, playing a vital role in many aspects of daily life.

It is not uncommon for people who work for the Federal government to be “career” employees, meaning they stay in the Federal government and move up the ladder from the inside. Each agency or department has an internal culture that you will need to learn. In many respects, working for a government agency can be one of the most exciting and rewarding experiences for someone who loves politics, current events or social issues. Much of what you may do could be on the news, or indirectly impact some major event in the United States or somewhere else in the world. No matter what agency it is, the work is focused on the central mission of supporting the federal government. This means that while you are working for a bureaucracy that sometimes can be slow to respond, at other moments things will move fast and furious. However, most of what you do at a federal agency will be conducted during a normal workday. You will get to work by 8 or 9 a.m. and be out of the office by 5 p.m. Of course this depends on the agency you choose and the position that you hold—the hours can vary.

Federal government jobs generally pay well and offer a lot of job security. Unlike salaries for most private sector jobs,
Salaries for most federal civil service jobs are set on the General Schedule, or GS pay scale, which maps required experience and level of job responsibility against a system of grades and steps within each grade. The GS pay scale is intended to be, and in most cases is, competitive with salaries in the private sector and takes into account cost of living differences in different cities and regions. A college graduate with a master's typically starts in the GS-9 grade.

The top four steps of a pay grade are higher paying than the bottom steps of the next highest grade. For example, step 10 in GS-7 pays $44,176/year, step 1 in GS-8 pays $37,631/year. Typically, as a federal employee you can expect to move up one step per year as your seniority increases, although above-average job performance can accelerate your progress. You become eligible for a pay grade increase after one year. Every January, the pay scale is adjusted based on Presidential recommendations that receive Congressional approval to compensate for inflation. Salaries also vary by geographic location in accordance with the cost of living in that area.

<table>
<thead>
<tr>
<th>City</th>
<th>GS-9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta</td>
<td>$49,581</td>
</tr>
<tr>
<td>Chicago</td>
<td>$51,995</td>
</tr>
<tr>
<td>Dallas</td>
<td>$50,154</td>
</tr>
<tr>
<td>New York City</td>
<td>$53,500</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$56,172</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>$51,630</td>
</tr>
</tbody>
</table>

Vacation starts at 2.5 weeks and increases to 4 weeks after 3 years, and in addition, you receive 10 paid holidays per year. If you work 80 hours in nine days, you can take every other Friday off! The Alternative Work Schedule allows you to select certain arrival/departure times, and the Telework programs allow eligible employees to work from home or at a remote location at least one day a week. Family-friendly leave policies allow employees to take time off in the case of an emergency, to care for a sick relative or to take military leave. Job Sharing Positions may also be available — this allows two employees to effectively work part-time and share one full-time position. Many agencies have resources for Child Care and Elder Care and may provide other family support services.

The information above can be found at [Go Government](http://gov.government) and [Vault](http://vaut.gov).

Almost all of the time, applicants for Federal jobs must be U.S. citizens. Applicants who are veterans of military service also may be able to claim veteran's preference which gives them preferred status over other candidates with equal qualifications. For jobs requiring access to sensitive or classified materials, such as those relating to national security, applicants must undergo a background investigation. This investigation covers an individual's criminal, credit, and employment history, as well as other records. The scope of the investigation will vary depending on the nature of the position in the government and the sensitivity of the information involved.

The Federal government is separated into three branches:

**Legislative Branch:** Responsible for creating and amending the legal structure of the Nation. Its largest component is Congress, the U.S. legislative body, which is made up of the Senate and the House of Representatives. This branch employs only about 1 percent of Federal workers, nearly all of whom work in the Washington, D.C. area.

**Judicial Branch:** Responsible for interpreting the laws that are established by the legislative branch. The judicial branch employs about 2 percent of Federal workers, and unlike the legislative branch, its offices and employees are dispersed throughout the country.

**Executive Branch:** Responsible for the implementation of public policy, this branch has the widest range of responsibilities. Consequently, it employed about 97 percent of all Federal civilian employees (excluding Postal Service workers) in 2012. The executive branch is comprised of the Executive Office of the President, 15 executive Cabinet departments, and about 70 independent agencies, each of which has clearly defined duties.
The Executive Office of the President is composed of several offices and councils that aid the President in policy decisions. These include the Office of Management and Budget, which oversees the administration of the Federal budget; the National Security Council, which advises the President on matters of national defense; and the Council of Economic Advisors, which makes economic policy recommendations.

**FEDERAL DEPARTMENTS**
Each of the 15 executive Cabinet departments administers programs that oversee an aspect of life in the United States. Each department, listed by employment size, is described below.

**DEFENSE**: Manages the military forces that protect our country and its interests, including the Departments of the Army, Navy, and Air Force and a number of smaller agencies. The civilian workforce employed by the Department of Defense performs various support activities, such as payroll and public relations.

**VETERANS AFFAIRS**: Administers programs to aid U.S. veterans and their families, runs the veterans' hospital system, and operates our national cemeteries.

**HOMELAND SECURITY**: Works to prevent terrorist attacks within the United States, reduce vulnerability to terrorism, and minimize the damage from potential attacks and natural disasters. It also administers the country's immigration policies and oversees the Coast Guard.

**TREASURY**: Regulates banks and other financial institutions, administers the public debt, prints currency, and collects Federal income taxes.

**JUSTICE**: Works with State and local governments and other agencies to prevent and control crime and ensure public safety against threats, both domestic and foreign. It also enforces Federal laws, prosecutes cases in Federal courts, and runs Federal prisons.

**AGRICULTURE**: Promotes U.S. agriculture domestically and internationally, manages forests, researches new ways to grow crops and conserve natural resources, ensures safe meat and poultry products, and leads the Federal anti-hunger programs, such as the Supplemental Nutrition Assistance Program and the National School Lunch Program.

**HEALTH AND HUMAN SERVICES**: Performs health and social science research, assures the safety of drugs and foods, other than meat and poultry, and administers Medicare, Medicaid, and numerous other social service programs.

**INTERIOR**: Manages Federal lands, including the national parks, runs hydroelectric power systems, and promotes conservation of natural resources.

**TRANSPORTATION**: Sets national transportation policy, plans and funds the construction of highways and mass transit systems, and regulates railroad, aviation, and maritime operations.

**COMMERCE**: Forecasts the weather, charts the oceans, regulates patents and trademarks, conducts the census, compiles economic statistics, and promotes U.S. economic growth by encouraging international trade.

**ENERGY**: Coordinates the national use and provision of energy, oversees the production and disposal of nuclear weapons, and plans for future energy needs.

**LABOR**: Enforces laws guaranteeing fair pay, workplace safety, and equal job opportunity, administers unemployment insurance to state agencies, regulates pension funds, and collects and analyzes economic data.

**STATE**: Oversees the Nation's embassies and consulates, issues passports, monitors U.S. interests abroad, and represents...
the United States before international organizations.

**Housing and Urban Development:** Funds public housing projects, enforces equal housing laws, and insures and finances mortgages.

**Education:** Monitors and distributes financial aid to schools and students, collects and disseminates data on schools and other education matters, and prohibits discrimination in education. Numerous independent agencies perform tasks that fall between the jurisdictions of the executive departments.

*The information above comes from the U.S. Department of Labor, Bureau of Labor Statistics’ website.*

**Previous Employers of Heinz Graduates:**

- Government Accountability Office
- National Institutes of Health
- Social Security Administration
- U.S. Agency for International Development
- U.S. Department of Agriculture
- U.S. Department of Agriculture, Foreign Agricultural Service
- U.S. Department of Commerce, Census Bureau
- U.S. Department of Education
- U.S. Department of Health & Human Services, Budget Office
- U.S. Department of Health and Human Services, CDC
- U.S. Dept. of H&HS, Center for Medicare & Medicaid Services
- U.S. Department of State
- U.S. Department of Veterans Affairs
- U.S. Environmental Protection Agency
- VA Pittsburgh Healthcare System

**Job Search Strategies:** You will want to become very familiar with the Federal Government’s official job posting site. Please note that a different format will be needed for a Federal Resume. Heinz Career Services provides direct opportunities to speak with Federal employers, including on-campus recruiting and trips to Washington D.C. each semester. Also take advantage of connecting with speakers from the Heinz convocation series, attending Federal Career Day, and networking at Alumni Weekend. Many of our professors also have ties to the Federal Government and can be good resources in your job search. Click here for information on Federal Student Employment Programs, additional resources can be found at the USAJobs, the Partnership for Public Service, OPM.gov, The Resume Place, Vault, and visit the Heinz Career Services Library for additional print materials.
International Health Organizations

OVERVIEW: The international community of organizations that seeks to operate world-wide to address the global issues of the day is as vast as the development goals they confront. There are eight Millennium Development Goals around which much of the international community focuses its efforts: poverty alleviation, access to education, gender equality, child mortality, maternal health, HIV/AIDS and malaria, environmentally sustainable development, and building global development partnerships.

As you can see from the list above, many of the primary goals of international development organizations revolve around public and personal health issues. Organizations like International Public Health and the World Health Organization specifically organize funding and programs to improve health conditions, education, and resources around the world.

Building a career that involves work in any one of these types of organizations requires a specific strategy for each, advance planning and lots of networking. Intergovernmental Organizations (IGOs) are large, bureaucratic and very competitive, while Non-Governmental Organizations (NGOs) can vary immensely in size, scope and competitiveness. Salaries and impact will vary as well: World Bank salaries often exceed entry level offers in high-paying private sector firms, while NGO salaries will vary widely according to donor base, organizational size and mission. But keep in mind that a World Bank career may keep you largely behind a desk in downtown Washington, while the NGO brings you in direct one-to-one contact with people benefitting from your assistance.

IGOs, including the Multi-Lateral Development Banks (MDB), and NGOs seek to bridge the gap and mediate between the governmental and business interests which are the primary drivers (and barriers) to addressing the development goals listed above. IGOs, MDBs and NGOs often work in partnership with one another, with IGOs providing international governing and consensus, MDBs the financial instruments and NGOs the link between global advocacy and regional, community action.

Intergovernmental Organizations are comprised of sovereign member states and the primary types are:

**The United Nations and Agencies.** With five main bodies (such as the General Assembly, the Security Council, and the International Court of Justice), several specialized agencies (UNICEF, UNDP, UNESCO, UNEP, UNHCR, and WHO) and with the primary headquarters in New York City, Geneva, Nairobi, and Vienna, this is the biggest single player in the international arena; view its organizational structure here.

**Multilateral Development Banks.** The five primary banks are the World Bank Group, the African Development Bank, the Asian Development Bank, the Inter-American Development Bank, and the European Bank for Reconstruction and Development. Membership is comprised of developed, donor member countries and developing, borrowing members.

**Regional Organizations.** Some better known ones include the Arab League, the African Union, the European Union, the Organization of American States, NAFTA and NATO. Their unifying principle may be political, economic, or security-based.

**Non-Governmental Organizations:** NGOs are also known as the volunteer sector, the grassroots community, the civil society sector, INGOs (international NGOs), BINGOs (big international NGOs), ENGOs (environmental NGOs) and even QUANGOs (quasi-autonomous NGOs, which receive government funding, but maintain autonomous decision-making). NGOs may be grouped according to their mission and issue of interest, and further categorized by their method of operating: Public Relations, Consulting, or Project Management.

Due to their charitable nature, NGOs from their early history in the 19th century have used sophisticated techniques to take their case to the public both to raise money, but also to apply social and political pressure to influence outcomes. With enhanced fundraising techniques, technical staff expertise has climbed, allowing NGOs to hire experts to run in-house consultancy practices and also directly manage their own projects. While the number of NGOs consulting to UN
organizations has skyrocketed in the last 50 years, awareness that management techniques are crucial to project success is very good news to Heinz students; your tools-based curriculum is ideally suited to building strong project management and program evaluation skills, functions that are of critical importance to NGOs as they increasingly move towards direct local implementations.

PREVIOUS EMPLOYERS OF HEINZ GRADUATES:

African Development Bank            CARE Guatemala/CARE International
Asian Development Bank              Micronesia Department of Health and Education
Inter-American Development Bank     Pan American Health Organization
Islamic Development Bank            Stockholm Environment Institute
Japan Bank International Cooperation The Life in Africa Foundation (LiA)
United Way                            United Nations Institute for Social Development

JOB SEARCH STRATEGIES: Intergovernmental Organizations (IGOs) do not typically recruit except by way of their highly competitive marquee future leader programs such as the World Bank’s Junior and Young Professional Programs, the International Finance Corporation’s Global Transaction Team Program and the United Nations’ LEAD Program. In fact, approximately 40% of the fulltime staff at those institutions successfully gain entry by proactively networking with institution experts they feel qualified to do research for, and are hired on an as-needed basis as grant funding for research projects becomes available. For that reason, the best job search strategy is to build your network so that when a position becomes available, you have already conducted an informational interview with the expert, signaled your interest in working on a project, and your resume is already in the hands of the hiring manager.

International NGO (INGO) hiring, on the other hand, is closely related to domestic nonprofit hiring practices. One difference, however, is that the typical INGO is a globally recognized brand (Greenpeace, CARE, Nature Conservancy) and receives thousands of applications as often as monthly. As a consequence you must truly be strategic in getting the right eyes to fall on your application. Research far in advance, try to network your way to additional information and access ahead of the application process, and apply as early as possible. Keep in mind that the fiscal year for most NGOs runs July 1-June 30, so March and April is usually when budgets for the upcoming fiscal year are being developed and finalized. Employment opportunities tend to increase with the start of a new fiscal year (i.e. well after your graduation date, so have some intermediate options ready).

Because of financial and staff limitations, it is rare for IGOs and NGOs to recruit via on-campus visits. You must be proactive: winning strategies include informational interviewing, networking with alumni and seeking a career alumni mentor through Career Services or Alumni Relations. Keep up-to-date on developments in your interest by being active in the Heinz College International Development Group, attending relevant conferences, joining appropriate on-line social networks, and keeping up-to-date on foreign affairs and development issues.

Decide what type of organization you are seeking (e.g. large or small), what city you would like to live in, what issue you would like to work on, etc., and make sure your resume pitches to your substantive interest. Carefully select elective courses that help you build a strong international profile, working on language and tools acquisition in spare moments. Attend the Public Service Fair to learn about local organizations and to secure a fall and/or spring part-time internship. Part-time internships will help build your resume and your network. Research fellowship opportunities early on, as the deadlines can vary widely.

Career Services has hard and soft-copy subscriptions to The Economist, Foreign Affairs and the International Career Employment Weekly that you may use. We also have over 20 hard-copy titles focused on international affairs and development that you may sign out for a 2-week period. Example titles include:

- David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas
- David Landes, The Wealth & Poverty of Nations: Why Some are So Rich and Some So Poor
- Martin Meredith, The Fate of Africa
Management Consulting Firms

**OVERVIEW:** The consulting industry can be classified according to several dimensions. One of them, and maybe the most relevant for public policy students, is the division of the private and public sector practices. Some large firms offer services in both practices, but the small ones tend to focus in on one or the other. In the same vein, there are some firms that are able to cover several industries or sub-sectors. Those that specialize in a narrower niche might be termed “boutique” firms.

Another dimension has to do with the functional practice, which can range from strategy to implementation. The typical firms that represent the strategy practice are McKinsey & Co., Bain, and Boston Consulting Group. A representative firm for an implementation-style engagement is Accenture or IBM. Deloitte distinguishes itself by being able to offer a full array of services (from all-strategy projects to only-implementation ones). By in large, the strategy firms are far more selective, much smaller and charge much higher fees than the implementation practices which tend to send teams to the client for longer-term engagements.

In many of the consulting firms, especially in the big ones, the “up-or-out” policy requires consultants to leave the firm if not promoted within a certain period. Teamwork, multi-tasking, superior organizational skills, a good sense of prioritization, public speaking, quantitative skills, and out-of-the-box thinking are essential to demonstrate to potential employers. Further, you must have a willingness to work long hours and frequent travel as it is common to this industry.

When recruiting new consultants for engagements related to the public practice, firms tend to look for individuals with security clearances. Hence, a very common career progression following the MSPPM degree is a 2-5 year stint with the federal government followed by a transition to federal practice consulting in the DC area. While salaries in the federal practice of a firm will lag behind the commercial side, one of the advantages of the federal practice is that the client is ordinarily located within a short commute of the DC Metro region, and unlike your commercial side colleague, you will be able to sleep in your own bed most nights of the week.

Many consulting firms will work for health care or health-related organizations as well, improving business process or operations or to design and implement new electronic records systems, for example. Starting at a large consulting firm and then selecting projects that are related to the health care industry will help you transition to healthcare-specific consulting firms later on.

**EMPLOYERS THAT HAVE HIRED HEINZ STUDENTS OVER THE PAST TWO YEARS:**

**Global Firms**
- Deloitte Consulting LLP
- Booz Allen Hamilton
- Maximus Consulting
- IBM Global Services
- Bearing Point, Inc.
- PricewaterhouseCoopers
- CGI-AMS
- Boston Consulting Group
- Cerner

**Regional/Local Firms**
- Center for Organizational Excellence (D.C.)
- B&D Consulting (D.C.)
- Energetics, Inc. (D.C.)
- InterGroup Services (Baltimore)
- The Lake Companies, Inc. (New York)
- NewPoint Group (Sacramento)
- Market Sphere (Pittsburgh)
- Olszak Management Group (Pittsburgh)
- The Hill Group (Pittsburgh)
- GSP Consulting (Pittsburgh)

**JOB SEARCH STRATEGIES:** Corporate recruiting for full time positions begins early, with companies traveling to campus to give corporate presentations beginning in mid-September and generally continuing through the end of October. Pre-select resume drops follow in Handshake, and interviews normally begin in early October and continue through the end of the fall semester. Most offers begin arriving early December, and students normally have at least four weeks to accept or reject them. Generally, start dates are for the following fall, approximately 10-12 months after the initial interview.

The first thing to do is to get your resume in order. With little exception, this should be a one-pager. You are not trying to fit everything you’ve ever done onto one page. Rather, you are choosing selectively from your work history.
to demonstrate your ability to achieve measurable results under time constraints. Your resume should demonstrate your superior analytical and decision-making skills, excellent communication skills and a familiarity and appreciation for the technology implementation as a means of providing solutions. The second task at hand is to prepare for an interview.

In general, interviews with consulting firms are divided into two parts: behavioral and case. It is very important to practice for a consulting interview, in particular for the case interview format. Consulting firms usually start their recruiting process early, so it is a good idea to become familiar with cases in advance. Make a point of attending a case interview workshop and reviewing various prep materials available online.

Using your resume and cover letter, and in the course of the interview, it is important to show professional and academic accomplishments -- projects that were driven to completion by your hand. If hired, you are expected to add value to the firm. Careful consideration of how you might do that is a further important step for preparing for the interview. A consultant is a solutions person with a quick wit, a curious intellect, good listening skills, strong self-confidence, and the ability to communicate and relate well with people. Demonstrate these in your interview, and the rest is chemistry and fit.

Other opportunities to watch for are consulting-related company information sessions, job-fairs, workshops and mock interviews. Representatives from Deloitte, Booz Allen Hamilton, Maximus, PricewaterhouseCoopers and others recruit at Heinz on a regular basis. Deloitte has offered a Consulting Case Competition every October for the last ten years, an excellent way to learn whether consulting is for you. Finally, students regularly form a Consulting Club for the purpose of sharing information, inviting speakers, and helping each other prepare for interviews.

OTHER RESOURCES: Vault is the internet’s ultimate destination for insider career and education information. Vault’s unique content and services include carefully researched and continually undated insider information on over 5,000 companies and 70 industries. Vault’s company information includes exclusive salary surveys on major employers. Log in to Vault by going to and using the Heinz-specific username and password. Talk to your career advisor if you have difficulty logging in.

In addition to the industry guide, specific company profiles, sample case interview questions and salary information to be found in the Heinz School’s on-line Vault subscription, additional resources include a subscription to a bi-monthly newsletter (Consultant News), Kennedy Information’s Directory of Management Consultants and CareerSearch, an on-line tool for acquiring industry information as well as specific employer contacts and profiles.
Nonprofit Organizations

OVERVIEW: A common misconception is that ‘nonprofit’ means ‘no profit;’ however, a nonprofit (which is a legally incorporated business) re-invents profits back into community programs or services rather than paying into shareholder’s dividends. There are many different jobs in this category; for example, you may work in fundraising/grant writing, human resources, program/project management, research, advocacy, or education, but the common theme is that you are working for the greater good.

Nonprofit organizations are often charities or service organizations. Some professional/trade organizations and labor unions are also under the nonprofit header, as well as some management or technical consulting organizations and research/analysis institutes (e.g. think tanks, Brookings Institution.) Most foundations and endowments also fall under the nonprofit umbrella. Usually a non-profit organization works on filling a specific need, or addressing a specific issue or societal problem that they feel is otherwise not adequately provided for by the public or private sector. Though there is a nonprofit for just about any possible topic or interest, most nonprofits fall into one or more of the following service categories:

- **EDUCATIONAL INSTITUTIONS** (Public school systems, universities/colleges, after-school programs)
- **HUMAN SERVICES** (Children/youth social services, family social services, emergency assistance, health services)
- **HOUSING/SHELTER** (Emergency housing, Housing ownership support, Housing development construction)
- **SAFETY/DISASTER RELIEF** (Disaster preparedness, safety education)
- **MENTAL HEALTH** (Crisis intervention/hotlines, addiction dependency or abuse counseling, mental health services)
- **YOUTH DEVELOPMENT** (Youth centers and clubs, Adult/child/family mentoring programs, Scouting)
- **INTERNATIONAL/FOREIGN AFFAIRS** (Promotion of international understanding, International human rights, International peace and security, International political entities and NGOs)

**EXAMPLES OF PREVIOUS HEINZ EMPLOYERS:**

- American Cancer Society
- BayCare Health System
- Central Blood Bank
- Child Aid
- Clinton Foundation
- Pittsburgh Mercy Health System
- Florida Humanities Council
- Jewish Community Center of Greater Pittsburgh
- Jewish Healthcare Foundation
- MonYough Community Services
- UPMC Cancer Institute
- Partners HealthCare

**JOB SEARCH STRATEGIES:** The hiring season for non-profit organizations typically begins in March or April and lasts through the end of the summer. These jobs are typically available right as a vacancy occurs; hiring managers usually only have as much notice of their job vacancies as the notice departing employees give them. This is why networking is particularly important in the non-profit sector: if the organization knows you before they have a vacancy, when a need does arise, they can quickly call on you to find out if you’re interested in the position. Volunteering and attending an organization’s events are good ways to introduce yourself to an organization. You should also, attend conferences and networking events, conduct informational interviews, and join a professional organization (take advantage of student rates!) Sign up for newsletters like *The Chronicle of Philanthropy*, and check out the job database resources at [Nonprofit Talent](#), [Dewey and Kaye](#), and [Idealist.org](#).
### Internship Information

A full-time internship, completed during the summer between the first and second years of the program, will provide you with the opportunity to apply the management and technical skills learned during the first year of the program, gain further professional experience and develop a strong context for the second-year concentration coursework.

Students in the two-year HCPM program are expected to complete a summer internship. You are encouraged to intern with an organization that corresponds to your individual area of interest and career goals. You will not receive academic credit for your internship, but it will be reflected on your transcript as a course with a Pass/Fail grade.

### Internship Requirements

- Fill out the Internship Approval Form and return it to the Career Services Office.
- The internship should be for a minimum of ten weeks full-time (400 hours).
- The internship should allow you to apply skills you have acquired in your first year of study.

Students should view the Student Internship Guidelines for more information, and provide the employers with the Guidelines for Internship Supervisors so they’re fully aware of their roles and responsibilities.

**For International F1 Visa Students:** You must apply for Curricular Practical Training (CPT) employment authorization for your summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) If your degree program requires you to do a summer internship, you can qualify for CPT. Processing CPT may take up to 1 week and you cannot begin employment until you receive authorization. CPT guidelines, forms and instructions can be found at the CMU Office of International Education’s website.

### Heinz College Internship Funding

**The Internship Opportunity Fund (IOF)**

Students who accept internships that do not qualify for funding under the Federal Community Service Work Study (FCSWS) program, either because the student does not have federal financial aid eligibility or because the employer and/or the job does not meet federal regulations for FCSWS eligibility, may apply to the Heinz College Internship Opportunity Fund (IOF) for consideration of awards to help support non-paying and low paying internships. Students are never eligible to receive both IOF and FCSWS funds to subsidize the same position.

The IOF is a student-run group that holds various fundraising activities throughout the year to raise money that will be matched by the College if the predetermined fundraising goal is met. All funds are then redistributed to students taking low-paying or unpaid summer internships. Students that actively participate in the fundraising, and that have a demonstrated financial need, will receive preference when the funds are distributed. The IOF is open to students in all programs who do not qualify for FCSWS and that have a required summer internship component, regardless of the employer’s sector.

**Tom Gorman Fund**

This internship scholarship memorializes Tom Gorman, a 1985 graduate of Heinz College. Tom was committed to public sector work and, with several classmates, founded the IOF. The Gorman Fund provides one scholarship each year to a student interning in the public or non-profit sector with preference given to internships in environmental protection, public sector economic development or urban planning. MAM students are eligible for the Tom Gorman Fund.

**The Milton and Cynthia Friedman Internships in Washington, D.C.**

Available for all students, these grants aim to encourage and support the participation of undergraduate and graduate students in policy-related internships located in the nation’s capital. Students are responsible for finding their own
internships in the public or private sector in Washington, D.C. Grants of up to $3,000 are available. Six to ten grants will be awarded for the summer. Internships usually cover a 10-week period. Friedman Interns are expected to attend informal seminars on policy topics and organized events around DC.

**Federal Community Service Work Study**

The Heinz College participates in the Federal Community Service Work Study (FCSWS) program during the academic year and summer work periods. For more information, visit the [website](#).

**Internship Resources**

The ORG Nonprofit Career Fair is held every spring and features hundreds of organizations for students to meet and network. Previous HCPM employers are invited from around the Pittsburgh area. HealthCare@Heinz Career Fair is held every spring and features organizations within the health and life science industry.

For an up to date list of recent internship opportunities, visit the Career Services [website](#).

**Fellowship Resources**

Fellowships can be a good way to ease the transition to your next job while providing you with additional valuable hands-on experience, and can sometimes lead to employment with the hosting organization. For a list of post-graduate fellowships that have interested students in the past, visit the Career Services [website](#). For an up to date listing, please refer to the American College of Healthcare Executives’ [website](#).
APPLYING FOR JOBS

Internship Search Timeline

We strongly encourage you to begin your research and prepare for your internship search in the fall. By starting your search early, you won’t miss out on potential opportunities. Most students do not get their internships through on-campus recruiting, so your interviews are generally off-campus. Career Services will assist you with your internship search, but please remember we do not match students with employers; obtaining an internship is your responsibility. We encourage you to take the following steps to ensure a successful internship outcome.

AUGUST
- Update your resume
- Gather your interview clothes from home for the fall job fairs
- Research your chosen industry

SEPTEMBER
- Order business cards. After meeting someone, they are the best way to guarantee that you will be remembered. You can order business cards through CMU Printing and Mailing Services here.
- Attend the Public Service Fair to learn about local organizations and to secure a spring and/or fall part-time internship. Part-time internships will help build your resume and your network.
- Gain access to Handshake to upload your resume and view internship listings.

OCTOBER
- Meet with your career advisor to discuss your interests and to organize your internship search.
- Review the internships of previous students. We also encourage you to speak informally with second year students who can offer first-hand information about their internships.

NOVEMBER/DECEMBER
- Begin researching organizations and internship opportunities. Pay close attention to organizations that have established internship programs and their deadlines.
- Attend workshops to perfect your resume, hone your interviewing skills, and gain knowledge about the internship search process.
- Attend relevant information sessions.
- Participate in mock interviews.
- Get your resume cleaned up and reviewed by your career advisor.
- Start checking TartanTRAK and Handshake on a regular basis for opportunities.

JANUARY/FEBRUARY
- At this point you should have your top-ten list of organizations at which you would like to intern. This list can include organizations that have established internship programs as well as those that interest you without formal internship programs. Keep in mind that larger nonprofits will be recruiting summer interns earlier in the year than small nonprofits.
- Update your resume with relevant academic projects, coursework, etc.
- Begin utilizing your personal network for internship leads as well as checking organization’s websites for internships.
- Attend relevant networking events, site visits, and Career Fairs.
- Network with alumni: Talk to alumni about internship opportunities in their organization. They’re an excellent resource for learning more about a particular organization, career field or employment opportunity. You can find alumni in the Alumni Directory and Carnegie Mellon Alumni LinkedIn Network.
- Attend the Healthcare@Heinz Career Fair
- Continue checking TartanTRAK and Handshake on a regular basis for opportunities.
March
· At this point you should have submitted resumes and applications to as many as your target companies as possible. However some employers may not even begin posting their internships until now, so unless you have an offer in hand, continue to apply.
· Attend relevant networking events, site visits, and Career Fairs.
· Start thinking of a back-up plan if your first choice internships don’t work out.
· Research funding options available if your internship is low paying (less than $10/hr.) or unpaid.
· Continue checking TartanTRAK and Handshake on a regular basis for opportunities.

April
· At this point you should be interviewing with various organizations.
· Submit your internship reporting form once your internship is secured.
· Turn in internship funding applications if you are applying for funding.
· Connect with other interns relocating to your new city to share housing.
· If you are an F-1 Visa student, you must apply for CPT.
· Continue checking TartanTRAK and Handshake on a regular basis for opportunities.

August
· Look for Heinz and Carnegie Mellon events in your city and attend to network with other interns.
· Schedule an exit interview with your supervisor so that they can give you feedback about your performance.

Job Search Timeline

Nonprofit organizations do not typically recruit; they usually hire-as-needed and fill their openings as quickly as possible with candidates that are referred to them. For that reason, the best job search strategy is to build your network so that when a job opens, you are aware of it early in the process.

Keep in mind that the fiscal year for most nonprofit organizations runs July 1-June 30, so March and April is usually when budgets for the upcoming fiscal year are being developed and finalized. Employment opportunities tend to increase with the start of a new fiscal year. Most students do not get nonprofit jobs through on-campus recruiting, so your interviews are generally off-campus.

Career Services strongly encourages you to begin your job search in the fall of your second year. Although you typically won’t start interviewing for jobs until spring, advanced preparation will make the search that much easier. Career Services will assist you with your job search, but please remember we do not match students with employers; obtaining employment is your responsibility. We encourage you to take the following steps to ensure a successful job search outcome:

August
· Update your resume including GPA, new relevant courses and experiences
· Upload your revised resume in Handshake
· Start to look closely in Handshake for postings and begin applying
· Begin utilizing your personal network for leads as well as checking company websites
· Gather your interview clothes from home for the fall job fairs
· Continue to research your chosen industry

September – December
· Have your resume reviewed by a career advisor.
· Upload your revised resume to Handshake.
· Attend the Business Opportunities Conference (BOC) and Technical Opportunities Conference (TOC).
· Follow-up on leads from the BOC and TOC.
· Attend relevant workshops and information sessions, which can be found in Handshake.
· Participate in relevant case challenges.
· Begin utilizing your personal network for leads as well as checking company websites.

JANUARY - MARCH
· Update your resume with relevant academic projects, coursework, etc.
· Have your updated resume reviewed by your career advisor.
· Upload your revised resume in Handshake.
· Participate in a mock interview.
· Talk to alumni about opportunities in their organization. They’re an excellent resource for learning more about a particular organization, career field or employment opportunity. You can find alumni in the Alumni Directory and Carnegie Mellon Alumni LinkedIn Network.
· Attend relevant networking events.
· Attend Wharton Healthcare Conference.
· Attend ACHE Conference.
· Attend relevant Convocations and Career Services workshops.

APRIL - JUNE
· Apply for positions through Handshake, company websites and personal network.
· Begin to interview.

JULY
· Apply for positions through Handshake, company websites and your personal network.
· Continue to interview.
· If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for negotiating advice and report your offer.
· If you have accepted your offer, please professionally decline your other offers.
· Connect with other new graduates relocating to your new city to share housing.

AUGUST
· Once you accept a job, Report your job offer here.
· Look for Heinz and Carnegie Mellon events your city and attend to network with other alumni.

Job Search Assistance Fund

The Heinz College will provide each master’s student with up to $300 in assistance for reasonable costs of travel associated with job interviews and/or conference attendance with public sector or non-profit organizations. The fund is also available to Second-Year MEIM students for interviews within the for-profit entertainment industry.

This fund is to assist you with your job search and receipts must be submitted within 21 days of the interview. In order to qualify, you must first inquire with the interviewing organization to see if they have funds available to assist you with interview-related travel expenses and document their response. Please view the guidelines and application on the website or in the Handshake Document Library for details and instructions.
Tips for Writing Resumes

Get the interview
A resume is a tool which highlights your past experience to demonstrate your ability to perform a job. A resume’s function is not to get you the job; it is to get you the interview. It does this by structuring the reader’s thinking, communicating your strengths and abilities, and grabbing the attention and motivating the reader to take action.

Make it easy to read
A prospective employer will scan your resume for no longer than 30 seconds on average. In order for this to work in your favor, your resume must deliver job-relevant information quickly by being easy to skim and extract interesting information.

Make it relevant to the employer
To gain a competitive edge in the job market, your resume must be well written, error-free, and as quantitative and objective as possible in order to convey a clear and concise image of yourself.

Many of the skills and characteristics listed below relate to how employees work, indicating the importance employers place on work style. Your ability to demonstrate to an employer that you have these qualities and skills is just as important as actually possessing them. When you can, point to specific activities or course work that demonstrate these qualities:

- Communication skills, verbal and written
- Teamwork skills
- Interpersonal skills/works well with others
- Motivation/initiative
- Strong work ethic
- Analytical skills
- Flexibility/adaptability
- Computer/technical skills
- Organizational skills
- Leadership

Source: Job Outlook 2006, National Association of Colleges and Employers

DO:
✓ Make sure everything on your resume supports your job objective.
✓ Focus on the employer’s needs for the position.
✓ Emphasize what you got done, do not simply list your job duties.
✓ Show results, and quantify. When possible, use numbers, percentages, frequency, volume, etc.
✓ Be relevant – mention the specific skills you have to do the job.
✓ Use action verbs to describe your work. (See the list that follows).
✓ Limit length to one page. After you have a couple of years of experience, then go to two.
✓ Be visually appealing and easy to read.
✓ Use consistent formatting.

DO NOT:
✗ Lie on your resume. The truth will be found out and many employers will terminate an employee if false information was provided during the hiring process.
✗ Have any misspellings, bad grammar, or poor punctuation.
✗ Use lengthy phrases, sentences or paragraphs.
✗ Include your birth date, marital status, religious affiliation, and personal philosophies.
✗ Include salary information; save it for the interview. If you are required to give that information, reveal it in the cover letter.
✗ Include a photograph of yourself.
✗ List exact dates (months and years are sufficient).
✗ List your high school information.
✗ List references on the resume – those will be asked for later if needed.
Use pronouns, abbreviations, conjunctions, jargon or buzzwords unless terms are widely known and accepted (as in the case of AFL-CIO or UNICEF).

Be too repetitive with your action words.

Have someone else write your resume. You can ask for advice, but you know yourself best and will have to defend the contents in the interview.

415 Action Words for Describing Your Experience

Achieved  Called  Decided  Executed  Ignited
Acquired  Calmed  Decreased  Exercised  Imparted
Acted  Campaigned  Defined  Exhibited  Impelled
Activated  Canceled  Demanded  Expanded  Implemented
Adapted  Captured  Demonstrated  Expected  Imposed
Added  Caught  Designed  Expelled  Improved
Addressed  Caused  Described  Expelled  Improvised
Adjusted  Centralized  Destroyed  Explained  Inaugurated
Administered  Challenged  Detected  Exposed  Increased
Advanced  Changed  Determined  Extended  Indicated
Advised  Checked  Developed  Extracted  Influenced
Advocated  Chose  Devised  Faced  Informed
Affected  Claimed  Diminished  Facilitated  Initiated
Affirmed  Clarified  Directed  Fashioned  Innovated
Agreed  Closed  Disapproved  Finished  Inquired
Alleviated  Collaborated  Discarded  Firmed  Insisted
Allocated  Collated  Discovered  Foresaw  Inspected
Allotted  Collected  Displayed  Formed  Inspired
Altered  Combined  Disseminated  Formulated  Installed
Amended  Commenced  Distributed  Fortified  Instigated
Analyzed  Communicated  Documented  Found  Instructed
Anticipated  Compared  Donated  Framed  Insured
Appointed  Compiled  Doubled  Fulfilled  Interpreted
Apportioned  Completed  Drafted  Gained  Interviewed
Appraised  Composed  Drove  Gathered  Introduced
Approved  Conceived  Earned  Gave  Invented
Arranged  Concluded  Eased  Generated  Investigated
Assembled  Condensed  Edited  Governed  Invited
Assessed  Conducted  Effected  Granted  Invoked
Assisted  Conferred  Electcd  Gratified  Involved
Assumed  Confirmed  Eliminated  Grew  Isolated
Assured  Considered  Employed  Grouped  Issued
Audited  Constructed  Encouraged  Guarded  Joined
Augmented  Contacted  Ended  Guided  Judged
Authorized  Contracted  Endorsed  Halted  Jumped
Averted  Contributed  Enforced  Handled  Justified
Avoided  Converted  Engineercd  Harmonized  Key
Awarded  Conveyed  Enhanced  Hastened  Laid
Backed  Coordinated  Enlarged  Headed  Launched
Based  Corrected  Erected  Healed  Led
Bought  Corresponded  Established  Heightened  Left
Broadened  Counselcd  Estimated  Held  Lessened
Brought  Created  Evaluated  Helped  Leveled
Budgeted  Cultivated  Examined  Hired  Lightened
Built  Dealt  Exceeded  Identified  Limited
Calculated  Decentralized  Excelled  Ignored  Linked
Liquidated  Patched  Raided  Risked  Stood
Localized  Paid  Rallied  Routed  Stopped
Located  Perceived  Reacted  Sanctioned  Streamlined
Locked  Perfected  Received  Scanned  Strengthened
Maintained  Performed  Recommended  Scheduled  Struggled
Managed  Permitted  Recorded  Screened  Studied
Mapped  Persuaded  Recruited  Scrutinized  Submitted
Marketed  Pledged  Rectified  Suggested  Supervised
Matched  Pleased  Redesigned  Search  Supplied
Measured  Polished  Reduced  Secure  Supported
Merged  Possessed  Referred  Selected  Surpassed
Met  Predicted  Regulated  Separated  Surveyed
Mitigated  Prepared  Related  Served  Sustained
Mobilized  Presented  Rejected  Serviced  Swept
Moderated  Presided  Relieved  Set Up  Systematized
Modernized  Pressed  Remedied  Settled  Talked
Modified  Probed  Renegotiated  Shaped  Taught
Monitored  Processed  Reorganized  Shaved  Tested
Motivated  Procured  Repaired  Sifted  Tracked
Mounted  Produced  Replaced  Simplified  Traded
Named  Programmed  Replied  Slowdown  Trained
Narrated  Projected  Reported  Sold  Transferred
Negotiated  Promoted  Researched  Sought  Tripled
Nominated  Prompted  Represented  Specified  Uncovered
Nullified  Proposed  Rescued  Spoke  Undertook
Observed  Proved  Resolved  Sparked  Unearthed
Obtained  Provided  Reshaped  Specified  Unraveled
Offered  Pruned  Responded  Spell  Upgraded
Opened  Published  Responded  Split  Upheld
Operated  Publicized  Restrained  Spoke  Urged
Opposed  Purchased  Restricted  Spurred  Used
Organized  Pursued  Retarded  Staffed  Utilized
Originated  Quelled  Revealed  Stalled  Warned
Overcame  Questioned  Reviewed  Standardized  Won
Oversaw  Quickened  Revised  Stated  Wrote
Passed  Quieted  Revitalized  Stimulated
JOHN HEALTH

5000 Forbes Avenue, Apt 1  412-555-5555
Pittsburgh, PA  15213  jdoe@andrew.cmu.edu

EDUCATION

Carnegie Mellon University, Pittsburgh, PA
H. John Heinz III College, School of Public Policy and Management
Master of Science, Healthcare Policy and Management

University of Cincinnati, Cincinnati, OH
Bachelor of Arts, Psychology
Bachelor of Arts, Spanish
Study abroad in Ecuador, Mexico, and Spain

EXPECTED 5/2016

COURSEWORK

Policy: Economic Analysis, Methods for Public Policy Management, Health Systems, Health Policy
Technology: Database Management, Digital Transformation
Management: Organizational Design, Management Science, Corporate Finance

WORK EXPERIENCE

Assistant Manager
- Determined residency status of 600 club memberships, streamlined filing system, and administered the collection of late member payments.
- Designed and used payroll spreadsheets for club therapists/aesthetician on Excel.
- Performed clerical duties such as typing documents, answering and making phone calls to members, sending and receiving faxes, and greeting members when they entered the club.

Team Leader
- Led a team of 9 to respond to flooding in Gays Mills, WI. Set up and managed disaster response headquarters to assess community needs, engage and direct volunteers, and serve as an information hub for community members.
- Managed community needs by developing a database of approximately 150 properties listing the owners’ specific needs and status of work being done by AmeriCorps team on homes. Tracked quantifiable outcomes and compiled Project Completion Report listing them.
- Developed team members’ leadership abilities through delegation of responsibility for team tasks; track team members’ progress and personal development.
- Supervised vehicle safety and maintenance, and created portfolio of quantitative and qualitative data for each project.

SKILLS

Fluent in Spanish
Working knowledge of SPSS and FrontPage

ACTIVITIES

Heinz Health Care Club- Secretary
Health IT Club –member
Deloitte Case Challenge Participant
Tips for Writing Cover Letters

The Goals of a Cover Letter

a. Identifies the position for which you are applying and how you learned of it.
b. Indicates why you are applying.
c. Describes how your skills match the position requirements.
d. Provides an attractive self-portrait and subliminal reasons why they should interview you.
e. Requests information on next steps and repeats your availability, phone, and email.

Style Guidelines

- **Be Targeted**: Be specific. If possible, indicate a special reason for wanting to work for that particular employer. Discuss your interest and skills for the industry or career field.

- **Be Persuasive**: The letter should be problem-solving oriented and refer to how you can meet the employer or job needs rather than simply listing accomplishments or your desires.

- **Tone**: Be clear and concise. The letter should expand upon the resume and add personal flavor. Give the impression of confidence, but not conceit. It is best not to be clever or cute, but you may choose to be creative, depending on the type of employer to whom you wish to appeal.

- **Be Accurate**: Use correct grammar, punctuation and spelling. Make certain there are no mistakes. Have career counselors and/or individuals you know critique your letters.

- **Be Specific**: Address the letter to an individual rather than to Dear Sir/Madam whenever possible.

- **Paragraphs**: Be brief; keep them short enough to encourage reading.

- **Paper**: Use high quality bond paper with matching envelopes.

- **Print**: Type or laser-print your letter using block or semi-block basic letter styles. The page should be well-balanced.

- **Signature**: Remember to sign your letter by hand after it is printed out, preferably in blue pen.

**Note**: There has been a dramatic increase of letters and resumes sent through email and web application sites. Whenever possible, electronic letters and resumes should be sent as a PDF to decrease the likelihood of formatting issues when it is received by a potential employer. Regardless of the communication mode being used, strong letters will produce a positive first impression. The students who send exceptional letters, on paper or electronically, are noticed and will strongly be considered for job opportunities.
Cover Letter Outline

Your Name
Your Address
City, State, Zip
Your Phone
Your Email

Contact Person
Title
Department
Employer
Address
City State Zip

Date

Dear Mr./Ms./Mrs./Dr. etc (Contact Person)

**Paragraph One: Introduction**
- Brief
- Mention exact source of job information
- Upbeat and confident tone

**Paragraph Two: The Why Paragraph**
- Mention three reasons why you are qualified for the job (cross-reference with your resume)
- All three points must awaken the employer’s curiosity
- Prioritize three points strategically (weakest point should go second)
- Keep temp of the sentence fast and smooth – read it aloud to see if it flows

**Paragraph Three: The Descriptive Paragraph**
- Choose the strongest point from the previous paragraph and provide an in-depth description
- Use quantifiables
- Add information of interest NOT on your resume
- Note a few interesting things about yourself – paint yourself as interesting, likeable, etc.

**Paragraph Four: The Closing**
- Include next steps – your contact information and plans for follow-up
- Closing – one-sentence recap of the why (don’t repeat yourself) with a emphatic, confident tone without making any demands of the employer outright

Sincerely/Regards,

[Signature]

Your Name Typed

Sample cover letters can be found in the Heinz Career Services document [Cover Letter Guide (PDF)].
## Cover Letter Language

### Self-Descriptive Words

*Use words like those below to add descriptive personal qualities to your letter.*

<table>
<thead>
<tr>
<th>Active</th>
<th>Detail-Oriented</th>
<th>Independent</th>
<th>Proficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptable</td>
<td>Determined</td>
<td>Logical</td>
<td>Realistic</td>
</tr>
<tr>
<td>Aggressive</td>
<td>Diplomatic</td>
<td>Loyal</td>
<td>Reliable</td>
</tr>
<tr>
<td>Alert</td>
<td>Disciplined</td>
<td>Mature</td>
<td>Resilient</td>
</tr>
<tr>
<td>Ambitious</td>
<td>Discrete</td>
<td>Objective</td>
<td>Resourceful</td>
</tr>
<tr>
<td>Analytical</td>
<td>Economical</td>
<td>Optimistic</td>
<td>Respective</td>
</tr>
<tr>
<td>Attentive</td>
<td>Efficient</td>
<td>Perceptive</td>
<td>Self-reliant</td>
</tr>
<tr>
<td>Broad-minded</td>
<td>Energetic</td>
<td>Personable</td>
<td>Sense of Humor</td>
</tr>
<tr>
<td>Consistent</td>
<td>Enterprising</td>
<td>Pleasant</td>
<td>Sincere</td>
</tr>
<tr>
<td>Constructive</td>
<td>Enthusiastic</td>
<td>Positive</td>
<td>Sophisticated</td>
</tr>
<tr>
<td>Creative</td>
<td>Extroverted</td>
<td>Practical</td>
<td>Systematic</td>
</tr>
<tr>
<td>Dependable</td>
<td>Honest</td>
<td>Productive</td>
<td>Thorough</td>
</tr>
</tbody>
</table>

### Action Words

*Use words like those below to connote a “spirited personality” and a “productive work ethic.”*

<table>
<thead>
<tr>
<th>Accelerated</th>
<th>Demonstrated</th>
<th>Led</th>
<th>Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adapted</td>
<td>Developed</td>
<td>Managed</td>
<td>Recommended</td>
</tr>
<tr>
<td>Administered</td>
<td>Directed</td>
<td>Motivated</td>
<td>Reduced</td>
</tr>
<tr>
<td>Analyzed</td>
<td>Eliminated</td>
<td>Organized</td>
<td>Reinforced</td>
</tr>
<tr>
<td>Approved</td>
<td>Established</td>
<td>Originated</td>
<td>Reorganized</td>
</tr>
<tr>
<td>Completed</td>
<td>Expanded</td>
<td>Participated</td>
<td>Revamped</td>
</tr>
<tr>
<td>Conceived</td>
<td>Expedited</td>
<td>Performed</td>
<td>Reviewed</td>
</tr>
<tr>
<td>Conducted</td>
<td>Founded</td>
<td>Pinpointed</td>
<td>Revis</td>
</tr>
<tr>
<td>Controlled</td>
<td>Generated</td>
<td>Planned</td>
<td>Scheduled</td>
</tr>
<tr>
<td>Coordinated</td>
<td>Headed</td>
<td>Programmed</td>
<td>Set-up</td>
</tr>
<tr>
<td>Created</td>
<td>Implemented</td>
<td>Proposed</td>
<td>Structured</td>
</tr>
<tr>
<td>Delegated</td>
<td>Influenced</td>
<td>Proved</td>
<td>Supervised</td>
</tr>
</tbody>
</table>
Choosing Writing Samples

Potential employers may occasionally ask for a writing sample to be included with the cover letter and resume, typically for jobs in research, the media, or advertising and public relations.

Unless otherwise specified by the employer, choose a writing sample that is at least two and no longer than five pages in length. If you wish to use a longer piece of writing, extract a two to five page section of the larger work and introduce it with a paragraph or abstract which puts the selection in context (i.e. that explains what the larger work is about and how the section you've provided fits in to that larger work).

Your first consideration in selecting a writing sample is quality. Choose a piece that you feel is well-written over a piece that covers a topic related to the job but about which you have reservations.

This is almost as important as the quality of the writing. For virtually any job, choose a piece which reflects the elements of good business writing. It should be based in reality and concrete terminology (versus abstractions), be concise, convey meaning in as few words as possible, and it should not require the reader to have any special knowledge of your topic.

Lastly, if it happens that you have written something which relates to the job in some way (be it content or the manner of analysis) and it is of good quality, choose that piece as your sample. For example, a case study from a business-related course would serve as a good writing sample for most management or business analyst positions. A research paper would be a good choice for virtually any research-oriented position.

Special cases: Using "creative" samples, when conveying your ability to think creatively can be important in certain fields. But even in "creative" fields, such as advertising or television, employers want to know that you can convey your ideas clearly and succinctly. Seek advice from a career counselor before submitting a creative piece as a sample.

The writing sample instructions above were developed by the Boston College Career Center.

Preparing for an Interview

The first thing to remember in an interview is that the interviewer does not hold all the power; you need to be interviewing the employer as they are interviewing you. Both you and the employer have to decide if you meet each other’s goals, values and culture. Make sure you know what you are looking for in a company and position.

Plan for the interview questions in advance. Think about your strengths and weaknesses, and how you have developed your skills and characteristics during your classroom experiences, activities, internships, volunteerism, etc. Prepare examples from your experiences to support your answers to questions about your skills or work style. Mock interviews are helpful and can be scheduled with career advisors at any time.

Next, you need to research the employer. Employers are looking for candidates who have done their homework and have a general understanding of the company’s products and/or services. Most companies will have a web site that is a wealth of information. In addition, alumni contacts can be helpful as well as company-sponsored information sessions. Talk to a career advisor to obtain alumni contacts.

The Interview Structure

1. Most interviews will start out with an introduction to establish a relationship between you and the interviewer. Often they will try to help you relax by asking simple questions such as how your year is going or if you had trouble finding parking. Even though this may be a time for you to settle in and try to relax, keep in mind that the
interviewer is forming his/her first impression of you. You want to make sure you have good eye contact, wait to ask to be seated, and give the interviewer a solid handshake. Remember to have good posture, since the way you carry yourself tells about your self-confidence. In a 30-minute interview, this part of the interview will last for about 3-5 minutes.

2. The second part is the interviewer’s specific questions. The interviewer will ask a variety of topics that will range from your education, work and internship experiences, activities, career plans and self-assessment. The interviewer will use open-ended questions that will let you describe your background. The interviewer may probe into certain areas to evaluate your knowledge and background.

Your goal is to communicate clearly how your experiences lend themselves to the position. This is your chance to sell yourself. Certainly one of the goals of the interview is to determine if you have the skills and knowledge needed to do the job. In addition, the interviewer is trying to determine if you are a “fit” for the company and position. They are evaluating how you handle yourself in a stressful situation, and looking at your communication skills, self-confidence, ability to relate to others, and interest in the position. There is a lot going on in this 15-20 minute stage of the interview.

3. The third phase of the interview is time for your questions. This will give you an opportunity to show you did your homework and to clarify any information that has already been provided. Carefully plan your questions beforehand. Do not ask questions which could be answered from the company website or literature, but rather are a result of what you have read. When developing questions, consider what you need to know to make an informed decision about employment with this company. Remember that you are interviewing them as well as they are interviewing you. This phase of the interview will last about 5-10 minutes.

4. The fourth stage of the interview is the close. The interviewer should inform you of the next step in the process. If he/she does not, you may ask in a professional manner. Express your appreciation for the opportunity to speak with him/her and “ask for the position” by making a final statement summing up your good fit and strong interest.

Note: Phone interviews generally follow the same structure as in-person interviews. You should be just as prepared for a phone interview as an in-person interview as they are often used to screen applicants at the beginning of the hiring process. Even though the interviewer cannot see you, it is wise to conduct yourself as though he/she could. Plan to conduct the phone interview in a quiet area so you can hear, and be heard, clearly.

The Behavioral Interview

Behavioral interviewing is a popular interviewing style where the interviewer will ask open-ended questions about your past experience and how you handled them to gauge how you will handle future situations. Your response should be based on the STAR system:

Situation: Identify the problem.
Task: Define your objective.
Action: Describe the steps you took to achieve your objective.
Results: Measure your effectiveness.

The Mock Interview

Mock interviews can be scheduled with your career advisor as a way to prepare for an upcoming interview. A mock interview should be treated like a real interview so it creates an authentic environment for practice. Be prepared with questions just like a real interview. Your career advisor will give you feedback after the mock interview that you will be able to integrate into your upcoming interview. If you are able to schedule a mock interview with a professional in the field, treat is just like a real interview but remember that it is also a networking opportunity.
Practice Interview Questions

1. Tell me about yourself?
2. What are you motivations for applying to this position/company?
3. How are you going about your job search?
4. Why do you want to work in this industry?
5. What is your career plan?
6. What are your strengths?
7. What are your areas for improvement?
8. Why did you choose this masters program?
9. Tell me about a time you failed?
10. Tell me about a time you encountered people of different backgrounds?
11. Tell me about a difficult challenge you had to overcome?
12. Tell me about a time when you had multiple things to do at the same time, how did you handle it?
13. Tell me about a time when you didn’t get along with a teammate or co-worker?
14. Tell me about a time when your ethics were challenged?
15. Tell me about a time when you learned a new technology quickly?
16. Tell me about a time when you were unable to meet a deadline?
17. Tell me about a time when you had the opportunity to lead a team?
18. Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person.
19. Give me an example of a problem you faced on the job or in the classroom, and tell me how you solved it.
20. Tell me about a situation in which you had to deal with a very upset customer, coworker or peer.
21. Describe your most recent group effort.
22. Describe your dream job/career.
23. Describe the most creative project you have completed.
24. Give me an example of when you felt you were able to build motivation in your coworkers or peers.
25. Give an example of a time when you had to be relatively quick in coming to an important decision.

Sample Questions to ask the Interviewer

1. Can you tell me in detail about the duties of this position?
2. Why did this position become available?
3. What will the training program be like?
4. How long do people typically stay in the position?
5. Where do people go after they leave the position?
6. What characteristics are you looking for?
7. What major challenges is this organization facing?
8. What are the challenges, negative aspects or positive aspects of this position?
9. What advanced training programs are available for those who demonstrate outstanding ability?
10. What are the organization’s growth plans?
11. What is the next step in the selection process?
12. Where do you see me in five years if I join and succeed with your organization?
13. How will my performance be evaluated?
14. How are employees rewarded for excellent performance?
15. What is the attrition rate of new hires within one/three/five years?
16. How does this position and department fit into the organization as a whole?
17. How would you describe the work atmosphere in the organization?
18. What would I be expected to accomplish in the first six months on the job? In the first year?
19. Does the job require much travel?
20. What are the chances of being relocated after starting the job?

More interview tips and questions can be found in the Heinz Career Services Interview Skills Guide (PDF).