HOW TO INFECT YOUR ORGANIZATION

WITH HUMANE OPS
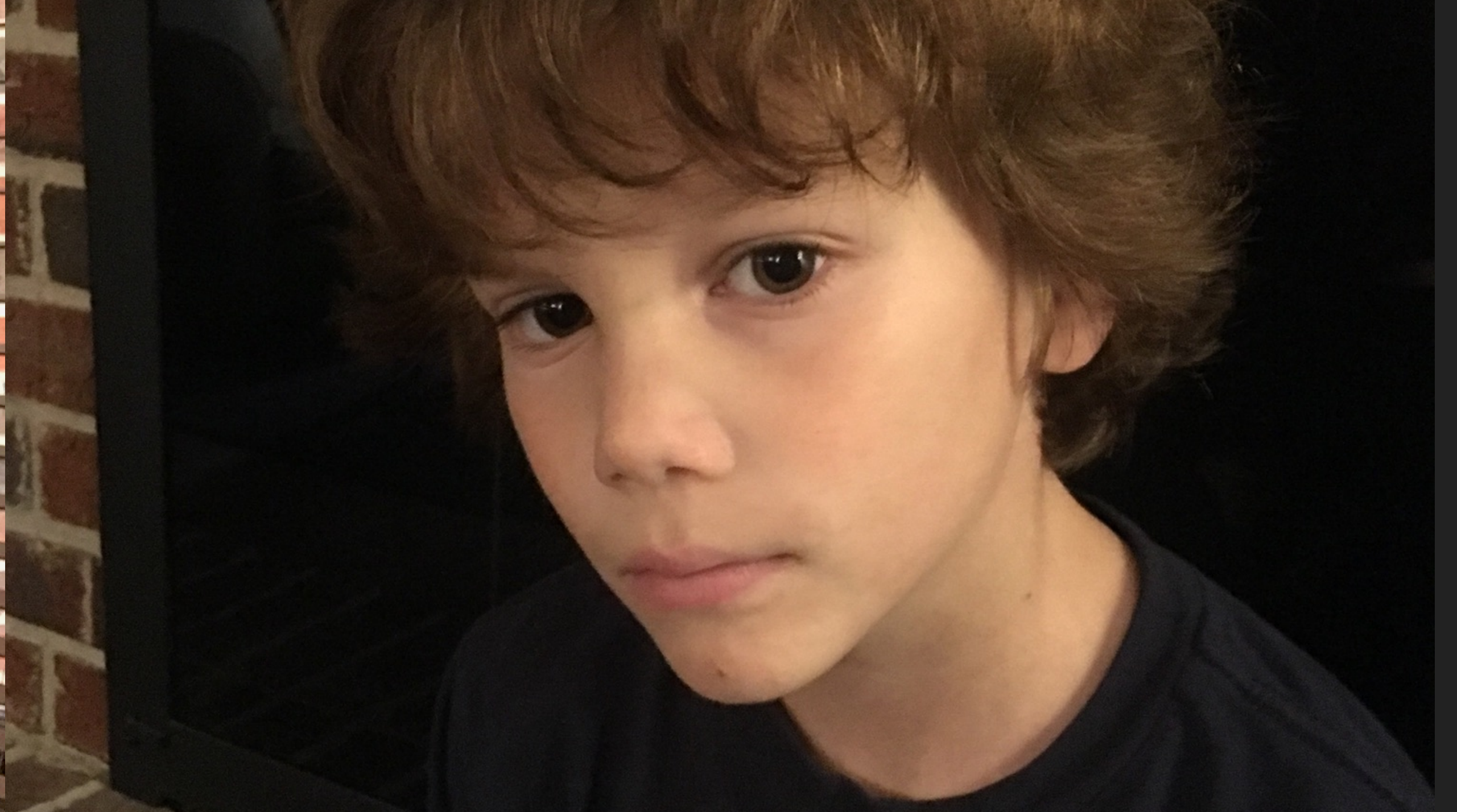
Matty Stratton
DevOps Evangelist, PagerDuty

🐦 @mattstratton

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Describe your on-call situation in three words:

1:00 PM - 14 May 2018

Rich Adams @r_adams · 6h
Replying to @mattstratton
This is fine.

Josh Hull @VestigialEthics · 4h
Replying to @mattstratton @ChrisShort
You did what?

Dana Bowlin @bowlindm · 3h
Replying to @mattstratton
Just call everyone

Victor Palacio @vjpalacio · 3h
Please mute yourself

Emily Freeman @editingemily · 5h
Replying to @mattstratton
A dumpster fire.

Jan Mara @skullboxx · 4h
Replying to @mattstratton
Works in Dev!

JJ Asghar @jjasghar · 4h
Replying to @mattstratton
Back in the day?

"Scotch, scotch, scotch"

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50,000 RESPONDERS RECEIVING A TOTAL OF 760 MILLION NOTIFICATIONS

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▸ A total of 330,000 weekend days with interrupt notifications

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THE MOST MEANINGFUL METRICS ON ATTRITION ARE

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▸ Number of days when a responder is woken overnight

▸ Number of weekend days interrupted by notifications.

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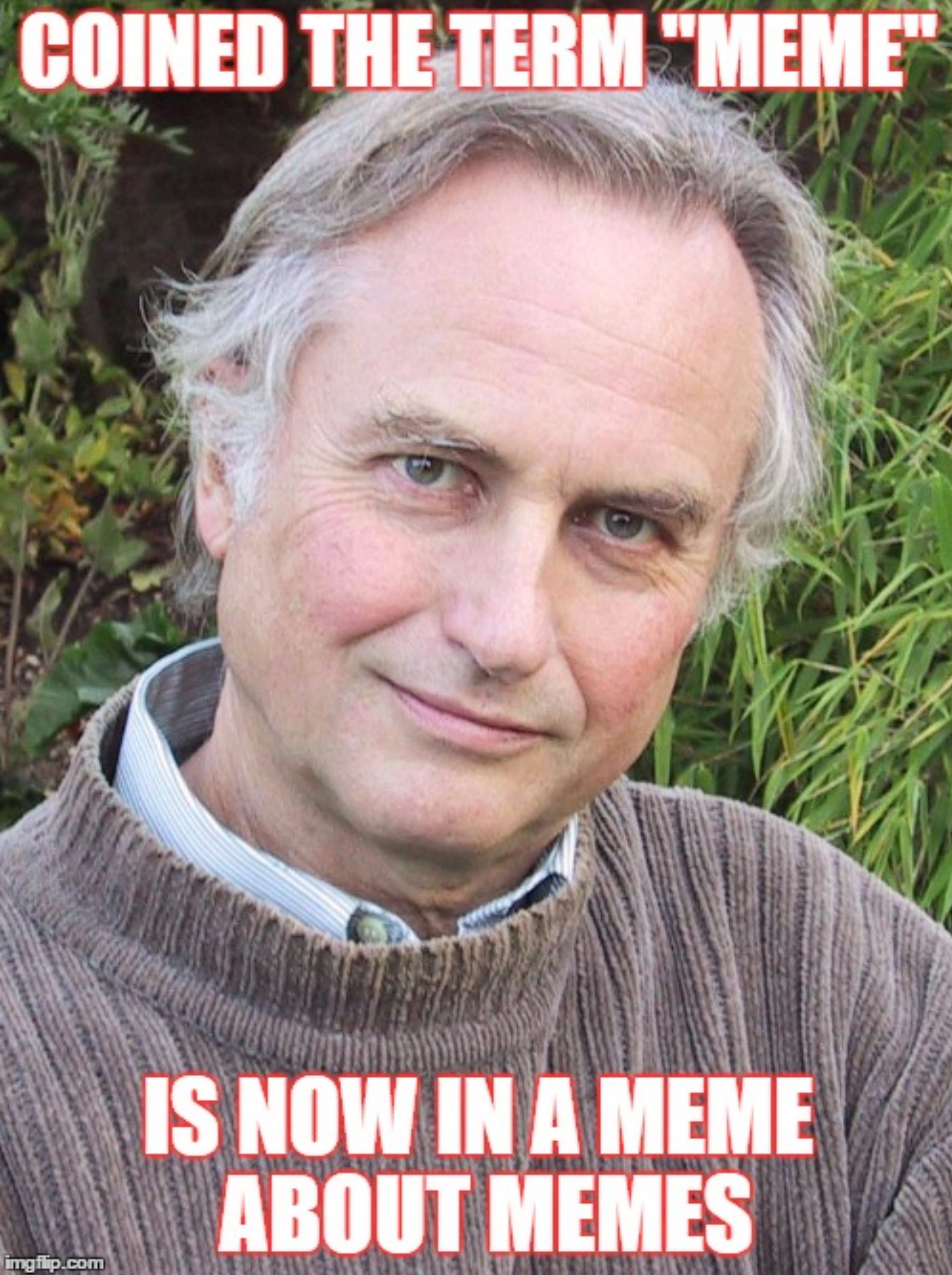
EXAMPLES OF MEMES ARE TUNES, IDEAS, CATCH-PHRASES, CLOTHES FASHIONS, WAYS OF MAKING POTS OR OF BUILDING ARCHES. JUST AS GENES PROPAGATE THEMSELVES IN THE GENE POOL BY LEAPING FROM BODY TO BODY, SO MEMES PROPAGATE THEMSELVES IN THE MEME POOL BY LEAPING FROM BRAIN TO BRAIN VIA IMITATION.

Richard Dawkins

SNOW CRASH

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"IDEOLOGY IS A VIRUS." – NEAL STEPHENSON

WHAT IF YOU ARE THE SUPREME LEADER?

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▸ "Command and control" doesn't work

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▸ Avoid "executive swoop"

- "Command an
- Use measurem
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MIDDLE MANAGEMENT TIPS

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▸ Drive for a culture of learning

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▸ Encourage safe post-incident review spaces

▸ Drive for a culture of learning

▸ You hired smart people - use them

A CULTURE OF LEARNING

http://bit.ly/2KpzKKW

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▸ In a generative, performance-oriented organization, "failure leads to inquiry."

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A CULTURE OF LEARNING

▸ In a generative, performance-oriented organization, "failure leads to inquiry."

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▸ You can also ask Dr. Nicole Forsgren - @nicolefv

http://bit.ly/2KpzKKW

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USE THE FORCE, EVEN
IF YOU AREN'T A JEDI

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REVIEW ALL THE THINGS

NORMALIZATION OF DEVIANCE

http://bit.ly/2lhj1wV

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NORMALIZATION OF DEVIANCE

▸ The gradual process through which unacceptable practice or standards become acceptable. As the deviant behavior is repeated without catastrophic results, it becomes the social norm for the organization.

http://bit.ly/2lhj1wV

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▸ This happened to NASA. Twice.

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NORMALIZATION OF DEVIANCE

▸ The gradual process through which unacceptable practice or standards become acceptable. As the deviant behavior is repeated without catastrophic results, it becomes the social norm for the organization.

▸ This happened to NASA. Twice.

▸ In our case, we start to accept alerts or degradations as acceptable.

http://bit.ly/2lhj1wV

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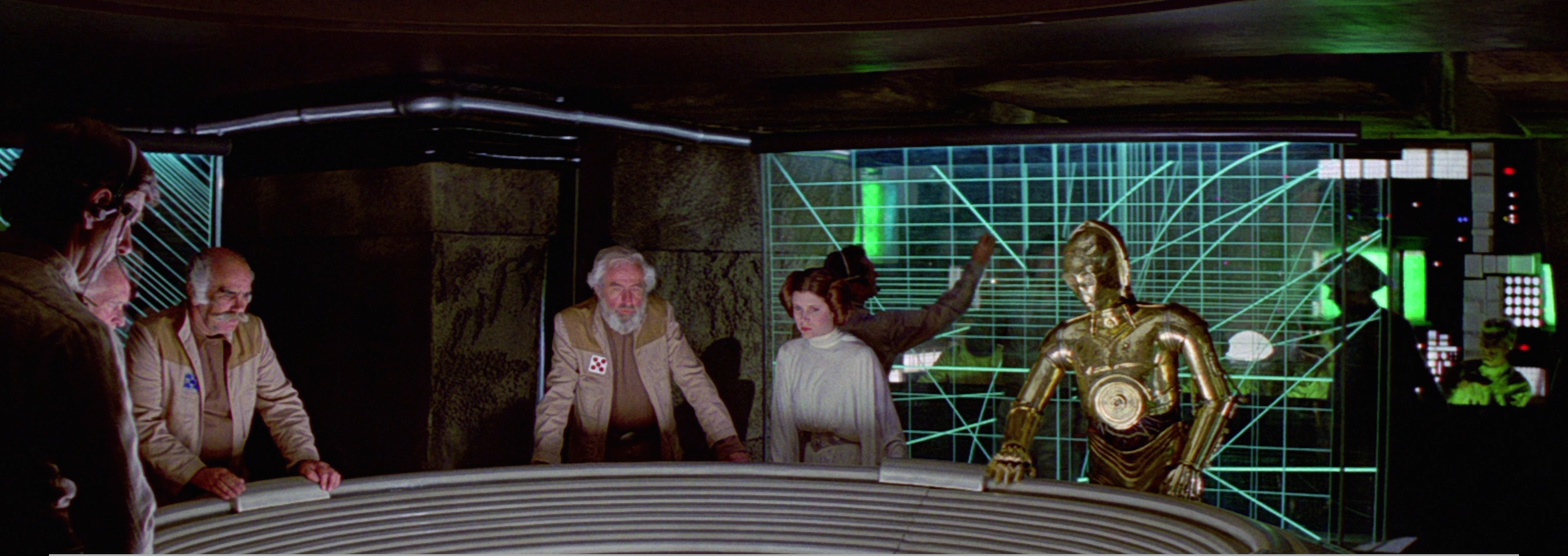
QUESTION METRICS

WHY ARE WE USING THESE NUMBERS?

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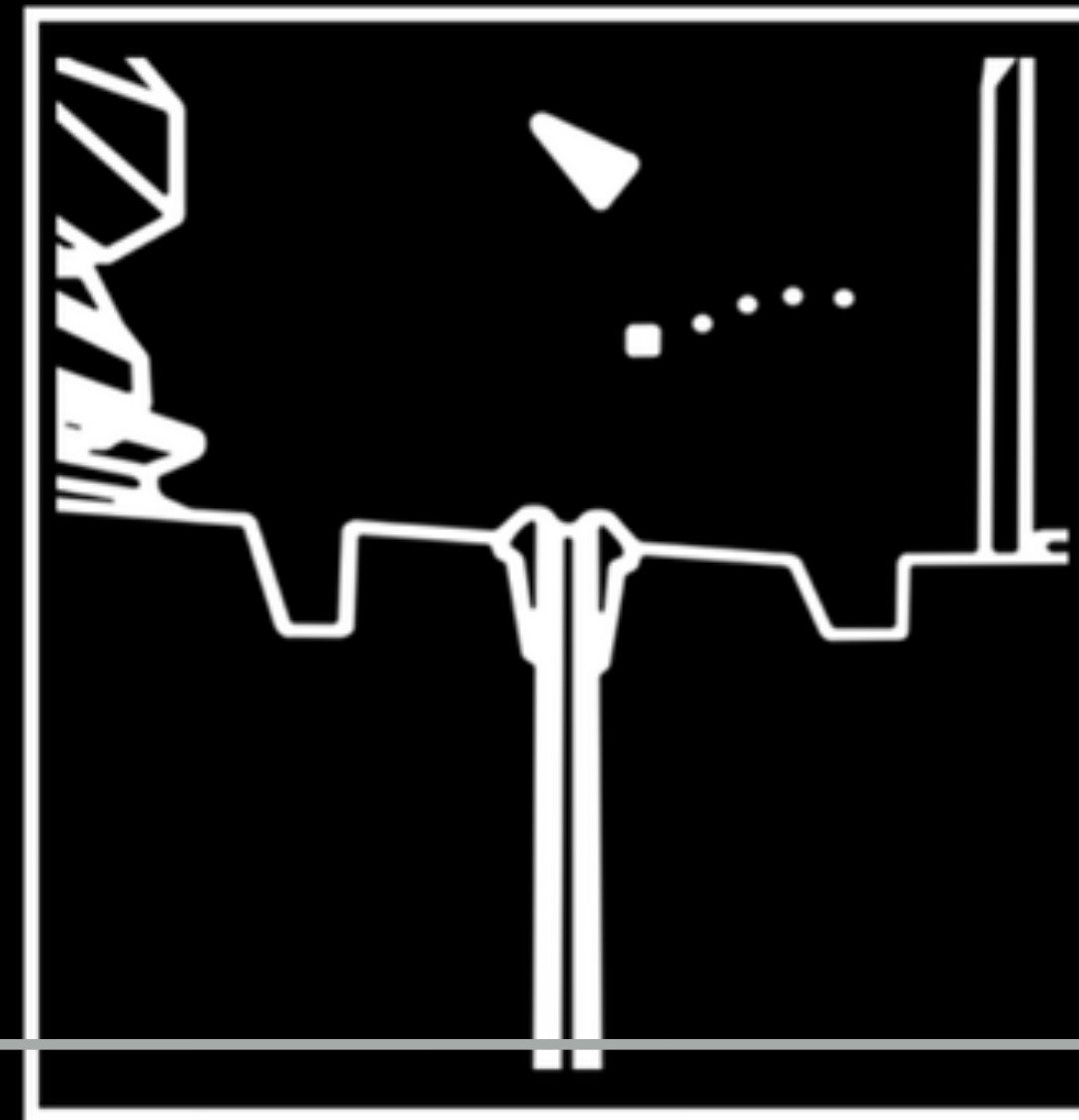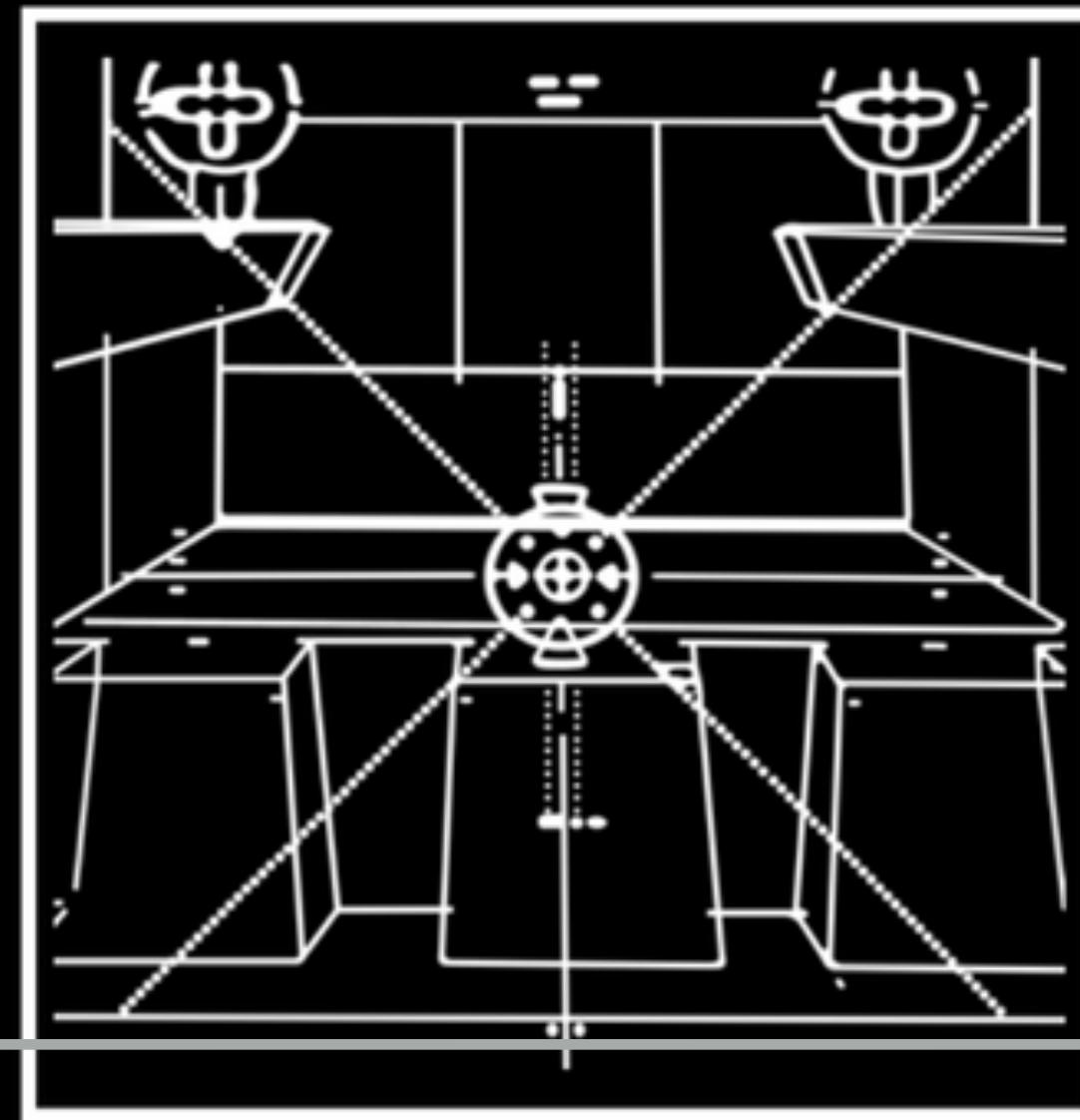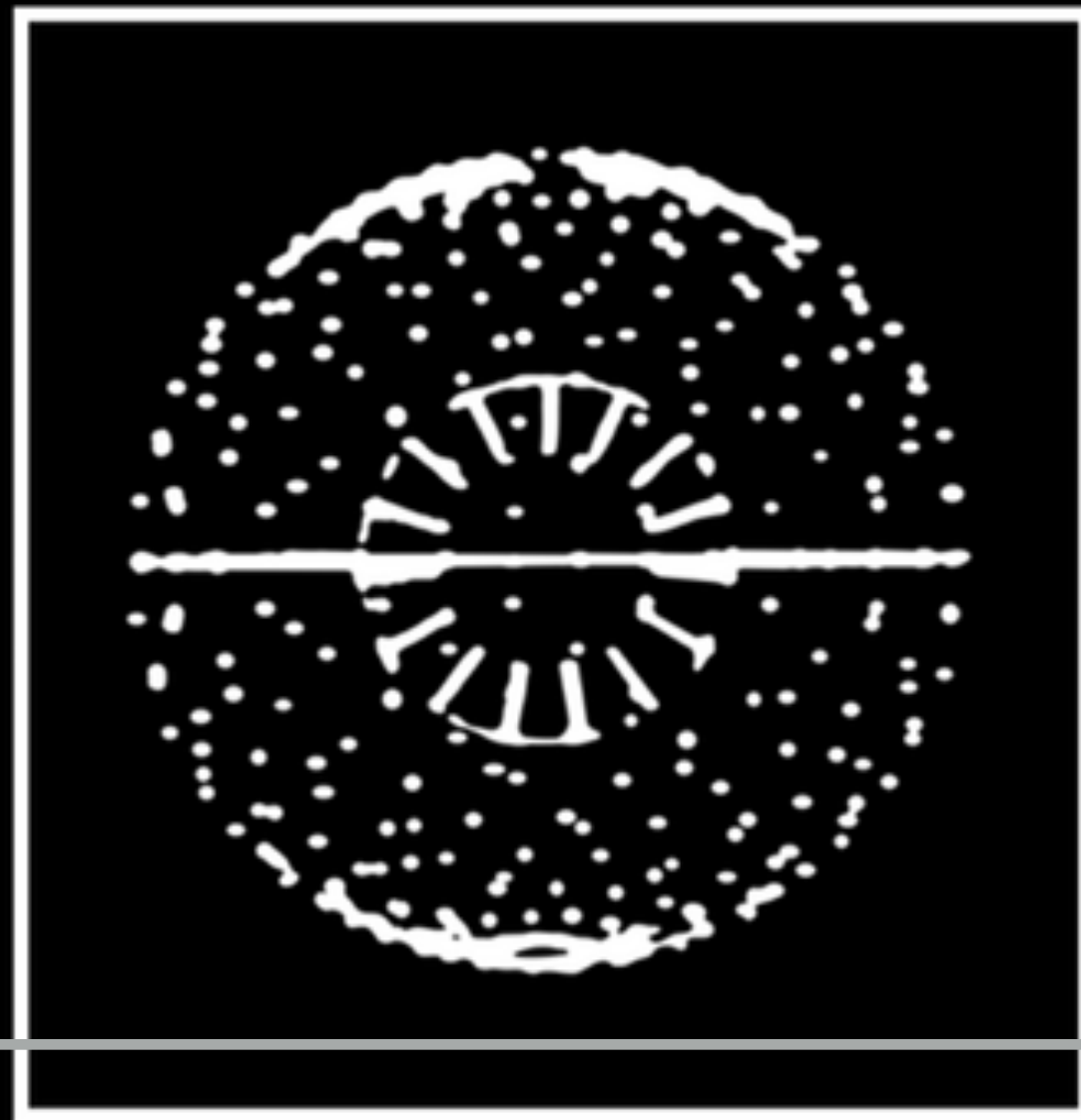
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▸ Are your metrics tied to business outcomes?

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▸ What is the data that drive your incident process

▸ Are your metrics tied to business outcomes?

▸ Correlation doesn't always equal causation
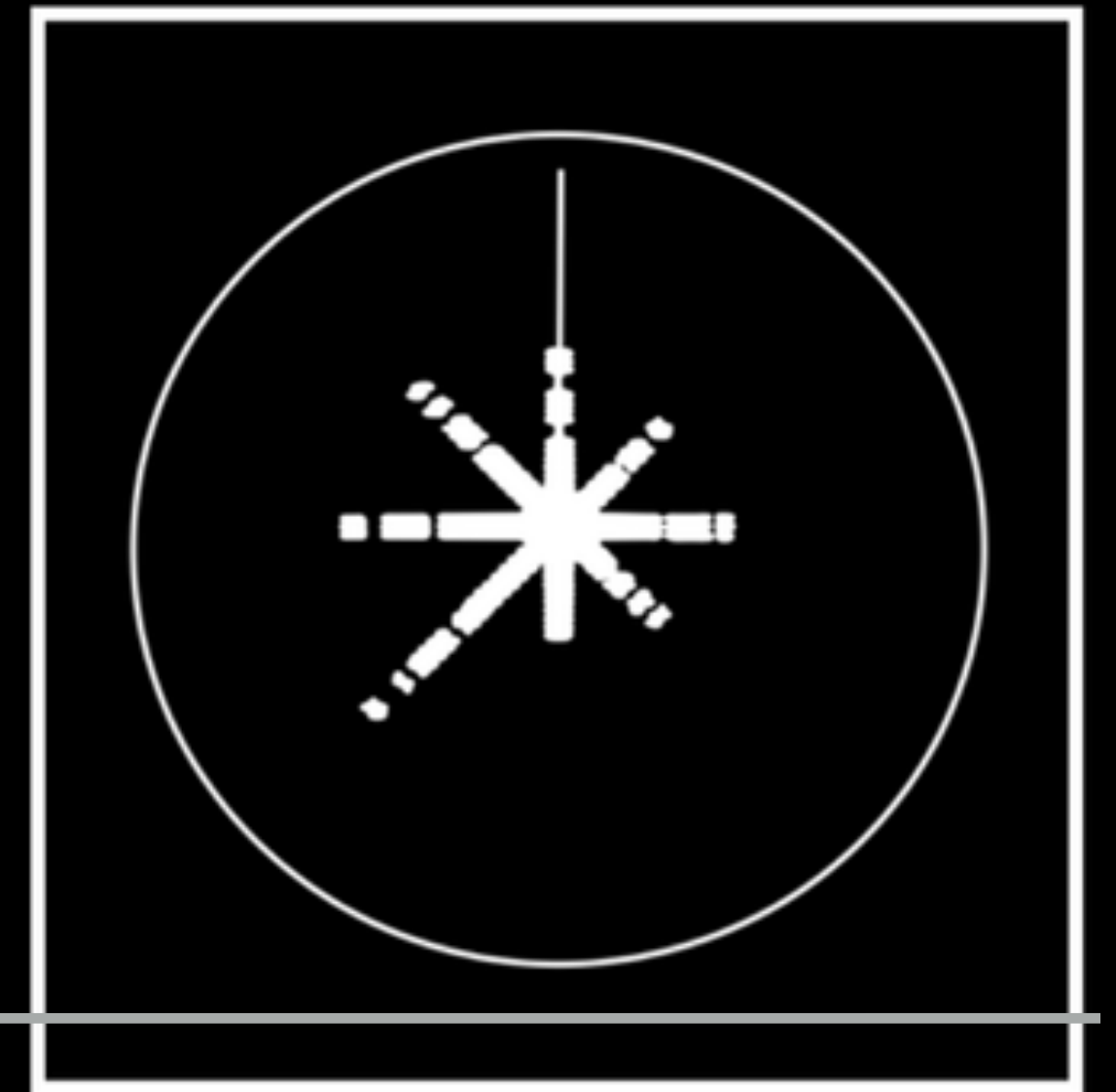
SIMPLE. ALWAYS.

THE MORE RESILIENTLY THE SYSTEM IS DESIGNED, THE MORE LIKELY IT IS TO CAUSE A NEGATIVE BUSINESS IMPACT

TALK TO PEOPLE

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▸ Who are your customers? What are their expectations?

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▸ Whose customer are you? Can you help them out?

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‣ Who are your customers? What are their expectations?

‣ Whose customer are you? Can you help them out?

‣ What are the perceptions of your team?

HUMANS, PEOPLE ARE

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▸ Consider contextual on-call

HUMANS, PEOPLE ARE
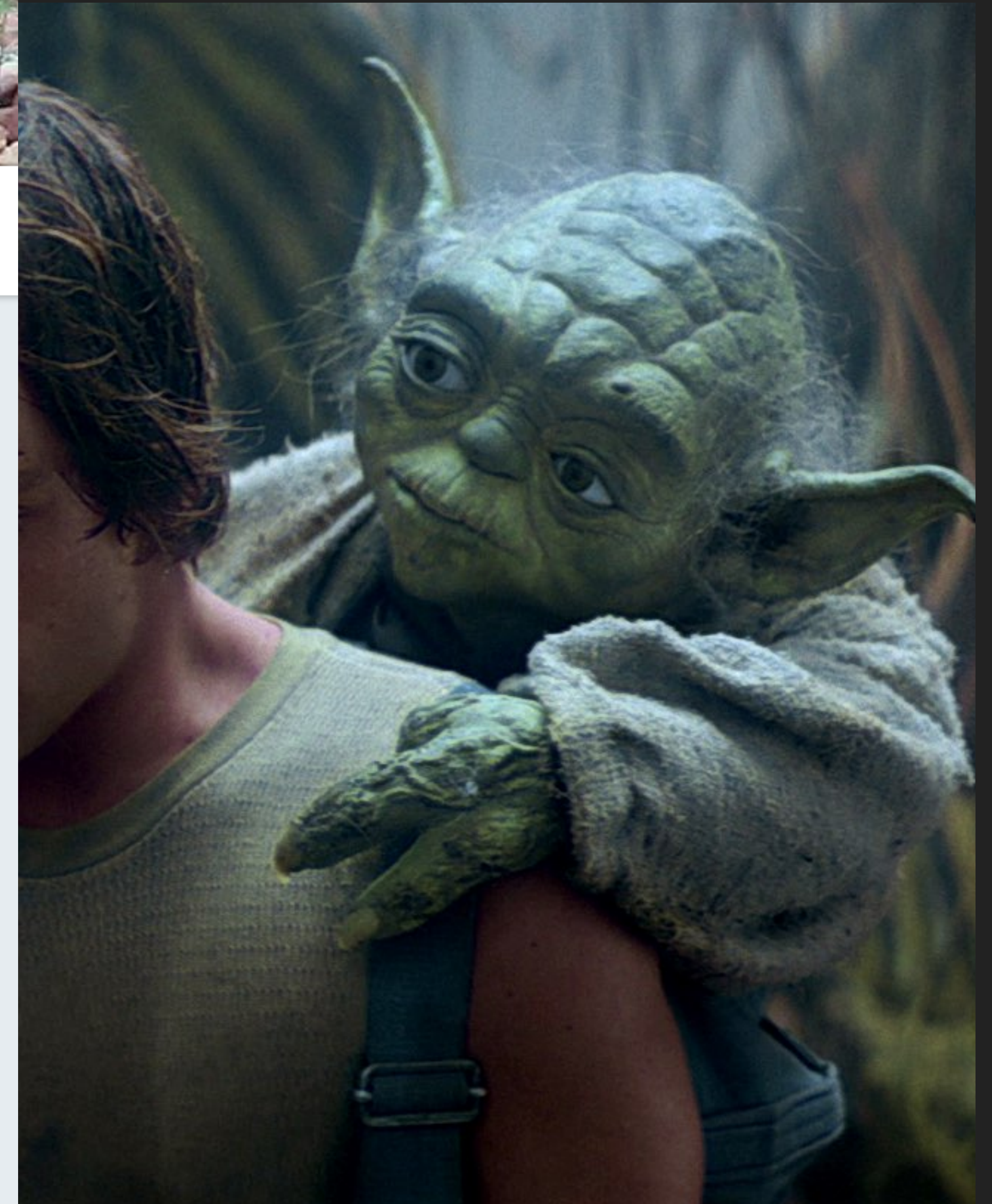
▸ Consider contextual on-call

▸ The Golden Rule

HUMANS, PEOPLE ARE

▸ Consider contextual on-call

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▸ Bake cookies

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CookieOps

@cookieopsdotcom

#DevOps Makes More Sense with Cookies.

🔗 cookieOps.com

🗓 Joined September 2014

🖼 32 Photos and videos

LEARN TO TAKE COMMAND

INCIDENT COMMAND

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DURING A CALL

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▸ Have clearly defined roles

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▸ Rally fast, disband faster

▸ Don't litigate severity

▸ Have a clear mechanism for making decisions
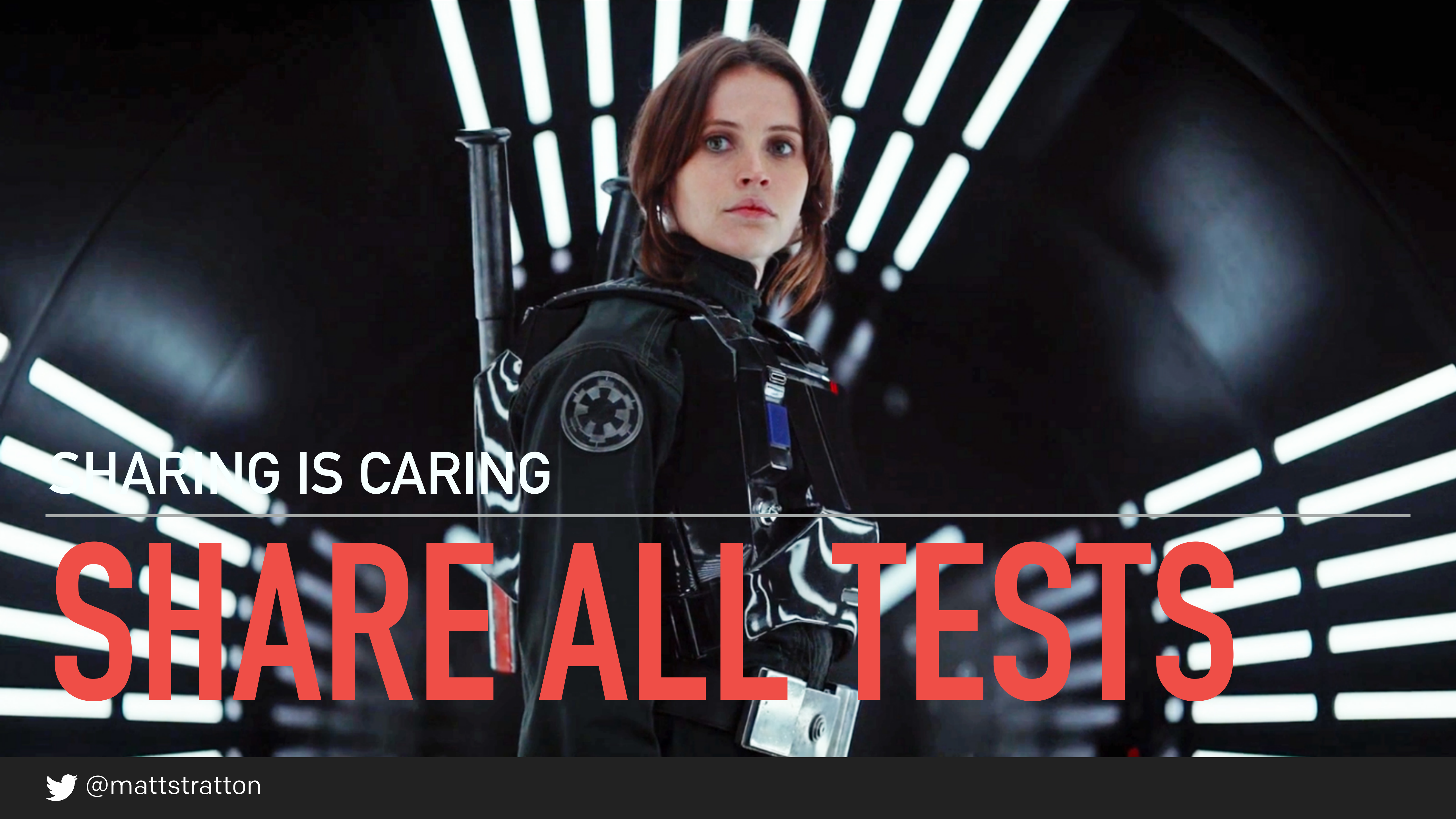
SHARING IS CARING

SHARE ALL TESTS

TESTS ARE FOR SWE AND SRE BOTH

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▸ All functional tests used in preproduction should have a corresponding monitor in production

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▸ All functional tests used in preproduction should have a corresponding monitor in production

▸ All monitoring functionality in production should have corresponding tests in the build/release process

▸ Monitoring is testing with at time dimension. **There should be full parity between preproduction and production.**

EVERY SPRINT

DO ONE NICE THING

HELP YOUR RESPONDERS IN EACH AND EVERY SPRINT

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▸ In each sprint/work unit, add value to your responders

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‣ Even if it's not on a card

HELP YOUR RESPONDERS IN EACH AND EVERY SPRINT

▸ In each sprint/work unit, add value to your responders

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▸ You rebel, you.

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▸ Add some (useful) tests

ADDING VALUE

SOME EXAMPLES

▸ Provide better context in logging (stacktraces alone don't count)

▸ Remove some technical debt. Yes, you have some.

▸ Add some (useful) tests

▸ Remove something unused

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▸ If you use feature flags, add a description field to the configuration

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▸ If you use runbooks, ensure they are up to date every time you cut a release. If you don't do this, abandon the runbook altogether (an incorrect runbook is considered harmful)

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▸ SIMPLIFY, MAN!

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LINKEDIN.COM/IN/MATTSTRATTON
MATTSTRATTON.COM
ARRESTEDDEVOPS.COM

SHARE YOUR ON-CALL STORIES WITH ME LATER

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NOTI.ST/MATTSTRATTON

FURTHER READING AND REFERENCES

▸ Improving Your Employee Retention With Real-Time Ops Data - http://bit.ly/2rGTnq4

▸ Page It Forward! - http://bit.ly/2In8Lzc

▸ The study of information flow: A personal journey - http://bit.ly/2KpzKKW

▸ The Normalization of Deviance (If It Can Happen to NASA, It Can Happen to You) - http://bit.ly/2Ihj1wV

▸ *Snow Crash* by Neal Stephenson - http://bit.ly/2Iiuc8L

▸ The Cybersecurity Canon: *Snow Crash* - http://bit.ly/2InDYGI

▸ Disasters! Arrested DevOps Episode 37 - https://arresteddevops.com/37

▸ PagerDuty Incident Response - http://response.pagerduty.com