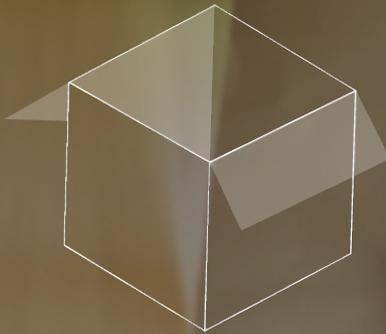


Unpacking Supervisor Experience



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Overview

- Context
- Literature Review
- Methodology
- Themes Identified
- Implications and Next Steps

Context

- 3 key stakeholder groups in a co-op system
- Significant research on benefits, challenges and outcomes for students
- Some research on benefits and challenges for employers

Literature Review

- Within the co-op literature
 - Abel & Love, 1988
 - Bartkus & Stull 2001
 - Vaughn 2014
- Within the OB literature
 - Beehr, 2006
 - Beehr 1987

Methodology

- Semi-structured interview with 14 co-op supervisors
- Grounded theory approach Charmaz
 - Transcripts reviewed separately by two RAs and the primary investigator
 - Concepts identified and grouped together which formed four main themes



Employer Orientation Towards Co-op

Pragmatic/functional

Learning/developmental

Mixed

Organizational Citizenship Behaviours

- OCBs are behaviours not part of an employee's role but contribute to the success of an organization (Organ, 1988)
- Connection between OCBs and employers reports of "best" experiences with co-op students

Person-Organization Fit

- Compatibility between individual and work environment when characteristics are well matched (Schneider, 2001, Kristof-Brown, Zimmerman & Johnson, 2005)
- Affects the co-op experience positively (when the fit is good) and negatively (when the fit is poor)

Onboarding and Training

- Consistently reported by employers as a factor that represents a challenge for them
- Potential value of formalizing training processes
- Students who can get up to speed quickly are particularly valued by employers

Strategies

1

End of Term Presentations (developmental perspective)

2

Front-end load training; getting current students to prepare materials to support transition

3

Raise students' awareness of

- ROI for employer
- Importance of OCBs
- Connecting with colleagues (person-org'n fit)



Discussion

Similarities to O/B research

- Importance of person-organizational fit
- Organizational citizenship behaviours

Differences from O/B research

- Onboarding and training
- Pragmatic vs. developmental perspective

Limitations and Future Research

- One form of WIL studied (co-op) in one institution
- Exploratory, small sample
- Need to examine connection between results and characteristics of the supervisor (e.g. age, gender, educational background) and organization (e.g. size, industry)



Thank you!

Questions?

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