

DEVELOPMENT OF DIGITAL  
INTERNSHIP MODEL AND  
ITS SUPPORT SYSTEM  
FOR HIGHER EDUCATION

# DIM-4-HE

# GUIDELINES FOR SUPERVISION OF INTERNS IN RECEIVING ORGANISATIONS

DIM4HE project has been funded with support from the European Commission under the Erasmus+ Programme. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**Co-funded by  
the European Union**



**Digital Internship Model**

# INTRODUCTION

Guidelines for Supervision of Interns is a resource that is focussed on practical advice to improve the effectiveness of supervising interns. This guide is intended to provide a brief overview of approaches and steps to be taken by the supervisor in the receiving organisation to manage the intern in the

course of internship at three stages of internship: before, during and after the internship. These guidelines stress the specifics of digital internships, however, the model and elements described in it can be applied to any form of internship.

## THE ROLE OF SUPERVISION IN INTERNSHIP

An internship is a period of practical training carried out by a student within a company or organisation. So internship represents a mutually beneficial relationship between organisations and students, in which interns apply conceptual and theoretical classroom knowledge to the organisation to gain valuable skills and experiences that are useful to their future professional endeavors.

**Supervising relationships are characterized by an “expert” providing support and guidance to a “novice”.** Intern’s supervisor in an organisation is one of the key persons in any internship since he/she plays a vital role by providing guidance, feedback and support to an intern as he/she transitions from student to independent competent professional. Supervisor’s role is to be the person who gives work tasks to the intern, who can

answer general questions, provide support and communicate any organizational news to the intern, as well as ensure the intern’s overall engagement in the internship.

### Important characteristics of internship supervisor:

- Interest in working with students;
- Having time to invest in the internship, especially during the first few weeks;
- Having qualities such as leadership, strong communication, and patience.

Like most employees, a supervisor might be consumed in his/her work, meetings, or phone calls, which can lead to a lack of time for supervision over the intern. However, there are benefits from internships both for organisations and for interns.

### BENEFITS FOR ORGANISATIONS

Discovering new talents

Spreading out the workload of your employees

Cost effective way of completing project work

Providing the organisation with fresh ideas and insights

Fulfilling the corporate social responsibility

### BENEFITS FOR INTERNS

Applying theoretical knowledge in the real world and having job experience

Learning more about the company and the industry

Learning more about potential careers and creating a professional network

Developing the professional skills and competences and building confidence

Access to a variety of tasks and departments

## WHAT IS DIGITAL INTERNSHIP

**Digital (also called “virtual” or “remote”) internship provides an opportunity to gain professional experience at local or international level without the conventional requirement of being physically present in an office.** It allows students to work for organisations that they might not otherwise have access to because of geographical distance. Digital internships are like traditional ones in that students still have work tasks to do, a supervisor to report to and communication with the team.

### How is a digital internship different from a traditional internship?

- **Environment:** An in-person internship requires students to travel to an office, store, warehouse or other company location, whereas they can do a digital internship in home, dormitory or other space.
- **Communications:** With a digital internship, students conduct most business by email, online chat, video conferences or by phone.

- **Work hours:** An in-person internship typically follows a standard business workweek, like Monday through Friday, 9am to 5pm, for example. With a digital internship, students often have more control over creating a flexible schedule.
- **Relationship building:** Both internship types let interns build connections with colleagues, clients, fellow interns and customers, though it can be more challenging through a digital one. Face-to-face connections may work better for one person, however, digital tools provide many ways to connect online, too.

**Hybrid internship** combines elements of both virtual and in person work experience or a blend of in person and virtual synchronous engagement combined with asynchronous independently managed activity.

## CHALLENGES TO BE AWARE OF WITH A DIGITAL INTERNSHIP

**There might be a lack of structure and support:** An internship can become like a mentorship if the supervisor excels at providing structured supervision and support. Students might not get that same feeling of having been mentored if they're communicating only by email, zoom, and phone.

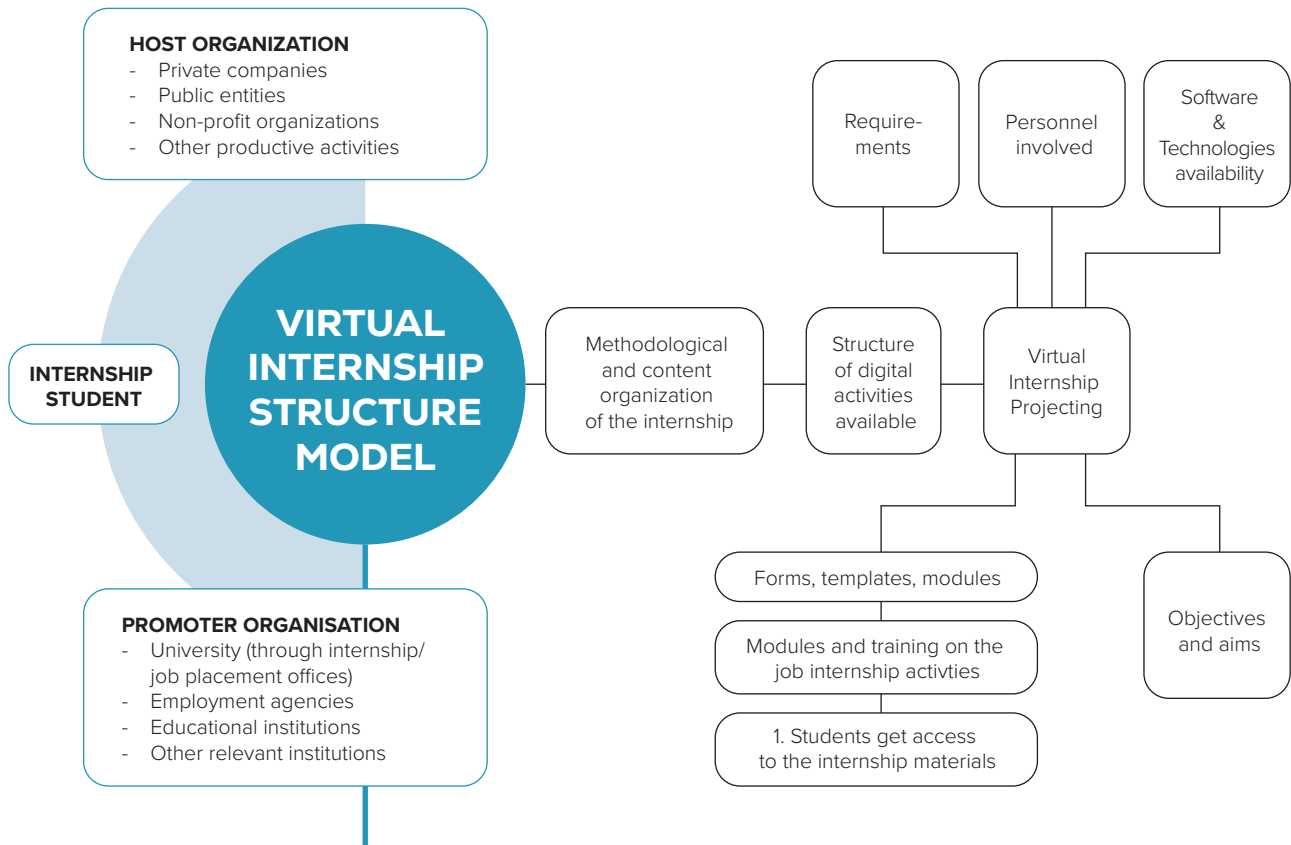
**There might be less job training and guidance:** Similarly, students may get less training on and guidance about the duties of the job from the supervisor and colleagues at a remote internship than they would if they could see them face-to-face.

**Students might not experience the organisation's environment or the satisfaction of building relationships:** The drawbacks of online internships include the lack of in-person relationship building, immersion in the physical and cultural spaces of a firm or organization, and fewer opportunities to engage in the ad hoc interaction that typically arise during an on-site experience.

**Students will have to be more self-motivating:** Without an in-the-flesh boss to answer to, they will have to muster the motivation from within to do their job.

## DIGITAL INTERNSHIP MODEL

This model can be easily used in both in-person, digital or hybrid internship since it contains all the main elements of any internship and stresses the elements that are especially important for internship in the digital or hybrid form.



## VIRTUAL INTERNSHIP LOGFRAME

- ### PREPARATION
1. Introductory lecture/course/ seminar in academic institution to familiarize students with the goals, tasks, process, content and requirements of the internship
  2. Initial meeting of student and his academic mentor
  3. Initial meeting of student and host organization
  4. Student introduced to the host organization
  5. Communication and feedback protocol agreed on among parties
  6. Students introduced to the learning management system to be used during internship
  7. Written agreement among parties composed and signed

- ### DURING INTERNSHIP
1. Regular meetings between the student and the mentor from the host organization
  2. Exposing the student to the host organization's socio cultural environment
  3. Connecting students with one another
  4. Content and meaningfulness of the tasks
  5. Methods of learning/acquiring knowledge and skills in the workplace
  6. Support to student by the academic institution
  7. Facilitating students' reflection on the learning process and outcomes
  8. Receiving constant feedback about the progress on learning goals
  9. Planning and organization of the tasks assigned

- ### AFTER INTERNSHIP
1. Student's work on final report and its submission
  2. Evaluation of student's internship report
  3. Evaluation of student's performance done by mentors in accordance with criteria defined before internship
  4. Evaluation of student's skills, knowledge and competencies developed during internship

# 1. STEPS TO BE TAKEN BEFORE THE INTERNSHIP

**Preparation for the internship is very important for its successful start and proceeding.** Usually it takes 2 to 4 weeks from the time that organisation decides/agrees to receive the intern till the beginning of the internship. In this period, it is useful to take some steps that will help to make sure that an intern is well-prepared, focused and productive during their internship. Technological preparation is crucial for digital internship – it involves

agreeing on ICT technologies needed during the internship for communication and for performing the work tasks in an effective manner.

**The main steps you should take before the internship:**

- Receive information about the intern and internship program
- Have initial meeting with the intern

## 1.1. RECEIVE INFORMATION ABOUT THE INTERN AND INTERNSHIP PROGRAM

**Information about the internship should be provided to you by the intern, higher education education (HEI) or your manager if he is the mediator between HEI and you.**

Knowing about the study program of interns and the scope of internship objectives will help you to prepare for supervising. You also need information about the length of internship (most often, it is two or three months) and the number of hours that intern has to spend on carrying out internship tasks. It is helpful for you to make a decision on the amount of hours per week that you can devote to the intern and you will most likely need to devote more time to intern in the beginning of internship. Usually interns have a second supervisor from the higher education institution, and there is a possibility that he will contact you or at some point you will feel that you need to contact him.

**Checklist of information you would need before the internship starts:**

- intern's name and contact information
- the name of higher education institution, study program, level of study
- name and contact information of supervisor from the higher education institution the duration of internship and the number of internship hours; part-time or full-time
- internship
- the list of goals/objectives and tasks of the internship defined by HEI
- materials/documents of internship provided by HEI (assessment forms, regulations etc.)
- online communication platform that is available to intern for face-to-face meetings with you digital tools (programs) that are specific for the study field and business field, useful to carry
- out internship tasks and/or available to intern (e.g., architecture or design software)
- what time zone intern is in (in case of digital internship)

If there is any other information you want to know about the internship and expectations from you as a supervisor, do not hesitate to ask for it.

## 1.2. HAVE THE INITIAL MEETING WITH AN INTERN

**Qualitative internship should be subject to an initial interview between the supervisor from the receiving organisation and the student.**

Initial connection that the supervisor and intern make sets tone for the remainder of the relationship. It is an opportunity for detailed discussion of supervisor's and intern's expectations.

The initial meeting with an intern can take place online or in-person, but it is recommended to have face-to-face communication, and it should be de-

voted to getting to know each other, discussing the internship objectives, conditions of communication, and providing basic information about the organisation and work environment.

**Topics to be discussed in the initial meeting with an intern:**

- Objectives of internship
- Conditions of communication
- Introduction to organisation
- Work environment

### Agree on the objectives of the internship.

An intentional focus on student learning is what distinguishes internships from jobs. Interns should be considered learners first and contributors second, regardless of whether they are earning credit associated with their internship. The success of the internship and its smooth proceeding depends on the joint understanding of internship objectives by the supervisor and by the intern. Clear objectives (optimally 3 – 5) of the internship (formal and personal) should be defined, discussed and written down before the internship starts.

In that case, the approach will be more creative and flexible from your perspective. Beside the formal objectives, it is worth asking the intern what his personal objectives for the internship are in terms of knowledge, skills and experience. You might ask an intern if there are any professionals in your organisation that he would specifically like to meet and learn from them.

**Your involvement in co-creating learning objectives with interns is important since it:**

- signals that you **care** about their experience, which can increase their commitment, productivity, and desire to stay long-term,
- helps ensure everybody is on the **same page**, resulting in a better experience for all,
- **models** professional goal-setting, action-planning, and accountability,
- helps set the stage for **maximum intern learning**.

Usually HEI provides the internship objectives in internship documentation, however, you and the intern can agree on other or additional objectives.

# HOW TO CO-CREATE LEARNING OBJECTIVES WITH INTERNS: some tips

## Learning objectives can focus on different areas:

- Skill development
- Knowledge acquisition
- Personal/professional development

## SMART – effective learning objectives share some commonalities:

- S – Specific
- M – Measurable
- A – Action-oriented
- R – Relevant
- T – Time-oriented

## Example of SMART learning objectives:

- By the middle of my internship, I will be able to write a 1-pg press release using AP style
- By July 30th, I will be able to troubleshoot Microsoft Excel questions with 97% accuracy
- By week 5, I will be able to identify 3 career paths in this field & 1 way to learn about each

## Prompts for SMART learning objectives:

- What do you **specifically** hope to accomplish?
- How will you **measure** your progress towards this objective?
- What **actions** will you take to achieve this objective?
- How is this objective **relevant** to your internship, academic interests, &/or career aspirations?
- What is your **timeline** for meeting this objective?

## Objective-setting caveats:

- Try to **avoid** broad objectives like “understand” or “learn” because they cannot be easily measured
- **Three** objectives is typically sufficient for a quarter-long internship
- Writing SMART objectives may require several feedback and revision loops

## Objective-setting is a process:

- **Before the internship starts**, encourage intern to think of a few potential learning objectives and to flesh out their objectives in writing
- **When the internship starts**, review learning objectives in weekly or biweekly check-in sessions
- **After a few weeks**, ask your intern about how they are progressing towards their learning objectives, what action plan they have in place to achieve them, and how they might want to modify their original objectives
- At the **end of the internship**, review progress towards stated learning objectives as part of a formal performance evaluation meeting

## Examples of specific learning objectives in digital internship:

- Acquire hands-on experience and demonstrate skills of working in a virtual team.
- Explore and recognize the different information acquisition styles and preferred information handling strategies of virtual team members.
- Use the diverse working styles and traits of virtual team members to successfully collaborate in virtual environments.
- Explore effective general learning strategies and those applicable specifically to virtual learning environments.
- Carry out self-directed learning and learning in an online environment.
- Recognize how various learning approaches and strategies have direct workplace application.

## Agree on the conditions of communication during the internship.

Clear conditions of communications is critical for the success of internships and digital internships in particular. Before the internship you and intern should agree on these communication conditions:

**1. Channels and frequency of regular face-to-face communication** (for example, you might agree on meeting for 30 minutes every Monday at 1pm)

Create an ongoing schedule of regular face-to-face online communication (Teams, Zoom, Skype etc.) or in-person meetings if possible for both parties. Channels and frequency of regular communication may vary depending on objectives of the internship and scope of work tasks, however, it is recommended to schedule weekly meetings. Schedule of regular email communication can also be set.

**Regular face-to-face meetings with the intern will be devoted to:**

- assigning or updating work tasks,
- giving feedback on the intern's performance in the ongoing or finished work tasks,
- inquiring about the intern's adaptation and well-being,
- providing support and encouragement,
- answering the intern's questions etc.

**2. Channels and conditions of communication outside the regular face-to-face meetings**

**Communication apart from scheduled or regular meetings** will be needed if an intern has questions. Conditions of communication for these instances should include information about the most appropriate channels for intern to reach you outside the regular meetings and the terms under which you are able to engage (for example, you might agree that if sudden questions or issues arise, intern contacts you by e-mail and you will be able to reply in the next working day, or that he can contact you by phone and receive immediate reply).

## Introduce intern to the organisation

Initial meeting is the time when you as a supervisor can introduce the intern to the main information about the organisation and provide him with resources where he could find out more about the organisation. These activities are called onboarding or orientation. Your support in getting to know other employees, especially those with whom he will be in closer collaboration during the internship, is important.

**In general, it is recommended to give an insight to intern about:**

- Products or services provided by organisation History, mission and objectives of organisation
- Structure of organisation (e.g., organisational chart)
- Employees or team with whom the intern will collaborate; if possible, introduce the

intern to his closest collaborators from the organisation (online or in-person)

- Resources where the intern can find out more about the organisation (for example, a particular section of the organisation's webpage)
- Photos or video about the organisation or work environment (office or production premises etc.), especially if initial meeting takes place online
- Next formal or informal team meeting in an organisation where an intern is invited to participate (of course, participation opportunities depend on the topics to be discussed in team meetings, data protection issues etc.)



## Introduce intern to the main conditions of work

Provide the intern with information about documentation and unwritten rules of work environment, work regulations and logistical issues that he needs to know to integrate into the organisation and carry out work tasks. Of course, access to any internal documentation will be in accordance with the organisation's interests and data protection rules. You might need to consult your manager about the documentation that can be provided to intern before the internship.

**Provide the intern with information about the digital programs and tools that he/she will need to carry out work assignments.** Possibly, an intern needs to acquire knowledge about certain topics or IT programs before the internship to be successful, and you might suggest ways for it.

The organisation should decide what access intern will need to resources such as the intranet and company programs and systems. If possible, it is advisable to assign an IT team member to intern, someone who will be responsible for ensuring they have quick access to all the resources they need as soon as they start (for example, by establishing and sharing passwords in advance).

### Checklist of information about work environment and logistical support:

- Regulations of work safety
- Data protection rules
- Code of ethics
- Any other internal documentation of organisation
- Security or confidentiality issues that the student should be aware of
- Schedule of working day and working hours
- Internal communication channels in organisation
- Communication etiquette for videoconferences, phone, email etc.
- Digital tools, programs and network used in organisation needed for intern to carry out work tasks

If the internship is traditional, i.e. in-person, it is advisable before the internship to set a workspace for the intern and to show him where it will be.

### Informing an organisation's employees about the future intern by sending them email or in any other form is also a recommended option both in case of in-person or digital internship.

Keep email short and straightforward, introduce the intern with his name, educational background and the date when he/she will officially start the internship. If possible, explain to employees the provisional intern's work tasks.

## 2. SUPERVISOR'S ROLE DURING THE INTERNSHIP

**In this stage, the focus is on the development of the intern's professional skills through practical and authentic tasks assigned to him by the supervisor.** Supervisor's role is to provide task mentoring and guidance. Constant communication and feedback between student and supervisor is the key for the success of digital internship.

**The main activities of supervisor during the internship include:**

- Helping an intern to onboard
- Planning and giving work tasks to an intern
- Ensure productive communication and feedback to review progress
- Helping an intern to integrate into the organisation

### 2.1. HELP AN INTERN TO ONBOARD

**Meeting an intern on the first day of internship is important for an intern's successful adaptation. In case of digital internship, virtual onboarding is the process of introducing and acclimating internship to a virtual office and team.**

- Make sure that intern has all the necessary information and technologies for starting the internship (access to all applicable programs, set up logins and passwords)
- Encourage them to test the software, and give demonstrations if necessary.
- If the internship takes place remotely, you can give an intern a virtual tour by sharing screens during a video call. In case of in-person internship, showing intern the office rooms and equipment, and having them greet other employees is crucial.
- Make an introduction to the rest of the team (virtual or in-person). If possible, plan a team bonding activity (virtual or in-person) to help the intern feel welcome.
- Provide contact information on who to contact for problems, questions or concerns.
- Try to address the intern's questions and concerns.

**Keeping an eye on an intern in the first days** doesn't mean to watch their every move, but do make sure you know what's happening with their daily tasks. Try to make sure that the intern is not confused or bored. As often as silence means that an intern is busy, it also could mean that he or she is confused and shy about telling you so.

Please, see some ideas about virtual onboarding on this site [Virtual Onboarding Ideas to Welcome New Employees in 2023 \(teambuilding.com\)](https://teambuilding.com)

## 2.2. PLAN AND ASSIGN WORK TASKS TO THE INTERN

**Your role as a supervisor is to assign work tasks to the intern that provide opportunities to learn and obtain new professional skills and competencies.** It will be up to you to define and schedule work tasks that concord with internship objectives and provide guidance on how to carry them out.

**Interns can acquire new knowledge and skills in the workplace in different ways. We recommend to use as many of these ways of learning as possible:**

- observing how other employees carry out the task;
- carrying out the task under the supervision of other person;
- carrying out task independently;
- carrying out task in cooperation with other employees;
- looking for solutions to a particular work problem independently;
- explaining how to carry out a task to another person.

**Remember that interns benefit from work tasks being contextualized rather than just assigning “to do” deliverables.** It means that you should communicate why the work is important and how it will contribute to the project/department/organisation. Providing opportunities to interns to work in collaboration with other employees or in a team is very beneficial.

**Recommended characteristics of work tasks:**

- Concordant with the internship objectives  
Useful for your organisation
- Meaningful and challenging for a student
- Suitable for remote work in case of digital internship
- Clear outcome (deliverable) of the task defined (e.g., a new document developed; a number of customers contacted and informed about the sales campaign)
- Clear, realistic deadline set for delivery of the task (this can be flexible but it will provide structure to an offsite intern)
- Method for carrying out the task is clearly described
- Information is provided about the level autonomy and available support (which parts of tasks he can would do with/without supervision or where he/she can generate his own solutions and ideas)
- Involves some degree of independent problem solving and proactivity of intern  
Involves collaboration with other employee/-s (assign at least 1 team project)
- Information is provided about the digital tools needed for carrying out the tasks and for collaboration, review, and delivery of work (e.g., shared network folder).

**Below is a list of free online tools for assigning and managing work tasks** which can be useful for giving and following-up the progress of work tasks.

### Free Work Tasks flow and Project Management Tools

- Asana (Free Basic plan),
- Freedcamp (Free Basic plan),
- OpenProject,
- nTask,
- Monday,
- Trello,
- Zapier (14 days free trial),
- todoist (Free Basic plan),
- Weekdone - free up to 3 users

### Online file sharing platforms

- Google Drive,
- DropBox,
- OneDrive,
- Box,
- GoFile, etc.

[Template of work tasks sheet](#) (available for uploading on Google Sheets and adaptable to your context)

## TIPS FOR IDEAS FOR INTERN'S ACTIVITIES AND PROJECTS

- Complete a backburner project that has been bogging down permanent staff.
- Create a proposal on a potential social media strategy, evaluate various social media platforms, or come up with suggestions for how your current social media strategy might be improved.
- Critique your company's website from a user perspective and brainstorm ideas for boosting usability.
- Propose solutions for a mid-level problem that no one has had time to address.
- Research and identify the most influential blogs in your industry, follow them and provide weekly reports.
- Scan industry media for news items; provide regularly scheduled updates.
- Accompany employees to client, sales, or meetings held online; have them take an observer role, but ask for their input and ideas and answer any questions they have after the event.
- Take responsibility for some regular task. Even if it's as simple as taking, and placing, the weekly supply order, it will demonstrate follow-through and an ability to take ownership.
- Create support materials, such as charts, graphs, or other visuals.
- Manage the organisation's social media
- Plan and coordinate an event or meeting.
- Produce a video or slide presentation.
- Perform a study or survey; analyze and present results.
- Compile employee manuals or develop process directions for tasks with high employee turnover.
- Source goods or search for lower-cost sources for high-volume materials.
- Clean up a database.
- Aid in the modification or enhancement of your internship program.
- Train new other interns prior to departure.

### 2.3. ENSURE PRODUCTIVE COMMUNICATION AND FEEDBACK TO REVIEW PROGRESS

**Regular communication between you and the intern is very important.** This might seem like an added constraint on your time, but it's important to help the intern to stay on track with her/his goals and feel like a part of the team. For an intern, there's nothing worse than being forgotten about.

**Supervisor's communication with intern should be directed to:**

- assigning work tasks and explaining how to carry them out giving feedback about intern's performance
- facilitating intern's reflection about his progress towards internship objectives and reviewing them
- encouraging and motivating intern
- listening to and discussing intern's concerns if such arise

**Try to communicate with the intern face-to-face (online or in-person) at least once a week to discuss the points listed above.** Apart from that, short check-in meetings to briefly inquire about an intern's well-being and needs are also a very good additional option (e.g., some supervisors choose to meet interns several times a week).

## Criteria of effective communication:

- Clarity (understandable message)
- Conciseness (straight and short message; no wordiness, empty phrases, and redundancies)
- Correctness (accurate, fact-based and grammatically correct information)
- Completeness (message which reveals the whole picture and leaves no guesswork)
- Coherence (logical, organized and relevant information, smoothly presented)
- Consideration (before speaking, consider your words and their potential effects on the listener).
- Courtesy (avoid inappropriate jokes, insults, or an aggressive tone)

## Effective feedback about intern's performance and progress

### Feedback is:

- information about how one is doing in effort to reach a goal;
- any response regarding an intern's performance or behavior (verbal, written or gestural);
- both giving and receiving information;
- helpful for the intern and the supervisor to assess and adjust internship objectives, work tasks and workload.

### Types of feedback:

1. Positive feedback (e.g., "I think you managed to speak to this customer and handle his problem very well").
2. Developmental (e.g., "I would like you to be able to calculate the bicarbonate dose on your own next time." )
3. Negative feedback (e.g., "You did not manage to do the work in time")

**Feedback on an intern's performance should be provided on a regular basis.** It is recommended to schedule weekly feedback face-to-face meetings for a minimum of 30 minutes to engage in conversation with the intern regarding his/her progress towards assigned tasks, areas of desired learning goals and professional development.

**The purpose of feedback in the learning process is to improve a student's performance - not put a damper on it therefore it is suggested to focus on positive and developmental feedback types.** If you provide negative feedback, make sure that it is balanced with positive and developmental feedback types.

## Characteristics of effective feedback

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<b>Clear</b>	Provide feedback in a way that is easy to understand for the intern. When you give feedback, try to focus not only on what you want to say, but also help the intern to receive and understand what you want to say.
<b>Specific</b>	Direct feedback at what the intern did and how the intern did it. Base it on concrete facts. For example, "Anna, I love the new interactive buttons you've added to our fitness app. I just feel that they're conflicting with the theme. Can you reduce the sizes?" Avoid making only general statements such as "Good job!".
<b>Timely</b>	Give feedback as soon as possible after observing the intern's performance or behaviour or receiving the output. You can give feedback while the intern is doing a task, right after he has done it, in the middle or at the end of the project.

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<b>Respectful</b>	Give feedback in a way that is thoughtful and understanding, provide a suitable context for it (time for feedback should be free from phone calls and other disturbances). Don't be hurried in the discussion because you have other things to do. Conversation at no point should be accusatory but rather, observational in nature.
<b>Balanced</b>	Balance positive, developmental and positive feedback. Provide positive feedback on how the intern is using his/her strengths to achieve beneficial results and ask to maintain or improve their behaviors or results by making continued or more intensive use of their strengths. When giving feedback about the weak points of performance, provide also a developmental feedback type and focus it on knowledge and skills rather than talents.
<b>Behaviour-focused</b>	Feedback should focus on behaviors, on the WHAT was done, not the WHO. Feedback should be directed on things which the intern can change or control. For example, "I think you did a good job assigning roles to everyone during that emergency case" or "For future cases, I'd like you to think about how you can reply to a customer more quickly".

## How to structure a feedback session?

There are different techniques for the delivery process of feedback. We propose these six steps, partly adapted from the Pendleton model, and extended:

1. Invite the intern to share how he feels about his internship at the moment.
2. Ask the intern to share his impressions about the work task and his performance in it, about what went well, in which ways he succeeded in the task.
3. Confirm and extend upon areas of intern's success and his strengths.
4. Ask the intern to identify things that he thinks should be improved or done differently and what skills and knowledge he thinks would be necessary to develop for that.
5. Share your impressions of what should be improved in the performance and provide suggestions to how that could be done.
6. Invite the intern to share his overall impressions and gains from the feedback session, and to reflect on the usefulness of a particular work task (what he learned) and the feedback to reach the internship objectives that were defined before the internship.

## 2.4. HELP THE INTERN TO INTEGRATE INTO ORGANISATION

Intern's sense of belonging to the organisation is an important aspect of internship. Facilitate intern's interaction with other employees not only in formal work-related projects, tasks and staff meetings (through videoconferences or in-person), but also in informal contexts. If possible, schedule social activities that are in-person. This could be sporting events, celebrations, etc. It will encourage deeper engagement and connection between an intern and organisation's staff.

### **Ideas for virtual events for socialization and team building in organisation:**

- Virtual coffee breaks
- Virtual tours of local organisations (e.g., museums)
- Virtual talent show/game show
- Sharing personal experiences and adventures (e.g., ask team members to share photos from a recent trip).
- Teamwork on informal topics (e.g., "Never-ending story": one team member creates an Instagram story that ends with a challenge to another teammate. That teammates responds via story, prompting another colleague).

You can find more ideas for team building and socialisation on [20 Virtual Team Building Activities for Remote Teams](#)

# 3. SUPERVISOR'S ROLE AFTER THE INTERNSHIP

Evaluation of interns' performance and progress are the central themes after the internship. It is important for an intern to receive a summative feedback from the supervisor on his/her performance and competencies for his further professional

development. At this stage, interns also do an independent self-assessment of their performance during internship.

## Usually after the internship the supervisor from receiving organisation is expected to:

- **Evaluate intern's performance and progress. It may consist of:**
  - filling in assessment form provided by HEI; different HEI might define different evaluation criteria; your evaluation will be taken into consideration when assigning a final grade to intern;
  - evaluating to what degree the internship objectives that intern and you defined before the internship have been accomplished; it is recommended that intern would do the same evaluation as a form of self-assessment.
- **Hold a meeting with the intern to give a summative feedback about his/her performance;** it is recommended that during the feedback you and the intern discuss the intern's assessment form and the accomplishment of internship objectives that were defined before the internship and substantiate. If the intern cooperated with other employees in the organisation during the internship, you might consider inviting them to this meeting to give their constructive feedback or to prepare their opinion in written form.
- **Evaluate internship experience and internship program in general by filling in the form provided by HEI. Often HEIs ask supervisors from internship organisations to evaluate the quality and usefulness of internship program, and efficacy of collaboration.** You might be asked to answer questions about cooperation with HEI, adaptability of internship objectives to your organisation's scope and specifics, organisation's readiness to accept interns in the future etc.