



Returnship Charter + 30–60–90 Plan

Design for Capability. Not Perfection.

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Part 1: Returnship Charter

Purpose

A returnship is not an internship.

It is not a trial.

It is a **structured bridge** between capability and opportunity.

This charter ensures:

- clarity
- alignment
- accountability

for both the organization and the participant.

Returnship Overview

Role Title:

Department:

Duration:

(Recommended: 12–16 weeks)

Start Date:

Manager:

Mentor:

Buddy (Peer):

Objectives

What is the goal of this returnship?

Define clearly (max 3–5 outcomes)

Example:

- Support CRM implementation project
 - Contribute to marketing campaign execution
 - Assist in HR operations and employee engagement
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Success Criteria

How will success be measured?

- Delivery of defined tasks
 - Engagement and collaboration
 - Learning progression
 - Feedback from manager and team
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Support Structure

Every returnship should include:

Manager

- defines expectations
- provides feedback
- evaluates performance

Mentor

- offers guidance and perspective
- supports confidence building

Buddy

- helps with day-to-day navigation
 - supports integration into the team
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Working Model

- Working hours / flexibility:
- Hybrid / remote setup:
- Core collaboration hours:

Define clearly upfront to avoid misalignment.

Compensation

Returnships should always be **paid**.

This reinforces:

- value
 - commitment
 - equality
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Conversion Plan

Define early:

Under what conditions does this convert into a full-time role?

- performance aligned
- business need confirmed
- mutual fit

Include decision checkpoints:

- Week 8 (early signal)
 - Week 12–16 (final decision)
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Part 2: 30–60–90 Day Plan

This is where structure creates confidence.

Not only for the company—but for the participant.

First 30 Days — Orientation & Confidence

Focus

- understanding the role
 - learning systems and processes
 - building relationships
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Key Activities

- onboarding sessions
 - introduction to tools and workflows
 - stakeholder meetings
 - shadowing team members
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Expected Outcomes

- basic understanding of role and responsibilities
 - first small tasks completed
 - initial relationships established
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Manager Focus

- set clear expectations
 - create psychological safety
 - encourage questions
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Days 30–60 – Contribution & Visibility

Focus

- active participation
 - taking ownership of defined tasks
 - building confidence
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Key Activities

- contribute to projects
 - attend and participate in meetings
 - begin independent work
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Expected Outcomes

- delivery of defined tasks
 - visible contribution in team
 - growing confidence
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Manager Focus

- provide regular feedback
 - reinforce strengths
 - support visibility
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Days 60–90 – Ownership & Momentum

Focus

- independent contribution
 - delivering results
 - preparing for long-term integration
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Key Activities

- own a project or workstream
 - present results or insights
 - deepen stakeholder relationships
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Expected Outcomes

- clear, measurable contribution
 - strong team integration
 - readiness for next step
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Manager Focus

- evaluate performance
 - support final development areas
 - prepare conversion discussion
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Final Reflection (for both sides)

At the end of the returnship, both sides should reflect:

Participant

- What did I learn?
 - Where did I grow?
 - What is my next step?
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Company

- What value was created?
 - What worked well?
 - Should we convert / scale?
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One Principle to Remember

A returnship is not about testing people.

It is about: **unlocking potential that traditional hiring overlooks**

Why This Works

- reduces hiring risk
 - creates real evidence of capability
 - builds confidence on both sides
 - increases retention significantly
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Final

Before you implement, ask:

“Are we designing this as a shortcut—or as a real pathway?”

Because only one of those creates long-term impact.

If You Are a Returner, Ask This

Before accepting a role or returnship, ask:

- Is there a clear structure for my first 90 days?
- Who will support me (manager, mentor, buddy)?
- What does success look like in this role?

- Is there a pathway to a permanent position?

If these answers are unclear, the structure is missing, not your capability.