



Public Policy and Governance Program
St. Francis Xavier University

2330 Notre Dame Avenue | Antigonish, NS | Canada B2G 2W5

St. Francis Xavier University
Antigonish, Nova Scotia

Internship Handbook

Public Policy and Governance Program



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The PGOV Internship: An Overview

The PGOV Internship Program integrates students' university study with a relevant paid or volunteer opportunity that will provide them with exposure to work in public policy and governance. The hope is that students will have the opportunity to practice the concepts and ideas encountered in the classroom in a real-world setting.

Students should complete their internships between late April and early September, after completing their third academic year and before entering their senior year of undergraduate study. Placements are for a minimum of 8 weeks. Internship placement possibilities include, but are not limited to, governments (local, provincial, federal, Indigenous), non-governmental organizations, non-profits, think tanks, academic research projects focused on public policy/governance, and the private sector.

While all PGOV major students are eligible to participate in the internship component of the program, students in the PGOV Honours with Subsidiary degree stream are required to complete PGOV 451: Internship.

Students earn **three academic credits** upon completing:

- a. their summer internship.
- b. PGOV 451, a fall term seminar class that allows students to reflect on their internship experience and maximize its potential.

While the academic credit is important, the PGOV internship offers additional benefits to the student interns and the placement organizations.

Students benefit through:

- Acquiring experience in a real-life work environment
- Experiencing a public policy and governance culture
- Developing career-related and personal skills
- Enhancing career opportunities and developing their network of professional contacts

Placement Organizations benefit through:

- The energy and enthusiasm of talented and ambitious students with advanced knowledge and skills in public policy and administration



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- Having interns complete ongoing work during summer months and/or to complete tasks that have been “shelved”
- Developing a pool of talent from which to recruit student graduates
- Contributing to student intellectual development and organizational skills

Eligibility

Potential interns must have completed PGOV 301 or 302, and 303 or 304 (or a substitute research methods course approved by the PGOV Coordinator).

Students intending to complete a Bachelor of Arts (BA) Honours in Public Policy and Governance (PGOV) are **REQUIRED** to complete PGOV 451: Internship. All PGOV major students are encouraged to consider the benefits of participating in the internship program, however.

Exceptional students looking to complete an internship in the summer following their second year will be considered on the advice of the Program Coordinator.

Securing an Internship Placement

Each student is responsible for securing their own PGOV 451 Internship. The PGOV Coordinator or designate, in cooperation with other StFX resources such as the Student Career Centre, can offer guidance and assistance, but it is the student’s responsibility to find a suitable internship. A good starting point is the list of placement opportunities attached to this handbook.

The PGOV program casts a broad net for potential intern hosts. Students can apply to government bodies, NGOs, community organizations, think-tanks, private sector/industry, and research organizations working on questions of public policy – broadly defined.

Students can also consider an academic internship working with a faculty member (at StFX or another university) on a major research project with policy implications. This option is more appropriate for students looking to move into graduate studies, presuming the internship results in publications that will benefit an academic CV.

Internships with the Student Union are not encouraged, given that the intent of the program is to move participants out of the student ecosystem. In special cases, however, positions with the SU will be considered if the role has a clear policy or governance focus.



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Students may complete more than one placement experience to fulfill the requirements of the PGOV 451 Internship. (For example, a student may find a placement that is 4 weeks in duration and a second opportunity that is 5 weeks in duration. Multiple placements must occur sequentially and NOT concurrently.)

Students interested in completing their summer internship abroad should alert the PGOV Coordinator as soon as possible and begin seeking out placements one full year in advance of the intended summer internship. You will require a valid passport and permission and documentation from the proposed host nation.

For all applications, the PGOV Coordinator or designate can review resumes, cover letters, and “initial contact” correspondence.

The Internship Journey

First Steps

After completing their second year of study in the PGOV program, students should begin thinking about the kind of internship they would like to take-up. In March or April, the PGOV coordinator or designate will hold a program information session to discuss the next year’s opportunities, including the internship – all interested students should attend. Prospective interns should use the summer months to search for possible placements, update resumes, and draft cover letters. Use the **list of potential placements** attached to this handbook as a starting point (see appendix IV).

During this time, students are encouraged to enter their profile into job databases (e.g. [Federal Student Work Experience Program](#)), search for potential placements online, use their networks to identify opportunities, and contact organizations where they may want to work.

September and October: Meetings and Mentoring

In early September of their third year, interested students will attend a mandatory Internship Introduction meeting. Students will be provided with the internship handbook. Together, the PGOV Coordinator and students will determine suitable dates for several internship preparation workshops in September and October. These workshops will focus on cover letter and resume writing, interview skills, job possibilities, and peer mentoring opportunities. PGOV students who have already completed the internship and are enrolled in PGOV 451 in the fall term, will also



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offer peer mentoring support to incoming interns as part of their course assessment. Prospective interns should attend all preparatory workshops and peer mentoring activities.

1 October: Official Notification

By 1 October, students must officially inform the PGOV Coordinator of their intention to participate in the internship program (through email or verbally). Ideally, students will also use this notification to inform the PGOV Coordinator or designate of their proposed internship placement, which they must approve.

Application Process

By early October, students should have identified the internship placements they are interested in pursuing. Importantly, they should also know all the application due dates for these opportunities (so that they have ample time to prepare), eligibility requirements, and application requirements (e.g. cover letter, resume, transcript, writing sample, references). Students can use the **information letter** attached to this handbook (see appendix I) to inform potential employers about the internship program.

By this point, students should have completed their resumes and cover letters. Remember, the PGOV Coordinator or designate would be happy to review all resumes and cover letters and offer feedback. While you may not need to change your resume for different opportunities, you might consider what you emphasize or the order in which you present information. In mid-October, a peer-mentoring session will be held to facilitate a peer review and edit of all resumes and cover letters.

Apply! Apply to multiple positions to increase your chances of securing an internship.

Upon Securing a Placement Complete the Internship Agreement Form

Upon securing an internship, students will then complete and submit the **Internship Agreement Form** (see appendix II) prior to starting the internship. The form is an agreement with the organization offering the internship and requires signatures of the student and an appropriate representative of the organization where the internship has been secured. The most important part of the form is describing the roles and responsibilities that will be undertaken through the internship. Once completed, it should be submitted to the PGOV Coordinator or designate.



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March: Consider Applying for a J. Armand Bombardier Student Internship Award

All interns should consider applying for a Bombardier Award. These awards support students enrolled in the StFX Public Policy and Governance (PGOV) program to gain practical work experience in areas related to public policy and governance. Internships will be awarded to students enrolled in a BA with a major or minor in PGOV at StFX with preference given to third year PGOV students who will be entering their fourth year of undergraduate study at the conclusion of the internship. The value of the Bombardier Intern Scholarship is up to \$7500 for a salaried intern position and up to \$10,000 for an un-salaried (volunteer) position.

Summer Between Third and Fourth Year: Placement

In the summer between their third and fourth years PGOV interns will complete their internship.

While students do not have to submit any status updates or progress reports to the PGOV Coordinator or designate during the summer, they should take time to reflect on and document their experiences in preparation for the course requirements of PGOV 451. What have you learned? Were you able to use your academic knowledge and skills during the internship? Has this experience given you any insights into a possible career path after you complete your degree?

At the end of their placement, students and their employer *should* complete the **Student Intern Performance Evaluation Form** (see appendix III). Given that many organizations already have internal evaluation processes in place, and we do not wish to add to workloads, this form is not mandatory, but it is recommended. Some form of evaluation is vital to a student's career development, helping to encourage growth, strengthen abilities, increase confidence, and facilitate the sharing of constructive feedback. We do encourage students and employers to complete this form and discuss the evaluation together. Once completed, the student must submit the form to the PGOV Coordinator or designate.

The End of the Journey: Post-Internship PGOV 451

Upon completion of their internship, students must take PGOV 451 in the fall term of their fourth year. This course will allow students to reflect and build on their internship experiences. Generally taught by the PGOV Program Coordinator or designate, PGOV 451 will be structured around the following activities:



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- *Internship Report:* In this assignment, students will describe and reflect on their internship experiences, including their personal reflections on the overall internship experience, skills developed, best practices identified, lessons learned, and areas for improvement.
- *Final Project:* The internship is geared towards career development. This is also a primary objective of PGOV 451. The final project allows students to build off their work experiences and focus their efforts on a resume-building activity geared toward advancing their career or educational goals (e.g. publishable policy paper or op-eds, producing additional material for their host organization, organizing a campus or community event, guest lectures, etc).
- *Internship Experience Presentation:* At the end of the term, students will deliver a 10–12-minute oral briefing describing their internship experience and the results of their final project. Students should create a PPT presentation/deck for this briefing.
- *Peer Mentoring:* Students will assist prospective interns as peer mentors. In this role, they will provide advice to incoming interns based on your experiences, assist students in brainstorming and searching for internship opportunities, and provide input and peer review assistance on applications, cover letters, and resumes.

Responsibilities

PGOV Program Responsibilities

- **Guide** students to resources that will assist them to obtain a position(s) related to Public Policy and Governance.
- **Assist** students to focus on opportunities.
- **Provide** content in workshop meetings that will help students to obtain an internship.
- **Review** student resumes and cover letters and offer feedback.
- **Assist** students in contacting potential employers by reviewing “initial contact” correspondence and offering feedback.
- **Answer** student questions and those of potential employers.
- **Troubleshoot** – general.



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Student Responsibilities

- **Attend** all internship workshop meetings, peer mentoring activities, recommended career fairs, etc.
- **Develop** a professional resume and cover letter.
- **Plan** your job search activities! Enter your profile into databases, identify your existing network, and use members to identify possible work term opportunities, etc.
- **Take the initiative** to seek out a potential work terms on your own using your network and contacting organizations/businesses/industries where you may want to work.
- **Be ready to apply**, conduct research about the proposed organization before submitting your resume and before an interview, understand that you are competing for a position, and stay positive.
- **Apply** to multiple positions to increase your chances of securing an internship and once you do, **honour the commitment**.
- **Submit** required paperwork/documents (**Internship Agreement Form; Student Intern Performance Evaluation Form**, if completed) to the PGOV Coordinator or designate on time during your internship.
- Do not commence employment or a volunteer position **until the Internship Agreement has been signed**.
- **Abide by** Internship Agreement and all organization rules and policies such as working hours, confidentiality, and Health and Safety procedures.
- **Reflect** on the internship experience: What have you learned? Were you able to use your academic knowledge and skills during the internship? Has this experience given you any insights into a possible career path after you complete your degree?
- **Immediately inform** the PGOV Coordinator of any **changes in your internship status**, such as the duration, employer, conditions, etc. The PGOV Coordinator or designate will initiate a discussion between all parties before any decision is made or any action is taken. If a student is unable to complete a PGOV 451 Internship within the permitted



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timeframe (April through September of the designated year), the student must inform the PGOV Coordinator and develop a plan demonstrating how s/he intends to complete the PGOV 451 requirement (mandatory for the Honours with Subsidiary degree).

Host Organization Responsibilities

- Treat the student as an employee on a short-term contract in accordance with the organization's policies.
- Ensure the student has the same level of liability and insurance coverage provided for all employees at that level. Please note that StFX students on placements or volunteered internships linked to courses are covered by both the university's Errors and Omissions policy and our Commercial General Liability policies (a certificate of insurance can be provided on request).
- Provide a safe working environment in conformity with Health and Safety legislation.
- Inform the student about the organization and its working practices.
- If relevant, assist in finding suitable accommodation for the intern and assist with travel as well as Visa arrangements. (Note: this is usually with respect to an international internship placement.)
- Agree upon the conditions of employment and the level of remuneration (e.g. hourly wage) to be awarded.
- Work with the student intern to complete the Internship Agreement Form, which includes roles and responsibilities (see appendix II).
- Consider completing the Student Intern Performance Evaluation Form (see appendix III) at the end of the internship.
- In situations of breaches of the contract or misconduct of the student, advise and consult with the PGOV Coordinator at St. Francis Xavier University, Antigonish, Nova Scotia, Canada.



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Contact Information

Dr. Peter Kikkert

Interim Coordinator, Public Policy and
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Appendix I: Information Letter

The Public Policy and Governance Internship Program at St. Francis Xavier University

One of a few of its kind in Canada, the Public Policy and Governance program offers students an interdisciplinary education to understand how societies solve difficult economic, social, and political problems, and how we organize ourselves to ensure good governance. PGOV classes build core research, communication, and problem-solving skills, and provide students with extensive policy writing and analysis experience.

The PGOV Internship Program merges students' university study with a relevant paid or volunteer opportunity in public policy and governance. Placements are for a minimum of eight weeks with government agencies or departments, private sector companies, or not-for-profit, non-governmental and community organizations. Students generally complete their internships between late April and early September, after completing their third academic year and before entering their senior year of undergraduate study.

Exposure to real-world settings allows students the opportunity to practice concepts and ideas encountered in the classroom, while acquiring important experience, developing career-related skills, and strengthening their professional networks. Placement organizations will benefit from interns with relevant knowledge and core skills from three years of education in public policy, public administration, economics, and statistics.

Organizations taking on an intern should treat the student as a short-term contract employee in accordance with relevant policies. Working with the intern, employers should agree upon the conditions of employment, the level of remuneration, and lay out the roles, responsibilities, and expectations for the placement in the Internship Agreement Form. Employers should also consider completing the Intern Performance Evaluation Form with the student at the end of their internship. More detail on host organization responsibilities is provided on pg. 9 of the PGOV Internship Program Handbook, available at <https://www.stfx.ca/departement/public-policy-governance/internship>.



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If you have any questions, require additional information, or are interested in hiring a PGOV student intern, please contact:

Peter Kikkert, PhD | pkikkert@stfx.ca

Interim Coordinator, Public Policy and Governance | St. Francis Xavier University



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Appendix II: Internship Agreement Form

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Internship Agreement

This document will act as an agreement between the Public Policy and Governance student interns and the organization/company/agency for whom they intern. This agreement will help to clarify the duties and responsibilities interns agree to perform and serve as verification of employment. Please fill in each section as much as possible, sign and date the form.

Basic Information

Student name:

Expected year of graduation:

Internship title:

Name of organization:

Organization address:

Organization phone number, including area code:

Organization website:

Supervisor's name and title:

Supervisor's phone number and email:

Dates of Internship

Start date:

End date:

Hours/week:

Compensation (if any):

Internship location:



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Description of duties and responsibilities:

Please note: To satisfy the requirements for the PGOV 451: Internship course, students are expected to complete a minimum total of 8 weeks at approximately 25 - 30 hours/week (200 - 240 hours) of applicable policy or governance-related employment or volunteer experience.

Employer and student agree to complete the voluntary student performance evaluation form:

Y / N

Organization supervisor signature: _____

Date:

Student signature: _____

Date:



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Appendix III: Student Intern Performance Evaluation Form

Given that many organizations already have internal evaluation processes in place and we do not wish to add to workloads, the Student Intern Performance Evaluation Form is not mandatory. Some form of evaluation, however, is vital to a student’s career development, helping to encourage growth, strengthen abilities, increase confidence, and facilitate the sharing of constructive feedback. We do encourage students and employers to complete this form and discuss the evaluation together. Once completed, the student should submit the form to the PGOV Coordinator or designate.

Thank you for your time and assistance.

The StFX PGOV Program

*Please note that this form has been adapted from the evaluation process used by the StFX Coop Office.

Date:

Student Name:

Supervisor Name:

Student Job Title:

Organization:

Please rate the student’s ability in the following categories. Use “NA” if the skill is not applicable to the student. If the student receives a rating of “no performance/development” comments outlining the rationale are required. Use additional space as needed.

No Performance/ Development (NP)	Developing Performance (DP)	Good Performance (GP)	Very Good Performance (VGP)
The student has not demonstrated development, has not embraced strategies that would support development, did not	The student requires further development and support to meet the performance expectations with respect to output,	The student met and, in some instances, exceeded the performance expectations in respect to output,	The student consistently exceeded the performance expectations and demonstrated the ability to take on



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meet performance expectations with respect to output, quality standards, delivery of goals and/or assignments.	quality standards, delivery of goals and/or assignments.	quality standards, and delivery of goals and/or assignments.	broader responsibilities.
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Skill	Rating Please BOLD/Highlight your rating	Comments
Interest in Work: commitment and takes pride in accomplishments.	NP DP GP VGP NA	
Organization and Planning Skills: organizes and plans work	NP DP GP VGP NA	
Quality of Work: accuracy, attention to detail, thoroughness, timelines, etc.	NP DP GP VGP NA	
Productivity: quantity of work in relation to expectations	NP DP GP VGP NA	
Problem Solving: analyze problems or procedures, evaluate alternatives, and select the best course of action	NP DP GP VGP NA	
Ability to work with others/team: contributes positively to group dynamics	NP DP GP VGP NA	
Dependability: conducts his or herself in the working environment.	NP DP GP VGP NA	
Response to Supervision: responds to the direction and constructive criticism	NP DP GP VGP NA	



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Resourcefulness: develops innovative solutions and displays flexibility in unique or demanding circumstances	NP DP GP VGP NA	
Ethical Behavior: demonstrates integrity and ethics in work and relationships.	NP DP GP VGP NA	
Written Communication: demonstrates effective written abilities (email, etc.)	NP DP GP VGP NA	
Oral Communication: demonstrates effective verbal communication (presentations, telephone, etc.)	NP DP GP VGP NA	
Listening Skills: conveys, and receives ideas, information, and direction	NP DP GP VGP NA	
Ability to Learn: takes and applies concepts to duties or assignments	NP DP GP VGP NA	

Attendance: Irregular Regular

Punctuality: Irregular Regular



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Overall Performance Evaluation

- Excellent** (Exceptional performance or unique contribution. This rating is reserved for only those few students who have distinguished themselves by their unique contribution or exceptional performance)
- Very Good** (exceeded job requirements in one or more key areas)
- Good** (met all job requirements)
- Satisfactory** (needs improvement identified in one / more key areas)
- Marginal** (needs improvement in many key areas)
- Unsatisfactory** (did not meet job requirements)



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Appendix IV: Placement Possibilities

PGOV Interns seek out positions across Canada, in the USA and overseas. Interns may seek placements with a variety of organizations across the spectrum of not-for-profit, private, and all levels of government. The following examples are meant to

Education and Government:

Federal – Government of Canada (e.g) Parks Canada | Natural Resources Canada | Health and Wellness | Intergovernmental Affairs | Communities, Culture and Heritage | Emergency Management Office | MLA or MP Constituency Offices | Parliament of Canada – Senate | Environment and Climate Change Canada.

Provincial Government (e.g.) Health and Wellness | Intergovernmental Affairs | Communities, Culture and Heritage | Emergency Management Office | Culture, Multiculturalism and Status of Women | Economic Development, Trade, and Tourism, etc.

Municipalities/Cities (e.g.) Mayoral Office | Municipal Staff | Transit Authority

Indigenous Governments (e.g.) Band and Tribal Council | Regional Governments

Industry, Law, Finance and Environment:

Public Affairs and Strategy | Public Relations | Power/Hydro | Canadian Pacific Railways | Economic Development | Energy | Banks | Airport Authorities | Tourism Agencies | Construction | Oil and Gas | Environment | Investment | Consultants.

Culture, Health, Service and Not for Profit:

Policy Institutes | Regional Hospitals | Chambers of Commerce | Community Organizations | Health Associations.

International/Abroad:

Safefood, Dublin, Ireland | United Nations Internships (global locations) | Embassies Abroad | Connect-123 | EUROCITIES | Industry



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Internship Ideas

* The following is a list of possible placements. It is by no means exhaustive but should provide prospective interns with a good starting point. A special thanks to PGOV student and former intern, Katherine Starr, for assistance in compiling this list.

1. Provincial Government:
 - a. Most provinces have job boards geared towards students and summer employment (e.g.)
 - i. Ontario: <https://www.ontario.ca/page/careers-student-and-new-professionals>
 - ii. Nova Scotia: <https://jobs.novascotia.ca/go/Entry-Level-Opportunities/503017/>
 - iii. British Columbia: <https://www2.gov.bc.ca/gov/content/careers-myhr/job-seekers/internship-co-op-opportunities/youth-employment-program>
 - iv. Alberta: <https://www.alberta.ca/internships-and-student-employment>
 - b. You might also consider reaching out to Provincial MPs or Cabinet Minister's in your province to see if they have any opportunities in their Minister's Office or Constituency Offices
2. Local Government
 - a. Many municipalities have job boards geared towards students and summer employment or a student search function on their general job boards (e.g.)
 - b. Canada Municipal Jobs
 - i. <https://canadamunicipaljobs.com/>
 - c. Municipal World
 - i. <https://www.municipalworld.com/jobs/?location=All>
3. Summer Leadership Program (Liberal Party)
 - a. <https://slp2023ple.infolib.ca/overview/> (2024 version will likely come out soon)
4. Conservative Internship Program
 - a. <https://www.conservative.ca/campus-clubs/>



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5. NDP Opportunities
 - a. <https://www.ndp.ca/jobs>
6. Green Party Internship
 - a. <https://www.greenparty.ca/en/position-type/internship>
7. Government of Canada
 - a. Current employment opportunities, including student jobs, student internships, and full time/permanent postings
 - i. <https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page2440?toggleLanguage=en>
 - b. Federal Student Work Experience Program:
 - i. <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html>
 - c. Since some federal departments and agencies manage their own recruitment programs visit: <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/specialized-recruitment-programs.html#wb-auto-9>
 - d. Government of Canada - Youth Job Bank
 - i. <https://www.jobbank.gc.ca/youth#sectionCSJ>
 - e. Canadian Coast Guard Inshore Rescue Boat student program
 - i. <https://www.ccg-gcc.gc.ca/search-rescue-recherche-sauvetage/irb-esc/student-prog-etudiant-eng.html>
 - f. Similarly to the provincial government, you might consider reaching out to federal MP's or Cabinet Minister's to inquire about possible opportunities in their constituency offices or Ministries
8. Student Employment Program at the National Research Council of Canada (NRC)
 - a. <https://recruitment-recrutement.nrc-cnrc.gc.ca/job/Within-a-National-Research-Cou-Student-Employment-Program-ON/565264217/>
9. Student Employment Program - Social Sciences and Humanities Research Council



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- a. https://www.sshrc-crsh.gc.ca/about-au_sujet/careers-carrieres/student-etudiant-eng.aspx
10. NATO Association
 - a. <https://natoassociation.ca/internship/>
11. Institute for Liberal Studies Summer Fellowship
 - a. <https://www.liberalstudies.ca/summer-fellowship/> (places you with various think-tanks, non-profits, etc)
12. Emerging Leaders Program - Broadbent Institute
 - a. <https://www.broadbentinstitute.ca/emerging-leaders>
13. The Intern Group
 - a. <https://www.theinterngroup.com/internships-for-college-students/>
14. Fraser Institute
 - a. <https://www.fraserinstitute.org/education-programs/west/students/internship-program>
15. Youth Employment Opportunities - House of Commons
 - a. <https://www.ourcommons.ca/about/employment/youth-e.html>
16. Canada's Premiers - Youth Internship Program
 - a. <http://www.canadaspremiers.ca/youth-internship-program/>

International Internship Ideas

1. United Nations Development Programme (around the world)
 - a. Some of these are longer than 4 months and only for graduate students, but sometimes you can find ones for undergraduate students:
 - b. https://jobs.undp.org/cj_view_jobs.cfm
2. Women's Foreign Policy Group (Washington, DC)



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- a. <https://www.wfpg.org/internships>
3. Washington Centre
 - a. <https://twc.edu/programs/academic-internship-program>
4. Émigré Memorial German Internship Program (EMGIP)
 - a. EMGIP – Bundestag Internship
 - i. <https://www.daad.org/en/find-funding/graduate-opportunities/emgip-bundestag-internship/>
 - b. EMGIP – German State Parliaments
 - i. <https://culturalvistas.org/programs/abroad/>
5. Rooftops Canada
 - a. <https://www.rooftops.ca/>
6. International Youth Internship Program
 - a. https://www.international.gc.ca/world-monde/study_work_travel-etude_travail_voyage/youth_internship-stages_jeunes.aspx?lang=eng
7. World Bank Programs and Internships
 - a. <https://www.worldbank.org/en/about/careers/programs-and-internships>

Other Organizations, Think-Tanks, Nonprofits to possibly reach out to (by no means complete):

1. Canadian Red Cross
 - a. <https://www.redcross.ca/about-us/join-our-team>
2. Public Governance International
 - a. <https://pgionline.com/>
3. Canadian Women’s Foundation
 - a. <https://canadianwomen.org/>



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4. Ontario Women's Justice Network
 - a. <https://owjn.org/>
5. Women's Legal Education and Action Fund (LEAF)
 - a. <https://www.leaf.ca/>
6. Times Change: Women's Employment Service
 - a. <http://www.timeschange.org/>
7. Ontario Securities Commission
 - a. <https://www.osc.ca/en>
8. Ontario Energy Board
 - a. <https://www.oeb.ca/>
9. Care Canada
 - a. <https://care.ca/how-you-can-help/>
10. Institute on Governance
 - a. <https://iog.ca/>
11. Canadian Global Affairs Institute
 - a. <https://www.cgai.ca/>
12. C.D. Howe Institute
 - a. <https://www.cdhowe.org/>
13. Public Policy Forum
 - a. <https://ppforum.ca/>
14. Institute for Research on Public Policy
 - a. <https://irpp.org/>



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15. Detailed List of Canadian Think Tanks to Consider

- a. https://www.mcgill.ca/caps/files/caps/guide_canadianthinktanks.pdf
- b. <https://guides.library.ualberta.ca/think-tanks>