

DevOps

What is a DevOps Practice

To be Clear, It's Not Dev vs Ops



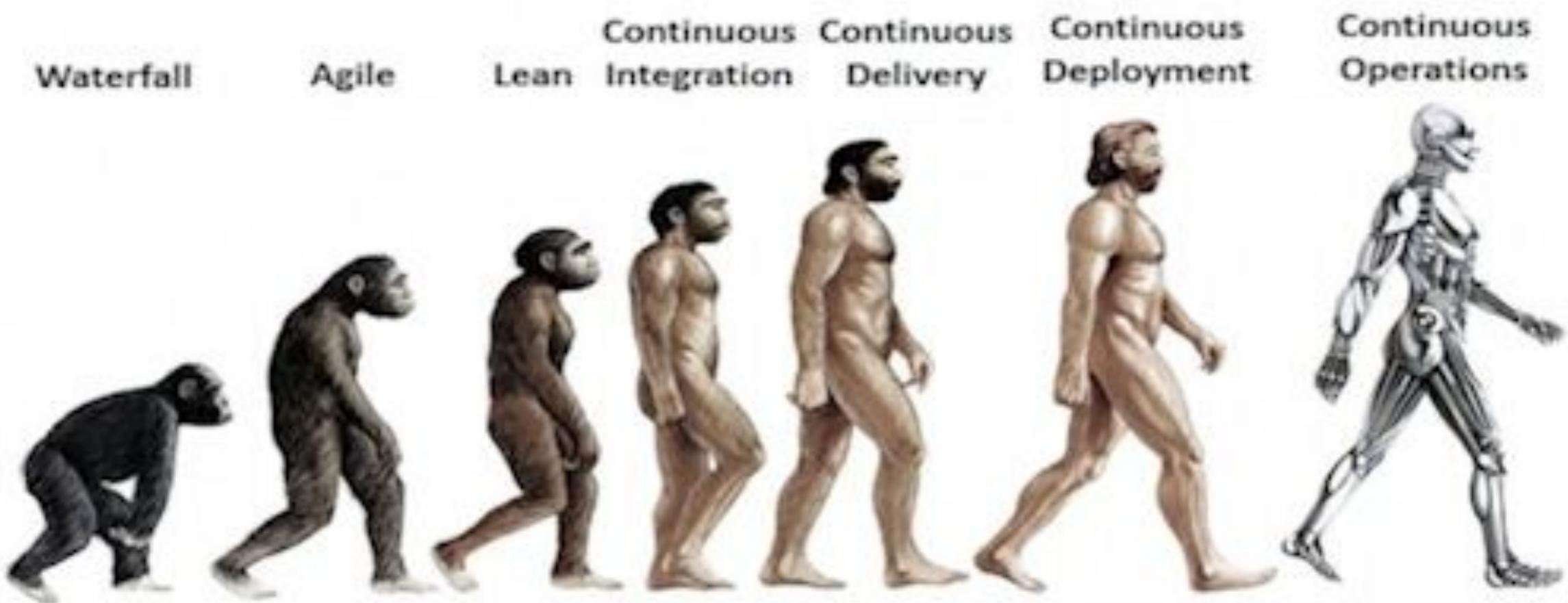
Definition

- DevOps is the practice of operations and development engineers participating together in the entire service lifecycle, from design through the development process to production support.

Where DevOps came From

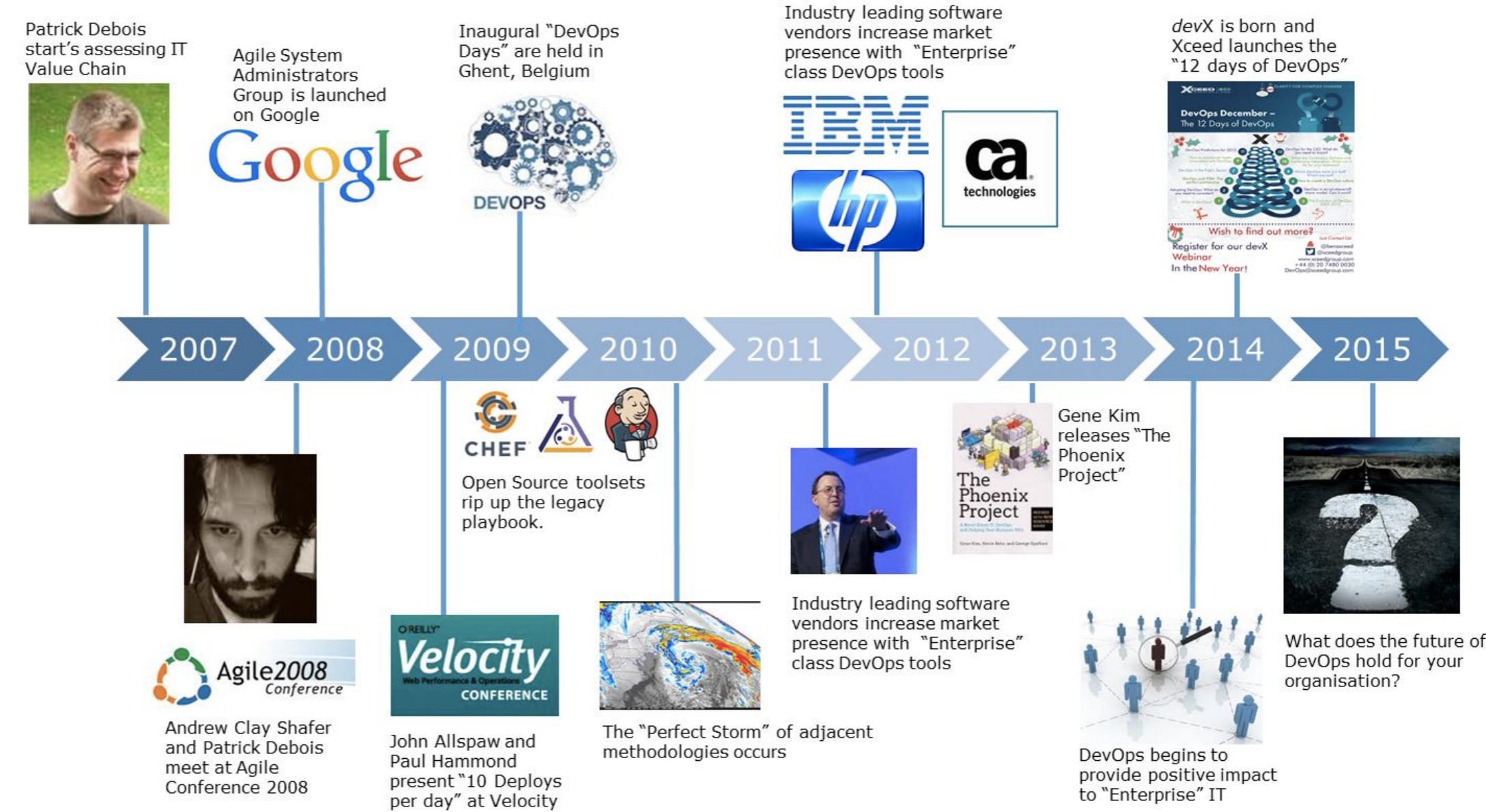
- ITIL, ITSM, ESM, etc. underdeliver in IT from 1989 on
- Agile comes to the developer world in 2001
- Lean comes to the developer world in 2003 (more slowly)
- O'Reilly Radar "Operations: The New Secret Sauce" in 2006
- Agile Infrastructure discussions start in Europe circa 2007
- Patrick Debois and Andrew Schafer meet up at Agile 2008
- O'Reilly Velocity Conference starts 2008
- Velocity 2009, seminal John Allspaw "10+ Deploys Per Day: Dev and Ops Cooperation" presentation
- Patrick Debois and Kris Buytaert put together first DevOpsDays in Ghent in 2009. Many more follow
- Lean influences enter DevOps via startup culture
- Large companies start branding DevOps "solutions"

Evolution

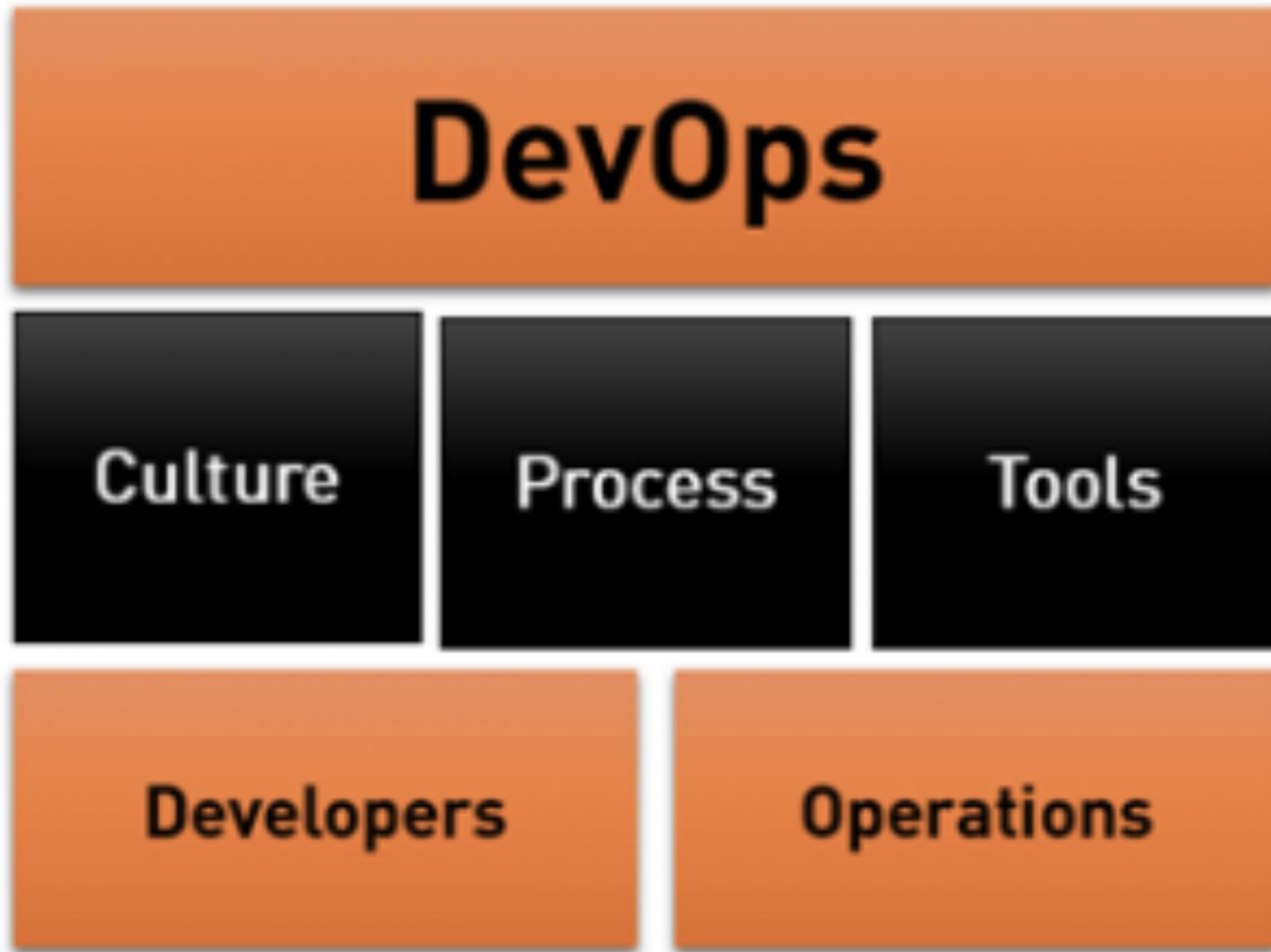


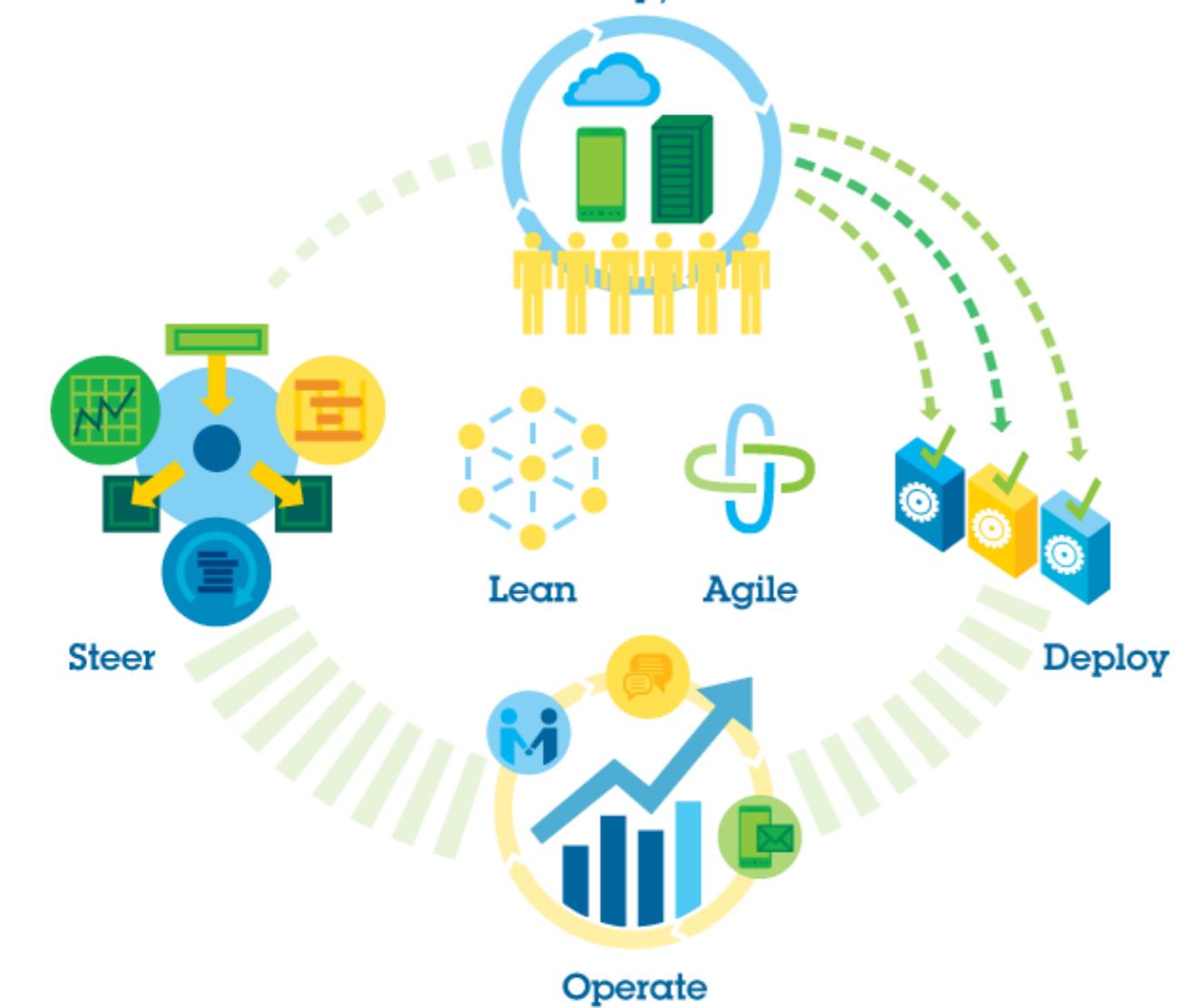
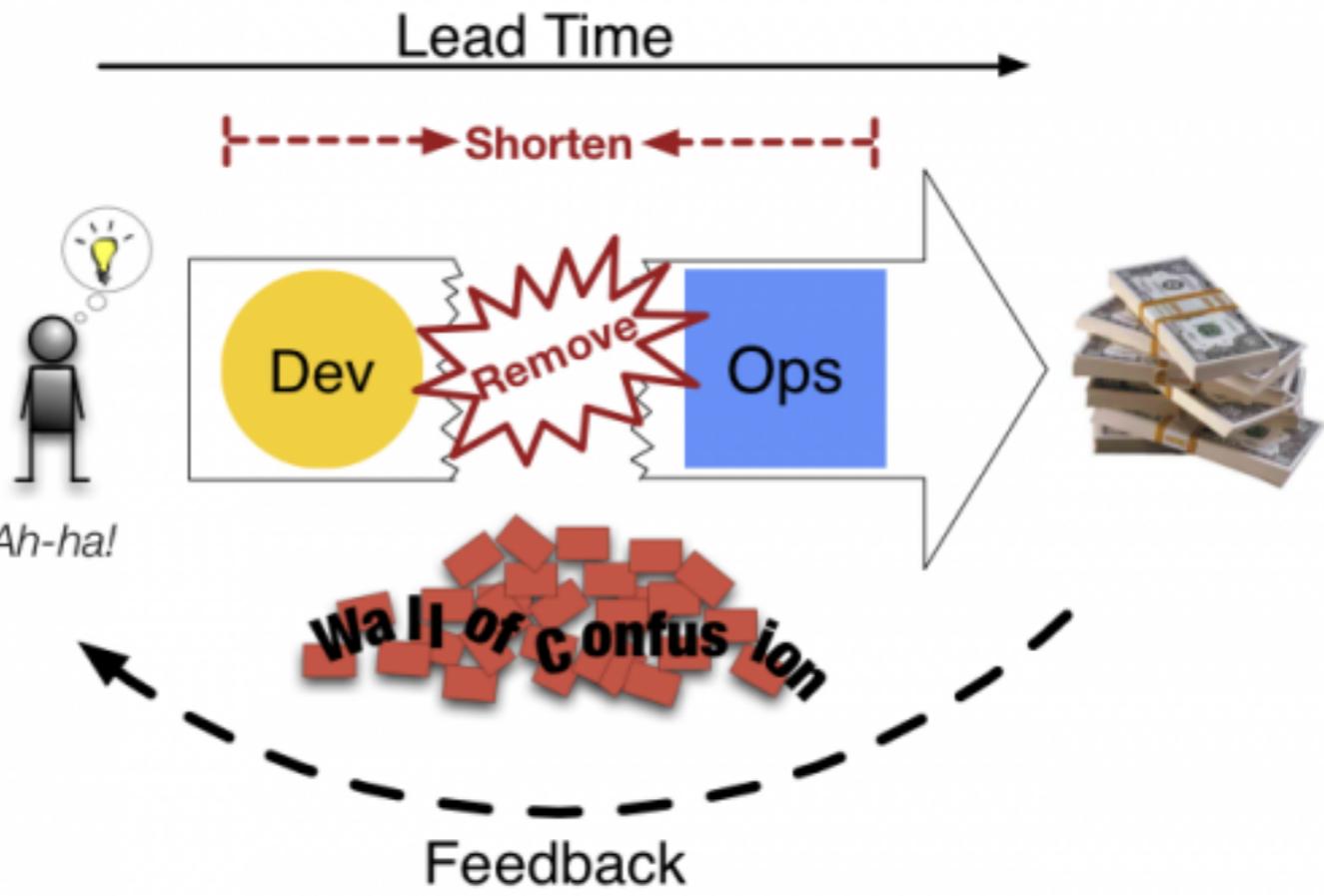
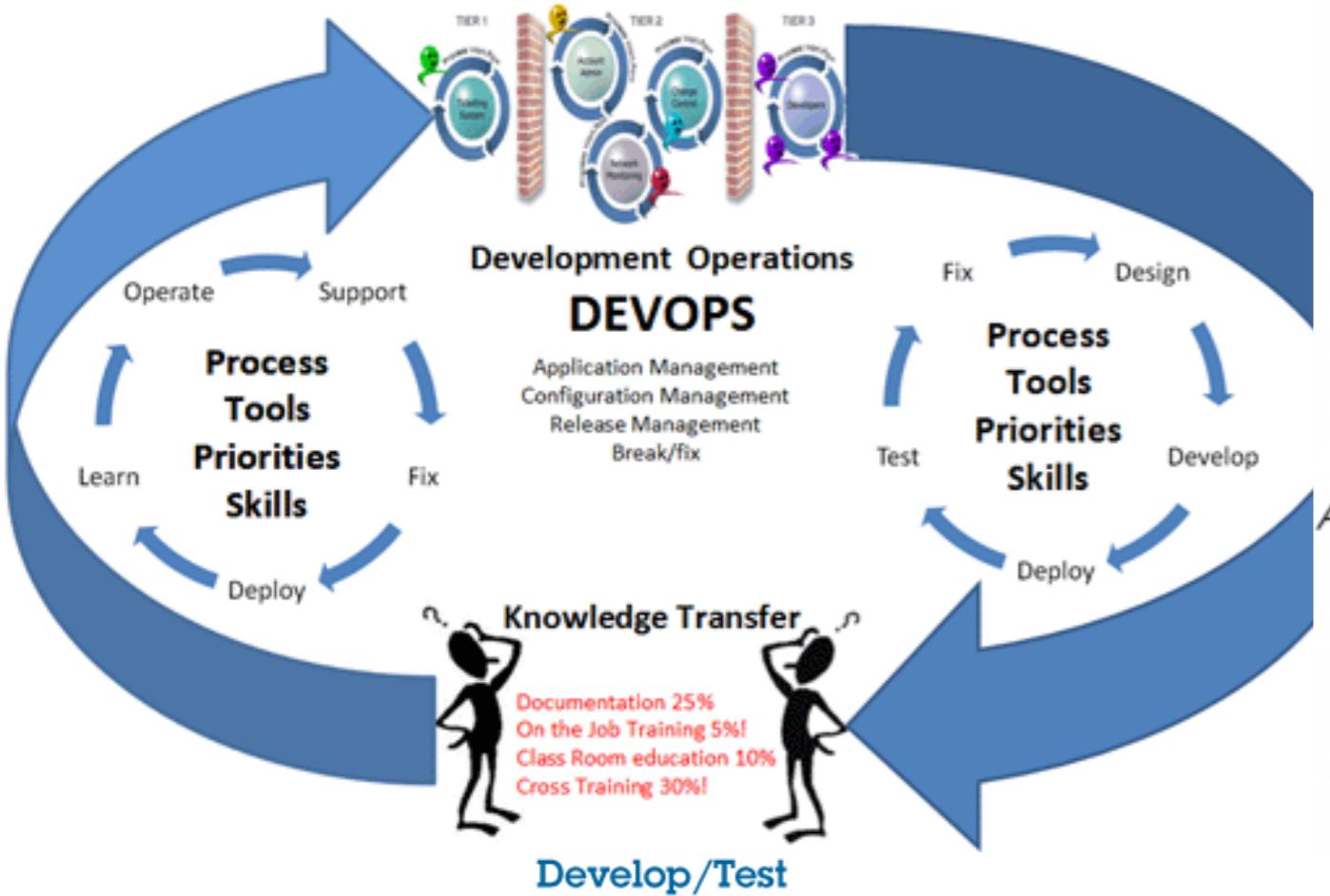
DevOps timeline

DevOps Timeline

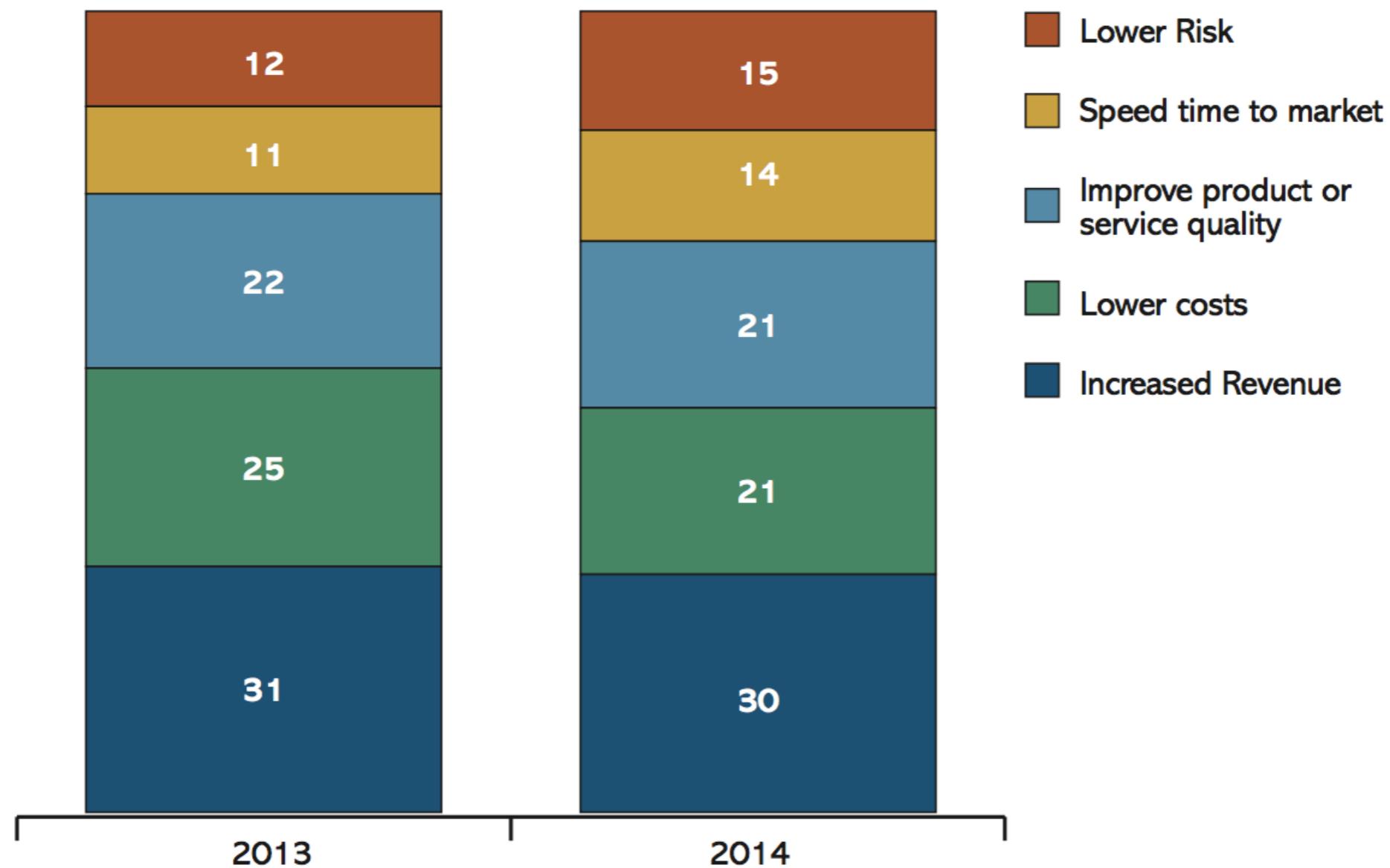


Pillars





Minimize Risk, Maximize Agility

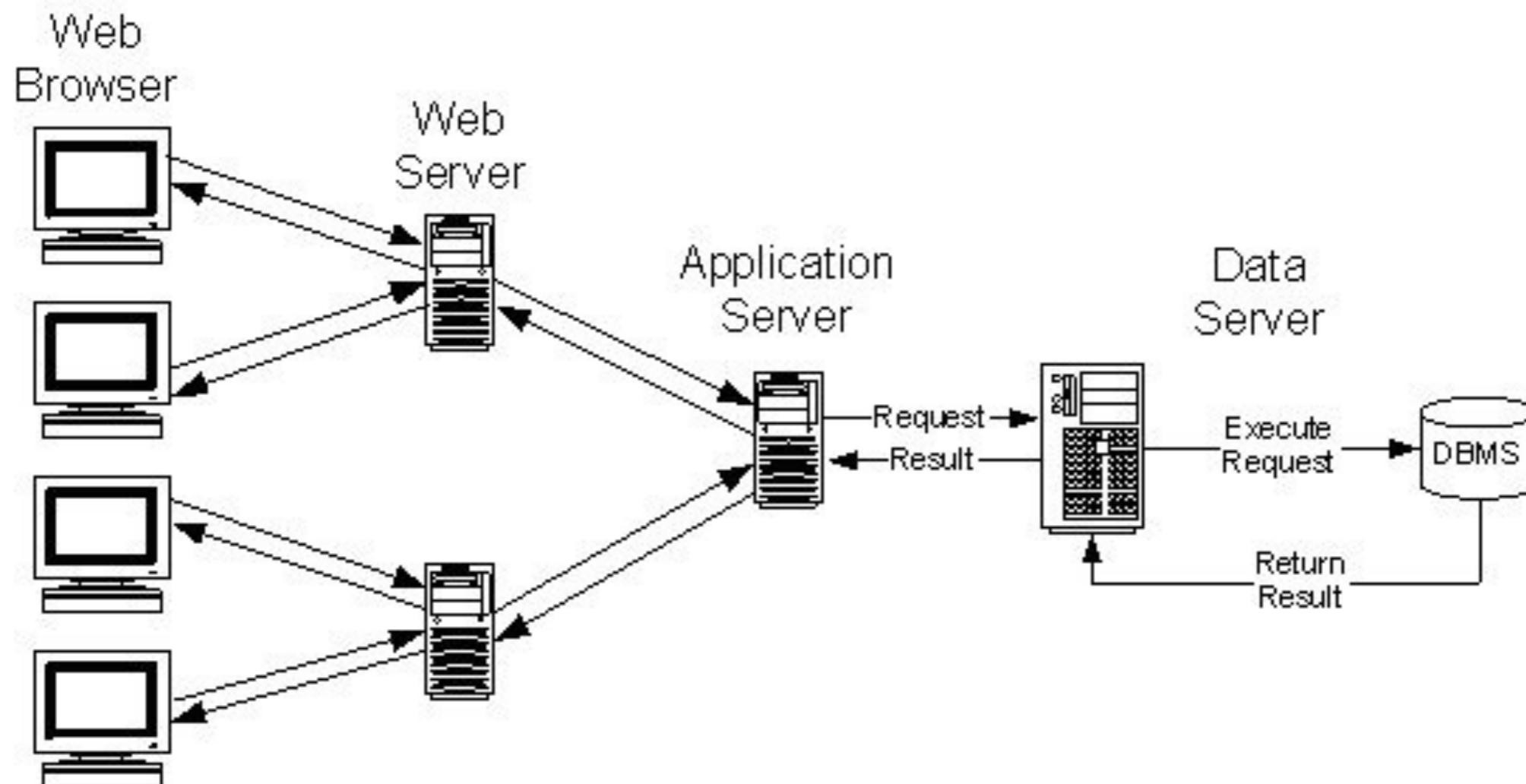


Why do it?

Why DevOps Now?

- Technological Advancements
 - Virtualization/Cloud
 - Commodization of Infrastructure
- Change Management Has Improved
 - Easier to change, faster to compensate
- Technology is no longer just a competitive advantage
 - It's a necessity

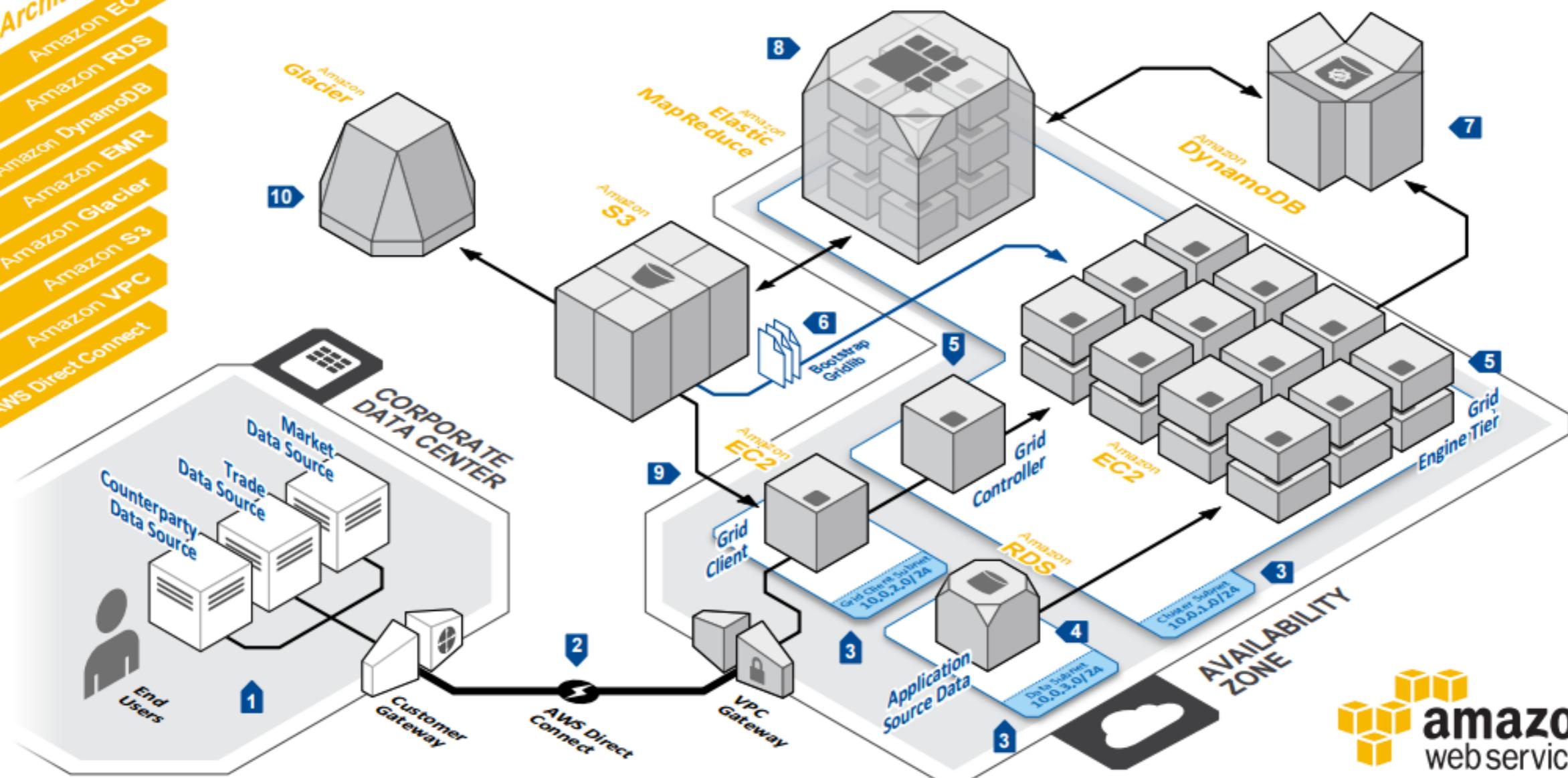
From managing this...



To Managing this...

FINANCIAL SERVICES GRID COMPUTING

Financial services grid computing on the cloud provides dynamic scalability and elasticity for operation when compute jobs are required, and utilizing services for aggregation that simplify the development of grid software. On demand provisioning of hardware, and template driven deployment, combined with low latency access to existing on-premise data sources make AWS a powerful platform for high performance grid computing systems.



Looking at it another way....

- Defects released into production, causing outage
- Inability to diagnose production issues quickly
- Problems appear in some environments only
- Blame shifting/finger pointing
- Long delays while dev, QA, or another team waits on resource or response from other teams
- “Manual error” is a commonly cited root cause
- Releases slip/fail
- Quality of life issues in IT

The Essence of DevOps

“Do painful things more frequently, so you can make it less painful...”

Adrian Cockcroft, Architect, Netflix



The Business Value

The business Value

- “Does your company struggle with increased demands for shorter release cycles, with business leaders expecting weekly, daily or even hourly releases and updates?”

63% agree overall

Making Changes When It Matters Most

“By installing a rampant innovation culture, we performed 165 experiments in the peak three months of tax season.”

“Our business result? Conversion rate of the website is up 50 percent. Employee result? Everyone loves it, because now their ideas can make it to market.”

—Scott Cook, Intuit Founder

Who Is Doing DevOps?

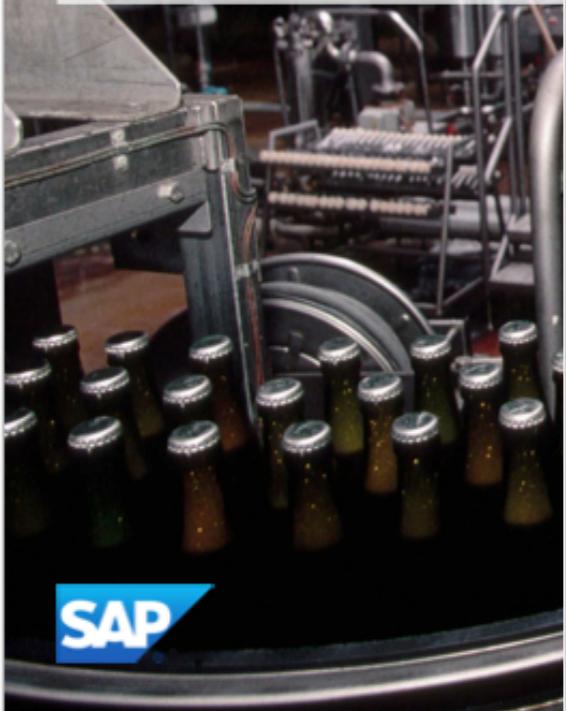
- Google, Amazon, Netflix, Etsy, Spotify, Twitter, Facebook ...
- Dynatrace, CSC, IBM, CA, SAP, HP, Microsoft, Red Hat, ...
- GE Capital, Nationwide, BNP Paribas, BNY Mellon, World Bank, Paychex, Intuit ...
- The Gap, Nordstrom, Macy's, Williams-Sonoma, Target ...
- General Motors, Raytheon, LEGO, Bosche ...
- UK Government, US Department of Homeland Security ...
- Kansas State University...

Who else?

Continuous Delivery: From dinosaur to spaceship in 2 years

Darren Hague / SAP Global IT
February 5, 2013

Public



Recap: Impact of Continuous Delivery in SAP Global IT

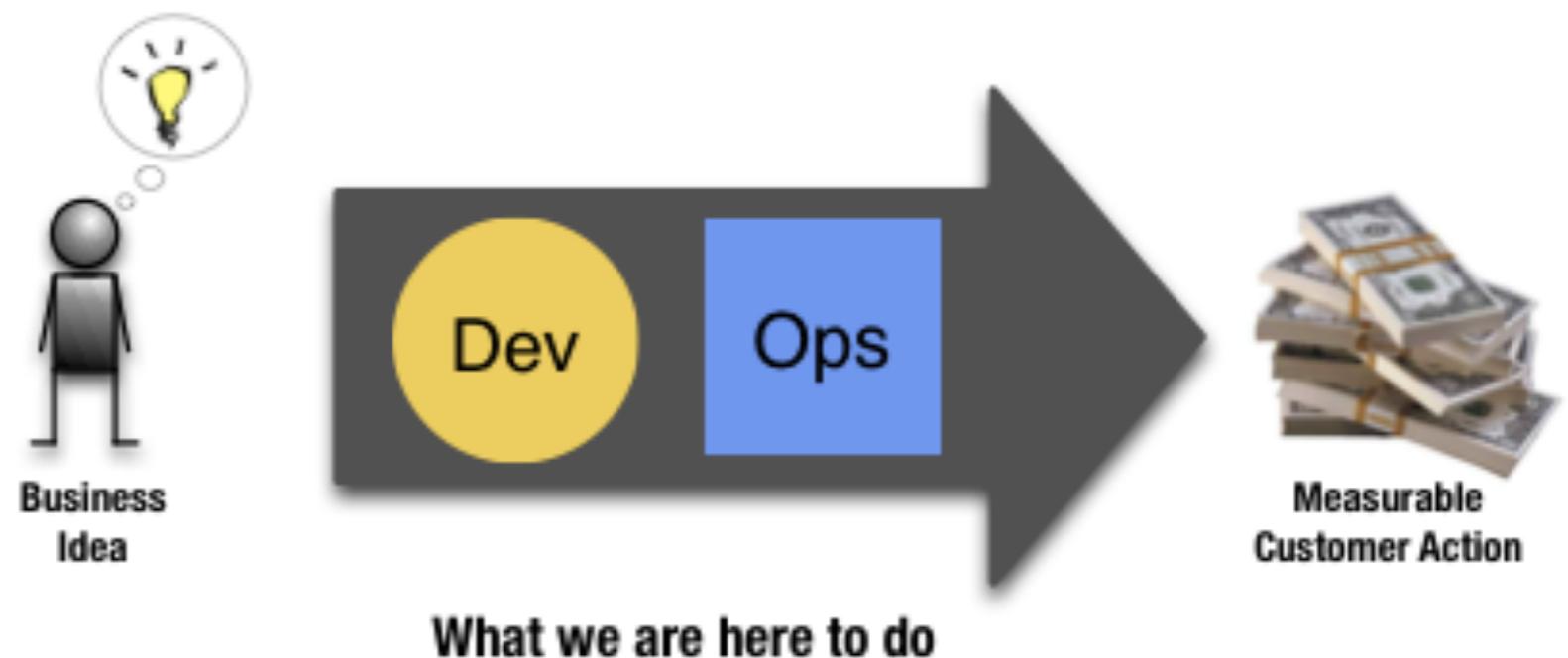
- **Before:** Production releases ~monthly
- **Now:** Production release ~twice a week
- **Before:** Pre-release QA cycle 1-2 weeks
- **Now:** QA cycle < 1 day
- **Before:** Error in Prod? Shitstorm & late night
- **Now:** Switch to Blue in <1 minute, fix next day
- **Before:** Project idea to go-live in 6-12 months
- **Now:** New project can be in Production in 1 week
- **Before:** Business stakeholders frustrated
- **Now:** Business stakeholders happy

Technology supports all this, but the team still has to deliver working code.



Value to business

- Engineering time is scarce
- Time is currency
- Move with the market



Knight Capital Group

DealBook

ANDREW ROSS SORKIN
EDITOR-AT-LARGE

MERGERS & ACQUISITIONS

INVESTMENT BANKING

PRIVATE EQUITY

HEDGE F

LEGAL/REGULATORY | AUGUST 2, 2012, 9:07 AM | [357 Comments](#)

Knight Capital Says Trading Glitch Cost It \$440 Million

BY NATHANIEL POPPER



Brendan McDermid/Reuters

Results for IT

IT Results

Current IT operating models are not designed for today's high-velocity business environment

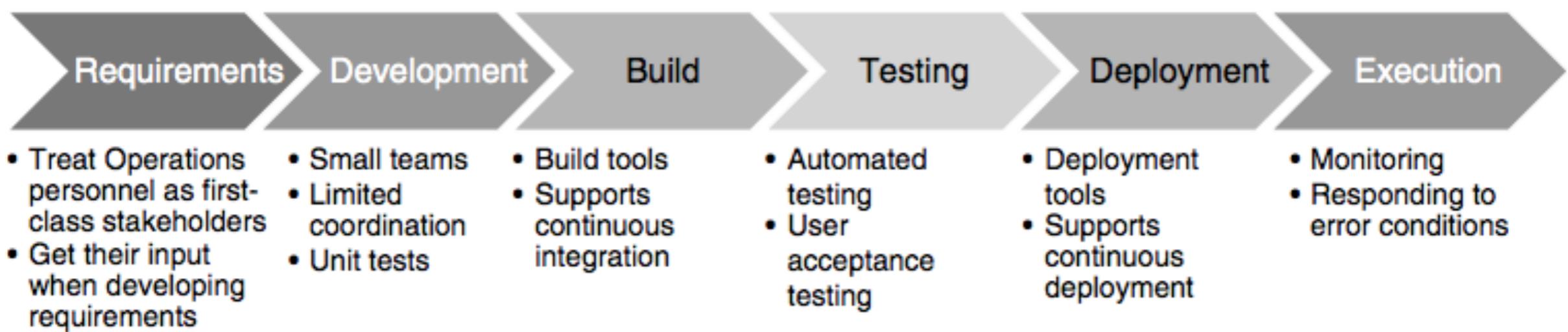


What IT Wants

- Actually get something done of value
 - Often it feels like like running in a circle
- Spend time on items of value and not repetitive tasks
- Speed - Tech is moving fast

A Real world Example

- Dev organization in a Product company
- Challenges
- The Devops Solution



DevOps enables IT delivery at the speed of business demands

CHALLENGES

Inefficient practices

Phased delivery

Manual processes

Siloed teams

HOW DEVOPS HELPS

Streamlined practices

Continuous delivery

Automated quality
processes

Integrated teams

Gaps in Dev to Prod

- Service delivery is too slow and full of errors
- This loses you money. (Delay = loss)
- Therefore IT is frequently the bottleneck in the transition of “concept to cash.”

Enterprise DevOps

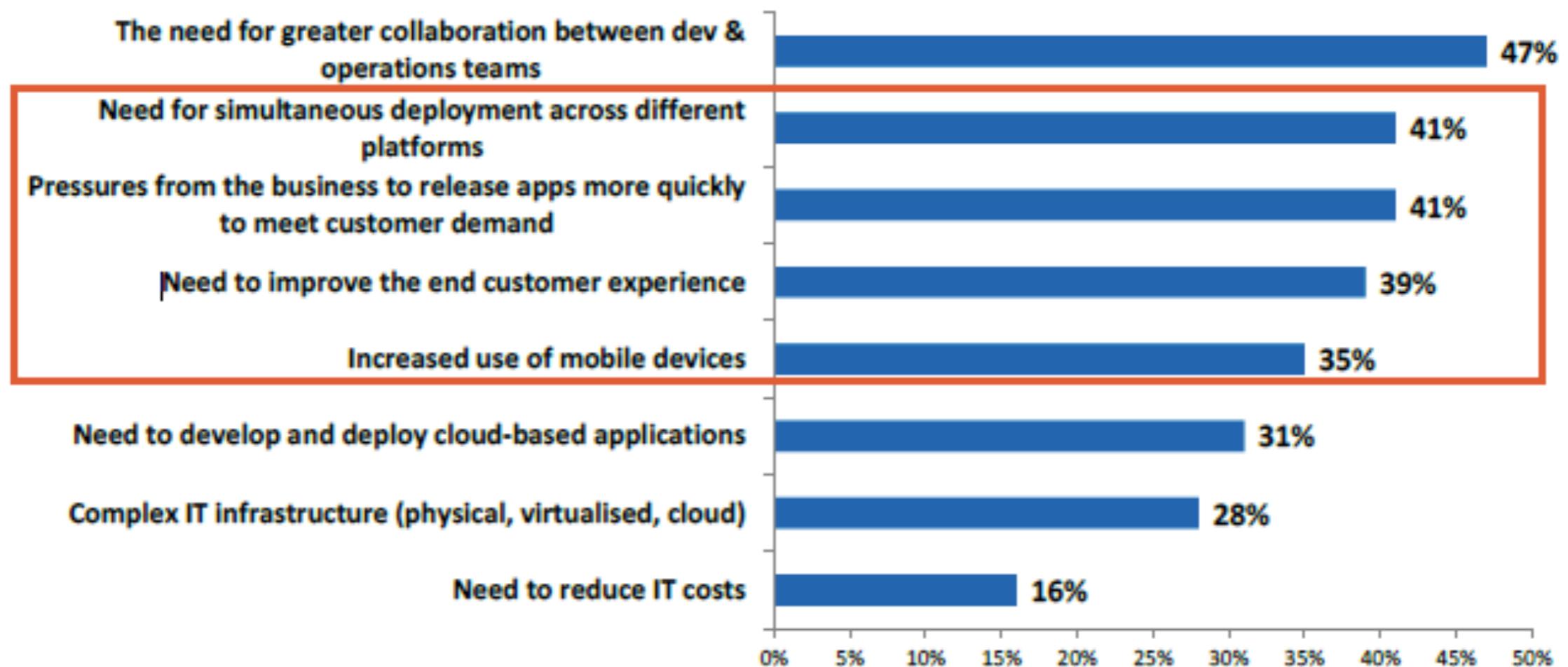
How to do this at scale

- Will require tools
 - Huge understatement
 - Cannot be manual
- But that is not all:
 - Shift in thinking about process
 - Choosing what people invest their time in. Culture shift.

Fighting Complexity

In General...

What Drives the Need for DevOps?



- We are tackling larger problems and solutions have become more complex

App Dev Complexities

- The infinite “stack” options
- Building modern systems has become incredibly complex
 - Dependency Management
 - Verifying it works
 - Number of developers involved
 - Deployment
- Ability to “try” different options quickly
 - sometimes you don’t know until you give it a try

Infrastructure

- The complexities of distributed systems
 - Deploying
 - Expanding
 - Managing
 - Making enhancements across the infrastructure

DevOps Principles

Why Does This Problem Exist?

- “Business-IT Alignment?”
- The business has demanded the wrong things out of IT
- IT has metastasized over time into a form to give the business what it’s said it wants

Principles

- Improve Continuously
- Automate everything
- Cohesive Teams
- Control the Source
- Deliver in Small increments
- Experiment often

Devops and Others

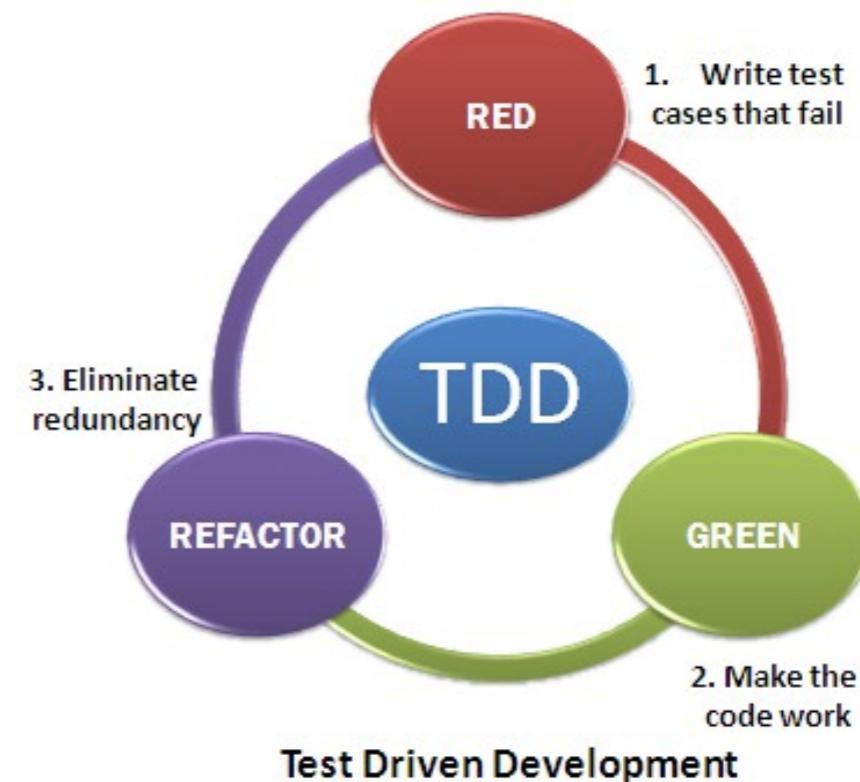
Agile



- Tip to tail: Dev to Customer
 - Pain points
 - The three pillars of the Agile stool
 - Automation
 - Testing
 - Skill
 - DevOps fits like a glove

Dev/Test Cycle

- Zealots of automation
- Time is short - getting to market needs a well paved path
- Nothing manual
 - Especially QA



It takes a Culture

Culture

- Thinking in Systems
- Feedback Loops
- Continuous experimentation

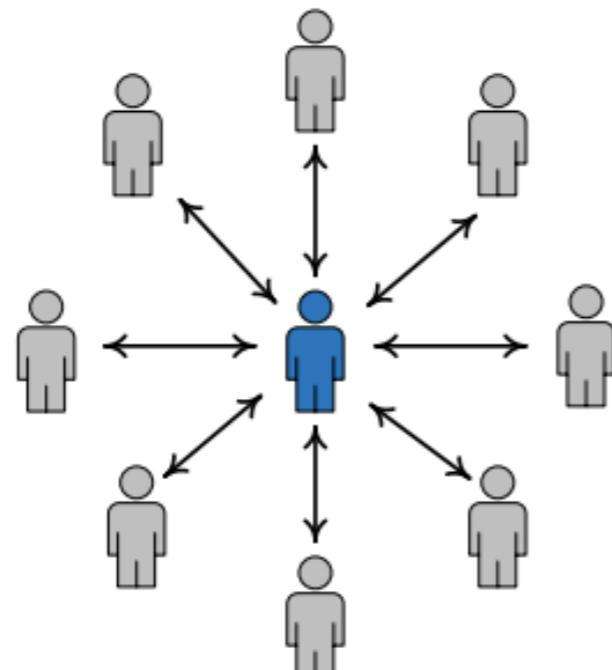


Foundations

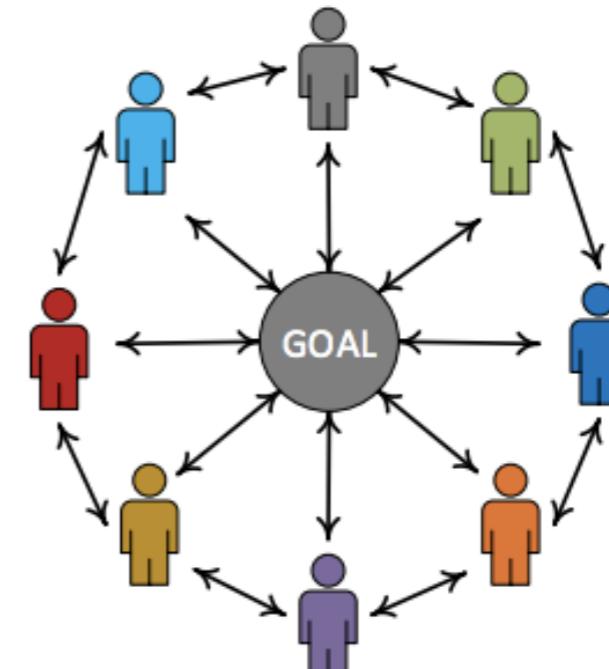
- Version control
- Automated like a zealot
- Visibility
 - Everything in the open
 - Transparency
- Measure everything

Organization Items

- From Silo to Open
 - Do not under-estimate
- Transparency required



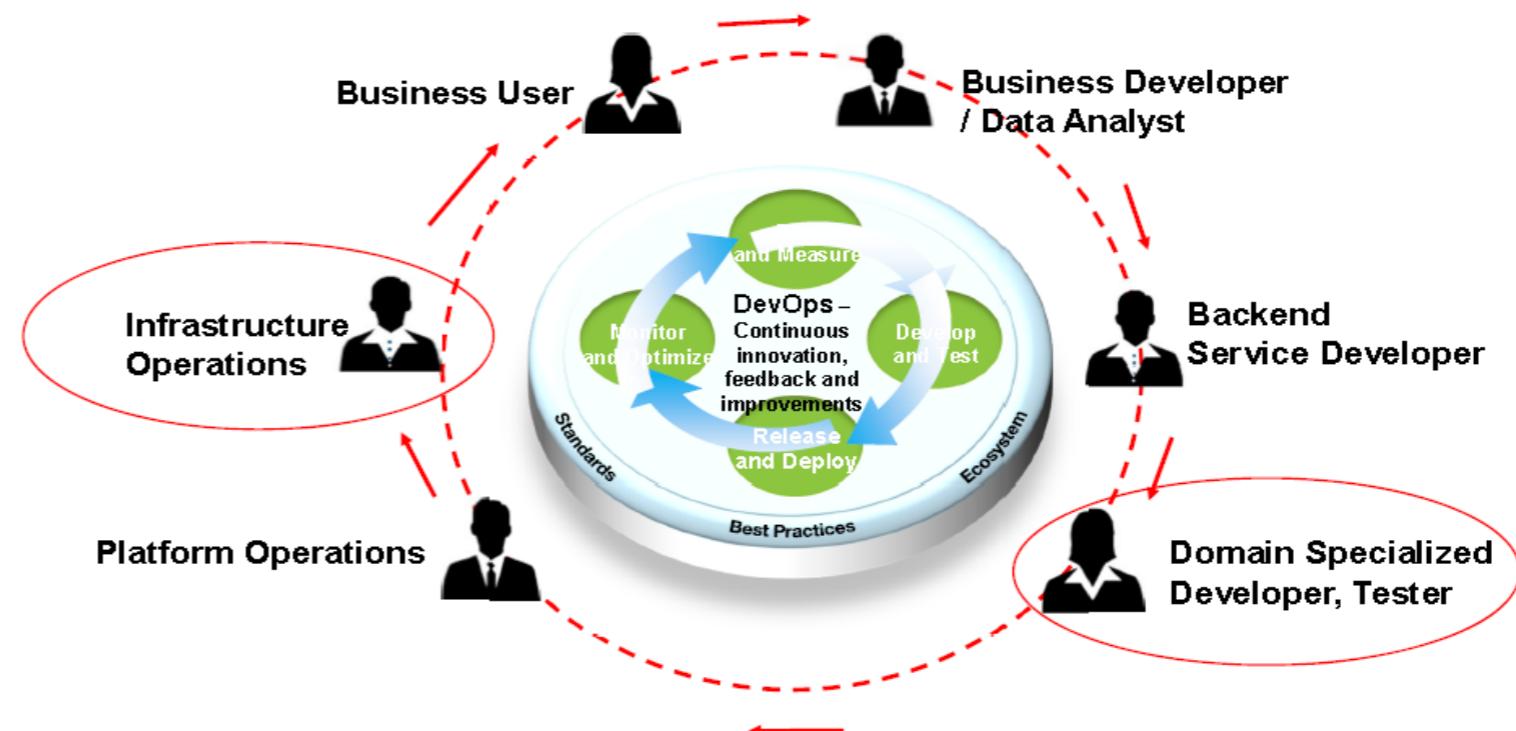
GROUPING DYNAMIC
*Operational Silos
Centralized Management*



TEAMING MODEL
*Cross-functional Team
Self-managed; Product Aligned*

Stakeholders

- Who needs to buy in?
- Most DevOps movements start at the grassroots but will not succeed without management support



Roles

- Roles have to be re-adjusted
- Collapsed
- The Specialized Generalist



Practices

Create One Step Environment Creation Process

- Make environments available early in the Development process
- Common Dev, QA and Prod environment creation process



Breaking The Bottlenecks In The Flow

- Environment creation
- Code deployment
- Test setup and run (menti)
- Overly tight architecture
- Development
- Product management



“In November 2011, running even the most minimal test for CloudFoundry required deploying to 45 virtual machines, which took a half hour. This was way too long, and also prevented developers from testing on their own workstations.

By using containers, within months, we got it down to 18 virtual machines so that any developer can deploy the entire system to single VM in six minutes.”

— Elisabeth Hendrickson, Director of Quality Engineering, Pivotal Labs

Google Dev And Ops (2013)

- 15,000 engineers, working on 4,000+ projects
- All code is checked into one source tree
(billions of files!)
- 5,500 code commits/day
- 75 million test cases are run daily

"Automated tests transform fear into boredom."
-- Eran Messeri, Google

Inject Failures Often

The Netflix Tech Blog

5 Lessons We've Learned Using AWS

We've sometimes referred to the Netflix software architecture in AWS as our Rambo Architecture. Each system has to be able to succeed, no matter what, even all on its own. We're designing each distributed system to expect and tolerate failure from other systems on which it depends.

One of the first systems our engineers built in AWS is called the Chaos Monkey. The Chaos Monkey's job is to randomly kill instances and services within our architecture. If we aren't constantly testing our ability to succeed despite failure, then it isn't likely to work when it matters most – in the event of an unexpected outage.

You Don't Choose Chaos
Monkey...
Chaos Monkey Chooses You



The 2014 AWS Reboot

“When we got the news about the emergency EC2 reboots, our jaws dropped. When we got the list of how many Cassandra nodes would be affected, I felt ill.

“Then I remembered all the Chaos Monkey exercises we’ve gone through. My reaction was, ‘Bring it on!’”

Christos Kalantzis

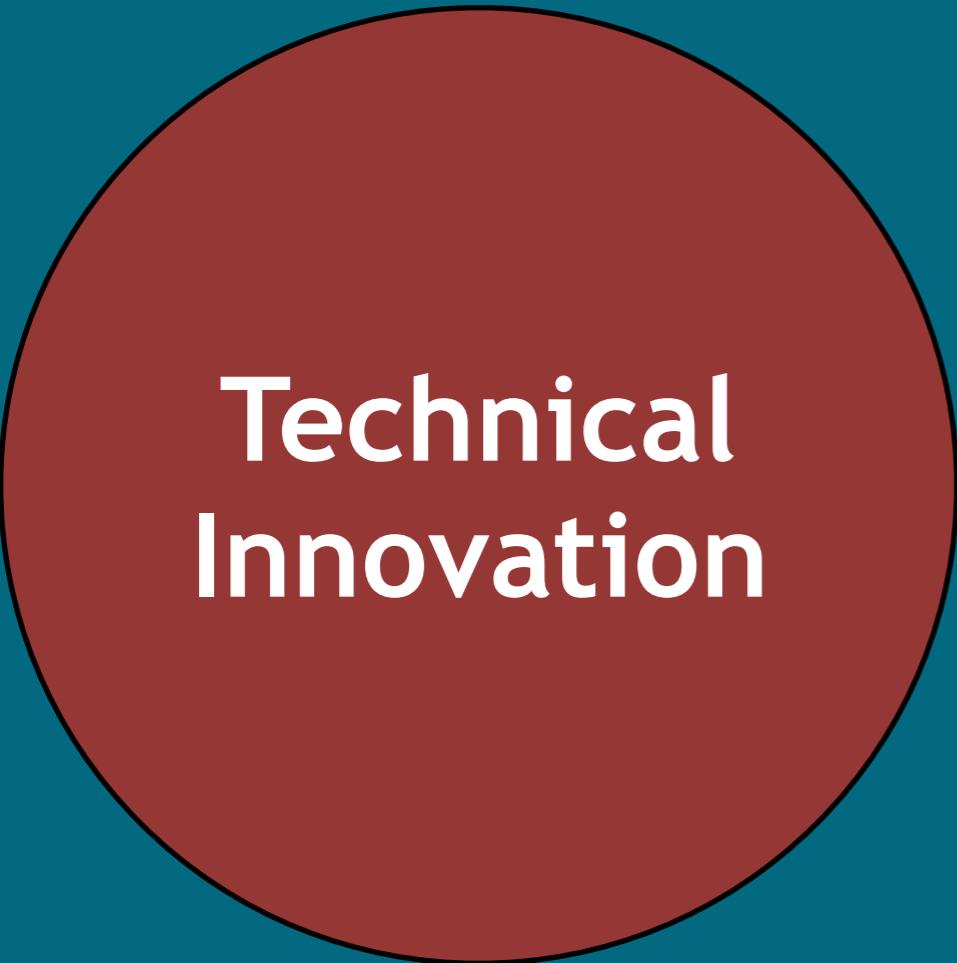
Netflix Cloud DB
Engineering

Add Ops Into Dev

- **Enhance Service Design With Operational Knowledge**
 - Reliability
 - Performance
 - Security
 - Test Them
- **Build Feedback Paths Back from Production**
- **Foster a Culture of Responsibility**
 - Whether your code passes test, gets deployed, and stays up for users is your responsibility – not someone else's
- **Make Development Better With Ops**
 - Production-like environments
 - Power tooling

Business Agility

- Time-to-Market
- Rapid Prototyping
- Experiment



Technical Innovation

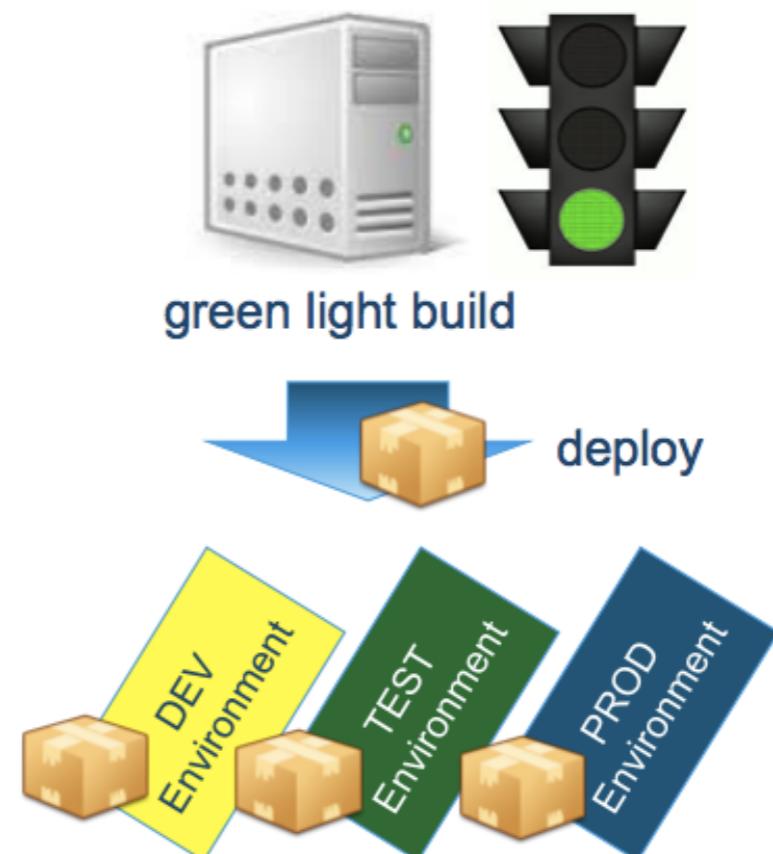
- Enable the Polyglot
- Automate the Dev Chain
- Enable modern Architectures

Infrastructure Choice

- Containers
- Be Neutral
- Lightweight Hybrid Cloud with AWS, VMware, & OpenStack
- Consistent Design and Operations

Continuous Deployment

- Extension of continuous integration
- First: Automate deployment
- Application always known to be in a “deployable” state



Devops & IT Automation

Practices

One Step Environment Creation

- Need a common environment build process
 - For development, qa and production
- The environment will evolve as development proceeds
- The longer you wait to have a common environment build process, the harder it is to create one

Automating Feedback Loops

- Capture as much data as possible at the source
- The issue becomes the data

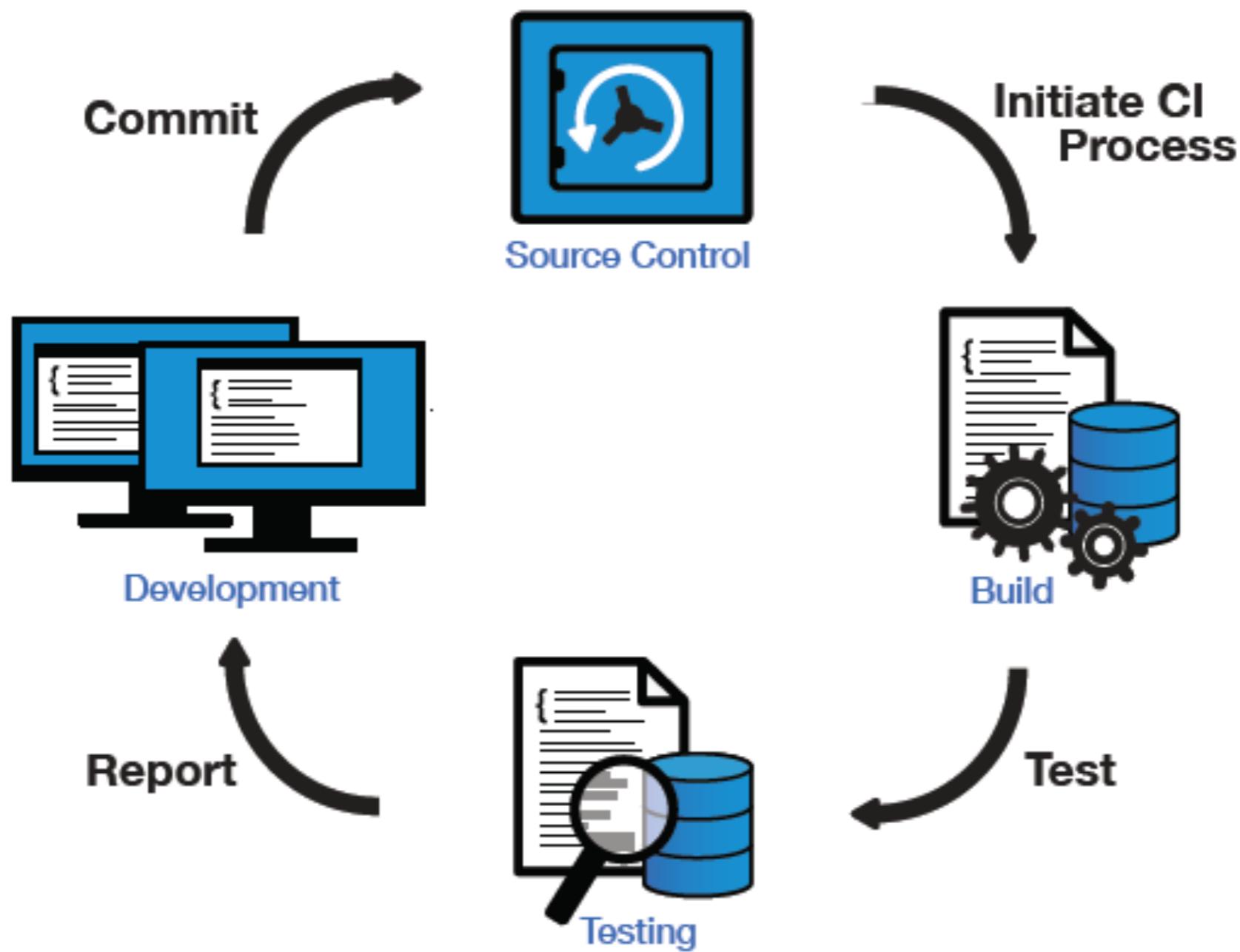


Break Things Early

- Consistency in code, environments and configuration
- ASSERTs to catch misconfigurations
- Static code analysis, and testing become part of the continuous integration and deployment

Lifecycles

Continuous Integration

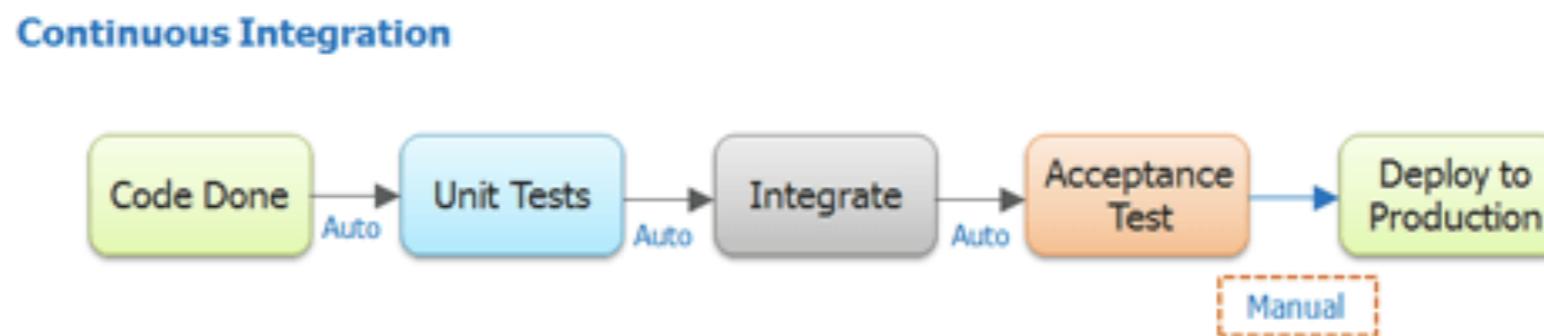


Principles of Continuous Integration

- Code repository
- Automate the build
- Make the build self-testing
- Everyone commits to the main-line every day
- Every commit is built
- Build must be fast
- Test in a clone of the production environment
- Make it easy to get the latest deliverables
- Everyone can see the results of the latest build
- Automated deployments

How CI Improves Efficiency

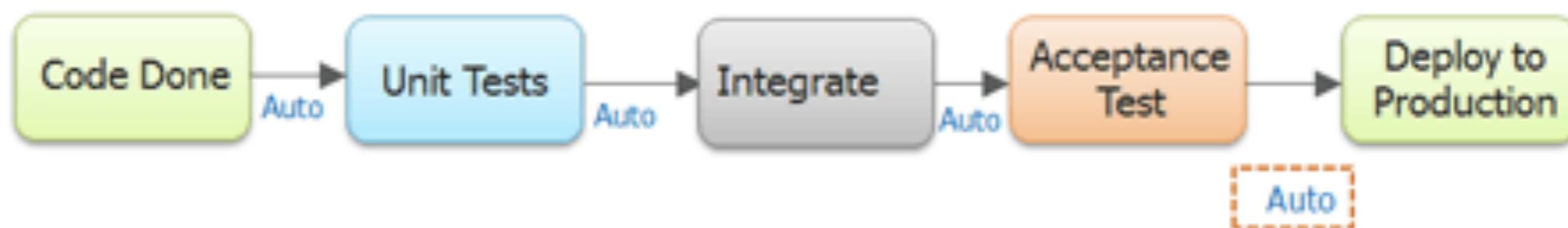
- Rapid Feedback
- Reduce technical debt
- Visibility
- Builds Automated
- Precursor to Continuous Delivery & Deployment



Keys to Continuous Delivery

- Minimize shock
- Avoid off-hour, high risk, expensive deployments
- Know your rollback plan
- Build in health checks

Continuous Deployment

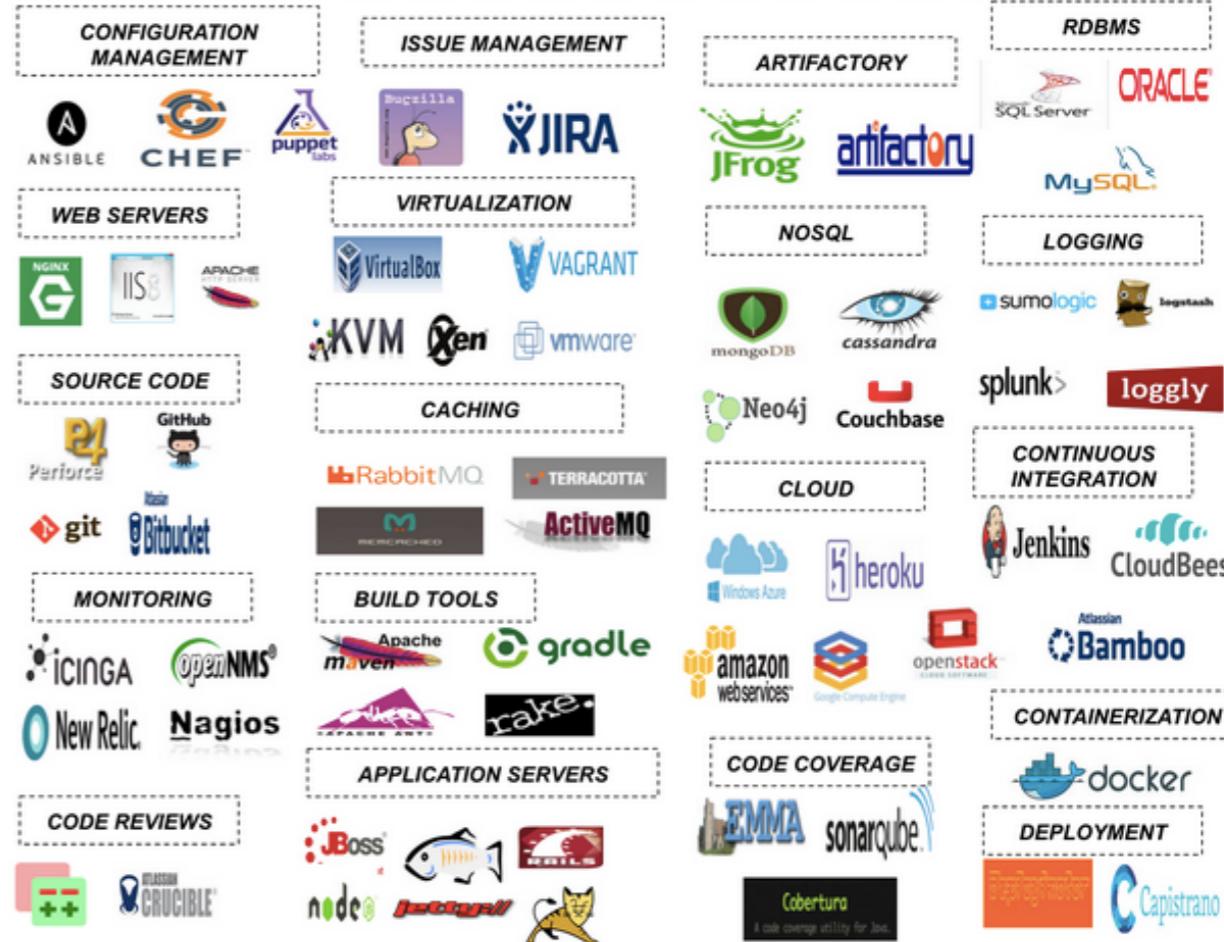


Feedback Loops

- Understanding and responding to the needs of all customers (internal and external)
- Shorten feedback loops
- Feedback = quality

Types of Tools

- Build tools
- Test tools
- General Automation
- Configuration Management



Adopting a Culture

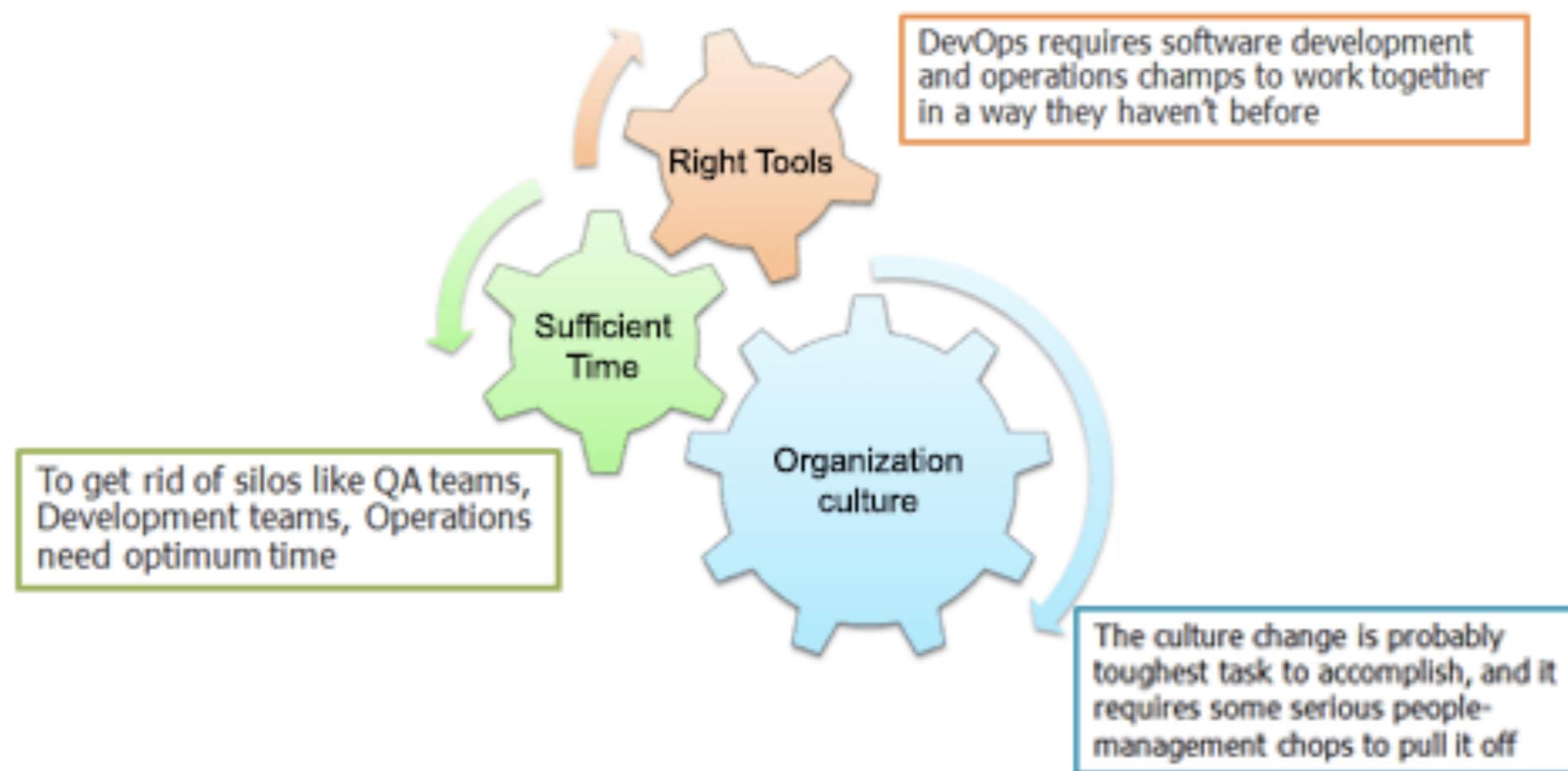
The 4 C's



DevOps Culture Adoption

- Automate the Obvious
- Automate the painful
- Make it easy to do what is right
- Engineer with DevOps in mind
 - Tech select can impact the ability to make change easy

Working in a new way



Management Checklist

- Experiment – choose a test case as a pilot
- Then document and spread best practices
- Empower your teams, but guide their values
- Metrics are your friend – demand measurable outcomes
- Don't accept excuses when the old baseline isn't good enough
- Fail fast, continually improve
- Build on small successes to gain broad support for more substantive change.
- Align roles and responsibilities across groups –enable collaboration even if it seems “inefficient”

Challenges/Risks

- But we have not done it that way
 - The story of the manual QA team
- Grass roots
 - With a solid sponsor
- Cost of Adoption
 - Time
 - Monetary

Managing Change



Measurements

- How are we doing?
- Objective measurements
 - Dashboards (transparency)
 - Build time
 - Defects
- Feature time to market
- Measure everything

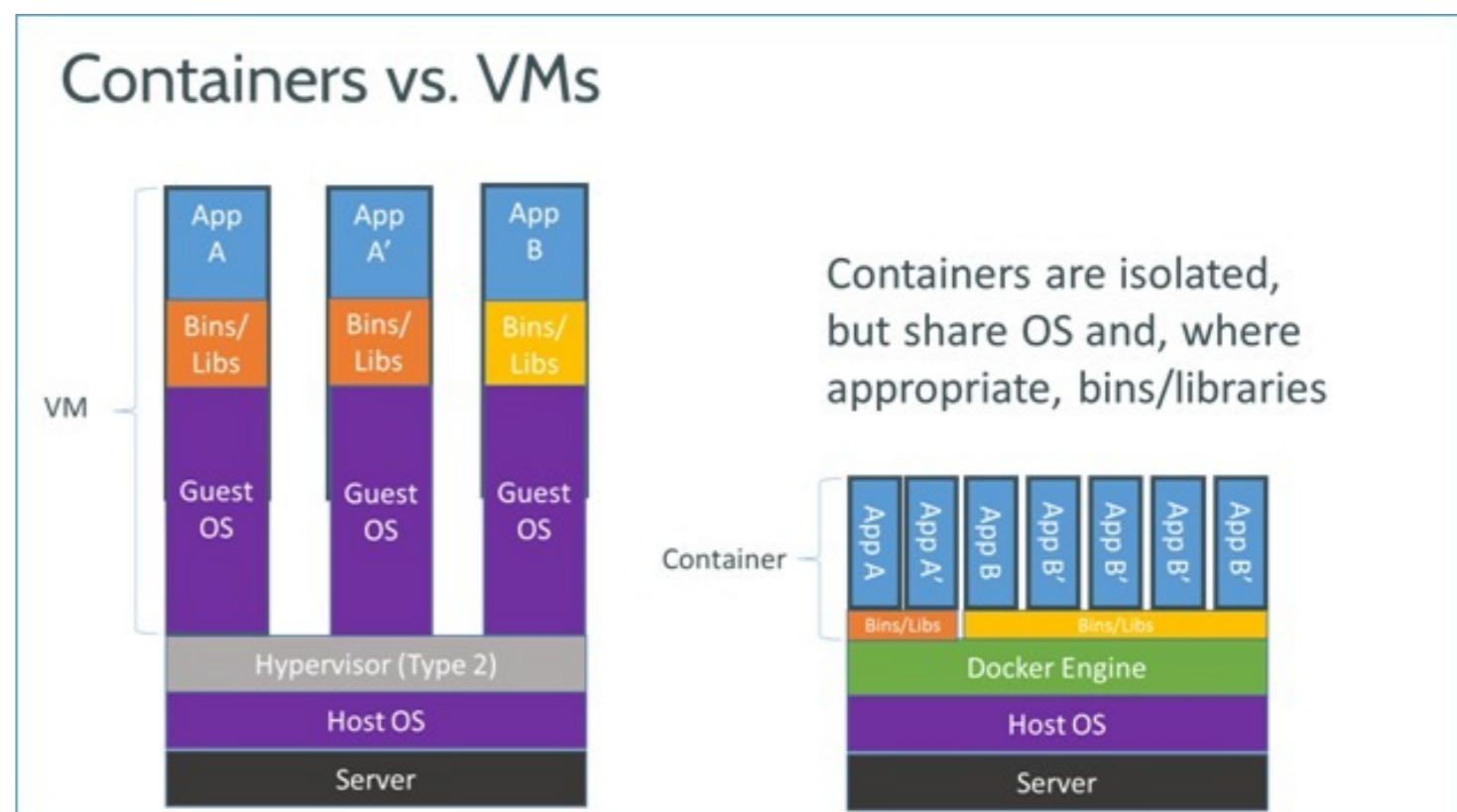
Related Tech

Virtualization

- Been around for a while
- Think VMWare ESX
- Virtual Machines

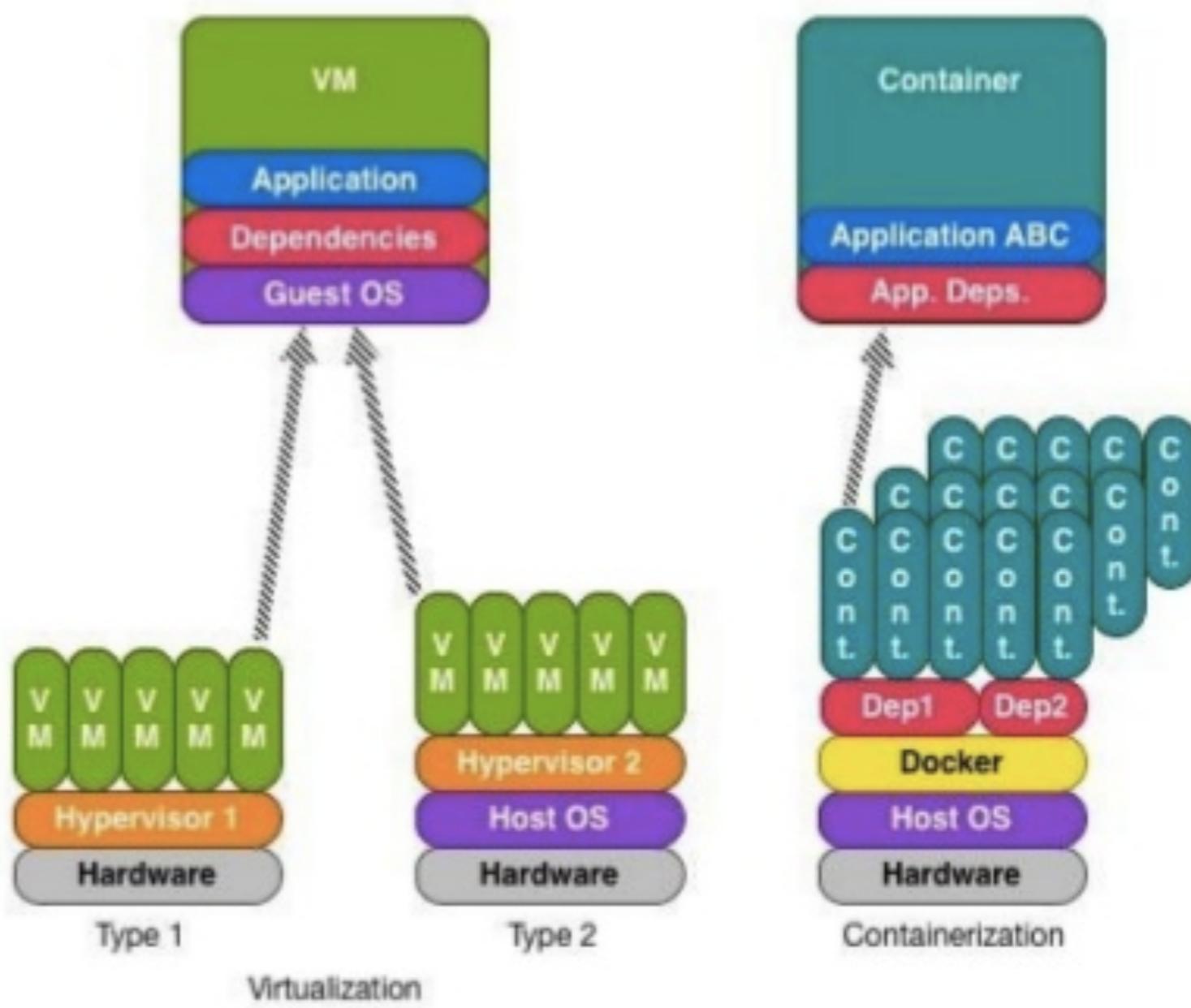
Containers (Docker)

- ▶ Open-source engine that automates the deployment of any application as a lightweight, portable, self-sufficient container that will run virtually anywhere.
- ▶ Based on LXC (Linux Container), and AUFS (Union FS), easy to use.
- ▶ Similar to VM as end-user with different features



Docker – what is it?

VMs vs. Containers



Current Container Issues

- Networking
- Service Orchestration
- Security

Docker Alternatives

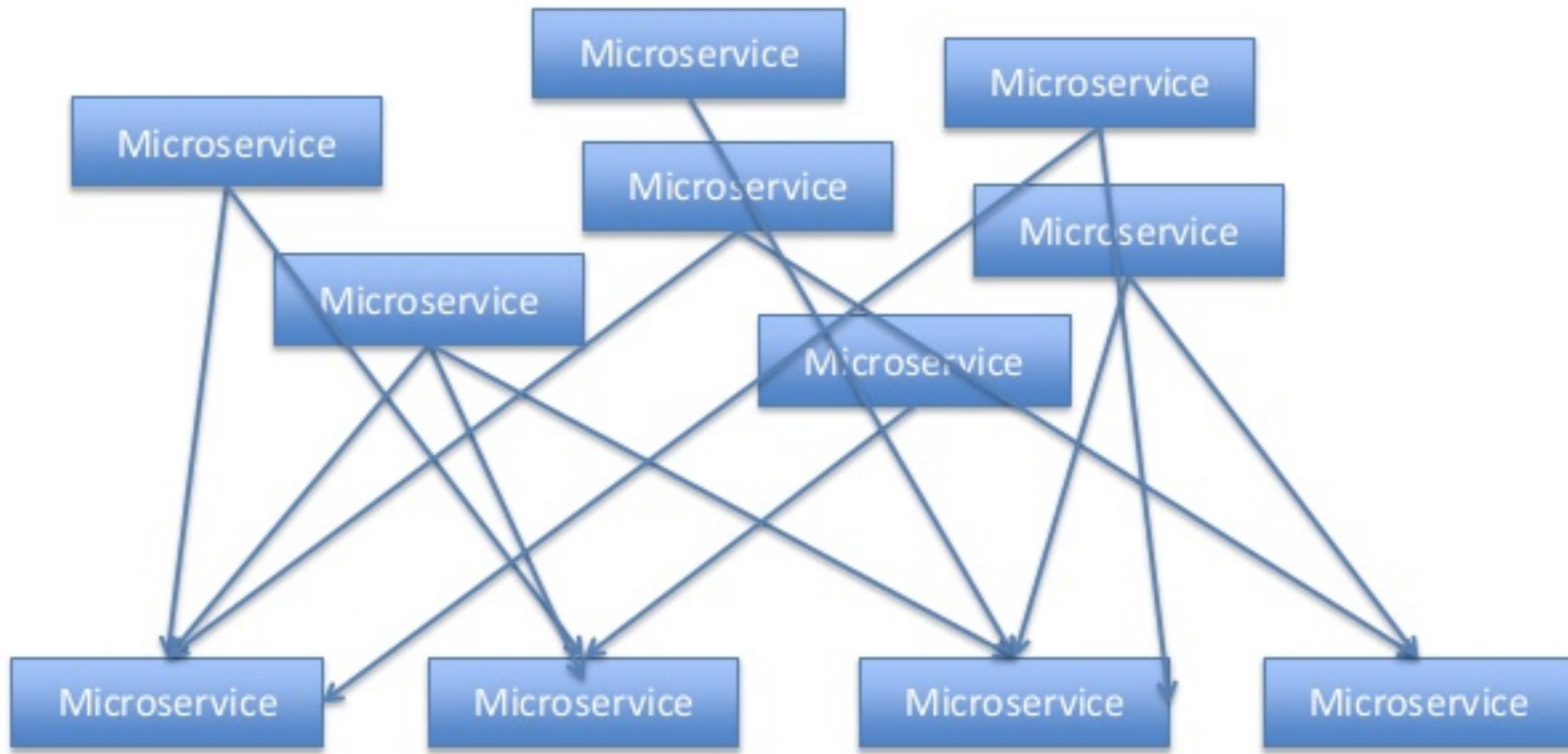
- Rocket
- Microsoft Drawbridge
- LXD (Canonical)



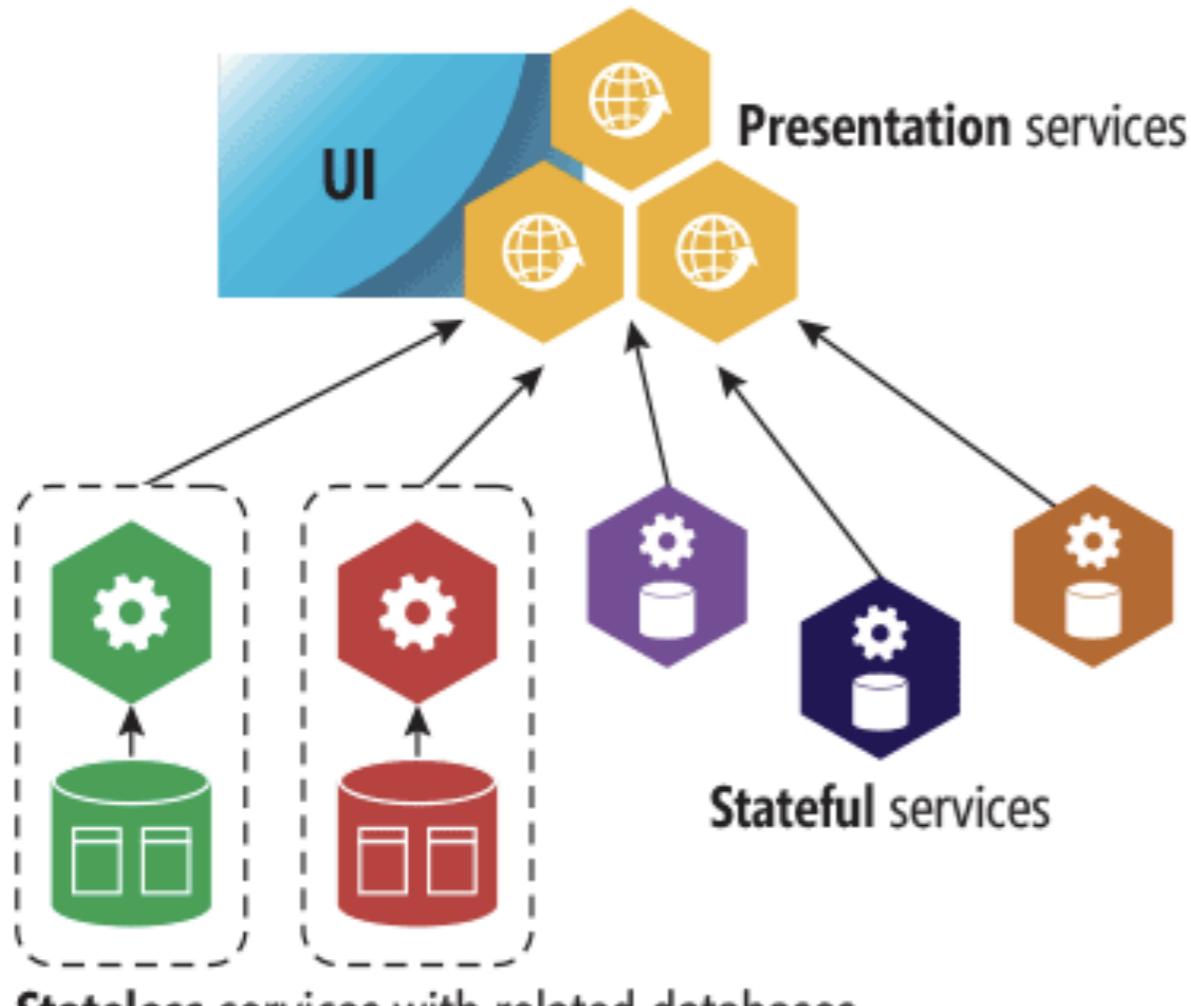
Microservices

- Architectural pattern based on a stateless service model
 - Granular services targeted at providing a discrete piece of application functionality
- Couples with the container model promoted by Docker
- Services are elastic and provisioned on demand in a container as needed

Distributed Service Layer Microservices Architecture



Microservices Approach

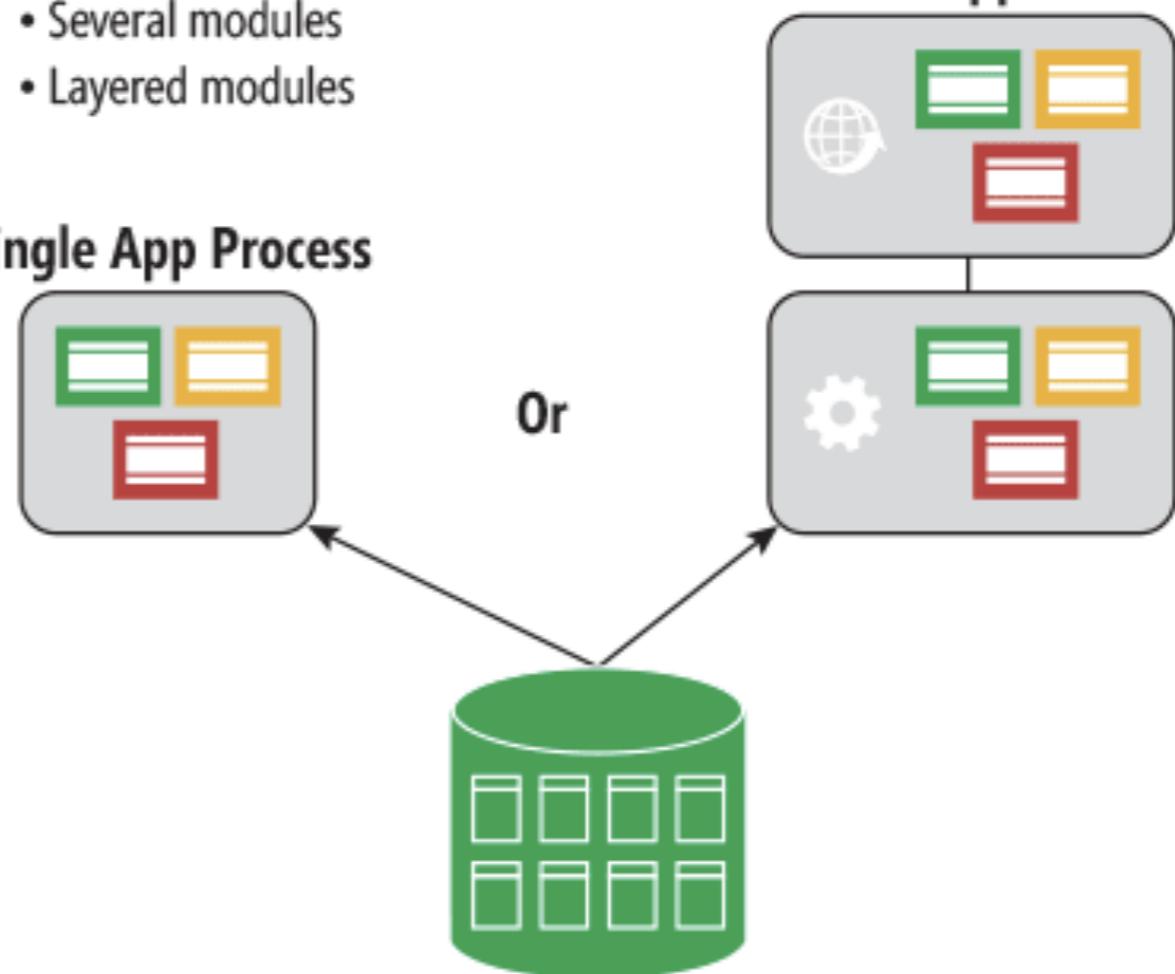


Model/Database per Microservice

Traditional Application

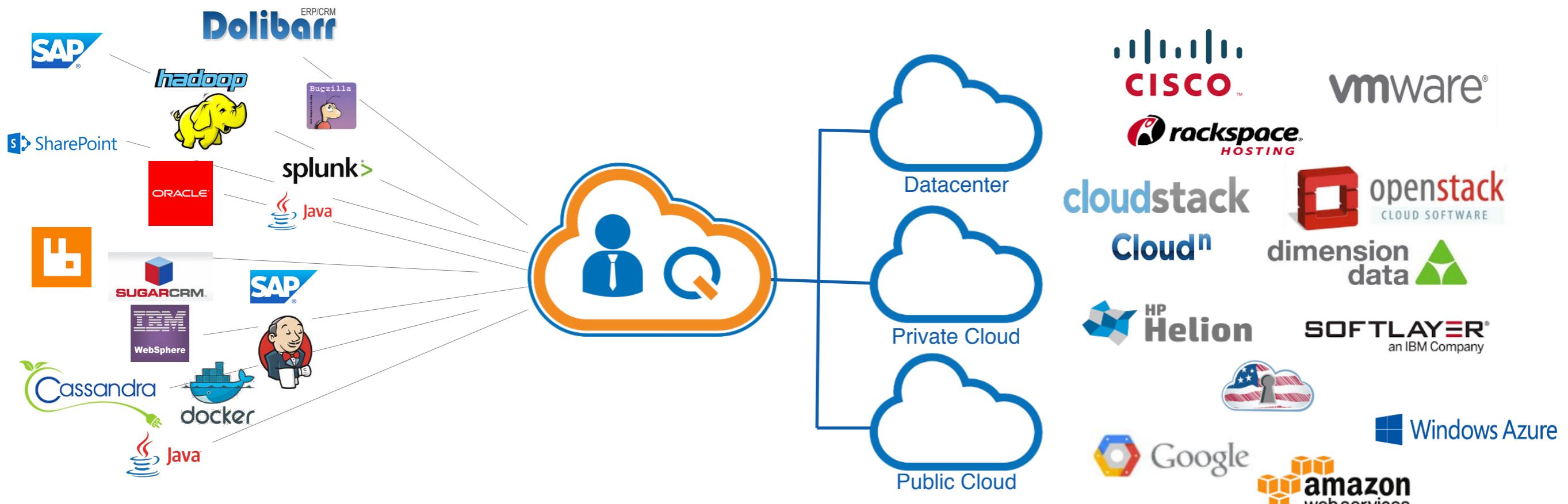
- Single app process or 3-Tier approach
- Several modules
- Layered modules

3-Tier Approach



Single Monolithic Database

Any Application. Any Cloud. One Platform



Common Use Cases

Application Migration & Management

- New and existing applications
- Start with single application, single cloud
- Workload migration. Datacenter consolidation

DevOps and Continuous Delivery

- Self-service on demand environments
- Tool-chain automated deployment
- Hybrid cloud pipeline

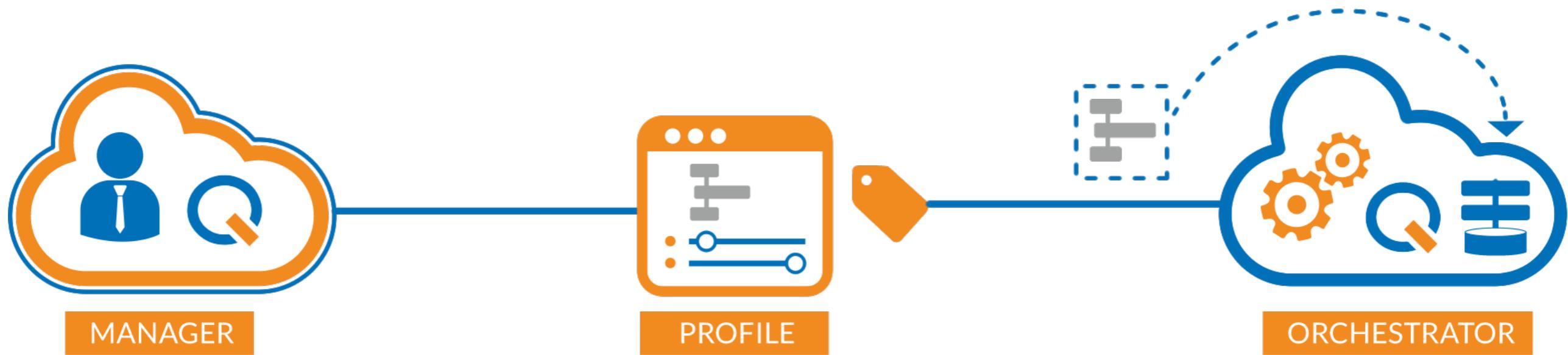
Dynamic Capacity Augmentation

- High performance, batch and cluster
- Horizontal scaling
- Cross-environment bursting

IT as a Service With Governance

- On-demand – self-service marketplace
- Single pane of glass - financial controls, usage metering, multi-tenant governance

CloudCenter



CloudCenter

- ✓ Single Platform Solution
- ✓ Unique application-defined technology
- ✓ Abstracts application from underlying cloud environment
- ✓ Ensures infrastructure adapts to meet the needs of each application

No need to:

- ✓ Write cloud specific scripting
- ✓ Write orchestration workflows
- ✓ Modify application code



SaaS

Software
as a Service



PaaS

Platform
as a Service



IaaS

Infrastructure
as a Service

Email

CRM

Collaborative

ERP

Application Development

Decision Support

Web

Streaming

Caching

Legacy

File

Networking

Technical

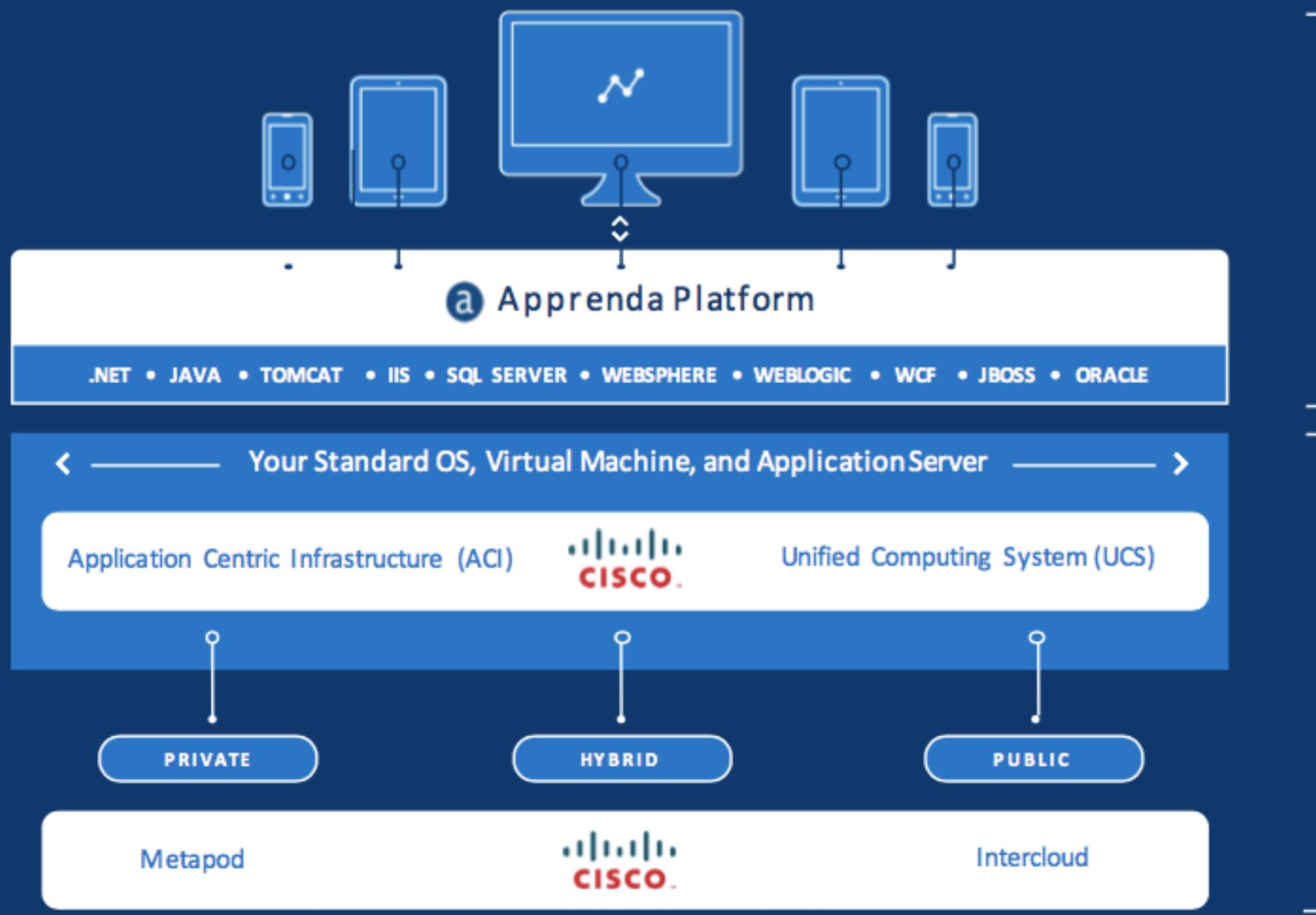
Security

System Mgmt

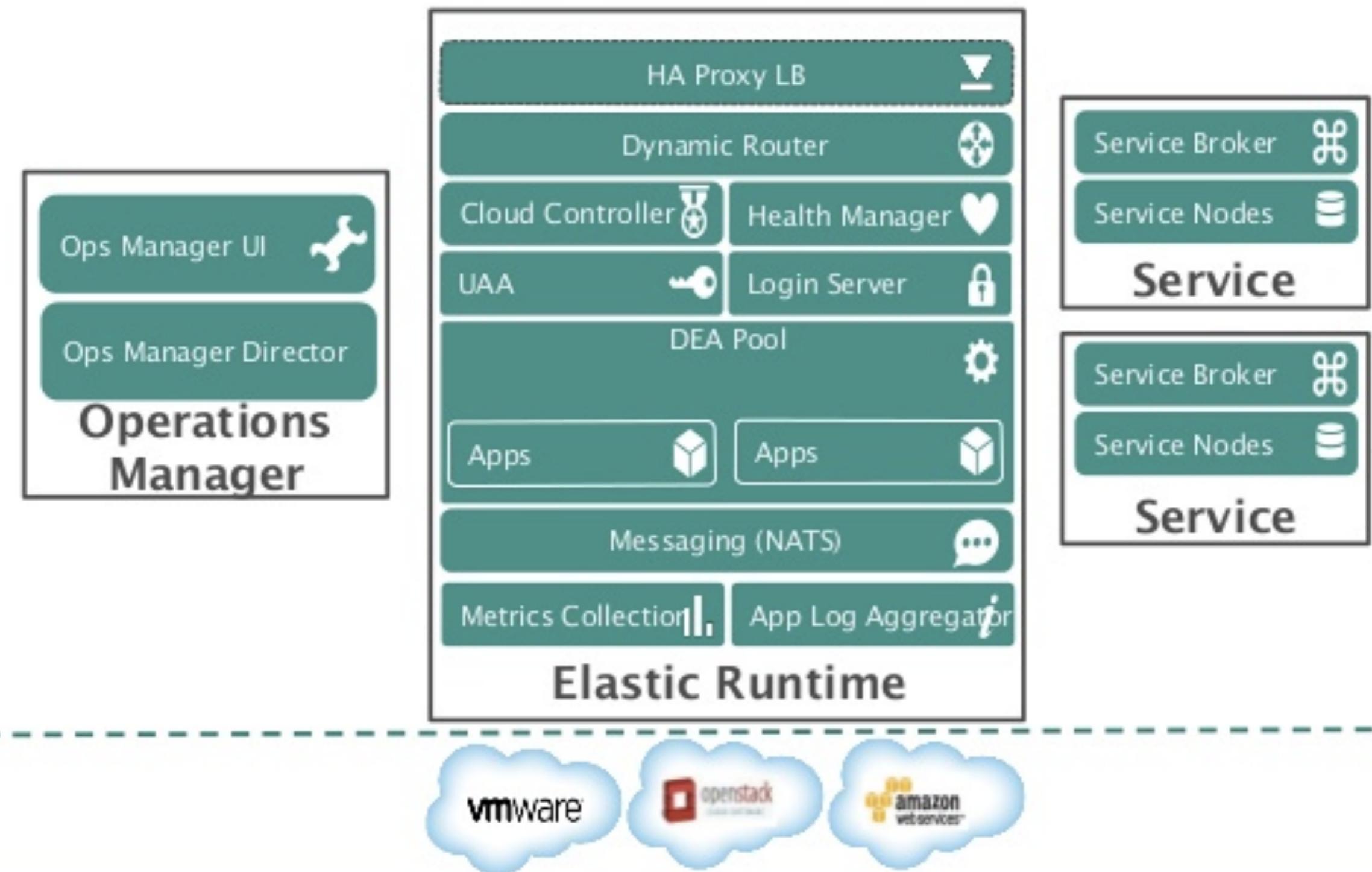
CONSUME

BUILD ON IT

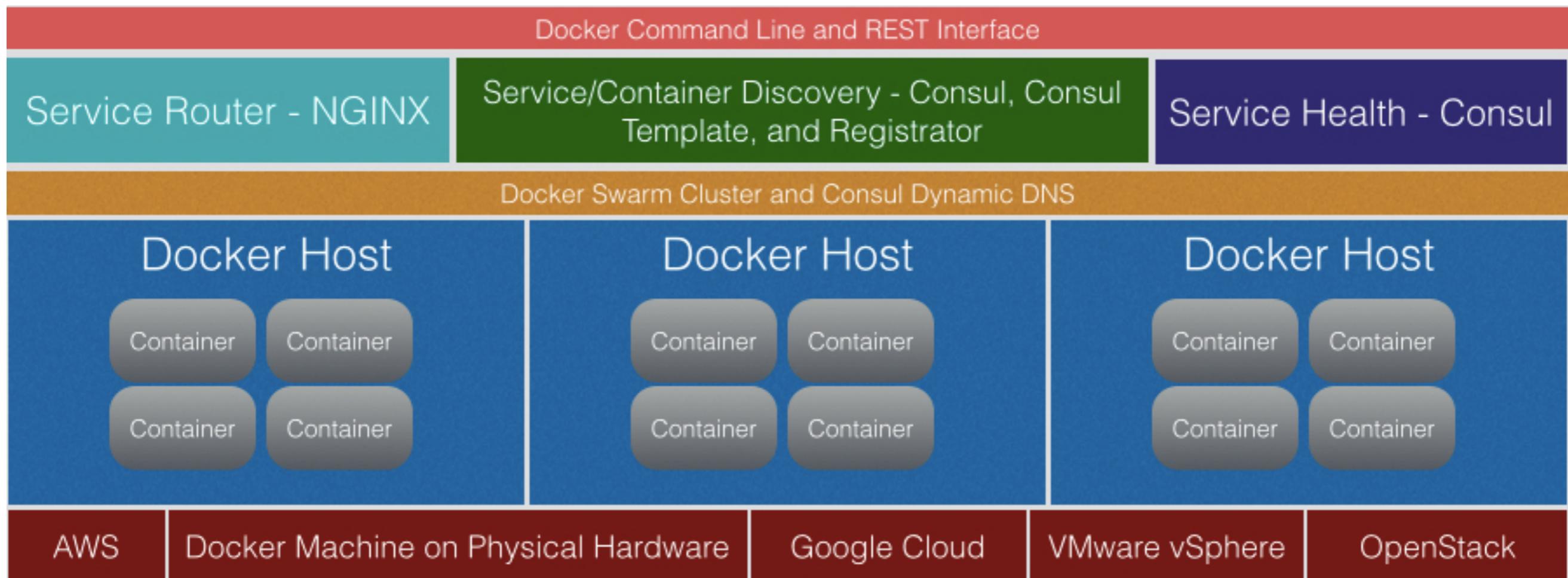
MIGRATE TO IT



Pivotal CF Architecture



Back to Docker....



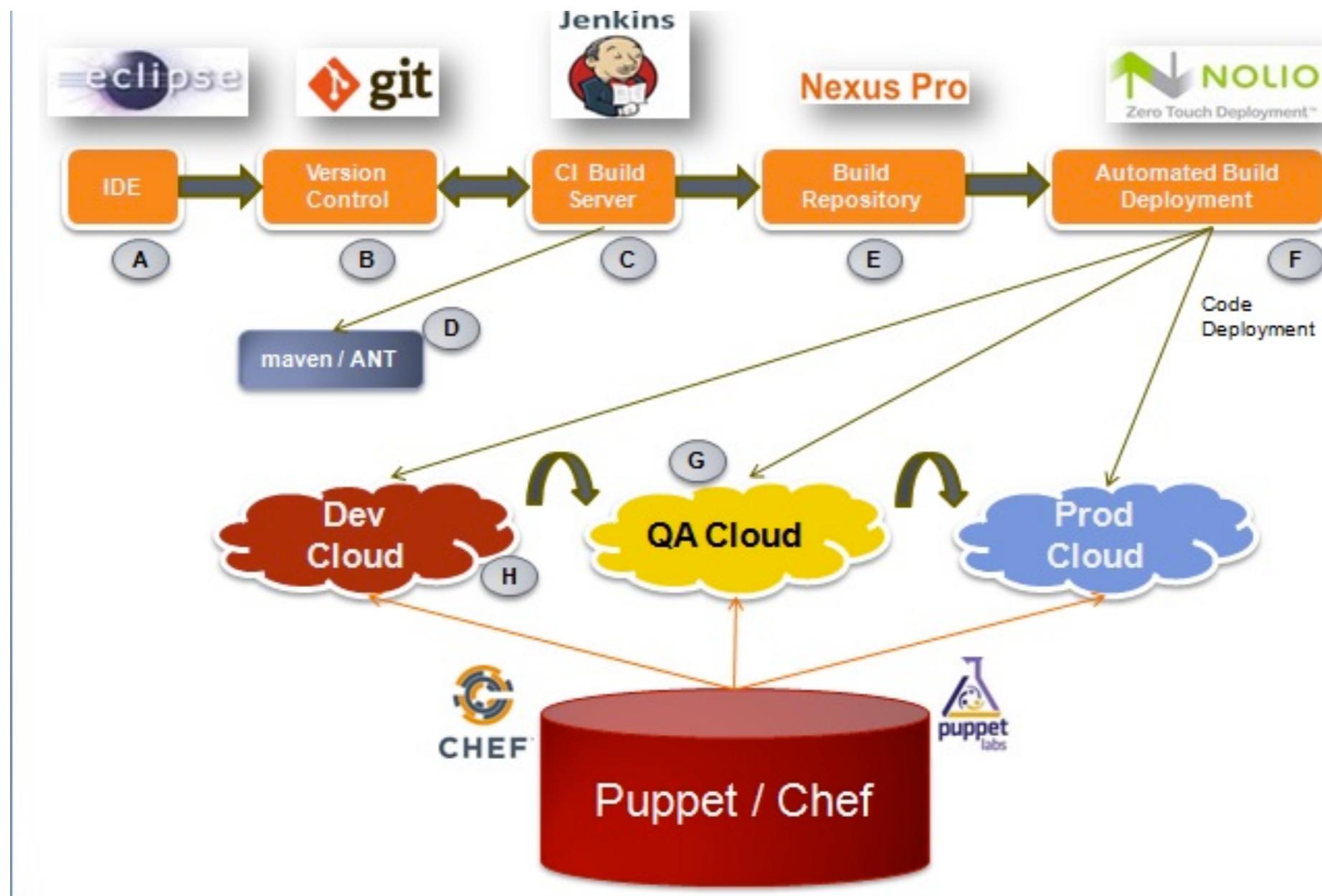
Core Devops Tech

Common Elements of the Software Supply Chain

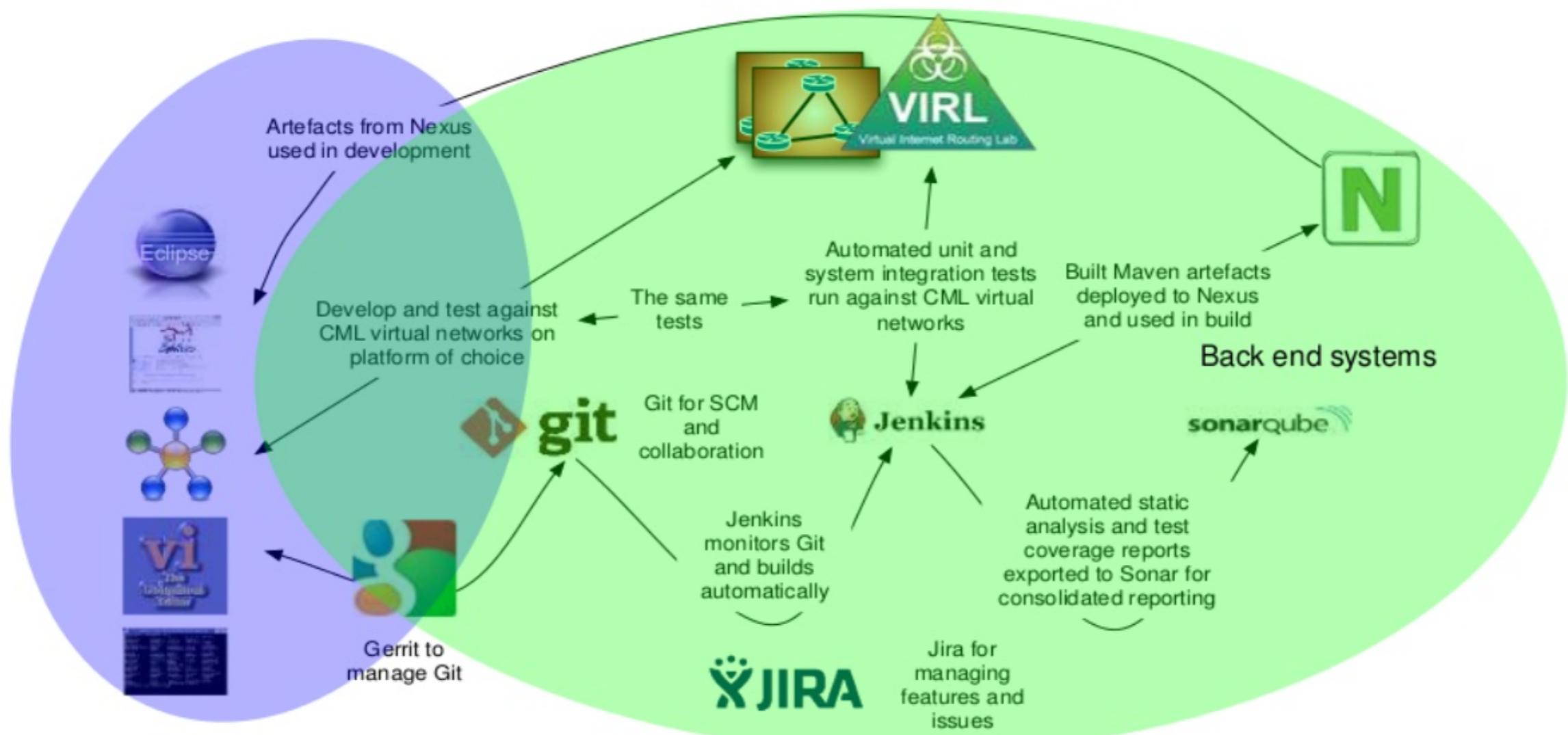


A N S I B L E

Example Reference Architecture for DevOps



According to Cisco



Develop with
enhanced
tools and
IDEs in
café
of choice



Cisco *live!*

General Notes

- CAPS (Chef, Ansible, Puppet, Salt) are mainly for centrally controlling what lives inside a large number of instances. I.e. processes, files, etc.
- Terraform and CloudFormation are mainly for creating instances themselves (and other cloud resources like load balancers etc).



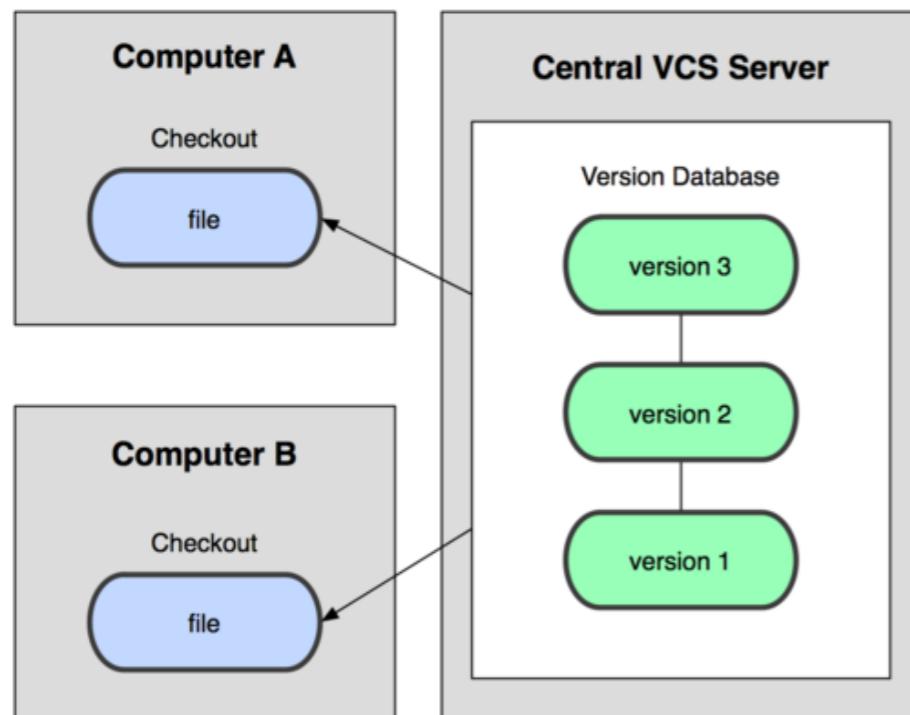
Git

- Source Control
- The backbone for open source



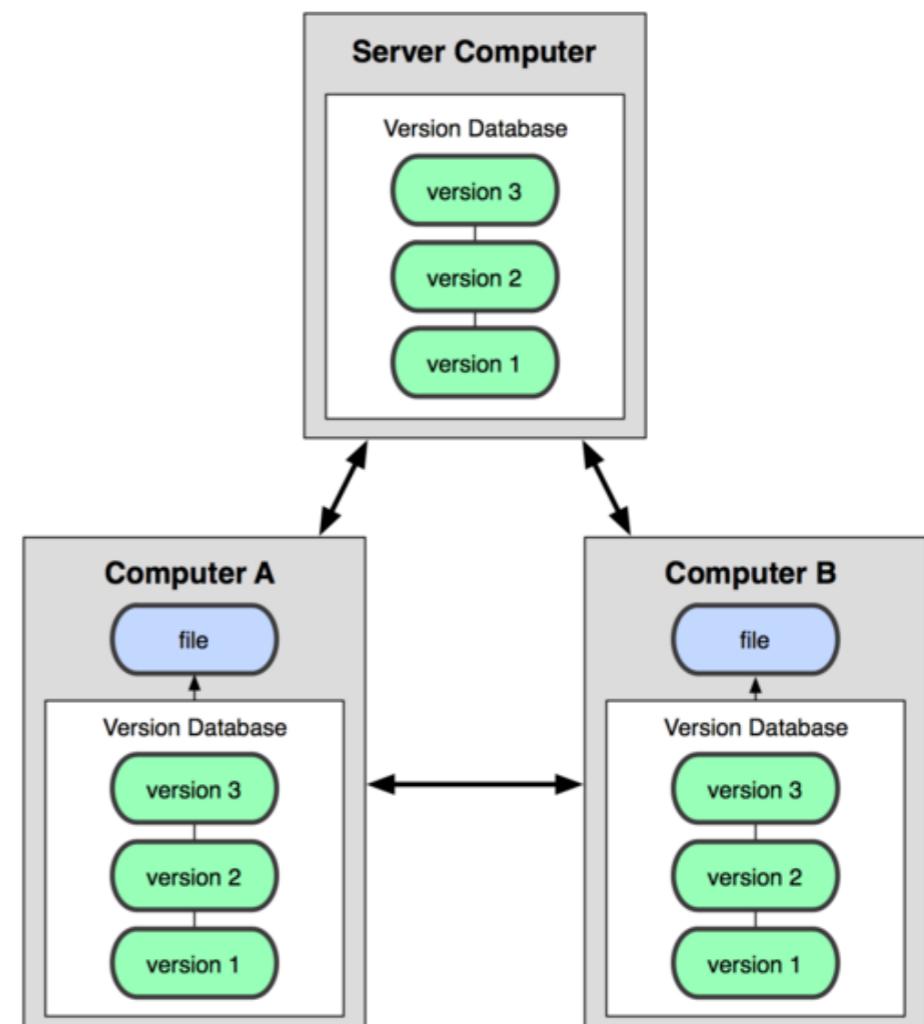
Git uses a distributed model

Centralized Model



(CVS, Subversion, Perforce)

Distributed Model



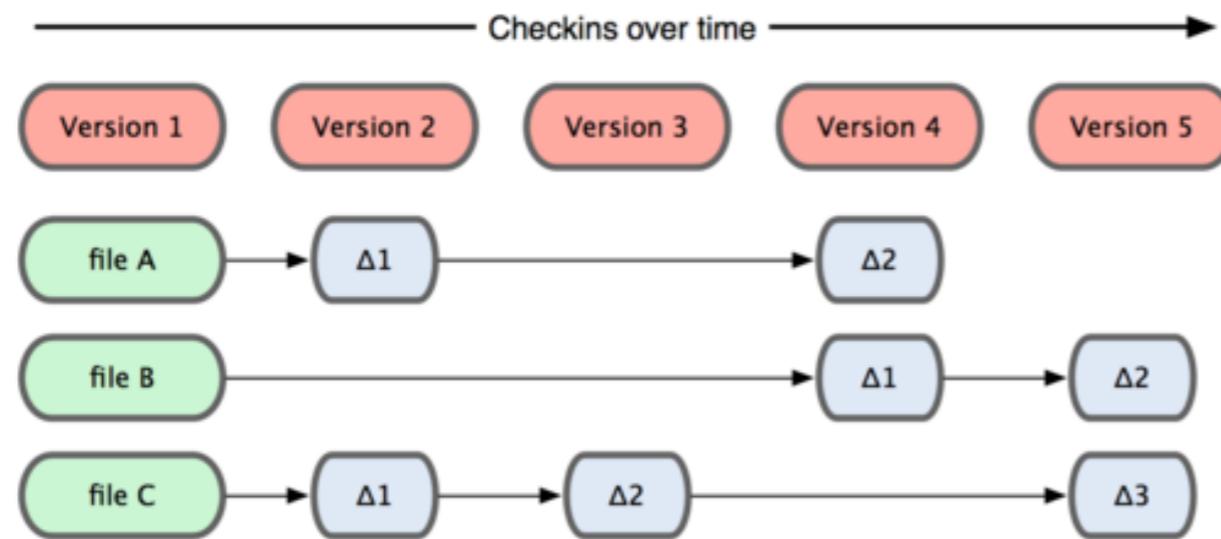
(Git, Mercurial)

Result: Many operations are local

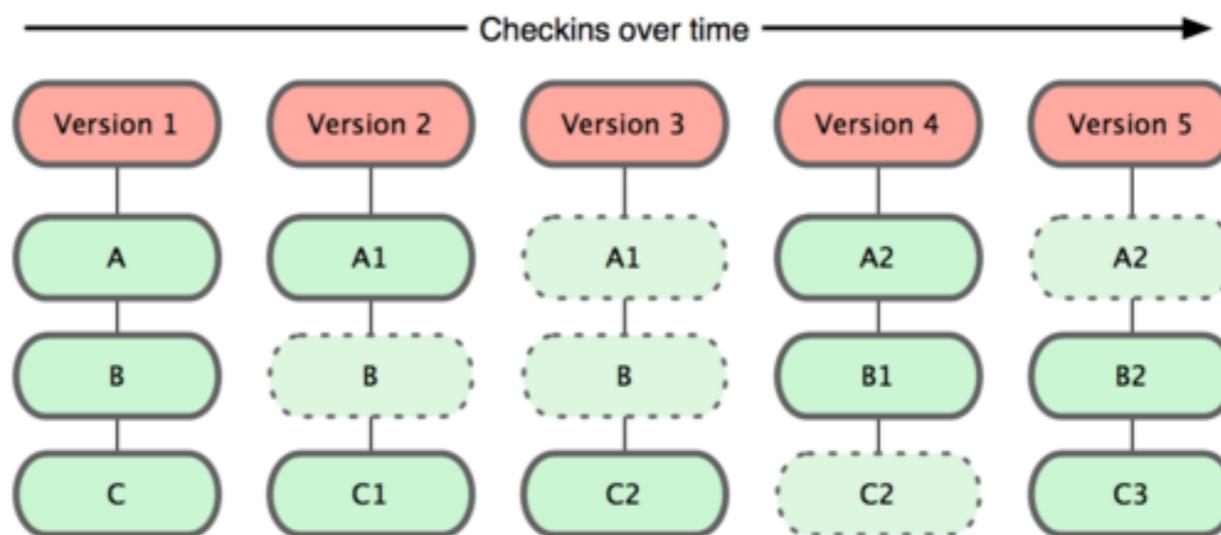


Git takes snapshots

Subversion

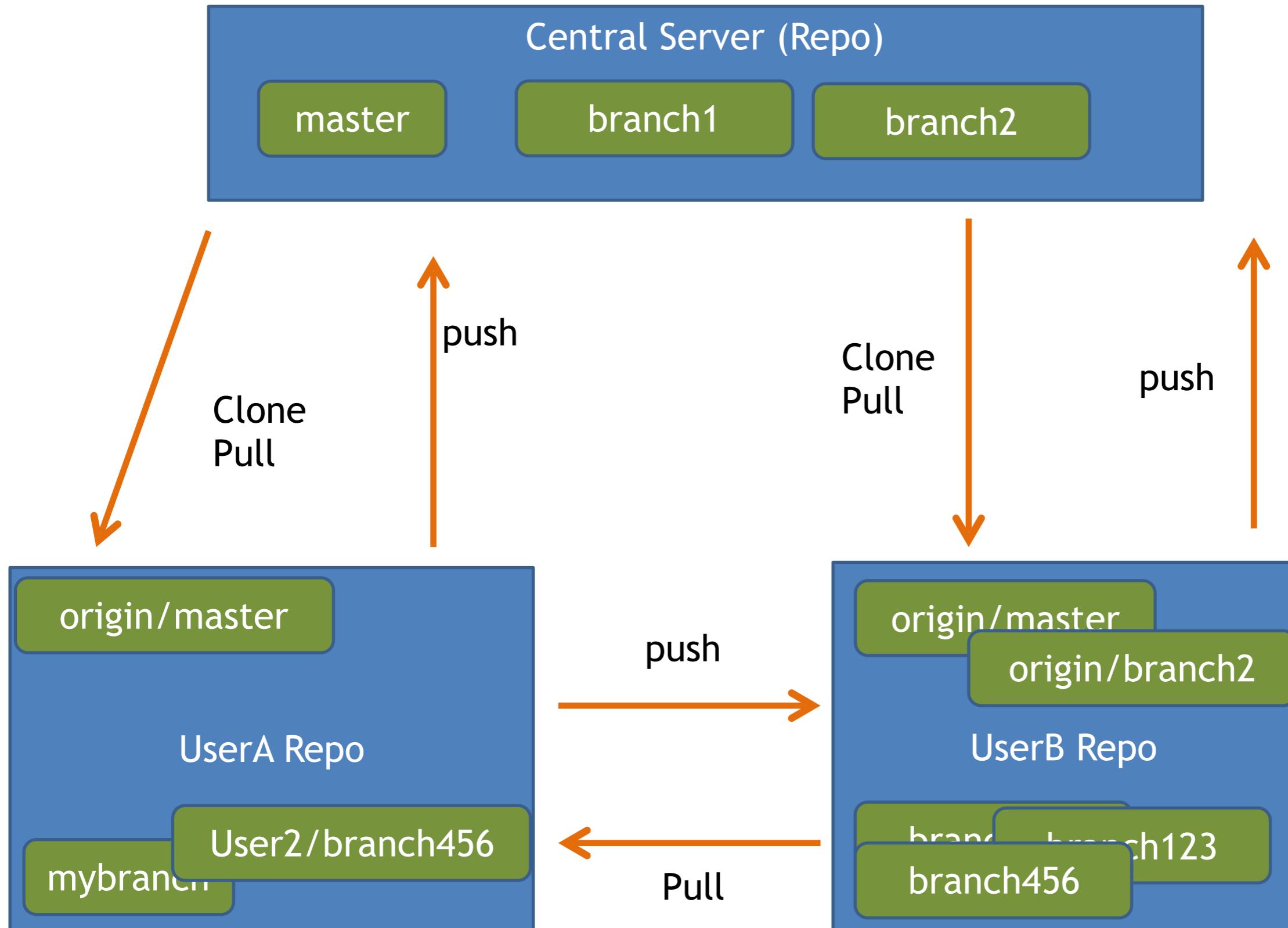


Git





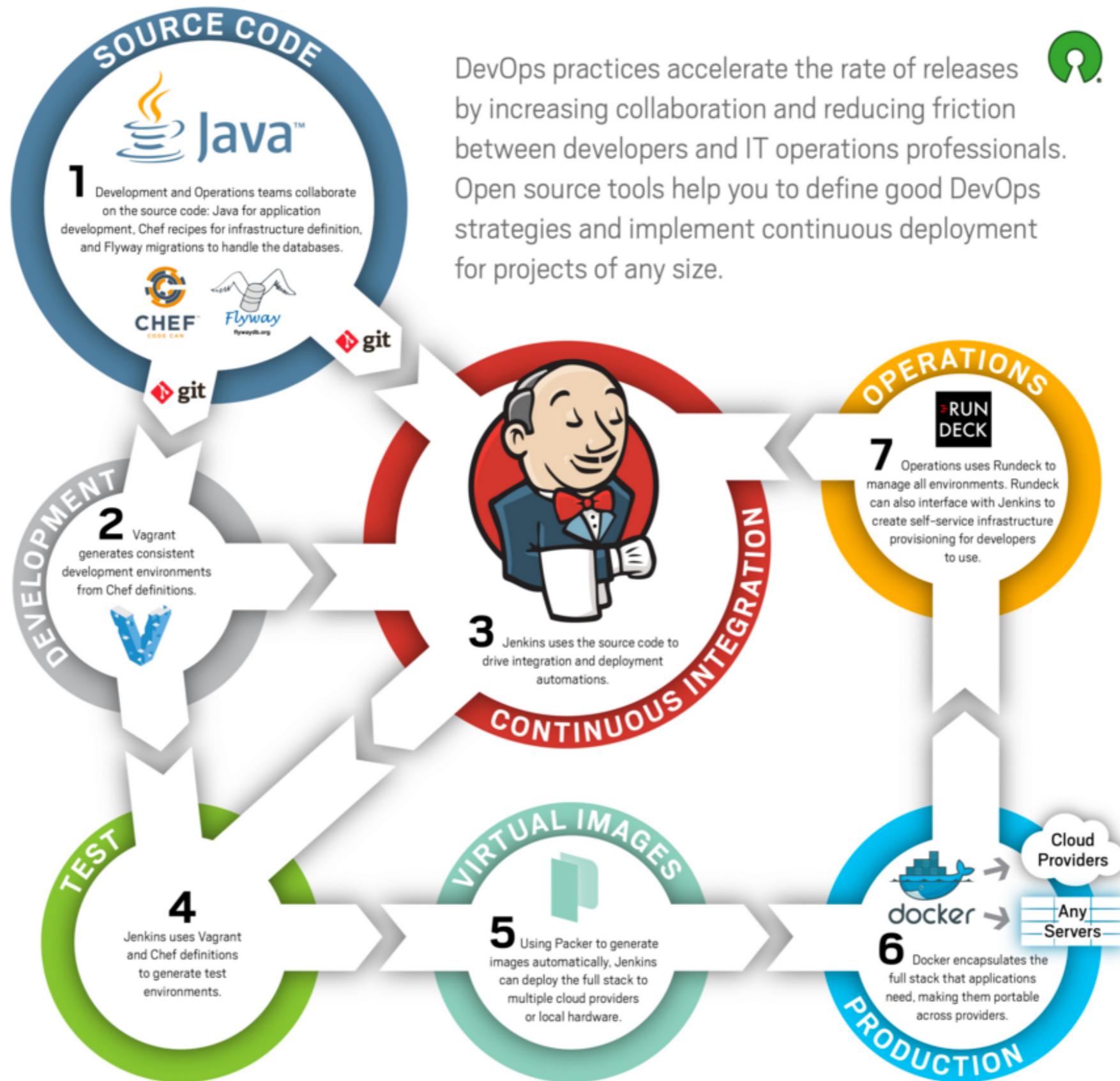
How Git Does it



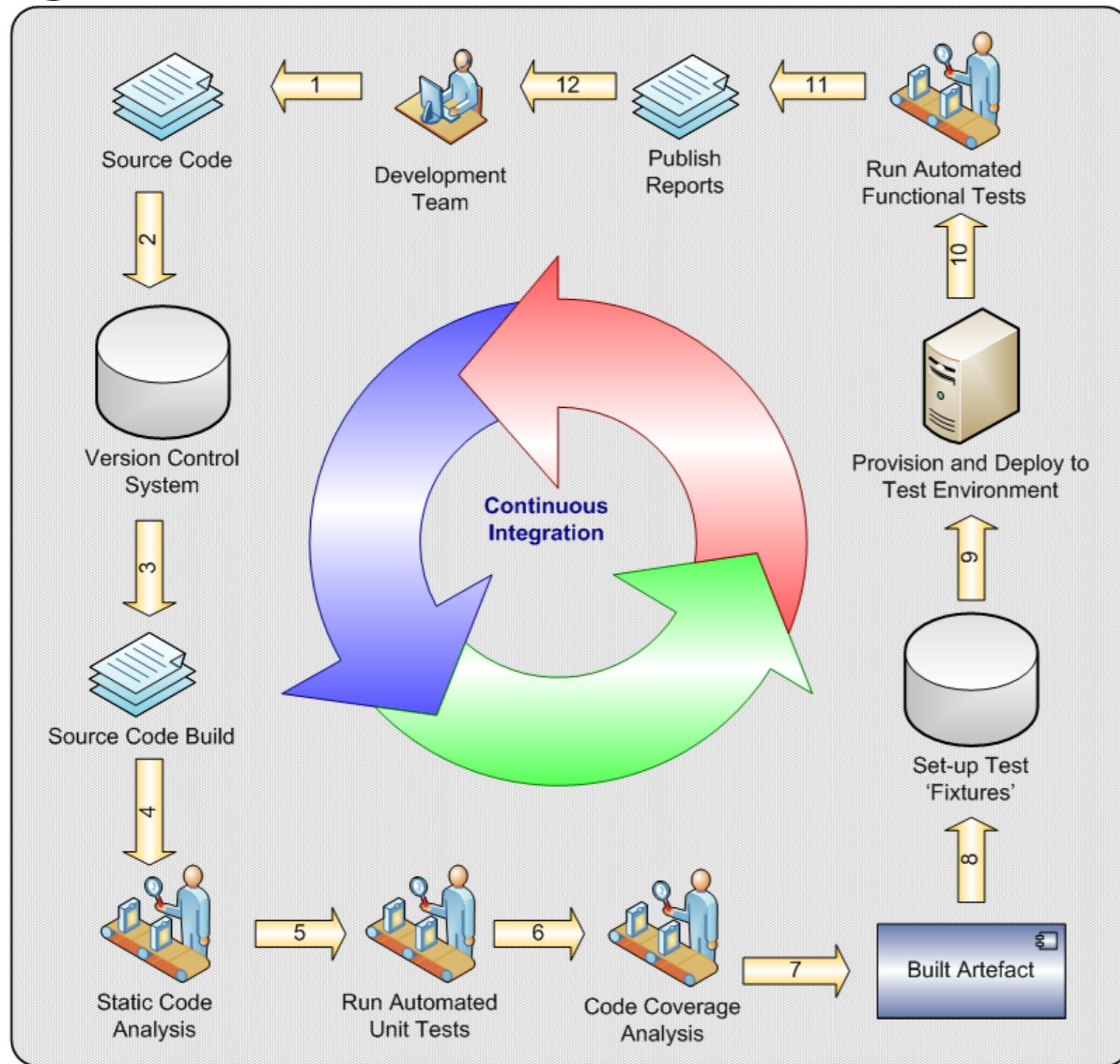
Jenkins

- Continuous integration server
 - Coordinate “jobs” to automate the building of applications and environments
 - Scales using master/slave architecture
 - Integrates into all major DevOps and code build tools





Typical CI Workflow using Jenkins



Jenkins Pipelines



Jenkins

search ?

Jenkins > Build Pipeline >

DISABLE AUTO REFRESH

Build Pipeline

Run History Configure Add Step Delete Manage

Pipeline	#6	#6 Vagrant Build	#5 Staging Deployment	#1 Production Deployment
		Apr 11, 2014 10:42:03 A 14 sec	Apr 11, 2014 10:42:27 A 21 sec	Apr 11, 2014 10:43:22 A 22 sec



Vagrant

- Provisioning Tool for Dev & Test Environments
- Why use Vagrant?
 - Quick
 - Easily replicate production on a Dev box
 - Many use cases for developers, operations as well as QA



Vagrant Basics

- Command line utility
- Uses a `vagrant` file to describe the virtual environment you want to setup
- Uses a simple abstraction from underlying complexities
 - `vagrant up`
 - `vagrant ssh`
 - `vagrant halt`
 - etc.



Vagrant Basics

- The Box
 - Basic building block
 - Uses shared “repo”
- Providers
 - Supports AWS, VirtualBox, VMWare, etc



When

- Need to easily provision development environments





Pros

- Initial setup to get running is quick and easy
- Wide availability of boxes to provision your environment with



Cons

- Mysterious performance issues
- Some features on certain platforms (cough windows) can be a pain to implement



What is puppet?

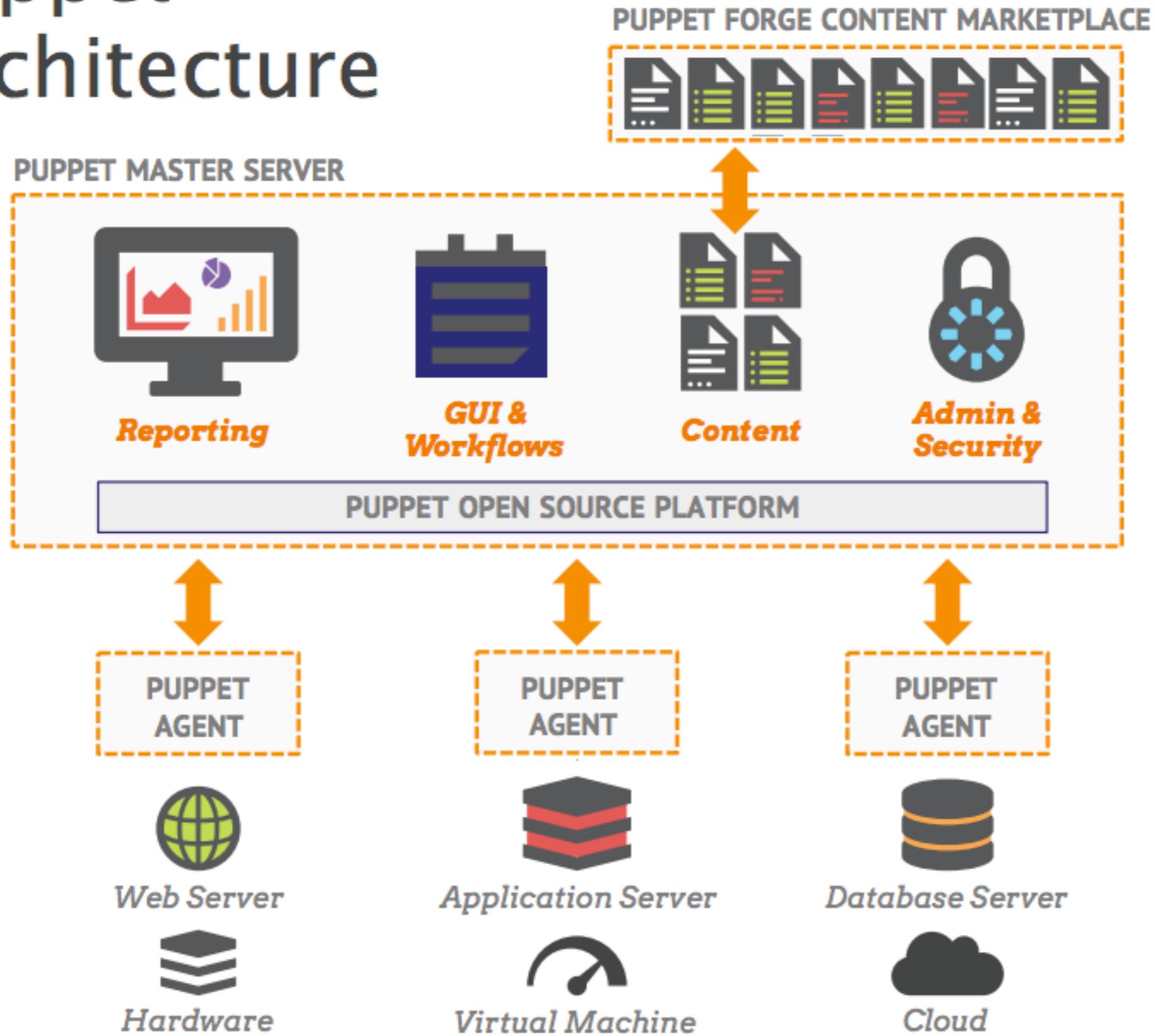
- Think of it as a language.
- Describe state, not steps.
- Paint a picture of your ideal and most clean system.



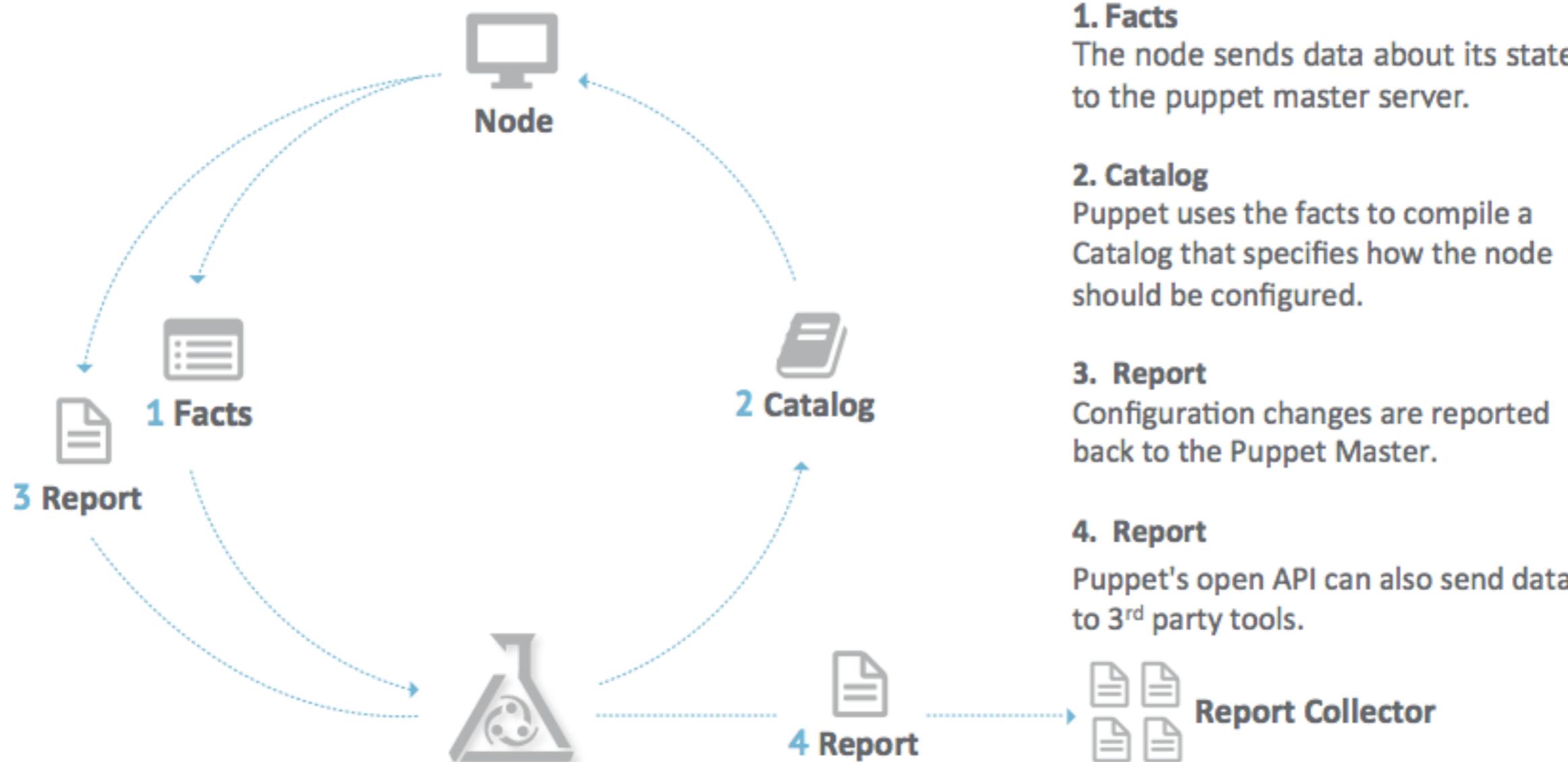
Puppet

- Automation of System Administration tasks
- Uses a declarative language to automate mundane admin tasks
- Seen as the tool of choice for pure configuration management
- Written in Ruby

Puppet Architecture



A Puppet Run





When

- Stability and maturity are key factors
- Good for large organizations with a heterogeneous environment and breadth of skills on the team.



Pros

- Mature interface and runs on nearly every OS.
- Simple installation and setup.
- Complete Web UI in this space.
- Strong reporting capabilities.
- Well-established support community



Cons

- Advanced tasks will lead you to use the CLI, which is Ruby-based
- Due to the DSL and a non simplistic design, a Puppet code base can grow large, complex, and will be hard for new team members to become productive on quickly.
- Pure-Ruby version support is being scaled back.
- Model-driven vs code driven approach



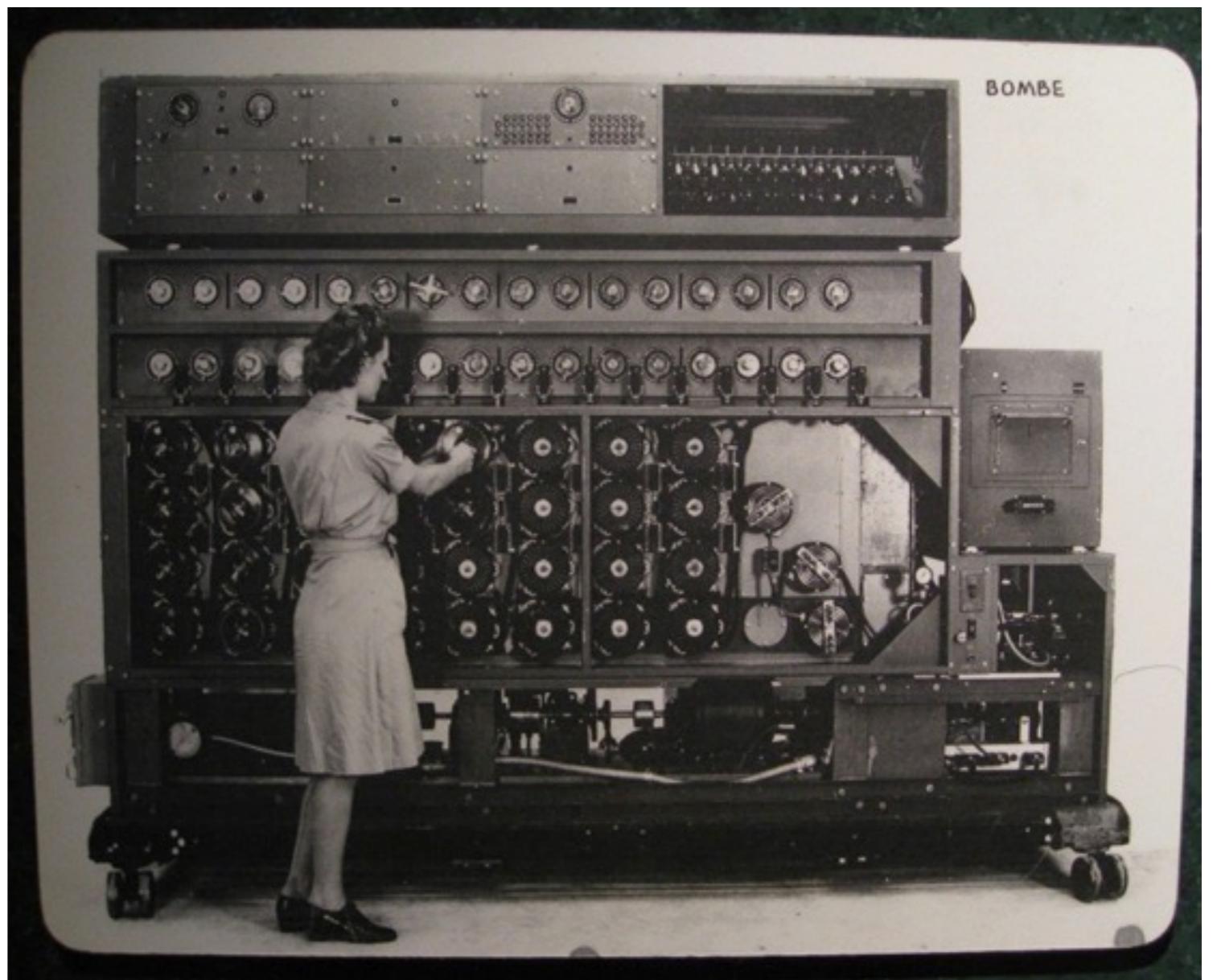
Chef

- Chef is the ninja of DevOps tools
- Comprehensive utility for
 - provisioning
 - managing
 - automating entire infrastructures
- Uses a client/server architecture to facilitate application of “recipes” to infrastructure components
- Written in Ruby



Chef Concepts

- Node
- Role
- Resource
- Recipe
- Cookbook
- Runlist





CHEF™

Run List



What policy should I follow?



"recipe[ntp::client]"
"recipe[users]"
"role[webserver]"



When/Why

- Organizations looking for a more mature solution for a heterogeneous environment.
- Good for development-focused teams.



CHEF™

Pros

- ‘Knife’ tool eases installation burdens.
- Large collection of modules and configuration recipes.
- Heavy focus on Git gives it strong version control capabilities.
- Code-driven approach gives you more control configurations.



CHEF™

Cons

- Not simple - can lead to large code bases and complex environments.
- Doesn't support push functionality.
- Steep learning curve



Saltstack

- CLI-based tool that can be set up as a master-slave model or a non-centralized model.
- Python
- Push method of communication with clients
- Provides for grouping of clients and configuration templates



When

- Scalability and resiliency are a big concern.
- Oriented to system administrators due to its usability



Pros

- After setup, fairly straight forward
- DSL is robust with features
- I/O and configs are consistent-> YAML.
- Strong community.
- High scalability and resiliency in the master model
- Transparency is excellent. Easy to see what's happening internally.



Cons

- Documentation is weak
- Incomplete web ui
- Non Linux OS support weak
- Difficult to set up and to pick up for new users.



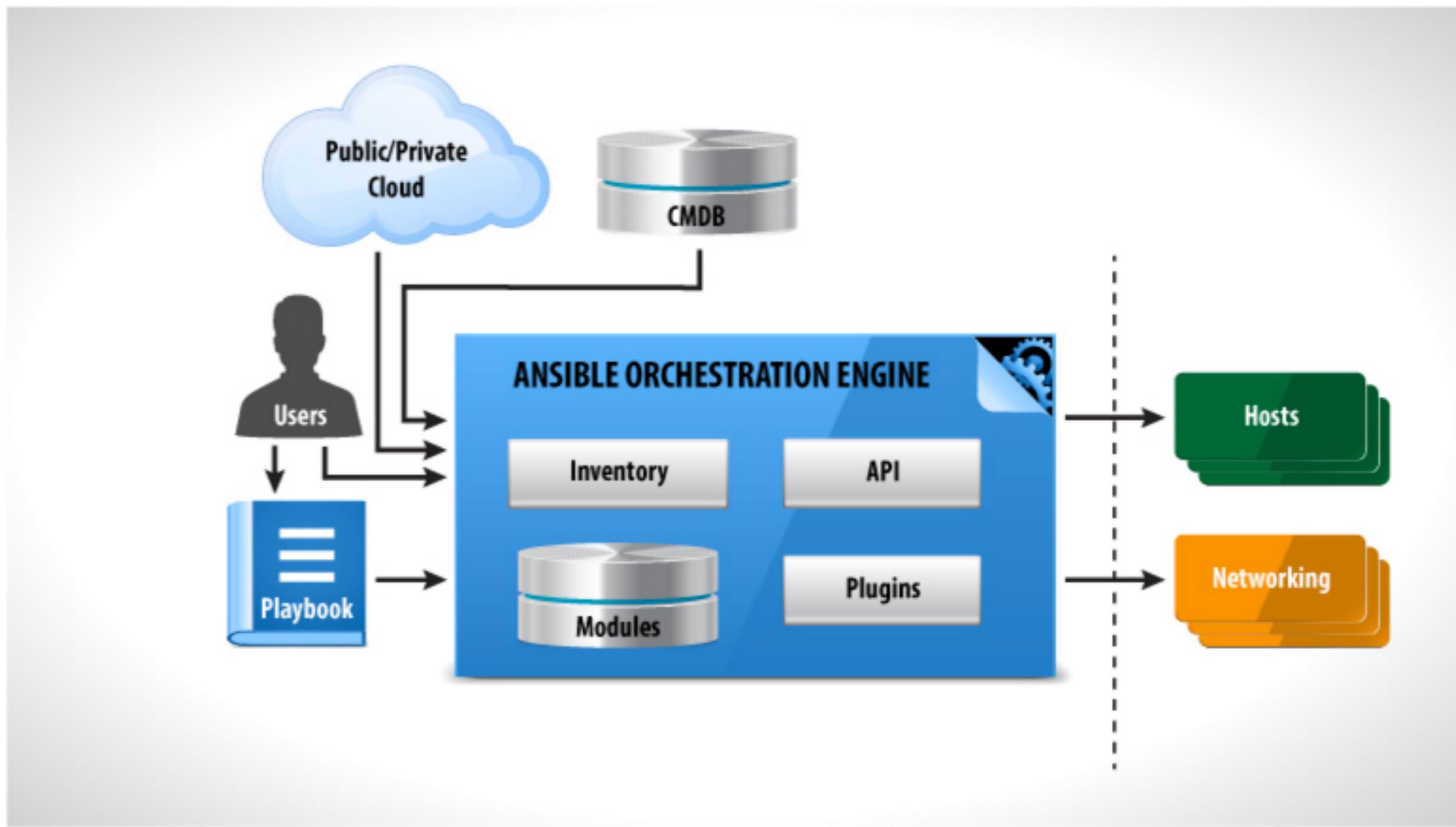
ANSIBLE

Ansible

- Agentless configuration management tool
- Written in Python
- Multi-node (like chef)
- Seeks to be simple
- Similar to Vagrant



Ansible Architecture



Ansible Key Concepts



- Module
- Playbook



ANSIBLE

When/Why

- Getting up and running quickly
- Ease is important to you
- You don't want to install agents on remote nodes or managed servers
- It's good if your focus is more on the system admin side.



ANSIBLE

Pros

- SSH-based, so it doesn't require installing any agents on remote nodes.
- Easy learning curve thanks to the use of YAML.
- Playbook structure is simple and clearly structured.
- Has a variable registration feature that enables tasks to register variables for later tasks
- Much more streamlined code base than some other tools





ANSIBLE

Cons

- Less powerful than tools based in other programming languages.
- Does its logic through its DSL, which means checking in on the documentation frequently until you learn it
- Variable registration is required for even basic functionality, which can make easier tasks more complicated
- Introspection is poor. Difficult to see the values of variables within the playbooks
- No consistency between formats of input, output, and config files
- Struggles with performance speed at times.



Terraform

- Higher level abstraction of CM
- Written in G (golang)
- Focuses on data center wide operations
- Integrates with other CM tools like Chef and Puppet
- From the makers of Vagrant



Terraform Configuration

- Like Vagrant
 - Command line tool
 - Uses text files to describe the infrastructure



When

- The planning phase plain and simple.
 - Killer feature
- When the holes in a young product are not in areas you need support.
(Missing resources)



Pros

- Supports many cloud providers and can run on your local machine
- Vendor neutral
- Separate planning and execution phase - killer feature
- Young - stability can be an issue



Cons

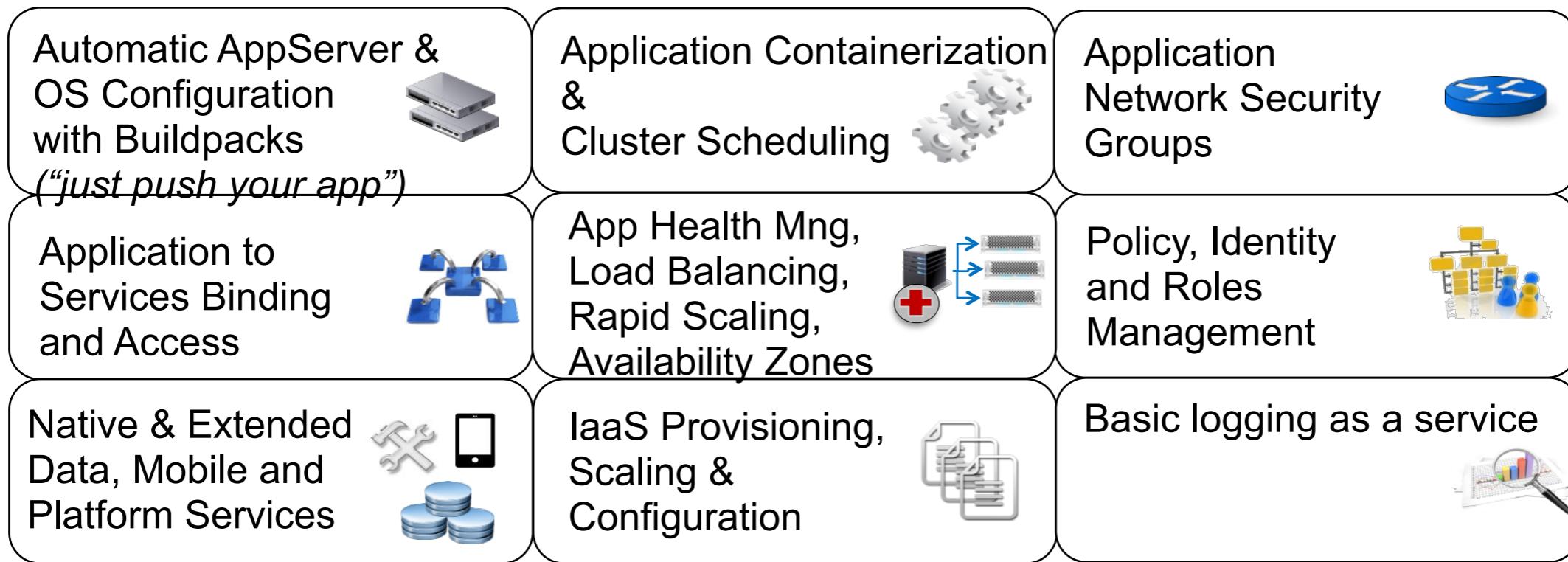
- Limited support for many AWS components
- Issues with state management - state file sharing between developers is chaos
- DSL is young and missing some functionality



Cloud foundry

- Provision operating systems and middleware.
- Manage network security safe guards to prevent security threats.
- Manage application connections to external sources including databases and legacy middleware.
- Provides 4 levels of HA, as well as built in load balancing for scale
- Supports multi-tenant environments - each line of business can operate with a discrete quota and isolated system access.
- Provision next generation data services including NOSQL databases, traditional databases and hadoop clusters.
- We provide horizontal and vertical scaling for the underlying IaaS so that you can scale your infrastructure in lock step with your Business.
- Provides a built-in log aggregation service

Open Source Cloud Foundry Capabilities

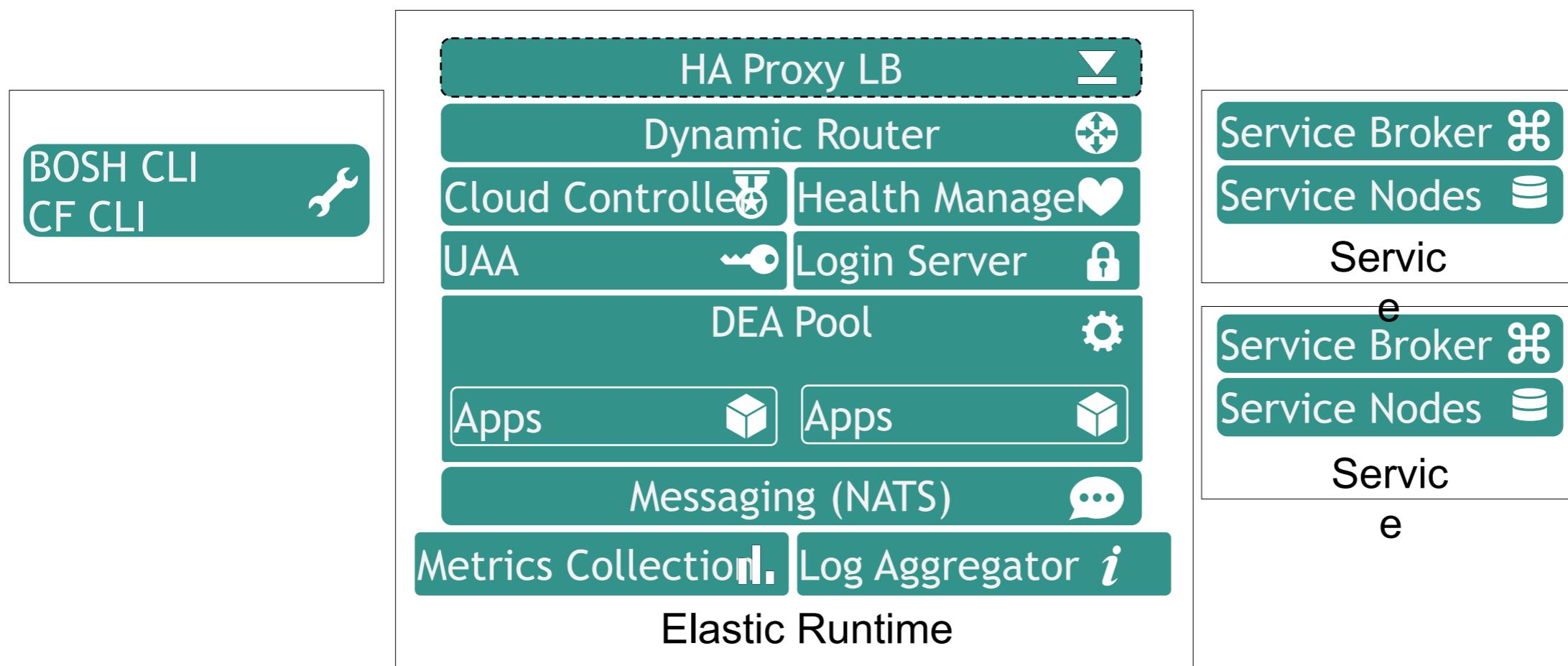


Deploy, Operate, Update & Scale with minimal downtime





Cloud Foundry Components





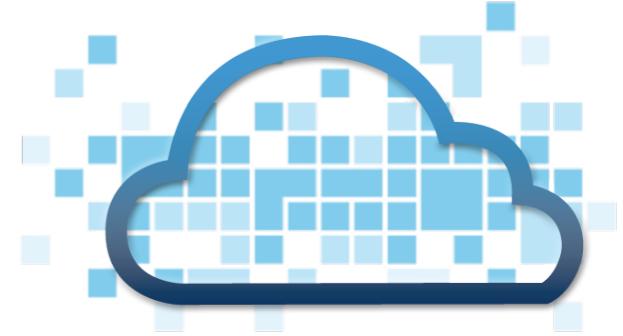
When

- You are running on AWS
- Significant number of ready to go resource definitions



Pros

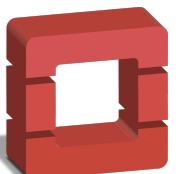
- Support for all AWS components
- No state management issues
- Templates written in son and very easy to understand
- Very stable



CLOUD
FOUNDRY™

Cons

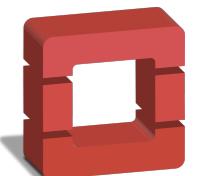
- AWS only and is a hosted service
- Can makes changes without prior notice - lack of transparency
- Issues with rollback mechanism



openstack
CLOUD SOFTWARE

OpenStack

- Software platform for cloud computing
- Infrastructure-as-a-service (IaaS)
- The software platform consists of interrelated components that control hardware pools of processing, storage, and networking resources throughout a data center.

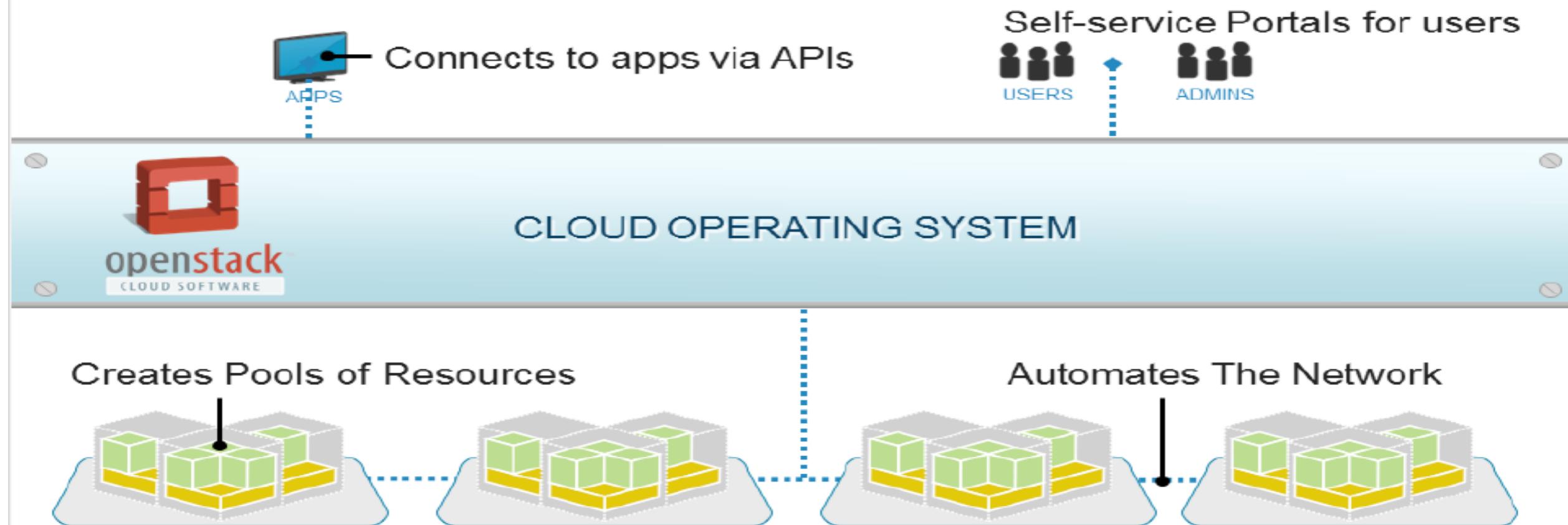


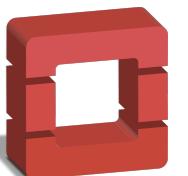
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Automation and Orchestration of IT Resources

Solution: OpenStack, The Cloud Operating System

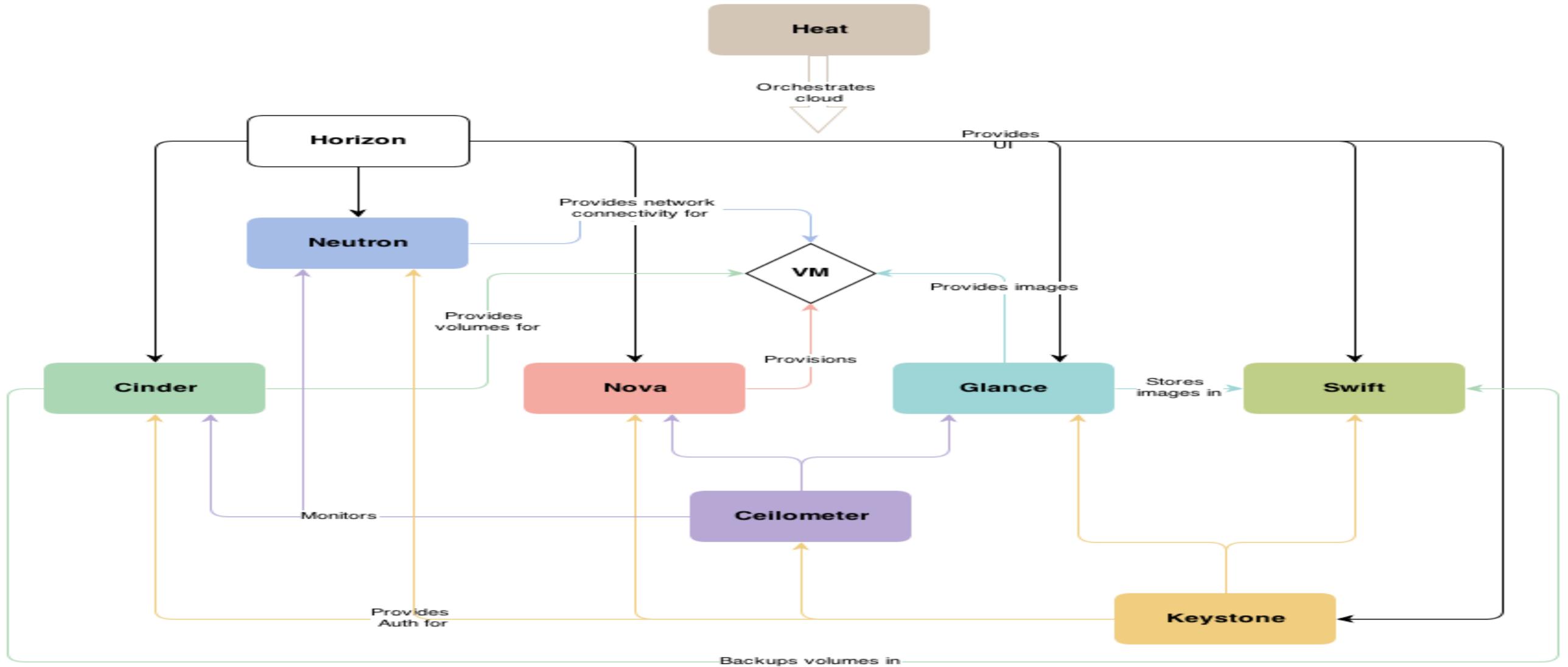
A new management layer that adds automation and control

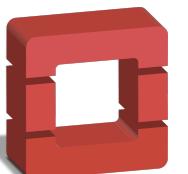




openstack
CLOUD SOFTWARE

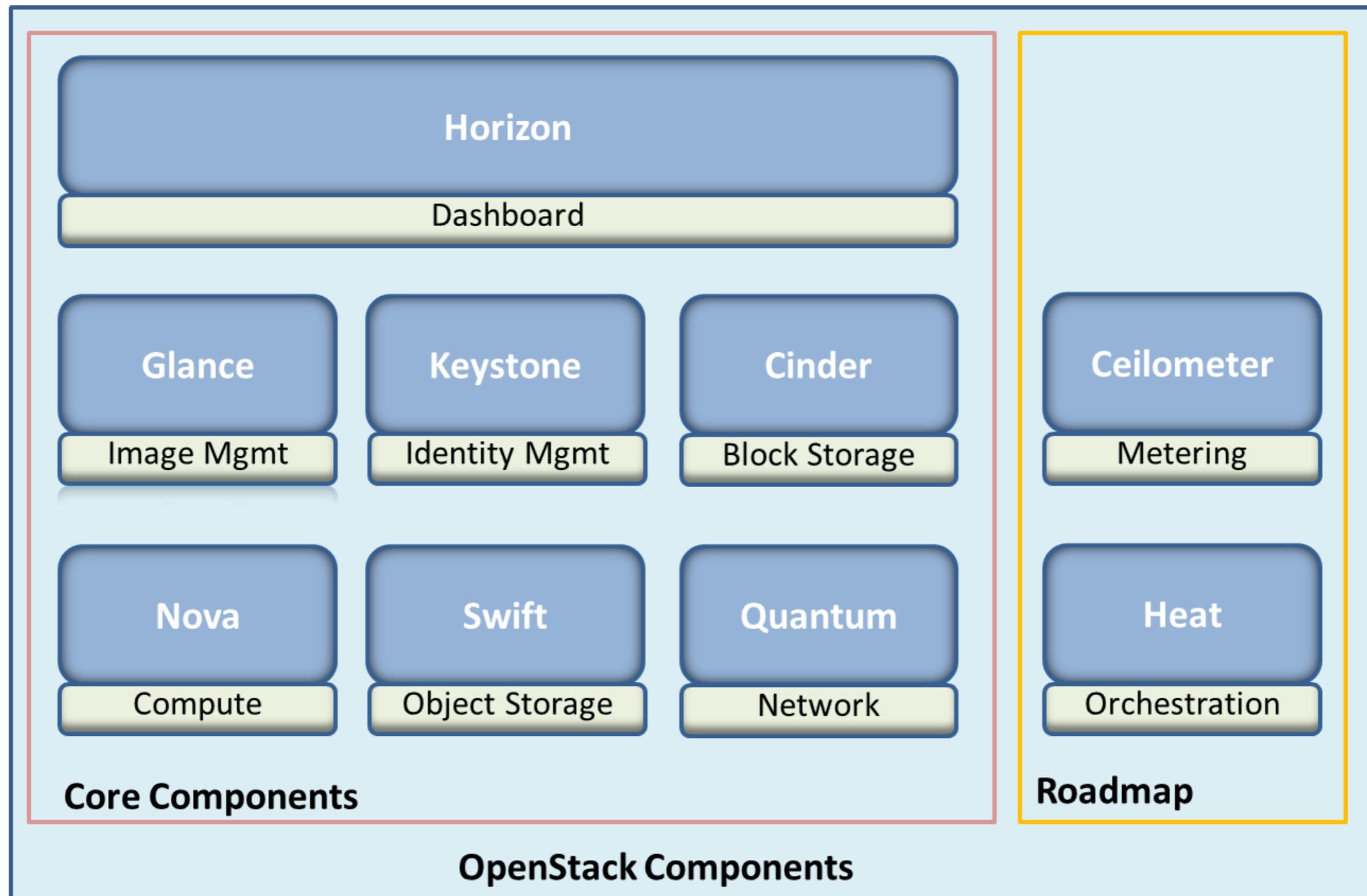
In a Loosely Coupled Architecture

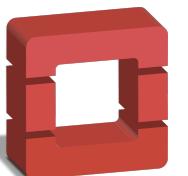




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CLOUD SOFTWARE

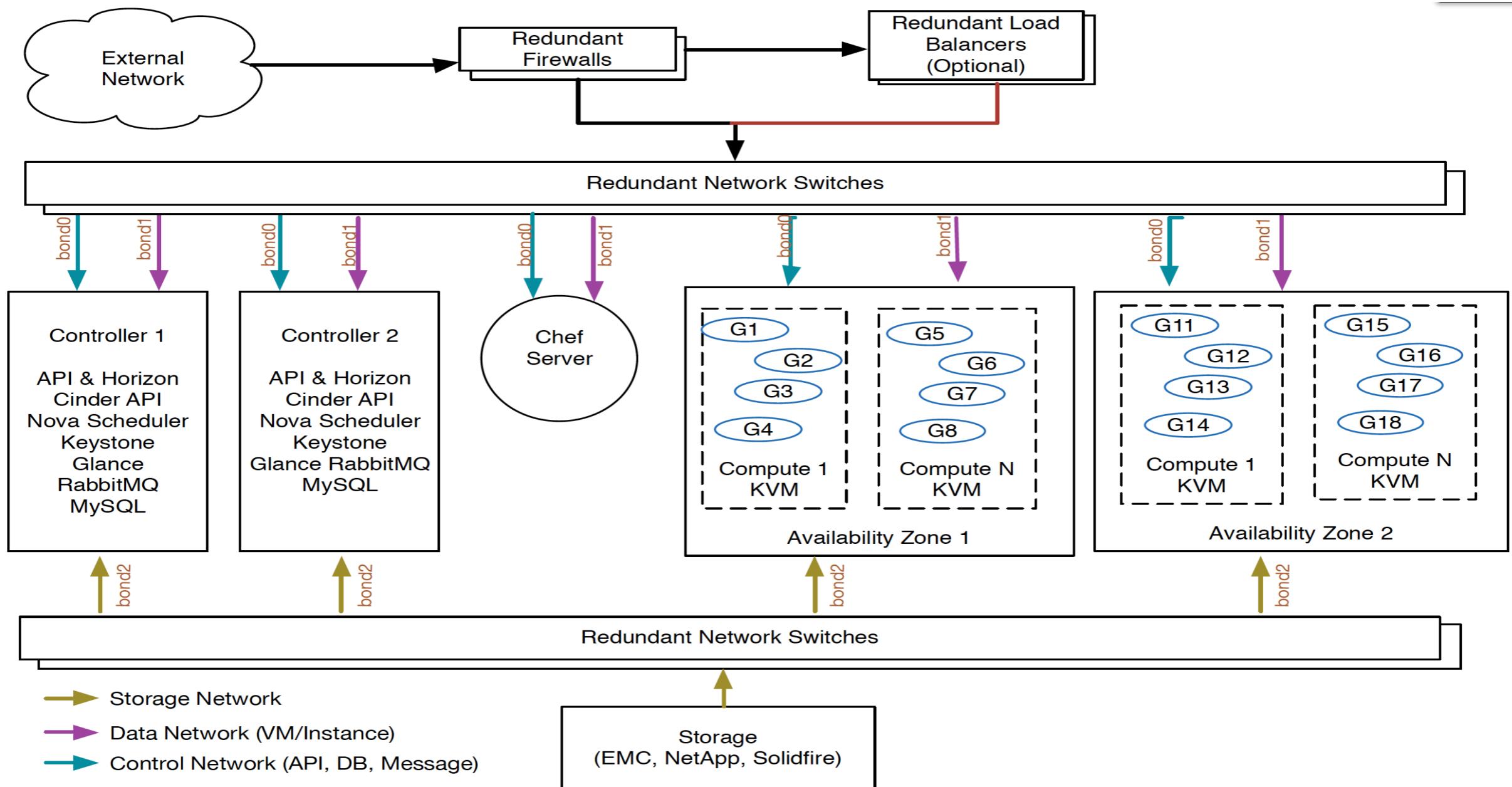
By Leveraging Various Open Source Projects



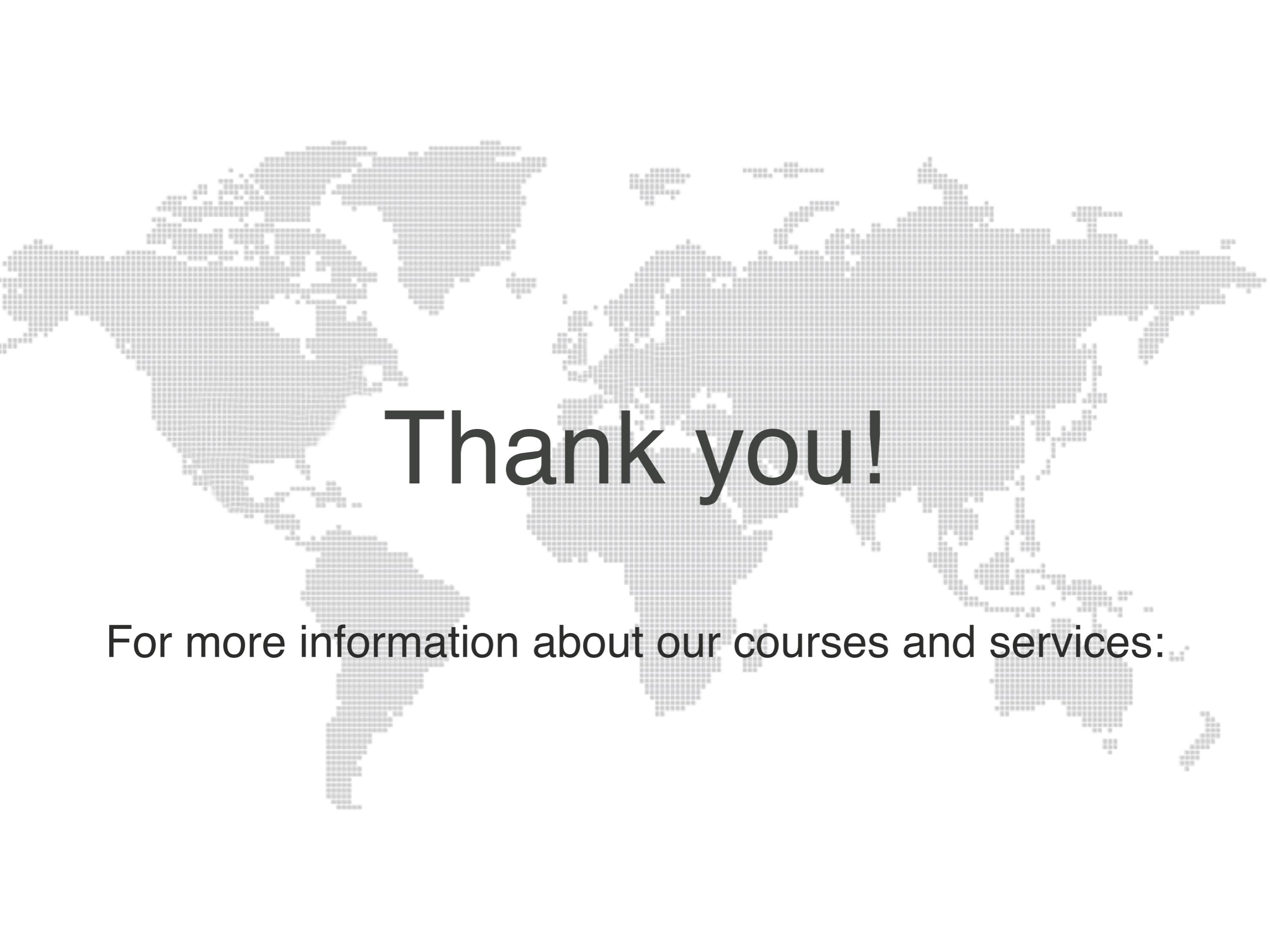


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CLOUD SOFTWARE

Rackspace Private Cloud Reference Architecture



Discussion: Tool Diversity



Thank you!

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