Red Hat Consulting

Desperately Seeking DevOps

Summit 2019

Presenters:

Matt Micene
Kevin Franklin

Notes:

- How to drive culture shift from conventional operations?
    - Create a devops team, leads to fighting
        - Fighting over tooling
    - Some luck with having an SME team that has buy in from other teams
    - How do we drive the culture change
        - How do we handle the shift in approach of operations
    - How to make operations into devs
        - Some accept some don’t
- Why is the traditional environment that much different?
    - Most devs buy in to automation for cloud, but not traditional
    - Devs forget current environment and chase new, shiny
    - What always gets out, Windows
        - Difficulty automation
        - Better tooling with Linux
    - Difficulties with heterogenous environments
- How to get buy-in?
    - Often times executives are pushing so hard for cultural changes
        - Can be hard to adapt so quickly
        - Execs trying to flip devops lightswitch
        - Execs saw increase in op-ex after pushing so hard

    - Difficulty in government
        - Supporting legacy systems, mainframes
        - Security issues with using hybrid cloud
        - Need another step in the evolution
    - Can’t turn all your sysadmins into developers
    - Not normally executive buy-in
        - People normally agree this is the path to use
        - Have legacy
            - Mainframes
            - Large databases
        - Executives may agree, but constrained by rapid change
            - Trying to see where to go forward but also keep legacy in view
    - Need to drive team buy-in
    - Complexity due to size of organizations as well
    - Any success with getting buy-in?
        - Successfully deployed devops for legacy system
        - People who played ball got to get more work going ahead, devs happy
- You’ve decided on a DevOps approach, how do you start?
    - We did stuff, weren’t perfect. (PROCESS based)
        - Was scary at first
        - Setup JIRA
        - Saw efficiencies
        - Saw progress
        - Didn’t start with measuring team velocity, but eventually moved on to third or fourth iteration
        - Started to track burn down and velocity
    - Trying to come up with some sets of applications (RISK based)
        - Not being process focused but app focused
        - Worked with developers to identify candidates
        - Tackling low hanging fruit first
            - Lowest impact
    - Tried to go for microservices approach and control domain (ARCHITECTURE focused)
        - Don’t want to tackle monolith that affects everything
    - DevOps is people, process, and tools
        - Tools is easier than people & process
        - People & process is hard
        - Need to consider how much change your employees can handle
            - Everyone is going to lose some sort of expertise and skillset in a transformation
            - There needs to be some sort of psychological safety in an organization
        - Accept that transformation is hard and difficult

            - Fail faster
            - Learn from failures
            - Celebrate failures
- Use cases for DevOps, when to do it, and when not to do it
    - If you don’t have buy in to support
        - Executive level support
    - Don’t pretend to be agile
        - Agile-fall
        - Be honest with yourself and what you are doing
        - Don’t use buzzwords to cover current practices
    - Don’t use magical devops to fix infrastructure issues
    - Is it possible to go to far into DevOps?
        - Everychange that was made they would rebuild everything
        - Would kill current environment and rebuild
        - Treated entire environment as a monolith
        - Desire to move quickly has lead to shedding of frameworks
            - Using devops to circumvent procedure

Recommended Reading:

- DORA Research Papers:
    - https://devops-research.com/research.html
- DevOps Reading List:
    - http://uncontained.io/articles/devops-reading-list/
- DevOps on the Services Blog:
    - https://servicesblog.redhat.com/?s=DevOps
- Open Practice Library, Frameworks for changing people, process, and culture
    - https://openpracticelibrary.com/