

Web appendix: Data

Sampling

In 2012, we created a complete roster of Swedish policy professionals. To do this, we started by selecting relevant organizational types. We then identified six “habitats” for policy professionals: government offices (Regeringskansliet), parliament (Riksdagen), trade unions, other major interest organizations, think tanks, and PR firms (lobbying firms). Note that this selection does not include in-house corporate lobbyists and representatives of smaller interest groups. Although they may be considered policy professionals for all intents and purposes, their organizations were deemed either too narrow or too peripheral to warrant inclusion.

In the second step, we catalogued all organizations of these six types (see Table 1 for a complete list). We started by surveying the member associations of LO, SACO, TCO, and the Confederation of Swedish Enterprise – the three Swedish trade union federations and the main employers’ organization in the country. As for PR and lobbying firms, the trade association of the PR and communications consultancy sector, PRECIS, publicly discloses its member companies.¹ Last, we tracked down think tanks through extensive web searches. To ensure full coverage, we analysed participation at the Almedalen Week, an annual political event which has become the most important public forum in Sweden. In 2012, close to a thousand organizations attended the Almedalen Week.² This list of attendees served as a cross-check and revealed that no relevant organization had been omitted.

In the last step, we identified the policy professionals by accessing the websites of the organizations. For a person to be included in the population, three criteria had to be fulfilled: (1) the person is not elected into office but employed, (2) his or her main task is to craft and/or communicate policy, (3) this is done on a partisan basis to promote certain values and interests over others. Examples of such positions are communication strategist, public affairs manager, lobbyist, press secretary, political appointee, policy expert, and political advisor (see Table 2 for a full list of associated titles). In 2012, a total of 913 individuals met our inclusion criteria.

1. <http://www.precis.se/list-of-members/>

2. <http://program.almedalsveckan.info/12444>

Table 1: Selected organizations

Government offices (Regeringskansliet)		
Prime Minister's Office	Ministry of Employment	Ministry of Health and Social Affairs
Ministry of Culture	Ministry of Enterprise, Energy, and Communications	Ministry of Justice
Ministry of Defence	Ministry of the Environment	Ministry for Rural Affairs
Ministry of Education and Research	Ministry of Finance	
Parliament (Riksdagen)		
Centerpartiet	Miljöpartiet	Vänsterpartiet
Folkpartiet	Moderaterna	Centerpartiet
Kristdemokraterna	Socialdemokraterna	
Trade unions		
Akademikerförbundet SSR	IF Metall	SACO
Byggnads	JUSEK	SEKO
Civilekonomerna	Kommunal	ST
DIK	LO	Sveriges Ingenjörer
Fackförbundet ST	Läkarförbundet	TCO
Finansförbundet	Läraryrket	Transport
GS Facket	Lärarnas Riksförbund	Unionen
Handelsanställdas förbund	Naturvetarna	Vision
HRF		
Other major interest organizations		
Aktiespararna	Hyresgästföreningen	Skogsindustrierna
Almega	KFO	SPF, Sveriges Pensionärsförbund
Almega (Vårdföretagarna)	Livsmedelsföretagen	Svensk Handel
Almega IT-Telecom	LRF	Svenskt Näringsliv
Fastighetsägarna	Plast- & Kemiföretagen	Sveriges Byggindustrier
Företagarna	PRO	Transportgruppen
Handelskammaren (Stockholm)	Skattebetalarnas Förening	Villaägarnas Riksförbund
	SKL	
PR and lobbying firms		
Agenda PR	Halvarsson	Nordic Public Affairs
Andréasson PR	Hill & Knowlton	Paues Public Affairs
Aspekta	ISAK	Prime
Burson Marsteller	JKL	Progress PR
Coast Communications	JMW	Rud Pedersen Consulting
Cohn & Wolfe	K-Street	Rådhusgruppen
Diplomat Communications	KREAB	Scantech Strategy Advisors
Geelmuyden-Kiese	Lotsen Kommunikation	Springtime
Grayling	Mix PR	Veritas
Greatness PR	Narva PR	Westander
Gullers	NavPR	
Think tanks		
Arbetsrörelsens tankesmedja	Global Utmaning	Ratio
Arena idé	IHE	Sektor3
Captus	IFN	SNS
Fores	Liberala Ohlininstitutet	Timbro

Notes: The Ministry for Foreign Affairs is excluded due to its particular structure; no information is available for Swedish Democrats.

Table 2: Titles of policy professionals

Organizational type	Titles
Government offices (Regeringskansliet)	Statssekreterare, Stabschef, Planeringschef, Politiskt sakkunnig, Talskrivare, Pressekreterare, Mediasamordnare, Presschef
Parliament (Riksdagen)	Kanslichef, Chef, Verksamhetschef, Stabschef, Chef/ansvarig för policyområde, Politisk sekreterare, Politiskt sakkunnig, Ekonomisk rådgivare, Talskrivare, Handläggare (Kristdemokraterna, Moderaterna), Valkretssekreterare, Utredare, Chefsekonom, Budgetchef, Pressekreterare, Presskontakt, Informatör, Kommunikatör, Informationssekreterare, Online campaign manager, Strategic Advocacy - Digital Media
Trade unions	Förbundsdirektör, Generalsekreterare, VD, Kanslichef, Vice-VD, Chef/ansvarig för policyområde, Utredningschef, Samhällspolitisk chef, Policyexpert, Näringspolitisk expert, Sakkunnig, Näringspolitisk sakkunnig, Politisk sekreterare, Talskrivare, Utredare, Analytiker med politisk inriktning, Chefsekonom, Ekonom, Seniorekonom, Opinionsbildare, Public Affairs, Public Affairs-ansvarig, Lobbyist, Projektledare opinionsbildning och påverkan, Pressekreterare, Presskontakt, Informatör, Kommunikatör, Informationssekreterare, Informationschef, Presschef, Kommunikationschef/strateg
Other major interest organizations	Förbundsdirektör, Generalsekreterare, VD, Kanslichef, Vice-VD, Chef/ansvarig för policyområde, Utredningschef, Samhällspolitisk chef, Stabschef, Policyexpert, Näringspolitisk expert, Sakkunnig, Näringspolitisk sakkunnig, Politisk sekreterare, Talskrivare, Utredare, Analytiker med politisk inriktning, Omvärldsanalytiker, Chefsekonom, Chefekonom, Ekonom, Seniorekonom, Opinionsbildare, Public Affairs, Public Affairs-ansvarig, Lobbyist, Ansvarig politikernätverk, Ansvarig för politisk strategi, Projektledare opinionsbildning och påverkan, Senior policy advisor, Pressekreterare, Presskontakt, Informatör, Kommunikatör, Informationssekreterare, Pressansvarig, Informationschef, Informationsansvarig presschef, Kommunikationschef/strateg
PR and lobbying firms	Managing director, President, CEO, VD, Juniorkonsult, Seniorkonsult, Konsult, Partner, Key account manager, Account Director, Ägare, Grundare, Senior Partner, Projektledare, Utredare, Medarbetare, Advisor, Senior Advisor, Rådgivare, Senior Rådgivare
Think tanks	Chef, Direktör, VD, Generalsekreterare, Kanslichef, Utredningschef, Samhällspolitisk chef, Programchef, Programansvarig, Forskningsledare, Policyexpert, Näringspolitisk expert, Sakkunnig, Näringspolitisk sakkunnig, Politisk sekreterare, Projektledare, Utredare, Forskare, Omvärldsanalytiker, Pressekreterare, Presskontakt, Informatör, Kommunikatör, Informationssekreterare, Informationschef, Informationsansvarig, Presschef, Kommunikationschef/strateg

Data collection

We obtained information on age, gender, and education for each of these 913 individuals. During the spring of 2018, their occupational trajectories between 2012 and 2018 were coded via extensive web searches. We were able to map the complete trajectories of 788 policy professionals. The remaining 125 have either retired or provided no information. The primary source of data was LinkedIn, the world's largest professional network with more than 562 million users.³ On this online platform, people publish their resumes. These were downloaded and coded. In cases of missing data on LinkedIn, we followed their careers by means of press releases, news articles, websites of organizations, and personal websites. This is also the method by which we sought to cross-check the information disclosed on LinkedIn. Whenever somebody joined another organization or changed position within the same organization, a new record was created and inserted into the database. This record stores information on position, organization, and employment commencement date.

A guiding principle throughout this coding was to retain as much information as possible while enabling the aggregation into larger categories. To do so, we first devised codes representing types of organizations. These do not merely encompass the six types of organizations but cover all possible destinations for policy professionals, including but not limited to the private sector, public agencies, media, European Union, interest organizations (not part of the sampling frame), and universities and research institutes. Next, we created an occupational classification system. If multiple titles were identical for essentially the same occupation, they were registered under the same code. For example, the role of both policy experts in organizations and political advisors in the government is to formulate policies. In a similar vein, press secretaries, media relations officers, and information coordinators – no matter which organizations they work for – received the same occupational code. It is important to acknowledge that titles can be misleading. Therefore, when in doubt, we read job descriptions to ensure that the designated code truly reflected the nature of the employment. This is also how we established whether a change of title was merely a formality or if someone was indeed assigned new responsibilities within the same organization. Only if the day-to-day responsibilities changed did we add a new record. Ultimately, this system of codes allowed us to split and aggregate policy professionals according to their organizations and their functions and to observe the flows into, out of, and within the policy professional field.

3. <https://about.linkedin.com/> (retrieved: 2018-09-26).

Data overview

In Table 3 we see that, between 2012 and 2018, the 913 policy professionals identified as of 2012 held 1802 positions. This means that each one, on average, switched jobs once. Table 4 displays how these 1802 observations are distributed among the six organizational types. Here we can see that they are roughly equally distributed, with the exception of think tanks.

Table 3: Descriptive statistics

Descriptive	Score
Number of people	913
Number of records	1802
Number of movements	889
Men (%)	56.1
Women (%)	43.9
Average year of birth	1970

Table 4: Records across organizational types

Organization	Number of records
Government	262
Parliament	271
Trade unions	226
Employers' associations	310
PR firms	323
Think tanks	87

Out of the occupational codes, five generic roles are derived. These generic roles are labelled manager, policy, communication, politician, and miscellaneous. *Manager* is a person who leads an organization. *Policy* is someone who develops policy proposals. *Communication* includes those who disseminate information and maintain interpersonal relationships with the media and politicians, for example, press secretaries, communicators, and public affairs experts. A policy professional either works in management or with policy or communication. A *politician*, on the other hand, holds a full-time elected office at the national, regional, or municipal level, and *miscellaneous* covers positions that are neither partisan nor political, such as bureaucrat and management consultant. As Table 5 details, a large share of the 1802 observations are in communication and policy. This is not surprising since policy professionals, by definition, develop policies, work with political communication, or oversee political organizations.

The smallest category is politician. Only in twenty-four instances did a policy professional assume full-time elected office.

Table 5: Descriptive statistics of functions

Function	Number of records
Manager	285
Policy	696
Miscellaneous	81
Communication	716
Politician	24

Miscellaneous descriptive statistics

Table 6: Descriptive statistics of interviewees

	Round of interviews	
	First (2012–2013)	Second (2018)
Men	54 %	53 %
Women	46 %	47 %
Total	71	32