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Conf 42 - SRE 2023

Divided by responsibilities,

united by

the DevOps and SRE cultures!

Agenda

01

Story of Enterprises

02

Newly created problems

03

Solutions

04

Thank you

How do Enterprises evolve?

“ Here’s how **ISO/IEC 27001** will benefit your organization:

- Secure information in all forms, including paper-based, cloud-based and digital data
- Increase resilience to cyber-attacks
- Provide a centrally managed framework that secures all information in one place
- Ensure organization-wide protection, including against technology-based risks and other threats
- Respond to evolving security threats
- Reduce costs and spending on ineffective defence technology
- Protect the integrity, confidentiality and availability of data ”

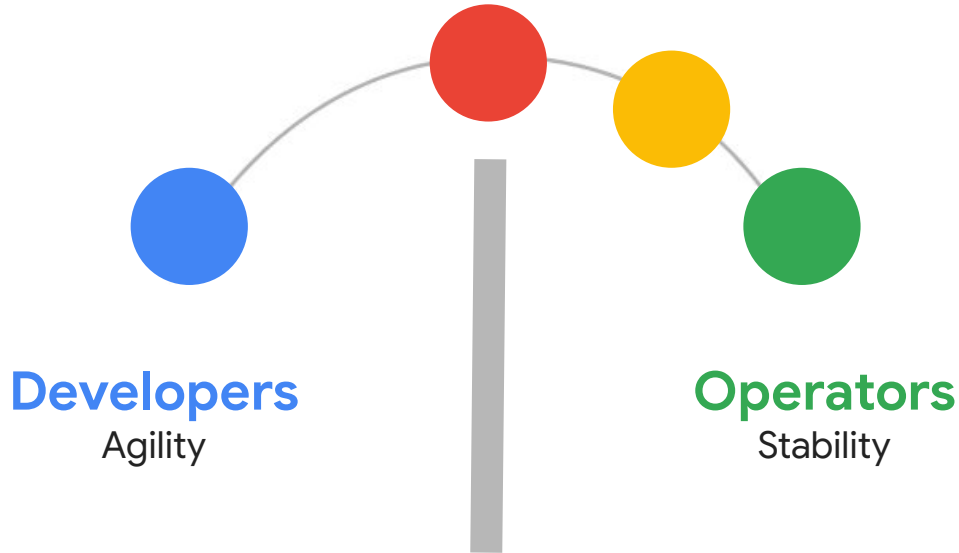
“**ISO/IEC 27001** outlines and provides the requirements for an information security management system (ISMS), specifies a set of best practices, and details the security controls that can help manage information risks.”

**!! THE GOOD
INTENTIONS !!**

Separation of duties - **one** of the recommendations from ISO27001 - Organizational Controls

“**Separation of duties is a business control typically used in larger organizations, meant to help avoid security or privacy incidents and errors. It is considered best practice.**”

Incentives aren't aligned.



Separation of duties - one of the recommendations from ISO27001 - Organizational Controls

“Separation of duties is a business control typically used in larger organizations, meant to help avoid security or privacy incidents and errors. It is considered best practice.”

At bigger picture, looks more like this?



**Are you
familiar
with
reorganizations?**

**How are these
attempted to address?**

DevOps style



Concept



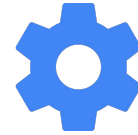
Business

Agile
solves this



Development

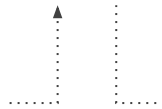
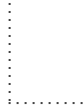
DevOps
solves this



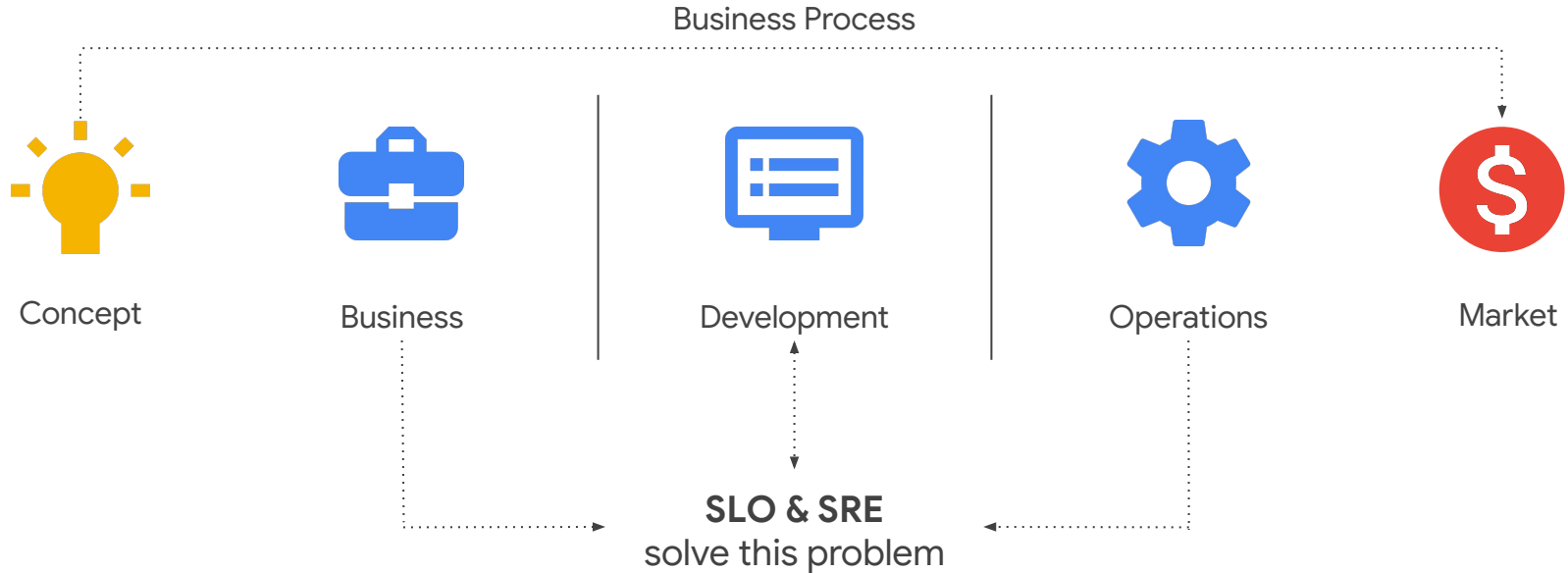
Operations



Market



SRE Style



At bigger picture, looks more like this?



At bigger picture, these gaps=risks

If a human operator needs to touch your system during normal operations, you have a bug. The definition of normal changes as your systems grow.

Carla Geisser, Google SRE

In an enterprise communication gaps make human intervention part of the usual workflow leading to bigger risks for the organization.

Change management



▶ Roughly 70%¹ of outages
are due to changes in a
live system

¹ Analysis of Google internal data, 2011-2018

How should we write postmortems?

Blameless!

- Fixing systems and processes,
... not people.
- Psychological safety enables interpersonal
risk: ask questions; admit failures.
- Learn!

... but do not celebrate heroism!



LET'S SOLVE!!

Let's not depress
ourselves with the
reality

There are ways to
address these!

Culture at your rescue

1. Sense of ownership /accountability
2. ~~Their~~ “OUR JOINT” problem; Despite silos and different subgoals, destiny for all these teams is intertwined for the organization to thrive
3. Agree on the Golden Signals (core metrics)
4. Agree on communication and collaboration methods that work across teams - **more next**
5. Have mutually agreed upon change management practices
6. Promote continuous improvements
7. **Revisit all of the above after re-orgs/other major changes**

Culture at your rescue - Communication and Collaboration

1. Regular bidirectional communication modes - have shared Google Chat spaces/slack channels.
2. Focus on artifacts such as jointly owned documentations pages, shared roadmap items, reusable tooling, etc.
3. Forums for major changes, expected downtime and postmortems around the core metrics. Define/refine a common set of standards
4. Lessons learned, TGIFs, Brown bag sessions, and shadowing opportunities. Bonding over slightly outside of their usual day-to-day duties.

Cautions - 'Be careful' tips

1. Meetings with no outcomes/action plans
2. Unnecessary approvals
3. Unaligned maintenance windows
4. Fancy, but unnecessary tooling
5. No incentives for reducing gray areas
6. Contradicting metrics

Thank you!

