DON'T BURN OUT THE NIGHT

DAVE DASH
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- **Software engineer: del.icio.us, Mozilla**
- **Formerly early operations engineer at Pinterest**
- **Ops Consulting**
LET'S MAKE ON CALL GREAT AGAIN
ON CALL AS A SYSTEM
THE SYSTEM IS PEOPLE!
On call as a system
PUT SOMEONE IN CHARGE
TRACK METRICS
FIX
THINGS
DON'T EVER CHANGE
GOOD INTENTIONS DON'T SCALE
GOOD INTENTIONS DON'T SCALE

- PUPPET RUNNING ON 1000s OF MACHINES
GOOD INTENTIONS DON'T SCALE

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- RESPONSE TIMES FOR WEB ARE SLOW
GOOD INTENTIONS DON'T SCALE

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- WE HAVE ENOUGH SERVERS
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- Response times for web are slow
- We have enough servers
- The graphs... most CPUs are pegged at 100%
GOOD INTENTIONS DON'T SCALE

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- The graphs... most CPUs are pegged at 100%
- 20% are idle
GOOD INTENTIONS DON'T SCALE

- Puppet running on 1000s of machines
- Response times for web are slow
- We have enough servers
- The graphs... most CPUs are pegged at 100%
- 20% are idle
- NGINX isn't running
GOOD INTENTIONS DON'T SCALE
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NGINX was restarted on these machines (OOM?)
GOOD INTENTIONS DON'T SCALE

- NGINX was restarted on these machines (OOM?)
- NGINX had a bad config
GOOD INTENTIONS DON'T SCALE

- NGINX WAS RESTARTED ON THESE MACHINES (OOM?)
- NGINX HAD A BAD CONFIG
- NEW CONFIG CAME FROM PUPPET
GOOD INTENTIONS DON'T SCALE

- NGINX was restarted on these machines (OOM?)
- NGINX had a bad config
- New config came from puppet
- Last puppet checkin? 6:30pm
GOOD INTENTIONS DON'T SCALE

- NGINX was restarted on these machines (OOM?)
- NGINX had a bad config
- New config came from puppet
- Last puppet checkin? 6:30pm
- Nodes started slowly failing after people went home
GOOD INTENTIONS DON'T SCALE
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Possible solutions
GOOD INTENTIONS DON'T SCALE

Possible solutions

- More tests for puppet
GOOD INTENTIONS DON'T SCALE

Possible solutions

- More tests for puppet
- Better puppet code reviews
Good Intentions Don't Scale

Possible solutions

- More tests for puppet
- Better puppet code reviews
- Better alerting on puppet
GOOD INTENTIONS DON'T SCALE

Possible solutions

- More tests for puppet
- Better puppet code reviews
- Better alerting on puppet
- Logical solution
GOOD INTENTIONS DON'T SCALE

Possible solutions

- More tests for puppet
- Better puppet code reviews
- Better alerting on puppet

Logical solution

- Stop running puppet at night
DON'T EVER CHANGE
CURB HEROISM
SOCIAL NORMS
MARKET NORMS
TRAINING
The #1 Bestselling Operations Book
4TH EDITION

WHAT TO EXPECT®
WHEN YOU’RE ON CALL

COMpletely NEW & REVISED
### Service
Datadog (critical)

### Current Status
Resolved

### Urgency
High

### Incident Key
f6ddeb7cf87b478ea60e0a3c9094d1d5

### Incident Times
Open from Feb 29, 2016 at 3:13 PM to Feb 29, 2016 at 3:17 PM (for 4 minutes)

### Fields

#### tags
- device:/dev/xvda1, env:prod, host: [host:],[device:/dev/xvda1]

#### org
- [org:]

#### event_id
3230029088647289130

#### title
Running out of inodes on [host:],[device:/dev/xvda1]
When Do Not Disturb is enabled calls and alerts that arrive while locked will be silenced, and a moon icon will appear in the status bar.
TRAINING
SCHEDULES
EMPATHY
TL;DR
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- On call is a real service, give it an owner
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- Try paying people
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- Set expectations about on call and on callers
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- Set expectations about on call and on callers
- Have a primary and a secondary
TL;DR

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- Don't do things at night unless you have to
- Try paying people
- Set expectations about on call and on callers
- Have a primary and a secondary
- Keep noisy shifts small
**TL;DR**

- On call is a real service, give it an owner
- Don't do things at night unless you have to
- Try paying people
- Set expectations about on call and on callers
- Have a primary and a secondary
- Keep noisy shifts small
- Have empathy
LET'S MAKE ON CALL GREAT AGAIN
THANKS

DD@DAVEDASH.COM

TWITTER

THANKS