

Internship & Fellowship Preparedness Checklist

Disciplines/Areas to Consider Within HEOR:

Academia	Pharmaceutical/Biotech/Life science	Clinical/Pharmacy/Hospital
Regulators	CROs / Consultancies	Medical Devices & Diagnostics
Payers (public and private)	Healthcare providers	Non-Profit (Association, Foundation, NGO)
Policymakers/Government	Patient groups/representatives	Information Technology
HTA professionals	Digital health technology developers	Communication

ISPOR career related resources to help with Internship & Fellowship search:

- Access the [Global Internship & Fellowship Directory](#) to review potential employers.
- Make connections in [Member Groups](#) (ie, Special Interest Groups, Student Chapters, Regional Chapters).
- Post about your research and your career interests in [Online Communities](#).
- Peer-to-peer connections made through involvement with the ISPOR Student Network.
- Attend ISPOR conferences and networking in the exhibit hall.
- Leverage the advice in this checklist.

Develop and activate your network (ideally this should begin early in your academic path):

- Build your CV and highlight relevant experiences. Consider having a staff member from the career services department at your university review your CV.
- Make connections through social media platforms and consider 2nd level connections as well as primary connections. (i.e., LinkedIn)
- Make connections at ISPOR conferences or any other conferences you choose to attend.
- Network with Student or Regional Chapter members if a chapter exists in your region.
- Consider serving on an ISPOR Student Network [committee](#) or joining a [Special Interest Group](#) to get exposure to more experienced professionals.
- Later, as you begin the application process, ask key mentors to serve as references.
- Have professional digital or printed business cards available.
- Work on an elevator pitch.

HEOR Competencies and “Soft Skills” to consider as you develop your skills and refine your interests:

- Access and review [ISPOR’s HEOR Competency Framework](#)
 - If you identify an area where you want to enhance your skills, search through ISPOR’s site for resources around that particular domain.
- Identify your strengths and areas of improvements.
 - Search for various resources to enhance your soft skills for areas of improvements. Examples include mentors, leadership training, books, etc.

Tips for navigating the application process:

- Review and refine your resume / CV. Solicit feedback on your resume / CV from experienced individuals. (e.g., senior students, a mentor, other advisors)
- Write a tailored cover letter / statement of intent to each opportunity you wish to pursue. Solicit feedback on your cover letter / statement of intent from experienced individuals. (eg, senior students, mentor, other advisors)
- Conduct your search based on your interests (i.e., include key terms about the role you wish to pursue and use Boolean operators to hone your search) and set up email alerts for your saved search criteria.
- Tune into the remaining two episodes of the Strategies and Skills to Land Your First Job webinar series in 2023 and 2024 on “CV and Resume development” and “Networking via LinkedIn and Conferences”.
- Consider applying for 10+ internship opportunities to maximize success. If you wish to maximize your chance of getting an internship you may wish to set a goal of how many you wish to apply for each week. You may apply for as many as you are comfortable.

Tips for interviewing:

- Watch the **webinar** or listen to the **fireside chat** on ["Strategies and Skills to Land Your First Job: The Interview"](#), a conversation with Seina Lee, Pharm.D., MS and Vishvas Garg, Ph.D., MBA, two hiring managers who discuss their backgrounds, soft-skills, hiring trends, and more.
- Research the company you are applying for, leverage connections within your network to gain insights about the company culture.
- Exhibit confidence while interviewing.
- Rehearse and engage in mock interviews prior to your actual interview.
- With virtual interviews, pay attention to eye contact, listening, pace of talking, distance from camera, lighting, your background, etc.
- Be Professional.

Post-interview follow-up good practices:

- Email individuals you interacted with during your interview the day of, or within 24-48 hours of the interview. In the email you can thank them for their time, follow up with any additional information, and address any outstanding questions.

Reviewing / considering offers:

- Consult mentor/senior peers during this process.
- When comparing offers consider what skills or new learnings you can gain from the internship in comparison to another option.
- Ask your mentor about negotiation tactics / recommendations.
- Do not accept the first offer you get without considering the other offers and timelines.

Tips for students looking to pursue opportunities outside of their region:

- Be aware that there may be regional differences in the fellowship / internship search and interview process.
- Connect with a university or organization in the country you are interested in and for available official or unofficial student exchange programs/visiting opportunities.
- Get involved in mentorship programs which broaden your network to future opportunities. These are available via universities or local ISPOR Chapters.
- Focus on building your research track record and grant/proposal writing skills.
- Many universities offer short term to mid-term internship programs. Some of these internships can be offered virtually.
- Check qualifications for the country or region you are considering.
- Visa considerations for international students if the internship/fellowship is not available virtually.
- Explore intercontinental opportunities or "virtual" opportunities (eg, interested candidate from one region can be connected with mentors in another region).
- Connect with ISPOR members from a chapter in a region you are interested in.
- Join a Special Interest Group to gain volunteer experience and make connections with individuals from the region you are interested in. (i.e., through work on literature reviews or manuscript reviews)
- Network during conferences to explore new opportunities.

Hear from your peers:

- Familiarizing yourself with what an internship/fellowship experience is like
 - Speak with former fellows/interns who have completed their program.
 - Connect with alumni network.

Considerations for PhD/MS/MPH vs. PharmD students:

- It's important to understand whether you meet the requirements of the position.
- Review the job listing for any degree requirements.
- If it turns out that the position applies to both PharmDs and PhDs, ask yourself, "What is it that you're trying to get out of the internship or fellowship experience?" (e.g., hands on research experience, specific work environment in academia or industry)
- Take some time to set goals and consider the types of projects that you will be working on.
- Don't hesitate to email the internship or fellowship program contact person if there are details that are not clear in the position posting.

Considerations for acquiring experience, knowledge, or training in an area outside of your studies.
The following is a representative sample of opportunities:

Identifying an internship or fellowship to gain knowledge	National Institutes of Health (NIH) Research & Training	Harvard T.H. Chan School Public Health (Harvard) Training Programs
ISPOR Webinars , Student Webinars , Fireside Chats	Department of Veteran Health Administration / (VA) Office of Research & Development	Centers for Disease Control (CDC) College & Professional Resources
ISPOR Short Courses	World Health Organization (WHO) WHO Academy	Take on a research project outside of your current remit
ISPOR Education Center	National Institute for Health and Care Excellence (NICE)	Explore ISPOR Volunteer Program
ISPOR HEOR Learning Lab	Duke Margolis Center for Health Policy (Duke) Duke Education and Workforce Development	Collaborate with patient advocacy organizations
ISPOR Science Strategy	Agency for Healthcare Research and Quality	Center for Drug Evaluation and Research (FDA)
ISPOR Strategic Plan	Health Technology Assessment Central	Cost-Effectiveness Analysis Registry Tufts Medical
ISPOR Good Practice Reports	European Union	Center for Innovation and Value Research
ISPOR Journals	Institute for Clinical and Economic Review (ICER)	Other Professional Societies that are complimentary to ISPOR

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BACKGROUND / APPENDIX:

This document was prepared based on input from students who participated in a survey or in a focus group with Faculty Advisor Council leadership. The focus group sought to review student experiences and to determine where there were gaps in their preparedness for the role. We also are drawing on the HEOR Competency Assessment Framework and input from the Fellowship Focus Group to inform this checklist. As with any resource, we will continue to refine and update the checklist as needed.

Key statistics from survey:

- Only 20% of students who participated in the survey actually applied for/completed an internship or fellowship despite more than 50% of them noting that they felt prepared to do one.
- 60% of respondents said they used a job board to search for opportunities, 54% used a university resource, and 41% learned about the role from a friend.
- 80% of students who applied for an internship or fellowship noted they applied to only 1-5 roles.
- 60% of students said they were not successful in obtaining a fellowship or internship.
- 83% of students said they will seek an internship or fellowship experience in the future.
- 93% of the students who responded to the survey said a checklist would be helpful when applying for a future internship or fellowship.
- 70% of respondents who used the Internship & Fellowship Directory found it to be “Very Helpful” or “Helpful” in their search.
- Students were mostly representing North America (66%), Europe (30%), and Asia Pacific (28%).
- Students were mostly from PhD/ScD (48%), Master’s program (46%), or PharmD (29%).

Factors identified for why students might not feel prepared:

- Lack of formal training through course work on statistics.
- Lack of internship / fellowship opportunities in my region.
- No formal guidance for how to put together a CV, statement of intent, or with interviewing.
- Difficulty in understanding the requirements for obtaining a fellowship or internship.