

Municipal Internship Program for Administrators



2010/11 Workplan ***For (Name of Host Municipality)***

**Municipal Affairs
Municipal Internship Program for Administrators
Workplan 2010/11**

Program Overview

The Municipal Internship Program for Administrators is sponsored by Municipal Affairs in partnership with Alberta's municipalities. It is designed to attract recent post-secondary graduates to the field of municipal administration. Its objective is to assist in the training and development of competent, well-rounded senior municipal administrators. It is expected that upon completion of the program, interns will be prepared to continue their career in municipal government.

Internship Workplan

Objective

The Workplan is a learning tool provided to interns and host municipalities participating in the program. It is used to plan and schedule activities throughout the year so the intern gains experience in as many functional areas of the municipality as possible. Modifications to the Workplan to meet specific needs of the intern and the municipality are anticipated and encouraged. The Workplan is designed to meet the following objectives:

- Provide each host municipality with a structure to guide the training and learning of the intern;
- Ensure that interns are exposed to the key aspects of municipal administration to gain an understanding of municipal structure, management, and operations;
- Set guidelines in terms of the expectations of completing the internship program and to help the intern develop competencies essential to municipal administration; and,
- To support the intern's training through contact with a number of experienced and knowledgeable individuals and information from various resources.

The following chart illustrates the interaction that is envisioned between the intern and the different components of the program.



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Implementing the Workplan

The supervisor, with assistance and support from senior managers and other resources in the host municipality, is required to supervise, instruct, mentor, and coach the intern in ten key functional areas of the organization. Other areas of interest, as agreed to by the municipality and the intern, may be pursued. Where additional learning needs are identified, the municipality, the Ministry, other institutions and agencies may provide educational and training opportunities. It is the responsibility of the supervisor to assist the intern in understanding and blending into the corporate culture of the organization because awareness and consideration of the organization's corporate culture will be key to the completion of the Workplan and a successful internship experience.

The key areas of training can be completed within approximately the first ten months of the program. For the remaining two months, the interns can focus on particular areas of interest. Although timelines are provided, activities will likely not occur consecutively, and may need to be split up into days here and there. The intent is to provide the necessary training and experience for the intern to be successfully established on a career path. Some municipalities have found it beneficial to compress the Workplan into the first eight months of the program to allow for a longer period of time for the intern to focus on areas of interest.

The following pages outline the key functional areas and list the activities recommended for each topic. Details about the activities are included in the intern Guidebook, which is a resource for your intern that will be provided in April by the ministry. The suggested timelines are flexible and can be modified to best suit each municipality and intern. However, the timelines should be used to determine a tentative schedule for the year so that the intern has the opportunity to spend time in each functional area. The ten functional areas are:

1. Governance
2. Administration
3. Human Resource Management
4. Financial Services
5. Protective Services
6. Public Works
7. Utilities
8. Land Use Planning
9. Family and Community Support Services
10. Recreation and Culture Services

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Municipal Government in Alberta				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Prepare a brief summary on the history and political structure of your host municipality <i>(Guidebook Reference 1-3)</i>				
Progress Notes/Accomplishments:				
Review your host municipality's present type/status and whether it had a different status in the past and what it may be in the future <i>(Guidebook Reference 1-9)</i>				
Progress Notes/Accomplishments:				
Gain an understanding of the content of the MGA as a reference resource along with other pertinent legislation <i>(Guidebook Reference 1-11)</i>				
Progress Notes/Accomplishments:				
Additional activities ➤ ➤ ➤				

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Governance (suggested time frame – 3 - 4 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Meet the mayor or reeve and council members to gain insight into their motivation of why they serve on council <i>(Guidebook Reference 2-6)</i>				
Progress Notes/Accomplishments:				
Review the advantages and disadvantages of a ward system <i>(Guidebook Reference 2-8)</i>				
Progress Notes/Accomplishments:				
Investigate the methods of electing the CEO <i>(Guidebook Reference 2-11)</i>				
Progress Notes/Accomplishments:				
Identify the different methods used by your host municipality to inform and gather input from the public <i>(Guidebook Reference 2-14)</i>				
Progress Notes/Accomplishments:				
Assist in the preparation of an agenda <i>(Guidebook Reference 2-19)</i>				
Progress Notes/Accomplishments:				
Prepare a request for decision complete with research and background for council's consideration <i>(Guidebook Reference 2-23)</i>				
Progress Notes/Accomplishments:				

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<i>Governance, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Attend a series of council meetings to observe the actions of council members as they discuss issues and make decisions <i>(Guidebook Reference 2-27)</i>				
Progress Notes/Accomplishments:				
Assist in the preparation of the council minutes and follow them through to approval at the subsequent council meeting <i>(Guidebook Reference 2-30)</i>				
Progress Notes/Accomplishments:				
Determine the process used by council members to gather information as they form an opinion <i>(Guidebook Reference 2-33)</i>				
Progress Notes/Accomplishments:				
Identify the different methods and techniques used by council to aid in their ability to make decisions at council meetings <i>(Guidebook Reference 2-33)</i>				
Progress Notes/Accomplishments:				
Observe and identify those elements which lead to a professional working relationship between the members of council and the CAO <i>(Guidebook Reference 2-39)</i>				
Progress Notes/Accomplishments:				

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<i>Governance, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Investigate current agreements that exists between your host municipality and other neighbouring municipalities <i>(Guidebook Reference 2-42)</i>				
Progress Notes/Accomplishments:				
Arrange a visit to a neighbouring municipality and compare and contrast that municipality to your host municipality <i>(Guidebook Reference 2-44)</i>				
Progress Notes/Accomplishments:				
Prepare an actual bylaw or a bylaw amendment and a policy or a policy amendment <i>(Guidebook Reference 2-47)</i>				
Progress Notes/Accomplishments:				
Participate in strategic planning sessions, determine the type of business plan developed within your host municipality, and how it is used as a management tool <i>(Guidebook Reference 2-49)</i>				
Progress Notes/Accomplishments:				
Additional activities ➤ ➤ ➤				

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Management (suggested time frame – 3 - 4 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Observe, discuss, and gain knowledge of the daily functions of the CAO, to understand and appreciate the diverse functions and responsibilities of this position <i>(Guidebook Reference 3-4)</i>				
Progress Notes/Accomplishments:				
Interview the CAO to gain insight into the position and what has motivated the CAO to pursue this career <i>(Guidebook Reference 3-7)</i>				
Progress Notes/Accomplishments:				
Understand the process used in the establishment of objectives and performance measures for the CAO <i>(Guidebook Reference 3-9)</i>				
Progress Notes/Accomplishments:				
Become familiar with the record keeping systems and follow a request for information through the levels of review, approval and release <i>(Guidebook Reference 3-13)</i>				
Progress Notes/Accomplishments:				
Meet staff and create an organizational chart <i>(Guidebook Reference 3-18)</i>				
Progress Notes/Accomplishments:				

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<i>Management, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
<p>Observe and identify the different communications methods/strategies used within the organization and to determine the usefulness of each for differing situations</p> <p><i>(Guidebook Reference 3-18)</i></p>				
Progress Notes/Accomplishments:				
<p>Become familiar with administrative polices and understand their applicability</p> <p><i>(Guidebook Reference 3-22)</i></p>				
Progress Notes/Accomplishments:				
<p>Attend a senior management meeting to observe business presented, communication processes, and interaction between management staff</p> <p><i>(Guidebook Reference 3-25)</i></p>				
Progress Notes/Accomplishments:				
<p>Prepare an internal staff report on a topic pertinent to a current situation and have it addressed by the senior management team</p> <p><i>(Guidebook Reference 3-28)</i></p>				
Progress Notes/Accomplishments:				
<p>Additional activities</p> <ul style="list-style-type: none"> ➤ ➤ ➤ 				

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Human Resources Services				
(suggested time frame 3 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Learn how to apply the different provincial acts in the municipality and how to access the legislation relevant to human resource management <i>(Guidebook Reference 4-4)</i>				
Progress Notes/Accomplishments:				
Review the human resource policies of the municipality and become familiar with their content <i>(Guidebook Reference 4-8)</i>				
Progress Notes/Accomplishments:				
Identify elements that contribute to organizational development <i>(Guidebook Reference 4-13)</i>				
Progress Notes/Accomplishments:				
If possible, observe the recruitment process for filling a vacant position in the municipality <i>(Guidebook Reference 4-18)</i>				
Progress Notes/Accomplishments:				
Review the present compensation policies and become knowledgeable about their application <i>(Guidebook Reference 4-24)</i>				
Progress Notes/Accomplishments:				

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<i>Human Resource Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Additional activities <i>(Guidebook Reference 4-29)</i> ➤ ➤ ➤				

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Financial Services (suggested time frame – 4 - 5 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Review the appropriate sections of the MGA and related provincial regulations pertaining to finance <i>(Guidebook Reference 5-5)</i>				
Progress Notes/Accomplishments:				
Observe the budget preparation process by working with management as it prepares budget calculations <i>(Guidebook Reference 5-9)</i>				
Progress Notes/Accomplishments:				
Learn how the different parts of the organization are intertwined by the budget document <i>(Guidebook Reference 5-9)</i>				
Progress Notes/Accomplishments:				
Gain an understanding of how property is assessed, and how assessment is used in the calculation of taxes <i>(Guidebook Reference 5-17)</i>				
Progress Notes/Accomplishments:				
Prepare a list of all sources of revenue available to your host municipality, identifying the percentage of revenue derived from each <i>(Guidebook Reference 5-24)</i>				
Progress Notes/Accomplishments:				

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<i>Financial Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Determine the degree of flexibility the municipality has in adjusting the revenues derived from the different sources <i>(Guidebook Reference 5-24)</i>				
Progress Notes/Accomplishments:				
Become familiar with the different types of financial reports <i>(Guidebook Reference 5-30)</i>				
Progress Notes/Accomplishments:				
Understand the significance of these reports in the overall management of the municipality's financial position <i>(Guidebook Reference 5-30)</i>				
Progress Notes/Accomplishments:				
Learn the processes and procedures in place by working with the personnel who are responsible for the relevant sub-ledgers <i>(Guidebook Reference 5-35)</i>				
Progress Notes/Accomplishments:				
Work at the front counter to gain an understanding of the tasks associated with that position and to interact with the general public <i>(Guidebook Reference 5-40)</i>				
Progress Notes/Accomplishments:				

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<i>Financial Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Additional activities <i>(Guidebook Reference 5-45)</i> ➤ ➤ ➤				

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Protective Services (suggested time frame – 3 - 4 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Determine the relationship between the police service and the police commission or committee, and the relationship between the police commission or committee and council <i>(Guidebook Reference 6-8)</i>				
Progress Notes/Accomplishments:				
Recognize how the authority of the commission or council over the police service is demonstrated <i>(Guidebook Reference 6-8)</i>				
Progress Notes/Accomplishments:				
Become familiar with the police budget, how it is determined, and who is responsible for it <i>(Guidebook Reference 6-8)</i>				
Progress Notes/Accomplishments:				
Learn about the relationship between the municipality's police services and local policing initiatives and programs <i>(Guidebook Reference 6-12)</i>				
Progress Notes/Accomplishments:				
Meet the bylaw officer(s) and the special constable(s) to learn about their roles, responsibilities, and relationships in the municipality <i>(Guidebook Reference 6-17)</i>				
Progress Notes/Accomplishments:				

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<i>Protective Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Become familiar with the structure of the fire department and how it is managed <i>(Guidebook Reference 6-23)</i>				
Progress Notes/Accomplishments:				
Become familiar with the services provided to the community by the fire department <i>(Guidebook Reference 6-26)</i>				
Progress Notes/Accomplishments:				
Learn about the fire-fighting capabilities of the municipality and the types of fire-fighting equipment available <i>(Guidebook Reference 6-30)</i>				
Progress Notes/Accomplishments:				
Review the operation and management of the ambulance service and understand the significance of the service to the community <i>(Guidebook Reference 6-36)</i>				
Progress Notes/Accomplishments:				
Become familiar with the ambulance services provided to the community <i>(Guidebook Reference 6-40)</i>				
Progress Notes/Accomplishments:				
Understand the municipality's emergency plan and the roles of the officials and committees <i>(Guidebook Reference 6-46)</i>				
Progress Notes/Accomplishments:				

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<i>Protective Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Learn how your municipality is covered by the 911 call centre operation <i>(Guidebook Reference 6-53)</i>				
Progress Notes/Accomplishments:				
Learn how your municipality deals with safety codes and inspections <i>(Guidebook Reference 6-57)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 6-62)</i> > > >				

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Public Works (suggested time frame – 3 - 4 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Identify the current issues and activities within the public works department. <i>(Guidebook Reference 7-7)</i>				
Progress Notes/Accomplishments:				
Become familiar with municipal responsibilities pertaining to rights-of-way obligations and roadway maintenance <i>(Guidebook Reference 7-17)</i>				
Progress Notes/Accomplishments:				
Understand elements to be considered when a municipality develops policies pertaining to the development of sidewalks, pathways, and the lighting of publicly owned property <i>(Guidebook Reference 7-24)</i>				
Progress Notes/Accomplishments:				
Become familiar with the management of storm water to appreciate why its control and management is important to the municipality <i>(Guidebook Reference 7-31)</i>				
Progress Notes/Accomplishments:				
Identify the different types of equipment and understand the function of each <i>(Guidebook Reference 7-36)</i>				
Progress Notes/Accomplishments:				

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<i>Public Works, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Understand the preventative maintenance and replacement schedule of all equipment <i>(Guidebook Reference 7-36)</i>				
Progress Notes/Accomplishments:				
Identify those services that require the opinions and services of engineers or engineering technicians <i>(Guidebook Reference 7-43)</i>				
Progress Notes/Accomplishments:				
Understand the operation of the municipality's public transit system and to familiarize yourself with the policies and practices required to establish an effective system <i>(Guidebook Reference 7-48)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 7-52)</i> ➤ ➤ ➤				

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Utilities (suggested time frame – 3 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Understand the type of operation the host municipality has established to manage and operate its water utility <i>(Guidebook Reference 8-7)</i>				
Progress Notes/Accomplishments:				
Understand the type of operation the host municipality has established to manage and operate its sanitary wastewater collection and treatment system <i>(Guidebook Reference 8-14)</i>				
Progress Notes/Accomplishments:				
Become familiar with the programs implemented in the municipality pertaining to the management of solid waste <i>(Guidebook Reference 8-20)</i>				
Progress Notes/Accomplishments:				
Learn about the provision of utility services other than the more traditional municipal services of water, wastewater, and solid waste management <i>(Guidebook Reference 8-26)</i>				
Progress Notes/Accomplishments:				
Become familiar with the process for utility billing <i>(Guidebook Reference 8-33)</i>				
Progress Notes/Accomplishments:				

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<i>Utilities, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Review municipality's life cycle maintenance program <i>(Guidebook Reference 8-38)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 8-41)</i> > > >				

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Land Use Planning (suggested time frame – 3 - 4 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Become familiar with the various land use plans and planning authorities that exist in your municipality <i>(Guidebook Reference 9-8)</i>				
Progress Notes/Accomplishments:				
Understand the review processes by following an ASP or an ARP application through to approval, amendment, or rejection <i>(Guidebook Reference 9-12)</i>				
Progress Notes/Accomplishments:				
Review the contents of the LUB and understand the different land use districts within the municipality <i>(Guidebook Reference 9-17)</i>				
Progress Notes/Accomplishments:				
Understand the process of subdividing lands along with the authority and responsibility placed upon municipalities <i>(Guidebook Reference 9-23)</i>				
Progress Notes/Accomplishments:				
Follow a development application through the various stages of approval and appeal if an appeal is made <i>(Guidebook Reference 9-30)</i>				
Progress Notes/Accomplishments:				

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<i>Land-Use Planning, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Follow an application for a building permit through the appropriate reviews <i>(Guidebook Reference 9-35)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 9-40)</i> ➤ ➤ ➤				

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Family and Community Support Services (suggested time frame – 2 - 3 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Learn about the FCSS programs offered by the municipality <i>(Guidebook Reference 10-9)</i>				
Progress Notes/Accomplishments:				
Investigate the programs being offered by FCSS through formal agreements with community agencies or organizations <i>(Guidebook Reference 10-15)</i>				
Progress Notes/Accomplishments:				
Identify the specific groups that play an active role in delivering social needs and programs and to become familiar with the role they play in the community <i>(Guidebook Reference 10-21)</i>				
Progress Notes/Accomplishments:				
Shadow FCSS staff by attending meetings, experiencing day-to-day office activities, and interviewing the FCSS manager on staff requirements and expectations <i>(Guidebook Reference 10-26)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 10-30)</i> ➤ ➤ ➤				

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Recreation & Culture Services (suggested time frame – 2 - 3 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Become familiar with the different types of support the municipality and community groups obtain from provincial departments and related agencies <i>(Guidebook Reference 11-6)</i>				
Progress Notes/Accomplishments:				
Determine the municipality's practice in having reserve lands dedicated for recreational purposes <i>(Guidebook Reference 11-6)</i>				
Progress Notes/Accomplishments:				
Identify the recreational activities and programs delivered within the municipality along with the related facilities provided by the municipality <i>(Guidebook Reference 11-14)</i>				
Progress Notes/Accomplishments:				
Understand the municipality's involvement in the development and promotion of the local culture and heritage of the municipality <i>(Guidebook Reference 11-21)</i>				
Progress Notes/Accomplishments:				
Gain an appreciation of the extent volunteerism is involved in the delivery of services within the municipality <i>(Guidebook Reference 11-28)</i>				
Progress Notes/Accomplishments:				

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<i>Recreation and Culture Services, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Understand the processes required to identify and develop regional programs and activities <i>(Guidebook Reference 11-33)</i>				
Progress Notes/Accomplishments:				
Additional activities <i>(Guidebook Reference 11-37)</i> ➤ ➤ ➤				

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Communications (Optional) (suggested time frame – 1 - 2 weeks)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Identify all the media outlets that cover events in the municipality <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Write a media release for a recent event or issue in the municipality <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Become familiar with your municipality's communication plan and crisis communication plans <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Evaluate the media coverage that your municipality has received in the last three months <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Write and post an update for your municipality's website <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				

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<i>Communications, con't.</i>	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Create an advertisement for your municipality's internal communications <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Contact at least one high school in your municipality and facilitate a presentation on "Careers in Local Government" <i>(Guidebook Reference 12)</i>				
Progress Notes/Accomplishments:				
Additional activities > > >				

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Local MLA Office (Optional)				
Main Contact Person: _____	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Become familiar with the operations of MLA office <i>(Guidebook Reference 12-5)</i>				
Progress Notes/Accomplishments:				
Understanding of provincial political structure <i>(Guidebook Reference 12-5)</i>				
Progress Notes/Accomplishments:				
Additional activities ➤ ➤ ➤				

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Competency Tool Checkpoints		
	Planned Completion Date	Completed?
Review the Competency Tool	BEFORE INTERN ORIENTATION	
Complete the Initial Competency Review Activity	BEFORE INTERN ORIENTATION	
Review the Supervisors Questions to Consider	BEFORE INTERN ORIENTATION	
Select Three Competencies	BEFORE INTERN ORIENTATION	
Share selected competencies with interns	DURING INTERN ORIENTATION	
Complete Initial Reflection Worksheet	AFTER INTERN ORIENTATION	
Complete Initial ratings for Competency Self Assessment	AFTER INTERN ORIENTATION	
Determine preferred learning style	AFTER INTERN ORIENTATION	
Complete personal assessment and development opportunities	AFTER INTERN ORIENTATION	
Create an Action Plan	AFTER INTERN ORIENTATION	
Complete Progress Checklist	AFTER SIX MONTHS	
Share progress and experiences	DURING EXECUTIVE WEEK	
Complete Final Reflection Worksheet	AFTER 10 MONTHS	
Complete Competency Self-Assessment	AFTER 10 MONTHS	
Draft a training and development plan	AFTER 10 MONTHS	
Share learning's with interns	INTERN WRAP-UP	

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Vacation (suggested time frame – total of 2 weeks during the year)	Planned Date for Activity	Completion Date

Additional Activities	Tentative Date	Planned Attendance
Municipal Administration Leadership Workshop	May 11 -15, 2010 (Kananaskis)	
Intern Orientation	Three days, June 2010	YES
AARMA Conference	Three days, September 2010	
AUMA Convention	November 24 - 27, 2010 (Edmonton)	
Executive Week	Five days, October 2010 (Edmonton)	YES
AAMDC Convention – Fall Convention	November 15 -18, 2010 (Edmonton)	
Intern Wrap Up	Three days, February/March 2011 (Edmonton)	YES
LGAA Conference	Three days, March 2011 (Red Deer)	
AAMDC – Spring Convention	March 21 – 23, 2011 (Edmonton)	

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Training and Professional Development

Ministry Workshops

The ministry hosts three types of workshops during the year. The first session is an orientation. The supervisor orientation is held in April, prior to the start of the internship, and the intern orientation occurs in early June. The purpose of the orientation workshops is to introduce participants to each other, discuss plans for the year, and address any concerns or questions. In addition, ministry staff work with the interns on goal setting, career planning and professional development.

The second training workshop is an executive-style session held in October. This is a workshop for the interns, although the supervisors are invited to join the group for one of the days to share their experiences at the mid-point of the internship. During the executive program, the interns are introduced to numerous provincial staff who present short information sessions on their area of expertise. This is an opportunity for the interns to become more familiar with Municipal Affairs and other provincial departments and allows them to make contact with key resources they may need to draw on as part of their work. In addition, private industry resources will be introduced to provide valuable insights on key topics in local government.

The final workshop is a wrap-up session held in February/March. This is a three to four day event that is designed to give the interns an opportunity to discuss their experiences, future plans, and their recommendations for changes to the program based on their experiences. The supervisors will also be brought together for a Wrap-Up session in April so they too can share their experiences and recommendations.

Materials and Resources

Interns are provided with extensive training materials and resources during the year. These include: the Intern Handbook, which is a comprehensive overview of the structure, purpose and objectives the Internship Program; the schedule for the year, who is involved and the roles each person or group plays in making the year a success; what an intern can expect “on the job”; the materials and resources available; and tips on making the internship a valuable and enjoyable experience.

The Intern Guidebook contains modules on ten core functional areas in a municipality and is structured to address the core areas in the first ten months of the internship year. Given that every municipality is different, scheduling activities for maximum impact and learning will require coordination between the supervisor, intern, and other staff in each area. Each of the modules has been structured using the same format: introduction to the functional area; overview of the relevant legislative authority and responsibilities of the particular area; exercises and activities to undertake to gain first-hand experience in the area; other issues to think about regarding the management of the area; and questions

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about how activities in the functional areas link to others in the organization. Additional activities are included, as suggested projects and activities should the intern wish to spend more time in that particular area during the last two months of their internship.

Each intern also receives a Personal and Professional Development Manual. This Manual is a start of what should become a comprehensive resource that is provided as a tool for developing and enhancing the intern's personal and professional abilities, both during their internship and as they move into future positions. Much of the material in the Manual is for long-term use, as opposed to the more short-term activities found in the Guidebook. The Manual contains sections on using learning journals for professional development, leadership and management competency characteristics, education and training opportunities, training and resources offered by Municipal Affairs, performance evaluation, self-assessments, networking, mentoring, and career development information.

A component of the Development Manual is a learning journal. A learning journal is a valuable tool for recording, analyzing and learning from experiences. Interns are provided with a learning journal to use throughout the year as their own personal record of thoughts, observations, questions, conclusions and feelings. It is an effective method for recognizing and understanding the circumstances that led to a learning experience, what was unique about the experience, thoughts about why it occurred, and what an intern would do should they face a similar situation as a manager in the future.

Interns may also benefit from other resources, such as their local MLA's office and contacts they make within Municipal Affairs and other departments. The visit to their MLA's office will provide the intern with the opportunity to learn more about the provincial political structure and have a better understanding of how such an office is managed. During workshops at the ministry, and through other events where government staff is in attendance, interns will have the opportunity to expand their network of contacts to include individuals within the government who may be able to offer assistance or information as the interns' careers progress.

Education and Training Opportunities

Interns must enroll in at least one training workshop or course during the year. Attendance at municipal association and professional association zone meetings and conferences is also encouraged. Potential courses and events of interest include:

- Local Government Certificate Program – Government Studies, University of Alberta;
- Alberta Urban Municipalities Association (AUMA) – workshops and conference;
- Alberta Association of Municipal Districts and Counties (AAMDC) – workshops and conferences;

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- Local Government Administration Association (LGAA) – zone meetings, workshops and conference;
- Alberta Rural Administration Association of Alberta (ARMAA) – zone meetings and conference;
- Society of Local Government Managers (SLGM) – Municipal Administrators Leadership Workshop; and,
- Professional associations (e.g. fire chiefs, planners, municipal clerks, recreation directors) – meetings and conferences.

Other potential topics that interns may wish to pursue during the program, or perhaps prepare to learn more about once they have completed the internship, include:

- communication techniques;
- performance coaching;
- change management;
- conflict resolution/negotiation;
- project management;
- systems thinking/strategic planning;
- creative problem-solving techniques;
- business analysis techniques;
- finance and accounting;
- team building;
- results-based action;
- staff motivation;
- evaluating service delivery performance; and,
- marketing.

Additional information about training and education opportunities is included in the Personal and Professional Development Manual. A Competency Tool is also provided to encourage opportunities to develop as a professional.

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Evaluation: Measuring Success

Individual evaluations are important to ensure that the interns are learning and performing satisfactorily, and to highlight areas of success and needed improvement. Informal evaluations should be done on a continuous basis as the intern progresses through the program. The evaluation will be conducted either by the CAO or the immediate manager to whom the intern is assigned for that specific period.

Interns are provided with a learning journal to use during the year to keep track of important events/happenings, record their observations, and make note of what they have learned. The journal should also be used as a place to record goals so that the interns can use this as part of their evaluation of themselves and the program.

Ongoing discussion will also take place during the year between department staff, the interns and supervisors about how the program is progressing, if any concerns need to be addressed, or if changes should be made to improve the program in the future. Internship staff also conduct a site visit to each municipality during the year. A more formal evaluation of the program will take place at the end of the year and will also involve interns, supervisors and the Ministry.