



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

2015-17

Job Advertisements for Psychology Leadership Positions

AMERICAN PSYCHOLOGICAL ASSOCIATION
CENTER FOR WORKFORCE STUDIES

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EXECUTIVE SUMMARY

This report examines the characteristics of job advertisements for leadership positions posted on APA psycCareers in the period 2015-2017, including job type, employment characteristics, and job qualifications. Leadership positions include president, provost, director, manager, CEO, and chief executive. Major findings include:

- In the period 2015-17, **900**, or about **13** percent, of all job ads posted to APA psycCareers were for **leadership** positions.
- The majority of job ads for leadership positions were for **health service psychologist** (53 percent) and **faculty** (31 percent) positions. Across all job ads, the percentage of leadership positions was highest among **applied psychologist** positions (22 percent), and **researcher** positions (19 percent).
- Most of the job ads were for positions located in the **Northeast** and the **Pacific coast** areas of the United States. When adjusted for population, the greatest concentration of ads were for positions in the **Northeast** and **Midwest**.
- The majority of job ads for leadership positions were found in **educational settings** (56 percent), followed by **organized human service settings** (25 percent), **hospitals** (10 percent), and **government** (four percent).
- Job ads for leadership positions specified multiple work activities. The majority of ads specified **management activities** (98 percent) in the job description, followed by health service activities (81 percent), education activities (54 percent), and research activities (47 percent).
- Seventy percent of job advertisements for leadership positions specified a **doctoral degree**.
- The skills that were most frequently specified in leadership job ads were “**leadership skills**,” “**teamwork skills**,” and “**communication skills**.” The most frequently sought personal traits were “**adaptability**,” “**ethical**,” and “**positive attitude**.”

INTRODUCTION

The purpose of this report is to provide an overview of job advertisements for leadership positions in psychology in recent years. Leadership positions included president, provost, director, manager, CEO, and chief executive, among others. This report examines the characteristics of psychology job ads for leadership positions in the period 2015-17, including seasonal trends, geographic distribution, job type, employment characteristics, and job qualifications.

The data source for this report consists of the job ads posted on APA psycCareers (www.psycareers.com). APA psycCareers is a job advertising and search platform that allows employers to post openings for psychology-based positions for a fee. Potential employers fill out a job posting form, detailing information such as company name, position title, job description, and job requirements.

Job ads posted on APA psycCareers represent a segment of all job ads for psychologists. In the period 2015-17, 6,922 unique job advertisements were posted on APA psycCareers. The information provided on the job posting form for these job ads are the basis for the analysis in this report.

Method

The primary data processing methodology adopted in this analysis was text analysis of the job posting forms. Based on text in the job posting form (such as position title and job description), each job ad was coded on a number of variables (such as “job type”) using a fixed set of values (e.g., “health service provider” or “faculty” job type). In most cases, the variables and the sets of values, or the taxonomy of the variables, were those typically used by the APA Center for Workforce Studies in workforce analysis. All job ads were in English.

The analysis started with manual analysis of a small random sample of job posting forms by three coders working independently. For every variable, each coder came up with a coding procedure, such as what keywords in the text were used to determine the assignment of a value, and how and why the keywords determined the result. An initial coding protocol for each variable was developed through comparing and resolving the differences in the coding procedures and results among the coders. The coding

protocol was then programmed and applied to all job posting forms. Subsequently, various adjustments were made to the coding protocol based on extensive manual checking to ensure the accuracy and quality of the coding. These adjustments were made in an iterative manner throughout the analysis process.

The coding protocol was essentially a hierarchical system of decision rules based on the occurrence of particular words and phrases and the places in the form where they appeared. For example, in determining job type, words such as “tenure” or “academic” weighed more than words such as “psychologist” or “clinical.” Words that appeared in the job title also weighed more than words that appeared in the last sentence of the job description.

For more details on methods, refer to the [Technical Documentation](#).

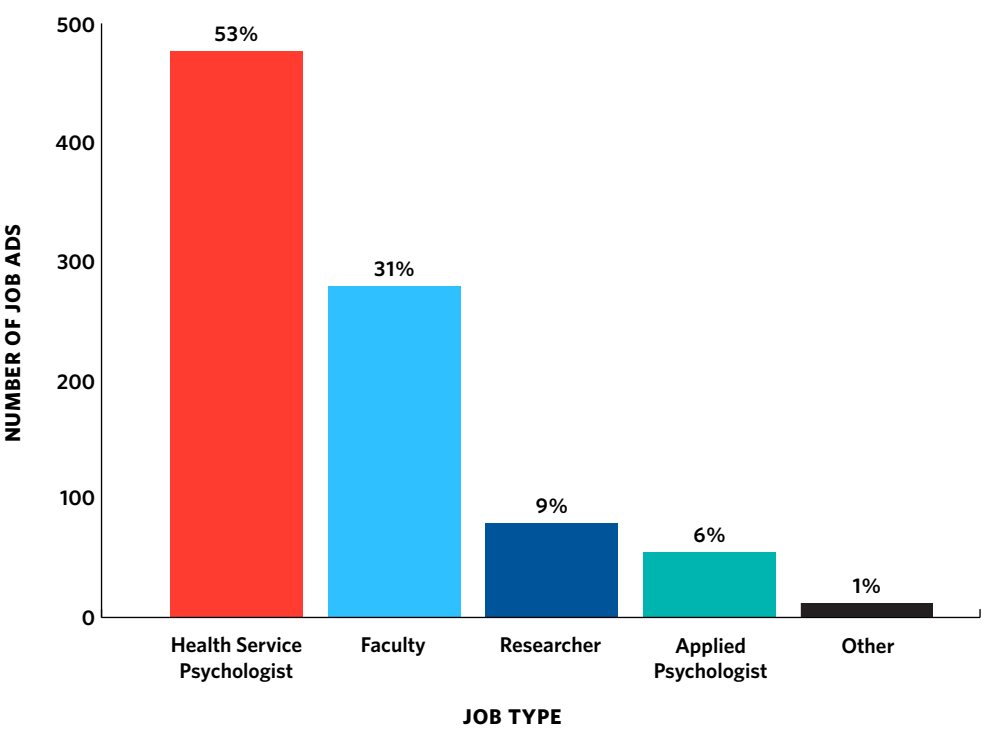
SECTION 1

OVERVIEW

Job Type

In the period 2015-17, 6,922 unique job advertisements were posted on APA psycCareers, 900 (13 percent) of which were for leadership positions. Of these, the majority were for health service psychologist positions (53 percent), followed by faculty positions (31 percent), researcher positions (nine percent), and applied psychologist positions (six percent).

FIGURE 1.
PERCENT LEADERSHIP ADS BY JOB TYPE, 2015-17



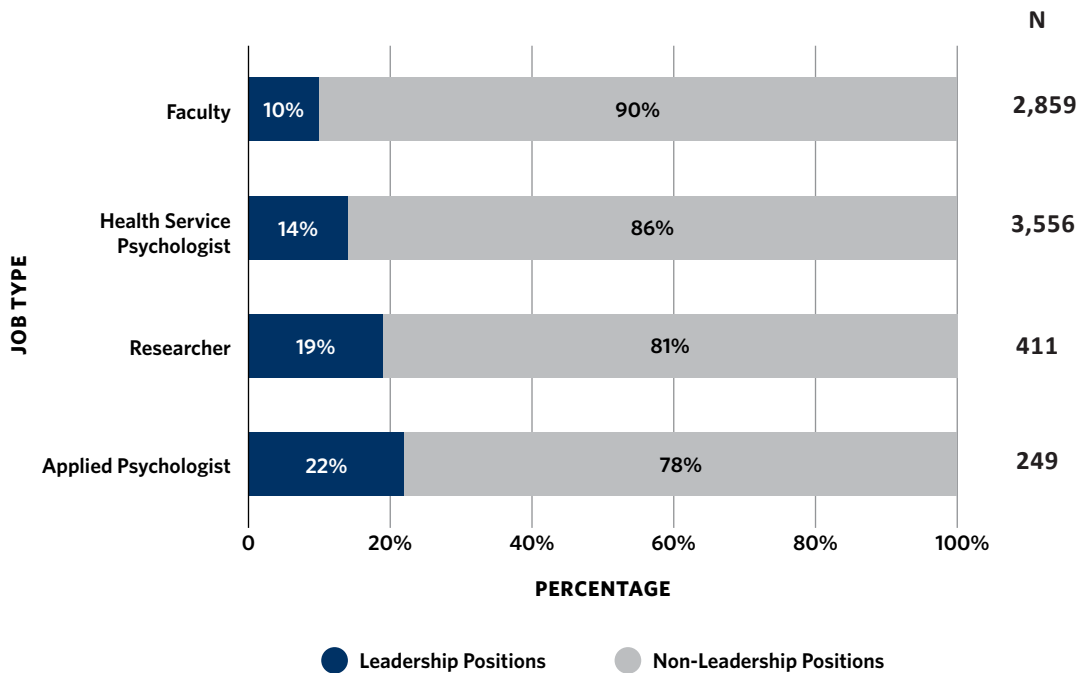
Source: 2015-17 APA psycCareers, American Psychological Association.

Figure 2 shows the proportion of job ads that represented leadership positions out of the overall number of job ads for each job type. Leadership job ads were represented at the highest rate in ads for applied psychologist positions (22 percent) and researcher positions (19 percent).¹

¹ Job ads categorized as “Other” were excluded from this analysis due to the catch-all nature of the category and the small number of ads represented. Leadership positions represented 26 percent of the 47 job ads categorized as “other”.

FIGURE 2.

PERCENT OF LEADERSHIP POSITIONS AMONG EACH JOB TYPE, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.

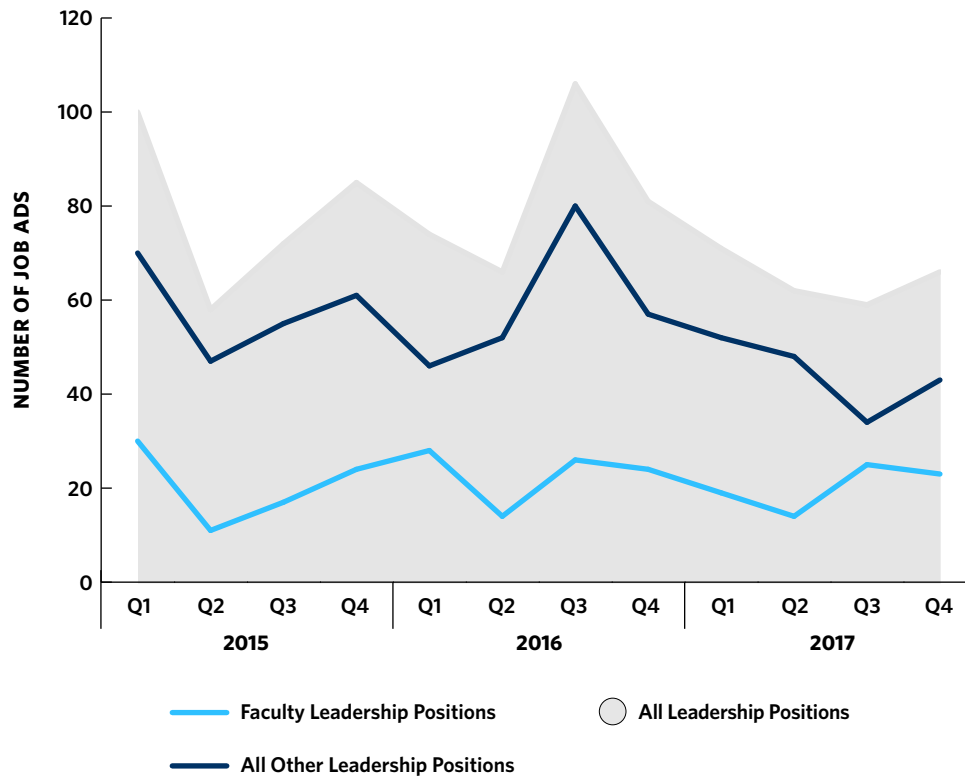
Quarterly Trends

An average of 300 advertisements for leadership positions were posted annually, with approximately 25 of these positions posted each month. The numbers of advertisements for leadership positions remained relatively stable across quarters, even for faculty leadership positions where some seasonal variation might have been expected (Figure 3). This finding held despite a decrease in the overall number of job ads from 2016 (327 ads) to 2017 (258).²

² In July 2016, APA psycCareers underwent changes that might have affected the number and the format of job advertisements. The system changed vendors, which involved changes in payment packages and the job posting form. A new payment package (the “Featured” online job posting package) was made available in July 2016. The job posting form also added additional questions for the first time in July 2016. Approximately 50 percent of job ads were from the old vendor system and 50 percent were from the new vendor system. For more details, refer to the [Technical Documentation](#).

FIGURE 3.

QUARTERLY NUMBERS OF LEADERSHIP JOB ADVERTISEMENTS, 2015-17



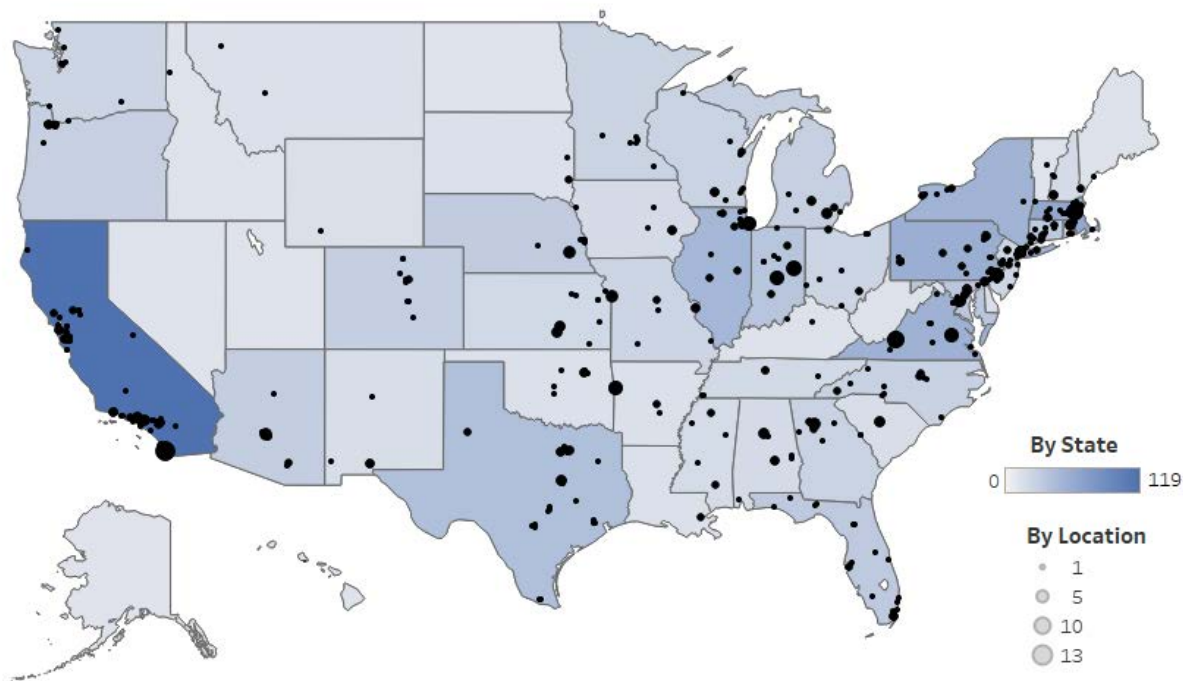
Source: 2015-17 APA psycCareers, American Psychological Association.

Geographic Distribution

Most of the job ads for leadership positions were located in the Northeast and the Pacific coast areas (Figure 4). Smaller numbers of job ads were found within the Midwest and the South. States with the largest number of job ads for leadership psychologists included California (119 job ads), Massachusetts (58), Pennsylvania (53), New York (47), and Virginia (46).

FIGURE 4.

GEOGRAPHIC DISTRIBUTION OF JOB ADVERTISEMENTS FOR LEADERSHIP POSITIONS, 2015-17



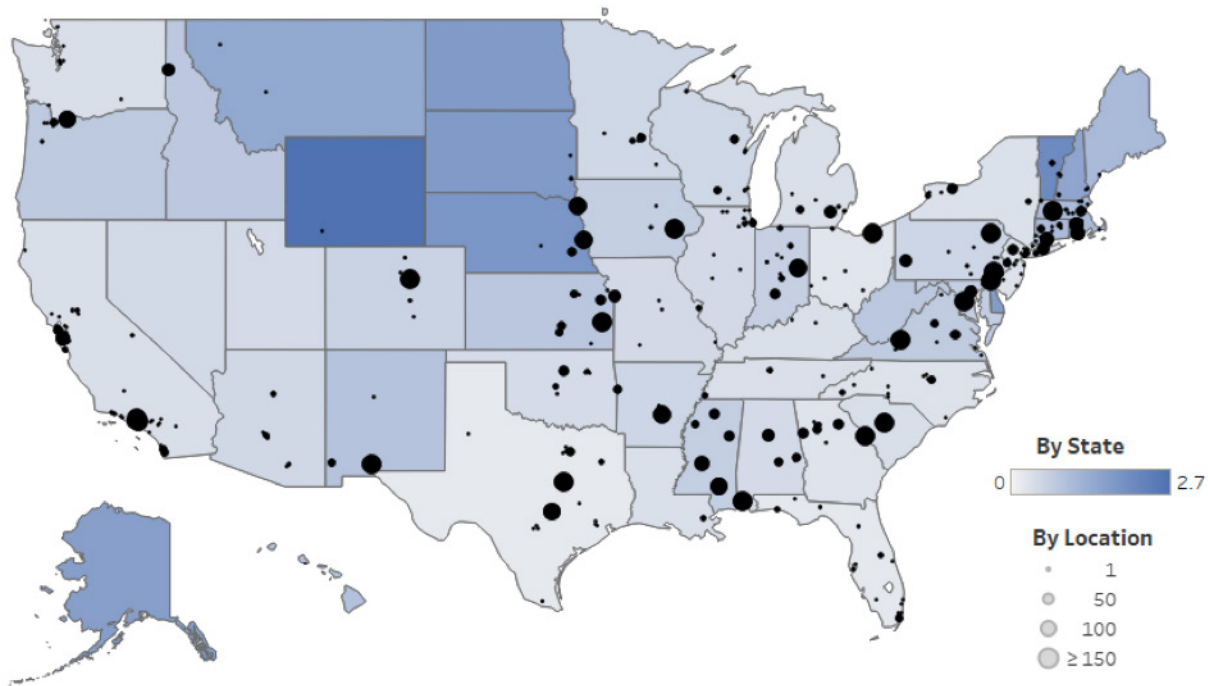
Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Black dots indicate locations of job ads. Sizes of black dots indicate the number of job ads within the given location. Locations of job ads were based on zip codes filled out in the job posting form by employers. In cases where geographic information was missing, job ads were located based on Google Map search results from employer names. For more details, refer to [Technical Documentation](#).

Figure 5 displays the number of job ads per 100,000 population by state and by location. When adjusted for population, the concentrations of leadership job ads were highest in the Northeast as well as in the Midwest areas. Highest concentrations of job ads for leadership positions were found in District of Columbia (2.73 job ads per 100,000 population), Nebraska (1.25), Rhode Island (1.04), Massachusetts (0.85), and Wyoming (0.69).

FIGURE 5.

**GEOGRAPHIC CONCENTRATION OF JOB ADVERTISEMENTS
FOR LEADERSHIP POSITIONS, 2015-17**



Source: 2015-17 APA psycCareers, American Psychological Association; 2017 Population Estimates, U.S. Census bureau.

Note: Concentration of job advertisements was based on the number job advertisements per 100,000 population. Black dots indicate locations of job ads. Sizes of black dots indicate the number of job ads per 100,000 population within the given location. Locations of job ads were based on zip codes filled out in the job posting form by employers. In cases where geographic information was missing, job ads were located based on Google Map search results from employer names. For more details, refer to [Technical Documentation](#).

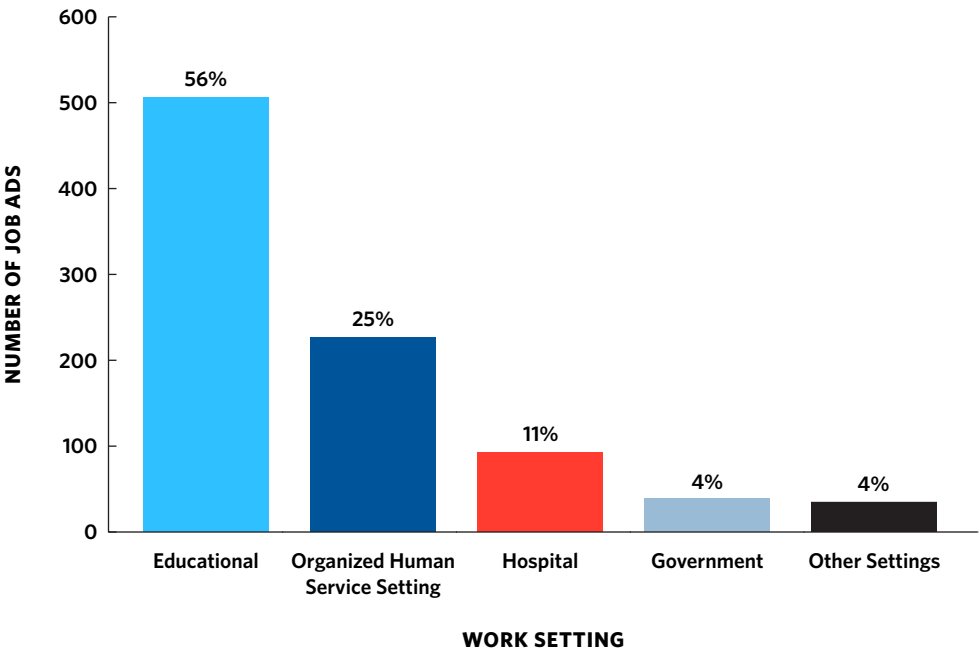
SECTION 2

JOB CHARACTERISTICS

Work Settings

The majority of leadership job ads were for positions in educational settings (56 percent), followed by organized human service settings (25 percent), and hospitals (10 percent).³ Smaller percentages of job ads were for positions in government settings (four percent) and other settings (two percent).

FIGURE 6.
PERCENTAGE OF JOB ADS FOR LEADERSHIP POSITIONS BY WORK SETTING, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.
Note: Total may not sum to 100 percent due to rounding.

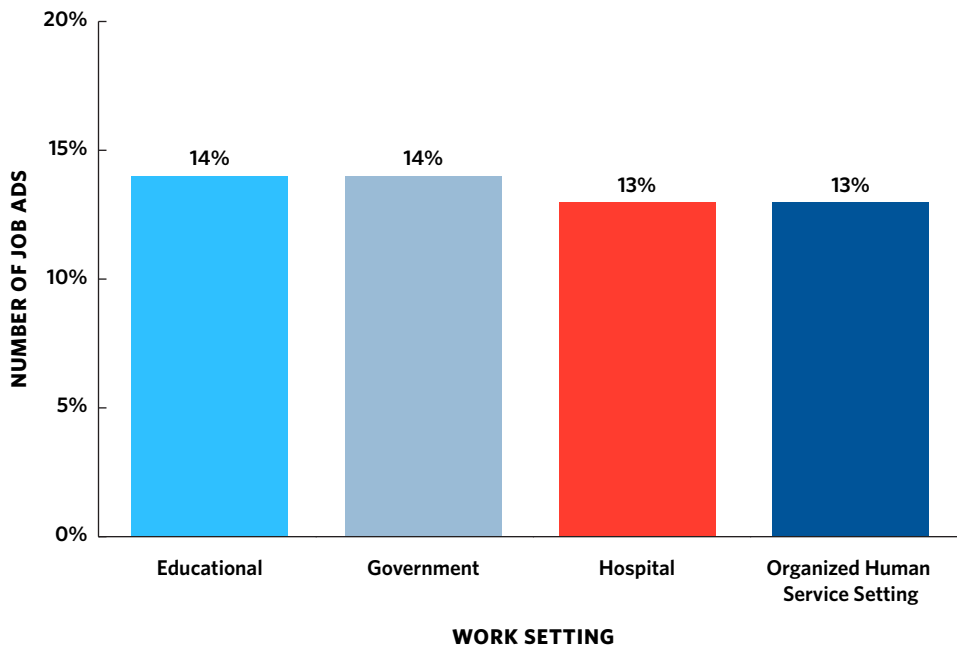
Figure 7 shows the percentages of job advertisements in each work setting that specified leadership positions. Hospital, organized human service, government, and educational settings all had similar proportions of leadership jobs (13 percent and 14 percent).⁴

³ Job ads were categorized into different work settings based on text analysis of employer name and job description. Each job ad was categorized into only one setting. Examples of hospital settings include public or private general hospital, VA medical center, and military hospital. Examples of organized human service settings include rehabilitation facility, counseling or guidance center, outpatient mental health clinic, community mental health center, and primary care office. Examples of educational settings include university psychology department, education department, and medical school. Examples of government settings include government research organization or lab, criminal justice system, and federal/state/local government agency. Other settings include business settings, such as consulting firms and research organizations, and any position that could not be otherwise categorized. No job ads for leadership positions were found within private practice settings

⁴ Leadership positions represented 20 percent of the job ads in “other” work settings. This value may be difficult to interpret due to the small number of ads and the catch-all nature of the category.

FIGURE 7.

PERCENT OF LEADERSHIP POSITIONS AMONG EACH WORK SETTING, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.

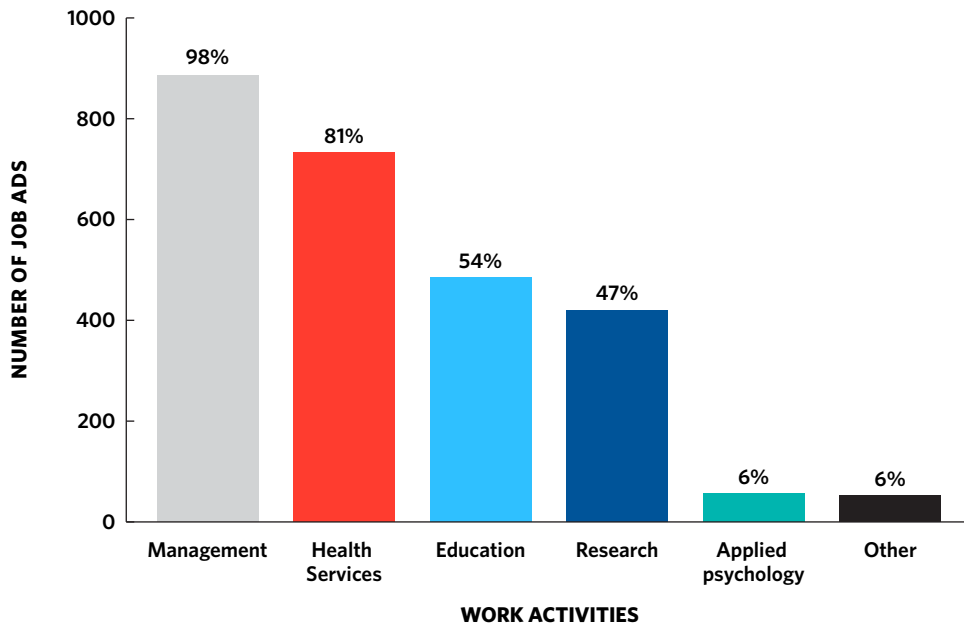
Work Activities

Leadership job ads typically specify a variety of work activities. The majority of leadership job ads specified management activities (98 percent), followed by health service activities (81 percent), education activities (54 percent), and research activities (47 percent).⁵ Applied psychology activities (six percent) and other activities (six percent) represented smaller percentages (Figure 8).

⁵ Job ads were categorized with different work activities based on text analysis of job description. One job ad can include multiple work activities. Applied psychology activities include forensic assessment, industrial-organizational consulting, business development, etc. Health service activities include clinical assessment, therapeutic services, patient care, etc. Management activities include policy or program development/review, personnel administration, recruiting, budgeting, etc. Other work activities include marketing, sales, publishing, public relations, etc. For more details, refer to the [Technical Documentation](#).

FIGURE 8.

LEADERSHIP JOB ADVERTISEMENTS BY WORK ACTIVITY, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.

Sixty-two percent of job ads for leadership positions specified employment status: about two percent specified part-time and 60 percent specified full-time. Thirty-eight percent of all job ads for leadership positions did not specify employment status. Temporary positions represented less than one percent of leadership job advertisements.⁶

⁶ Part-time or full-time, and temporary or non-temporary positions were identified based on text analysis of job description, job title, as well as employment status reported in the job posting form. For more details, refer to the [Technical Documentation](#).

SECTION 3

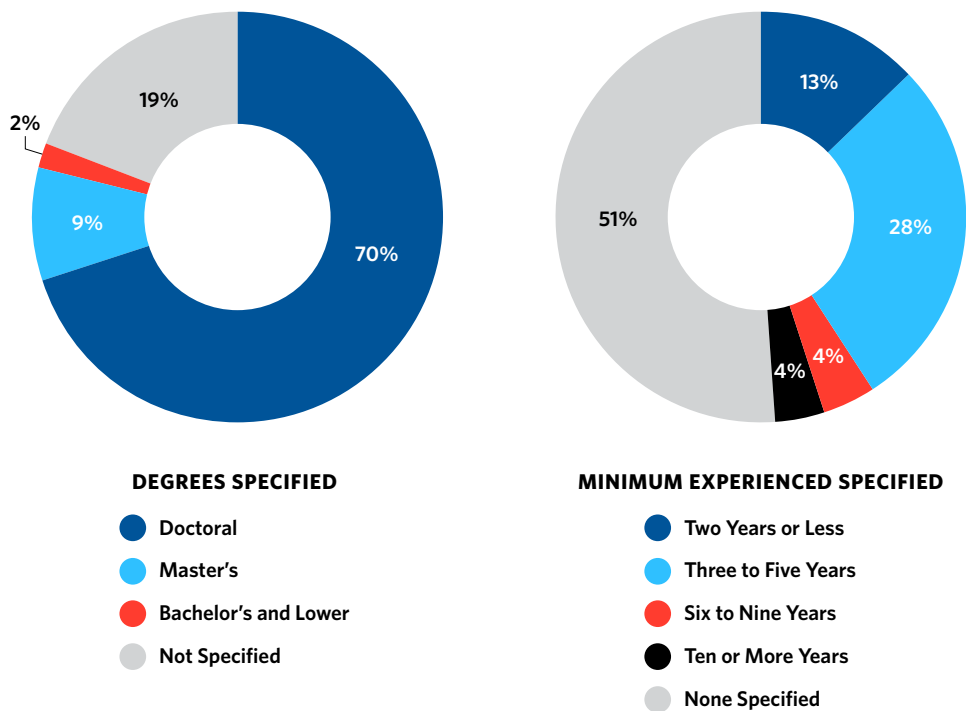
JOB QUALIFICATIONS

Degree and Experience

The majority of advertisements for leadership positions specified a doctorate degree (70 percent) as the required or desired minimum degree. About nine percent specified a master’s degree and about two percent specified a bachelor’s degree or lower. Approximately 19 percent of all leadership job ads did not specify a minimum degree.

Approximately 49 percent of all ads for leadership positions specified a minimum amount of experience. The most commonly specified amount of prior experience was three to five years (28 percent). Of those ads that specified the qualification, the mean amount of minimum experience was 4.00 years, which is significantly higher than all other job ads (1.66 years).⁷

FIGURE 9.
DEGREE AND EXPERIENCE SPECIFIED IN LEADERSHIP JOB ADVERTISEMENTS, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.

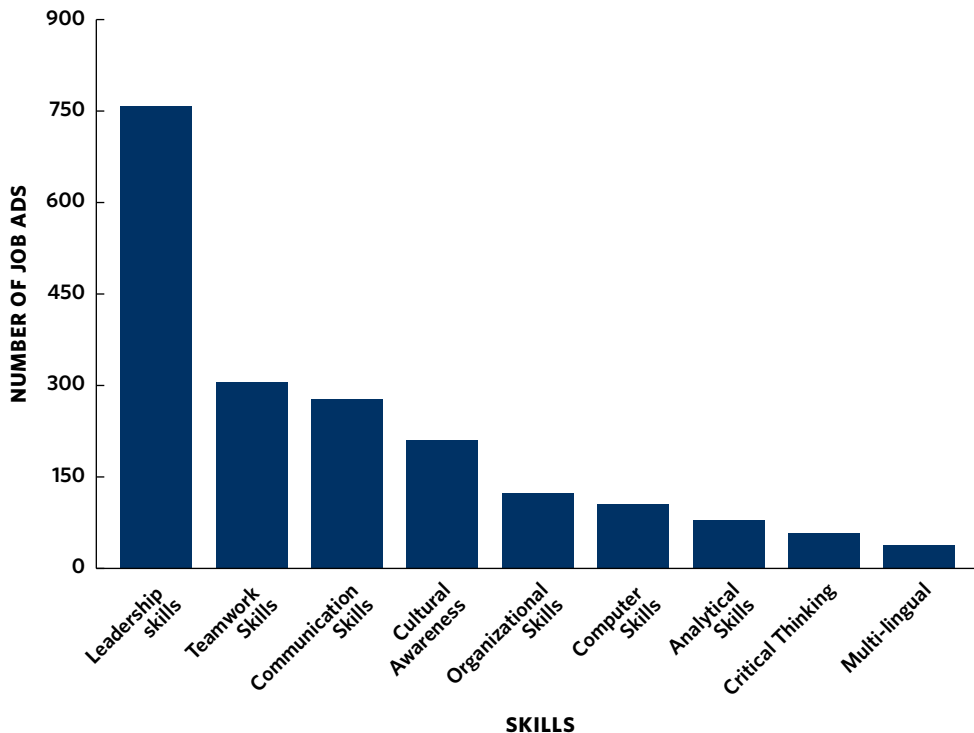
⁷ T-test comparison between all leadership job ads and all non-leadership ads is statistically significant at $p < 0.01$

Skills and Traits

Approximately 92 percent of job ads for leadership positions specified at least one skill qualification for desired candidates. In job ads for leadership positions the most frequently specified skills were, “leadership,” “teamwork,” and “communication” (Figure 10).⁸

FIGURE 10.

SKILLS SPECIFIED IN JOB ADVERTISEMENTS FOR LEADERSHIP POSITIONS, 2015-17



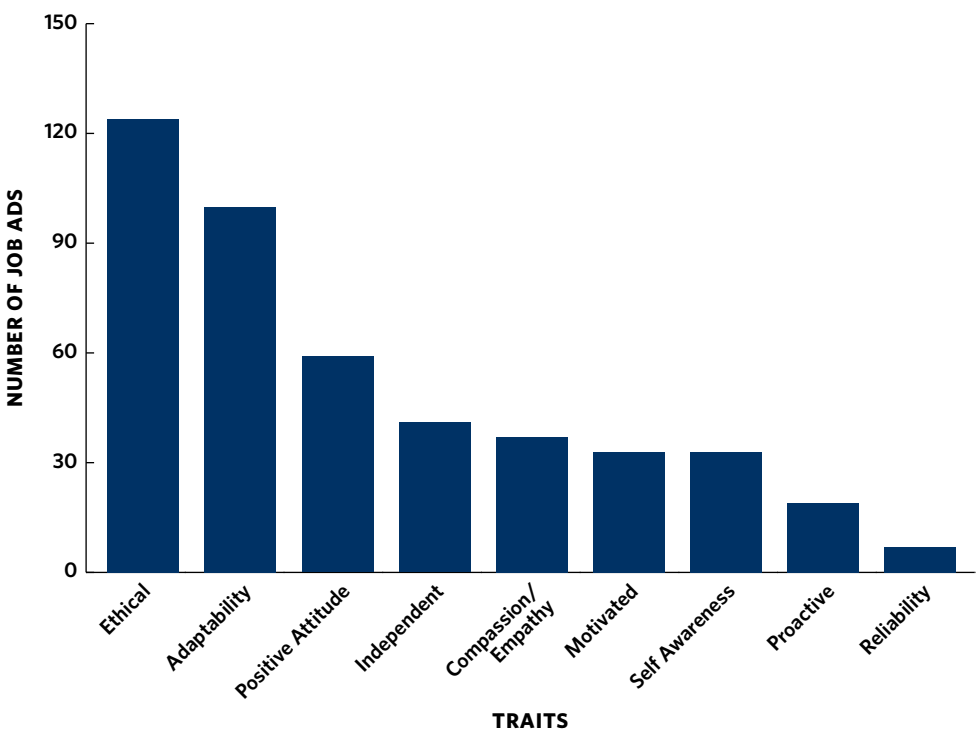
Source: 2015-17 APA psycCareers, American Psychological Association.

For traits, “ethical,” “adaptability,” and “positive attitude” were the most frequently specified (Figure 11).⁹ Approximately 32 percent of ads for leadership positions specified at least one personality trait for desired candidates.

⁸ Categories of skills were developed by coders through text analysis. First, a frequency analysis of all words and phrases that were used to specify required or desired skills in job ads was conducted. Words and phrases that described the same or similar skills were combined into one category. The analysis resulted in nine categories of skills. One job ad may specify multiple skills. Examples of “leadership” skills include: ability to lead, supervisory and administrative skills, delegation, and strategic leadership. Examples of “teamwork skills” skills included: interpersonal skills, ability to work collaboratively, team player, and team oriented. For more information, refer to the [Technical Documentation](#).

⁹ Categories of traits were developed by coders through text analysis. First, a frequency analysis of all words and phrases that were used to specify personal traits for desired candidates in job ads was conducted. Words and phrases that described the same or similar traits were combined into one category. The analysis resulted in nine categories of traits. One job ad may specify multiple traits. Examples of the “adaptability” trait include: ability to manage change effectively, durability and adaptability, flexibility, and learning agility. Examples of the “ethical” trait include: ethical and professional, honest, integrity, and moral. “Motivated” includes intrinsic motivation and a driven personality, and “proactive” captures requests for candidates with strong work ethic who take initiative and ownership of their work and skills. Approximately 32 percent of ads for leadership positions specified at least one personality trait for desired candidates. For more information, refer to the [Technical Documentation](#).

FIGURE 11.
TRAITS SPECIFIED IN JOB ADVERTISEMENTS FOR LEADERSHIP POSITIONS, 2015-17



Source: 2015-17 APA psycCareers, American Psychological Association.

CONCLUSION

This report examines the characteristics of leadership job ads in the period from 2015 through 2017, including seasonal trends, geographic distribution, job type, employment characteristics, and job qualifications. The majority of ads for leadership positions were for health service psychologists and faculty positions. Additionally, most were for positions in educational settings and specified a doctoral degree as the minimum education qualification.

Findings from this report demonstrate the characteristics of leadership positions within the field of psychology that are most desired by employers, and how they differ from the general characteristics of non-leadership psychology job advertisements. The majority of leadership job ads specified a doctorate degree as the minimum education qualification. The mean minimum years of experience specified was 4.00 years, much higher than non-leadership job ads specifying a mean of 1.66 years. “Leadership,” “teamwork,” and “communication” were the most frequently specified skills for leadership job ads. “Ethical,” “adaptable,” and “positive attitude” were the most frequently specified personal traits.

A previous APA Center for Workforce Studies report on job ads used data from Burning Glass Technologies (BGT).¹⁰ The previous report focused on job ads for licensed psychologists only. By comparison, this report included psychology job ads across the spectrum of job types. The previous report used job ads data compiled by BGT. Analysis within this report was based on text analysis conducted by the APA Center for Workforce Studies. As such, results from the two reports are not comparable.

Several limitations of the report are worth noting. The analysis was focused on job advertisements, rather than actual jobs. Based on text analysis of job descriptions, it is estimated that about 6 percent of leadership job ads contained multiple openings for one position type (e.g., two openings for clinical psychologist), or multiple position types (e.g., one opening for clinical psychologist and another opening for counseling psychologist in one job ad). Therefore, the number of job ads does not directly reflect the number of job openings. Job ads posted on APA psycCareers are only a segment of all job ads for psychologists. Since job ads were posted for a fee, it is unclear whether the job ads posted to APA psycCareers were

representative of all job ads available for psychologists. Finally, based on text analysis alone, it is impossible to determine whether job ads were for new or vacant positions, or whether a job ad resulted in an offer or hire.

Despite these limitations, the strengths of APA psycCareers data as a source to analyze psychology jobs far outweigh the limitations. The APA psycCareers platform is specifically for the field of psychology and as a result, the vast majority of job ads were seeking psychologists. This serves as a natural selector of psychology-related jobs. Using a single job platform, rather than drawing from multiple online job ad sources, also minimizes issues with cross-posting, where one job may be advertised on different platforms with different formats, making de-duplication difficult. Additionally, compared to job platforms like Indeed and Glassdoor, which are targeted to the general public, APA psycCareers is specifically designed for an audience of psychologists and is therefore more likely to contain accurate and consistent psychology terms. This quality lends itself to text analysis and ultimately means that job ads data from APA psycCareers make it possible to present a broader and richer picture of the psychology job market.

References

- American Psychological Association (2016). *2014 Online Job Advertisements for Licensed Psychologists*. Retrieved from <https://www.apa.org/workforce/publications/14-job-ads/index.aspx>
- U.S. Census Bureau. Annual Estimates of the Resident Population for the United States, Regions, States, and Puerto Rico: April 1, 2010, to July 1, 2018. Retrieved from <https://www.census.gov/newsroom/press-kits/2018/pop-estimates-national-state.html>

¹⁰ American Psychological Association (2016). *2014 Online Job Advertisements for Licensed Psychologists*. Retrieved from <https://www.apa.org/workforce/publications/14-job-ads/index.aspx>. BGT compiles online job ads from more than 40,000 web sources and maintains an interactive database of online job ads. In each online job ad, BGT parses up to 70 different data elements including job title, location, employer name and industry, as well as education, experience, and skill qualifications.

APPENDIX. DATA UNDERLYING FIGURES

TABLE 1.

TRENDS IN JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Year	Quarter	Leadership Jobs		All Other Jobs		All Jobs	
		N	%	N	%	N	%
2015	1	100	17%	482	83%	582	100%
	2	58	13%	395	87%	453	100%
	3	72	10%	675	90%	747	100%
	4	85	12%	637	88%	722	100%
	All	315	13%	2189	87%	2504	100%
2016	1	74	14%	463	86%	537	100%
	2	66	16%	346	84%	412	100%
	3	106	12%	750	88%	856	100%
	4	81	12%	577	88%	658	100%
	All	327	13%	2136	87%	2463	100%
2017	1	71	16%	384	84%	455	100%
	2	62	17%	309	83%	371	100%
	3	59	10%	515	90%	574	100%
	4	66	12%	489	88%	555	100%
	All	258	13%	1697	87%	1955	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Percentages may not sum to 100 due to rounding.

TABLE 2.

TRENDS IN JOB ADS FOR LEADERSHIP POSITIONS BY JOB TYPE, 2015-17

Year	Quarter	All Other Leadership Jobs		Faculty Leadership Jobs		All Leadership Positions	
		N	%	N	%	N	%
2015	1	70	70%	30	30%	100	100%
	2	47	81%	11	19%	58	100%
	3	55	76%	17	24%	72	100%
	4	61	72%	24	28%	85	100%
	All	233	74%	82	26%	315	100%
2016	1	46	62%	28	38%	74	100%
	2	52	79%	14	21%	66	100%
	3	80	75%	26	25%	106	100%
	4	57	70%	24	30%	81	100%
	All	235	72%	92	28%	327	100%
2017	1	52	73%	19	27%	71	100%
	2	48	77%	14	23%	62	100%
	3	34	58%	25	42%	59	100%
	4	43	65%	23	35%	66	100%
	All	177	69%	81	31%	258	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Percentages may not sum to 100 due to rounding.

TABLE 3.

NUMBER OF JOB ADS FOR LEADERSHIP POSITIONS BY STATE, 2015-17

State	Number of Job Ads	Percent of Job Ads	Number of Job Ads per 100,000 Population
AL	5	1%	0.10
AR	3	0%	0.10
AZ	21	2%	0.30
CA	119	13%	0.30
CO	20	2%	0.36
CT	24	3%	0.67
DC	19	2%	2.73
DE	4	0%	0.42
FL	23	3%	0.11
GA	16	2%	0.15
HI	1	0%	0.07
IA	8	1%	0.25
ID	1	0%	0.06
IL	43	5%	0.34
IN	29	3%	0.44
KS	7	1%	0.24
KY	2	0%	0.04
LA	3	0%	0.06
MA	58	6%	0.85
MD	27	3%	0.45
ME	2	0%	0.15
MI	19	2%	0.19
MN	15	2%	0.27
MO	13	1%	0.21
MS	6	1%	0.20
MT	3	0%	0.28
NC	17	2%	0.17
ND	1	0%	0.13
NE	24	3%	1.25
NH	8	1%	0.59
NJ	14	2%	0.16
NM	6	1%	0.29
NV	1	0%	0.03
NY	47	5%	0.24
OH	14	2%	0.12
OK	3	0%	0.08
OR	18	2%	0.43
PA	53	6%	0.41
RI	11	1%	1.04
SC	6	1%	0.12
SD	3	0%	0.34
TN	11	1%	0.16

TX	33	4%	0.12
UT	1	0%	0.03
VA	46	5%	0.54
VT	2	0%	0.32
WA	14	2%	0.19
WI	16	2%	0.28
WV	2	0%	0.11
WY	4	0%	0.69
Missing	54	6%	-
Total	900	100%	0.28

Source: 2015-17 APA psycCareers, American Psychological Association; 2017 Population Estimates, U.S. Census Bureau.

TABLE 4.

JOB ADS FOR LEADERSHIP POSITIONS BY JOB TYPE, 2015-17

Position Type	Leadership Position	Total	% of All Leadership Position	% of Total
Health Service Psychologist	476	3356	53%	14%
Faculty	279	2859	31%	10%
Researcher	79	411	9%	19%
Applied Psychologist	54	249	6%	22%
Other	12	47	1%	26%
All	900	6922	100%	13%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Each job ad can only be categorized in one job type. Total may not sum to 100 percent due to rounding.

TABLE 5.

JOB ADS FOR LEADERSHIP POSITIONS BY WORK SETTING, 2015-17

Work Setting	Leadership Position	All	% of Leadership Position Ads	% of Total Work Setting
Private Practice	0	321	0%	0%
Hospital	93	716	10%	13%
Organized Human Service Setting	227	1697	25%	13%
Government	39	271	4%	14%
Educational	506	3744	56%	14%
Other Settings	35	173	4%	20%
All	900	6922	100%	13%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Each job ad can only be categorized in one work setting. Total may not sum to 100 percent due to rounding. Hospitals include VA and military hospitals. Educational settings include medical schools.

TABLE 6.

JOB ADS FOR LEADERSHIP POSITIONS BY WORK ACTIVITIES, 2015-17

Work Activity	N	%
Applied psychology	56	6%
Research	420	47%
Education	485	54%
Health Services	733	81%
Management	886	98%
Other	53	6%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: A job ad can be categorized in multiple work activities. Applied psychology activities include forensic, I/O, business development, etc. Management activities include policy or program development/review, personnel administration, recruiting, budgeting, etc. Other work activities include marketing, sales, publishing, public relations, etc.

TABLE 7.

TEMPORARY AND NON-TEMPORARY POSITIONS WITHIN JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Types of Job Postings	N	%
Temporary Positions	1	0%
Non-Temporary Positions	899	100%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

TABLE 8.

EMPLOYMENT STATUS FOR JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Employment Status	N	%
Full Time	541	60%
Part Time	18	2%
Not Specified	341	38%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

TABLE 9.

MINIMUM DEGREE SPECIFIED WITHIN JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Minimum Degree Specified	N	%
Bachelor's and Lower	21	2%
Master's	79	9%
Doctoral	626	70%
Not Specified	174	19%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

TABLE 10.

MINIMUM EXPERIENCE SPECIFIED WITHIN JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Minimum Experience	N	%
Two Years or Less	120	13%
Three to Five Years	252	28%
Six to Nine Years	39	4%
Ten or more Years	36	4%
None Specified	453	50%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: Total may not sum to 100 percent due to rounding.

TABLE 11.

SKILLS SPECIFIED IN JOB ADS FOR LEADERSHIP POSITIONS, 2015-17

Requested Skills	N	%
Leadership skills	758	84%
Teamwork Skills	306	34%
Communication Skills	277	31%
Cultural Awareness	210	23%
Organizational Skills	124	14%
Computer Skills	105	12%
Analytical Skills	80	9%
Critical Thinking	58	6%
Multi-lingual	38	4%
Not Specified	73	8%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: A job ad can specify multiple skills for one position. Communication skills include reading, writing and speaking; critical thinking includes any form of strategic thinking and problem solving; cultural competence includes any position which asks specifically for experience working with, supporting, or commitment to cultural, ethnic, and/or racially diverse populations; leadership includes positions that specifically request skills or experience related to management and leadership.

TABLE 12.

TRAITS SPECIFIED IN JOB ADS FOR LEADERSHIP POSITIONS 2015-17

Personal Traits	N	%
Ethical	124	14%
Adaptability	100	11%
Positivity	59	7%
Independent	41	5%
Compassion/Empathy	37	4%
Motivated	33	4%
Self Awareness	33	4%
Pro-active	19	2%
Reliability	7	1%
Not Specified	610	68%
All	900	100%

Source: 2015-17 APA psycCareers, American Psychological Association.

Note: A job ad can specify multiple traits for one position. Adaptability includes learning agility, schedule flexibility, and ability to handle change. Ethical refers to the ability to remain objective, adhere to and be knowledgeable of ethical standards, and honesty. Motivated refers to internal motivation, driven personality, and self-starting. Pro-active refers to initiative, strong work ethic, and the desire to learn and seek out personal development opportunities.



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