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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

Office location: Suite A008 (on the lower level of Hamburg Hall)
Office email: cs77@andrew.cmu.edu
Office phone: 412-268-2166
Hours of operation: Monday through Friday, 8:30am – 5:00pm

After-hours appointments scheduled by request.

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.

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.

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.

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 MISM, 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 MISM

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 MISM

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.

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 and ask for a list of relevant alumni you can contact to ask specific questions.
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:

- 91-857 Financial Modeling and Analysis
- 90-774 Public Expenditure Analysis
- 90-747 Cost-Benefit Analysis
- 91-858 Spreadsheet Modeling Analysis
- 90-776 The Global Financial System: Growth, Crisis & Opportunity
Financial Manager

**Nature of Work:** Financial managers oversee the preparation of financial reports, direct investment activities, and implement cash management strategies. Managers also develop strategies and implement the long-term goals of their organization. Technological improvements have made it easier to produce financial reports, and, as a consequence, financial managers now perform more data analysis that allows them to offer senior managers profit-maximizing ideas. They often work on teams, acting as advisors to top management.

**Qualifications:** Interpersonal skills are important because these jobs involve managing people and working as part of a team to solve problems. Financial managers must have excellent communication skills to explain complex financial data. Because financial managers work extensively with various departments in their firm, a broad understanding of business is essential.

Financial managers should be creative thinkers and problem-solvers, applying their analytical skills to business. Financial managers must have knowledge of international finance because financial operations are increasingly being affected by the global economy. In addition, a good knowledge of regulatory compliance procedures is essential. Many employers now seek graduates with a master's degree, preferably in business administration, finance, or economics. These academic programs develop analytical skills and teach financial analysis methods and technology.

**Locations/Industries:** Almost every firm, government agency, or organization employs one or more financial managers. They commonly work long hours, often up to 50 or 60 per week. Financial managers are generally required to attend meetings of financial and economic associations and may travel to visit subsidiary firms or to meet customers.

Although they can be found in every industry, approximately 28 percent were employed by finance and insurance establishments, such as banks, savings institutions, finance companies, credit unions, insurance carriers, and securities dealers. About 8 percent worked for Federal, State, or local government.

**Employment Change:** Employment of financial managers over the 2012-2022 decade is expected to grow by 9 percent, which is as fast as the average for all occupations. Regulatory changes and the expansion and globalization of finance and companies will increase the need for financial expertise and drive job growth.

**Earnings:** Median annual wages for financial managers were $109,740 in May 2012. The lowest 10 percent earned less than $59,630, and the top 10 percent earned more than $187,200. In 2012 the median annual wages of financial managers employed by the government was $102,270.

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

**Recommended Electives:**

- 90-737 Budgeting and Management Control Systems
- 90-736 Public Finance
- 90-790 State and Local Finance
- 90-776 Global Financial System
- 91-855 Financial Management
- 91-851 Managerial Cost Accounting
- 90-823 Program Evaluation
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:**

- 90-730 Methods of Policy Analysis
- 90-823 Program Evaluation
- 90-747 Cost-Benefit Analysis
- 94-834 Applied Econometrics I
- 90-792 Applied Demography
- 94-802 Introduction to Geographic Information Systems
Urban and Regional Planner

**Nature of Work:** Urban and regional planners develop long- and short-term plans for the use of land and the growth and revitalization of urban, suburban, and rural communities and the region in which they are located. They help local officials alleviate social, economic, and environmental problems by recommending locations for roads, schools, and other infrastructure and suggesting zoning regulations for private property—work that requires forecasting the future needs of the population. Because local governments employ the majority of urban and regional planners, they often are referred to as community or city planners.

Planners also may help to draft legislation on environmental, social, and economic issues, such as planning a new park, sheltering the homeless, or making the region more attractive to businesses. Most urban and regional planners focus on one or more areas of specialization, such as transportation planning, urban design, community development and redevelopment, and land-use or code enforcement. While planners may specialize in these, and other, areas, they are also required to keep the bigger picture in mind and do what’s best for the community as a whole.

**Qualifications:** Most college and university planning departments offer specialization in areas such as community development and redevelopment, land-use or code enforcement, transportation planning, environmental and natural resources planning, urban design, and economic planning and development. Local government planning offices frequently offer students internships, providing experience that proves invaluable in obtaining a full-time planning position after graduation.

Highly recommended courses in related disciplines, such as architecture, law, earth sciences, demography, geography, economics, finance, health administration, and management can prove helpful as well. Because familiarity with computer models and statistical techniques is important, courses in statistics, computer science, and GIS also are recommended or required. Computers and software—especially GIS software—are increasingly being used in planning; therefore, candidates with strong computer skills and GIS experience will have an advantage in the job market.

**Locations/Industries:** Although most planners have a scheduled 40-hour workweek, they frequently attend evening or weekend meetings or public hearings with citizens’ groups. Planners may experience the pressure of deadlines and tight work schedules, as well as political pressure generated by interest groups affected by proposals related to urban development and land use.

**Employment Change:** About 65 percent were employed by local governments in May 2012. Companies involved with architectural, engineering, and related services, as well as management, scientific, and technical consulting services, employ an increasing proportion of planners in the private sector. Employment of urban and regional planners is expected to grow 10 percent from 2012-2022. Employment growth will be driven by the need for State and local governments to provide public services such as regulation of commercial development, the environment, transportation, housing, and land use and development for an expanding population. Non-governmental initiatives dealing with historic preservation and redevelopment will also create growth.

**Earnings:** Median annual wages of urban and regional planners were $65,230 in May 2012. The lowest 10 percent earned less than $41,490, and the top 10 percent earned more than $97,630.

*The following information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website.*
Recommended Electives:

94-802  Introduction to Geographic Information Systems
90-743  Urban And Regional Economic Development
90-789  Sustainable Community Development
90-736  Public Finance

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:
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:**

- 90-823 Program Evaluation
- 91-808 Performance Management
- 94-813 Project Management
- 90-731 Management Methods
- 94-828 Survey Design
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:

- 94-813 Project Management
- 94-803 Consulting Communications
- 90-737 Budgeting And Management Control Systems
- 90-751 Advanced Negotiation in Complex Environments

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, much 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:

94-805 Service Management
94-814 Evidence-Based Management
90-737 Budgeting And Management Control Systems
91-844 Managing Quality Improvement

Development Director/Coordinator

Nature of Work: Development directors and coordinators are responsible to maintaining and finding new sources of revenue for an organization. These positions are most common in larger non-profits that have a staff dedicated to these efforts. In smaller non-profits, these duties could be shared by the executive director and another staff member, such as the marketing, operations, or outreach coordinator. The development director or coordinator often works closely with the executive director, and sometimes with the Board of Directors as well.

Development directors are often responsible for managing several different strategies to raise revenues for the organization. Some common ones are events, grants, major gifts, business contributions, direct mail campaigns, capital campaigns (one-time large drives to purchase or improve a physical space), and membership development. It is their job to plan, coordinate, and execute these strategies as appropriate for the organization. This job often requires the management of one or more databases to manage contacts and follow up on contributions. Also, analyzing the data collected from supporters, members, or other target populations is common for planning purposes.

Qualifications: Being able to think strategically and creatively, work well with others, build networks and relationships, and speak eloquently and persuasively about your organization’s programs is essential in a good development officer. Database skills, communication skills, project management, and negotiation are all desirable abilities in a good development director. Experience with grant writing or event planning is often also valuable. Project management training can be valuable in this field as well. Also, experience with database management can be very useful as many organizations utilize a customer relationship management system to track donors or supporters, and leveraging that software and information in a useful manner is a key skill.

Locations/Industries: Development directors or coordinators are key positions in any arts or community non-profit organization. While they are located all over the country, the largest tend to operate out of major metropolitan areas. However, this is also where the job competition will be the highest. There are also fundraising consulting firms that non-profits contract with to assist with development and outreach, and these are also most commonly found in metropolitan areas.

Earnings: Other than the executive director, the Development Director is often the highest-paid individual on staff; in some cases they make even more than the executive director. Because of the high salaries demanded by fundraising professionals, some non-profits combine fundraising and communications, public relations, or marketing under one umbrella.

Development Assistants and Coordinators typically make much less than Development Directors to start but can move up the ladder to Director quickly after gaining some experience. Salaries for coordinators at mid-sized organizations generally fall in the $40,000 - $50,000 range to start.

More information can be found in Change Your Career: Transition to the Nonprofit Sector, by Laura Gassner Otting (Kaplan, 2007) and Career Opportunities in Politics, Government, and Activism, by Joan Axelrod-Contrada (Checkmark Books, 2003).

Recommended Electives:
Marketing Director/Coordinator

**Nature of Work:** Marketing managers, coordinators, or assistants usually assist the Executive Director, the Development Director, or the Marketing Director with researching, writing, designing, and creating outreach materials to promote the organization. Depending on the organization, this position could include print or online outreach, traditional media, social networking sites, or other outlets.

Duties vary greatly depending on the nature of the organization, its budget, and its target audience. Tasks could include maintaining and developing an organization’s website, maximizing the search engine optimization results, researching competitors or trends in the market place, writing and designing newsletters, flyers, or web pages, writing press releases, graphic design, data analysis, tracking feedback, or creating Powerpoint presentations. In addition, this position could also assist in strategic planning or be responsible for developing new marketing initiatives.

**Qualifications:** Marketing is often a combination of programming and projects, so individuals who are able to manage a lot of detail and work equally well on a team or by themselves are well suited to these positions. Strong writing, layout and design skills are extremely important, as well as an ability to think creatively within a strategic framework.

Knowledge of design software is often important for these position; Microsoft Office and Microsoft Publisher are the basics, while advanced programs such as Adobe InDesign, Illustrator, Photoshop. Acrobat, and knowledge of several online platforms such as basic html/css coding, Drupal, WordPress, and Dreamweaver or Macromedia Flash are definite advantages in this field.

**Locations/Industries:** More and more organizations are becoming aware of the need for consistent and strategic marketing outreach. It is especially common to find marketing positions with mid-size or larger non-profits and entertainment industries. Most private firms have entire marketing departments and are more likely to require additional experience or a marketing degree for new hires.

**Earnings:** Median annual wages of Marketing Managers in May 2012 were $115,750. The lowest 10 percent earned less than $44,270, and the top 10 percent earned more than $187,200.

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

**Recommended Electives:**

91-820  **Strategic Planning**  
90-746  **Database Management**  
94-807  **Entrepreneurship**  
93-826  **Fundraising Fundamentals for Arts Managers**  
93-827  **Advanced Fundraising**  
94-800  **Negotiation**  
94-813  **Project Management**
Municipal Manager/Local Government Manager/City Manager

City managers are responsible for the oversight of all administrative tasks necessary for city operations and are appointed by a city council. They oversee city employees, maintain the city budget and represent the municipality in a variety of settings. A city manager is responsible for directing a variety of administrative processes that allow a city to operate. It is their job to implement and oversee policies crafted by city council. They are also responsible for documenting and presenting the city budget as well as interfacing with the community to develop new programs.

Depending on the size of the city they work for, the duties of a city manager may vary. Those working for larger municipalities usually have a staff to help them with their workload, while managers of smaller cities perform a wider variety of tasks. Regardless of the size of their city, managers are generally responsible for budget management, department oversight, internal affairs, and external relations. City managers monitor, report on, and make recommendations regarding the city budget. They typically work with the mayor and heads of each department to make sure that city finances remain balanced. Managers prepare budget reports and deliver information to city leaders and the public regarding the fiscal state of the municipality.

The leader of each city department reports to the city manager. The oversight of these department heads allows for continuity of standards and policies across all city departments. Departments include parks and recreation, fire, police, water, and transportation. In many cases, city managers appoint the head of each department. City managers direct internal city operations and external relations. Externally, city managers are responsible for hearing the concerns and requests of their community and bringing them to the government. City managers must anticipate municipality needs and create programs to address them. Internally, they are responsible for implementing and overseeing policies to ensure all procedural requirements are followed. Based on research and community insight, they advise the city council and the mayor.

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 city managers. Since the city manager often works directly with elected officials and city employees to compile or synthesize information from various activities, being a team player with good interpersonal skills is important to this position as well.

Earnings: Salaries for city managers vary based on municipality size. According to data collected by PayScale.com, salaries for most city managers ranged from $47,618-$151,434 annually as of July 2014. Pay also varies based on level of education and years of experience. PayScale.com reported in July 2014 that entry-level city managers earned a median of $67,000, while managers with 10-20 years of experience earned median salary of $97,000.

The above information is excerpted from Education Portal’s website and the ICMA’s website.

Recommended Electives:

91-820 Strategic Planning
Common Employers

State and Local Government

OVERVIEW: State and local governments provide their constituents with vital services, such as transportation, public safety, healthcare, education, utilities, and courts. Seven out of ten of these employees work for local governments, such as counties, cities, special districts, and towns. In addition, large numbers of state and local workers work in public education—a major part of the educational services industry. Many state and local workers also work in public hospitals. Excluding education and hospitals, state and local governments employ about 8.3 million workers, placing them among the largest employers in the U.S. economy. Unlike Federal jobs, non-U.S. citizens are often qualified for state and local government jobs, though residency requirements are common.

In many areas of the country, citizens are served by more than one local government unit. For example, most States have counties, which may contain various municipalities such as cities or towns, but which also often include unincorporated rural areas. Townships, which do not exist in some States, may or may not contain municipalities and often consist of suburban or rural areas. Supplementing these forms of local government, special district government bodies are independent, limited-purpose governmental units that usually perform a single function or activity. For example, fire districts and ambulatory services are often provided for by a special district.

In addition to the 50 state governments in the U.S., there were about 89,004 local governments in 2012, according to the U.S. Census Bureau. These included 3,031 counties, 19,522 municipalities, 16,364 townships, 37,203 special districts, and 12,884 independent school districts. Pennsylvania has more local governments than any state except Illinois. On a governments-per-capita basis, though, Pennsylvania’s rank falls to 23 nationally. Our state has 67 counties, 501 school districts, and more than 2,500 municipalities ranging from the City of Philadelphia with more than 1.5 million residents to S.N.P.J. Borough in Lawrence County with fewer than 10 residents.

60% of all Pennsylvania municipalities are townships, 37% are boroughs, and 2% are cities. Municipalities range in land area from Shippen Township in Cameron County at 157 square miles to St. Clairsville Borough in Bedford County at less than one-half square mile or just 20 acres.

The information above comes from the U.S. Department of Labor, Bureau of Labor Statistics and the Pennsylvania Department of Community and Economic Development, Governor’s Center for Local Government Services.

PREVIOUS EMPLOYERS OF HEINZ GRADUATES:

| State of Arizona               | State of California          | State of Nebraska          |
| City of Sacramento            | City/County of Philadelphia  | City of Denver             |
| State of Pennsylvania         | State of Hawaii              | State of Maryland          |
| City/County of San Francisco  | City of New York             | City of Los Angeles        |
JOB SEARCH STRATEGIES: Networking events are perhaps the strongest for making contacts in the public sector for Heinz students. State and Local information sessions are held throughout the year and you can get more information on an employer by following-up with Second-Year students who interned in city/state positions. Heinz-sponsored trips to Harrisburg (Pennsylvania’s state capitol) are usually organized by Career Services once a year. There are many conferences for local governments held annually that you could attend, including the Transforming Local Government Conference, the New Partners for Smart Growth Conference, the ICMA Annual Conference, the APMM Annual Conference, and the ICLEI Local Governments for Sustainability Conference.

Some systems projects have the City of Pittsburgh as one of their sponsors, so choosing those projects could increase your visibility to the City management. The Department of Human Services for Allegheny County sponsors a case competition each year that can lead to additional contacts with their agency, including internships and fellowships. The Sustainable Community Development course at Heinz provides you with the opportunity to work on a project for a real local government client and other courses may have real-world local government clients as well.

You can also research potential fellowships that will place you with a state or local government for a year or two to get your foot in the door in a new place, like with ICMA or The Oregon Fellowships Program. Also, Government Finance Officers Association is a good resource for job postings. A directory of state and local government official websites is available here.

Most governments have official web pages where they advertise the positions for which they are currently hiring:

City of Pittsburgh Employment Center
Allegheny County Jobs
PA Commonwealth Workforce Development System
PA State Civil Service Commission
PA Non-Civil Service
Local Government Academy
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.

Select 2013 Starting Salaries

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<thead>
<tr>
<th>City</th>
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<tbody>
<tr>
<td>Atlanta</td>
<td>$49,581</td>
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<td>Chicago</td>
<td>$51,995</td>
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<td>Dallas</td>
<td>$50,154</td>
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<tr>
<td>New York City</td>
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<tr>
<td>San Francisco</td>
<td>$56,172</td>
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<tr>
<td>Washington, DC</td>
<td>$51,630</td>
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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 and Vault.
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.

**Defence:** 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.

Federal Agencies
Some smaller, but well-known, independent agencies include the Peace Corps, the Securities and Exchange Commission, and the Federal Communications Commission. Although the majority of these agencies are fairly small, employing fewer than 1,000 workers (many employ fewer than 100), some are quite large. The largest independent agencies are:

Social Security Administration: Operates old age, survivor, and disability insurance programs.

National Aeronautics and Space Administration: Oversees aviation research and conducts exploration and research beyond the Earth’s atmosphere.

Environmental Protection Agency: Runs programs to control/reduce pollution of water, air, and land.

General Services Administration: Manages and protects Federal Government property and records.

Federal Deposit Insurance Corporation: Examines insuring deposits and promotes sound banking practices.

Office of Personnel Management: Oversees issues related to human resources, such as hiring practices, health insurance policies, and workforce performance evaluation.

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

Each year the Partnership for Public Service works with American University’s Institute for the Study of Public Policy to distill data provided by the Office of Personnel Management’s Federal Human Capital Survey into the Best Places to Work in the Federal Government rankings. These rank the best overall federal agencies based on employee feedback, as well as the best agencies to work for in specific subcategories such as work/life balance and pay and benefits.
**The Top Ten Places to Work** *(Based on the Workplace Satisfaction of Federal Employees Under 40)*

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<thead>
<tr>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Nuclear Regulatory Commission</td>
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<td>2</td>
<td>Government Accountability Office</td>
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<tr>
<td>3</td>
<td>National Aeronautics and Space Administration</td>
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<td>4</td>
<td>Environmental Protection Agency</td>
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<td>5</td>
<td>Social Security Administration</td>
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<td>6</td>
<td>General Services Administration</td>
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<td>Department of State (tie)</td>
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<td>7</td>
<td>Securities and Exchange Commission (tie)</td>
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<tr>
<td>9</td>
<td>Department of Justice</td>
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<tr>
<td>10</td>
<td>Department of Commerce</td>
</tr>
</tbody>
</table>

**PREVIOUS EMPLOYERS OF HEINZ GRADUATES:**

- Center for Army Analysis
- Central Intelligence Agency
- Congressional Budget Office
- Congressional Research Service
- Defense Intelligence Agency
- Export/Import Bank
- Federal Aviation Administration
- Federal Bureau of Investigation
- Government Accountability Office
- Internal Revenue Service
- National Aeronautics & Space Agency
- National Endowment for the Arts
- National Energy Technology Laboratory
- National Institutes of Health
- Securities and Exchange Commission
- Social Security Administration
- U.S. Agency for International Development
- U.S. Army Corps of Engineers
- U.S. Department of Agriculture
- U.S. Department of Agriculture, Foreign Agricultural Service
- U.S. Department of Commerce, Office of the Secretary
- U.S. Department of Defense
- U.S. Department of Education
- U.S. Department of Energy
- 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 Homeland Security, ICE
- U.S. Department of Homeland Security, OIG
- U.S. Department of Labor, Bureau of Labor Statistics
- U.S. Department of Labor, OIG
- U.S. Department of State
- U.S. Department of the Treasury
- U.S. Department of Veterans Affairs
- U.S. Department of Energy
- U.S. Environmental Protection Agency
- U.S. Food & Drug Administration
- U.S. Forest Service
- U.S. Immigration and Customs Enforcement
- U.S. Naval Operations - Office of the Chief
- U.S. Navy
- U.S. Office of Management and Budget
- 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 Development 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.

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 Organization’s (IGO’s) are large, bureaucratic and very competitive, while Non-Governmental Organization’s (NGO’s) 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:

**Intergovernmental Organizations**
- African Development Bank
- Asian Development Bank
- Inter-American Development Bank
- Islamic Development Bank
- Japan Bank Int’l Cooperation
- Organization of American States
- United Nations Development Programme
- United Nations Peacekeeping
- World Bank Group

**Nongovernmental Organizations**
- Academy for Educational Development
- Campaign for Innocent Victims in Conflict
- Citizens Network for Foreign Affairs
- Civic Federation
- Ecoagriculture Partners
- FINCA International
- Foundation of Economic & Industrial Research
- Global Giving
- Teach for Africa
- United Way

**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:

* Alternatives to the Peace Corps: A Directory of Third World and U.S. Volunteer Opportunities
* How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein
* The Wealth & Poverty of Nations: Why Some are So Rich and Some So Poor, by David Landes
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.

PREVIOUS EMPLOYERS OF HEINZ GRADUATES:

Global Firms
Deloitte Consulting LLP
Booz Allen Hamilton
Maximus Consulting
IBM Global Services
Bearing Point, Inc.
PricewaterhouseCoopers
CGI-AMS
Boston Consulting Group
McKinsey & Co.
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)
American Healthcare Solutions (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)
- **ARTS ORGANIZATIONS** (Museums, performing arts, fine arts, arts education, arts advocacy)
- **ENVIRONMENTAL ORGANIZATIONS** (Pollution abatement, environmental beautification)
- **EMPLOYMENT SERVICES** (Vocational rehabilitation, labor unions, job training 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)
- **CIVIL RIGHTS** (Advocacy for specific populations, intergroup race relations, civil liberties advocacy)
- **COMMUNITY IMPROVEMENT** (Economic development, capacity building, community service clubs)
- **PHILANTHROPY** (Grant making, Promotion of volunteerism, public investment)
- **PUBLIC BENEFIT** (Veteran’s organizations, public transportation advocacy, consumer protection)
- **INTERNATIONAL/FOREIGN AFFAIRS** (Promotion of international understanding, international human rights, international peace and security, international political entities and NGOs)

EXAMPLES OF PREVIOUS HEINZ EMPLOYERS:

- A Second Chance, Inc.
- A+ Schools
- Academy for Educational Development
- Americans for the Arts
- Avon Foundation
- BayCare Health System
- Business for Social Responsibility
- Calliope House, Inc.
- Cambridge Group
- Central Blood Bank
- Child Aid
- Conservation Consultants
- East Liberty Development Inc
- Eden Hall Foundation
- Florida Humanities Council
- Green Building Alliance
- Heinz Endowments
- Henry Luce Foundation, Inc.
- Hill House Economic Development Corp.
- Jewish Healthcare Foundation
- Local Government Academy
- Manchester Craftsmen’s Guild
- MonYough Community Services
- Pittsburgh Foundation
- Pittsburgh Public Schools
- Raphel House
- Seedco Financial
- Sprout Fund
- Sustainable Pittsburgh
- Teach for America
- United Steelworkers
- United Way-Pittsburgh
- UPMC Cancer Institute

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 and [Idealist.org](http://Idealist.org).
Economic Development

**OVERVIEW** Economic development refers to the process of harnessing land and natural resources; built property, fixed capital, and infrastructure; human, social, political, and financial capital; and technology and trade to create jobs, income, and wealth. As this definition implies, it helps to think of economic development first as a process, and second as an area of policy. After all, economic activity “happens” whether or not the government does anything about it. People and organizations have needs, and businesses attempt to meet those needs (and make a profit) in the arena of the private market. If market conditions are favorable, the economy grows, if not, it doesn’t.

When politicians and practitioners in the field talk about “economic development,” they typically refer to the wide array of policies, programs, and strategies wielded by federal, state, or local agencies that are specifically directed at creating jobs, income, and wealth (and consequent tax revenue) at the state, regional, or local level. Of course, politicians are particularly interested in efforts that benefit the residents, citizens, or constituents of their state, county, or community. While these efforts lack the raw power of national macroeconomic policies, they can play an important role in the competition for employers, workers, entrepreneurs, residents, and tourists at the sub national level. The bulk of these efforts fall roughly into five categories:

- **Business development** refers to efforts to attract, retain, grow, or create employers. Typical tools and strategies include industrial planning, direct marketing and recruitment of prospective firms, the development, remediation, preparation, and marketing of potential sites, site selection information services, compliance assistance, and the development and management of industrial parks.

- **Technology-based development** activities typically refer to attempts to create, grow, or retain local employers through technological innovation. This includes efforts to facilitate the transfer of university research from the lab to licensable technologies, marketable products, and new startup and spinoff companies.

- **Workforce development** activities develop, attract, retain and retrain human capital. The term is often used to refer to programs that focus on assisting disadvantaged or displaced workers enter or re-enter employment in the labor market. Common activities of such programs include career development interventions, basic literacy and numeracy training, work readiness training, occupational training, credentialing, job search assistance, and job coaching. Most programs are federally funded and overseen by local workforce investment boards. In reality however, the entirety of an area’s human capital development “system” encompasses a the broad range of activities provided by local school districts, community colleges, vocational and technical schools, proprietary schools, apprenticeship programs, industrial training partnerships, four year colleges and universities, as well as employer provided training.

- **Community development** activities center on improving political participation, housing, business development, job opportunities, social services, amenities, and quality of life at the neighborhood level; particularly for places that have suffered setbacks from urban strife, natural disasters, or the ongoing effects of deindustrialization. The foundation of community development rests on community organizing, including neighborhood polling and canvassing, and community engagement, advocacy, and political action around neighborhood needs, opportunities, and threats.

- **Community finance** - Investment requires funding, and marshaling the financial capital necessary for reinvestment in distressed areas from public, private, and foundation sources is an important function of CDCs and host of other players in the community finance field. Examples include community investment officers at banks responsible for ensuring compliance with the federal Community Reinvestment Act, community finance development institutions (CDFIs), and revolving loan funds.

Jobs in economic development are available in the public, non-profit, and private sectors in the U.S. At the federal level, a recent report profiled 80 separate economic development programs across four federal agencies, the Department of Commerce, Housing and Urban Development (HUD), Agriculture (USDA), and the Small Business Administration (SBA). State governments typically include departments dedicated to economic development efforts within the state. Pennsylvania’s Department of Economic and Community Development is a good example of a state agency. Some states have opted to outsource these functions to the private sector, such as is the case with Ohio’s JobsOhio. At the local level economic development can be managed directly from municipal or county government offices, via professionalized quasi-governmental
economic development organizations like Pittsburgh’s Urban Development Authority, or through non-profit entities supported by local corporations, chambers of commerce, or foundations. At the neighborhood level, jobs are also available with CDCs. Other relevant employers include workforce investment boards, banks, CDFIs, nonprofits specializing in one or more areas of practice, and foundations. Economic development is a common line of business for consulting agencies, ranging from top firms such as McKinsey down to smaller shops that specialize in one or more areas of practice. Applied research in the field is conducted by small university business and economic research centers (such as the CED). Universities and community colleges also provide technical assistance in technology, vocational training, and entrepreneurship for regional firms. An understanding of the domain will also serve as an asset to anyone working in the fields of real estate, city management, transportation, education, social work, poverty, and politics.

A number of trends have influenced the job market in economic development over the years, some favorable, some unfavorable. As Baby Boomers continue to retire from the public sector, more opportunities should open up along the career ladder. At the same time, as occurred in the 80s and early 90s, federal, state, and local budget problems have put pressure on economic development agencies, along with public sector employment generally. In some cases, as with Ohio, this has resulted in outsourcing the functions to private practice, while in the case of California; entire agencies have been shut down. Despite recent events, with national unemployment over 7%, policy makers on both sides of the political spectrum remain under pressure to turn the American economy around, both for the country as a whole, and especially for their constituents back home. The details of the solutions they propose (not to mention the accountability for them) will likely continue to land at the feet of the economic development professionals in the public and private sectors across the nation.

The information above was excerpted from the websites of the California Association for Economic Development, the U.S. Economic Development Administration, the U.S. Department of Housing and Urban Development, and the International Economic Development Council.

For more in-depth information about the field of Economic Development, ask a career advisor for a publication authored by Greg Lagana, Researcher and Director of Projects for the Center for Economic Development at the Heinz College, titled Introduction to Economic Development.

PREVIOUS EMPLOYERS OF HEINZ GRADUATES:

AKRF, Inc.  San Francisco Redevelopment Agency
Capital City Redevelopment Corporation Urban Redevelopment Authority of Pittsburgh
Clarion County Economic Development Corporation Young Preservationists Society
Deeplocal Inc. Allegheny Conference on Community Development
Department of Housing and Community Development-Design Center Pittsburgh
Commonwealth of Massachusetts Economic Development South
East Liberty Development, Inc. Enterprise Community Partners
GSP Consulting Greater Philadelphia Economy League
GTECH Strategies Port Authority of Allegheny County
Idea Foundry Regional Industrial Development Corporation of SWPA
Jewish Federation of Greater Pittsburgh Steel Valley Council of Governments
Local Initiatives Support Corporation Pittsburgh Downtown Partnership
Nonprofit Finance Fund The Sprout Fund
Philadelphia Industrial Development Corporation Fourth Economy Consulting
Pittsburgh History and Landmarks Foundation Economic Development Growth Engine

JOB SEARCH STRATEGIES: Networking events are always the strongest way to make contacts. Good examples of appropriate networking events are the convocation series, the Heinz CED workshops and events, and alumni receptions. Often adjunct professors that teach courses related to this field can also be good resources. There are MANY conferences around the U.S. that focus on topics related to economic development; try to attend the ones most related to your specific interests to make contacts and learn about trends in the field.
Public Finance

OVERVIEW: The financial sector is very broad and, as any market, it can be looked at from many different angles. While this guide focuses on the public finance area, where governments interact with financial institutions and private investors through monetary transactions or financial services, of course there are many additional opportunities in the private sector involving asset and wealth management, investment banking operations, and trading. In general, investment banks help governments or public organizations to raise capital for their operating or infrastructure projects, while third party institutions provide complementary services such as credit rating and financial guarantying. As a result, a Heinz graduate can join this industry through many ways: a government treasury; a public finance division within an investment bank; the sovereign, state and municipal group in a credit rating firm; or the public finance side of a financial guarantor.

EXAMPLES OF PREVIOUS HEINZ EMPLOYERS:

Investment Banks
- PNC
- UBS
- Citigroup
- Deutsche Bank
- Merrill-Lynch
- Morgan Stanley
- Goldman Sachs
- Bank of America
- JP Morgan Smith Barney
- Bank of New York Mellon
- International Finance Corp.
- JP Morgan Investment Bank

Complementary financial-services providers
- Standard & Poor’s
- Moody’s Investor Services
- Fitch
- MBIA
- Public Finance Management, Inc.

State & Local governments / Public agencies
- FDIC
- Federal Reserve Board of Governors
- Securities & Exchange Commission
- Federal Reserve Bank of New York
- U.S. Office of Management and Budget
- New York City – OMB
- Fannie Mae
- Freddie Mac

JOB SEARCH STRATEGIES:

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 with financial markets and the industry, and speed – an ability to assimilate and respond quickly to ever-changing information environment. The second task at hand is to prepare for an interview. In general, interviews with financial firms are divided into two parts: behavioral and case. It is very important to practice for a financial interview, in particular for the case interview format. Financial firms usually start their recruiting process early, so it is a good idea to become familiar with cases in advance. One way to do this is to use the Heinz subscription to Vault, and make a point of attending a case interview workshop.

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 financial analyst is a knowledge worker, a quick wit, has a curious intellect, good listening skills, strong self-confidence, and an ability to communicate and relate well with people. Demonstrate these in your interview, and the rest is chemistry and fit.
Research/PhD Options

OVERVIEW: Policy Research is undertaken in all sectors of the economy – in universities, in nonprofit think-tanks and advocacy organizations, within most levels of government, in intra-governmental (international) organizations and in the private sector. In Washington, D.C. and throughout the country, many of the higher profile think tanks and research organizations focus on foreign policy and international issues. Some of the better known of these include the RAND Corporation, The Brookings Institution, the Council on Foreign Relations and the Carnegie Endowment for International Peace; but just as many research institutes are located and active at the local or state level. In Southwest PA, the Allegheny Institute is a locally engaged think tank and at the state level the Public Policy Institute of California supports California decision-makers. These organizations are often supported by contracts from the government, foundations, private businesses, and endowments. Think tanks, in the most traditional sense, are seen as non-partisan organizations that employ interdisciplinary approaches to finding long-term solutions to policy-related issues. Determining how a research-generating institution comes by its financial support is extremely important to accurately accessing its mission and level of commitment to objective analysis.

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

SAMPLE RESEARCH INSTITUTES:

Traditional Think Tanks
Alliance for Excellent Education
The American Enterprise Institute
The Argosy Foundation
The Aspen Institute
APPAM – The Assoc. for Public Policy Analysis & Mgmt
Carnegie Endowment for International Peace
The Center on Budget & Policy Priorities
The Center for Democracy & Technology
The Center for Economic Development
The Center for Strategic & International Studies
The Economic Policy Institute
The Hudson Institute
Public Policy Institute of California
RAND Corporation
Resources for the Future
Urban Institute
The Vera Institute of Justice
World Resources Institute

Research Companies
(Mathematica Policy Research
Gallup, Nielsen, Rosetta, MITRE
Business for Social Responsibility
Harris Interactive, Catalyst

University PhD Programs
Syracuse University – Maxwell School
Johns Hopkins School of Advanced Int’l Studies
University of Michigan – Ford School
MIT – Technology & Policy Program
CMU – Engineering & Public Policy
New York University -- Economics

Government/ Government-Funded Institutes
Congressional Research Service
The National Academies, National Science Foundation
National Institutes of Health, National Laboratories

JOB SEARCH STRATEGIES: A Heinz degree is really just a first step toward a career in a research organization. It is rare that a student steps directly from Heinz into RAND or even The Urban Institute. Of course it happens, but it is not a career for everyone, and not everyone will qualify. So it is important to view the above list of organizations as a second or even third step in a research career.

Because most research institutes are nonprofits, hiring occurs on a “just-in-time” basis where timing, good grades, faculty recommendations and possession of the requisite skills are most important. Necessary skills include: very strong writing (previous publications); statistical research tools such as STATA, SAS, or SPSS; and strong problem-solving and analytical thinking. If this career path interests you, seek out PhD students early, choose your professors with care and make your academic performance a top priority.
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 MSPPM 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.

Lauble Fellowship
Steven Lauble, a Heinz alumnus, was a strong proponent of public sector work and of the Pittsburgh area. Several students are selected each year as Lauble Fellows and work in local economic and community development.
organizations for their summer internships and part-time during their second year. The competitive application process is announced and conducted early in the spring semester each year.

**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

Internship opportunities in federal government, local and state government, and policy institutes/nonprofits are often available for MSPPM students. A comprehensive list of recurring internships can be found [here](#).

### Fellowship Resources

After graduation, some students opt to take advantage of fellowships, which are paid and often have all the duties of a full-time job, but have a set time frame and often give the student exposure to multiple aspects of the organization. Some are very prestigious awards, and some are designed to be gateways into the organization. Fellowships are also often a blend of a work and learning environment, and can ease the transition between classroom and workplace. Some paid internships that are similar to fellowships by being paid and for an extended period of time post-graduation are also included in this category. A comprehensive list of recurring fellowships can be found [here](#).
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.

NOTE: Since MSPPM students often have interests in a wide variety of employers, we cannot show all suggested internship timelines here. Provided below is the recommended timeline for an internship search in the public sector; use the below links for recommended search guidelines in other areas of interest:

- Arts/Non-Profit
- Consulting and Finance
- Education
- Healthcare/Biotechnology
- International/NGOs

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.
- Attend career workshops on federal and state/local government.
- Gain access to Handshake to upload your resume and view internship listings.
- State/Local interest: Attend the ICMA conference.
- Federal interest: Attend the Washington Colloquium for federal sector opportunities and networking.

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.
- Attend relevant networking events and site visits.
- Drop your resume for on-campus interviews with federal, state and local organizations visiting campus (these dates will occur beginning in October but across the full school year).

NOVEMBER/DECEMBER
- Research agencies and internship opportunities. Pay close attention to organizations that have established internship programs and their deadlines. Many of these fall in January/February.
- 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.
- Create a Federal Resume and get it reviewed by your career advisor.
JANUARY/FEBRUARY
- At this point you should have your top-ten list of agencies 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.
- Update your resume with relevant academic projects, coursework, etc.
- MSPPMs must attend a mandatory internship workshop.
- Utilize your personal network for internship leads as well as checking organization’s websites for internships.
- Inform your professors of your interest – they may be able to connect you to a former student turned government official.
- Attend relevant networking events and site visits.
- 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.

MARCH
- At this point you should begin making contact with employers, sending resumes and applications, and beginning the interview process in person or by phone.
- Attend relevant networking events, site visits, and Career Fairs.
- Strategize 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.

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.

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

Since MSPPM students often have interests in a wide variety of employers, we cannot show all suggested job search timelines here. Provided below is the recommended timeline for the job search in the public sector with a focus on Federal positions; use the below links for recommended search guidelines in other areas of interest:

- Arts/Non-Profit
- Consulting and Finance
- Education
- Healthcare/Biotechnology
- International/NGOs

Whether you are considering employment at the federal, state or local levels, the biggest challenge for you will be getting through that first door. Each employment sector of the economy knows itself best and the government sector is no exception. It is therefore important that you know something about the nature of the work, before you seek it, and your own motivations. No government hiring manager wants to see you struggling to articulate why you are interested in his or her job. Before they let you through that door, they want to make sure that you will be a good fit.
INTERNATIONAL STUDENTS: Please see the Career Services *International Student Supplement*, available in our office or on the website, for additional information and details regarding the job search for non-U.S. citizens.

Once inside government, an entire career of opportunities is much more readily available to you, and movement between departments and agencies is exceptionally easy – you now hold the ticket, and each subsequent hiring process you go through is noncompetitive, which means they have to hire you before they take someone external to the government.

One of the best times for seeking that first point of entry is directly upon completion of a Master’s Degree in Public Policy and/or Management. Each year, approximately 30-40% of MSPPM students accept employment in one of the government sectors.

Federal agencies will travel to campus to recruit, but that is less the case with state and local agencies; they usually know far in advance when a job will open, and undertake an application recruiting blitz just prior to the application window, which may be quite short: as little as 5 days, but rarely more than 2 weeks. For that reason, the best job search strategy is to build your network so that when a job opens, you know that it is coming and have been able to prepare your application in advance.

Keep in mind that the fiscal year for most agencies runs from July 1-June 30, so agencies are under pressure to secure their funding commitments in the budget planning phase during the early summer and must then wait well into the fall while the political approval process runs its course. Employment opportunities tend to increase with the start of the new calendar year but must conclude before the money runs out in June.

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:

**SEPTEMBER/OCTOBER**
- 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.
- Decide what type of agency you would like to work for (e.g. large or small, nature of the work, etc.), what city you would like to live in, what issue you would like to work on, etc.
- Research management training opportunities (PMF, PA Management Associate’s).
- Meet with your career advisor to discuss your interests and to organize your job search.
- Attend relevant networking events.

**NOVEMBER/DECEMBER**
- Attend workshops to perfect your resume, hone your interviewing skills, and gain knowledge about the job search process.
- Attend relevant information sessions.
- Participate in mock interviews.
- Get your resume cleaned up and reviewed by your career advisor.

**JANUARY/FEBRUARY**
- Attend relevant networking events.
- 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.
- Join professional organizations, attend conferences, and conduct informational interviews to help foster relationships in the field.

**MARCH/APRIL**

- Update your resume with relevant academic projects, coursework, etc.
- Look at organizations’ websites for job postings and also use the online resources.
- Attend relevant networking events.
- Make contact with employers, send resumes and applications, and begin the interviewing process.

**MAY/JUNE**

- Interview with various organizations.
- Once you accept a job, Report your job offer here.

### 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
Acquired
Acted
Activated
Adapted
Added
Addressed
Adjusted
Administered
Advanced
Advised
Advocated
Affected
Affirmed
Agreed
Allocated
Allotted
Altered
Amended
Analyzed
Announced
Anticipated
Appointed
Apportioned
Appraised
Approved
Arranged
Assisted
Assessed
Assumed
Assured
Audited
Authorized
Averted
Availed
Awarded
Backed
Based
Bought
Broadened
Brought
Budgeted
Built
Calculated
Called
Collected
Combined
Commenced
Commended
Communicated
Centralized
Challenged
Checked
Chose
Claimed
Clarified
Closed
Collaborated
Collated
Collected
Commenced
Commenced
Communicated
Centralized
Challenged
Compared
Noema Madison

EDUCATION
May 2009 – Present
CARNEGIE MELLON UNIVERSITY
H. John Heinz III College
Master of Science in Public Policy & Management,
GPA 3.9; expected graduation May 2010
Project Management Teaching Assistant, Fall 2009
Work Study: Heinz Career Services Project Associate

Sept 2000 – May 2004
SLIPPERY ROCK UNIVERSITY
Slippery Rock, PA
College of Business, Information, and Social Sciences
Communication B.A. and Political Science B.A.
QPA 3.98; Presidential Scholar & Honors graduate

WORK EXPERIENCE
May 2007 – May 2009
PA CIVIC ENGAGEMENT LEAGUE
Director of Operations & Communication
Pittsburgh, PA
- Managed finances and developed budget for five-to-ten person staff and
- Board of Directors with a $300,000+ revenues and 25,000 voter contacts
- Created internal processes for evaluating programming success
- Organized and ran staff meetings, board meetings, and community meetings
- Created all printed publications and materials for outreach and education
- Created media talking points and online content
- Created and managed internship program with local universities
- Converted all financial records to Quickbooks
- Developed annual strategic plans for organization with ED and staff

Sept 2006 – May 2007
TRIMENIDES ARTISTS GROUP
Assistant to the Director
Pittsburgh, PA
- Coordinated contracts and tours for 12 native performance artists
- Managed office and research for Director

Sept 2004 – Aug 2006
PENNSYLVANIA HOUSE OF REPRESENTATIVES
Legislative Assistant
Harrisburg, PA
- Researched policy options and made recommendations to Representative on
- environmental and civil liberties legislation
- Conducted constituent outreach and assistance in local office
- Wrote material for letters, legislation, newsletter, and website
- Filed legislation and amendments; provided assistance at committee meetings

RECENT PROJECTS
Fall 2009
Synthesis Project: Strategy for Federal Funding of Social Innovation
For Heinz College: Financial Manager/Data Analyst for research project to quantify and evaluate the social and economic impact of social enterprise and make policy recommendation for federal funding of social enterprise to the White House Office of Social Innovation.
SKILLS
Microsoft Office Suite including Access, Microsoft Project; Adobe Photoshop, Illustrator, Dreamweaver, Pagemaker, InDesign; Quark; Final Cut Pro; HTML, CSS; Minitab Statistics; Quickbooks; Plone CMS; Salesforce

FOSTER WALLACE
1234 Forbes Avenue, Pittsburgh, PA 15213
412-268-2166 · fwallace@andrew.cmu.edu

EDUCATION
Carnegie Mellon University, H. J. Heinz III College of Public Policy and Management
Master of Science in Public Policy and Management
Pittsburgh, PA
Social Enterprise Leadership Award; 3.8 GPA, highest distinction

Rhodes College
Aug 1996 – May 2000
Bachelor of Arts in Economics and Business Administration
Memphis, TN
Presidential Scholar; Dean’s List; 3.7 GPA, magna cum laude

EXPERIENCE
Democracy Without Borders Foundation (DWBF)
Aug 2006 – present
Deputy Director
Tegucigalpa, Honduras
- Responsible for development and integration of financial, administrative, and operational systems at DWBF, an organization founded by the Center for International Policy (Washington, DC) in 2006.
- Coordinated with a programmer to develop an on-line version of an international award-winning Honduran Congressional Directory to monitor the legislative production of 128 Congressmen and women.

TechBridgeWorld
Dec 2005 – May 2006
Technology and Development Consultant
Pittsburgh, PA
- Created a community model, in cooperation with Hôpital Albert Schweitzer, to implement “best practices” in healthcare delivery for their clinics and hospital in Deschapelles, Haiti.

Cooperative Housing Foundation (CHF)
Feb 2002 – Apr 2004
Logistics Manager & Social Promoter
Usulután, El Salvador
- Implemented inventory control and supply invoices for USAID project to construct 750 houses in 90 days in earthquake-damaged regions.

United States Peace Corps
May 2001 – Dec 2001
Micro-Enterprise Developer
Zacapa, Guatemala
- Developed, administered, and directed a business development course in thirty rural communities to support the creation of revenue-generating cooperatives by program participants, in coordination with Plan International.

LEADERSHIP & ACTIVITIES
- Eagle Scout Award: Directed a year-long service project coordinating over 60 volunteers, 1999.
SKILLS

- Spanish fluency, both written and oral.
- Proficient in MS Office, ArcGIS, QuickBooks, Web Site Design/Development.
David A. Lee

EDUCATION

Carnegie Mellon University
H. John Heinz III College of Public Policy and Management
M.S. Public Policy and Management, 06/04 (Accelerated Master’s Program)
Concentration in Policy Analysis and Security & Technology Policy

Tepper School of Business
B.S. Business Administration with a second major in History & Policy, 05/03
Dean’s List: Spring ’00, Fall ’00, Spring ’01, Fall ’01*, Fall ’02* (* w/ honors)

WORK EXPERIENCE

Summer Associate
Deloitte Consulting, LLC
Harrisburg, PA
06/03 – 07/03
- Participated as a member of the implementation team of a systems integration project.
- Added value to the training team by creating several management tools to better monitor and expedite the development of web-based training modules by developers.
- Worked closely with client testers in system acceptance testing and utilized spreadsheets and databases to track testing scenarios and problem resolutions and measure progress.
- Devised a resource estimation model to calculate manpower needs for security testing.
- Prepared the primary exit criterion deliverables for the system-acceptance testing phase.

Summer Analyst
Mirae Corporation, Ltd.
Seoul, Korea
06/00 – 08/00
- Worked closely with the project manager to research and create business plans for international joint-venture partners in high-tech, B2B e-commerce industries.
- Developed a report on Korean market trends in the semiconductor, photonics/fiber optics, wireless design and RF globalnet industries to determine the feasibility of vertical e-markets.
- Devised a market-entry plan for a dedicated women’s portal website in Korea.

PROJECT EXPERIENCE

Team Lead – Secure Air Cargo System
Course: Systems Synthesis
Pittsburgh, PA
08/03 – 05/04
- Consulted primarily for TSA, Pittsburgh International Airport, and US Airways to improve air cargo security policies and procedures using Pittsburgh International Airport as the test site.
- Led airport security team on augmenting cargo screening at airport facilities.
- Developed risk management-based security resource allocation model and policies.
- Assessed screening technologies, formulated procedures, and analyzed industry trends.
- Developed queuing model to simulate screening and compare various alternatives’ performances.

Project Manager – Boeing in China: First-Mover Advantage?
Course: Corporate Strategy
Pittsburgh, PA
08/02 – 12/02
- Analyzed the strategic positions of Boeing Co. and Airbus S.A.S. in China to re-evaluate Boeing’s first-mover advantage and determine the implications of local content requirements.
- Conducted research for overview of global and Chinese aviation industries and created analyses of passenger, freight, aviation services, and defense sectors of China.
- Employed game theory to derive recommendations for Boeing’s commercial airliner business.
RESEARCH EXPERIENCE

**Research Assistant**  
GSIA, Carnegie Mellon University  
Pittsburgh, PA  
01/03 – 12/03

- Studied the process of innovation by examining European and U.S. “national innovation systems.”
- Gathered qualitative data to understand policies concerning university technology transfers.
- Collected quantitative data on research efforts from 1960-1990 for Gallium Nitride-based (GaN) semiconductors to examine the rate of entry and exit of firms and research labs.

SKILLS

**Computer Languages, Applications, Platforms:**
- Java, C++, some SQL and HTML
- MS Office, MS Access, STATA 8.0, SAS 8.0, Arena, ILog OPL, Internet applications
- Windows 98/NT/00/XP, Mac O/S, UNIX, MS-DOS

**Foreign Languages, Honors, Activities:**
- Fluent in Korean, functional in Russian, and familiar with Japanese
- Deloitte Consulting Case Challenge – 1st Place, 2002
- Western Massachusetts District Music Competition – 1st Clarinet, 1996
- Mock Trial Association, Model United Nations, History Society, Habitat for Humanity
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,

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>Revised</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 website 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 it 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 master’s 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).