

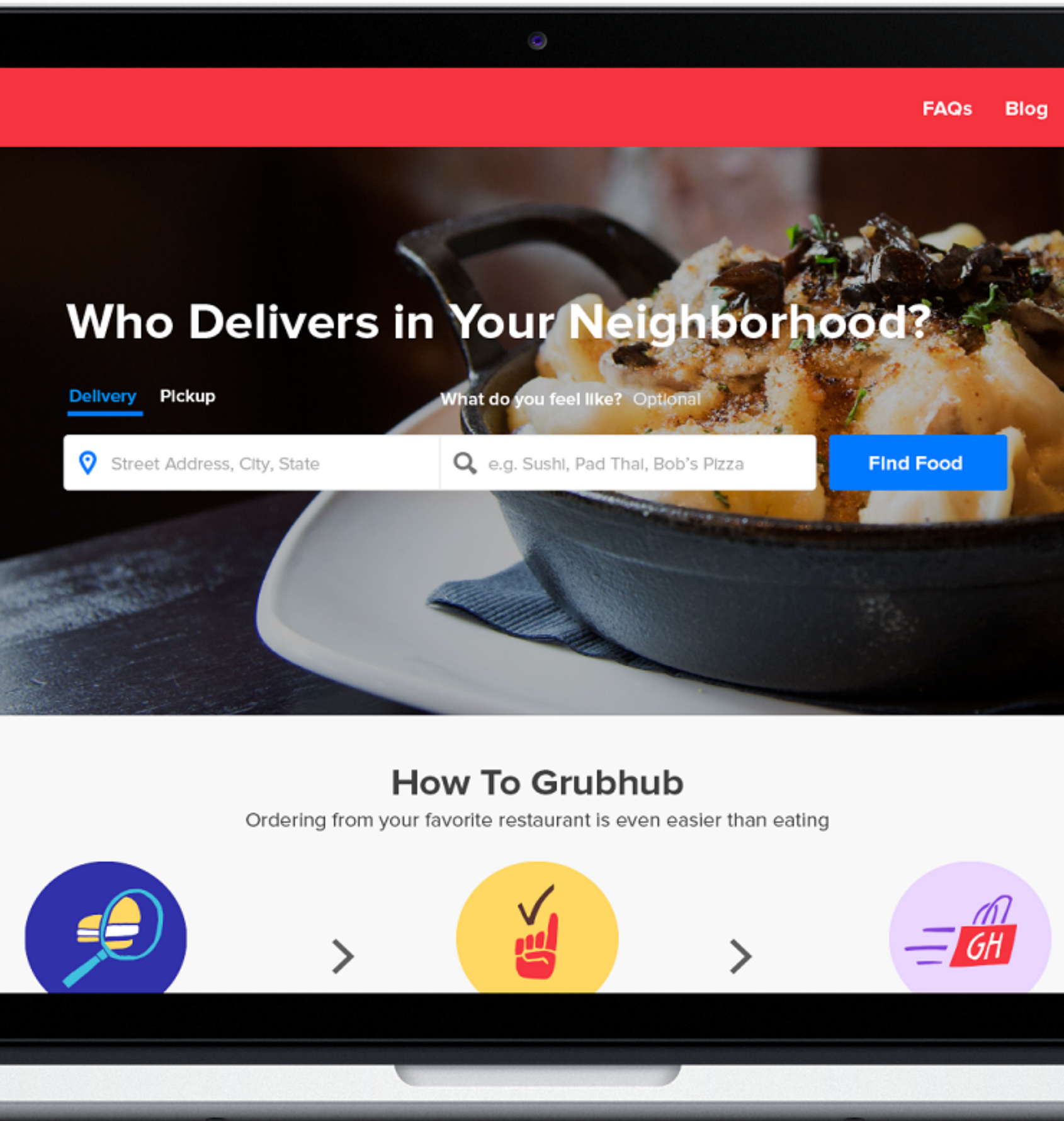
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DevOps: The Good, Bad and Ugly

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INTRODUCTION

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**EVERYTHING
IS TERRIBLE**



WHY THE SWITCH TO DEVOPS?

Organizational change is hard. What are you getting out of it?

- » When code gets tossed over the fence, nobody wins
- » There's a lack of an operational mindset in the development process
- » There's a lack of a development mindset in the operational process
- » Coordination of group resources happens too late

OUR INITIAL DEVOPS ROLLOUT

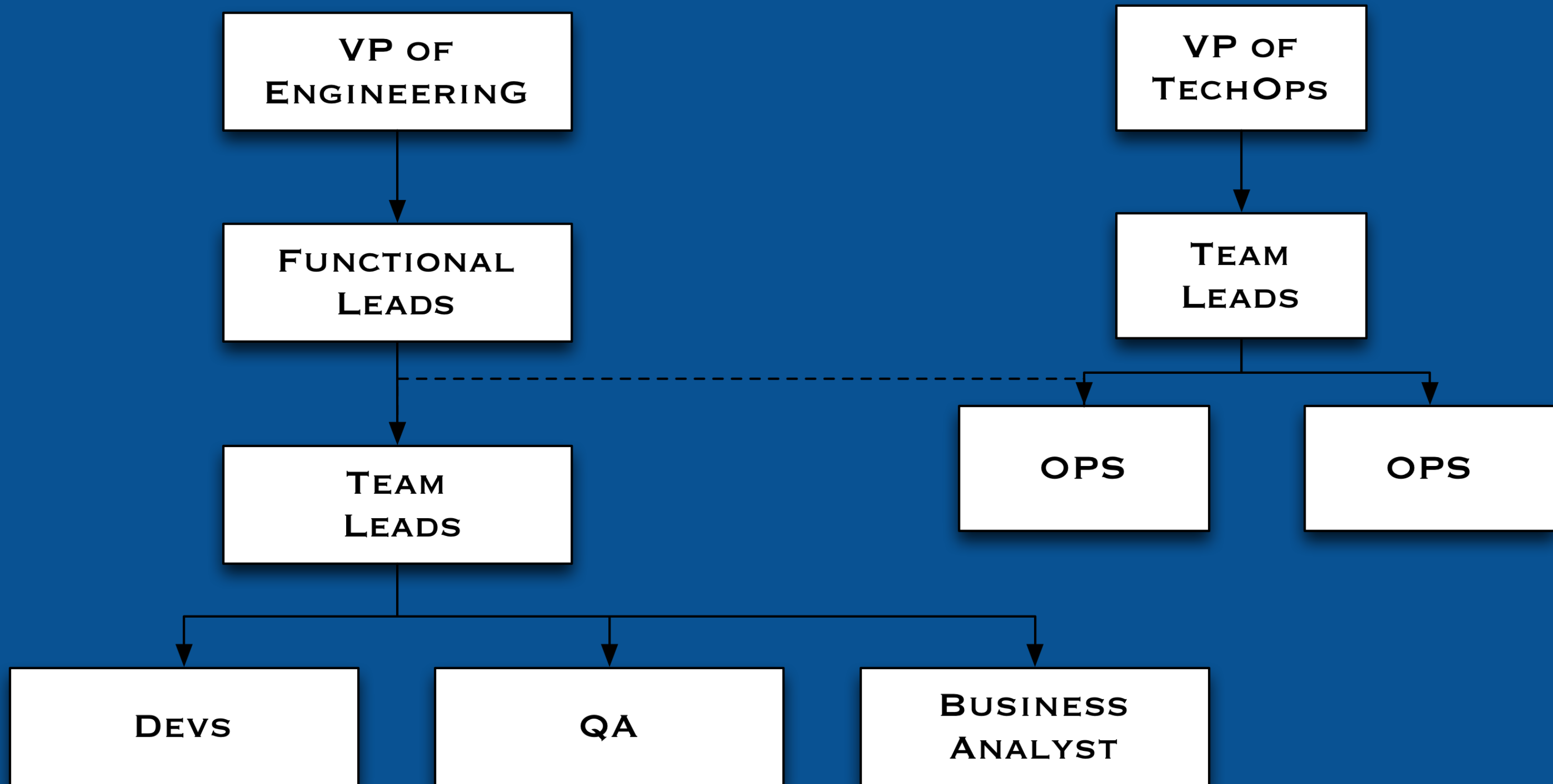
DevOps is about a change in culture. DevOps is about a change in the way we work. Sometimes a change in actual structure is unavoidable.

- » Changes to the org structure is sometimes required
- » Changes to the toolset and workflow of OPS teams
- » Dealing with the change in necessary skills across the teams

DIFFERENT ORG STRUCTURES

There are a number of different org structures that people encounter when implementing reporting structures.

- » OPS Team members are embedded in development teams, report to team lead
- » OPS Team members remain separate, but have an engagement process
- » A new team is formed called "DevOps" which effectively acts as a third silo



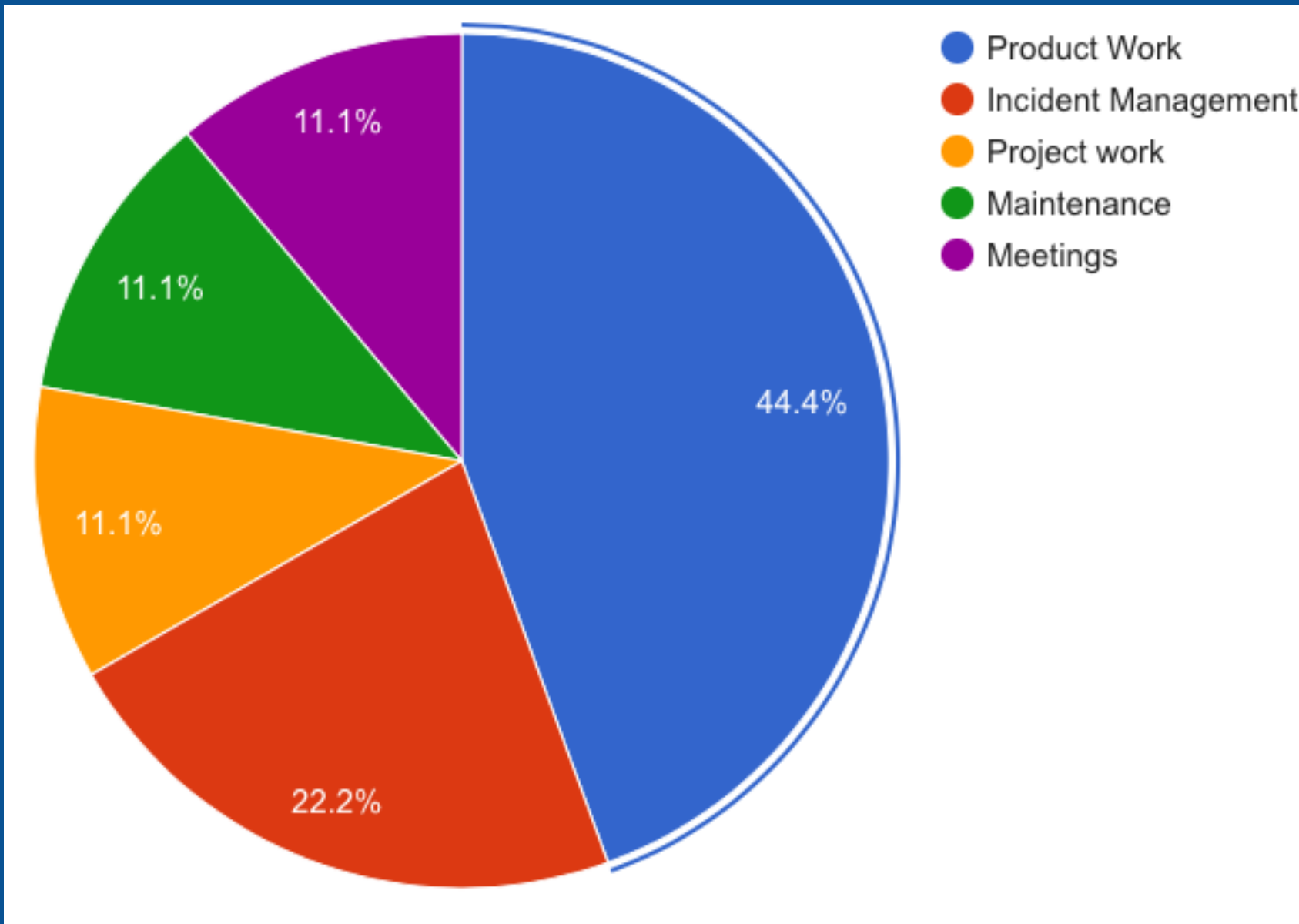
THE BENEFITS OF OUR CHOICE

- » Closer engagement with the development teams
- » Renewed focus on alerting/monitoring
- » Larger options for tool selections due to OPS staff being present early
- » Reduction of US vs THEM

THE BAD AND THE UGLY

ORGANIZATIONAL ISSUES

- » Making time for non-product work with shared resources
- » Constant context switching for team members
- » Team members can be frustrated serving two masters

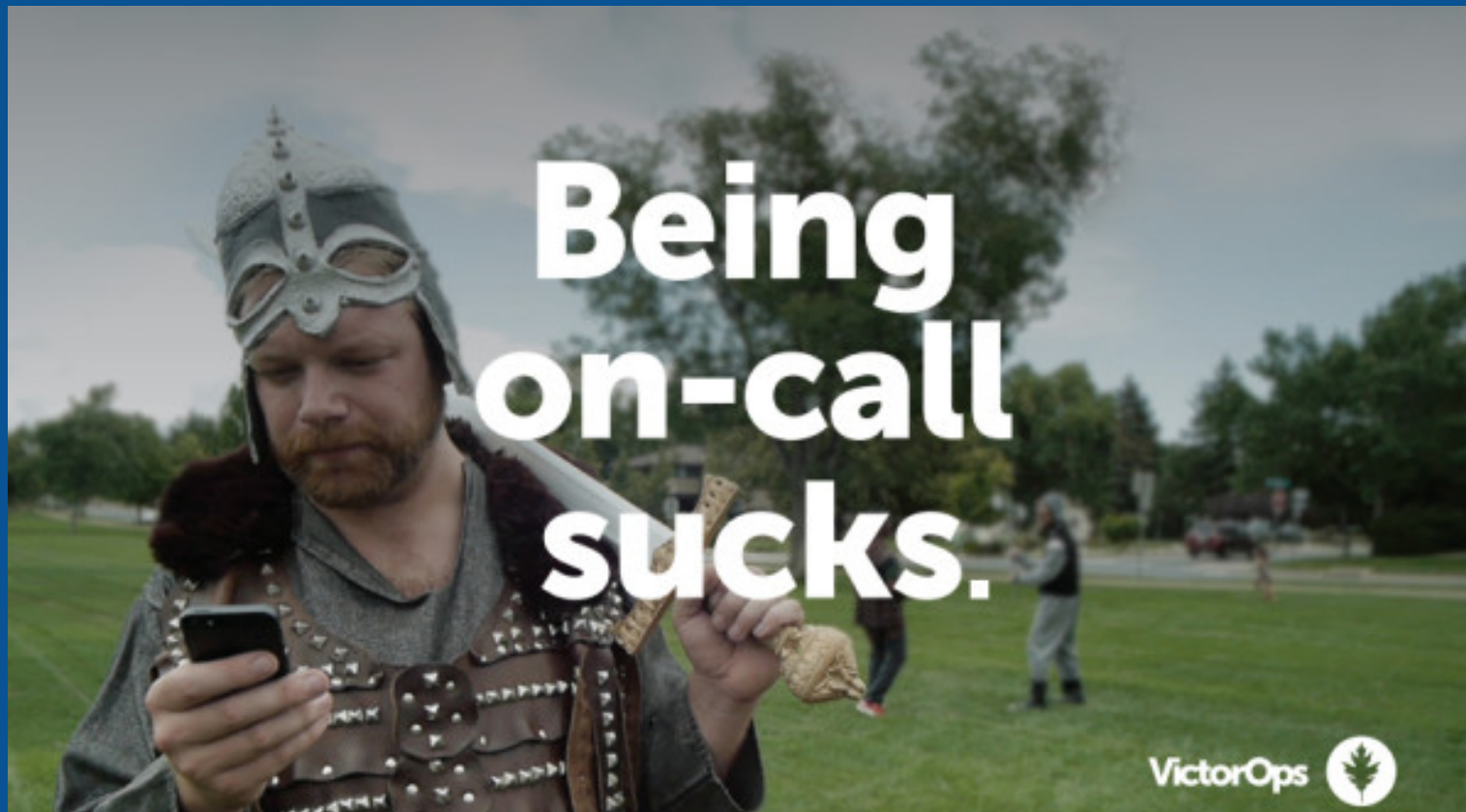


PRIORITIES

- » How and who sets the priorities for the OPS team?
- » Balance OPS work-intake with team velocity
- » Are OPS staff needed on every team?
- » Dedicated resources leads to poor planning



WHEN THE DEV/ OPS LINE IS BLURRED



Removing the Dev/OPS divide puts pressure on organizations of a certain size with audit requirements.

- » Who gets production access?
- » If developers don't have access to production, how do they assume co-ownership?



THE WOES OF THE AUDIT

Audits create added complexity for some DevOps workflows.

- » Developers can get pulled into the audit process due to their interactions with production
- » Leverage developer experience to automate evidence collection
- » Get creative with your audit controls. Say what you do and do it

BE WARY OF THE 3RD SILO

Change is hard, but starting a team from scratch makes it easier. DON'T DO IT

- » The 3rd SILO introduces huge knowledge gaps
- » The DevOps team further concentrates responsibility
- » Ownership of production is even murkier now

CHOOSING A TOOLSET



Jenkins

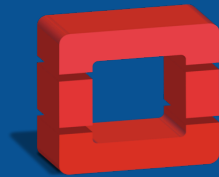


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- » Avoid analysis paralysis. Every tool sucks in its own special way
- » Commit to iteration. You won't get it right the first time
- » Try to find quick wins to build momentum
- » Solve your own problems

ADDRESSING SKILL SET GAPS

The move to DevOps might put some people in roles they're not accustomed to. Don't gloss over these hurdles.

- » Choose a common programming language for Operational things
- » Easier adoption and co-ownership of code base
- » Reuse, reuse, reuse



HIRE DIFFERENTLY FOR OPS

The change seems to have hit the Ops organization more than the development group

- » Put emphasis on development skills and mindset.
Bake it into the interview
- » Make sure you emphasize that common language choice. They may hate your choice, better to know in the phone screen
- » Consider bringing developers into the OPS hiring process

TRAINING ISN'T ENOUGH

You need real projects, real deliverables to help people grow.

- » Find development mentors
- » Ensure Dev helps OPS create workflows and a solid SDLC

NOT EVERYONE IS A DEVELOPER

Not everyone is a developer
and not everyone is an OPS
person.

- » Help get team members out
of their "wheel house"
- » Emotions are important.
- » Continue to nudge people,
even when it's
uncomfortable. Growth is
good



**THE JOURNEY TO
DEVOPS IS HARD AND
YOUR JOURNEY WILL
DIFFER FROM OTHERS.
BUT THE JOURNEY IS
TOTALLY WORTH IT.**

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Thank you!