

# Comments on “Who gets to be boss?”

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June 3, 2022

# Challenge: assessing and predicting performance

- Employers evaluate workers: hiring, dismissals, promotions
  - ◊ Partly based on past performance and existing qualifications
  - ◊ Remaining uncertainty: people, jobs, and workplaces evolve
- How to design evaluation procedures?
  - ◊ Cannot rely only on “objective” metrics
  - ◊ Evaluators have valuable information
  - ◊ Introduces discretion, subjectivity → mistakes and biases
- Complicated but crucial balancing act for the employer

# Evaluation procedure can affect worker behavior

- If women are disadvantaged at the promotion stage
  - ◊ Could deter them from trying to be promoted in the first place
  - ◊ Reinforces the issue
  - ◊ Can feed into gender norms and stereotypes
- Unanticipated consequences: men leaving, women staying

## Swedish context

- Front-runner on gender equality
  - ◊ Disparities persist for promotions and management (Albrecht et al., 2003)
- Increase in individual contracts and wage-setting
- Advanced economy: growth in complex and service jobs
- Need more research to see how it transfers and design solutions

## Evidence from within an employer

- Relatively little research on what goes on inside of organizations
- Key questions for the labor market
  - ◊ Hard to answer using register data
- Room for collaboration: recruitment, HR, operations
  - ◊ Mutual benefits