**CSD 101 - Day 1 - Org Mission \_ Structure**

0:05  
All right, we are recording.

0:06  
All right, welcome once more.

0:08  
Thank you everyone for introducing yourselves.

0:10  
I know that it takes a little while, doesn't it?

0:12  
We have a lot of people with us, but I think it's really nice.

0:14  
It's nice to know names.

0:16  
It's nice to see faces.

0:18  
And just hopefully as we're talking, you'll go, hey, I heard of people from that team, so you have some connections.

0:24  
So I'm going to share my screen.

0:29  
It's a PowerPoint presentation and so please let me know when you can see it.

0:36  
Small funny story, which is that when I started CSD 101, we actually didn't do any PowerPoint.

0:41  
It was on the whiteboard.

0:43  
And now as times have changed, we have changed too.

0:47  
So hopefully you guys can see it.

0:49  
James yes, see the screen?

0:52  
Perfect.

0:52  
Remember what you had before you said it was all whiteboard.

0:57  
Oh, whiteboarding.

0:58  
OK.

0:58  
It was all whiteboarding.

0:59  
Yeah.

1:00  
So, yeah, most of this was done in person.

1:03  
So there was a more interactive chat session.

1:05  
Yeah.

1:06  
It would be in in a room and it would be me and a bunch of new folks and markers and a whiteboard.

1:11  
Yeah.

1:11  
And.

1:12  
And, and the goal was to make it very interactive.

1:14  
And so now we're adjusting to our new remote world, but we still are hoping to be interactive.

1:20  
So please do ask questions.

1:22  
You're welcome to ask questions at any time or even to put them in the chat window and James will help to monitor that.

1:27  
So all right, let's talk about some logistics.

1:30  
Perfect segue.

1:31  
This is indeed one hour a day for five days.

1:34  
I know we have a lot of material and the material is different every day.

1:40  
I get asked that question quite a bit is, you know, I attended on Monday, do I need to attend on Tuesday?

1:44  
It is different material.

1:46  
And I will actually say the material is cumulative in that, you know, the knowledge that you learned on day one.

1:51  
We kind of build on that for Day 2 and so forth.

1:54  
So I really do encourage you to come every day.

1:56  
Please note that this is not a mandatory training and so we certainly don't make it mandatory for anyone, but we do encourage you to come and to get the most out of it.

2:07  
You know, come every day.

2:09  
It is indeed for all disciplines.

2:11  
James and I are both PMS as as you heard at the very beginning, but this training is meant to be sort of a baseline and so it crosses all disciplines.

2:20  
And then lastly, as I said, questions are welcome at any time.

2:23  
Please do ask.

2:24  
You know, we could talk for forever on these topics, but really our goal is to make sure that you walk out of this training with some understanding of our organization, our organization goals and our structure and the terminology and sort of like the day-to-day work and how your work then fits into it, right?

2:46  
It gives you that grounding.

2:47  
And so, you know, we welcome all your questions.

2:50  
So, yeah.

2:52  
All right, let's jump right in.

2:55  
What is the name of our organization and what does it actually mean?

2:59  
So our org is called CSD and, and, and of course it's an acronym, one of the many, many acronyms that we have.

3:08  
It stands for cosine servicing and delivery.

3:12  
And of course, just because, you know, we're so funny, cosine is also an acronym.

3:16  
So it stands for Co.

3:17  
Yes, it's like a little bit recursive core operating system, intelligent cloud and intelligent edge.

3:25  
And so, you know, I wanted to, I want to talk a little bit about our name and also about our mission.

3:31  
So you might find as you are working maybe in the bug database or as you're reading maybe specs that your colleagues have written, you might see in certain places mentioned about WSD or Windows servicing and delivery.

3:46  
Definitely.

3:46  
If you look in the bug database, you know, it says WSD, and we haven't changed that because that would just be a huge tactical kind of nightmare.

3:56  
And so our name actually used to be Windows Servicing and Delivery WSD and we changed it.

4:01  
And the reason for that was as our team's charter was growing, we were servicing more than just Windows, right?

4:10  
With servicing Windows itself, by the way, is, is this huge, massive, you know, amount of work and it's very important.

4:17  
And then, you know, we started servicing more.

4:19  
We started servicing Windows Mobile, OK, that's one more.

4:23  
And then we started servicing other things, right?

4:26  
Applications, the browser, you know, we started contributing, right, embedded, which is a huge ecosystem.

4:33  
Then we started, you know, contributing to Xbox and HoloLens.

4:38  
And so as you look, it kind of just got bigger and bigger and bigger and bigger, which is fantastic.

4:44  
But then the name windows servicing and delivery did not really seem to accurately convey all that we do.

4:53  
And so our leadership actually went, you know, away for a little bit and thought about it and they came back with COSIGN, servicing and delivery.

5:00  
And you're like, well, what does that mean?

5:01  
What is COSIGN?

5:03  
And other than that, it's just an acronym that I read out to you.

5:05  
And you can see on the slide, you know, the, the reason we really came back with that is we thought that really encompassed sort of all the things that we touch, right?

5:16  
You know, yes, we touch the core operating system, but we also touch the intelligent cloud, right?

5:21  
We touch Azure and all the cloud properties and the edge, which is all the things that are talking to the cloud, right?

5:26  
And so we felt like this was a good, good way to, to, to kind of say, hey, these are we cover a wide range of things.

5:33  
And of course, we are in the cosine org, which is in the Azure org.

5:36  
So it also aligns with the org structure that we're in.

5:40  
So that's a little bit about our name.

5:41  
And so if you, as you're walking around and as your people might say WSD or you might see documents with that kind of, you know, where that history of our name came from.

5:48  
So what is it that we actually do?

5:49  
Because I, I say a couple of times here, you know, that we're servicing, servicing and delivery.

5:54  
Well, I want to talk about our mission statement to, to tell a little bit about what we do.

6:00  
And I actually, you know, in various teams, people talk about mission statements and they often sound kind of like this marketing slogan, right?

6:09  
Or sounds a little bit like rah rah.

6:11  
In our organization, in CSD, our mission statement is really the thing that we use to ground ourselves.

6:20  
You know it, it is an important mission and it's something that we use to guide our day-to-day decision making and it's what we use to guide our long term planning.

6:30  
So it's really crucial.

6:32  
So our mission statement says keeping Microsoft customers protected and productive by continuously building and delivering updates to the intelligent cloud and Edge.

6:44  
And I would like to take a few moments to talk about parts of this mission statement keeping Microsoft customers.

6:51  
This is not just Windows customers.

6:53  
It's not just my particular customers that are using this particular OS or this particular component.

6:59  
It's Microsoft customers.

7:00  
Because we recognize our ecosystem is vast and large and that we have a responsibility to customers that use Microsoft products.

7:08  
Not, you know, oh, I only care about it in the context of this one product, which is all up right there in our ecosystem, protected and productive.

7:16  
You'll hear this a lot protected.

7:19  
This is about keeping customers secure.

7:21  
And so you'll hear a lot about, you know, oh, security fixes.

7:25  
And we'll talk about, you know, the workflow for that.

7:27  
You'll hear a lot about MSR CS or you'll hear about, you know, for security vulnerabilities.

7:32  
And we'll talk about all of those in detail.

7:34  
But this is all about making sure that customers have devices and endpoints that are secure, that they're not vulnerable to hackers, that they're not vulnerable to, you know, active attacks that are going on and, and that that their their systems are secure, their data is secure.

7:50  
It's very important.

7:52  
And that they are productive.

7:54  
And So what is the difference?

7:55  
Well, of course, you need to be protected, otherwise you couldn't be productive.

7:58  
But there's productive is there for a reason, because sometimes there are problems with your device that have nothing to do with security.

8:05  
It could be, hey, the printers don't work anymore.

8:07  
Your system might be completely secure, but your printers don't work.

8:10  
And yes, there are loads of industries where they use the printers every day.

8:13  
You know, where it might be, hey, I'm completely protected, but Wi-Fi doesn't work anymore, right?

8:20  
So being productive is equally important.

8:23  
And by continuously building and delivering updates, the continuous is really interesting and important.

8:29  
We have a cadence at which we obviously ship updates out.

8:32  
Some of you might even have heard about it.

8:34  
You might have heard of Patch Tuesday.

8:35  
We'll talk about all of that in detail, but this really talks about our ability to strengthen and reinforce our system so we can react quickly.

8:45  
Yes, we have a cadence.

8:46  
Yes, we're going to ship on that monthly cadence.

8:49  
But if something important comes up, we can turn it around quickly, continuously building and delivering updates to the Intelligent Cloud and Edge.

8:56  
Just as talks about, you know, we're spanning this whole spectrum, not just, you know, APC that's on premise at some customers office.

9:06  
We're spanning the, you know, the whole spectrum.

9:10  
So I'll pause if there's any questions and then I would like to share a couple of examples.

9:14  
Are there any questions that I can that I can help with?

9:17  
Trying to see if there's any hands, you know, I struggle with that when I'm presenting.

9:23  
I haven't seen any.

9:25  
I was gonna say the the the other piece that I would add which is a lot of you might think well why is this so important in terms of all of this servicing?

9:36  
It is actually the one value prop when you buy a Microsoft product that comes along with the purchase of that product.

9:44  
So all of the work that we do, we are actually called a cost of goods sold or a COGS or because the customers have already purchased what we are giving them.

9:57  
And so it is the promise that we give, promise that's right, that when they purchase our software, it is one of the huge advantages of why most enterprises will use Microsoft almost exclusively is because of this one thing, the servicing promise.

10:14  
Yeah, absolutely true.

10:17  
All right, so I'd like to give a couple of examples because I will tell you the story about myself, which is a terrible story, but I will tell it, which is that when I joined this organization, you know, I had actually taken a break from Microsoft.

10:28  
My children were a lot younger and I wanted to spend some time with them.

10:31  
So I was at home for about a year and a half and I was thinking about coming back to work.

10:35  
And, you know, I, I was considering different options and I really liked the people in this organization.

10:43  
But I was thinking, man, I don't know, servicing Windows kind of sounds a little blah, sounds a little boring, sounds a little easy, you know, probably going to be bored at work.

10:54  
But man, I like those people.

10:56  
I'm going to take this opportunity.

10:59  
I could not be more wrong.

11:02  
I still like the people.

11:03  
That part I was right about, but I couldn't be more wrong about about how challenging it is to actually service our ecosystem.

11:12  
It's incredibly complex.

11:14  
And so a couple of stories in my first month that I was here, we got a call from Nestle.

11:21  
You know, do guys eat chocolate, right?

11:23  
And I say chocolate, right?

11:24  
Because of course love chocolate.

11:26  
And we got it.

11:26  
And they and they produce a whole bunch of things.

11:28  
And they called and they said, you know, you sent out this update and my factory line is down.

11:33  
And I thought, huh, well, that kind of sounds bad.

11:36  
We should probably do something about that.

11:38  
And then he said, well, we're losing millions, you know, by the day.

11:44  
And he quoted a number.

11:45  
And I thought, Oh my God, you know, this one update that we sent out, who knew it could have such a large impact?

11:51  
And then of course, it wasn't just Nestle, it was all of the people that supply things to them, right?

11:55  
All these businesses around them that are working with them, I thought, wow, they have a large impact.

12:03  
You know, every time somebody in our organization is doing something and there's, you know, we're sending it out, there's a large impact to it.

12:11  
And then another example, I'll have two more examples.

12:14  
You might have heard of Wanna Cry.

12:16  
This is this vulnerability that was out there.

12:18  
And it was really unfortunate.

12:19  
We actually had a fix for it.

12:20  
The fix was out there already, but not everyone had taken it, right.

12:24  
We always tell customers, please be secure, please take your fixes.

12:27  
And they don't always do that.

12:28  
And so unfortunately, some customers had not taken the fixes and some unsavory elements, some hackers, you know, took advantage of that.

12:38  
And it turned out that hospitals were brought to their knees, right.

12:42  
And, and of course, in the times that we live in right now, we can all understand how important it is to have hospitals functioning correctly.

12:49  
It was really scary to know that, you know, my goodness, these hospital systems are, are, are completely non functional now.

12:57  
And how can we help that bring them back to being functional?

13:01  
And that was the case where, you know, it's people's lives on the line.

13:05  
So now it's not just about the millions of dollars, but it's also about, hey, I need to treat this patient.

13:10  
I can't actually look at all their patient data or, you know, I don't have all the, the tool sets and, and, and apps that I need to do all the right things.

13:18  
Maybe it's an example of that would be I, for example, have some health issues.

13:23  
So when I had my children, they needed to cross check that what they were giving me wasn't gonna create other complications.

13:29  
Well, if your systems aren't working, they probably couldn't look up all that data.

13:34  
And that was the case where we put the customer 1st and, and we did everything possible to help bring them back online and secure them.

13:44  
So that's an example where, you know, it really does make a difference to people's lives and to the, to the lives and deaths of people.

13:51  
You know, that that it makes a big difference.

13:54  
And the last example I'll give is that there was this woman and she said, hey, she actually sent in feedback and it was heartbreaking to reach.

14:01  
She said, I took an update and now my video chat doesn't work.

14:05  
And I and I get it right.

14:06  
You know, you're looking at that and you're like, whatever, like P2 small problem.

14:10  
Well, to her, it was the whole world because she said, my son is deployed and I get to talk to him once a month and my day is coming up in two days.

14:18  
And if I don't get this working again, I won't be able to talk to him.

14:22  
And I don't know if I'm going to get a chance to talk to him again.

14:25  
So to her, it was her whole world.

14:27  
It was a big deal.

14:29  
And so we really do make a difference in individual people's lives, right, and on a very large scale.

14:36  
And so these were things that really helped me realize, wow, the work that we do is so impactful.

14:44  
Every decision that we're making, everything that we're shipping has such a large reach.

14:49  
It's amazing.

14:51  
And so I wanted to share that with you.

14:54  
I don't know if you had the same notions as I did about, oh, how challenging can servicing be or how far is our, is our reach.

15:02  
So I wanted to share those examples with you because they really helped me understand how important servicing is.

15:08  
So I'll pause if there's any questions or James, if you have anything to add.

15:12  
Yeah, I just wanted to add which is a lot of times when we are operating in, in CSD in your in the various teams, it really does become normalized how much impact we have.

15:27  
And so the way because I just went and did a lot of hiring around the globe that I like to explain it, which is that CSD is almost the heart of Microsoft.

15:39  
It keeps all of our customers, all of them secure and productive and then it basically branches out to every other business.

15:47  
Azure relies on us, Office relies on us, you know, Xbox relies on us.

15:52  
Every other business relies on what we do every month for their businesses to actually work and operate.

16:00  
And so it it touches and you will it you know you will, you will see this very quickly that the work you do ships out so fast that and it hits everyone so quickly that you have incredible impact and incredible reach.

16:19  
And so just it is a very humbling experience when you realize that the stewardship that that we own for almost all of Microsoft, it's pretty incredible.

16:33  
Yeah, that's perfect.

16:34  
Stewardship is the perfect way to explain that.

16:36  
And a great segue to what I wanted to briefly show next.

16:41  
This is a great slide.

16:45  
I'm not actually going to read every line of it.

16:47  
We do share the slide deck out, by the way.

16:49  
So you're absolutely welcome to go through and look at it and we'll share these recordings as well.

16:55  
But you know, I love this slide because it's, again, it's a way for us to understand how far is our reach and how large our responsibility is, right?

17:07  
And so you can see that we contribute to so many different businesses.

17:11  
James just talked about a few of those, right.

17:12  
Xbox for example, we contribute to a lot of these first party devices on all the customers that are using them.

17:20  
We, you know, we directly drive and contribute towards Azure, towards the IoT or the embedded space.

17:29  
And so you know, our reach is really large and this is in a great sort of view into all the different places that we are interconnected with and that we are contributing to and driving.

17:41  
So, you know, depending on the area that you work in, you might actually have partners with people in these different teams.

17:49  
You know, some of my colleagues, for example, have regular partnerships with HoloLens, you know, or IoT.

17:55  
So depending on your space, you may be interacting with some of these different folks.

17:59  
It's a great view.

18:00  
It how, how how far our reaches.

18:05  
So all right, let's take a look at our org.

18:09  
We have a large org.

18:11  
I think we are almost 730 people maybe.

18:15  
Yeah, we're a large org.

18:17  
And so I wanna take a few moments to go through our org structure and as we progress over the next few days that we have together, I will keep referring to these teams and to help you kind of see we know what the different portions are that the teams are contributing into or engaging in.

18:39  
So let's start at the very top.

18:41  
We are cosign service and delivery of course and our CVP is Carlos Picoto.

18:46  
So you might have seen maybe some emails from Carlos to the organization or maybe an all hands presentation.

18:54  
So he's our all up leader.

18:56  
And if you were to look in HTTP: whack, whack who?

19:01  
It's a great resource.

19:02  
If you're ever being contacted with someone, you're like, wait, who are they?

19:04  
What org did they sit in?

19:05  
If you were to look, you would see that Carlos and all of us, we roll up into Mike Fortin and then you'll see that we have sister teams as well and we'll talk about them.

19:15  
We'll talk about the feature teams.

19:16  
And then of course, we have a large set of partner teams that we work with outside of CSD as well.

19:21  
So within CSD, let's see, we have these sort of six big units, so to speak.

19:28  
There's customer focused engineering, that's CFE.

19:32  
I mentioned at the beginning, I work right in the CFE org.

19:36  
And so a lot of these things that we talked about where we said, hey, we do security fixes or we fix, you know, even non security issues to keep customers productive.

19:43  
A lot of those fixes are coming from this part of the organization, from CFE and we'll talk in detail about the workflows and kind of the, the principles that we use for those.

19:55  
But this is the, the part of the organization where our priority is keeping our customers secure, keeping customers productive.

20:01  
And we do this through the the the code work that we do.

20:04  
There is of course other work that this organization does as well.

20:07  
I mentioned that there's these feature teams.

20:09  
The feature team works on the next version.

20:11  
You know for example of Windows, it's going to go out and we do actually have folks within CFE that work on that next version work as well.

20:19  
You'll also see that we have a bunch of tooling work here.

20:22  
So large amount of things, but our primary focus is keeping our customers protected and productive through the fixes that we do.

20:31  
And you'll see that our directors are we have two suite directors, Daryl and Roger and we have a GPM Violeta.

20:38  
So then we have software servicing and delivery.

20:41  
I think there's quite a few of you on this call from that team.

20:45  
And this is, I always think of them as the pipeline team, right?

20:48  
And you'll see their priority says transform software servicing, delivery, delivery to be a world class service.

20:54  
And they've really taken this to heart.

20:56  
I mean, when I joined this organization, you know, it would take days for bills to finish.

21:01  
It would take days for packages to finish.

21:03  
There was a lot of manual handheld work to, you know, take the fixes that CFE had made and get them ready and out to customers.

21:12  
And this world class service, they've really embraced this.

21:16  
And you know, year over year, milestone over milestone, they've done some really hard and good work to automate the systems, to remove sources of error, to make it, you know, to make efficiency gains, really working to be a world class service.

21:32  
And so our suite director there is Chris Taborski and we have AGPM, Jim Cosi, then we have cross-platform currency CPC.

21:42  
And I think I heard a couple folks at least from that team.

21:46  
And so this team has sort of two parts to it, two parts to their charter.

21:49  
One part is about keeping customers up to date, right, That's the currency part.

21:54  
And we'll talk about this in more detail.

21:56  
And then the right tool sets, you know, building out the right sort of interaction points enterprises to help them manage their systems.

22:10  
So they sort of have these two parts to them.

22:12  
And Cornell is our suite director and then we have Key and Gabe is the GPMS for the two different parts.

22:21  
Next we have test base.

22:22  
It was usli know, I heard a couple of you guys introduce yourselves as members of this team.

22:29  
I think their name has recently changed to test base.

22:33  
And so you'll you might hear myself or James refer to them as this team in the work, as USL work.

22:38  
We're still getting used to it, getting our our tongues wrapped around it.

22:42  
This really came out of this idea that, hey, how can we take our validation efforts to the next level?

22:48  
How can we engage more deeply with enterprises on our on our validation efforts and our collaboration with them?

22:55  
And so this was born out of that idea.

22:58  
And we'll talk about this in more detail again when we talk about validations.

23:02  
The suite director is Raji and the GPM is Rama.

23:06  
And then I think the majority of this team is based in Africa and our Legos development centre, then we have program management and I call this out separately.

23:19  
You notice that it spans all the teams and we do have a director of PM, John Cable.

23:25  
And you'll notice that all of these GPMS that I've mentioned across, they all report up to John.

23:30  
So we, you know, we are sort of meshed or intertwined with our suite counterparts, but we do have our own PM director.

23:40  
And then last but not least, we have our business function.

23:46  
Again, they span all teams.

23:48  
We don't have a director of teams, right?

23:51  
They, they report directly to Carlos or maybe to some of these individual directors here, but they make sure that, you know, we have the right budgeting, right space, you know, keeping our, they honestly in the keep our organization running.

24:08  
And so Kyra, who's with us today, is an admin for SSD and falls under, you know, the business function of our organization.

24:19  
And so just to expand a little bit more, Oh my goodness, this is an eye chart.

24:26  
I won't walk through this step by step.

24:29  
I give you some, you know, you can have some time to read it offline.

24:34  
But my goal here, I'm always afraid of this slide a little bit because of course it can get outdated, you know, as people move around and this teams kind of get rejiggered.

24:44  
But it's to give you an understanding of all the different sub teams.

24:50  
And that way when you're looking for, oh, I need to talk to somebody about tools or I need to talk to somebody about build or packaging, or, you know, you can come here and you can kind of see where that sits.

25:01  
And so I'll be really brief and running through this.

25:04  
You'll see under CFE, we have Dash and browser.

25:08  
These are, you know, they kind of speak to sort of a set of components, right?

25:12  
And the OS Dash is really applications, the desktop, the shell, right?

25:18  
So kind of when you press the Windows button, see it come up, browser sort of self-explanatory.

25:24  
Their charter is growing with Anaheim, you might have heard of that, the Chrome based browser.

25:30  
We also have the India Development Centre, so James can speak to that a little bit.

25:35  
James, would you like to speak about IDC for just a moment?

25:40  
Yeah, in in IDC we just built out a 70% engineering team, so quite large that is going to be building up its capacity and engineering for CFE.

25:56  
They will be taking on kind of think of them as sister teams with each of the duos.

26:02  
Duos are a PM lead and a SWEE lead.

26:06  
We call them duos.

26:07  
And that would be like Dash, which is that desktop and shell.

26:11  
And so there'll be a sister team in India that will basically own similar components.

26:18  
They won't duplicate each other, but they will be helping build out capacity and Geo redundancy A for CFE and and we'll talk about like what Dublin is doing for SSD, which is that same initiative.

26:35  
Mm hmm.

26:36  
Yeah, fast growing team.

26:37  
And they've started delivering right in March.

26:40  
3B yeah.

26:42  
3B they started delivering.

26:43  
So it's fantastic.

26:44  
And they've been shipping out more and more fixes each month.

26:48  
They're really building their engineering skills.

26:50  
And so it's pretty amazing to have been a part of that and then to see them producing and engineering and being part of the whole CST program.

27:01  
Absolutely, Yeah, it's been great.

27:05  
So then we have service maturity, incident response, release management and validation.

27:09  
And that's a mouthful.

27:10  
So it's serve.

27:11  
You'll often hear it called Serve, and I'll briefly talk about what this team does.

27:17  
So let's start with release management.

27:19  
Release management is really about central processes, central workflows, and sort of keeping the monthly releases, the trains on time.

27:29  
So you will find that depending on the team that you're in, you have a release management counterpart that you work with very closely for your activities.

27:39  
Validation, this is about all we have all validation efforts that we do.

27:45  
Some of the validation efforts are actually in the right side of CFE column here, test execution and tools.

27:51  
But there is a set of validation efforts in the Serve team and these are, we'll talk about them in depth, but some of these are really partner facing.

28:00  
And then incident response, which is how do we respond when we have an incident, when we ship something and you know, something goes wrong, we break the ability to browse certain websites or we break Wi-Fi or you know, things like that.

28:11  
Unfortunately, those things do happen sometimes and we need to be able to respond to the incidents in a timely fashion with appropriate communications, right?

28:20  
So we have a team that works on building that muscle, building the tool set, building the right processes for that and then service maturity.

28:29  
This, you know, this started a few years ago where we said, hey, you know, we really need to think about how do we operate and how and how do we mature our processes, our systems and, and our ability to react to things.

28:44  
And this is really an industry terminology.

28:48  
It's not specific to CSD or even Microsoft.

28:50  
You know, there's different levels of service maturity and you know, it can, it ranges a wide, wide number of things.

28:57  
For example, you know, are all the processes documented?

29:01  
That's one step in service maturity as opposed to it's all in my head, in your head, you know, or you know, are some of the processes automated or do we have clear communication pads, you know, things like that.

29:12  
And so this team is really has that charter of how can we take ourselves every year one level higher and service maturity.

29:20  
So we are, you know, sort of fully functional, fully mature and, and of course we do this in collaboration also with Azure And, and I think Namratha, the, the one thing to remember is that release management is kind of its own branch.

29:39  
It's it's not PM or software engineer.

29:43  
And and Travis, you had a question and I think I understood as I thought Ray says that is as the PM roles different per like team or branch and for PMI it is mostly the same across the different teams.

30:02  
You might work on different projects different, you know teams, but your general workload is very similar across the different teams.

30:13  
Whereas RM has a very specific role around key team processes and software engineers around coding.

30:23  
OK, thanks, James.

30:24  
That makes sense.

30:25  
So did that answer your question?

30:26  
Yeah, it sounds like the PMS and the individual groups are more specialized, whereas in the program management office, they're more general or they have tasks that span across the different groups.

30:37  
Is that right?

30:39  
You could have both.

30:41  
For example, you have PMS that will be very specific in technology and areas and you will have PMS that know how to branch across.

30:51  
As you basically move through the the program management levels, the expectation is that you get better at both.

31:00  
And I think, Travis, are you, are you referring when you say branch, you're referring to the fact that here I've got program management in its own box or column.

31:09  
Yeah.

31:09  
And then I've got yeah, yeah.

31:12  
The, the reason for that is because of the way our organization is structured.

31:15  
So if you were to look sort of at a tree, you would see it's kind of a little bit like this.

31:19  
So we have, you know, Carlos at the top, here's our CVP.

31:22  
And then we have the SUI directors, you know, who all sit right next to each other.

31:27  
And then we have our PM director who sits right there too, John Cable.

31:30  
But you'll notice in the in the PowerPoint and you'll see, hey, there's a SUI director, Daryl for CFE.

31:38  
And while John in hierarchy is at the exact same level, who Darrell is really working with on a day-to-day, week to week, month to month basis is really John's report, the GPM Violetta, right?

31:51  
And so and same for SSD, for example, you know, Krista Berski is working not with John day-to-day, but with Jim Cosi who works for John.

31:59  
And so that's why you'll notice that over here it says John cables the director.

32:03  
Here's all these GPMS.

32:05  
Well, you'll notice these GPMS go all across here.

32:08  
These same names are all across here.

32:10  
And so you'll notice, for example, APM lead like Eric Vernon, who's in dash is working with an engineering manager.

32:20  
It's always a little bit, a little bit, you know, one off.

32:24  
They're they're never quite Yeah, but that's sort of why it's represented this way.

32:29  
And then, and then I think the, you know, the PM discipline, it is, it is very wide-ranging, isn't it, James?

32:36  
I mean, it's just, I think if you're APM in CFE, you probably have a different experience.

32:40  
And if you're APM in SSD, for example, and even within SSD, honestly, there's PMS that we're doing a lot more tactical OPS based work versus PMS that are doing more new feature work, right?

32:51  
And so it's a oh man, it's, it's a wide well.

32:56  
And, and I think it's because of the breadth that CSD owns that there you will find just differences in, in, in what people work on and how they how they operate and think.

33:09  
But in general, a lot of the PM skills are normalized across communication, driving, organizing, you know those that's right.

33:20  
Generating clarity.

33:21  
Yeah, yeah, I think you're right.

33:23  
I think if you were in a feature team, you know, a lot of the PMS roles are more homogeneous right here.

33:29  
We have a bit of a range.

33:30  
Yeah.

33:31  
Yeah.

33:31  
Thank you.

33:32  
Yeah, that makes sense.

33:33  
That.

33:33  
So I report up through through Violetta.

33:35  
So I'm in CFEI, report up through Violetta and then John.

33:38  
So I guess I was a little confused.

33:40  
This doesn't exactly map to the org chart.

33:44  
Yeah.

33:45  
Yeah, Yeah, I get it now.

33:46  
Thank you.

33:46  
And I think you're in.

33:48  
Are you in HCC, Travis or?

33:50  
No, you're in.

33:50  
You're in server, aren't you?

33:51  
Yeah.

33:52  
Windows Server.

33:52  
Yeah, yeah.

33:54  
So you'll be here.

33:55  
So you know, you'll see here Windows Server, Shilpa and Gustavo.

33:58  
And so I think you're in Gustavo's team.

34:00  
And then you'll see that this rolls up to be Aletta up here.

34:04  
Got it.

34:04  
Thank you.

34:05  
Yeah, yeah, I know it's a little.

34:08  
So let's walk through.

34:09  
I think we have 7 minutes when trying to talk really fast.

34:13  
You'll see there's the other half of CFE, right?

34:16  
We have test execution and tools.

34:18  
This is about validation.

34:19  
That's test execution and tools, which is really, Oh my goodness, we have a large organization.

34:24  
What can we do to make our day-to-day lives more efficient and more effective?

34:29  
And so they, they, you know, survey the teams and they build the appropriate tools.

34:33  
And we'll talk about some of those as we move along.

34:36  
Enterprise and security, that's where I sit.

34:38  
This is primarily focused around security, you know, whether it's certificates, whether it's, you know, all of those things really, you know, related to that licensing sits here and then some enterprise solutions.

34:51  
Snap, their name is self-explanatory storage, networking and printers.

34:55  
I love their name.

34:58  
And so, you know, they it's a bit of a range of things that they cover, but but they cover all three things there.

35:04  
Windows Server.

35:05  
So they, you know, partner very strongly with the server business org and you know, with the concerns of sort of that, that world, which are really quite unique and challenging.

35:18  
And then hybrid cloud computing, this is one of our newer teams and they are, while everyone works with Azure, they're probably the most strongly paired with Azure.

35:29  
And what are the feature sets we need to deliver for them?

35:32  
What are the work that we need to do to make them successful?

35:36  
And then serviced media, which is media that we put out month over month and with release after release moving over.

35:43  
And I'll try to talk really fast.

35:45  
I know I said I would earlier too.

35:46  
Software servicing and delivery, This is really our pipeline.

35:49  
It enables us to actually get things from one place to another, right?

35:53  
We build fixes.

35:54  
They're no good if we can't get them to customers.

35:56  
So you'll see that we know this is a team where build sits.

35:58  
This is a team where they have this automated workflow engine and publishing the automated workflow engine is really part of this whole world class idea.

36:05  
How can we automate everything So it's not this manual set of steps.

36:09  
I mean, I remember when I joined this organization, everything was manual.

36:12  
You know, you had to create a form when you went to ship out a fix, you had to put everything in there manually.

36:17  
The title, you know, what kind of content?

36:20  
Who should it go to?

36:20  
Oh God, I hope I had enough coffee and I didn't make a mistake, you know, and so do all these manual steps.

36:26  
And so this workflow engine is part of that.

36:29  
How can we automate things?

36:30  
Less mistakes, more efficient.

36:32  
How can we continuously deliver updates, right?

36:36  
Publishing.

36:36  
This is getting things out to customers, publishing OPS, which is the operation side of it, release automation and monitoring.

36:44  
This is really about how can we have a handle on all of the work that we are doing.

36:50  
We do tons of work.

36:52  
How can we manage our releases?

36:53  
How do we know what's going on?

36:54  
What are the risks?

36:55  
What are the reports I can look at?

36:57  
How can we monitor all of our systems?

37:00  
So this was this team was born for that effort.

37:02  
And then Geo redundancy in Ireland, James mentioned that earlier briefly.

37:07  
So we have a whole team that's built out there and it's been great to, I think almost two years now, right?

37:12  
It's been great to have them there.

37:13  
And they have sister teams for each of these SSD teams as well, with their primary goal being Geo redundancy, but then also as they're taking on more and more work over there.

37:23  
Yeah.

37:23  
And, and I believe right now that the Dublin team is around 20.

37:27  
Is that right, Kyra?

37:29  
So we have 14 Suis and two PMS, two PMS.

37:34  
In fact, Derek is a brand new PM who's been onboarding.

37:37  
He did CSD 101 just a couple of weeks ago.

37:39  
Yeah, yeah, yeah.

37:41  
That was great having him there.

37:42  
Yeah.

37:43  
All right.

37:43  
CPC, like I mentioned about the currency and the what we can do to help enterprises, you'll notice a few things here.

37:49  
We have the packaging team here, which really works very closely with SSD, right?

37:53  
Part of the whole pipeline, build something, package it right and then publish it.

37:57  
And then we have the update platform.

38:00  
This is, you know, when we talk about servicing and and sending out updates to customers, well, how do they get them right?

38:06  
And so there is this Windows Update client that's running on our machines, right?

38:10  
It's reaching out, it's talking to the service, it's sending up metadata, it's evaluating what's coming back.

38:15  
So this Windows Update client is really important.

38:18  
And so this whole update platform that they have right make this is very important to make sure that it's stable and working.

38:23  
This is our way to communicate with devices.

38:26  
Super important.

38:27  
Related to that is the update experience team.

38:30  
It's all great that we can send out an update to a customer, but if it's a horrible experience, you know, this is going to, this is not only going to drive customer dissatisfaction, it's, it's also going to, you know, create a whole slew of problems where customers are like, oh, I'm not going to take updates.

38:45  
Then they're not secure, then they get hit right.

38:47  
So this is a big problem.

38:49  
So they, they really work really hard and how can we make sure the update experience is the best possible?

38:55  
We've had a bunch of innovation in this space with our fall release of last year being some of the some of the really great innovation we've seen here.

39:04  
We'll talk about that as we move along.

39:06  
Sediment remediation.

39:08  
This goes along with currency, which is sediment is exactly what it sounds like, you know, stuff that's left at the bottom right.

39:13  
These are customers that aren't moving forward.

39:15  
They're left behind because the platform has ended.

39:18  
They're kind of still hanging out there, their sediment.

39:21  
How can we fix that?

39:22  
How can we move them forward?

39:23  
What is blocking them from moving forward cross-platform?

39:27  
This is, you know, the example there says it all.

39:29  
How can we service more than just Windows and a lot of good explore exploration happening there.

39:36  
There's a whole slew of work around Azure compliance, drivers, compatibility, whole slew of work around SCCM, Intune analytics.

39:47  
This is all related to enterprise based solutions.

39:49  
We'll try and talk about that a little bit more in the next few days.

39:53  
And then feature roll out, which is really about when we have a new version of Windows, like we just had Windows 2004 go out the door.

40:01  
How do we roll that out?

40:03  
We don't just go, OK, everyone gets it today, it's done.

40:06  
You know, we, we have this really intelligent roll out built on models on data that we have.

40:13  
And then we go, OK, we're going to roll it out in phases and we're going to keep monitoring and adjusting as needed.

40:18  
So that's what they're doing.

40:21  
Test base, we'll talk about that more invalidation, but this is really this way of for us to validate with a strong connection with other enterprises.

40:29  
It's really to get a win, win, win for US, win for them.

40:33  
Talk about that more with when we come to validation and then program management, which I realize might be a little confusing having it here, but these are the GPMS that are actually part, you know, placed across all of these teams and partnering with the with the suite directors.

40:49  
I will call out a couple of things here.

40:51  
We have Chris Morrissey who heads up our comms team.

40:54  
We have a comms team.

40:55  
Yay.

40:56  
And so with all the wide reach that we have, we realized, Oh my goodness, we need a comms team to officially respond to things and to also be able to monitor external comms, right, Twitter, Technet, etcetera.

41:09  
So that's what they do.

41:10  
And then we have John Wilcox.

41:12  
He was our enterprise customer connection or our evangelist, and he's out there visiting customers and hearing them and also educating them.

41:21  
And then really quickly, because I know we're right at 3:00, or at least he used to be.

41:25  
He used to be.

41:25  
No travelling right now.

41:26  
Yeah, all at home.

41:27  
He's doing it on teams because they're so important.

41:31  
I really do want to get to them.

41:32  
Even though we're right at three, I will say we have a business manager, Tracy, whose job it is to make sure we have the right budget, the right finances.

41:39  
She's really our Chief of staff now, I think, right.

41:43  
We have Karen, who manages executive escalations because yes, they do happen.

41:47  
And so somebody who manages that with customers.

41:49  
And then we have Georgia, who's our executive admin.

41:52  
She supports Carlos.

41:53  
And then we have all of our other admins who support each of these directors across.

41:59  
So I know we're right at three.

42:01  
I'm sorry for running right to the last second.

42:04  
I hope this overview of our org structure was helpful.

42:07  
Tomorrow we'll get into.

42:09  
So we talked about, you know, protected and productive and we talked about our org structure.

42:13  
So what is it that we're really doing?

42:15  
What are we keeping secure and how is it getting out there?

42:20  
With that, I will conclude and I will stop recording and we'll let people go.

42:25  
If folks have questions, please do feel free to put them in the chat window and James and I are always here as a resource to you.

42:33  
Thank you, everybody.

42:34  
See you tomorrow.

42:37  
Thank you, Namrata and James.

42:38  
Appreciate it.

42:40  
Thanks, guys.

42:42  
Hey, thank you guys.