

# ON-CALL REVOLUTION: BUILDING A CULTURE OF OWNERSHIP AND COLLABORATION

A Journey of Empowerment and Innovation

LeadDev Berlin  
November 2024



## Who am I



Born in Buenos Aires



Based in Berlin



Two young kids

## Background



Master Degree in CS



Almost 20 years in tech



OLX Group - Head of Engineering



TaxFix - Director of Engineering



# Agenda



LeadDev Berlin  
November 2024



## The Challenge

Context

Wake-up Call

## The Solution

Unique on-call rotation

Budget and buy-ins

Tools and processes

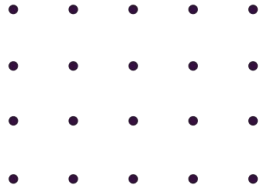
## The Results

Cultural shift

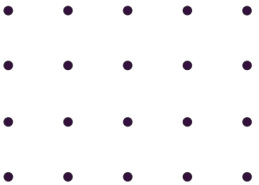
Business outcomes

The Future: SLAs, SLIs, and SLOs

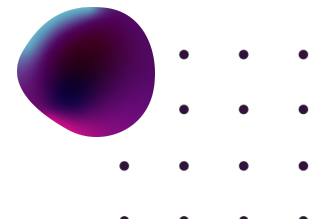
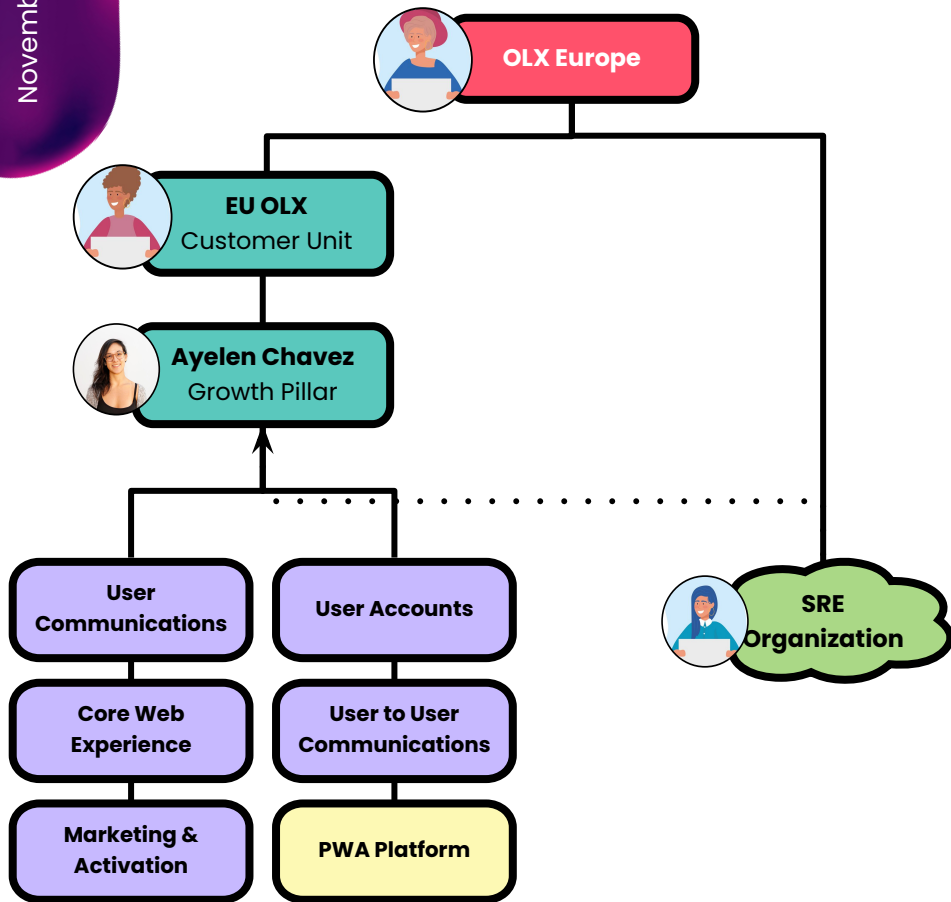
## DYI: Overcoming Objections

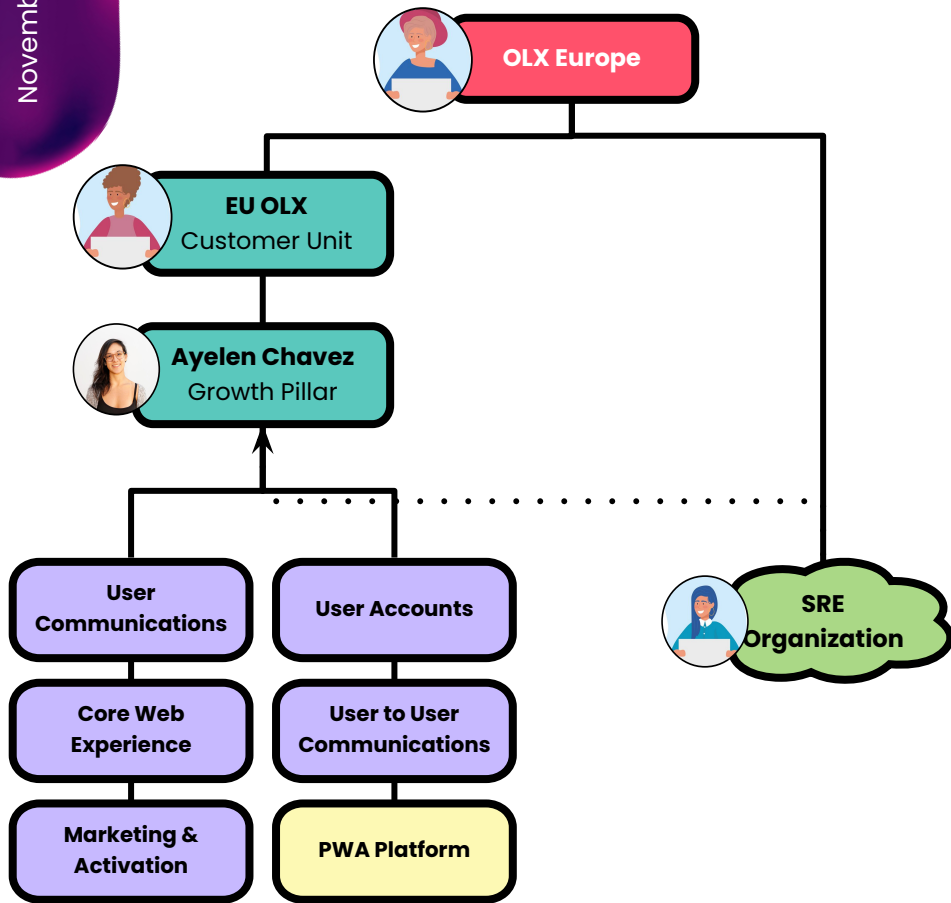


# The Challenge



# Context

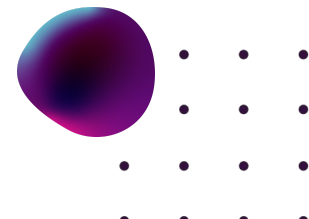


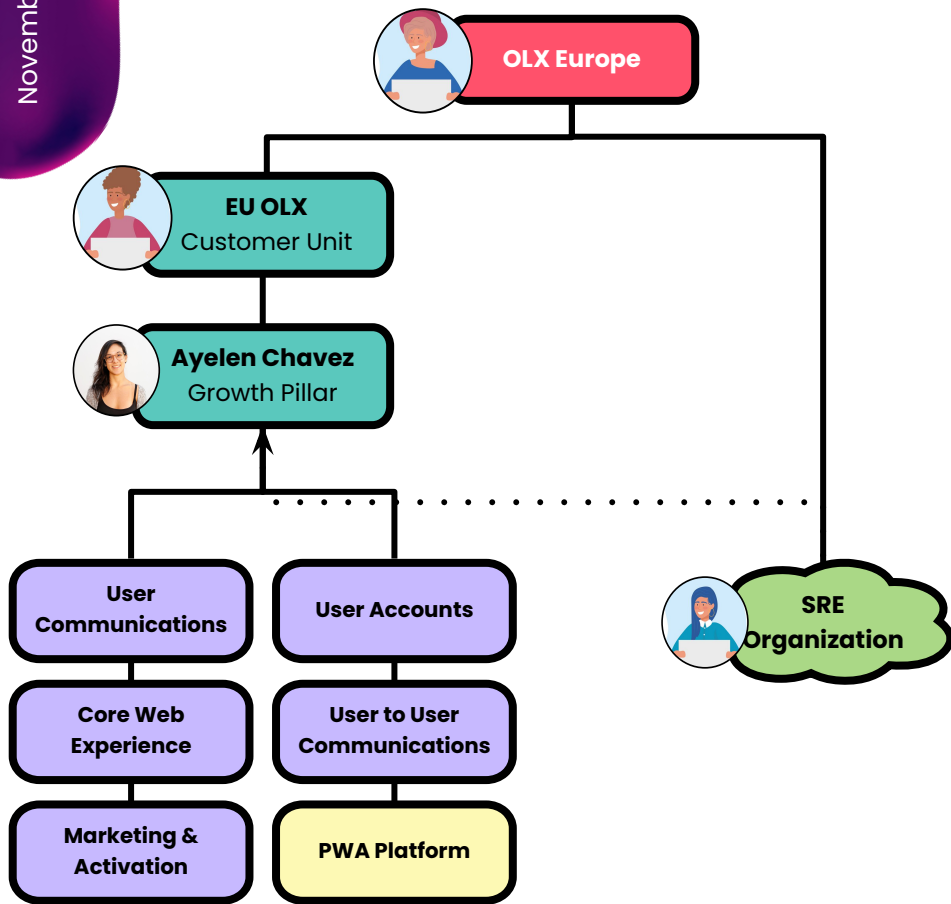


# Context

## Role

Head of Engineering for the  
Growth Pillar





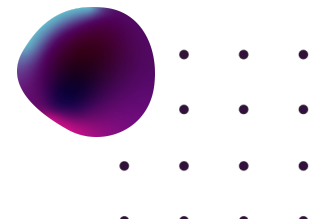
# Context

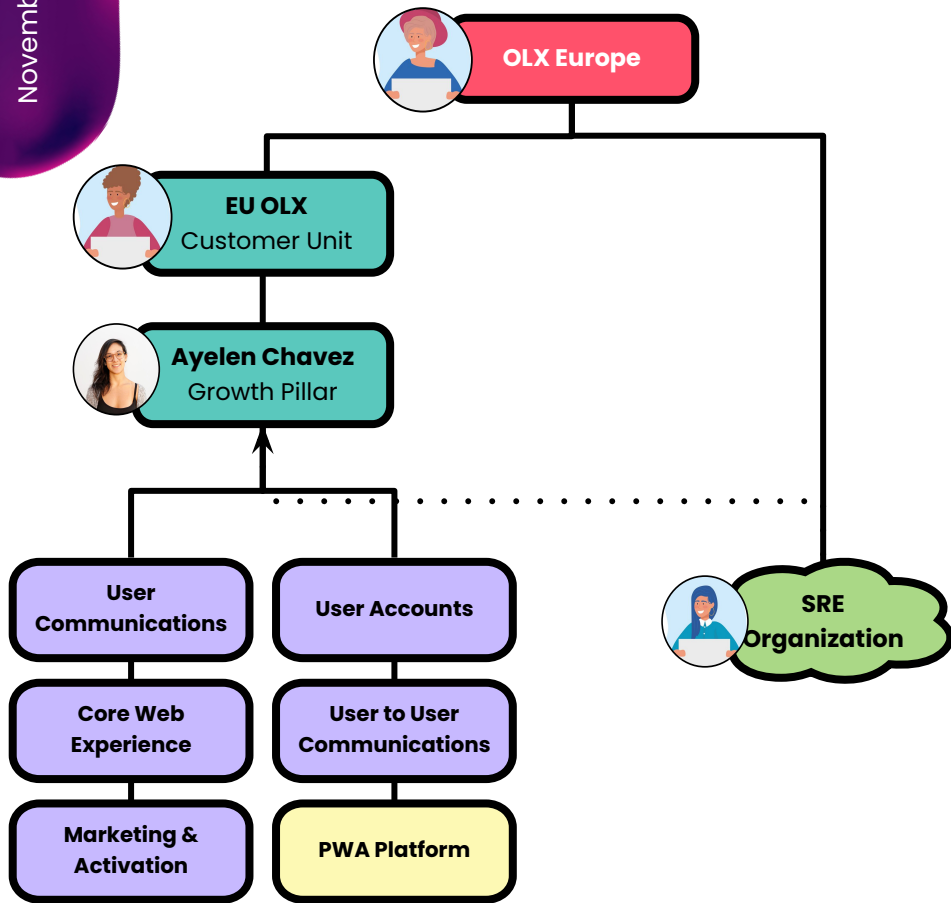
## Role

Head of Engineering for the  
Growth Pillar

## Led a team

60+ individuals in 6 teams and  
multiple countries





# Context

## Role

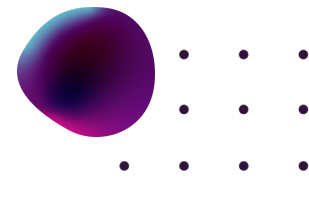
Head of Engineering for the Growth Pillar

## Led a team

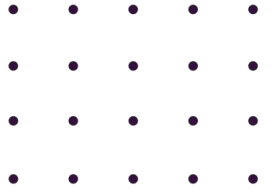
60+ individuals in 6 teams and multiple countries

## Driving Growth

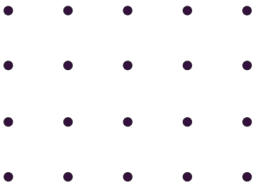
20+ brands and 30+ countries







# Wake-up call





**with SRE support**



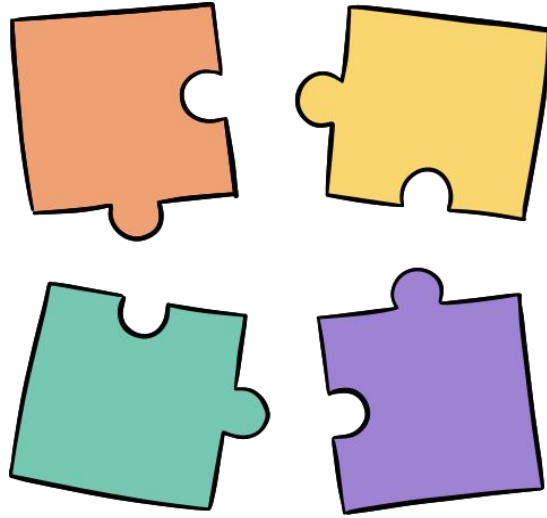


**without SRE support**



• • • • •  
• • • • •

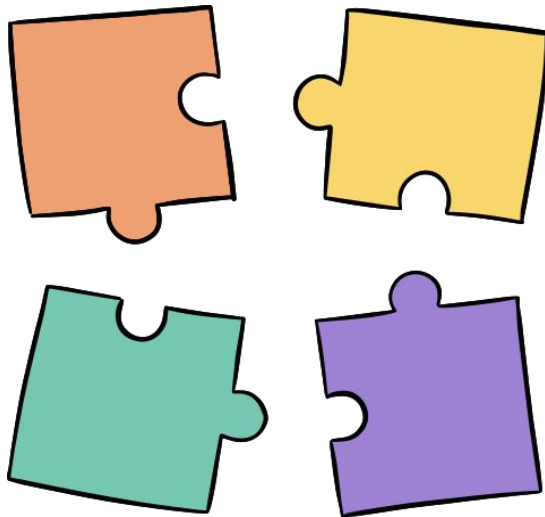
# Gaps Identified



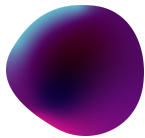


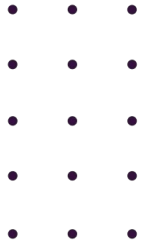
# 01

## Monitoring and Alerting



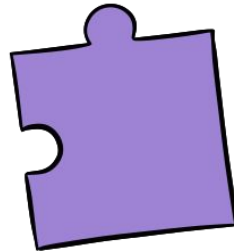
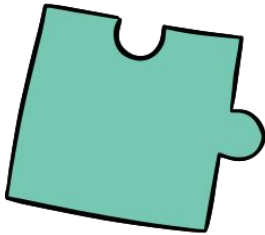
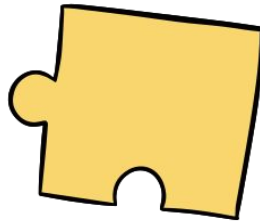
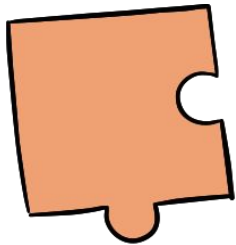
# Gaps Identified





# 01

**Monitoring  
and Alerting**

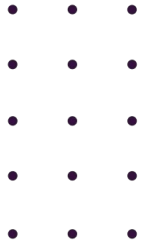


# Gaps Identified

# 02

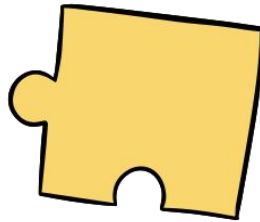
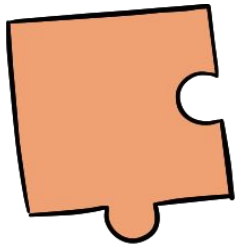
**Documentation**





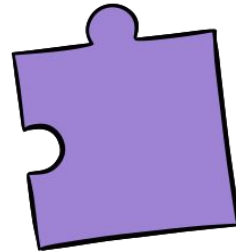
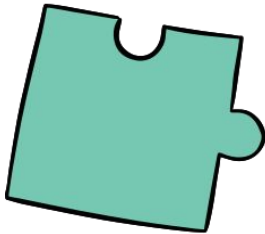
# 01

**Monitoring  
and Alerting**



# 02

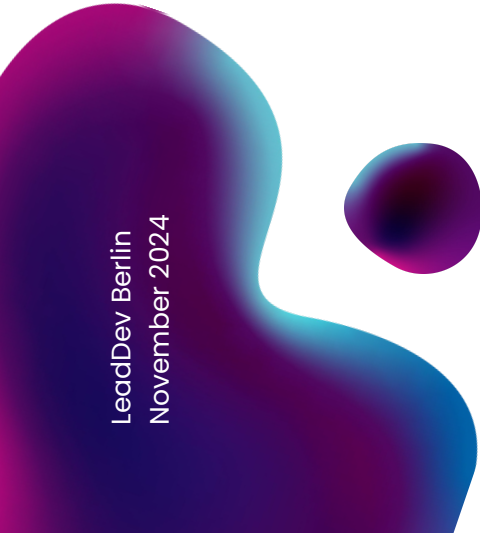
**Documentation**

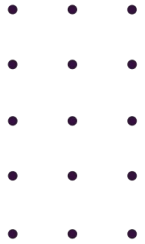


# 03

**Postmortem  
Culture**

# Gaps Identified

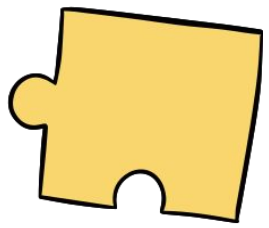
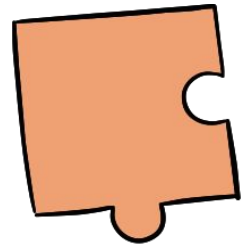




# Gaps Identified

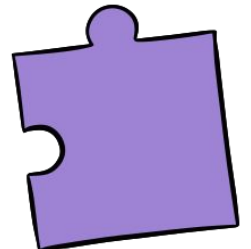
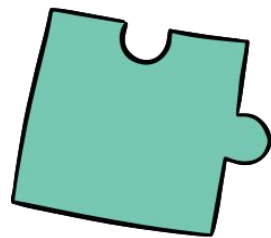
## 01

**Monitoring  
and Alerting**



## 02

**Documentation**



## 04

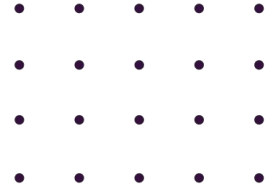
**Service  
Visibility**

## 03

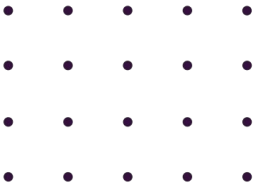
**Postmortem  
Culture**





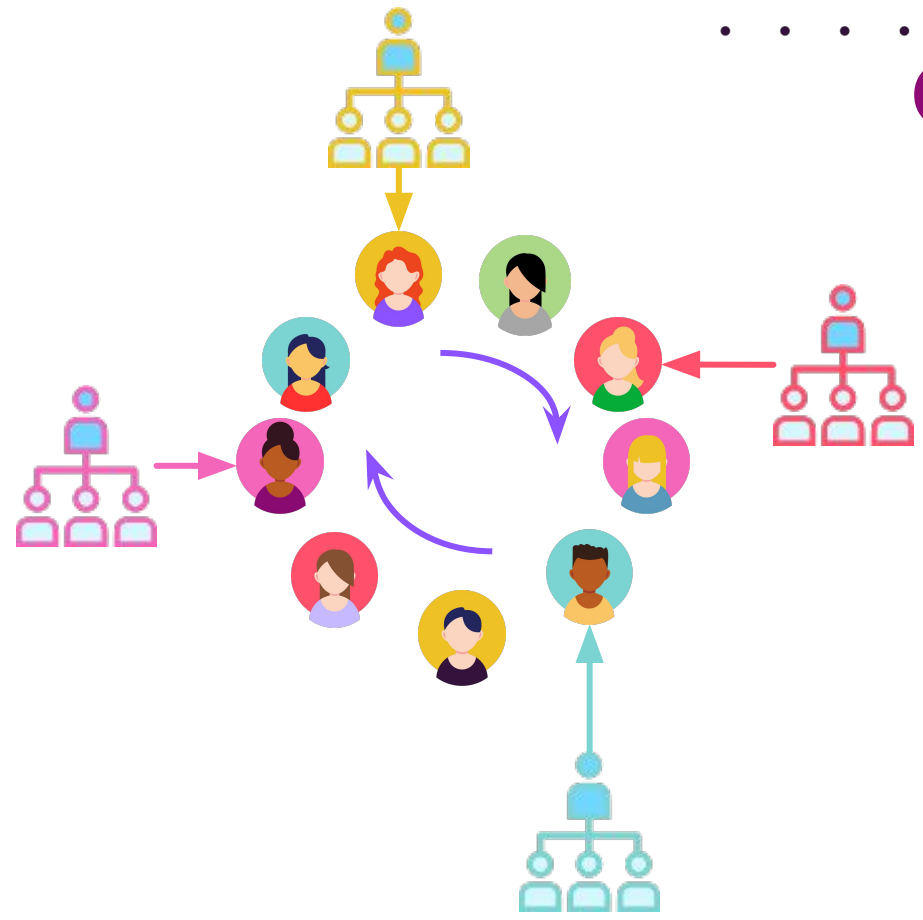


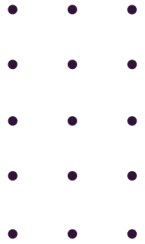
# Our Solution



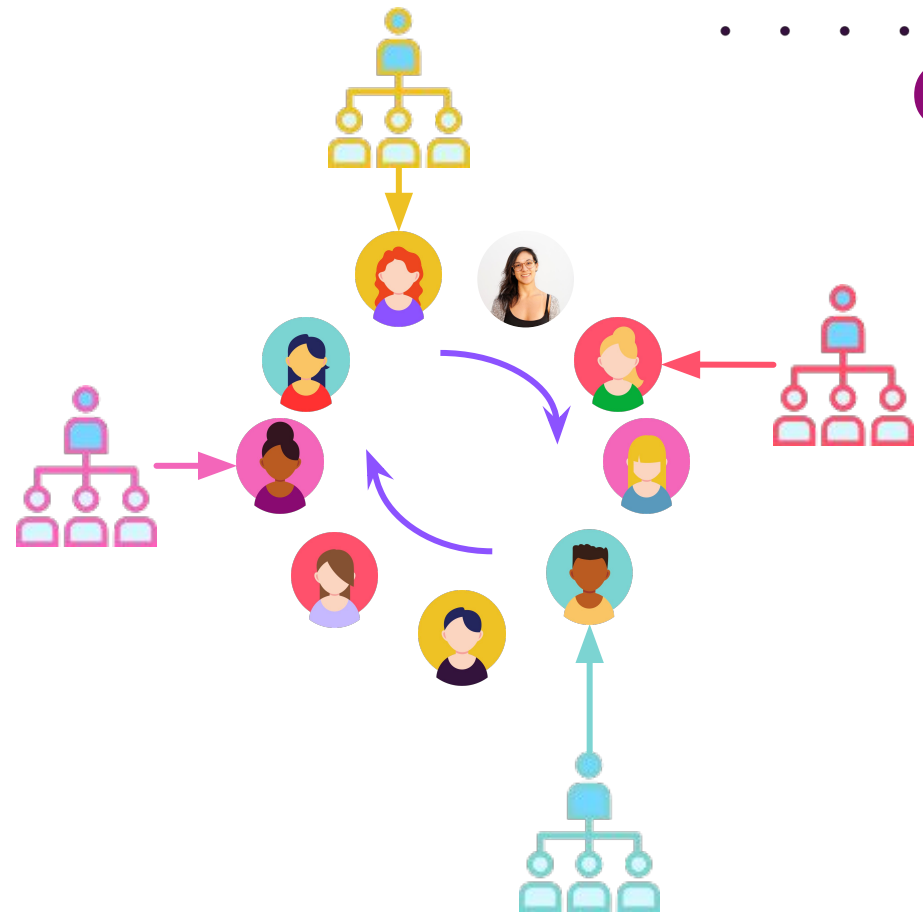


# Common rotation





# Common rotation



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# Budget and buy-ins



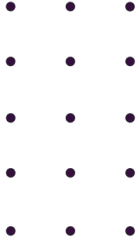
75% cost reduction

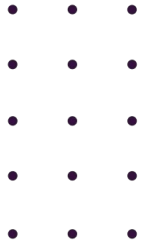
Service Quality

Organizational Change

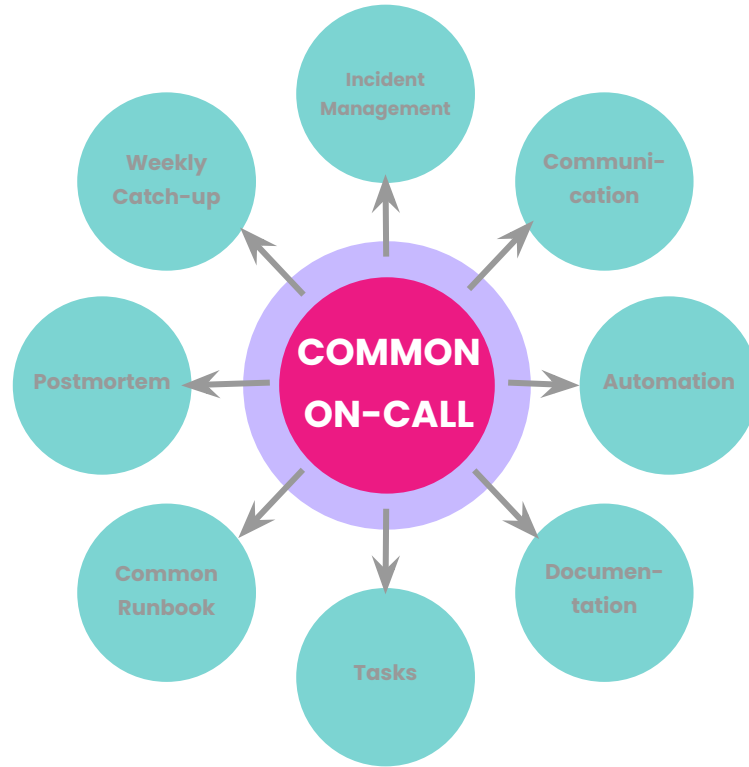
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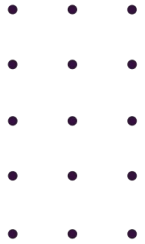
# Tools and Processes



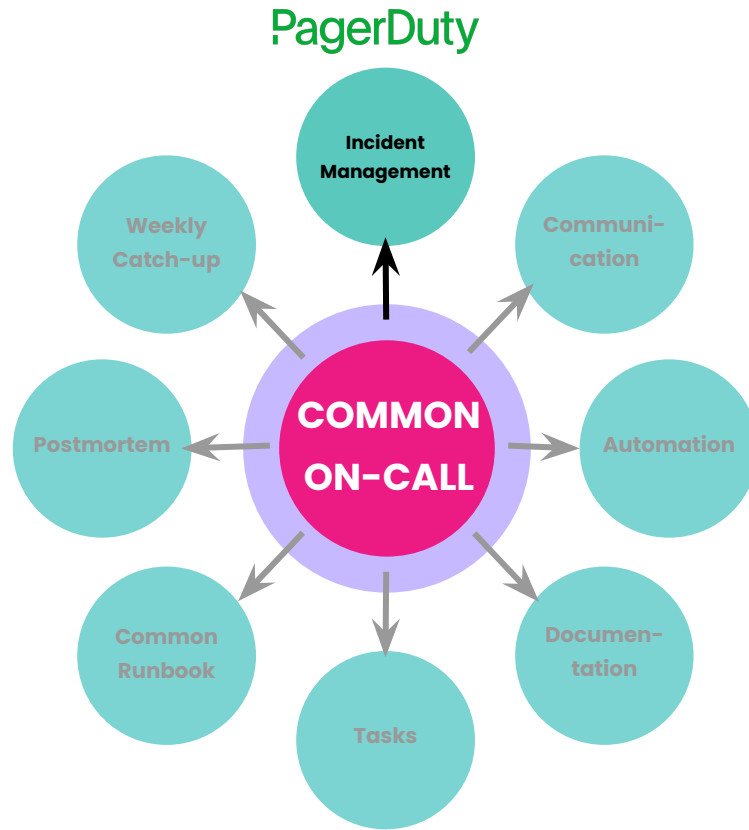


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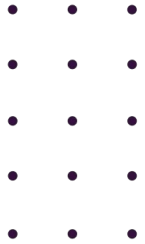




# Tools and Processes



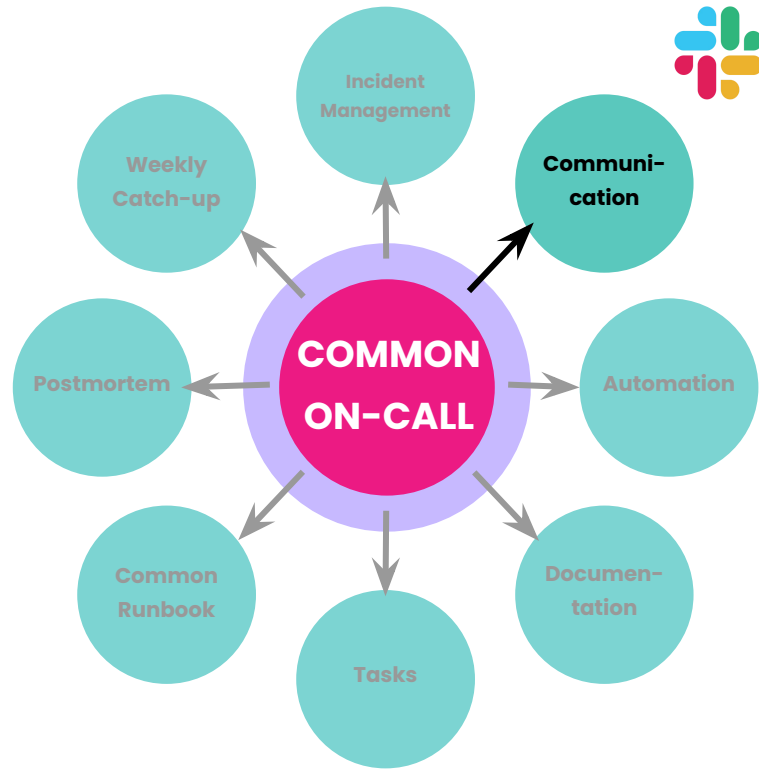




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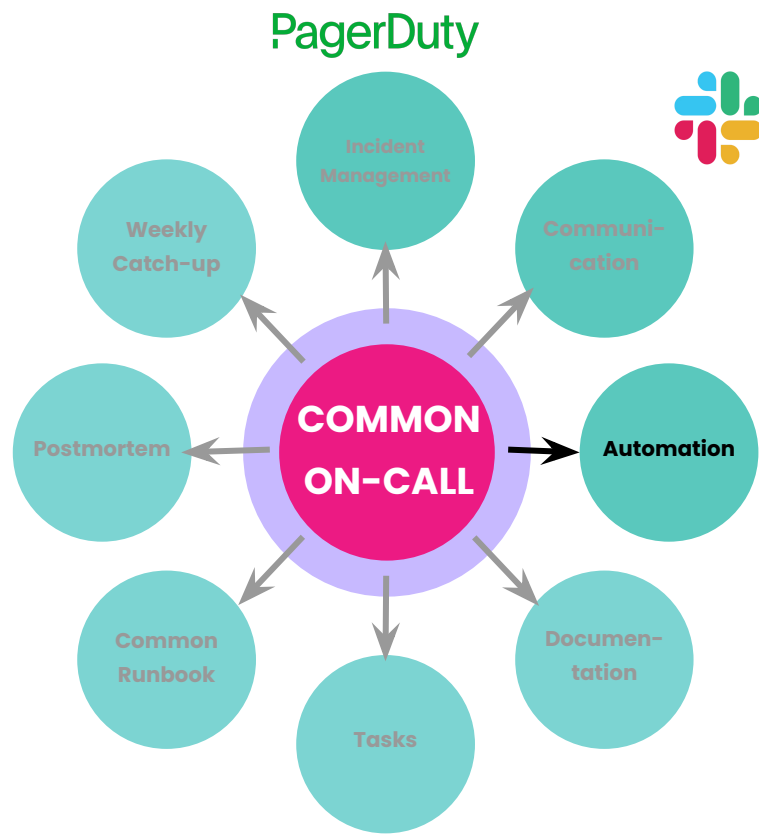


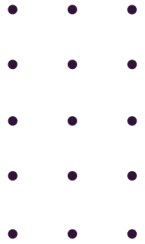
PagerDuty





# Tools and Processes

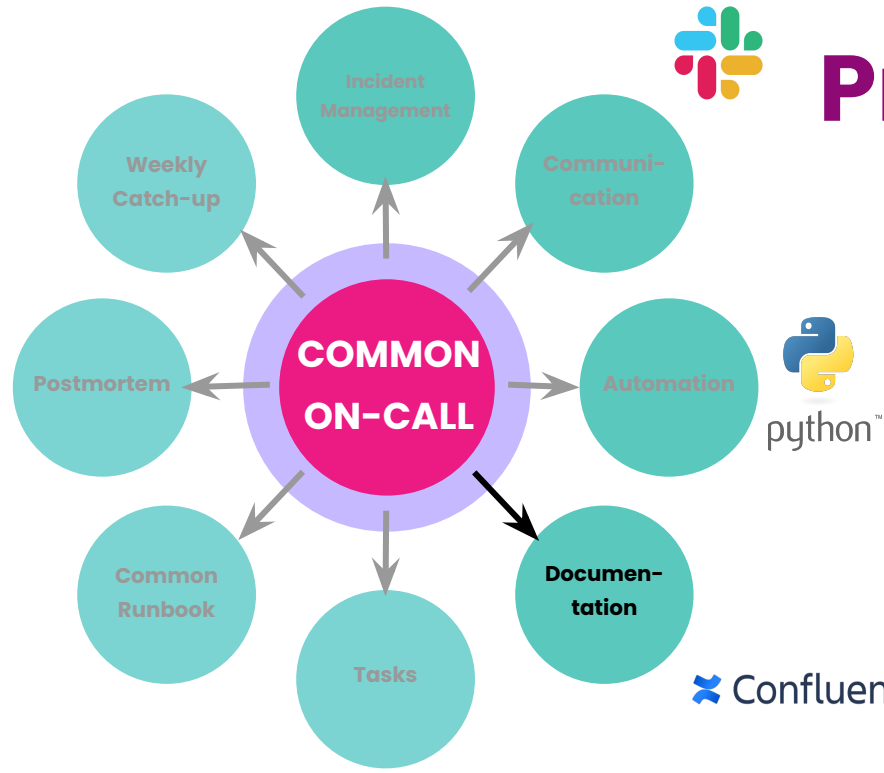




# Tools and Processes



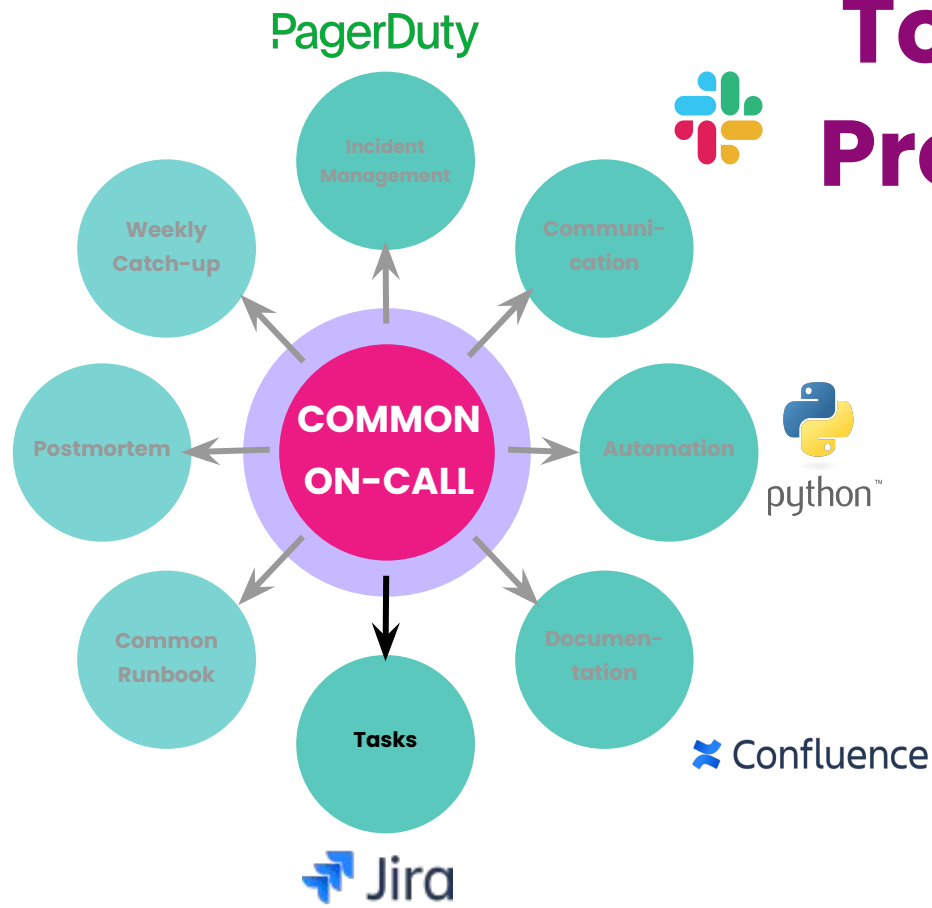
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# Tools and Processes



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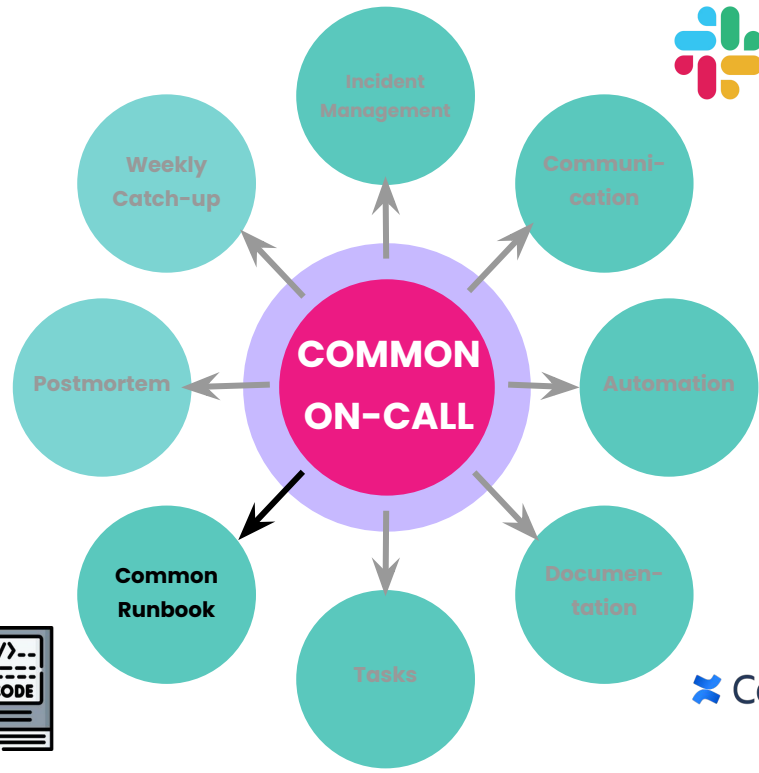




# Tools and Processes



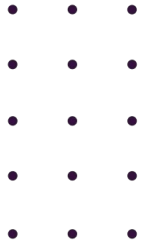
PagerDuty



python™



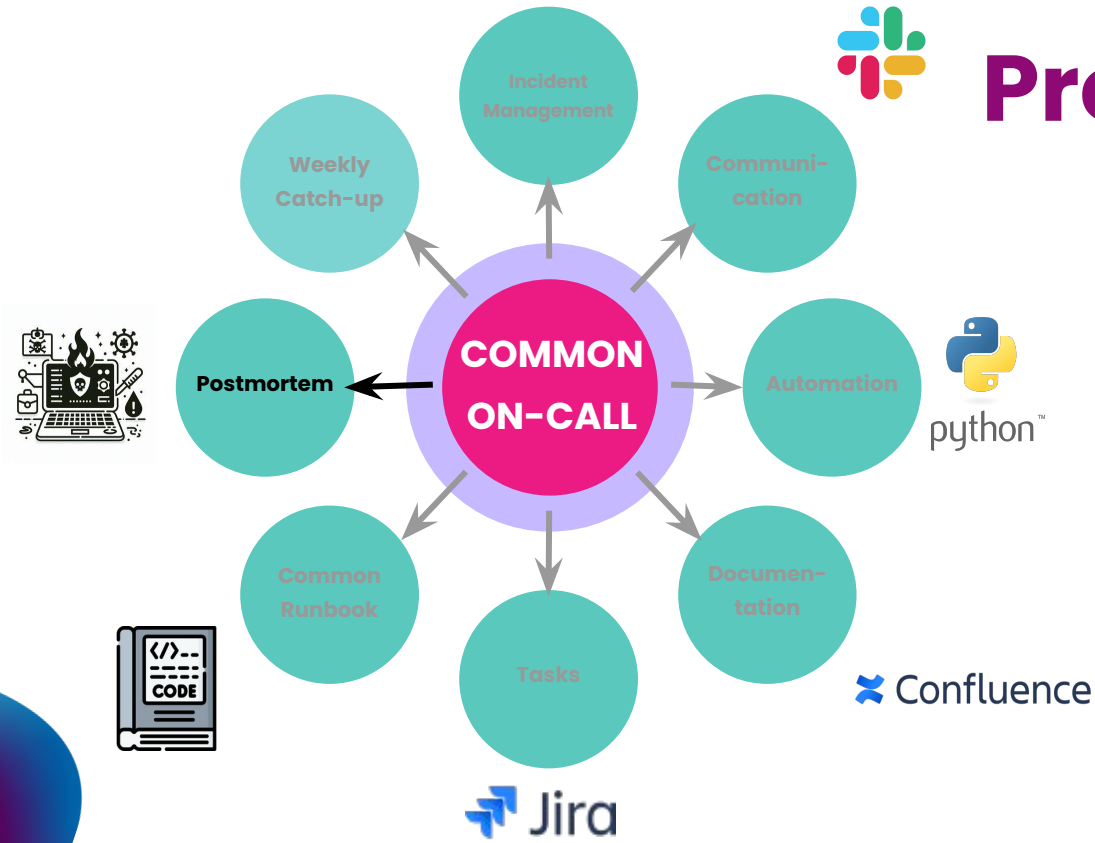
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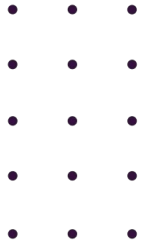
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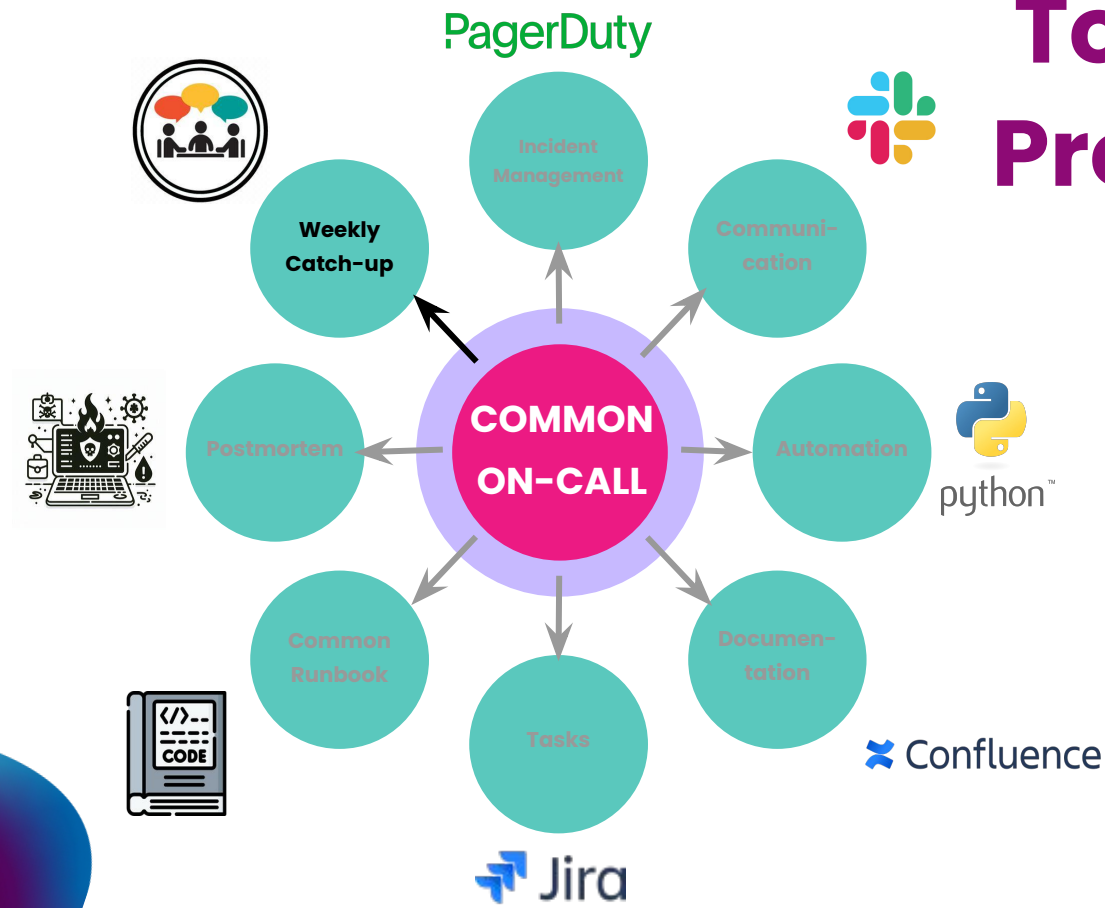
PagerDuty



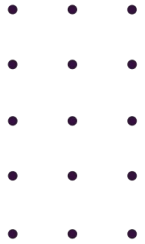
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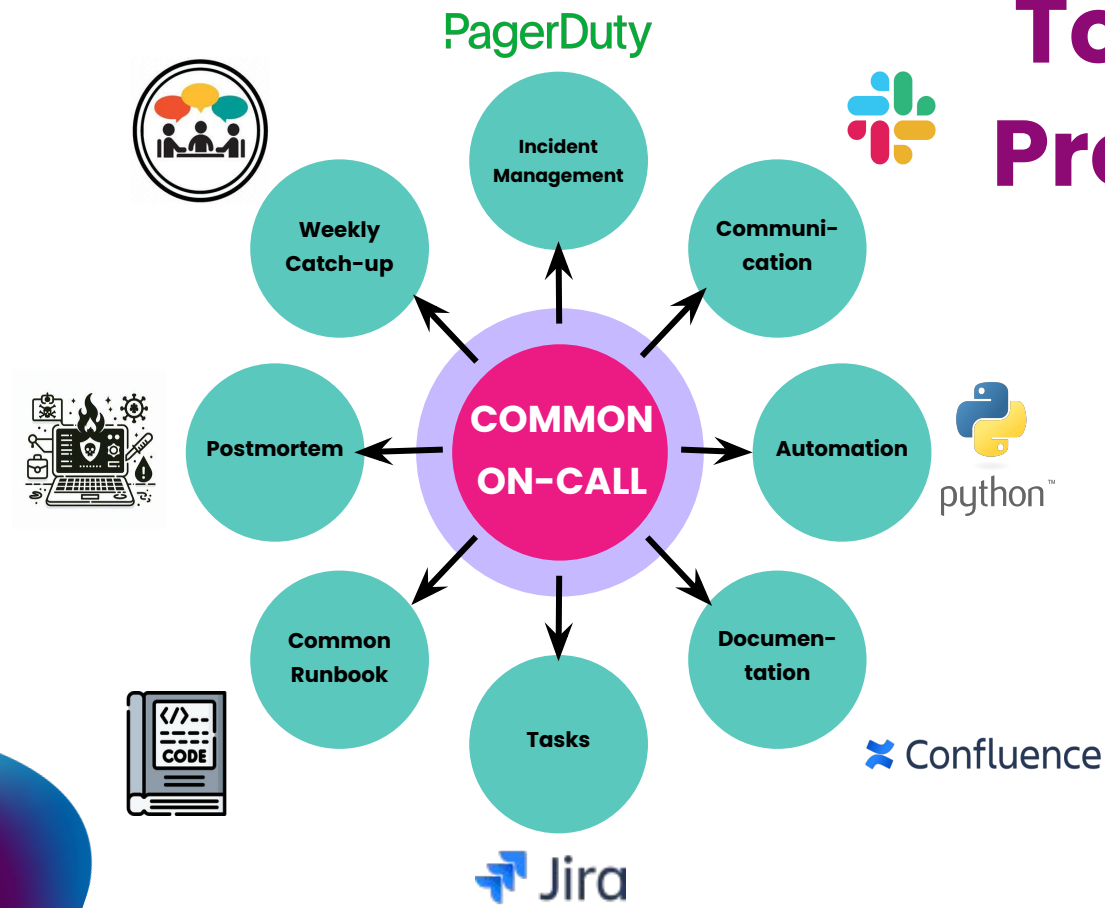
# Tools and Processes



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# Tools and Processes

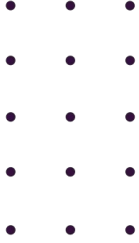


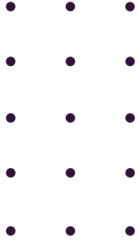
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# Typical Experience





# Typical Experience

1

Incident Response

PagerDuty



2

Postmortem



3

New Tasks



4

Automated reports



python™

Confluence

5

Weekly Catch-ups





# Typical Experience

1

**Incident Response**

PagerDuty



2

**Postmortem**



3

**New Tasks**



4

**Automated reports**



python™

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**Weekly Catch-ups**





# Typical Experience




**Incident Response**  
PagerDuty





**Postmortem**




**New Tasks**



**Automated reports**

  
python™  
 Confluence

**Weekly Catch-ups**





# Typical Experience

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**Incident Response**

PagerDuty



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**New Tasks**



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python™

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**Weekly Catch-ups**





# Typical Experience

1

**Incident Response**

PagerDuty



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**New Tasks**



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python™

Confluence

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**Weekly Catch-ups**





# Typical Experience

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**Incident Response**

PagerDuty



2

**Postmortem**



3

**New Tasks**



4

**Automated reports**



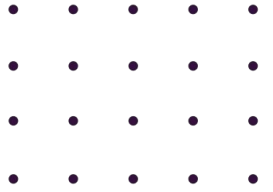
python™

Confluence

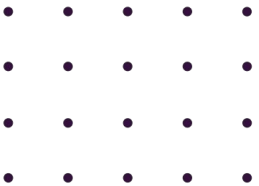
5

**Weekly Catch-ups**





# Cultural Transformation



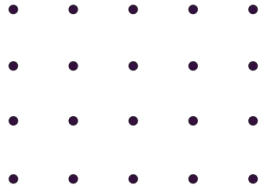




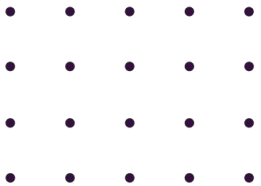
Accountability

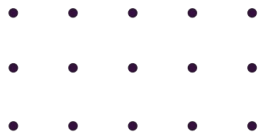
Knowledge Sharing

Continues Improvement



# Results and Metrics

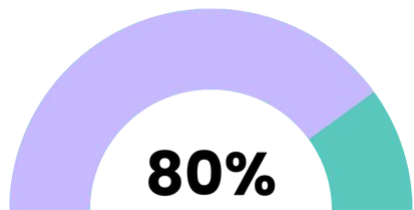




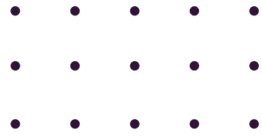
# Results of the on-call revolution



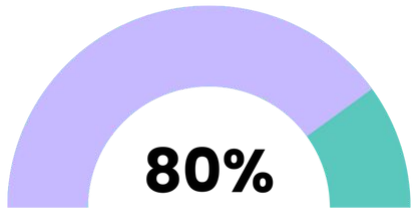
# Results of the on-call revolution



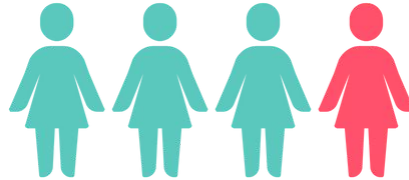
**Alert Reduction**



# Results of the on-call revolution



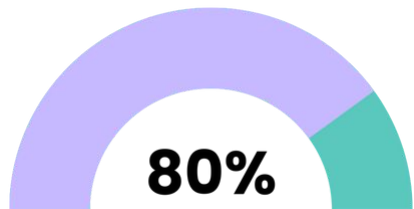
**Alert Reduction**



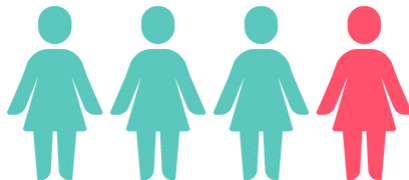
**75% Cost Reduction**



# Results of the on-call revolution



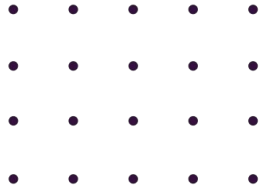
**Alert Reduction**



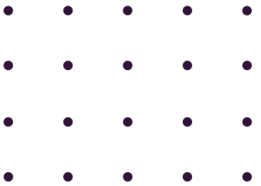
**75% Cost Reduction**



**+8% Employee  
Satisfaction**

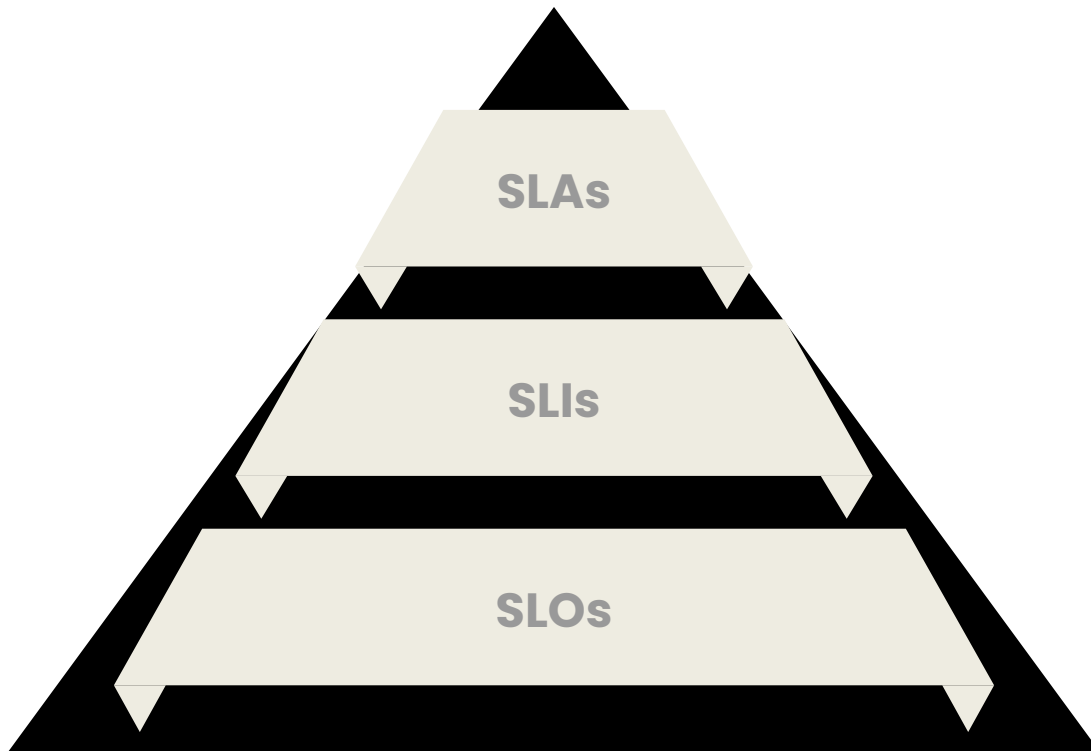


# The Future





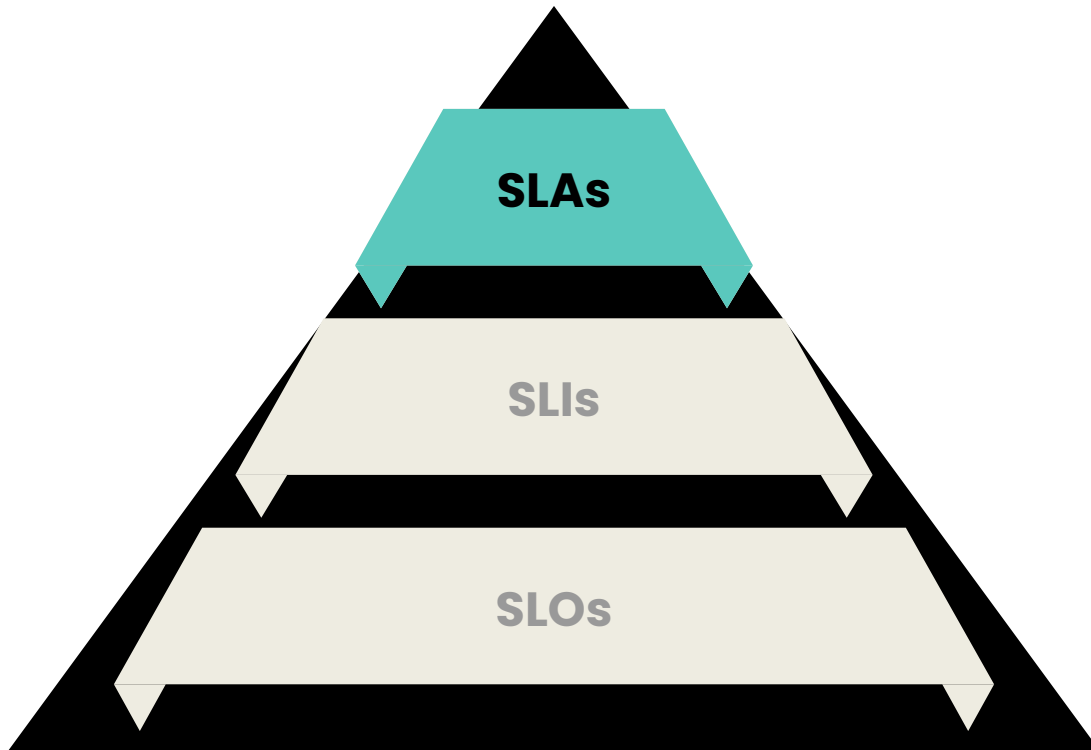
# The Future







# The Future





99.9% uptime

# The Future



**SLAs**

**SLIs**

**SLOs**





99.9% uptime

# The Future



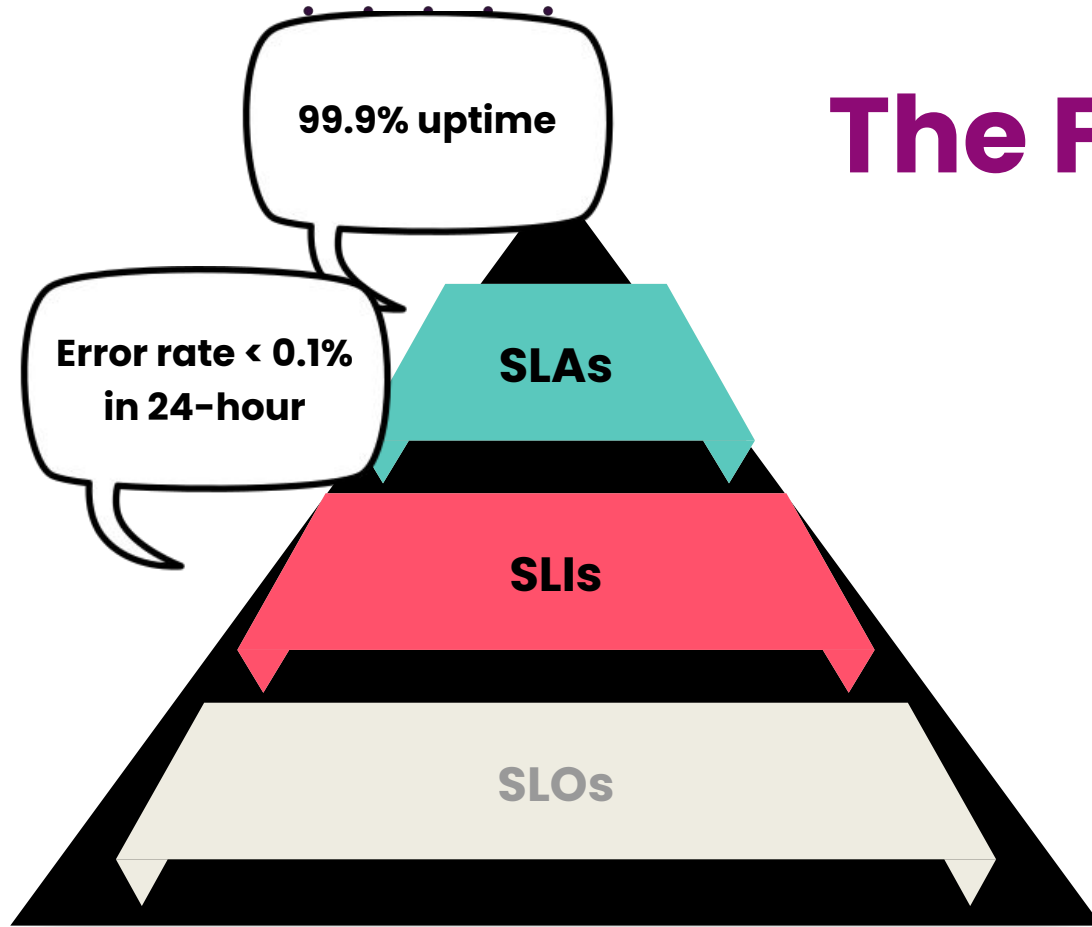
SLAs

SLIs

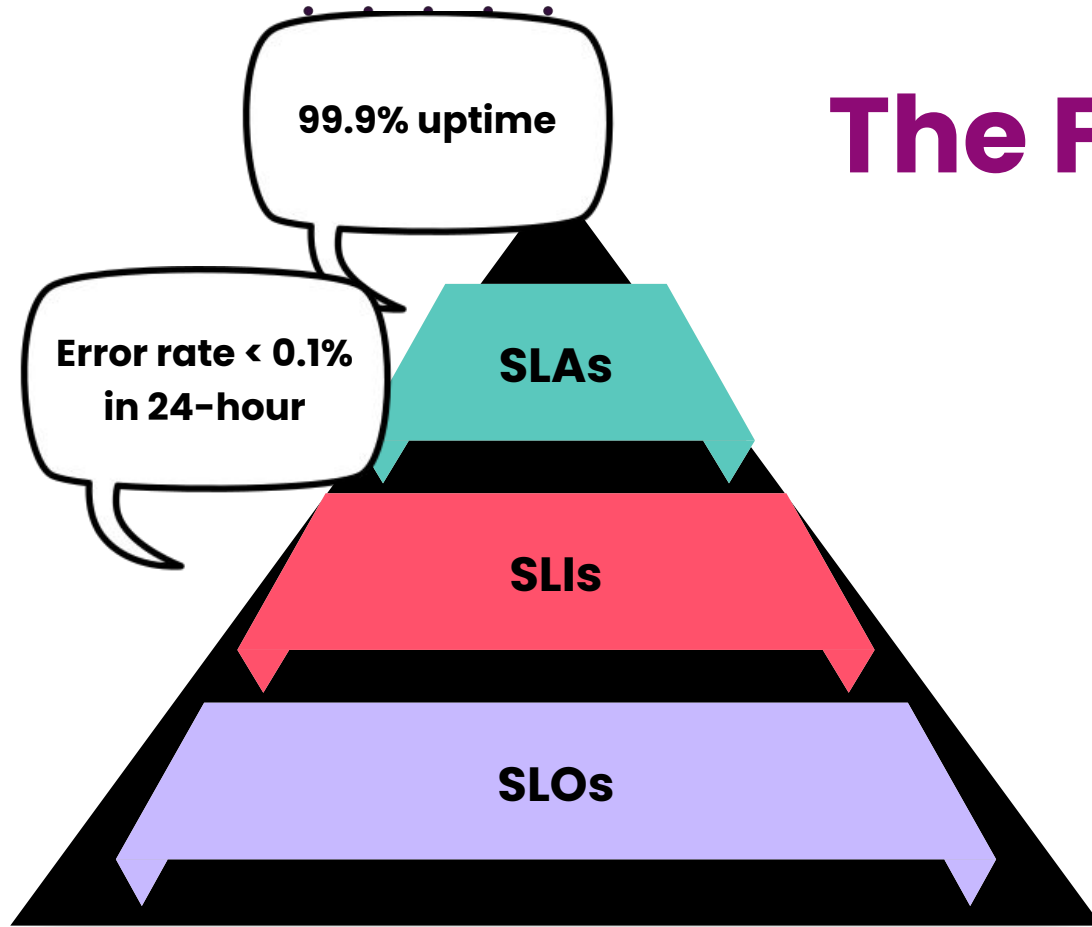
SLOs



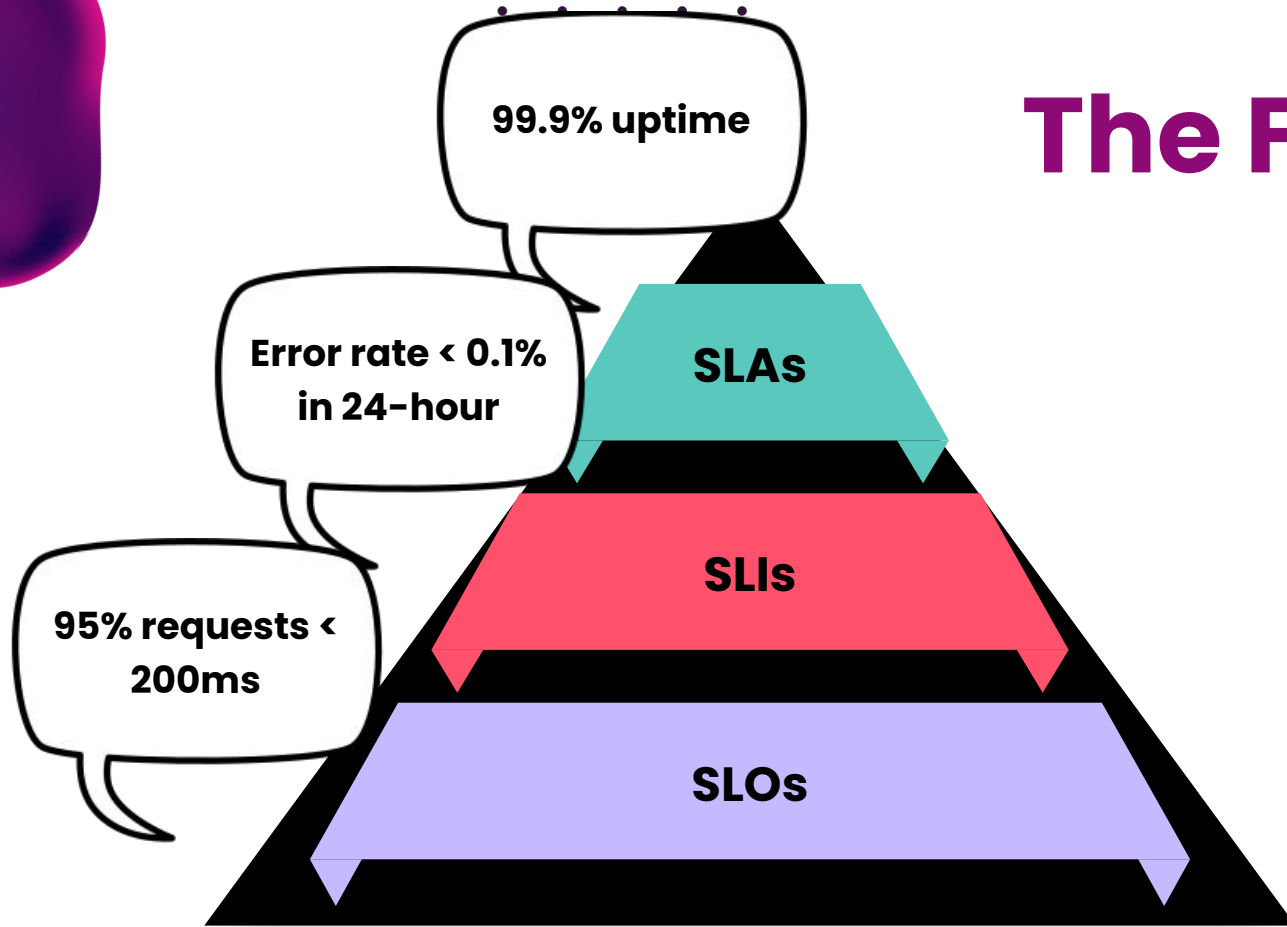
# The Future



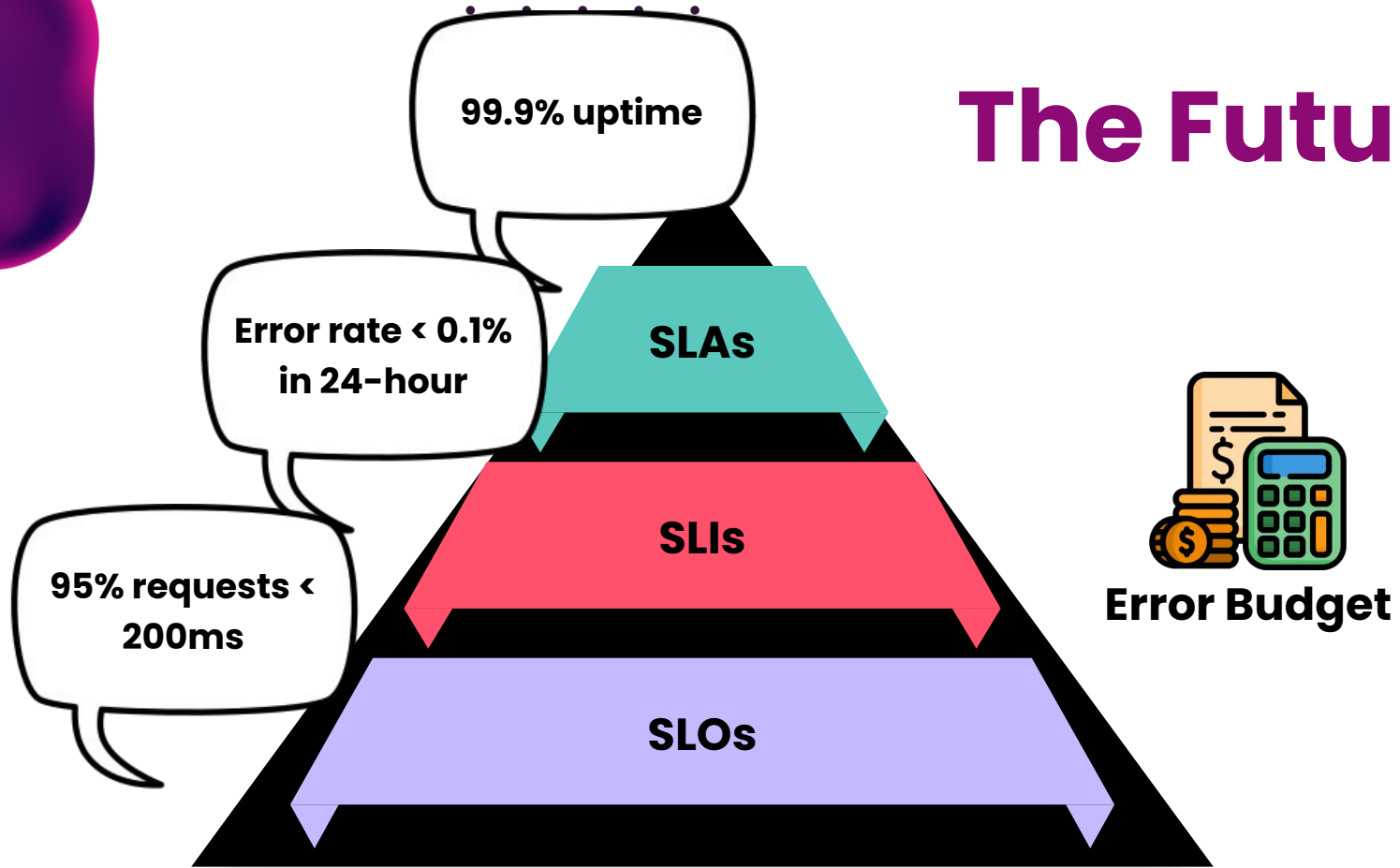
# The Future



# The Future



# The Future



99.9% uptime

Error rate < 0.1%  
in 24-hour

95% requests <  
200ms

SLAs

SLIs

SLOs

# The Future

4 hours, 23 mins  
per Year



Error Budget





# Our Planned Roadmap



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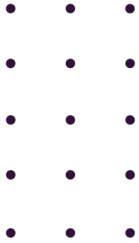
# Our Planned Roadmap



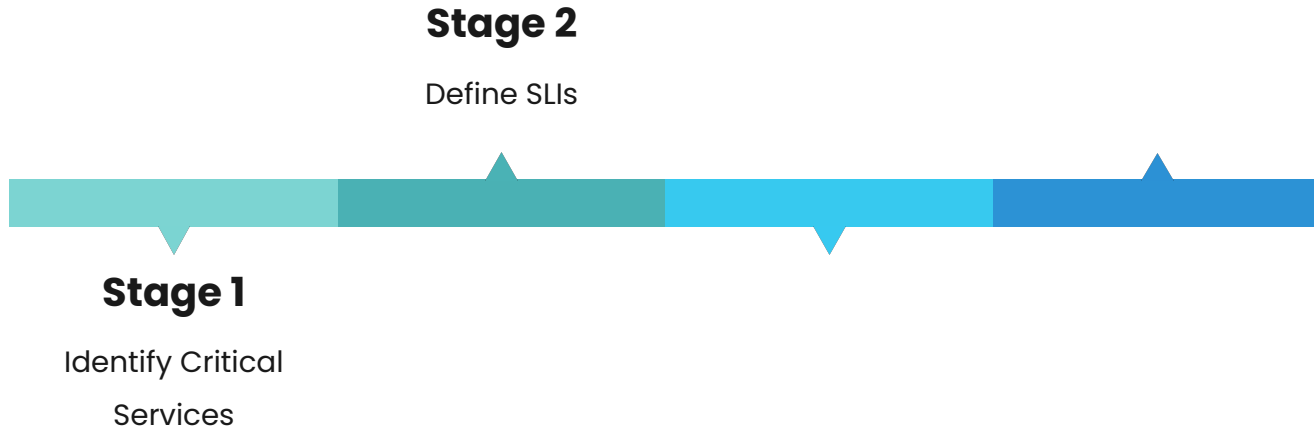
## Stage 1

Identify Critical Services

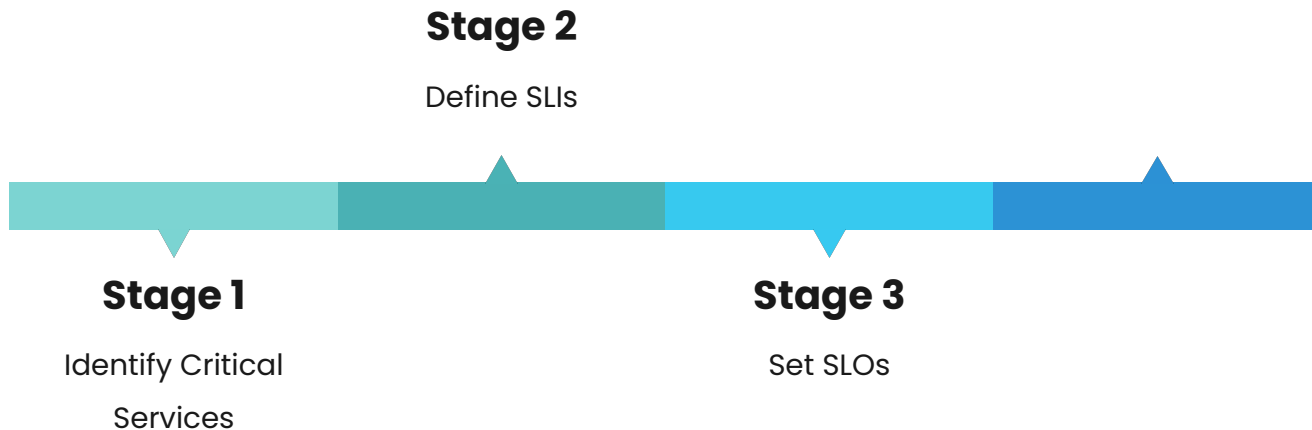




# Our Planned Roadmap

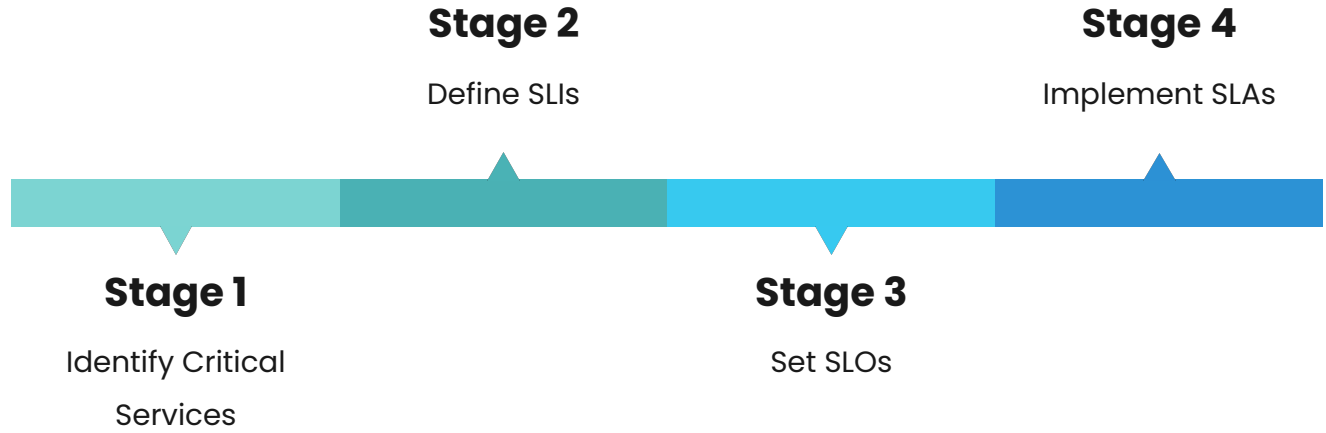


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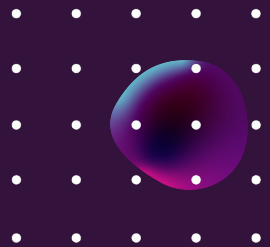


# DIY aka busting some myths



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'A generic team can't handle  
critical systems they didn't  
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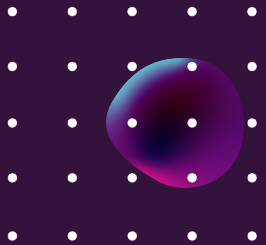
**BUSTED**





## Myth 2

'We'll lose specialized  
knowledge.'



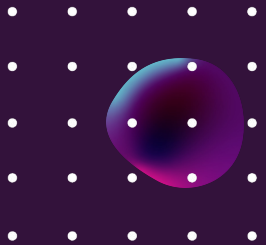
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## Myth 3

'It's too risky to change our current strategy.'



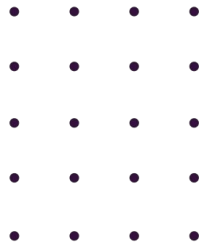
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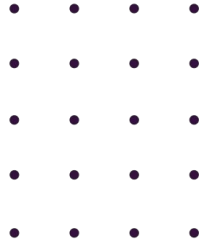
# Recap





# Recap

## Losing SRE support



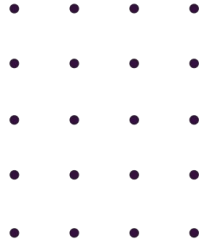


# Recap

**Losing SRE support**

**Common on-call strategy**

**Remarkable results**





# Recap

**Losing SRE support**

**Common on-call strategy**

**Remarkable results**

**Future of reliability and  
innovation**

- • • •
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Revolution!

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# Thank you!



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