

Nova Scotia Municipal Internship Program

Grant Application Guidelines

Well trained, experienced and capable municipal administrators are key to maintaining strong and effective municipal government in Nova Scotia. To help meet the demand for municipal administrators, Service Nova Scotia and Municipal Relations (SNSMR), in partnership with the Association of Municipal Administrators (AMA) is continuing the Nova Scotia Municipal Internship Program.

The internship program is designed to attract recent post-secondary graduates to the field of municipal government administration. The objective of the program is to assist Nova Scotia's municipalities in attracting, training and development of competent, well-rounded senior municipal administrators with leadership capacity as a means of assisting municipalities with their succession planning. It is expected that upon the successful completion of the municipal internship program, interns will be prepared to enter municipal administration careers in Nova Scotia's municipalities. SNSMR, the AMA, and Nova Scotia's municipalities, are providing this opportunity for municipalities to look at future vacancies in their management structure and to participate in recruiting university graduates to train for potential or expected vacancies.

The Nova Scotia Municipal Internship Program will provide between 50% to 75% of the cost, up to a total of \$25,000 to municipalities to hire and support the training of an intern for a 12 month period. The intern will be an employee of the municipality for the term of the internship and participating municipalities will be expected to provide additional financial resources to cover the cost of salary, employment expenses, registration for workshops and conferences and related expenses.

During this period, the intern will be exposed to a variety of different aspects of managing a municipality. The interns are to be personally mentored, and coached by the Chief Administrative Officer (CAO) or the senior administrative officer of the host municipality, and supervised by the senior management team.

The scope of the program is broad so that the intern will have an opportunity to explore each of the key functions of their host municipality. The training will include orientation sessions sponsored by Service Nova Scotia and Municipal Relations, the AMA Annual Conference, and the AMA Spring Workshop, the annual Union of Nova Scotia Municipalities conference, and the Nova Scotia Planning Directors Association Conference. These sessions provide a valuable opportunity for the intern to network with administrative staff of other municipalities and to gain a perspective on matters relevant to municipal government in Nova Scotia. As well, these sessions provide an opportunity to learn about provincial services and to meet and become familiar with provincial personnel.

The selection of host municipalities will take place on April 01, 2009. Applications from municipalities wishing to participate in this years program are advised to have their applications in to SNSMR prior to that date in order to be considered.

If you have any questions about the application process or the Nova Scotia Municipal Internship Program, please contact:

Dianne Grant
Municipal Officer Phone: (902) 424-2093 Fax: (902) 424-0821 Cell (902) 497-1647
Nova Scotia Municipal Internship Program
Service Nova Scotia and Municipal Relations
P.O. Box 216
Halifax, Nova Scotia B3J 2M4

Municipal Internship Program Criteria

1. SNSMR will provide between 50% to 75% of the funding for salaries, up to a maximum of \$25,000 to each of two selected municipalities who have agreed to hire and train an intern for one year. The \$25,000 is to be applied to the intern's salary for that period.
2. The host municipality agrees to provide any additional funding required for the cost of employment (benefits etc.) and for travel and accommodations for the intern to attend training programs such as the annual spring workshop of the AMA, the annual conference of the AMA, and programs sponsored by SNSMR.
3. The CAO/manager of the host municipality will mentor and coach the intern for the term, and the intern will be directly responsible to the CAO/manager. While day to day supervision of the intern may be delegated to a senior staff member, it is to be understood that during the term of their internship, it is the CAO who will be directly responsible for the intern and the intern will have access to the CAO as required.
4. Criteria for municipalities wishing to host an intern include:
 - i. Both council and administration are committed to the internship program and agree to provide sufficient resources, (both human and financial) necessary to host an intern in their municipality.
 - ii. The CAO/manager has agreed to serve personally as mentor, and coach for the intern.
 - iii. The municipality has the ability to provide training in a wide range of municipal functions and an interest in sharing knowledge and experiences with the intern. Host municipalities are required to submit a detailed plan customized for their unique circumstances that the CAO and intern will be expected to follow during the course of the internship program. This detailed plan will be based on a template provided by SNSMR and developed in cooperation with the AMA..
 - iv. Host municipalities agree to allow the intern flexibility to participate in projects and committees sponsored by the AMA, the UNSM and SNSMR which may require travel out of the host municipality
5. Intern selection criteria:
 - i. Recently completed post-secondary degree preferably at the Masters level, or a bachelors degree with some additional education such as NACLAA
 - ii. Interested in gaining experience in and pursuing a career in municipal government,
 - iii. Previous experience relevant to the skills required to work in municipal government, ie: working with community groups or volunteer organizations,
 - iv. Willingness to relocate to a host municipality for the duration of the program if necessary,
 - v. Demonstrate some basic knowledge about local government in Nova Scotia,
 - v. A desire to contribute to the development of public policy as well as community development through participation in public service,
 - vi. Flexibility in terms of hours and job requirements which may include travel within Nova Scotia,
 - vii. Problem solving ability, and
 - viii. Positive public relations skills.
6. Host municipalities may, with consultation with SNSMR, include additional criteria pertaining to the specific needs of their municipality.

- GUIDELINES

1.1 GENERAL REQUIREMENTS

Eligibility

All municipalities in the Province of Nova Scotia are eligible for the Nova Scotia Municipal Internship Program provided the necessary training opportunities for the intern can be made available.

Joint applications by two or more municipalities willing to work together to host an intern are also eligible. One municipality in the partnership must be designated as the managing partner for the initiative and submit the application to the program on behalf of the partnering municipalities. The application should indicate that the partnering municipalities have agreed upon which municipality will be the managing partner. The managing partner will be responsible for all administrative requirements of the program and for ensuring the intern completes the internship workplan.

Municipalities may also partner informally with neighbouring municipalities. In this case, the interested municipality should submit an application to be a host and outline plans for collaborating with another municipality during the year; a joint proposal in this case is not necessary. Applications concerning partnership arrangements should include signatures from all municipal officials involved.

Selection Criteria

Municipalities wishing to host an intern are expected to meet the following criteria:

- A strong council-administration relationship exists and there is commitment from the Chief Administrative Officer (CAO), council, and management team to participate in the Nova Scotia Municipal Internship Program;
- There is an organizational commitment to the Nova Scotia Municipal Internship Program's goals;
- The CAO (or senior management team including the Chief Administrative Officer) has agreed to serve as the intern supervisor for the duration of the program;
- A sufficient commitment of resources, both financial and staff support, has been made; and
- There is an ability and willingness to provide training in a wide range of municipal functions and in working with the intern to complete the workplan.

The internship is designed to produce a well-rounded, highly capable management candidate for Nova Scotia's municipalities. The ultimate aim is to ensure that Nova Scotia has skilled and qualified CAO and senior management candidates to meet the future needs of municipalities in the Province. The role of the intern supervisor is primarily to act as a mentor and provide career guidance and specific advice to the intern. The individuals best positioned to offer this support are the CAO and other senior management team members. This program requires significant commitment from the CAO or other senior administrative official in order to provide a valuable work experience for the intern.

Expectations

a. The intern will be expected to attend the annual conferences of the AMA, the UNSM, and Nova Scotia Planning Directors Association and SNSMR orientation sessions. These sessions are important career development and networking opportunities for interns. Interns may also be requested to participate in committees of the AMA, the UNSM, or with Service Nova Scotia and Municipal Relations. Learning opportunities such as these provide an opportunity to get to know and learn from people currently working in municipal government and to network with the

people who may be in a position to offer employment opportunities in the future. Intern supervisors may at times be expected to attend such sessions with the intern. These types of opportunities are considered to be extremely valuable learning opportunities that provide the intern with experience in working on committees, developing teams, and participating in intermunicipal cooperation and partnerships.

b. Service Nova Scotia and Municipal Relations and the Association of Municipal Administrators have developed a basic workplan to provide guidelines for the activities and opportunities the interns should be exposed to during their internship. These guidelines are meant to provide a basis for the training and experiences offered during the year, however individual municipalities will have the flexibility to develop specific activities based upon their unique circumstances. Interns and supervisors may select projects based on the needs of the host municipality and the interests of the individual intern. Service Nova Scotia and Municipal Relations, The Association of Municipal Administrators and the Union of Nova Scotia Municipalities may also at times provide opportunities for the intern to participate in projects during the course of the interns term.

c. The workplan is provided as a framework for the intern's work throughout the 12 month period and has been designed to expose the intern to key aspects of municipal administration. Ideally, interns will experience these key areas during the first ten months of the program, leaving the final two month period for the intern to spend time developing their skills in a particular area of interest. Special projects that would be beneficial to the intern's experience can be incorporated into the workplan, however, such projects should be only a part of the intern's activities during the year. Any special projects should relate directly to their training and development in municipal administration.

d. The purpose of this program is to introduce the intern to municipal administration, therefore the focus is on understanding the overall management responsibilities of the CAO and senior administrative officials. While taking part in specific hands-on activities is an effective method of teaching the intern about municipal activities, it is important that such hands-on experiences are related back to the overall management perspective. Having time to reflect on experiences is as important as the experiences themselves. Hosts are also responsible for the intern's professional development during the year. Interns should be coached and mentored in areas such as building competencies, networking, and career path development. Interns may also be encouraged to participate in professional development programs by taking courses such as the National Advanced Certificate in Local Authority Administration (NACLAA).

The current and former interns of the Nova Scotia Municipal Internship Program have established an informal network that actively seeks out opportunities to work together to further their training and experience in municipal government and to assist one another in accessing opportunities to enhance their internship experience. Some of the activities they have become involved in include working on committees sponsored by the UNSM, the AMA and Service Nova Scotia. New interns are encouraged to become actively involved in this network and to participate in their activities.

Host Municipality Selection

Municipalities interested in hosting an intern must submit a municipal internship grant application to Service Nova Scotia and Municipal Relations prior to April 01, 2009. Host municipalities will be selected and notified of their successful application within two weeks of the cut off date. Host municipalities are required to sign a conditional grant agreement and participate in developing a customized workplan for their municipality. The conditional grant agreement will outline the terms of reference for the Internship Program and how the program funding may be used. A generic workplan has been provided by Service Nova Scotia and Municipal Relations. However, host municipalities or Service Nova Scotia and Municipal Relations may add to or modify activities based on the particular circumstances and requirements. This workplan may be further refined once an intern has been selected so that it also reflects the interns particular interests. In this way, the workplan can help provide a measure of progress and may be used by the municipality in progress reporting requirements.

Intern Selection

Service Nova Scotia and Municipal Relations invites individuals interested in participating in the Municipal Internship Program to submit an application package to the Department. The applications will be processed and a shortlist of candidates who meet the criteria will be developed and forwarded to those municipalities that have been selected to host interns.

The host municipality will be responsible for contacting candidates, setting interviews, selecting interns and negotiating contract terms. The interns are employees of the municipality and therefore will negotiate salary, start date and other details relevant to the intern's employment. SNSMR reserves the right to participate in the interview process, and to include a former intern in that process as well.

To be considered for the Nova Scotia Municipal Internship Program, the internship candidate must have:

- A recently completed post-secondary degree,
- A desire to experience and learn the functions of a municipality,
- Work or volunteer experience that is related to the skills needed in municipal administration,
- Willingness to relocate to the host municipality if necessary, and
- Work character, educational or volunteer related references.

Candidates will also be assessed based on their ability to demonstrate a variety of additional attributes that would be valuable to an individual pursuing a career in municipal management. These attributes include, but are not limited to:

- Some basic knowledge about local government,
- A wish to develop a career in municipal administration,
- Experience working with community groups or involvement with volunteer community organizations,
- A desire to influence public policy and community development through public service,
- Flexibility in terms of work hours and job requirements,
- Problem-solving ability, and
- Positive public relations skills.

It is important to remember that these qualifications will act primarily as a guide. An applicant's entire submission package will be considered, and individual circumstances will be examined. Host municipalities may set additional criteria for their intern selection.

Eligible Candidates - Current Municipal Employees

The intent of this program is to attract new people to the field of local government and provide an opportunity for recent graduates to enter municipal administration as a career choice. Therefore an individual who is currently employed by the host municipality or who has worked for the host municipality in the previous 12 month period (excluding casual or summer employment) is not eligible.

Intern Placement at End of Internship

There is no expectation that the municipality will guarantee employment at the completion of the internship program. The host municipality will be encouraged to assist and support the intern in his or her search for employment with another municipality.

Wrap-up Sessions

The final session of the year will be a wrap-up session with Service Nova Scotia and Municipal Relations. This final session will allow a review of the year's activities, and an opportunity to discuss the challenges and opportunities for both hosts and interns, and potential enhancements to the program.

Site visits

Service Nova Scotia and Municipal Relations staff will visit interns in their host municipality as time permits throughout the year. This will provide an opportunity for the intern to showcase their activities and host municipality, for program staff and supervisors to meet to discuss progress and for any questions or concerns to be addressed.

Final Report

Host municipalities are required to submit a Final Report to Service Nova Scotia and Municipal Relations within 30 days of the completion of the internship. At minimum, the report will require a summary of the year's activities, and comments or recommendations for program enhancements.

**Nova Scotia Municipal Internship Program
Workplan Goals**

Municipal Government in Nova Scotia	Completion Date
Prepare a brief summary on the history and political structure of your host municipality and how it compares to neighboring municipal units	
Review your host municipality's present type/status and whether it had a different status in the past and what it might become in the future	
Gain a general understanding of the content of the Municipal Government Act (MGA) as a reference resource	
Identify other legislation the municipality is required to work with on a regular basis	
Governance	Completion Date
Meet the mayor or warden and council members to gain insight into their motivation of why they serve on council	
Review the advantages and disadvantages of the ward system	
Review the advantages and disadvantages of the Chief Administrative Officer (CAO) system	
Investigate the methods for hiring a CAO	
Identify the different methods used by your host municipality to inform and gather input from the public	
Assist in the preparation of an agenda for council meetings	
Prepare a briefing report complete with research and background information for council's decision	
Attend a series of council meetings to observe the actions of council members as they discuss issues and make decisions	
Attend a council meeting in another municipal unit(s) in order to make informed comparisons on how councils works	
Determine the process used by council members to gather information as they form an opinion	
Identify the different methods and techniques used by council to aid in their ability to make decisions at council meetings.	

Assist in the preparation of the council minutes and follow them through to approval at the subsequent council meeting	
Observe and identify those elements which lead to a professional working relationship between the members of council and the CAO	
Investigate current agreements that exist between your host municipality and other neighbouring municipalities	
Arrange a visit to a neighbouring municipality to compare and contrast that municipality to your host municipality	
Prepare an actual bylaw or a bylaw amendment and a policy or a policy amendment for presentation to council	
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	
Attend Union of Nova Scotia Municipalities (UNSM) conference	
Management	Completion Date
Observe, discuss, and gain knowledge of the daily functions of the CAO, to understand and appreciate the diverse functions and responsibilities for this position	
Interview the CAO to gain insight into the position and what has motivated the CAO to pursue this career	
Understand the process used in the establishment of objectives and performance measures for the CAO	
Become familiar with the record keeping systems and follow a Freedom of Information and Protection of Privacy (FOIPOP) request for information through the levels of review, approval and release	
Become familiar with administrative policies and understand their applicability	
Prepare an internal staff report on a topic pertinent to a current situation and have it addressed by the senior management team	
Attend senior management meetings to observe business presented, communication processes, and interaction between management staff	
Observe and identify the different communications methods/strategies used within the organization and to determine the usefulness of each for differing situations	

Attend Regional Association of Municipal Administrators of Nova Scotia (AMANS or AMA) meetings and attend AMA conferences	
Human Resources	Completion Date
Review the human resource policies of the municipality and become familiar with their content	
Learn how to apply the different provincial acts in the municipality and how to access the legislation relevant to human resource management	
Identify elements that contribute to organizational development	
Observe the recruitment process for filling a vacant position in the municipality	
Review the present compensation policies and become knowledgeable about their application	
Financial Services	Completion Date
Review the appropriate sections of the MGA and related provincial regulations pertaining to the finance function	
Review the Municipal Accounting and Reporting Manual (MARM)	
Observe the budget preparation process by working with management as it prepares budget calculations	
Learn how the different parts of the organization are intertwined by the budget document	
Gain an understanding of how property is assessed, and how the assessment is used in the calculation of taxes	
Prepare a list of all sources of revenue available to your host municipality, identifying the percentage of revenue derived from each	
Determine the degree of flexibility the municipality has in adjusting the revenues derived from the different sources	
Become familiar with the different types of financial reports	
Understand the significance of these reports in the overall management of the municipality's financial position	
Learn the processes and procedures in place by working with the personnel who are responsible for the relevant sub-ledgers	
Work at the front counter to gain an understanding of the tasks associated with that position and to interact with the general public	

Learn the process involved in municipal borrowing, preparing borrowing resolutions and the relationship with the Municipal Finance Corporation	
Attend Finance related workshops or seminars	
Protective Services	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	
Recognize how the authority of the commission or council over the police service is demonstrated	
Become familiar with the police budget, how it is determined, and who is responsible for it	
Learn about the relationship between the municipality's police services and local policing initiatives and programs	
Meet the bylaw officer(s) and the special constable(s) to learn about their roles, responsibilities, and relationships in the municipality	
Become familiar with the structure of the fire department and how it is managed	
Become familiar with the service provided to the community by the fire department	
Learn about the fire-fighting capabilities of the municipality and the types of fire-fighting equipment available	
Understand the municipality's emergency plan and the roles fo the officials and committees	
Learn how your municipality deals with safety codes and Inspections	
Public Works / utilities	Completion Date
Become familiar with municipal responsibilities pertaining to rights-of-way obligations and roadway maintenance	
Understand elements to be considered when a municipality develops policies pertaining to the development of sidewalks, pathways, and the lighting of publicly owned property	
Become familiar with the management of storm water to appreciate why its control and management is important to the municipality	

Understand the preventative maintenance and replacement schedule of all equipment	
Identify those services that require the opinions and services of engineers or engineering technicians	
Understand the type of operation the host municipality has established to manage and operate its water utility	
Understand the type of operation the host municipality has established to manage and operate its sanitary wastewater collection and treatment system	
Become familiar with the programs implemented in the municipality pertaining to the management of solid waste	
Learn about the provision of utility services other than the more traditional municipal services of water, wastewater, and solid waste management	
Become familiar with the process for utility billing	
Review municipality's life cycle maintenance program	
Land Use Planning	Completion Date
Become familiar with the various land use plans and planning authorities that exist in your municipality	
Understand the review processes by following planning documents through to approval, amendment, or rejection	
Review the contents of the Land Use By-Law (LUB) and understand the different land use districts within the municipality	
Understand the process of subdividing lands along with the authority and responsibility placed upon municipalities	
Follow a development application through the various stages of approval and appeal if an appeal is made	
Follow an application for a building permit through the appropriate reviews	
Attend the Planning Directors Conference	
Recreation, Culture and Heritage Services	Completion Date
Become familiar with the different types of support the municipality and community groups obtain from provincial departments and related agencies	
Determine the municipality's practice in having reserve lands dedicated for recreational, cultural or heritage purposes	

Identify the recreational activities and programs delivered within the municipality along with the related facilities provided by the municipality	
Understand the municipality's involvement in the development and promotion of the local culture and heritage of the municipality	
Review the municipality's involvement in local heritage preservation and initiatives undertaken to promote heritage in the community and to market that heritage to the world	
Gain an appreciation of the extent volunteerism may be involved in the delivery of recreational, cultural and heritage services within the municipality	
Understand the processes required to identify and develop regional programs and activities	
Economic Development	Completion Date
Review the municipality's involvement in local or regional economic development	
Visit the local RDA and learn what they do for your municipality	
If your municipality is not a member of the local RDA, identify the staff person or persons who is charged with economic development for your municipality	
Review initiatives undertaken on behalf of your municipal unit in the area of economic development	
Do a SWOT analysis of your municipality in regards to economic development and prepare a report for the CAO (and/or Council) (<i>Strengths, Weaknesses, Opportunities, and Threats</i>)	
Service Nova Scotia and Municipal Relations	Completion Date
Municipal Advisors - Review duties and areas of concern	
Planning	
Legal	
Grants	
Infrastructure	
Provincial / Municipal Relations	
Attend an Orientation Session with Service Nova Scotia and Municipal Relations	