

THE DEVOOPS HANDBOOK

How to guarantee slow software delivery

HELLO FROM GRAND RAPIDS

I'm Victor Frye

Your friendly neighborhood developer

Self-proclaimed #1 Clippy fan

Groundskeeper of a site called
microsoftgraveyard.com

5 years of developer experience

Found my passion in cloud and devops

Seen a lot of well-intentioned ideas gone wrong





THIS CONVERSATION

INTRODUCTION AND DISCLAIMER

DEVOPS VS DEVOOPS

DEPLOYMENTS LIKE A MASOCHIST

PROJECT MISMANAGEMENT

THE QUALITY VOID

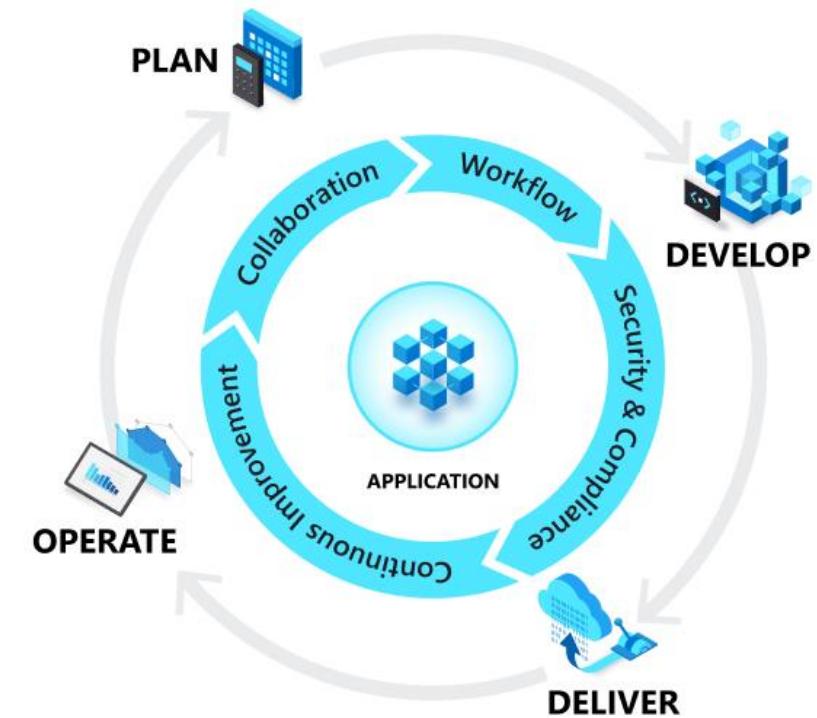
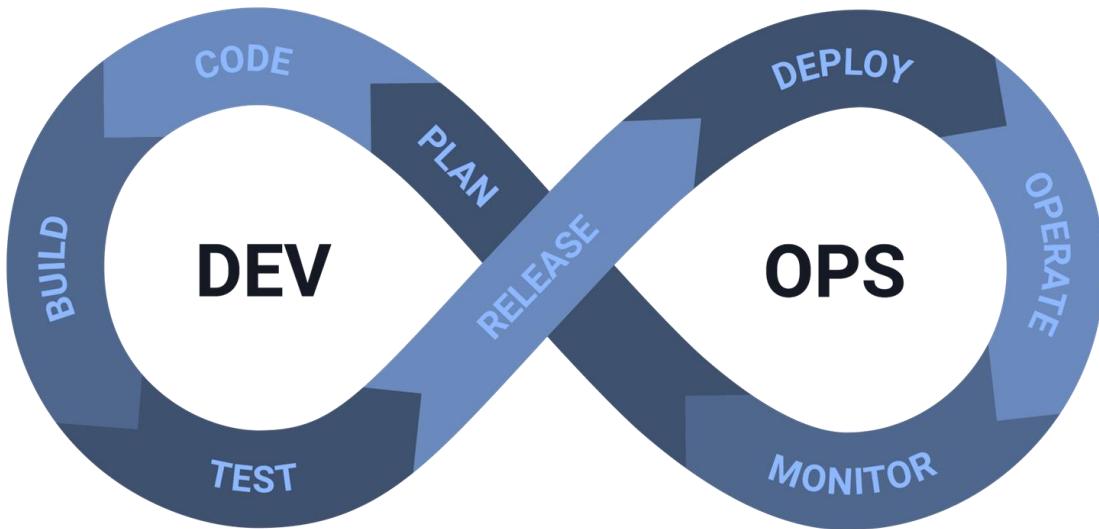
CLOSING REMARKS AND QUESTIONS

DISCLAIMER



WHAT IS DEVOOPS?

THE LIFECYCLE



THE GOALS

We want to accelerate our time to market

- But we are embracing the quality void
- But we are prioritizing everything as number one

We want to maintain system stability and reliability

- By ensuring changes are nigh impossible
- By documenting everything

We want to adapt to the market and competition

- But let our competition trial it for us
- But we want to tightly control work for alignment

We want to improve the mean time to recovery

- By keeping recovery time to zero
- By hiding our mistakes

CASE STUDY

VICTOSO CORPORATION





OUR CURRENT WORKPLACE ENVIRONMENT



Deployments

Continuous integration and continuous delivery

Manual RFC for production changes

Some teams deploy during the day and some during the evening



Project Management

Scrum with 2-week sprints

Average team consists of:
•1 scrum master
•1 business analyst
•~3 developers

Work intake process varies



Quality Control

Quality engineers own testing

Unit Tests are optional

SonarCloud Integration, but not enforced

Semi-cross functional skillsets



THE FIRST WAY

DEPLOYING CHANGES THE WAY OF
THE MASOCHIST



UPDATE: AFTERHOURS DEPLOYMENTS ONLY

Something went wrong with core databases

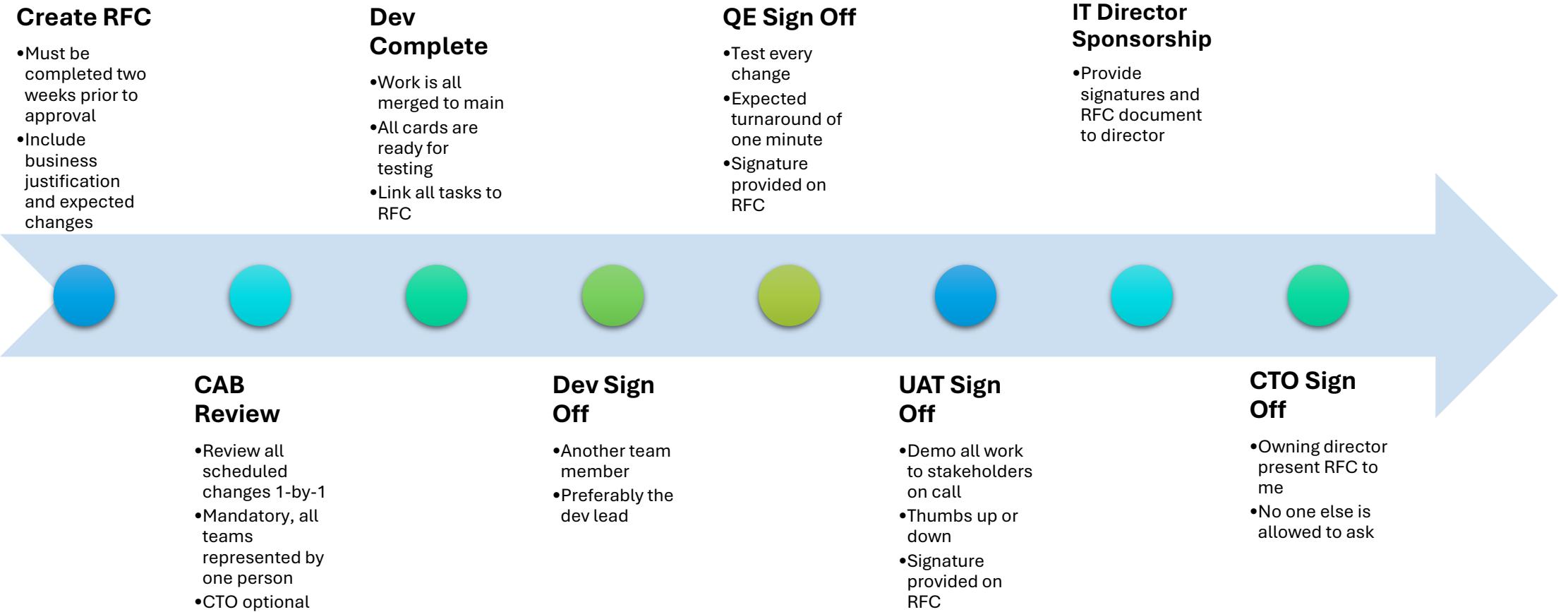
Downtime experienced by customers

I looked *really* bad to the business

Any night is fine, except maybe Fridays?



UPDATE: CHANGES TO RFC APPROVALS





UPDATE: MONDAY NIGHT ONLY

Things keep going wrong still

Align all changes to one time window

If something breaks, we know it's because we changed stuff

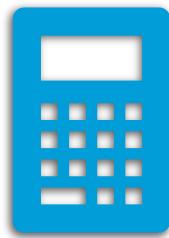
Stay in control and do not look bad in front of the business

STOP SENDING RFCS ON MONDAY

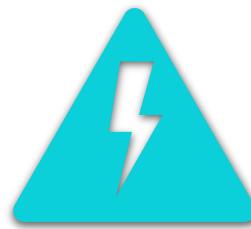
THE CTO ASK



COMMON THEMES OF DEPLOYMENTS



Accountability



Risk



Downtime



RECOVER FAST



Feature Flags

Limited deployment windows
Deploy code, release features



Alerting

Know it failed before anyone else



Deployment methodologies

Blue/Green deployments
Canary
API Versioning
Backups



THE SECOND WAY

PRIORITIZATION EQUALITY AND
PROJECT MISMANAGEMENT



UPDATE: UNIFIED INTAKE PROCESS

Stop all work except that approved through intake

New intake workflow with all IT directors and CTO reviewing requests for work

Intake will require a complete breakdown of work required and scheduled completion date

Work not yet approved for intake cannot be designed, architected, developed, or anything!!





UPDATE: “JUST GET IT DONE” PRIORITIZATION



SIMPLIFIED ONE-POINT
PRIORITIZATION SCALE



MUST HIT DEADLINES AT
ALL COST

UPDATE: STANDARD TEAM WORKFLOWS

You will story point all work

You will use this board layout

You will only answer the three questions in stand up

You will document everything in the assigned wiki

You will plan, review, and retrospect in this format

No negotiation on workflows!!

UPDATE: DOCUMENTATION REQUIRED

Wiki is out of date

Knowledge retention vs employee retention

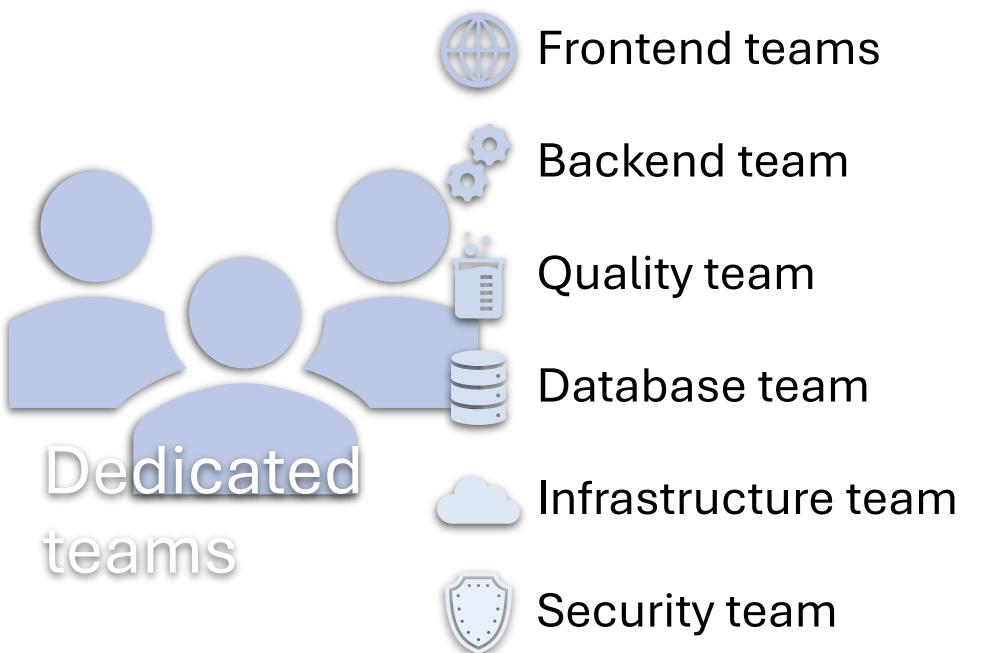
Questions asked, answers unknown

Do not slow down to document

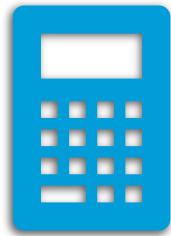




UPDATE: SILO TEAM SKILLSETS



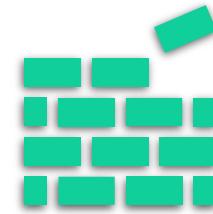
COMMON THEMES OF PROJECT MANAGEMENT



Accountability



Risk



Consistency



WATCH TIME TO MARKET



Cycle time

Time in queues
Code on the shelf
Track unplanned work



Open communication

Dev coffee chat
Centers of excellence
Group chats



Developer Experience

Make local dev painless
New member up to speed
PR open-close average time

A diagonal band of a colorful nebula with stars against a dark background.

THE THIRD WAY

FASTER DELIVERY THROUGH THE
QUALITY VOID



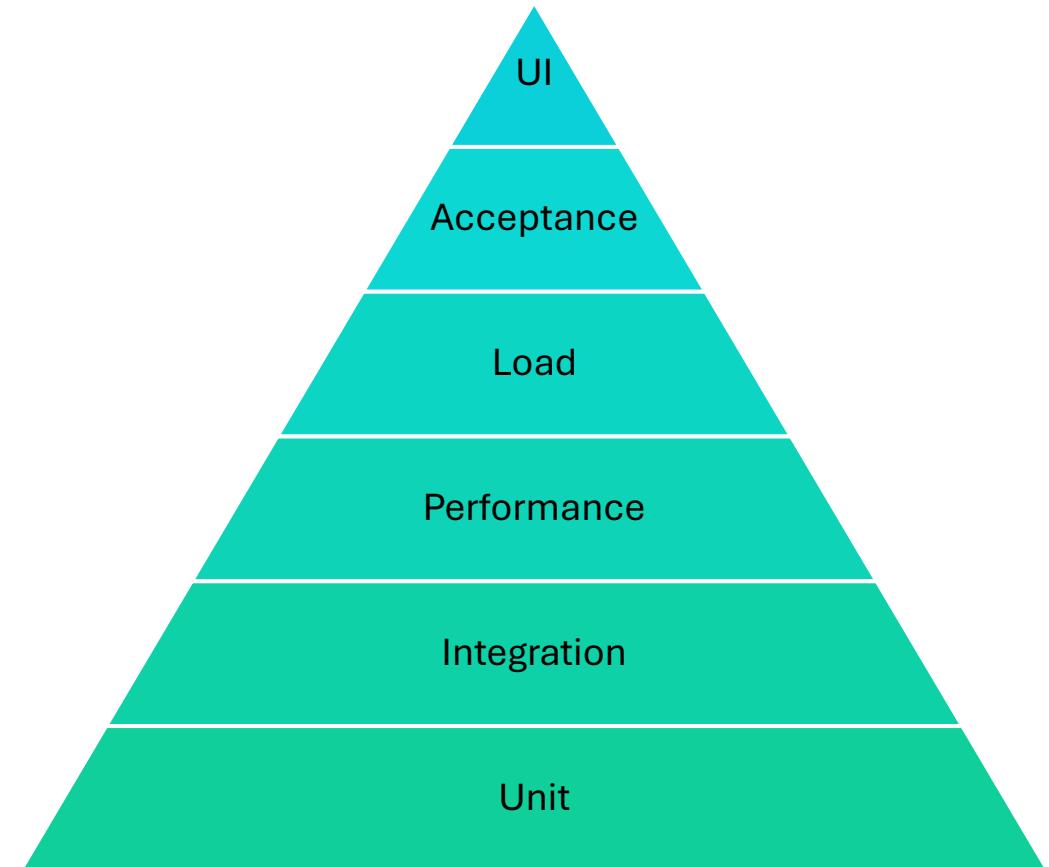
UPDATE: COLLAPSE THE TEST PYRAMID

Cost time and effort

They break when we make changes

We still have bugs with new features

Just dump them and test with users?



UPDATE: DISABLE STATIC CODE ANALYSIS

BEST PART OF SONARCLOUD IS IT
COUNTS NUMBER OF LINES OF CODE





UPDATE: SECURITY IS OPTIONAL

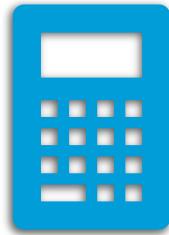
MEETING SECURITY REQUIREMENTS IS
TIME CONSUMING

SECURITY TEAM KEEPS ANNOYING ME,
SO...

WE CAN SECURE IT LATER



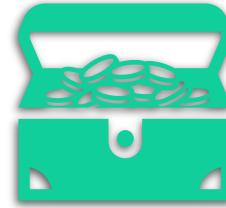
COMMON THEMES OF SKIPPING QUALITY



Accountability



Speed



Value



SHIFT LEFT STABILITY



Automate testing

In pipeline workflows
Get the QE to help
Slow dev? Git Gud



Security matters

Vulnerability scanning
Keep secrets out of code



Track unplanned work

Count the bugs



OUR NEW WORKPLACE ENVIRONMENT



Masochistic Deployments

Laborious RFC process

Still cannot get an incident free release

IT spend is up due to Monday night overtime



Project Mismanagement

Isolated teams

No team ownership of processes

Always in a rush



Quality Void

No tests anywhere

Active ransomware attack

Do you have some spare bitcoin?

A campfire is burning brightly in the center of the frame, surrounded by large, smooth, grey rocks. The fire is set against a backdrop of a calm sea and a range of mountains under a sky filled with orange and yellow clouds at sunset. The text "CTO HAS BEEN FIRED" is overlaid in large, white, sans-serif capital letters.

CTO HAS BEEN FIRED



THANK YOU

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