

Turning around the containership

devops in a large bank

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DevOps Enterprise Summit October
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@Evelijn van Leeuwen

- Manager at ING
- Background in banking operations
 - Lean
- Then Software development
 - Agile
- Now Infrastructure



@Kris Buytaert

- I used to be a Dev,
- Then Became an Op
- Chief Trolling Officer and Open Source Consultant @inuits.eu
- Organising too many confs , #devopsdays, #loadays, #cfgmngmtcamp ...
- Evangelizing devops

ING today has a distributed IT landscape



2,2 billion euro IT budget



24 countries with IT staff/department



9.000+ fte are part of the global IT community



80+ data centres across the globe,
of which 32 data centres with >100M²

5 Years ago

Managers, projectmanagers,
consultants, suppliers, architects,
outsourcing, testmanagers, procesmanagers etc.

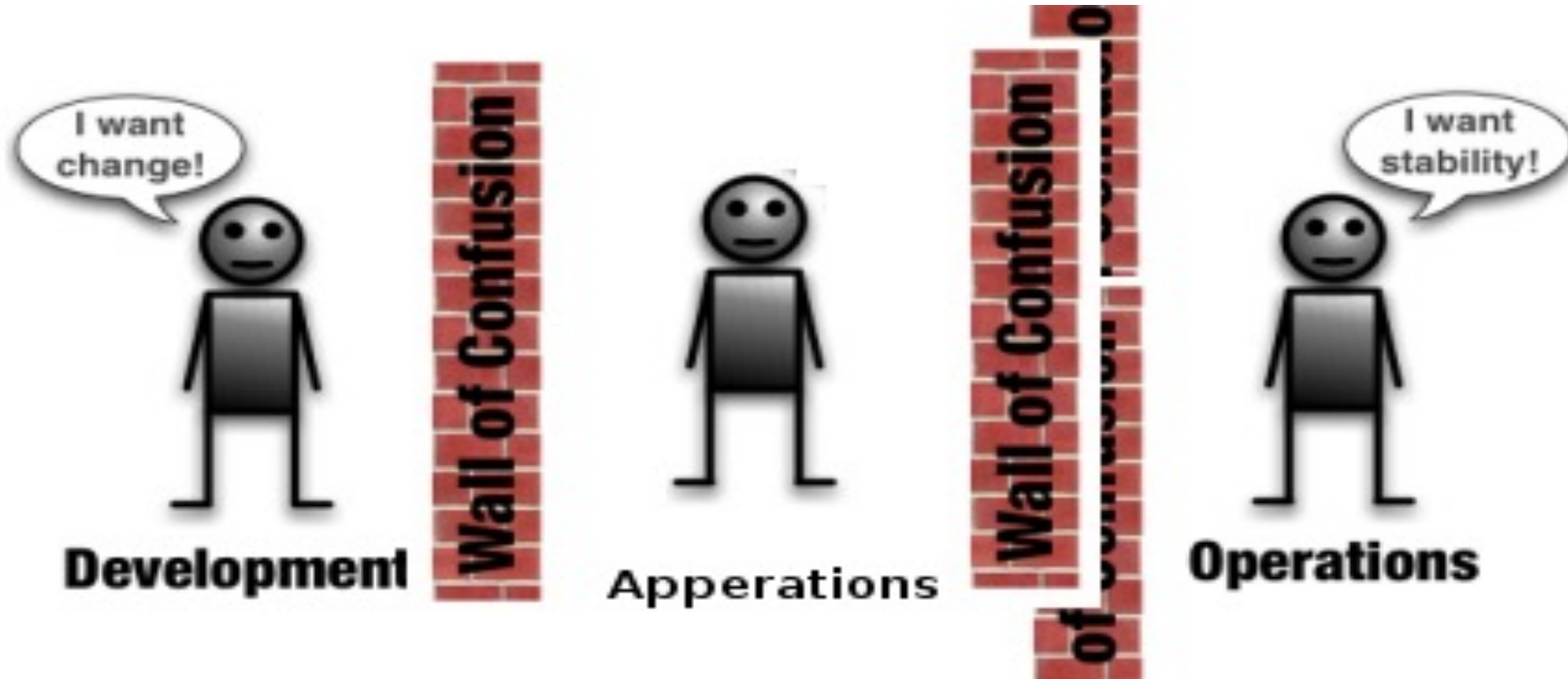
and a few engineers

Why Change?

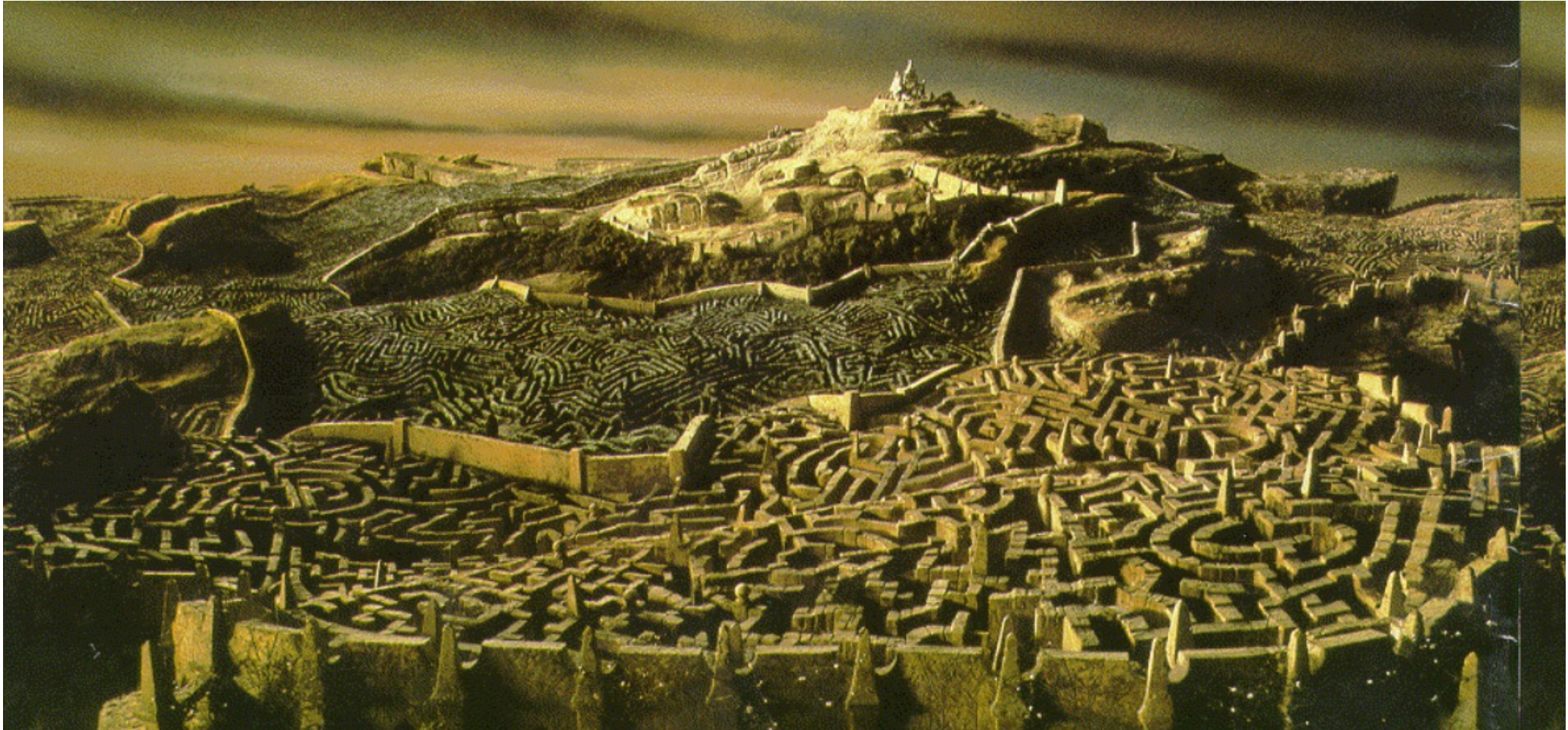
A large bureaucracy, with no focus on the primary process of making software. Hard to take responsibility.

Great engineers didn't like us (anymore)

Large environments



The Walls of Confusion



Change culture

- A small group of people with the same dream found each other.
- They had the same opinions and values.
- They felt passion for change, each other, for the organization.
- Started to create a new culture within the organization

Engineering culture

- Code, not meetings ..
- Discussing maturity levels vs fixing the code.
- It's better to ask forgiveness than permission.
- It's better to have tried and failed than to not have tried at all..
- Open Source buying software
- Building things vs calling vendors

Go

- Just start with a few development teams, and let it grow.
- Try, fail, learn and try again, and again.
- First Agile, Scrum, TDD, version control.
- Continuous delivery.

**“I have not failed,
I’ve just found
10,000 ways that
won’t work”**

— Thomas Edison
Inventor, Scientist

From bureaucracy to agility

- The step, between from and to, is the most important one.
- We found the real change there. In the middle, was pain, confusion, insecurity, frustration. But also pride, passion and success.
- The most meaningful part of our transformation.

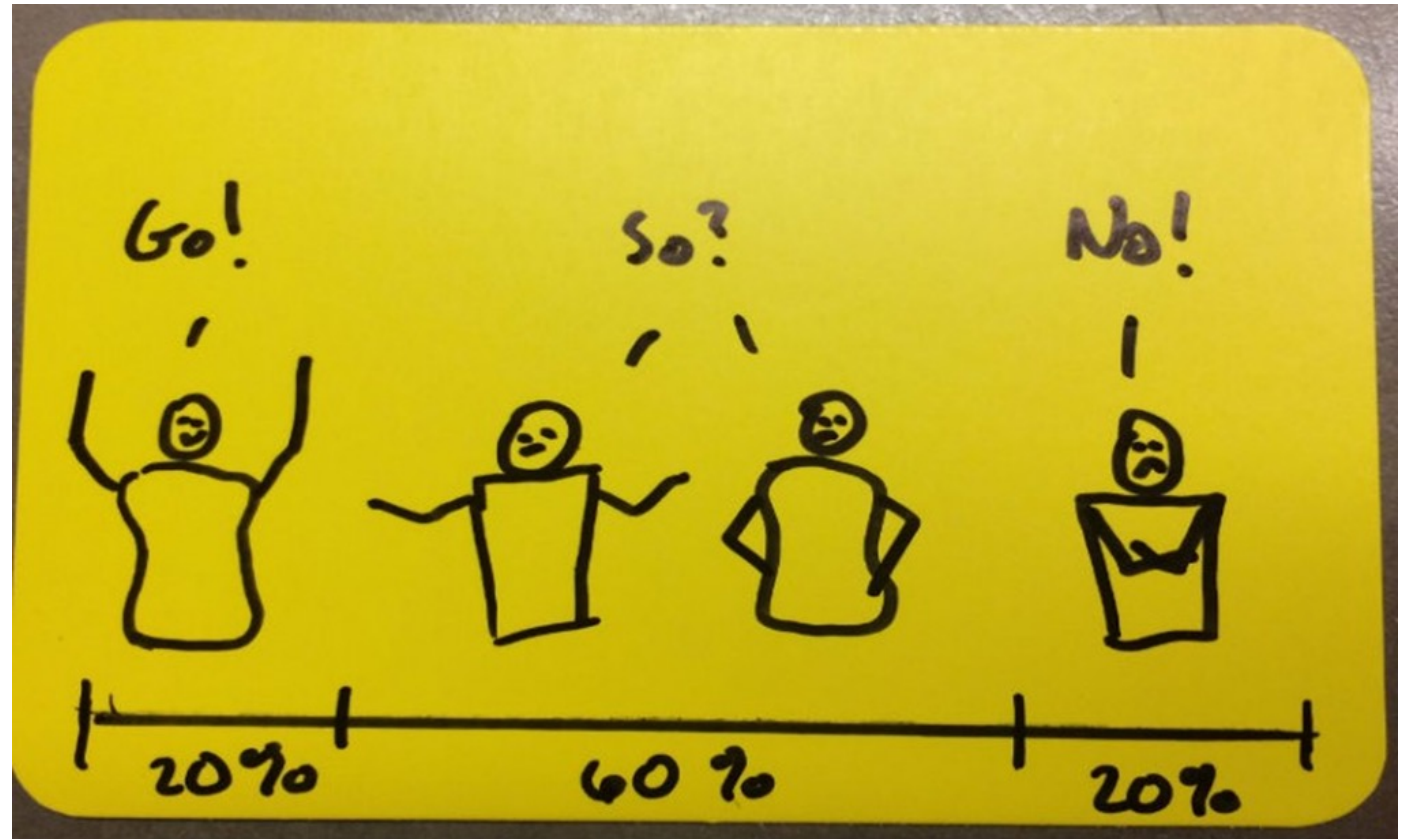


Devops is a reorg

Bold move, or Just Luck ?

Old style Management to install new culture.

May 1 2013





Onboarding

- Create Ambassadors
- #devopsdays Paris 2013
- IT Academy : Devops Primer, ...
(Continuously Released)
- Internal Open Source Conference
- Hackathon



Devopsdays ING

Copy devopsdays format

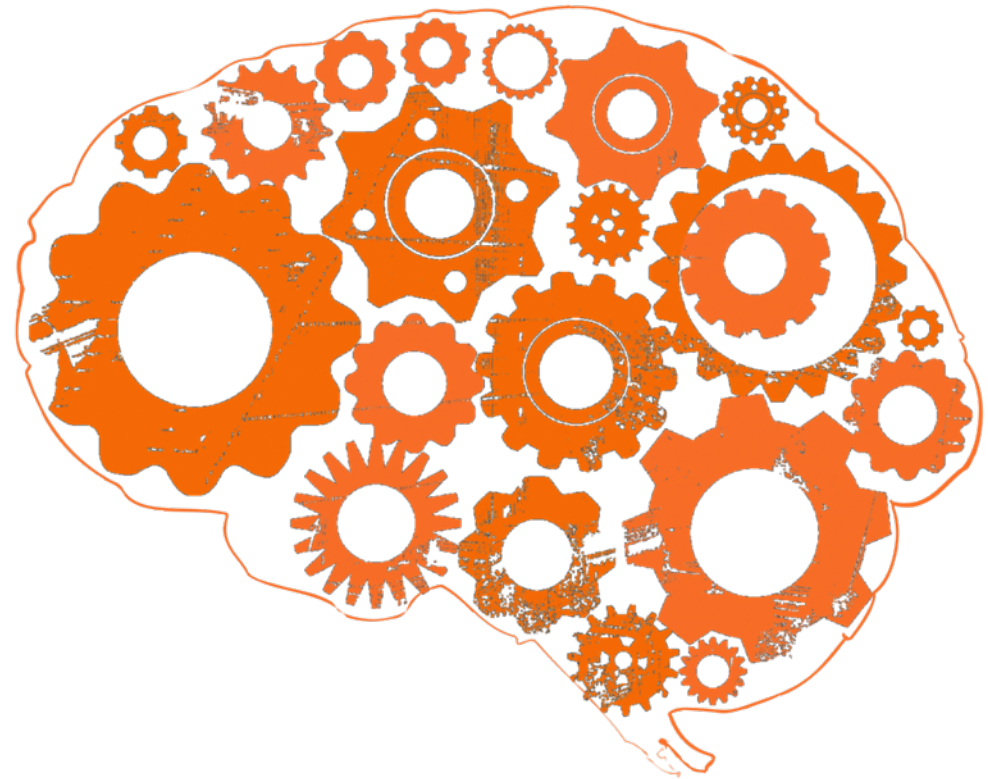
Bring in the keynotes

(John Willis, Damon Edwards, Kief Morris)

Stirr up the discussion

Enable sharing

Hook up to devopsdays Amsterdam



Lost in Translation

naming things

ops <> ops

old names for new things

configuration management

itil vs infrastructure as code

new names for old things

scrum master, devops team

Speed vs Speed

Different speeds within the organisation

- .Different Adoption rates

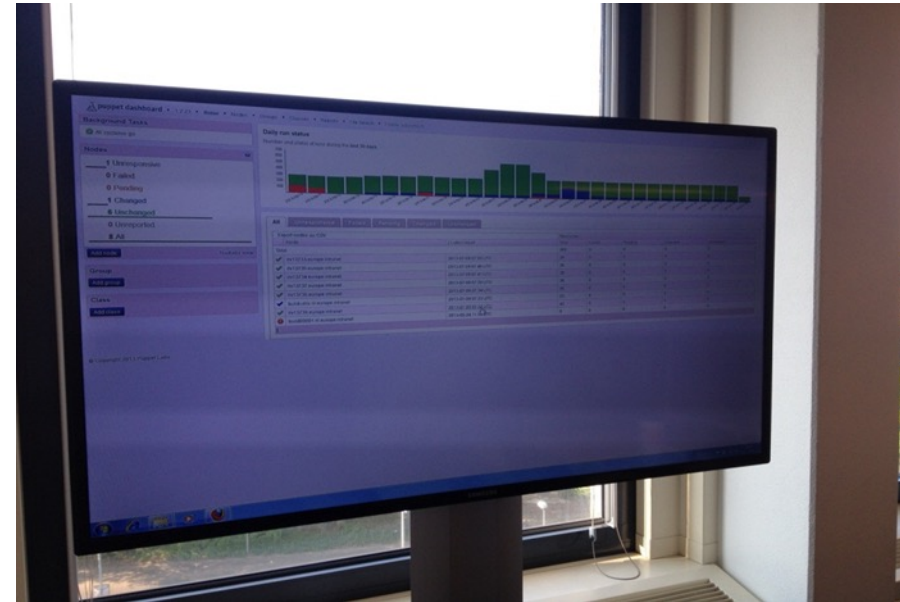
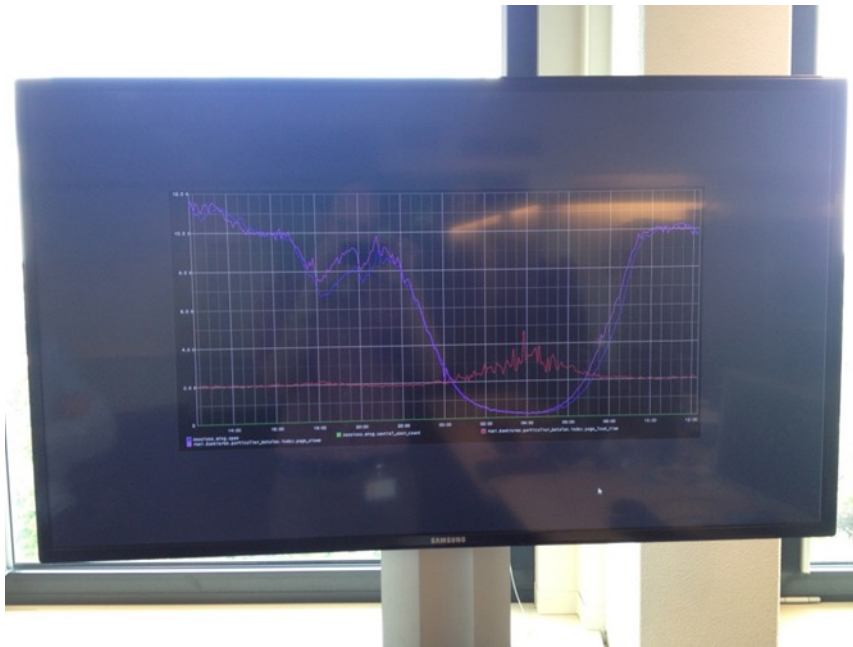
- .Different Maturity levels

- .To fast => Loose people

- .

- .To slow => also Loose people.

Focus on Metrics



Include ops

Where's ops ?

Nope this ain't operations

Where's ops ?

Nope this is not operations

Where's ops ?



18 months later .. Infrastructure Operations is still struggling ..

Lack of focus, Reliability needed improving

Puppet Task force in different office to get focus

Rudi:
From unix greybeard to 'evangelist'.



Top Takeaways

IDevOps is about reducing Risk.

Include Everyone

If people like it, it is going to grow.

Change / Transformation Process Repeats

Change is happening

