



**Saurabh Bangad**

Technical Account Manager, Google Cloud

**Conf 42 - SRE 2023**

**Divided** by responsibilities,  
**united** by  
the DevOps and SRE cultures!

# Agenda

01

Story of Enterprises

02

Newly created problems

03

Solutions

04

Thank you

# How do Enterprises evolve?

“ Here’s how ISO/IEC 27001 will benefit your organization:

- Secure information in all forms, including paper-based, cloud-based and digital data
- Increase resilience to cyber-attacks
- Provide a centrally managed framework that secures all information in one place
- Ensure organization-wide protection, including against technology-based risks and other threats
- Respond to evolving security threats
- Reduce costs and spending on ineffective defence technology
- Protect the integrity, confidentiality and availability of data ”

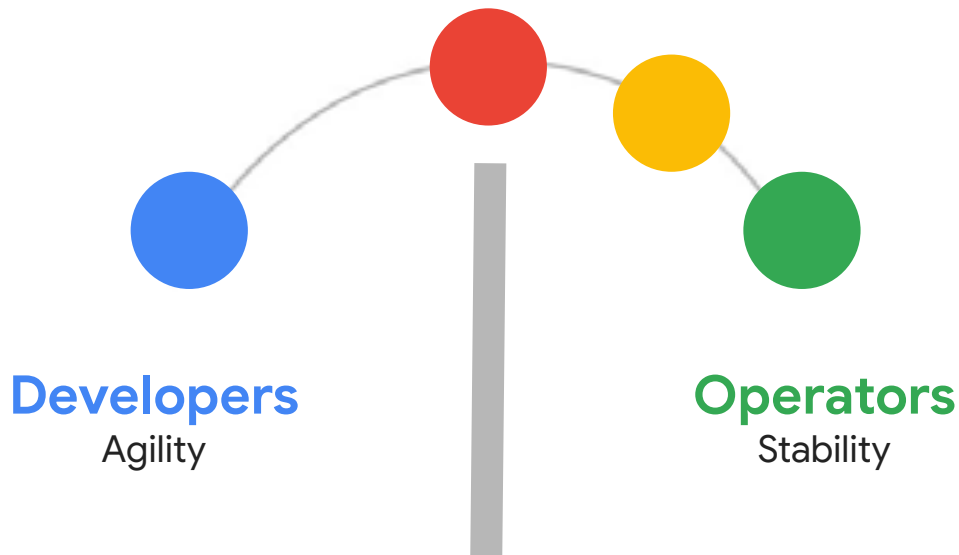
“ISO/IEC 27001 outlines and provides the requirements for an information security management system (ISMS), specifies a set of best practices, and details the security controls that can help manage information risks.”

!! THE GOOD  
INTENTIONS !!

Separation of duties - one of the recommendations from ISO27001 - Organizational Controls

“Separation of duties is a business control typically used in larger organizations, meant to help avoid security or privacy incidents and errors. It is considered best practice.”

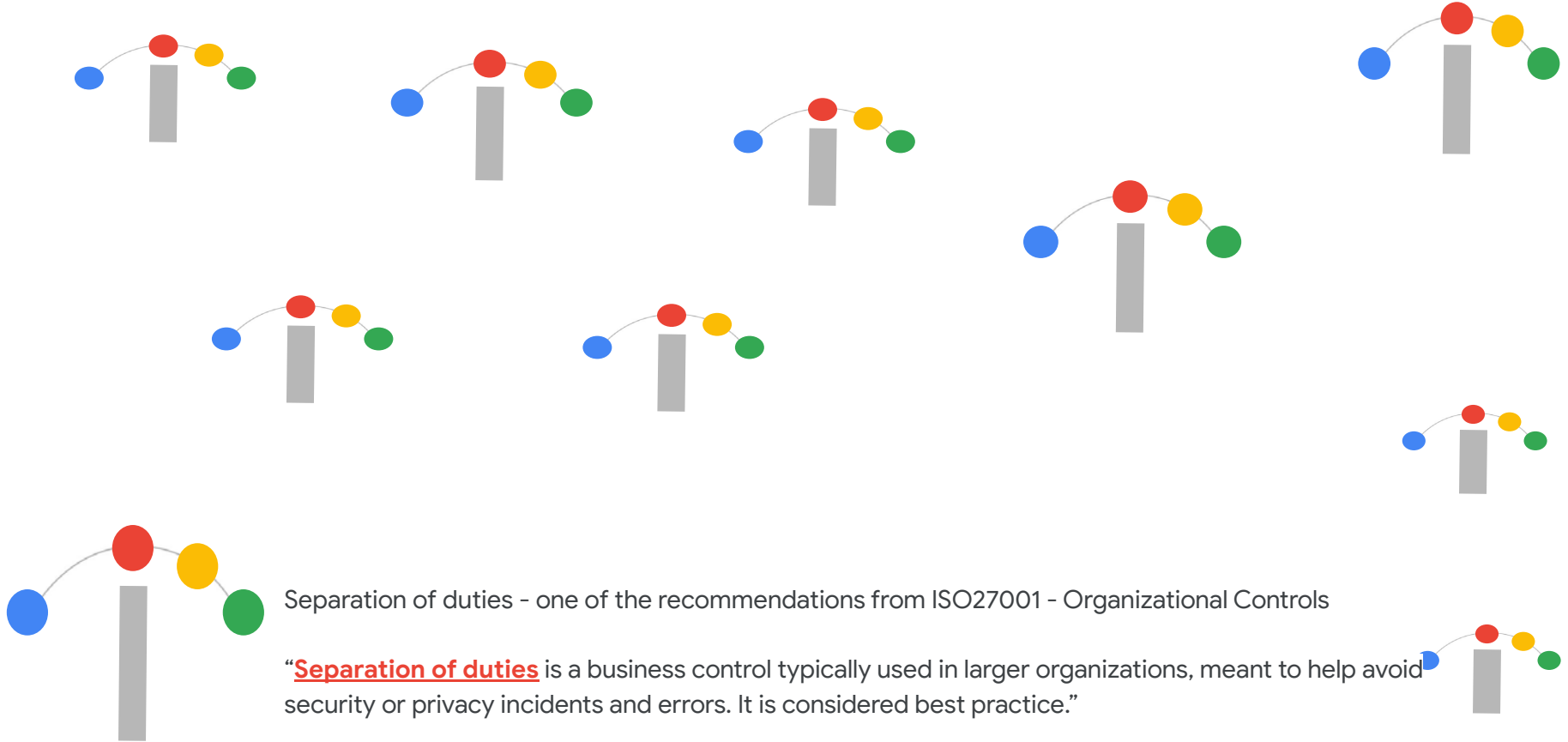
# Incentives aren't aligned.



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# At bigger picture, looks more like this?



**Are you  
familiar  
with  
reorganizations?**

**How are these  
attempted to address?**

# DevOps style



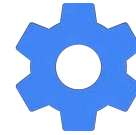
Concept



Business



Development



Operations



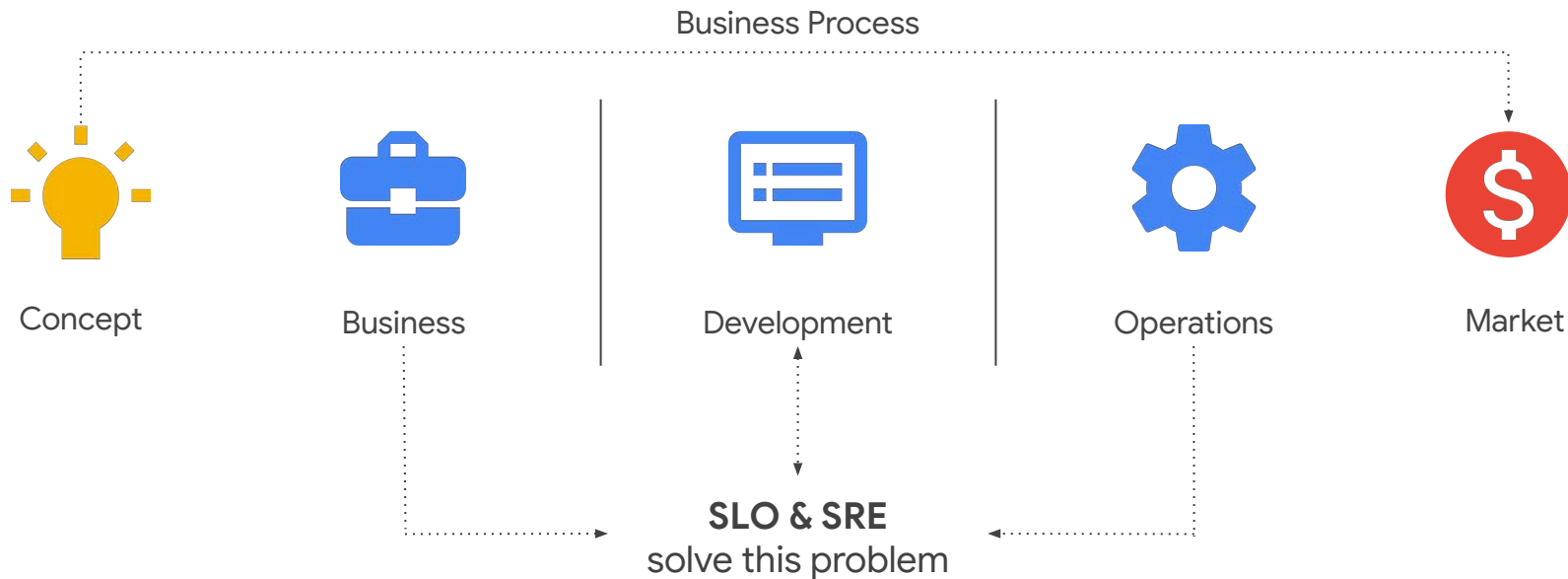
Market

**Agile**  
solves this

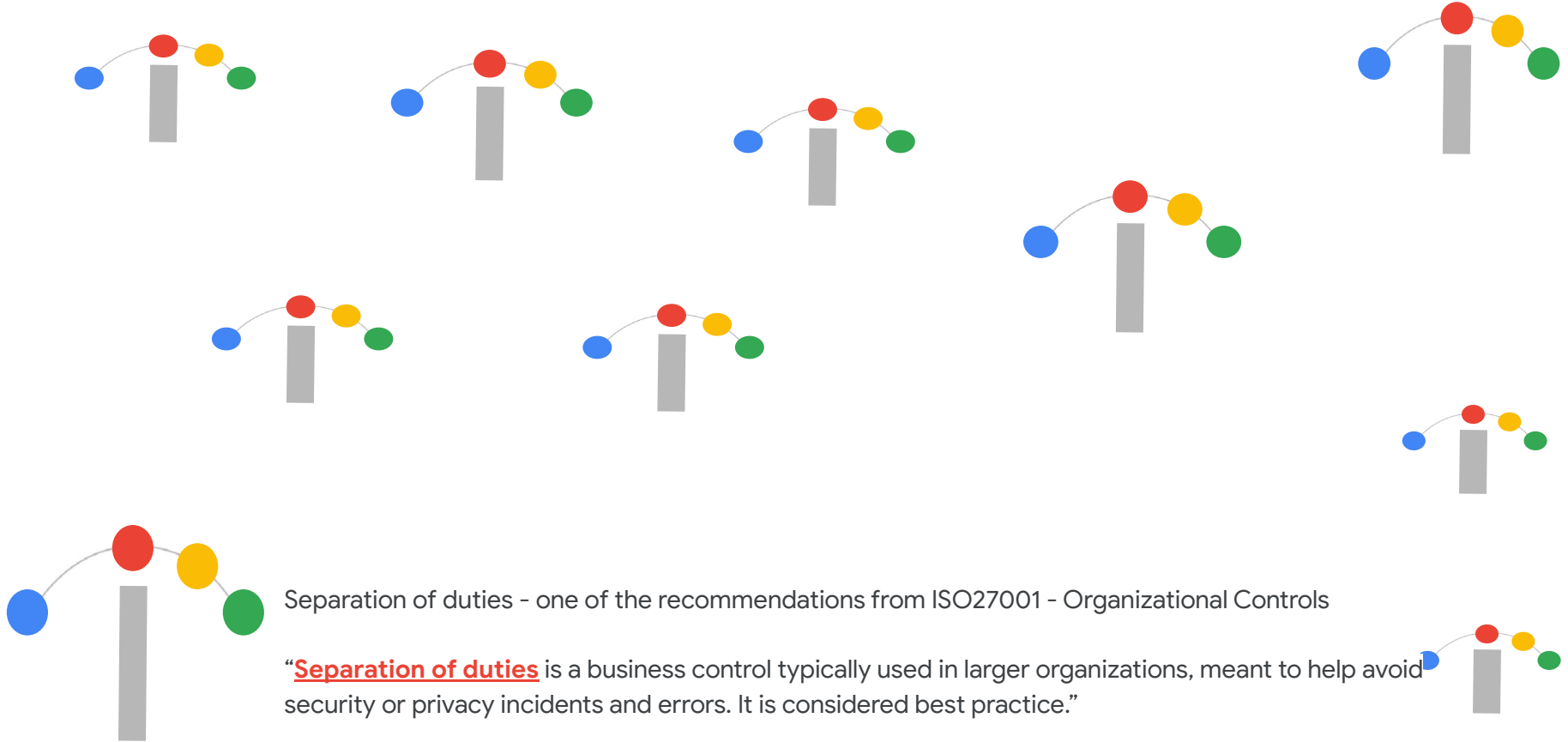
**DevOps**  
solves this



# SRE Style



# At bigger picture, looks more like this?



# At bigger picture, these gaps=risks

*If a human operator needs to touch your system during normal operations, you have a bug. The definition of normal changes as your systems grow.*

Carla Geisser, Google SRE

In an enterprise communication gaps make human intervention part of the usual workflow leading to bigger risks for the organization.

# Change management

- ▶ Roughly 70%<sup>1</sup> of outages are due to changes in a live system

<sup>1</sup> Analysis of Google internal data, 2011-2018

# How should we write postmortems?

## Blameless!

- Fixing systems and processes,  
... not people.
- Psychological safety enables interpersonal  
risk: ask questions; admit failures.
- Learn!

... but do not celebrate heroism!



LET'S SOLVE!!

Let's not depress  
ourselves with the  
reality

There are ways to  
address these!

# Culture at your rescue

1. Sense of ownership /accountability
2. ~~Their~~ “OUR JOINT” problem; Despite silos and different subgoals, destiny for all these teams is intertwined for the organization to thrive
3. Agree on the Golden Signals (core metrics)
4. Agree on communication and collaboration methods that work across teams - **more next**
5. Have mutually agreed upon change management practices
6. Promote continuous improvements
7. **Revisit all of the above after re-orgs/other major changes**

# Culture at your rescue - Communication and Collaboration

1. Regular bidirectional communication modes - have shared Google Chat spaces/slack channels.
2. Focus on artifacts such as jointly owned documentations pages, shared roadmap items, reusable tooling, etc.
3. Forums for major changes, expected downtime and postmortems around the core metrics. Define/refine a common set of standards
4. Lessons learned, TGIFs, Brown bag sessions, and shadowing opportunities. Bonding over slightly outside of their usual day-to-day duties.



# Cautions – ‘Be careful’ tips

1. Meetings with no outcomes/action plans
2. Unnecessary approvals
3. Unaligned maintenance windows
4. Fancy, but unnecessary tooling
5. No incentives for reducing gray areas
6. Contradicting metrics

# Thank you!

