

Comments on “*Who gets to be boss?*”

Louis-Pierre Lepage

Stockholm University

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

- 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