



# **YCLSF Host Organization Guide**

**Young Canadian Leaders for a  
Sustainable Future**

IISD contributes to sustainable development by advancing policy recommendations on international trade and investment, economic instruments, climate change, measurement and indicators, and natural resource management. By using Internet communications, we report on international negotiations and broker knowledge gained through collaborative projects with global partners, resulting in more rigorous research, capacity building in developing countries and better dialogue between North and South.

IISD's vision is better living for all -- sustainably; its mission is to champion innovation, enabling societies to live sustainably. IISD receives financial support from the governments of Canada and Manitoba, other governments, UN agencies, foundations and the private sector. IISD is registered as a charitable organization in Canada and has 501 (c) (3) status in the U.S.

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## I. Introduction

We want to congratulate you on becoming a host organization! The Young Canadian Leaders for a Sustainable Future Project is in its fifth year, thanks to the generous support of our funders (The Department of Foreign Affairs and International Trade, Canadian International Development Agency and Human Resource Development Canada) and host organizations. At IISD, we are very proud of our internship project and have worked hard to constantly improve and streamline it. We have developed this manual as a resource to help guide you through the internship. We hope that the information contained here will answer any questions or concerns you may have. Read on for all of the tidbits and “insider” tips you will need to know. And please share this guide with colleagues who will be working closely with the intern.

As well, remember that this manual is only a guideline from a Canadian perspective. We understand that organizational cultures and management styles differ greatly around the world. Also, we are all a product of our larger culture and you will need to adapt the advice given here for your specific context.

*Carolee Buckler, Project Manager*

## II. The International Institute for Sustainable Development (IISD). Who Are We?

### *IISD's Mission*

<i>Our vision</i>	Better living for all—sustainably.
<i>Our mission</i>	To champion innovation, enabling societies to live sustainably.
<i>Our role</i>	IISD promotes the transition toward a sustainable future; we seek to demonstrate how human ingenuity can be applied to improve the well-being of the environment, economy and society.
<i>Our tools</i>	are policy research, information exchange, analysis and advocacy.
<i>Our products</i>	are action recommendations based on careful analysis, knowledge networks to build the capacity of civil society and other organizations in both South and North, and timely reporting of international negotiations critical to the sustainability of the planet.
<i>Our audiences:</i>	are government, business and civil society.
<i>Our style:</i>	is to increase our influence by working collaboratively with other institutions –building long term strategic alliances, while retaining the institutional agility necessary to confront the challenges of sustainable development

For development to be sustainable it must integrate environmental stewardship, economic development and the well-being of all people—not just for today but for generations to come. This is the challenge facing governments, non-governmental organizations, private enterprises, communities and individuals.

The International Institute for Sustainable Development addresses this challenge by advancing policy recommendations on international trade and investment, economic instruments, climate change and energy, measurement and indicators, and natural resource management to make development sustainable. By using Internet communications, we cover and report on international negotiations and broker knowledge gained through collaborative projects with global partners, resulting in more rigorous research, capacity building in developing countries and a better dialogue between North and South.

### **III. The Youth International Internship Program Overview**

#### **Who Funds Young Canadian Leaders for a Sustainable Future (YCLSF)?**

The Young Canadian Leaders for a Sustainable Future Project receives funds from the Youth International Internship Program (YIIP), which is a program of the Government of Canada's Youth Employment Strategy. The Youth Employment Strategy was introduced in February 1997 to address issues facing youth in the transition from school to full-time employment, such as "no experience—no job; no job—no experience."

#### **How Does the Project Work?**

IISD receives funds from the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency and Human Resource Development Canada. They provide funds to Canadian based organizations to find placements with host organizations and to recruit interns.

#### **What Are YIIP's Objectives?**

- to provide underemployed or unemployed youth of Canada with a first paid career-related international work experience to prepare and position them for future employment;
- to bridge the gap between formal education and a career;
- to increase and improve the skills and knowledge required to succeed in work with an international focus; and
- to strengthen partnerships between the Department, Canada-based organizations active internationally, and overseas institutions in order to further the three main objectives of Canada's foreign policy, namely:
  1. the promotion of prosperity and employment;
  2. the promotion of peace and global security; and
  3. the projection of Canadian values and culture abroad.

#### **What Is a YIIP Internship?**

- Internships are designed to be the first paid career-related internationally focused work experience for youth up to 30 years of age, who are out-of-school and unemployed or underemployed. The program cannot be used in conjunction with any study or credit program such as cooperative programs, international MAs, etc.
- Internships typically take place overseas with only the briefing and debriefing taking place in Canada.
- Internships can take place in any type of organization except the Canadian federal government (which includes Canadian embassies, high commissions and consulates). Placements in foreign governments or embassies are permitted.

### **What Constitutes a YIIP Project?**

- Projects aim to develop partnerships between the implementing organization and the private sector and/or not-for-profit organizations and/or other governments.
- Projects leverage financial resources or in-kind contributions from public, not-for-profit and/or private sector partners.
- Projects provide youth with work experience to prepare them for post-internship employment or self-employment.
- Projects provide cost-effective employment opportunities for youth from across the country. Young participants are selected according to employment equity principles, and include rural and/or disadvantaged youth.

### **Funder and IISD's Selection Process**

Each year, IISD submits proposals to each of the funders. A committee reviews these proposals and makes recommendations on which organizations should be funded and how many placements they should approve.

The funders select the internships they consider most promising and valuable, based on their objectives and those of the Youth Employment Strategy. A proposal thus may be entirely approved or entirely rejected, or only a few internships may be approved among several proposed by an organization. To ensure the greatest possible fairness, the selection process involves detailed analysis based on selection criteria, consultation with our embassies and colleagues in other federal departments concerned, and committee review of the proposal. During the process, the embassies may contact the host organization to ensure that all conditions are met to guarantee a quality internship.

If our proposals are approved, the contribution agreements between the funders and IISD normally take effect on April 1 of each year.

## **IV. The Young Canadian Leaders for a Sustainable Future Project**

IISD believes it is necessary to build capacity in the next generation to address global issues about the environment, economy and the well-being of people. These young Canadians will become decision-makers, creating and implementing policies that will affect future generations.

Through the YCLSF project, IISD provides recent Canadian post-secondary graduates with the opportunity to gain tangible entry-level overseas work experience in order to help provide them with the skills and opportunities to shape their world.

## **Goal of the Project**

The goals of the YCLSF project are:

- to provide young Canadians with opportunities to gain longer-term employment in the field of sustainable development; and, more broadly,
- to provide these young people with the substantive knowledge, communications skills, resources and practical experience necessary to contribute to and implement international sustainable development policies and to become effective agents of change.

## **Objectives of the Project**

The specific objectives of the YCLSF project are to:

- provide entry to and experience working with leading sustainable development organizations and business associations around the world—the foundation for building a career in sustainable development policy and practice, and making contributions to global sustainability;
- provide advanced training to young people in the areas of trade, climate change and energy, business and economics, communications, capacity building and training, measurements and indicators, and natural resource management for sustainable development;
- emphasize information technology and communications as a means to rapidly research and share experiences about what works: young people already have many of these skills and interests. The YCLSF project will enhance these skills in order for them to become effective users of the Internet as a research and communications vehicle; and
- assist participants with finding longer-term employment in fields related to sustainable development.

## **Expectations**

Below you will find a guide to help you to understand what some of the expectations are for the host organizations, interns and IISD.

### ***Host Organization Responsibilities***

The host is expected to:

- provide a qualified staff person to serve as supervisor;
- assist the intern in finding appropriate accommodations and provide reasonable compensation towards the cost of accommodations, if the organization is not providing completely free accommodations;
- inform the intern on organizational policies, administration, programs and the scope of the internship including assignments, responsibilities and schedules;



- answer questions and discuss cultural nuances as needed to aid the intern in functioning effectively in the host culture;
- provide the intern with an effective terms of reference;
- provide opportunities for the intern to attend staff, and/or community meetings or workshops and training opportunities;
- advise the YCLSF Project Manager immediately of any unresolved difficulties;
- submit a mid-term and final report to IISD; and
- complete the evaluation forms sent by the funders and IISD.

### ***Intern Responsibilities***

For the purpose of efficiency and effectiveness of the international experience, the interns are expected to:

- prepare for the international experience prior to the internship by seeking out information on the host country, taking health precautions (immunizations), obtaining an international plane ticket, passport, etc;
- participate fully in the “Building Sustainable Futures” international internship orientation session at IISD;
- throughout the internship, ask questions and seek information about the culture of the organization and host country;
- actively engage in the international experience;
- maintain a professional attitude and respect the traditions and customs of the host country;
- maintain good public relations—both internal and external—for the host organization;
- if problems arise in the placement that s/he is unable to resolve, contact the YCLSF Project Manager;
- complete the work required by the host organization according to the terms of reference in the contract;
- complete all reports required by the IISD;
- participate in the career enhancement session at the end of the internship; and
- after the international experience, keep IISD up to date on your employment status.

### ***IISD Responsibilities***

IISD is expected to:

- provide a qualified staff person to serve as the YCLSF Project Manager;
- recruit, select and match interns with host organizations;
- coordinate the orientation session in Winnipeg;
- arrange for an appropriate travel health insurance package for overseas;
- provide a return airfare from the intern’s place of residence in Canada to Winnipeg for the orientation and debriefing;

- provide support throughout the internship (e-mail, phone calls, evaluation trips to the placements);
- arrange and coordinate a debriefing upon the intern's return to Canada;
- assist interns with job search support;
- prepare and submit quarterly reports to the funding agencies; and
- evaluate the placements and the project.

## **V. How We Work Together**

### **The Relationship Between the Funder and the Implementing Organization**

One of the goals of the program is to strengthen partnerships between the Funders, Canada-based organizations active internationally, and overseas institutions in order to further the three main objectives of Canada's foreign policy: the promotion of prosperity and employment, the promotion of peace and global security, and the projection of Canadian values and culture abroad. The concept of each proposed internship originates either from within the Department, from the implementing organization or its Canadian or international contacts, or at the request of the host organization.

IISD is accountable to the funders. We report to the funders on a quarterly basis the progress of the internships and results. The funders take an active interest in ensuring that the goals and objectives of the program are met. Together with the Department and the host organizations, implementing organizations strive to ensure that each internship is a valuable international experience that enhances the intern's marketability and increases the host organization's capacity.

### **What Will You Gain From Hosting an Intern?**

Sponsoring an intern can be a positive experience for your organization. Some of the benefits include:

- the services of mature, academically qualified individual who approach projects with fresh insight and a high level of enthusiasm and motivation;
- an opportunity to observe potential future employees;
- the perspective of current academic knowledge in specialized fields;
- an opportunity for future managers to practise their supervisory skills; and
- the opportunity to share in the preparation of future members of a profession.

The following are suggestions that will help to ensure a successful placement:

### **How to ensure a successful placement**

- Think through the tasks suitable for an intern and the skills and training necessary for the intern to complete these tasks.
- Set some concrete goals for him/her with specific performance criteria, making sure he/she understands these goals and what constitutes acceptable performance.
- Orient the intern to the rules, culture and common expectations of your workplace, the nature of the work done in your area and the way it contributes to the larger organization and the general nature of your industry or enterprise.
- Observe and supervise the intern's performance and give feedback to him/her about this performance. Spend regularly scheduled time with the intern and give him/her feedback about performance. More time is generally needed at the beginning and end of the internship.
- Communicate with the YCLSF Project Manager if problems arise.
- Be a mentor!

### **How IISD helps**

IISD wants to ensure that the placement goes as smoothly as possible. IISD has assigned a Project Manager to monitor and manage the project. The Project Manager is always available to answer any questions, problem solve and ensure that each placement is as successful as possible. Keeping in contact with the YCLSF Project Manager through e-mail, telephone calls and written reports is important and helpful to all parties. If you are experiencing difficulties with your intern, please do not hesitate to contact the Project Manager.

*The Project Manager (Carolee Buckler) can be reached by e-mail at [cbuckler@iisd.ca](mailto:cbuckler@iisd.ca) or by phone at (204) 958-7748 or by fax at (204) 958-7710.*

### **Mentors**

Each intern is assigned an IISD staff person (in Canada) as a mentor for the duration of the internship. The mentor is someone who is knowledgeable in the subject area of the placement and has formed a partnership with the host organization. The mentor will be able to provide the intern with advice on their work. In return, the mentor may ask for the intern's assistance in contacting people within the organization, attending meetings, conferences, workshops, etc.

The mentorship your organization provides will further enhance the intern's experience and performance.

### **Intern Selection – How to Make a Good Match**

This is a challenge. You have information on several well-qualified candidates and you need to decide who would be the best for the job and for the organization. How do you choose?

IISD reviews approximately 300 applications each year. We interview approximately three to four candidates per position. We are looking for professional qualifications and personal attributes. Once we have pre-selected the applications we send our comments along with the applications to the host organizations for final consideration. Some points to consider when evaluating the applications are:

- The candidates you are considering might not have all of the skills you are looking for.
- Carefully think through the tasks that will be assigned to the intern.
- Determine the skills and attitudes necessary for successful completion of these tasks.
- Interview candidates and telephone references—just as you would when selecting a regular employee. Ask them about experiences that are relevant to the qualifications you seek as well as examples of relevant work they have created.
- You may consider altering the job description to reflect the unique skills/attributes of the candidate.

It is very important that you respond quickly to the applications. Try to aim for a turnaround time of three days to one work week. It takes a lot of time to coordinate the selection of the intern's application, conduct an interview, get the funder's approval on the selected intern, and turn it around to give you a chance to choose. While you deliberate, the intern you want may be snapped up by another organization. Bright, talented young people don't stay on the market for very long.

Also, keep in mind that if the intern you chose out of the pool sent to you has become unavailable or has changed his/her mind about leaving on an international placement, then the whole process must begin again. You should consider providing the Project Manager with your second choice. It is a complex and time-consuming process to match organizations with potential interns. With the IISD Project Manager, you need to ensure that there is adequate time to take care of the details before you require your intern to arrive and begin working.

### **Getting to Know One Another Before You Begin**

You and your intern will undoubtedly have questions about each other. Why not start communicating? You don't need to wait till s/he arrives. We suggest that you send an e-mail saying you look forward to working together. Perhaps you could send a package of

materials to your intern to familiarize him/her with the organization and the city in which the office is located. We would suggest the following, among other, materials:

- annual report;
- brochures on the different projects and services;
- relevant papers, publications and reports;
- a local accommodations guide;
- a local map;
- a local newspaper; and
- local tourism and information brochures.

Many interns play sports and have other hobbies they may wish to continue. They could be very interested in what facilities and activities are available. Feedback from past interns has shown that the more information they had before leaving, the less apprehensive and nervous they felt. The background knowledge also enables the intern to integrate more quickly in to the daily routine, once s/he arrives.

This dialogue also allows you to help enhance the skills the intern is bringing with him/her and those you can help them learn. You can discover more about his or her interests and what elements of the ongoing projects will be motivating. The best way to get good work out of interns is to assign tasks that appeal to their interests and backgrounds and provide them a chance to enhance their skills while fulfilling the mandate of your organization. The work should be mutually beneficial. We suggest that you capitalize on this situation of having a fresh pair of eyes and an eager mind around. Interns arrive eager to make a contribution. And they should be willing to do the mundane tasks along with the more interesting ones. This early communication will give you a chance to explain the short-term goals for your projects and the steps that need to be taken immediately upon arrival. You will be better able to evaluate your intern at the mid-point if you set out some clear expectations for him/her right at the beginning.

The host organization should have a general idea of what the intern will be doing for them, if not an exact project. They should also give the intern an overview of their project/duties before they leave Canada.

### **Planning With Your Staff About How the Intern Can Best Fit In**

The first step is to announce that an intern will be coming! The intern's first day should not come as a surprise to the other staff.

At a regular staff meeting, you may want to have a brainstorming session about where the intern can have space, what computer s/he could use, what projects s/he can get involved with, what meetings/conferences/events to participate in, and so on. If you know that the intern won't have a particular skill that you need upon arrival, you may wish to arrange time for another staff person to be available to tutor the intern. The intern may be able to return the favour if s/he has a skill set you need developed. This could generate a

valuable information exchange. Keep in mind that the rest of your team may have some valuable ideas to help you plan the intern's six-month stay.

### **Logistics and Finances**

There are several details that you need to think about.

- Is there a desk available for the intern?
- Is there a computer that s/he can use with an Internet connection?
- Have you set up an e-mail account for the intern?
- Is there access to a telephone?
- What is the cost of supplying this space and office supply materials? What about the cost of communications? (cash and in-kind contribution.)
- Are you paying the rent?
- Can you afford to be a host?
- Are you planning for your intern to travel on business?
- Have you considered providing business cards for your intern?

The intern is not just there to help out the organization; the organization also has a responsibility to help out the intern. This is not only on the professional front, but on the personal as well. For many, this internship is their first "real" work experience. If that is not bewildering enough, the wildcard of living overseas, often in a completely different culture and work environment, can make it difficult to understand how and why certain things are done. What the host organization can do to "demystify" the process is very important to the ultimate success of the internship. Communication is key. Also, being settled "at home" is important to ensuring that the intern is settled at work. When an intern has unpacked, settled in their home, and figured out where to buy groceries etc., the internship will become more real and the focus on work can begin.

Find someone to help the intern in the logistical aspects of their life. Preferably someone from the office who is given the flexibility to help the intern out as needed. This person would help the intern find suitable lodgings, find furniture if needed, locate the nearest stores, become familiar with local transportation, settle any official document requirements, etc.

Be sure to plan for these things ahead of time. This way, when the intern arrives s/he can start work without complications.

### **Contract**

You are required to sign a contract with IISD, which outlines the obligations of IISD and the intern to you, as well as your obligations to IISD and the intern. Included in the contract are the terms of reference you filled in and all three parties sign this agreement. The normal length of the contract is six months. Upon signing the contract, please send it to the YCLSF Project Manager. A copy will be returned to you with all three signatures for your files.

## **Training of Your Intern**

Part of how IISD supports you and the intern is through training of prior to his/her arrival. The training lasts for two weeks and covers a variety of topics and activities. The interns participate in training modules on sustainable development issues such as climate change, trade and sustainable development, business and the environment, youth and sustainable development, development and the Internet, and natural resource management.

The primary objective of the training is to assist IISD's young Canadian leaders to prepare for their assignments overseas.

Specific objectives are to:

- to provide a basic understanding of IISD and the different program areas;
- to give interns the opportunity to meet their mentors and the IISD staff;
- to provide a more complete understanding of current issues surrounding sustainable development;
- to undertake training on the use of information and communication technologies;
- to raise awareness and appreciation of the host country; and
- to develop cross cultural communication and conflict resolution skills.

Approximately one half of the orientation is spent on improving the intern's skills to communicate effectively on the Internet. During this time we cover a wide range of topics including:

- global perspectives and search techniques on the Internet;
- information architecture;
- site and graphics design; and
- writing for Internet audiences and HTML coding.

## **Your Intern Arrives. What Do You Do?**

It is wise to try and arrange for someone to meet the intern at the airport. It is important that someone is there to help navigate the confusion of the airport; especially if the signs are in a language the intern doesn't speak. In the unlikely event that you are unable to meet the intern, please ensure the intern has the appropriate directions and contact information.

The intern may be overwhelmed by the journey and need a few hours to sleep. This could be at a hotel, hostel or private residence you suggest until s/he is able to locate permanent accommodations, or at the place provided by your organization. It may be a relief to your intern if you promise to return at the next mealtime to take him/her out. This leaves the problem of grocery shopping for the first time until the next day. Sharing a meal together

will give you a chance to get to know each other, too. You may at the very least wish to have a small amount of food in his/her room.

You may also want to give the intern a quick tour of the area around his/her residence. Be sure to point out places to buy groceries, catch a bus and so on.

And don't forget to write down the directions of how to get to the office before you say goodbye.

### **First Day at the Office**

You may want to welcome your intern by a small staff meeting, or by walking the intern around and making the appropriate introductions. Another idea is to have lunch dates planned for your intern with the key people s/he will be working with during the first week. This will orient your intern quickly and effectively into the project areas.

As a past intern noted:

“One very small effort from my supervisor made a big difference for me in terms of integrating to my new work environment. My supervisor ‘organized’ lunches for me with different researchers every day of my first week. That way, I had a chance to discuss a bit with most of my colleagues which was much better than just going to shake hands around the institute for an hour on my first day! This way, colleagues also helped me find my way around the city in the first days, finding a second-hand bike for example (which is a necessity in Amsterdam!). I still have lunch with a lot of them every day.”

*Although the orientation of an intern must be tailored to your particular situation, it should include basic information about the job and the work environment.*



### Typical Orientation Day

- Provide the intern with a designated work area and a place in which to store personal belongings and to complete work.
- Explain the general nature of your organization. It may be helpful to have interns read annual reports, employee newsletters, or other descriptive information.
- Describe the specific work accomplished in your area and the way in which this contributes to the overall functioning of the organization. This is a good time to introduce the intern to fellow employees and to explain the functions they perform.
- Clarify workplace expectations such as dress code, interpersonal and telephone etiquette and off-limit equipment or places. Clarify the hours during which an intern is expected to be at work and procedures to be followed if an intern cannot be at work or is late.
- Explain machine operation and point out the bathrooms, cafeteria and any other relevant facilities locations.
- Explain the tasks you expect the intern to complete, the training you have made available (if any), and identify the individual the intern should turn to when questions and problems arise.
- Establish a supervisory relationship and common expectations for how frequently and for how long you will meet with the intern, and what actions by the intern require your permission.

### Comments From Former Interns

*“One of the things I appreciated the most, besides having my apartment already chosen and ready to move in, was the fact that one of the employees was so ready to help me in all of the little ways necessary, for example accompanying me on my first excursion to the big central outdoor market to buy food and some household items. In developed countries buying stuff and walking around a new city is no big deal, but in developing countries It’s a whole other ballgame.”*

*“Appoint a young employee who has recently undergone the same adjustment to be a mentor. Expose the intern to as much as possible, but allow ownership and responsibility over smaller elements. Allow time in second half of internship for job searching. Provide assistance with contacts. Note the intern’s qualifications in an introduction, as well as the length, areas of work. If you can’t be in town when the intern arrives appoint a greeter and leave a work plan. Have an office collection for household items, like cutlery and dishes etc.”*

*“When I hear someone mentioning a project I am working on or how it fits into the larger process, it makes me feel as if my contribution is both valued and respected. Within my first couple of weeks here, I was responsible for reviewing and finalizing a teacher’s guide and sending the materials to the appropriate contacts. Once the shipping company left my office, I felt this great sense of accomplishment, which was enhanced by a simple comment of a colleague saying I had done a good job. That feeling gives you the confidence to take on more and more work throughout your internship. However, as an intern, if you are given little tasks, that make you feel as if you are just filling the gaps for someone else, you tend to feel as if your potential is not recognized and your motivation is low. My advice would be to treat your intern as a part of the team, help to build their skills, welcome their input, encourage their ideas, and give them the responsibility and challenge of their own projects. We have a lot to offer when given the chance.”*

## **VI. Tips for Supervising and Communicating**

### **How Do I Supervise an Intern?**

Supervising an intern requires a commitment of time and clear idea of what you expect the intern to achieve. This must be communicated to the Intern, and the intern must fully understand.

#### Supervision entails:

- defining clear tasks the intern is expected to complete;
- maintaining realistic expectations for the intern’s performance and explaining those expectations to the intern;
- monitoring the intern’s work and suggesting resources or alternatives when the intern runs into difficulty;
- pointing out inappropriate behaviours and suggesting specific changes; and
- acknowledging progress and accomplishments.

### **Traits of a Quality Supervisor**

<ul style="list-style-type: none"> <li>• Is available when needed</li> <li>• Acts as coach on project</li> <li>• Provides continual feedback</li> <li>• Does not hesitate to provide positive criticism</li> <li>• Expects the best and tolerates nothing less</li> <li>• Pushes the intern to excel</li> <li>• Takes a personal interest in their performance level</li> <li>• Advises the intern on corporate culture and behavioural</li> </ul>	<ul style="list-style-type: none"> <li>• Provides an experience that is non-clerical in nature</li> <li>• Understands that this may be the intern’s first experience in the professional world</li> <li>• Includes the intern in staff meetings</li> <li>• Introduces the intern to other staff</li> <li>• Advises intern about confidentiality of material</li> <li>• Seriously accepts the mentor/supervisor role</li> <li>• Willingly serves as a professional</li> </ul>
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<p>expectations</p> <ul style="list-style-type: none"> <li>• Makes room for the intern by providing a defined work space</li> <li>• Makes sure the intern has the necessary equipment or supplies</li> </ul>	<p>reference or point of entry to professional networks</p> <ul style="list-style-type: none"> <li>• Advises intern on career choices</li> </ul>
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**Importance of Communication**

A good portion of the communication between the intern and the host organization should be feedback. Feedback is critical for the intern to be able to develop their working skills and to produce a product that is acceptable to the host organization. No one wants to do bad work, so it is important for the host organization to provide constructive criticism/suggestions to their intern.

**Reporting to IISD**

The host organizations are required to submit two reports to IISD during the internship, one after 3 months and one at the end of the internship. The Project Manager will send you a reminder along with the outline before the report is due.

**How Do I Assess the Intern’s Performance?**

Assessment is an ongoing process, not just something to be addressed at the end of the internship. Assessment is an essential part of supervision. It is helpful for supervisors, while observing day-to-day work, to reflect on how the intern is doing. This not only provides a sense of the progress an intern is making, but provides specific incidents for discussion. Depending upon the nature of the incident and its importance to the intern’s overall development, these discussions might take place during the regular meetings between the supervisor and the intern. They may also be used to document growth and/or areas for continued improvement in the final evaluation.

As far as possible, the assessment process should introduce the intern to the performance evaluation systems typical of the workplace. The evaluation should have a written as well as an oral component. It is generally useful to have the intern perform a self-assessment at the same time as the supervisor’s assessment. The ideal supervisor will serve as a mentor who will allow the intern to observe her or his management style, share pros and cons of a career in the field and give suggestions for entering the profession. The intern will view the supervisor as a role model and look to her/him for feedback on her performance and skill development.

*The following outline should be used for the mid-term narrative report:*

Assess the intern’s particular attributes in relation to performance of main tasks by applying the following rating schedule. (Ratings from 1 to 5 are used to establish an overall rating. 1 = Unsatisfactory; 2 = Requires Improvement; 3 = Satisfactory/Good; 4 = Very Good; 5 = Excellent). Insert comments, providing examples of tasks completed well, or areas that require improvement and the suggested plan of action.

- Quality of work accomplished
- Ability to work well under pressure
- Reliability (ability to implement instructions and meet schedules)
- Initiative and creativity
- Ability to work independently or with minimal supervision
- Work relationships (effectiveness as a team member; contribution to team work)
- Planning and organization of work (skilful use of time and resources to achieve maximum efficiency)
- Interpersonal skills (willing to listen; able to communicate own viewpoint)
- Communication skills (written/oral)
- Sense of commitment (motivation/dedication)
- Flexibility (willingness to accommodate unforeseen new responsibilities)
- Ownership of/identification with organizational goals/policies

Other Comments:

1) Are you satisfied with the program arrangements (timing of arrival of interns, selection process for interns, etc.)?

Please comment:

2) Do you have any concerns, positive feedback or questions to discuss with IISD? On request we can telephone you at your convenience.

Please comment:

### **Financial Report**

Project expenses should include both cash and in-kind contributions by the host organization. To help you reach the most accurate and consistent figures possible, here are some guidelines for calculating various in-kind donations:

**Supervision of Intern:** This is the value of your in-kind contribution of time spent on intern supervision, coaching, mentoring and evaluation. To calculate this amount, estimate the number of hours spent by your staff on those activities and multiply by their daily or hourly rate.

**Office Space:** The amount of in-kind contribution for office space can be figured out as follows: (portion of office space used by the intern) X (total of office space costs used annually).

**Intern Accommodations:** Your actual direct cash contribution for accommodations or accommodations stipend for the intern.

**Communications:** This includes fax, phone, photocopies, etc.

**Supplies:** Includes pens, paper, books, etc.

**Travel on Assignment:** Any travel your organization paid for the intern to attend workshops, conferences, meetings, etc. Includes, accommodations, plane ticket, food, etc.

*Please record here financial and in-kind contributions to the project.*

<b>Item</b>	<b>Cdn \$</b>
Supervision	
Intern accommodations	
Office space	
Computer	
Communications	
Supplies	
Travel on assignment	
Language training	
Other (specify)	
Total	

## **VII. Safety and Security Guidelines**

At IISD we want to make sure that all out-of-country emergencies involving IISD interns are dealt with in an efficient and effective manner, and with the interests of the interns as a top priority. The following is an outline of safety procedures to follow in case of an incident.

### **What Constitutes an Emergency?**

Events which could be classified as an emergency thereby precipitating the need for an emergency response include serious illness or injury, fatal accidents, sudden deaths, suicides, assaults, other violent incidents, civil unrest, natural disasters and kidnapping.

### **Medical Emergency**

This is the most common type of emergency experienced by people travelling and working abroad. A medical emergency can be as a result of an accident or as a result of a disease that has struck suddenly such as malaria, fever or any such disease which could have serious consequences if not treated in time. The following procedures are applicable to all types of medical emergencies:

Interns are covered under a comprehensive medical insurance plan. Each intern should have a copy of the insurance coverage booklet for their personal reference. These booklets are provided to all interns.

The YCLSF current medical insurance plan is with Compass International (exceptions are interns placed in Mexico, Vietnam, the United States, and those funded through the Artic Internship Program—their insurance it outlined below).

Compass International has an agreement with World Access for providing overseas medical services. It is important that interns and even their supervisors have the emergency contact number for World Access in their possession at all times.

- 1) World Access—24-hour emergency contact number:

★ Phone #: (519) 742-7716 (Collect)  
★ Phone #: 1-800-268-7955 (Canada and U.S.)  
★ Fax #: (519) 742-8553

- 2) For interns placed in the U.S., Mexico or Vietnam, and the Arctic interns, Travel Insurance Coordinator, 24-hour emergency contact information is as follows:

★ Phone#: 1-800-882-5246 (Canada and U.S.)  
★ Phone#: (604) 639-8849 (Collect Worldwide)

Once the medical insurance company has been informed of the situation, it is their responsibility to make all necessary arrangements for adequate medical attention and treatment of the patient. The medical facility where the patient is admitted will normally provide up-to-date information to the medical insurance company. Keeping patient confidentiality in mind, the medical insurance company will provide authorized IISD personnel information as to the condition of the patient. At IISD, all information flow should be handled through the Project Manager or his or her designate.

- 3) The emergency contact information at IISD is a follows:

**Carolee Buckler, Project Manager**  
Phone# Work: (204) 958-7748  
Cell#: (204) 292-7378  
Phone# Switchboard: (204) 958-7700  
Home# (204) 956-5453

- 4) The emergency contact information at the Department of Foreign Affairs and International Trade is:

***Emergency Contact Information***

★ DFAIT's 24-Hour Emergency Duty Officer  
(613) 996-8885 (accepts collect calls)  
★ DFAIT's Emergency Email Address:  
sos@dfait-maeci.gc.ca

## **The Registry of Canadians Abroad**

Another key element of safety and security involves the registration of each international intern with the appropriate Canadian mission, in order to facilitate contact and assistance in the event of an emergency. In many countries, the Canadian Embassy manages a warden system where all registered Canadians are assigned to a “warden” by district. This individual will contact the Canadians in his or her district in the event of an emergency to check on their well-being, and to provide information or assistance. After the earthquake in India in 2001, for example, wardens contacted all Canadians to ensure that they were safe, and then provided this information to the Canadian Embassy so that concerned family could be reassured.

Prior to the intern’s departure from Canada, IISD provides the necessary information about the intern and the placement to the appropriate funder to register the intern in what is known as ROCA, the Registry of Canadians Abroad. When the interns arrive in the internship country, they should (in most cases) contact the Embassy/High Commission to confirm their registration in ROCA and to ensure that the information about their address, phone number and work contact is accurate. During the internship the interns should of course notify the Embassy of any changes to the information, and, in particular, let the Embassy know if they depart the country before the date initially indicated. While all interns are registered in ROCA, even those going to the United States, it is generally not considered as necessary for those going to the U.S. or Western Europe to check in with the consular staff at the Embassy. Contacting the Embassy also enables them to ask for any special briefing material that may be available to help ensure a safe and secure internship.

## **Emergency Preparation for the Interns**

- 1) Interns have provided IISD with an emergency contact in Canada.
- 2) Interns are responsible for their own research and understanding of the history and political situation in the country where they are going to be working. The YCLSF Project Manager has also provided them with information, but the intern is ultimately responsible for reading and understanding this material and accessing new sources for the latest information.
- 3) Interns must check in with the local Embassy or High Commission immediately upon arriving in the host country. This is important so that the Embassy staff have a face to your name and a copy of your passport in their office.
- 4) Overseas interns must maintain a high level of awareness of dangerous situations and always ensure that they think *safety first*.

- 5) Interns must ensure they have provided the Project Manager and their supervisor at their host organization with their home contact information once they have made accommodation arrangements in country.
- 6) Interns must inform the Project Manager when they are travelling outside the host country for business or pleasure

**In the Event of an Emergency:**

**Project Manager and Host Organization Responsibilities**

In the case of a natural disaster, war or other similar situation the Project Manager or his/her designate will try and locate interns by calling their workplace or homes in country. If the Project Manager or designate is not able to contact interns directly, he/she should contact the Department of Foreign Affairs Emergency Phone line at 1-800-387-3124 to register the unknown status of any Canadians in the area.

- 1) The Project Manager must in the most immediate manner possible inform emergency contact person identified by the intern, IISD's Emergency Advisory Team and the funder. The IISD emergency response team decides how the situation will be handled.
- 2) The Emergency Advisory Team meets immediately (by telephone if necessary) to come up with a particular process for dealing with the situation.
- 3) If safety cannot be assured or if the intern feels themselves in sufficient danger or under undue stress due to continuing threat from the crisis, then the intern Project Manager should proceed with plans for evacuation. All of this information must be shared with the intern, intern's emergency contact, funder and Emergency Advisory Team.
- 4) The Project Manager prepares a written report outlining procedures followed and forwards to the above-mentioned parties in procedure number four.

**In The Event of An Emergency: Host Organization Responsibilities**

- 1) Locate intern immediately and assess their health and safety status.
- 2) Contact the Project Manager with the status of the intern immediately.
- 3) In as timely a manner as possible, prepare a written report outlining the foreseeable risk to the intern that the situation has caused.
- 4) Make a decision within your organization as to whether the risk or situation is such that the host organization does not have the capacity to handle a Canadian intern at this time and discuss with the Project Manager.



### **In The Event of An Emergency: Intern Responsibilities**

- 1) Interns must inform the Project Manager or his/her designate by telephone or e-mail of their whereabouts and about their degree of health and safety in the most immediate manner possible after an emergency. These include illnesses, natural disasters, crime and accidents. Interns and host organizations can call collect or with a phone card if you have been given one.
- 2) Interns must also inform their host organization of their whereabouts and about their degree of safety.
- 3) In the event of an emergency, contact the Embassy or High Commission and they will advise you of the precautions for the local Canadian community and where necessary implement an emergency plan for evacuation.
- 4) Interns must also ensure that they personally contact their parents or emergency contacts in the most immediate manner possible.

*Adapted from EMERGENCY PROTOCOL For GAIA Project International Youth Interns*

### **The Department of Foreign Affairs and International Trade (DFAIT)**

The Department of Foreign Affairs and International Trade (DFAIT), under its mandate to provide Canadians with consular assistance on behalf of the Canadian government, regularly advises Canadians on the circumstances that could affect their personal safety while abroad. Of primary concern to the Canadian government is the personal security of interns who go abroad as part of the Government of Canada's Youth Employment Strategy (YES). The memorandum to Cabinet which created YES stipulates that DFAIT, through its missions abroad (i.e. Embassies, Consulates and High Commissions), must assist in ensuring the safety of interns who are part of this program. An important part of this service is the review and assessment of the proposed host organization abroad in regard to the safety, security and support system for each internship.

In the contract you signed with IISD and your intern you have agreed to not assign duties to the intern, which would require the intern to travel in or to countries/regions in respect of which the Canadian government has posted a Travel Report advising Canadians not to travel to the country/region on the web site [www.voyage.gc.ca/destinations/menu\\_e.htm](http://www.voyage.gc.ca/destinations/menu_e.htm)

In the termination clause, the contract is governed by the following: **Termination by IISD**. The Young Canadian Leaders for a Sustainable Future internship may be terminated by IISD:

for cause at any time without notice or compensation in lieu thereof; without limiting the generality of the foregoing, cause shall include; misrepresentation of the Intern's eligibility for participation under the project, a determination being made by the Government of Canada that the intern should leave the country/region of placement, or a breach of any term of this agreement by the intern or the host.

### **VIII. Saying Goodbye to Your Intern**

Before the intern leaves, you should meet with him/her to ensure that the work is completed and forwarded to the appropriate person within your organization. It is also a good idea to ensure that all staff knows when the intern will be leaving and perhaps throw a small going away party. Your intern will appreciate the gesture!

Your intern will be returning to IISD for a one-week debriefing. The objective of the debriefing is to provide returning participants with the opportunity to reflect, analyze, synthesize, appreciate, adjust and to evaluate their experience. During the debriefing s/he will be expected to provide a presentation on his or her work to IISD staff and other interns. It might be appropriate for you to ask him/her to provide a presentation to your staff before s/he leaves.

*Thank you for all your hard work and your commitment to sustainable development! We look forward to working with you to help young Canadians to join the ever-growing team of globally-minded and progressive sustainable development practitioners.*

## **Appendix 1: REFERENCE CHECKLIST FOR HOST ORGANIZATIONS**

*The Intern orientation checklist has been developed to facilitate the integration of an Intern into your office work environment. It is largely based on the requirements of the funders as well as feedback received from Interns and Host Organizations.*

At this point, we are kindly asking you to take the following actions:

### **PRE-ARRIVAL** (1-3 months prior to Interns arrival)

- Sign the Internship contract and return it to the International Institute for Sustainable Development (IISD).
- Establish direct contact with Intern upon receipt of confirmation from IISD.
- Keep in contact with IISD to minimize administrative delays.
- Assist the intern with the visa application (if needed).
- Advise the Intern about major Do's and Don'ts with regard to office protocol, security and health matters.
- Identify focal point/ mentor, e.g., the new intern supervisor or a staff member, to coordinate arrival of the Intern.
- Forward information to the Intern, including annual report, information on the city, information related to the work, security issues, etc.
- Organize an introduction training programme to the office.
- Arrange accommodations (preferably close to the office premises) for the first few days/ weeks after arrival and assist the intern in locating permanent accommodations for the 6 months.
- Set up the intern's work area/office, including furniture, computer, printer, access to e-mail and Internet, etc.

### **DAY OF ARRIVAL**

- If possible, meet the Intern at the airport and guide him/her through customs.
- Explain how to get to work the following day.

### ***FIRST FEW DAYS AT WORK***

- Introduce Intern to office staff and provide him/her with a “Who’s Who list”, delineating everyone’s functional responsibilities.
- Review and schedule additional introduction meetings with office staff.
- Inform intern of general administrative matters and logistics (financial and administrative issues, code of conduct, etc.).
- Invite your intern to attend staff meetings. (It is very important that the Intern makes contacts during his/her placement to facilitate their job search. Any assistance that host organizations can provide to facilitate this would be greatly appreciated).
- Offer assistance in opening a bank account(s) if needed, locating suitable accommodation, places where essential foodstuffs and household items can be purchased, etc.

### ***THREE MONTHS AFTER ARRIVAL***

- Hold regular meetings with direct supervisor to guide and monitor the progress of the intern in his/her assigned area of work.
- Conduct a performance evaluation of the intern and review progress to date.
- Update Terms of Reference together with the intern, if appropriate. Any substantial changes have to be agreed upon by IISD.
- Submit mid-term report to IISD.

### ***END OF INTERNSHIP***

- Conduct a final performance evaluation with the Intern and provide him/her with feedback.
- Ask the intern to provide a presentation on his/her experience and results of their work to staff members before he/she leaves. It is a good wrap-up mechanism. When Interns return to Winnipeg they will be presenting their experiences and results of their work with other staff and Interns.
- Provide intern with contacts for future employment.
- Submit to IISD the final report.