PROD support –

**Roles and Responsibilities -**

* + Develop relations with business community and the out sourced service providers.
  + Interact with infrastructure, release management, change management, QA, DBA and application teams.
  + Prioritize issues raised and resolve it accordingly.
  + Coordinate escalation and resolution of major service issues.
  + Report promptly to management and business partners regarding critical outages until resolution.
  + Define and manage scope, budget, schedule, priorities and risk throughout the multiple projects.
  + Coordinates installation and testing of operating system hardware and software
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  + Lead the support team’s activities, which primarily focus on the key ITIL process, such as incident management, problem management & service management
  + Manage and role model the support team’s incident response including proactive communication of progress and expectation management.
  + Troubleshoot and analyze complex production problems related to data, network file delivery, and server and application issues independently and provide solutions to recovery
  + Drive and participate in postmortems to avoiding repeated incidents
  + Solve problems related to the Core services systems and the buildout of automation to prevent problem recurrence; with the goal of automating response to all non-exceptional service conditions

* + What is the important aspects managers should have for Prod support managers ?
  + Should be organized.
  + Attention to Detail .
  + Communication Skills .
  + Ability to identify recurring technical issues and propose solutions to address the root of the problems.
  + Excellent written and oral communication skills, including translating findings into compelling recommendations, polished deliverables, and actionable solutions.
  + Experience with monitoring tools (splunk and new relic) is a plus.
  + Innovate and execute on our hiring and training processes.
  + Monitor metrics, report trends, and innovate on operational workflows.
  + Experience adapting to challenges, providing support, and guiding communications in a constantly changing environment.
  + Utilizing automation where possible, leverage education, and evangelize with business partners to lessen the support load.
  + Collaboration with delivery team peers to help ensure the operational readiness of newly developed applications, and that break-fix solutions are established for timely remediation of production issues.
  + Analyzing and assessing problem situations as they arise in order to plan, design, and implement suitable solutions. Must be able to motivate their team all the while maintaining customer focus, and find the right balance between the two when tackling various projects.
  + Discovering and seizing opportunities for performance improvement in operational systems through automation, optimization of existing code, or suggested improvements to the delivery teams. This is a key tenant of our production support scope.

* + Change Management: Review and approve changes.
  + Capacity Management: Review capacity across service components.
  + Continuity Management: Schedule and facilitate COB testing, maintain recovery plans.
  + Configuration Management: Build/update service configuration.
  + Incident Management: Performs incident triage, root cause analysis, and collect and validate business impact.
  + Accountable for the end-to-end service/service portfolio and for the achievement of the target service performance, maturity level and risk profile.

* + As a prod support manager what all things you will take care?
  + All the required access to all systems in all env should be there for the teammates to debug.
  + Identify how many issues is happening due to Dbfailure/during DB upgrades/Platform optimization/Platform stability/Load increase.
  + Identify the infrequent issues which happens on specific days(which they run in different batch window).
  + Should know

* + What are the measures taken to retain an employee?
  + Listen and understand their career goals, some are more technical oriented(solution architect) and some management (learship roles) and allocate and groom them accordingly .
  + Need to tell what's coming next and what I am working on (once the stage is completed).
  + Provide Freedom and enable them to come up with solutions/automations.

* + Why you want to change to Operation manger ?

I had done good work in building the engineering team and up for my next challenge . Operations always interest me , the automation involves fascinates me . DEVOPS/SRE always excites me is very long term thing and a slight change in this point of career is needed to motivate myself and last 6 months assignment I had enjoyed thoroughly working with different teams. Interacting with teams and building relationship ,Prod support have various customers

* 1. As a engineering manager -
  + Oversees the deliverables are in sync with the Roadmap and ensure there is not much deviation and we are on target.
  + Work with Product manager for the next list of priorities. Split those priorities and add to the Jira backlog.
  + 1:1 (bi weekly).
  + Teams progress
  + Any approvals.
  + Attend meetings with framework team and clarify the Customer clarifications.
  + Doing POC.
  + High level Design the new requirement.
  + Working with People.

As an engineering manager at a tech company, a large part of my day involves collaborating with various people from multiple disciplines, from engineering, product, recruiting, marketing, program management, support, etc., in one-to-one or one-to-many settings, what we call “meetings”.

As a manager you have to read both the face value of what your reports are saying and read the undercurrents. This complexity and difficulty is part of the reason why the highest paid people at every company are going to be managers.

* + **Describe a conflict you had with one of your subordinates in your last job.**
  + **Describe the most difficult decision you made in your professional career.**
  + What do you consider the most challenging aspect of this job?

* 1. How do handle conflicts?

Recent conflicts - Had with tier1 team where they had informed they would be checking the db2 source system for any clarifications but for the last issue the source team replied aggressively to check the before and tier 1 team had not accepted their mistake . Then wrote a email telling that this was informed earlier and what this new changes . He replied telling that his team moved to different project and will not able to check the source issues going forward. I replied and closed the issue telling we were not aware of this changes and not notified and asked to keep notified if any changes in process. Closed this .

Recent resource assignment for some tier1 tool usage - they tried to push some of the work to us and informed it’s a simple of work . Everyteam is shortage of resource and said and fought not going to take any small tasks.

recent regarding GCC attrition and how its impacted the project road map deliverables. Suggested the changes required on the ground level .

Talk with person

Listen carefully.

Focus on the situation , not on previous person behaviors .

Identify points of agreement and disagreement .

Act and react objectively(not emotional) in the workplace. Emotional handling is important as part of interacting .

* 1. How to do deal with people with strong opinions?

Listen to them and suggestion and evaluate . Check the feasibility of the solution . Evaluate their long term vision with short term goals.

Check what they need

Ensure their opinions doesn’t impact the others.

* 1. Recent Challenges faced
  2. Recent argument which you had with you manager?

Ingestion UI - Not happy with the ingestion team UI build and lot of options which we need are not in corported.

GCC atritriton and the impact to ur tea,

* 1. Recent where you challenged the status quo

* 1. What all things you will check in the Monitoring New relic ?
  2. [https://one.newrelic.com/launcher/dashboards.launcher?platform[accountId]=2492123&platform[$isFallbackTimeRange]=false&pane=eyJuZXJkbGV0SWQiOiJkYXNoYm9hcmRzLmRhc2hib2FyZCIsImVudGl0eUd1aWQiOiJNalE1TWpFeU0zeFdTVnA4UkVGVFNFSlBRVkpFZkdSaE9qRTFOVFV6TVEiLCJ1c2VEZWZhdWx0VGltZVJhbmdlIjpmYWxzZSwic2VsZWN0ZWRQYWdlIjoiTWpRNU1qRXlNM3hXU1ZwOFJFRlRTRUpQUVZKRWZESXdNVGMxT0RRIiwiaXNUZW1wbGF0ZUVtcHR5IjpmYWxzZSwiZWRpdE1vZGUiOmZhbHNlLCJpc1NhdmluZ0VkaXRDaGFuZ2VzIjpmYWxzZX0=](https://one.newrelic.com/launcher/dashboards.launcher?platform%5baccountId%5d=2492123&platform%5b$isFallbackTimeRange%5d=false&pane=eyJuZXJkbGV0SWQiOiJkYXNoYm9hcmRzLmRhc2hib2FyZCIsImVudGl0eUd1aWQiOiJNalE1TWpFeU0zeFdTVnA4UkVGVFNFSlBRVkpFZkdSaE9qRTFOVFV6TVEiLCJ1c2VEZWZhdWx0VGltZVJhbmdlIjpmYWxzZSwic2VsZWN0ZWRQYWdlIjoiTWpRNU1qRXlNM3hXU1ZwOFJFRlRTRUpQUVZKRWZESXdNVGMxT0RRIiwiaXNUZW1wbGF0ZUVtcHR5IjpmYWxzZSwiZWRpdE1vZGUiOmZhbHNlLCJpc1NhdmluZ0VkaXRDaGFuZ2VzIjpmYWxzZX0=)

Vertica Database -

Vertica Disk usage

Vertica Memory Usage - total available bytes, total used bytes, total free bytes.

Network Traffic Bytes per Sec

AWS -

S3 Health Check

RDS health Check

EC2 Health check

Jenkins job - Buildduration

Build success/failure stats

* 1. What is important for the prod support team?

System availability - All prod systems should be up and running 24/7 .

Performance and Data Latency - > Systems should able to Scale and provide the same latency when the load increases.

Time to Fixes - Incidents should be resolved within SLA timings

User Experience -

* 1. How the priorities and SLA is defined in your current project ?

Priorities - This is based on the Impact/Urgency matrix . Impact/Urgency matrix is defined by the leadership team(not prod support team).

<https://massmutual.sharepoint.com/:x:/r/sites/DMD/Shared%20Documents/Projects/Operational%20Excellence/Platform%20Stabilization/impact_urgency_matrix.xlsx?d=w9f767349b96e4f20afdf24f10ee95dcf&csf=1&web=1&e=inryoq>

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| **Impact** | **Description** | **Examples** | **Audrey's comments** |
| 1. Enterprise or Site/Dept (Major Incident) | • Critical consumer application affected by loss or stale data, significantly degraded or unusable with potentially severe impacts to financials, service delivery, business operations, security or data vulnerability  • Production batches that are delayed and do not meet SLAs, thereby causing impact to business applications or functions downstream  • Impacts single or multiple organizations that use impacted application or infrastructure (3+ users and/or may include Field impact)  • No workaround | • DigOps and SIERA jobs  • Data layer which provides fresh data to APIs,  • Spark cluster, Jenkins, or other EDAP component has an outage |  |
| 2. Multiple User (Major Incident) | • Non-critical consumer app or function significantly degraded or unstable  • Workaround may be identified and available for use | CIP or other project source data has not been refreshed |  |
| 3. Single User | • Single user/consumer issue  • Consumer apps and infrastructure working as expected for the enterprise | GAVAL, Survey Monkey | CCPA? Any issue someone raises regarding access to data? |
|  |  |  |  |
| **Urgency** | **Description** |  |  |
| 1. Immediate | • Significant loss of business with major disruption to productivity and/or financial impact  • Must be reacted to quickly, all resources are to be focused on the resolution  • Requires immediate attention |  |  |
| 2. Today | • Potential for significant loss of productivity  • No workaround in place  • Must be reacted to within a 30 minute window to mitigate further impact |  |  |
| 3. Within 3 Days | • May be extended impact if not addressed in timely manner  • Does not cause significant impact  • Workaround available and in place  • Must be reacted to in timely manner to mitigate further impact |  |  |
| 4. Within a Week | • No dependencies, losses to job function or productivity |  |  |
| 5. Self-Service | • Inquiry-type tracking for auditing purposes  • No impact other than to failover/redundancy |  |  |

* 1. What is telemetry ?

Once a project is released, however, telemetry is what you’re looking for to enable automatic collection of data from real-world use. Telemetry is what makes it possible to collect all that raw data that becomes valuable, actionable analytics.

OpenTelemetry is a collection of tools, APIs, and SDKs. You can use it to instrument, generate, collect, and export telemetry data (metrics, logs, and traces) for analysis in order to understand your software's performance and behavior.

* 1. New relic integration with Telemetry ?

Important terms in monitoring - metrics,events,logs and traces.

<https://newrelic.com/platform/telemetry-data-101>

**Events Limitations -**

* + We don't want to capture all the events , it occupies the space in the DB.
  + Metrics -
  + A numeric status at a moment in time (like CPU % used)
  + Aggregated measurements (like a count of events over a one-minute time, or a rate of events-per-minute)

*Audio recording started: 11:28 PM Sunday, July 4, 2021*

* + What is AIOPS and advantages?

AIOps enables IT operations teams to respond more quickly—even proactively—to slowdowns and outages, with a lot less effort.

It bridges the gap between an increasingly diverse, dynamic, and difficult-to-monitor IT landscape, on the one hand, and user expectations for little or no interruption in application performance and availability, on the other.

* 1. Why do we need AIOPS?

<https://www.ibm.com/cloud/learn/aiops>

Enter AIOps, which provides visibility into performance data and dependencies across all environments, analyzes the data to extract significant events related to slow-downs or outages, and automatically alerts IT staff to problems, their root causes, and recommended solutions.

* 1. AIOPS benefits?

Achieve faster mean time to resolution (MTTR): By cutting through IT .

Go from reactive to proactive to predictive management:

Modernize your IT operations and your IT operations team:



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|  | **Process -**    PagerDuty is the incident management system used by DM-D for production support. The on-call user will be notified by email, SMS and phone call in addition to mobile application. Note: All users are required to add their phone info into PagerDuty.    P1s -> Business critical  P2s are not considered business-critical and are prioritized 'first in-first out' (FIFO).    Prod support team need to check the previous run of failed job. If    The Jobs might fails will different reason.  Application issues - Performance,Code issue, Dependency issue  Hardware issues - needs to be resolved by SRE team  Infra issues - needs to be resolved by SRE team.    There might even be a much wider issue on the scale of AWS services and/or infrastructure outage that may not be known to MassMutual immediately. If the issue appears to be infrastructure or hardware-related, check the [AWS outage page](https://status.aws.amazon.com/) to identify services we use (e.g. EC2, EMR, S3) that may be part of a larger outage.      **What is your current PD schedules?**    Layer 1 - Offshore On-Call (GCC): Monday-Friday, 10:30PM - 8:30AM EST  Layer 2 - Onshore Hours: Monday-Friday 8:30AM - 10:30PM EST, Saturday 8:30AM - Monday 8:30AM EST     1. What are the things you can thing of in PD?   Incidents  Services(vanilla extract/Squak/TDsunset1)  People  On call schedules  Escalation policies  Postmortem report.  Analytics.    Currently each service creates there own On call schedules(and major level1 is GCC support and support 2 is the owener of the teams/person. For example for Vanillaextract the ticket mostly goes to the level 1 but the level 2 will be differ for each Jobs . Level 2 will be aOrg or a team.    Escalation policy - if not 30 minutes if any ticket is not acknowledged then            New Relic - Dashboards -    New relic plugin connects to Jenkins and tracks all logs.    Build Dashboards -   * No of Failures/success % of Monthly/Weekly of my Jobs * Average Completion time for each job. * Average memory vertica consumption for each job. * Health checks for the platform environments AWS/Hadoop/Jenkins * Disk space usage for the platform Hadoop. |  |  |
|  |  | 2 important incident management metrics ?  Mean Time Between Failures (MTBF) -  This is an incident metrics that indicates the average time between repairable failures of a software or tech product. The longer the time between unexpected issues or outages, the more reliable the software produced.    Mean Time to Recover (MTTR) -  It is another technical incident metric that refers to the average time it takes to recover from a product or system failure. Use it to calculate the time spent during an outage – from the moment it fails to the time it becomes operational. Also, it’s usually relevant in assessing the stability of a team. |
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<https://massmutual.atlassian.net/wiki/spaces/DMD/pages/930415601/ETL+batch+isolation+and+batch+revert+POC>

<https://massmutual.atlassian.net/wiki/spaces/DMD/pages/924715673/Jenkins+Groovy+Snippets>. -- Groovy script

<https://massmutual.atlassian.net/wiki/spaces/DMD/pages/928252445/Recommendations+DRAFT>

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|  | Challenges -    MDC is Vertica    Suggestions provided   * + Sql Generator.   + Pre registration thru Yaml file.   + Item store        * + Vertica performance issues - Prod Jobs are failing and due to high cluster Usage   Solution - build a performance monitoring tool which provides the Memory and Runtime consumption for the codes deployed.   * 1. MDC UI.   2. ETL batch run suggestions(random forest)   3. Data quality - Deeque and great expectations   4. Jenkins different server version and plugins issue   5. Pagerduty API , New Relic API       <https://managersclub.com/interview-ashok-ramaraj-senior-engineering-manager-sams-club-walmart/>       * 1. What is the recent argument which you had with your manager?   - for Voltage effort and No changes in the KPI - with less resource . Brought him the point of resource overload and possible  - Had suggested few changes to voltage implementation , but manager said its hard to implement now as we are in final stage .Had argument to include in the other engineering group for the bigger effort for initial estimates.    - Ingestion UI - I had tested in the UI in lower environment and suggested few changes to make it more usage . There where push back from from UI team timeline and manager wants me to implement for the project. I had implemented for few project for Q3.     * + Generic ETL - integrated orchestration -   Tier1 and Tier2 components are coupled and the idea is to decoupled. There introduced lot of metadata tables       * + What is your recent failure?   + *“I manage a team of 10 people in our department. It is my job to inform the team of system updates for dev vertica upgrades via meetings and emails. In recent instance, I have scheduled a important prod deployment date around the vertica upgrade period and couldn’t able to complete the deployment as planned(before vertica upgrade starts )so need to backout our deployment .*      * + *Didn't set to include the dependency of the prod job (OPM has to load before CPM). This caused some prod data issues, we need to identify and correct the data manually causing confusion for the users.*      * + *AMDM was assigned to a vendor to take responsibility. She was there in the team for sometime and provided me KT. She was not able to handle the big release and I need to Jump in to put extra effort to get that aligned and push the committed date by 2 weeks. It my kind of mistake to assign her separately without understanding the potential of the resource. I was busy with the process/standards/settings at that time.*   + *Hooper Migration*          * + Explain one of your favorite projects?   **EDAP migration** - everything is new , vertica/Platform/Team is new and process . I had analyzed the MDC (tables) and tier 2 code components and document/session with the whole team . It was whole new experience in setting up the teams and documentation in detail.  **eBay plus -**  eBay plus similar to amazon prime implemented in Germany . I owned the End to end program starting from source to DW to reporting in tableau . We implemented a near real time dashboards in Tableau. 2hrs reporting and see the Numbers (no of buyers opt-in/optout /free train/conversion to paid trail/how many users seeing the prime and clicked the prime ) during the time of implementation and reporting the numbers during going live.     * + Tell us the Instance you failed recently ?   CIP-AMDM resource assignment  Committed Prod deployment and missed the Vertica upgrade plan - Miss from my end and we did earlier.  Hooper Migration         * 1. What are the important characteristics as manager?      + Adabilitiy/Flexibility .      + Ability to take quick decisions with minimal input .      + Situational awareness.      + Be there for the team when needed.      + Ability to maintain the relationship across different teams/Orgs.        * 1. When you take a call based on situational awareness ?     **eBay plus** - When we trying to do a trying to do a near Realtime reporting , we tried working with tora/kafka but after spending some time on this new learning I realized this is not going to go to production and went to old way of doing 2 hour reporting.           * 1. What is the recent technology you suggested tor the improvement of the project ?      * + DS+DE runs in a same EMR cluster causing the jobs to get the resource for submitting it.Suggested to split the DE to a separate new cluster.   + Jenkins scheduling is not doing in a right way , suggesting to change to Airflow sooner.   + MDC entries from table based to a Yaml file.   + The incident management is collected based on the FRED where the incident resolved is got based on the Jira ticket Closure (which includes the rerun time as well) which is not way . We need to consider only the resolve time.            * + How you develop or upskill your and team skills?   + When did you last had fight with your co teams?   **Voltage -** big voltage governance effort which came in between and all the teams are struggling to accommodate the efforts for each team . We have Tier1 and Tier2 team which needs to provide the encrypted columns(PII columns) in the excel format with the Cipher details they had added. This involves manual effort , around 70 percent of effort merge with tier1 and tier2 , so by default tier1 team went in a approach it’s a small effort you guys can add the tier1 details to the same excel. I found this is not on and something which my team needs to do and its an simple push from the other teams. I had detailed this with the squad and telling this is their effort and we might not able to do it as we are really shortage of resource . Tier1 team came with a point       * 1. What things you consider during appraisal for your team members?   2. How you motivate the team ? Tell with Examples.   Individual ownership - everyone feels the owner of their piece delivered.  Automation/Tolling Mindest -  Open for any technical discussion/suggestion .  Always willing to be heard.    9) What is the difference between the IC and the manager role which you feel?   * 1. What are the Challenges being a manager?   + One of the Major challenge is communication across upstream and downstream. There is this fine balance between giving all out information as well as only just giving the appropriate information. That comes by experience and proper situational analysis of the audience. I have overcome this challenge is by setting up a constant feedback loop with my leaders and talk to them on what is appropriate in those situations and take advice and try to implement in the next given opportunity.   + Started putting all the documents in teams.Teams is pretty seamlessly integrated into the systems since it is seamlessly working with Office 365.   + Working in a cross functional challenges - The art of being polite and telling yes and No. I think that cross-communication, that is the cross-functional communication between the product, UX, and business is key and you have to hold your fort (the engineering team) by balancing the quality and timeliness of the deliverable.        * + Lesson learnt being an engineering manager?   + People should believe that you can deliver within the budget.   + how do you take your ideas through upper management. - Needs to be very specific in providing the solutions. You cant go the upper management and tell like this is something we can try . Show them/kind of preview them.Need to go with proper homework.   + Third lesson - **Doing what is right is the correct thing to do, instead of who is right.**   + **Fourth lesson -** Fourth lesson is bringing visibility to your product, or project you’re part of, and then giving it back to the developers.   + You need to strike the right balance between encouraging personal growth but also creating processes that support the larger team to succeed. That’s where the true success lies.   + Ownership of the product is very important.   + More specifically, I do everything I can to feed their passions and motivate them to continue creating their best work. I show them the impact of what they are doing, highlight their past success and point out where their hard work is paying off. I find that a motivated and happy team is more likely to produce great outcomes. To keep morale high, I believe that maintaining strong relationships and being nice always pays off. So my 2 cents here is – Be nice!        * + What is your approach to hiring ?   The second thing is, I focus on 50% of technical and 50% around soft skills. You might have known about the STAR(situation,task,action,results) method.  That’s what I also used to follow. Another thing I look for is curiosity, originality, and the ability to be upbeat with the latest technology.  A good potential candidate should be able to demonstrate humility and a positive attitude. If a candidate is humble enough to acknowledge any gaps in their knowledge, then they will likely be open to learning and adapting to DoorDash’s product and processes.     * 1. How do you manage your time and emails?   Planning ahead is key.   I usually use my calendar as blocking times. Not to distract.  Another important thing as an engineering manager is to reduce the tech debt and I usually spend 30 to 40 minutes on reducing the tech debt backlog.Weekly we meet as a team with members from my Manager which are part of his/her portfolio to bring cross to collaborate on architecture, lessons learned, and technical design decisions.     * 1. What’s a personal habit that contributes to your success.   Original and authentic . It is difficult is short run but helps in the long run.  Gratitude and openness and willingness to help others.   * 1. What is your approach to mentoring and coaching members of your team?   “Okay, this week you need to … Past two weeks you started with the tech debt thing. What were the results?” That’s how I go with coaching and mentoring. Yeah. I have seen a lot of good results on that. Next is empowering them. Testing them and trying to make them feel more proud of what they are doing.     * 1. What is the biggest challenges you faces?   <https://managersclub.com/interview-with-mallika-rao-software-engineering-manager/>  I think as the leader , facing  I like to think of it in three dimensions.  People dimension  Product dimension - In the product space, I am very passionate about strategy. In that dimension, I feel like you’re doing so many things.Your roadmap is always busy. Your capacity is always full.    Personal Growth - How will move from good manager to great manager .  For the strategy and the vision and the goals. And then you’re also responsible for the people. So it’s, yeah, it’s so much more challenging.     * 1. Could you share with us a lesson you learned as an engineering leader?   One imp[ortant lession is playing to my strength . My strength is executing an idea and implementing for other projects.  At least where I am right now, I feel like I can buy-in on an idea, and if I feel like there is enough complexity and it’s challenging enough and I commit to it, execution is something that I enjoy. It’s something that is natural to me and I do that in my personal life as well.  Stategy/Product strategy     * 1. Some important managers .   **Adaptability** - demonstrates creativity and strength in the face of challenges, obstacles or adversity .  **Feedback :** provides constructive feedback that is specific,honest,accurate and timely.  Promotes team based environment and respects, embraces, values and diversity in others.  Ensure business priorities, change initiatives and organizational information are communicated clearly .     * 1. How to manage High performers ?      1. Stress flexibility, not micromanagement. ...      2. Give consistent, constructive feedback. ...      3. Give them what they need to succeed. ...      4. Tell them how they can contribute and benefit. ...      5. Provide opportunities for personal and professional growth. ...      6. Group your **top performers** with like-minded employees.      * 1. What are the tools which you are using for project management , for radmaps?   **Smartsheet:** Collaboration, Document Management, Issue Tracking, Project Management, Resource Management, Scheduling, Task Management.  Roadmunk: Workflow, Project Collaboration, Content Management, Comments for Requirements, Engineering requirements.     * 1. How you deal with conflicts ?   *I actively readjust my attitude during a conflict situation. This means that I strive to listen to the other person’s point of view without becoming defensive. I also attempt to move the confrontation to a private space to avoid further complications.*    *This happened during the DIM\_AGREEnment deployment where we waited for 5 hours to deploy a DDL.*  *And without any apology the team is waiting for 5 hours , then we completed the deployment and next day I set up a meeting with my project manger and explained the scenario how it had impacted the team morale.*    *We have dependency issue and we are meeting with the team and was suggesting some changes and finally they concluded I would be doing . Just because I drive the team doesn’t mean I would be leading , I said a immediate No and ensured its not coming to my plate as my bandwidth is currently busy.*       * 1. Production support process?   Create Post-mortem reporting Process (for P1).  Use report to determine number of jobs with missing SLA, reach out to owners. and validate priority and SLA.   * 1. Digital Ops suggestions?   <https://massmutual.atlassian.net/wiki/spaces/DMD/pages/1820560058/Proposal+Prioritization+guidelines+for+DOps+Task+Force+work>    <https://massmutual.atlassian.net/wiki/spaces/DMD/pages/1920238173/Gap+analysis+SIERA+data+feeds+DOps+reporting+process>     * 1. What is the difference between OLA and SLA ?   OLA - Operational level agreements.  SLA - Service level agreements .  SLA - The Service Level Agreement is basically a contract between a service provider and a customer  OLA - When talking about OLA, it is an agreement between the internal support groups of an institution that supports SLA.       * 1. Suggestion for prod support team?   <https://www.servicenow.com/products/it-operations-management.html%20.html>     * + **Move away from reactive IT operations with insights and automation.**   + **Identify anomalies and solve issues before they occur with cross-team automation workflows.**   + **AIOPS - artificial intelligence for IT operations.**   + [Outages and performance problems hurt the bottom line of every business](https://www.appdynamics.com/blog/aiops/aiops-platforms-transform-performance-monitoring/)**.**   + <https://content.microfocus.com/itops-monitoring-tb/aiops-it-2020?lx=O4Iukj&utm_source=techbeacon&utm_medium=referral&utm_campaign=7014J000000dVOTQA2&utm_term=keeplearning&utm_content=Enterprise&_ga=2.203283218.2052540582.1625407487-345999356.1625407487>      * + What is ITOPS?   <https://www.dynatrace.com/news/blog/infrastructure-monitoring-tools/>     * 1. What is the problem with Monitoring tools?   + No single unified platform - too many disparate, siloed tools   + Lack of coverage for entire IT environments.   + What you do as a technical engineering manager?   I also lead technical solution designs with the entire team and am a sounding board for anything tech-related.  I work closely with our team’s product manager and designer to refine stories, come up with roadmaps and attend meetings with stakeholders.  Every once in a while, I get the opportunity to scratch that programming itch by committing code. It’s usually small tasks that aren’t deadline-driven.   * 1. What makes a good engineering manager?   + Building trust. You need to build psychological safety and trust on both sides of the relationship through conversation and open feedback. Once both parties have trust in each other, everything else will fall into place.   + Being able to communicate technical direction to both technical and non-technical stakeholders is a must.   + Lastly, it’s important to have fun! Bringing a sense of humor and camaraderie to the team allows for good relationships and communication to flourish. Make sure to champion your team internally and externally by celebrating their victories.   + which can involve helping to unblock my teams on their daily tasks   + holding one-on-ones with my reports where we discuss current work or career paths   + and working closely with the product team to discuss roadmaps.   + I also work with code rollouts and assist in ensuring that releases go out in a timely and accurate fashion   + Part of being a manager is being a conduit for information, so clear and powerful communication is important to make sure the team is rowing together.   + You need to plan for the future, yet know when to let go.   + Some of your staff may excel when given specific instructions and tasks, while others may be more free-spirited and enjoy being left to accomplish tasks on their own.   + Efficient managers should understand these differences and manage their staff accordingly.   + **ensure the success of the mission and maintain the health of the troops.**   + An engineering manager doesn’t want to have a team that performs well but feels burned out, and conversely, a team that feels great but isn’t doing their job.   + It’s also imperative to stay calm through any situation, no matter how big or pressing the situation might be.      * + operational performance and KPIs?   [**Cycle Time: Customer Support Ticket Resolution**](https://opsdog.com/products/cycle-time-it-support-ticket-resolution-unplanned)  [**Mean Time to Repair (MTTR)**](https://opsdog.com/products/mean-time-to-repair)  **Mean Time Between Failures (MTBF)**  [**Support Tickets Closed per Employee**](https://opsdog.com/products/it-support-tickets-opened-per-it-support-employee)         * + **Prod Data Jobs Challenges -**      * 1. Engineering manager -   + **engineering leaders are not just building products, they are building products for a reason. There’s always a customer, there’s always a reason why you’re building something.**      * + Discussion in 1:1 for carrier Growth ?   I’ve seen that a lot of people are just shy about discussing their career path or discussing exactly where they want to go. in their career. They’re just not very comfortable in speaking about these things, just because they think maybe it is not the right time for me to have this discussion, maybe I just need to continue to show more progress and deliver more before I can even start having a discussion about exactly if I want to get promoted, or if I want to move to management, or if I want to move to product management, and so on. I encourage people a lot through these one-on-ones. By keeping a fixed agenda item to open up and start discussing their growth path, I asked them.  I have been following this model called [GROW, which is popularized by Google](https://rework.withgoogle.com/guides/managers-coach-managers-to-coach/steps/coach-with-the-grow-model/), where I asked them the four questions, which are under the grow model, where the questions are mostly centered around:   * + What are you doing right now?   + Where do you want to go next?   + And what do you think you should work on if you want to get to where you want to get to?   + What you do in a daily as engineering manager?   I’m in a lot of meetings with different stakeholders from different teams, design reviews, hiring interviews, strategy discussions, project planning, one-on-ones. I think the biggest challenge here is that you don’t get a large continuous chunk of time where you canfocus. You need to come up with ways to actually work with whatever little time you have. And so, the first thing I do is I try to use a good task manager and I try to consolidate everything I have to do into this task manager.    Context switching is difficult and take away the focus and it takes 20 minutes to focus back to tasks in hand.    Reduce the meetings,“Writing over talking”. So, unless it’s a brainstorming session, we try to do things as much offline as possible.    But actually true leadership is only shown when things are going south and you need to be able to actually make the right decisions and call the right shots.       * 1. What is the difference between the Infrastructure and Platform?   + Infrastructure - More of Hardware (servers/Datacenters/OS/32 bit/64 bit/Network)   + Platform - More of software(mangodb/MySQL/Teradata).   On a simple note , Platform needs to be installed on infrasructure.Infrastructure can be present without Platform. But a platform cannot be standalone or run on its own without an Infrastructure.       * + What is virtualization ?   + One physical sever with some OS(windows 20212 example) -> using hypervisor -> split in to multiple VMS .   + Each VM will have separate Memory/RAM/storage and separate OS (not necessarily windows 2012) installed .   + Hypervisor is Just a software which split the main server to different VM's.   + So every server we get has a CPU, RAM, storage. We can divvy up and dedicate some of that CPU and RAM and storage to different servers. So we could put Ubuntu, A flavor of Linux, on the server. We could also put Windows Server. We can also throw Windows 10 on there if we want to.   + And when we install these operating systems in a virtual environment on top of the hypervisor, they’re called VMs or virtual machines. You’ll hear that term a lot in cloud computing because when we access the server there in the cloud, we’re going to be connecting to a VM, a virtual machine.     **35)** common metrics  Infrastructure dashboards - Metrics such as CPU utilization, network traffic, disk IO, and space utilization.  No of processes |  |  |
|  |  | 1. How great to be a engineering manager ?    I know from experience that the job of an engineering manager can be truly impactful through processes, products, and most importantly, people.    Your ability to deliver is on your capabilities, most of the time. When you’re a manager, things could change more frequently, you are no longer in control of most of the things around you.    One of the biggest learnings throughout my career as a manager and leader is that you have to be flexible and you have to be able to adapt to changing requirements of the people and business.     1. Talk to us about the talk through your most difficult experience as a manager? 2. **Provide specific examples of how you support your team with a project.**     I like to touch base with regular group check-ins but also with periodic, one-on-one conversations in case individuals would prefer to discuss any issues privately. If someone is falling behind schedule, I’ll dig deeper to find out if the issue is related to a skill deficiency, lack of necessary resources, unreasonably heavy workload, or a personal issue and then use that information to evaluate the best course of action.   1. What methods do you have in mind to integrate team-building into the workplace?  * Door Dash coupon . * Boston Bakery Cake to their address. * Always ensure good work is appreciated.      1. What was a difficult decision you had to make in your past role?      1. **If your project is running behind schedule, how would you communicate this to the other teams you are working with? How would you communicate the delay to the executive team?** 2. What is the recent risk who had taken as engineering manager?   Moving a long term contractor who is doing only a coordination role to a different project at crucial time of the project release.    We had a important prod failure where we need to fix the code . The impact is more and the Jobs are down and we had deployment planned for the different source system. Pulled couple of resources immediately and exchanged the important deployment |
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