

INFORMATION KIT

FOR HOSTING AN INTERN

www.stages.enap.ca





A VALUABLE RESOURCE FOR YOUR ORGANIZATION

THE INTERN

ENAP's interns are students wishing to complete their Masters Program (Masters for Analysts) with a practical and enriching experience in a government department or in a public, parapublic or even private organization. To be eligible for internship, students must have a high GPA and must have completed all program-specific core courses. The internship comes at the very end of their studies.

THE INTERNSHIP

The full-time internship lasts 15 weeks (16 weeks in the Government of Canada). This compulsory, credited activity ends with the handing in of the intern's report. The internship can take place in Quebec, Canada or a foreign country. The intern's remuneration is left to the discretion of the host organization.

Internship Timetable

Internships are usually scheduled according to the timetable below. However, it is possible to submit an internship proposal outside these timeframes.

Internship Completion Period	Best time to submit internship proposals (preceding semester)
Winter semester: January to April	During the months of September to November
Summer semester: May to August	During the months of January to March
Fall semester: September to December	During the months of May and June



HOSTING AN INTERN IN YOUR ORGANIZATION

BENEFITS

- You benefit from access to cutting-edge knowledge that is adapted to the reality of public administration;
- The intern's work is supervised by an ENAP professor who acts as an advisor;
- You benefit from the presence of an additional resource to complete a special project or to attain your objectives during a period of work overload, for example;
- You can assess the intern's potential to fill a future job vacancy in the case of a possible replacement need.

SHARED RESPONSIBILITY

As the hosting manager, you play a primary role in the success of the student's internship.

Please note, however, that several people are at your disposal to support you in this mission. Here is an overview of each stakeholder's functions.

Role of the Host Organization (Host Manager)

As coach and evaluator, the host manager helps the student to plan the internship activities, guides the intern, helps establish ties and make contacts, gives feedback, makes the experience a meaningful one, and evaluates the internship.

Specifically, the host manager assumes the following responsibilities:

- Coaches the intern (must be available);
- Assigns the intern tasks that are useful to the organization and varied and fulfilling for the intern;
- Makes the appropriate tools available to the intern so that the latter may work as a professional (office, computer equipment);
- Facilitates access to relevant key individuals within the framework of the mandate;
- Introduces the intern to the staff members concerned and welcomes the intern when the internship begins.

Internship Supervisor's Role (ENAP Professor)

The internship supervisor provides the student with the necessary academic support to complete the mandate. Before the internship begins, on the occasion of the three-party meeting, he makes it clear to the student and the host manager the nature and extent of the mandate, the conditions for success and the expected deliverables. He furnishes theoretical and academic support and advice, while being responsible for grading the internship report.

Specifically, the internship supervisor assumes the following responsibilities:

- Advises, directs and assists the student in formulating the offer of service to be submitted to the host organization regarding the mandate;
- Advises the student on theory and methodology, ensures that the intern gives a solid theoretical foundation to the internship and helps the intern to develop a relevant analysis template;
- Comments on, evaluates and grades the internship.

Role of ENAP's Office internships

As the administrative officer, she organizes job placement, assures the relevance of the proposed mandates, supports and advises all actors with regard to the internships.

Specifically, the internship Office assumes the following responsibilities:

- Coaches and encourages the students during their search for an internship and throughout the entire process;
- Supports, informs and advises host managers in the development of mandates;
- Gives preliminary approval to internship mandates;
- Monitors the internship every step of the way, from beginning to end (handing in the report and final internship evaluation).

TYPES OF MANDATES THAT CAN BE OFFERED TO AN INTERN

There are potentially numerous and varied internship mandates. Here is a list of examples of internship mandates dealing with the different concentrations of the Masters Program for Analysts.

INTERNATIONAL ADMINISTRATION

- Analysis, formulation of recommendations regarding international trade policies;
- Design and implementation of tools to facilitate management or governance in an intercultural context;
- Participation in the preparation of departmental missions abroad and in hosting departmental missions from partner regions and countries;
- Definition, preparation, implementation, evaluation, development of tools related to the management of international projects;
- Development and delivery of training activities to prepare individuals for missions abroad;
- Completion of special mandates in Quebec organizations involved on the international scene, such as Hydro-Québec.

ANALYSIS AND DEVELOPMENT OF ORGANIZATIONS

- Coaching and expert advice in the management of organizational change;
- Definition, preparation, implementation, evaluation and development of tools related to project management;
- Critical analysis of strategic and operational planning elements;
- Analysis and recommendations regarding the roles and functions of an administrative team;
- Survey of satisfaction, organizational climate or other subjects, and appropriate recommendations following the analysis of the findings.

PROGRAM EVALUATION

- Development of program-evaluation guidelines;
- Identification and analysis of measurement and evaluation mechanisms of organizational interventions through the development of a management dashboard prototype;
- Analysis and implementation of risk management;
- Process review and improvement;
- Development of public policies;
- Analysis of labor-market trends and conditions as well as their impact on government programs.

ANALYSIS OF URBAN MANAGEMENT

Participation in the development of a municipal strategic plan, land-use plan, town plan or workforce management plan.

HUMAN-RESOURCE MANAGEMENT

- Analysis and review of human-resource management policy;
- Design and implementation of various training activities;
- Participation in the staffing, analysis and job-description revision process;
- Development or review of competency profiles;
- Compared analysis of the clauses in collective agreements;
- Participation in the settling of grievances: classification of grievances, preparation of files, participation in preparatory meetings and in the hearings before an arbitrator, etc.



STEPS TO FOLLOW

1. Write a clear and precise internship mandate

To help you formulate the mandate, you can consult the document entitled “Comment rédiger un mandat de stage” available on the Website of the Internship Office:

www.stages.enap.ca.

2. Complete the online internship/directed work proposal form

You can complete the online internship/directed work proposal form available on the Website www.stages.enap.ca. You only need to include your contact information as well as a full description of the project, the intern's responsibilities and deliverables that will produce. Once your request has been approved, the offer will be posted so that eligible students can apply.

3. Choose an intern

Once the advertising period has ended, you will receive an email containing the interested students' applications. You may then choose an intern (according to your organization's internal selection process).

4. Inform the selected candidate and ENAP of your choice

When you have made your selection, you may inform the individual to get his or her response and then send your choice to the Internship Office.

THE KEYS TO SUCCESS FOR THE ORGANIZATION

Of course, hosting an intern requires time and preparation but undeniably represents a great opportunity for an organization. As a guide, here are the three key conditions for a successful internship according to the *Guide de supervision pour le maître de stage en gestion des ressources humaines et en relations industrielles*⁽¹⁾.

Adequate recruitment

It is important to select the right intern. It is a question of determining the skills and attitudes needed to successfully complete the mandate and of examining the correspondence between the level of difficulty required and the calibre of the candidates interviewed.

A clear, varied and stimulating mandate

The internship cannot be improvised. The host organization must plan a more or less wide variety of well-defined tasks that are useful to the organization and test the intern's knowledge and skills.

A qualified host manager

Certain basic qualities and skills are necessary to coach and evaluate an intern. Among them is the ability to be a good listener.

Hosting an intern must be an enriching experience for both the intern and the host organization. It is a process of sharing knowledge and a good opportunity for succession planning.

(1) LÉONARD, Christine (2004). Accueillir un stagiaire dans votre équipe, pourquoi pas? [Référence du 14 février 2013] http://www.portailrh.org/expertise/fiche_guide.aspx?p=301805#conclusion



"Hosting ENAP interns is a way of recruiting staff in the medium and long term. In the last few years, we hired two out of three ENAP interns after their internship. The investment made in an intern pays dividends for the intern after the internship and represents an investment for the future for us.

I often joke that we want interns to hit the ground running as soon as they arrive. Well, this is true of ENAP interns who quickly get right into the thick of things. Our internship offers plenty of action; interns are immediately involved in real mandates. Interns contribute and are fully involved; they have added value. They are truly part of the team.

ENAP interns are top-notch. More than interns from other institutions, they bring vast general experience. In addition to their interest in international activities regarding economics or other fields, they have a richer cultural background and are more knowledgeable. This is much appreciated. They also have good interpersonal skills and the skills needed to contribute to international economic matters.

And, last but not least, ENAP keeps in close contact with us before, during and after the internship."

Yves Lafortune

Director
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FOR MORE INFORMATION

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École nationale d'administration publique

Des programmes universitaires en administration publique

RÉPUTÉS, SPÉCIALISÉS ET FLEXIBLES

ENAP's mission is to contribute to the development of public administration as a field of both knowledge and practice. It has thus become the recognized standard for research and training in public management in Quebec, both in the academic community and among practitioners.

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The most recent official version of information contained in this brochure can be found on the ENAP Website: www.stages.enap.ca. Published by the Service des communications et la Direction de l'enseignement et de la recherche, École nationale d'administration publique.
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