Exploring Disconnects between Reliability Practitioners and Management/Executives

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The SRE Report 2023

Service Reliability and Internet Resilience for All

With special contributions by Adrian Cockcroft and Steve McGhee

google/search?q=sre+report+catchpoint
Get real

Be rational

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Which is different?

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Which is different?
Setting the scene...
UMMM, WHAT'S A
FLUPPENDOOR 5000?
AIOps Value (by persona)

**Individual practitioner**
- None: 21%
- "Low": 25%
- Moderate: 13%
- "High": 7%

**Executive**
- None: 6%
- "Low": 24%
- Moderate: 53%
- "High": 6%
- Unsure: 12%
Audience Poll:
Which do you prefer?

Google Workspace

Microsoft 365
Revisiting the scene
GO ON

I'M LISTENING
01. Talent (hiring, retention, assimilation) 7.9%
02. **Complexity of architecture** 7.5%
03. **Business value is hard to realize** 6.7%
04. **Lack of end-to-end visibility** 6.3%
05. Alignment or prioritization 4.2%
06. Time management 3.8%
07. Communication or collaboration 3.8%


11. **Sprawl - tools** 2.1%

Challenges
01. Lower cost 12.5%
02. Customer experience or satisfaction 12.5%
03. Maintain reliability, perf, or uptime 11.1%
04. Retain existing customers 6.5%
05. Avoid SLA penalties 6.0%
06. Increase operational efficiency 5.6%
07. Increase new logos or revenue 4.6%
08. Talent attraction/retention 3.7%
Favorite Challenge Answer: "Word Salad"

- "a jumble of extremely incoherent speech"

- Title: IT Manager
- Expertise area: IT Infrastructure
- # Employees: 130
“Don’t be frupid”

A portmanteau of “frugal” and “stupid”

Provided as an answer to the biggest contributor toward success
High Level Summary (1)

➔ AI should be considered within larger observability contexts.

➔ Executives are from Mars. Individual Practitioners are from Venus.

➔ The power of high Blamelessness and valuing postmortem learnings are characteristics of Elite performing organizations (compared to non-Elite organizations) and are not tied to company size.
High Level Summary (2)

➔ Elite performing organizations emphasize customer experience reliability without ignoring the importance of employee experience reliability.

➔ Levels of toil dropped marginally lower [vs prior years]. Time spent working exclusively on engineering activities and time spent on call remain the same.
DEALERS CHOICE
Size of “Tool Sprawl” Problem

Individual contributor
- Not at all” or Minor: 57%
- Moderate or Serious: 43%

Executive
- Not at all” or Minor: 78%
- Moderate or Serious: 22%
Organizational Reporting

- None: 21.8%
- Executive: 23.6%
- Multiple: 17.9%
- Localized: 20.4%
- Within Dev: 16.3%
Surprising
Talking about toil:

- Engineering
- Oncall
- Interrupts
- Toil
Running a business requires…

1. Revenue (aka paying customers)
2. Brand / Product
3. Efficiency
#1
Have you written down the problem you are trying to solve?
How will you determine and measure **success**?

How **long** will it take?
To Summarize

In order to achieve these results/solve these problems...

We need the ability(ies) to...

Success metrics look like this...

They will be powered by this/these tool(s)...)
Speaking of Outcomes, We Need Your Help!

1. Let us know if this rubric for talking to management helps!

2. Help to promote the survey when it comes out in a few months - more respondents is better!

Just one more thing....
Questions?

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References / Further Reading

- https://cloud.google.com/blog/products/devops-sre/how-sre-teams-are-organized-and-how-to-get-started
- Talking about toil: https://www.catchpoint.com/blog/sre-report-2023-findings-from-the-field-toil