



From Sysadmins to (almost) Flying Unicorns

Tales of a culture shift at Sony Interactive Entertainment



Guillaume Hérail



Gilberto Müller

Who we are



Guillaume Hérail



Staff SRE
Joined in 2018
Based in Berlin



Gilberto Müller



SRE Manager
Joined in 2021
Based in Berlin

Future Technology Group



PlayStation®Plus



Cloud streaming

Enjoy streaming access to a wide range of PS4 games from the Game Catalog, and hundreds of PS3, PS2 games and more from the Classics Catalog, via your PS5, PS4 and PC.

Play on PC

Stream games from the PlayStation Plus Game Catalog and Classics Catalog to your PC on demand*. Save your progress to the cloud and pick up where you left off on your PS4 or PS5 console, and connect your controller for a true PlayStation experience on PC.

[Find out more](#)

*High speed (at least 5 Mbps) internet connection required. Accessible content varies by subscriber age (18+ required when streaming via PC App). Certain games may not be available to stream.

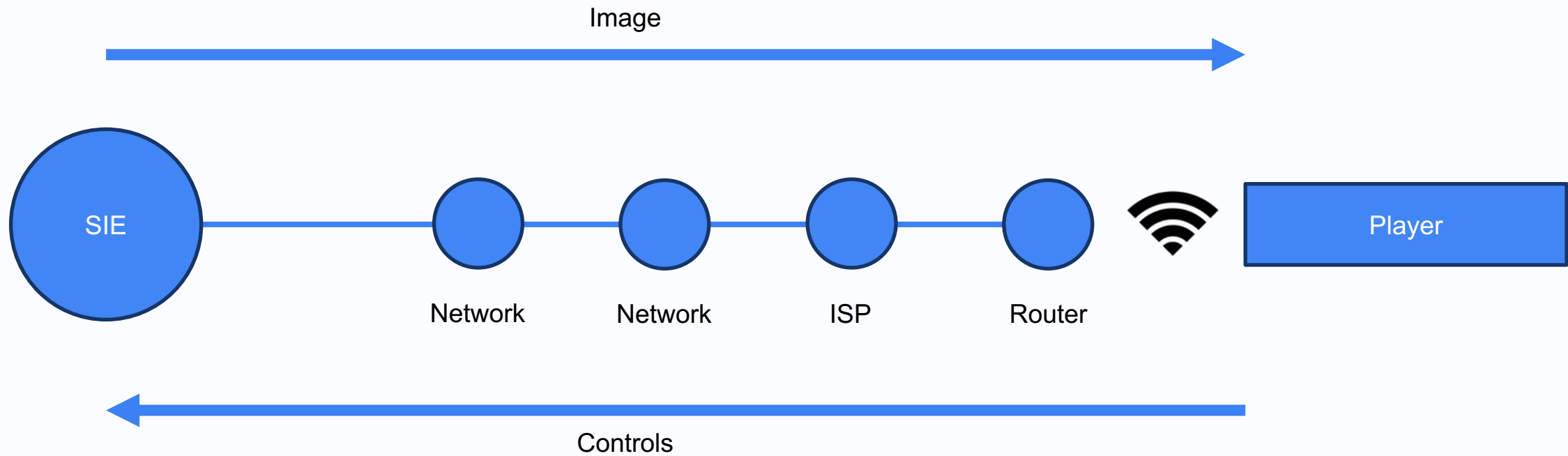


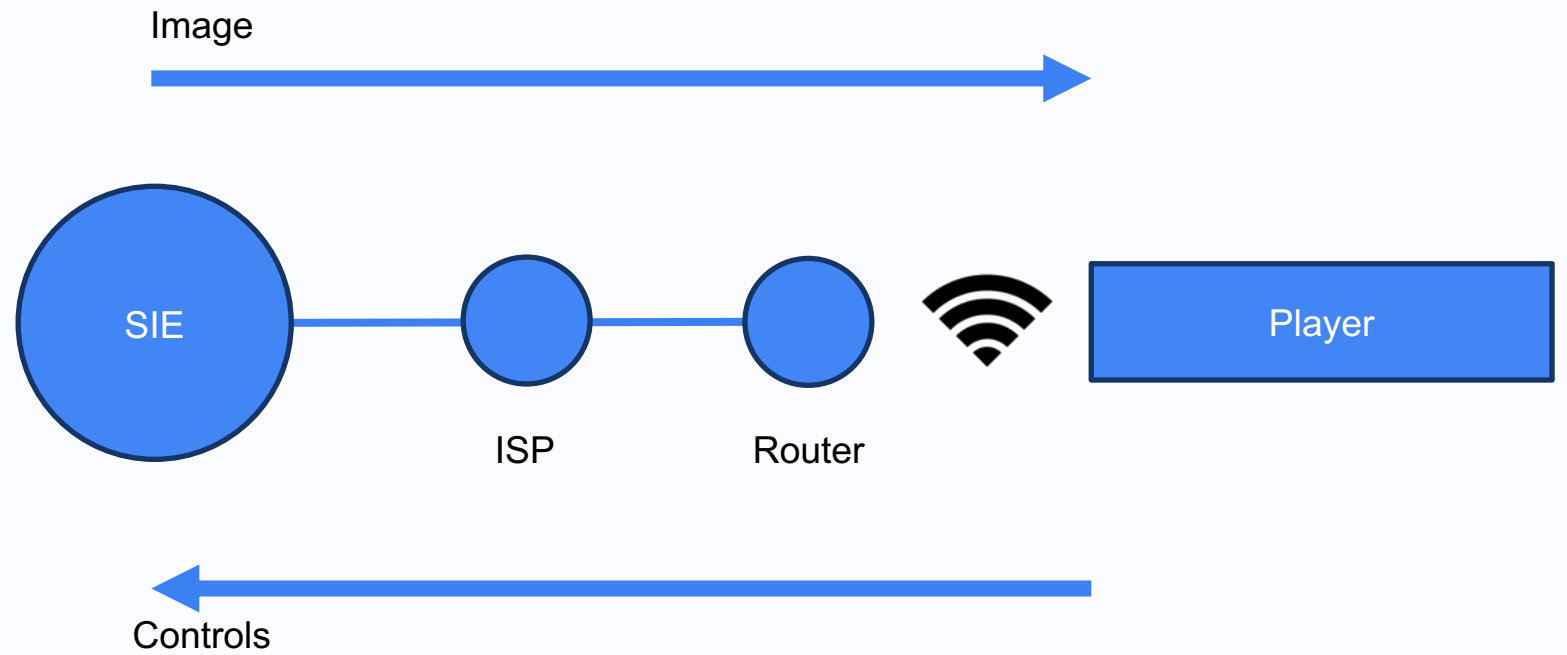


Captured on PS5™. Cars shown may require gameplay progression.



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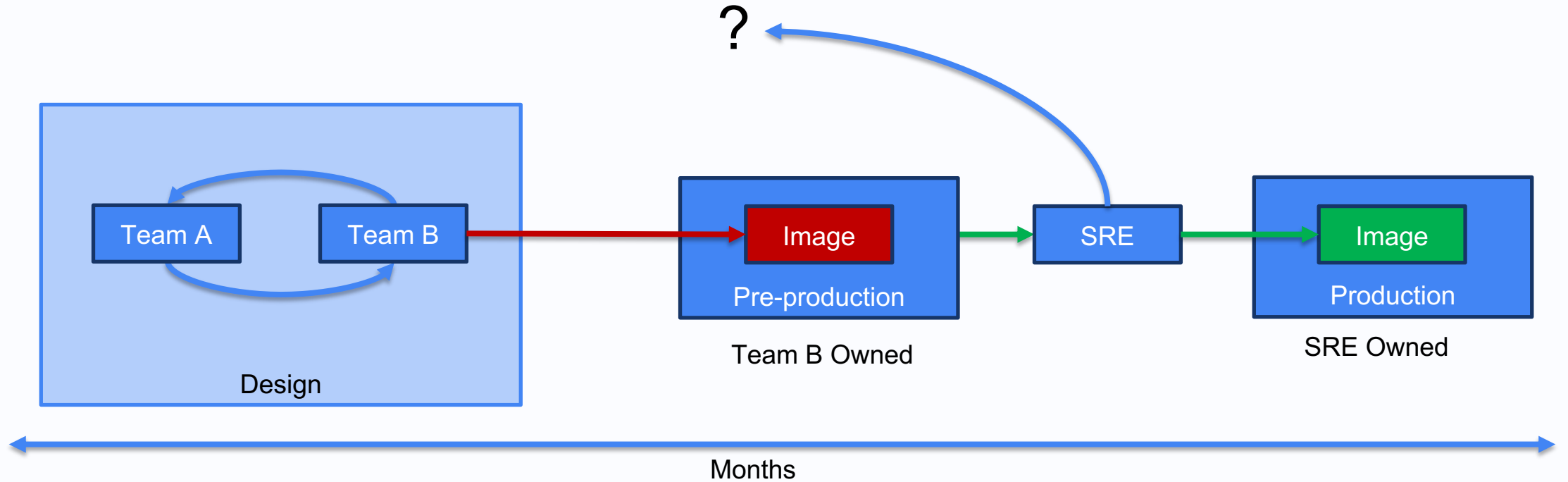


What we started with

ca. 2018



Out of the feedback loop



Team A/B

SRE

SREs tried to highlight their pain

| Priority | PAIN | | | | | | | | | | TOTAL |
|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------------|
| | SRE 1 | SRE 2 | SRE 3 | SRE 4 | SRE 5 | SRE 6 | SRE 7 | SRE 8 | SRE 9 | SRE 10 | |
| 2.306306306 | 70 | 100 | 100 | 70 | | 80 | 40 | 50 | 50 | 80 | 71.11111111 |
| 1.523529412 | 10 | 45 | 90 | 30 | 30 | 90 | 30 | 20 | 5 | 20 | 37 |
| 1.32 | 60 | 30 | 60 | | 70 | 100 | 10 | 60 | 25 | 80 | 55 |
| 1.174129353 | 50 | 35 | 80 | | 50 | 95 | 90 | 80 | 30 | 80 | 65.55555556 |
| 1.885483871 | 80 | 80 | 95 | 80 | 90 | 90 | 90 | 90 | 50 | 90 | 83.5 |
| 1.842105263 | 80 | 80 | 60 | 90 | 80 | 80 | 90 | 80 | 50 | 60 | 75 |
| 2.003076923 | 100 | 100 | 85 | 90 | 80 | 95 | 90 | 90 | 100 | 100 | 93 |
| 1.402550091 | 50 | 85 | 75 | 50 | 50 | 100 | 50 | 30 | ? | 60 | 61.11111111 |
| 1.6 | 90 | 75 | 85 | 90 | 100 | 100 | 90 | 70 | 100 | 80 | 88 |
| 1.506779661 | 30 | 50 | 85 | 70 | 80 | 100 | 80 | 80 | 0 | 60 | 63.5 |
| 1.690909091 | 80 | 100 | 85 | 100 | 90 | 95 | 100 | 90 | 90 | 100 | 93 |
| 1.030769231 | 50 | 20 | 80 | 90 | 90 | 90 | 90 | 60 | 20 | 80 | 67 |
| 0.8902912621 | 60 | 65 | 85 | 40 | 90 | 95 | 80 | 70 | 0 | 70 | 65.5 |

Top pain points

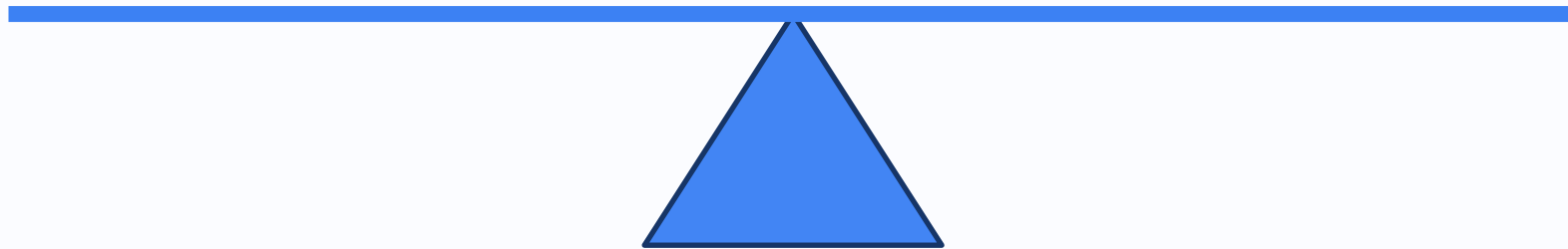
- ❌ Too much toil
- ❌ Out of the loop
- ❌ Too many alerts
- ❌ Reliability is not taken seriously
- ❌ We have no SRE Vision

👉 Glorified Sysadmins 👉

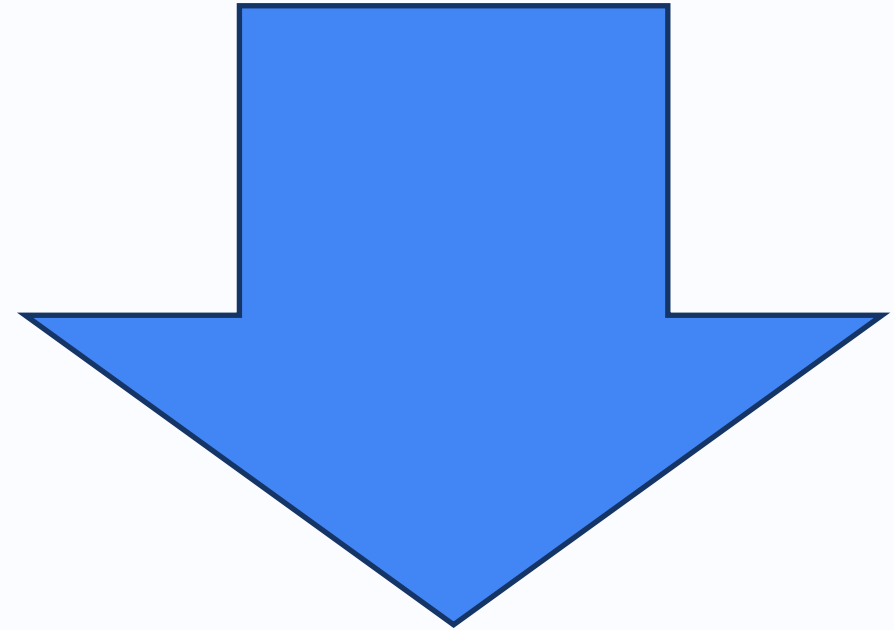
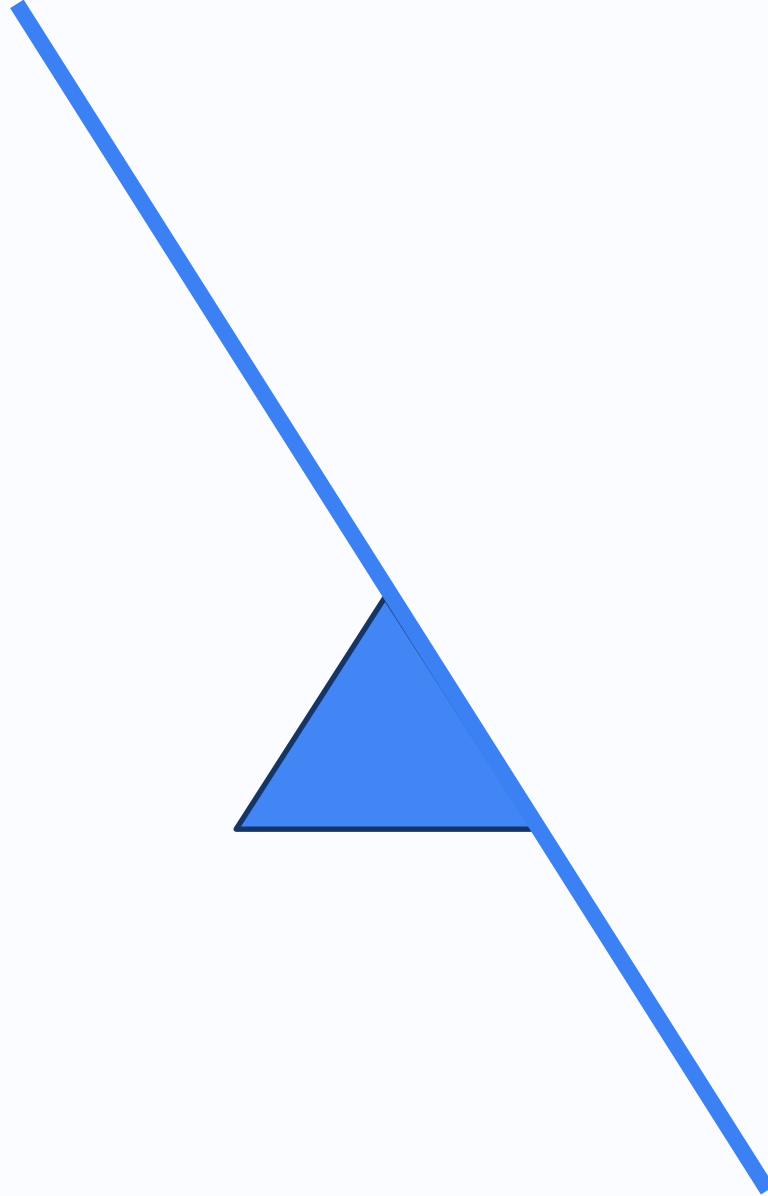


Deep Work


Interruptions



Deep Work



Interruptions



Come here!

Gilberto!

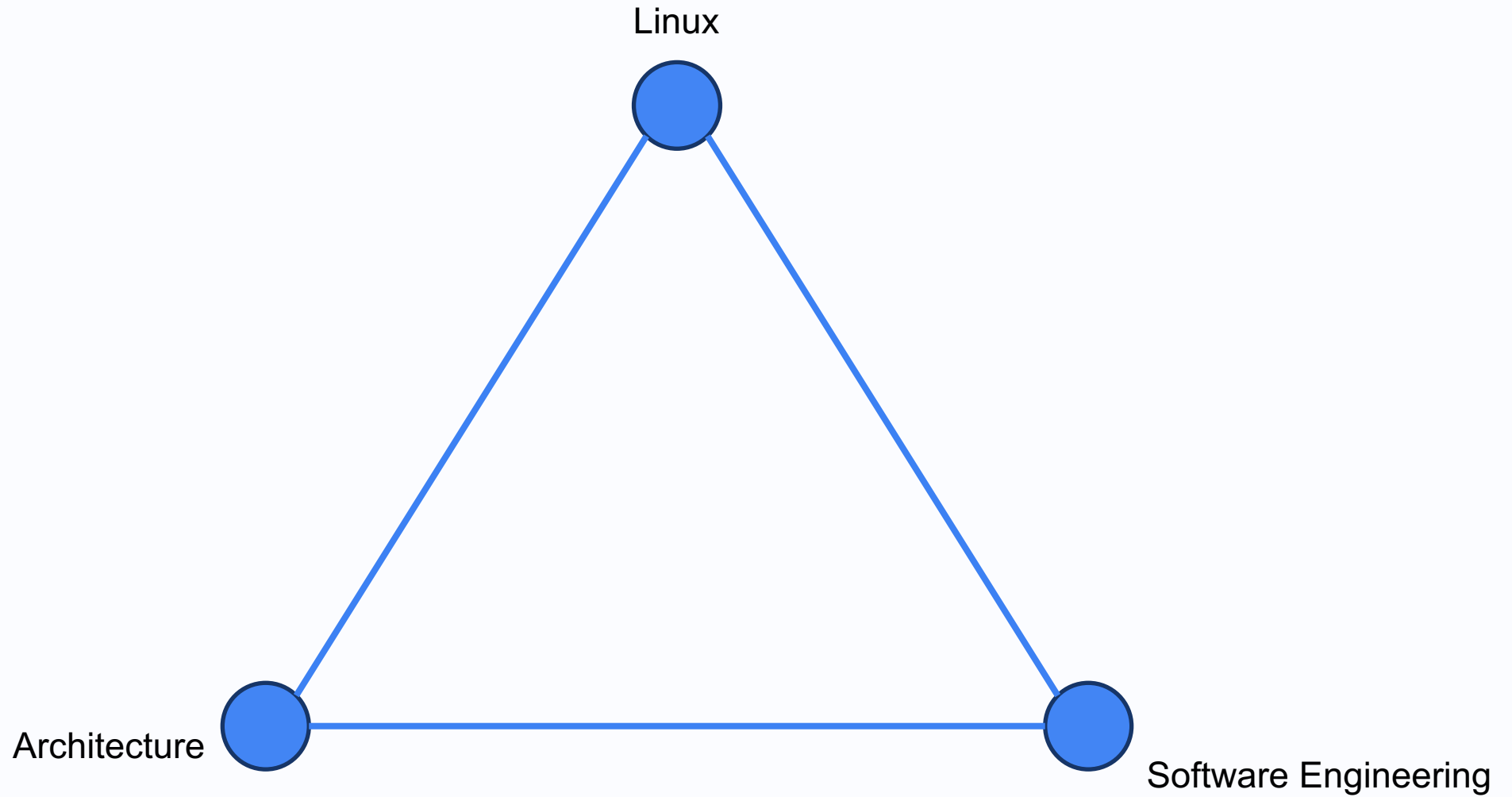
We won't hurt you!

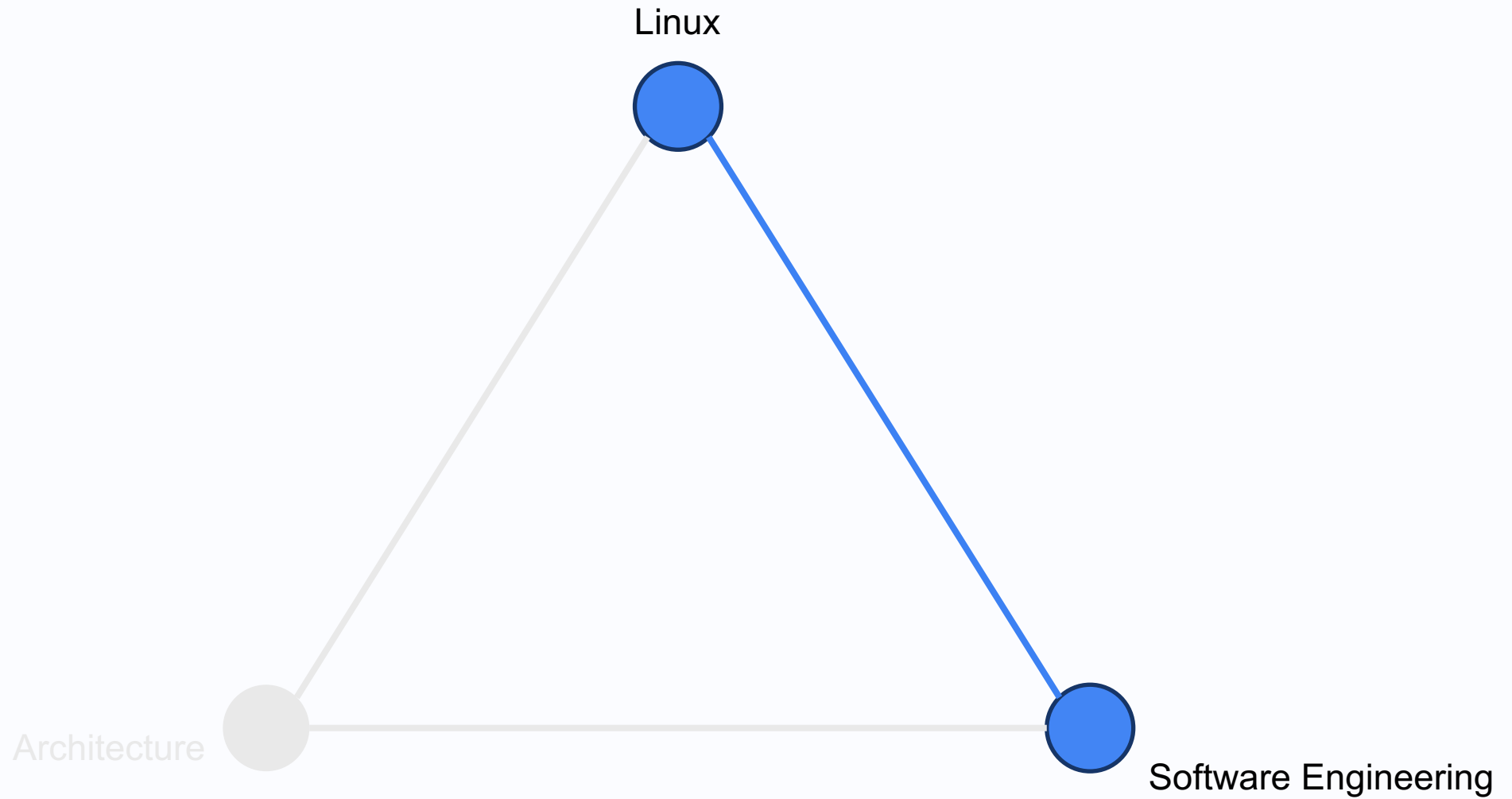
Me

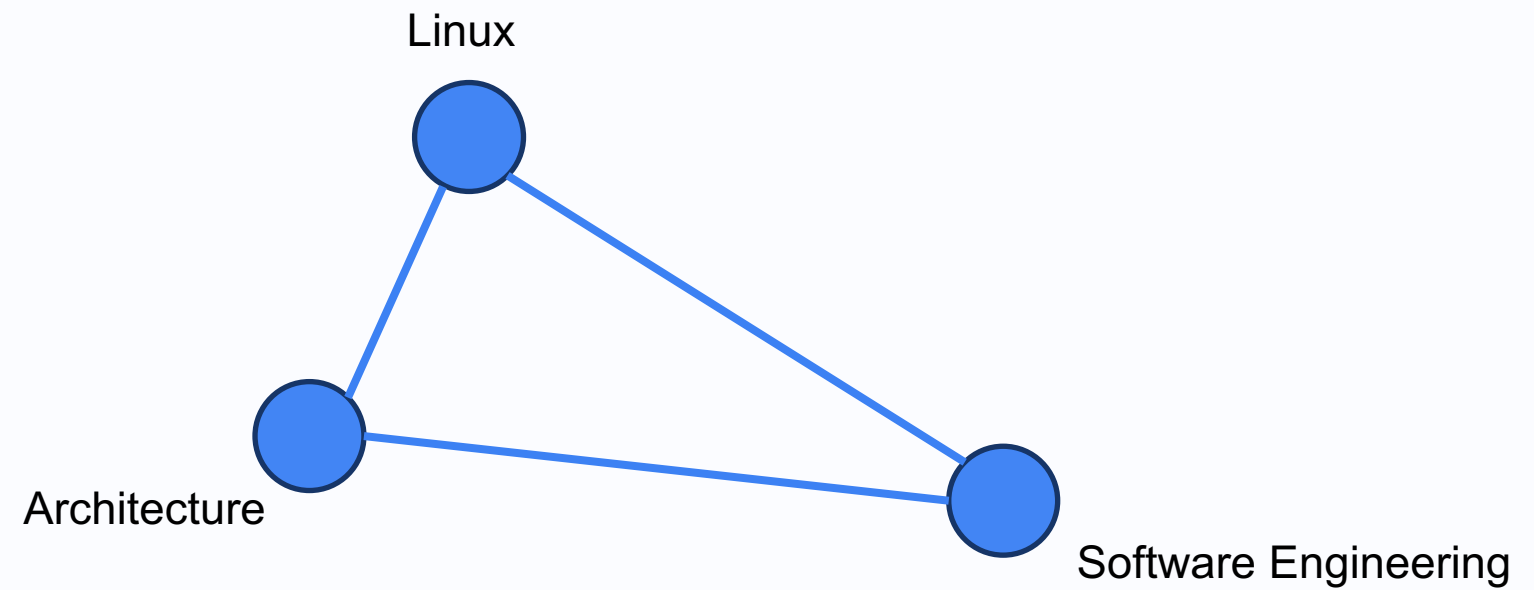


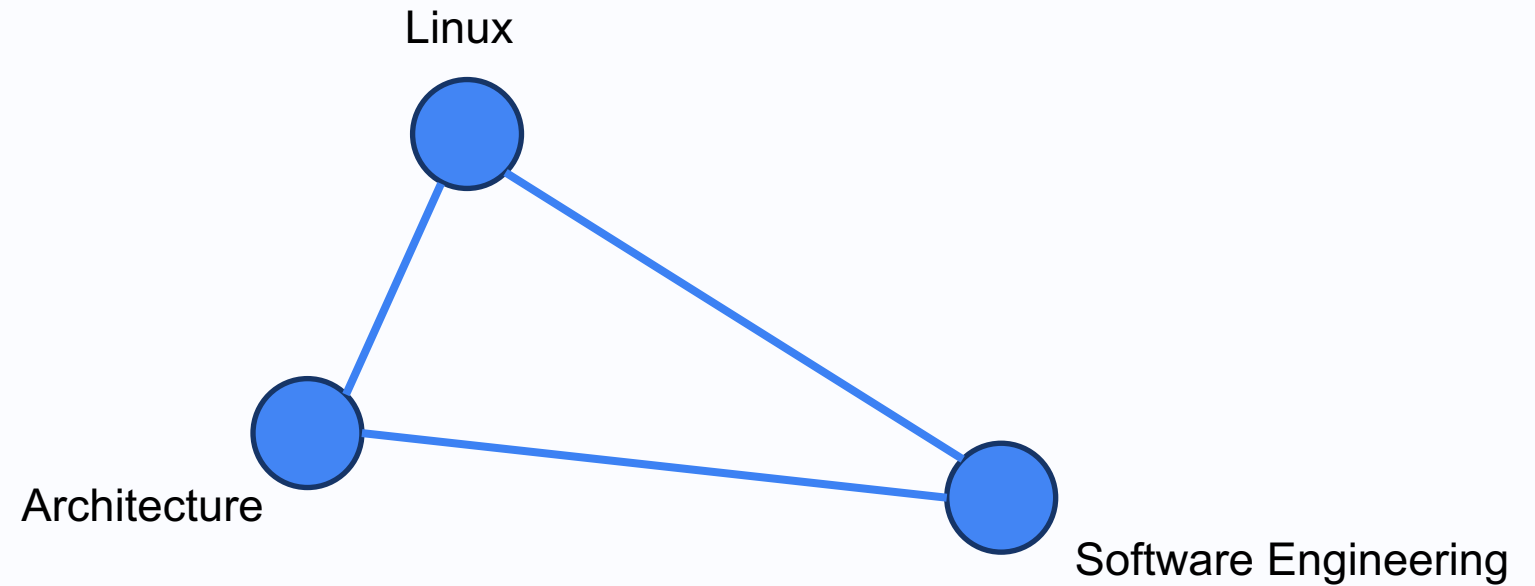
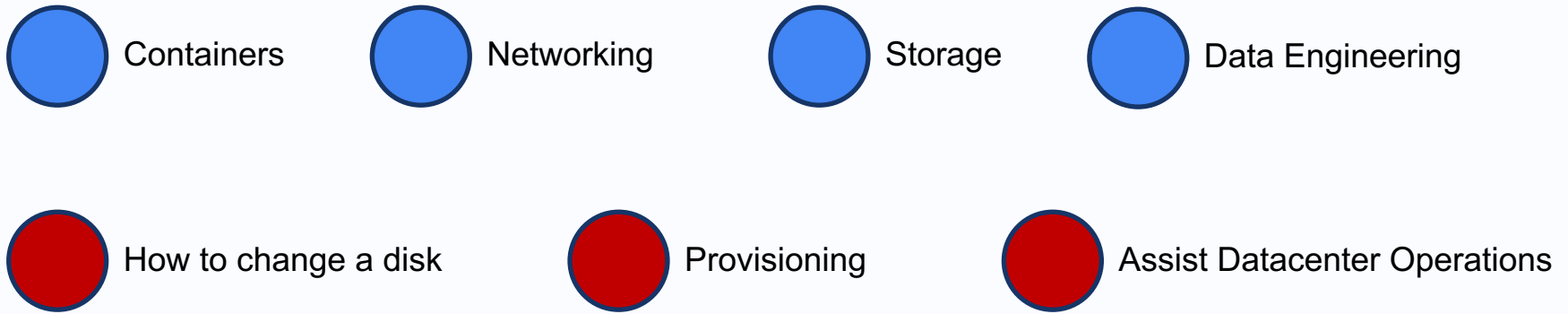
Hiring SRE is hard

(O RLY?)



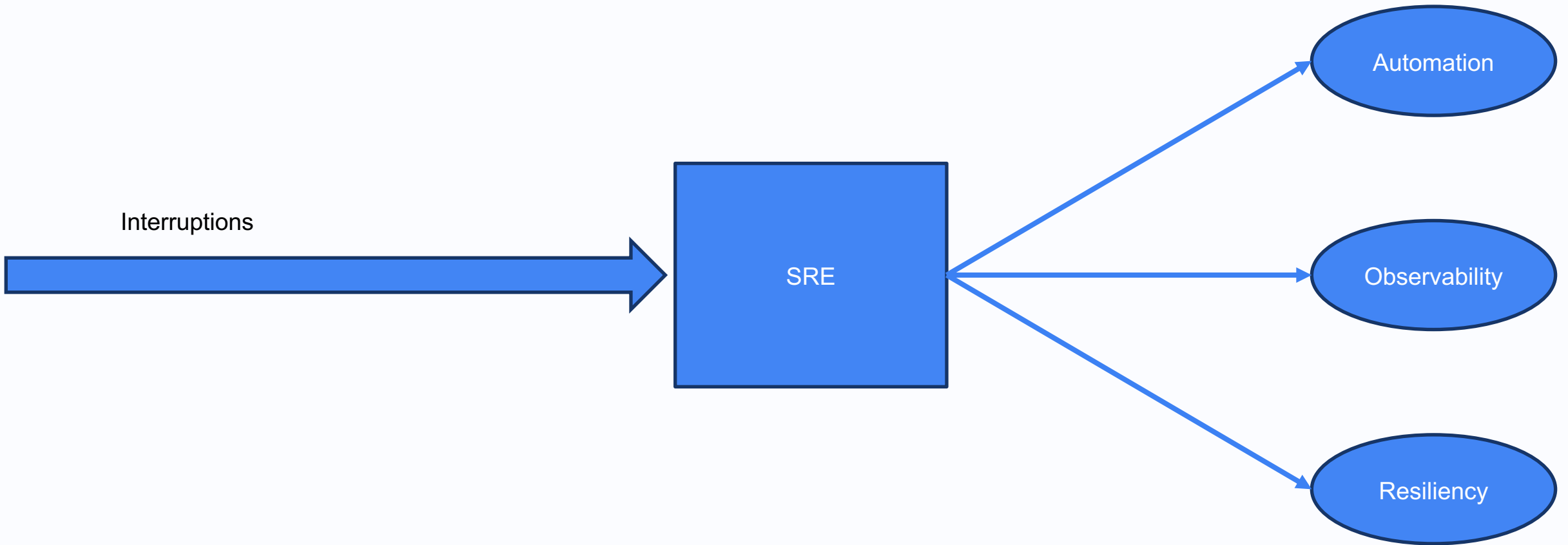


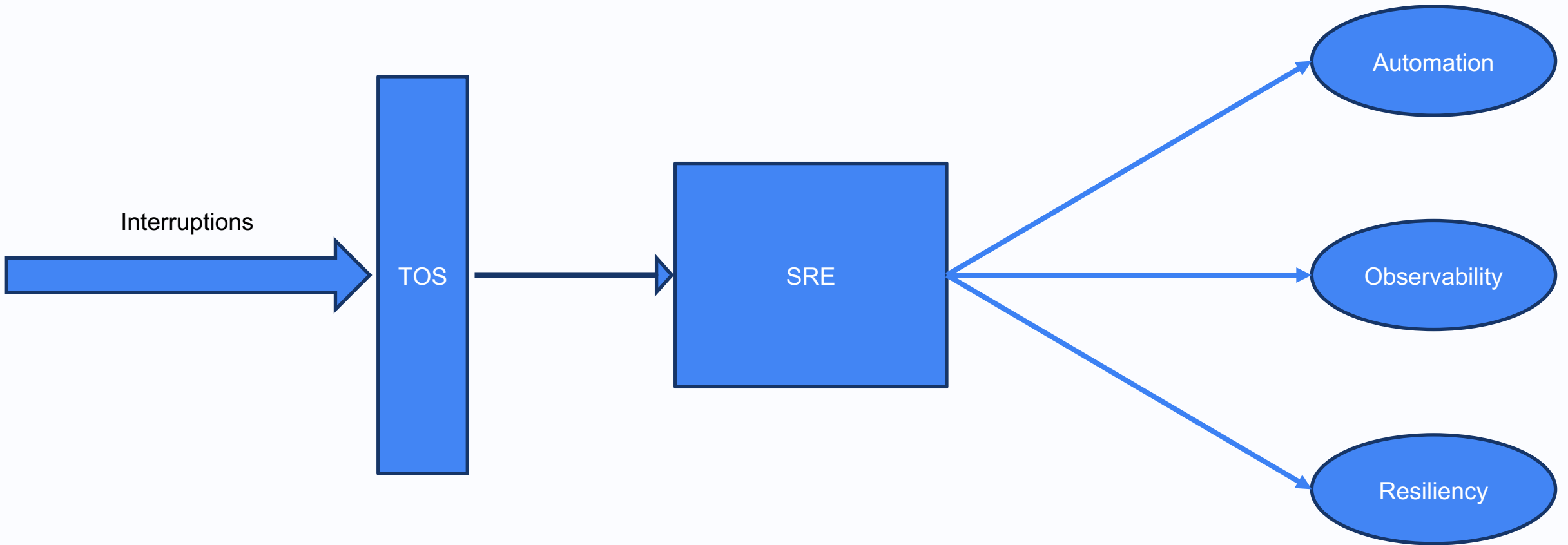




Let's build a "proper Ops" team

We need time, we need help





Technical Operations Support

- Break down complex tasks
- Entry level opportunity
- Diverse backgrounds and culture
- People switching career paths
- We have many coming from the food industry

**HIRING OUR
HEROES**



SRE Academy

- aka “the Unicorn Factory”
- Fast track on the skills and tools needed
- Already have some business domain knowledge
- Already know the team, and the environment



Anyone can become an SRE!





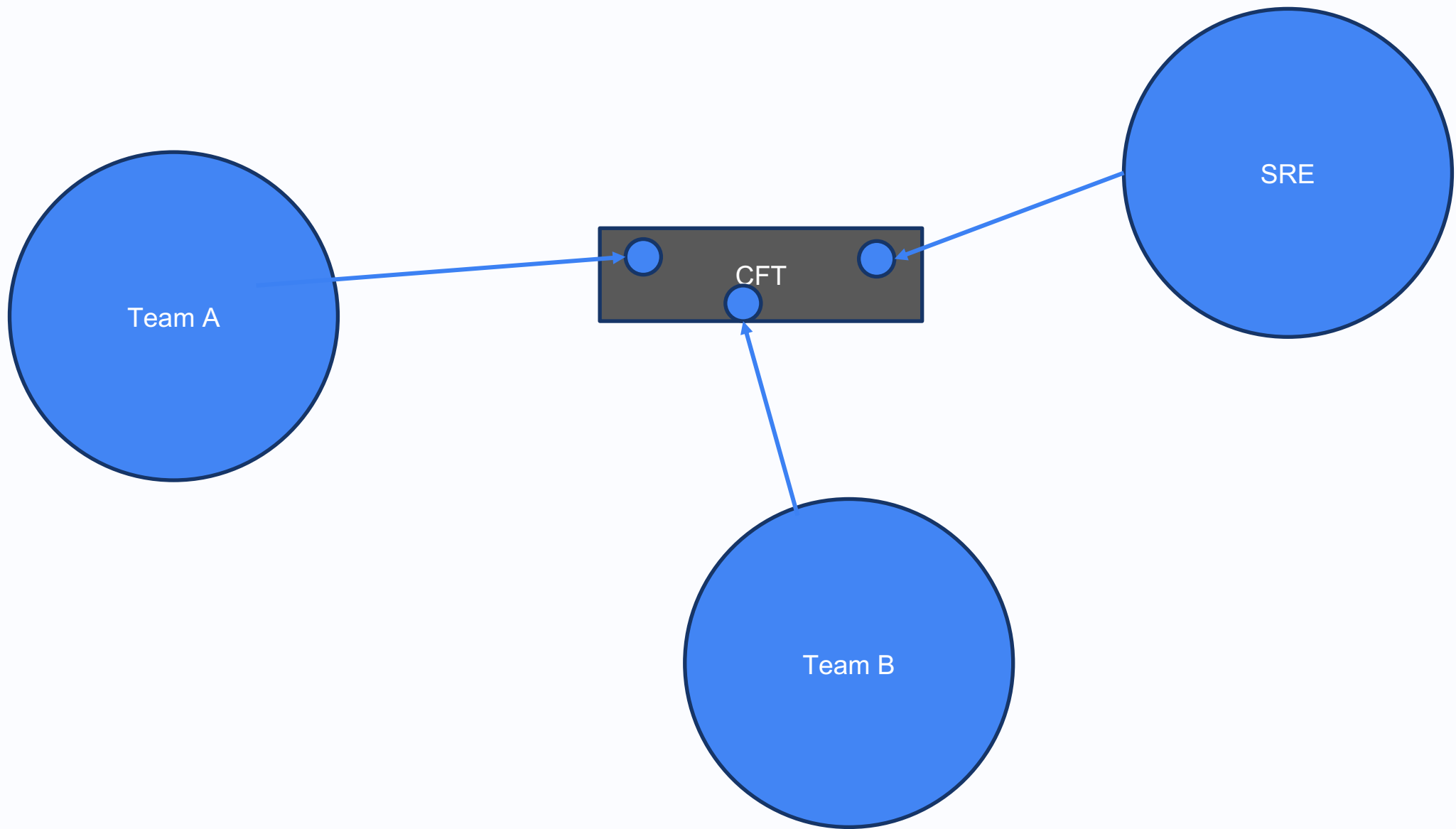
1 out, 4 to go

- ✓ ~~Too much toil~~
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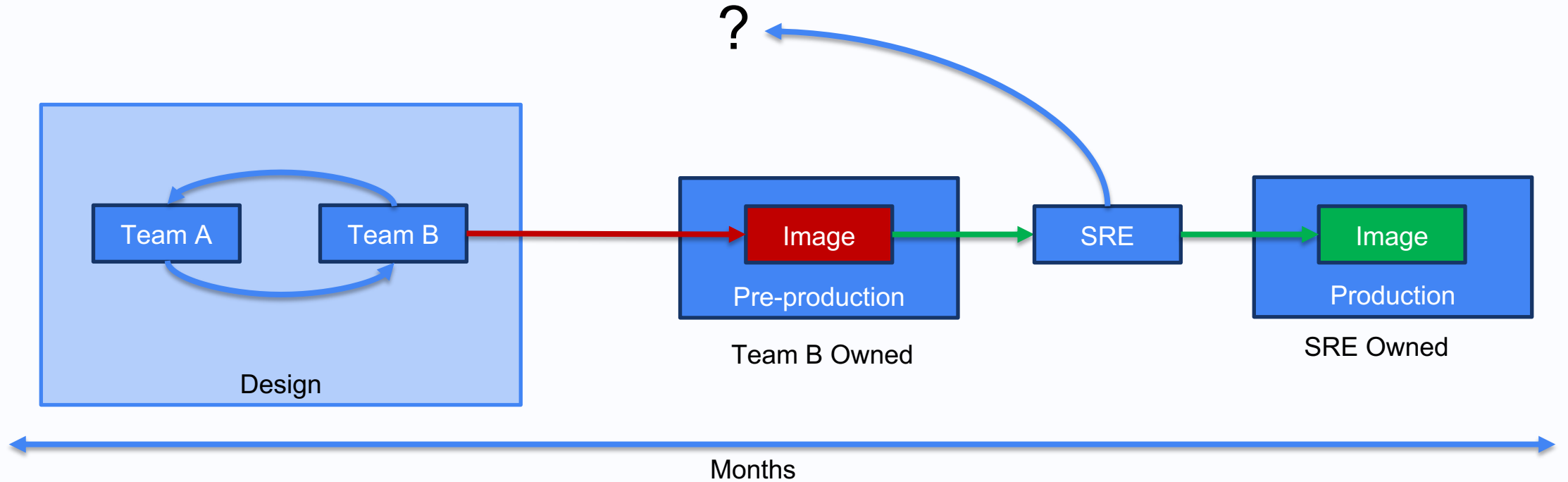


CFTs

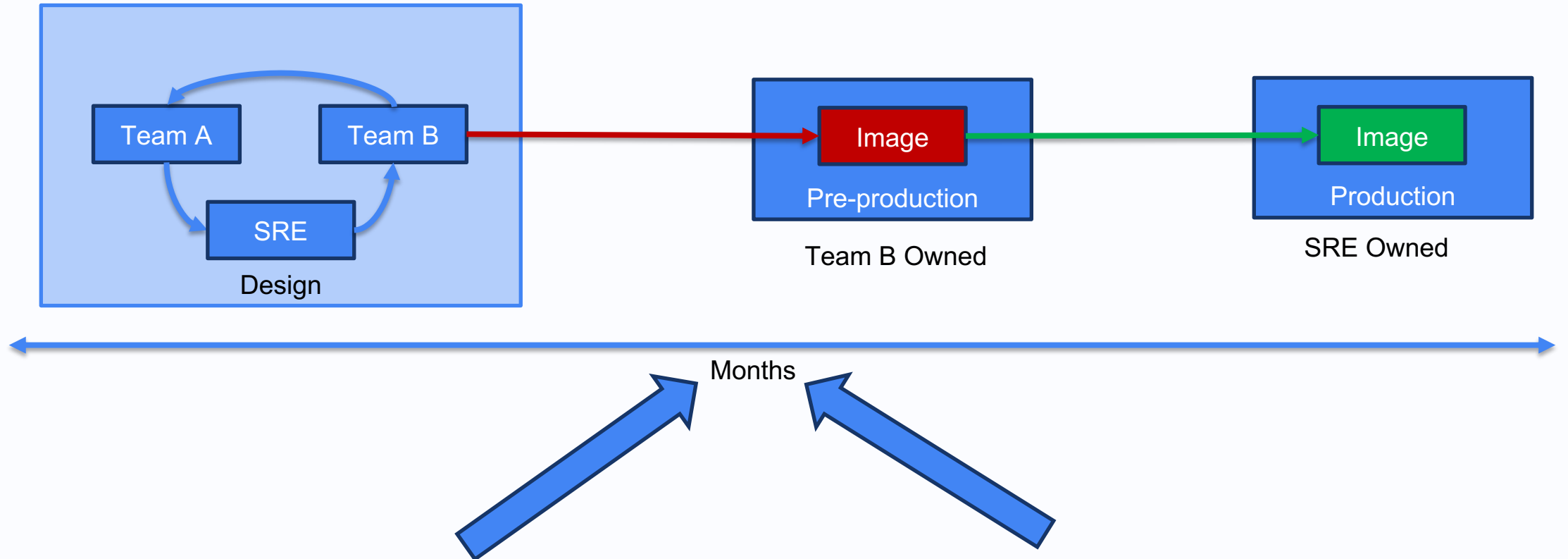
Cross Functional Teams



Before



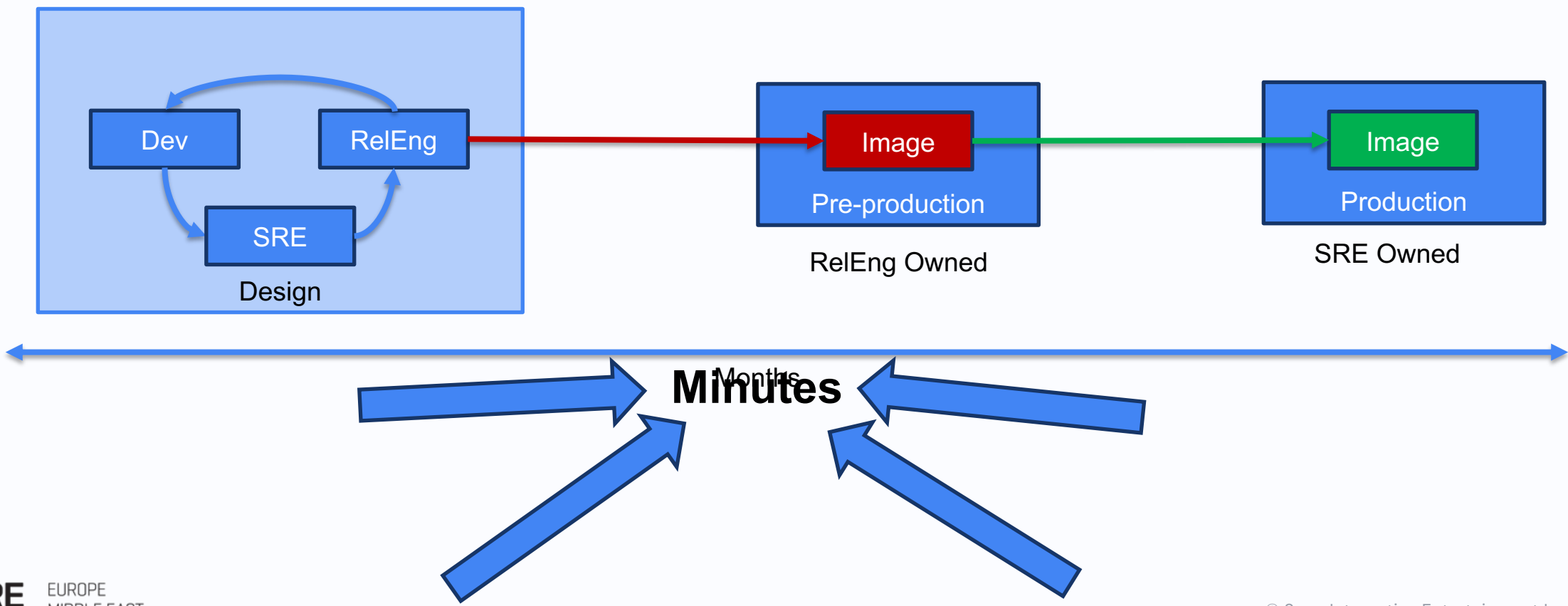
After



Jumping on the bandwagon



** Your mileage may vary*



2 down

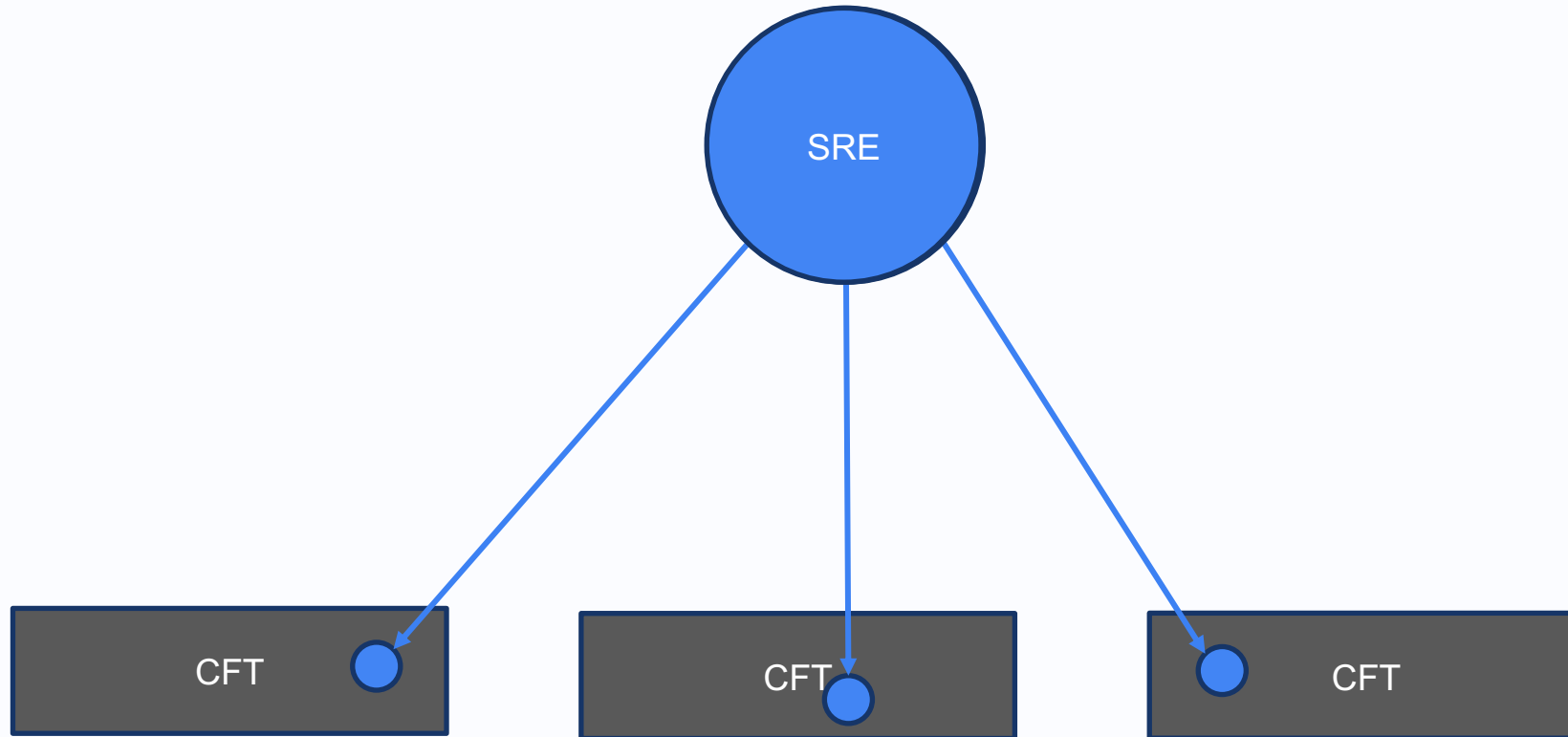
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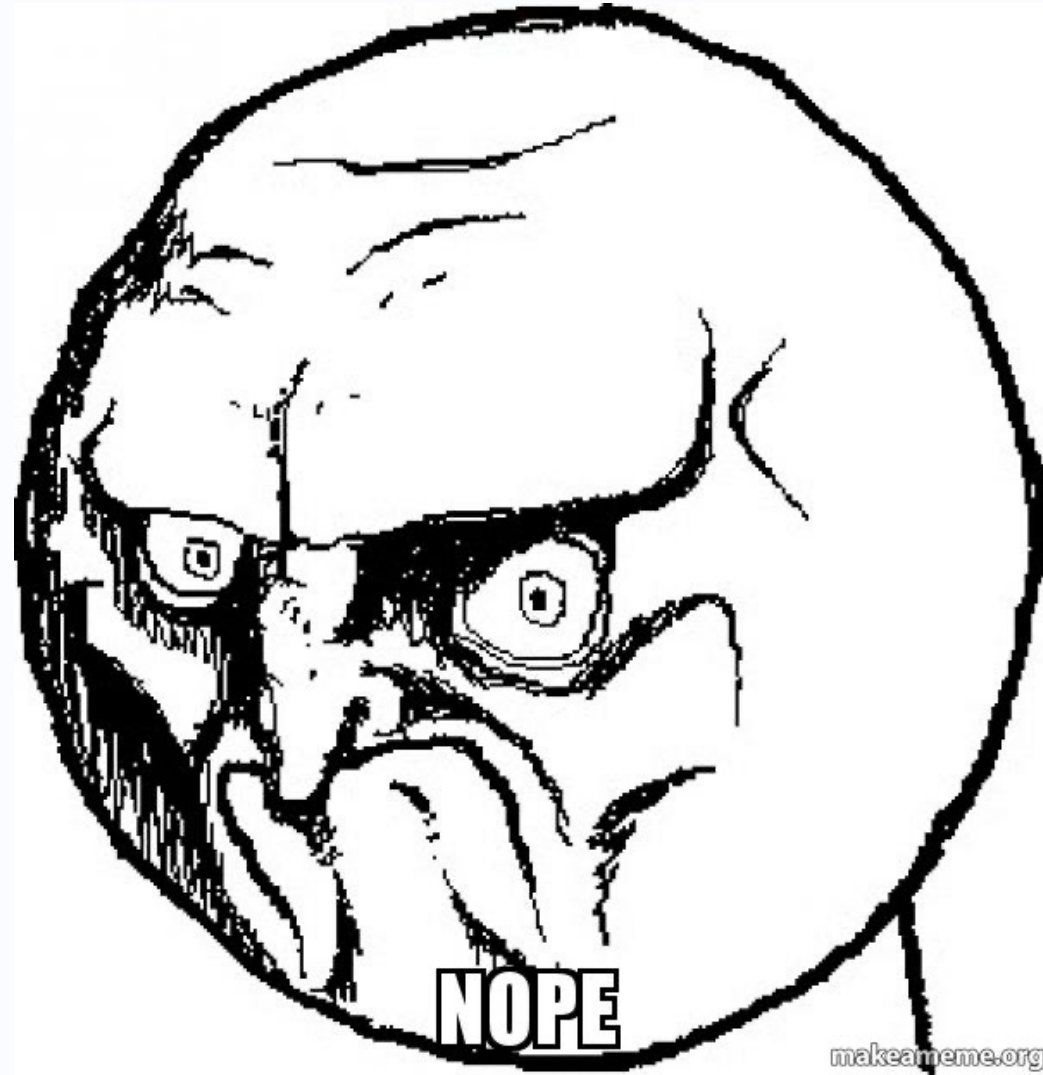
SLOs

“We need data, we need to improve the alerts”

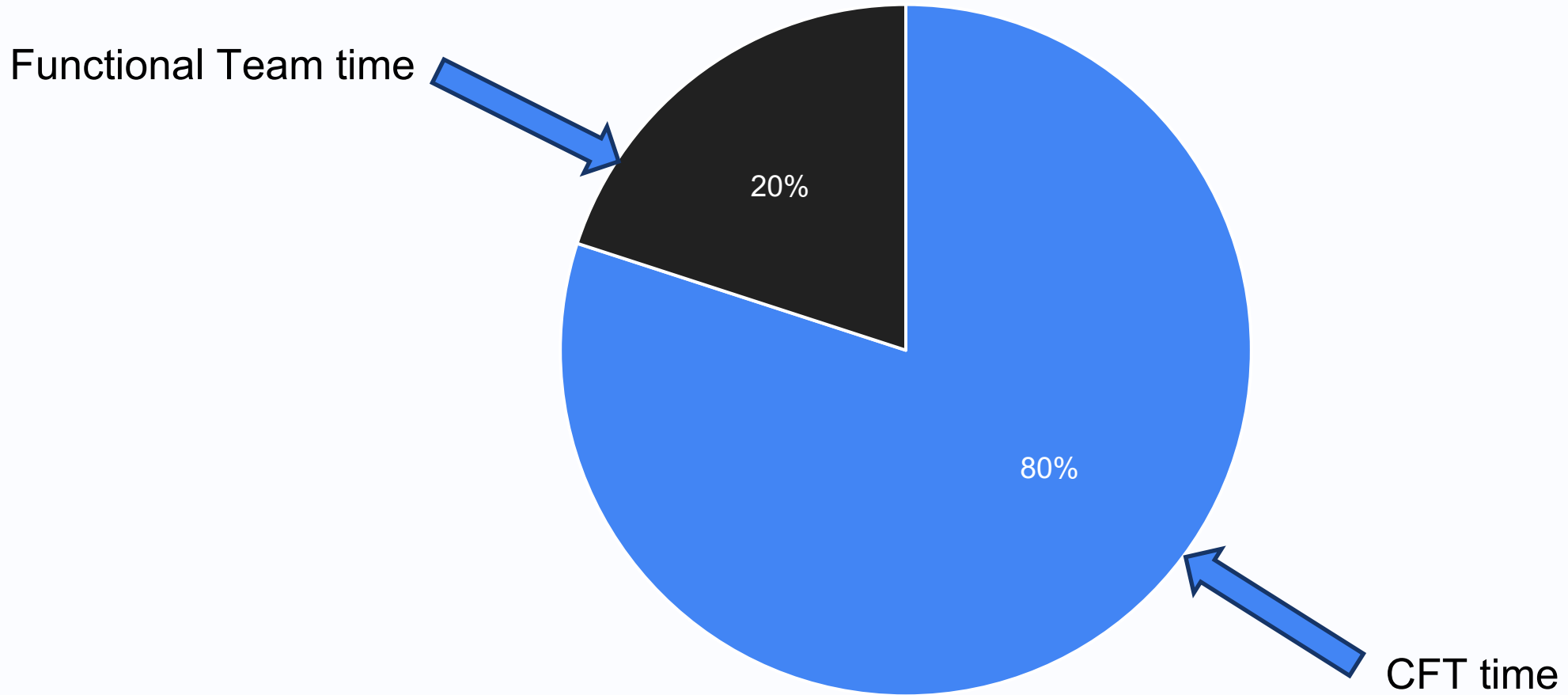
How do you execute on transversal initiatives?



Ask the CFTs to do it



Time split between CFT and Functional Team work



Assign people dedicated to the effort



99.90%

Remaining Error Budget (30 Day Window)

{sloth_id="prometheus-prometheus-latency"}

99.2%

Alerts

atla-prometheus-streaming



09/13 09/15 09/17 09/19

SLI prometheus/prometheus-latency



Error Budget Burn Chart - prometheus/prometheus-latency





Getting there...

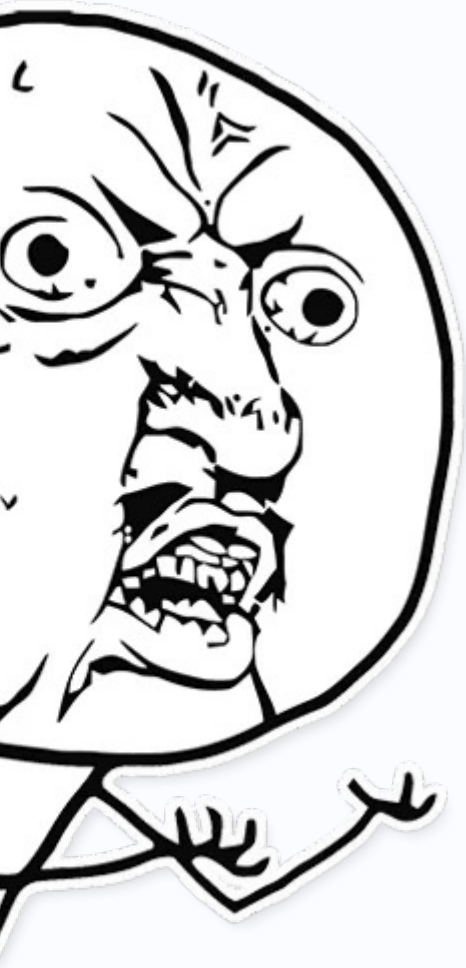
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Reliability Meetup

"We need to communicate"

People don't understand what we need



1. We need to understand what Reliability means to non-SREs
2. We need to voice our needs and a definition of Reliability



2 people, talking about Reliability, every month

ENG

Kubernetes Namespace Apocalypse

SRE

How to make on-call the best week ever



It's pretty successful

2 years and a half

22 meetups

- 46 speakers
- **23 non-SRE**

600+ attendees



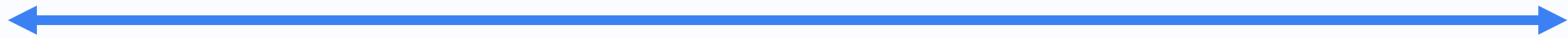
1 left

- ✓ ~~Too much toil~~
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“Where do you see yourself in 5y?”

“I love this question!” said nobody, ever.



40 SREs, 3 geographies, one always in the dark





3 objectives

Grow strong ties among Staff SREs



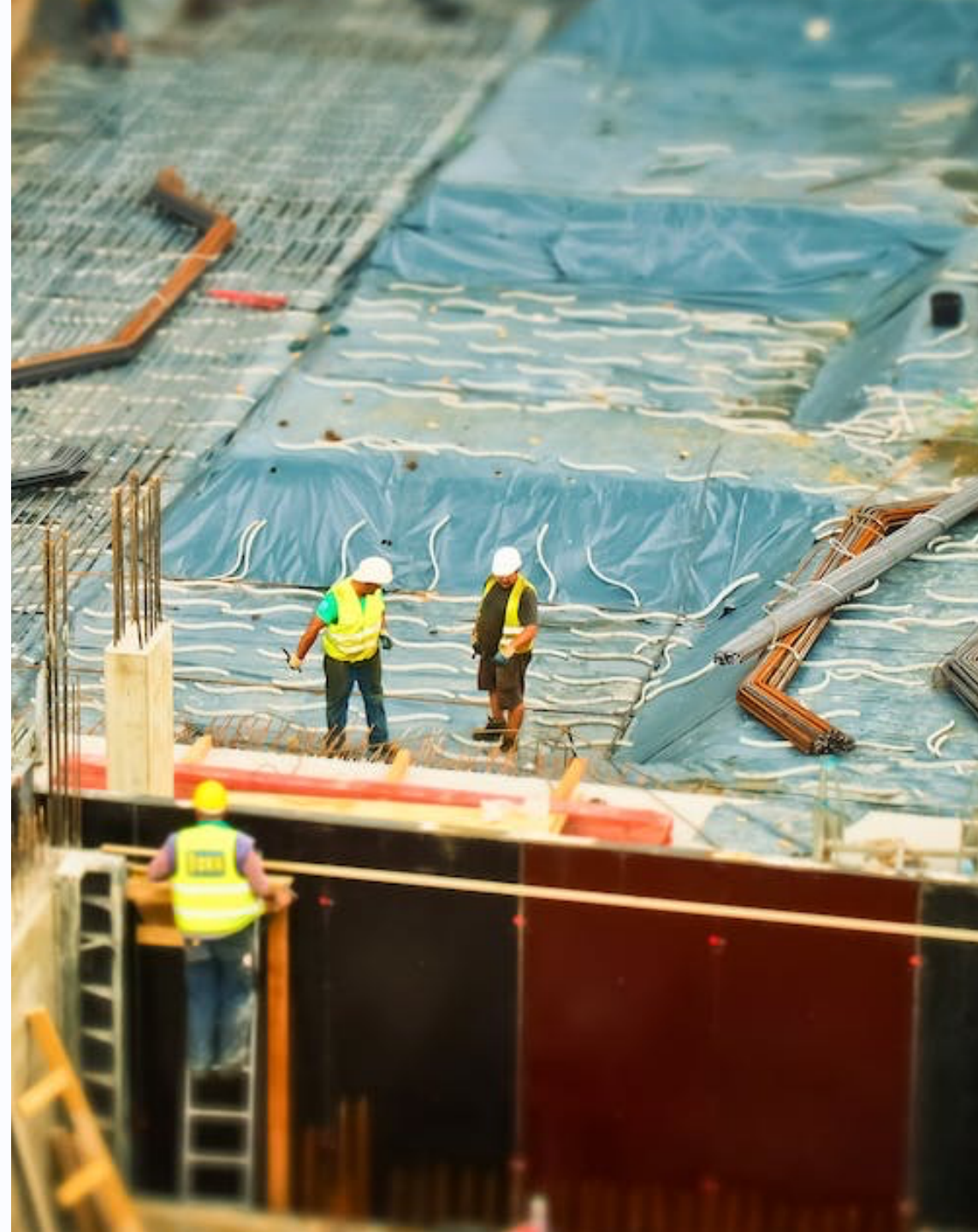
Brainstorm and define the vision



Present to Sr Leadership

Work in progress

- Started this year
- Maybe a topic for a future talk?



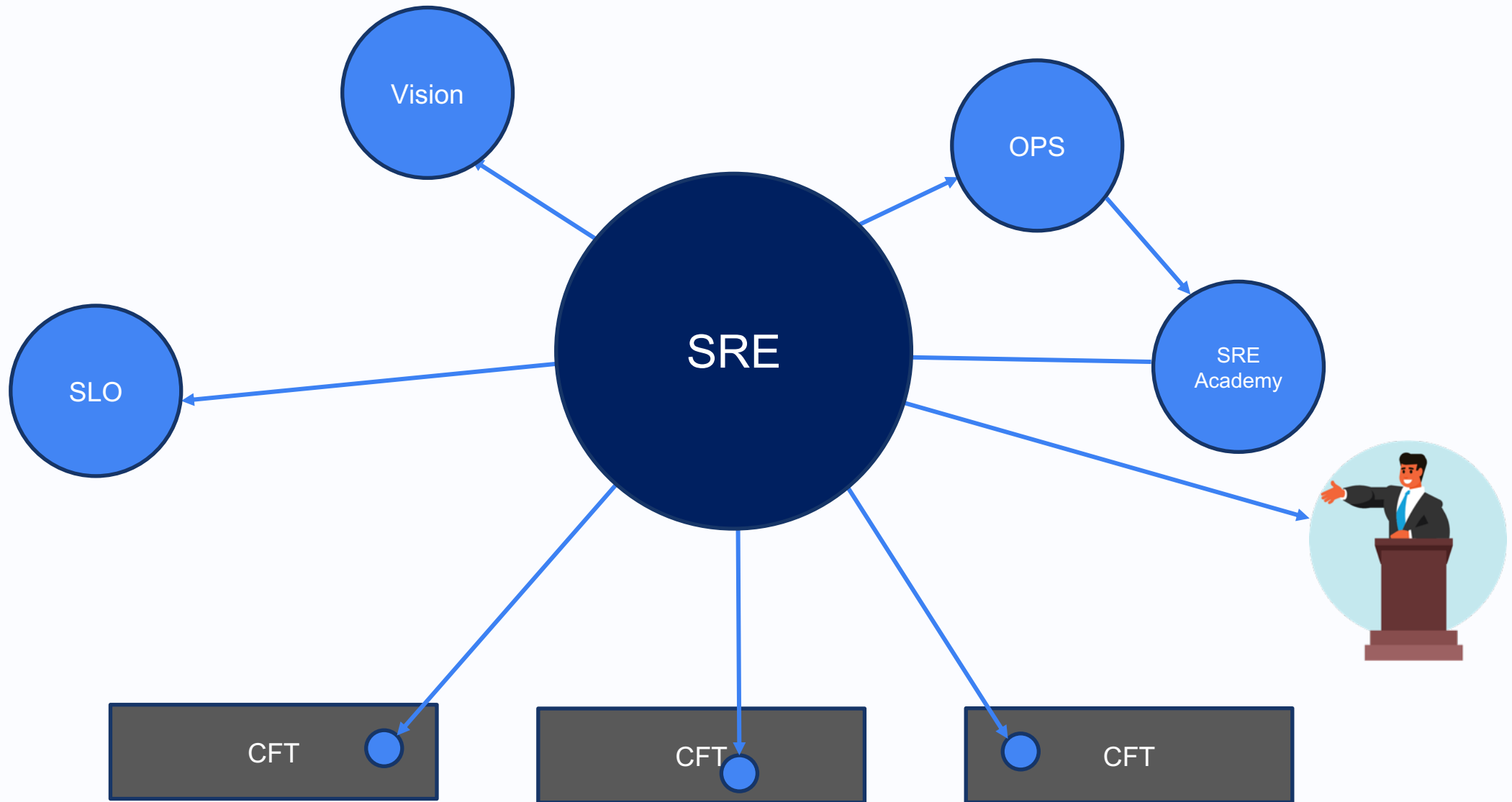
5/5

- ✓ ~~Too much toil~~
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Flying yet?





What made it successful

1

Executive Support

2

IC / Management Pairing

3

Fail, iterate

4

Communicate!



Thank you!

