

Order in the chaos

or lessons learnt on planning in operations

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REA Group

Who am I

Peter Hall

Operations Lead

REA Group

(realestate.com.au)

- 3 Ops
- 3 development teams
- 10 – 15 applications

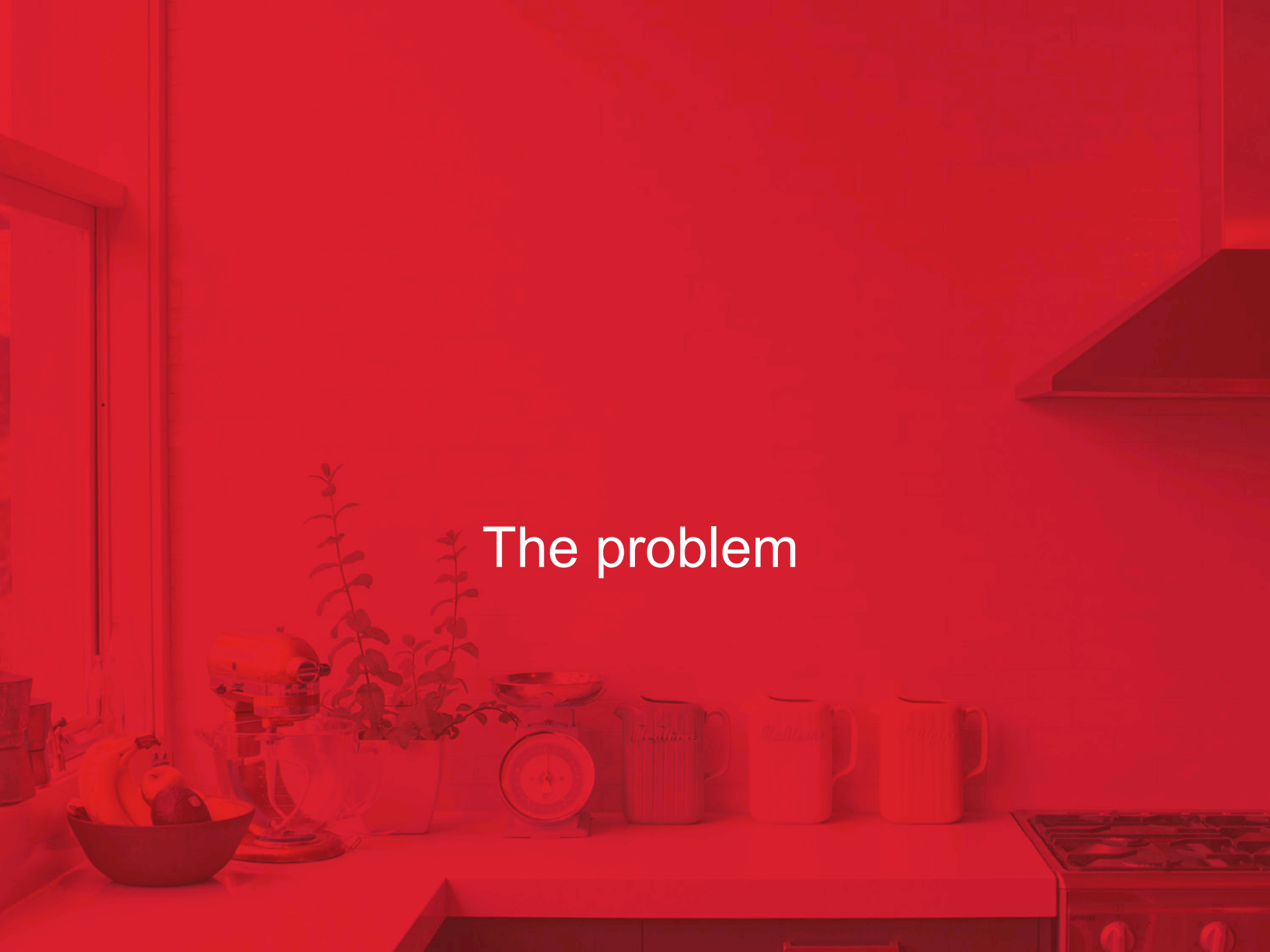


My Team



Me

The problem



- Not a project
 - No fixed scope or timeline
 - But participation in many
- Many sources of work
 - Development teams
 - Security
 - Incidents!
 - Infrastructure improvements

A photograph of a man and a woman sitting at a wooden dining table, engaged in conversation. The table is set with several dishes, including bowls of food, a large glass pitcher, and a tray with small bowls and bread. The entire image is overlaid with a solid red color. The text "Understand the work" is written in white, sans-serif font across the middle of the image.

Understand the work

- Document it
 - Card wall / Ticketing system
- Talk about it
 - Daily 15 min stand up meeting “what are we doing today”

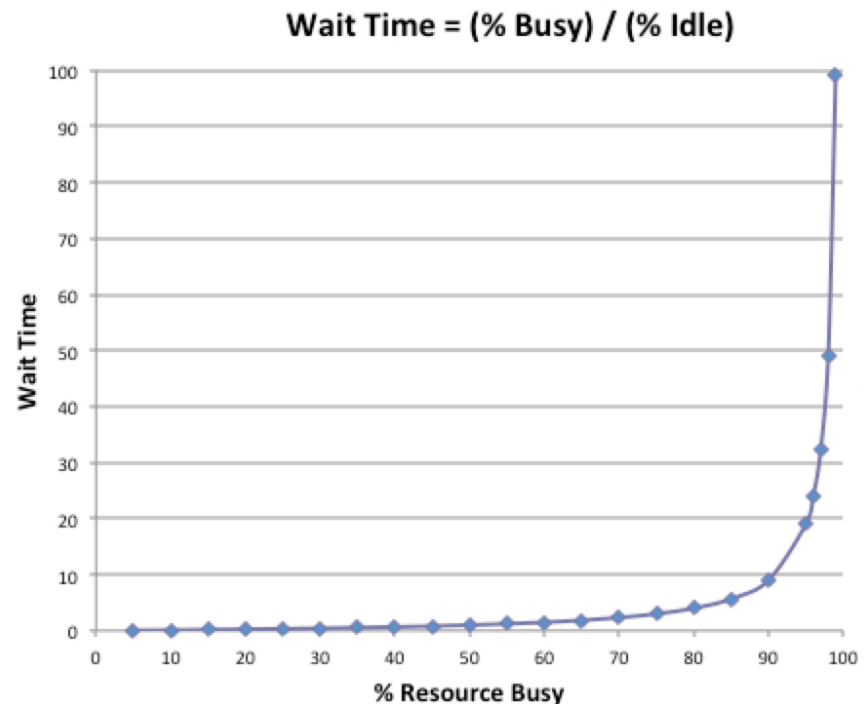




Plan what you can...

... and prepare for the unplanned!

- Fixed time iterations
 - Scope the known work for the next X weeks
 - Leave slack for urgent work
 - Be realistic!



Interruptions



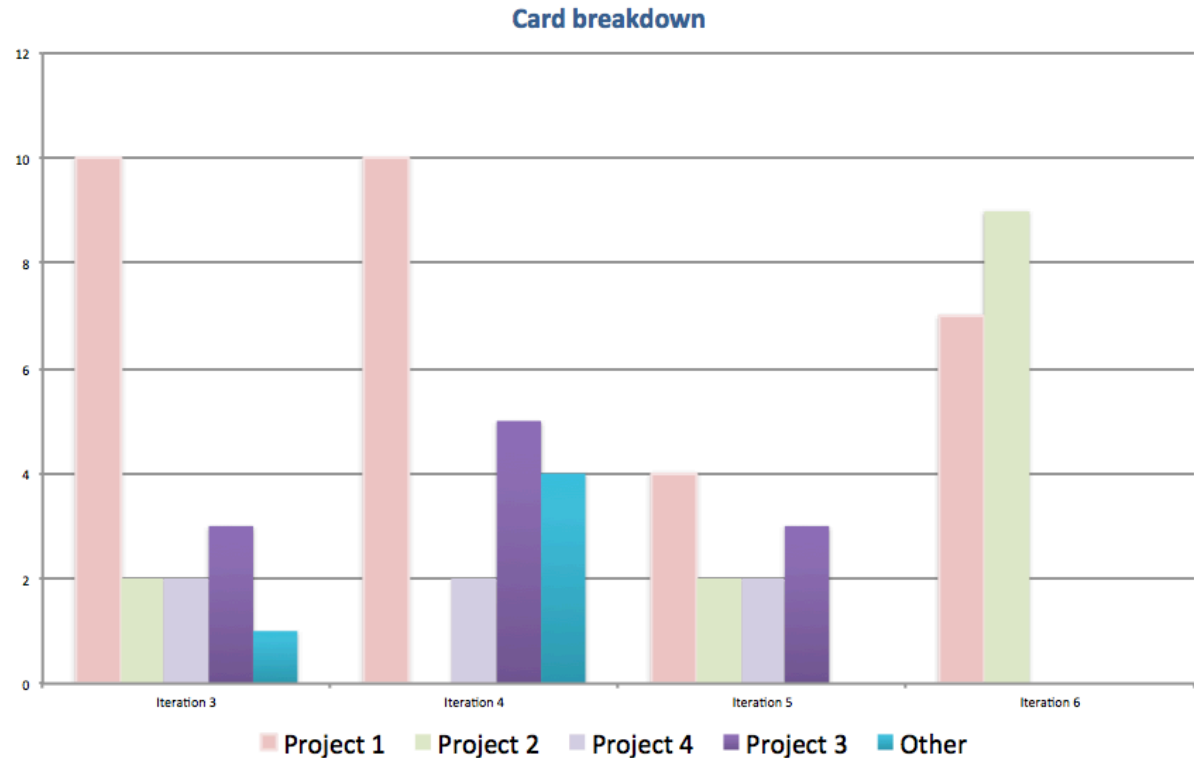
- Assign team members to development teams
- Rotating “ops goal keeper”
- Developers on pager!



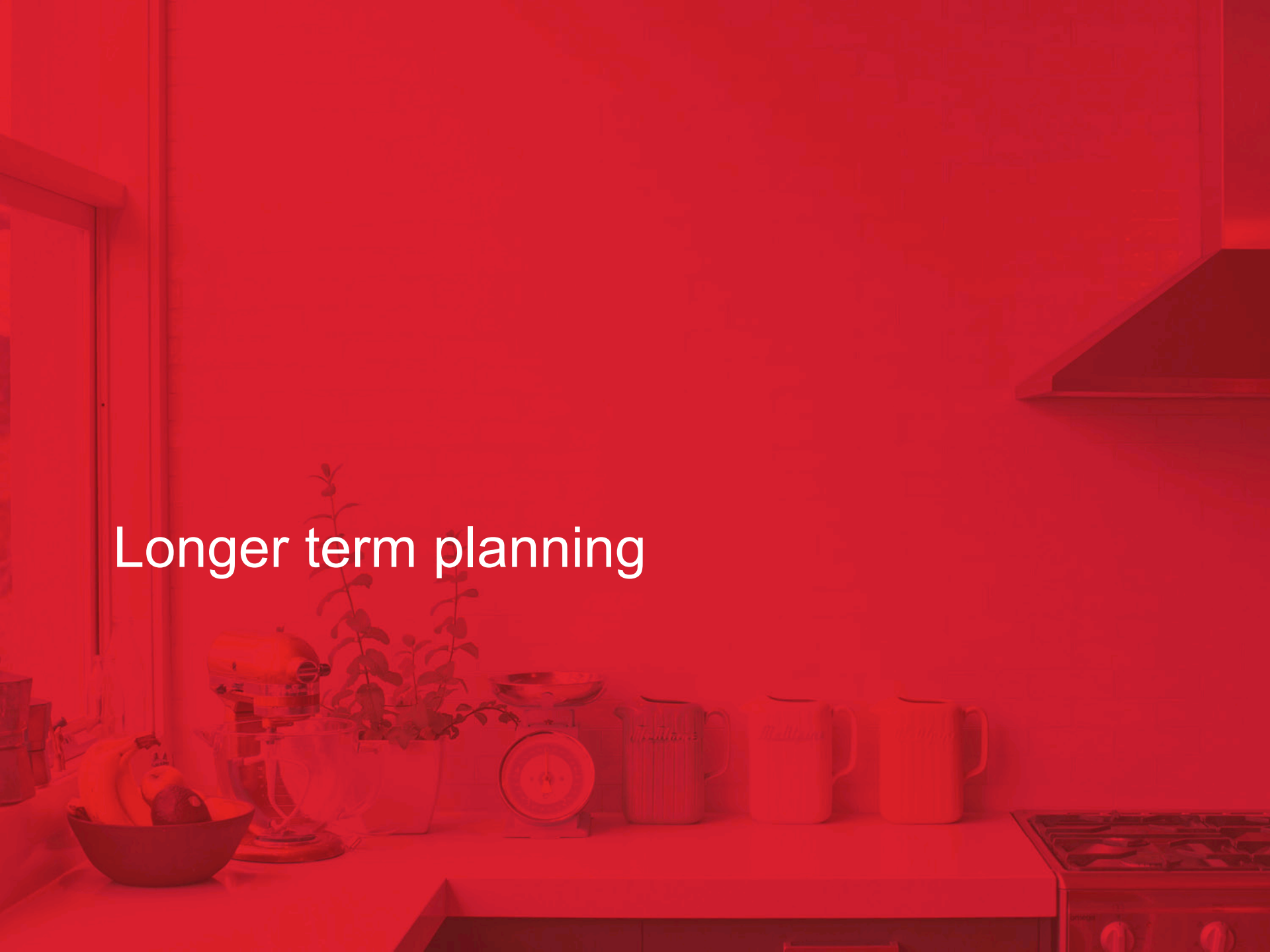


Review often

- Regular retrospective meetings
 - “*What went well? What didn’t?*”
- Reporting
- Dashboards



Longer term planning



- Long term goals for your team:
 - “no pets in production”
 - “all applications documented”
- Failure demand vs. value demand
- *Is our day-to-day work moving us in the right direction?*



Profit!





Questions?

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