

Brigette Metzler 0:10

Hello and welcome to the ResearchOps podcast, an initiative of the ResearchOps community. I'm your host for today Brigitte Metzler. I'm one of the co-chairs of this huge global volunteer-run community. As always, I'm assuming if you're listening, then you might know a little bit about ResearchOps, the mechanisms and processes that set user research in motion. If you'd like to know more about ResearchOps, you can find us at our website, ResearchOps dot community, or on our Medium publications in English, French, German and Portuguese. Follow us at TeamReOps on Twitter, find the group on LinkedIn, and join the conversation at hashtag ResearchOps. We're recording a special series of the ResearchOps podcast in preparation for ReOpsConf, a partnership between Learners and the ResearchOps community. The conference is on in New York City Wednesday, June 8th. Today we'll be speaking with Alice Kiernan and Lucy Sutton from the Department for Education in the UK. Alice and Lucy will be sharing five key things they learned when they built a ResearchOps function for over 100 user researchers. At the conference, they'll explore what not to do, how to get started, and how to ensure your ReOps team delivers value long into the future. Today we'll dig into the history and share some of their triumphs and challenges. But first, let's meet Alice and Lucy. So Alice is a user research operations lead and user researcher at the Department for Education in England in the UK. Previously, Alice worked in marketing and communications for local government before moving into user research, where she quickly saw the need for ResearchOps. Working with the head of user research to establish the ResearchOps team, Alice has been there from the start of the Department's ResearchOps journey, and looks forward to sharing insights, inspiration and reassurance to anyone at the beginning of their ResearchOps journey. Lucy is also a ResearchOps lead at the Department for Education in England in the UK. One of her proudest achievements is co-founding a cross-government community of over 150 ResearchOps professionals. She is excited to share her journey of ResearchOps in the public sector, and talk about how ResearchOps

works at scale. Together, Alice and Lucy have built ResearchOps from the ground up at the Department of Education for a community of over 100 user researchers.

And so welcome to the show. Lucy and Alice, I'm so pleased that you could join us and so pleased that you're going to be coming along to ResearchOps Conf 2022. Oh, my goodness. So you both know, and I know that that Department for Education in the UK has been on this ResearchOps journey for quite a while. And I think it's really exciting that you're going to be able to actually share what that journey has been like with us. Just to sort of get us started, can you can you let us know, when did you start, and how did that happen?

Alice 3:35

Well, where do we start? So ResearchOps in DFE was it was always going on in the ground across teams across services always. Yeah, as it always is, in organisations. Yeah. But it was never pinned down. It was never defined until our previous head of practice, Sophie, Sophie Boyd, managed to get some budget for a centralised ResearchOps function. And that's where I came into the picture. So I was exclusively a user researcher, working on a team that was ultimately disbanded, the work was sort of de-scoped by ministers and it was just no longer viable for us to continue as a project team. So I was looking for other opportunities. I had a chat with Sophie about the role and she said, you know what we need we need someone who knows a bit about research and I thought, okay, yeah, I'll, I'll have a look. And I looked at the job description. I thought, okay, I could probably add some value here. So, yep, leap of faith went for it, got it. And that was sort of the end of 2019, which feels like a lifetime ago now with everything that's happened since.

Brigette Metzler 4:47

Yeah. And so what did that job description look like, what what was it that sang to you?

Alice 4:54

It was to be honest, it was making a difference, which you know, ultimately is what drew me to research in general, user research specifically. You know, my background is in comms and marketing and I, it always irked me a little bit that it wasn't always necessarily focusing on doing what was right for users, it was generating profits. And that's what led me into user research. And then as a result, ResearchOps was sort of the cherry on top of, you can make a real difference to not just users, but user researchers. So it's like, you know, a double, double edged sword, so to speak. So yeah, that's what, that's what drew me to it. And I think the community around ReOps as well was really, it was fascinating to me about them, because it was it was such a new emerging area. And it felt fresh and exciting. And although it was already been done, it was like an opportunity to meet people with, you know, similar mindsets, and yeah, that's, that's ultimately what what drew me to it.

Brigette Metzler 5:55

Okay, and Lucy, how about you, when did you get involved in research operations?

Lucy Sutton 6:02

Well, so I guess it probably started when I was working in service operations. So we have like a really big programme of about five different service lines, and a

programme about 100 people. I started working in this team called service operations in August 2019. I'm just trying to bring everything together and make sure that, you know, services were aligned with each other, we knew how to deliver things, and we're all talking to one another. And I guess that's sort of my background of like, helping people get to where they need to get to. And I started working with the user researchers in that programme. Because those were the blockers that we run into the moments. And I guess I was doing research operations, but I just didn't have a name for it. Yeah. I didn't have a name for it until Alice was introduced to me actually, as working in research operations. And I was like, oh, that sounds pretty similar, actually, to what I'm doing. That's what I need and that's how we met.

Brigette Metzler 7:10

Right. Okay. And, and you're both, you both sort of come to the table with different skills. Tell me about about that. What's it dynamic been like for you?

Alice 7:22

Interesting hasn't at Lucy?

Lucy Sutton 7:24

That's one way to put it. Yeah.

Alice 7:27

So I kick us off on that one. Yeah, so So back when at Lucy has just made a really good point there about ResearchOps, and she didn't know what ResearchOps

was until she was introduced to me. And that felt like the case across the board. It became Oh, Alice is ResearchOps. Oh, I was No, no, I was no longer Alice, who was working in research, I was ResearchOps, you know, that. I mean, I had, there was no team around me. So it was it was me on my own as a, you know, a newbie to the area. And it was, it was a really interesting time. And it kicked off an interesting dynamic between, I think everyone across the community, because there was so much demand for my time. And, you know, my brain power that was slowly dwindling, because there were various demands across the board.

Brigette Metzler 8:16

And so at that time, how many people how many teams were you servicing?

Alice 8:21

Oh, teams would be difficult to put put my finger on to be honest. But researchers were talking it was. So in 2019, we, I think we had around, I want to say around 60 permanent researchers. I seem to remember that being the ballpark figure. And then as we grew, we grew very rapidly within DFE, research was sort of really heavily prioritised, and we quickly grew up to a community of around a baseline of 100. Which is, yeah, it goes up and down but the baseline is around 100 researchers. So yeah, that was an interesting dynamic when Lucy and I were introduced, because Lucy, like many in the organisation thought that I was one of many ResearchOps within the department. I sat in so many meetings where they were like, Oh, hang on a minute. You're the only ResearchOps person. Yeah, just me. I am ResearchOps, so.

Brigette Metzler 9:25

And, and so Lucy, tell me about the dynamic from your your side of things, how did that work?

Lucy Sutton 9:34

I came from more of a delivery management side of things. No user research experience. I'm very much I like to get things done. I'm very efficient. That's all my team now. I think when Alice came in, I was working on some data protection stuff. Oh, yeah. And we really needed like, how do we manage data and how do we make sure it's secure. But how did we do that, so we handle all of that from like a departmental point of view. Yes. But it was harder to kind of fit it into my user research box. And I remember chatting to Alice about it, because that was my top priority. And Alice was like, oh, yeah, okay, like, we're definitely looking at that, that's something that's going to be coming soon. Okay, great.

Brigette Metzler 10:22

On a very long to do list.

Lucy Sutton 10:25

Exactly, but I think because I thought it was my biggest priority. I thought it was just Alice's biggest priority as well.

Brigette Metzler 10:33

Sure.

Lucy Sutton 10:35

Why not? Right. Which, you know, looking back now, being in Alice's position myself was a grave mistake. But at the time, I heard just thinking, where's this policy? Why can't we get this policy out? And I think, yeah, that that created a bit of tension. I think it's fair to say for us Alice.

Alice 10:55

Yeah, absolutely. And that that tension, I mean, I think tensions probably a good word, but not necessarily accurate in every case. But there was that undertone of like, frustration for me. But also for researchers, because it was, you know, as Lucy said, Lucy came to me with data protection being her main priority. And I had 100, research 60 to 100, researchers coming to me with so many different priorities. And yes, there were overlapping priorities. And that's where we decided to, you know, put our efforts and focus our energies. But it was hard, it was really difficult in those early days to be able, you know, because I was, I wanted to build a good positive relationship with people across the community, people already knew me as a user researcher, but I'd never sort of been in a role like ResearchOps, where delivery is sort of like the massive focus and delivery across so many different teams. And it was it was sort of a period of me trying to settle into the role, while also making connections with people and sort of juggling all these different things, and ultimately, trying not to let people down. But I think the bottom line was that the, the, the expectations weren't managed well, and partly from me, but partly from, you know, others in the organisation who were going out there and waving the flag for ResearchOps. We had all this energy around ResearchOps, but not necessarily the infrastructure to back it up. And that became really apparent and it started to, it proved a lot of opportunity, and it kind of gave us a scope to have these conversations with senior people and broader conversations across the organisation to say, you know, what, people really need this. Yeah, we need to we need to grow, we need to grow

sustainably, and we need to grow sensibly to be able to deliver what people people need. So.

Brigette Metzler 12:47

Yeah, so I'm definitely saying, so your conference talk, I know, you've got sort of five things that everyone should should learn from, from, from your experiences. And certainly, it's resonating with me, you know, I mean, a team of two we're servicing, you know, 250, it's, yeah, it's, but that's, you know, anyway, it's about it's a similar kind of a thing where you've got to sort of create that visibility of of all of the work so that people can understand exactly why that data policy is not ready yet. So, at the conference, you'll be you'll be giving these these five lessons. So would you like to sort of cover maybe maybe a few of those, just let us know what what the top five things might be that you'll be covering so that we could know what we might learn if we, if we came along?

Alice 13:39

Yeah, sure. So I think, you know, we've picked out five things that we're aiming to get across in our story. And the first thing being, sort of seizing the opportunities. So for us that was looking at what we had around us. So COVID, although it was a real challenging time, it sort of put it put the foot on it put our foot on the accelerator in many senses, because we had to just get things off the ground. And at that point, it wasn't so much looking at like all the fancy things we could be doing. It was just what could we do there and then. So for example, you know, building an insight library for the department, which is what I was responsible for during that, that period, I knew there were a load of different solutions out there. But ultimately, what met our needs was Google Sheets. And you know what it's getting across that you don't necessarily have to go out and procure something fancy to meet the needs of your users. So that's, that's sort of

the first thing and that's just a very small example of what we might talk about. But yeah, and then Lucy do want to add?

Lucy Sutton 14:46

So we're talking about controlling the variables within your control. And I think that's what I focused on quite a lot in the last 18 months, is well what what can you do what's in front of you, you know, DFE is a huge department where responsibility lies in lots of different places. And even outside of DFE, you're honouring your own companies that sometimes you start something you just got blocked, and actually, is that worth the effort right now? Or should you move on to something where you can have a bigger impact? So we'll be chatting about that as well.

Brigette Metzler 15:22

Fantastic, and a bet with your skills in delivery, that would have been, yeah, sort of come very naturally to you?

Lucy Sutton 15:30

Yeah, I was very much like, No, we're not doing that full. This is what we're doing. This is how we'll do it.

Brigette Metzler 15:37

Yeah, yeah.

Alice 15:38

And that actually leads into like, the other thing we want to talk about is about the power of community. And I'm not just talking about the people in the global research community, who are a fantastic hive mind, but the people around you. So Lucy came to us with a delivery management background, and she was sort of the angel I didn't know I needed, you know, at the time it was, because when we were talking about setting up a ResearchOps team and growing that team, we, we were like, we need researchers, we need people who know what they're on about, we need done the work of. But actually taking a step back.

Brigette Metzler 16:09

Yeah.

Alice 16:09

We thought we need to do is we need to deliver, you know, people who deliver and I'm not saying researchers don't because we do, I'm not gonna, you know, say no, we don't, because we definitely do. But we needed that skill set in that diversity. And I think we as a team are a very diverse team in so many different senses and that brings great strength. So I think it's scanning the people around you and thinking, okay, you might not come from a research background, but you're amazing at, you know, dealing with policy people. So can you help, you know, you don't necessarily have to just stick to the people in the know, to get things delivered. And I think that has been a massive strength of the growth of our team. We've got a real blend of skills. So yeah, that's that's point three, actually, it's about, you know, not going it alone in ResearchOps, because it's so easy to bury your head and think, oh, my word, how do I move forward with this, but the answers are out there. You know, you don't need to reinvent the wheel.

But equally, you do have to tease out those skills that that people have to help deliver what you need to get off the ground.

Lucy Sutton 17:08

And I think that leads us in nicely as well to managing expectations, which we've already spoken a little bit about. But yeah, like, you've got this community out there who are all expecting great things from you. And I think, where as Alice, when you came in, it was trying to do like, lots of things to kind of try and improve things one by one. And then when I came in, and and I sort of saw, so the position that I'd put Alice in personally, but also everybody else had as well. And I thought, Oh, wow, like, yeah, I'm not going to be put in that situation myself. So I could learn a lot from what had happened before. And that time, we said things about like, recruitment. No, we're not touching that at the moment. There's only two of us. There's 100 user researchers, there's, not enough capacity in the team. But actually, this is the thing we are working on data protection has been my baby for the last 18 months. And that's very much what we've delivered. And now is where we're getting a bit bigger again, as Alice comes back into the fold, we can start looking at those bigger strategic things.

Alice 18:23

Yeah, so I've been away for a while, you know, having a baby and keeping it alive, that's been, that's been quite an interesting life change. But that, you know, that in itself was a massive disruption to ResearchOps, because I was focusing on delivering knowledge management, and then all of a sudden, overnight, I was I was gone. Well, not overnight, it takes time. But yes, but that, you know, that that was put on hold, because because Lucy, as she just pointed out, had other priorities she was focusing on and actually more important at that moment in time was what Lucy was delivering. So that's basically the

essence of our talk. It's about looking at like that the overarching needs of people and making sure that you're focusing on that and not getting lost in the detail of sort of demands, if that makes sense. It's basically user research, isn't it? It's focusing on people's needs. Not that not the once and scaling it, you know, appropriately.

Brigette Metzler 19:18

Yeah. Yeah.

Alice 19:20

That's where we're at.

Brigette Metzler 19:21

Fantastic. Well, that sounds, you know, really, really exciting. I think everyone, you know, needs to sort of, it's early days for research operations. It's fantastic to be able to hear, you know, these are the things that didn't work, or these are the things that were hard. So, that sounds really exciting. I can't I can't wait, it's just resonated so much with me already. I just can't wait to be there and hear the whole thing. So I do have a tricky question for you. Because it's the one that everyone always asks, which is, where do you think so if I'm if I'm creating research operations I'm new to the role, where should I start, do you think? With the benefit of hindsight, when would you have started?

Alice 20:12

Truthfully, whatever feels right at the time, because I think what we did, what we focused on was, as Lucy says, the eight pillars, and we were looking across those eight pillars and thinking, right, we can do this, this, this, this, and this. And actually, we couldn't, I was a team of one. But there were things in front of me that I thought, you know what, that's a quick win. And I hate to use that phrase, because you know, you don't want to go for the lowest hanging fruit, but sometimes in ResearchOps to get it off the ground, that's what you need to do. And I think for me, we were looking too big too soon. And that did, I don't want to say damage, because it wasn't damaging in the long run. It got us where we needed to be. But in the short term that made it difficult for me to have those conversations with people who like Lucy, were coming to me and saying, where's this up to? And you know, the benefit of hindsight is making sure you've got the right people in place. And I'm not saying I wasn't the right person with the job. I think, the skill set that you know, other people brought, so Tom and Lucy have got far more focus on delivery, I think you need that blend of people, even if even if you don't formally work together, have somebody there to help you prioritise. Don't sort of try to do everything in one go. Do what you can with what you've got and who you've got around you. Lucy, I don't know, if you want to add anything there from your sort of midway joining point,

Lucy Sutton 21:39

I think I did have the benefit of hindsight, because I had all of Alice's experience to learn from and build from. And where I started really was one, just trying to listen and tap in to what was already going on. And where I actually started was looking at consent, and how can we standardise that a little bit. And it was really a quick win, it was something that we could say, hey, ReOps have made you a template. And also, it gave me a lot of insight doing it, because I can see what was already out there and go, you know, what my researchers have a really good understanding of ethics. But where they're struggling a little bit more say, granularity of what data we hold, and what options we give people. And that

gave me quite a lot of insight into the community as a whole. Don't focus your energy into ethics. There's a lot of people out there who already have a really good understanding. So we did a little bit of that we did a little bit of data protection for user researchers as a whole. And then a lot of it was just people just wanting to know, am I doing the right thing. And a lot of the time, they were doing the right thing, they just wanting something written down that they could refer to. And that's where we focus a lot of our energy on the past 18 months is guidance and templates and pointing people to the stuff when they first come in. And I was just gonna say, doing it that way built a lot of trust, people saw us delivering like something. Yep, there was a template that we could point to you there was a document that they could point to and say ReOps have done that. Yeah, I think it definitely got to a point where I didn't want to say that we we proved ourselves to be too valuable. But it definitely got to a point where I was like, oh, hang on, like everybody knows about us, and everybody wants something to do with us. And then we had to pivot again and work out how we were going to scale. But yeah, definitely had the benefit of hindsight.

Brigette Metzler 23:49

My mum always says careful what you wish for. I always think about that with research operations, because it doesn't just scale your operations at scales of research to and that can be a bit of a bit of an approaching storm. Fantastic. Sorry, and Alice you we're going to, you're going to say something just a moment ago.

Alice 24:11

No, I was just gonna say I think the benefit of hindsight for me as well is realising that a lot of the thinking has already been done in this area. So certainly within government, we're very fortunate to have sort of a centralised government,

digital service who do a lot of thinking and a lot of research in this area. So people may be familiar with the service manual, the UK, yes, service manual. It's amazing, it's the Bible. You know, it's the Bible that researchers refer to, but actually, new researchers is coming in aren't always aware of these things. And that's, you know, at least he said, our job isn't necessarily to recreate these things that are already out there. A lot of our job is sort of signpost and if you will, and that makes it sounds so simplified, but it can just be that in essence, you know, pointing people to things that already exist and I often think of ResearchOps as a curation role. It's, you know, curating what's already out there and the brainpower of the people in the community to deliver what is most important to people at that time. So yeah, yeah, that's, how I see it.

Brigette Metzler 25:15

I'd love to dig into this couple of things in there. Like, I'd love to talk to you Lucy about community because I know you run across gov community. And then also, if there's any time left, though, to just have a little bit now that you've kind of got that sort of stuff under your belts, I'd love to, to dig into a little bit of their research strategies stuff. But let's turn to the community. So kind of so Lucy, correct me if I'm wrong, but you're running a cross-government community of practice, is that right, how has that helped?

Lucy Sutton 25:51

Massively. And so you say creates UK government research operations community of practice. And it was myself and Imran Ecotile. He's also in ReOps DFE who brought everybody together. And I guess, like, we have, you know, monthly meetings, which are great, we're gonna share a lot of knowledge. We've done stuff about recruitment, our next one is about co-design, and how we can support co-design. But it's all the bits in between it really like ReOps can seem

like, kind of a lonely profession. You know, you're you're there every day, in your room or in your office thinking about how do I deliver this, and, you know, what's the intricacies of this idea I'm having. And it's so nice to be able to pick up the phone and go, what are you doing? What about that? You know, what's your incentives policy? And again, I think it just goes back to the works already out there. And you can all share and trade things. You know, I can have a chat with somebody about our consent templates, and they can let me know about their recruitment ideas and how they operate their recruitment panel. So yeah, massively, massively beneficial. And yeah. I don't think there's anything really that no one's ever thought about. If someone says, oh, I'm really struggling with, you know, X, yeah, there's always people who can reply and say, oh, we've done a bit of thinking about that, do you want to get in touch? And that is massively, massively helpful.

Brigette Metzler 27:28

Yeah. Yeah. And so Alice you're, you know, you're the, you're the creative side of the duo. But also, also thinking about, you know, what I'm reflecting on when I'm hearing Lucy talk as well, is about how taking that programmatic approach is really looking across the whole thing, and the whole community is really helpful when it comes to knowledge management, which was your specialisation. You know, one of the key things that ResearchOps can deliver, of course, is that programme wide view of all of your research assets and that kind of stuff. Talk to me a little bit about how that has developed over time for for Department for Education. Has it been, you know, have you been able to bring that together? And did you find something new?

Alice 28:17

Interesting question. So when I first started in ResearchOps, there was no sort of formal knowledge management for user researchers. However, we do have social researchers within the department who are focusing on more longitudinal ethnographic kind of methods, that suddenly we don't have the time or budget. And you know, that's a good thing, though, because it's it, it separates the two professions. And they were looking at how they did this and they had something called the research evidence directory, which was a tool that they I can't remember if they built it, or they procured it, or a little bit of a mix. But it was it was basically a mapping tool whereby people can put evidence in and there were links between different chunks of data and pieces of evidence and the strength between those pieces of information and sort of help social researchers to look at if we're going in this direction, what will the impact be on this policy area, for example.

Brigette Metzler 29:16

Yes, so cool.

Alice 29:18

So we're really, yeah, really, really interesting. And the more digging we did, we realised it was sort of it was brilliant for social research, because they have that longer term scope to look at the impact of things long, you know, over a period of time, whereas as we know, user research is a little bit more rapid, a little bit more gonna say throw away. Not not in the sense that it's not valuable, but we move on very quickly. Yes. So it was balancing, sort of it was looking at, do we have the time to be putting all our evidence into something like that, and actually, does it pay off in the long run? And when we consider those things, the answers really were no, not right now. And then COVID hit. And we had basically researchers across the board, myself included, were sort of redeployed, so to

speak, to look exclusively at COVID and how it was affecting policy and DFE. And how DFE's policy was affecting children and teachers and, you know, multi Academy trusts and local authorities, all the different users that we we we work with. And when COVID hit that, that sort of shifted the focus on to insight management at a very COVID programme level. So we looked, you know, there was 12 different strands of COVID research. What we were finding was, you know, the common things we find across the organisation, in a bigger in a bigger sense, people were contacting the same users over and over. It was It wasn't doing us any favours reputationly resource wise. Yeah, absolutely. That's, that's the crux of it. Yeah. So, you know, I inherited a very skeletal insight management tool, which was just an Excel spreadsheet. I say skeletal in that, it wasn't really, it wasn't built up to serve its purpose, it was sort of just thrown together in a box. It was when you get all in one place, let's get it in one place. And that's what I inherited. So I did some work with the research community and got to the crux of the needs around that, and basically, just iterated and iterated and iterated throughout COVID. And we got to a point where we had a research library that people could refer to, for COVID specific insight, with tags and a taxonomy around it. And it was useful tool within the scope of that programme. And still, to this day, we have, you know, this like, cross gov COVID recovery programme that still contact us about the insights within that library. So it proved really, that that particular tool is a tool, it was literally a Google sheet that we used. But that was what we needed at that time and anyone who knows me knows I'm a massive spreadsheet lover. So you know, it can be done in a spreadsheet, I'll do it in a spreadsheet.

Brigette Metzler 30:24

When talking to research operations people; we love spreadsheets.

Alice 32:21

Exactly, absolutely, so you know, it was the right tool for the right time.

Brigette Metzler 32:26

Did that teach you anything, do you think about about that programmatic view?

Alice 32:30

Massively, yeah, I think the buy in around that was was in many ways easier, because it served a very specific purpose. People were getting very frustrated, because COVID put a lens on user research in a way that had never really been there before. We've always been vitally important, but was critically, critically important. And the speed and the, the expectations around us was so much heavier during that time, so I think people valued having that tool to go to and, and refer to to reduce duplication, which is a learning, you know, in itself. You know, like we said, at the very beginning, that's not something new that we've learned, we know that the thinking around insight management is there and I know, there are a couple of people talking about it at the conference. And I can't wait.

Brigette Metzler 33:17

There will be, yeah, we're going to be looking at taxonomies and all kinds of stuff.

Alice 33:22

There you go. So like it's not a new thing. But it was a very new thing to us in research in DFE, and I think COVID provided this sort of time boxed era in the

evolution of ReOps that allowed us to prove the value of investing in that longer term, which is what we're now doing. So when I come back from maternity leave, which is two weeks from now. Yeah, that will be my main focus. Yeah, that is the sort of strength that I will own within ResearchOps.

Brigette Metzler 33:55

Yeah, so your, the whole programme was more or less still aligned to those eight pillars, but you've got focuses on particular parts of the pillars, does that sounds correct?

Alice 34:04

Yeah, we've managed to grow and scale with the pillars in the beginning that were a great basis for deciding what we needed to do. And now they're a really good way of structuring ourselves. We know what we need to do. But the eight pillars give us a foundation to structure the team makeup and priorities.

Brigette Metzler 34:21

So yeah, that makes sense. Fantastic. Well, it's been such a pleasure to see you both and to hear about your story. Cannot wait to see more at the conference and to learn, I've already learned quite a bit and lots I'll be taking back to work next week. So thank you both so much for your time, and we will see you in June in New York.

Alice 34:48

Yeah. See you then. Thank you so much.

Lucy Sutton 34:50

How exciting. Thank you so much Brigitte, it's been lovely.

Brigitte Metzler 34:53

Thank you.

And that's the end of today's podcast. Don't forget, you can find tickets to ReOpsConf at [ReOpsConf2022 dot joinlearners.com](https://reopsconf2022.joinlearners.com). It's on Wednesday, the eighth of June, in person in New York City or online. You can see Holly myself, most of the ReOps board, our speakers, and of course, others in the community at the conference. We're so looking forward to seeing you all there really soon. And so we hope you enjoyed today's podcast. If you want to hear more, please subscribe, or join us in the ResearchOps.Community. If there's someone you'd like us to talk to, please let us know. We hope you'll join us next time at the ResearchOps podcast or we'll see you soon in the Slack.

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