



Skills and Employment Guide



Greetings from the Harris Career Development Office (CDO)!

One of the most important aspects of choosing a career is developing an understanding of your interests and how they align with the qualifications, responsibilities, and work environments required of various positions. While individuals working in public policy have an array of abilities, there are **key skill sets** required of most positions pursued by Harris graduates, regardless of policy issue area, position level or type, or location of employment. These key skill sets include: **Analytical and Problem Solving Skills; Written and Verbal Communication Skills; Project Management Skills;** and **Interpersonal Skills.** This guide will help you assess your full range of abilities and frame your accomplishments in relation to these specific skill sets by encouraging you to:

- Think broadly about your experiences and compare and contrast your interests to specific positions in public policy
- Clarify skill sets that you already possess and help you identify those you need to develop to execute various tasks and responsibilities required of your target position(s)
- Craft resume bullets that fully convey the impact of your achievements in previous roles and demonstrate that you have the necessary skills and knowledge to succeed in a specific position and field

In addition to helping you identify and assess your skills and interests, the exercises on the following pages will prepare you to conduct future industry research, to articulate your accomplishments in formal and informal networking situations, and to establish specific career development goals to strive for throughout your time at Harris and in the years ahead. We wish you the best of luck in all your personal and professional endeavors.

We look forward to working with you,
Your Harris Public Policy CDO Team

JOB TITLES

Consultant	Page 4
Director, Government Affairs	Page 5
Director, Government Relations & Advocacy	Page 6
Director, Policy and Research	Page 7
Environmental & Energy Policy Analyst/Associate	Page 8
Financial/Fiscal Policy Analyst	Page 9
Health Policy Researcher/Analyst	Page 10
International/Foreign Policy Analyst/Associate	Page 11
Legislative Policy Analyst/Associate	Page 12
Management & Program Analyst	Page 13
(Federal Government)	
Policy Advisor	Page 14
Policy Analyst	Page 15
Policy Associate/Specialist	Page 16
Policy Intern/Fellow	Page 17
Program Analyst/Evaluator	Page 18
Program Director/Coordinator	Page 19
Survey Analyst/Researcher	Page 20

Please Note: This is not a comprehensive listing of positions pursued by Harris graduates, and you should not limit your job search or planning to these positions. Rather, adopt the methodology presented in this guide to assist you in identifying, categorizing, comparing and contrasting your skills to the skills required of your ideal position.

JOB TITLES

CONSULTANT

Analytical & Problem Solving Skills

- Lead and focus team efforts in data gathering and analysis, data interpretation, process design, and formulating conclusions and recommendations
- Conduct data analysis, data interpretation, and process design
- Utilize proprietary tracking tools to measure project progress, benefits provided to clients, and achievement of budget expectations. Potential projects may include cost-benefit analysis, budget projections, cash flow analysis, internal controls consulting, fiscal infrastructure assessment, development of policies and procedures manuals, and other tailored consulting around large scale and complex fiscal issues
- Identify and diagnose key issues; develop relevant analytical frameworks, particularly economic and financial models
- Conduct empirical studies; perform quantitative and qualitative research
- Stay abreast of current and developing state regulations and compliance issues

Written & Verbal Communication Skills

- Assist in preparation of final drafts of major reports demonstrating results of analyses
- Communicate effectively with all levels of client management, including C-suite client leadership
- Help companies leverage analytic tools to better manage innovation
- Communicate analysis of client issues in a clear and concise manner; present action plan for change
- Interview key personnel to develop recommendations and summarize findings in presentations
- Formulate a contract or memorandum of understanding with the client

Project Management & Interpersonal Skills

- Provide leadership to both consulting and client personnel to identify, quantify, implement and measure specific improvement initiatives
- Lead team efforts in developing solutions to difficult or complex client situations to ensure goals and objectives are met
- Develop work plans; coordinate daily fieldwork and project team activities
- Participate in practice management which includes tools, methodologies, recruiting, people development and proposals as appropriate
- Implement action plan for change; evaluate efforts
- Monitor scope of client expectations surrounding delivery of generated results
- Work with a variety of people in a complex political environment
- Employ leading-edge approaches to address clients' strategic questions
- Lead aspects of client engagements and support business development
- Develop and maintain relationships with current and prospective clients.

JOB TITLES

DIRECTOR, GOVERNMENT AFFAIRS

Analytical & Problem Solving Skills

- Research and evaluate federal, legislative, administrative, funding, programmatic, and regulatory policies and efforts to advance policy agenda
- Monitor and influence federal and state policies and legislation
- Conduct legislative and political analysis of specific legislation, executive orders, state and federal budgets and other policies as needed
- Monitor, analyze, and report on the federal policy and budget and appropriations activities, as well as other legislative and political developments
- Develop and maintain strong understanding of the intersections among issue campaigns, policy development, lobbying, and campaigns

Written & Verbal Communication Skills

- Research, write, and edit fact sheets, speeches, policy memorandums, and comments pertaining to proposed regulations and other communications and publications
- Develop policy papers or testimonials
- Draft congressional testimony or other supporting documents on behalf of clients

Project Management & Interpersonal Skills

- Work with clients at federal and state levels to develop overarching government relations strategies and identify potential coalition partners
- Conduct or supervise outreach to potential coalition members and secure their support.
- Create and maintain strong relationships with congressional offices, staff and other relevant decision makers.
- Oversee the operations of the Government Affairs Division, including senior project team members, junior staff and contractors.
- Staff the organization's committees, working with Chair to develop meeting agendas, draft minutes and set legislative goals for the Committee
- Develop and manage issue-specific campaigns designed to move public policy using a mix of strategies ranging from lobbying to grassroots to online advocacy, working in close coordination with other divisions.
- Serve as a strategic director for individual clients, providing strategic direction to the client and overseeing account team on each client
- Contribute to firm marketing and business development, including identifying and securing new clients.

JOB TITLES

DIRECTOR, GOVERNMENT RELATIONS & ADVOCACY

Analytical & Problem Solving Skills

- Analyze portfolio performance drivers; perform drill-down analysis; apply business knowledge to solve problems
- Identify legislative opportunities to successfully influence policies, regulations, and appropriations and activate grassroots advocates at various governmental levels
- Provide government relations service, including strategizing, messaging, troubleshooting, and technical support
- Tracking state legislation and perform analyses of key proposed legislation
- Identify and assess impacts of governmental policy on customers and products

Written & Verbal Communication Skills

- Draft organization's advocacy material (briefing papers, ask sheets, action alerts, etc.)
- Represent the organization at Congressional and federal agency office visits, Congressional briefings, issue forums, and on government affairs coalitions.
- Lead communication efforts to respond to requests for public comment on federal initiatives.
- Advise legal and lobbying counsel on organizational position regarding proposed legislation and crafting internal and external legislative communications.
- Communicate complex legislation or product impacts succinctly to a variety of audiences
- Present concepts persuasively and at a high competency level via verbal and written communication to Senior Management
- Educate policy makers and opinion leaders on policy design issues

Project Management & Interpersonal Skills

- Manage the organization's relationship with outside consulting firm(s) hired to advance policy agenda
- Manage state legislative and government relations work to enhance organizational image and increase public resources and create and support policies and issues with mutual impact
- Serve as team lead in planning the annual public policy conference with advocacy partners
- Expand the number, breadth, and active involvement of advocates supportive of the organization's government affairs agenda
- Advise the organization's field offices and external organizations concerning federal and state level government affairs initiatives promoting (or in opposition to) the organization's strategic plan and mission, emphasizing those issues that are of most concern to their interests
- Manage organization's network mobilization and grassroots advocacy functions by researching, developing, and coordinating grass roots public policy education campaigns, network activations and managing external advocacy consultants.
- Lobby at state and local government levels as needed, in support of legislative and regulatory actions that increase resources for members
- Provide regular and timely communication and education to Network members regarding legislation, lobbying and public policy on behalf of government relations, public policy and research department.

JOB TITLES

DIRECTOR, POLICY AND RESEARCH

Analytical & Problem Solving Skills

- Research various policy areas, identify potential policy proposals, and remain abreast of most recent writing in various areas
- Lead state and national research projects
- Synthesize research and data to inform policy agenda and advance pragmatic policies
- Provide analysis and problem solving approaches to address complex issues and workable solutions that meet internal expectations and external realities

Written & Verbal Communication Skills

- Write summaries of economic discussion papers for release as policy briefs
- Manage production of white papers and draft policy briefs
- Provide substantive feedback and editing to authors on their papers
- Coordinate work of research staff in drafting, fact-checking, and editing papers and briefs
- Provide periodic written summaries and verbal updates of research findings and latest writings in defined policy issue areas
- Integrate communications strategies to execute successful advocacy campaigns
- Serve as an articulate spokesperson, external voice and leading strategist on tax, financial services and asset-building policies

Project Management & Interpersonal Skills

- Lead outcome-oriented coalitions, teams, or working groups in influencing federal, and, preferably, state legislative process
- Leverage and manage governmental relationships and other cross-sector partnerships to achieve policy victories
- Strategize and organize policy agenda and integrate local leadership into national advocacy activities
- Serve as a catalyst and bridge-builder to cultivate government relationships and other strategic national partnerships that leverage local leadership
- Connect community knowledge and experience to a practical, attainable advocacy and policy agenda
- Develop strong personal relationships with key think tank leaders and scholars through regular participation in relevant activities as well as proactive communications and outreach on priority issues and programs
- Expand and improve awareness and knowledge of programs and issues within the think tank community
- Develop, coordinate and implement strategies to shape and influence third party positions and advocacy in alignment with and to advance organizational objectives
- Promote and broaden company access to information and knowledge provided by think tanks
- Provide proactive management of think tank event participation across the enterprise; improve both the quality and frequency of company participation in events, forums, working groups and other activities sponsored by think tanks
- Develop, coordinate and secure approval of grant, event, and project funding in coordination with appropriate business unit and functional organizations
- Participate in cross functional teams to share information and provide strategic/tactical support of priority programs and issues

JOB TITLES

ENVIRONMENTAL & ENERGY POLICY ANALYST/ASSOCIATE

Analytical & Problem Solving Skills

- Conduct rigorous and thorough quantitative and qualitative research and analysis on legislative and regulatory tracking to develop recommendations on improving energy security
- Conduct a variety of program-specific and cross-cutting analyses (e.g., climate change technology portfolio development, energy technology commercialization, nuclear fuel reprocessing, demonstration of carbon capture and sequestration)
- Develop and implement new performance management systems
- Develop annual financial and performance reports
- Research potential and existing policy initiatives
- Conduct specialized studies and investigations relating to cases scheduled for hearing, rulemaking and industry wide issues of interest

Written & Verbal Communication Skills

- Develop policy briefs and documents on a variety of energy issues
- Author articles for energy policy blog
- Prepare and edit reports, papers and commentary documents on policy topics
- Communicate with a diverse set of stakeholders; understand the concerns of all parties
- Prepare reports on regulatory policy, public utility standards, principles, and theories applicable to the regulation of energy related matters, issues, and concerns.
- Prepare data requests, settlements, proposals and testimony based on review and analysis

Project Management & Interpersonal Skills

- Collaborate with senior policy analysts on a wide range of energy efficiency, energy resource planning, and energy economics projects
- Assist with departmental strategic planning, performance management and evaluation of the programs
- Attend public hearings on energy efficiency policy initiatives
- Promote energy efficiency programs and engage with relevant stakeholders, including utilities and regulators
- Work with state and local governments to effectively measure compliance rates with the energy code
- Collaborate with national, regional and local stakeholders to build coalitions and advocacy networks

JOB TITLES

FINANCIAL/FISCAL POLICY ANALYST

Analytical & Problem Solving Skills

- Perform financial analyses on market, credit, and/or liquidity issues as well as operational measures
- Monitor financial markets and forecast key economic and financial variables
- Design and execute analytics to identify potential operational or financial issues
- Develop a robust and ongoing system to monitor and evaluate financial, operational, reputation, and other risk exposures
- Document and weigh risks, asset allocation, scenario analysis
- Conduct research at micro and macro levels and recommend solutions to major issues involving potentially critical aspects of policies and operational activities
- Review and evaluate financial systems for effectiveness of internal controls and integrity of the organization's financial information
- Review financial management policies, practices, techniques, and procedures that guide primary office financial work, identify guidelines that are in need of revision, develop recommendations for changes; and analyze the impact of changes
- Conduct financial reviews, determining compliance with generally accepted accounting and financial management principles and standards and write reports

Written & Verbal Communication Skills

- Act as spokesperson before legislative committees on issues of data quality, analytics, and tradeoffs between information timeliness and completeness
- Recommend risk mitigation efforts that are relevant to key stakeholders through financial analysis.
- Serve as a fiscal and program resource to legislators whenever needed
- Coordinate and prepare periodic and one-time reports for the use of staff and others
- Provide information, analysis, and technical advice on a broad range of economic, financial, and regulatory topics
- Recommend adaptation of established procedures to eliminate problems or improve the operations under study
- Prepare external financial management reports, statements, supporting schedules, justifications, and related documentation to ensure data consistency and integrity

Project Management & Interpersonal Skills

- Develop and maintain relationships with legislative, administrative, and intergovernmental staff, as well as industry groups and nonprofit organizations in the assigned policy area
- Plan, develop, recommend, coordinate, and implement financial management policies and strategies; design management techniques to achieve the business objectives
- Work closely with other staff to carry out high-level research on projects designed to answer key policy questions
- Plan and manage financial management operations processes, transactions, and/or systems to ensure effective and efficient operations
- Ensure interrelated administrative processes, e.g., budgetary, financial, procurement, property, etc., are executed correctly and timely, and plan and conduct financial management studies that involve the analysis of these interrelated administrative processes

JOB TITLES

HEALTH POLICY RESEARCHER/ANALYST

Analytical & Problem Solving Skills

- Design, implement, analyze, interpret, and prepare for presentation and publication secondary analyses of large, complex data sets relating to health issues and disorders
- Provide analysis of pending or existing public policy (legislation, regulation, etc.) from federal, state, and local governments that may impact related health care service offerings
- Plan, coordinate, and supervise statistical activities related to assigned clinical projects including experimental design, statistical analysis, secondary analyses of large federally-funded survey public use data sets and interpretation of results
- Monitor local coverage policies, national policies on coverage, coding, and payment for products and services.
- Perform quantitative analyses with large databases to determine program outcomes or conduct policy simulations
- Track financial progress of projects using Excel; prepare reports for monthly project reviews; assist with budget revisions and contract proposals

Written & Verbal Communication Skills

- Author reports, abstracts, manuscripts for regulatory activities and submissions and publications in peer-reviewed journals
- Draft, edit, and submit comments to federal agencies regarding proposed regulation and policy changes
- Draft summaries and help prepare impact analyses, position papers, testimony and other materials, including data analysis
- Conduct literature reviews; write chapters of analytic reports and proposals for new projects
- Assist with response to draft coverage policies by public and private payers
- Help draft and edit petitions for new product procedure and diagnosis codes, coverage reconsideration requests and presentations on coverage, coding and payment issues.
- Prepare PowerPoint and poster presentations for internal and external use
- Communicate clear goals, timelines, expectations and standards to assigned projects, as well as providing timely feedback to senior leadership

Project Management & Interpersonal Skills

- Plan and allocate appropriate internal and external resources to meet project goals; communicate resource issues to management
- Provide guidance to conducting research studies and policy analysis within and across departments that include multidisciplinary teams of clinicians, educators, liaisons to key opinion leaders and researchers
- Provides guidance to staff to ensure quality and timely deliverables and writing of accurate scope of services for outsourced projects

JOB TITLES

INTERNATIONAL/FOREIGN POLICY ANALYST/ASSOCIATE

Analytical & Problem Solving Skills

- Conduct research, qualitative and quantitative analysis, and program assessment of international projects and policy developments
- Conduct broad strategic assessments to produce detailed analyses of political, defense, terrorism, weapons proliferation and other policy issues
- Conduct research and analysis for Congressionally-mandated reports, oversee research grants and contracts, including statistical surveys on various international policy concerns and initiatives
- Provide methodological guidance on research design and impact evaluations of projects
- Develop and evaluate knowledgeable analysis of issues and initiatives through study and monitoring of relevant legislation, bills, and proposed legislation regarding existing policy and standards, pertinent international organizations standards and decisions, overseas developments, reports, cables, and other relevant documents, books, and articles
- Develop and prepare analysis of assigned issues at national, regional, and global levels to provide inputs for reports and other research projects as well as for the development of policies and programs
- Conduct research and support activities for programs, initiatives, or international organizations
- Review and analyze current and/or projected technical assistance/cooperation needs and priorities of assigned countries or regions

Written & Verbal Communication Skills

- Write and edit reports and proposals; prepare recommendations and briefings
- Prepare high quality deliverables, such as case studies, policy reports, memos
- Prepare presentations/workshop materials for high-level international meetings
- Prepare relevant reports, papers, talking points, briefing books, memos, letters, proposals, and background papers, including Congressionally-mandated reports for the Secretary, Deputy Secretary, Deputy Under Secretary, and others as directed

Project Management & Interpersonal Skills

- Initiate and promote collaborative partnerships with Government agencies, development banks, academic institutions, industry, and private foundations
- Collaborate with consortium members, program managers, and partners to identify new activities and funding mechanisms to leverage existing resources
- Participate as lead person in the development and implementation of technical assistance cooperation programs
- Work and liaise with outside technical and policy consultants/experts on various assignments
- Develop relationships with identified policy makers, academics, and other stakeholders in various countries
- Develop and evaluate knowledgeable analysis of issues and initiatives through discussions with foreign and U.S. officials, academic experts, trade union leaders, human rights and other non-governmental representatives, and business representatives
- Participate and oversee the planning, development, and evaluation of technical assistance/cooperation initiatives

JOB TITLES

LEGISLATIVE POLICY ANALYST/ASSOCIATE

Analytical & Problem Solving Skills

- Analyze legislative and regulatory proposals
- Track and review federal legislative and regulatory proposals
- Monitor federal, state, and local education policy activities to inform federal policy recommendations
- Provide policy support to senior leadership, specifically around legislative and regulatory issues
- Help develop and execute policy, strategy, program implementation, and legislative agenda
- Identify and seize opportunities to advance legislative and policy objectives
- Develop systems to continually track, organize, and report concisely information relevant to federal legislative priorities
- Provide technical assistance and program information to members, respond to inquiries, monitor and support online staff discussions
- Familiarity with the use of software packages such as SAS, Access, and Excel is required

Written & Verbal Communication Skills

- Assist in preparing congressional testimony and comment letters to Congress and federal agencies
- Communicate relevant legislative, policy, and program developments in a timely and concise fashion to appropriate staff and members
- Write for association publications, lobbying materials, website articles, reports, and other ad hoc efforts
- Assist in the development of legislative proposals, including the drafting of legislative language and the writing of collateral materials relevant to the organization's legislative priorities
- Create materials to communicate and build support for the organization's legislative priorities among a variety of audiences

Project Management & Interpersonal Skills

- Coordinate with and enlist support from other industry groups and internal policy groups
- Form and maintain relationships with relevant congressional and Administration members and staff
- Provide support to working groups related to legislation, policy, and program implementation
- Plan and manage conference sessions, including public workshops, staff discussions, and special meetings

JOB TITLES

MANAGEMENT AND PROGRAM ANALYST (FEDERAL GOVERNMENT)

Analytical & Problem Solving Skills

- Develop, implement, and/or monitor management information systems and policies that are nationwide in applicability
- Review, analyze and report the data of national programs by determining and developing baseline performance measurements and comparing performance with the baseline
- Collect and analyze data, derive conclusions and make recommendations based on those conclusions
- Evaluate the effectiveness of programs and operations and/or the productivity and efficiency of management
- Plan and conduct special studies, analyzing findings and making recommendations on substantive operating programs
- Conduct extensive research/management studies that include preparing and administering surveys, interviews, time studies, work measurement studies, questionnaires, task analyses, and/or statistical analyses
- Perform research on comprehensive policy materials, directives, laws, and regulations in order to evaluate and develop new ideas and techniques
- Conduct management inquiries and/or analytical investigations
- Provide technical assistance and support to management in a variety of matters relating to planning activities
- Evaluate the applicability and effect of new or proposed legislation, executive orders, agency directives, and other agency decisions on organizational operations, managerial programs and requirements

Written & Verbal Communication Skills

- Prepare and/or provide briefings and presentations on analytical findings and recommendations
- Prepare reports, graphs and charts and provide status updates while identifying areas requiring further analysis
- Design and implement policies, programs and procedural instructions relating to management control systems
- Develop new and/or recommend changes to existing issuances and directives

Project Management & Interpersonal Skills

- Implement, coordinate, and/or oversee a variety of management programs impacting the organizations' activities
- Oversee strategic planning and complex organizational analysis initiatives
- Perform a wide range of complex administrative and analytical functions involved in program planning, management, and evaluation
- Develop and/or evaluate policies in assigned areas of responsibility
- Represent the organization at meetings and conferences and to external officials
- Work with Team Leaders to identify potential systemic issues and recommendations for change
- Provide leadership and direction to staff and teams conducting complex and controversial studies, resulting in recommendations to improve organizational processes, structures, and management policies
- Advise senior management team and agency officials on organizational planning and resource utilization issues that directly influence policy and operational decisions affecting national and international programs

JOB TITLES

POLICY ADVISOR

Analytical Skills

- Initiate, plan, and carry out research and policy analysis to inform future lobbying strategies and policy proposals
- Analyze new policy initiatives, proposals, and reports
- Develop new policies based on overall strategic plan, as well as discussions with staff members regarding office needs and improvements
- Provide research and back up information to assist other departments in performing their duties
- Maintain up to date knowledge of the state and national policy and legislative climates
- Conduct investigations on products, manufacturers, and retailers

Written & Verbal Communication Skills

- Write briefing papers, media briefs, strategies, articles for publications, speeches, and lobbying letters
- Develop detailed agendas and documents for high-level committee meetings and assist committees and working groups to produce consensus documents and position papers
- Assist with public communication, including preparing materials for press announcements, speeches and other engagement

Project Management & Interpersonal Skills

- Develop, and implement advocacy strategies designed to influence various policies and practices
- Develop and maintain relationships with advocacy and policy groups
- Staff committees and task forces
- Conduct outreach and develop training programs
- Support and participate in multi-disciplinary teams made up of colleagues
- Interact with local, state and federal agencies and collaborate with advocacy organizations
- Represent organization at meetings and conferences, give media interviews and speak publicly
- Develop and maintain relationships with a wide array of actors: staff within target institutions, government officials, NGO colleagues
- Contribute to the building of global, regional, and/or local industry consensus on a wide range of challenging policy issues
- Serve as liaison to reporting agencies, including assisting with the implementation of Administration policies

JOB TITLES

POLICY ANALYST

Analytical & Problem Solving Skills

- Conduct quantitative analysis (descriptive statistics, basic regression analysis) of policy data and programs
- Develop innovative policy reform strategies and ideas
- Design and implement research projects
- Collect economic and other types of data from major databases and data provider services
- Collect background information from academic literature and official reports from national and multilateral sources on a range of economic issues
- Conduct timely and thorough research of state budget and tax issues
- Provide technical assistance to state-level policymakers around the country
- Monitor working papers, op-eds, and policy statements on a range of issue areas

Written & Verbal Communication Skills

- Present persuasive, coherent and well-founded arguments
- Write in a style accessible to a broad audience of policymakers, academics, and activists
- Prepare literature reviews, graphs, tables, and illustrations.
- Draft background briefs on issues or countries and talking points for senior managers
- Write policy papers, short written analyses, longer reports, and testimonials to state legislatures
- Interact with the news media and deliver public presentations
- Prepare literature reviews and weekly updates on research and economic data
- Brief high-level government officials
- Prepare drafts of background briefs, talking points, fact sheets, policy proposals and statements, memoranda, and other policy and program documents

Project Management & Interpersonal Skills

- Work with diverse array of outside experts and researchers along with key policymakers at the federal, state, and local levels
- Organize and oversee progression of team's policy analysis and research projects
- Seek new approaches and generate new ideas; introduce and promote recommendations in workplace
- Build consensus and express own ideas openly and frankly without jeopardizing rapport with colleagues
- Provide training and strategic advice to state-level nonprofit organizations
- Work collaboratively with other members of policy team and with state-level organizations
- Plan and participate in interagency team meetings to develop program policy

JOB TITLES

POLICY ASSOCIATE/SPECIALIST

Analytical & Problem Solving Skills

- Design, develop, and execute empirical, analytical, and conceptual research studies, advocacy projects, effective tools and methodologies, and/or data collection protocols
- Conduct qualitative research through site visits, document review, and semi-structured interviews
- Use quantitative field and desk-based research methods, such as statistical and econometric modeling, to investigate, analyze and document patterns
- Design and plan qualitative and quantitative data collection instruments, including interview and focus group protocols, structured observations, and surveys
- Code and analyze data from surveys, interviews, observations, and extant data using the appropriate analysis tools
- Monitor and track performance of grants, including researching and evaluating performance; prepare grant memoranda
- Assist in the design and implementation of a system to capture, synthesize, systematize, and disseminate information

Written & Verbal Communication Skills

- Develop written analyses, summaries, graphic presentations, documents, portions of reports, briefs, tables, and fact sheets that include supporting documentation of methods, findings and recommendations
- Produce authoritative and compelling reports on research and advocacy materials
- Prepare, edit, and write presentations for both internal and external audiences at seminars and conferences
- Conduct and annotate literature reviews
- Clearly communicate knowledge of the project purpose and objectives to clients
- Author portions of proposals and/or grants
- Develop and apply writing and communication skills to interact with a variety of audiences

Project Management & Interpersonal Skills

- Manage and oversee complex research and advocacy projects, including leading and coordinating work among multidisciplinary investigation teams, preparing and monitoring budgets, organizing conferences, and overseeing the production of final reports
- Consult with clients when appropriate to identify any specific requirements related to the study/product design, dissemination, or political content
- Supervise work of research staff, including external fellows and consultants
- Forge and maintain excellent working relationships with advocates, NGOs, academic institutions, policy makers, and other relevant partners and contacts
- Devise and implement effective advocacy strategies in collaboration with the affected communities and civil society partners

JOB TITLES

POLICY INTERN/FELLOW

Analytical & Problem Solving Skills

- Monitor and analyze policies, programs, and budgets
- Design, conduct, and manage research projects aimed at informing and advancing effective public policy
- Critique and comment on municipal budgets, service quality, and revenues
- Provide timely analysis of technical and policy issues to support advocacy
- Conduct data analysis to support policy advocacy research and writing for publications
- Analyze the impacts, costs, and benefits of government policies and programs
- Create and pilot quantitative and qualitative data collection instruments
- Coordinate and conduct field-based data collection activities using a variety of methodologies, such as interviews, surveys, and observations
- Analyze quantitative and qualitative research data and contribute to the reporting and interpretation of findings

Written & Verbal Communication Skills

- Assist in preparation of written plans and reports; draft fact sheets, action alerts, and other educational or advocacy materials
- Assist in drafting policy memos and advocacy reports for publication
- Produce authoritative and compelling reports on research and advocacy materials
- Represent organization at public hearings and community events
- Write content and update website with relevant materials as needed
- Present findings and analyses to staff
- Represent organization at select meetings, briefings, and policy forums and to all partners
- Create fact sheets, short articles, and other written documents on a range of topics

Project Management & Interpersonal Skills

- Develop specialized knowledge in relevant policy areas as needed. Maintain working knowledge of policies in areas related to organization's mission
- Research, draft, design, and update policy and advocacy materials including fact sheets, one-pagers and budget charts
- Design and develop evaluations of programs and improvement initiatives
- Assist with advocacy outreach, including scheduling meetings and event planning
- Assist with development of the campaign, collection of data, and collaborations with the partner organizations

JOB TITLES

PROGRAM ANALYST/EVALUATOR

Analytical & Problem Solving Skills

- Evaluate program operations/systems
- Complete and manage ongoing reporting, funding requests, and calculations for established programs
- Assist in the completion of RFPs and government grant requests
- Clean and analyze impact data and assessment
- Design, implement, and evaluate reporting and performance systems
- Provide technical assistance to federal and state agencies on performance measurement, performance analysis, and reporting and validation software
- Collect information through systems and document reviews and interviews with client staff and contractors
- Develop reporting and performance specifications and user manuals
- Design, conduct, and manage quantitative and qualitative analyses
- Research program issues, develop data collection instruments, conduct interviews, compile and analyze data, review guidelines and procedures

Written & Verbal Communication Skills

- Communicate issues and findings persuasively to clients and government program staff via written reports
- Prepare and edit policy proposals and recommendations, ongoing government correspondence, white papers and other research
- Complete literature reviews and other background research
- Facilitate clear communication among team members, external organizations, and clients

Project Management & Interpersonal Skills

- Manage multiple projects under tight deadlines
- Collaborate with fellow staff to ensure completion of project tasks
- Maintain relationships with necessary contacts at each agency
- Coordinate trainings, meetings, assignments, and deliverables by providing direction to a functional team of subject matter experts and junior level staff
- Work with senior level staff to manage and coordinate project schedules, address problems, and ensure a steady flow of assignments to team members
- Track completion of project milestones and deliverables
- Identify, develop and implement management processes to improve efficiency and quality

JOB TITLES

PROGRAM DIRECTOR/COORDINATOR

Analytical & Problem Solving Skills

- Apply research findings to improve prevention initiatives; conduct and synthesize research
- Synthesize information and policy solutions developed at the state, local and international levels, or proposed by leading experts
- Stay abreast of relevant state and national initiatives
- Provide expertise in study design, analysis and interpretation, the development of user-friendly tools, and technical assistance and training

Written & Verbal Communication Skills

- Deliver effective public presentations to an array of audiences, including on-site addresses, workshop presentations and panel discussions, as well as video-conferences, teleconferences and webinars
- Co-author concept papers, grant proposals, and articles for publication
- Develop training tools, curricula, and conduct trainings and presentations
- Provide consultation and technical assistance to communities, government, and organizations

Project Management & Interpersonal Skills

- Oversee, supervise, and coordinate project workflow and conceptual development, such as program design, implementation, and evaluation
- Provides leadership and vision in coordinating organizational strategy development, business development, and proposal preparations
- Design and deliver technical assistance and training on the costs, financing and sustainability of family and community economic success initiatives for specialized audiences of policy makers, government program managers, education and human service professionals and non-professionals
- Manage consultant and sub-contract agreements with states and other organizations
- Oversee funder relationships and ensure high-quality and timely deliverables
- Manage multiple project activities and budgets, including assuming major responsibility for planning and directing individual projects and supervising multi-disciplinary project teams so that all work is high-quality, and completed on time and within budget
- Represent the institute to a variety of stakeholders

JOB TITLES

SURVEY ANALYST/RESEARCHER

Analytical & Problem Solving Skills

- Apply knowledge of computer-based word processing, presentation, spreadsheet, and database applications
- Apply basic statistical programming applications, such as SAS, SPSS or other specialized applications
- Develop survey instruments and processes
- Create, format, and fact-check tables, graphs, and PowerPoint presentations illustrating response rate findings, survey measures, etc.
- Quality check sample, contact, survey data files, and survey documentation
- Implement clearly defined procedures for data collection, manipulation, and preliminary analysis and assist with statistical analysis, data coding, data cleaning, simple statistical modeling, and forecasting
- Assist with the creation and maintenance of systems tracking, documenting, and archiving survey measures, instruments, survey research RFPs, and proposals
- Review professional journals and publications to extract and summarize information relevant to assigned research projects
- Oversee questionnaire and materials design; plan and execute quantitative and qualitative data collection and delivery

Written & Verbal Communication Skills

- Prepare tables and graphs to summarize statistical findings
- Produce reports and memos
- Drafting presentations and reports for a variety of internal and external audiences
- Conduct and annotate literature reviews
- Clearly communicate knowledge of the project purpose and objectives to clients
- Respond to requests for proposals

Project Management & Interpersonal Skills

- Orchestrate project requirements and expectations
- Manage client interactions and internal processes to ensure perfect completion of client engagements; ensure the client's needs and project's contract requirements are continually met
- Partner with internal associates and clients as they strategically manage and align processes for implementation
- Schedule and monitor project timelines
- Report costs and progress

KEY SKILL SETS FOR PUBLIC POLICY PROFESSIONALS

- **ANALYTICAL AND PROBLEM SOLVING SKILLS**..... Page 22
- **WRITTEN AND VERBAL COMMUNICATION SKILLS** Pages 22-23
- **PROJECT MANAGEMENT SKILLS**..... Page 23
- **INTERPERSONAL AND LEADERSHIP SKILLS** Page 24

Remember, a primary motivation for attending graduate school is strengthening existing and developing new skill sets, so do not feel discouraged if you do not have experience using many of the skills in this guide!

KEY SKILL SETS FOR PUBLIC POLICY PROFESSIONALS

ANALYTICAL & PROBLEM SOLVING SKILLS

Description

- Visualizing, articulating, and solving both complex and uncomplicated problems and concepts; making decisions based on available information.
- Applying logical thinking to gather and analyze information, design and test solutions to problems, and formulate plans.
- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- Developing capacities used to solve novel, ill-defined problems in complex, real-world settings.

Transferable Skills

(Use the action phrases below to help you identify your transferable skill sets and build your resume bullets.)

Quantitative

- Perform calculations
- Budget and forecast annual expenditures
- Compute, compare, and organize quantitative data sets
- Research and analyze quantitative data sets using STATA/SPSS/SAS
- Conduct research in complex databases to acquire and analyze large datasets

Qualitative/General Research Skills/Problem Solving

- Conduct observations
- Design experimental protocols for a qualitative study
- Combine and integrate information from disparate sources
- Identify irregular results; interpret data validity
- Evaluate hypotheses and data critically
- Reach and defend independent conclusions
- Recognize meaningful problems and questions for research
- Identify themes in open-ended commentary
- Synthesize data; summarize findings
- Conceptualize areas for further research
- Monitor policies, law, regulations; assess potential impact on programs and populations
- Identify problems; devise solutions
- Provide technical support
- Conduct program evaluations

WRITTEN AND VERBAL COMMUNICATION SKILLS

Description

- Communicating effectively in writing as appropriate for the needs of the audience
- Effectively conveying information to others in conversation, in public presentations, and through appropriate channels of social media
- Practicing active listening, by giving full attention to what other people are saying; taking time to understand key points; not interrupting; asking questions as appropriate
- Persuading others to change their minds or behavior
- Negotiating to bring others together to reconcile difference and reach a solution

Transferable Skills

(Use the action phrases below to help you identify your transferable skill sets and build your resume bullets.)

- Present research findings via written reports
- Synthesize and communicate results through graphical representations
- Proofread, edit, and/or write briefs/memos
- Author reports identifying problems and recommending initiatives
- Negotiate with internal and external stakeholders
- Translate memos, reports, briefs
- Deliver oral presentations in a clear and concise manner
- Articulate complex concepts to diverse constituents

KEY SKILL SETS FOR PUBLIC POLICY PROFESSIONALS

- Advise clients/prospects
- Communicate project success criteria
- Persuasively support a position or viewpoint with argumentation and logic
- Write grants
- Confirm and communicate client expectations
- Draft promotional/marketing materials
- Provide feedback
- Lobby
- Represent organizations at external affairs

PROJECT MANAGEMENT SKILLS

Description

- Planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals according to strict deadlines and budget
- Coordinating efforts of team members and third-party contractors or consultants to deliver projects and bring about beneficial change or added value.

Transferable Skills

(Use the action phrases below to help you identify your transferable skill sets and build your resume bullets.)

Planning and Execution

- Define project scope, goals, objectives, and deliverables
- Direct, manage and strategize
- Develop full-scale project plans and associated communications documents
- Plan and schedule project timelines and milestones using appropriate tools
- Develop and deliver progress reports, proposals, and presentations
- Proactively manage changes in project scope; construct project design and logistics
- Identify potential crises and devise contingency plans
- Evaluate program effectiveness by conducting project post mortems and creating recommendations report to identify successful and unsuccessful project elements
- Develop best practices and tools for project execution and management
- Identify and implement best practices
- Devise process designs and project plans
- Plan and implement large-scale events
- Independently initiate new projects
- Balance multiple projects under tight deadlines

Resource and Time Management

- Execute quality control mechanisms
- Estimate resources and staff and/or consultants needed to achieve project goals
- Draft and submit budget proposals
- Recommend subsequent budget changes

Coordination

- Participate in ongoing meetings with partner organizations to develop and execute proposals to support new experimental studies and ongoing research work
- Collaborate with senior management and stakeholders
- Communicate project expectations to team members and stakeholders effectively
- Liaise with project stakeholders on an ongoing basis
- Set and manage project goals and objectives continually with colleagues
- Delegate tasks and responsibilities to appropriate personnel
- Build, develop, and grow business relationships vital to the success of the project
- Supervise team members
- Coordinate campaign logistics

KEY SKILL SETS FOR PUBLIC POLICY PROFESSIONALS

INTERPERSONAL AND LEADERSHIP SKILLS

Description

- Monitor and assess your performance and others' to make improvements or take corrective action
- Motivate, develop, and direct people as they work
- Identify the best people for the job
- Actively seek out opportunities to help people achieve their goals
- Maintain awareness of others' reactions and understand that individuals may react differently from one another
- Cultivate enhanced perception of non-verbal communication cues
- Strengthen leadership qualities such as integrity, dedication, magnanimity, Openness, creativity, and fairness
- Develop positive assertive behaviors, including
 - Openness in expressing wishes, thoughts, and feelings and encouraging others to do likewise
 - Listening to the views of others and responding appropriately, whether in agreement with these views or not
 - Accepting responsibilities and being able to delegate to others
 - Regularly expressing appreciation of others for what they have done or are doing
 - Being able to admit to mistakes and apologize, maintaining self-control; and behaving as an equal to others

Transferable Skills

(Use the action phrases below to help you identify your transferable skill sets and build your resume bullets.)

- Consult with internal and external stakeholders
- Lead team members
- Collaborate with cross divisional leadership
- Partner on internal initiative
- Mentor, coach, train
- Supervise project team members and vendor relationships
- Influence team members to take positive action and assume accountability for assigned work
- Brainstorm (and question) ideas in a group setting
- Monitor and assess personal performance
- Develop and maintain relationships with colleagues and clients
- Conduct outreach
- Engage in committee work; forge relationships with industry professionals
- Advise clients
- Develop and hone presentation skills
- Seek out opportunities for public speaking

SELECT STUDENT/ALUMNI EMPLOYERS

This list provides a representative sample of employers who have recently hired Harris students, either in an internship and/or full-time capacity.

- Advocacy** Page 26
- Child & Family Policy** Page 26
- Consulting**..... Page 26
- Cultural Policy** Page 26
- Education**..... Page 27
- Energy**..... Page 27
- Engineering, Science, & Technology** Page 27
- Environment** Page 27
- Financial Services** Page 28
- Government & Public Administration** Pages 28-29
- Health Care**..... Page 29
- Housing & Urban Development** Page 29
- International Affairs & Development** Pages 29-30
- Military, Defense, & Global Security** Page 30
- Nonprofit/Philanthropy**..... Page 30
- Research & Think Tanks**..... Pages 30-31
- Social Policy**..... Page 31
- Trade** Page 31

*Employers may fall under several categories as a result of multiple specialties.

SELECT STUDENT/ALUMNI EMPLOYERS

Advocacy

- American Jewish Committee
- Asian American Institute
- Better Government Association
- English Heritage
- Metropolitan Planning Council
- National Association of Regional Councils
- Partners In Health (PIH)
- Planned Parenthood of Illinois (PPIL)
- Stand for Children
- Strategic Health Care
- The Education Trust
- The International Center for Trade and Sustainable Development (ICTSD)
- The New Teacher Project
- The Organization for Economic Cooperation and Development (OECD)
- United Nations Foundation

Child and Family Policy

- The Bridgespan Group
- Brookings Institution
- Chapin Hall at the University of Chicago
- The Chicago Community Trust
- Chicago Public Schools
- Children's Aid and Family Services
- Children's Home + Aid
- Congressional Budget Office
- Cornell University
- Department of Family and Supportive Services, City of Chicago
- Duke University
- Erikson Institute
- First Five Years Fund
- Illinois Action for Children
- Illinois Department of Human Services
- Institute for Children, Poverty and Homelessness
- The Irving Harris Foundation
- The John D. and Catherine T. MacArthur Foundation
- Mathematica Policy Research
- MDRC
- Metropolis Strategies
- National Opinion Research Center
- Ounce of Prevention Fund
- Prevent Child Abuse America (PCA America)
- Planned Parenthood of Illinois
- Stand for Children
- Syracuse University
- U.S. Center for Disease Control and Prevention (CDC)
- U.S. Department of Health and Human Services
- University of Chicago
- University of Illinois at Chicago
- University of Michigan

- University of North Carolina
- University of Toronto
- University of Virginia
- Urban Education Institute
- Urban Institute
- Voices for Illinois Children
- The World Bank

Consulting

- Accenture
- Analysis Group Inc.
- Anderson Economic Group
- Aon Hewitt
- Bain & Company
- Bayser Consulting
- BCG
- Booz Allen Hamilton
- Deloitte
- Enspira
- Fiscal Management Associates, LLC
- Gallup
- Human Capital Research
- Huron Consulting Group Inc
- HVS Consulting- Global Hospitality Services
- ICF International
- LMI Government Consulting
- McKinsey & Company
- Mission Measurement
- Navigant Consulting Inc.
- Parsons Brinckerhoff
- Promotory Financial Group
- Richard Day Research
- RW Ventures, LLC
- Strategic Health Care
- Strategic Management
- The Bridgespan Group
- U.S. Office of Personnel Management

Cultural Policy

- American Jewish Committee
- Art Institute of Chicago
- Chicago Community Trust
- The Commonwealth Fund
- Council on Foreign Relations
- Cultural Vistas
- Department of Cultural Affairs and Special Events, City of Chicago
- English Heritage
- Fractured Atlas
- National Opinion Research Center (NORC)
- Womensphere

SELECT STUDENT/ALUMNI EMPLOYERS

Education

- Academy for Global Citizenship
- Advance Illinois
- American Association for the Advancement of Science (AAAS)
- American Institutes for Research (AIR)
- Baltimore City Public Schools
- Booz Allen Hamilton
- The Bridgespan Group
- Center for Education Policy Research, Harvard University
- Chicago Public Schools
- Chicago Teachers' Union
- Children's Home + Aid
- City Colleges of Chicago
- Congressional Budget Office
- Consortium on Chicago School Research
- Council for Adult & Experiential Learning
- Denver Public Schools
- Education Trust
- Erikson Institute
- First Five Years Fund
- Fiscal Management Associates, LLC
- Georgetown Law
- Human Capital Research
- Huron Consulting Group Inc
- Illinois Network of Charter Schools
- Institute for the International Education of Students
- Institutes for Research
- Inter-American Development Bank
- John F. Kennedy School of Government, Harvard University
- Kaplan Test Prep
- Macalester College
- Namaste Charter School
- Northwestern University
- Oakland Unified School District
- Ounce of Prevention Fund
- Pennsylvania State University (Penn State/PSU)
- Planned Parenthood of Illinois (PPIL)
- Pratham USA
- Princeton University
- Reasoning Mind
- Robert Bosch Foundation Fellowship Program
- Teach For America
- The Education Trust
- The Enterprise Initiative, University of Chicago
- The New Teacher Project
- U.S. Government Accountability Office
- U.S. Louisiana Department of Education
- U.S. Office of Personnel Management
- University of Alabama
- University of California
- University of Chicago
- University of Denver
- University of Maryland

- University of Toronto

Energy

- AllCell Technologies
- Argonne National Laboratories
- Bain & Co.
- Booz Allen Hamilton
- Breakthrough Institute
- Chicago Transit Authority
- Great Lakes and St. Lawrence Cities Initiative
- ICLEI - Local Governments for Sustainability
- Navigant Consulting
- Paulson Institute
- Power Switch NFP
- Securing America's Future Energy (SAFE)
- Shaw Group, Inc.
- U.S. Department of Energy
- U.S. Government Accountability Office
- U.S. Office of Personnel Management
- West Monroe Partners

Engineering, Science, & Technology

- Accenture
- AllCell Technologies
- American Association for the Advancement of Sciences
- American Institutes for Research (AIR)
- Argonne National Laboratories
- BAE Systems
- Booz Allen Hamilton
- CACI International, Inc.
- Enspira
- Parsons Brinckerhoff
- University of Chicago Biological Sciences
- U.S. Office of Personnel Management
- U.S. Food and Drug Administration

Environment

- Booz Allen Hamilton
- Congressional Budget Office
- Delta Institute
- Inter-American Development Bank
- LMI Government Consulting
- Midwest Energy Efficiency Alliance
- National Oceanic and Atmospheric Administration
- National Parks Service
- Natural Resources Council of Maine
- The Nature Conservancy
- Paulson Institute
- Shaw Group, Inc.
- U.S. Department of Energy
- U.S. Government Accountability Office
- U.S. Department of Agriculture
- U.S. Office of Personnel Management
- US Environmental Protection Agency (EPA)
- Worldwatch Institute

SELECT STUDENT/ALUMNI EMPLOYERS

Financial Services

- ACCION Chicago
- Anderson Economic Group
- Bain & Company
- Bloomberg LP
- Booz Allen Hamilton
- CapitalPlus Exchange
- Center for Financial Services Innovation (CFSI)
- Center for Tax and Budget Accountability (CTBA)
- Chicago Transit Authority
- Chicagoland Chamber of Commerce
- China Development Bank
- City of Chicago, Office of the City Treasurer
- Congressional Budget Office
- Deloitte
- Federal Reserve Bank
- Federal Reserve Board
- Fiscal Management Association
- HVS Consulting–Global Hospitality Services
- Illinois Commerce Commission
- Illinois Finance Authority
- Illinois State Treasurer’s Office
- Inter-American Development Bank
- International Monetary Fund
- J.P. Morgan Chase
- Joint Legislative Budget Committee
- Jordan Investment Board
- The Laubacher Company
- Maryland Department of Budget and Management
- McKinsey & Company
- Metropolis Strategies
- Millennium Challenge Corporation
- Moody’s
- Navigant Consulting Inc.
- Pew Charitable Trusts
- Public Financial Management
- Promontory Financial Group
- RW Ventures, LLC
- Securities Industry and Financial Markets Association (SIFMA)
- Standard & Poor’s
- The Enterprise Initiative, University of Chicago
- The World Bank
- UBS
- U.S. Congressional Budget Office
- U.S. Department of the Treasury
- U.S. Office of Management and Budget
- U.S. Office of Personnel Management
- U.S. Treasury Department
- West Monroe Partners
- Wells Fargo
- Woodbine Capital Advisors
- The World Bank

Government & Public Administration

- American Institutes for Research (AIR)
- Better Government Association
- Booz Allen Hamilton
- California Legislative Analyst’s Office
- Chicagoland Chamber of Commerce
- City of Chicago
- City of Philadelphia
- Civic Consulting Alliance
- Congressional Budget Office
- Consortium on Chicago School Research
- Cook County Department of Corrections
- Council for Adult & Experiential Learning
- Department of Family and Supportive Services, City of Chicago
- Department of Commerce, International Trade Administration
- District of Columbia Mayor’s Office
- Fontheim International, LLC
- ICLEI – Local Governments for Sustainability
- Illinois Commerce Commission
- Illinois Department of Human Services
- Illinois State Treasurer’s Office
- Instituto Mexicano del Seguro Social
- Joint Legislative Budget Committee
- Legislative Analysts’ Office of California
- LMI Government Consulting
- Maryland Department of Budget and Management
- Metropolitan Mayors Caucus (MMC)
- Millennium Challenge Corporation (MCC)
- Ministry of Industry and Trade, Jordan
- Montana Legislature
- National Endowment For the Arts
- National Governors Association
- National Oceanic and Atmospheric Administration
- Navigant Consulting Inc.
- Obama for America
- Office of Congresswoman Allyson Schwartz
- Office of the Cook County Assessor
- Office of the Executive Council
- Office of the Governor, State of Illinois
- Office of the Mayor, City of Chicago
- Ounce of Prevention Fund
- Presidential Management Fellows
- San Francisco Office of the Mayor
- State of Illinois
- T.R. Prime Ministry State Planning Organization
- The Knesset
- The Office of the Cook County Assessor
- U.S. Census Bureau
- U.S. Congressional Budget Office
- U.S. Department of Agriculture
- U.S. Department of Commerce Bureau of the Census
- U.S. Department of Energy

SELECT STUDENT/ALUMNI EMPLOYERS

Government & Public Administration (continued)

- U.S. Department of Health and Human Services
- U.S. Department of Homeland Security
- U.S. Department of Housing and Urban Development
- U.S. Department of State
- U.S. Department of the Treasury
- U.S. Food and Drug Administration
- U.S. Government Accountability Office
- U.S. Louisiana Department of Education
- U.S. Office of Management and Budget
- U.S. Office of Personnel Management
- U.S. Treasury Department
- United States Department of the Treasury
- USAID
- The White House
- Wisconsin Department of Health Services
- Wisconsin Department of Public Instruction

Health Care

- Access Community Health Network
- Accretive Health
- American Association for the Advancement of Science (AAAS)
- American Hospital Association
- American Institutes for Research
- American Medical Association
- Bain & Co.
- Bayser Consulting
- Blue Cross Blue Shield
- Booz Allen Hamilton
- Center for Disease Control and Prevention
- Chicago Community Trust
- Children Aid and Family Services
- Congressional Budget Office
- Consortium to Lower Obesity in Chicago Children
- Cook County Department of Public Health (CCDPH)
- Department of Health and Human Services, Office of Inspector General
- Food and Drug Administration
- Heartland Alliance
- Huron Consulting
- Impact Advisors LLC
- Kaiser Family Foundation
- The Leapfrog Group
- LMI Government Consulting
- Mathematica
- McKinsey & Company
- Medical Home Network
- Millennium Challenge Corporation
- Navigant Consulting
- Partners in Health
- Pew Charitable Trusts
- Planned Parenthood
- Strategic Health Care

- The University of Chicago Medical Center
- U.S. Department of Health and Human Services
- U.S. Government Accountability Office
- U.S. Office of Personnel Management
- West Monroe Partners
- Wisconsin Department of Health Services

Housing & Urban Development

- Bain & Co.
- Booz Allen Hamilton
- Business and Professional People for the Public Interest
- Chicago Housing Authority
- Chicago Transit Authority
- Civic Consulting Alliance
- Congressional Budget Office
- Heartland Alliance
- Housing Authority of Cook County
- Innovations for Poverty Action
- Illinois Housing Development Authority
- Metropolitan Planning Council
- Navigant Consulting
- Neighborhood Housing Services
- Sustain US
- Urban Institute
- Urban Partnership Bank
- U.S. Department of Housing and Urban Development
- U.S. Government Accountability Office
- U.S. Office of Personnel Management

International Affairs & Development

- Academy for Global Citizenship
- American Institutes for Research (AIR)
- Asian American Institute
- Atlantic Council
- Booz Allen Hamilton
- Bridgespan Group
- CACI International
- Carnegie Middle Eastern Center
- Chicago Project on Security and Terrorism
- Chemonics International
- DAI
- Fontheim International
- Heshima Kenya
- Innovations for Poverty Action (IPA)
- Institute for the International Education of Students
- Inter-American Development Bank
- The International Centre for Trade and Sustainable Development (ICTSD)
- International Monetary Fund
- Jordan Investment Board
- McKinsey & Company
- Millennium Challenge Corporation (MCC)
- Ministry of Industry and Trade, Jordan

SELECT STUDENT/ALUMNI EMPLOYERS

International Affairs & Development (continued)

- Omnix International
- Partners In Health (PIH)
- Pratham USA
- The Organization for Economic Cooperation and Development (OECD)
- Sustain US
- U.S. Department of Commerce, International Trade Administration
- U.S. Government Accountability Office
- U.S. Office of Personnel Management
- United Nations Foundation
- United Nations Relief and Works Agency
- University of Chicago Law Comparative Constitution Project
- USAID
- World Bank
- World Policy Institute
- World Trade Organization

Military, Defense, & Global Security

- BAE Systems
- Booz Allen Hamilton
- Brookings Institute
- Council on Foreign Relations
- Heartland Alliance
- Institute for Defense Analysis
- Institute for Justice
- JB Management
- LMI Government Consulting
- United Nations
- U.S. Central Intelligence Agency
- U.S. Department of Homeland Security
- U.S. Government Accountability Office
- U.S. Office of Personnel Management
- World Policy Institute

Non-profit/Philanthropy

- 50CAN
- Advance Illinois
- American Association for the Advancement of Science (AAAS)
- The Bridgespan Group (ACF)
- Brookings Institute
- CARE
- Cato Institute
- Center for the Study of Social Policy (CSSP)
- Chapin Hall at the University of Chicago
- Chicago Allies for Youth Success
- The Chicago Community Trust
- Children's Aid and Family Services, Inc. (ACF)
- Consortium on Chicago School Research
- Disaster Accountability Project
- Education Pioneers
- Fiscal Management Associates, LLC
- Heartland Alliance
- Heshima Kenya

- IDP Foundation, Inc. Innovation Development Progress
- Illinois Partners for Human Service
- Innovations for Poverty Action (IPA)
- Institutes for Research
- International Monetary Fund
- Kaiser Family Foundation
- Metropolis Strategies
- Metropolitan Mayors Caucus (MMC)
- Metropolitan Planning Council
- The New Teacher Project
- Pew Charitable Trusts
- Planned Parenthood of Illinois (PPIL)
- Pratham USA
- Seedco
- Teach For America
- U.S. Office of Personnel Management
- United Nations Foundation
- USAID
- Womensphere
- World Business Chicago
- YMCA of the USA

Research & Think Tanks

- American Institutes for Research
- Argonne National Laboratories
- American Jewish Committee
- Becker Friedman Institute
- Breakthrough Institute
- Brookings Institute
- Cato Institute
- Center for Education Policy Research at Harvard University
- Chapin Hall at the University of Chicago
- Congressional Research Service
- Consortium on Chicago School Research
- Gallup
- ICLEI - Local Governments for Sustainability
- Institute for Justice
- Institutes for Research
- Inter-American Development Bank
- John F. Kennedy School of Government, Harvard University
- Mathematica Policy Research
- Metropolitan Planning Council
- Metropolis Strategies
- Millennium Challenge Corporation
- Mission Measurement
- National Bureau of Economic Research
- National Opinion Research Center (NORC)
- Navigant Consulting Inc.
- Northwestern University
- Partners In Health (PIH)
- Power Switch NFP
- Princeton University
- Richard Day Research
- Social IMPACT Research Center

SELECT STUDENT/ALUMNI EMPLOYERS

Research & Think Tanks (continued)

- Strategic Data Project, Harvard University
- Urban Education Institute

Social Policy

- American Institutes for Research (AIR)
- Bain & Company
- Bridgespan Group
- CARE
- Chapin Hall at the University of Chicago
- Chicago Commons
- The Chicago Community Trust
- Children's Aid and Family Services
- Department of Family and Supportive Services, City of Chicago
- The Education Trust
- Illinois Action for Children
- Illinois Department of Human Services
- Illinois Partners for Human Service
- Innovations for Poverty Action (IPA)
- Metropolis Strategies
- National Opinion Research Center
- The New Teacher Project
- The Organization for Economic Cooperation and Development (OECD)
- Ounce of Prevention Fund
- Planned Parenthood of Illinois (PPIL)
- Seedco
- Social IMPACT Research Center
- Stand for Children
- United Neighborhood Organization (UNO)
- U.S. Department of Health and Human Services
- Urban Institute
- Voices for Illinois Children
- YMCA

Trade

- International Monetary Fund
- Ministry of Industry and Trade, Jordan
- The International Center for Trade and Sustainable Development (ICTSD)
- U.S. Department of Commerce, International Trade Administration
- U.S. Government Accountability Office
- U.S. Office of Personnel Management
- West Monroe Partners
- World Trade Organization (WTO)

NOTES

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THE UNIVERSITY OF CHICAGO HARRIS SCHOOL OF PUBLIC POLICY

Skills and Employment Guide

This guide can be found at harris.uchicago.edu/career-development/for-students/career-management-skills-development. Please contact us at career-development@uchicago.edu or 773.834.9082 with questions or for additional information.