Policy Internships
Academic Fellowships (PIAF)
Pilot Projects

Compendium of
Exchanges and Fellowship Programs
in preparation for
the PIAF Roundtable Consultation

June 21, 2001

Ottawa, Ontario

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Introduction

As part of the federal government's Voluntary Sector Initiative (VSI), the Capacity Joint Table (CJT) has initiated the development of pilot projects in Policy Internships and Academic Fellowships (PIAF). These pilot projects are the first step in considering options for more permanent initiatives to enhance the policy capacity within voluntary organizations and to increase mutual understanding between the sector and government with respect to working together on public policy processes.

Policy Internships/Exchanges are intended to enhance the capacity of the voluntary sector to engage in and contribute to federal government policy development through the exchange of expertise. The goals of Policy Internships[1] are to:

- develop a resource pool of individuals with practical policy experience and expertise in the voluntary sector; and
- facilitate mutual learning and development of expertise and interchange at the policy and management levels of government and the voluntary sector.

Fellowships are intended to:

- increase interest and capacity in the research community, in partnership with the voluntary sector, to undertake research on the voluntary sector.

This report provides general background information on existing and related internships/exchanges and fellowship programs for consideration by participants in the June 21st Consultation Roundtable. Information was gathered primarily from program websites.

Part I lists internship/exchange programs. Part II lists fellowship programs. Part III describes possible over-arching program frameworks for Parts I and II.

This compendium provides a small sample of existing programs and frameworks, many of which were mentioned in pre-Roundtable discussions and interviews. Given that there are more than 175,000 voluntary sector organizations in Canada, and numerous government departments, Crown corporations and agencies with an interest in interchanges and fellowships, a comprehensive inventory was not feasible.

Please Note: Introductions to the major sections in this report are written by the consultants and are marked with a double line at the left side. Minor editing has been done to some materials to facilitate reading.

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[1] Intern: a person in any profession gaining practical experience under supervision. (*The New Shorter Oxford*)

Part I: Internship/Exchange Programs

The purpose of policy internship/exchange programs is to:

- bring policy decision-makers face-to-face with those affected by their policy decisions;
- provide those affected by policy decisions with an opportunity to influence the development of those policies;
- strengthen relationships and/or partnerships among organizations;
- support the development of employees and contribute to the objectives of the organizations involved; and
- gain access to knowledge, skills, expertise, technology and best practices not otherwise available. (Interchange Canada, adapted)

A key feature is the matching of people and assignments – process work is one of the key challenges to the success of this kind of program. Although exchanges are often arranged through organizational programs, many are arranged by individuals seeking an assignment and/or managers looking to fill a need.

Exchanges may occur: (a) at all levels within organizations, varying in intensity and commitment and being carried out for a wide variety of reasons; and (b) between the federal government and the voluntary sector, among government departments and among voluntary sector organizations.

Examples of exchange programs come from a variety of areas. However, given the overall goal to increase the ability of voluntary organizations to become more involved in public policy, the list is weighted in this section towards federal government programs. Program examples have been organized into five categories as follows:

1. Interchange Canada

2. Programs Involving Internships/Exchanges

3. Partnership Programs

4. Web-Based Exchanges

5. Learning Advisory Panel (LAP).

There are no examples specifically related to enhancing the capacity of the voluntary sector to engage in and contribute to federal government policy development through the exchange of expertise.

1. Interchange Canada

Interchange Canada is a developmental program that promotes and facilitates the exchange of employees in all groups and levels through temporary assignments between the federal public service and all other sectors both within Canada and internationally.[2]

(Interchange Canada) is the only legal vehicle by which exchanges can take place between the federal public service and the voluntary sector; it gives Deputy Ministers the authority to make such assignments.[3]

- Focus/level
  - Interchange Canada is open to: all employees of federal public service departments and agencies listed under *Public Service Staff Relations Act* (PSSRA) Schedule I, Part I; other governments; private industry; unions; academic institutions; non-profit organizations; and organizations referred to in Schedule I, Part II of the PSSRA.
  - Executive Interchange places successful executives in challenging federal government assignments for up to three years. Senior public servants may also take on key executive assignments outside the public service.

- Main features
  - The exchange of employees through temporary assignments between federal public service departments and agencies (listed under PSSRA Schedule I, Part I) and all other sectors both within Canada and internationally.
  - Participants must demonstrate attachment to their home organization, have the support of their home organization, and remain an employee of that organization. Participants must return to their home organization at the end of the assignment, unless all parties agree to other arrangements.

  At the moment (March 1, 2001) there are 131 executive assignments (within the public service), 58 in the private sector, 14 in educational institutions and 10 in the non-profit sector. Below the executive level, there are 303 assignments between the federal public service and the private sector.[4]

- Program delivery
  - A host organization identifies an assignment opportunity. The Public Service Commission's (PSC) Interchange Program is available to assist in identifying candidates.
  - An organization wishing to sponsor an executive may look for an appropriate assignment in another sector. Again, the PSC is available to assist.

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[2]   http://www.psc-cfp.gc.ca/centres/learn-appren_e.s.   Descriptions of Federal Government Learning and Career Development programs can be accessed through this website.

[3]   Grace Murphy, *Interchange Canada and the Voluntary Sector*, Public Service Commission, March 1, 2001. Ms. Murphy is a Senior Program Officer for PSC's Interchange Canada and the Career Assignment Program.

[4]   Murphy, *Interchange Canada and the Voluntary Sector* (2001).

  - An executive identifies a possible assignment and then obtains the support of his or her own organization as sponsor.

  Once the participant has been selected, the assignment conditions are outlined in an Executive Interchange Agreement prepared by the PSC and signed by all parties. The Agreement covers fundamental issues such as duration, salary, benefits, costs, re-entry, conflict of interest, and security.

- Costs
  - The host organization normally reimburses the full salary and benefits of participants; exceptions may be approved by the Deputy Head or delegated authority, e.g., where non-profit organizations (such as universities, provincial governments, municipalities, hospitals, charitable associations) are unable to reimburse full salary and/or benefit costs for public servants, or where both organizations will share in the results of the work, the home department may agree to partial reimbursement or recovery of costs.

- Evaluation process/criteria
  - Participants will:
    - ensure that assigned responsibilities are in keeping with the assignment agreement;
    - maintain communication with their sponsoring organization and, for members of the Executive Group, with the PSC Interchange Canada Office; and
    - provide an annual progress report on the assignment and a post-assignment report to the sponsoring manager.

  (Focus group participants) were fearful that adding formal structure to the interchange program, along the lines of accelerated developmental programs, would rob or reduce the program of its flexibility. Concerns were raised about the lack of profile for the program and its benefits, the difficulty of making a transition into the home organization, and the difficulty integrating new ideas/lessons learned from the interchange experience into a Public Service learning organization.[5]

2. Programs Involving Internships/Exchanges

There are numerous career development and internship type programs that involve exchange assignments in a variety of formats of variable duration. Examples of these types of programs are presented below.

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[5] Grace Murphy, *Update on Focus Group Results*, May 1, 2001. This is a report on focus groups held June 2000 with current and past Interchange Canada participants from both the public and private sectors, and with federal government departmental Human Resources managers. The objective was to solicit recommendations for improving Interchange Canada. (adapted)

2.1 Accelerated Executive Development Program

> *The Accelerated Executive Development Program (AEXDP) is part of La Relève, the PSC's strategy to enhance the capacity of its leaders to meet the challenges facing Canada and maintain a world-class Public Service. (PSC website)*

- Focus/level
  - Selection, development, career planning, and promotion of senior executives in the federal public service. Also there is a focus on increasing representation of visible minority executives, and this includes filling a limited number of positions from outside the Public Service.

- Directions
  - The Program strikes a balance between personal learning needs and public service priorities.
  - Departments provide assignments that ensure intense and meaningful work experience in six core functions: Line Operations, Policy Development, Central Agency, Regional Operations, Central/Corporate Services, and Exposure to the Political Level.

- Program delivery
  - AEXDP is delivered by PSC in partnership with the Canadian Centre for Management Development (CCMD).
  - An Executive Advisor from the PSC is assigned to each participant to provide a single window for all matters related to developmental assignments and for advice on learning.

- Main features
  - Developmental assignments are the cornerstone for action, reflection and learning. Assignments are normally 18 to 24 months in duration. Depending on their level upon entry to the Program, participants are engaged in the AEXDP for a period of one and a half to four years. Participants who are already at the EX-3 level will undertake one assignment during the course of their participation on the Program.

- Evaluation process/criteria
  - Participant's learning plan, e.g., that includes measurable objectives to enhance competencies in key areas.
  - Feedback from managers, peers, staff and other observers.

2.2 Accelerated Economist Training Program

The Accelerated Economist Training Program (AETP) provides high-calibre students with exposure to a variety of policy issues, experience in analyzing sector responsibilities, and a broad view of the role, mandate and *modus operandi* of various departments and agencies in the federal government. The AETP provides four six-month assignments at host departments with economic and public policy sector responsibilities. Three assignments are with central agencies: Treasury Board Secretariat; Department of Finance; and Privy Council Office. One line department assignment is also provided. The participating agencies and departments include:

Human Resources Development Canada (HRDC), Department of Foreign Affairs and International Trade (DFAIT), Canadian International Development Agency (CIDA), Transport Canada (TC), Industry Canada (IC), Health Canada (HC), and Canadian Heritage (PCH).

All assignments are located in the National Capital Region.

Up to 14 persons are recruited each year. The Program is based on internship, with little formal instruction. However, participants are encouraged to take professional development courses and part-time language training. Over the two-year period, participants are expected to develop: an understanding of how the Cabinet and government decision-making systems work; and an appreciation of the role of central coordinating agencies and other key players in the federal system.

Participants are exposed to a broad variety of issues, people and working styles. The line department experience offers them the opportunity to develop a deeper understanding of policy development. At the end of the Program, participants are eligible to compete for intermediate-level positions in departments or agencies within the federal public service.

The intent of the AETP is to recruit and develop high-potential individuals who demonstrate strong analytical and communication (written and oral) abilities, leadership potential, and sound knowledge of economic and social policy issues facing the federal public service. At the end of the Program, the participants will be eligible for positions in departments and agencies requiring policy analysts.

The objectives include giving participants:
- exposure to a broad variety of issues, people and working styles;
- an understanding of how the Cabinet, its Committees, and the federal government decision-making systems work;
- an appreciation of the role of central coordinating agencies and other key players in the federal system;
- experience in analyzing sectoral issues; and
- a broad view of the role, mandate and *modus operandi* of each host agency.

When these objectives are met by the end of the Program, participants are capable of dealing with a wide variety of economic and public policy issues. They should also have a solid understanding of the Cabinet system as well as the concerns and roles of the central agencies in the public policy process.

2.3 Career Assignment Program

- Focus/level
  - Intended for employees just below the Executive Group, the Career Assignment Program (CAP) identifies public servants and members of other organizations with a view to accelerating their development and advancement.

- Program features

  CAP has several new program features, including:
  - greater access as potential participants can self-identify;

- personalized learning plans;

- possibility of promotion while on the Program;

- opportunity to pre-qualify as EX-01 ready at graduation;

- career counselling, mentoring and networking; and

- shorter program duration (tailored to individual development needs).

• General Description

CAP is composed of three integrated phases:

1) Candidate assessment and selection:

For employees of federal departments, access to CAP is merit-based and available through self-identification. The annual selection process will be run in participating departments. Interested employees should contact their department's Human Resources Branch for information on access to the program or contact the CAP office directly.

Employees of organizations outside the PSSRA Schedule 1, Part 1, should contact their Human Resources operation or visit the CAP website section: Outside Organizations. (http://www.psc-cfp.gc.ca/cap/00/00_e.htm)

2) Formal education:

Participants undertake a formal seven-week education program at CCMD. Participants develop a Personalized Learning Plan in collaboration with CAP Learning Advisors. The education phase also involves study tours in different regions of Canada.

3) Experiential learning:

With assistance from the sponsoring department and a CAP Learning Advisor, participants identify appropriate work assignments that will broaden their experience, competencies and skills.

• Program delivery:

- Managers offering assignments must submit their request directly to their CAP departmental Liaison Officers which then submit the request to the PSC which advertises the assignment opportunity.

- The manager offering the assignment must submit the following information: name of department/agency; region or directorate; functions; competencies and experience required; competencies to be developed; linguistic profile; duration; start date; contact person.

- CAP participants may consult the List of Assignment Opportunities and make contact as indicated. Once an agreement is reached between a manager and a CAP participant, the CAP program will prepare a formal agreement that will be signed by all parties.

2.4 Management Trainee Program

The objective of the Management Trainee Program (MTP) is to recruit and develop highly qualified individuals for key positions of responsibility in the Federal Public Service of Canada. It offers high-potential talented graduates and employees the opportunity to lead a representative and diversified public service into the future.

The MTP provides hands-on work experience through assignments with federal departments and agencies. As well, an educational component complements and enhances the experience acquired on the job. Courses focus on the basic knowledge and skills required by Public Service managers, and content is set against a backdrop of larger issues including governance, policy-making, service to the public, and values and ethics. Upon completion of the four-year Program (or five-year Program for those who started the Program before March 19, 1998), graduates will be qualified for managerial positions at the intermediate level.

2.5 IDRC Internship Awards

These awards[6] provide exposure to research for international development through a program of training in research management and grant administration under the guidance of IDRC program staff. The internship is designed to provide hands-on learning experiences in research program management in the creation, dissemination and utilization of knowledge from an international perspective.

Internships will be considered for a program of training and research responding to IDRC's research priorities. IDRC's research activities focus on three program areas: Social and Economic Equity; Environment and Natural Resources Management; and Information and Communication Technologies (ICTs) for Development

The training program encompasses the following elements:
- for approximately half the time, the intern undertakes a program of research on the topic submitted when competing for the Internship; and
- for the other portion of the time, the intern is trained in the techniques of research management through hands-on experience with the Centre's policies and practices for grant administration under the mentorship of a program officer(s).

The application must show how the intern will accomplish a set of learning objectives. IDRC requires applicants to specify one Program Initiative only to match their interest. At its discretion, IDRC may forward the application to a second Program Initiative.

Duration of Tenure:

Internships are tenable for a minimum of 4 months and a maximum of 12 months at IDRC headquarters in Ottawa or in a regional office. Developing country nationals residing in their home country (or another country) must hold their internships in the appropriate regional office.

Employment Status:

Interns doing their internship in Canada receive a salary in the range of $27,500 to $30,800 per year, depending on experience and qualifications. They will be considered as full-time term employees of the Centre. Benefits include contributions to Employment Insurance, Employer Health Tax and the Canada Pension Plan and 4% in lieu of vacation leave. Some travel and research expenses will also be supported, up to a maximum of

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[6] This Program is under review.

$4,000. The salary range and benefits for interns located in the regional offices will vary according to regional conditions. No allowance for relocation is provided.

Eligibility:

The program is aimed at candidates who, through demonstrated achievements in academic studies, work or research, have shown interest in the creation and utilization of knowledge from an international perspective. Candidates can be Canadians (or permanent residents) or citizens of developing countries, and should have had some training at the Master's degree level. Candidates need not be affiliated with an institution. They may participate in internships as part of an academic requirement. There are approximately ten awards.

Website: http://www.idrc.ca/awards/ecintrn.html

2.6 International Internship Programs for Young Canadians

The Canadian Government encourages young people to help out in the developing world to: (i) enable them to gain experience through international cooperation; and (ii) assist countries where the talent and energy of Canadian youth can make a difference.

The Canadian government has dedicated $65 million to international youth internships over two years as part of the $315 million Youth Employment Strategy announced in February 1997. These programs are being delivered by CIDA, DFAIT, HRDC, IC, Environment Canada (EC) and PCH.

In 1998-1999 alone, an estimated 1,860 internships will be offered by CIDA, DFAIT and HRDC, the main implementers of the internship programs.

The objective is to involve youth, i.e., make it easier for them to become involved in international cooperation and ultimately, to find employment.

Eligibility:

The program is open to young Canadian men and women between the ages of 19 and 30, unemployed (or under-employed), recent (or imminent) university or college graduates, eligible to work in Canada (Canadians or landed immigrants).

Funding:

Internships are funded by HRDC's Youth Employment Strategy. The cost is shared by CIDA, DFAIT, etc., the partner organization and the intern. Up to $15,000 is allocated per intern to partner organizations that are willing and capable of managing international internships. This amount covers administrative costs, as well as pre-departure training, insurance, overseas travel and living expenses for the intern.

Duration: 6 to 12 months.

How to Apply:

Applications can be submitted using different systems; see each listing for specific instructions. Applications can also be submitted through the National Graduate Register (NGR), a central résumé database on the Internet available for employer searches. For

internships offered by PCH and IC, candidates may apply using NGR. Website: http://ngr.schoolnet.ca.

Website: http://www.idrc.ca/awards/einternsh.htm

The following are examples of youth internship programs.

1) CIDA International Youth Internships

This program is part of the Canadian government's strategy to provide Canadian youth with the opportunity to gain a valuable first work experience in an international development setting. International interns may work for a private company, public institution or a non-governmental organization (NGO) that carries out international development activities in partnership with CIDA.

Number of internships: up to 850 internships available over the two-year program.

How to apply: directly through CIDA's partner organizations.

Website: http://www.idrc.ca/awards/einternsh.htm

2) Department of Foreign Affairs and International Trade (DFAIT)

Youth International Internships Program (YIIP).

This program provides youth with a first international work experience that will further the objectives of Canada's foreign policy, specifically the promotion of prosperity and employment, the promotion of peace and global security, and the projection of Canadian values and culture abroad.

Interns are matched with Canadian business (private sector) and non-governmental organizations that are responsible for providing ongoing personal and professional support as well as assisting the interns to apply skills acquired during the programs to current Canadian job markets in order to secure long-term employment.

Number of internships: 500 per year for 1997-1998 and 1998-1999.

How to apply: Directly to a partner organization

The DFAIT website also has links to other sites of interest, success stories and Interns in a Nutshell, which is a human resources tool intended to assist prospective partner organizations by providing information about interns and their internships.

Website: http://www.dfait-maeci.gc.ca

3) Human Resources Development Canada

Funding for most of the international youth internship programs comes from HRDC. HRDC's budget for last year's program was $10 million. For 1998-1999, it will be $15 million.

Website: http://youth.hrdc-drhc.gc.ca

4) Environment Canada's International Environment Youth Corps

The program is delivered by the Canadian Council for Human Resources in the Environmental Industry (CCHREI).

Website: http://www.ec.gc.ca or http://www.catsubo.com (CCHREI)

5) Industry Canada's Horizon Plus

In each year of the program, 113 interns will be placed in Canadian small- and medium-sized enterprises (SMEs) requiring assistance to become exporters, and 180 interns for Canadian SMEs who are already exporting but wish to expand into new markets.

Website: http://horizonsplus.com or http://stratis.ic.gc.ca/youth

6) Canadian Heritage's Young Canada Works Internationally

About 70 interns over two years participate in this program, the objective of which is to focus on international tourism, the dissemination of Canadian cultural products, and second-language training materials/methods and promotional tools.

Candidates may apply through the NGR or contact the Government of Canada Youth Info Line at 1-800-935-5555.

7) Other Internship Examples

Canadian Interns for a Global Challenge

Eight internships were offered in 1999 by World University Service of Canada (WUSC) in Vietnam and southern Africa. Areas covered included environmental management, small enterprise development, tourism, social research, communications and information technology. The intern must contribute $1,500 before departure.

Duration: 6 months.

Website: http://www.wusc.ca

Aga Khan Foundation

The Aga Khan Foundation of Canada has a variety of internship programs available.

E-mail: akfc@compuserve.com

Career Edge

A national youth internship program (not-for-profit) in Toronto, financed through a modest fee per intern paid by the host organization. Charter members: Toronto-Dominion Bank, The Boston Consulting Group, Noranda Inc., and Pan Canadian Petroleum.

Website: http://www.careeredge.org

AIESEC – International Student Exchange Organization (Toronto)

Association Internationale des Etudiantes en Sciences Economiques et Commerciales (The International Association of Students in Economics and Business Management) is an international, student-run exchange organization which caters to students of all disciplines. The International Traineeship Exchange Program (ITEP) offers globally minded undergraduate and graduate students the opportunity to manage and participate in a cultural experience in one of 87 countries.

Website: http://www.ca.aiesec.org

2.7 Nova Scotia Cultural Network

The Nova Scotia Cultural Network (NSCN) has launched the Cultural Internships Program (CIP), a new round of youth internships for the province's culture sector. CIP is funded by HRDC and administered by NSCN.

CIP provides subsidies for organizations and businesses in Nova Scotia's culture sector to hire young interns for terms of up to 12 months. The program has three goals:

1. to help young people develop skills which will enhance their employability in the culture sector;

2. to help cultural organizations and businesses hire young people by subsidizing the costs of on-the-job skills development; and

3. to provide young people with meaningful and productive exposure to the cultural workplace.

CIP is based on a highly successful pilot program run by NSCN in 1998-1999. In that program, 31 interns worked for 25 sponsors from Yarmouth to Sydney in areas as diverse as libraries and computer animation, and many went on to full-time employment with their sponsors.

2.8 EPCOR Mentorship Program, Grant MacEwan College

*   **Focus/level**
    -   Inexperienced small business owners in the Edmonton area.

*   **Directions**
    -   Participants: put people together and see what happens. The program is designed to provide small business owners in the Edmonton area with a mentor to assist them in building a successful business and to eventually reduce the number of small business bankruptcies in Edmonton and area.

*   **Program delivery**
    -   Partnership between Grant MacEwan college, EPCOR and The Edmonton Chamber of Commerce.
    -   The Program accepts new participants once per year. For information on becoming a partner or if you would like to share your expertise as a mentor, please contact Business Outreach at (780) 497-5207 or e-mail business.outreach@gmcc.ab.ca

*   **Main feature**
    -   Small business owners apply to work with a mentor for a one-year period. Business owners (partners) are paired with a mentor whose skills and expertise match the partner's needs and goals.

*   **Learning features**
    -   Small business owners and mentors meet once a month to discuss the partner's goals and the direction of their business.

- **Evaluation process/criteria**
  - Participants' individual criteria and success stories, e.g., the results have been impressive. Barbara Hanoski, General Manager of Fife N'Dekel, and 1997/98 partner, speaks about the program: "I made significant gains in the operational and staffing areas of my business. My mentor's leadership has had a definite, positive impact on my performance." Another success story: a partner, a realtor, streamlined his business and concentrated on the big picture, thanks to discussions with his mentor. The results: a top-ten position for single-family home sales.

Website: www.epcor-mentorship.com

2.9 Exchanges Canada

Exchanges Canada is a Government of Canada initiative that creates opportunities for young Canadians to connect with one another and experience the diversity of Canadian communities, languages and cultures. Exchanges Canada also provides access to information on all sorts of exchange programs and activities available in Canada and abroad.

Exchanges Canada offers a new single window (1 800 O-CANADA; the Internet) to information on hundreds of exchange initiatives/related activities throughout Canada and abroad.

The aim of Exchanges Canada programs is to help young Canadians gain knowledge and understanding of Canada, connect to one another, and appreciate the diversity and shared aspects of the Canadian experience. The Government of Canada provides funding to organizations that administer exchanges in partnership with Exchanges Canada. In most cases, the Government of Canada will pay the travel costs for all eligible participants. Special consideration is given to encourage participation from groups traditionally under-represented in exchange programs, such as aboriginal youth, youth with disabilities, youth from low-income families, and youth from rural or isolated regions.

These exchanges fall under two streams of program funding:

1) Youth Exchanges Canada

Youth Exchanges Canada offers exchanges to groups of 10-30 young Canadians between the ages of 11 and 18. Groups are twinned with a group of youth approximately the same age from another part of the country. Participants must play an active role in organizing the exchange, do research on both their own and their twin's communities, and participate in fund-raising and activity planning.

2) Youth Forums Canada

Youth Forums Canada provides funding to support projects that give youth an opportunity to connect with one another through a variety of means, including youth forums, as well as innovative and virtual projects.

Website: http://www.exchanges.gc.ca/english

2.10. Justice Canada: Visitors and Professional Interchange Program

The Visitors and Professional Interchange Program (VPIP) is an innovative professional development program designed to promote and facilitate the sharing of professional expertise between the Department of Justice Canada and a variety of partners. Its purpose is to coordinate mutually beneficial interdisciplinary visits and exchanges which support the Department's Mission. Flexibility is the hallmark of the Program, making it possible to tailor exchanges to particular situations.

Through the VPIP, Justice employees have had the opportunity to share their expertise and knowledge by teaching in universities or taking part in law reform efforts in other countries, among other activities. The Program has also enabled judges, lawyers and academics to come to the Department and provide advice on questions of law and policy.

The VPIP is for:

- Department of Justice professionals who want to breathe new life into their careers or take on new challenges in the private sector, in a university, or in a national or international organization; and

- professionals from outside wishing to gain first-hand knowledge of the Department and its role in Canada's justice system. These professionals, who have expertise that is not usually available within the Department, may come from the private sector, universities, bar associations, provincial or territorial departments of justice, federal Crown corporations, or national or international organizations.

Website: http://canada.justice.gc.ca/en/dept/ri/inter/vpip.html

2.11 Canadian Executive Service Organization

The Canadian Executive Service Organization (CESO) is a Canadian, volunteer-based, not-for-profit organization founded in 1967.

CESO's mission is to promote and extend the economic and social growth and well-being of the aboriginal peoples of Canada and of the peoples of the developing nations and emerging market economies.

CESO Volunteer Advisers (VAs), highly skilled in their profession, work in Canadian First Nation, Metis and Inuit communities, developing nations around the world, and the new market economies of Central and Eastern Europe.

Every year, volunteers undertake approximately 1,500 assignments in Canada and 40 other countries. Since 1967, CESO has worked with more than 40,000 clients world-wide. The costs of CESO's services are well below commercial rates because CESO advisers donate their time.

CESO is supported by the Canadian public sector through CIDA, the Department of Indian Affairs and Northern Development (DIAND), and provincial and territorial governments.

CESO has developed strong partnerships with the Canadian business sector. More than 300 corporations and foundations support us. In turn, our advisers assist potential and/or current

clients of Canadian businesses in disadvantaged economies and prepare such clients for the global marketplace.

Website: http://www.ceso-saco.com

3. Partnership Programs

A number of functions accompany Internships/Exchange programs, e.g., recruitment, orientation, training, supervision, etc. These functions may be part of an all-inclusive program or they may be delivered through various arrangements with other programs or organizations. For example:

- EPCOR Mentorship Program is a partnership between Grant MacEwan College, EPCOR and The Edmonton Chamber of Commerce.
- Interchange Canada involves all federal public service departments and agencies listed under PSSRA Schedule I, Part I.
- Accelerated Executive Development Program (AEXDP) is delivered by PSC in partnership with the Canadian Centre for Management Development (CCMD).
- Environment Canada's International Environment Youth Corps is delivered by the Canadian Council for Human Resources in the Environmental Industry (CCHREI).

Other examples of programs that may be useful when deciding on how to implement the Internships/Exchange pilots, are presented below.

3.1 Training and Development Canada

Training and Development Canada (TDC) is the federal government's centre of expertise in work-related training and career development. TDC offers consulting and international services as well as a wide range of courses; in addition, it tailors courses to specific needs.

3.2 Learning Resource Network

The Learning Resource Network (LRN) was created as a single window on learning for the Federal Public Service of Canada. Its goal is to: help users to find relevant resources and services; and establish and maintain contact with public servants, organizations and communities interested in learning.

Website: http://learnet.gc.ca/

3.3 Canadian Society of Association Executives

The Canadian Society of Association Executives (CSAE) is the professional organization of the men and women who manage many of this country's most progressive associations, as well as those who supply the sector with essential products and services. In 1956, the Institute of

Association Executives (the original name of CSAE) opened its doors to all individuals employed by non-profit associations.

CSAE provides professional development programs, including symposia, workshops and seminars, and the online Association Management Education (AME) program leading to the certification designation CAE. CSAE also holds a National Conference that brings together the top association CEOs and leading business members.

Website: http://www.csae.com

3.4 Canadian Administrators of Volunteer Services

Canadian Administrators of Volunteer Resources (CAVR) was formed as a result of the resolution presented to the membership of The Canadian Association of Directors of Volunteer Services in Healthcare (CDVH) in June 1996. This national association of administrators/managers of volunteer resources grew from the expanded mandate of the health care-based association.

The CAVR's mission is to provide and maintain a national association which promotes: the professional administration of volunteer resources; certification of membership; continuing education standards; and collaboration with provincial, national and international organizations.

Goals:

- To provide national leadership for administrators of volunteer resources.
- To maintain a professional code of ethics and standards of practice in the administration of volunteer resources.
- To promote professional development in the administration of volunteer resources.
- To collaborate with provincial, national and international organizations.

Membership benefits include:

- Educational opportunities through national/provincial/regional conferences and access to participation in national long-distance education sessions.
- Quarterly receipt of the *Canadian Journal of Volunteer Resource Management* (CJVRM) where members publish and share articles on current trends in the profession.
- Networking opportunities with colleagues working in similar programs and agencies to share ideas and information.

Website: http://www.cavr.org/index1.html

3.5 Nonprofit Training and Career Development

- Banff Centre for Management: Community and Not-For-Profit Leadership programs

    Past participants in our public and customized courses have come from a variety of mid-size to large third-sector organizations. This includes community and private foundations, faith-based organizations, the cultural sector including arts and

heritage, local governments, social services, health care, colleges and universities, private schools, the environment, Aboriginal organizations, sport and recreation, and professional associations.

Website: http://www.banffmanagement.com/non_prof.asp

Links to many other programs are available through the Canadian Centre for Philanthropy's website at http://www.ccp.ca/information/links.html.

3.6 Internship/Exchange Program Components

The following program features are taken from the AEXDP in the federal public service. These features cover a range of components commonly associated with internship/exchange programs. Given that there are as many ways to approach these components as there are programs, the following list can serve as an initial guide for further exploration of these components.

- **A personalized learning plan.** The plan identifies learning objectives and the measurable actions required to enhance competencies in key areas.
- **Coaches** observe participants and work with them to uncover new possibilities for action and to help them to re-frame their relationships and commitments. Coaching is available upon the request of a participant. It involves a formal process structured around specific intended results and timeframes.
- **Mentors** help participants gain insight through personal guidance and professional support. Mentors work in the Public Service and share a common frame of reference within which to discuss issues and challenges. Mentoring relationships are guided by informal agreements, and participation is voluntary.
- **Action Learning Groups** of five to six participants meet at regular intervals to discuss work-related challenges. A facilitator guides the process of collaborative inquiry and reflection adopted by the group and helps participants maximize their learning and contribution within and outside of this setting.
- **Collective learning events** are scheduled throughout the Program. The purpose is to improve the capacity of participants, and of the AEXDP as a community of leaders, in the renewal of the Public Service. These events include a mix of experiential learning and structured discussions that maximize peer exchange and interaction with leaders from within and outside the Public Service. Events are designed along lines of inquiry that reflect emerging challenges in the implementation of Public Service priorities.
- An **electronic network** supports ongoing communications and consultations among participants and Program partners. An Internet site provides a focal point to share ideas and insights around learning event themes and to access a wide range of learning resources. Participants have the opportunity to experiment with new learning and networking technologies throughout the Program. CCMD's website is: http://www.ccmd-ccg.gc.ca/programs/special/ aexdp/index.html.

A number of new initiatives are underway within federal departments that provide a sense of emerging trends and ideas related to recruitment and retention within the federal public service. Some of these are:

- Development Assignment Program – Agriculture and Agri-Food Canada

- Economists' Forum – Agriculture and Agri-Food Canada

- Mentoring Program – Privy Council Office

- Mentoring Program – Industry Canada

- Orientation Packages – Human Resources Development Canada

- Workplace of Choice Committee – Human Resources Development Canada

- ES Developmental Program – Human Resources Development Canada

- Learning Plans – Human Resources Development Canada

- Educational Leave – Human Resources Development Canada

- Begin Promoting Careers at the Secondary School Level – Statistics Canada

For more information on the above initiatives, visit the LearnNet website at http://learnet.gc.ca/pol-e/id629.htm.

4. Web-Based Exchanges

The Web has rapidly become an important mechanism for matching people seeking jobs and volunteer opportunities with people who have jobs and volunteer vacancies to fill. Being able to deliver this type of linking process is fundamental to internship/exchange programs. Some examples of this type of program are presented below.

4.1 National Internships Online

National Internships Online provides products that address thousands of internships and part-time, career-related positions in the private, non-profit and government sectors. The organization sponsoring the position is described, the number and type of positions available are provided, the intern duties (and qualifications) are explained, and a point of contact – with phone, fax and address – is given. Internet addresses and e-mail addresses are often provided.

Their products emphasize positions of interest to undergraduate and graduate students as well as recent graduates in a broad array of academic disciplines.

Website: http://www.internships.com

4.2 Volunteer Opportunities Exchange

The Volunteer Opportunities Exchange (VOE) is an Internet-based tool for finding volunteers. With the VOE, Volunteer Canada and its partners have made the Internet a central part of an organization's volunteer recruitment efforts. Not only is the VOE an online extension of current recruitment approaches through posting volunteer positions, but it is also where agencies can proactively search for the volunteers they need.

In addition to being able to recruit volunteers directly from the VOE, organizations can create an online profile of themselves for potential volunteers to see. As well, agencies can post volunteer positions that potential volunteers can browse through and apply for.

Website: http://www.voe-reb.org

4.3 Canadian Heritage Exchanges Partners

Canadian Heritage has a variety of exchange partners, including:

-   SEVEC Youth Exchanges Canada;

-   YMCA; and

-   Canada 4-H Council.

For more information, visit the website at
http://www.exchanges.gc.ca/english/partners/index.htm.

4.4 + Jobs Canada

+Jobs Canada is a nation-wide Internet job database that helps make the connection between Canadian employers and potential employees.

Job Seekers can search for jobs by category. Postings are updated several times weekly. There are no membership fees or service charges. Employers can add job postings to the database online.

Website: http://www.plusjobs.ca

4.5 Volunteer Canada

By leading several national projects and initiatives in its effort to serve as the national voice for volunteerism, Volunteer Canada advocates, celebrates, educates, researches and provides training on issues and trends within the volunteerism movement in Canada.

Current activities include:

4.5.1 Volunteer Opportunities Exchange

See section 4.2 for more information.

4.5.2 Generation V

Generation V builds on a foundation of current volunteer management theory and aims to increase the participation of young people in Canadian charities. Over an 18-month period, interns from six host sites work with two to three community agencies where they create, with the agency, a youth-oriented volunteer program. With proper volunteer management, volunteers are able to develop the skills and confidence necessary for employment; as well, agencies get more important work done, thus enhancing their ability to achieve their mission. Good volunteer management is key to organizational success. An investment in volunteer management is an investment in the ability of the voluntary sector to serve Canadians. The result is better and more satisfying experiences for youth as volunteers.

4.5.3 Older Adult Volunteering

As the Canadian population ages, the importance of meaningfully involving seniors in volunteering is increasing. With government and corporate partners, Volunteer Canada continues to develop resources for Canadians 50 years and older.

One of the most recent trends in volunteerism is family volunteering. Volunteer Canada will work with the Volunteer Centre of Calgary and the Points of Light Foundation to explore the feasibility of introducing a national family volunteering program in Canada.

4.5.4 Enhancing Volunteerism in Ontario

More than 30% of the adult population in Ontario volunteers in approximately 45,000 charities and non-profits (National Survey of Giving, Volunteering and Participating [NSGVP], Statistics Canada, 1997). In similar fashion to community foundations and United Ways, local volunteer centres work to foster and support voluntary action. By providing information and guidance to individuals looking for volunteer work, volunteer centres increase the pool of potential volunteers in Ontario. By providing training, resources and promotional support to local agencies, volunteer centres help them to build effective volunteer programs.

4.5.5 Volunteer Centre Development

Volunteer Canada has 86 partner volunteer centres. A strong network of volunteer centres in Canada adds to the effectiveness of our shared mission of promoting volunteerism. Volunteer Canada engages in a variety of activities to strengthen the capacity of volunteer centres. These activities include regular communications to centres, a secure discussion board on the website, the Volunteer Centre Council, and opportunities for centres to meet and share their learnings.

Website: http://www.volunteer.ca/volunteer/about_strategic.htm

4.6 Youth Exchanges Canada Sports and Group Program

The Canada Sports Friendship Exchange Programs (CSFEP) foster friendship and better understanding between francophone, anglophone and the diverse cultures of Canada.

Website: www.welcome.to/csfep

4.7 Association Server

AssociationServer is a Web-based solution provider that allows integration of national and regional databases.

Website: http://www.associationserver.com

4.8 NonprofitsCan.org

NonprofitsCan.org, an initiative of the Canadian Centre for Philanthropy, is designed to meet the information needs of non-profit and voluntary organizations in Canada.

The list of core resources below is just the beginning of what will become the most comprehensive guide to Canadian non-profit resources available online.

Our links currently fall under the following categories:
- non-profit research;
- funding directories;
- non-profit jobs;
- provincial and federal governments;
- training and career development;
- resources; and
- charities and non-profits.

4.9 Career Owl

Started by professors, CareerOwl is a job database of students and alumni of major universities, colleges and technical schools across Canada. Employers can post job ads for job seekers to view and e-mail candidates, or they can search among the tens of thousands of students, grads and experienced workers to create a short list of candidates. Employers and job-seekers can interact confidentially without revealing direct contact information until they are ready to take that step.

Website: http://www.careerowl.ca

5. Learning Advisory Panel (LAP)

The Learning Advisory Panel (LAP) on Policy is introducing its first series of tools to help policy practitioners assess their expertise and experience, and continuously upgrade their skills in quest of excellence. The Clerk of the Privy Council set up LAPs in 1995 to promote excellence through continuous learning, working with employees throughout government.

Policy practitioners are everywhere in government, as advisors, researchers and managers. They are drivers of good government, because effective policy is what enables government to respond to the needs of individual citizens, the economy and society as a whole. For Canada's

future, it is essential to foster a policy-making environment based on knowledge and constantly renewed creativity. [7]

The mandate of the LAP on Policy is to:
- promote the development of programs and services that foster a continuous learning culture for policy people below the EX level; and
- take an active role in human resource issues.

To this end, the LAP on Policy has initiated several activities. In addition to a kit called *People and Policies: Career Navigation Tools for Policymakers*, it has developed a Best Practices Guide to Recruitment. It has commissioned a study on barriers to mobility and a general analysis of the policy community. A "census" of government policy people will be followed up with a survey of their views on learning, career enhancement and mobility.

The LAP on Policy also has four action groups that are taking a more in-depth look at specific issues and developing plans to address needs in the areas of:

• Skills Development;

• Recruitment;

• Mobility; and

• Management.

Highlights from *Optimizing Mobility to Grow the Policy Community of the Future: Action Plan of the Learning Advisory Panel on Policy Mobility Action Group* (June 2000) are presented below. [8]

The Mobility Action Plan

The Mobility Action Group recommended the implementation of an action plan with two main components: (a) a broader mobility strategy, and (b) specific mobility action proposals.

It is recommended that the broader mobility strategy contain two key elements:

• The gathering of more information about the state of mobility in the policy community. Systematically gathered elements would add clarity to the issue and provide performance indicators for planning and evaluation purposes.

• A career development mission statement endorsed by a senior official or governing body. This mission statement would provide managers with the guidance needed to fashion more local initiatives. To underpin such a statement, it is recommended there be several first principles such as:
- Individual Responsibility
- Management Responsibility
- Incentives-based Approach to Renewal
- Freedom of Choice and Voluntary Participation
- Competency-based Approach to Career Development

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[7]   http://learnet.gc.ca/pol-e/id650.htm (updated November 29, 2000). Adapted: message from the Chair.

[8]   http://learnet.gc.ca/pol-e/id453.htm

- A Culture of Learning, Innovation, and Continual Improvement, i.e., Inclusiveness, Access to Information, Removal of Inappropriate Barriers, Flexibility

A list of action proposals is set out below. The proposals are organized into seven categories. Although the proposals are mutually reinforcing, the effectiveness of individual proposals is not fully contingent on accepting all the others. The intention is for departments to be able to select a mixture of the recommendations that best suit their needs and circumstances.

1. **Pool-Based Initiatives**: the action group recommends a multi-dimensional approach to creating mobility pools (read exchange pools) with the policy community. Pool-based initiatives can be implemented within clusters of departments or the policy community as a whole.

2. **Individual Exchanges**: for officers who do not have straightforward access to the pool-based initiatives, supports should be given to empower officers to create their own exchanges between departments. Based on short-term secondments, such a program would be devoted to bringing units together that face similar problem-solving tasks or projects.

3. **Information Systems**: information systems should be enhanced to better publicize assignments across departmental boundaries and regions, to provide mobility and career guidance, and facilitate the implementation of competency profiles.

4. **A Resource Centre for the Policy Community**: the policy community needs to run its own centre to achieve better coordination, gain access to important resources, and provide learning opportunities. This centre will also be in a position to implement several other action proposals. The existing leadership Network is one potential model for such a centre.

5. **Mentorship Support**: increased support for internal and external mentorships is recommended.

6. **Succession Planning**: a set of activities to promote succession planning is recommended, including: codifying important information so that successors can familiarize themselves to new positions quickly; developing competency profiles for assessing training needs; improving information- and experience-sharing; encouraging officers and managers to anticipate job transitions; and promoting greater interaction between incumbent and successor.

7. **Funding of Other Initiatives**: increased funding in support of regional moves and official language training is recommended to minimize regional and linguistic barriers to mobility.

This action plan provides for an optimal level, distribution and quality of mobility within the policy community. This will help provide Ministers with enhanced breadth, depth and quality of advice. It will also help policy officers develop their careers in a more open and transparent personnel system.

Note: This information will need to be updated as some (or all) of these recommendations may have been acted upon. (6/4/01)

Part II: Fellowships/Policy Research Programs

Fellowships (academic) are intended to:

- increase interest and capacity in the research community, in partnership with the voluntary sector, to undertake research on the voluntary sector.

Fellowship Defined

Fellowship is defined in the *New Shorter Oxford* as:

- participation, sharing; community of interest, sentiment or nature
- membership in a society
- friendliness, the spirit of comradeship; an instance of this
- a body of fellows or equals
- an association of any kind; a society, a club, a fraternity
- a body of fellows in a college or university
- the status or gains/benefits of a fellow in a college, learned society, etc.

Two examples of fellows programs are:

- IDRC (Senior Fellows):
  - senior academics/researchers with substantial research and publications records as well as extensive personal and network contacts in a major program area of IDRC
  - have a demonstrated ability to work well in multi-disciplinary and multi-task environments
  - have a critical and constructive external perspective to a program.

- Muttart Foundation:
  - chief executive officers or senior managers of their agencies who have been employed by a registered charity or a not-for-profit organization for at least six years
  - there are no academic requirements for the Fellowships. However, an applicant's ability to complete the type of project proposed will be a significant factor in the Foundation's decision.

Given the previous general definition and the two examples, fellowships involve:

- an invitation to join a learned or experienced group
- special qualifications (academic and/or work experience)
- a record of achievement in a particular area
- a specific purpose and outcome
- an attitude of openness, sharing, involvement.

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Examples of Fellowships (and related) programs are organized into eight categories:

1. Foundation Fellowships
2. University Fellowships
3. Association of Universities and Community Colleges (AUCC)
4. International Development Research Centre (IDRC)
5. Social Science and Humanities Research Council (SSHRC)
6. Private Think Tanks
7. Foundations and Fellowship Funding
8. Policy Research Initiative.

1. Foundation Fellowships

1.1 Atkinson Charitable Foundation

In supporting our mission, we are primarily interested in:[9]

- Early Childhood Education and Development: Innovative projects that demonstrate how to improve the futures of children and youth at risk through more effective early years programming and policies.

- Economic Justice: Innovative projects that demonstrate how to improve the employability of the unemployed, test out new economic models, and support other research and educational activities which are intended to reduce poverty.

The Atkinson Charitable Foundation can provide grants only to Ontario-based organizations that are registered charities.

We do not provide support for:

- capital expenses (furniture, equipment, computers, automobiles, building construction or renovations, etc.)
- core funding or operating costs for ongoing activities of an organization; deficits; or annual campaigns

In the event that capital funding is critical to the success of a project, we may assist by brokering a partnership with another funding partner whose mandate allows them to support capital expenses.

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[9]   http://atkinsonfdn.on.ca

Decision-making criteria

1. Directly improve the economic and social opportunities of Ontario's disadvantaged people.

2. Are radical and innovative. We are interested in ideas and projects that challenge current attitudes, policies and approaches, and that not only identify but attempt to address the systemic reasons for economic and social injustice.

3. Enable disadvantaged or marginalized communities to have more power over their lives. We favour projects that offer disadvantaged people the tools to take more control over their lives, and to help shape the policies that affect them.

4. Promote individuals' and/or communities' understanding of and action on the issues that affect Ontario's disadvantaged people. We like projects that encourage citizens within the broader community to respond or get involved in the issues affecting the disadvantaged.

5. Are likely to yield policy implications. We prefer projects that generate ideas and/or results that could be useful to public policy-makers.

6. Effectively develop and use partnerships. We favour projects that promote cooperation among community groups, government and non-government agencies, religious organizations, media, business and industry, and other foundations.

7. Make use of existing resources. We are partial to projects that find innovative ways to use and maximize existing resources (e.g., people, equipment, facilities, partnerships).

8. Contain plans for evaluation/continuous learning. We are interested in proposals that have plans for evaluation and continuous learning during the life of the project.

9. Contain plans for dissemination of results. We favour projects that consider how people will be made aware of the project's results in a way that enables other groups, individuals and policy-makers to learn from and build upon the knowledge gained.

10. Continue to have an impact after the grant is expended. We are interested in projects that will have lasting impact or can be sustained in some form beyond the life of the grant.

11. Are initiated by organizations actively committed to issues of equity. We also suggest you visit the page entitled "Atkinson Values" on the Foundation's website (http://atkinsonfdn.on.ca/values/values_main.html) – it provides more detail on the types of ideas we consider for funding.

Community Undertaking Social Policy (CUSP) Project

The Community Undertaking Social Policy project involved the placement of first "policy fellow" (Dr. Richard Shillington, Tristat Resources) at St. Christopher House (a non-profit United Way agency that has been working with multicultural neighbourhoods of central-west Toronto since 1912), during the fall and winter of 2000. Funding was provided by the Atkinson Foundation with support from Massey Hall.

Overall, this project began a dialogue between policy decision-makers and the people most affected by policy decisions. For St. Christopher House, CUSP delivered on-site access to policy expertise to:

- advance learning in the field
- empower staff, program participants and volunteers
- stimulate an interest in public policy.

One of the goals was to ground social policy, i.e., testing social policies with people who are most affected. To download a copy of the final project report, go to http://home.iSTAR.ca/~ers2/stchrisreport.pdf.

1.2 Muttart Foundation

The Muttart Fellowships program provides a sabbatical year to senior managers of social-service charities. During their year away from their agencies, they undertake special projects of their own design. These projects are meant to inform the broader charitable sector. The Foundation's grants provide the salary and benefit costs of Fellows and make available an allowance for expenses incurred in connection with the project. A special application form is available from the Foundation's office.

The Foundation will support the Fellowships through grants of up to $60,000 to cover salary and benefits for each Fellow, as well as up to $15,000 to cover costs of completing the special project.

Muttart Fellowships were created in 1996 to meet two needs:

- to provide research, workshops, articles or other material to help the charitable sector become more effective and efficient; and
- to introduce a mechanism for senior staff people in charitable agencies to have a sabbatical year for such work.

The Muttart Foundation believes there are distinct advantages in having those involved in program development and delivery conduct research and develop new materials that have relevance to the charitable sector. The Foundation recognizes that most practitioners simply cannot find the time to undertake such an activity in addition to their regular workload.

At the same time, the Foundation has concerns that senior practitioners need an opportunity to separate from their agencies for a time, to renew themselves and avoid "burn-out." The use of sabbatical years is not common within the charitable sector, but is a concept the Foundation believes can bring benefits to individuals and their agencies.

The Foundation is prepared to award up to five Fellowships in each year. Those selected to receive a Fellowship will leave their agencies for 12 consecutive months, undertaking research or development of resources or materials of value to the charitable sector.

The Foundation anticipates that some of the material produced during a Fellowship may be eligible for copyright registration. To comply with Revenue Canada's regulations, the Foundation will hold the copyright in all material produced during the Fellowship year. The Foundation also has committed to place the material in the public domain, so that it is available for the benefit of others.

Upon completion of the Fellowship, an individual will be required to return to his/her agency and remain there for a minimum of one year.

Potential applicants or members of their boards of directors may wish further information. You are invited to contact the Foundation's Executive Director, Bob Wyatt, at (780) 425-9616 or by e-mail at bwyatt@muttart.org.

1999 Fellows

Lani Cooke is executive director of the Yellowknife Association for Community Living. Ms. Cooke will research board governance styles in the charitable sector and produce a workbook to help charities identify appropriate styles for their agencies.

Walter Hossli is director of the employment development division of the Mennonite Central Committee in Calgary. Mr. Hossli will research the effects of increased competition among charities and suggest means to reduce the negative impacts.

Dr. John Hylton is executive director of the Canadian Mental Health Association, Saskatchewan Division. His project will focus on how charities work to affect the social determinants of health.

Wayne Wiens is executive director of Big Brothers of Saskatoon. He will look at how children and young people can become involved in the decision-making processes of charities designed to serve them.

1.3 Max Bell Foundation

The Max Bell Foundation **Internship and Fellowship Program** supports four- or eight-month internships or fellowships to help organizations build public policy research capacity in health, education and communications.[10]

Max Bell Foundation's strategic priority is to identify and communicate to Canadians public policy alternatives in health, education and communications. We recognize that each one of these policy areas is very complex, and that building research capacity within them requires extensive data-gathering, in-depth literature reviews, preliminary analyses, and detailed planning.

Many research institutes lack the financial and human resources required to undertake these activities, which are necessary to submit high-quality project proposals to funders.

We also recognize that Canada's brightest young researchers who are interested in public policy issues are faced with a discouraging lack of opportunities to develop their skills under the tutelage of experienced mentors.

Objectives

- To provide selected organizations with the resources required to develop their capacity for research on key public policy issues in health, education and communication. Enhancing research capacity should help these organizations with their core activities, such as:
    - understanding public policy issues in their full complexity

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[10]   http://www.maxbell.org/intern.html

- developing high-quality research proposals for potential funders
- informing debate over key public policy issues

- To provide excellent educational and mentorship experiences for some of Canada's best and brightest young researchers, and focus their attention upon key public policy issues related to health, education and communications. The best young researchers in Canada should be exposed to some of the leading thinking on public policy issues inside of some of Canada's best public policy research institutes.

Support: The support for an intern or fellow is to cover both a stipend for her/him and the overhead costs of mentoring and administration.

Stipend: The stipend for an intern is $1,500 per month for four to eight months. The stipend for a fellow is $2,000 to $2,500 per month (depending on qualifications). These amounts are competitive on a national scale, and are intended to draw the very best possible candidates.

Mentoring and Administration: It is expected that the recipient organization, in agreeing to accept this support, will also commit to having senior staff both supervise and mentor the intern or fellow. We anticipate this to require approximately three to six hours per week. Administrative costs will include the search and hiring process, and a portion of overhead expenses such as computer, networking, telephone, etc. The mentorship and administrative costs will be negotiated between the recipient organization and Max Bell Foundation.

Term: It is expected that the intern or fellow will work for the recipient organization on a full-time basis (i.e., 160 hours per month).

Eligibility: The internships and fellowships are to be awarded through a competitive search open to all qualified applicants who are Canadian citizens. Interns must hold a Bachelor's degree or equivalent; fellows must hold a Master's degree or equivalent.

The intern or fellow may be seeking temporary employment, completing a work term in a cooperative education program, or concurrently registered in a course of study.

Project Topic and Scope: Interns and fellows are assigned a task that will assist in building the recipient organization's research capacity in an area of public policy that pertains to health and/or education and/or communication. The specific topic, scope and methods of the research project are agreed upon by the recipient organization and Max Bell Foundation staff.

Administration: The recipient organization is responsible for the following:
- searching for and selecting an intern or fellow through an open, competitive process;
- assisting the intern or fellow in the development of a practical research agenda that meets both the recipient organization's and Max Bell Foundation's approval;
- providing the necessary infrastructure (e.g., office space, computer, Internet connectivity, telephone, fax, etc.);
- mentoring; and
- assuring that the intern or fellow completes their project within the specified timeframe.

It is expected that the intern or fellow will provide monthly reports on her/his progress to both the recipient organization and Max Bell Foundation. The format for these reports will be

developed collaboratively by all three parties at the outset of the project. Max Bell Foundation provides a mechanism for interns and fellows to share their work with other Max Bell Foundation interns and fellows working on similar topics at other organizations.

Deliverables: In addition to the monthly reports from the intern/fellow, senior staff of the recipient organization will prepare a final evaluative report on the internship or fellowship.

It is expected that the research project undertaken will yield formal written output(s) that could include one or more of the following:

- a literature review
- a research brief
- policy recommendations
- a complete proposal to potential funders, including Max Bell Foundation, for a more comprehensive research initiative.

1.4 Canada West Foundation

The Canada West Foundation is an independent, non-partisan, non-profit public policy research institute dedicated to introducing western perspectives into current Canadian policy debates through the production and dissemination of objective research to serve as a catalyst for informed public debate; and initiatives for active citizen education and engagement in the Canadian public policy process.

Since 1971, Canada West Foundation has provided citizens and policy-makers with non-partisan, non-ideological research on a wide range of issues of critical importance to western Canadians.

Alternate Service Delivery Project (ASDP): The ASDP was initiated in 1997 to increase understanding of, and stimulate debate about, Canada's non-profit sector, its relations with the state, and its role in the delivery of social services. The ASDP generated empirical evidence of the costs and benefits of using non-profits to deliver state-funded social services as well as recommendations for establishing and maintaining a healthy partnership between the state and non-profit sectors.

The Canada West Foundation Internship Program: Canada West Foundation has been hiring student researchers for over two decades. Our Internship Program seeks out top undergraduate and graduate students to help expand the Foundation's research capacity and to provide students with experience in public policy research and citizen engagement initiatives. Internships take place over the summer break (May-August) in Calgary.

Summer Employment Opportunity: The Canada West Foundation has two openings for university students at the Intern level. One position will involve working on the Western Cities project; knowledge of urban policy, aboriginal policy and Canadian political structures is an asset. The other position will involve working on the Gambling in Canada project; knowledge of basic economic principles is an asset. The internships are 16 weeks in duration.

1.5 Canadian Health Service Research Foundation

The mission of the Canadian Health Services Research Foundation (CHSRF) is to sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision-making by policy-makers and health systems managers.

The 1996 federal budget committed $65 million to create the Canadian Health Services Research Foundation. The Foundation is an investment in maintaining the best health services in the world. By sponsoring research of high quality and the application of research findings to the management of health services, the Foundation will contribute to establishing evidence-based decision-making as an integral part of doing business in the health sector.

Objectives of the Foundation

- to identify research gaps and needs and to define priorities in the field of health services research;

- to fund peer-adjudicated research into the management, organization and effectiveness of health services, including research into the outcomes of health affecting interventions as well as into the organization and management of institutional and non-institutional models of health services delivery; and

- to promote best practices of health services delivery and the communication of research outcomes.

Each of these objectives is shared by a variety of public and private stakeholders. As well, the Foundation is committed to forming partnerships and strategic alliances with provincial governments and the private, voluntary and institutional sectors to: collaborate in identifying needs and priorities; promote synergies in the funding of research; and translate research findings into better and more cost-effective services.

Harkness Fellowships in Health Care Policy: The prestigious Harkness Fellowhips program, run by the U.S. Commonwealth Fund, annually sponsors up to nine Australians, New Zealanders and British citizens as Harkness fellows. It entails attending a series of joint meetings held mostly in the United States, and producing research on U.S. health policy.

2. University Fellowships

Some universities provide support centres and programs for the study of public administration with a focus on the voluntary sector. These include:

- Athabasca University
- Brock University
- Carleton University
- Dalhousie University
- Ryerson Polytechnic University
- University of British Columbia
- University of Guelph
- University of New Brunswick
- University of Ottawa
- University of Saskatchewan
- University of Victoria
- University of Windsor
- York University.

These universities offer a variety of programs including fellowships related to volunteer sector policy studies. More detail on several of these programs that may be useful for this initiative is presented below.

2.1 Queen's School of Policy Studies

The School of Policy Studies at Queen's University is widely acknowledged as a leader in policy research and education in Canada, and we believe it is an exciting place to be. The School has outstanding faculty, fellows and students; its research and policy symposia make important contributions to policy debate in this country; and our MPA programs are preparing a new generation of policy leaders. The School has also established strong links with the wider policy community, making it a bridge between the world of the university and the world of public affairs.[11]

Another major asset of the School is a team of resident and visiting fellows who bring the world of public affairs into its research and teaching programs. Their practical experience complements the scholarly strength of the faculty.

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[11]   http://qsilver.queensu.ca/sps/theschool/director.shtml

2.2 York University

Institute for Social Research

Founded in 1965, the Institute for Social Research (ISR) is an Organized Research Unit at York University. The Institute's purpose is to promote, undertake and critically evaluate applied social research. The Institute provides consultation and support services to the university administration and York faculty, students and staff conducting research primarily in the social sciences but also in the biological and physical sciences. For researchers from other universities, government agencies, public organizations and the private sector, the Institute: conducts research projects; provides consultation on research design; and undertakes data collection, data processing and statistical analysis on a fee-for-service basis.

The Institute regularly conducts seminars in social research methods, including: questionnaire and sample design; the implementation of mail and telephone surveys; data analysis; focus groups; and the interpretation of qualitative data. With partial support from the Natural Sciences and Engineering Research Council (NSERC), ISR's Statistical Consulting Service (SCS) provides consultation on research design and statistical analysis. SCS also sponsors short courses on statistical analysis, research methodology and the use of statistical software.

Survey data collected at the Institute and selected data sets from other major Canadian surveys are kept in the data archive at ISR for the purpose of secondary analysis and teaching. The Institute has a Publication Series with more than 80 titles in such areas as education, health studies, policy research, research methodology, gender issues, quality-of-life studies, and ethnic and immigration studies. The Newsletter of the Institute, usually published three times a year, keeps academics and policy-makers up-to-date on the research studies in which the Institute is engaged.

The Centre for Public Law and Public Policy

The Centre was established at Osgoode Hall Law School of York University in July of 1986, with a mandate to pursue inter-disciplinary research on the role and impact of law in the formation and expression of public policy. It was designed to provide a focus for collaborative work by scholars from a variety of disciplines, as well as encourage interested students to participate in research on law and public policy.

The primary function of the Centre is to undertake independent, reliable and scholarly research on emerging and current issues of public policy. The focus and expertise of the Centre is on constitutional, institutional and legal aspects of the public policy process. In addition to its own research, the Centre sponsors research by others, hosts conferences and seminars, and publishes an assortment of papers and reports.

2.3 University of Victoria

Local Government Institute

The Local Government Institute (LGI) focuses on research and information intended to support elected and appointed local government officials in Canada as they improve the

effectiveness and efficiency of service delivery in their communities. The LGI has completed national surveys of the efficiency of local government services, studies of cooperation among local governments in the Capital Regional District, and reviews of the rationale and the presumed benefits of amalgamating local governments. The LGI has also researched and supported local governments and First Nations as they develop ways to coordinate service delivery in urban areas.

Centre for Public Sector Studies

The Centre for Public Sector Studies (CPSS) was established in 1978 to encourage inter-disciplinary research in public policy at the University of Victoria. CPSS provides administrative, secretarial and publications support as well as research space for individual and joint faculty research projects related to matters of governance, organization and policy sciences. Faculty involved come primarily from the School of Public Administration, with opportunities available for faculty members from other disciplines and institutions.

Institute for Research on Public Policy

Founded in 1972, the Institute for Research on Public Policy (IRPP) is an independent, national, non-profit organization. Its mission is to improve public policy in Canada by promoting and contributing to a policy process that is more broadly based, informed and effective. The Institute publishes a journal called *Policy Options* ten times a year to inform debate on important policy issues.

2.4 Radcliffe Institute for Advanced Study (Harvard)

Radcliffe is one model of a centre for advanced study in a particular field. Overall, this approach has a number of major features that include:

- *four research centers* – Bunting Fellowship Program, the Murray Research Center, the Public Policy Center, and the Schlesinger Library

- *Center for Educational Programs* includes the Radcliffe Seminars (for professionals, leaders and emerging leaders) and the Graduate Consortium in Women's Studies. Located within the Radcliffe Seminars are its Landscape Design and Landscape Design History Certificate Program; liberal arts; creative arts (visual and literary); programs on women's finances and careers; and an array of leadership and professional development opportunities

- *Radcliffe Association.* This association provides opportunities for its members to connect with one another and with the Radcliffe Institute through reunions, class and regional activities, mentoring, networking events, and young alumnae programs.

- *Radcliffe Mentor Program.* This program gives undergraduate women opportunities to explore careers with Radcliffe alumnae. Mentor pairs explore a wide range of professions, from the popular fields of business, law and medicine, to less common occupations such as midwifery and rabbinical studies.

- *Externship Program for career exploration.* This program links undergraduates with sponsoring alumnae in a variety of occupations and locations. Students learn firsthand from sponsors how work works. Initiated by the Class of 1947 in 1977, the program has

brought together hundreds of students and alumnae to collaborate in mentoring experiences. Last year, more than 50 students had the opportunity to live with and observe the work and lives of alumnae in such diverse fields as law, medicine, publishing, the arts, farming, education and business.

Fellowships

The Radcliffe Institute awards stipended fellowships each year to scholars, professionals, writers and artists from around the world. Radcliffe Institute fellows, whose appointments typically last one year, are chosen during a rigorous selection process and receive competitive stipends. The fellows join together into one scholarly community, sharing their work in the form of public colloquia, exhibits and concerts. (A study on the stipends paid to fellows in a wide range of U.S. fellowship programs is available from Susan Phillips at Carleton University.)

3. Association of Universities and Colleges of Canada

The Association of Universities and Colleges of Canada (AUCC) administers scholarships, exchanges and research fellowships (see list below) for Canadian students and researchers as well as for international students and professors wishing to pursue studies or conduct research in Canada.

> * Scholarships with an asterisk are by nomination only. In order to qualify, candidates must be nominated by one of the institutions hosting the scholarship.

- Bowater Maritimes Scholarship Program

- C.D. Howe Memorial Foundation Engineering Awards Program*

- C.D. Howe Scholarship Program

- Cement Association Environmental Scholarships Program*

- CIBC Youthvision Scholarship Program

- Fairfax Financial Holdings Limited Program*

- Fessenden-Trott Awards Program*

- George Tanaka Memorial Scholarship Program*

- Imperial Tobacco Canada Limited Scholarship Fund for Disabled Students Program

- Mattinson Endowment Fund Scholarship for Disabled Students Program

- MDS Nordion Corporate Scholarship*

- Queen Elizabeth II Silver Jubilee Endowment Fund for Study in a Second Official Language Program*

- TD Canada Trust Scholarship Program for Outstanding Community Leadership

- Cable Telecommunications Research Fellowship Program

- Canadian Wireless Telecommunications Association

- CIBC Youthvision Graduate Research Award Program

- The Department of National Defence (DND) Security and Defence Forum

- R.B. Byers Post-Doctoral Fellowship Program

- MA Scholarship Program

- PhD Scholarship Program

- Internship Program

- Emergency Preparedness Canada Research Fellowship

- Frank Knox Memorial Fellowships Program

- Frederick T. Metcalf Award Program

- Paul Sargent Memorial Linguistic Scholarship Program

- Petro-Canada Inc. Graduate Research Award Program

- Corporate scholarships for employees' dependants

These scholarships are restricted to dependants of employees of the company or organization. Scholarships are awarded mainly on the basis of academic excellence, with some eligibility criteria. For information on a specific organization's scholarship program, contact awards@aucc.ca. Check to see if one of your parents works at a company that offers these scholarships.

4. IDRC Sabbatical Awards

Senior Fellows are senior academics/researchers with substantial research and publications records as well as extensive personal and network contacts in a major program area of IDRC, as well as demonstrated ability to work well in multi-disciplinary and multi-task environments. They will be expected to bring a critical and constructive external perspective to the program, which will entail investing the time required to understand the program's objectives and mode of operations.[12]

Program: It is expected that 50% of the time of the Senior Fellow will be spent on working on his/her personal research interests and networks, as this will be of mutual benefit to IDRC and the appointee.

The other half of the time will be devoted to working directly with Programs Branch (PB) to assist PB management and staff in the evaluation and strategic forward planning of part of the program. Consequently, candidates will be able to demonstrate research activities linked to two or more of the Program Initiatives (PIs) or to more broadly focused work which is relevant to one of the current themes or in planning for a prospective future theme.

The Fellow will work closely with PB management, the appropriate PI Team Leaders and with the Evaluation Unit. Depending upon his/her skill mix, he/she will report to the Vice

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[12] http://www.idrc.ca/awards/esabbat.htm

President, Programs or one of the three Directors of Program Areas: Social and Economic Equity; Natural Resource Management; Information and Communication Technologies for Development.

At least one month before the end of his/her term, the Senior Fellow will be expected to produce a written report to Programs Branch management which details the results of his/her evaluative work and conceptual thinking and that makes recommendations for future work of the Centre in the field of development research under consideration.

Tenure: The Senior Fellow will work with Programs Branch for a period of up to one year.

Support: If the Senior Fellow is on a sabbatical leave from a research or teaching institution, the Centre will cover the additional salary costs not covered by the sabbatical as well as a modest research and travel stipend.

If the Fellow is on secondment from another research institution which does not provide sabbatical benefits, IDRC will reimburse that institution for the salary and benefits of the Fellow. The same research and travel stipend will apply.

IDRC will provide the Fellow with office space, a computer and full access to the Centre's communications facilities.

5. Social Sciences and Humanities Research Council

The Social Sciences and Humanities Research Council (SSHRC) is Canada's federal funding agency for university-based research and graduate training in the social sciences and humanities. Created as an independent body by Parliament in 1977, it reports to Parliament through the Minister of Industry.

The social sciences and humanities embrace a wide range of disciplines and fields of knowledge. Some examples are economics, business and administrative studies, ethics, education and law, as well as history, literature and philosophy, anthropology, psychology, sociology, fine arts, native, religious, environmental and women's studies.

SSHRC is governed by a 22-member Council appointed by government to represent the interests of the academic, public and private sectors. SSHRC does not conduct research itself. It distributes funds to Canadian researchers, scholars and universities through highly competitive granting programs. The amount of money SSHRC has to spend is determined each year by Parliament. SSHRC's total budget for the support of its programs and activities in the 2001-2002 fiscal year is approximately $156.5 million (includes the Initiative on the New Economy, Networks of Centres of Excellence, and the Canada Research Chairs).

SSHRC's funding programs provide support for:
- Basic research (by individual researchers and research teams) to: develop new theories and better research approaches/methods; and advance fundamental knowledge of human nature/behaviour and of social, economic, cultural and intellectual matters;
- Targeted research (by multi-disciplinary teams and research networks) to focus concerted, problem-solving attention on intellectual, social, economic or cultural issues of particular interest or concern to Canada;

-   Advanced research training at the doctoral and post-doctoral level to help supply social sciences and humanities expertise at Canadian universities, in government and in various sectors of our economy;

-   Research communication and knowledge transfer to promote the use of knowledge generated by Canada's researchers and scholars.

6. Private Think Tanks

A list of public policy think tanks is presented below:

-   The Institute of Public Administration of Canada
-   The Commonwealth Association for Public Administration and Management
-   The Conference Board of Canada
-   The Public Policy Forum
-   The Brookings Institution
-   The Policy Research Institute
-   The C.D. Howe Institute
-   The Caledon Institute of Social Policy
-   The Canadian Centre for Policy Alternatives
-   The Canadian Council on Social Development
-   The Canadian Institute for Advanced Research
-   Canadian Policy Research Networks
-   The Couchiching Institute on Public Affairs
-   The Fraser Institute
-   The Institute for Research on Public Policy
-   Policy.ca
-   The Saskatchewan Institute of Public Policy.

7. Foundations and Fellowship Funding

Examples of foundations that have provided funds for voluntary sector initiatives are presented below.

7.1 Kahanoff Foundation

The Kahanoff Foundation is a private Canadian foundation active in Canada and Israel. The foundation was established in 1979 from the estate of Sydney Kahanoff, a Calgary oilman. Today, the assets are in excess of $100 million, making it one of the largest Canadian foundations. The foundation is located in Calgary.[13]

The Foundation funds traditional and innovative charitable programs in Canada and Israel. Over the past 20 years, the Foundation has contributed almost $50 million in Israel, and more than $60 million in Canada to programs in the areas of health, education, culture, social services, philanthropy and community development, and research.

What do we fund?

In Canada, the Foundation's grants are made to registered Canadian charities. In Israel, the Foundation's charitable activities are carried out by organizations on its behalf. These grants are governed by contractual agreements that specify the use of the funds and the organization's accountability to the Foundation.

How do we function?

The Foundation maintains a process of review and monitoring for all its grants. This includes criteria for funding, annual financial and program reports, and evaluation for impact.

Most of the Foundation's grants fall into the $100,000-$1 million range. In both Canada and Israel, the foundation also makes very small grants ($1,000-$10,000) to traditional charitable activities, in response to community requests. For these small grants, there is less of a reporting requirement from the organizations, and less administrative time is invested in follow-up. In these cases, the Foundation relies on the reputation of the organization and the original stipulation on the use of the funds.

How do we set our priorities for funding?

Nationally, the Kahanoff Foundation gives preference to programs which:

- help strengthen the voice of the non-profit sector;
- recognize innovation and excellence in the non-profit sector;
- help increase the public's awareness of the value of giving and volunteering; and
- encourage ways to create and maintain a more civil and more tolerant society.

Regionally, the Kahanoff Foundation gives preference to programs in Calgary which:

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13   http://www.kahanoff.com

- provide needed community services; and

- offer innovative models for delivering services more effectively to that region and to other communities across the country.

What will the Foundation not fund?

Grants are generally not given to individuals, to endowments, for deficit financing, tours, exhibitions, performances, public works, non-applied research, or annual or general fund-raising campaigns.

7.2 McConnell Foundation

In the early 1990s, the McConnell Foundation's mandate was re-formulated into one overarching theme: to enhance the ability of Canadians to understand, adapt and respond creatively to the underlying forces which are transforming Canadian society and the world.

Over the past five years, much of our effort has been devoted to developing pro-active programs to address the promotion of philanthropy, the reform of major educational and health institutions, or support for local economic development. In many cases, the outline of what became a national approach was derived from consultations with existing project-holders, knowledgeable people from various fields, and our own granting experience in a particular field.

In these same areas, the Foundation has also attempted to spread tested ideas and approaches (initiatives that have demonstrated their value in a local community) across the country by supporting a few "Applied Dissemination" proposals each year.

Granting Philosophy

The Foundation's funding criteria are determined by three factors:

- the decisions of our Trustees, who collectively represent almost 200 years of experience in foundation governance;

- our "comparative advantage" as a private grant-maker, which leads us to focus on issues and concerns that governments and the private sector are unwilling or unable to address; and

- our considered judgement about challenges facing Canadians that may respond to constructive Foundation initiatives.

Foundation Initiatives

Our re-stated focus on helping Canadians respond to change entailed a shift in the way the Foundation itself operates. As a relatively large funder, the Foundation adopted a national mandate which leads it to seek opportunities to achieve country-wide rather than more localized results (this may include the dissemination of promising or innovative local initiatives). The Foundation welcomes requests submitted by registered Canadian charities, but has become more pro-active in identifying issues and soliciting proposals which it identifies and develops in consultation with a large number of partners. A small sampling of funded projects is presented below:

- *Community Foundations of Canada:* This umbrella organization represents more than 100 community foundations across Canada. Its mission is to promote, support and enhance the community foundation movement. Responding to a national survey, community foundations said that their greatest need was for information and skill development in endowment-building, communications, grant-making, and management and governance. Community Foundations of Canada's Technical Assistance Program, delivered in two phases over a period of about eight years, was designed to meet this need. The Program provided skilled resource people for local on-site assistance across the country.

- *Voluntary Sector Roundtable:* In 1993, the Foundation saw the potential value of encouraging the creation of a common front of the full array of national voluntary organizations (arts, environment, youth, health, etc.) to ensure that the federal government considered their concerns. The Foundation studied the model of the Independent Sector in the United States and in December 1994 approved a grant to support the establishment of the Voluntary Sector Roundtable.

  In the first two years, the Foundation's support to the Voluntary Sector Roundtable benefited thousands of charities as a direct result of its success in securing more generous federal tax incentives for some forms of charitable giving. The Voluntary Sector Roundtable also organized a public task force on accountability in the voluntary sector (the "Broadbent panel," a national initiative to address the issue of public confidence in the sector). In 2000, Voluntary Sector Roundtable members worked with the federal government to launch the Voluntary Sector Initiative, with the government committing more than $90 million over five years to help the sector meet some of the increased demands being placed upon it, including the need to enhance capacity-building.

  In June of 2000, the Voluntary Sector Roundtable established a secretariat, with federal government support, to organize a nation-wide consultation on many of the issues that emerged from the Joint Tables Report.

- *Volunteer Canada:* In March 1994, the Trustees approved a five-year grant to the Canadian Association of Volunteer Bureaus and Centres (now known as Volunteer Canada) to enhance the ability of Canada's volunteer centres to adjust to changing needs and patterns in volunteerism.

  Partly as a result of our grant, over a four-year period Volunteer Canada implemented a number of important and exciting initiatives including volunteer screening and evaluation tools, Volunteer Opportunities Exchange, and the Canadian Volunteer Centre Training Network.

8. Policy Research Initiative

The Policy Research Initiative (PRI) seeks to strengthen Canada's policy research capacity by providing a service to the wide range of people interested/involved in public policy research

& development. Learn about the PRI and its activities, access the organizations/information forming the world of policy research, and keep connected via the PRI mailing list.[14]

The Policy Research Initiative (PRI) is a work in progress, steadily evolving with new activities and new partnerships in the constant pursuit of building a stronger capacity to identify, understand and address longer-term policy issues facing Canada.

The first phase launched horizontal policy research within government to identify medium-term pressure points for the government's agenda, culminating in the report entitled *Growth, Human Development and Social Cohesion* (1996) which was soon followed by *Canada 2005: Global Challenges and Opportunities* (1997).

The second phase began with the creation of the Policy Research Secretariat (PRS) to support four multi-departmental research networks (Growth, Human Development, Social Cohesion, Global Challenges and Opportunities) and a pilot project on the Knowledge-Based Economy and Society which carried out further cross-cutting policy research on key issues raised in the initial report. The Secretariat began to build infrastructure to support horizontal policy research, including building links with the broader Canadian policy research community.

The PRI is really a catalyst. Much of the work is done by partners in more than 30 federal departments and agencies, provincial governments, numerous think tanks and universities. Dozens of people are actively engaged in contributing to PRI priorities, with several hundred others contributing to specific collaborative efforts, ranging from writing a scholarly article for *Isuma* (PRI's journal) to presenting a study at the National Policy Research Conference.

Next Steps

During 2000, the PRI undertook extensive consultations to take stock of its activities and results and to plan for the future. These consultations resulted in the Three-Year Work Plan for Policy Research, that builds on the momentum established so far and has three priorities:

- a new approach to horizontal research projects to gradually deepen and accelerate research on key issues and play the results into the policy debate;

- a human resources strategy for policy research, to build the human capacity needed to sustain good research; and

- a common space strategy to help members of the policy research community work together, share research, learn from one another and in doing so, accomplish more.

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[14]   http://policyresearch.schoolnet.ca/main-e.h

Part III: Program Frameworks

Many initiatives and/or organizations offer possible program frameworks for designing and implementing internships/exchanges and fellowships, e.g., the Canadian Policy Research Networks is an example of a not-for-profit organization that offers "a neutral space, where diverse groups of people can reflect, collaborate and struggle with their differences in order to arrive at new understandings and to identify common ground." Examples of possible program frameworks are presented below.

1. Canadian Policy Research Networks

The mission of the Canadian Policy Research Networks (CPRN) is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians. Its goal is to help make Canada a more just, prosperous and caring society.[15]

CPRN's trademark is its ability to help policy-makers and citizens debate the beliefs, values, frameworks, policies, programs and "ways of doing" that will help the country cope with social and economic transformation.

CPRN fosters integration in a world which is increasingly fragmented by discipline, jurisdiction, language and culture. It has unique process skills for shared learning, which shape the way research is performed and the way the results are communicated. It is a neutral space, where diverse groups of people can reflect, collaborate and struggle with their differences in order to arrive at new understandings and to identify common ground.

CPRN is independent. It is a non-profit organization with charitable status. It acquires its funding from diverse sources – federal and provincial governments, foundations and corporations. This diversity ensures that no single voice dominates the research. The Board of Directors ensures good stewardship of these resources.

CPRN is cost-effective. Projects are ambitious in their scope, but costs and risks are spread across a number of funders. Overheads are minimized and start-up times are limited by attracting expertise from universities, think tanks, and other organizations. Dozens of people volunteer their time to participate in the governance and the research process.

CPRN is currently operating Three Networks – on Family, Work, and Health, as well as special corporate projects.

In the five years since CPRN opened its doors, nearly 1,000 people have participated in a roundtable, workshop, or an advisory committee meeting. Funding has been contributed by 61 departments or organizations, and 59 researchers from 16 universities have completed research contracts.

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[15]   http://www.cprn.org/cprn.html

2. Sectoral Involvement in Departmental Policy Development

Various aspects of the Voluntary Sector Initiative (VSI) and how it is being implemented contain ideas that can be adapted to the PIAF pilot project, e.g., some staff in the VSI Secretariat are on an exchange (secondment, assignment, informal arrangement) from federal government departments. Other federal employees have been assigned to work on VSI initiatives.

Request for Project Descriptions regarding Sectoral Involvement in Departmental Policy Development (SIDPD) is one approach to various program elements that will need to be addressed in the pilot projects. Some of these elements are:

- focus: involving voluntary sector organizations and staff in federal department policy-setting;
- direction: outlining a purpose, goals and objectives;
- scope: applies across the federal government and the sector; and
- implementation guidelines: provides a process for developing, assessing and selecting projects.

Some elements of SIDPD may have potential to be adapted to the PIAF pilot.

Request for Project (RFP) Descriptions

This is a call for project descriptions addressed to voluntary sector organizations interested in seeking funding under the Sectoral Involvement in Departmental Policy Development (SIDPD) component of the Partnering for the Benefit of Canadians: Government of Canada-Voluntary Sector Initiative (VSI). This constitutes Round II of the two-round $28.5 million SIDPD component of the VSI. Project descriptions are intended to be stand-alone documents and are not to exceed five pages in length, including attachments. Further details can be found below.[16]

Distribution: This call is being distributed broadly across the voluntary sector via the VSI website (www.vsi-isbc.ca), as well as through the networks of national voluntary sector coalitions and federal government departments.

Process: The process for the development, assessment and selection of project descriptions is outlined in detail at Annex A of the SIDPD RFP.

Self-Identification: Voluntary sector organizations interested in developing project descriptions must first consult the list of identified departmental priorities attached at Annex D, in order to determine whether their proposed project addresses one or more of the priorities to be funded under this process.

Those organizations whose proposed project addresses one or more of the identified priorities must then consult the mandatory criteria attached at Annex B to determine whether their proposed project meets all the mandatory criteria outlined.

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[16] http://www.vsi-isbc.ca/eng/policy_projects.cfm

Those organizations that meet the above criteria should then contact the appropriate departmental contact identified at Annex D, to signal their intention to develop a project description.

Goals and Objectives of SIDPD: The goal of SIDPD is to enhance and improve departmental policy development. The objectives for SIDPD flow from this goal and are twofold:

- to enhance policy development in departments by strengthening opportunities for input by voluntary sector organizations; and
- to strengthen policy capacity within the voluntary sector by supporting sector-led projects that will contribute to departmental policy development.

These objectives are mutually supporting and complementary.

Activities Supported Under SIDPD: SIDPD will support activities designed to increase voluntary sector involvement in departmental policy development. Some examples include:

- contributing to building networks, alliances and other mechanisms among organizations within the sector/sub-sector that will facilitate voluntary sector involvement in the departmental policy process; and
- supporting knowledge development and dissemination activities intended to increase voluntary sector involvement in the departmental policy process.

Guidelines for Development of Project descriptions: The project description should not exceed five pages in length, including attachments, and must satisfy the mandatory eligibility criteria as outlined in Annex B. Project descriptions and all supporting attachments must be received by the July 31, 2001 deadline. No documentation will be accepted following this deadline. Text must be presented in a 12-point font, with 1-inch margins on standard letter-size paper. All project descriptions must include the following information:

- outline of the objectives of the proposed project and the departmental policy priority being addressed;
- description of the primary activities proposed, the broad timelines in which they would be carried out, and the expected outcomes for both the sector and government;
- explanation of how the proposed project constitutes an innovative approach to policy development that would not otherwise be undertaken;
- description of the relevant expertise and experience of the key organizations involved;
- description of cross-sector and cross-departmental collaborations and partnerships being established to support the proposed project; and
- a budget, including the key items of expenditure, the total funds requested, and resources (in cash and kind) from other sources.

Ranking and Selection: All proposed projects will first be ranked by departments. A maximum of five projects will then be forwarded by departments for review and ranking by an external Joint Review Panel.

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3. Canadian Museums Association

The Canadian Museums Association (CMA) offers an example of an independent association that could potentially provide a base for policy internships/exchanges and/or fellowships in a community within the voluntary sector. CMA is an independent, established association that has:

• direct access to a voluntary sector community;

• experience with administering internships, fellowships, and exchange-related programs (career posting);

• links and works cooperatively with other organizations in their community; and

• extensive experience with public policy development and research relevant to their membership.

CMA is the national organization for the advancement of the Canadian museum community. We exist to unite, represent and serve museums and museum workers across Canada. We work passionately for the advancement, growth and stability of the museum community in Canada.

CMA is governed by an elected Board of Directors and many of our activities are organized by an extensive series of committees and Networks and Discussion Groups. We maintain a full-service Secretariat in Ottawa.

CMA recently published its Annual Report for the year 2000-2001, an Annual Program Plan for 2001-2002, as well as Ethics Guidelines for the museum professions. Minutes of the last annual general meeting are also available.

CMA, which was established by a small group of people in Quebec City in 1947, has now grown to a membership of nearly 2,000. We invite you to join the Association. Donations and bequests are also most appreciated, CMA being a registered charity.

CMA members are non-profit museums, art galleries, science centres, aquaria, archives, sports halls of fame, artist-run centres, zoos and historic sites across Canada. They range from large metropolitan galleries to small community museums. All are dedicated to preserving and presenting our cultural heritage to the public.

CMA members are also the people who work in and care about our museums and related institutions. These include professionals, volunteers, students, trustees and interested friends. CMA is also pleased to count among our membership foreign museum professionals as well as a growing list of corporations which support museums and the role the Association plays. CMA believes in cooperation and in the goal of full-sector membership – that is, the membership of all museums and individuals in both their national organization and their provincial or regional association.

Museum Community in Canada

There are more than 2,300 museums and related institutions in Canada. These institutions hold our collective heritage in trust for the Canadian public. Millions of art works, objects, specimens and documents are preserved for safekeeping by our museums.

The Internship Program of the National Gallery of Canada offers experience and training for students in fulfilment of the requirements of a diploma or degree-granting program.

Applications are considered in all disciplines and professions represented by the National Gallery's activities: art historical research; art education and visitor services; conservation and restoration; library, archives and records management; design; exhibitions management; publications; collections management; multimedia and technical services; membership and special events; marketing and communications; human resources; information technology; accounting and treasury; facilities management; and security services.

4. Status of Women Canada

Status of Women Canada (SWC) is an example of a federal government of Canada agency which offers a model for policy research.[17]

SWC is the federal government agency which promotes gender equality as well as the full participation of women in the economic, social, cultural and political life of the country. SWC focuses its work in three areas: improving women's economic autonomy and well-being; eliminating systemic violence against women and children; and advancing women's human rights.

SWC works to provide Canadians with strengthened and more equitable public policy by conducting gender-based analysis and promoting its application throughout the federal government. It supports research that brings the gender dimensions of policy issues into the public agenda. SWC also plays a vital role in supporting the work of women's and other equality-seeking organizations. It promotes women's equality in collaboration with organizations from the non-governmental, voluntary and private sectors. In promoting women's equality globally, SWC works with other countries and international organizations.

Policy Research Fund

The primary objective of SWC's Policy Research Fund is to support independent, nationally relevant forward-thinking policy research on gender equality issues. The Fund supports the following types of research:

- research that identifies policy gaps, trends and emerging issues;

- research that examines the consequences of existing policies; and

- research that focuses on concrete recommendations for policies and practices that would improve the status of women.

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[17]   http://www.swc-cfc.gc.ca/direct.html

Research on priorities selected in consultation with constituents is funded through a competitive "calls for proposals" process.   A small, non-governmental external committee – selected through nominations from constituents – plays a key role in identifying priorities, selecting research proposals to be funded, and exercising quality control over the final research products.

The fund also allows for policy research on "urgent issues" related to gender equality that are on the current policy agenda. For these issues, time is of the essence and there is an opportunity to effect change.

SWC's support of gender-based policy research will enhance the public debate on gender equality issues. An informed and accessible knowledge base can contribute to improved government policy-making and the ability of individuals and organizations to participate more effectively in the policy development process.

5. Aboriginal Healing and Wellness Strategy

The Aboriginal Healing and Wellness Strategy (AHWS) was suggested as a model for implementing the pilot project itself.   The key feature recommended was the joint initiation of policy initiatives from inception to Cabinet decision-making. The strength of this approach is that it empowered aboriginal groups as well as created links among aboriginal groups in Ontario and between aboriginal groups and the provincial government.

In 1990, the government of Ontario and aboriginal organizations began collaborating to address healing and wellness issues. In 1994, the AHWS was announced. The Strategy, since its inception, has been unique in Canada and is the type of initiative encouraged and applauded by the Royal Commission on Aboriginal Peoples.

An important feature of the Strategy is that services and programs are designed, delivered and controlled by aboriginal peoples, with government primarily playing an administrative role. Empowerment is a key aspect in promoting wellness in aboriginal communities striving for self-reliance by using traditional and cultural teachings and values that kept them strong in the past.

Prior to the implementation of the AHWS, an extensive consultation process was undertaken with aboriginal communities.   The process produced an overwhelming response, with more than 7,000 people participating.

One point that emerged from this consultation was that aboriginal communities want recognition of their own planning structures such as health commissions, authorities and boards. In addition, they want a more active role in planning and directing regional health services.

The AHWS is directed by a joint Steering Committee composed of representatives from aboriginal organizations and four provincial ministries:

- Association of Iroquois and Allies Indians (AIAI)
- Grand Council Treaty #3 (GCT#3)
- Metis Nation of Ontario (MNO)
- Nishnawbe-Aski Nation (NAN)
- Ontario Federation of Indian Friendship Centres (OFIFC)
- Ontario Metis Aboriginal Association (OMAA)
- Ontario Native Women's Association (ONWA)
- Six Nations of the Grand River
- Temagami First Nation
- Union of Ontario Indians (UOI)
- Chiefs of Ontario (COO) [ex-officio]
- Ministry of Community and Social Services (MCSS)
- Ministry of Health (MOH)
- Ontario Native Affairs Secretariat (ONAS)
- Ontario Women's Directorate (OWD)

In December 1994, the Ontario government executed 13 implementation agreements with the presidents of the major provincial aboriginal organizations and the Chiefs of independent First Nations. The agreements are in effect and bind the province until March 31, 1999.

6. Alberta Heritage Foundation

The Alberta Heritage Foundation (AHF) offers a model for programs related to encouraging and developing policy research capacity.

Alberta Heritage Foundation for Medical Research

Established by the Government of Alberta in 1980, the Alberta Heritage Foundation for Medical Research (AHFMR) supports biomedical and health research at Alberta universities, affiliated institutions, and other medical and technology-related institutions.

Operating funds come from a portion of the interest revenue from a government endowment, with an initial investment of $300 million. Since 1980, AHFMR has contributed more than $650 million directly to the scientific community. AHFMR's anticipated budget for 2001 is expected to exceed $53 million.

AHFMR supports nearly 200 senior researchers recruited from Alberta and around the world, and approximately 350 researchers-in-training. Since 1980, AHFMR has supported more than 6,000 positions, providing unprecedented opportunities for research careers.

Programs

Grants & Awards: AHFMR offers personnel support to senior researchers in the province. The Foundation also provides support to researchers-in-training to pursue their training through studentship, fellowship, and clinical fellowship programs.

Technology Commercialization: AHFMR's Technology Commercialization (TC) program helps Alberta innovators transfer new ideas and scientific discoveries into drugs, tools and technologies for health care.

Dissemination: AHFMR's Dissemination program is building human networks in Alberta to support the dissemination of health research findings effectively and efficiently to decision-makers in health care.

SEARCH Program: AHFMR's Swift Efficient Application of Research in Community Health (SEARCH) program trains health professionals throughout Alberta to conduct research on priority health issues affecting their communities.

Health Technology Assessment: AHFMR's Health Technology Assessment (HTA) unit conducts reviews by request to give doctors and other health care professionals the most current global information about health technologies – the tools used in health care.

Communications and Education: AHFMR's Communications and Education staff bring Heritage research accomplishments, innovations and discoveries to public and government attention. Publications, media work, website management and educational events are just some of the tools used to tell the AHFMR story.

7. Carleton University: Centre for Voluntary Sector Research and Development

The mandate of the Centre for Voluntary Sector Research and Development (CVSRD) is intended to advance four core activities:

- connecting communities of interest by establishing networks that bring together people working in voluntary organizations, universities, independent research, governments and business with the goal of enhancing research and capacity in the voluntary sector;

- undertaking or facilitating research on and in the voluntary sector that is directly linked to the needs and development of the sector;

- using this research to provide education and training to voluntary organizations; and

- enhancing the work of the sector by providing or promoting access to consulting services.

Core Activities

A. Connecting Communities of Interest

Proposed tasks under this activity include:
- building a database of affiliates that can be used to link researchers (both those working in universities/colleges and those working independently or in the private sector) with representatives of voluntary organizations, governments and business interested in issues related to the sector;
- identifying and recruiting two board members representing the business community to ensure complete representation on the Board;
- developing a website;
- developing and hosting public seminars;
- forming an Ottawa Chamber of Voluntary Organizations; and
- developing a National Research Network: Banff Symposium.

B. Research

CVSRD proposes to establish three broad research themes which the Centre will pursue by seeking funding and establishing major research projects under each theme. Each of these can easily be argued to be of critical importance to the current and future challenges faced by the voluntary sector, and each is flexible enough to accommodate new projects as identified by the board or by the voluntary sector. The proposed model will be akin to that used by the Canadian Policy Research Networks (CPRN) in which, eventually, there is a coordinator for each theme, reporting to the CVSRD Director responsible for Research who will have an active hand in shaping and overseeing the research. In the immediate term, there will be a director for each project, coordinated by S. Phillips. The three themes are:
- capacity;
- governance; and
- public policy.

C. Training and Education

Part of CVSRD's mandate is to provide training (such as workshops, seminars, resource materials) that are of use to the voluntary sector or to make the sector aware of training opportunities provided elsewhere. CVSRD's mandate also includes advancing university education through the creation of specializations in voluntary sector studies at the graduate and/or undergraduate levels.