ACT
Alliance for Conflict Transformation
A Nonprofit Organization Dedicated to Building Peace

Craig Zelizer, Ph.D.,
Senior Partner, ACT

Linda Johnston, Ph.D.,
Director, Conflict Management Program
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Skills,
Networks & Knowledge:

Developing a Career in International Peace and Conflict Resolution

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OVERVIEW

The Alliance for Conflict Transformation (ACT) received funding from the Alliance for International Conflict Prevention and Resolution (AICPR) to conduct an applied research project on career opportunities in the field of international peace and conflict resolution. This project is part of ACT's ongoing efforts to increase public knowledge and understanding of peace and conflict resolution and, in particular, to provide information and resources regarding career and educational opportunities in the field. Dr. Craig Zelizer, Senior Partner, ACT, and Dr. Linda Johnston, formerly Visiting Professor at the Institute for Conflict Analysis and Resolution at George Mason University and now Director of the Conflict Management Program at Kennesaw State University, co-led the project.

There were two phases to the research. The background phase surveyed faculty and program administrators from nineteen graduate programs (primarily Master's level) in peace and conflict resolution in North America.[1] The goal was to better understand how peace and conflict resolution academic departments prepare their students for careers, what resources they use to guide their students (internships, publications, networks) and what additional resources they believe are needed. The second phase of research surveyed employers in international peace and conflict resolution (and related fields that incorporate a conflict perspective, including development, humanitarian relief, and economic development) to identify what skills they seek in their employees, what are possible career paths, and recommendations they have for individuals seeking employment. This report focuses on the second phase of the research. We hope it will fill a critical gap in the field by helping to provide a road map for individuals interested in pursuing and/or advancing their career in the field.

TERMINOLOGY

One of the challenges in the field of peace and conflict resolution is that to date there is no unified terminology. For this research, we have chosen to use the term international peace and conflict resolution as a catch-all term to refer to the broad field of associated processes, practices and theories connected to international conflict work.[2] Others may use more specific terminology, such as peacebuilding, conflict prevention, conflict management, conflict mitigation, conflict reduction, cross-sectoral conflict work, conflict sensitivity, etc.[3]

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1. The departments surveyed were primarily programs in peace and/or conflict resolution. However, several International Relations and/or Alternative Dispute Resolution Programs were also included. A total of 23 people were interviewed (in some departments two people participated). A separate report on this research is forthcoming.
2. We use the term international to refer to work that is focused at least in part on issues of conflict involving communities, countries and regions outside of the United States. This does not mean that a position in international peace and conflict resolution will be based abroad, as many positions are located in the United States.
3. The online training program on intractable provides a useful glossary of key terms. See *http://www.colorado.edu/conflict/peace/glossary.htm*

BACKGROUND CONTEXT

Over the past two decades, the field of international peace and conflict resolution has grown substantially with an abundance of new degree, certificate programs and training programs, and organizations dedicated to practice. Particularly in the past five years, peace and conflict resolution programming has become an increasingly important component of international assistance work funded by various US government agencies, international intergovernmental organizations, foundations and individual donors. With this increase in programming, there has also been increased funding for peace and conflict resolution work.

As the field has expanded, the number of individuals seeking professional opportunities has also risen dramatically. Given the relatively new nature of international peace and conflict resolution work, the path to a career in the field is still quite confusing to many individuals. Although many non-profit, governmental, educational and intergovernmental organizations have begun creating positions at least in part focused on peace and conflict resolution, it is not clear who is filling these positions and what skills employers are seeking in potential employees.

Much of the motivation for this research emerged from countless discussions with other practitioners and scholars, with students interested in pursuing a career in the field, and from online discussions with subscribers to the ACT Forums. Several years ago, ACT launched the ACT Forums, an online resource for jobs, scholarships, events and networking in peace and conflict resolution and related fields that has attracted several thousand members from over 100 countries. In many discussions, people have asked the question: "What is the field?" Or, "What I can do with a degree in the field?" or "What are the career paths I can pursue?" All too often, the responses we are able to provide are based largely on informal perceptions, which are not necessarily an accurate representation of the true nature of career opportunities in the field.

Moreover, although there are several research efforts underway directed to mapping out the academic world of peace and conflict resolution, there has not been a complimentary study of employers and employment opportunities.[4] As mentioned, ACT has also conducted background research on how academic departments are preparing their students. A brief summary of the findings is presented to further establish the context for this report.

Through an analysis of the background research, it is clear that the peace and conflict resolution field is growing rapidly, both in terms of the number of academic programs and job opportunities. Although some programs do a better job than others in preparing their students for careers, there is still a significant dearth of information and resources. The

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4. The relevant studies identified include Dr. Christopher Timura's doctoral dissertation (October 2004, U of Michigan), entitled, "The Globalizing Expertise of British and American Conflict Resolution Specialists." The document is a wealth of information on the evolution of the field and background on its expansion, both professionally and academically. Betty Marshall, a Ph.D. Candidate at the Institute of Conflict Analysis and Resolution at George Mason University, is doing research on why people choose conflict resolution as a profession. Dr. Brian Polkingham from Salisbury State University has been compiling data on most of the academic departments in the field, largely focusing on programmatic aspects (such as number of students/faculty, area of focus, etc.). Finally Dr. Jannie Botes has written an article, " Graduate Peace and

majority of support for students regarding career choices seems largely to be informal one-on-one discussions with faculty and relies heavily on each faculty member's personal network. While this type of mentoring is essential, not all students have equal access to faculty or their networks. In addition, while mentoring is a key source of career guidance and assistance for students, there is still a need for additional resources outlining career tracks and options in the field. Most respondents also stressed that many of their students bring their peace and conflict resolution skills into other fields. One senior professor estimated that 50% of his graduates or more are employed in sectors related to conflict, such as development, human rights, and the environment. Therefore, having more information that outlines the diverse careers available to graduates would be invaluable.

It is against this background that ACT undertook this research project to try to provide a career guide to the field. While we do not want to claim that this report is a complete picture of the entire universe of careers related to international peace and conflict resolution, we are optimistic that it does provide at least a roadmap to help individuals and organizations identify the necessary tools to successfully enter the field and pursue a career. We hope that it will be useful to students and professionals pursuing a career in this field and to the academic and professional organizations that seek to prepare them.

RESEARCH METHODS

For this research, ACT focused on the professional opportunities within the field of international peace and conflict resolution primarily with organizations based in the United States. We conducted interviews with individuals from a diverse sector of employers including non-profit organizations, for-profit consulting firms, government agencies, intergovernmental organizations, foundations, universities, and several senior-level independent consultants who work on a variety of projects.

DATA COLLECTION AND ANALYSIS

The research involved two steps. First, individuals were asked to complete an online-survey that provided general background information on their organization, whether they conduct conflict-related work, and information on salary ranges. As a follow up to the online survey, we interviewed 60 individuals (the majority by telephone) to obtain more in-depth data on the type of work their organizations conduct related to international peace and conflict esolution, the skills individuals need, and the challenges they might encounter as they pursue a career.

In addition, whenever possible, recent job postings were gathered from employers to illustrate the diverse types of positions in the field and to compile sample job descriptions.

The data from the telephone and online interviews was compiled and analyzed by coding and looking for relevant themes and patterns among the data.

RESEARCH PARTICIPANTS AND ORGANIZATIONS

The main criteria for selecting individuals was that they were a mid-to-senior level staff member, familiar with conflict-related programming and have some influence in hiring decisions for consultants/employees. The majority of the respondents were senior staff in their respective organizations, such as directors of a division, or the senior person responsible for conflict related programming. Some, but not all, of the individuals were direct implementers of projects; while others were more senior managers who oversaw projects that others implemented. In addition, several human resource professionals who have significant experience recruiting for international positions in conflict and several senior level independent consultants with significant experience in the field were also interviewed.

Three main techniques were used to identify potential participants and to ensure that we accessed as diverse a group of employers as possible. The first was many of the conflict organizations were recruited to participate via the Alliance for International Conflict Prevention and Resolution. Second, ACT contacted many employers who use the ACT Forums to post job and internship opportunities. A third source of candidates was via "snowballing"; whereby every person contacted was asked if they had additional recommendations for people/organizations to contact. In total, we identified and contacted over 130 individuals and of those 60 participated in the research.

In order to provide the most useful report, individuals participated in the research anonymously, which was extremely important in obtaining information on sensitive issues.[5] Table 1 summarizes the types of organizations included in the research.

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5. Appendix B presents a list of organizations that did want to be listed as having participated in the report, but we do not list the division or the person interviewed. The list of organizations provides a useful sample of potential employers in the field.

Table 1
TYPES OF ORGANIZATIONS INCLUDED IN THE RESEARCH [6]

Category	Non-profit Organizations	Universities	Government Agencies	For-profit Consulting Firms	Independent Consultants	Intergovernmental Organizations	Foundations
Number	31	8	4	7	3	3	2

In addition to diversity in types of organizations, there is also significant difference regarding the central focus of each organization. Each organization is categorized by its primary mission and sector in Table 2

Table 2
AREA OF PRIMARY SECTORAL WORK OF ORGANIZATIONS IN THE RESEARCH

Category	Peace and Conflict Resolution [7]	Democracy and Civil Society	Development and Humanitarian Relief	Development Cross-Sectoral	Other [8]	Education Intercultural	Psychosocial Work	Security	Nonprofit Support
Number	22	6	8	7	4	2	2	2	2

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6.   Several of the respondents represented two organizations in their work. In addition, for several of the larger organizations two people were interviewed within the same organization. In this case, the organizations were only counted once. Thus, while 60 individuals were interviewed, they represented a total of 55 different organizations (plus three individuals representing independent consultants). The educational backgrounds of the respondents is described in Appendix C.

7.   Among the organizations identified as peace and conflict resolution, their primary missions are focused on programming that helps to prevent, reduce, manage, and/or resolve conflicts. This category includes independent organizations and university departments focused on peace and conflict resolution.

8.   Other included diplomacy, gender, media, and social science research.

The table is intended primarily to show the diverse sectoral areas that are now involved in conflict-related work. The organizations surveyed are involved in peace and conflict resolution work either as part of their sectoral work and/or a stand-alone process. For example an organization focused on psychosocial work, may also seek to include peace and conflict resolution processes and skills in their work with displaced populations. Some development organizations have added peace and conflict resolution as one of their core programming areas, while others have only recently begun to try to integrate it into their existing program areas.

STRUCTURE OF THE REPORT

This report is organized in three main sections that are described below.

The first section includes the detailed responses of the interviewees to the main survey questions.[9] Where appropriate, we also integrate relevant data from the online interviews. Each theme, representing a research question is presented, followed by a summary of the responses with a brief analysis. In writing this section, we try to present the voice and experiences of the practitioners as much as possible.[10] We believe that presenting the respondents voice in detail will help the reader to understand the diversity of the field, the commonalities across sectors of practice, as well as the differences. In following this format there may be some occasional overlap between the answers in themes, however we wanted to include the data in the appropriate areas.

In section two, a summary of the findings is presented. Moreover, we provide of list of 10 key recommendations for individuals interested in pursuing a career in this field and suggest future areas of research to build on the findings detailed in this report. Finally, the last section of the report is the appendices, which includes background on the research, sample job descriptions and recommended resources for job seekers.

9.　　　The interview instrument is presented in Appendix A.
10.　　　In introducing quotes, where needed we provide background context on the speaker.

SECTION

I

EMPLOYERS RESPONSES ON CAREERS IN THE FIELD

A. Terminology and Focus of Work

This section highlights how the interviewees responded to the question if their organizations do work related to international peace and conflict resolution and a description of the terminology they use. Almost all of the interviewees affirmed that their organizations carried out work related to peace and conflict resolution in at least some capacity.[11] However, there are significant differences in the type of practice organizations conduct, how they conceptualize their work and the terminology they use.

A number of organizations use a single broad term such as peacebuilding to describe all of their conflict related work, regardless of the specific project, while other organizations use a more nuanced approach and use terminology based on the particular project, geographic location, and stage of conflict. As a senior practitioner in the government explained: "We use all different terms, conflict management, mitigation, peacebuilding, reconciliation, mediation; it depends on the status of the country." Another practitioner explained: "We tend to use conflict prevention, peacebuilding and peacekeeping in terms of terminology."

A brief summary of the terminology organizations identified is provided below.

Terminology[12]

Peacebuilding/Conflict Transformation
A number of respondents described the work of their organizations as being focused on peacebuilding or conflict transformation. As a program manager at a large development non-profit explained: "Peacebuilding can be peace education, to capacity building around peace. To helping setup up community peace councils, to educating around human rights, advocacy for rights. We also have programs establishing peace networks, local and national, and also mediation, dialogue and reconciliation programs. Our emphasis is on local means and helping them [local partners] facilitate their program. We also do advocacy for peace in general." A peacebuilding specialist at another large non-profit said: "We use the term peacebuilding to be all encompassing. To us peacebuilding means addressing the structural causes of violence."

Conflict Resolution
In general, many organizations seem to be moving away from the term conflict resolution as a catch-all phrase, as a number of survey respondents remarked that the term is too limiting. This also was apparent in the interviews as several respondents commented that they did not do conflict resolution work, but then explained how their organizations were involved in peacebuilding, conflict prevention and other areas of conflict related programming.

Most respondents see conflict resolution as referring to a narrow set of processes, such as helping to establish conflict resolution systems, build organizational capacity, or conducting

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11.   A number of consultants skipped this question as they were talking about their individual practice. Only one organization that was included indicated they did not do direct conflict work, instead that they support organizations in general, including those involved in peace and conflict resolution work.
12.   An useful site to look up definitions and general terminology in the field is www.crinfo.org

trainings. As a program manager at a non-profit explained: "[We] don't use the conflict resolution term, [we use] negotiation and leadership support and conflict management skills." A senior conflict specialist at another non-profit described the organization's view: "We shifted from conflict resolution to conflict management as we felt conflict resolution was too identified with Alternative Dispute Resolution." While an academic commented that for him conflict resolution largely refers to domestic work in "training professionals."

Conflict Management and Mitigation
In recent years conflict management and mitigation have started to become more popular terms to use. In the course of the research, several organizations explained they are using the terms, but to date these terms do not seem as widespread as peacebuilding or conflict resolution.

Conflict Prevention
Several interviewees stated that the focus of their organization's work is more on conflict prevention than in another area. One individual explained her organization's mission was to "help prevent and resolve conflict."

Peace Education
Several people (both working for organizations and independent consultants) focused much of their work in the area of peace education. One consultant explained peace education work involves helping to introduce peace and conflict resolution skills into the educational systems.

Peacekeeping
Several of the respondents indicated that their work falls more within the rubric of peacekeeping. One academic/practitioner explained her organization focuses on policy, training and analysis: "…on international interventions in conflict situations. This includes what do force structures look like in peacekeeping missions, non-combat evacuations, and peace enforcement missions." A director of non-profit organization defined the organization's focus as "civilian unarmed peacekeeping" in conflict regions.

Conflict Recovery
Two practitioners also discussed the term conflict recovery. A senior practitioner defined it as: "How getting communities involved in the decision making can lead to increased trust-building, improved relationships, institutions and reduced conflict." While another individual added that in conflict recovery: "…there are a whole range of activities and how recovery can be facilitated in a community. My programs focus on reintegration, recovery and community. From governance to ex-combatants to working with the displaced."

Track Two Diplomacy
Several respondents classified the central focus of the work of their organizations as concentrating on Track Two diplomacy. One respondent from a foundation indicated much of their work involves: "Track II diplomacy to promote international cooperation." Another individual explained Track II means helping to facilitate interaction among groups in conflict.

Other terms that emerged within this question related to conflict work included: coexistence work, civic mobilization, strategic nonviolent action, inclusive security, trauma healing, and negotiation support.

Additional Themes

In addition to a discussion of the variation in terminology that organizations used, respondents identified several common themes regarding their programming and the choice of language. These are described in more detail below.

Mainstreaming & Conflict Sensitivity[13]

Among those organizations that were primarily development and/or humanitarian relief focused, almost all of the respondents stressed that their organizations are trying to mainstream conflict sensitivity throughout their work. This means ensuring that programming, regardless of the sector, tries to have a positive impact on conflicts, or at a minimum avoids having a negative impact. One peacebuilding specialist explained that conflict sensitivity and mainstreaming: "Involves training staff, partners. We use the local capacities for peace and 'do no harm' frameworks. [We also do] assessments, training, research." Through such efforts, staff and organizations build their capacity to more effectively work in conflict settings and achieve positive outcomes.

Reframing

One of the common themes, particularly among development and consulting organizations, is that many are trying to reframe the language they use to describe their existing projects from a conflict perspective. As one program officer at a development non-profit explained: "Many activities we do prevent or mitigate conflicts. Some projects are more energy focused or natural resources and we have re-branded it in terms of conflict resolution. We are re-branding how to do democracy work; it's now being re-categorized as incorporating all voices to help prevent conflict. We mainstreamed gender in the 90s and now working on beginning to think about mainstreaming conflict."

Choosing the Appropriate Language to Fit the Context

Several respondents discussed the importance of using appropriate language to describe the nature of their work when communicating with funders or to fit local political contexts. One independent consultant who has worked extensively abroad said that in many countries they do not use the term peace education due to the charged nature of the word 'peace.' At the local level, they might use the term 'life skills' to refer to the same type of work.

One senior administrator in a nonprofit that does some conflict related work indicated they are very careful about their choice of words: "We avoid words about peace, or conflict resolution. A lot of the places we work, people are interested in winning the conflicts and thus peace/conflict resolution is not really appropriate." A senior practitioner in a consulting firm explained that:

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13.   The conflict sensitive resource package available at www.conflictsensitivity.org provides useful theoretical and applied examples of conflict sensitive practices across sectors (humanitarian relief, development, etc.)

"We have largely stayed away from using the word conflict resolution as it isn't very sellable, instead using terms like process management."

Given the diversity of terms in the field, a number of organizations are still trying to identify the best terminology to describe their work. For example, one senior conflict advisor explained his organization had been using conflict reduction terminology, however: "We just completed a review of our programs, which recommended we use peaceful change or conflict transformation."

Many organizations use the terminology needed to fit the particular audience. A peacebuilding specialist at a large non-profit explained how they frame their work: "We find in the type of work we do around the world, especially with faith-based organizations, that peacebuilding works. [However] in the donor community there is a lot of differentiation between management, mitigation, etc., but we don't find that so useful in the field." A program officer for a conflict project at a non-profit added: "We use the terms conflict transformation and peacebuilding as the most common terms [internally], but sometimes when we talk to USAID [we] use conflict management and if we talk with academics, we use conflict resolution."

Overall, there are significant differences in the field regarding the practice of organizations and the terminology they used to describe this practice. For those individuals seeking employment in the field, it is important to be familiar with the various terms and the context in which they are being used. Among the common trends organizations identified is the increasing focus on conflict mainstreaming across sectors, and the need to use relevant language to fit the political realities of funders and partner organizations on the ground.

B. Conflict Programming: Integrated and/or Separate

Perspectives on Integration

In this section, respondents discussed if their organizations see conflict work as a separate area of practice area or something that should be integrated across sectors. Respondents from organizations that are primarily focused on conflict indicated that it is both a stand-alone area of practice and something to be integrated across other sectors. Among respondents in larger development, humanitarian, or other similar organizations, most commented that conflict is something to be integrated. Only a few organizations focused on other sectors, mostly larger development and humanitarian organizations, stressed the need for both stand-alone and integrated programming.

It is clear that organizations are increasingly seeking to mainstream conflict resolution into their work. Much of this is due to the initiative of funders such as the US government and other international agencies who are striving to mainstream conflict into other sectoral work. Another significant factor is that many people in development are examining the relationship between failed development and conflict. As a senior practitioner at an intergovernmental institution commented: "I think there is a new wave here, there is a much greater realization that what people have been doing all these years in development is undermined by conflict."

Although integration seems to be the trend, some organizations surveyed are much further ahead in this process than others. A number of conflict experts working in more traditional development and humanitarian organizations expressed some frustration as they have tried to mainstream a conflict perspective into their work. One conflict specialist commented that her organization could do much more to integrate conflict resolution. As she explains: "I see part of my role as making them see we can integrate conflict resolution into many areas. Some areas that seem most relevant, humanitarian response, environment, trying to get involved in post-tsunami work." A senior conflict practitioner at a development organization said: "The battle at this moment is to get it integrated into other sectors. Our recent review shows the need and interest for conflict work to be integrated." Another senior practitioner at a government agency commented that although the organization was moving towards increased conflict programming: "There is an effort to move the agency to a more holistic understanding, but my perception is many people in health, etc., do not see it as part of their jobs."

Other respondents working in development and humanitarian relief expressed deep appreciation for how much their organizations have done to mainstream a conflict sensitive approach into all levels of programming. As a peacebuilding specialist at a large non-profit commented about the organization: "We are the one agency that has the most mainstreamed peacebuilding. We have a depth and breadth that no other agency has and [we] have commitment from the highest levels."

Relationship between Peace and Conflict Resolution and Other Sectors

Many practitioners and employers spoke about the natural connection between conflict work and other sectors. One practitioner explained that there is: "A natural connection between democracy building and conflict work." A senior peacebuilding specialist at a development organization commented that conflict resolution can be both a separate process and integrated across sectors: "… as a separate skill to effectively integrate into other areas. You have to understand peacebuilding alone to mean dialogue work at various levels, or it can be integrated into various areas, such as emergency relief, education." A practitioner from a development organization raised a crucial question about development work asking: "Is one actually working on conflict versus in conflict?"

A program officer at a non-profit commented on the balance that they are trying to reach as they try to expand their conflict-related capacity: "There is an aspect of separate skills, but they need not be mutually exclusive. Some organizations are too focused on conflict resolution and get away from substance, while on the other hand some organizations (such as ours) are not explicit enough. Try to use both approaches."

Among respondents working in organizations focused on peace and conflict resolution some did not see themselves as directly carrying out work in development and other settings. However, all conflict-focused organizations are recognizing the importance of expanding their programming either on their own, or in partnership with organizations that work in other sectors. A senior scholar/practitioner commented: "Our conflict resolution work stands alone, but we work closely with humanitarian aid, NGOs, and intervention teams." One practitioner in a conflict organization that works across sectors (often in partnership with others) described their international work as taking place in the following areas: "Internationally we do: environmental, development, organizational, peacebuilding, refugee work, ethnic conflicts, stakeholder negotiation, collaborative decision-making, dispute resolution, and public involvement."

In the online survey organizations were asked to indicate in which sectors they integrate a conflict approach. The figures are presented in Table 3.

Table 3

LIST OF SECTORS WHERE CONFLICT SENSITIVE PERSPECTIVE IS INTEGRATED

My organization integrates a conflict sensitive perspective into the following sectors in which we work (please check all that apply)

Sector	Response percent	Response Total (54 responses)
Civil Society Development	59%	32
Other [14]	46%	25
Human Rights	44%	24
Education	42%	23
Development	35%	19
Advocacy	33%	18
Gender	30%	16
Policy Research	22%	12
Humanitarian Relief	20%	11
Information and Communication Technology	13%	7
Public Health	7%	4

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In examining the perspectives on conflict resolution, it is clear that employers are increasingly integrating peace and conflict resolution directly into other sectors of work. For example, a program designed to support civil society strengthening in a particularly country, may also have a conflict resolution component or educational reform programs may contain a peace education component. This has significant implications for individuals seeking employment in the field in the need to increasingly root peace and conflict resolution programs across sectors.

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14. Under 'other,' there was a wide variety of answers ranging from leadership development to environment and democracy promotion.

C. Peace and Conflict Resolution and Staffing

In this section of the report respondents discussed if their organizations have a separate conflict division and/or staff within their organization. The responses varied significantly. Some organizations have formal conflict and/or peace divisions, while others have an individual staff person, and other organizations have none. There is a trend across sectors that at a minimum, organizations are hiring staff to work on conflict-related programming, and a significant number of institutions are establishing formal divisions to help coordinate and conduct such programming.

In many institutions, there is no special conflict division, but conflict-related programming is spread throughout the organization. One senior program officer at a large non-profit doing programming in many areas explained that conflict work could be located within the civil society or training division. Another common theme was that respondents indicated that, although their organizations might have projects in conflict regions, this does not mean they were doing conflict-related work. The difference is between projects that work "in conflict, versus those that work in and on conflict." Examples of this include projects in education or natural resources where the programs might be located in conflict or post-conflict regions, but not be designed to address conflict factors.

Many respondents, particularly those in larger organizations, were not able to accurately identify the number of staff working on conflict related programming. There were several reasons for this. As a senior staff person in a consulting firm explained: "[It is] hard to say due to the integrated nature of people's work." Another conflict advisor for an international non-profit estimated they have about 50 staff around the world involved in conflict related work. However, this does not mean that the individuals only work in this area.

Another challenge that respondents identified in estimating the number of staff was the difference between expatriate staff working in home offices and/or abroad and the number of local/national staff hired in-country. Many of the larger organizations have offices both in their home country and abroad. For example, one program officer at a non-profit estimated the organization has 200 staff in the US and another 500 (the majority local staff) in the field. A technical advisor for peacebuilding at a non-profit estimated her organization has about 100 staff around the world involved in peacebuilding, the majority of whom are local and national staff in their respective country offices.

Other respondents discussed the difference between staff who are focused on programming and those focused on administration and the difficulty of deciding who did conflict work. The executive director of one peacebuilding non-profit explained the organization has two full-time and two part-time staff directly focused on programming. However, they have an additional four people helping with organizational administration, such as web design, administration, and finance.

Given the diversity of the organizations within each sector and the limited number of participants in this research, it would be difficult to make definitive conclusions about staffing levels across sectors. The following section provides a brief summary of staffing trends within each sector.

Consulting Firms
As the government has moved toward mainstreaming conflict management and peacebuilding into international assistance work, almost all of the consulting firms surveyed have recently hired (mostly in the past year or two) at least one staff person who is largely devoted to conflict-related programming. Out of the seven firms surveyed, only one small company with three staff is entirely devoted to conflict related programming. All of the other firms do not have a separate divisions, but instead one or two staff who help to coordinate program development, training and seek to infuse a conflict sensitive perspective across traditional programming sectors (such as agriculture, democracy, economics, etc.), as well as explore direct peace and conflict resolution opportunities.

Non-profits
Out of the 31 separate non-profits surveyed, there is a wide divergence in terms of their size and area of focus. Ten of the non-profits surveyed focused largely on peace and conflict resolution. The largest of these organizations has approximately 500 staff around the world and the smallest is composed of two full-time people plus some part-time staff. The majority of organizations surveyed that focus on conflict have between 5-20 staff.

Among respondents from the non-profit sector from humanitarian, democracy and development organizations, many have either hired conflict-related staff and/or created separate divisions. The non-profits appear to have begun this process much earlier than the consulting firms. Five of the non-profits within the development/humanitarian/democracy field that were surveyed have separate divisions focused on conflict-related programming. These range from a division within a humanitarian/development organization that conducts programs and infuses a conflict perspective throughout the organization, to an applied research division doing applied conflict and policy research.

Among the non-profits that had a conflict division, the proportion of staff focused on peacebuilding was very small compared to the overall size of the organization. For example, one humanitarian and development organization has over 15,000 staff around the world and the conflict specialist estimated that around 150 were involved in peacebuilding work.

A further nine non-profits surveyed had at least one full-time staff person devoted to conflict related programming, but not a formal division. These staff often worked in divisions of the organization devoted to civil society and/or democracy building work and their job titles might not include 'conflict.' As one staff member from an organization currently hiring explained: "[We] will be hiring one person who works on conflict management, we call it civic mobilization."

Two other non-profits surveyed had staff that might devote at least part of their time to conflict-related work.

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Education/Foundations
Among the ten educational and foundation institutions surveyed for the research, most of the organizations at the institutional level were not focused exclusively on conflict, however all had departments/divisions focused on conflict. The size of the staff working on conflict programming was relatively small, ranging from one to 20 individuals, with the average being around 10 staff. Most of the institutions provided policy research (some also do advocacy) and training. The educational organizations offer academic degrees in the field. Several of the institutions were relatively new, having been established in the past two to three years, while other programs have been in existence for over 10 years.

Government/Intergovernmental Organizations
Among the seven governmental and intergovernmental institutions surveyed, some have had formal departments devoted to peace and conflict resolution work (e.g., conflict prevention or recovery) for the past decade, while others have been created much more recently. The size of the staff for each institution who are focused on conflict is difficult to estimate for the reasons outlined above. For instance at one institution, there are over 80 staff working at least in part on conflict and peace issues, while other institutions had between 15-35 staff focused on conflict.

D. Career Opportunities in Peace and Conflict Resolution

In this section respondents discussed if their organizations currently have positions open for individuals with skills in conflict resolution, the types of positions and the salary ranges.

Positions Available [15]

Fourteen organizations indicated that they either currently have one or more openings or anticipate having openings in the next few months related to conflict work. Larger organizations were much more likely to have openings than smaller organizations. As a peacebuilding specialist at a large development organization commented: "We have ongoing openings throughout the year." Thus, it is more likely that a conflict-related position will be open in a consulting, development, or governmental organization than a conflict resolution organization since most of the conflict resolution organizations are smaller.

Table 4 summarizes the types of current job openings related to peace and conflict resolution.

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Type of Job	**P**rogram Admin	**P**rogram Managment	**O**verseas (Field) Positions	**T**raining	**A**cademic	**R**esearch / Policy
# of Organizations Hiring	3	1	5	1	2	2

In addition to full-time openings, several organizations indicated they have temporary part-time and/or summer positions available.

As illustrated in the following chart, the majority of participants also think that the number of positions related to conflict resolution will increase in the future.

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15.   As part of the research, recent job postings from the past six months were collected from employers. The researchers created a sample aggregate job description for an entry-level BA position, entry-level MA position and mid-level position. These are included in the Appendix D.

Table 5

RESPONSE TO NUMBER OF POSITIONS RELATED TO CONFLICT IN THE FUTURE

In the next five years, I believe the number of positions in my organization related to Conflict Resolution will:

Sector	Response percent	Response Total (57 total)
Increase	55%	34
Stay the Same	27%	15
Other[16]	16%	9
Decrease	1.8%	1

Qualifications for Peace and Conflict Resolution Related Positions

In the online survey in response to the question: "Have you hired anyone with a degree in conflict resolution in the past several years?" 34 of the 60 respondents indicated 'yes.' Among those who had not hired someone with a degree in the field, 14 mentioned they had hired someone with expertise (training, field experience, etc.) in conflict resolution.

While degrees and/or expertise in conflict resolution is helpful, the majority of the conflict related positions also require additional skills and expertise, such as general program management skills and expertise in another sector (economics, development, health, gender, etc.). For example, a program officer at one non-profit said they are looking for a resource specialist in Sudan. They want someone who has conflict resolution skills and expertise, but it is more important that the person be a natural resource specialist.

Different Methods of Hiring

Organizations identified a number of methods for hiring individuals with degrees and/or expertise in peace and conflict resolution. These include hiring someone as a consultant on a particular project, direct hiring as a staff person (either contract or permanent), or including individuals as part of potential staffing for proposals to funders (largely from the government).

Several of the larger consulting and development organizations also have special entry level hiring programs for a select group of staff every year or every six months. While these positions are not focused on conflict, they do rotate an individual throughout the organization so the new staff may gain experience in conflict work as well as other sectors.

A number of respondents stressed that applicants need to understand the nuances of being included as potential staff in proposals. They explained this is different from being hired for an actual position because many proposals are not successful due to the competition for funding. Thus, it is important to understand that being included in a proposal is no guarantee of a position.

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16. For the 'other' category, the majority of the answers indicated that the number of positions largely depends on the funding available.

As one individual from a non-profit organization commented: "Many positions we have been recruiting for recently are based on RFAs,[17] and we may not get the funding."

Hiring Expatriates Versus In-country Specialists

As described in Section C, a more recent trend is that many organizations are relying less on expatriates for staffing and more on local experts and actors. Thus, for many conflict related projects, there may be a few expatriates hired, with an increasing number of skilled local professionals hired for the in-country technical team. As one conflict practitioner at an inter-governmental organization commented about their general hiring practice: "We believe in the non-substitution of actors. We want to develop capacity in the region. Our preference is to use people in the region. People who have knowledge, political savvy, the culture and regional background." Another program officer at a non-profit estimated that for every position they have in the home office, there are another 5-10 positions in the field that are mostly filled by locals.

Consulting Work

One sector of employment that is slightly different from the approaches above is independent consulting work. In general, consulting work involves an individual of at least mid-level experience who is hired to do a specific (usually short-term) project for an organization.

Most of the respondents indicated that they either hire (or have been hired) for consulting work via existing professional networks and informal contacts. One independent consultant mentioned how the first consultancy she received came about via presenting at a conference and someone being interested in her work. A number of respondents indicated that once they have hired someone as a consultant, they are likely to use them again rather than search out new individuals.

Although the use of consultants is widespread, several respondents indicated that their organizations are trying to minimize the use of consultants. As one practitioner from a non-profit explained they are: "…tired of parachuting consultants. [We] want to provide long-term support which is more effective." This trend is related to the previous discussion that many organizations are relying more and more on locally hired people rather than expatriates in order to benefit from local knowledge and expertise while also building local capacities for the long-term.

Salary Ranges

Salaries vary given the type of organization, the skill level and experience of the particular individual, the nature of the position, and the funding source. One of the challenges of presenting general salary ranges is that organizations can have different definitions of what entry and mid-level positions signify.

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17.   Request for Applications are often opportunities for which organizations submit proposals to the US government to carry out programs in specific areas. For more information see: http://www.fedbizopps.gov/

Some respondents identified entry-level as someone with a Bachelor's degree and very limited work experience, while others indicated entry level is someone with a Master's degree and two or more years experience.

The salaries ranged from $25,000 for an entry-level position with a Bachelor's degree and 1-2 years of experience to over $100,000 for a senior-level person with eight or more years of experience and an advanced degree. Table 6 presents a summary of the general salary ranges according to the job level and sector.[18] Please note some organizations may have slightly higher and/or lower salaries than those listed in the chart. Salaries also tend to be higher in major cities on the east and west coasts, such as New York, Washington, DC, or Los Angeles, than they would be in other locations in the US.

Table 6
SALARY RANGES BY LEVEL OF JOB AND TYPE OF EMPLOYER

Type of Employer	Entry - Level BA	Entry - Level MA[19]	Mid - Level	Senior - Level
Years of experience	1 - 2	1 - 2	4 - 6	8+
Non-profit	$25,000-$34,000	$32,000-$42,000	$35,000-$60,000	$55,000- Up
Consulting & For-Profit	$30,000-$40,000	$35,000-$45,000	$45,000-$75,000	$70,000-$110,000+
Government [20]	$30,000-$35,000	$33,000-$45,000	$40,000-$75,000	$60,000-$100,000
Education[21]	$30,000-$35,000	$32,000-$40,000	$40,000-$60,000	$60,000+

Consulting Work

As described earlier, independent consulting is a type of employment that cuts across different types of employers and various sectors. Many non-profits, for-profit firms, government, and international agencies use both short and long-term consultants to assist on various projects. Most consultants are paid on a daily rate, and have all of their expenses covered. The rates for consultants vary according to the particular task, the employer, and the funding source.

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18. These salary ranges are complied based on the information provided by respondents who were willing to share salary ranges in their organizations and from a review of recent job announcements.
19. Entry-level MA, mid-level and senior-level positions usually require a substantial experience with overseas work in the field. Also, positions in the field often include many extra benefits such as housing, transportation, etc, making the income level higher than positions at home offices.
20. For more information on US Government Salary Ranges, see the US Office of Personnel Management's salary table at http://www.opm.gov/flsa/oca/04tables/indexGS.asp. Also these rates may not be representative of the whole government, but of those organizations that participated in the research.
21. Within the educational sector, the salaries at the mid and senior level are for full-time faculty positions. Many institutions also hire adjunct faculty to teach classes and the salary ranges for adjuncts varied significantly, from $3000 per course at one institution to $8,000 at another institution. A number of educational institutions also hire program staff to help develop, manage and run conflict-related programs.

The average rates for expatriate consultants vary from $250 to $600 a day. Some organizations paid higher rates. One respondent who does a lot of corporate consulting said that the rates for such work can reach $1000-$1500 per day, however no other respondent identified rates at this level. Most organizations offered lower rates for local/national consultants around $100-$200 per day.

Intergovernmental Organizations
The survey did not include enough inter-governmental organizations to provide concrete information on the salary ranges at such institutions. However, one useful source of data for such institutions is to look up the salary scale provided by the United Nations.[22]

Possible Career Paths

One of the questions in the online survey that 28 respondents answered was: *What are the possible career paths within your organization for someone with a degree in Peace or Conflict Resolution?*

As explained earlier, this is a relatively new field and there are no established career paths for individuals with training and/or degrees in conflict resolution. Several respondents did describe a general career path in their organization (these were more closely related to development). One senior program officer for a large non-profit outlined a career path in her organization as follows:

"1) Home office based support to peace and conflict resolution activities - includes administration, technical support, and development of proposals. Ranges from Program Associate (entry level, usually with Master's) to Senior Program Officer (Master's plus 10 years experience); 2) Field based program staff: Usually only one or two expats per project. One would be the Chief of Party requiring extensive field experience; others would be senior technical advisors, including monitoring and evaluation, etc."

One practitioner at a small conflict resolution non-profit explained: "We are a small practitioner organization with no distinct departments each practitioner develops his/her own areas of specialty within our program areas. Each practitioner can grow in salary and rank through the roles of program associate, program manger and senior program manager. The only other career path is to go into management of this organization, which does not necessarily involve higher pay."

A human resources professional at a large non-profit explained: "Regarding a career track, there isn't a fixed one in peacebuilding. Often one can be a technical advisor in a country and move to a regional position (can add other areas)." Another senior staff member of a non-profit commented that a career path related to conflict: "is the usual path for everyone else, I am not sure at this point in time that there is any special path….At more senior levels the person can help shape some of the programs to be more conflict resolution orientated

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22. See the UN's International Civil Service Commission for general UN salary ranges at: http://icsc.un.org/csd.asp?list=sal

with the hope they can be funded."

Summary

Overall there is a trend for an increasing number of conflict-related positions, particularly those that integrate some other skill set and sector. One senior academic/practitioner commented that conflict resolution work: "...is becoming more integrated into all sectors" and there is a lot of growth in the job market. However, other individuals were more pessimistic about the nature of the job market and the field and cautioned that there are not that many positions, particularly in straight conflict resolution.

Three reasons underlie this more pessimistic view. First, with more and more individuals finishing degrees, there is also greater competition for conflict-related positions. Second, the trend towards integrating peace and conflict resolution into other sectors is creating peace and conflict resolution expertise among individuals with more traditional degrees and backgrounds, which adds another source of competition for jobs. Third, another trend in the field that is potentially shrinking the availability of jobs for US professionals (among other expatriates) is the increasing trend towards hiring in-country professionals rather than expatriates for overseas position.

The lesson to be learned is that people seeking careers in international peace and conflict resolution need to develop multiple skills sets and expertise to compete successfully for conflict-related work.

E. Knowledge, Skills and Abilities Needed for a Career

Respondents identified a number of skill and knowledge areas they seek in potential employees. The majority are not unique to the field of international peace and conflict resolution, but are also relevant for careers in international development and humanitarian assistance. There is no one set of skills that employers seek, as it varies depending on the type of work (administration, research, training, management, advocacy, and teaching), level (entry, mid, senior) and location (home office or field-based). A summary of responses is presented below.

Cross-Cultural Skills and Field Experience

Almost unanimously, employers stressed the need for individuals who are interested in pursuing an international career in conflict resolution to have significant knowledge, experience and expertise working in cross-cultural environments. One individual commented that people need: "A general knowledge base about cultural diversity. Skills in cultural fluency, ability to move in and out of cultures (not necessarily be an expert in all cultures)." Another consultant stressed the need to have an: "…in-depth ability to let go of one's attachments of culturally determined ways of doing things." Another respondent stressed the need for "cross-cultural and communication skills" not only for assignments overseas, but also for work in the United States. Another senior practitioner explained his organization: "Would not hire anyone without good cultural antenna."

Many employers also commented on the need to be conversant in a second or third language. As one respondent said: "Language ability is very helpful, it allows you to communicate with others and understand it may be difficult for them to communicate with you [in another language]." While a senior practitioner commented: "I would say [people] need geographic expertise and language is a real asset if talking about a career path and not just a job."

Employers also identified having some overseas field experience as a critical factor. A senior staff member of a consulting firm commented: "[It is] very difficult for us to take in someone who has no field experience, it's almost a requirement." Most employers stated that the overseas experience could be a combination of work, study, and volunteer experience abroad. Particularly for entry level positions, it was more important to have lived abroad for some period. For mid-level positions, it became more critical not to only have lived abroad, but to have significant work experience overseas.

There was some disagreement among the respondents as to whether or not individuals should develop a deep expertise in a particular region or remain more generalists. One program officer at a non-profit commented it is better to have knowledge of a particular region than be a generalist. Similarly, the director of a policy/research division at a non-profit explained: "We are interested in the notion of expert local knowledge. Country and regional knowledge are very important." In contrast, a senior practitioner within the government, explained: "None of my staff are exclusively experienced in one region or area. They all have specialties, but are generalists in that they can transfer experience to other areas."

Peace and Conflict Resolution Skills

Respondents identified several skill areas related to conflict resolution that they seek in potential hires. Many employers stressed skills in basic conflict resolution/management. Some employers stressed training and facilitation skills, while others viewed expertise in negotiation and mediation as particularly helpful. A staff member at one intergovernmental organization commented: "For us an entry level person is well versed in mediation and particularly facilitation." Another added that is important that people need to be able to use: "…negotiation skills with adversaries. Being flexible and being able to give voice to both sides and help move them to a position where they can have dialogue." Another director of a peacebuilding non-profit commented they look for: "Real training in deep listening. Skills in facilitation, how to lead and create an inclusive dialogue."

Respondents also stressed other key skills, such as interpersonal skills, the ability to get along with others, and good communication skills. Another practitioner defined the need for an "innate ability to work with groups." One senior staff person at a non-profit stressed the need for: "Good listening skills. Being able to hear different person's perspectives. As internationals we are often invited or are guests in host communities, being able to facilitate discussion."

Several respondents stressed the need to be able to think strategically. One senior practitioner at an intergovernmental institution stressed the need for strong "conceptual and strategic" abilities. This means being able to see the big picture and base conclusions about what the field can accomplish based on evidence. Another academic/practitioner stressed the need to "understand the macro level," while another commented on the need to be able to: "design interventions to match needs."

Cross-Sectoral Expertise

As stated before, an additional theme that emerged is the need to have experience and knowledge in sectors that are complimentary to conflict resolution. One individual explained it is: "Important to have a surface level knowledge of other development sectors and how they interact with conflict. For example how the educational sector may inadvertently contribute to a conflict, or the intersection of water and conflict." Similarly, a program officer working with conflict and development commented that people need a: "…strong understanding of the link between peacebuilding and development." One senior practitioner commented that one of the most important areas to link conflict was in economic development. Another employer commented that people need to expand their definition of what conflict-related work is to include other sectors: "When people think of conflict resolution, they think they are going to do the Oslo process, but most processes in the field are sectoral processes."

Academic Training in Peace and Conflict Resolution

There was a wide gap between respondents in opinions about the value of academic training in conflict resolution. These differences were largely rooted in the respondent's own academic background. In general, those individuals who themselves had a degree in conflict resolution placed a higher value on conflict resolution degrees than individuals with degrees in other areas. As one senior practitioner completing a Ph.D. in Conflict Resolution explained: "There are a whole lot of people who call themselves conflict experts, but don't have the expertise." This suggests the need for more clarification in the conflict field at large of what having "conflict expertise" means.

Most respondents with degrees in the field suggested that individuals need both some academic or theoretical knowledge of conflict resolution and practical experience in conflict resolution and related fields. One academic/practitioner stressed people need: "some theory of social conflict, culture, ethnicity, nationalism, political, and dynamics and some practice-the ability to work with people in conflict." Another director of an academic program that also does practice stressed the need to be: "…capable to develop, implement and mainstream [conflict resolution] in institutions."

One senior practitioner in a consulting firm commented it is important to: "Be able to see how conflict resolution or at least the ideas and concepts show up everywhere and learning how to incorporate it into different areas." Another commented that people need to have an understanding of: "Broad development issues, inequalities and ways in which conflicts are spiked or continued."

As described earlier, most respondents stated the need for multiple knowledge and skill sets. For example, one employer commented that although academic training is important it needs to be supplemented by other skills. As she explains: "There seems to be a large number of young people graduating with degrees [in conflict]. While that is useful, experience in governance is more important." Another respondent added: "I don't subscribe to the idea that people need a lot of theory, the level of experience is more important. Although academics are helpful." Another non-profit officer explained: "Academics isn't enough. You have to have field experience. Also need knowledge of bureaucracy. Depending on who you're working with this will vary." Another mentioned: "Some of the skills are generic, but a degree in conflict resolution is not enough; you need facilitation, program design skills. Most important is the ability to analyze and understand sources and causes of conflict and what are the different approaches to addressing it."

One respondent, surprisingly from a conflict organization indicated field experience and other degrees maybe more valuable than degrees in conflict resolution. As the individual commented: "We don't hire a lot of MAs in conflict resolution. What we find is that the MAs are increasingly trained in theory, but have little conception of what real world work is like. So we are inclined to hire people with degrees in international relations, media, and political science."

General Project Management Skills

There were a number of skills that employers cited as important that are not specific to international conflict careers. One of the most frequently cited was the ability to write well. One academic/practitioner explained people need to be able to: "… write well, develop viable, do-able fundable projects. These skills don't really differ from others in the department." A human resources director for a more research-based conflict organization explained they need individuals with "determined research skills."

An additional area that the majority of employers stressed was the need to have concrete project management skills. Several employers stressed that since much of the funding for conflict work comes from government sources, it is essential to know the client. As one respondent indicated we: "...have to deal with what the client wants." Another commented that people need an: "Operational knowledge of how do donor funded projects work, what are the rules and regulations (such as USAID)." Another program director commented on the need for their employees to have a: "…familiarity and deep understanding of bureaucratic politics."

An important selling point that several employers look for in job candidates is whether people know who the key players are in the field. As one foundation officer commented people should: "Know relevant networks and players." Similarly, a non-profit director said they look for people who: "…have their own network that benefits our organization." Other project management skills that employers identified as important were budgeting, fundraising, and conducting monitoring and evaluation work.

Several respondents commented that much of the entry-level work can be mundane and that, in order to advance in the field, people need to be willing to "pay their dues." One conflict specialist commented that, as people gain more experience, the work becomes more interesting. However, at the beginning: "The biggest selling point is how hungry you are. How good are your organizational skills? How willing you are to do grunt work?" Another program officer commented that: "A program associate in DC will not be doing intervention. S/he will be doing project backstop and monitoring."

Personal Skills

One theme that emerged from the respondents was the need for individuals to be open minded and flexible due to the challenging nature of the work. Since much of international conflict work can take place under stressful and ever-changing conditions, this was often cited as a very important skill area. As one conflict advisor for a non-profit explained, people need a: "High level of creativity, innovation, and ability to think outside the box." One individual commented that more important than training is the ability to be able to live under stressful situations. One independent conflict consultant stressed that people need: "…flexibility, ability to think on your feet are really important" as circumstances can rapidly change.

Other personal skills that some respondents identified as important were the ability to step outside of oneself and put the needs of the participants first, patience, humility, a good sense of humor, an eagerness to learn, and a "passion for their work."

Selling the Field

Several individuals who have degrees in conflict resolution and are trying to further mainstream conflict resolution stressed how they need to be able to sell the field to others. A senior practitioner in a consulting firm explained you have to be: "something of a salesperson" in order to generate interest. While another respondent added a real skill is the: "Ability to speak to a broad policy audience, put issues and ideas into easy language…Many people use too much jargon or arcane language." One senior practitioner explained that to sell and work in the field: "You have to be able to talk international security language."

Another senior non-profit officer commented you need to have: "a commitment to values of peacebuilding." While another respondent added that we need: "to use conflict resolution when working with others, such as negotiation, facilitating, etc." Another employer commented that they look for individuals with an "utter devotion to the field (and evidence of that)."

Factors that are Important for Individuals to Grow Their Careers

Table 7 presents the responses from the on-line survey that asked participants to answer the following statement:

I believe the following are important factors for individuals in conflict resolution in order to grow in their careers (please check all that apply):

Table 7

IMPORTANT FACTORS IN ADVANCING A CAREER IN INTERNATIONAL PEACE AND CONFLICT RESOLUTION

Category	Response percent	Response Total (55 total respondments)
Related Work Experience	86%	47
Overseas Experience	76%	42
Cultural Knowledge	75%	41
Fluency in Languages	67%	37
Graduate Degree	62%	34
Project Management Experience	58%	32
Grant Writing Skills	42%	23
Undergraduate Degree	40%	22
Other [23]	27%	15
Conflict Resolution Certificate	22%	12

Similar to the interviews, related work experience, overseas experience, cultural knowledge and fluency in languages received the highest response rates. In the online survey and the interviews, having a graduate degree in general (not necessarily in a specific field) is an important contribution to advancing one's career.

Necessary Knowledge, Skills and Abilities for Mid-Level Careers

One of the questions respondents also answered is whether there is a difference between the knowledge, skills, and abilities needed for entry-level and mid-level positions. The main difference they identified is the need for greater experience, knowledge, and 'rolodex power' (established contacts) as well as stronger project management skills.

The most common comment was the need for mid-level people to have a deeper level of experience and capacity to carry out work. This meant that people had greater experience working in conflict regions, familiarity with a greater level of processes, and the necessary project management skills. A number of people indicated that mid to senior-level employees have developed a strong technical expertise in a subject area whether it be the environment, public policy, natural resources, etc.

A peacebuilding specialist commented her organization at the: "...mid to senior level, needs people with a Ph.D., strong networks and reputation. Look for experience in donor community, USAID, UN, etc. Also need to know conflict vulnerability assessments, psychosocial work, these are becoming more important." One human resources professional from an international non-profit explained that for mid-level jobs that individuals need: "…high analytical skills, able to understand political situations, and present alternatives."

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23.   For other the most frequently mentioned was strong writing skills. Other factors mentioned included: training experience, regional expertise, and flexibility.

Most respondents also seek people who have the ability to network and bring with them established contacts with funders, partners, and clients, such as US Department of State, USAID and foundations. At the mid-level, individuals need to have an ability to conceptualize and run an entire project under stressful circumstances. One non-profit director explains that mid-level people need to be able: "To start up a project from nothing." While another added that people need to be able to "Manage a project from start to finish."

F. Response Rates for Job Openings

Respondents were also asked to indicate how many applications they received when they recruited for open positions related to conflict. The number of applications received per posting varied greatly. Some organizations receive several hundred responses or more per posting while others received a much smaller number. The majority of organizations and companies reported on average receiving between 30-100 applications per posting.

One medium sized conflict prevention organization that regularly recruits staff at all levels in both headquarters and regional offices reports that they receive approximately 100-200 responses per posting. In an average month, the organization receives 150 applicants just for internship positions. At one government agency a respondent indicated that they have been receiving over 150 applications per year, even without posting any positions. There was no difference between the number of responses an organization might receive for a posting related to peace and conflict resolution compared to positions in related sectors, such as development.

There were several reasons for the variance in the number of responses per job posting, including the location of the employer, salaries offered, required qualifications, and job description. Organizations that are not located in a major metropolitan area such as Washington, DC or New York tended to report much lower numbers of applicants per position. Respondents indicated this was due to several reasons, such as the locations might not be as attractive to potential applicants, and the salaries might be lower. One administrative director of a non-profit explained that his organization had difficulties in recruiting qualified staff for their positions because their salary range was low compared to the very high cost of living in their area. One director of a peacebuilding NGO commented: "We get a small number of [applications] because of the rural location."

Many employers reported that, for more senior level openings, it was often challenging to find the right person, with the right skills to fill the position. One international development organization had to do three rounds of recruiting (after the first two failed) because they could not find the right candidate.

Organizations reported fewer applications for positions that are administrative in nature, such as for contracts, finance, and other related staff responsible for overall organizational development, than for positions that are more substantive focused.

One complaint that employers had was that they often receive applications from individuals who do not meet the minimum requirements for the position. As one practitioner commented about the 50 applications received for one posting: "Many were not qualified, they were just fishing."

Several employers, particularly those in the non-profit sector, reported that they had been inundated by the number of applications while recruiting for posted positions. Thus, they decided for future openings to rely more on word-of-mouth or networks. As one director of a conflict resolution non-profit commented: "We don't advertise, we don't have time to screen all those people. We use word-of-mouth." Another commented: "We haven't advertised in years, we take interns and move them up."

G. Main Resources for Recruitment

In this section, the employers were asked to describe the main avenues they used for recruiting to fill positions related to peace and conflict resolution. In response, they identified a number of resources and several common themes regarding described below.

Factors affecting the choice of advertising for jobs

Employers described four factors employers that affected their choice of advertising for jobs in the field of peace and conflict resolution. They are: cost, time involved, prior relationships, and being overwhelmed with responses. In terms of cost, one said: "Generally we don't use newspapers because of the cost" and another added: "We use the internet because it is cheaper."

Other employers talked about the time involved and particularly in terms of the number of applications they have to sift through. One senior individual said: "We don't post; it is a function of time." Quite a few employers mentioned they use internet searches rather than print venues because of the number of applications they received from print venues. One summed it up: "We use print venues, but are usually overwhelmed with the response."

In terms of prior relationships, a few employers mentioned that they have relationships with one or more universities and go to their programs (particularly graduate programs) looking for potential employees. For those that said they did not advertise for their positions, the main reason for not advertising was that they hired current employees or people they had worked with in the past and moved them laterally or vertically into the better positions. One described it as: "We let people move up in the organization."

One thing was clear from where people chose to advertise is that they want access to the right people for the job. If that meant going to graduate programs or specific websites, they would do very specialized searches in those places. It was also clear that if they posted in the print media, they were often overwhelmed with too many responses.

Comments about job postings

One aspect that was very clear from the responses to this question about job postings was that employers used three main avenues for finding the right people for the job. The first was word-of-mouth, i.e., they spoke to people they knew who worked in the field in order to find the right people for the job. One employer described it perfectly: "The best way is word-of-mouth and through relationships; ask people you know." Other employers said: "We use word-of-mouth and our relationships," "We ask colleagues," "We use our network of partners," "We advertise in the Washington Post, but not often," and "We use networking."

The second factor, is that many employers utilized people they already knew. These comments came from every sector of the field: "We use connections made through previous work," "We often hire people we already know. They move in laterally," "When we have short term jobs, our first approach is to offer it to anyone we have worked with, what I call alumni staff." When they did look for employees outside their immediate place

of employment, they went to organizations that did similar work or to websites/listservs specific to the field. This again, was across the board in terms of the field. They described it this way: "We use similar organizations to us," "We use professional listservs," "We use job listservs in the field," and "Idealist.org has produced a lot of people. Occasionally we use sites affiliated with graduate schools specific to that area."

A third factor was the level of the job. Most employers drew a distinction between part-time, consulting, or project work and full-time permanent employees. For the first category, they would usually post an ad on their own website or go through their network of contacts to find someone. One individual associated with a university described it this way: "We recruit both internally and externally. If it is consulting, we do not advertise. If it is part-time, we first try to get students from our department, then school, then university. If it is a full academic position, then the university has to go through the search process. If for an adjunct, we look in our rolodex of nearly 1000 people. They need to have academic credentials, subject matter," "It varies with the position," "It depends on the level of the job. Usually technical advisor positions are advertised more in professional publications. We post entry-level jobs on our website," and "We internally post positions for 10 business days; if we get someone, it doesn't go outside." If the advertising was for permanent positions, more formal methods of recruiting were used, such as specialized websites, professional journals, and newspapers.

For the agencies that worked under federal guidelines, a fourth factor arose, particularly if these were the permanent positions mentioned previously. Since they had to announce positions publicly, they would often use more than one avenue. One federal employer said: "We ask individuals to circulate our announcements and we publicly announce it."

For those agencies looking for a specific skill set, the advertising was quite often focused to where those employees would look for work. One international non-profit employer described a recent project: "We mostly draw on people who have previous experience in peace programs in the country. Our current work also comes from that experience. In (country), we looked through various conflict resolution initiatives to recruit people. We hired three junior operators in (country)." Others said: "Since (our niche) of the field is small, often a couple of listservs putting it out is the most useful," and "We are learning as we go. Last time around we put an advertisement on Reliefweb, other places. We won't do that again, we did find best matches from skill sets, personal networks, asking people."

In general, employers were amazed by the network of job websites/listservs and their efficiency in getting the word out into the field about a job opening. One said: "Astonishingly, when we do launch a job, it is often picked up and posted everywhere." A number of employers have found the Internet to be so effective in finding the right people for the job that they rarely use print media.

Main Sources of Recruitment

Overall, employers identified a number of websites and publications they used to recruit for open positions in their organizations. The most common resource was their own websites. This was followed by several external websites that provide information on opportunities related to careers in international development, peace and conflict resolution and related sectors. Many organizations also used their contacts at university departments and career centers to help identify and recruit qualified candidates. In general, most employers did use specialized recruiting sites or publications focused on development and/or conflict, more than they used traditional recruiting sources.

A number of organizations also indicated that they have significant internal databases of resumes that use to identify candidates.

A summary of the most popular resources are provided in Table 8.

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Table 8
RESOURCES FOR RECRUITING

Name	**T**ype of Resource
Own Website	**O**rganizational Website
Specialized Websites for Careers 　ACT Forums (conflicttransformation.org) 　Communication Initiative (www.comminit.com) 　Devnetjobs.org 　DevelopmentEx.com 　Idealist.org 　Reliefweb.int	**S**pecialized Websites for Careers in Development/Conflict
Publications [24] 　International Career Employment Weekly 　Monday Developments 　Newspapers (Washington Post and others) 　Chronicle of Philanthropy	**P**rint Publications / Online
University Career Center/Departments	**T**hrough internal databases and listservs

24. International Career Employment Weekly is published weekly both in print and online. It is available at www.internationaljobs.org. Monday Developments is a weekly newsletter about development published by Interaction the main network of US development non-profit organizations. The newsletter also includes a list of open positions related to development. See www.interaction.org

H. Potential Challenges for Professionals in the Field

This section first asked employers to identify the challenges that individuals with a graduate degree in conflict resolution might face as they pursue a career in the field. Subsequently they identified the challenges individuals in general might encounter. A summary of responses and themes is provided below.

Earning a Living

The main theme that arose was around the issue of money and pay, and these responses melded into concerns about security and quality of life. Several of the respondents were concerned with entry-level salaries being too low to live on, i.e., someone right out of school needing to earn "a living wage" or "meet my needs and pursue the career I want." One respondent said: "It is absurd what they pay" and another added: "(Government agency) pay sucks!" which he explained forces them to subcontract the work out to others. Another respondent quoted an entry-level salary of $25,000-$40,000 and said: "You don't get rich in this field!" Yet another said: "You have to take a salary reduction to work in the field." One foundation officer said: "Most non-profits are understaffed and underpaid."

A non-profit employee said: "If you're looking for a job with benefits and security, this may not be the place for you." Others were concerned that, for example, non-profits often pay their entry-level people next to nothing or expect them to volunteer in order to get experience. Another mentioned aspects of pay in a different way: "Pay is based on the project, so people work project-by-project with no financial security. We are all on soft budgets and that doesn't feel very secure."

A non-profit officer said: "One of the challenges is that many of the jobs are very short term. This can provide you with a wealth of experience" (but not stability). An NGO worker added: "You spend a lot of years and it is hard to move up." A respondent also mentioned the financial concerns in terms of the organization, rather than personal ones, when she said: "There is a challenge to being part of an organization without secure funding." Likewise, another said: "Working in a smallish organization, you have less benefits."

A non-profit officer added: "You're not going 'first class' anywhere" and "While you probably won't be in a tent, there are not a lot of travel perks and you usually need to keep costs down." On a more hopeful note, someone added: "Later in the career, there is reasonable compensation." Another added: "No money affects the dignity of the job." These pay concerns were pervasive across all employers.

Degree or Work Experience

The second theme that emerged from this question and that was discussed earlier had to do with needing experience in the field rather than a degree in order to get a job. As one respondent phrased it: "We don't have a lot of use for theory." Another said: "We are hostile to theory." And others: "You need experience, not a degree," and "We use a practical approach and not a lot of theory." Two non-profit officers added: "Biggest thing is that they have to have a solid understanding of the reality on the ground versus more

academic.….People who are more academically oriented or academics might provide good information or suggestions, but often don't know the realities or constraints on the ground" and "One of the principle obstacles is not having field experience. The products of academic training can have curiously antiseptic notions of what conflict is. You need real dirt under the fingernails, a sense of human tragedy, and an understanding of politics."

A non-profit officer added: "You need to balance idealism with realism/pragmatism." Another framed it more in terms of the field as a whole: "Conflict resolution is not recognized as being equal to other professions." A non-profit officer described her concerns about the number of conflict resolution programs, the numbers of graduates they are turning out, and what all those graduates are going to do for work. A woman who worked for a multinational organization said: "One of the problems is CR has a reputation for being flighty…you need continued validation of experience." An academic who works in the field said: "For people who think that if they get a degree in CR, and go to work for the UN; that is totally unrealistic." Later she said: "Just because you have a degree in CR, don't expect to be coddled. [The] degrees are pretty new; many people don't know about them and might prefer a degree in the traditional social science such as psychology."

On the other side of that coin, a specialist said: "Everyone thinks they know what conflict resolution is, yet almost no one has a clue what it is as a profession." One man who had a degree in conflict resolution said: "With a degree in conflict resolution, you don't learn the practical stuff. You don't learn how to write a grant, change a tire, etc." A foundation officer said that someone with a degree in conflict resolution needs to be able to transfer those skills to development work, in other words, to a more specific focus. A foundation official talked about being able to establish those kinds of links in the job market: "You can't have peace without development or development without peace."

One of the interesting points is that although education was discussed earlier in Section E, that a number of individuals also discussed this under challenges in the field. What is clear is that regardless of the graduate or undergraduate degree that individuals need to also have developed some field experience and expertise through whatever means possible.

Getting the First Job

A third theme was about the difficulty of getting the first job: "It is really tough landing something; it takes determination." A non-profit officer said: "It is very hard to find a steady position focused on peacebuilding. Jobs are very scarce." An independent consultant mentioned that you end up competing with your friends for consultancy opportunities. And if you refer the work you cannot take to friends, then you may not get it back again. An NGO employee said: "There is a lot of competition for jobs. A lot of people want to do it. It is a buyer's market" and "You get started by volunteering."

Another said: "People have to find their own way and usually create their own jobs." However, one woman pointed out that having to create your own job usually translates into not having a team to work with and that, in turn, creates loneliness. Another talked about starting your own business as your first job, which is difficult and very time consuming.

A consultant described this as: "There will not be a clear career track or progression, as the field hasn't been well defined yet." One employee who has worked in both the field and in universities described this phenomenon as the "chicken and the egg;" i.e. "You can't do something without the experience but it is difficult getting the experience." A foundation officer said that most jobs are in "New York and DC" and that would require a relocation for some people.

One man who worked for a large consulting firm talked about new employees: "They start out doing a lot of admin, copying, etc." and while this may be frustrating they used this opportunity to learn how the system works. A non-profit officer noticed: "Often a bright young Westerner with a good degree will get a job before an African or Asian with years of experience (with or without a degree). I think this is in part because Westerners are doing the hiring, sometimes without the technical skills to properly assess candidates, and without the cultural insights necessary to decode the language, expressions, and behavior of the applicants." However, as described earlier, the hiring trend is increasingly towards hiring in-country professionals rather than expatriates.

Quality of Life

The fourth theme had more to do with quality of life issues. One respondent spoke of international conflict resolution work: "You travel, take long trips. There is a lot of pressure and stress." The people who complained about stress in their jobs tended to be ones who did a lot of international travel and were away from their families for long periods of time. One consultant summed it up: "If you do this work a lot, it is hard to have a life at home." That same person went on to add: "You need to be open to living in very dire situations; physically the hotels in (country) were horrible and I just had to say: 'I am here for the work.'"

A government agency employee said: "We are trying to do way more than is possible...which is an enormous amount of work. Since I don't have kids and love this work, I probably work more than most people." One woman who worked for an international agency discussed the dichotomy between "finding an opportunity" to do the work you want to do and the work itself then being "very stressful." An individual working in a government agency commented: "You can get malaria, flat tires, etc." Another put it in terms of the quality of the job: "They bring in these really qualified young people and ask them to do really dumb things."

Other employees from different types of organizations discussed "burnout," "exhaustion," "psychological security," disillusionment," and "sheer pace and pressure" as issues for many people. Another consultant mentioned the "danger of getting too emotionally invested; that is, being able to maintain a macro perspective view of this job and develop relationships outside of work." Another mentioned the emotional connection to the work and the people you work with:

"Most people do this work not just as a job, but a heart connection too. You get connected to people you work with, and then it is time to leave and you hope you will be back next year or in the future, and often there aren't funds for follow up."

One employee who worked for a federal organization said: "I run into a lot of people who don't know about (the agency), and they ask what I do and say: How interesting!" but he was concerned that those people do not see the day-to-day administrative work that goes behind the interesting travel. He was also concerned that some of the work was very long-term and intangible. Another person described this same phenomenon as not really feeling like you have an effective impact on the larger state of affairs. She said: "You get gratitude out of little stuff." A long time career person said: "It is difficult sustaining a career path in the face of competitiveness." Another mentioned: "It is stressful working in a community or culture that is not your own."

Cultural Issues

A fifth theme was about other cultural issues, which were a concern for some and still a challenge for others. Being put into a cultural situation that you lacked experience in and were not trained for was a challenge. One foundation officer said: "Don't assume your toolkit will work anywhere; you need to be aware of the local context, field, etc." One academic said: "The first time I went to work overseas, I had to get myself there without knowing the language."

A person who has served as a technical field worker said the following: "Probably one of the challenges is related to being able to understand a particular conflict in a particular context if you haven't lived there (or are familiar with it) and are called upon to do work or design something. Even if you are working with locals, it can be hard." She also mentioned that "local" information can be very "biased."

Describing working in the field, an NGO worker said: "Often people can be naïve, or co-opted." A government worker said: "Everything is political" and later: "There are so many national sensibilities due to political animosities." An NGO worker added: "Working with local partners and staff; building their capacity can be a major challenge." Another said: "You need to be able to cope with cultural differences within your division" and "the challenges of working with an international team." Others mentioned the challenge of cross-cultural gender issues: "Working outside the country in some cultures as a woman, it can be hard to be taken seriously; it can be frustrating."

A human resources professional discussed the illusion some people have about the relationship between the home office, the funding officer, and the country director. Her concern was that people do not understand how diplomatic these positions can be and how you have to "juggle lots of interests." Another person described this same situation as "understanding political sensitivities and knowing how to deal with it." Others mentioned the challenge of dealing with the corruption in the countries where they work. A senior nonprofit professional described the security challenges consultants face on short-term contracts: "They want to do what they want, and this can cause problems." He went on later to describe the "baggage we all carry whether you want to or not (after 9-11). The work is harder now as our government is seen as starting

conflict." Another added: "This is not missionary work. Frequently those of us going represent a country contributing to the problem."

Obstacles with Organizations

A sixth theme was about obstacles with the organizations you work for, both internally and externally. "Organizational ethics" was a concern as well as "restrictions on how to spend money" and the "bureaucracy at headquarters." Another described the work of the chief of party as: "As a manager of people, half or more of your job can be on internal conflicts." One consultant said: "You have to be really flexible and comfortable with the chaos from the institution that hires you." A field worker for a federal organization said: "(The agency) wouldn't give us anything; they repeatedly said we don't need it."

Others talked about navigating within the organization and the industry in terms of: "You need to know the lingo and the code words," "You have to use the official language," and "You need to know the industry to survive."

Another issue raised was the difficulty of finding mentors within your organization. One woman said it was not done really well and described the need as: "That process of really supporting and grooming people." Another individual who has done extensive fieldwork complained that there was no support for staff.

Another issue was raised that applied more to the relationship between the organization and the funder. An employee of an international agency described it thusly: "The pressures of the imperative to show results, because donors want to see something tangible. It is difficult to have baseline data and show results because so much is intangible in conflict resolution work compared with building houses." A non-profit employee added: "The field has been moving more to looking at the beneficiary perspective" and we need to consider what that means for the field.

Safety Issues

Surprisingly, the least mentioned challenge was the issue of safety and security in the field: "Safety in the field is an issue but not a major issue." Two non-profit officers offered: "We have very strict security guidelines (10 pages) that every employee agrees to" and "We have really strict security protocols." One NGO officer described their safeguards, backup procedures, and the need to get employees security clearances.

People who worked in conflict zones were most likely to stress the importance of safety issues. One woman who works directly in conflict zones with war victims said that personal safety was a major issue: "working in dangerous, isolated, extreme conditions." A woman working for a non-profit added: "I think particularly for women, you've added the sexual violence issue in some places you have to deal with. You can be traveling around with only a driver in not very secure areas." A woman who does both NGO and government contracts said: "I think the environment is growing increasingly insecure." One agency that had to withdraw their people from a conflict zone added:

"Security is a problem. We've been fortunate that we haven't lost anyone…." A non-profit worker said: "Sometimes I've been confronted by weapons, but I've been lucky." A woman who works as a consultant in conflict zones summed it up: "You are putting yourself in harms way. You may also be putting other people in harms way. We can go in as consultants, do the work we do, and what we leave behind can be very dangerous for the locals to continue."

I. Organizational Training in Peace and Conflict Resolution

Employers were asked if their organizations provide internal training for their employers to increase their skills in conflict resolution. Out of the sixty interviewees, nineteen answered "no" to this question and offered no further comment. What was fascinating was that several others said "no" but then talked about informal kinds of training and mentoring that occurs within their organizations.

Others added rationales for not offering training, such as: "People come in with these skills so we don't provide" training, "No, people should come in with it," or "We certainly expect in international work that people come in with skills." Other people explained that their organizations offered training in such areas as human resources or communication, but not in conflict resolution. Others added that they do not provide it because they routinely take part in trainings offered by other NGOs and/or governmental organizations. Some commented that the workplace environment was such an incredible place to learn that no training was necessary.

The following section of the report focuses on three areas: respondents who said their organizations offered no training, but then expounded on informal types of training that occurred; those interviewees who reported that their organizations had formal and recognized training programs; and lastly, individuals who mentioned hopes and plans for future types of training within their organizations.

Informal Training

The informal training opportunities were both in-house and outside the organization. Two governmental program leaders commented: "Not so much specific training. I try to search out conferences and other opportunities that may benefit them. This breaks up their work routine and they see it as a type of reward," and "Informally, there are a lot of programs and opportunities to learn." A program officer said: "Oh sure, it is informal but it is ongoing." None of these people seemed to have a specific record of training within their organizations or plans to increase it in the future.

Formal Training Programs

Only one person mentioned that they have a full time person devoted to doing training, and that they offered both internal and external training. Formal training for all the interviewees was in two realms: offered in-house and formally sent outside the organization. One director of a non-profit said: "We provide a little training, but not much, we are improving." A foundation officer said: "No, but we do offer team building and mental support workshops." Two directors of non-profits said: "For particular staff, we have training. We also have a new training program that is being piloted in one region now," and "We offer support for outside teams, internal training, and accompaniment." Another consultant working for NGOs added: "Yes, we provide periodic in-house training. We also bring in others to do training. We do training for all new employees." This same person later added: "We need to provide field employees with conflict resolution training." A project manager for a non-profit said: "We offer mentoring and send people to training."

An administrator said: "Yes, we have an active mentoring process. We encourage and facilitate all opportunities to attend meetings in regional areas." A program linked to a university took this part of their work very seriously; the director said: "Yes, absolutely! We gain a lot of skills and attend conferences, co-publish, and work together on international work. We have also sponsored regional conferences." A practitioner in a non-profit added: "Yes, we do. Very much on the job. We provide training in the organization. We seek opportunities at a minimum cost. We currently support academic study (partially and try to be flexible in terms of time) for one staff member who is doing an MA in Conflict and Development."

Another program officer said: "We have begun to do 1 or 2-hour sessions to present on tools, methodologies, schools of thought. We sometimes involve outside people; other times, someone has just come back from the field." An NGO officer said: "We do have a conflict analysis toolkit and we do some training on this." Another added: "They get nine weeks of training to go" on international missions. A non-profit leader added: "Yes, we have a summer….institute each year. We also do….training in the field. Through (other organizations and networks) we also do lots of training trying to rely on local centers." A program manager of a governmental organization said: "Yes, I have developed a program for all staff and supervisors. I am trying to teach some common skills. I offer that once a month. With my background, it is easy to do. The human resources department doesn't have this capacity." She later added that in the field: "We developed a training plan for each office" since the field officers do not have the same experiences in the various countries in which they work.

There was a wide variance in the amount of formal training offered by organizations, but the amount seemed to have little correlation to the size of the organization. While it might be expected that smaller organizations would offer less training, that was not necessarily the case. Some large governmental organizations offered no training and some small NGOs offered a lot of training. It seemed to have more to do with the philosophy of the organization in terms of the importance of training, in general.

Hopes and Plans for Future Training Programs

If the interview instrument would have been focused differently, we think we could have gotten more specific information on the plans for future training opportunities. However, the following comments were instructive nevertheless and suggest that there is a desire for more training for employees. A program officer said: "Not at this point. We hope to get to it eventually. Until then, we hope to partner with organizations." Another added that even though they expect people to come into the work with the necessary skills, "We're trying to improve our training." A senior person added: "I am getting requests to start doing "brown bags" and training and hopefully that will increase." Another added: "I wish we did!" A nonprofit director: "One of our goals is to provide more." A program officer said: "We've been exploring doing a partnership with a university program to have them develop some training for us."

J. Words of Wisdom for Individuals Seeking to Enter the Field

In this section employers were asked to offer any suggestions that they might have for individuals seeking to enter the field of international conflict resolution. In addition, they were asked to highlight any specialized recommendations for individuals currently working at mid-level positions in the field.

Suggestions for People Entering the Field of International Conflict Resolution

The following are suggestions people offered for entering the field of peace and conflict resolution. First, there is a listing of the most common comments people made, along with the number of people who commented on the need for entering professionals to gain these experiences.[25] Secondly, there is some discussion and further explanation about the comments. While some of these are similar to those in section E about knowledge, skills and abilities, we have them included them here as specific advice for people entering the field.

Table 9
SUGGESTIONS FOR ENTERING THE FIELD

Comment	# of Responses
Do overseas internships	17
Get practical field experience	15
Volunteer [26]	10
Learn a Language	7
Multicultural skills (familiarity and adaptability)	7
Network	7
Get country and area expertise	6
Take short-term overseas missions	6
Join the Peace Corps	4
Be patient	4
Take a proximate job and work your way into it	4

The following comments range from what you have to do to who you have to be in order to get an entry level job, along with tidbits of advice. A person with significant field (overseas) experience said: "For those who want to get into the field, you need to get into the field." An individual working at a federal organization said: "…You really have to know what you're getting into." Another said: "Don't fall victim to going just where the money is." Another government worker said: "I have been impressed with the extent to which serendipity plays a role in one's career. Obviously hard work, training, networking; networking is important because of the serendipity factor. You're never sure what opportunities lay around the corner."

25. For a complete list of all comments see Appendix E
26. For volunteering, respondents indicated this could be in the United States or abroad. It was most important to gain practical experience working with organizations involved in peace and conflict resolution.

He later added: "One can over plan and over prepare. If you set your goals so precisely, you might miss opportunities."

One non-profit leader said: "Connect with people and organizations in the region in which you want to work." A government manager said: "There is a real entrepreneurial quality necessary in the field. It doesn't stop once you get the degree; you have to be in an entrepreneurial mode. It's a bit exhausting, challenging to keep that level of focus." Another added: "It's not what you know, it's who you know, but you don't have to know them very well," and later added: "Network like crazy." One NGO leader said: "If you are in DC, go to as many of the open public talks on conflict resolution as possible. Questions make your name known."

Two non-profit leaders said: "I encourage people just to jump in and use the skills you have to move the processes further. Using what you have learned in the graduate program. Some people start to take the risk and use the skills and apply them," and "I would say you either go about it in a measured way, get some experience in an area, 5-10 years, and then say you will go into development work. But this can be hard as you get a family, etc. Or you can go out on your own, by hook or crook, start networking, making contacts. International NGOs are often looking for short-term assistance. Start by doing this and then work your way in." A foundation officer added: "Do overseas internships. I have always been very impressed by people who work with local organizations overseas on their own, over a summer. This shows they can work in developing countries, they know the regions, etc."

A director of a nonprofit said: "If you're in a place like DC and interested in particular aspects of our field, go to all the events, talk to speakers, and network. You can learn a lot about the field, but you need to be in a place like DC." While a senior non-profit officer said: "It should be approached with humility. It is great to come out of graduate school filled with ideas, but you need to be open to learning and sharing. You can't go believing your degree gives you all the answers or makes you an expert. You need to learn and share together. There aren't easy answers. You need a willingness to learn continuously, while not discounting what you know. It is an incredible chance to learn about yourself and others." A human resources person added: "If someone has done Peace Corps and has some other international experience, we look on that more favorably than someone with all the education but no field experience." An NGO worker said: "Be willing to go where NGOs need people. Your first job may not be necessarily in peacebuilding. Later on, many people are able to work it in more and get more buy-in." Another added: "Work as an intern and then get hired." Another added: "Get into the field however you can." Figure out a funding source outside your organization. Then go into the organization where you want to work and say 'I have a grant to do this work and I would like to do it with your organization.' On a more value level someone added: "Whatever the activity is, make it useful to the world."

Others were more negative about the possibilities of work in the field. Some cautioned about pay and stress. One clearly said: "Don't do it! The field is too amorphous; there is no real connection." Another said: "It is hard to get a job in the field." An independent consultant said: "Many people get out of the field because of the low entry level salaries."

Suggestions for People Seeking to Advance their Careers

In response to the question what employers would recommend to further advance a career in the field, there was a lack of consistency in answers across employers, unlike the advice given for entry level people. Most employers stated you need to follow the recommendations for entry level plus suggested some of the other areas indicated below. A list a sample of recommendations to advance in the field are presented here, with a complete list available in Appendix E. Only two items were mentioned more that once, the ability to raise money or write successful grants (3 times) and networking (2 times). A sample list of suggestions included:

Show you've been able to raise money or write successful grants (3)

Network (2)
Get over the complex to save the world
Do good work
Do team work
Don't be arrogant
Build a particular skill set
Don't stay with one agency; get a holistic view
Get experience leading a project
Do follow through: develop an idea, write a successful grant, and do the project
Manage large projects

A consultant summed it up: "For this work, you can't follow any one script."

CONCLUSION
AND RECOMMENDATIONS

Summary of Findings

The goal of this report was to help provide a road map for individuals interested in pursuing a career in international peace and conflict resolution. Below we highlight some of the major findings from the research:

- International peace and conflict resolution is growing as a field with many of the employers having hired staff to work on conflict programming.
- Many of the positions related to peace and conflict resolution involve cross-sectoral work in which the skills are integrated into other sectors such as civil society, environment, health, etc.
- While expertise and experience in peace and conflict resolution is valuable, employers place a very strong emphasis on the importance of general project management skills including budgeting, writing, research and interpersonal skills.
- Having overseas experience and strong cross-cultural skills are essential requirements for almost all employers.
- To date for most organizations there is no specialized career track for peace and conflict resolution careers it is still evolving.
- Salary ranges for the field vary significant between different types of employers, and for local national employees versus internationals.
- To advance to mid-level positions in the field, it is necessary to have a graduate degree. However, to date, it is not clear if having a graduate degree in peace and conflict resolution provides any advantage or disadvantage compared to other comparable degrees (international development, international relations, Law, etc).[27]

Implications for People Interested in the Field

It is clear based on the data presented in this report, that the peace and conflict resolution field is currently in a growth stage with an increasing number of positions at all levels and sectors. This growth can be seen in the increasing amount of funding from the US government, the European Union, and intergovernmental organizations focused on conflict-related programming. Moreover, an increasing number of institutions are creating conflict divisions and/or hiring staff to help mainstream a conflict perspective into their respective organizations.

As the field is growing, there is also more competition over jobs with an increasing number of individuals finishing undergraduate, graduate, and training programs in peace and conflict resolution. In addition, more individuals from other sectors, such as development, democracy and humanitarian relief, are expanding their knowledge and expertise in conflict-related programming through both practical and academic experience.

27.　　One challenge in the research is that we did not have the opportunity to compare peace and conflict resolution graduate degrees with other graduate degrees in the social sciences. While a few employers were critical that people finishing peace and conflict resolution degrees did not have enough skills, we believe most employers would provide similar comments for most comparable social science degrees.

As the field grows and expands, it is also being mainstreamed and integrated with other sectors as diverse as gender, the environment, economics, and education. For individuals who want to pursue a career related to international peace and conflict resolution, training in conflict analysis is helpful. However, in order to stay competitive it is essential they also root their conflict resolution expertise in a substantive area, such as economics, governance, and so on.

Employers indicated that conflict can be integrated into almost any area, and it is up to the creativity of those in the field to further expand the impact and reach of conflict-related programming. One respondent even discussed how building roads in a developing country could be done from a conflict perspective by involving citizens in the process. Thus, there is room for optimism given that most employers believe that there will be increasing number of professional opportunities in the field as programming grows. However, this needs to be tempered by as stated previously by the increasing competition for the jobs, and the unclear career tracks in the field to date.

Although there are a fair number of organizations that are primarily focused on peace and conflict resolution as their main area of work, most of these organizations are quite small in nature and not likely to be hiring large numbers of individuals. The real growth potential for careers related in conflict is likely to be in organizations that come to conflict with another sector of expertise. Thus, individuals wanting to pursue a career in international peace and conflict resolution will need to be open to be creative in integrating conflict into diverse sectors and perspectives and need to ensure they have the skills employers need.

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Based on the research findings, ten key recommendations for individuals seeking to pursue a career in this field are provided below.

Ten Recommendations for Careers in the Field

1) Develop a Cross-Sectoral Expertise - Almost all of the employers discussed the importance of conducting cross-sectoral conflict work. Thus for individuals who want to pursue or advance their career in the field, a key recommendation is to develop an expertise in conflict processes/analysis and at least one other substantive area. A conflict perspective can be integrated into many different areas, thus consider exploring an area where you already have knowledge/expertise or something that is of particular interest to you.

2) Get Practical Experience - While employers do value academic degrees and the credibility it brings, almost universally they place a stronger value on practical experience, particularly for those who want to do international work. This practical experience can be the result of a combination of volunteer work, study and travel abroad, training, and paid work, but it is essential to have applied experience in other regions.

3) Network, Network, Network - Many employers in the field talked about the importance of networking both to obtain employment and to advance in the field. Although many employers will advertise positions, they are more likely to hire someone whom they know or who is recommended by someone else. There are many ways to network, including through academic programs, joining professional associations, attending conferences and

events, and publishing articles in journals.

4) Find a Mentor - A mentor can be of tremendous help as you develop professionally in the field. He/she can provide technical support, encouragement and help connect you with the right organizations and people. There is no recipe for finding a mentor, but you can often find people you connect with via jobs, academics, conferences, etc.

5) Learn or Brush up on Another Language - If you want to do international work, knowing another language (even at a minimum level) is critical. Language is much more than being able to communicate; it can help increase understanding of other cultures. Being fluent in a second or third language will make you more attractive to employers.

6) Stay Informed on Trends in the Field - If you want to work in the field of international conflict work, it is important to be informed about political, social, and economic events in the world. Equally important is to be up-to-date about the latest processes, trends and terminology within international peace and conflict resolution. Also, review existing grant opportunities from various funders (government, intergovernmental and foundations).

7) Develop a Needed Expertise - Although there is no guaranteed route to obtaining a job in the field, some skills currently appear to be in higher demand. One is the need for individuals with strong skills in monitoring and evaluation to be able to assess and measure the impact of conflict-related programming. Another is programming that integrates health and conflict is increasing.

8) Be Realistic of Benefits and Challenges of Working in the Field - If you want to pursue a career in international conflict, be aware of the potential benefits and challenges. While you may be able to have a positive impact on societies and people, be aware of the challenges of being an outsider working in other cultures. Also, many people run the risk of becoming burnt out as they suffer from 'save the world syndrome', without taking time to take care of themselves. There is also the physical danger that individuals might face when working in unstable regions or conflict zones.

9) Be Creative - Since there is no established career path in the field, you need to be creative in how you develop and advance your career. This can include building on the skills you already have to advance your career and thinking about creative opportunities to introduce conflict related programming.

10) Be prepared to Sell the Field - If you work for an organization that does not have a conflict program, consider how you can sell your organization on the benefits of developing one or of integrating conflict programming into existing work. Network and/or partner with similar organizations to yours that do focus on conflict work in order to help you sell the field in your organization.

While this list of recommendation is by no means complete, these are some of the key factors identified from the research. As several employers and practitioners in the field commented, this is not a field for those looking for a traditional stable-established career path.

This can make pursuing a career in this field both highly stimulating and at times frustrating. Based on the research and conclusions from this study, there are a number of areas of recommended future inquiries to further expand the knowledge about career opportunities.

Further Research

There are a number of areas that we believe would be fruitful to further expand the scope of this research. One focus would be to broaden the research to include a more global perspective by examining the peace and conflict job market within regions outside the United States. For example, a comparative study could be conducted to examine the nature of the emerging profession in North America as compared to Asia, Latin America, or Europe.[28]

An additional area of potential research would be to do more specific studies on cross-sectoral careers, such as conflict and health, conflict and development, and conflict and humanitarian relief. Another area of inquiry would be to develop a collection of personal stories and case studies of senior practitioners in the field to explore how they got into the field and advanced into their current positions in the field.

What is not yet clear given the relatively new nature of the profession and field is whether or not the field will continue to expand and grow in the years to come. Will there be an increasing number of jobs to meet the supply of trained individuals seeking positions? Or will we reach a saturation point in the marketplace? The answers to these questions has implications for individuals interested in entering the field as well as the academic and professional programs and associations that seek to prepare and train them for peace and conflict resolution related work.

Scope of the Study

As mentioned in the introduction the results of this research are intended to provide a road map to help guide individuals who are exploring working in the field of peace and conflict resolution. Although we interviewed a large and diverse group of employers from different sectors, some individuals may have different experiences than reported in this research. Moreover, one of the aspects that is most exciting, yet equally challenging is that the peace and conflict resolution field is still evolving and thus it is not clear if the findings of this research will remain valid for the years to come.

While we attempted to interview a diverse section of individuals on behalf of their organizations, this does not mean that the individuals accurately represented their institutions. Individuals might have offered their own personal beliefs and/or biases and not as much the overall culture of their respective institutions. While we tried to compensate for this by interviewing a larger group of people across institutions and sectors, and at times

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28.   For the job market in the United Kingdom, Peaceworkers has compiled a list of potential employers working in conflict-related fields. See http://www.peaceworkers.org.uk/employers_directory.htm

two people at the same institution, this aspect should be factored into considering the findings.

An additional factor in considering the findings is to remain aware that the majority of organizations interviewed are based in the United States. While we believe that many of the findings are relevant to individuals based in other regions of the world, there are likely regional differences between individuals seeking employment who are based from Asia or Africa, than individuals from the United States.

SECTION

III

APPENDICES

APPENDIX A: INTERVIEW FORM AND QUESTIONS

ACT project
Questions for Employers

The Alliance for Conflict Transformation is conducting background research for a project exploring the needs of diverse employers in hiring individuals for jobs related to International Peace and Conflict Resolution. This includes positions in conflict management, mitigation, peacebuilding, resolution, etc. and also if your organization integrates conflict resolution into other sectoral approaches (such as development, gender, etc.).

We would appreciate if you would take forty minutes of your time to answer the following interview questions. The final report will not contain any person-identifiable information; all data will be kept in aggregate form.

Name_____ for record keeping purposes only)
Name of Organization: _____
Contact Information :_____(for record keeping purposes only)
Role: Practitioner/Administration/Human Resources/Independent Consultant/ Contractor/ Other
Background: Do you have a degree in CR or Peacebuilding? If so, from where? What level?

1) Does your organization do work related to peace and conflict resolution? If so, please describe. If your organization uses different terminology, please briefly describe?

2) Does your organization see conflict resolution work as a separate skill/practice area, or as something to be integrated into other sectors?

3) Is there a separate conflict resolution division in your organization? How long has this division been in existence and how many employees does it have? Please explain.

4) Are there positions open at your agency for someone with skills and/or expertise in Conflict Resolution?
       a. Are they permanent or consulting positions? If these are consulting positions, what is the daily range of pay for a consultant?
b.   If none, what type of work would you see someone with skills/expertise in Conflict Resolution doing?
c. If so, what types of positions would you consider a CR person for?

5 a) What are some of the knowledge areas, skills, and abilities you think are necessary for an entry level career in international conflict resolution? Which KSAs do you consider the most important? Do these skills differ from the KSAs needed for other positions?

5 b) For mid-level careers (about five years experience)?

6) On average, how many applications per position posting do you receive for positions related to peace and conflict resolution? _____Does this differ from positions in other sectors of the organization? _____

7) What is the primary source of recruiting you use for positions related to peace and conflict resolution (newspapers, current employees, graduate programs, etc?)

8) What obstacles or challenges do individuals with a graduate degree in conflict resolution face in your agency? What challenges do people who want to pursue conflict-related work in general face? (e.g.: safety, security, quality of life, gender representation, etc.)

9) Does your organization provide internal training and capacity building for employees to further develop their skills in conflict resolution?

10) a) What suggestions do you have for individuals seeking to enter the field of international conflict resolution?
b) What suggestions do you have for individuals seeking to advance their careers in the field of international conflict resolution?

11) Would you be willing to share some of your recent (within the past year) job recruitment descriptions (internal and/or external)?

12) Do you have any suggestions for other individuals within your organization to speak with? Do you have any recommendations for other organizations to contact?

13) Would you willing to participate in a follow up interview related to this research?

Appendix B:
LIST OF ORGANIZATIONS THAT PARTICIPATED IN THE RESEARCH

Organization	Website
Academy for Educational Development	www.aed.org
Alliance for Resilient Communities, Inc.	www.alliance-arc.com
American Friends Service Committee	www.afsc.org
Asia Foundation	www.asiafoundation.org
Brandies University	www.brandies.edu
Catholic Relief Services	www.catholicrelief.org
CDR Associates	www.mediate.org
Center for Conflict Resolution at Salisbury State University	www.conflict-resolution.org
Chemonics, Inc.	www.chemonics.com
Concordis International	www.concordis-international.org
Creative Associates International Inc.	www.caii.net
Development and Training Services, Inc.	www.devts.com
Freedom House	www.freedomhouse.org
George Mason University	www.gmu.edu
Idealist/Action Without Borders	www.idealist.org
Institute for Sustainable Communities	www.iscvt.org
International Crisis Group	www.crisisgroup.org
Internews	www.internews.org
Karuna Center	www.karuna.org
Legacy International	www.legacy.org
Mercy Corps	www.mercycorps.org
National Democratic Institute	www.ndi.org
Nonviolent Peace Force	www.nonviolentpeaceforce.org
Nuclear Age Peace Foundation	www.wagingpeace.org
Organization of American States	www.oas.org
Oxfam GB	www.oxfam.org.uk
Padco, Inc	www.padcoinc.com
Peace X Peace	www.peacexpeace.org
SAIC	www.saic.com
School for International Training	www.sit.edu
Social Science Research Council	www.ssrc.org
Stanley Foundation	www.stanleyfoundation.org
The CUNY Center	www.thecunycenter.org
United Methodist Committee on Relief	www.umcor.org
United Nations Development Program	www.undp.org
United States Institute of Peace	www.usip.org
University of Maryland	www.umd.edu

29.   Please note as previously indicated. Not all of the organizations that participated in the research wanted to be listed, thus the Table is not a complete list. The Table is presented primarily to illustrate the types of diverse organizations across sectors that are involved in conflict-related work. In many cases, the general organization is listed, not the specific division of the organization in order to protect the respondents' anonymity.

Organization	**W**ebsite
US Department of State	www.state.gov
USAID	www.usaid.gov
Winrock International	www.winrock.org
World Bank	www.worldbank.org
World Learning	www.worldlearning.org
World Vision	www.worldvision.org

APPENDIX C: SUMMARY OF EDUCATIONAL BACKGROUND OF INTERVIEWEES

In addition to the diversity of organizations represented, the educational backgrounds of the individuals surveyed varied significantly. Out of the 60 respondents who were surveyed, 47 provided information on their educational training. Twelve individuals had completed or are currently completing graduate degrees in peace and conflict resolution.[30] These include six individuals with Master Degrees, three with completed Ph.D.'s, and three currently finishing their doctoral work.

The educational backgrounds of the other 35 respondents vary, although the majority possess master's degrees in social science fields, such as a master's in international development, international relations, and international project management. Several individuals have law degrees, MBAs, and a number have Bachelor's degrees ranging from history to international affairs. There were also eight individuals with doctoral degrees in subjects as varied as international affairs, sociology (with a focus on conflict), social ecology, and anthropology. Approximately 50% of individuals with degrees in other fields indicated they had participated in some formal academic or professional training related to conflict.

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30. The titles of individual degree programs vary from Conflict Analysis and Resolution to International Peace and Conflict Resolution, to Conflict Transformation.

APPENDIX D: SAMPLE JOB DESCRIPTIONS[31]
SAMPLE ENTRY-LEVEL BA JOB DESCRIPTION:

Summary: Most entry level positions in the field involve providing administrative support to staff and projects that involve conflict resolution work (or related fields). Staff will help with admininstrative work such as coordinating travel, assisting with report writing, organizing events, etc. In some cases, some entry level positions may provide an opportunity for employees to gain relevant experience in their field, assist with some programmatic aspects and maybe some travel.

Sample Responsibilities:
- Provide administrative support to Program Officer/Senior Management on specific tasks
- Assist with planning activities/events
- Conduct background research for project proposals and reports
- Attend relevant meetings
- Maintain database and assist with website
- Assist with mailings
- Other activities as assigned
- Coordinatoes logistics of training sesssions
- Assists with Web Updates

Experience, Skills, and Qualifications:
- Minimum one year work experience in related field
- Bachelor's degree
- Excellent interpersonal skills
- Excellent writing and research skills
- Working knowledge of computers and specific programs
- Prefer knowledge of a second language
- Capacity to work both independently and as a member of a team
- Ability to take initiative and pay close attention to detail
- Computer literacy, knowledge of basic web design

Most entry level positions are highly administrative. In some cases, there may be greater opportunities to conduct research or assist with projects, which largely depends on the particular organization and supervising staff.

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31.   The sample job descriptions are compiled from the sample jobs we received from employers.

SAMPLE ENTRY LEVEL MA JOB DESCRIPTION

Summary: Most Entry Level MA positions involve managing/developing/coordinating projects related to peace and conflict resolution (with supervision from senior staff). This will often involve writing reports, managing admin staff, conducting trainings/workshops, assisting with fundraising (in smaller organizations), traveling to project sites (in the US or abroad) working closely with funders, and depending on the organization assisting with development of projects and assisting with evaluation work.

Sample Responsibilities:

- Coordinate work with Project Director
- Recruits and briefs domestic/international trainers, volunteers and field representatives
- Monitors program budgets and expenditures
- Maintain communication with donors, project partners, and consultants under the direction of program staff or as needed to manage designated activities. Represent organization and programs, as requested
- Travels to region to conduct programs and assess new program opportunities
- Writes required reports
- Other activities as assigned
- Assist with evaluation and monitoring efforts.
- Conducts assessments, develops assistance programs and implements training activities domestically or overseas

Experience and Qualifications:

- Master's Degree; Minimum of three 1-3 years of international development, conflict resolution, human rights (or related sectors) experience
- Well-organized and skilled in prioritizing and managing multiple tasks
- Ability to interact with Senior Level Staff/Funders and represent organization at Meetings
- Capacity to work both independently and as a member of a team
- Ability to Work with Local partners
- Ability to take initiative and pay close attention to detail.
- Previous budgeting and proje maangement preferred.
- Knowledge of a second language
- Ability to effectively write proposals, reports, procedures, maintain documentation
- Computer literacy
- Budget management experience
- Ability to travel

Most entry-level MA positions will be home office based and involve managing or helping to manage a project with supervision from senior staff.

SAMPLE MID-LEVEL POSITION

Summary: Most mid-level level positions involve managing/coordinating projects This may involve writing, managing some staff, cultivating relations with partner organizations and funders, possibly helping to advance the field through publications and/or meetings in internal networks, taking the lead on initiating projects, proposals, etc.

Sample Responsibilities:

- Responsible for the overall management and development of the project
- Duties include fundraising, preparing program budgets, and creatively developing new projects focused on conflict resolution and peacebuilding
- Other tasks will include supervising staff, volunteers, and interns
- Maintain frequent contact with partners overseas and brief specific country political, civic and business leaders, donor organizations and members of the international community about related projects
- Frequent travel to oversee projects and develop new opportunities (or based in the region and travel to home office)
- Develop monitoring and evaluation tools for all peace-building efforts and oversee their implementation

Experience and Qualifications:

- Minimum of Master's Degree qualification in sociology, development studies, public, policy, conflict resolution, or similar.
- Minimum of five years of professional experience, including up to three years overseas;
- Experience in proposal writing, fundraising and evaluation.
- Knowledge/experience in some or all of the following areas crisis management, conflict prevention, resolution, transformation, and/or post conflict reconstruction
- Knowledge of a second language
- In-depth understanding of the socio-political context of the region
- Knowledge of USAID, UN and EU regulations
- Managing for results
- Ability to work effectively with others, showing interpersonal awareness with proven experience of networking and ability to influence others using the required diplomatic, negotiation and liaison skills
- Innovation and judgment, Flexibility, adaptability, and patience
- Communication skills.
- Willingness and ability to travel one third of your time.
- Computer literacy

There is a great variety of mid-level level positions. They can be focused on program implementationt, research (such as at think tanks or some agencies), research and/or teaching positions (universities, foundations, etc.) Most do require significant experience (5-7 plus years, maybe more), significant technical expertise including previous overseas experience and regional knowledge.

APPENDIX E: FULL LIST OF SUGGESTIONS FOR INDIVIDUALS SEEKING
TO ENTER THE FIELD

Do overseas internships x17

Get practical field experience x15

Volunteer x10

Learn a language x8

Multicultural skills (familiarity and adaptability) x7

Network x7

Get country and area expertise x6

Take short-term overseas missions x6

Join the Peace Corp x4

Be patient x4

Take a proximate job and work your way into it x4
and the location x3

Be flexible in terms of the organization

Don't just have a degree or book learning x3

Get into the field however you can x3

Do CR alongside other skills x2

Be self-motivated x2

Show humility x2

Learn to write well x2

Get mediation experience x2

Find a mentor x2

Pay your dues x2

Have a philosophy you can articulate x2

Do a domestic internship with an international organization x2

Live overseas x2

Show special dedication x2

Have another skill set x2

Be persistent x2

Get facilitation experience x2

Try it out; get your hands wet x2

Figure out a funding source outside your organization, then come to your organization with a project x2

Get connected with the appropriate organizations and associations x2

Publish

Get your foot in the door

Have government clearance

Know where your strengths are

Take consultant opportunities

Cultivate relationships

Have a strong personal philosophy (that will maintain you in the face of disappointments)

Interact with colleagues

Don't lose hope

Bring in new ideas

Remain fair

Meet people doing like work

Be strategic about location and theme

Be willing to go where NGOs need people

Have to have an enormous intellectual capacity, not only in terms of politics but also culture

Be open minded

Take advantage of any job you can get

Get an entry-level position and advance

Be reliable

Be able to work with minimal supervision

Gain skills in dialogue

Understand basic human needs

Know identities and histories

Get experience with community and inter-group conflict

Have your own primary research experience for a thesis or other project

If doing a thesis, provide innovative conclusions or ways of looking at conflict

Have an academic background in a related field: ir, peace studies, political science, etc.

Work hard and meet people you want to work with

Go to the appropriate meetings

Invent your own project and involve people in it

Go to the appropriate meetings

Fundraise

Show a willingness to do things

Do useful work

Get life skills first

Get seasoning and confidence

Don't expect to solve conflicts in a day

Model respect

Model equidistance

Be entrepreneurial

Sell yourself

Be practical   Be adaptable
Show results   Be creative
Get over the complex to save the world   Get project management experience
Have low expectations at first   Learn the position you want
Talk to the experts, not just your peers   Engage elders in the field
Work in conflict, not on conflict   Have a wide background
Be aware of your own motivations   Don't nail yourself to an organization
that just does conflict resolutionx2

SUGGESTIONS FOR ADVANCING CAREERS IN PEACE AND CONFLICT RESOLUTION

Show you've been able to raise money or write successful grants x3
Get over the complex to save the world   Do good work
Do team work   Don't be arrogant
Build a particular skill set   Once you get a gig, you are in
Get past the credibility gap   Show staying power
Be diplomatic   Network furiously
Be able to manage a group and an agenda   Get experience leading a project

Keep abreast of what others are doing   Find a niche for yourself
Get lots of practical skills   Learn anger management
Show in-depth fieldwork   Hands on work
Be able to shift priorities   Do good work in the field
Get more life experience along with the work
Don't stay with one agency; get a holistic view
Do follow through: develop an idea, write a successful grant, and do the project
Be flexible and adaptable as to subject matter
Don't be shy about calling everybody you know

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**APPENDIX F: RELEVANT NETWORKS RELATED
TO PEACE AND CONFLICT RESOLUTION**

*The following are some examples of networks/organizations that provide information and
networking opportunities in the field.*

Association for Conflict Resolution
Network of conflict resolution practitioners from many sectors with local chapters around the
country. Also features working subgroups on many topics (international, mediation, etc.)
Organizes annual conference that attracts over 1,000 people.
www.acrnet.org

National Association for Community Mediation
Leading network of community based mediators/mediation centers
www.nafcm.org

Peace and Justice Studies Association
Small network of educators focused on peace and social issues. Organizes an annual
conference in the US. Also publishes a guide to Peace Studies/Conflict Resolution Programs
around the World.
www.peacejusticestudies.org/index.php

Society for International Development
Washington, DC
Member based organization promotes study and dialogue of issues related to international
development (including peace and conflict). Organizes annual career event, talks, conferences,
etc.
www.sidw.org

United Nations Association of the National Capital Area
Washington, DC
Network of individuals interested in international issues. Organizes regular events, mentoring
opportunities, etc.
www.unanca.org

Women in International Security
Washington, DC
Member based organization of women involved in international affairs. Organizes regular
events, member only conferences, and career resources.
wiis.georgetown.edu/about/

APPENDIX G: ONLINE SITES FOR JOB HUNTING

There are countless sites for searching for jobs related to peace and conflict resolution and related fields. A summary of some of the best sites are included below. You can also often find job openings by going directly to an organization's site.

Alliance for Conflict Transformation
Arlington, VA
Maintains the ACT Forums, one of the premier resources to find training, scholarship, conference and employment opportunities in the peace and conflict resolution and related fields throughout the world.
www.conflicttransformation.org

DevelopmentEx
Site for positions, networking and staying informed about the field of international development. Focuses primarily on mid to senior level positions in leading consulting firms and larger NGOs.
www.developmentex.com

Devnetjobs
Lists jobs in development, humanitarian relief and related fields around the world.
www.devnetsjobs.org

Idealist
Worldwide
One of leading non-profit sites that provides information on jobs, scholarships, conferences and events in diverse fields (including some in peace and conflict resolution).
www.idealist.org

Interaction
Network of main US-based development and humanitarian organizations. Also publishes weekly update of jobs in the field.
www.interaction.org

International Jobs
Online site and publication listing jobs in international development and related sectors
www.internationaljobs.org

Reliefweb
Worldwide
Frequently updated site of worldwide positions in development, humanitarian relief and related fields.
www.reliefweb.int

USAjobs.com
Premier site for careers in the Federal Government
www.usajobs.com

APPENDIX H: RESOURCES FOR POSSIBLE VOLUNTEER OPPORTUNITIES IN PEACE AND CONFLICT RESOLUTION AND RELATED FIELDS

One-way to advance your career if you do not have sufficient expertise is to explore volunteer (some are paid) opportunities in the US and Abroad. This can often help you develop the necessary expertise to develop your career. If you cannot find the opportunities posted, you can always consider contacting an organization directly.

Brethren Volunteer Services
Offers a large number of volunteer opportunities in the US and abroad related to peace and other fields.
www.brethren.org/genbd/bvs/

Netaid
Offers many online opportunities to volunteer focused on development and related fields.
www.netaid.org

Peace Corps
Offers a variety of two year paid volunteer positions throughout the world.
www.peacecorps.gov

Student Partnerships Worldwide
Offers volunteer opportunities for students in Asia and Africa.
www.spw.org

Transitions Abroad
Magazine dedicated to international study, employment and volunteer opportunities
www.transitionsabroad.com

Volunteer Abroad
Online resource and guide for international volunteer opportunities.
www.volunteerabroad.com

Volunteers for Peace
Offers short-term volunteer opportunities worldwide.
www.vfp.org

APPENDIX I: KEY SITES FOR ADDITIONAL INFORMATION ON
PEACE AND CONFLICT RESOLUTION

Below is a representative sample of some organizations and their websites that provide useful information on the peace and conflict resolution field. The list focuses largely on organizations that also conduct research that is available on their respective websites.

ACCORD
Leading African based (South-Africa) Conflict resolution organization, conducts work throughout the region. Publishes Conflict Trends a magazine about conflicts in Africa.
www.accord.org.za

Alliance for International Conflict Prevention and Resolution
Main network of leading US non-profit and academic peace and conflict resolution organizations. Organizes occasional events and links to all partner organizations.
www.aicpr.org

Association for Conflict Resolution
Network of conflict resolution practitioners. Has many chapters around the country. Also features working subgroups on many topics (international, mediation, etc.)
www.acrnet.org

Conciliation Resources
UK-based organization. Publishes in-depth reports on conflicts throughout the world.
www.c-r.org

Conflict and Community Development Program
A program of the World Bank Office in Indonesia. Has reports, publications, and materials on conflict assessments, evaluations, case studies and more.
www.conflictanddevelopment.org

Conflict sensitivity
Online publication reviews conflict sensitive programming, interaction of conflict and development, etc. Cooperative effort of several UK based and local peacebuilding organizations
www.conflictsensitivity.org

CR Info
One of the most comprehensive sites for information on all aspects of conflict resolution regarding training, graduate programs, publications, etc.
www.crinfo.org

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European Platform for Conflict Prevention and Transformation
European based organization that conducts policy research and publishes directories on conflicts and conflict resolution initiatives worldwide. Organizes occasional conferences.
www.euconflict.org

INCORE
UN Affiliated research institute. Conducts research and training. Website includes conflict profiles for many regions of the world.
www.incore.ulst.ac.uk

International Crisis Group
Conducts policy research and advocacy on conflict zones worldwide.
www.icg.org

International Alert
UK Based peacebuilding organization. Conducts practice, research and advocacy on many issues including business and conflict, gender and conflict.
www.international-alert.org

Partners for Democratic Change
US based conflict organization with 10 partner organizations around the world.
www.partnersglobal.org

Search for Democratic Change
US based conflict resolution organization operates in over 15 countries.
www.sfcg.org

United States Agency for International Development- Conflict Management and Mitigation Office
Washington, DC
Responsible for mainstreaming and integrating conflict management and mitigation programming into USAID programming
www.usaid.gov/our_work/cross-cutting_programs/conflict/

United States Institute of Peace
Washington, DC
US Government funded research/practice institution. Has weekly public events on current topics related to peace and conflict resolution, occasional conferences and a wealth of free publications/resources.
www.usip.org

War-Torn Societies Project
UN sponsored project, conducts applied research on working in conflict regions.
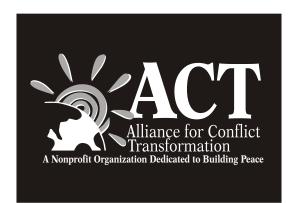**www.wsp-international.org**

World Bank Conflict Reconstruction and Development Unit
Conducts research and develops policy for World Bank programming.
www.worldbank.org/conflict

Women Waging Peace
Leading organization conducting advocacy and research on role of women in peacebuilding throughout the world. Also recently published a new toolkit on Gender and Peacebuilding, available for download on their site.
www.womenwagingpeace.net

ACT

Alliance for Conflict
Transformation

A Nonprofit Organization Dedicated to Building Peace

P.O. Box 9117
Alexandria, VA 22304 USA
Phone/Fax 703-461-3650
www.conflicttransformation.org