How to Start On-Boarding of SRE

Takeshi Kondo
SRE at Quipper

@chapsy / @chaspy_en
#srecon19onboarding

SRECon19 Asia/Pacific
2018/06/20 Joined Quipper as SRE

2019/06/14 Speaking at SRECon 🙏
2018/06/20 Joined Quipper as SRE
2018/12/xx I started working independently
Half year
2019/06/14 Speaking at SRECon 🙏
2018/06/20 Joined Quipper as SRE
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Half year
2019/06/14 Speaking at SRECon 🙏
Team side  My side
Team side

My side
No On-Boarding Mechanism
Technical Challenge

Mental Problem

My side
My side

Technical Challenge

Mental Problem
## Technical Challenge

<table>
<thead>
<tr>
<th>Product</th>
<th>Previous Job</th>
<th>Quipper</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide IaaS as a cloud provider</td>
<td>Providing educational services as SaaS</td>
</tr>
<tr>
<td>Role</td>
<td>Software Engineer</td>
<td>SRE</td>
</tr>
<tr>
<td>Operation</td>
<td>No (Not DevOps)</td>
<td>Yes</td>
</tr>
<tr>
<td>Environment</td>
<td>On-premmiss</td>
<td>Cloud</td>
</tr>
</tbody>
</table>
### Technical Challenge

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**Big challenge to me**

<table>
<thead>
<tr>
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Technical Challenge

Mental Problem

My side
Negative Loop

Technical Gap

Feel anxiety

Takes time to work

Feel anxiety

Takes time to work

Feel anxiety

😢
Why did I do on-boarding?
2018/06/20 Joined Quipper as SRE
2018/12/xx I started working independently
2018/12/xx Next SRE joined 🎉

2019/06/14 Speaking at SRECon 🙏
Should I do On-boarding?
“On-boarding works effectively even for senior engineers”
2018/06/20 Joined Quipper as SRE
2018/12/xx I started working independently
2018/12/xx Next SRE joined
2019/02/xx He finished my On-boarding
2019/06/14 Speaking at SRECon 🙏
2018/06/20 Joined Quipper as SRE
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2 month
2018/06/20 Joined Quipper as SRE
2018/12/xx I started working independently
2018/12/xx Next SRE joined
2019/02/xx He finished my On-boarding

2 month

Definition of finishing On-boarding
=>To Be able to work independently
Achievement

Me: ————> 6 months
   No On-boarding process

NextSRE: ———> 2 months 🎉
   With my On-boarding
Agenda

• Back Ground
• What is On-boarding?
• How to start On-boarding?
• To apply beyond SRE
• Takeaways
Agenda

• Background
• What is On-boarding?
• How to start On-boarding?
• To apply beyond SRE
• Takeaways
On-boarding is NOT an account creation nor just assigning tasks
On-boarding is Mechanism
For early strength of the new joiners
“On-boarding works effectively even for senior engineers”
What did I need?
Technical Challenge

Mental Problem

My side
Technical gap and Anxiety

-> Less Outcome
KeyPoint

- Reduce anxiety
- Narrow the scope of thinking
Agenda

• Background
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Agenda

• Background
• What is On-boarding?
• How to start On-boarding?
  • Define the goal
  • Design the learning experience
  • Review through 1on1
• To apply beyond SRE
• Takeaways
How to start On-Boarding?

• Define the goal
• Design the learning experience
• Review through 1on1
To define the goal, let’s ask 3 simple questions
Questions to define the goal

• What is your team’s mission?
• responsibility?
• daily work?
Mission / Responsibility / Daily Work

Mission

Responsibility

Daily Work

→ Proactive action based on team values

Goal for On-boarding
In the case of Quipper SRE

Mission
Make it reliable and stable our services

Responsibility
Proactive approach for stability
Fixes server instability / failure
Response to @sre

Daily Work
Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task
In the case of Quipper SRE

**Mission**
Make it reliable and stable our services

**Daily Work**
The goal of on-boarding is to be able to do these tasks by themselves

- Change an infrastructure with code
- React an alert
- Review Pull-Request
- Take long-term task
How to start On-Boading?

- Define the goal
- Design the learning experience
- Review through 1on1
“Concrete learning experiences should happen for the entire time leading up to the SRE going on-call.”
“Concrete learning experiences should happen for the entire time leading up to the SRE going on-call.”

Design the learning experience

How should they learn to achieve the goal?

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task
Design the learning experience

Goal

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task
Design the learning experience

**Goal**
- Change an infrastructure with code
- React an alert
- Review Pull-Request
- Take long-term task

**Preparation**
- Change an Infrastructure
- Review Pull-Request
- Learn / React an alert
- Take long-term task
on-boarding @ #

chaspy commented on Dec 3, 2018 • edited by

accounting: #16673
ref: [in Japanese]

To start work smoothly.

**Check list**

**AWS**

- can switch aws account between [ ] and [ ] (CLI)
- can switch aws account between [ ] and [ ] (GUI)
  - ref: [https://docs. ]
  - [infrastructur](https://docs. )
  - Tips: After login to [ ], You can switch role using following.

**Gate**

- can login the gate server you want to login
- can login a server you want to login from gate
SRE Handbook

Introduction

Welcome to Quipper SRE team! This is a guide for us to have a common idea with you who became a new SRE.

I'm glad if you can look over the first day we joined.

We have some similar handbooks, so it would be nice to see that too

- Quipper Handbook
- Quipper Devs Handbook (in Japanese)
- Monorepo doc

Of course, you can contribute to this handbook yourself too. Please create a pull request for what you did not understand and what was difficult to understand in this handbook.

Enjoy your life as SRE!
Design the learning experience

**Goal**
- Change an infrastructure with code
- React an alert
- Review Pull-Request
- Take long-term task

**Preparation**
- Change an Infrastructure
- Review Pull-Request
- Learn / React an alert
- Take long-term task
Add redirect rule for on Staging #3361

@ Merged chaspy merged 2 commits into master from on Dec 14, 2018

Conversation 7 Commits 2 Checks 0 Files changed 2

commented on Dec 11, 2018

ref: quipper/aya-issues#21597
For Production: #3358

commented on Dec 11, 2018

@quipper/sre
Please review and merge

chaspy commented on Dec 11, 2018

@ The following settings are also likely to affect 😞
Release <role name>
FMPRT

First Meaningful Pull Request Time

https://scrapbox.io/ohbarye/First_Meaningful_Pull_Request_Time (In Japanese)
Design the learning experience

**Goal**
- Change an infrastructure with code
- React an alert
- Review Pull-Request
- Take long-term task

**Preparation**
- Change an Infrastructure
- Review Pull-Request
- Learn / React an alert
- Take long-term task
Review Pull-Request

chaspy reviewed on Feb 4

---

```
ansible/roles/nginx/templates/common/conf.j2

... ... @@ -248,6 +252,23 @@ location {
    proxy_pass http://$backend;
    }
    + location {
```

chaspy on Feb 4  Author

diff from

---

Approved these changes on Feb 13

left a comment

LGTM! 🙌

---

merged commit 4ea8210 into master on Feb 13

1 check passed
Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task
Learn an alert

Quipper SRE Handbook

Home
Communication Guidelines
Responsibility
Basic Rules
Infrastructure
Services
Scheduled Job
Monitoring
- Basic idea
- Dashboard
- Alert
- Tuning
- Tips
- Others

Monitoring

Monitoring is essential for system reliability. We are using Pingdom and DataDog and NewRelic for monitoring.

Basic idea

What should we monitor for what? How can we choose from many kinds of metrics?

In order to answer this, we need to understand the system configuration and behavior.

In microservices, reverse proxy basically accepts the request and proxy to the branch router on Kubernetes.

First of all, it is good to look at the response of the reverse proxy and the resource consumption of the Kubernetes node.

Dashboard

We have multiple dashboards for each service and infrastructure.

We recommend that you watch this dashboard in two rows.
Design the learning experience

**Goal**
- Change an infrastructure with code
- React an alert
- Review Pull-Request
- Take long-term task
Take long-term task

Try To Create staging-02 Cluster With kube-aws 0.12.0 #16785
opened this issue on Dec 12, 2018 · 8 comments

commented on Jan 28 · edited

https://github.com/try-to-create/staging-02/README/HOW-TO-REPLACE.md

**TODO**

- Adjust the number of nodes in accordance with existing cluster
- Proxy traffic from reverse-proxy
- Check to run service-router in all namespaces
- Update DNS records for the router
- Update DNS records for staging-navigator
- Announce to the developers to update local kubeconfig
- Check the followings
  - We need to run maintenance scripts in jenkins after the cluster replacement too
- Check all services
- Check on the release environment
- Check traffic to old and new routers
- Remove old clusters from deploys
- Destroy the old cluster
- Delete a DNS record for the old cluster
Design the learning experience

Goal

- Change an Infrastructure
- Review Pull-Request
- Learn / React an alert
- Take long-term task

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task
How to start On-Boading?

- Define the goal
- Design the learning experience
- Review through 1on1
Review weekly through 1on1: 3 questions

• What do you do recently?
• What are you plan for the next week?
• Are you in any trouble?
Review weekly through 1on1

• What do you do recently?
• What are you plan for the next week?
• Are you in any trouble?
### Goal for On-boarding

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change an infrastructure with code</td>
<td>✓</td>
</tr>
<tr>
<td>React an alert</td>
<td>✓</td>
</tr>
<tr>
<td>Review Pull-Request</td>
<td></td>
</tr>
<tr>
<td>Take mid/long term task</td>
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- Need some more time…
- Need some more time…
Agenda

• Background
• What is On-Boarding?
• How to start On-Boading?
• To apply beyond SRE
• Takeaways
Can also be used for teams other than SRE
Web Developer’s OnBoarding

Welcome @<user> to web devs Team!

- Remove the fear of new joiner
- Make a fixed task efficient
- Improve continuously
Issue Template & Continuously improve

For new joiner

- web dev onboarding

For mentor

- web dev prepare-onboarding
Welcome @ to Quipper #445

opened this issue 14 days ago · 1 comment

commented 14 days ago · edited by

This issue is based on the template in issues.
Thank you @qupper/web-devs for the great work! qupper/

@qupper/web-devs

This issue is a tool for supporting the on-boarding process for @
The list below illustrates the objectives of this issue. We're going to achieve them with process progress.

- Get rid of anxious from the newcomer
- Streamline the routine process of the on-boarding process
- Improve our on-boarding process as the whole cramschool team

That's being said, this is just a tool.
Do not stick on this issue and work on the on-boarding process flexibly.

domain knowledge

Get yourself familiar with the cramschool domain knowledge. Mark the checkbox when you learn about each item.

- [x] StudySapuri
  - [x] Basic course
  - [x] Coaching course
  - [ ]

- [x] Tokyo devs
  - [ ]
  - [ ]
  - [ ]
  - [x] native
  - [x] SRE
Improve setup document #6443

motorollerscalat... merged 3 commits into develop from 3 hours ago

Conversation 3 Commits 3 Checks 7 Files changed 1

commented 12 hours ago

I found some points to be improved on the setup document for , through processing on-boarding 😐

👍 1
Future work

#onboarding-ja #1081

chaspy commented 4 days ago • edited

#onboarding-ja チャンネルが爆誕しました。
チーム問わず、onboardingに関してゆるく話したり相談したりできる場所です。
そのような機運がある場合は活用ください。

chaspy 10:30 PM
最初にやるぞ！っていった @也是偉業だしそれにのっていきしてきちんととよくして次のバトンにつなげた

建設的な意見と言って改善につなげた @也是偉業

さすが 10:31 PM

そしてチームのオンボーディングにもかかわらず積極的に参戦しアドバイスくれた @chaspy 也是偉業

10:39 PM
Agenda

• Background
• What is On-Boarding?
• How to start On-Boarding?
• To apply beyond SRE
• Takeaways
Takeaways

What's important for On-boarding?
- Getting rid of the anxiety
- Narrow the scope of thinking

How To start on-Boarding?
1. Define the goal
   - From Mission / Responsibility / Daily Work of your team
2. Design the learning experience
   - Should be concrete and ordered to achieve the goal
3. Review through 1on1
   - Check the reach of Goal and get rid of troubles
Let’s begin from simple 3 questions

• What is your team’s mission?
• What is your team’s responsibility?
• What is your team’s daily work?
Any question?
Tweet me

#srecon
#srecon19onboarding
@chaspy_
@chaspy_en
take.she12@gmail.com
Thank You!

Takeshi Kondo
Site Reliability Engineer at Quipper

chaspy
chaspy_ / chaspy_en