

tions need to evaluate co-ops and internships not only in terms of quality for the student but in terms of the cost-benefit economic perspective as well.<sup>67</sup>

Meaningful experiences benefit both the organization and the student. The organization gains from the influence of new ideas the student has been exposed to in his or her curriculum, and the student gains from the experience of having to apply concepts while facing the realities of organizational constraints. For both parties to gain, a learning contract must be developed and signed by the student, the student's advisor, and the corporate sponsor. The learning contract becomes, in essence, a job description to guide the student's activities. Also, it establishes the criteria by which the student's performance is assessed for purposes of grading by the academic advisor and for purposes of successful completion of the project for the organization. In the absence of a learning contract, internships can result in unrealistic expectations by the corporate sponsor, which, in turn, can result in disappointment when these unspoken expectations are not met.<sup>68</sup>

To secure the services of students, organizations can contact the placement offices of high schools, colleges, universities, and vocational technology schools. Also, teachers, professors, and student chapters of professional associations can be contacted to obtain student assistance. Placement officials can provide the hiring organization with the policies that need to be followed for placements, while teachers and professors can give guidance on the types of skills students could bring to the organization and the organizational experiences the students would benefit from the most.

### Recruiting Metrics

Each recruiting source has strengths and weaknesses. Determining the best method for an organization entails assessing the costs and benefits of each method and then selecting the optimal combination of sources to meet the organization's strategic needs. Exhibit 5.9 provides an overview of the metrics that might be expected for the categories of recruiting activities, along with issues considered relevant to each source. Conclusions for the number and types of applicants drawn by each method are informed by a number of studies comparing recruiting sources.<sup>69</sup> Although broad generalizations can be made regarding quantity, quality, cost, and impact on HR outcomes for different recruiting methods, each organization's unique labor market situation will need to be considered since the meta-analytic evidence shows considerable variety in the effects of recruiting variables on applicant attraction.

### Sufficient Quantity

The more broadly transmitted the organization's search methods, the more likely it is that a large number of individuals will be attracted to apply. Other methods of recruiting naturally tend to be more focused and will draw a comparatively small number of applicants. While broad recruiting methods such as advertising and Internet postings are able to reach thousands of individuals, it might be to an