

The principles and applications of OBM can complement human services programs in many ways. For example, both have shared roots in behavior science (Ludwig, 2015; Reid & Parsons, 2000; Sturmey, 1998), and both focus on conducting critical operations such as assessing variables that promote and hinder productivity (e.g., Behavior Systems Analysis: Ludwig, 2015; McGee & Diener, 2010), measuring employee behavior (DiGennaro Reed et al., 2018), and managing performance (Daniels & Bailey, 2014).



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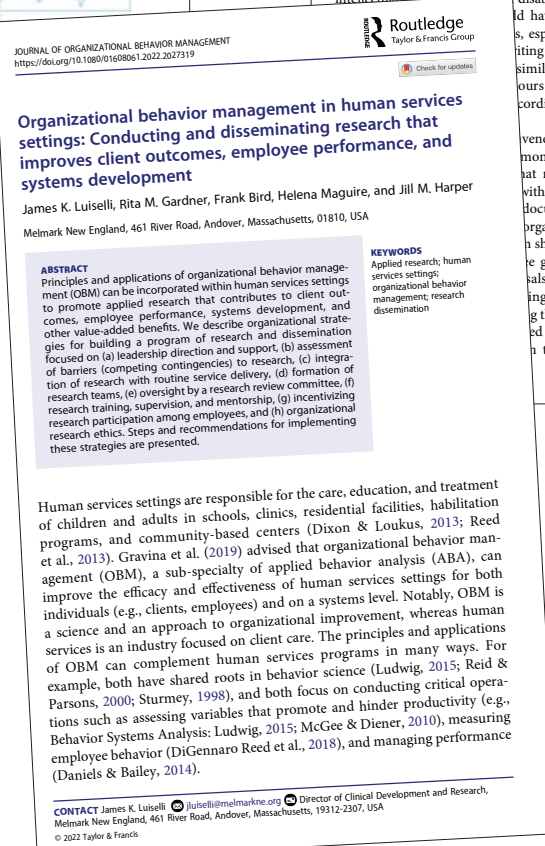
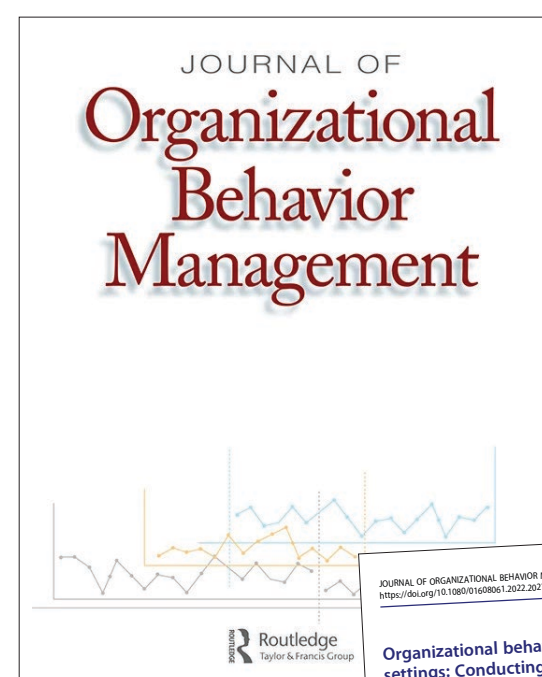
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Strategy #2: research teams

Research teams are groups of employees who are interested in conducting research and assembled to pursue projects systematically, with defined objectives, and toward specific dissemination goals. Teams are organized around research topics and themes that employees prioritize, have leadership support, and will improve service delivery. To illustrate, recent research teams at our organization selected the areas of health and wellness, personnel training, instructional methodology, restrictive procedures, social validity, and interdisciplinary collaboration. The composition and operational capacity of research teams depends on setting resources but in most cases, includes the following elements:

1: Whether a human services setting forms a single team devoted to individual topics, there should be a chairperson who has requisite expertise and can function as a team member. Typically, chairpersons are doctoral-level professionals in supervisory and training roles, psychologists, behavior analysts, and persons external to the human services setting may also serve as research teams. For example, one of the authors of several research programs at organizations serving children with disabilities.

2: It is important to have time in their schedules, especially conducting research, to complete research obligations similar to other routine tasks and responsibilities. Research teams should meet on a regular schedule, monthly or bimonthly, at a reasonable time, with regularity and frequency, and document and report research progress to the organization.

3: Research teams should prepare an agenda, which should be distributed to all team members, and then be distributed to all team members.

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Table 1. Human services practice domains and representative research publications.

Domain	Publication
Assessment-Measurement	Gill et al. (2016) Graf & Kuntz (2012) Lipschultz et al. (2015) Luiselli et al. (2009) Munich et al. (2010)
Attendance	Little et al. (2021) Shannon et al. (2018) Baker & Sellers (2018) Baker et al. (2018)
Health and Wellness	Carr et al. (2013) Gross et al. (2019) Erath et al. (2021) Gardner et al. (2019)
Instruction-Teaching	Wills et al. (2020) Parsons et al. (2019) Cruz et al. (2019) Shinn et al. (2012) Giovetti et al. (2021)
Personnel Training	
Personnel Care	
Safety	

IOA-procedural fidelity assessment, data recording forms, single-case graphing, ethics, and protocol implementation. Tests and performance evaluations conducted with the clinical supervisors and senior therapists resulted in consistent verbal learning, application of skills, and good social validity results of training. Their research activities and presentations at professional conferences also increased.

In addition to training curriculum coursework, Love et al. (2013) proposed that "on-the-job training models in which a seasoned researcher is paired with an inexperienced one may offer the organization some flexibility in the intensity of training" (p. 155). Within our organization, employees eligible to participate in a supervision training series where research training is featured prominently (Gardner et al., 2022). The series trains therapists, program managers, and related staff to function as co-supervisors, integrating monthly didactic seminars with in vivo performance evaluations, and inclusion of a research project they complete in peer groups under the direction of a mentor. Group members choose an OBM research topic that fits with a performance objective at their work site, prepare a research proposal outlining methodology, implement procedures according to an approved experimental design, analyze data, and report results during training series seminars. Research mentors meet with groups outside of seminars to consult with trainees and monitor progress. The training series concludes with research group members presenting their final project in a manuscript and at an organization-wide "poster session day." Participants in the supervision training series have reported consistently that the research component adds meaningfully to their professional development and practice skills with supervisees and service-recipients. Many of the research projects are also submitted and accepted for publication.

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Meeting Date: _____
Research Group: _____
Chairperson: _____
Attendees: _____

AGENDA ITEMS

Review/Update of Approved Research Projects		
Project	Supervisor	Discussion Points-Action Plans
		1: _____
		2: _____
		3: _____
		4: _____

Review of New Research Proposals

Proposed Project: _____
Supervisor: _____
Status: _____
Discussion Points-Action Plans: _____

☐ Reject ☐ Revisio-Resubmit ☐ Accept w/Revision ☐ Accept

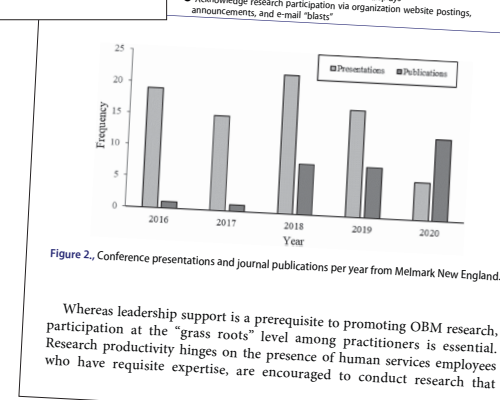
Presentations-Publications

Title-Authorship: _____
Targeted Presentation: _____
Targeted Publication: _____
Status-Action Plans: _____

Figure 1. Research team meeting agenda-summary notes.

Research teams need to convene

5: Another requirement of a team chairperson is assigning team members tasks to be fulfilled between and preceding meetings. These tasks apply to any research activity, such as completing a literature review, acquiring data, writing a proposal, revising procedures, and responding to questions raised during meetings. Ongoing monitoring is essential to ensure that these and related activities are performed as instructed, correctly, and on time.



Whereas leadership support is a prerequisite to promoting OBM research, participation at the "grass roots" level among practitioners is essential. Research productivity hinges on the presence of human services employees who have requisite expertise, are encouraged to conduct research that

Forming research teams to plan, supervise, and complete projects will be effective as long as the time to conduct research is carved out of busy schedules and procedural protocols are in place. Comprehensive progress monitoring is a necessary component of research teams in order to evaluate whether project objectives are achieved and findings can be presented with integrity.