OFFICE OF CAREER ADVANCEMENT

2016 EMPLOYMENT OVERVIEW

Updated 4/17
Introduction

Harvard Kennedy School (HKS) alumni have chosen a range of career paths immediately following their May 2016 graduation. The 2016 Employment Overview provides just a snapshot of how HKS graduates are engaging in public service around the globe.

2016 HIGHLIGHTS

541
May graduates
Working in 61 countries, 27 U.S. states and in Washington, DC

10
U.S. Presidential Management Fellows Program finalists
Four accepted PMF positions at the time of this publication

50 in 18 U.S. departments and agencies
The U.S. federal government is the top employer of HKS graduates; the World Bank Group is the top employer in international development, engaging 13 graduates. Strategy consulting continues to be a draw, with 40 graduates working at McKinsey & Company and Boston Consulting Group in 11 countries.

One White House Fellow
One MPP 2016 joined the WHF 2016-2017 class

93%
settled
Graduates reported they were employed, running for elected office, or continuing their education

86%
Employers engaged one graduate
This highlights the diverse interests and career trajectories of HKS graduates

The HKS Office of Career Advancement (oca) collected data from March through October 2016 using a variety of techniques, including an exit survey and follow-up survey in September as well as individual email inquiries. Ninety-four percent of 2016 May graduates provided responses.
2007–2016 Employment Sector Comparison

Just under 60 percent of survey respondents in the HKS Class of 2016 reported employment in the public and NGO/nonprofit sectors. As can be seen in the bar graph below, following a 2008–2009 public sector spike, the breakdown of employment has remained fairly consistent—two-thirds choosing positions in the public or nonprofit sectors immediately following graduation. The ten percentage point bump this year in for-profit choices is reflected most noticeably in MPPs and in our two-year MPAs.

Data collected annually by end of October

Employment Sector and Citizenship

Employment sector comparison between U.S. citizens/permanent residents and international students over the past five years

2016

<table>
<thead>
<tr>
<th>Year</th>
<th>IGO/Public</th>
<th>NGO/Nonprofit</th>
<th>Private</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>35%</td>
<td>19%</td>
<td>40%</td>
<td>43%</td>
</tr>
</tbody>
</table>

2015

<table>
<thead>
<tr>
<th>Year</th>
<th>IGO/Public</th>
<th>NGO/Nonprofit</th>
<th>Private</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>39%</td>
<td>31%</td>
<td>46%</td>
<td>33%</td>
</tr>
</tbody>
</table>

2014

<table>
<thead>
<tr>
<th>Year</th>
<th>IGO/Public</th>
<th>NGO/Nonprofit</th>
<th>Private</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>37%</td>
<td>30%</td>
<td>47%</td>
<td>31%</td>
</tr>
</tbody>
</table>

2013

<table>
<thead>
<tr>
<th>Year</th>
<th>IGO/Public</th>
<th>NGO/Nonprofit</th>
<th>Private</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>36%</td>
<td>26%</td>
<td>42%</td>
<td>35%</td>
</tr>
</tbody>
</table>

2012

<table>
<thead>
<tr>
<th>Year</th>
<th>IGO/Public</th>
<th>NGO/Nonprofit</th>
<th>Private</th>
<th>Unspecified</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>33%</td>
<td>27%</td>
<td>48%</td>
<td>38%</td>
</tr>
</tbody>
</table>
Class of 2016

Employment by Industry
The Class of 2016 reported employment in a range of industries. Below is a reflection of the top industry choices.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government/Military</td>
<td>32%</td>
</tr>
<tr>
<td>Consulting/Advisory</td>
<td>20%</td>
</tr>
<tr>
<td>Education</td>
<td>9%</td>
</tr>
<tr>
<td>International Development</td>
<td>7%</td>
</tr>
<tr>
<td>Finance</td>
<td>6%</td>
</tr>
<tr>
<td>Data/Technology/Science</td>
<td>4%</td>
</tr>
<tr>
<td>Advocacy/Public Interest</td>
<td>3%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>3%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>2%</td>
</tr>
<tr>
<td>Communications</td>
<td>2%</td>
</tr>
<tr>
<td>Research (including think tanks)</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
</tbody>
</table>

Joint and Concurrent Degrees
The two-year MPP, MPA/ID, and MPA programs allow a joint or concurrent track for students to earn a second professional degree (i.e., an MBA, MD, or JD) from a professional school either at Harvard or at a partner academic institution. Twenty-nine percent of 2016 HKS graduates pursued a joint or concurrent degree.

Salaries post-HKS
Salary reporting and cross-country comparison is challenging, particularly with graduates employed in the developing world; we, therefore, restrict our reporting to U.S.-based salaries. Of those reporting employment in the U.S., 88 percent indicated a salary. Within the U.S., location has a significant impact on salary, particularly at the local and state government levels. Our joint and concurrent graduates’ reported salaries include corporate positions as well as clerkships and medical residencies.

Reported Salaries
Annual median salary for U.S.-based employment

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>MPP</th>
<th>MPA/ID</th>
<th>MPA</th>
<th>MC/MPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public/National</td>
<td>$61,110</td>
<td>n/a</td>
<td>n/a</td>
<td>$124,340</td>
</tr>
<tr>
<td>Public/State</td>
<td>$75,550</td>
<td>n/a</td>
<td>n/a</td>
<td>$80,000*</td>
</tr>
<tr>
<td>Public/Local</td>
<td>$81,000</td>
<td>n/a</td>
<td>n/a</td>
<td>$140,000*</td>
</tr>
<tr>
<td>Public/IGO</td>
<td>n/a</td>
<td>$65,000*</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Nonprofit/NGO</td>
<td>$70,000</td>
<td>$59,500*</td>
<td>$87,000*</td>
<td>$90,000</td>
</tr>
<tr>
<td>Private</td>
<td>$120,000</td>
<td>$103,000*</td>
<td>$140,000</td>
<td>$137,500</td>
</tr>
</tbody>
</table>

Based on 212 reports
n/a: fewer than three reports
*Five reports or fewer
Master in Public Policy

The two-year Master in Public Policy (MPP) is a rigorous program that prepares students to understand complex policy problems and to craft concrete solutions. Through courses, exercises, and fieldwork, students master a conceptual tool kit that draws on the social sciences but is adapted for action. MPP candidates arrive at Harvard Kennedy School committed to improving the world, and they equip themselves to do so by developing broad-spectrum analytic competency. This defining feature of the MPP translates into intellectual honesty, a hunger for evidence, and the capacity to extract answerable questions from the messy clutter of real-world public problems. Students develop familiarity with a wide range of analytic methods and the habit of picking the right tool to fit the task.

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</tr>
</thead>
<tbody>
<tr>
<td>Consulting / Advisory</td>
<td>27%</td>
<td>24%</td>
<td>10%</td>
<td>5%</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Government / Military</td>
<td>24%</td>
<td>5%</td>
<td>3%</td>
<td>10%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Education</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>International Development</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Research (including think tanks)</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Advocacy / Public Interest</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Communications</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
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<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
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<tr>
<td>Other</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
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</tr>
</tbody>
</table>

Data collected annually by end of October
## Employers of 2016 MPP Graduates

<table>
<thead>
<tr>
<th>IGO and Public Sector</th>
<th>NGO and Nonprofit</th>
<th>NGO and Nonprofit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of England</td>
<td>E.ON Climate &amp; Renewables</td>
<td>Boston Medical Center</td>
</tr>
<tr>
<td>City of Boston, MA</td>
<td>Eli Lilly</td>
<td>FSG</td>
</tr>
<tr>
<td>City of New York, NY</td>
<td>Fannie Mae</td>
<td>Harvard University</td>
</tr>
<tr>
<td>Commonwealth of Massachusetts</td>
<td>Financial Times</td>
<td>Johns Hopkins Hospital</td>
</tr>
<tr>
<td>Government of Mexico</td>
<td>FTI Consulting</td>
<td>Partners Healthcare</td>
</tr>
<tr>
<td>Government of Ontario</td>
<td>Fundação Getulio Vargas</td>
<td>Public International Law &amp; Policy Group</td>
</tr>
<tr>
<td>Government of the Republic of Korea</td>
<td>Global Strategy Group</td>
<td>Robin Hood Foundation</td>
</tr>
<tr>
<td>Government of Singapore</td>
<td>Google</td>
<td>University of Maryland Medical Center</td>
</tr>
<tr>
<td>Government of Victoria</td>
<td>Grab</td>
<td></td>
</tr>
<tr>
<td>International Finance Corporation</td>
<td>Hive Global*</td>
<td></td>
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<tr>
<td>Reserve Bank of Australia</td>
<td></td>
<td></td>
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<tr>
<td>State of Colorado</td>
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<tr>
<td>State of Michigan</td>
<td></td>
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<tr>
<td>United Nations</td>
<td></td>
<td></td>
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<tr>
<td>University of California, San Francisco</td>
<td></td>
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<tr>
<td>U.S. Air Force</td>
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<tr>
<td>U.S. Army</td>
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<tr>
<td>U.S. Congress</td>
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<tr>
<td>U.S. Department of Health and Human Services</td>
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<td>U.S. Department of Homeland Security</td>
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<tr>
<td>U.S. Department of State</td>
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<tr>
<td>U.S. National Park Service</td>
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<tr>
<td>U.S. Navy</td>
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<tr>
<td>U.S. Office of Management and Budget</td>
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<tr>
<td>U.S. Social Security Administration</td>
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<tr>
<td>USAID</td>
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</tr>
<tr>
<td>The World Bank</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Private Sector**

Albright Stonebridge Group
Alibaba Inc.
The Atlantic
Bain & Company
Booz Allen Hamilton
Boston Consulting Group
Carlisle & Company
CBS News
Daily Pnut*
Deloitte Consulting

**MPP GRADUATES WHO EARNED JOINT/CONCURRENT DEGREES**

**IGO and Public Sector**

State of Arizona
U.S. Court of Appeals for the Fourth Circuit
U.S. District Court, Western District of North Carolina

* New venture
Master in Public Administration / International Development

The two-year Master in Public Administration in International Development (MPA/ID) is designed to prepare the next generation of leaders in international development. It is an economics-centered multidisciplinary program that combines rigorous training in analytic and quantitative methods with an emphasis on policy and practice. Applicants must demonstrate competence in economics and quantitative analysis as well as leadership potential in international development. Most admitted candidates have at least three years of development-related work experience, typically in developing or transitional economy countries.
Employers of 2016 MPA/ID Graduates

IGO and Public Sector
- Capital Markets Board of Turkey
- Central Bank of the Dominican Republic
- Government of Argentina
- Government of Bogota
- Government of Mexico
- Government of Myanmar
- Government of Nagaland
- Government of Peru
- Government of Punjab
- Government of Turkey
- Government of West Bengal
- Inter-American Development Bank
- State of South Carolina
- United Nations World Food Programme
- The World Bank

NGO and Nonprofit
- APPRISE
- Bill and Melinda Gates Foundation
- CEES (Centro de Estudios Educativos y Sociales)
- Columbia University
- Harvard University
- Institute for New Economic Thinking
- International Rescue Committee
- Jameel Poverty Action Lab
- University of Montevideo

MPA/ID GRADUATES WHO EARNED JOINT/CONCURRENT DEGREES

Private Sector
- A.T. Kearney
- Alter Global*
- HCS Capital Partners
- HelloAva Inc.*
- Hyperloop Technologies
- Lori Systems*
- McKinsey & Company
- Moore Capital

* New venture

Private Sector
- AB Win-win II LLC
- Acumen LLC
- Bankable Frontier Associates
- Dalberg Global Development Advisors
- McKinsey & Company
- Oliver Wyman
- Tabar Holding
- Tapp!*
- Young Leaders for Active Citizenship*
Master in Public Administration

The two-year Master in Public Administration (MPA) prepares established professionals and concurrent degree students for positions of significant responsibility in the public, private, and nonprofit sectors. The program is designed for students with a record of high academic distinction and exceptional professional accomplishment and promise. Applicants are expected to have substantial graduate-level training and at least three years of work experience. MPA students have significant latitude in selecting courses and designing their field of study. They may choose courses from a range of disciplines and study under virtually any HKS faculty member. The program fosters a strong sense of community through student-organized seminars, informal weekly gatherings with classmates, small-group dinners, and other social events. Students also work closely with the faculty on developing leadership skills and networks to prepare for their post-HKS careers.

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### Employment Sector

- **Private Sector**: 69%
- **National/Federal Government**: 10%
- **State/Provincial Government**: 2%
- **NGO and Nonprofit**: 11%
- **IGO**: 3%
- **Consulting / Advisory**: 16%
- **Finance**: 13%
- **Government**: 10%
- **Education**: 9%
- **Technology / Science**: 5%
- **Advocacy / Public Interest**: 5%
- **International Development**: 3%
- **Hospitality / Leisure / Sports**: 3%
- **Legal Services**: 2%
- **Communications**: 5%
- **Other**: 2%
- **Unspecified**: 5%

![Employment Sector Comparison](chart)

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### Employment by Industry

- **29%** Consulting / Advisory
- **9%** Technology / Science
- **3%** Hospitality / Leisure / Sports
- **16%** Finance
- **5%** Advocacy / Public Interest
- **13%** Government
- **5%** International Development
- **10%** Education
- **3%** Legal Services
- **2%** Communications
- **5%** Other

![Employment by Industry](chart)

Data collected annually by end of October
# Employers of 2016 MPA Graduates

<table>
<thead>
<tr>
<th>IGO and Public Sector</th>
<th>NGO and Nonprofit</th>
<th>MPA GRADUATES WHO EARNED CONCURRENT DEGREES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government of Argentina</td>
<td>Boston Schools Fund</td>
<td></td>
</tr>
<tr>
<td>Government of Japan</td>
<td>Global Catholic Climate Movement*</td>
<td></td>
</tr>
<tr>
<td>Government of Mexico</td>
<td>Harvard University</td>
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<tr>
<td>Government of Oman</td>
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<tr>
<td>Government of Turkey</td>
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<tr>
<td>United Nations Office for</td>
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<tr>
<td>Project Services</td>
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<tr>
<td>The World Bank</td>
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<tr>
<td></td>
<td></td>
<td>IGO and Public Sector</td>
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<tr>
<td></td>
<td></td>
<td>Massachusetts Clean Energy Center</td>
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<tr>
<td></td>
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<td>U.S. District Court, Southern District of Texas</td>
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<tr>
<td></td>
<td></td>
<td>NGO and Nonprofit</td>
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<tr>
<td></td>
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<td>Clinton Health Access Initiative</td>
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<td>Human Rights Watch</td>
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<td></td>
<td></td>
<td>Wellesley Hills Congregational Church</td>
</tr>
</tbody>
</table>

### Private Sector

- Accenture Strategy
- Amazon
- American Express
- Bain & Company
- Barclays
- Bechtel Enterprises
- Boston Consulting Group
- Deloitte Consulting
- Doblin, member of Monitor Deloitte
- Edelman
- Encourage Capital
- Goldman Sachs
- McKinsey & Company
- Microsoft
- Morgan Stanley
- National Basketball Association
- Nixon Peabody
- Oxeon Partners
- PIMCO
- Reach Capital
- Ruangguru*
- Vend

* New venture
Mid-Career Master in Public Administration

The Mid-Career Master in Public Administration (MC/MPA) is the longest-running program at Harvard Kennedy School. This intensive one-year program offers a flexible curriculum to allow highly accomplished mid-career leaders and professionals to hone their skills, redefine their career goals, or pursue specialized interests through coursework at HKS and at other graduate schools at Harvard and in the Boston area. MC/ MPA students represent a range of professions from the public, private, and nonprofit sectors and come from more than 60 countries to study innovative ways to tackle the world’s most complex public challenges. Graduates have gone on to become heads of state, cabinet ministers, military officers, diplomats, journalists, chief executives, and non-governmental organization directors.

Employment by Industry

- 49% Government / Military
- 10% Consulting / Advisory
- 6% International Development
- 5% Advocacy / Public Interest
- 4% Finance
- 4% Healthcare
- 5% Education
- 2% Political Campaign
- 2% Agriculture / Food Production
- 1% Arts / Culture
- 11% Communications
- 1% Other

* Data collected annually by end of October

Employment Sector

- National/Federal Government 40%
- City/Local/Regional Government 6%
- State/Provincial Government 6%
- NGO and Nonprofit 18%
- Political Campaign 1%
- Agriculture / Food Production 1%
- Arts / Culture 1%
- Communications 2%
- Education 5%
- Other 11%
- IGO 5%
- Unspecified 3%
- Private Sector 24%

Employment Sector Comparison

- 207 Students
- 116 International
- 89 Edward S. Mason Fellows
- Representing 65 Countries
Employers of 2016 MC/MPA Graduates

**IGO and Public Sector**

- Abu Dhabi Crown Prince Court
- Asian Development Bank
- Central Bank of Malaysia
- City of Cambridge, MA
- City of Chelsea, MA
- City of New York, NY
- Commonwealth of Massachusetts
- Government of Abu Dhabi
- Government of Andhra Pradesh
- Government of Barbados
- Government of Cameroon
- Government of Colombia
- Government of Ecuador
- Government of Ethiopia
- Government of Himachal Pradesh
- Government of Ireland
- Government of Israel
- Government of Jamaica
- Government of Japan
- Government of Kazakhstan
- Government of Liberia
- Government of Norway
- Government of the Philippines
- Government of the Province of Taiwan
- Government of the Republic of Korea
- Government of Rwanda
- Government of Singapore
- Government of South Africa
- Government of Thailand
- Government of Turkey
- Government of the UAE
- Government of the United Kingdom
- Government of Uttar Pradesh
- Massachusetts Bay Transportation Authority
- Miami-Dade County, FL
- Palestinian Authority
- U.S. Digital Service at the White House
- United Nations Development Programme
- United Nations Food and Agriculture Organization
- United Nations Office for Project Services
- University of Illinois
- U.S. Air Force
- U.S. Army
- U.S. Coast Guard
- U.S. Defense Intelligence Agency
- U.S. Defense Language Institute
- U.S. Department of State
- U.S. Navy
- U.S. Pentagon
- U.S. Social Security Administration
- The World Bank

**NGO and Nonprofit**

- Africa Leadership Partners*
- Agency for Transformation
- American Communities Trust
- CatchLight*
- Center for Transparency and Accountability in Liberia
- Crisis Management Initiative
doctribe*
- Education for Sharing
- Furman University
- Harvard University
- Health Poverty Action
- Hiinga
- Idea Public Schools
- International Center for Tropical Agriculture
- International Land Tenure Facility
- Israeli American Council
- Maccabi Healthcare Services
- Mera Maan*
- The Mission Continues
- National Association for the Education of Young Children
- Nigeria Governors’ Forum
- One Sandwich at a Time
- Partners in Health
- Rakhine Advisory Commission
- Success Academy
- Trinity Lutheran Church

**Private Sector**

- Accenture
- Aftrac Limited
- African Precedent*
- Amartha*
- Augustus Global
- Booz Allen Hamilton
- Caisse de dépôt et placement du Québec
- The Cohen Group
- Columbia Threadneedle Investments
- Crossdeck
- Development Alternatives, Inc. (DAI)
- European Advisory Services and Research Group
- GfK
- Israelabs*
- Kazimir Partners, Inc.
- Landmark Business Centre
- The Lantau Group
- Leidos
- Long-Stanton Group
- McKinsey & Company
- Moarbes LLC
- Newtowne Partners*
- Nexos Comunicaciones
- Premier Healthcare
- Presidio Network Solutions
- Public Consulting Group
- Stanley Black & Decker
- Taste of Nature*
- Uber
- UBS Investment Bank
- Vantage
- YesEuropeLab*

* New venture
Employment Outside the U.S.

Where Class of 2016 graduates reported employment around the world*

* 156 graduates reported
Employment Within the U.S.
Where Class of 2016 graduates reported employment in the United States*

*280 graduates reported