

# THE 55-YEAR-OLD INTERN

*Hundreds of firms have launched their own returnship programs. Here's how they work:*

**Much like internships,** the programs last several weeks to a few months and offer extra training and mentorship.

**Most returnships** are full-time and pay relative to a person's qualifications and work experience.

**Some programs** are focused on individual roles, while others offer project-based work.

**Returnships help** organizations tap into a unique—and oft ignored—talent pool, while returners get to explore their career options and build their networks.

**A downside:** not all returners are offered permanent positions once they complete the program, leaving them back at square one.

