

How to Start On-Boarding of SRE



Takeshi Kondo
SRE at Quipper

@chapsy / @chaspy_en
#srecon19onboarding

SRECon19 Asia/Pacific

2018/06/20 Joined Quipper as SRE

2019/06/14 Speaking at SRECon 🙏

2018/06/20 Joined Quipper as SRE

2018/12/xx I started working independently

Half year

2019/06/14 Speaking at SRECon 🙏

2018/06/20 Joined Quipper as SRE

2018/12/xx I started working independently

Half year

Why?

2019/06/14 Speaking at SRECon 🙏

Team side

My side

Team side

My side

No On-Boarding Mechanism



Team side

My side

**Technical
Challenge**

**Mental
Problem**

My side

**Technical
Challenge**

**Mental
Problem**

My side

Technical Challenge

Previous Job

Quipper

Product

Provide IaaS as a cloud provider

Providing educational services as SaaS

Role

Software Engineer

SRE

Operation

No
(Not DevOps)

Yes

Environment

On-premiss

Cloud

Technical Challenge

Former Job

Quipper

Product

Provide IaaS as a cloud provider

Providing educational services as SaaS

Big challenge to me

Operation

No
(Not DevOps)

Yes

Environment

On-premiss

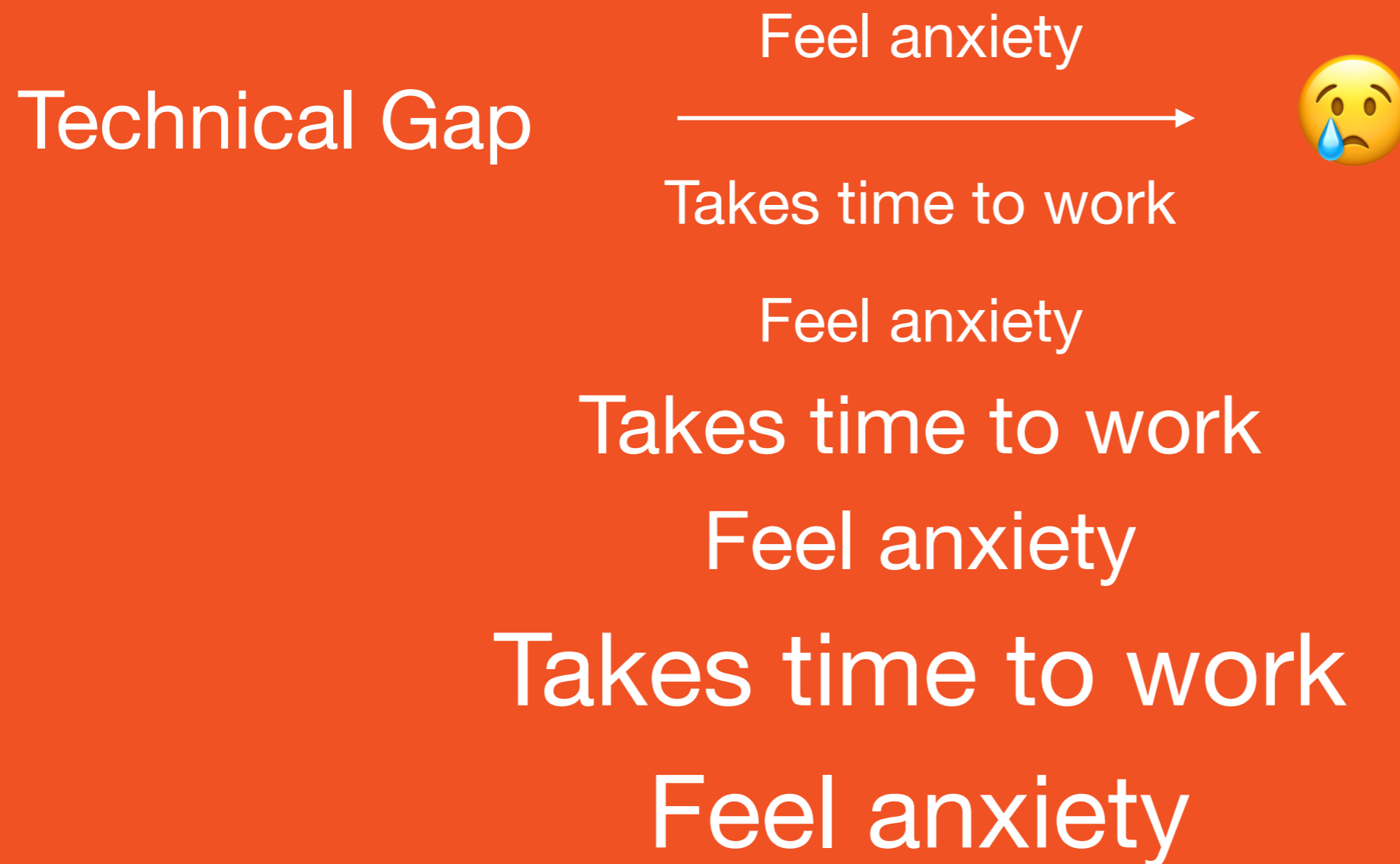
Cloud

**Technical
Challenge**

**Mental
Problem**

My side

Negative Loop



A glowing neon letter 'P' is the central focus, set against a dark, graffiti-covered tunnel. The neon is multi-colored, with red, blue, and white tones, and has a bright, starburst-like glow at its top and bottom points. The tunnel walls are dark and covered in various graffiti tags and drawings, including some that look like faces and abstract shapes. The floor is also dark and appears to be concrete or a similar material. The overall atmosphere is mysterious and urban.

Why did I do on-boarding?

2018/06/20 Joined Quipper as SRE

2018/12/xx I started working independently

2018/12/xx Next SRE joined 🎉

2019/06/14 Speaking at SRECon 🙏

A man with a beard, wearing a dark t-shirt and blue jeans, is sitting on a brown leather chair. He is looking upwards and to the right, with his right hand raised to his forehead in a thoughtful or stressed gesture. The background is a dark, textured wall. The overall mood is contemplative or uncertain.

Should I do On-boarding?

A sunset scene with power lines and towers silhouetted against a bright orange and blue sky. The sun is low on the horizon, creating a lens flare effect. The sky transitions from a deep blue at the top to a bright orange near the horizon. Several high-voltage power lines and towers are visible, stretching across the frame. The towers are silhouetted against the bright light of the setting sun.

**“On-boarding works effectively
even for senior engineers”**

2018/06/20 Joined Quipper as SRE

2018/12/xx I started working independently

2018/12/xx Next SRE joined

2019/02/xx He finished my On-boarding

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2 month

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2019/02/xx He finished my On-boarding

2 month

Definition of finishing On-boarding

=>To Be able to work independently

Agenda

- Back Ground
- What is On-boarding?
- How to start On-boarding?
- To apply beyond SRE
- Takeaways

Agenda

- Background
- **What is On-boarding?**
- How to start On-boarding?
- To apply beyond SRE
- Takeaways

**On-boarding is NOT
an account creation
nor just assigning tasks**



On-boarding is Mechanism

A hand is shown in silhouette, reaching upwards with fingers slightly spread. The background is a soft, hazy sunset or sunrise sky, transitioning from a warm orange glow near the horizon to a deep blue at the top. The overall mood is one of aspiration and hope.

**For early strength of the new
joiners**

A sunset scene with power lines and towers silhouetted against a bright orange and blue sky. The sun is low on the horizon, creating a lens flare effect. The sky transitions from a deep blue at the top to a bright orange near the horizon. Several high-voltage power lines and towers are visible, stretching across the landscape. The towers are silhouetted against the bright light of the setting sun.

**“On-boarding works effectively
even for senior engineers”**

What did I need?

**Technical
Challenge**

**Mental
Problem**

My side

Technical gap and Anxiety
-> Less Outcome

KeyPoint

- **Reduce anxiety**
- **Narrow the scope of thinking**

Agenda

- Background
- What is On-boarding?
- **How to start On-boarding?**
- To apply beyond SRE
- Takeaways

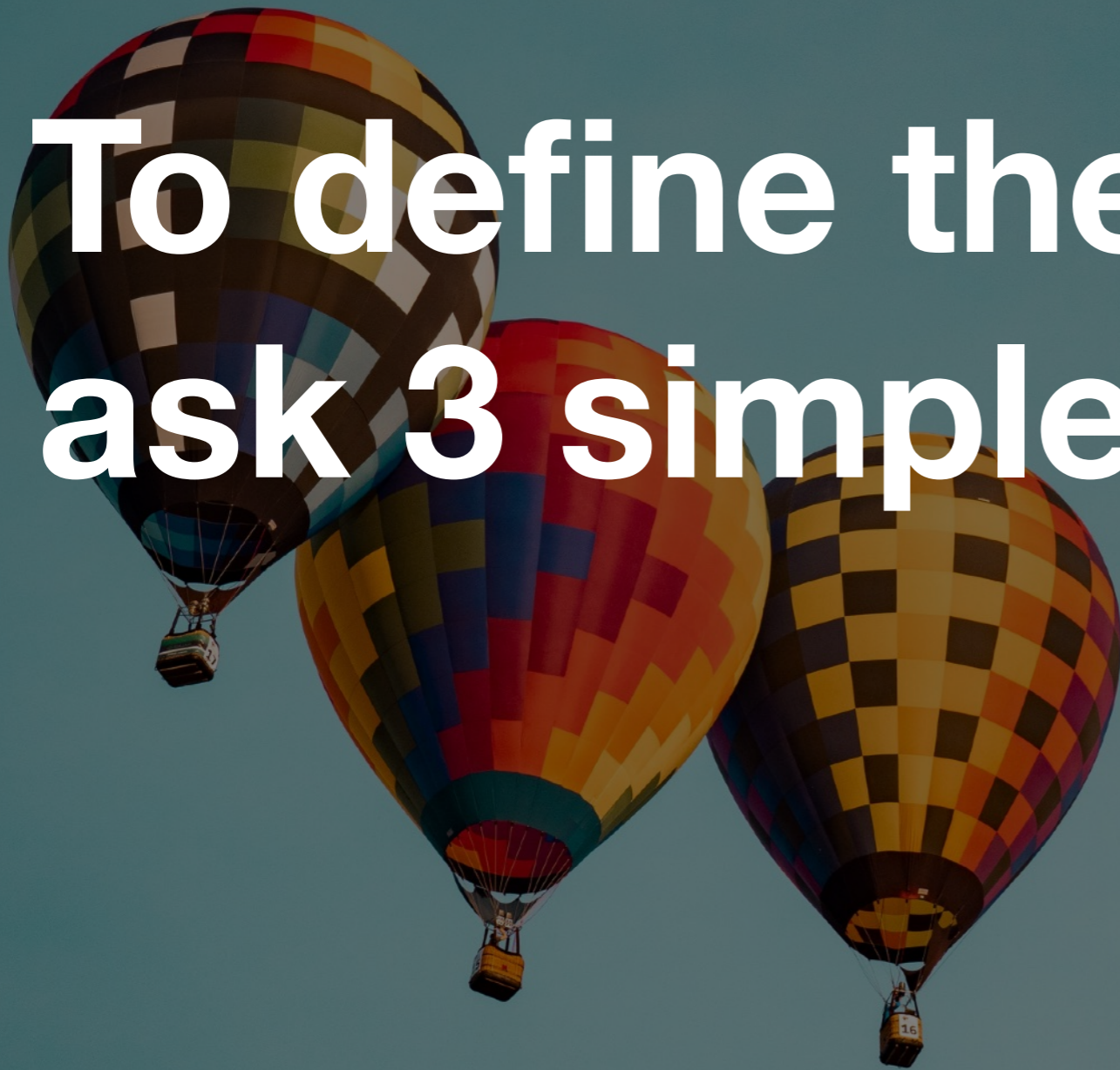
Agenda

- Background
- What is On-boarding?
- How to start On-boarding?
 - Define the goal
 - Design the learning experience
 - Review through 1on1
- To apply beyond SRE
- Takeaways

How to start On-Boarding?

- Define the goal
- Design the learning experience
- Review through 1on1

**To define the goal, let's
ask 3 simple questions**



Questions to define the goal

- What is your team's
 - mission?
 - responsibility?
 - daily work?

Mission / Responsibility / Daily Work

Mission



Proactive
action based
on team
values



Responsibility



Goal for
On-boarding



Daily Work



In the case of Quipper SRE

Mission

Make it reliable and stable our services



Responsibility

Proactive approach for stability
Fixes server instability / failure
Response to @sre



Daily Work

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

In the case of Quipper SRE

Mission

Make it reliable and stable our services

The goal of on-boarding is to be able to do these task by themselves

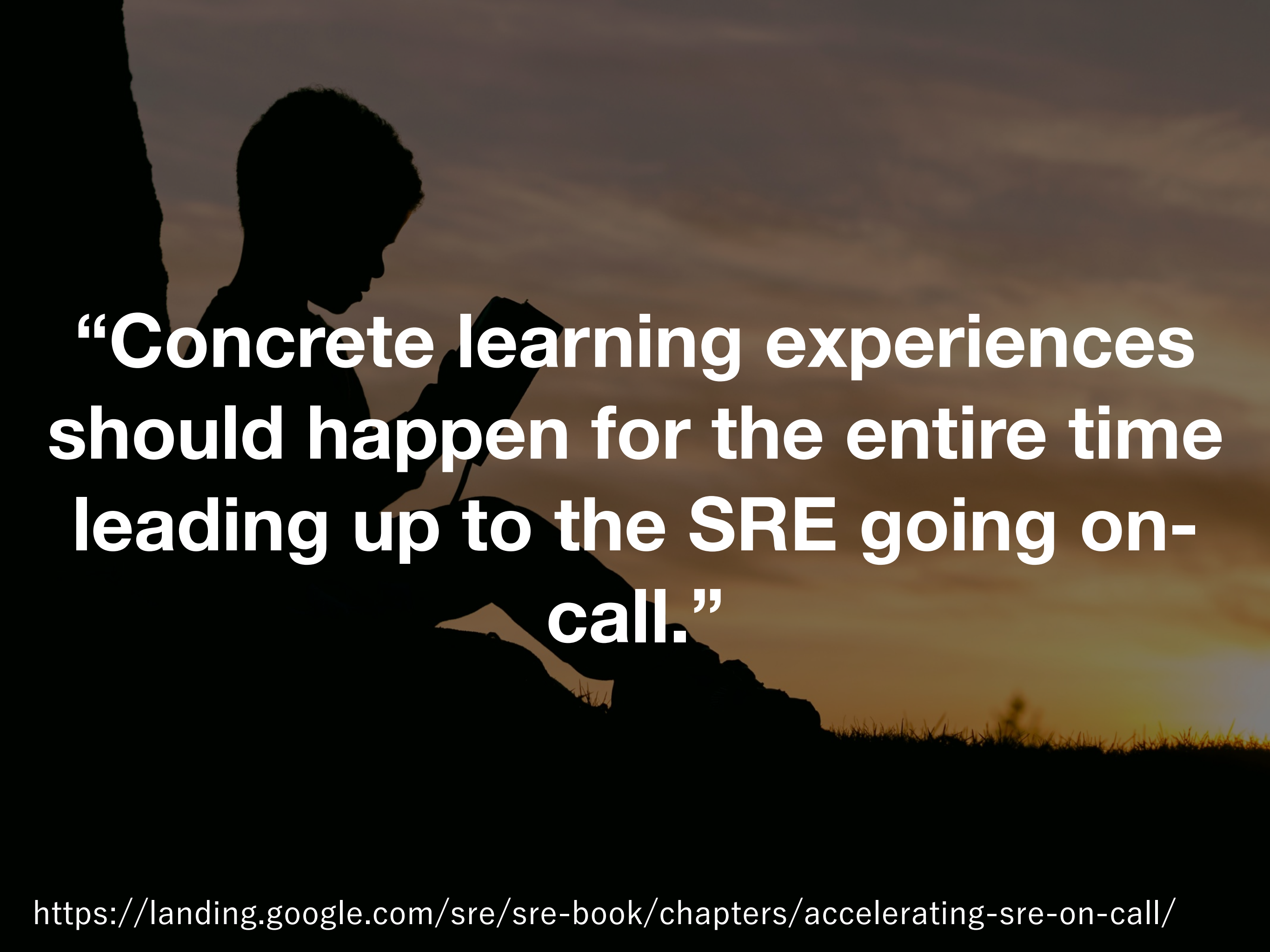
Proactive approach for stability
Fixes server instability / failure
Response to @sre

Daily Work

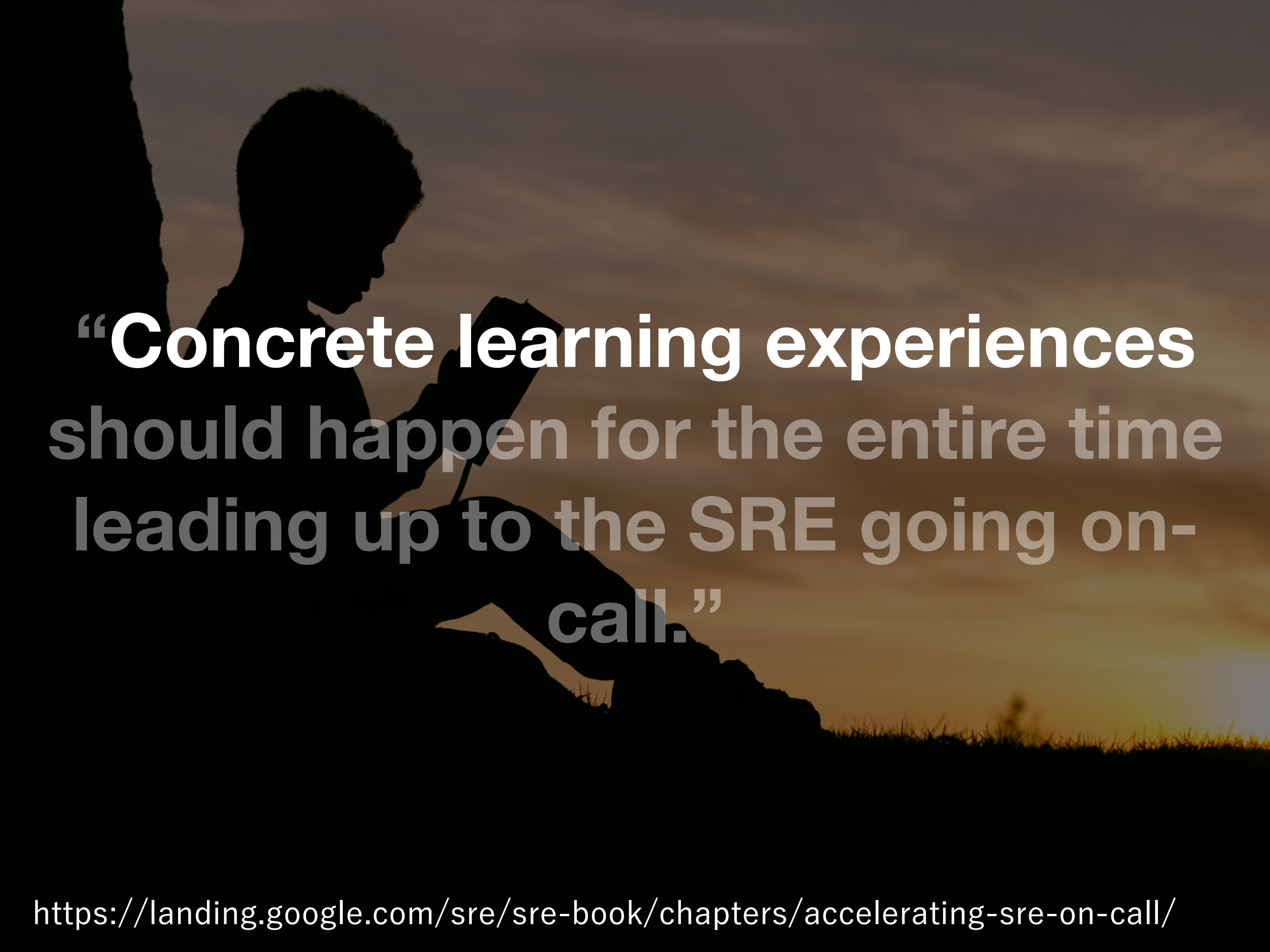
Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

How to start On-Boarding?

- Define the goal
- **Design the learning experience**
- Review through 1on1

A silhouette of a person sitting and reading a book, set against a background of a sunset or sunrise. The person is on the left side of the frame, and the text is overlaid on the right side. The background shows a gradient from dark to light, with some grass visible at the bottom.

“Concrete learning experiences should happen for the entire time leading up to the SRE going on-call.”

A silhouette of a person sitting on a grassy hill, reading a book. The background is a soft, warm sunset sky with a gradient from orange to light blue. The person is on the left side of the frame, facing right. The text is overlaid on the right side of the image.

**“Concrete learning experiences
should happen for the entire time
leading up to the SRE going on-
call.”**

How should they learn to achieve the goal?

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
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Design the learning experience

Preparation

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Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Check List

on-boarding @ [redacted] # [redacted]

 Closed

chaspy opened this issue on Dec 3, 2018 · 5 comments



chaspy commented on Dec 3, 2018 • edited by [redacted]



accounting: [#16673](#)

ref: [redacted] (in Japanese)

To start work smoothly.

Check list

AWS

- can switch aws account between [redacted] and [redacted] (CLI)
- can switch aws account between [redacted] and [redacted] (GUI)
 - ref: [https://docs. \[redacted\] #/infrastructure](https://docs. [redacted] #/infrastructure)
 - Tips: After login to [redacted], You can switch role using following.

Gate

- can login the gate server you want to login
- can login a server you want to login from gate

SRE Handbook



Type to search

Quipper SRE Handbook

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Scheduled Job

Monitoring

Deployment

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On-Boarding

Scheduled Maintenance

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SRE Handbook

Introduction

Welcome to Quipper SRE team! This is a guide for us to have a common idea with you who became a new SRE.

I'm glad if you can look over the first day we joined.

We have some similar handbooks, so it would be nice to see that too

- [Quipper Handbook](#)
- [Quipper Devs Handbook](#) (in Japanese)
- [Monorepo doc](#)

Of course, you can contribute to this handbook yourself too. Please create a pull request for what you did not understand and what was difficult to understand in this handbook.

Enjoy your life as SRE!

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Change an Infrastructure

Add redirect rule for ██████████ on Staging #3361

Merged

chaspy merged 2 commits into `master` from ██████████ on Dec 14, 2018

Conversation 7

Commits 2

Checks 0

Files changed 2



██████████ commented on Dec 11, 2018

ref: [quipper/aya-issues#21597](#)
For Production: [#3358](#)



██████████ commented on Dec 11, 2018

@quipper/sre
Please review and merge




chaspy commented on Dec 11, 2018

@██████████
The following settings are also likely to affect 🤔

release/<role name>

Release / -reverse-proxy-staging #3389

 Merged

 merged 11 commits into [release/!\[\]\(27df6be88af07602ea392719b144fe7f_img.jpg\)-reverse-proxy-staging](#) from [master](#)  on Dec 14, 2018

 Conversation **2**

 Commits **11**

 Checks **0**

 Files changed **4**

 commented on Dec 14, 2018

+  

To release 

FMPRT

First **M**eaningful
Pull **R**equest **T**ime

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Review Pull-Request



chaspy reviewed on Feb 4

[View changes](#)

```
ansible/.../roles/nginx/templates/common/...conf.j2
```

```
... @@ -248,6 +252,23 @@ location ... {
```

```
248 252     proxy_pass http://$backend;
```

```
249 253     }
```

```
250 254
```

```
255 + location ... {
```



chaspy on Feb 4 Author

+ 😊 ...

diff from ...



... approved these changes on Feb 13

[View changes](#)

... left a comment

+ 😊 ...

LGTM! 👍



... merged commit **4ea8210** into `master` on Feb 13

[View details](#)

[Revert](#)

1 check passed

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Learn an alert

Quipper SRE Handbook

Home

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Monitoring

- **Basic idea**

- Dashboard

- Alert

- Tuning

- Tips

- Others

Monitoring

Monitoring is essential for system reliability. We are using Pingdom and DataDog and NewRelic for monitoring.

Basic idea

What should we monitor for what? How can we choose from many kinds of metrics?

In order to answer this, we need to understand the system configuration and behavior.

In microservices, reverse proxy basically accepts the request and proxy to the branch router on kubernetes.

First of all, it is good to look at the response of the [reverse proxy](#) and the resource consumption of the [kubernetes node](#).

Dashboard

We have multiple [dashboards](#) for each service and infrastructure

We recommend that you watch this dashboard in two rows.

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

Take long-term task

 Closed

Try To Create  staging-02 Cluster With kube-aws 0.12.0 #16785

 opened this issue on Dec 12, 2018 · 8 comments




 commented on Jan 28 • edited ▾



/HOW-TO-REPLACE.md">https://github.com//HOW-TO-REPLACE.md

TODO

- Adjust the number of nodes in accordance with existing cluster
- Proxy traffic from reverse-proxy
- Check to run service-router in all namespaces
- Update DNS records for the router
- Update DNS records for staging-navigator
- Announce to the developers to update local kubeconfig
- Check the followings 
 - We need to run maintenance scripts in jenkins after the cluster replacement too
- Check all services
- Check on the release environment
- Check traffic to old and new routers
- Remove old clusters from deploys
- Destroy the old cluster
- Delete a DNS record for the old cluster



1

Design the learning experience

Preparation

Change an Infrastructure

Review Pull-Request

Learn / React an alert

Take long-term task

Goal 

Change an infrastructure with code
React an alert
Review Pull-Request
Take long-term task

How to start On-Boarding?

- Define the goal
- Design the learning experience
- **Review through 1on1**

Review weekly through 1on1: 3 questions

- What do you do recently?
- What are you plan for the next week?
- Are you in any trouble?

Review weekly through 1on1

on-borading
Wednesday, January 30, 2019 · 4:00 – 4:30pm

Meeting Room (4)

Join Hangouts Meet
meet.google.com/

Join by phone

2 guests
2 yes

takeshi.kondo@quipper.c
Organizer

<https://github.com/quipper>

- 最近やってること
- on-boarding状況確認
- 次やること
- 聞きたいこと困ってること

10 minutes before

Takeshi Kondo

Going? Yes No Maybe

- What do you do recently?
- What are you plan for the next week?
- Are you in any trouble?

Review weekly with 1on1: How close you are to goal?

Goal for On-boarding

Change an infrastructure
with code



React an alert



Review Pull-Request

Need some
more time...

Take mid/long term task

Need some
more time...

Agenda

- Background
- What is On-Boarding?
- How to start On-Boarding?
- **To apply beyond SRE**
- Takeaways

A close-up photograph of two hands shaking in a firm grip. The hand on the left is darker-skinned and wearing a light blue shirt cuff. The hand on the right is lighter-skinned and wearing a white shirt cuff. The background is dark and out of focus, showing other people in a professional setting.

**Can also be used for teams other
than SRE**

Web Developer's OnBoarding

Welcome @██████████ to ██████████ web devs Team!

 Closed ██████████ opened this issue on Mar 31 · 21 comments

 ██████████ commented on Mar 31 • edited by ██████████

@██████████ @quipper/██████████-web-devs

この issue は @██████████ さんのオンボーディングプロセスにおける「ひとつのツール」
オンボーディングのプロセスを可視化することによる以下のねらいがあります。

- 新メンバーの不安を取り除きたい
- オンボーディングに関する定型タスクを効率化していきたい
- ██████████ チームとして継続的に改善していきたい

ただし、単なる「ツール」ですので、この is
ら改善して進めていきましょう。

- Remove the fear of new joiner
- Make a fixed task efficient
- Improve continuously

Welcome @██████████ to ██████████ web devs Team! #24776

 Closed ██████████ opened this issue on Apr 24 · 18 comments



██████████ commented on Apr 24 • edited by ██████████

@██████████ @quipper/██████████-web-devs

この issue は @██████████ さんのオンボーディングプロセスにおける「ひとつのツール」です。
オンボーディングのプロセスを可視化することによる以下のねらいがあります。

新メンバーの不安を取り除きたい
オンボーディングに関する定型タスクを効率化していきたい
██████████ チームとして継続的に改善していきたい

ただし、単なる「ツール」ですので、この issue にひきずられすぎることのないように、基本的には会話をしながら改善して進めていきましょう。

Issue Template & Continuously improve

For new joiner

web dev onboarding

新メンバーのオンボーディング

For mentor

Get started

web dev prepare-onboarding

新メンバーのオンボーディングまでにやっておくことリスト

Get started

To other product

Welcome @██████████ to Quipper #445

Open ██████████ opened this issue 14 days ago · 1 comment

██████████ commented 14 days ago • edited by ██████████

This issue is based on the template in [-issues](#).
Thank you @quipper/██████████ web-devs for the great work! [quipper/██████████](#)

@██████████ @quipper/██████████-devs

This issue is a tool for supporting the on-boarding process for @██████████
The list below illustrates the objectives of this issue. We're going to achieve them w
process progress.

- Get rid of anxious from the newcomer
- Streamline the routine process of the on-boarding process
- Improve our on-boarding process as the whole cramschool team

That's being said, this is just a tool.
Do not stick on this issue and work on the on-boarding process flexibly.

██████████ domain knowledge

Get yourself familiar with the cramschool domain knowledge.
Mark the checkbox when you learn about each item.

- StudySapuri
 - Basic course
 - Coaching course
 - ██████████
 - ██████████
- Tokyo devs
 - ██████████
 - ██████████
 - ██████████
 - native
 - SRE

Improve by new joiner

Improve setup document #6443

 Merged

motorrollerscalat... merged 3 commits into `develop` from  3 hours ago

 Conversation 3

 Commits 3

 Checks 7

 Files changed 1

 commented 12 hours ago

+  ...

I found some points to be improved on the setup document for , through processing on-boarding



Future work

#onboarding-ja #1081

🔔 Open

chaspy opened this issue 4 days ago · 0 comments



chaspy commented 4 days ago • edited ▾

#onboarding-ja チャンネルが爆誕しました。
チーム問わず、onboardingに関してゆるく話したり相談したりできる場所です。
そのような機運がある場合はご活用ください。

#onboarding-ja

☆ | 👤 20 | 🗨️ 0 | past issues (web dev): <https://github.com/quipper/ issues/labels/ onboarding-2019>

Wednesday, June 5th



chaspy 10:30 PM

最初にやるぞ！っていった @ 偉業 も 偉業 だしそれにのっていきしてきちんとよくして次のバトンにつなげた @ 偉業 も 偉業

建設的な意見を言って改善につなげた @ 偉業 も 偉業

👍 2 やって 1



10:31 PM

さすが

👤 1



10:39 PM

そして チームのオンボーディングにもかかわらず積極的に参戦しアドバイスくれた @chaspy も 偉業

👍 2 📷 3

Agenda

- Background
- What is On-Boarding?
- How to start On-Boarding?
- To apply beyond SRE
- **Takeaways**

Takeaways

What's important for On-boarding?

- Getting rid of the anxiety
- Narrow the scope of thinking

How To start on-Boarding?

1. Define the goal

- From Mission / Responsibility / Daily Work of your team

2. Design the learning experience

- Should be concrete and ordered to achieve the goal

3. Review through 1on1

- Check the reach of Goal and get rid of troubles

Let's begin from simple 3 questions

- What is your team's mission?
- What is your team's responsibility?
- What is your team's daily work?

Any question?
Tweet me

 #srecon
 #srecon19onboarding
 @chaspy_
 @chaspy_en
 take.she12@gmail.com

Thank You!



Takeshi Kondo

Site Reliability Engineer
at Quipper



chaspy



chaspy_ / chaspy_en