

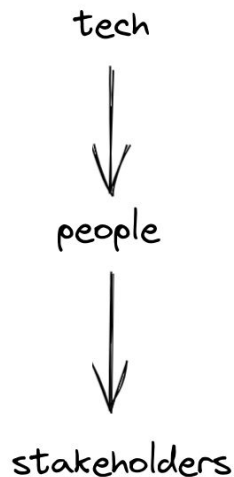
SRE Stakeholders

A Spotter's Guide

Dave O'Connor (@gerrowadat@mastodon.ie)

Who? (Reprise)

- Google SRE, 2004-2021
 - (2004) Systems Administrator II
 - (2021) Director, Storage & Databases SRE
 - Oncall for GMail, Google Analytics, BigTable, Storage
- Elastic SRE, 2021-2022
 - Sr. Director, Elastic Cloud SRE
- Twilio SRE, 2022-2023
 - VP Engineering, SRE Lead
- Freelance, 2023-



Caveats

- I am saying words

Caveats

- I am saying words
- Use a filter

Caveats

- I am saying words
- Use a filter
- It's not all bad (forever)

Why Now?

Why Now?

- Gravy Train Missing some Wheels
 - Macroeconomics - Layoffs, Inflation
 - Active vs. Passive Investment
 - “252 new campaigns globally in 2023, representing a 7% increase YoY and the busiest year on record” – Lazard

Why Now?

- Gravy Train Missing some Wheels
- SRE Training Wheels are Off
 - Initial burst of enthusiasm petering out
 - People are more likely to have strong opinions
 - Someone has to fill in the blanks

Why Now?

- Gravy Train Missing some Wheels
- SRE Training Wheels are Off
 - Initial burst of enthusiasm petering out
 - People are more likely to have strong opinions
 - Someone has to fill in the blanks

“You should expect to see the term "DevOps" moving out of the spotlight. “

Why Now?

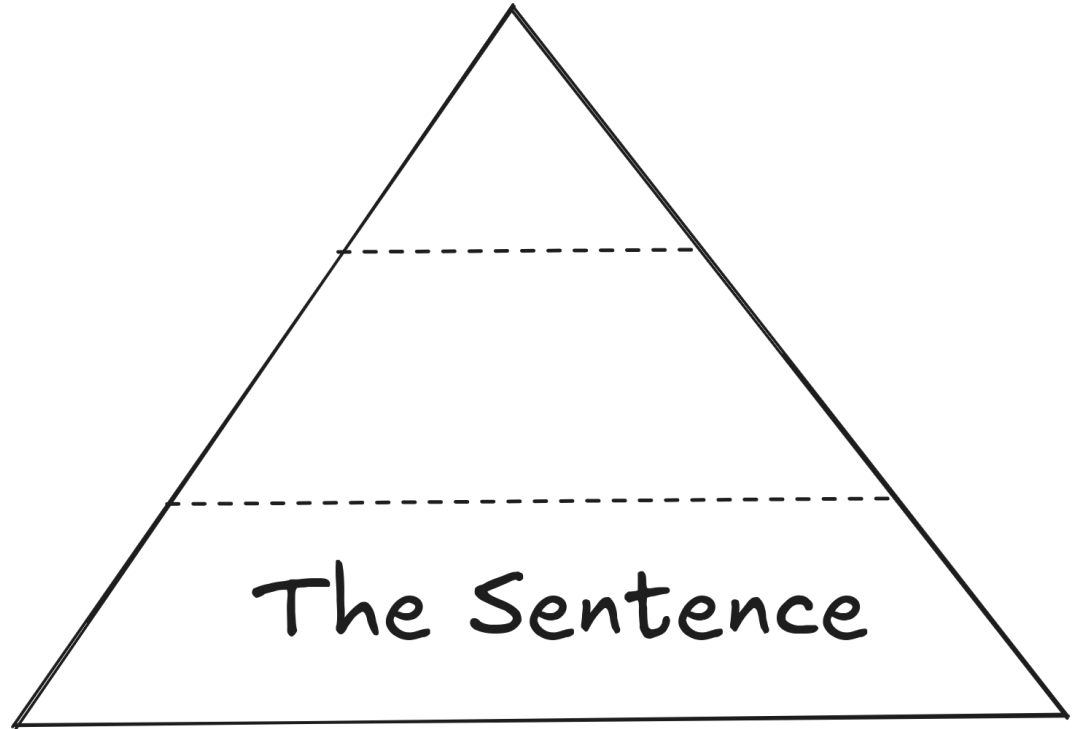
- Gravy Train Missing some Wheels
- SRE Training Wheels are Off
- Lore is Mobile
 - Lots of people moving around
 - Not just SREs - Leadership, Sponsors, Expertise

Stakeholders: A Spotter's Guide

Stakeholders - A Spotter's Guide

Sponsors

- “We have SRE because...”



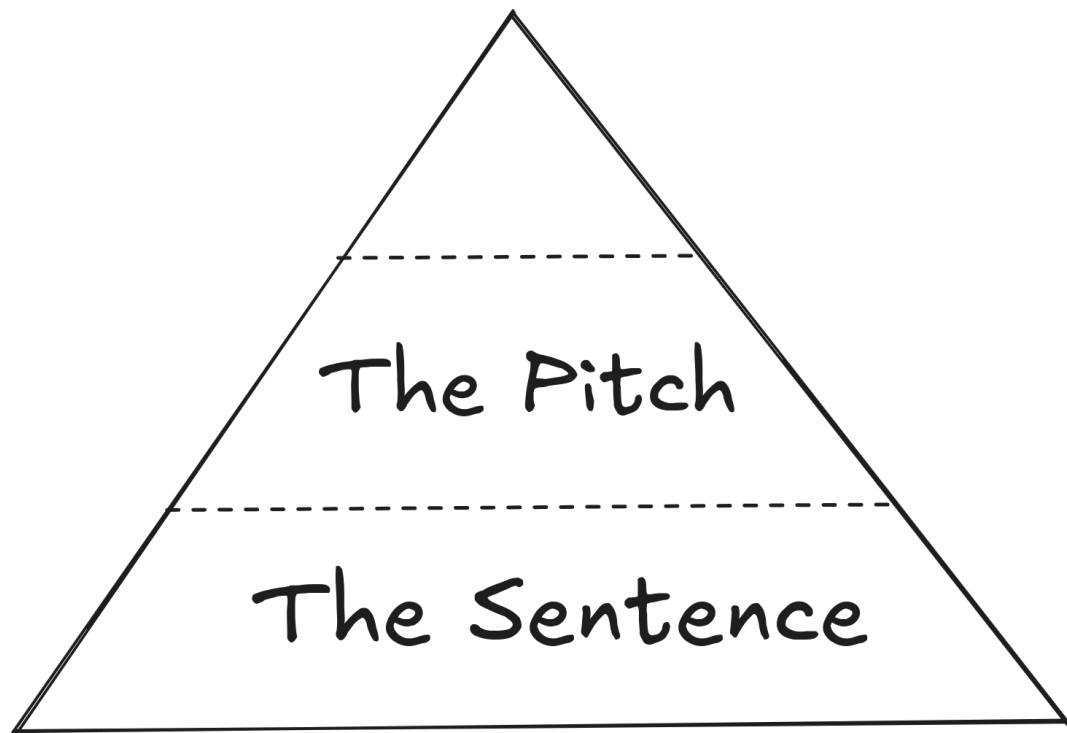
Stakeholders - A Spotter's Guide

Sponsors

- “We have SRE because...”

Consumers

- SREs mission is...



Stakeholders - A Spotter's Guide

The Details



Sponsors

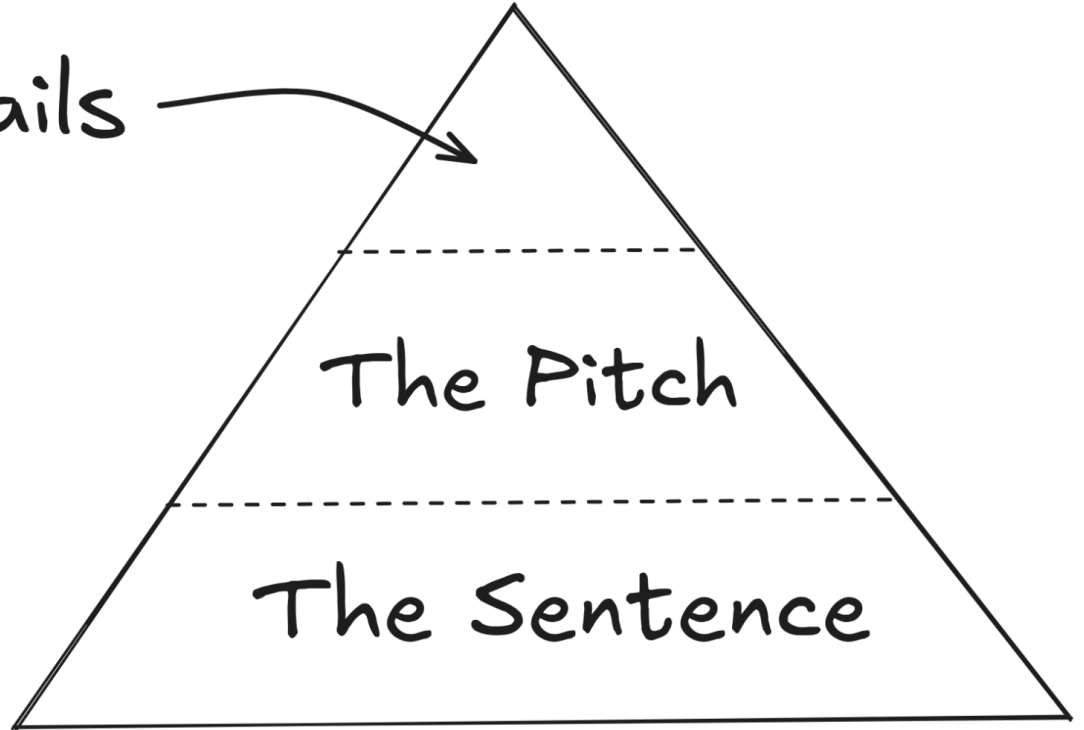
- “We have SRE because...”

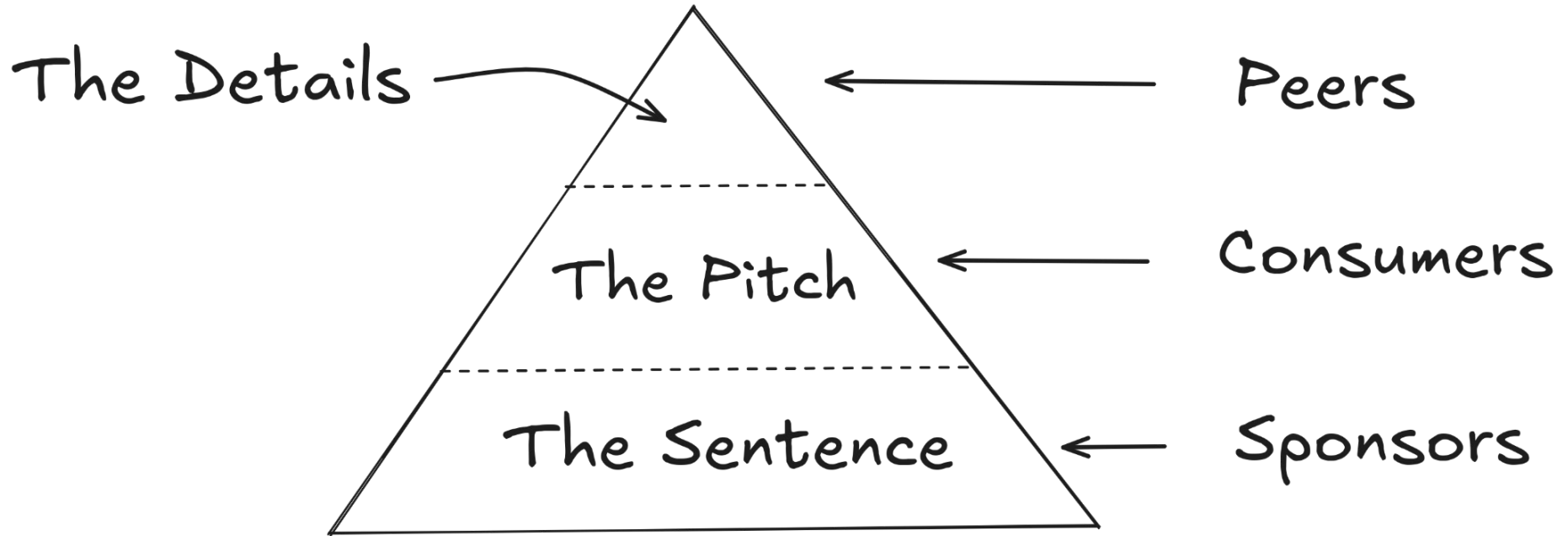
Consumers

- SREs mission is...

Peers

- <The Details>





```
map [StakeholderType] [] Stakeholder
```

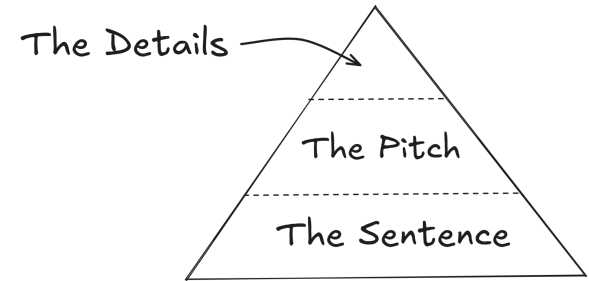
For Each Stakeholder

- Know what bucket they fall into (it may be >1)
- Make sure the needs for that bucket are met
- Maintain

Maintaining “The Details”

Essential

- Explicit, Exclusive Team Charter
- Shared Goals
- Roles & Responsibilities



Team Charter - A Document Describing Why the Team Exists

Do

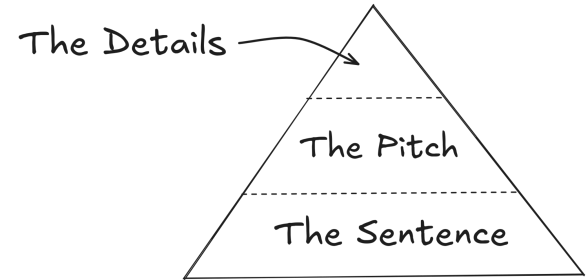
- Usual due diligence about important documents - versioning, updates.
- Make it Discoverable (to everyone)
- Get buy-in
- Be exclusive and decisive. No Assumptions.
- Why, not what. Inform future decisions.

Don't

- Lose the philosophy in the details
- Tolerate rules-lawyering
- Forget your own team

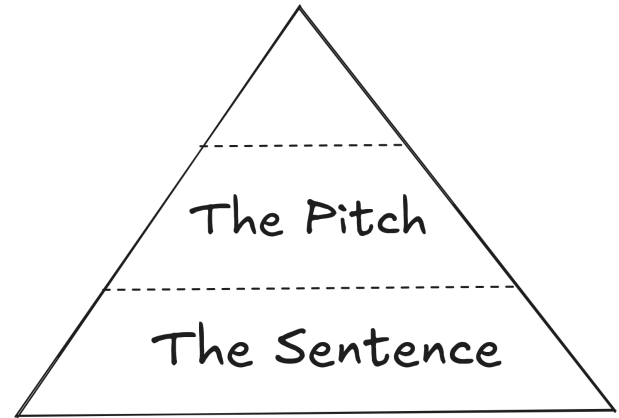
Maintaining “The Details”

- Charter-based Roles & Responsibilities
- Shared goal tracking
- Day-to-day interactions
- Occasional checkins/resets on each team’s purpose
- **Shared State:** Shared Goals, R&R



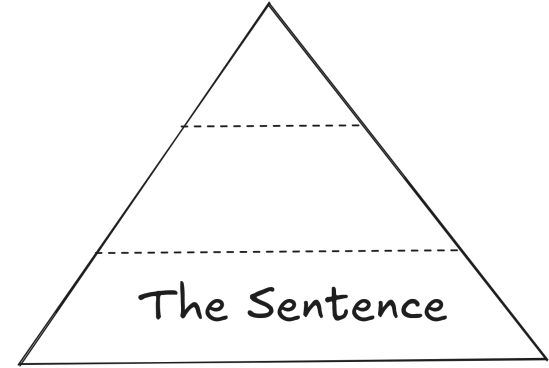
Maintaining “The Pitch”

- Charter also essential.
- Checkins (“C” in RACI) on changes to charter and *some* changes to R&R.
- Occasional checkins/refreshes, pitches to new Consumers.
- **Shared State:** Agreed “Elevator Pitch”.



Maintaining “The Sentence”

- Charter (Sometimes)
- Occasional Active Vibe Check
- Maintenance of Peacetime Contact
- **Shared State: “The Sentence”**
 - By default, this is strongly informed by what happened the last time they saw you.



Sentences

“Reliability is part of our Product”

“We need to share common practice and infrastructure”

“We need the SRE team to save us when things go south”.

“We need to keep Developers working on what’s Important”

“Because we have too many outages”

“I got a fright that one time”

“I read this book, see...”

Also

- Make sure the SRE team knows why we're here.
 - This cannot solely be driven by leadership.
 - This state can go into 'debt'.
 - This also informs our own direction.

ta.