

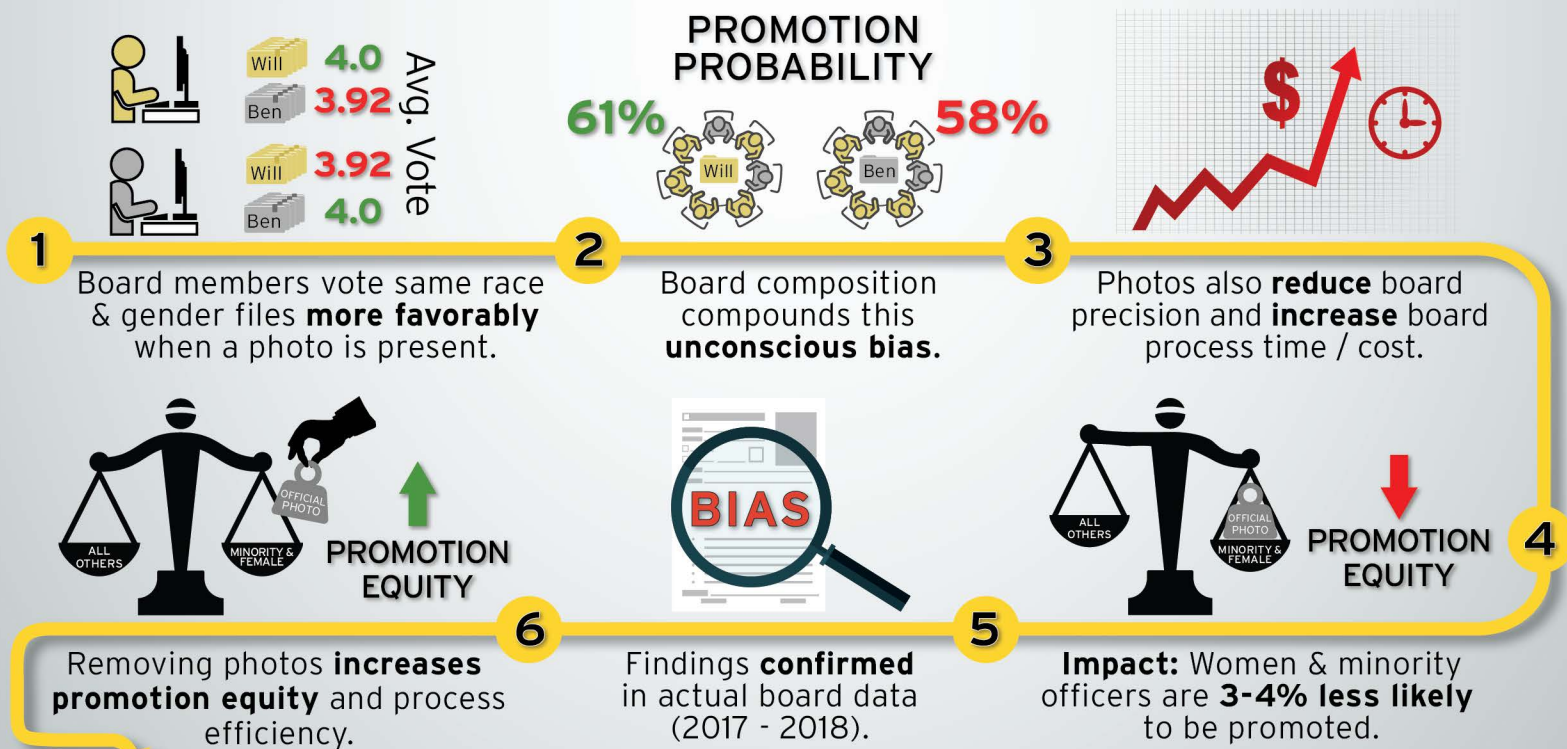


Impact of official photos on officer promotion board outcomes: Findings from a multi-year action research study

Research Method: "A/B" Testing



Key Findings



ACTION: Official photos were removed from all Army selection boards on August 1, 2020.

This research has been internally peer reviewed and is being prepared for external peer review and academic publication. Findings are consistent with other economic research that found strong correlations between race, gender, and decision making - resume callbacks (Bertrand & Mullainathan, 2004), NBA penalty decisions (Price & Wolfers, 2010), tenure decisions (Bagues, Sylos-Labini & Zinovyeva, 2017), AirBnB rental pricing (Edelman, Lucas & Svirsky, 2017), and jury decisions (Anwar, Bayer & Hjalmarsson, 2017). <https://oema.army.mil>

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