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Quality Internships for SMEs in IT sectors

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ABSTRACT

This publication reflects the collaborative efforts of the project partners involved in the Erasmus+ strategic partnership titled “Quality Internships for SMEs in IT sectors” (Project No: 2024-1-SE01-KA210-ADU-000254443), supported by the Swedish National Agency for Education and co-funded by the European Commission.

The intellectual output provides a comprehensive and modular methodological framework for implementing quality internship programs specifically tailored for Small and Medium-Sized Enterprises (SMEs), though adaptable to larger organizations. Developed through research, data collection and real-world testing in a medium-sized SME in IT sector, the framework integrates feedback from interns and professionals to ensure its relevance, usability, and alignment with market needs.

It includes interactive templates, detailed descriptions, example-driven content, and ready-to-use tools to help SMEs build structured, inclusive, and high-quality internships. By using this toolkit, SMEs can design both short- and long-term internships in IT fields (ex. data science, security or any) tailored to their resources and learning goals.

All materials are openly accessible and free to use, enabling wide adoption and promoting scalable internship practices that meet the evolving demands of the IT labor market.



Legal warning

The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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A. Project Summary and Objectives

INTERNSHIP4SMES is an Erasmus Plus Strategic Partnership project in Adult Education (KA210), funded by the Swedish National Agency for Education. This project is a collaborative initiative between European partners with the primary goal of developing a comprehensive methodological framework for high-quality internships in the IT sector, specifically tailored to the needs of Small and Medium-Sized Enterprises (SMEs). While focused on SMEs, the framework is also adaptable to larger institutions.

The framework has been tested in a real-world setting—implemented within a medium-sized IT company—through direct collaboration between interns and IT experts. Based on practical application, continuous feedback, and iterative redesign, the final methodology reflects the genuine needs of both SMEs and interns in the IT field. It is structured to be modular, flexible, and directly usable by companies with limited HR or training infrastructure.

By using the tools, templates, and structured guidance offered in this output, SMEs can design and deliver customized internship programs across various IT domains (including cybersecurity, data science, and software development). The methodology offers short- and long-term options, supports work-based learning, and aligns with standardized expectations and taxonomies in the IT sector.

The broader objective is to enhance adult employability and bridge the skills gap in the European IT labor market, especially by supporting underrepresented groups. Through a unified, learner-centered approach, this framework enables SMEs, adult educators, and interns to co-create meaningful internship experiences that reflect both market demands and personal development goals.

All resources developed within this project are free and open for public use, with no financial barriers to access or implementation.

Introduction

An internship is a structured and intentional learning experience that takes place in a professional environment, designed to help interns gain hands-on experience in their chosen field of study or career path. It is carefully planned, monitored, and supervised to ensure that the intern can apply academic knowledge, develop new skills, and become familiar with real-world work dynamics.

Often regarded as the gateway to professional life, internships serve as a critical transition from education to employment. They offer interns an opportunity to experience real workplace settings, expectations, and challenges. To maximize the value of this opportunity, internships should be thoughtfully designed and effectively managed to provide a meaningful and impactful learning journey.

What is the benefit of internships for the SMEs?

The Strategic Value of IT Internships for SMEs and Interns



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In today's digitally driven world, Information Technologies (IT) has become a fundamental pillar of operational stability for businesses of all sizes. However, a lingering question persists — why would a small or medium-sized enterprise (SME) invest its limited resources in hiring an IT intern, especially when such interns are often students or recent graduates with limited practical experience? This concern is particularly valid for SMEs in the European Union, where approximately 97% of all businesses fall into this category. With their typically lean structures and finite budgets, SMEs often hesitate to allocate time, funds, personnel, and energy into a recruitment process that may seem risky or yield little immediate return.

However, IT internships, when strategically implemented, offer a range of compelling benefits for both SMEs and interns. They serve not only as a recruitment pipeline but also as an innovation accelerator and a branding tool. Understanding this mutual value is essential to fostering a healthy talent ecosystem within the IT industry.

Why Should SMEs Offer IT Internships?

1. Enhancing Company Reputation and Brand Identity

While bringing in interns may carry some risks—such as onboarding inexperienced talent—the potential rewards extend far beyond productivity. SMEs that actively engage in internship programs demonstrate their commitment to the next generation of professionals, which can elevate their public image. Involvement in internship initiatives signals that a company is forward-thinking, socially responsible, and deeply connected with academic institutions and evolving industry needs.

This can strengthen relationships with universities and local training institutions, opening doors for future collaborations, funding opportunities, and research partnerships. Moreover, companies that invest in talent development tend to be perceived more favorably by clients, partners, and stakeholders, enhancing brand trust and long-term positioning.

2. Low-Risk Talent Identification and Recruitment

Internship programs allow SMEs to conduct a “trial run” of sorts when evaluating potential long-term employees. Rather than committing to a full-time hire based on a brief interview, companies can observe how an intern performs over several weeks or months. This hands-on exposure helps identify interns with the right mix of technical potential, cultural fit, and adaptability.

This is especially crucial in IT fields such as data science, cybersecurity etc., where the range of specializations—network security, incident response, ethical hacking, data protection, etc.—makes it hard to match people to roles through interviews alone. Internships provide an invaluable proving ground, helping SMEs recruit with greater confidence and reduced risk.

3. Contribution to Operational Tasks and Innovation

Although interns are generally entry-level, their fresh perspectives and recent academic exposure can be surprisingly valuable. Interns may contribute to ongoing IT projects by assisting in system audits, helping with documentation, analyzing threats, or supporting compliance efforts. They can also



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introduce new tools or practices they've learned in class, such as updated knowledge of security frameworks or programming languages.

Furthermore, involving interns in creative problem-solving can lead to unexpected innovations. For SMEs with limited resources, interns can become an asset rather than a liability—especially when provided with structured mentorship and well-defined responsibilities.

Why Are IT Internships Valuable for Interns?

Internships are not merely temporary jobs or graduation requirements—they are essential steps toward professional development in IT fields including complex and evolving areas such as data science, cybersecurity, blockchaing and so on. Here's how interns stand to gain:

1. Real-World Application of Knowledge

Academic knowledge, while foundational, often lacks the practical nuances required in a fast-paced IT environment. Internships provide the opportunity to apply theoretical understanding to real-world contexts, such as identifying vulnerabilities in systems, assisting with compliance frameworks, or monitoring network activity.

This direct exposure is particularly important in IT areas (such as data science or cybersecurity), where experience with real threats, defense protocols, and security tools is crucial for employability. An internship can help bridge the gap between education and employment, giving interns a competitive edge in the job market.

2. Understanding IT Career Paths

IT is a broad domain encompassing a wide array of roles—from security analysts and penetration testers to compliance officers and cloud security specialists. For a newcomer, it's easy to dive into one area without fully understanding its scope or alignment with personal interests.

Internships enable students and graduates to explore various roles within IT sectors. This helps them assess their strengths, preferences, and career goals before committing to specialized certifications or advanced training. Instead of retroactively discovering they've chosen a mismatched path, interns gain clarity early on, leading to more strategic career planning.

3. Soft Skills Development – Communication and Teamwork

While technical expertise is indispensable in various IT areas, soft skills are equally important. Interns often underestimate the role of communication, collaboration, and emotional intelligence in IT careers. Internships help interns learn how to communicate threats and technical information clearly, work in cross-functional teams, write professional reports, and respond to incidents calmly and effectively.



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These are not skills learned overnight. An internship environment helps young professionals build them gradually, making them more well-rounded and valuable to potential employers.

4. Faster Entry Into the Workforce

Interns who complete industry-specific placements often enjoy smoother transitions into full-time roles. Many companies prefer hiring former interns because of their existing knowledge of company operations, tools, and culture. In this way, internships can significantly reduce the job search time for graduates while ensuring they don't settle for roles that underutilize their potential.

Conclusion: A Win-Win for Growth and Innovation

While concerns around hiring inexperienced interns in critical areas like data science or cybersecurity are understandable, both SMEs and interns stand to gain immensely when internship programs are thoughtfully designed. SMEs can attract and train future employees, boost their innovation capacity, and enhance their industry image. Interns, on the other hand, acquire invaluable hands-on experience, career clarity, and essential soft skills that prepare them for a long-term future in IT sector.

In a digital economy where cyber threats are escalating and talent is scarce, internships are no longer optional—they are strategic investments in resilience, readiness, and reputation.



B. A METHODOLOGICAL FRAMEWORK OF QUALITY INTERNSHIP PROGRAM FOR SMEs in IT SECTORS

We have developed a comprehensive methodological framework tailored to guide small and medium-sized enterprises (SMEs) operating in the IT sector in the design and implementation of high-quality internship programs. This framework was built upon a foundation of scientific research, sector-specific studies, and practical insights derived from real-world IT industry practices. Its purpose is to ensure that internships offered by SMEs are structured, meaningful, measurable, and beneficial for both interns and host organizations.

1. A Structured and Customizable Approach

The framework is designed to support SMEs in every phase of the internship process—from planning and onboarding to evaluation and closure. It provides a modular structure that includes clearly defined sections. Within each section, companies are invited to engage with interactive templates, referred to as **“ORANGE BLOCKS”**, which represent customizable elements of the internship program. These are essentially fields or segments that SMEs are expected to fill in based on the nature of their organization and the specific focus of the internship (e.g., data science, cybersecurity, software development, data analysis or any).

To support SMEs in this process, each orange block is accompanied by **“BLUE BLOCKS”**—guiding content that includes detailed descriptions, best practice examples, and helpful prompts. These guidance sections explain what the block represents, why it is important, and how it can be filled in meaningfully. This enables even SMEs with limited HR or training infrastructure to build professional-grade internship programs aligned with industry expectations.

2. Ready-to-Use Tools and Documentation

Understanding that SMEs often face resource constraints when it comes to designing internship programs, we’ve developed a series of ready-to-use materials embedded within the framework. These include standardized templates such as:

Intern Performance Evaluation Form

Company Supervisor Feedback Form

Internship Learning Agreement

Pre-Internship Checklists

Mid-Internship Progress Reports

Exit Interview Questionnaires



These tools are designed for practical use and can be adopted or adapted immediately by SMEs. They ensure consistency in documentation, reduce administrative burden, and support systematic monitoring and assessment throughout the internship lifecycle.

3. Data-Driven Internship Evaluation – Quantitative and Qualitative Insights

One of the framework's key innovations is its dual emphasis on both quantitative and qualitative evaluation metrics. This dual approach allows SMEs not only to measure outcomes numerically but also to capture deeper insights into intern and company performance.

a) Quantitative Evaluation:

We have developed numerical evaluation tools that allow both interns and supervisors to rate various aspects of the internship experience using measurable criteria. These criteria may include technical skill development, communication abilities, teamwork, problem-solving, punctuality, and overall satisfaction.

The results from these evaluations can be compiled into aggregated performance data, offering SMEs valuable insights such as:

Which technical areas interns are excelling in or struggling with

How well the company supports learning and mentorship

How internship outcomes align with intended learning objectives

This data helps companies track improvements over time, identify trends, and make evidence-based adjustments to future internship cycles.

b) Qualitative Evaluation:

In addition to measurable ratings, the framework includes open-ended questions and narrative fields designed to capture qualitative feedback. These written responses provide SMEs with rich, contextual data about:

The intern's attitudes, motivations, and personality traits

Perceptions of the work environment, mentorship quality, and learning culture

Constructive suggestions from both interns and supervisors

Anecdotal evidence of challenges or unexpected outcomes

These qualitative insights offer a more personal and human-centered perspective, which can often highlight subtle yet important aspects of the internship experience that numbers alone cannot reveal.

4. Continuous Improvement through Reflection and Analysis

One of the greatest strengths of this framework is its focus on continuous improvement. By enabling SMEs to collect and analyze both numeric data and descriptive feedback, the framework empowers them to reflect on:

What's working well in their internship model

Which areas need refinement or restructuring



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How their internship program aligns with broader HR, recruitment, or CSR goals

Over time, this iterative approach ensures that SMEs are not only running internships—they are evolving and optimizing them based on real-world outcomes and participant feedback. It creates a learning loop for the organization, similar to how interns are expected to learn and grow during their placements.

5. Accessible, Scalable, and Inclusive for SMEs

Finally, the framework is intentionally designed to be accessible and scalable. It does not require advanced HR systems or costly consultancy to implement. Whether a company is offering its very first internship or refining a multi-year internship program, this methodology can be adapted to fit different organizational sizes, goals, and IT specializations.

Additionally, the framework promotes inclusivity by encouraging internships that are:

Aligned with diverse learner profiles (students, recent graduates, career changers)

Supportive of underrepresented groups in tech (women, rural youth, NEETs)

Focused on both technical and soft skill development

Conclusion: Building the Future of IT Talent, One Internship at a Time

This methodological framework serves as a practical roadmap and a strategic tool for SMEs who want to not only host interns but do so in a way that delivers measurable value and professional growth. By providing customizable templates, structured guidance, evaluation tools, and a data-driven mindset, the framework supports SMEs in building impactful, inclusive, and future-ready internship programs.

Internships are not simply a box to tick—they are a vital bridge between education and employment, and this framework ensures that the bridge is well-constructed, purposeful, and sustainable.

A METHODOLOGY TO DIGITIZE AND STREAMLINE THE BELOW INTERNSHIP COMPONENTS

The below structure includes a free-text input box and example skill areas (e.g., programming, data manipulation, visualization, ML, cloud, etc.).

To digitize and streamline this tool for easy use, data collection, and comparison across multiple SMEs, here are several practical options:

1. Google Form or Microsoft Form

Best For: Easy collection, sharing, and analysis of input from different SMEs.



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Structure:

Title: Ex. Internship Course Title, Preferred Technical Skills etc.

Description: Add the provided intro text.

Field 1: Enter the preferred information in the ORANGE BOX based on the questions, such as “Please describe your SME’s preferred technical skills.”

Field type: Paragraph (Long Answer)

Output:

Responses auto-collected in a spreadsheet.

You can filter, compare, or group SMEs by skill preferences.

Summary charts can be generated instantly.

2. Fillable PDF

Best For: Formal documentation, sharing offline.

Convert the Word/PDF template into a fillable field using:

Adobe Acrobat

PDFescape

Make the orange box interactive.

Add checkboxes or dropdowns for common skill categories below the examples section.



INTERNSHIP/COURSE TITLE

Description: Specify the official name or title of the internship or training course being offered.

Please write your SME's internship/course name or title here

EXAMPLES & HINTS Add your own specific topics, preferences, or focus areas based on your internship objectives. These examples are flexible and can be adapted to suit the needs of your company, the specific tools or platforms you use, and the learning goals of the intern. Feel free to customize the internship/course title to better reflect the real-world tasks and training objectives within your organization.

For example, in the **data science** field, internship courses and training paths are equally diverse and rapidly growing in demand. Examples include:

- **Introduction to Data Science**
- **Python for Data Analysis**
- **Statistics and Probability for Data Science**
- **Machine Learning Fundamentals**
- **Data Visualization with Tools like Tableau or Power BI**
- **Big Data Processing with Hadoop and Spark**
- **Database Systems and SQL**
- **Applied Artificial Intelligence**
- **Data Ethics and Responsible AI**

INTERNSHIP DESCRIPTION

Description: Provide a clear and concise overview of the internship. This should include the purpose of the internship, explaining why it is being offered and its relevance to the field or industry. Additionally, summarize the key topics, skills, and activities that will be covered during the internship to give a complete picture of what participants can expect to learn and experience.

Please provide your SME's internship description here

EXAMPLES & HINTS (You can use or adapt the examples from the list below, and include your own details and preferences to customize this section according to your internship topic.)

Rationale: This internship course (e.g., Data Analysis Fundamentals - DAF) is designed to provide interns with a practical opportunity to explore, learn, apply, and demonstrate data analysis skills in a real-world, work-based environment. The internship focuses on developing analytical thinking, technical competency, and the ability to transform raw data into actionable insights—skills that are essential in today’s data-driven industries.

Overview of the key content: This internship offers a general introduction to the core concepts of data analysis. It covers data collection and cleaning techniques, basic statistical methods, data visualization principles, and the use of tools such as Excel, Python (Pandas, NumPy), and SQL. Interns will also learn how to explore datasets, identify trends and patterns, and present findings using dashboards and reports. Real-world datasets will be used throughout the program to help interns build practical skills in interpreting data and supporting data-informed decision-making.

INTERNSHIP LEARNING OBJECTIVES

Description: Clearly outline what the interns are expected to learn and achieve by the end of the internship. These should be specific and measurable learning outcomes or competencies that can be evaluated to determine whether the internship goals have been successfully met.

Please add your SME’s internship learning objectives here

EXAMPLES & HINTS (Add your own content and preferences to tailor this section to match the specific focus of your internship)

Example 1: In this internship, you will learn about the essential building blocks and foundational concepts of data science, such as data collection, data cleaning, data wrangling, exploratory data analysis, and data visualization. In addition to these core skills, you will also explore key topics such as statistical analysis, data-driven decision making, data ethics, and the use of tools like Python (Pandas, NumPy), SQL, and visualization libraries to extract insights from real-world datasets.

Example 2: In this AI internship, you will engage in a variety of tasks typically expected from junior or entry-level AI specialists. These include training and fine-tuning machine learning models, preprocessing and labeling datasets, evaluating model performance, and working with tools such as



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TensorFlow, Scikit-learn, or PyTorch. You will also assist in implementing AI pipelines and participate in testing real-world AI applications. In addition, each intern will be required to complete one AI-focused project per term, offering a deeper exploration into a specific AI challenge such as natural language processing, computer vision, or predictive analytics.

Example 3: During this internship, you will gain a foundational understanding of key cybersecurity principles, including Confidentiality, Integrity, Availability (CIA Triad), as well as Security Architecture and Security Policies. Beyond these core concepts, you will also explore important areas such as Security Governance, Auditing, Regulatory Compliance, and the design of secure systems through Security Architecture frameworks.

DURATION OF THE INTERNSHIP

Description: The length of internships can vary depending on the company, industry, and specific employer requirements. There is no fixed standard; instead, SMEs should determine the duration based on the goals they wish to achieve, the time required to reach those goals, and their available resources and organizational needs. It is important for SMEs to clearly specify:

The start date of the internship

The total duration (in weeks)

The exact start and end dates

The working days and schedule for the intern

Whether the internship will be conducted remotely, on-site, or in a hybrid format

This clarity ensures mutual understanding and helps interns plan accordingly.

Please write your SME's internship duration details here

Example 1 (Short-Term Internship):

Duration: 4 weeks

Start Date: June 3, 2024

End Date: June 28, 2024

Intern Working Days: The intern will work 4 days per week, specifically every Monday through Thursday on the following dates:

June 3–6

June 10–13



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June 17–20

June 24–27

The internship will conclude on Friday, June 28, 2024, with a final review and closing session.

Example 2 (Long-Term Internship):

Duration: 6 months

Start Date: July 1, 2025

End Date: December 31, 2025

Intern Working Schedule:

The intern will work Monday through Friday, following the company's regular business hours from 10:00 AM to 5:00 PM. Weekends (Saturday and Sunday) will be non-working days. The intern will also be off on all official national and public holidays observed by the company during the internship period.

Example 3 (Online Internship):

Duration: 50 hours in a flexible, self-paced online format

Start Date: October 1, 2025

The internship consists of 50 hours of online coursework and practical assignments, which interns can complete at their own pace. However, all requirements must be fulfilled within a maximum of 3 months.

End Date: The internship must be completed by December 31, 2025, at the latest. SMEs should monitor progress and provide support to ensure timely completion.

FEE/PAYMENT

Clearly indicate whether the internship is paid or unpaid, and provide details on any associated financial components. If the internship is paid, specify the exact amount and the payment format (e.g., per hour, per week, or per month). Transparency in financial terms ensures mutual understanding and sets proper expectations.

Paid Internships:

In a paid internship, the intern receives financial compensation for their work. This is usually provided in the form of a salary, stipend, or hourly wage, depending on the company's policy and internship structure.

Unpaid Internships:

In an unpaid internship, interns do not receive direct monetary compensation for their contributions. These internships are typically offered in exchange for practical experience, mentorship, and learning opportunities.



Other Financial Supports:

In some cases, SMEs may offer additional financial support—even if the internship is officially categorized as unpaid. This may include assistance such as transportation reimbursement, meal vouchers, or one-time stipends. If such support is available, it should be clearly described, including the type of support, format (e.g., reimbursement or direct payment), amount, timing, and eligibility conditions.

Please write your SME's internship fee/payment details here

Example: For PAID Internship

The intern receives an hourly wage of €13.50 throughout the internship.

The intern is paid €270 per week based on the agreed working hours.

The intern receives a monthly salary of €1,050 during the internship period.

Example: For Other Financial Support Available

The intern's transportation expenses will be reimbursed, covering travel to and from the office as well as any business-related travel.

The intern will be provided with complimentary lunch on days when working on-site at the company.

If assigned to project-based tasks, the intern may be compensated under freelance contractor terms and will receive an hourly rate equivalent to the company's freelance contractor rate, as applicable.

Paid time off may be available depending on eligibility, including paid vacation, sick leave, bereavement leave, and parental leave where applicable.

Preferred Knowledge, Skills, and Abilities (KSAs)

Description: Knowledge, Skills, and Abilities (KSAs) refer to the specific qualifications and personal attributes that an intern is expected to have for a given internship position. These criteria help employers identify the most suitable candidates based on their readiness to contribute and learn. (Source: www.nist.gov)

Knowledge: The theoretical or practical understanding required to perform a task. Knowledge is typically acquired through education, training, research, or direct experience.

Skills: The ability to apply knowledge effectively in real-world scenarios. Skills are developed through practice, repetition, and hands-on learning.

Abilities: The inherent capacity or potential to perform specific tasks or functions, including problem-solving, adaptability, communication, and learning agility.

Employers should clearly define the KSAs relevant to the internship to ensure that candidates understand the expectations and can evaluate their own fit for the role.

Please write your SME's preferred knowledge-skills-abilities details here

Example 1: Required KSAs for an Information Technology Internship

Knowledge of customer support practices and foundational IT security principles.

Knowledge of troubleshooting techniques and communication strategies used to support and maintain network and system services.

Knowledge of methods for evaluating, implementing, and sharing IT security tools and procedures to help ensure the protection, continuity, and restoration of IT systems, applications, and services.

Skill in designing, developing, testing, installing, and operating network systems to deliver reliable network services aligned with business needs.



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Ability to support and manage system resources—such as performance, capacity, availability, and recoverability—to ensure consistent delivery of IT services.

(Source: www.nist.gov)

Example 2: Required KSAs for a Data Analysis Internship

Basic Understanding of Data Analysis Concepts: Familiarity with core data analysis principles such as data wrangling, data cleaning, exploratory data analysis (EDA), data visualization, and basic statistical techniques.

Knowledge of Data Tools and Technologies: Understanding of common data analysis tools and platforms including Microsoft Excel, SQL, and programming languages such as Python (Pandas, NumPy) or R for data manipulation and analysis.

Data Interpretation and Insight Generation: Ability to analyze large datasets to identify trends, patterns, outliers, and correlations, and to draw meaningful insights that support business decision-making.

Visualization and Reporting Skills: Experience with creating charts, dashboards, and reports using tools like Tableau, Power BI, or Matplotlib/Seaborn to present data findings in a clear and compelling way.

Data Ethics and Compliance Awareness: Awareness of ethical considerations and regulations related to data use, including data privacy, bias mitigation, and GDPR or other relevant data protection standards.

Example 3: Required KSAs for an Information Security Internship

Basic Understanding of Cybersecurity Concepts: Familiarity with key areas such as threat modeling, risk assessment, incident response, threat intelligence, vulnerability management, and digital forensics.

Knowledge of Incident Response and Detection: Understanding the full incident response lifecycle, including identification, containment, eradication, recovery, and post-incident analysis.

Security Tool Administration: Working knowledge of commonly used security tools such as SIEM platforms, firewalls, intrusion detection/prevention systems (IDS/IPS), vulnerability scanners, endpoint protection software, and threat intelligence solutions.

Data Analysis Skills: Ability to process and analyze large datasets to identify anomalies, trends, and security threats.

Governance and Compliance Awareness: Capability to review systems and applications for compliance with security standards and policies, and to assist in promoting security awareness and best practices among users.

Preferred Formal Qualifications

SMEs often seek interns who hold certain formal qualifications that align with the specific requirements of the internship role. These qualifications may vary depending on the technical level and focus area of the internship.

Formal qualifications can include:

An undergraduate or associate degree in a relevant field such as Computer Science, Information Technology, Data Science, Cybersecurity, Engineering, or a related discipline.

Vocational or technical training certificates related to IT or digital skills.

Professional certifications, such as CompTIA Security+, Cisco CCNA, Microsoft Azure Fundamentals, Google Data Analytics Certificate, or similar industry-recognized credentials.

Please describe the formal qualifications your SME expects or prefers for this internship position, keeping in mind the nature of the tasks and the level of responsibility involved.

Please write your SME's preferred formal qualifications details here

Examples:

- Bachelor's degree in Computer Science, Informatics, Data Analytics, Statistics, Economics, or a related quantitative discipline
- Bachelor's or Master's degree in Mathematics, Applied Statistics, Information Systems, or Business Analytics
- Engineering degree with a focus on Data Engineering, Software Engineering, or Machine Learning
- Formal education or certifications in Data Science, Artificial Intelligence, or Big Data Technologies
- Some SMEs may require or prefer more specific qualifications, such as:
 - Bachelor's or Master's degree in Data Science
 - Degree in Statistics, Econometrics, or Quantitative Social Sciences
 - Certifications like Google Data Analytics Certificate, IBM Data Science Professional Certificate, Microsoft Certified: Data Analyst Associate, or Tableau Desktop Specialist



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- STEM-focused degrees (e.g., Mathematics, Physics, Computer Engineering, or Operations Research) with demonstrated experience in data-related coursework or projects

Preferred Technical Skills

SME employers recognize that interns—especially those early in their careers—are not expected to be experts. However, it is important that interns demonstrate a baseline level of technical proficiency relevant to the internship role, allowing them to contribute effectively to assigned projects and tasks.

The required technical skills will vary depending on the specific focus of the internship (e.g., data analysis, machine learning, cybersecurity, software development, etc.).

Please specify the technical skills your SME considers important for this internship, such as familiarity with certain tools, programming languages, platforms, or technical concepts that align with the internship's scope.

Please write your SME's preferred technical skills details here

Examples:

- Programming Languages: Proficiency in Python, R, SQL, and familiarity with Java, Scala, or Julia is a plus.
- Data Analysis & Manipulation: Experience using Pandas, NumPy, dplyr, and tidyverse for data wrangling and cleaning.
- Database Management & Querying: Strong knowledge of SQL, and experience working with NoSQL databases such as MongoDB and Elasticsearch.
- Data Visualization Tools: Proficiency with Tableau, Power BI, Matplotlib, Seaborn, ggplot2, or Looker to create dashboards and visual reports.
- Statistical & Machine Learning Techniques: Familiarity with regression, classification, clustering, time series forecasting, and use of libraries such as scikit-learn, XGBoost, or TensorFlow/Keras.
- Big Data & Cloud Platforms: Basic knowledge or hands-on experience with Apache Spark, Hadoop, and cloud environments such as AWS (e.g., S3, Redshift), Google Cloud Platform (BigQuery, Vertex AI), or Azure Data Services.



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- Data Engineering Tools: Exposure to tools like Apache Airflow, Kafka, or DBT (Data Build Tool) is advantageous.
- ETL and Workflow Automation: Familiarity with tools such as Alteryx, UIPath, Informatica, or Apache NiFi for data pipelines and automation.
- Version Control & Collaboration: Experience with Git, GitHub/GitLab, and Jupyter Notebooks for reproducible research and code collaboration.
- Communication & Reporting: Strong written and verbal communication skills; ability to translate complex data into clear, actionable insights.
- Additional Certifications (Preferred but not required):
 - Google Data Analytics Professional Certificate
 - Microsoft Certified: Data Analyst Associate
 - IBM Data Science Professional Certificate
 - AWS Certified Data Analytics – Specialty
 - Certified Analytics Professional (CAP)

These skills reflect the technical foundation expected from interns pursuing a role in data science, allowing them to effectively contribute to real-world projects and perform data-driven tasks with confidence.

ELIGIBILITY REQUIREMENTS

Some SMEs may accept internship applications from candidates residing outside their home country. In such cases, there may be country-specific legal and administrative requirements that must be met—such as citizenship, visa status, work permits, and insurance coverage.

To ensure clarity and compliance, SMEs should clearly state their internship eligibility criteria, including:

Whether international applicants are accepted

Required legal documentation (e.g., visa type, residency status)

Insurance or liability coverage requirements

Any restrictions related to age, educational background, or language proficiency

Please define your SME's specific eligibility requirements to help potential interns understand whether they qualify to apply.

Please write your SME's eligibility requirements details here

Examples of Eligibility Requirements:

- Interns must be citizens of the European Union, Sweden or other specified countries.
- Applicants must hold a valid EU work permit or legal authorization to work in the host country.
- Candidates must be at least 16 years old at the time of acceptance and currently enrolled in high school, a two- or four-year accredited college, or a graduate program in a relevant field such as data science, information technology, or cybersecurity.
- A minimum GPA of 2.0 is required; a cumulative GPA of 2.5 or higher is preferred.
- Strong oral and written communication skills are required in English, with additional proficiency in Swedish, German, Italian, or another language considered an asset based on your SME's operational needs.
- Fluency in English is mandatory; knowledge of additional languages is a plus.
- Applicants must be between the ages of 18 and 45 at the time of application.
- No visa required (for internships where the host SME prefers to avoid visa processing).
- International applicants are welcome, and visa support may be provided by the SME depending on the applicant's country of origin.

Application Period

SMEs should clearly specify the application period for the internship, including both the start and end dates for submitting applications.

In cases where a fixed deadline is not set, and applications are accepted on a rolling basis (e.g., until a sufficient number of candidates have applied), this should still be communicated clearly. It is recommended to provide an approximate closing date or an ideal timeframe for applications, so candidates understand when to apply and are not left uncertain.

Clear communication of the application timeline ensures transparency and helps attract qualified applicants in a timely manner.



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Please write your SME's application period details here

Examples:

- Applications will be accepted from May 1 to June 30, 2024.
- Applications will be open for a period of 6 weeks starting from the posting date on the SME's official website, with the final deadline clearly indicated on the listing.
- Applications will begin on August 15, 2024, and will remain open until the internship position is filled, with an ideal closing date of October 15, 2024.
- The application period runs from January 10 to March 10, 2025; late submissions will not be considered.
- Rolling applications are accepted throughout the year, but for summer internships, apply between February 1 and April 15, 2024.
- The application window opens immediately upon announcement and will close after 100 qualified applications are received, or by the final deadline of September 30, 2024, whichever comes first.

How to apply

Description:

SMEs should clearly explain the application process, including where and how interns can submit their applications. This may include email submissions, online application forms, document uploads, or postal mail.

All instructions must be specific and complete—avoid vague wording or broken links. Clearly list the application platform, required documents (e.g., CV, cover letter, academic transcripts, portfolio), and any additional steps (e.g., completing an online assessment or booking an interview slot).

Please provide your SME's exact application method, including all relevant links or contact details, to ensure a smooth and accessible process for all applicants.

Please write your SME's how to apply details here

Examples:

- Please download the internship request form [insert link], complete it, and send it to our internship coordinator via email at xyz@example.com.
- After downloading the required internship form from our website [insert SME's link], please sign it and upload it to our online submission platform at [insert upload link].
- To apply, send an email including your CV and a Letter of Intent for Internship to our HR team at internships@companydomain.com.
- Please schedule a virtual appointment with our HR department by calling +123 456 789, during working hours (Mon–Fri, 9:00 AM to 5:00 PM).
- Applications can be submitted through our online application portal at [insert URL], where you will be asked to upload your CV, motivation letter, and academic transcript.
- If your university requires documentation, please email your university's internship approval form along with your personal documents to training@companydomain.com.
- Walk-in applicants can visit our office at [insert address] between 10:00 AM and 3:00 PM on weekdays to drop off their application package in person.
- Make sure to double-check all file formats, required documents, and contact information before submitting your application.

Who to contact

Description:

SMEs should clearly identify a specific contact person responsible for handling internship-related inquiries. This ensures that interns know exactly who to reach out to if they need additional information, guidance, or support during the application process or throughout the internship period.

Please provide the name, position, email address, and, if applicable, phone number of the designated contact person.

For details related to internship supervision during the placement, please also refer to the Internship Supervisor section.



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Examples

- For any questions or additional support, please send your inquiry to xyz@example.com.
- If you require further assistance, feel free to call us at +56 123 456 789 during business hours (Monday to Friday, 9:00 AM – 5:00 PM).
- You may also contact our internship coordinator, Ms. Anna Lehtinen, at anna.lehtinen@companydomain.com.
- For urgent matters, reach out via our WhatsApp support line at +44 7890 123 456.
- If you prefer in-person communication, please schedule a visit by emailing internships@yourcompany.com or calling our front desk at +49 321 654 9870.
- General inquiries about internship applications can be sent through our contact form at [insert SME website/contact form link].

Additional information

Description: In some cases, SMEs may need to provide extra details specific to the internship opportunity—such as special requirements, company policies, onboarding procedures, or expectations not covered in the standard sections.

If there is any additional information relevant to your internship offer (e.g., required documentation, training materials, company culture, remote work policies, or equipment provided), please include it here to ensure interns are fully informed before applying.

Please write your SME's additional information details here

Examples

- Overtime: This position may occasionally require unscheduled overtime beyond the regular internship hours, including workweeks exceeding 40 hours, depending on project deadlines or incident response needs.
- On-Call Availability: Some roles—particularly in cybersecurity, such as incident response, penetration testing, or network defense—may require interns to be available on-call during evenings, weekends, or holidays.



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- **Motor Vehicle Operation:** A valid driver's license is required at the time of appointment, as the role may involve local travel for site visits or off-site meetings.
- **Passport Requirement:** This internship may include international assignments, so interns must be able to obtain and maintain a valid passport if selected.
- **Security Clearance:** For roles involving access to sensitive or classified information, applicants may need to undergo a background check or meet eligibility for a security clearance.
- **Vaccination Requirement:** Interns working on-site may be required to show proof of vaccination or comply with health and safety regulations established by the organization.
- **Technical Equipment:** If working remotely, interns must have access to a reliable internet connection and may be required to use company-provided software, VPN access, or secured devices.
- **Language Proficiency:** Some positions may require fluency in more than one language, especially for roles involving international data or communication with multilingual teams.

What will be provided for the intern by your SME

Description:

SMEs should clearly outline the benefits and support offered to interns during the program. These benefits may vary depending on the internship's subject area, the company's resources, and the goals of the internship—particularly for specialized fields like cybersecurity or data science.

In this section, please describe as thoroughly and realistically as possible what your SME will provide to interns. This may include, but is not limited to:

Tools and Equipment: Access to computers, cybersecurity tools, data analysis software, licensed programs, and secure systems.

Hands-On Experience: Participation in real projects, simulations, sandbox environments, or case studies.

Training and Learning Resources: Workshops, onboarding sessions, learning platforms, mentoring programs, or certifications.

Work Environment: Information on whether the internship will be remote, in-office, or hybrid, and the conditions interns can expect.

Team Interaction: Opportunities to collaborate with company staff, attend team meetings, or shadow experienced professionals.

Company Culture and Perks: Activities such as Lunch & Learn sessions, wellness days, team-building events, happy hours, or get-togethers.



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Support Services: Access to mental health resources, career counseling, or skill development sessions.

International Exposure: Opportunities for cross-border collaboration, travel, or working with international teams.

Financial or Logistical Support: Meal vouchers, transport allowances, gym memberships, or support for visa arrangements (if applicable).

Providing clear, honest, and motivating information here helps interns understand what they can expect—and what makes your internship experience stand out.

Please write what will be provided for the intern by your SME details here

Examples of What Your SME Can Offer Interns

Interns can expect a dynamic and supportive environment designed to foster personal and professional growth. Here are examples of the types of benefits and resources SMEs may provide:

Professional Growth & Development:

Access to tailored workshops, industry events, and ongoing training in fields like cybersecurity, data analytics, and cyber insurance. This may include online courses, international conferences, and educational reimbursements to stay current with industry trends.

Hands-on experience with real-world projects, regular feedback, and exposure to cutting-edge technologies will sharpen interns' technical and interpersonal skills.

Mentorship & Learning Opportunities:

Interns may benefit from structured onboarding programs, shadowing experienced professionals, mentorship, and collaborative work alongside seasoned cybersecurity engineers and IT experts.

Workplace Flexibility & Remote Options:

Many internships are now designed to support a healthy work-life balance, with remote work options, hybrid work models, and flexible hours (e.g., 08:00–17:00, 09:00–18:00, or 10:00–19:00). SMEs may also promote borderless working models, allowing interns to work from anywhere while staying connected.

Health & Wellness Support:

A strong focus on intern well-being may include private health insurance, health coverage during the internship, or even access to a company doctor via a reservation system.

Comprehensive wellness programs could feature wellness app subscriptions, company-wide wellness days, mental health support, and unlimited paid time off (PTO).

Culture, Perks & Environment:



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SMEs often foster a positive, relaxed workplace culture. This could include no dress code, jeans and t-shirts encouraged, music in the office, and access to healthy snacks and drinks. Recreation areas might offer PlayStations, ping pong, rest zones, and even on-site gyms or basketball courts.

Social Engagement & Community:

Interns may be invited to take part in team-building events, happy hours, cocktail days, get-togethers, book clubs, or Lunch & Learn sessions—all of which enhance peer engagement and build stronger networks.

Technical Tools & Resources:

Access to high-performance equipment such as a high-speed computer, licensed software, and other essential tech tools will help interns succeed in their roles.

For in-person internships, SMEs may also provide transportation reimbursement, meal cards, and a well-located office that's easy to commute to.

Diversity in Leave & Support Options:

Some organizations offer additional perks like special leave for birthdays, pet adoption, and personal days.

Other benefits might include discounts from partner brands, equity plans, and wealth enablement programs for certain roles.

Leadership & Career Advancement:

Interns could benefit from a clear career development framework, leadership development programs, and access to virtual training that prepares them for future roles within or beyond the company.

Global Exposure & Innovation Opportunities:

Many internships include the chance to work on international projects, participate in networking events, or collaborate with multinational teams—providing a global perspective and broader career insight.

These examples highlight how SMEs can create engaging, enriching, and growth-oriented internship experiences that benefit both the intern and the organization.



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INTERN RESPONSIBILITIES AND LEARNING TASKS

Description:

Assigning meaningful tasks to interns is essential for creating a valuable and enriching learning experience. SMEs can select from a variety of structured work assignments that align with their business needs while helping interns develop practical skills and industry insight.

Please write your SME's preferred intern responsibilities details here

Examples of Clear and Practical Internship Tasks:

Research for New Projects: Assign interns to explore potential project needs such as budget, resources, and timelines. This helps them build research and planning skills while supporting company planning.

Competitor & Market Research: Have interns investigate your competitors and industry trends during slower periods. Their findings can help your business stay updated and competitive.

Process Review & Improvement: Fresh perspectives can lead to innovation. Ask interns to review current workflows and suggest improvements, backed by data and relevant research.

Presentation Development: Improve public speaking and communication skills by having interns create and deliver a short presentation at a team meeting, ideally with staff support.

Workspace & Office Organization: Encourage good work habits by asking interns to keep their workspace tidy and help organize shared areas during downtime.

Supplemental Learning: Provide extra training videos, articles, or online modules to keep interns engaged and continually learning even after their core training is completed.

Client Meeting Observation: Invite interns to observe client meetings. Over time, they can begin contributing, learning how to communicate in professional settings.

Brainstorming Participation: Include interns in creative sessions. Their fresh input may spark new ideas, and they gain confidence in group discussions.

Peer Training: Allow experienced interns to help onboard new ones. It reinforces their knowledge and builds mentorship experience.

Leading Meetings: As confidence grows, ask interns to run a short team meeting. It's a great opportunity to develop leadership and organizational skills.



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Office Errands: When appropriate, assign light tasks like delivering mail or picking up lunch. These breaks offer variety but should be balanced with meaningful responsibilities.

Social Media Support: Let interns assist with managing company social media accounts, creating posts, and responding to comments—valuable skills in today's digital workplace.

Review Company Materials: Ask interns to evaluate company content like websites, marketing materials, or employee handbooks and suggest improvements.

Networking Events: Invite interns to industry events and company meetups. These experiences expand their professional network and expose them to real-world business environments.

Internal Communications: If an intern has strong writing skills, assign tasks like drafting internal emails, newsletters, or staff announcements.

Capstone Project: Allow interns to work on a self-led project aligned with their learning goals. This ongoing task can be presented at the end of the internship as a final showcase.

Data Entry & Spreadsheets: Assign tasks that involve inputting or organizing data in spreadsheets. This is a practical skill used in many roles and industries.

Customer Feedback Collection: For client-facing internships, interns can contact customers or send surveys to gather feedback that supports service improvement.

SPECIFIC WORK ROLES

Description:

Work roles describe a set of responsibilities or tasks that an individual is expected to carry out. Unlike job titles or occupations, work roles focus on what needs to be done rather than the position's formal name. Each role is made up of specific tasks, which are linked to the knowledge and skills required to complete them effectively.

In the context of cybersecurity internships—or any specialized area—SMEs typically define specific work roles that align with the focus of the internship. These roles represent key areas of responsibility that help guide the intern's learning experience and contribution to the organization.

Please outline the work roles relevant to your SME's internship program by listing the key tasks, responsibilities, or areas you expect the intern to engage with. This helps ensure clarity on what the intern will learn and accomplish during their time with your organization.

Please write your SME's specific work roles details here

Example – Data Science Internship Work Roles:

Assist in preparing data analysis plans for internal business reviews, including identifying relevant data sources, defining metrics, and outlining steps for data extraction and processing.

Support the execution of data-driven projects by participating in data collection, cleaning, and transformation processes using tools such as Python (Pandas, NumPy), SQL, and Excel.

Help conduct exploratory data analysis (EDA) to identify trends, correlations, and outliers in large datasets that support business decision-making.

Collaborate with senior data scientists or analysts to build dashboards and visualizations using tools like Power BI, Tableau, or Matplotlib, providing actionable insights for different departments.

Assist in developing predictive models using statistical techniques or machine learning algorithms and participate in evaluating model performance through cross-validation and performance metrics (e.g., RMSE, AUC, accuracy).

Participate in meetings with cross-functional teams to gather business requirements, understand data-related challenges, and contribute to the development of analytics solutions.

Provide support in creating and maintaining data pipelines for automated data processing, using tools such as Apache Airflow, Jupyter Notebooks, or ETL frameworks.

Help prioritize analytical tasks by identifying "quick-win" opportunities and balancing them against long-term data science goals, ensuring project momentum.

Assist in testing and validating scripts, models, or dashboards, troubleshooting errors, and maintaining documentation according to internal quality standards.

Track and document progress of assigned data science tasks and report key updates to supervisors, including time spent, roadblocks encountered, and solutions implemented.

Contribute to data quality audits by identifying missing, inconsistent, or duplicate records and recommending improvements to existing data structures or input procedures.

Support the team in drafting reports, executive summaries, and internal presentations based on completed analyses and models, aimed at both technical and non-technical audiences.

Participate in brainstorming sessions to identify new use cases for data-driven improvements across departments such as marketing, sales, HR, or operations.

Serve as a technical assistant by answering questions, documenting processes, and sharing learnings with newer interns or junior team members.

Maintain confidentiality and data privacy protocols, ensuring sensitive business or customer data is handled in accordance with company policy and relevant regulations (e.g., GDPR).

Participate in ad hoc analytical projects such as customer segmentation, churn prediction, or campaign effectiveness analysis, often requiring close coordination with business units.



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Support internal stakeholders with basic training on interpreting dashboards or accessing automated reports, especially where self-service analytics is encouraged.

Help diagnose and resolve issues with data access or reporting tools in collaboration with IT or data engineering teams.

Research and present findings on emerging trends in data science, such as the use of LLMs in analytics, ethical AI practices, or advances in data visualization methods.

PROFICIENCY LEVELS

Description:

SMEs should clearly define the expected proficiency levels for each internship role, particularly in specialized areas such as cybersecurity. Each area may require a different level of knowledge, skills, and abilities depending on the nature of the tasks and organizational needs.

Proficiency levels are not determined by the intern's grade level or years of experience, but rather by their readiness to perform specific tasks. Interns may demonstrate varying levels of proficiency across different roles. As such, it is recommended that the intern and their supervisor jointly assess and determine the appropriate proficiency level for each assigned work role.

To ensure consistency, SMEs can use the following categories and clearly state their expectations:

Entry Level: Intern has basic awareness and understanding of the subject. Requires close guidance and support to perform tasks.

Intermediate Level: Intern can perform tasks with moderate supervision. Has a working knowledge of tools, practices, and concepts.

Advanced Level: Intern can work independently, solve complex problems, and may guide others. Demonstrates strong technical and analytical skills.

Please specify the expected proficiency level(s) for each internship area relevant to your SME.

Please write your SME's proficiency level details here

Entry Level

Interns at this level should:

Have a basic understanding of fundamental concepts and processes.

Be able to apply this knowledge with frequent and specific guidance.

Complete tasks independently after being shown or instructed, but still require close supervision.

Perform effectively in routine and well-structured situations.



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Intermediate Level

Interns at this level should:

Possess a solid grasp of basic concepts and processes, with hands-on experience in applying them.

Require only occasional, high-level supervision.

Handle non-routine or moderately complex tasks successfully.

Be able to analyze information, draw conclusions, and offer practical recommendations.

Advanced Level

Interns at this level should:

Demonstrate a deep understanding of advanced concepts and the ability to apply them with minimal or no supervision.

Act as a resource for peers, offering support and guidance to others.

Operate effectively in complex, unstructured, or ambiguous situations, making informed decisions independently.

(Adapted from: www.niccs.cisa.gov)

EVALUATIONS

Evaluation plays a crucial role in assessing both the intern’s developmental progress and the host company’s effectiveness in areas such as onboarding, supervision, feedback, and overall internship management.

In this section, we outline the key evaluation components that a well-structured cybersecurity internship program should include. To support this, we have developed a set of ready-to-use evaluation forms that can be applied at various stages of the internship—from the start to the end—to ensure a comprehensive and effective evaluation process. While these tools were designed with cybersecurity in mind, they can be easily adapted to internship programs in other fields.

It is essential to understand that evaluation should begin at the start of the internship, not just at the end. Early-stage evaluations help clarify expectations, define learning objectives, and identify orientation or training needs. This approach ensures that both the intern and the host organization are aligned in their understanding of roles, responsibilities, and goals from day one.

To provide a complete overview, we have summarized the key stages of the intern's journey and the related evaluation checkpoints in the following table.

Table 1. Internship Onboarding Process for Companies

STEP	RESPONSIBLE PARTY	DESCRIPTION
Step 1	Company	Identifies the need for an intern and prepares an internship proposal form outlining the objectives, tasks, and expectations.
Step 2	Internship Supervisor	Submits the completed internship proposal to the Internship Coordinator or the designated contact person within the organization.
Step 3	Internship Supervisor	Creates and publishes the internship announcement on relevant platforms such as job boards, university portals, industry-specific websites, or social media.
Step 4	Internship Supervisor	Collects and reviews applications, screens CVs/resumes, and shortlists candidates for further contact.
Step 5	Internship Supervisor	Conducts interviews (online or in-person), and if necessary, performs background and reference checks based on the requirements of the internship role.
Step 6	Internship Supervisor	Selects the intern(s), presents the offer, and discusses the terms. Once the agreement is confirmed, the internship posting is removed from all platforms.
Step 7	Intern and Internship Supervisor	Both parties complete and sign the required documentation, including the Internship Agreement Form (see Table 3).
Step 8	Intern and Internship Supervisor	Complete the internship evaluation forms at the conclusion of the internship and submit them to the Internship Coordinator or designated contact (see Tables 5 and 6).
Step 9	Internship Supervisor	Issues a Letter of Recommendation and signs the Internship Completion Certificate/Document for the intern (see Table 7).

Organizational Readiness

Before hosting an intern, SMEs should ensure they have the necessary resources and capacity to meet at least the minimum requirements of a quality internship experience. This involves assessing whether the organization is prepared in terms of infrastructure, tools, staff availability, and learning materials—especially when offering specialized internships such as those in cybersecurity.

To determine their readiness, SMEs should reflect on key questions related to their internship goals, available supervision, technical infrastructure, and support systems. These self-assessment questions will help clarify whether the organization is equipped to provide a valuable and structured experience for interns.

To assist in this process, the following table provides a framework to help SMEs evaluate their organizational readiness for hosting interns.

Question	Answer
<p>Has the company defined a clear purpose or objective for hosting an intern? Has a clear learning outcome been defined for the intern's role? (e.g., to support ongoing projects, build talent pipeline, contribute to learning culture)</p>	
<p>Who will be responsible for supervising and guiding the intern on a daily basis? Is mentorship time formally allocated in the team's weekly schedule? (Please indicate the name and role of the designated internship supervisor or manager.)</p>	
<p>Is there a dedicated workspace available for the intern at the office? (e.g., desk, chair, computer, access to meeting rooms, etc.)</p>	
<p>Are there any additional physical or logistical arrangements that need to be made before the intern's arrival? (e.g., ID badge, IT access, security clearance, etc.)</p>	
<p>What computer or technical equipment will the intern use during the internship? (If the intern does not have their own device, will the company provide one that meets the technical requirements?)</p>	
<p>Is there staff capacity available to provide initial orientation and training to the intern? (Specify who will be involved and how the training will be delivered.)</p>	
<p>Can the company provide consistent supervision, mentorship, and performance feedback throughout the internship?</p>	



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Are there any specific tasks, projects, or assignments already identified for the intern to work on?
(If yes, please briefly describe the planned work.)

--

TABLE 2. ORGANIZATIONAL READINESS ASSESSMENT FOR HOSTING INTERNS

Pre-Internship Orientation Checklist

This checklist is designed to ensure that all necessary steps are completed before the intern begins their placement. It includes administrative, technical, and onboarding tasks to help the intern integrate smoothly into the organization.

Pre-Internship Task	Completed (✓)	Notes
Receive and activate company email account		
Sign confidentiality and data privacy agreements		
Set up workstation (desk, chair, internet access)		
Install necessary software and tools (e.g., VPN, antivirus, communication tools)		
Gain access to learning platforms or internal training systems		
Review the internship handbook and orientation materials		
Complete security awareness or basic IT policy training		
Attend onboarding session with HR or internship supervisor		
Receive access credentials for internal systems/platforms		
Understand communication protocols (e.g., reporting lines, meeting tools)		
Familiarize with company values, mission, and code of conduct		
Set up calendar access and sync with team schedule		
Join relevant internal communication channels (Slack, Teams, etc.)		
Schedule initial one-on-one with internship supervisor		
Review evaluation process and learning objectives		

TABLE 3: PRE-INTERNSHIP ORIENTATION CHECKLIST



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Mentor's Handbook: Quick-Start Guide for Supporting Interns

This quick-start guide is designed to help mentors at SMEs effectively support and manage interns. It offers a structured approach for guiding interns through a meaningful and productive internship experience.

1. Weekly Check-In Format

- Set a fixed day/time each week for 15–30 minute check-ins.

- Use a consistent agenda:

- Review progress on current tasks
- Discuss challenges or blockers
- Provide feedback and guidance
- Set goals for the upcoming week

2. Delegating Meaningful Tasks

- Assign real, relevant tasks that align with the intern's learning objectives.

- Provide background information and context before assigning tasks.

- Start with guided work and gradually allow more independence.

- Offer small project ownership opportunities when appropriate.

- Rotate intern through various team roles to expose them to different functions.

3. Managing Common Intern Issues

- Motivation:

- Set clear expectations and acknowledge achievements regularly.
- Offer praise and feedback to help interns feel valued.

- Confusion or Uncertainty:

- Encourage questions and maintain an open-door policy.
- Break down complex tasks into manageable steps.

- Time Management:

- Help interns set priorities and use task-tracking tools.
- Review progress together during check-ins.

- Confidence Building:

- Assign progressively challenging tasks.
- Reinforce strengths and provide constructive feedback.



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Internship Risk Assessment Template

This template is designed for SMEs in data science and cybersecurity fields to assess and manage potential risks associated with hosting interns. It helps ensure data sensitivity, system access, compliance, and legal liabilities are carefully considered before and during the internship.

1. General Information

Intern Name: _____

Internship Title/Role: _____

Department/Team: _____

Internship Duration: _____

Internship Supervisor: _____

2. Data Access & Sensitivity

Will the intern have access to sensitive or confidential data? (Yes/No)

If yes, describe the type of data:

Is there a Non-Disclosure Agreement (NDA) in place? (Yes/No)

What access control measures are implemented (e.g., read-only access, VPN restrictions)?

3. System and Software Access

Will the intern use internal systems or platforms? (List them):

Are user accounts, passwords, and permissions restricted to required tools only?

Are there logging or monitoring mechanisms in place? (Yes/No)

4. Legal and Regulatory Compliance

Does the internship comply with GDPR or other applicable data protection laws? (Yes/No)

What legal documentation has been signed (e.g., NDA, internship agreement)?

Has the intern received training on company policies and legal obligations? (Yes/No)

5. Risk Mitigation Measures

What measures are in place to mitigate potential data breaches or policy violations?



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Is there a point of contact for reporting incidents or suspicious activity?

Additional Notes or Special Considerations:

Once the decision to recruit an intern has been made, the following sample Internship Agreement Form can be used to support companies in ensuring they are organizationally prepared to host the intern effectively.



INTERNSHIP AGREEMENT INFORMATION FORM

Company Information	
Company Name:	
Internship Supervisor Name:	
Supervisor's Email & Phone Number and Emergency contact details	
Internship Position Title: Internship modality (Remote/Onsite/Hybrid)	
Proposed Start Date:	Proposed End Date:
Estimated Weekly Work Hours for intern:	
Internship Location / Office Address:	
Company Website:	
Intern Information	
Intern's Full Name:	
Intern's Email and Phone:	
Intern's Address:	

Signature of the Company Representative

Signature of the Internship Supervisor

Signature of the Intern

Date



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Evaluation of the Internship



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Evaluation is a critical component of any internship, as it provides valuable insights for both the intern and the host organization. It helps assess how well the intern performed, how they adapted to the company's culture, how effectively they collaborated within teams, and how they interacted with subject matter experts. It also captures the development of a wide range of soft and technical skills, along with the intern's overall personal and professional growth.

A well-rounded internship evaluation considers perspectives from both the intern and the hosting company. For this reason, two separate evaluation forms are required—one completed by the intern and the other by the company.

As part of this project, we have developed both an Intern Evaluation Form and a Company Evaluation Form, grounded in scientific research and industry-specific studies. These tools are designed to be comprehensive, practical, and directly applicable, allowing SMEs—especially in the cybersecurity field—to evaluate their internship programs effectively and adapt the forms as needed.



INTERNSHIP EVALUATION FORM TO BE COMPLETED BY THE INTERN

Company Name _____

Department/Division of the Company _____

Starting and Ending Dates From _____ to _____

Intern's Name _____

Company Supervisor's Name _____

Internship Evaluation Rating Instructions

Please evaluate the following aspects of your internship placement using the rating scale below:

- **4 – Excellent:** Consistently exceeded expectations
- **3 – Good:** Occasionally exceeded expectations
- **2 – Average:** Met expectations
- **1 – Poor:** Rarely met expectations
- **0 – N/A:** Not applicable to this internship experience

You may extend the evaluation period (in weeks) as needed, depending on the duration of the internship.

Kindly select the most appropriate rating for each item listed in the form below.





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TABLE 5: INTERNSHIP EVALUATION RATING INSTRUCTIONS

Internship Evaluation Rubric (Scoring Guide for SMEs and Interns)

Instructions: Use the guide below to interpret what each score level (0–4) represents when evaluating various internship performance areas.

SCORE	LEVEL	DESCRIPTION / INTERPRETATION
4	Excellent	Performance consistently exceeds expectations. The intern shows strong initiative, produces high-quality work, and demonstrates independent problem-solving and collaboration. Minimal guidance is needed.
3	Good	Performance meets expectations. The intern shows competence in tasks, completes work reliably, and participates well with moderate supervision. Occasional support is needed.
2	Needs Improvement	Performance is inconsistent. The intern shows basic understanding but requires regular guidance and has not yet fully developed the expected competencies. Improvement is needed in one or more areas.
1	Unsatisfactory	Performance is below expectations. The intern struggles to complete tasks or work with others, lacks independence, and needs close supervision. Active support and significant improvement are required.

Table 6: Internship Evaluation Rubric (Scoring guide for SMEs and Interns)

Below, we have created **2 internship evaluation forms** to be completed by the intern and internship providers (supervisors), both can be used by internship providers and interns by digitizing and streamlining this tool for easier use, scoring and analysis. Here’s how you can digitize and streamline this tool for easier use, scoring, and analysis:

Step-by-Step Plan to Create an Online Evaluation Tool

-Tool Option: Google Forms (Recommended for ease of use & accessibility)

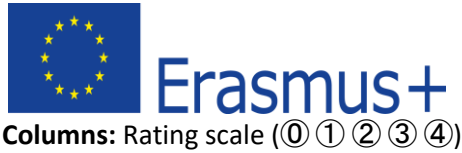
Create a Google Form with the following structure:

Section 1: Intern Information (name, email, department, etc.)

Section 2: Select Week (e.g., Week 1–5 dropdown)

Section 3: Evaluation Items For each row in your table (e.g., “Clarity and adequacy of supervision”), use a Multiple Choice Grid with:

Rows: Each evaluation statement (same as in below table)



Optional Fields:

A comment field at the bottom for qualitative feedback

Automatically record the timestamp and respondent email (if you require login)

-Automatic Scoring and Analysis

After form submissions:

Open Responses in Google Sheets

Add formulas to:

Calculate weekly averages

Highlight areas of concern (e.g., anything ≤ 2)

Generate charts per criterion per week (e.g., line graphs or bar charts)

Optional: Use Google Data Studio or Looker Studio to create a dynamic dashboard that updates automatically.

-User-Friendly & Secure Access

Share the form via a link or QR code

Limit to 1 response per person per week (using Google account)

Set up reminders using Google Calendar or email automation

How to Create an Internship Evaluation Form in Google Forms

Access Google Forms:

Navigate to Google Forms and sign in with your Google account.

Start a New Form:

Click on the Blank form to start from scratch.

Set the Form Title and Description:



Title: Internship Evaluation Form



Description: Please complete this form to evaluate the intern's performance for the specified week.

Add Intern Information Fields:

Intern Name: Short answer

Department/Team: Short answer

Supervisor Name: Short answer

Evaluation Week: Dropdown (e.g., Week 1, Week 2, ..., Week 5)

Create Evaluation Criteria Section:

Use the Multiple Choice Grid question type.

Rows: List each evaluation criterion (e.g., "Clarity of supervision", "Technical skill development").

Columns: Rating scale (e.g., 0 – Not Observed, 1 – Poor, 2 – Fair, 3 – Good, 4 – Excellent).

Add Additional Comments Section:

Open-ended: Paragraph text for supervisors to provide qualitative feedback.

Customize Form Settings:

Click on the Settings gear icon.

Under the General tab:

Decide whether to collect email addresses.

Choose if respondents can edit after submission.

Under the Presentation tab:

Customize the confirmation message if desired.

Share the Form:

Click the Send button.

Share via email, link, or embed it on a website.

Automate Data Collection and Analysis



Link to Google Sheets:



In the Responses tab, click on the green Sheets icon to create a linked spreadsheet.

This allows for easy tracking and analysis of responses over time.

Use Charts and Pivot Tables:

In Google Sheets, utilize built-in tools to create visual representations of the data for better insights.

Optional: Create a Template for Reuse

Once your form is finalized:

Click on the More (three dots) menu in the top right corner.

Select Make a copy to reuse the form for different interns or time periods.



INTERNSHIP EVALUATION FORM TO BE COMPLETED BY THE INTERN

A. Please select the appropriate rating for each aspect of your internship.	WEEK 1 Fill in dates here	WEEK 2 Fill in dates here	WEEK 3 Fill in dates here	WEEK 4 Fill in dates here	WEEK 5 Fill in dates here
Clarity and adequacy of supervision provided by the company	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Support and guidance offered by the internship supervisor	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Cooperation and inclusiveness demonstrated by colleagues and team members	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Opportunities to apply and use the knowledge I gained through my education	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Opportunities to enhance my overall technical skills in IT	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Opportunities to expand my knowledge in the specific field (state which one ex. Data science, cybersecurity etc.)	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Tasks and responsibilities were appropriate to my skill level and supported my growth in the specific field (state which one ex. Data science, cybersecurity etc.)	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Sufficient training was provided in line with the internship's learning objectives	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
The training experience was both stimulating and appropriately challenging	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Opportunities to build professional connections within the specific field (state which one ex. Data science, cybersecurity etc.)	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Quality and clarity of orientation provided by the host organization	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Frequency and usefulness of feedback on my performance, progress, and skill development	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
The company's efforts to ensure the internship was a meaningful learning experience	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
The internship provided a realistic and practical understanding of the specific field (state which one ex. Data science, cybersecurity etc.)	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
As a result of this internship, I feel more prepared to begin a career in specific field (state which one ex. Data science, cybersecurity etc.)	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
I felt that my work contributed meaningfully to the department or team	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4



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Please select the appropriate rating for each aspect of your internship.	WEEK 1 Fill in dates here	WEEK 2 Fill in dates here	WEEK 3 Fill in dates here	WEEK 4 Fill in dates here	WEEK 5 Fill in dates here
I was provided with ample opportunities to learn and grow throughout the internship.	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
I had regular check-ins with my supervisor and received ongoing, constructive feedback on my performance.	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
My internship supervisor was approachable and readily available to address my questions or concerns.	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
B: Through this internship, I had the opportunity to strengthen and develop my:					
Communication skills in interactions with staff, supervisors, and industry professionals	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Interpersonal and relationship-building abilities	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
General problem-solving skills, as well as cybersecurity-specific problem-solving techniques	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Technical computer skills and hands-on experience with relevant tools	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Critical thinking skills, both overall and specifically related to cybersecurity issues	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Self-confidence and the ability to present and defend my ideas and proposals effectively	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
C: Additional Factors Please list any other opportunities, experiences, or support provided during your internship, and rate them accordingly.					
1. _____	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
2. _____	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
3. _____	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
4. _____	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
5. _____	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

Complete this section at the end of your internship.

D. Overall how would you rate this internship?

Excellent Good Average Below average Poor

E. Would you...

Train in this company again Yes No Not Sure

Train under this supervisor again Yes No Not Sure

Recommend this company to other interns? Yes No Not Sure

F. Suggestions for improving this particular internship

Intern's signature _____

Date _____

Thank you very much for completing this evaluation of your internship. We take your comments very seriously. Please **return** this evaluation to the company internship supervisor.



TABLE 7. INTERNSHIP EVALUATION FORM TO BE COMPLETED BY THE INTERN



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Intern Reflection Journal Template (Weekly Table Format)

This structured table format allows interns to record reflections for each week in a clear and organized layout.

Week 1

Reflection Prompt	Intern Response
What new skill did I use or develop this week?	
What feedback did I receive, and how did it help me improve?	
What challenge did I face, and how did I overcome it?	
What achievement or success am I most proud of this week?	
What is one goal I want to focus on next week?	

Week 2

Reflection Prompt	Intern Response
What new skill did I use or develop this week?	
What feedback did I receive, and how did it help me improve?	
What challenge did I face, and how did I overcome it?	
What achievement or success am I most proud of this week?	
What is one goal I want to focus on next week?	

Week 3

Reflection Prompt	Intern Response
What new skill did I use or develop this week?	



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What feedback did I receive, and how did it help me improve?	
What challenge did I face, and how did I overcome it?	
What achievement or success am I most proud of this week?	
What is one goal I want to focus on next week?	

Week 4

Reflection Prompt	Intern Response
What new skill did I use or develop this week?	
What feedback did I receive, and how did it help me improve?	
What challenge did I face, and how did I overcome it?	
What achievement or success am I most proud of this week?	
What is one goal I want to focus on next week?	

Week 5

Reflection Prompt	Intern Response
What new skill did I use or develop this week?	
What feedback did I receive, and how did it help me improve?	
What challenge did I face, and how did I overcome it?	
What achievement or success am I most proud of this week?	
What is one goal I want to focus on next week?	



For the above table's digital use, where we show a structured Intern Reflection Journal Template organized by week with five reflective prompts, you can implement the following to digitize and streamline this tool for easier use, scoring, and analysis:

1. Google Forms (Recommended for Weekly Input & Easy Export)

Structure: Create a Google Form with repeating sections (using section logic) for each week.

Prompts: Use Paragraph response type for each of the five reflection questions per week.

Automation:

Responses auto-saved to a Google Sheet for easy tracking.

Interns can fill out weekly entries from any device.

Benefits:

Simple sharing (URL/email)

No login required (optional)

Easily exportable to Excel or PDF

**Your
Logo
Here**

**INTERNSHIP EVALUATION FORM TO BE COMPLETED
BY COMPANY INTERNSHIP SUPERVISOR**

Company Name _____

Department/Division of the Company _____

Starting and Ending Dates From _____ to _____

Intern's Name _____

Internship Supervisor's Name _____

Internship Evaluation Rating Instructions

Please evaluate the following aspects of your internship placement using the rating scale below:

- **4 – Excellent:** Consistently exceeded expectations
- **3 – Good:** Occasionally exceeded expectations
- **2 – Average:** Met expectations
- **1 – Poor:** Rarely met expectations
- **0 – N/A:** Not applicable to this internship experience

You may extend the evaluation period (in weeks) as needed, depending on the duration of the internship.

Kindly select the most appropriate rating for each item listed in the form below.

A. Please select the appropriate rating for each aspect of the intern's internship performance	WEEK 1 Fill in dates here	WEEK 2 Fill in dates here	WEEK 3 Fill in dates here	WEEK 4 Fill in dates here	WEEK 5 Fill in dates here
Learning Ability					
Asks relevant and thoughtful questions to enhance understanding	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Actively seeks out and uses appropriate IT resources	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Pays close attention to how others perform their work and learns through observation	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Demonstrates the ability to analyze real-world cybersecurity challenges	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Effectively applies theoretical cybersecurity knowledge in practical situations	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Skills in comprehending and completing the tasks required by the internship.	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Understands and successfully completes assigned internship tasks	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Shows the ability to grasp complex IT concepts and systems	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Which learning abilities do you think the intern needs to improve? Please Explain →					
Personal Competence					
Demonstrates strong organizational and time management skills	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Thinks independently and takes initiative when appropriate	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Confidently presents and defends their ideas and proposals	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Applies workplace IT knowledge to support personal and professional growth	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Works effectively as part of a team	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Thinks both creatively and critically when approaching tasks or solving problems	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

**TABLE 8. INTERNSHIP EVALUATION FORM TO BE COMPLETED BY COMPANY
INTERNSHIP SUPERVISOR**

A. Please select the appropriate rating for each aspect of the intern's internship performance	WEEK 1 Fill in dates here	WEEK 2 Fill in dates here	WEEK 3 Fill in dates here	WEEK 4 Fill in dates here	WEEK 5 Fill in dates here
Personal Competence					
Applies technical IT procedures relevant to the assigned cybersecurity topics	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Listens actively and attentively to others	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Contributes effectively in meetings and collaborative group settings	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Demonstrates an effort to understand the broader context of cybersecurity	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Breaks down complex problems or tasks into clear, manageable steps	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Values and respects the input and expertise of others	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Which personal competences do you think the intern needs to improve? Please Explain \Rightarrow					
Work Habits, Interpersonal Skills and Team Work					
Arrives on time for work and scheduled meetings	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Maintains a professional appearance appropriate to the company's standards	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Demonstrates kindness and respect toward colleagues and supervisors	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Shows responsibility, initiative, and genuine interest in assigned tasks	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Approaches work with integrity and a strong sense of purpose	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Consistently behaves in an ethical and professional manner	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

TABLE 8. INTERNSHIP EVALUATION FORM TO BE COMPLETED BY COMPANY INTERNSHIP SUPERVISOR

A. Please select the appropriate rating for each aspect of the intern's internship performance	WEEK 1 Fill in dates here	WEEK 2 Fill in dates here	WEEK 3 Fill in dates here	WEEK 4 Fill in dates here	WEEK 5 Fill in dates here
Work Habits, Interpersonal Skills and Team Work					
Actively supports and contributes to a positive team environment	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Effectively manages and resolves conflicts within a team setting	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Maintains emotional control and professionalism in the workplace	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Follows company policies, procedures, and workplace protocols	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Demonstrates reliability and responsible use of cybersecurity tools and data	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Responds constructively to feedback and takes action to improve	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Builds positive relationships and cooperates well with colleagues	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Uses time efficiently and manages tasks with focus	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Completes assignments even when facing challenges or obstacles	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Shows openness and respect when working with individuals of diverse genders, cultures, religions, ethnicities, ages, and abilities	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Which work habits, interpersonal and team work skills do you think the intern needs to improve? Please Explain \Rightarrow					
Professionalism	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
Maintains a professional appearance and carries out tasks with professionalism	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Exhibits confidence in performing work-related responsibilities	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Interacts with clients or customers in a respectful and professional manner	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Demonstrates trustworthiness and safeguards confidentiality in critical areas of cybersecurity, including data, passwords, tools, and client information	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Consistently adheres to ethical standards, particularly regarding sensitive cybersecurity topics such as data handling and privacy	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
Arrives on time and adheres to agreed working hours, recognizing that certain cybersecurity roles may require availability in a 24/7 operational environment	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

For Company Internship Supervisors to complete at the end of the internship

B. Overall how would you rate this internship?

Excellent Good Average Below average Poor

C. Would you...

Would you supervise this intern again? Yes No Not Sure

Would your company host this intern again? Yes No Not Sure

Would you recommend this intern to other companies? Yes No Not Sure

D. Suggestions for improving this particular internship from the perspective of your company's internship supervisor

Internship Supervisor Signature _____

Date _____

Email:

Contact Number:



**TABLE 8. INTERNSHIP EVALUATION FORM TO BE COMPLETED BY COMPANY
INTERNSHIP SUPERVISOR**

For the detailed information about how you can digitize and streamline this tool for easier use, scoring, and analysis, please refer to the strategies listed in page 41-42 and 43.



Monitoring of the Internship

Ongoing monitoring of the intern's progress is a vital component of a successful internship program. It is essential for the **company's internship supervisor** to regularly assess the intern's development through **weekly or monthly progress reports**, which help provide structured and detailed feedback.

For longer-term internships, conducting evaluations at scheduled intervals—such as **mid-term reviews**—can offer valuable insights into the intern's performance and learning outcomes. This approach also allows the host company to address any challenges early and support continuous improvement throughout the internship.

To support this process, we have developed a "**Scored Intern Progress Report**" tool based on an analysis of various internship reports, academic research, and industry-specific best practices. This tool serves as a practical resource to help companies monitor intern performance effectively.

We encourage you to **customize the tool** according to your company's needs—whether for use after the second, third, or fifth week, during the first quarter, or as part of an interim or final evaluation.

SCORED INTERN PROGRESS REPORT FORM TO BE COMPLETED BY COMPANY INTERNSHIP SUPERVISOR

Intern Performance Rating Scale

The following scale is designed to help internship supervisors evaluate intern progress effectively. Please mark an "X" next to the score that best reflects the intern's performance in each area.

- **(5) Strong:** Exceeds expectations; highly thorough and consistently demonstrates expert-level skills and problem-solving—comparable to a professional in the field.
- **(4) Proficient:** Meets expectations with solid, reliable work; shows strong grasp of content and consistent effort.
- **(3) Developing:** Shows basic understanding but lacks consistency; some strengths are present, though weaknesses are more noticeable.
- **(2) Beginning:** Work is often incomplete or superficial; requires significant improvement to reach proficiency.
- **(1) Exploring:** Performance is minimal; lacks understanding and contains major errors or missing skills.

Please evaluate each area by placing an "X" next to the number that best reflects the intern's performance level.



SCORED INTERN PROGRESS REPORT FORM

TO BE COMPLETED BY COMPANY INTERNSHIP SUPERVISOR

Company's Name _____

Department/Division of the Company _____

Progress Check: (please state which evaluation, ex. Week 3, interim, mid-term, final etc.)

Intern's Name _____

Internship Supervisor's Name _____

Constructive Interaction with Others	<p>Demonstrates the ability to interact respectfully and effectively with staff, colleagues, administrators, site supervisors, mentors, and other relevant individuals.</p> <p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Shows consideration and respect for others' perspectives and emotions • Uses clear and appropriate verbal, non-verbal, or signed communication • Demonstrates flexibility and adaptability in working with others • Seeks out and values feedback from mentors and supervisors • Actively listens and responds thoughtfully during interactions • Displays self-confidence and enthusiasm for learning and contributing • Shows motivation, determination, and a proactive attitude toward becoming a professional in the field of (please state the field of the internship) 	<p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p>
Demonstrates Honesty and Integrity	<p>Consistently upholds ethical standards and acts with professionalism throughout the internship.</p> <p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Maintains confidentiality regarding all assignment-related and sensitive information • Earns trust and respect from peers, mentors, and supervisors • Completes assignments with originality and properly credits all sources when applicable • Remains neutral and objective in all professional interactions and decisions 	<p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p> <p>① ② ③ ④ ⑤</p>

<p>Demonstrates Awareness of and Adherence to Institutional Policies and Practices</p>	<p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Has reviewed and understands the institution’s policy manual • Follows all rules and guidelines set by the internship site • Is reliable, punctual, and attentive to assigned responsibilities • Arrives on time or early for all scheduled activities • Represents their institution in a professional and positive manner • Completes assigned tasks promptly and thoroughly • Reflects thoughtfully on their performance, behavior, and professional growth 	<p>① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤</p>
<p>Meets Work Schedule Expectations</p>	<p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Comes prepared for daily tasks and activities • Holds regular debrief meetings with mentor each week • Attends scheduled check-ins with faculty supervisor • Proactively consults mentor or supervisor when challenges or issues arise 	<p>① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤</p>
<p>Professional Appearance and Demeanor</p>	<p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Demonstrates a professional presence through posture, body language, eye contact, and overall demeanor • Wears attire that is appropriate for the setting, including solid, contrasting colors and a suitable level of formality 	<p>① ② ③ ④ ⑤ ① ② ③ ④ ⑤</p>
<p>Demonstrates Cultural Sensitivity and Professional Awareness</p>	<p>Evaluation Criteria:</p> <ul style="list-style-type: none"> • Communicates openly with mentors, faculty supervisors, and site supervisors when questions or concerns arise • Behaves in a culturally sensitive and respectful manner, valuing linguistic diversity and individual dignity • Builds positive relationships with clients, colleagues, and team members • Makes an effort to understand and meet the diverse communication needs of clients • Regularly reflects on personal and professional commitment to the field • Evaluates and works to improve interpreting effectiveness through self-assessment • Accepts feedback constructively and applies it to enhance performance 	<p>① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤ ① ② ③ ④ ⑤</p>

Comments:

Signature _____

Date _____

TABLE 9. SCORED INTERN PROGRESS REPORT FORM



Based this Scored Intern Progress Report Form, you can use the below methodology to digitize and streamline it for easier use, scoring, and analysis:

***Convert to a Digital Form (Google or Microsoft Forms)**

Why: Makes the form accessible, easy to fill, and automatically logs responses for analysis.

How:

Use Google Forms or Microsoft Forms to recreate the form with:

Short answer fields for company name, department, supervisor, intern name, etc.

Likert-scale grid questions for each evaluation category:

Use Multiple Choice Grid in Google Forms or Likert in MS Forms.

Label columns: 1 = Low → 5 = Excellent.

Rows = Each competency (e.g., “Uses clear communication,” “Maintains confidentiality”).

Add a Comments field under each section for optional qualitative feedback.

Result:

Responses are stored in a linked Google Sheet or Excel file.

Use formulas (AVERAGE, COUNTIF) or conditional formatting to analyze trends.

Visualize data with built-in charts (e.g., radar charts for competency comparison).



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INTERNSHIP COMPLETION LETTER

An Internship Completion Letter serves as official confirmation that an intern has successfully completed their internship program. This document is valuable for the intern, as it helps validate their experience when applying for future job opportunities across various industries. It also affirms that the intern has gained practical experience, industry-specific knowledge, and relevant training (if applicable), as well as an understanding of workplace culture and basic professional conduct.

Based on our research in the cybersecurity sector, a well-structured internship completion letter should include the following elements:

An opening statement mentioning the intern's full name, the name of the host company, and the internship program title

Clearly stated start and end dates of the internship

A brief summary of the projects or tasks the intern worked on, along with key achievements

A description of the intern's personal competencies, attitude, and professional qualities

As part of this project, we have created the example document below, which SMEs can easily use or adapt to fit their internship programs.



INTERNSHIP COMPLETION LETTER

Examples

For **Entrance** please select 1 from the below examples:

1. "This certificate is awarded to *(Name of the Intern)* in recognition of their valuable contributions and successful completion of the *(Name of the Internship)* program."
2. "We hereby present this certificate to *(Name of the Intern)* in appreciation of their dedication and performance as an intern at *(Name of the Company)*."
3. "This is to certify that Mr./Ms. *(Name of the Intern)* has successfully completed the *(Name of the Internship)* program at *(Name of the Company)*."

For **date** information, please choose one of the following formats:

1. "From (start date) to (end date)"
2. "A _(number)-week internship conducted between (start date) and (end date)"
3. "The internship took place from (start date) to (end date)"

For **Specific Projects or Accomplishments**, please choose one of the following examples or modify as needed:

1. During the internship, Mr./Ms. (Name of the Intern) contributed to various tasks in the field of (please state the specific internship area), including testing and evaluating tools used by our company.
2. Throughout the internship, Mr./Ms. (Name of the Intern) was actively involved in a range of activities related to (please state the specific internship area), gaining practical exposure and experience.
3. Mr./Ms. (Name of the Intern) worked on a project titled "(Project Name)," which focused on (Project Purpose). As part of this initiative, they successfully (Brief Description of Intern's Contribution).
4. Mr./Ms. (Name of the Intern) participated in the "(Project Name)" project under the supervision of (Name of the Expert), where they contributed to (Brief Summary of Role or Task).

For **describing the intern's personal competencies, attitudes, and characteristics**, please choose one of the following examples or adjust as needed:

1. Mr./Ms. (Name of the Intern) demonstrated strong skills in their work. They were curious, hardworking, and their contribution to our team was highly valuable.
2. We found Mr./Ms. (Name of the Intern) to be inquisitive and diligent. They showed a keen interest in understanding the functions of our core department and consistently made an effort to explore subjects in depth.
3. Throughout the internship, Mr./Ms. (Name of the Intern) showed excellent motivation to learn new skills. They consistently demonstrated strong communication and teamwork abilities. Their performance exceeded expectations, and they successfully completed all assigned tasks and projects on time.
4. Mr./Ms. (Name of the Intern) displayed exceptional comprehension and efficiency, consistently performing with professionalism and demonstrating a high level of expertise.



For certifying the intern's completion, please choose one of the following examples or adapt them to your needs:

- 1. I hereby certify that Mr./Ms. (*Name of the Intern*) has completed the internship program with an overall performance rated as exemplary/good/satisfactory. We wish them continued success in their future endeavors.**
- 2. We would like to take this opportunity to thank Mr./Ms. (*Name of the Intern*) for their contributions during the internship and extend our best wishes for a successful professional career.**
- 3. It is my pleasure to issue this certificate in recognition of Mr./Ms. (*Name of the Intern*), a talented intern, following the successful completion of their internship. We look forward to seeing them advance in their career within the industry.**

Closing Options:

- Sincerely,
- Best Regards,
- Yours sincerely,
- With appreciation,

Signature / Company Stamp

Name of the Company

Authorized Representative's Name and Title

Place / Address

Date



TABLE 10. INTERSHIP COMPLETION LETTER

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