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# On-call through the ages

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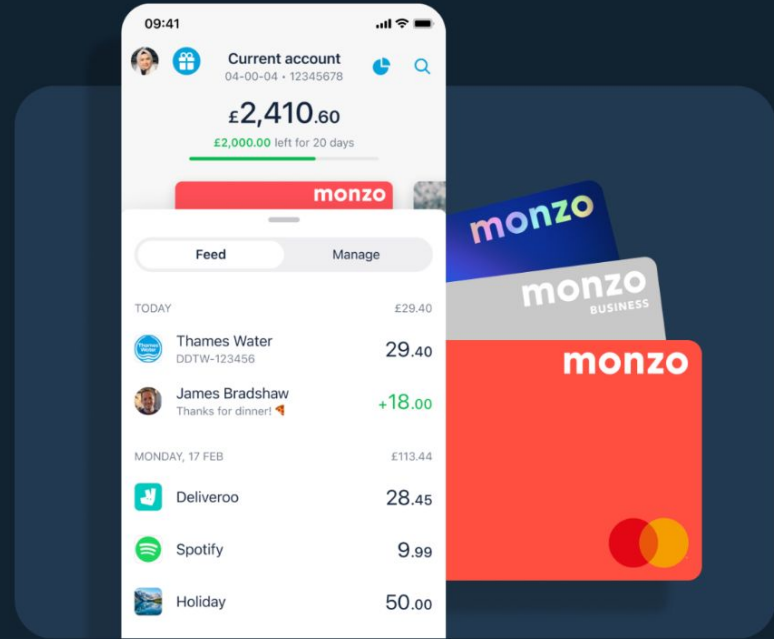
# Banking made easy

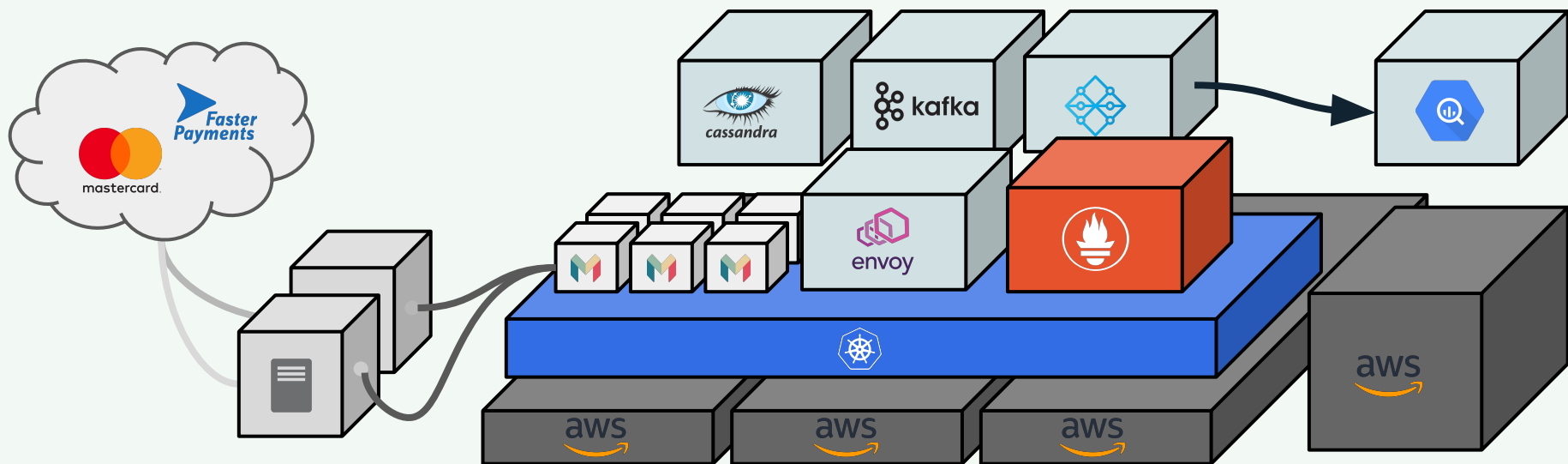
Spend, save and manage your money, all in one place. Open a full UK bank account from your phone, for free.

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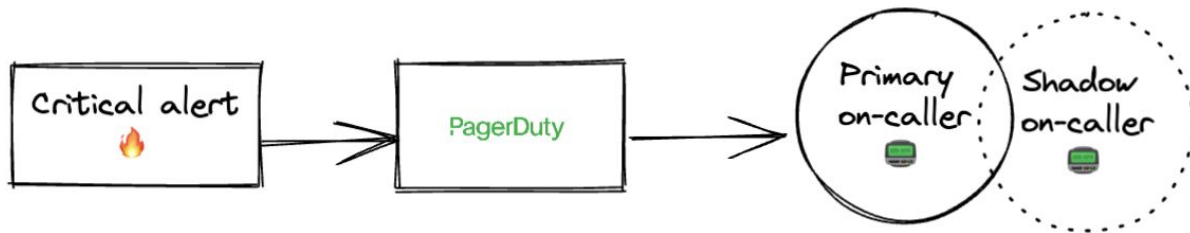
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# Story time

# The rocketship





**“We don’t expect this approach to work forever, but right now it’s letting us iterate quickly on processes and tools, and develop a pattern for on-call which we can roll out more widely later ”**

– Monzo on-call blog, 2018

# Some things were good...



## First responders

We'd get a human onto the problem as soon as it happened



## Incentives

Good quality docs and built-in resilience to our services



## Learning opportunities

This model gave on-callers broad exposure to our entire platform



## Cost effective

A max of two engineers on-call at any time kept operational costs low

# Some things were not...



## **Difficult to onboard**

Requires specialist knowledge to resolve, often tenured engineers



## **Slower resolution times**

Some engineers would be paged for systems they had no context on



## **Didn't incentivise strong ownership**

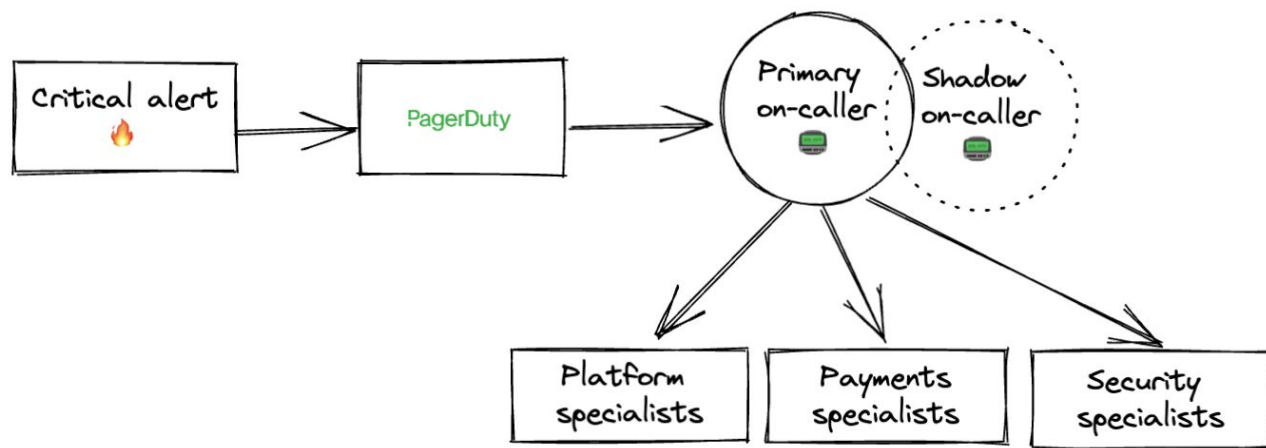
Teams didn't directly feel the impact of problems with their services



## **Didn't scale**

Fine whilst scaling, but as we built more features became unsustainable

# The scale up



# Ups and downs...



## **Quick access to knowledge**

Typically we could get someone with the right knowledge into an incident quickly



## **The primary on-callers were morphing into a first-line team**

Primary on-callers would often be the messengers for problems



## **We were still growing quickly**

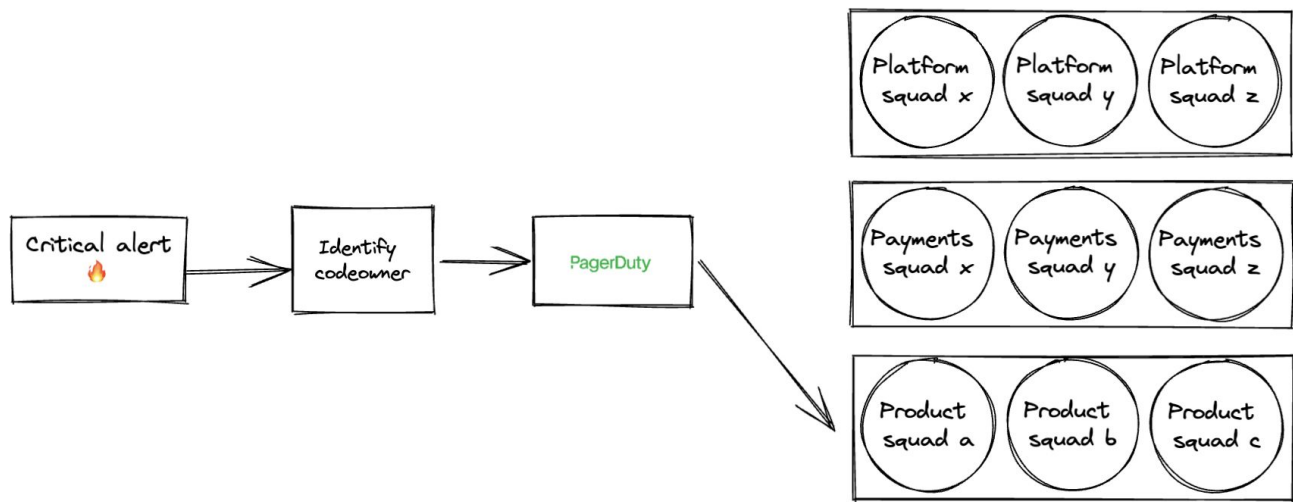
Meaning the effectiveness of our specialists varied



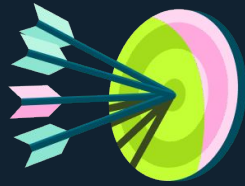
## **More friction in the process**

There was a sometimes unnecessary hop in the process to get the right responder online

# The grown-up bank

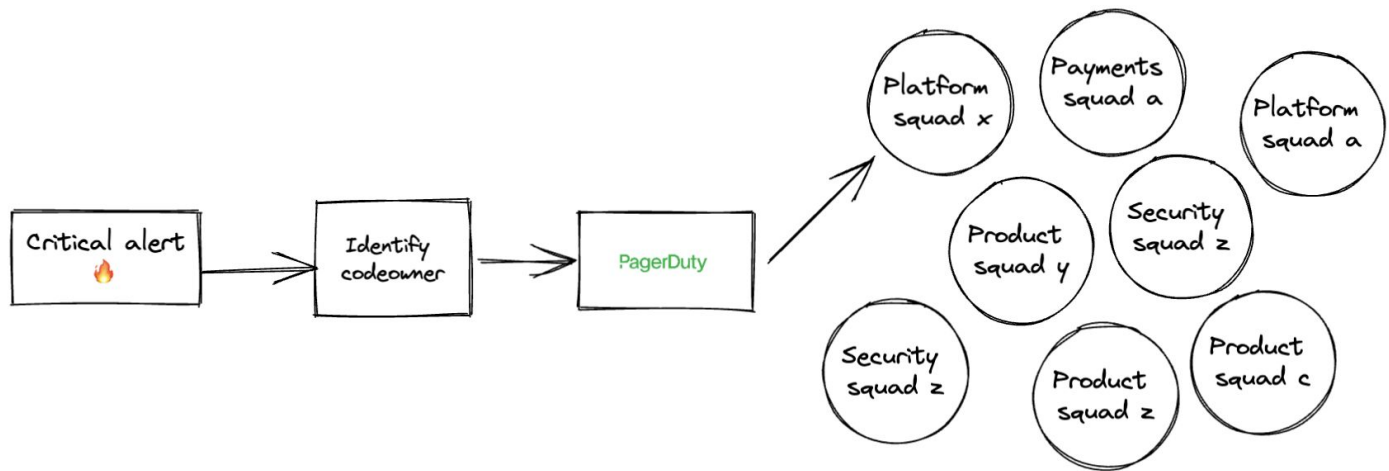






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# Today...



# Technical Incident Managers

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- 1 Trained crisis managers who are automatically paged into major+ incidents
- 2 Provide support for engineers so they can focus on the technical investigation
- 3 Act as the key interface between our engineering teams and the rest of the organisation
- 4 Pull all of the right people together to support our response



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# Human centred on-call

**Don't accept  
deviant system  
behaviour**

**Share your  
lessons  
widely**



# Thank you!

