The Bloomberg Story: Building SRE teams in an "immeasurable" organisation

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Agenda

• Background
• “Implementing” SRE
• Summary
• Questions
From Trading Systems to Production Visibility

Stig Sorensen
• Bloomberg since 2003
  • 12+ years as application developer, team leader and manager
  • 3 years as infrastructure manager
  • Global SRE “shepherd”
Who are we

The **Bloomberg Terminal** delivers a diverse array of information on a single platform to facilitate financial decision-making.
Bloomberg by the Numbers

- **325,000+** subscribers in **170 countries**

- **120 billion** pieces of data from the financial markets each day, with a peak of more than **10 million messages/second**

- **2 million** news stories ingested / published each day (**500+ news stories ingested/second**)

- News content from over **125,000 sources**

- Over **1 billion messages** and Instant Bloomberg (IB) chats handled daily

- Nearly **20,000 employees** in **167 locations**
  - 5,500+ software engineers, including **200+ SREs** (and growing)

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Why is an SRE model important now?

Expectations

Complexity
How did we start?

Small

Broad
Who should drive this initiative?

Engineering  Business
Who are the clients for the SRE teams?

Feature Teams

Bloomberg Clients
How should the SRE “organization” be structured?

Centralized  Embedded
How do we build the teams?

Internal Transfers

External Hires
How do we build the teams?

Individuals

Teams
Who drives the culture change?

Individuals and Teams  Senior Managers
Again

• Who should drive this initiative?
• Who are the clients?
• Where should the SRE organisation be?
• How do we build the teams?
• Who drives the cultural change?
What would I have done differently?

- Started broader - Department Initiative
- Stronger focus on SLOs
- More protective around the “SRE Brand”
- Better centralized tools support early
- Implement centralized staffing earlier
Summary

• Cultural change

• Focus on teams, not individuals

• Company wide initiative

• Track and show progress

• Don’t be afraid to pivot

• Do it Your Way
Thank you!
Questions?

We are hiring: bloomberg.com/engineering

Contact me at ssorensen3@bloomberg.net

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