A thick black L-shaped frame surrounds the text. The top horizontal bar is on the left, the left vertical bar is on the left, and the bottom horizontal bar is on the right.

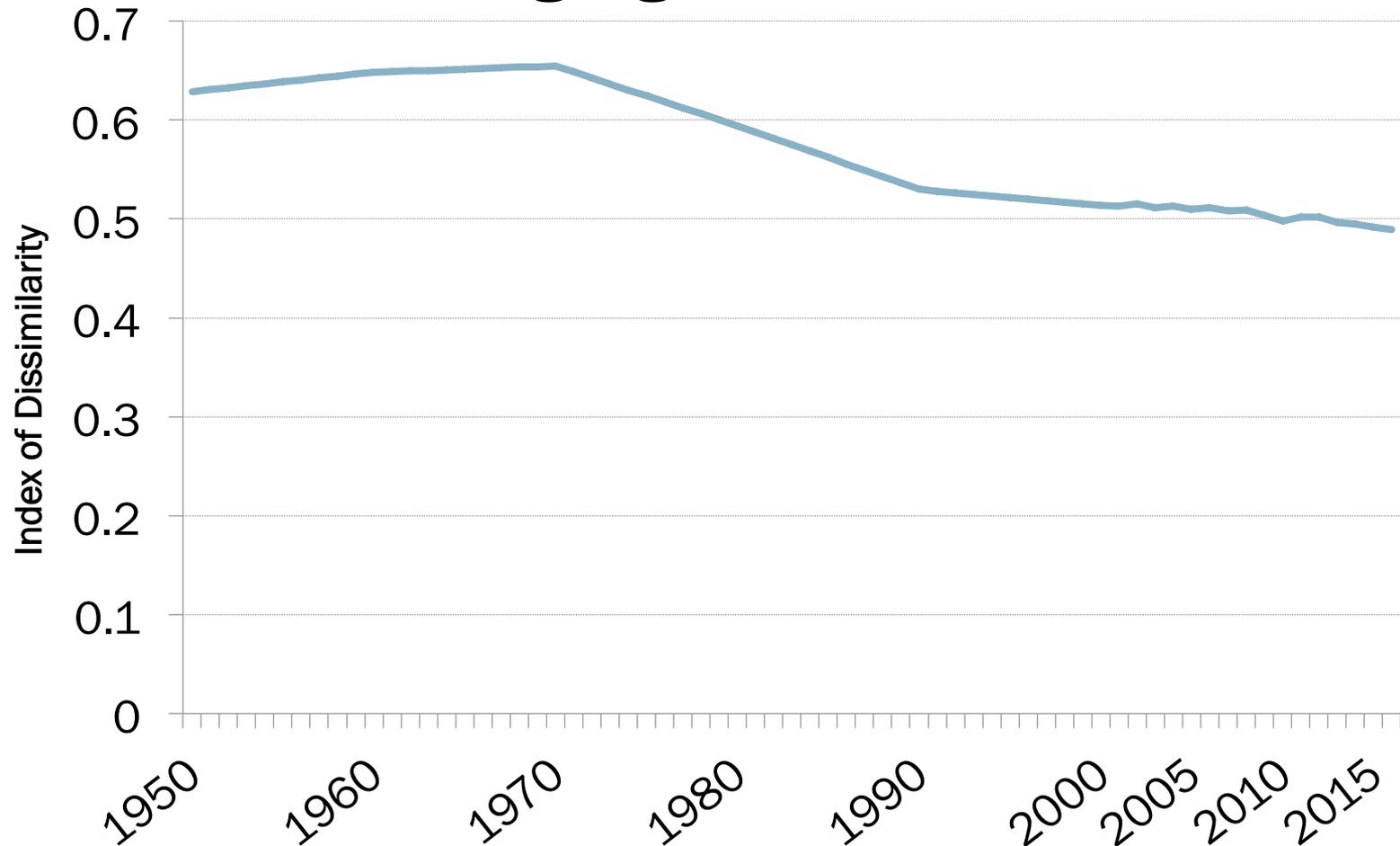
# **CAN EMPLOYMENT PRACTICES REDUCE GENDER SEGREGATION?**

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# Occupational segregation in the US

## Trends in segregation, 1950-2016



Source: IPUMs Census and American Community Survey data

If gender segregation continues to decline at the same rate as since 1990, it will take

**330 YEARS**

to integrate the labor market

Segregation explains about

**18%**

of the gender gap in wages

that remains after adjusting for education,  
hours, and experience

**Can employment practices  
speed up integration?**

**YES ...**

**and NO**

- Efforts to diversify the applicant pool
- Hiring practices
- Parental leave
- Performance evaluations & merit-based promotions

# Efforts to diversify pool



- 10 cities, 2500 job seekers for admin assistant position
- Manipulate whether ad includes EEO statement
- Qualified non-whites 6.4 percentage points **LESS** likely to apply if ad has statement

# Hiring practices



- Policy change: auditioning players behind screen
- A woman's chances of being hired was **1.6 times greater** in blind auditions
- Switch to blind auditions explains **25% of increase** in women's representation in this occupation

# Discrimination charges and settlements



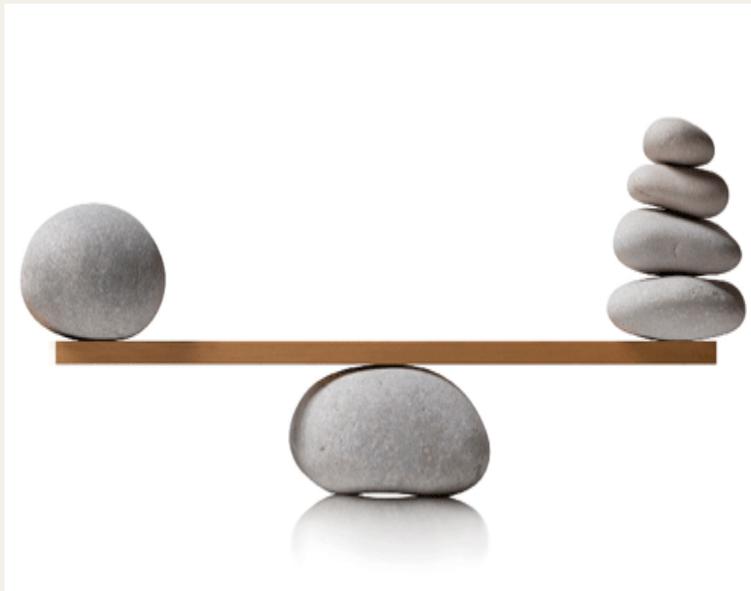
- Employers with EEOC sex discrimination charges and sanctions show **no reduction** in gender segregation
- BUT, other employers in same industry do

# Parental leave



- Paradox of Egalitarianism
  - Countries with most generous leave policies also most segregated
- Impact of FMLA of 1993
  - Women 5% more likely to stay employed
  - BUT 8% less likely to be promoted, even if childless
  - Why? Employers invested less

# Performance evaluations & merit-based promotions



Leveler



Smokescreen

# Performance evaluations

(NOTE: This slide is based on a working paper by Shelley Correll and colleagues that they have not released, pending peer review. Out of courtesy to the authors, I have taken their specific findings out of these slides. KW.)

- Can reflect gender stereotypes & double standards
- 200+ performance reviews in technology firm (5=high)
- “Takes charge”
- “Helpful”
- “Advocates for self”

# Performance evaluations



- Equal performance evaluations do not guarantee equal chances
- Personnel records of large service organization
- Men more likely to receive raise and promotion recommendation than **women** in same job, same supervisor, **same performance evaluation**
- “Paradox of Meritocracy”
  - Managers in organizations that emphasize meritocracy show *greater* bias in favor of men

# Take-away message





# THANK YOU

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