

THE CYCLE OF SCARCITY AND ABUNDANCE

in institutional hiring and promotion

Training increases skill supply

Scarcity

More positions than good candidates.
 Most candidates are bad.
 Comparing good versus better candidates is meaningfully possible.
 Objective, written criteria, consistently applied and relevant to job duties, to find the *best* candidates.
 Focus on trainable skills (nurture).
 Institution makes promises to individuals, offers honour and procedural fairness.
 Men in power, if applicable.
 Young, unmoving *yang* line.

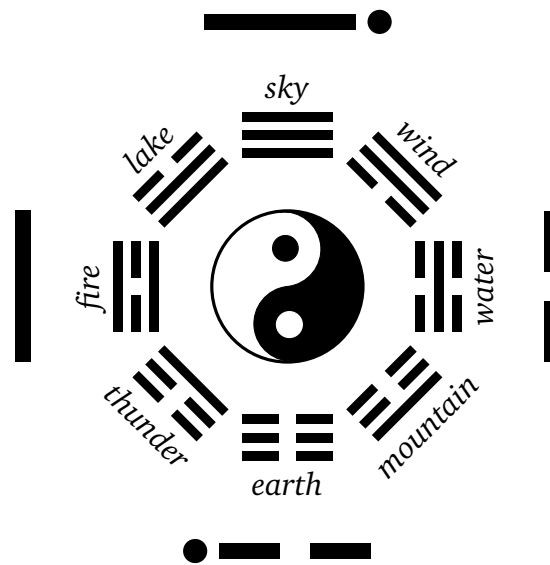
Inflation

Abundance facts with scarcity theory.
 Institution raises objective standards beyond their relevance to job duties, creates unnecessary positions.
 Candidates factually capable of doing high-ranking jobs are passed over and burned out.
 Promises to individuals are broken.
 Women become men.
 Old, moving *yang* line.

Institution recognizes new circumstances

Abundance

More good candidates than positions.
 Most candidates are good.
Good enough candidates are not more finely comparable.
 Arbitrary criteria needed on top of job duties to narrow pool; these can serve purposes beyond core mission.
 Focus on identity (nature).
 Institution serves larger society, not individuals; offers equity fairness.
 Women in power, if applicable.
 Young, unmoving *yin* line.



Dissipation

Scarcity facts with abundance theory.
 Objective standards are discarded completely. Workers are unable to perform basic job duties.
 Necessary positions go unfilled even with arbitrary criteria, and are cut.
 Institution no longer has a mission of its own; *only* external social goals.
 Men become women.
 Old, moving *yin* line.

Capture by external interests

“Back to basics” institutional reform (?)

