

pls 5 scoring manual

pls 5 scoring manual is an essential resource for professionals conducting language assessments using the Preschool Language Scale, Fifth Edition (PLS-5). In this comprehensive article, you'll discover everything you need to know about the PLS-5 scoring manual, from its key components and scoring procedures to interpreting results and best practices for accurate assessment. Whether you're a speech-language pathologist, educator, or clinician, understanding the intricacies of the PLS-5 scoring manual is vital for informed decision-making and effective intervention planning. This guide covers the structure of the manual, step-by-step scoring procedures, tips for avoiding common errors, and insights into utilizing scores for diagnostic and educational purposes. By the end, you'll be equipped with actionable knowledge to confidently navigate the PLS-5 assessment process and maximize the value of your results.

- Understanding the PLS-5 Scoring Manual
- Key Components of the PLS-5 Scoring Manual
- Step-by-Step Scoring Procedures
- Interpreting PLS-5 Results
- Common Scoring Errors and How to Avoid Them
- Best Practices for Accurate PLS-5 Assessment
- Utilizing Scores for Intervention and Planning
- Conclusion

Understanding the PLS-5 Scoring Manual

The PLS-5 scoring manual is designed to provide professionals with clear guidelines for scoring and interpreting the Preschool Language Scale, Fifth Edition. As a standardized language assessment tool, PLS-5 evaluates receptive and expressive language skills in children from birth through age 7. The scoring manual outlines procedures for assigning scores, converting raw data to standardized scores, and interpreting the results within the context of a child's developmental profile. Familiarity with this manual is critical for ensuring consistency and reliability in assessment outcomes.

This manual serves as a reference throughout the administration process, guiding clinicians through test protocols, score calculations, and the reporting of findings. By following the manual's instructions, practitioners can reduce errors, maintain standardization, and provide accurate documentation for educational or clinical settings.

Key Components of the PLS-5 Scoring Manual

The PLS-5 scoring manual is comprehensive, containing several crucial sections to assist users in conducting thorough language assessments. Understanding these components will help ensure proper administration and scoring.

Overview of Test Structure

The manual begins with a description of the test's format, detailing its two main subscales: Auditory Comprehension and Expressive Communication. Each subscale contains age-appropriate items designed to assess different aspects of language development.

Scoring Tables and Conversion Charts

Central to the manual are the scoring tables and conversion charts. These resources enable users to convert raw scores into scaled scores, standard scores, percentile ranks, and age equivalents. The charts are organized by age range, ensuring accurate interpretation based on the child's developmental stage.

Administration Guidelines

The manual provides step-by-step instructions for administering the PLS-5. This includes guidelines for presenting items, recording responses, and handling instances where a child does not respond as expected. Specific directions help maintain the assessment's standardized nature.

Interpretation Resources

Sections on interpretation offer guidance for analyzing results, understanding score profiles, and identifying areas of strength and need. The manual explains how to contextualize scores within broader developmental norms and make informed recommendations for intervention or referral.

- Test Structure and Subscales
- Scoring Tables and Conversion Tools
- Administration and Recording Procedures
- Interpretation Guidelines
- Reporting Templates and Sample Reports

Step-by-Step Scoring Procedures

Accurate scoring of the PLS-5 requires careful attention to each step outlined in the manual. The following procedure ensures consistency and reliability in results.

Administering the Assessment

Begin by following the administration sequence as detailed in the manual. Present items in order, using standardized prompts and cues. Record each response accurately, noting correct and incorrect answers according to manual criteria.

Calculating Raw Scores

After the assessment, tally the number of correct responses in each subscale (Auditory Comprehension and Expressive Communication) to obtain raw scores. The manual provides clear instructions on what constitutes a correct response for each item.

Converting Raw Scores

Utilize the scoring tables in the manual to convert raw scores to standard scores, percentile ranks, and age equivalents. Select the appropriate chart based on the child's chronological age to ensure accurate conversion.

Recording and Reporting Results

Document all scores using the reporting templates provided in the manual. Include standard scores, percentile ranks, and a summary of observed strengths and weaknesses. Ensure that all information is clearly and accurately reported for future reference or intervention planning.

1. Administer PLS-5 items as directed
2. Record responses for each subscale
3. Tally raw scores for Auditory Comprehension and Expressive Communication
4. Use conversion tables to obtain standard scores
5. Determine percentile ranks and age equivalents
6. Complete the reporting template with all relevant details

Interpreting PLS-5 Results

Interpreting results from the PLS-5 involves analyzing a child's performance relative to age-based norms. The scoring manual provides detailed instructions for contextualizing scores and identifying patterns that may indicate language delays or disorders.

Understanding Standard Scores

Standard scores allow professionals to compare a child's language abilities to peers of the same age. The manual explains the significance of different score ranges and their implications for identifying strengths, weaknesses, or potential concerns.

Percentile Ranks and Age Equivalents

Percentile ranks show the child's performance relative to a normative sample, while age equivalents estimate the developmental level at which the child is performing. Both metrics provide valuable information for diagnostic and educational planning.

Diagnostic and Educational Implications

Interpretation guidelines in the manual help professionals translate scores into actionable recommendations, such as referrals for further evaluation or development of individualized intervention plans.

Common Scoring Errors and How to Avoid Them

Accurate assessment relies on meticulous adherence to scoring guidelines. The PLS-5 scoring manual highlights frequent errors and offers strategies to prevent them.

Misapplication of Scoring Criteria

A common error is failing to apply scoring criteria as specified, such as incorrectly marking responses or overlooking prompts. Regularly reviewing the manual and referencing item-specific instructions can help reduce these mistakes.

Incorrect Conversion of Scores

Errors often occur when using the wrong conversion chart or miscalculating standard scores. Double-checking the child's age and referencing the correct table in the manual are essential for accuracy.

Incomplete Documentation

Failure to fully document assessment results can lead to confusion or misinterpretation later. The manual provides templates and examples to ensure thorough and consistent reporting.

- Review manual instructions before each assessment
- Use item-specific criteria for scoring responses
- Check age and use appropriate conversion tables
- Confirm all scores and calculations before reporting
- Utilize provided templates for complete documentation

Best Practices for Accurate PLS-5 Assessment

Following best practices outlined in the PLS-5 scoring manual enhances the reliability and validity of assessment results. Consistency, attention to detail, and ongoing professional development are key.

Maintain Standardization

Always adhere to standardized procedures for administering and scoring items. This ensures that results can be compared across different children and settings.

Stay Updated on Manual Revisions

The publisher may release updates or clarifications to the scoring manual. Regularly check for revisions and integrate any new guidelines into your practice.

Engage in Training and Calibration

Participate in training sessions and collaborate with colleagues to calibrate scoring practices. This helps maintain consistency and reduces variability in results.

Utilizing Scores for Intervention and Planning

The scores obtained through the PLS-5 and interpreted using the scoring manual inform

educational and clinical decisions. Accurate results guide the development of individualized intervention plans and support effective communication with families and other professionals.

Developing Individualized Goals

Use the standardized scores and profiles to set specific, measurable goals tailored to the child's needs. The manual offers examples of how to translate assessment results into actionable objectives.

Monitoring Progress Over Time

Repeated administration and consistent use of the manual allow professionals to monitor language development and adjust intervention strategies as needed.

Informing Collaborative Decision-Making

PLS-5 scores provide valuable data for multidisciplinary teams working to support the child's language growth. Clear documentation and interpretation facilitate collaborative planning and support.

Conclusion

Mastering the PLS-5 scoring manual is essential for accurate, reliable, and meaningful language assessment in young children. By understanding its components, following detailed scoring procedures, and applying best practices, professionals can ensure high-quality results that inform effective intervention and support children's language development.

Q: What is the purpose of the PLS-5 scoring manual?

A: The PLS-5 scoring manual provides standardized procedures for administering, scoring, and interpreting the Preschool Language Scale, Fifth Edition, ensuring accuracy and consistency in evaluating children's language abilities.

Q: How do I convert raw scores to standard scores using the PLS-5 scoring manual?

A: After tallying raw scores for each subscale, use the age-appropriate conversion tables in the PLS-5 scoring manual to find corresponding standard scores, percentile ranks, and age equivalents.

Q: What are the main sections found in the PLS-5 scoring manual?

A: The main sections include test structure overview, scoring tables, administration guidelines, interpretation resources, and reporting templates.

Q: Why are standardized procedures important in PLS-5 assessment?

A: Standardized procedures ensure that assessment results are reliable, comparable across different settings, and valid for making diagnostic and educational decisions.

Q: What common errors should be avoided when scoring the PLS-5?

A: Common errors include misapplying scoring criteria, using incorrect conversion tables, and incomplete documentation. Careful reference to the manual helps prevent these mistakes.

Q: How do PLS-5 scores inform intervention planning?

A: Scores guide the development of individualized goals and intervention strategies by identifying specific areas of strength and need in a child's language profile.

Q: Can PLS-5 be used for progress monitoring?

A: Yes, repeated assessments and consistent use of the scoring manual allow professionals to track language development and adjust interventions over time.

Q: Who typically uses the PLS-5 scoring manual?

A: Speech-language pathologists, educators, and clinicians use the scoring manual to assess, score, and interpret language development in children aged birth through 7 years.

Q: What should I do if I'm unsure about a scoring procedure?

A: Always consult the PLS-5 scoring manual's detailed instructions or reach out to colleagues or professional training resources for clarification.

Q: Are updates made to the PLS-5 scoring manual?

A: Publishers may release updates or revisions. It is important to stay informed and

integrate any changes into your assessment practices.

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PLS-5 Scoring Manual: A Comprehensive Guide for Accurate Assessment

Understanding and accurately utilizing the PLS-5 (Peabody Language Development Scales, Fifth Edition) scoring manual is crucial for professionals working with children's language development. This comprehensive guide will walk you through the intricacies of the PLS-5 scoring process, ensuring you confidently administer and interpret the results. We'll demystify the scoring procedures, address common questions, and provide tips for maximizing the accuracy of your assessments. This post serves as your complete resource for mastering the PLS-5 scoring manual.

Understanding the PLS-5 Assessment:

The PLS-5 is a widely used instrument for assessing receptive and expressive language skills in children aged 2 years to 7 years 11 months. Its comprehensive nature allows for a thorough evaluation of a child's linguistic abilities, providing valuable insights for educators, speech-language pathologists, and other professionals working with young children. Accurate scoring is paramount for appropriate intervention and educational planning.

Section 1: Preparing for PLS-5 Scoring

Before diving into the scoring process, ensure you have all the necessary materials:

PLS-5 Kit: This includes the test materials, administration manual, and the crucial scoring manual itself.

Quiet and Comfortable Testing Environment: Minimize distractions to ensure the child's optimal performance.

Stopwatch or Timer: Accurate timing is essential for certain subtests.

Scoring Sheets: Use the provided scoring sheets to meticulously record responses.

Section 2: Administering the PLS-5

The PLS-5 scoring manual provides clear guidelines for administering each subtest. Adhering strictly to these protocols is critical for ensuring the validity and reliability of the results. Remember to:

Follow the Administration Manual Precisely: Deviations from the standardized procedures can invalidate the results.

Establish Rapport with the Child: Create a comfortable and encouraging environment to elicit the best performance.

Observe the Child's Behavior: Note any unusual behaviors that may affect performance or require further investigation.

Record Responses Accurately: Thorough and accurate recording is the cornerstone of correct scoring.

Section 3: Decoding the PLS-5 Scoring Manual

The PLS-5 scoring manual uses a structured approach to interpreting responses. Each subtest has specific criteria for scoring, often involving both correct and incorrect responses. Critical aspects include:

Identifying Correct and Incorrect Responses: The manual provides clear definitions of acceptable responses for each item.

Understanding Scoring Tables: The manual uses tables to convert raw scores (number of correct responses) into standard scores, percentiles, and age equivalents.

Calculating Raw Scores: This involves accurately summing the scores for each subtest.

Converting Raw Scores to Standard Scores: Use the appropriate tables in the scoring manual to translate raw scores into standard scores (typically using a mean of 100 and a standard deviation of 15). This allows for meaningful comparisons across different age groups.

Interpreting Standard Scores, Percentiles, and Age Equivalents: Understanding these metrics is vital for creating effective intervention plans. Percentiles show how a child's score compares to others of the same age. Age equivalents indicate the age at which the average child would achieve a similar raw score, but these should be interpreted with caution.

Section 4: Common PLS-5 Scoring Challenges and Solutions

Even with careful attention, some challenges might arise during the scoring process. Here are a few common issues and how to address them:

Ambiguous Responses: If a child's response is unclear, consult the scoring manual's guidelines for clarification. If ambiguity persists, err on the side of caution and score it as incorrect.

Incorrect Administration: If you realize you deviated from the administration protocol, you may need to re-administer the affected subtests. Documentation of these circumstances is vital.

Discrepancies between Subtests: Significant discrepancies between subtests may indicate specific areas of language weakness requiring focused intervention. Consult the manual's interpretive guidelines for further assistance.

Section 5: Interpreting PLS-5 Results and Reporting

Once the scores are calculated, understanding and communicating the results effectively is key. This involves:

Synthesizing the Data: Look for patterns and trends across different subtests to understand the child's overall language profile.

Considering Contextual Factors: The results should always be interpreted in the context of the child's overall development, medical history, and educational environment.

Preparing a Comprehensive Report: The report should clearly communicate the child's strengths and weaknesses in language, incorporating standard scores, percentiles, and any qualitative observations.

Conclusion:

The PLS-5 scoring manual is a critical tool for professionals assessing children's language development. By mastering its intricacies and consistently applying the outlined procedures, you ensure accurate and reliable assessment results. This leads to effective intervention planning, ultimately benefiting the children you serve. Remember to review the manual thoroughly and seek further guidance if needed. Accurate scoring isn't just about following steps; it's about providing the most accurate picture of a child's abilities and informing appropriate support.

FAQs:

1. Can I use the PLS-5 scoring manual without formal training? While the manual provides detailed instructions, formal training is highly recommended to ensure accurate administration and interpretation.
2. What should I do if I encounter a situation not covered in the manual? Document the situation and consult with a qualified professional for guidance.
3. Are there any resources available beyond the PLS-5 scoring manual? Yes, workshops, online training modules, and professional development opportunities are frequently offered.
4. How often should the PLS-5 be administered? The frequency depends on the child's needs and the purpose of the assessment. It's typically not administered repeatedly unless there's a significant change in the child's developmental trajectory or a need to monitor progress.
5. Can I use the PLS-5 to diagnose specific language disorders? The PLS-5 provides valuable information about language development but isn't a diagnostic tool in itself. A comprehensive assessment involving multiple measures and clinical judgment is required for diagnosis.

PLS-5 Scoring Manual: A Comprehensive Guide for Accurate Assessment

Understanding the PLS-5 (Peabody Language Development Scales – Fifth Edition) can be a daunting task, especially when it comes to accurately scoring the assessment. This comprehensive guide serves as your ultimate resource for navigating the PLS-5 scoring manual, ensuring you achieve reliable and meaningful results. We'll break down the process step-by-step, offering clear explanations and practical tips to master PLS-5 scoring. Whether you're a seasoned clinician or just beginning to use the PLS-5, this guide will equip you with the knowledge you need for confident and accurate assessments.

Understanding the PLS-5 Structure and Components

The PLS-5 is a widely used instrument for assessing language development in children. Its comprehensive design assesses both receptive and expressive language abilities across various age ranges. Before diving into the scoring, it's crucial to understand the different components of the test:

Understanding the Subtests:

The PLS-5 comprises several subtests, each designed to measure specific language skills. These include:

Auditory Comprehension: Evaluating understanding of spoken language through various tasks.

Expressive Communication: Assessing the child's ability to verbally express themselves.

Articulation: Focusing on the clarity and precision of the child's speech sounds.

Receptive Vocabulary: Measuring understanding of word meanings.

Expressive Vocabulary: Assessing the child's ability to name and use words correctly.

Grammar: Evaluating the child's grammatical skills in sentence structure and usage.

Decoding the PLS-5 Scoring Manual: A Step-by-Step Approach

The PLS-5 scoring manual is your roadmap to accurate interpretation. Here's how to navigate its intricacies:

1. Raw Score Conversion:

The initial step involves converting the child's raw scores (number of correct responses) from each

subtest into standard scores. The manual provides detailed tables for this conversion, typically using age-based norms. Accuracy in this step is paramount for reliable results.

2. Standard Scores and Percentile Ranks:

Once raw scores are converted, you'll obtain standard scores (typically $M=100$, $SD=15$) and percentile ranks. These values allow you to compare the child's performance to their age peers. Understanding these metrics is crucial for interpreting the results accurately.

3. Index Scores and Composite Scores:

The PLS-5 organizes subtest scores into index scores (e.g., Auditory Comprehension, Expressive Communication) and finally, a composite score, which represents the child's overall language ability. This hierarchical structure allows for a comprehensive evaluation.

4. Interpreting the Results:

The final and most important step is interpreting the results in context. Consider the child's developmental history, educational background, and any other relevant factors. Don't rely solely on numbers; use your clinical judgment to paint a complete picture of the child's language abilities.

Common Pitfalls to Avoid When Using the PLS-5 Scoring Manual

Even experienced clinicians can make mistakes when scoring the PLS-5. To avoid inaccuracies:

Double-Check Your Work: Always verify your raw score calculations and standard score conversions. Independent verification is highly recommended.

Consult the Manual Frequently: Don't rely on memory; consult the manual for clarification on scoring procedures and interpretation guidelines.

Stay Updated: Ensure you're using the most current version of the PLS-5 scoring manual, as updates may occur.

Understand the Limitations: Be aware of the PLS-5's limitations. It's one piece of a larger assessment puzzle. Don't use it in isolation.

Professional Development: Ongoing professional development is crucial for maintaining proficiency in administering and interpreting the PLS-5.

Beyond the Numbers: Utilizing Clinical Judgment

The PLS-5 scoring manual provides essential tools for objective assessment, but clinical judgment remains indispensable. Observe the child's behavior during testing, note any inconsistencies, and consider any relevant contextual factors. This holistic approach ensures a more nuanced and comprehensive understanding of the child's language development.

Conclusion

Mastering the PLS-5 scoring manual is essential for clinicians and educators working with children's language development. By following the steps outlined above and utilizing your clinical judgment, you can confidently administer and interpret the PLS-5, providing valuable insights into a child's language abilities. Remember, accurate scoring is the foundation for effective intervention and support.

Frequently Asked Questions (FAQs)

Q1: Where can I purchase the PLS-5 scoring manual?

A1: The PLS-5 scoring manual is typically purchased alongside the test kit from authorized distributors of psychological assessment materials. Check with major publishers or educational resource companies.

Q2: Are there online resources to help with PLS-5 scoring?

A2: While there isn't an official online scoring system, various professional organizations offer resources and workshops that can enhance your understanding of the PLS-5 scoring process.

Q3: Can I use the PLS-5 scoring manual for adults?

A3: No, the PLS-5 is specifically designed for children and adolescents. Different assessment tools are more appropriate for adult populations.

Q4: What if I make a mistake during scoring?

A4: If you realize you made a mistake, it's crucial to correct it and re-calculate the scores. Documenting the correction is important for maintaining accuracy in your records.

Q5: Is there a specific training required to administer the PLS-5?

A5: While there isn't a mandated training, it is highly recommended that clinicians receive adequate training and supervision in administering and interpreting the PLS-5 to ensure accurate and reliable results. This often includes attending workshops or seeking mentorship from experienced professionals.

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child, directly observed, or reported by parent or caregiver to credit the child's performance. All carry equal weight when scoring the scale. Results reflect the child's mastery of skills in each of the areas assessed at three-month intervals across developmental domains tested. The test items guide you in directing and structuring observations in order to monitor the child's progress in language developmental areas. The items are based on a compilation of author observation and descriptions from developmental hierarchies and behaviors recognized and used by leading authorities in the field of infant-toddler assessment. Only items considered discriminating and representative of a skill at an age were included. Severity rating guidelines help you interpret the results and confidently communicate the severity of the child's delay. Parent Questionnaire and report questions are in English and Spanish, found on the CD-ROM for quick printing.

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pls 5 scoring manual: Cochrane Handbook for Systematic Reviews of Interventions Julian P. T. Higgins, Sally Green, 2008-11-24 Healthcare providers, consumers, researchers and policy makers are inundated with unmanageable amounts of information, including evidence from healthcare research. It has become impossible for all to have the time and resources to find, appraise and interpret this evidence and incorporate it into healthcare decisions. Cochrane Reviews respond to this challenge by identifying, appraising and synthesizing research-based evidence and presenting it in a standardized format, published in The Cochrane Library (www.thecochranelibrary.com). The Cochrane Handbook for Systematic Reviews of Interventions contains methodological guidance for the preparation and maintenance of Cochrane intervention reviews. Written in a clear and accessible format, it is the essential manual for all those preparing, maintaining and reading Cochrane reviews. Many of the principles and methods described here are appropriate for systematic reviews applied to other types of research and to systematic reviews of interventions undertaken by others. It is hoped therefore that this book will be invaluable to all those who want to understand the role of systematic reviews, critically appraise published reviews or perform reviews themselves.

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Book: The Guide for Initial Entry Soldiers August 2019, is the guide for all Initial Entry Training (IET) Soldiers who join our Army Profession. It provides an introduction to being a Soldier and Trusted Army Professional, certified in character, competence, and commitment to the Army. The pamphlet introduces Soldiers to the Army Ethic, Values, Culture of Trust, History, Organizations, and Training. It provides information on pay, leave, Thrift Saving Plans (TSPs), and organizations that will be available to assist you and your Families. The Soldier's Blue Book is mandated reading and will be maintained and available during BCT/OSUT and AIT. This pamphlet applies to all active Army, U.S. Army Reserve, and the Army National Guard enlisted IET conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters, TRADOC.

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pls 5 scoring manual: Early Childhood Assessment National Research Council, Division of Behavioral and Social Sciences and Education, Board on Testing and Assessment, Board on Children, Youth, and Families, Committee on Developmental Outcomes and Assessments for Young Children, 2008-12-21 The assessment of young children's development and learning has recently taken on new importance. Private and government organizations are developing programs to enhance the school readiness of all young children, especially children from economically disadvantaged homes and communities and children with special needs. Well-planned and effective assessment can inform teaching and program improvement, and contribute to better outcomes for children. This book affirms that assessments can make crucial contributions to the improvement of children's well-being, but only if they are well designed, implemented effectively, developed in the context of systematic planning, and are interpreted and used appropriately. Otherwise, assessment of children and programs can have negative consequences for both. The value of assessments therefore requires fundamental attention to their purpose and the design of the larger systems in which they are used. Early Childhood Assessment addresses these issues by identifying the important outcomes for children from birth to age 5 and the quality and purposes of different techniques and instruments for developmental assessments.

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accessible, practical approach to analyzing data and solving research problems. Bayesian Data Analysis, Third Edition continues to take an applied approach to analysis using up-to-date Bayesian methods. The authors—all leaders in the statistics community—introduce basic concepts from a data-analytic perspective before presenting advanced methods. Throughout the text, numerous worked examples drawn from real applications and research emphasize the use of Bayesian inference in practice. New to the Third Edition Four new chapters on nonparametric modeling Coverage of weakly informative priors and boundary-avoiding priors Updated discussion of cross-validation and predictive information criteria Improved convergence monitoring and effective sample size calculations for iterative simulation Presentations of Hamiltonian Monte Carlo, variational Bayes, and expectation propagation New and revised software code The book can be used in three different ways. For undergraduate students, it introduces Bayesian inference starting from first principles. For graduate students, the text presents effective current approaches to Bayesian modeling and computation in statistics and related fields. For researchers, it provides an assortment of Bayesian methods in applied statistics. Additional materials, including data sets used in the examples, solutions to selected exercises, and software instructions, are available on the book's web page.

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finance, banking, housing, market regulation, and consumer protection. They examined and reported on the collapse of major financial institutions that failed or would have failed if not for exceptional assistance from the government. News Dissector DANNY SCHECHTER is a journalist, blogger and filmmaker. He has been reporting on economic crises since the 1980's when he was with ABC News. His film *In Debt We Trust* warned of the economic meltdown in 2006. He has since written three books on the subject including *Plunder: Investigating Our Economic Calamity* (Cosimo Books, 2008), and *The Crime Of Our Time: Why Wall Street Is Not Too Big to Jail* (Disinfo Books, 2011), a companion to his latest film *Plunder The Crime Of Our Time*. He can be reached online at www.newsdissector.com.

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conversation, to initiate conversation. The authors draw on years of experience using scripts in their own clinic, and include many case studies that show how scripts have worked. The book defines scripts as an audiotape or written word, phrase, or sentence that enables young people with autism to use speech to start and continue conversations. At first a child is taught to play the recording of a word for an adult, and then get a reaction from the adult. (e.g., if he plays the script juice, the adult will give him a sip of juice or if he plays the script ball, the adult will play ball with him). Later on, the child is taught to play the script and then say the word himself (and get the reward from the adult). As the child becomes better at talking, scripts are lengthened to become phrases --want juice or play ball --- and then sentences. And once the child can read, scripts are written instead of recorded. As the child masters sets of scripts, the adult begins to diminish (fade) the prompts. If the script was recorded, words are gradually deleted from the recording. (e.g., if the script started out saying, Where is mom? they will re-record it so it just says Where is and then Where ---? At this point, the child should fill in the blanks.

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five theories of how it functions (i.e., as a system characterized by formal authority, regulated flows, informal communication, work constellations, and ad hoc decision processes) are theorized. Organizations function in complex and varying ways, due to differing flows - including flows of authority, work material, information, and decision processes. These flows depend on the age, size, and environment of the organization; additionally, technology plays a key role because of its importance in structuring the operating core. Finally, design parameters are described - based on the above five basic parts and five theories - that are used as a means of coordination and division of labor in designing organizational structures, in order to establish stable patterns of behavior. (CJC).

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