



# JSGS EXECUTIVE INTERNSHIP MENTOR HANDBOOK

## 2026-27

## **PART I: OVERVIEW OF PROGRAM**

### **Introduction**

The Johnson Shoyama Executive Internship Program was launched in 2005 with a partnership between JSGS (Johnson Shoyama Graduate School) and the Saskatchewan Public Service Commission (PSC). The program has since grown to include multiple agencies. The internship program represents students from both the University of Saskatchewan and the University of Regina. Our goal is to have a high-quality mentorship experience.

### **Program Overview**

Internships can be 4, 8 or 12 months in duration and begin in September. These partnerships provide students in the Master of Public Administration (MPA) program with the option of enhancing their graduate work with a practical, hands-on internship component.

Students pursuing a JSGS Executive Internship must apply to the school and must complete an extensive training program to be eligible to become an intern. In addition, JSGS students must have completed of 50% of their program and a minimum 75% average.

Partnering organizations will enter into an agreement with the University of Regina and/or the University of Saskatchewan to host an intern. The organizations are invoiced for the student's salary, with the payroll managed by JSGS. The Federal government pays students directly.

After completing the internship program, there is no guarantee of future employment, however, interns will be better positioned to compete for future employment.

### **Program Goals and Objectives**

JSGS Executive Internships are intended to give students hands-on experience with a broad range of activities and issues related to public administration and public policy. It is anticipated that the intern's work plan will include some of the following:

- planning, policy development and analysis
- budget development
- program development and delivery
- research and evaluation, and
- strategic planning and reporting

## **PART II: MENTORS**

### **Role of the Mentor**

The mentor must be supportive of the JSGS Executive Internship Program and ideally, be able and willing to dedicate sufficient time to performing mentoring responsibilities, including:

- Determining where suitable intern learning opportunities exist in the organization;
- Monitoring the placement to ensure the experience is rewarding and valuable;
- Ensuring the intern receives an orientation to the organization;
- Sharing knowledge, experience and understanding of procedures at the organization;
- Sharing information about the organization's culture, traditions and values, and how to use this information to accomplish goals;
- Ensuring management processes are in place to support the intern, including the development of learning plans and work plans;
- Providing professional support, guidance and encouragement to help interns achieve their learning goals; and
- Assisting the intern in accessing and developing a network of contacts.

JSGS encourages three practices for structuring the internship

#### 1. Supporting the organization's needs

This can be day to day operations, project work, supporting other staff members, or whatever tasks are needed for your organization. The majority of work should be related to policy, programs, budget development, planning, reporting, and/or research.

#### 2. Major project

Interns are tasked with at least one substantive and meaningful project. The project should be valuable to the student's professional development and develop skills for future employment

#### 3. Job Shadowing

Interns shadow their mentor in meetings, planning sessions, and other meaningful experiences. This should allow the intern to have experiences beyond an entry level position and to see how the organization functions and makes decisions.

## **Internship Planning and Assessment**

In order to make the most of the mentor experience and the intern's experience, JSGS has provided tools to assist in dialogue, progress and evaluation of the intern and the program. All of these tools can be found on the [JSGS Executive Internship website](#).

### **Intern Learning Plan**

The internship learning plan can be used as a communication tool to help understand the personal development goals of an intern. This learning plan can be used as is or adapted to meet the needs of the internship placement. The learning plan achieves a number of objectives, including:

- Identifying learning objectives;
- Ensuring that interns are afforded opportunities to learn and demonstrate competencies learned during the placement; and
- Creating a way for interns and their mentors to measure progress at the end of the internship. The learning plan provides a benchmark for assessing whether goals and objectives were achieved, as well as identifying areas of ongoing professional development.

### **Work Plan**

Interns and their mentors may jointly decide to create a work plan for the internship. This optional exercise can help map out the institutional goals the intern will achieve. This is often done using an internal template utilized by the mentoring organization.

### **Intern Progress Reporting**

An internship assessment/check-in provides a means of gauging the intern's progress. The Student Experience Officer meets individually with the mentor and/or supervisor to determine how the internship is proceeding and whether there is anything that needs to be addressed. The Student Experience Officer then meets individually with the student. The meeting concludes with the intern sharing their plan moving forward with both the mentor and the Student Experience Officer. These meetings start in October for four month placements and in November for longer placements.

### **Mentor Evaluation of Intern**

It is also required that a formal evaluation of the intern be administered upon completion of the internship. The mentor evaluation of intern form serves as a means of identifying competencies achieved as a result of the internship, along with areas requiring further development. This tool can also serve as a starting point for dialogue and self-assessment.

The ultimate question to be answered is whether or not the intern is ready to begin an entry-level position.

### **Internship Cost**

After an organization has selected an intern and the placement is confirmed, the organization is invoiced for the student's salary. JSGS facilitates payroll, and all money received goes toward the student's employment.

Internship Length	Total
4 months	\$17,500
8 months	\$35,000
12 months	\$52,500

Remuneration for federal internship placements is based on an hourly wage determined by the host federal department.

### **Early Resignations from Internship Placement**

Students are encouraged to complete the period indicated in the Memorandum of Agreement (MOA) signed by all parties before the placement begins. If for any reason, a student is unable to fulfil this commitment, they are required to discuss this with their mentor and the SEO urgently. If a student ends their placement before the time stipulated in the agreement, the employer will be refunded the balance remaining after the student's last payroll.

If an organization wishes to offer the student a position prior to the completion of their internship and the student wishes to take that position, a transition plan can be accommodated for interns who have completed the first four months. International students will also have visa considerations. Please contact the SEO to discuss options.

Students are encouraged to discuss internal and external employment opportunities with their mentors. Students who have received employment offers prior to the completion of their terms should discuss this with their mentor and the SEO for options. There are no options for early exits in the first four months. A transition typically takes four to six weeks to complete.

### **Recommendations for Mentors**

The following recommendations for future mentors are kindly provided by past mentors.

- Meet with the intern at the start of the internship to outline expectations and determine areas of interest.

- Create a learning and work plan. Include one substantive, meaningful project that is aligned with the intern’s interests, as well as other, short term tasks. Whenever possible, give the intern a choice on the projects they will be working on, which best uses their skills and are aligned with their interests. Create a work plan that provides the intern with a “well-rounded” internship experience.
- Expose the intern to as many areas of the organization as possible.
- At the start of the internship, ensure the intern is oriented to the workplace and introduced to other colleagues and staff. Ensure that colleagues and staff understand the role of the intern, as well as the knowledge and expertise interns bring to the workplace.
- At the beginning of projects introduce the intern to the people they will be working with or advise the intern to introduce themselves.
- Meet with the intern regularly, weekly if possible, especially at the start of the internship.
- If you are too busy to meet with the intern regularly, consider co-mentoring the intern with someone else to ensure the intern is able to connect regularly with a mentor and make the most of the internship.
- Whenever possible, employ an “open-door” approach to mentoring and allow interns some flexibility in their day-to-day activities and independence in work preparation and execution.

## PART III: JSJS INTERNS

### JSJS Intern Scheduled Days off

*Work hours:* Interns are required to work full-time hours (generally, Monday to Friday from 8:00 a.m. to 5:00 p.m. unless alternate work arrangements are made and mutually agreed upon). Interns are registered as student learners throughout the duration of their internship. The school recommends the following guidelines be used to negotiate time off.

*Vacation/Scheduled Days Off:*

Internship Length	Vacation	Sick days
4 months	8 days	4 days
8 months	16 days	8 days
12 months	24 days	12 days

In addition, interns will have the Christmas/New Year’s Break off (December 24-January 1, inclusive). Students do not receive time off for the fall or winter reading weeks. They can request vacation time if they wish to take that time off. Students receive the National Day for Truth & Reconciliation (September 30) but otherwise follow the employer’s statutory holidays.

**Note:** Federal interns are hired by their respective departments and are required to follow the department's guidelines for employee schedule for days off.

### **JSGS Interns taking Classes**

Interns are permitted to take classes during their internship, but it is recommended that interns take only **one** course per semester in addition to JSGS 850/897 (Executive Internship course). If an intern chooses to take classes, they are to ask permission from their mentor to ensure it does not interfere with the internship. It is the hope of JSGS that mentors are able to find a way to allow students to take the classes they wish to take if possible.

### **Short Term Leave**

If a student requires a leave for an unexpected event, the intern and mentor can internally manage an absence of under 5 weeks to both parties' satisfaction. Please contact the Student Experience Officer if any guidance is desired or an absence is more than 5 weeks.

### **Immigration, Refugees, and Citizenship Canada**

JSGS manages all the visa requirements for students and verifies that they have the correct paperwork. In the event that Co-op work permit is delayed, an employee is still able to have the student work 24 hours a week, as of the writing of this document. If the permit is not received in the first six weeks, the employer can choose to discontinue the internship. Any lost time will be reimbursed by the university.

Any questions can be directed to:

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