Order in the chaos

or lessons learnt on planning in operations

Peter Hall
peter.hall@rea-group.com
@peterkh
Who am I

Peter Hall
Operations Lead
REA Group
(realestate.com.au)

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

• Not a project
  – No fixed scope or timeline
  – But participation in many

• Many sources of work
  – Development teams
  – Security
  – Incidents!
  – Infrastructure improvements
Understand the work
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…
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
Handling 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?

Peter Hall
@peterkh