



**Universiteit Utrecht**

**Master's Intercultural Communication**

**Internship Manual**

**2023-2024**

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This manual is intended for everyone who has to do with an internship within the Master's programme Intercultural Communication (ICC). In this ICC manual, the current procedures, agreements, responsibilities and forms to be used have been merged into a single overview. On the internship page of the Master's programme ICC ([students.uu.nl/en](https://students.uu.nl/en) > choose Intercultural Communication > Curriculum > Internships), where you can also find this manual, you can also find *general* internship information for Master's students of the Faculty of Humanities, and a short overview of all the steps you need to take before, during and after your internship.

In this first part, you can find who has which responsibilities. This applies to: 1) the student, 2) the supervising lecturer and 3) the internship supervisor at the organisation. Finally, an overview of the forms that have to be filled in and submitted (4).

Useful contact details:

- Contact details of the Internship Office Humanities:  
Internship Office Humanities (part of the Student Information Desk Humanities)  
Drift 10, 3512 BS Utrecht  
030 253 6285  
[stage.gw@uu.nl](mailto:stage.gw@uu.nl)
- Contact details of the current ICC internship coordinator:  
Dr. Marie Steffens  
Address: Trans 10, 3512 JK Utrecht, room 2.03 [m.g.steffens@uu.nl](mailto:m.g.steffens@uu.nl)

## 1.1 WHAT ARE THE RESPONSIBILITIES OF THE STUDENT?

As a student you are responsible for the following:

### **Before you start your internship**

- In week 4 of block 2 (December) at the latest, you will submit a study plan for your master's in which you already include ideas for internships. You will receive feedback on this. You make sure that you find an internship placement in block 4 for at least 10 weeks that meets the requirements of the programme (see further on in this manual).
- During the academic year, **two to three trainings** are provided in cooperation with Career Services. These are part of your internship programme.
- **You search for your own internship** using the tips and guidelines in this manual and the knowledge and skills you acquire during the training. If you are unable to find a place, please report to the internship coordinator, who can help you. In this process, you should carefully deal with the contacts you gain access to through the network of the master's. Consult with the supervising lecturer or internship coordinator in case you have to choose between several possibilities, so that the internship contact is maintained for other students.
- At the end of January or the beginning of February, you will have a **meeting with the internship coordinator** to discuss your internship plans. If you do not yet have a definite internship location, you will discuss with the internship coordinator what you have planned and what the status is. In consultation with the supervising lecturer it will be decided whether your internship has been approved.

- During block 3 you will be told who your supervising lecturer will be from the university. **Contact your supervising lecturer yourself** before starting your internship.
- Before you start your internship, make sure you have a **completed internship agreement and internship work plan (with an internship work plan form)**, have the internship work plan read by both your supervisor at the UU and the organisation and, if necessary, after feedback, have the forms signed:
  - Internship agreement: by you and the organisation, the third signature will be provided by the Internship Office (so not by your supervising lecturer);
  - Internship work plan form: by you, your supervisor at the organisation and the supervising lecturer and, after approval, submit them digitally to the Internship Office ([stage.gw@uu.nl](mailto:stage.gw@uu.nl)).
- If the organisation where you are going to do your internship prefers to use its own contract, have this checked by an employee of the Internship Office and make sure that the contract can also be signed by the Internship Office.

### During your internship

- During your internship you will keep a **weekly log** of your reflection; this will be appended to your internship reflection report (think of a guideline of about half an A4 a week). You will send this to the supervising lecturer on a weekly basis during your internship. Keeping a log gives insight into your developments and provides input for your internship reflection report.
- During your internship term, you will be present at the **supervision meetings** from the programme, and you will always respond within a maximum of two days if your supervising lecturer contacts you.
- Documents you submit to your supervising lecturer are always accompanied by your first name, surname and date (also in the title of the document).

### At the end / after your internship

- A few weeks before the end of your internship, you ask your internship supervisor to fill out the **feedback form**. This document will form the basis for a final conversation between your supervising lecturer and internship supervisor. Once received, you send the form to your supervising lecturer (if the internship supervisor did not so him/herself). In addition, you can use the feedback for your reflections in your internship report.
- At the end of your internship, you submit an **internship reflection report** (approximately 4000 words) and an **internship presentation** (10 minutes – one slide) to your supervising lecturer. You also ask your supervisor at the organisation to fill in and sign the feedback form. You will send this to your supervising lecturer yourself.
- After assessment you will send the report to the Internship Office, where your report will be stored in a digitally protected archive. The reports are not shared with others.
- At the end of your internship, you fill in your internship experiences in the Internship Dashboard through this link: <https://stage-inspiratiebank-gw.sites.uu.nl/stage-toevoegen/>.
- When you finish your internship you have to do a number of things to ensure that you actually graduate. You can find all the necessary information about this here: <https://students.uu.nl/en/hum/englishlanguage-and-culture/graduation>

## 1.2 WHAT ARE THE RESPONSIBILITIES OF THE SUPERVISING LECTURER?

Within the ICC master's, many supervising lecturers may qualify for supervising an internship. This is often closely related to the language that is central to the internship, and the language track in which the Master's is done. The accompanying supervising lecturer has the following responsibilities:

- The supervising lecturer decides to approve the suitability of an internship, possibly after consultation with the internship coordinator.
- During block 3, the supervising lecturer will be linked to internships after consultation and will be open to contact with the student to be supervised from then on.
- The supervising lecturer assesses the internship work plan, and if approved, signs the internship work plan form and sees to it that the student submits it to the Internship Office (this way the student is registered in OSIRIS).
- After it is clear which student(s) will be supervised by the supervising lecturer, the supervising lecturer will let the student(s) know what the supervision looks like. This can take different forms, depending on the time and place of the internship. In any case, agreements will be made about this before the internship starts. Two examples:
  - The supervising lecturer can form one or more tutoring groups and schedule a number of tutoring moments with the group(s). The supervising lecturer can draw up a schedule and an overview of the internships for the students (the internship coordinator can support this with a standard document and schedule).
  - In case of an internship abroad, the supervising lecturer can involve the student in a group discussion with students in the Netherlands through video-calls or offer individual guidance to the student via video-calls/telephone/email.
- The supervising lecturer has contact with the internship supervisor of the organisation by telephone, video-call or face-to-face to discuss progress or to evaluate. Internship visits by the supervising lecturer can take place if possible (not for internships abroad or long travel distances within the Netherlands).
- Partly on the basis of the feedback form completed by the internship supervisor, the supervising lecturer assesses the report submitted and the presentation, and sends copies of the assessment forms to the Internship Office.
- The grade entered in OSIRIS is the average of the internship presentation and the internship reflection report.
- The supervising lecturer enters the data in OSIRIS. The course name is ICC internship (including the language, there is a separate course code for each language). For the normal 15 EC internship you first enter the grade under 'Report', then you enter the same grade under 'Raise 10 EC'. If the student is not registered for the internship (which shouldn't be allowed), the supervising lecturer can add the student to the course (go to the correct course, ICC internship, search with last name or student number the student and add).
- Finally, the supervising lecturer provides the Internship Office with copies of the assessment forms (via stage.gw@uu.nl) and informs the internship coordinator of the completion of the internship.

### 1.3. WHAT ARE THE RESPONSIBILITIES OF THE INTERNSHIP SUPERVISOR?

The organisation where an ICC student is doing an internship is expected to appoint an internship supervisor. The internship supervisor has the following responsibilities:

- The internship supervisor reads the document called 'Information for Organisations – Internships MA ICC', sent by the student.
- The internship supervisor signs the internship agreement (which also include agreements made on the internship reimbursement, any travel expenses and holidays, etc.) together with the student, makes clear agreements with the student about the content and form of the internship (written down in the internship work plan) and signs the internship work plan form to confirm these agreements..

- The internship supervisor makes time for a telephone conversation with the supervising lecturer and possibly a visit to the internship.
- The internship supervisor offers the student space and time for supervision from the university (including intervision meetings in Utrecht or via MS Teams and possible workshops).
- The internship supervisor offers the student sufficient and regular supervision in participating in the organization.
- At the end of the internship, the internship supervisor fills in the feedback form provided by the student and sends it to the supervising lecturer and student
- After the feedback form has been filled out, the internship supervisor and supervising lecturer schedule a final evaluation meeting, to discuss the feedback form and the final assessment of the internship.

#### 1.4. FORMS OVERVIEW

All the internship forms can be found on the internship page of the MA Intercultural Communication: <https://students.uu.nl/en/hum/intercultural-communication/curriculum/internship>

Before starting the internship, the student must ensure that the required forms have been filled out:

- Internship agreement  
*Signed by: the student, the internship supervisor and the Internship Office (not the supervising lecturer)*
- Internship work plan
- Internship work plan form  
*Signed by: the student, the internship supervisor and the supervising lecturer*

At the end of the internship the following forms have to be filled out:

- Assessment form internship (by the supervising lecturer)
- Feedback form internship supervisor (by the internship supervisor) • Digital form Internship Dashboard (by the student)

## PART 2 PROJECT PREPARATION

### 2.1 WHY AN INTERNSHIP?

In the Master's Intercultural Communication you will do an internship of at least 10 weeks, in the Netherlands or abroad. During the internship, you will work on the internship tasks. The entire internship is meant so you can function as an intercultural communication professional in training; on the one hand to learn new things and on the other hand to learn to apply things you already know from your studies.

The internship tasks involve supporting the organisation with all kinds of communication tasks. This will give insight into the day-to-day running of organisations, the role of communication in the organisation and, of course, into your own functioning as a communication professional.

The internship tasks can also rely on your analytical and academic skills ultimately helping you to develop and expand the following competencies:

- You can reflect on your own communicative functioning in an international, multilingual or intercultural organisation, i.e. you know what your own strong and weak communication skills are and know how they can be expanded or improved within an intercultural organisation;
- You know how to relate the knowledge and skills acquired during the master's programme to the requirements and expectations of a concrete organisation;
- You can identify a communicative problem in an intercultural practical situation in terms of common communicative models and theories;
- In doing so, you can distinguish between an organisational problem, an intercultural/multilingual problem and a communicative problem and the different solutions that go with them;
- You can translate an intercultural organisation's communicative problem into concrete research questions, choose vigilantly an adequate research method, and carry out the research within the context of an intercultural organisation
- In doing so, you know how to find a responsible compromise between the scientific ideal and what is practically feasible in an organisation;
- You are able to present the results of your research and the recommendations derived from it to those involved in the organisation in an adequate manner.

If you follow a [MasterLanguage](#) course, this can replace the internship presentation. You will do an internship of 5 EC or 10 EC, depending on the MasterLanguage course you are following. The contents of your internship will be discussed on a case-by-case basis.

From the Master ICC we attach a lot of value to the internship, especially because we see this last phase of your education as an important step towards the labour market. That is why we work closely together with Career Services and offer customized workshops during the academic year. These workshops are mandatory.

## 2.2 HOW TO FIND A GOOD SPOT

The search for an internship starts with insight into what you want and what your abilities are. We guide you in this through workshops. Next to that, we advise you to start looking for an internship as early as possible. Especially if you want to do an internship abroad. Some organisations are focused on finding interns. In finding an internship you can make use of the following means, among others:

- The Internship Dashboard, where you can select MA ICC and see which internship MA ICC students have done over the past years: <https://stage-inspiratiebank-gw.sites.uu.nl/>
- The [Blackboard community](#) with a current and continuous offer of internships
- The MA ICC LinkedIn group. Here you can share vacancies and find alumni of the ICC Master' who might be able to help you with an internship.: [https://www.linkedin.com/groups?home=&gid=3842662&trk=my\\_groups-tile-grp](https://www.linkedin.com/groups?home=&gid=3842662&trk=my_groups-tile-grp)
- The Humanities Internship Vacancy Database. Here you can find current and recurring internship vacancies: <https://stage.wp.hum.uu.nl/>
- Job teaser tool from Career Services (here you can find current internship vacancies and organisations to which you can always send an open application): [https://uu.jobteaser.com/en/dashboard?action=show&controller=dashboards&i18n\\_locale=nl](https://uu.jobteaser.com/en/dashboard?action=show&controller=dashboards&i18n_locale=nl)
- In the general Faculty of Humanities internship manual, you can find more tips on how to find a good spot.

Next to that, there is more specific information on Dutch governmental/non-profit organisations. This might not all be relevant for international students, but you could check in other countries whether there are similar

options, for example at embassy. In the Netherlands, the [Ministry of Foreign Affairs](#) has its own website (in Dutch) where you can search for vacancies at embassies and consulates, and the Dutch government has its own website (in Dutch) where you can search for vacancies ([www.werkenvoornederland.nl](http://www.werkenvoornederland.nl)). Vacancies in the non-profit sector are shared at [www.oneworld.nl](http://www.oneworld.nl) (mostly in Dutch but vacancies in English will be posted in English), but many other organisations also use their websites to recruit interns.

Before approaching an organisation, you need to think carefully about what it is that you have to offer. What do you like? What are you good at? What do you think the organisation needs? The better you are able to formulate your personal *unique selling points* and translate them into a convincing *elevator pitch*, the greater the chance that you will acquire a spot that suits you. In practice, in 99% of cases these negotiations end in results with which all parties (student, organisation and university) are satisfied.

### 2.3 WHAT ORGANISATIONS ARE SUITABLE?

An organisation suited for an internship has:

- insight into the function of an internship, namely practice- and application-oriented learning;
- respect for the - sometimes difficult - position you have as an intern in an organisation;
- respect for an academic working method and work attitude;
- respect for the fact that the university and the organisation sometimes have conflicting interests;
- sufficient time to supervise you;
- competent supervisors;
- the means to offer you a reasonable internship reimbursement.

Less suitable, or actually unsuitable places are:

- organisations with only one, two or three employees (unless they have a lot of experience in supervising Master traineeships);
- the organisation where you've been working for years;
- organisations that do not have any experience with interns;
- organisations that have interns on a continuous basis to carry out regular work;
- organisations that have so many restrictions regarding the public accessibility of their data that this makes internship guidance from the master's programme virtually impossible.

Consult with the organisation in advance about the mutual wishes and expectations. For example, it is not the intention that during your internship you perform the tasks that would otherwise be performed by a paid employee. Interns are always supernumerary, which means that if you are not there, the work will continue as usual. Furthermore, when choosing an organisation, it is important that an experienced, academically trained communication professional is available to guide you.

### 2.4 HOW DO YOU DEAL WITH BUSINESS CONTACTS PROFESSIONALLY?

When you orient yourself towards an internship and eventually apply for a job, you will have to deal with business communication. You will start to build up your professional network, as it were, or you will expand it. There are a number of aspects you need to pay attention to:



- Make sure you have created a LinkedIn profile, on which you present a professional profile of yourself with a photo and a clear description. It is always a good idea to refer to this in your applications or during networking situations..
- Always be careful in your communication. Check in all written communication whether your language is correct (spelling and tone) and whether any accompanying documents are correct. This also applies to your LinkedIn profile.
- Be polite and, where necessary, formal at all times: in face-to-face communication, that means that you look at people when you talk to them, adopt an active attitude and stand up straight. In written (e-mail) contact, it means that you address people formally if you don't know them well yet, use full sentences, use a salutation with a name, don't use smileys and the like and finish with your own name.
- If you get an opportunity to talk about an internship through someone else's network (for example through an supervising lecturer or a family member), handle the contact even more carefully. Be clear about what one can expect from you, and always handle it in a business-like way. Always let the person who put you in contact know what has come out of it.
- It will occur that you put out multiple applications at the same time and you have not yet had a response from the organisation you prefer, while you already received a commitment from another organisation. Be open to both organisations at all times and do not keep stalling an organisation. This creates difficult situations and can be very detrimental in the long run. If in doubt, ask your supervising lecturer or internship coordinator for advice.

## 2.5 HOW DO YOU TAKE CARE OF THE FORMALITIES?

There are a number of things you need to take care of **before** you start your internship. Here you will find the most important information.

### FORMS AND REGISTRATION

You have to make the contacts with an organisation and with the university. With the university you have to arrange a number of important matters:

- Coordination with the *internship coordinator*: as soon as you have an internship placement and have coordinated it with the internship coordinator, you send an email to the internship coordinator with clear information about the organisation where your internship will take place, the tasks you will perform there, the start and end date. After consultation with your future supervising lecturer, the internship coordinator will give the green light to your internship placement or will invite you for an interview if in doubt. If you do not yet have a definite internship placement, send an email with the status of the outstanding applications.
- Coordination with the *supervising lecturer*: well before your internship, during block 3, you will hear who your supervising lecturer is. Contact your supervising lecturer yourself to discuss what the supervision will look like precisely.
- Registration for the internship by handing in forms at the Internship Office:
  1. The Internship Work Plan consists of two parts: the ***Internship Work Plan Form*** (available in Dutch and English) with the basic information including the signature, and the ***Internship Work***

**Plan** (you write this in Dutch or English). The content is to be drawn up by yourself and it should be 4 pages. In the Guidelines Internship Work Plan (also on [students.uu.nl/en](http://students.uu.nl/en) > choose Intercultural Communication > Curriculum > Internship) you can find what it should contain.

Sometimes it is not possible to describe the work in detail in advance, because many things are not yet known. In that case, a general description is sufficient (e.g. half a page). In general, it is advisable to write down the agreements in as much detail as possible: this provides the most support during the internship.

The Internship Work Plan is agreed upon by the intern, the internship supervisor and the supervising lecturer, by using the Internship Work Plan Form. The fully completed and signed form (by all three parties), and the content of the internship work plan are submitted to the Internship Office ([stage.gw@uu.nl](mailto:stage.gw@uu.nl)) at the same time as the completed internship agreement

2. The **internship agreement**. The internship agreement (available in Dutch and English) is necessary to arrange liability. There are two possibilities:
  - A) Utrecht University has a standard agreement, which you preferably use. It is signed by you and your internship supervisor (not your supervising lecturer). The third signature is provided by the Internship Office.
  - B) The organisation insists on using their own contract. This is possible, however be aware that it might take longer for the Internship Office to check if everything is ok and the University can agree with this contract. After handing in the internship papers, you will be enrolled in OSIRIS by the Internship Office, so you can receive your EC for the internship.

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## FINANCES AND INSURANCE

### *Internship reimbursement*

Unfortunately, a number of internships are still unpaid, especially at cultural and non-profit organisations. It is then assumed that trainees are 'paid' with the learning experience they gain. Nevertheless, it is very reasonable to ask for an internship fee. In a number of organisations, interns receive a standard allowance for 'the costs incurred'. This can be done in a number of ways: a monetary reward, an expense allowance, a travel allowance or a reward in kind. In all cases there is an internship reimbursement, not pay or salary. Only in a few cases does an intern actually appear on the payroll and receive 'wages' (and is therefore insured, see below). A guide amount for a reasonable internship reimbursement (as paid by the government) is approximately € 300 to € 600 gross per month.

The faculty is never responsible for the (expenses) incurred in connection with the internship.

### *Insurance*

If you do not receive any financial reward, as an intern you are not insured for medical expenses and WW (unemployment benefits). A (travel or expense) compensation does not count as a reward. If you receive a reward and are therefore insured, you must also pay premiums. However, as an intern, you are always insured for the WAO (disability insurance).

If you are doing an internship, you must be insured for WA (third party liability insurance) for the duration of the internship. In some cases, interns are covered by the third party liability insurance of the institution offering the internship. If you have concluded an agreement via the faculty, you will be covered by the third party liability insurance of the university for the duration of the internship.

The faculty is not liable for any form of misconduct during an internship.

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## INTERNSHIPS ABROAD

It is possible to do an internship abroad. For an internship abroad the same conditions, procedures and rules apply as described above. The following points must be taken into account in particular when doing an internship abroad.

### *Availability*

You have to assume that the faculty has a limited offer of internships abroad. Finding an internship therefore largely depends on your own initiative and your own contacts. Start your search well in advance, i.e. at least six months in advance.

### *Safety*

The faculty attaches great importance to good information about safety, especially during internships abroad. If in doubt, always consult with the Internship Office, but also submit your questions to the internship coordinator.

### *Costs*

In principle, the costs associated with an internship abroad (accommodation costs, travel expenses) are for the account of the student. Any student grants or loans will continue during your internship. In a very limited number of cases, it is possible to obtain a scholarship from the university or an allowance from a special fund. More information about scholarships can be found at <https://students.uu.nl/en/academics/study-abroad/step-1orientation/costs-and-funding>

When applying for scholarships and funds (e.g. the Erasmus+ grant) you need to start the application procedure very early (preferably at the beginning of your Master in block 1) and have concrete plans.

### *OV-reimbursement*

If an internship takes place abroad, it is possible to temporarily stop your public transport student subscription and get the money that is withheld monthly from the study grant back. Forms can be obtained from the Regional Office of the *Informatie Beheer Groep* (DUO) and the Student Services Centre. These must be stamped by the master's programme and signed on behalf of the master's. For this you can go to the desk of the Student Information Desk.

### *Registration in OSIRIS*

If you are going to do an internship abroad, it is mandatory to register this in OSIRIS. Via the button 'Abroad' you can indicate for which period you are going to do an internship abroad. Do not forget to fill in your foreign address there as well. This way the faculty can contact you in case of an emergency.

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## EXCEPTION AT THE MINISTRY OF FOREIGN AFFAIRS

If you are going to do an internship at or through the Ministry of Foreign Affairs, you will receive an information package from the coordinator of the Ministry's internship policy to submit your internship application. It also contains a number of copies of the internship agreement.

Two copies, the return envelope and the cover letter should be handed in at the Student Information Desk. The Student Information Desk then registers your internship and sends a signed copy of the agreement back to the Ministry. It is therefore not necessary to use the faculty's agreement.

You will have the internship plan form signed by the supervising lecturer and the supervisor at your internship placement. You submit this to the Internship Office together with the internship work plan itself. There it will be attached to the agreement of the Ministry.

## 2.6 WHAT IF YOU WANT TO DO AN INTERNSHIP LONGER THAN 10 WEEKS?

If you want to do an internship for more than 10 weeks you may, but you run the risk of not graduating within a year. A supervising lecturer has a total of 13 hours to guide you (including reading your pieces and providing feedback). In principle, you will receive 10 weeks of supervision (1 block) and if possible, you will strive to write your internship reflection report within those 10 weeks. After that you are allowed to stay with the organisation, but that is without supervision from the university and you have to coordinate well with the organisation whether you are allowed to stay even if you are no longer enrolled as a student: this can cause tax and insurance problems, find out thoroughly. Submitting your reports later in the summer, so that you can still graduate within a year is usually possible, but depends on the possibilities of your supervising lecturer. You need to coordinate this well yourself before you make any commitments to the organisation.

In all cases it makes sense to make a schedule at the beginning of your internship and coordinate this with both the organisation and your supervising lecturer.

## PART 3 LEARNING PROCESS

### 3.1 WHAT COMPETENCES ARE YOU GOING TO DEVELOP??

The practical part of the ICC master's is mainly meant to develop competences. To be able to do that, you will have to be aware of your current competences, your goals and how you can develop yourself. In the internship reflection report you are expected to reflect on this.

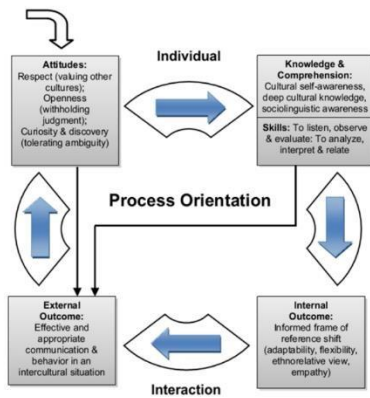
The main goal of the reflection report is to write down what you've learned and how you feel about that, and how you think you developed certain skills. This is not something that is 'ready' in your head and only needs to be written down. You will have to reflect on yourself actively. That is why we ask you to "make at least one example on intercultural competences explicit with help Deardorff's model on developing intercultural competences, and at least one example on a personal competence explicit with help of a reflection model like Korthagen or Core quadrant" (Guidelines Alternative Internship, p. 5). We have put together a list that gives you more information on a few well-known models for self-reflection:

- Watch the following video about a few [reflection models](#) (you can add English subtitles):
- One of the models explained in the video is Korthagen's reflection circle diagram. [Use this link](#) to see which you questions you can ask yourself in which phase.
- Another approach that is very useful for self-reflection is core quadrants. You can find a clear explanation here in [Dutch](#) and in [English](#), and if you like an explanation by the founder [Daniel Ofman](#).

As for reflection on intercultural competences, you can make use of the Process model of intercultural competences by Deardorff (2006). Read the article again for the explanation of the model<sup>1</sup>:

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<sup>1</sup> Deardorff, D. K. (2006). Identification and assessment of intercultural competence as a student outcome of internationalization. *Journal of studies in international education*, 10(3), 241- 266.



In addition to personal reflection (“I am very decisive, but my pitfall is that I am impatient”), it is important to ask yourself: what are your strengths and weaknesses as a communicator, organizer, designer or consultant? What are my objectives in this respect? And how do I develop myself in this during my internship?

As an intercultural communication professional, one of your unique selling points is that you have intercultural competencies, such as<sup>1</sup> :

- *Cultural self-knowledge*: this concerns knowledge of one's own frame of reference and one's own world view.
- *Cultural flexibility*: the openness to adapt and explore alternatives.

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<sup>1</sup> From: Simons, J., Kroels, Y., & de Graef, G. (2011). Het meten van interculturele competentie: mogelijkheden en grenzen. In J. Simons (Red.). Handboek interculturele competentie (pp. 10). Brussel: Politeia.

- *Cultural resilience*: the ability to deal with the difficulties and negative feelings that can accompany intercultural encounters.
- *Cultural receptivity*: the openness to listen to and integrate the other person's vision and expertise, as well as the ability to accept the relativity of one's own visions and ideas.
- *Cultural knowledge*: the interest in acquiring knowledge about another culture and the capacity to use this knowledge in an adapted way without harming the uniqueness of each person in a specific situation.
- *Cultural relational competence*: the willingness to invest time and energy in creating trust and the willingness to enter into relationships.
- *Cultural communicative competence*: the ability to explore the specific characteristics of one's own communication style, to remedy them if necessary, and to explore the communication style of the other.
- *Cultural conflict management*: the ability to consider intercultural conflict as a learning opportunity and the awareness of one's own conflict management style.
- *Multiperspectivity*: the ability to approach and understand a situation, issue or problem from multiple cultural perspectives.
- *Employability*: the ability to assess what your *unique selling points* are, especially focused on your intercultural competences.

For the communication profession in general, the following five competences are often used. These are partly inspired by the [Logeion-beroepsprofielen](#) (Logeion professional profiles) (Logeion is the Dutch professional association for communication professionals):

- *Communicating effectively*: This involves practical communication skills, often of a written nature: being able to quickly write, for example, press releases or website texts that are flawless, clear and attractive. However, the communication skills in the internship also include the skills needed to present your design or advice convincingly.
- *Organize and collaborate*: In your internship, your ability to structure processes and get the cooperation of others for those processes will be called upon in many ways. For example at:
  - planning your own, often quite diverse work;
  - working together on practical communication tasks;
  - collaborating with supervisors and lecturers, in particular finding the right balance between taking initiative and consulting;
  - collaborating with people who are involved in your tasks.
- *Design oriented research*: Designing means systematically producing a communication tool in which you use research to guarantee quality. That is something else than being able to write a decent text quickly (which falls under 'communicating'). Sometimes you design a ready-made and complete tool, sometimes a structure for a tool (e.g. a navigation structure for the website).
- *Advising*: Advising is about processes, i.e. about messages or interactions that are realized over and over again and somewhat differently by the people working in an organisation. These processes can therefore not be designed. However, you can try to convince people to conduct these processes in a certain way. Sometimes the advice is about processes at a very high level of aggregation ("the communication with our stakeholders").

- *Guiding and training:* Guidance and training involves monitoring and commenting on the actions of a particular person. The end result of guidance is not advice, but a higher level of execution of a communicative process.

The first two competencies are quite practical in nature: it is all about your personal effectiveness. The next two are more academic, because research plays an important role in them. We do mention the latter competence, but we are less ambitious in this respect. We think that in most internships guidance and training will not be central. Often it is also an activity for more experienced communication professionals.

### 3.2 WHAT DOES REPORTING OF YOUR LEARNING PROCESS LOOK LIKE?

Before the beginning of the internship, you record your plans in an *internship work plan*. This contains the contact details of the organisation and your supervisor, the description of your internship, your tasks, your learning objectives. Your learning objectives are based on selfreflection (what are my strengths and weaknesses?) and on your professional ambitions. The internship work plan should be written in the language that you and the two supervisors have a good command of, and should cover an average of about four to five pages. The internship work plan is important for the mutual expectations regarding work, learning objectives and agreements on supervision.

You conclude the practical project with a report and a presentation. The report is called the internship reflection report. You write this report and do this presentation in the language of your track (if you do the multilingual track, you decide earlier in the year in which language you will do this).

#### **The internship reflection report**

In the internship reflection report you describe and justify your learning experiences within the context of the internship organisation. The report is process-oriented and product-oriented. You describe the communicative tasks you have carried out, the results and the assessment in the organisation. You reflect on the assignments carried out, the work process, any comments and revisions, and the like. You go into the professional skills you have developed in the process and reflect on what you have learned in the first half of the master's, so this can be specifically about certain concepts and theories. You do this by using concrete examples to show what you have learned and what strengths and weaknesses you have discovered in yourself. For this you make use of the reflection during the trainings you followed to prepare for your internship. You describe which theories about intercultural communication you have recognized in practice and how you have dealt with them. This also applies to your own intercultural competences: what have you recognized in yourself and in others and how have you developed your own competences and how have you helped others develop or become aware of their intercultural competences? You can use the knowledge you gained during the workshops on labour market orientation to write your internship report.

Your personal internship reflection report includes a section about the organisation, together with:

- a brief description of the company (core tasks, number of employees, etc.) and your vision on the type of organisation and what that means for communication (e.g. according to Mintzberg, 1989);
- an organisation chart and the place of yourself in the department where you work;
- a description of the core tasks of the communication department/employee;

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- the place of the work processes in which you have participated in the organisation: for whom have you worked, with whom, who has assessed the work or products of that work, commented, in what capacity, etc.;
- the position of the employees with whom you deal on a daily basis and the position that their department occupies within the organisation as a whole;

In addition, you reflect on the learning goals you have formulated in the internship work plan. You can refer to your logbook and possibly make use of the workshops of Career Services that you followed and the reflection moments with your supervisor(s) and possibly with fellow students. Finally, your reflection report includes:

- *Self-reflection on your (intercultural) competences*: which intercultural competences do you feel you've (further) developed in the past year, which events or experiences contributed mainly to the development? Make at least one example on intercultural competences explicit with the help of Deardorff's model on developing intercultural competences, and make at least one example on a personal competence explicit with the help of a reflection model like Korthagen supported by a Core quadrant (see more information in the appendix).
- *Reflection on your transferable skills*: which skills did you acquire in the MA programme, which skills do you think employers will value most, what are your most important transferable skills that you will mention in application letters/on your LinkedIn profile?

The internship reflection report has a size of about 4,000 words. In the appendix you add a logbook where you keep track of your daily learning experiences and tasks (this does not count towards the number of words). It is customary to keep your logbook on a weekly basis (think of a maximum of half an A4 sheet per week).

Note: the internship reflection report is meant to show the learning curve during your internship. This is meant for the Master and not for the organisation itself. In this way you can be as open as possible in your reflection on your experiences in the organisation.

### **The internship presentation**

10-minute presentation based on a one-slide ppt (poster type as in intercultural consulting).

Possibility to ask the supervisor for feedback on the ppt. Bring your computer with the supporting slide. During one of the two presentation sessions (one online, one on location), you will have to present to the other students and supervisors for ten minutes in a dynamic, clear and structured way, in the language of the track or in the language of your choice for the multilingual track (**presentation skills**).

#### **Outline:**

- 1) Brief contextualisation of the internship: organization, tasks (**main message**)
- 2) Explain briefly the policies/views on diversity, inclusion and intercultural communication in the organization (**main message**).
- 3) Explain how, based on your academic expertise, intercultural communication in the organization could be improved/strengthened (**arguments**)
- 4) Explain how your internship experience could be useful to others (specific situations, conflict resolution, experience gained, etc.) (**arguments**).

Be careful, for parts 3 and 4, to develop an academic argument, a coherent, clear, explicit reasoning, citing sources if necessary, indicating what data might need to be collected to give a definitive answer.

One slide, most visual representation possible, efficient and aesthetic, not too much text (**visualization**).



### 3.3 HOW IS THE INTERNSHIP ASSESSED?

The assessment of the internship is the responsibility of the supervising lecturer. For the assessment of the internship, your supervising lecturer will of course consult with your supervisor in the organisation: he/she will give his/her vision on your functioning within the organisation. During the assessment of the internship, the lecturer and supervisor will focus on the internship reflection report and the internship presentation, while the lecturer will focus more on the reporting and the supervisor on the intern's own experiences. At the end of the internship, the lecturer and supervisor each complete the evaluation forms (these are three different forms). One relates to the internship report, one to the presentation and are filled in by the supervising lecturer, the other relates to functioning in the workplace and is filled in by the internship supervisor. The supervising lecturer uses the completed form of the internship supervisor as input for the final assessment and links the final assessment back to the student.

In order to successfully complete the internship you must have scored at least sufficiently on all components (functioning, internship report, internship presentation). If you have scored insufficiently for the internship report (at least a 4.0), you will be given a one-off opportunity to improve this part on the basis of feedback from the supervising lecturer.

The supervising lecturer will inform you of the final grade, and will ensure that you receive/can see the completed assessment forms. The supervising lecturer also sends the assessment forms to the Internship Office, for archiving. Finally, he or she passes on the final assessment of the internship to the Internship Office (via a provisional test statement) or enters the grade via OSIRIS.