



# THE UNIVERSAL RESEARCHOPS CAREER LADDER



Use this ladder to write clear job descriptions, provide direction, advocate for promotions, and manage performance—build a thriving ResearchOps team that can supercharge research.

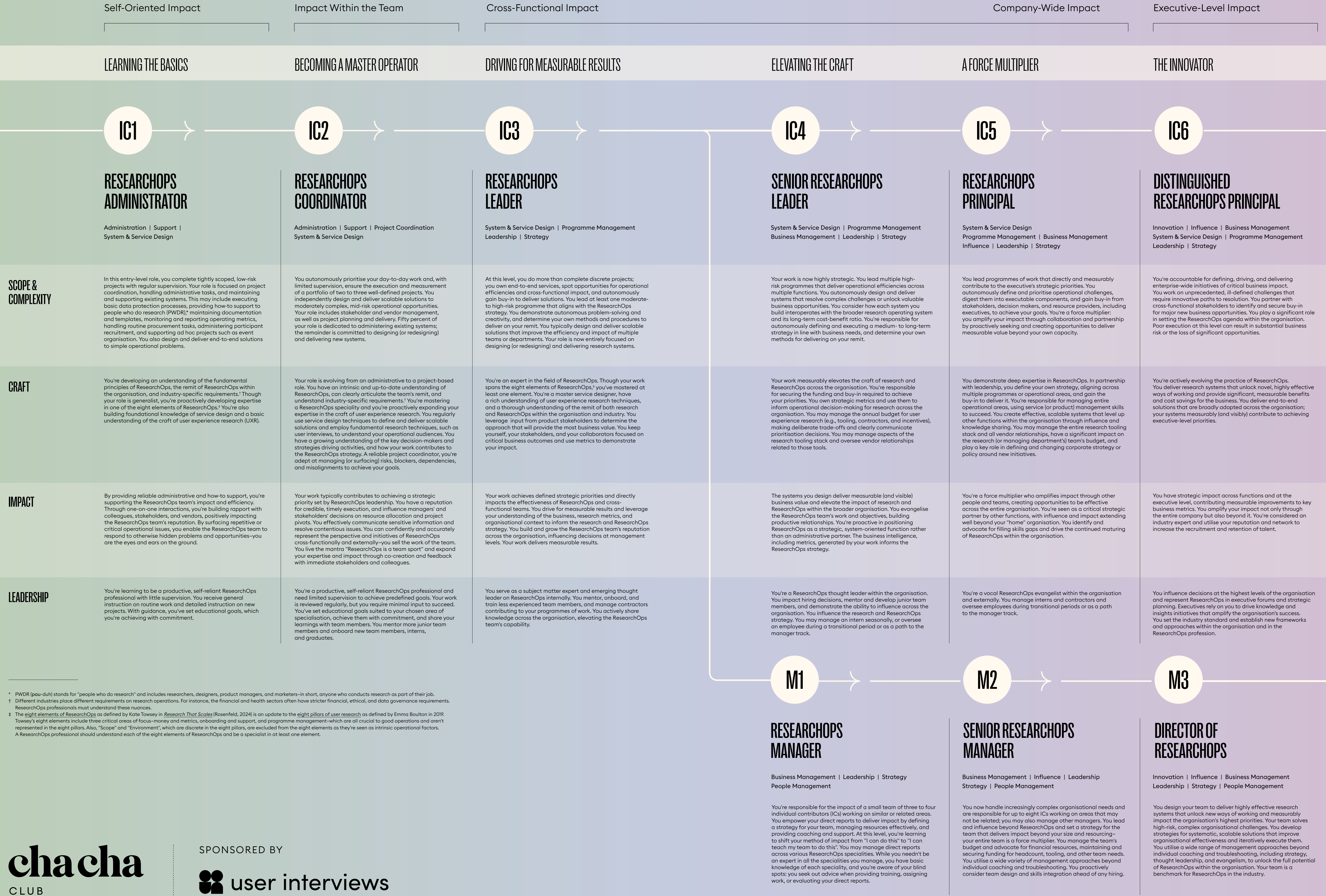
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\* PWDR (pau-duh) stands for "people who do research" and includes researchers, designers, product managers, and marketers—in short, anyone who conducts research as part of their job.

† Different industries place different requirements on research operations. For instance, the financial and health sectors often have stricter financial, ethical, and data governance requirements. ResearchOps professionals must understand these nuances.

‡ The eight elements of ResearchOps as defined by Kate Towsey in *Research That Scales* (Rosenfeld, 2024) is an update to the eight pillars of user research as defined by Emma Boulton in 2019. Towsey's eight elements include three critical areas of focus—money and metrics, onboarding and support, and programme management—which are all crucial to good operations and aren't represented in the eight pillars. Also, "Scope" and "Environment", which are discrete in the eight pillars, are excluded from the eight elements as they're seen as intrinsic operational factors. A ResearchOps professional should understand each of the eight elements of ResearchOps and be a specialist in at least one element.