**Description of the Field**

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

Professional work in the energy industry involves:

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

**Career Paths**

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

**Private Sector**

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

**Public and Nonprofit Sectors**

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

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

**Demand**

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

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

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

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

**Qualifications Necessary to Enter the Field**

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

**Sample Group of Employers**

**Private Sector**


BP - [http://www.bp.com/bodycopyarticle.do?categoryId=1&contentId=7052055](http://www.bp.com/bodycopyarticle.do?categoryId=1&contentId=7052055)
Con Edison (New York) - http://www.coned.com/
Chevron Corporation - http://www.chevron.com/
Evolution Markets - http://new.evomarkets.com/ http://www.sustainabilitypractice.net/about.html ExxonMobil -
Exelon Corporation - http://www.exeloncorp.com/
Exxon Mobil - http://www.exxonmobil.com/corporate/
Mirant - http://www.mirant.com/Pages/default.aspx
Natsource - http://www.natsource.com/
Nuclear Research and Consultancy Group - http://www.nrg.eu/
Pepco (Washington, D.C) - http://www.pepco.com/
Southern California Edison – http://www.sce.com
Shell Energy- http://www.shell.com/

Nonprofit Organizations
Academy for Educational Development - http://www.aed.org
Alliance to Save Energy - http://www.ase.org/
American Gas Association - http://www.aga.org/
Edison Electric Institute - http://www.eei.org/Pages/default.aspx/
Environmental Defense Fund – www.edf.org
Institute of International Education - http://www.iie.org/

**Government**

US Environmental Protection Agency - http://www.epa.gov/

**Resources for Additional Information**

**Energy Associations**

Europia, Oil Marketing and Refining Industry - http://www.europia.com/
Gas Technology Institute - http://www.gastechnology.org
International Hydropower Association - http://www.hydropower.org/
International Petroleum Industry Environmental Conservation Association (IPIECA) - http://www.ipieca.org/
Nuclear Energy Institute - http://www.nei.org/

**Internet Resources**


Environmental Career Opportunities - http://ecojobs.com/


International Association for Energy Economics - http://www.iaee.org/


Publications

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

*Vault Guide to the Top Energy & Oil/Gas Employers*, by Aman Singh Das, 2009 -
CAREER OPPORTUNITIES IN ENVIRONMENTAL SUSTAINABILITY

Description of Field

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

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

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

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

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

The U.S. federal government is the largest single employer in the environmental career world. While the Environmental Protection Agency is the agency traditionally associated with environmental policy development in the U.S., including international environmental policy, many federal agencies pursue international environmental activities, including the Forest Service, Fish and Wildlife Service, Food and Drug Administration, USAID, and the State Department. One program that provides entry into the federal government and work with such agencies is the Presidential Management Fellowship.

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

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

Demand

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

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

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

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

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

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

Sample Group of Employers

Private Sector

Environmental Resources Management http://www.erm.com

Research, Nonprofit and Non-Governmental Organizations
Friends of the Earth - http://www.foe.org
The Nature Conservancy - http://nature.org
World Conservation Union - http://www.iucn.org
World Resources Institute - http://www.wri.org

International Organizations

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

U.S. Federal Government

Department of Agriculture - http://www.usda.gov/
International Careers: Summaries of the Field Trade Policy/Promotion
Future Challenges of the Profession

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

Resources for Additional Information

Internet Resources

Environmental Career Opportunities - http://www.ecojobs.com

EnvironmentalCareer.com - http://www.environmentalcareer.com


Environmental Careers Organization - http://www.eco.org


Environmental Yellow Pages - http://www.enviroyellowpages.com/

Green Directory - http://www.greendirectory.net/jobs/

Green Dream Jobs - http://www.sustainablebusiness.com

Idealist - http://www.idealist.org


SustainUs - www.sustainus.org

OneWorld - http://www.oneworld.net

The Regional Environmental Center for Central and Eastern Europe - http://www.rec.org

Publications


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

CAREER OPPORTUNITIES IN GLOBAL HEALTH

Description of the Field

Global Health relates to health issues and concerns that transcend national borders, class, race, ethnicity and culture. The term stresses the commonality of health issues and which require a collective (partnership-based) action. It is a research field at the intersection of medical and social science disciplines—including demography, economics, epidemiology, political economy and sociology. From different disciplinary perspectives, it focuses on determinants and distribution of health in international contexts.

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

Career Paths and Necessary Qualifications

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

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

Program managers in global health are usually based in-country and oversee the day-to-day operations of a program, such as managing staff, hosting government relations, and tracking budgets and finances. S/he writes reports and may make technical decisions. A person interested in this work needs to have: experience managing people, resources, work plans and budgets to further a research and/or implementation agenda; skills in problem solving and management; experience living overseas; and competence in at least two languages.
Technical advisors help create programs by drafting proposals and developing program designs, visiting programs during implementation to track progress, monitoring and evaluating programs, and assisting in writing proposals. A technical advisor usually has: a medical or public health degree; specialization in a particular subject or practice, including implementation science, monitoring and evaluation, logistics and supply chains, or training and education; familiarity with a specific population or subject matter, such as HIV/AIDS, malaria, reproductive and child health; and experience working across cultures.

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

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


Types of Organizations to Work For

International, or Multilateral Organizations (e.g.: World Bank, WHO, UNICEF)

Qualifications: A postgraduate degree in public health, business, economics and social or behavioral sciences.

Some have an employee nationality quota, which can make finding a position as a US citizen difficult due to overrepresentation. The salaries are higher and expect to travel quite a bit, but also to deal with the bureaucracy and inefficiencies of working at such a large organization. Contract work is a good way to get your foot in the door. These organizations offer fewer internship opportunities than others.

Bilateral Governmental Organizations (e.g.: CDC, USAID, DHHS, embassies)

Qualifications: a postgraduate degree in public health, business, economics and social or behavioral sciences is helpful.

These organizations offer more internships and entry-level positions. USAID tends to contract with other agencies than hire people directly due to structural constraints on hiring.
Academic Institutions

Offers job security, teaching and research experience. Opportunities depend on funding.

Not-for-Profit Non-Governmental Service Organizations

There are 2 categories: 1) Specialized service providers filling specific medical needs. The American Academy of Family Physicians and the American Society of Tropical Medicine and Hygiene compile lists of international positions. 2) Emergency relief and rehabilitation (MSF or ICRC, for example) to assist with humanitarian disasters.

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

For-Profit and Not-for-Profit Consultant Organizations (e.g.: John Snow, FHI360)

These organizations have been growing rapidly as governments have been using more contractors to provide both expertise and manpower. They offer generally well-paid, full-time positions to work on long- or short-term assignments, and include travel.

Faith-Based Organizations (e.g.: Church World Service, WVI)

For many, they expect their staff to be member of the faith, with the exception of short-term contractors. Pay is often lower and most initiatives center on relief or clinical work.

(Source: http://globalhealtheducation.org)

Demand

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

Future Challenges of the Profession

Much like the evolving nature of the viruses they confront, the future challenges in global health are difficult to predict. The ability to work on certain issues depends on funding trends and availability. Overall, there has been a downward trend in funding for global health projects and initiatives. The recent financial crisis, debts, and deficits, makes sending money overseas easy to criticize. The HIV crisis has been a huge challenge that has been going on for a number of years and as it transitions to a chronic issue, rather than an emergency, much of the HIV landscape will start to dismantle and funding will become issue. There is an upward trend in sending funding directly to countries in need, rather than through outside agencies which are seeing less support for their work. However, there will always be a need for outside agencies due to the periodic mismanagement of funds by less stable countries.
HIV/AIDS awareness, prevention, and control are on the top of everyone’s lists along with avian flu, malaria prevention, and cancer research. Destitution and malnutrition are also chronic challenges in the areas where these fields are most needed. The integration of various types of health programs is gaining popularity, such as USAID’s Family Planning/HIV Integration program.

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

**Sample Group of Employers**

Africare - http://www.africare.org/

American Red Cross International - http://www.redcross.org/

American Refugee Committee - http://www.arcrelief.org/site/PageServer

Bread for the World - http://www.bread.org/

CEDPA - http://www.cedpa.org/


CARE - http://www.care.org/

Doctors Without Borders - http://www.doctorswithoutborders.org/

Gates Foundation - http://www.gatesfoundation.org/Pages/home.aspx


Mercy Corps - http://www.mercycorps.org/

Partners in Health - http://www.pih.org/

Project HOPE - http://www.projecthope.org/

Save the Children - http://www.savethechildren.org/

World Health Organization (WHO) - http://www.who.int/en/

**Resources for Additional Information**

*Associations*

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

*Internet Resources*

International Nutrition Foundation: http://www.inffoundation.org/
Center for Global Health Policy: http://www.idsglobalhealth.org/
Center for Strategic & International Studies: http://csis.org/program/global-health-policy-center
Duke Global Health Institute: http://globalhealth.duke.edu/policy/center-for-health-policy
Families USA: http://www.familiesusa.org/issues/global-health/matters/
Washington Global Health Alliance: http://www.wghalliance.org/jobs

*Publications*


CAREER OPPORTUNITIES IN INTERNATIONAL DEVELOPMENT

Description of the Field

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

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

Career Paths and Qualifications

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

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

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

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

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

Other Qualifications Necessary to Enter the Field

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

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

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

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

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

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

Public International Organizations (PIOs)

EuropeAid - http://ec.europa.eu/europeaid/index_en.htm
Inter-American Development Bank - http://www.iadb.org/
UNICEF - http://www.unicef.org/
World Food Programme - http://www.wfp.org/

**United States Government**

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

**For-Profit Development Firms**

Development Alternatives Inc. - http://www.dai.com/
Environmental Resources Management - http://www.erm.com/
International Resources Group – http://www.irgltd.com
AECOM - http://www.aecom.com/
The Pragma Corporation - http://www.pragmacorp.com/
Tetra Tech ARD - http://ardinc.com
University Research Co. - http://urc-chs.com

**Non-Governmental Organizations (NGOs)**
Accion International - http://www.accion.org/
Ashoka - http://www.ashoka.org/
Asia Foundation - http://asiafoundation.org/
CARE USA - http://www.care.org/
Catholic Relief Services - http://www.crs.org/
CHF International - http://www.chfinternational.org
International Relief & Development - http://www.ird.org
International Republican Institute - http://www.iri.org
Management Sciences for Health - http://www.msh.org/
Mercy Corps - http://www.mercycorps.org/
National Democratic Institute - http://www.ndi.org/
Oxfam America - http://www.oxfamamerica.org/
Oxfam International - http://www.oxfam.org/
Pact - http://www.pactworld.org/
Partners of the Americas - http://www.partners.net/partners/Default_EN.asp
Save the Children - http://www.savethechildren.org/
World Learning - http://www.worldlearning.org/

Foundations, Policy Institutes
Bill & Melinda Gates Foundation - http://www.gatesfoundation.org/Pages/home.aspx
Brookings - http://www.brookings.edu/
Center for Strategic and International Studies - http://sis.org/
The flow of funds to development is governed principally by the policy priorities of governments in industrialized societies and the willingness to fund those priorities. Among NGOs in industrialized countries, there continues to be a significant shift in emphasis from direct delivery of services in the field to capacity building and sustainability through collaboration with local implementing partners in developing countries.

Resources for Additional Information

**Associations**

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

InterAction - http://www.interaction.org/


**Internet Resources**

Inter-American Development Bank Job Listings - [http://www.iadb.org/vacancies_scholarships/index.cfm?lang=en](http://www.iadb.org/vacancies_scholarships/index.cfm?lang=en) - Provides a list of 1,500 volunteer organizations in Latin America, containing both job descriptions and contact information.

Avue Central - https://www.avuedigitalservices.com - A federal employment service to find and apply for federal jobs and internships.

The Association for Women's Rights in Development - http://www.awid.org/eng/Jobs - An international organization committed to achieving gender equality, sustainable development, and women's rights. The website features job listings around the world in these fields.

Directory of Development Orgs - http://www.devdir.org/ - Online directory of development organizations which contains over 65,000 listings by country and is a reference for development practitioners, researchers, donor employees, and policymakers.

Development Net - http://devnetjobs.tripod.com/ - A gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.

The Foreign Policy Association - http://www.fpa.org/jobs_contact2423/jobs_contact.htm - Provides job and internship listings on its website and in a weekly email newsletter from industries such as development, health, environment, education, humanitarian relief, and more.

Idealist - www.idealist.org - A project of Action without Borders, containing job and internship listings in economic development, social services, human rights, environment, and more. Users can search for jobs by country, state, and city.

InterAction - www.interaction.org - An alliance of international development and humanitarian nongovernmental organizations.

International Job Center - http://www.internationaljobs.org/ - Lists international development jobs and internships in all sectors of the market around the world.

Nonprofitjobs.org - http://www.nonprofitjobs.org/ - Run by the Community Career Center, an on-line gathering place for non-profit employers and management personnel; the site allows users to search for non-profit jobs and internships regionally in the US and internationally.

OneWorld International Foundation - http://us.oneworld.net/jobs - Offers job and internship listings at non-profit and international organizations dedicated to harnessing the democratic potential of the Internet to promote human rights and sustainable development.


U.S. Dept Of State - http://www.state.gov/careers/ - A lists the categories of State department employees and how to apply for these positions.


Publications


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


CAREER OPPORTUNITIES IN CORPORATE SOCIAL RESPONSIBILITY

Description of the Field

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

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

Private Sector

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

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

Nonprofit Sector

There are a wide variety of NGOs, industry associations, think tanks, and academic institutions engaging in learning and/or advocacy within the CSR arena. These include groups such as the Business for Social Responsibility, Climate Counts and Ceres. These groups promote and examine the use of CSR concepts within the private and public spheres.

Career Paths and Entry Salaries

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

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

Demand

Consumers are demanding more information on everything from where and how their goods are produced to the environmental record of the companies they invest in. Both the Dow Jones and FTSE produce specialist indices to provide investors with information on which companies score highly on CSR-related concerns. The governments of some countries require companies to assess and monitor their wider social, environmental, and ethical performances. There is some debate, however, among CSR experts on the extent of customers’ CSR demands, both in socially responsible niche markets and in mainstream markets.
The large natural resource extraction companies such as Shell, BP, and ExxonMobil were the earliest to address CSR issues and hire CSR professionals. This was in part due to the particular nature of their products. In the 1980s, footwear and apparel companies were forced to address the problem of sweatshops in their supply chains. Nike in particular was called out for their poor working conditions in developing countries and have now turned that crisis around through their CSR efforts and are ranked as one of the best examples of a corporate citizen. The spotlight is widening: companies as diverse as Hershey’s and Hewlett Packard are looking very carefully at their wider responsibilities, as they see the business benefits of CSR over adverse publicity. Job opportunities in CSR have expanded as a result. In addition, there are companies, such as Timberland, Ben and Jerry’s, and Stonyfield Farms, which have put CSR performance at the center of their brand image.

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

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

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

Qualifications Necessary to Enter the Field

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

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

Academia and Research
University of California, Berkeley’s Center for Responsible Business - http://responsiblebusiness.haas.berkeley.edu/
Kennedy School of Government, Corporate Social Responsibility Initiative - http://www.hks.harvard.edu/m-rbg/CSRI/
Stanford University’s Center for Social Innovation -

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

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

Corporations
Exxon Mobil - http://www.exxonmobil.com/corporate/
GE - http://www.ge.com/
Nike – http://www.nike.com
Patagonia – http://www.patagonia.com
Polo Ralph Lauren Corp - http://www.polo.com/home/index.jsp
Cisco Systems - http://www.cisco.com/
The Gap - http://www.gapinc.com
Timberland - http://www.timberland.com/home/index.jsp

International Organizations

Law Firms
**Nonprofits**

Verite Inc. - http://www.verite.org/

Climate Counts – http://climatecounts.org

Rainforest Alliance - http://www.ra.org/

Amnesty International - http://www.amnesty.org/

CSR Europe - http://www.csreurope.org/

**Socially Responsible Investing**

AccountAbility - http://www.accountability.org.uk/

Ethical Investment Research Services (EIRIS) - http://www.eiris.org/

SocialFunds.com - http://www.socialfunds.com/

Calvert Group - http://www.calvertgroup.com/


Acumen Fund - http://www.acumenfund.org

Pax World Funds - www.paxworld.com

**Future Challenges of the Profession**

Along with the increasing interest in and development of the field of CSR there are some challenges as well. Like every emerging field, some people have tried to downplay its importance and labeled it a trend which may go out of fashion. There is certainly a backlash in some quarters: Nestlé withdrew some of its commitments and Nike has fought to defend some statements it made back in 1996 about its working conditions. And like Human Resources and Marketing departments, during an economic downturn, honoring CSR commitments are more difficult for some firms. In addition, there is also much work to be done to make the CSR field itself more rigorous, to find ways to gather qualitative and quantitative information more efficiently and easily, and to make standards more uniform and accepted in specific sectors. Despite these challenges, the CSR movement has gained enough momentum such that it would be hard to reverse; and people with CSR-related skills and experience are therefore likely to be increasingly sought after.

**Resources for Additional Information**

**Internet Resources**

Boston College's Center for Corporate Citizenship - http://www.bcccc.net - Features job postings in CSR.


Business for Social Responsibility - http://www.bsr.org/resources/jobs/index.cfm - Helps companies achieve success and demonstrate respect for ethical values; its job listings are from organizations’ member companies in the private, non-profit, and public sectors.

The University of Edinburgh: CSR Chicks is a network of professional women (U.K. based) working in the field of corporate social responsibility - http://www.careers.ed.ac.uk/STUDENTS/Careers/Corporate%20Social%20Responsibility%20and%20Ethical%20Career.shtml - Students interested in CSR jobs can also subscribe to (csr-chicks-subscribe@yahoogroups.com) and/or (csr-blokes-subscribe@yahoogroups.com) a listserv that circulates job postings in this field.

CSR Hub – http://www.crshub.com


CSR International: An Incubator for CSR 2.0 Solutions - http://www.csrinternational.org/about


Sustainability Recruiting by Ellen Weinreb - http://www.ellenweinreb.com/resources.htm - A useful list of links for CSR jobs.

Ethical Corporation - http://www.ethicalcorp.com - Provides business information about corporate social, financial, and environmental responsibility, as well as links to CSR job and internship listings at private and non-profit firms worldwide.
Good Money - [http://www.goodmoney.com/](http://www.goodmoney.com/) - Provides investment handbooks on companies with socially responsible records; the firm posts private-sector corporate responsibility job announcements on its website.

Idealist.org - [http://www.idealist.org](http://www.idealist.org) - Job and internship listings in economic development, social services, human rights, environmental issues, and more. Users can search for jobs by country, state, or city.


Oxford HR - [www.oxfordhr.co.uk](http://www.oxfordhr.co.uk) – A consultancy that helps agencies recruit for management and specialist posts in the areas of development aid, emergency relief, environmental conservation, and ethical business.


Sustainability Practice Network (SPN) - [http://www.sustainabilitypractice.net/about.html](http://www.sustainabilitypractice.net/about.html) - A NYC-based forum for professionals working with corporate responsibility and sustainability issues to build a community based on learning, discussion, information and idea exchange.

3BL Media – [http://www.3blmedia.com](http://www.3blmedia.com)

**Publications**


