

A Dual Approach to **Accountability Engineering**

Building Healthy SRE Teams and a Culture of Accountability at Reddit



But, first!





Familiar Concepts

Observability

Availability

Production

Infrastructure

Platform

Cloud

Systems

Performance

Scalability

Site Reliability



(Still?) Familiar Titles

Observability Engineer

Availability Engineer

Production Engineer

Infrastructure Engineer

Platform Engineer

Cloud Engineer

Systems Engineer

Performance Engineer

Scalability Engineer

Site Reliability Engineer



(Less?) **Familiar Disciplines**

Observability Engineering

Availability Engineering

Production Engineering

Infrastructure Engineering

Platform Engineering

Cloud Engineering

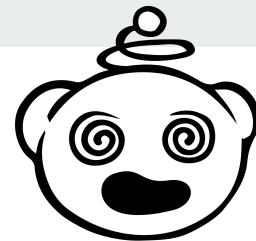
Systems Engineering

Performance Engineering

Scalability Engineering

Site Reliability Engineering

—
Umm



Observability Engineering Team

Availability Engineering Team

Production Engineering Team

Infrastructure Engineering Team

Platform Engineering Team

Cloud Engineering Team

Systems Engineering Team

Performance Engineering Team

Scalability Engineering Team

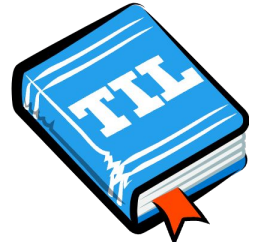
Site Reliability Engineering Team

Definition

Site Reliability Engineering

noun

a set of principles and practices that applies aspects of software engineering to IT infrastructure and operations. SRE claims to create highly reliable and scalable software systems.



LISA made LISA obsolete (T... a compliment!)

Goodbye LISA! Hello SRECon!

October 27, 2022

CULTURE

Authors: [Thomas A. Limoncelli](#)
Article shepherded by: Rik Farrow

THE NEW STACK

PODCASTS EBOOKS EVENTS NEWSLETTER
ARCHITECTURE ENGINEERING OPERATIONS

API MANAGEMENT / OBSERVABILITY / PLATFORM ENGINEERING / TECH LIFE

SRE vs Platform Engineer: Can't We All Just Get Along?

Is it really SRE vs platform engineer? Or is there a way platforms can take site reliability to the next level?

Aug 30th, 2023 10:48am by [Jennifer Riggins](#)



[r/sre](#) · Posted by [u/matga](#) 3 years ago

151



Becoming a Platform Engineer

I am a DevOps/SRE and I have interviewed 10s of people to join the platform team of our company (Fortune 500, hundreds of devs across tens of teams). One of the main issues we have noticed among candidates is the lack of basic understanding of how everything fits together and how to view internal tooling.

Becoming a decent DevOps and later platform engineer has been quite the journey for me, here's my 2c on what I think DevOps/SREs should focus on when looking at internal tooling and related roles.



r/sre

everything site reliability engineering



Created Nov 4, 2013

19.8k
Members

11
Online

Top 5%
Ranked by Size

**YOU'RE A DEVOPS ML
INFRASTRUCTURE PLATFORM
SYSTEMS SCALABILITY
PRODUCTION
SITE RELIABILITY
ENGINEER?**

TELL ME MORE!



LISA made LISA a complete

Goodbye LIS

Octo

Authors: T
Article she

O'REILLY

Site Reliability Engineering

HOW GOOGLE RUNS PRODUCTION SYSTEMS

Edited by Betsy Beyer, Chris Jones,
Jennifer Petoff & Niall Richard Murphy

THE NEW STACK

CASTS EBOOKS EVENTS NEWSLETTER
ARCHITECTURE ENGINEERING OPERATIONS

DRM ENGINEERING / TECH LIFE

Platform Engineer: Can't We All?

Is there a way platforms can take site reliability to the next



r/ r/sre · Posted by u/matga 3 years ago

151



Becoming a Platform Engineer

I am a DevOps/SRE and I have interviewed candidates across Fortune 500, hundreds of devs across the world. One of the biggest reasons candidates is the lack of basic understanding of tooling.

Becoming a decent DevOps and later platform engineer has been quite the journey. I want to share with you my thoughts on what I think DevOps/SREs should focus on when looking at internal tooling and related roles.



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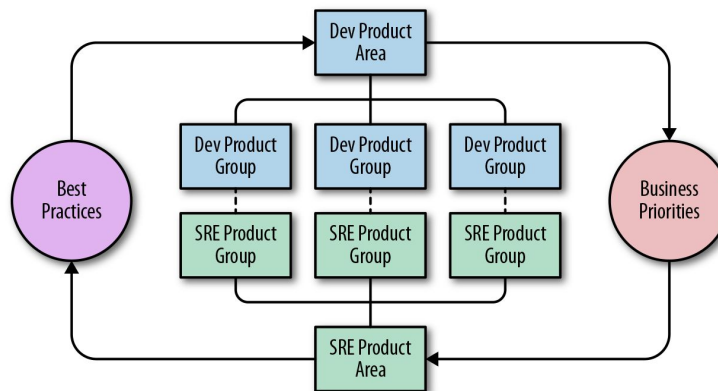
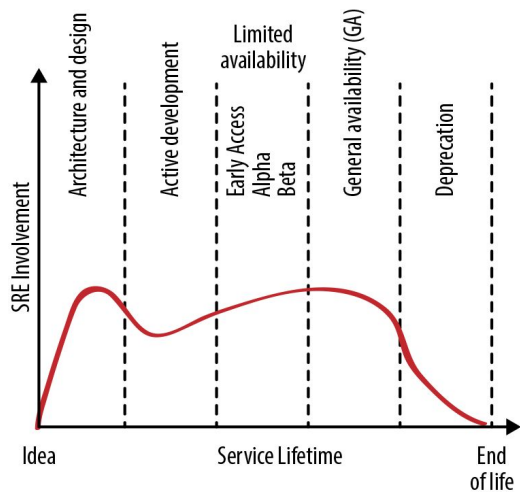
Top 5%

Ranked by Size

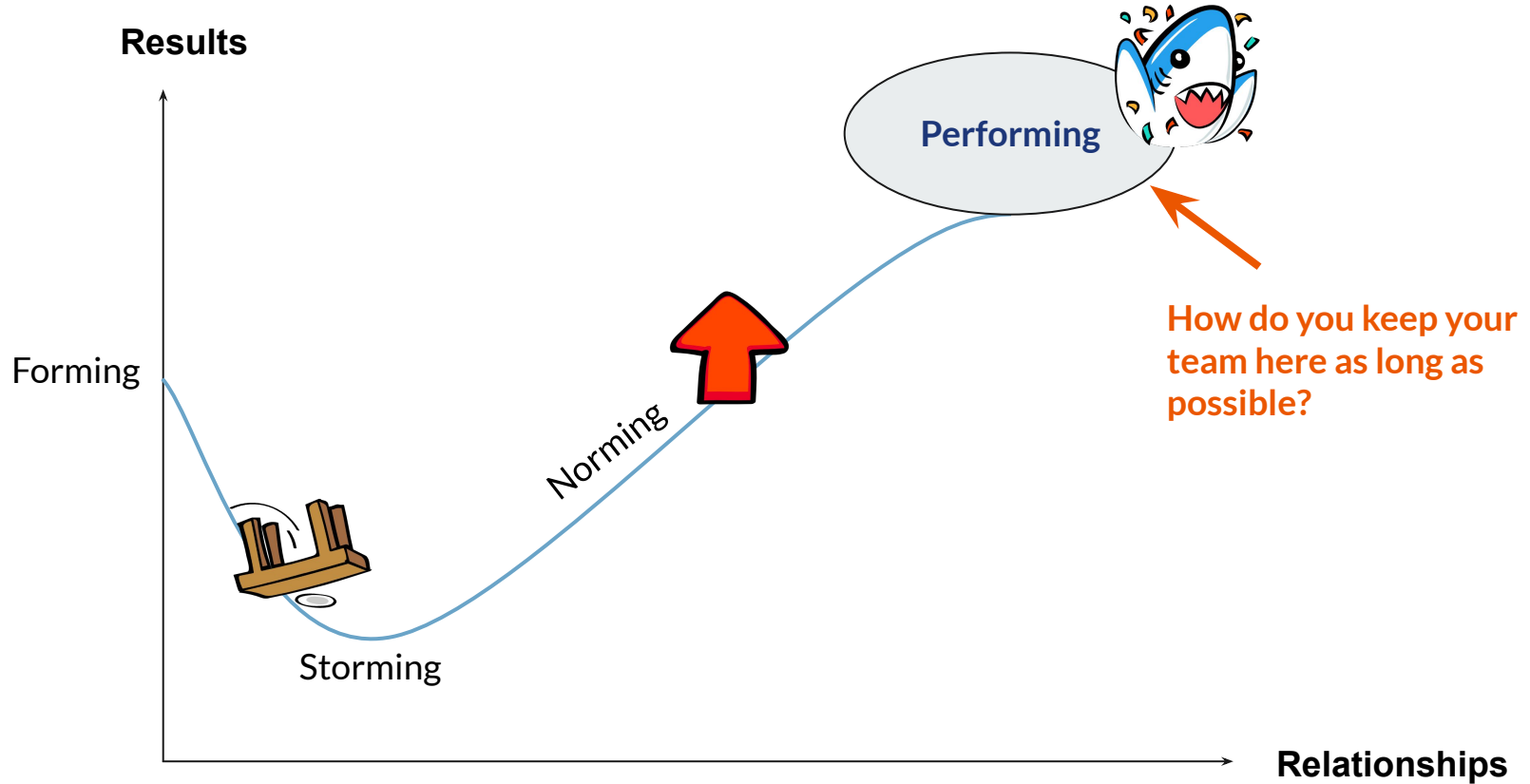
Your SRE Model and

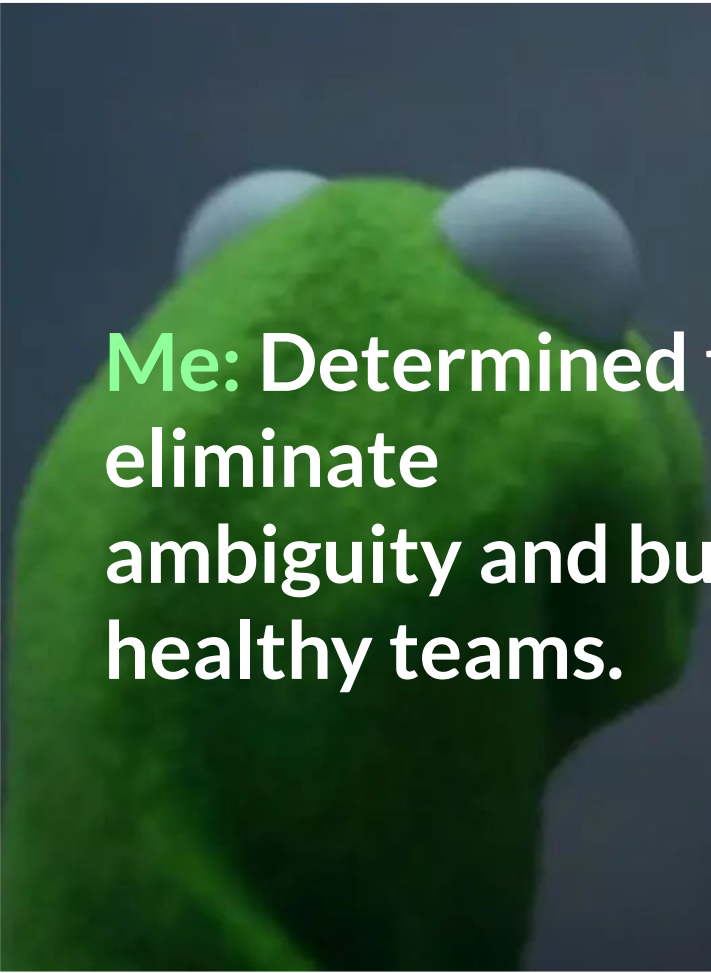


Chapter 18 - SRE Engagement Model




Stages of Group Development



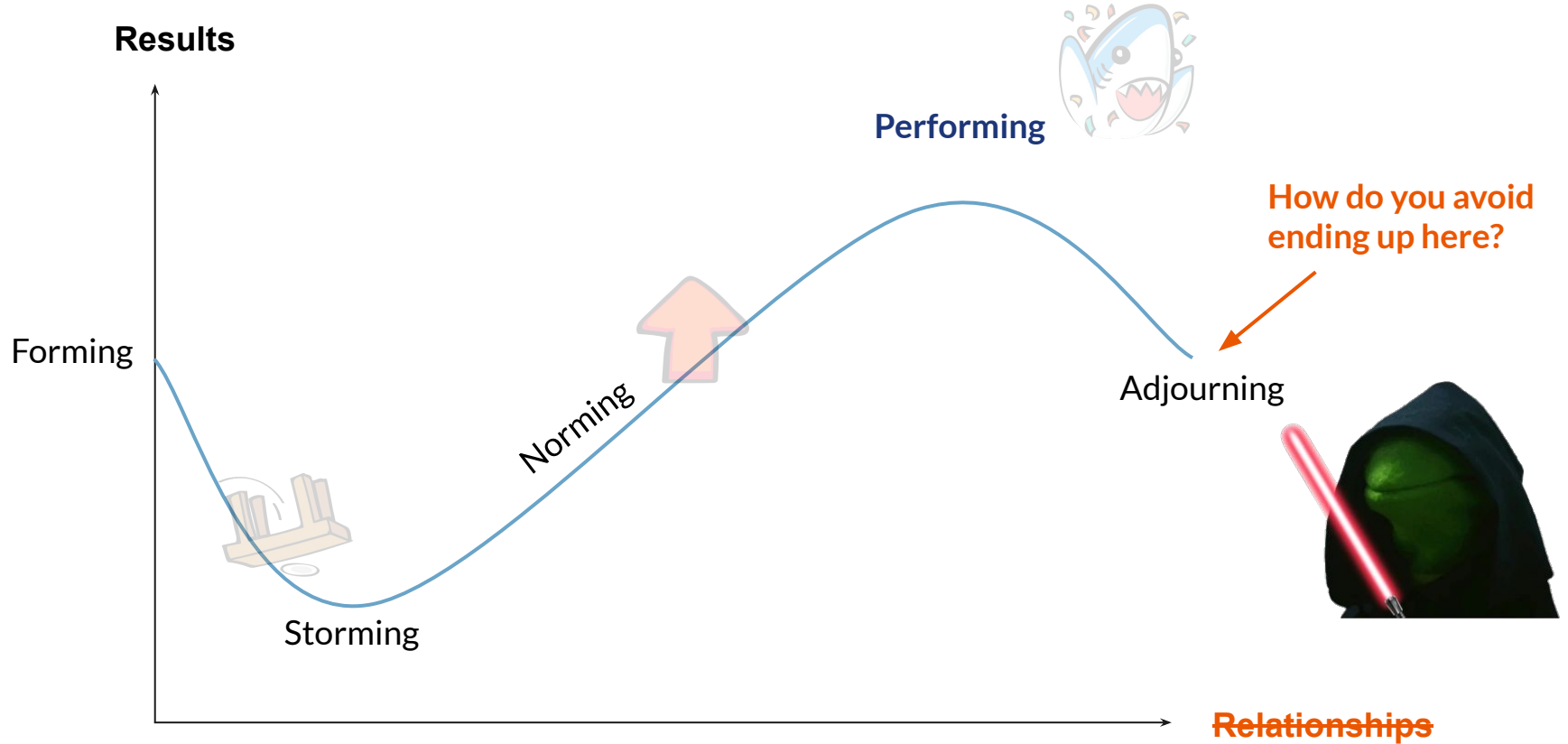


Me: Determined to eliminate ambiguity and build healthy teams.



Me to me: Just rename and reorg.

Stages of Group Development



What keeps an SRE Team healthy?



Focus

Shared Vision

Belonging

Recognition

Purpose

Agency

Quality of
Outcomes

Mastery

Creativity



I'm **Anthony**, I lead teams at Reddit
and we call ourselves
Site Reliability Engineering!



Senior Reliability Engineering Manager

What's **in scope** for a Reddit SRE Team?



Observability

Cloud

Availability

Systems

Production

Performance

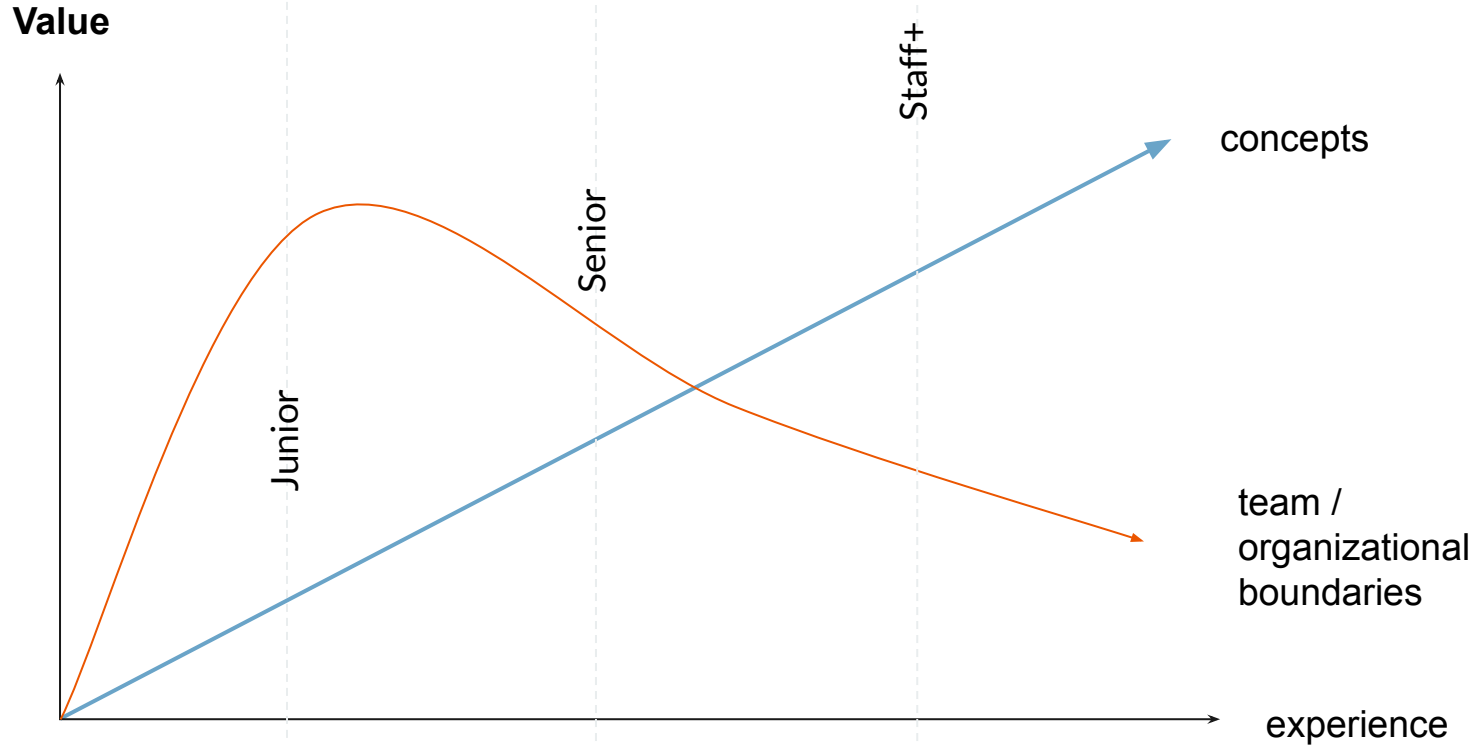
Infrastructure

Scalability

Platform

Reliability

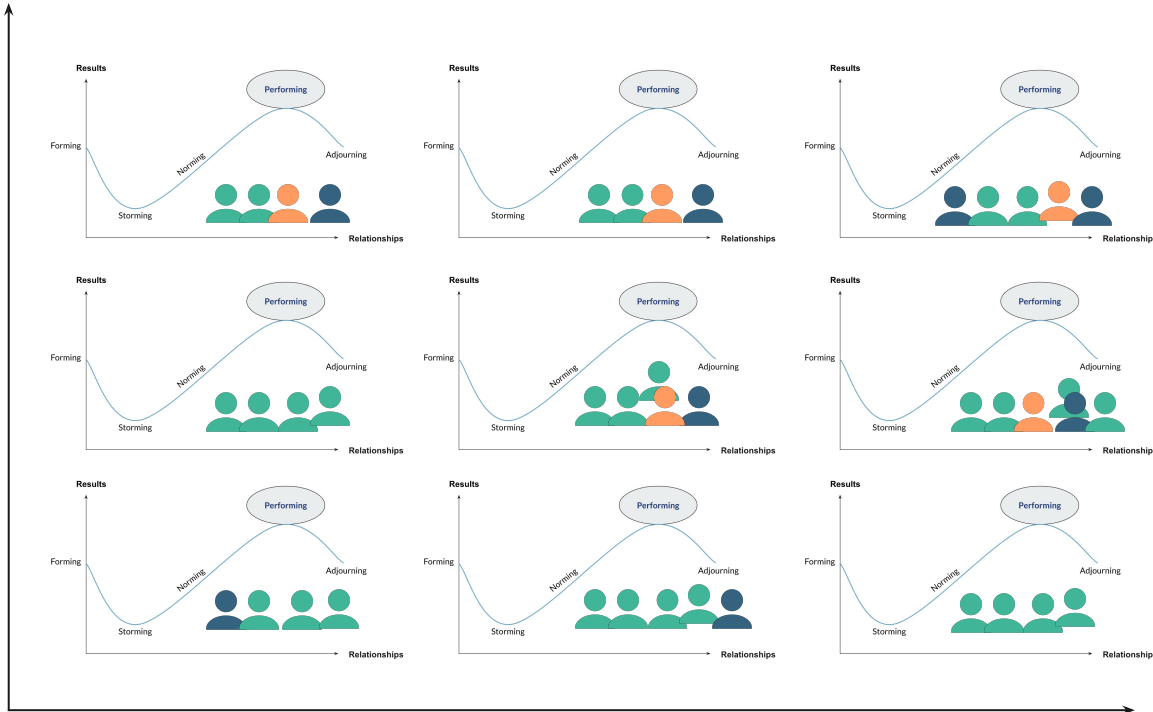
Progression with Professional Development



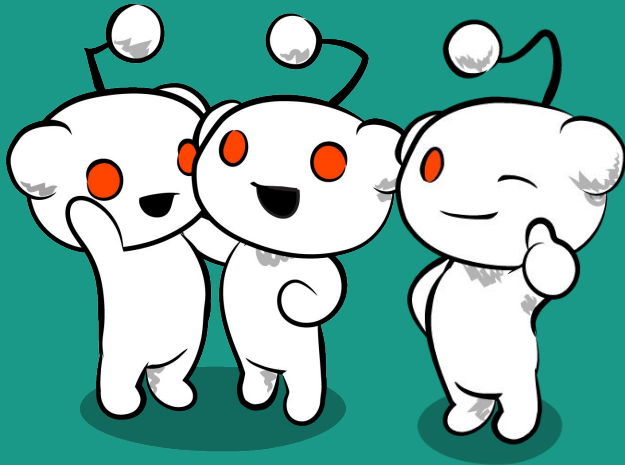
Project Based Groupings



Results



Building Healthy SRE Teams with Accountability Engineering



DISCLAIMER



I am not advocating for the adoption of Accountability Engineering as a formal concept.

You should not attempt to hire an Accountability Engineer, they don't exist.

If at the end of this talk you've decided to form an Accountability Engineering Team, find me.



SRE Accountability Engineering Principle #1



SRE Teams are held **accountable** for an **engineering deliverable**.

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SRE Accountability Engineering Principle #2



SRE Teams build solutions that provide an engineering organization with the data and incentives they need to hold itself **accountable** to agreed upon standards and goals.

What's **in scope** for any Engineering Team?

srsly?
yep.



Observability

Cloud

Availability

Systems

Production

Performance

Infrastructure

Scalability

Platform

Reliability

What keeps an SRE Team healthy?

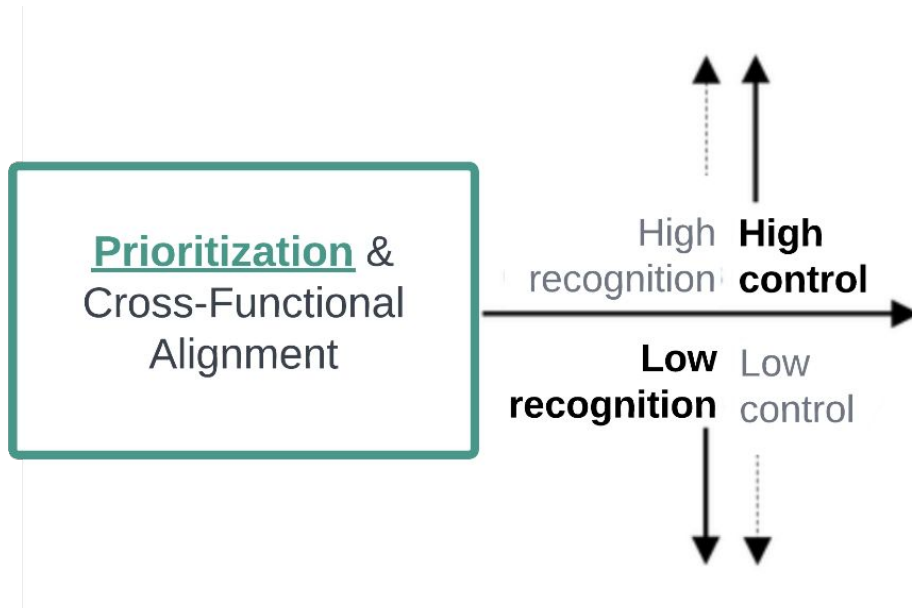


5 Steps

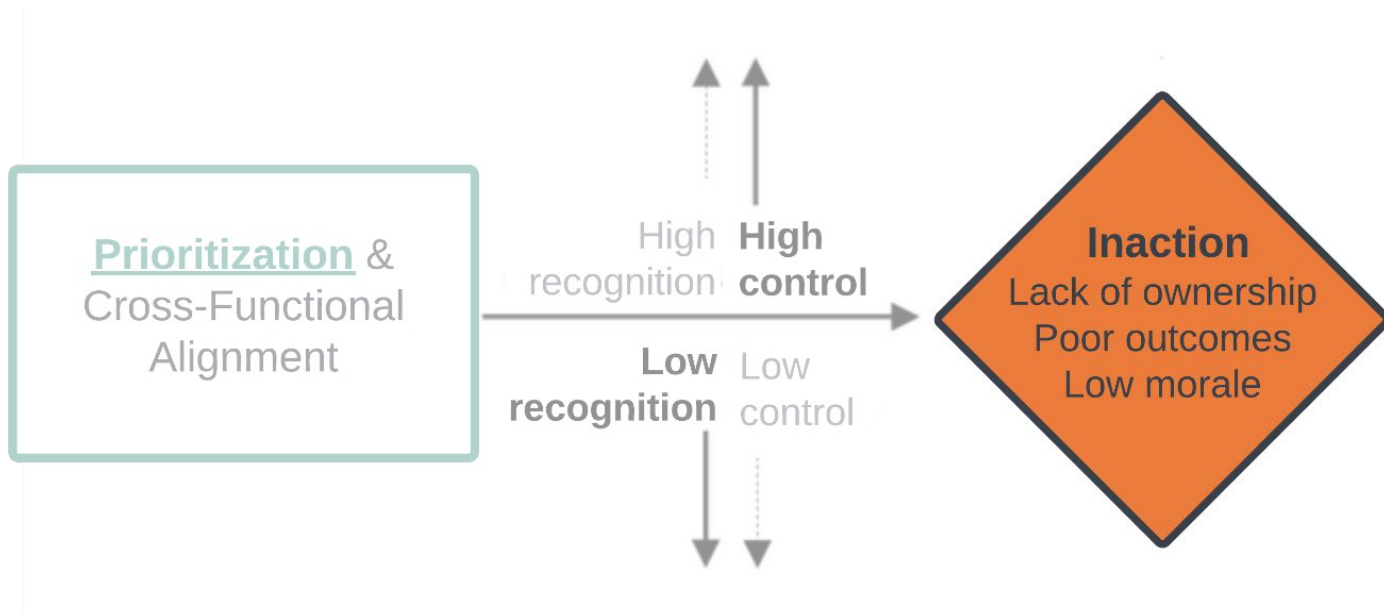
For Implementing Accountability
Engineering Principles



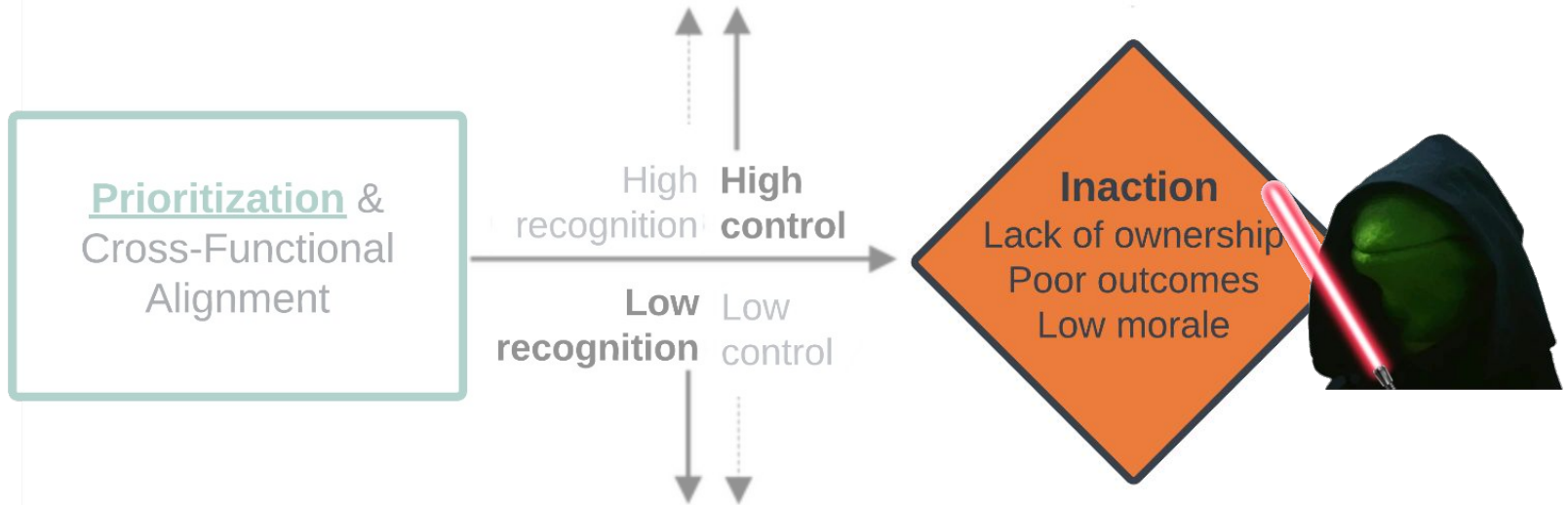
Step 1 Plan with your partner teams



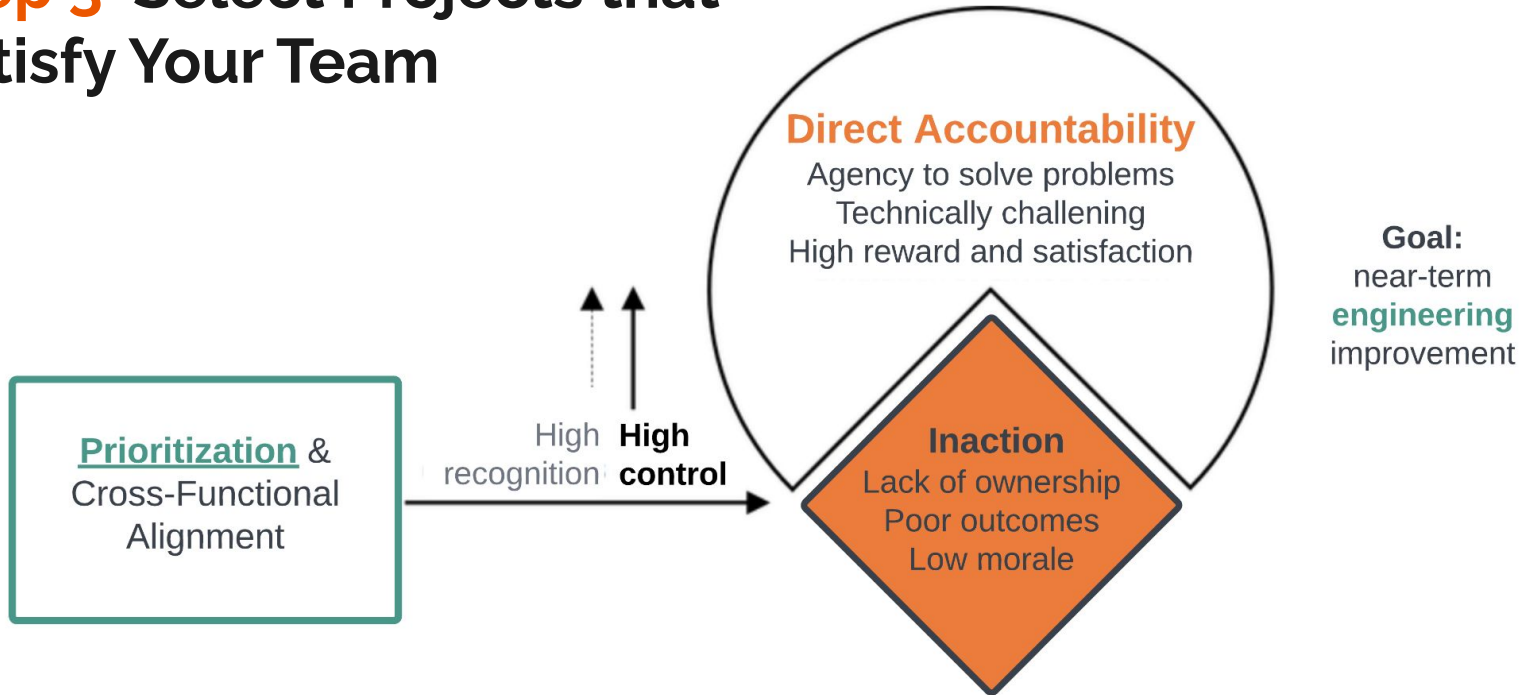
Step 2 Commit to an engineering deliverable ⚠️



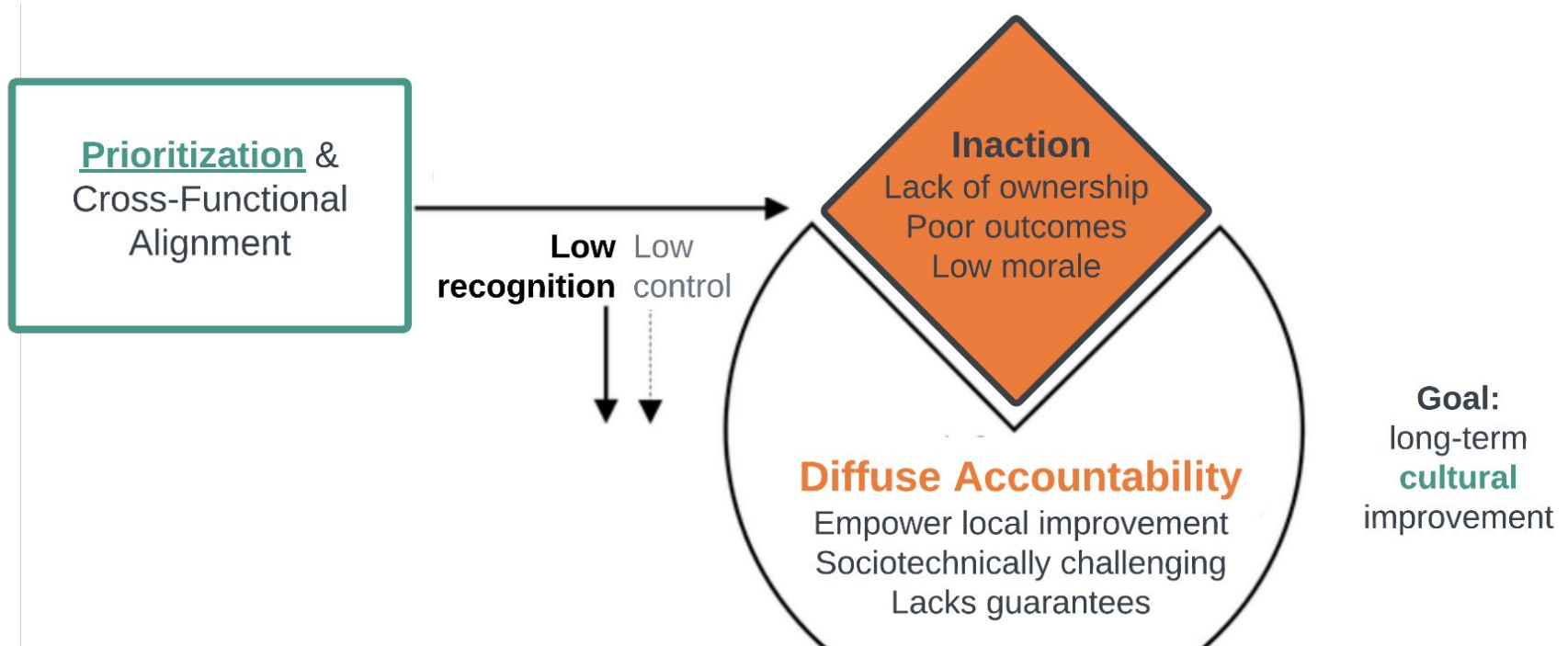
Step 2 Commit to an engineering deliverable ⚠️



Step 3 Select Projects that Satisfy Your Team



Step 4 Select Projects that Drive Cultural Improvement

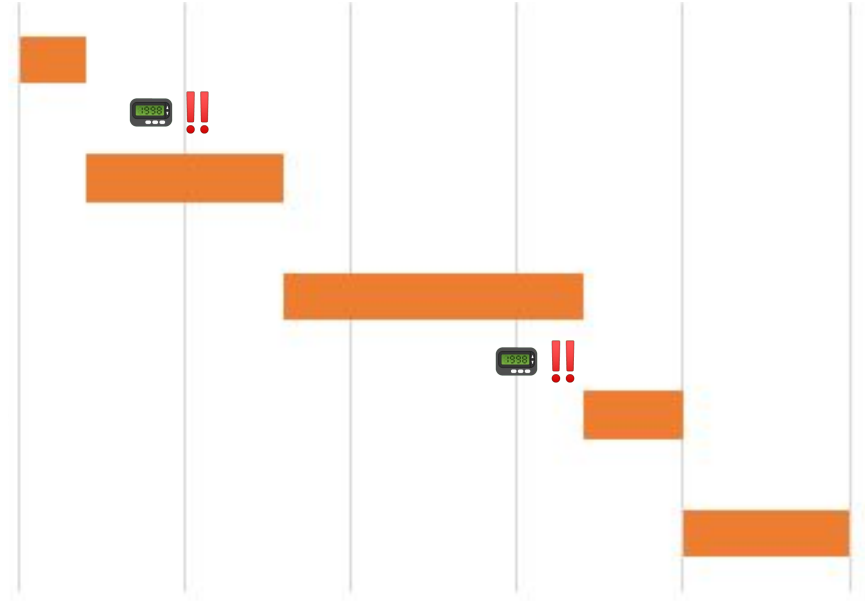




Step 5

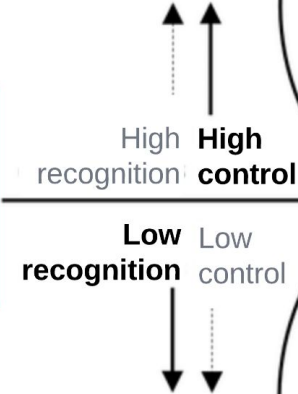
Build a Roadmap and Manage Interrupts

Set your team up for success.





Prioritization &
Cross-Functional
Alignment



Direct Accountability

Agency to solve problems
Technically challenging
High reward and satisfaction

Goal:
near-term
engineering
improvement

Inaction

Lack of ownership
Poor outcomes
Low morale

Diffuse Accountability

Empower local improvement
Sociotechnically challenging
Lacks guarantees

Goal:
long-term
cultural
improvement



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Quality of
Outcomes

Shared Vision

Recognition

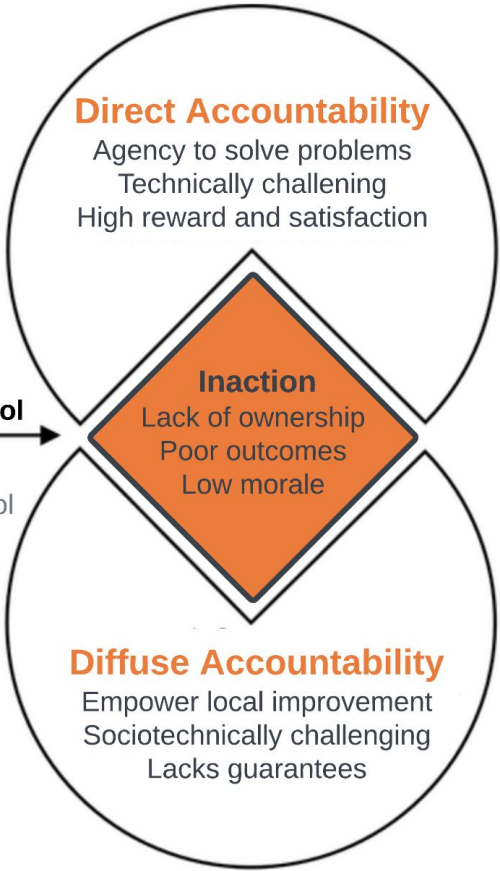
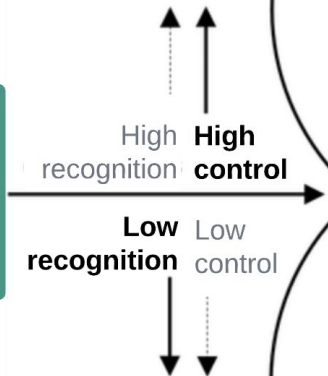
Agency

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Prioritization & Cross-Functional Alignment



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RECOGNITION

Prioritization & Cross-Function Alignment

High recognition
Low control

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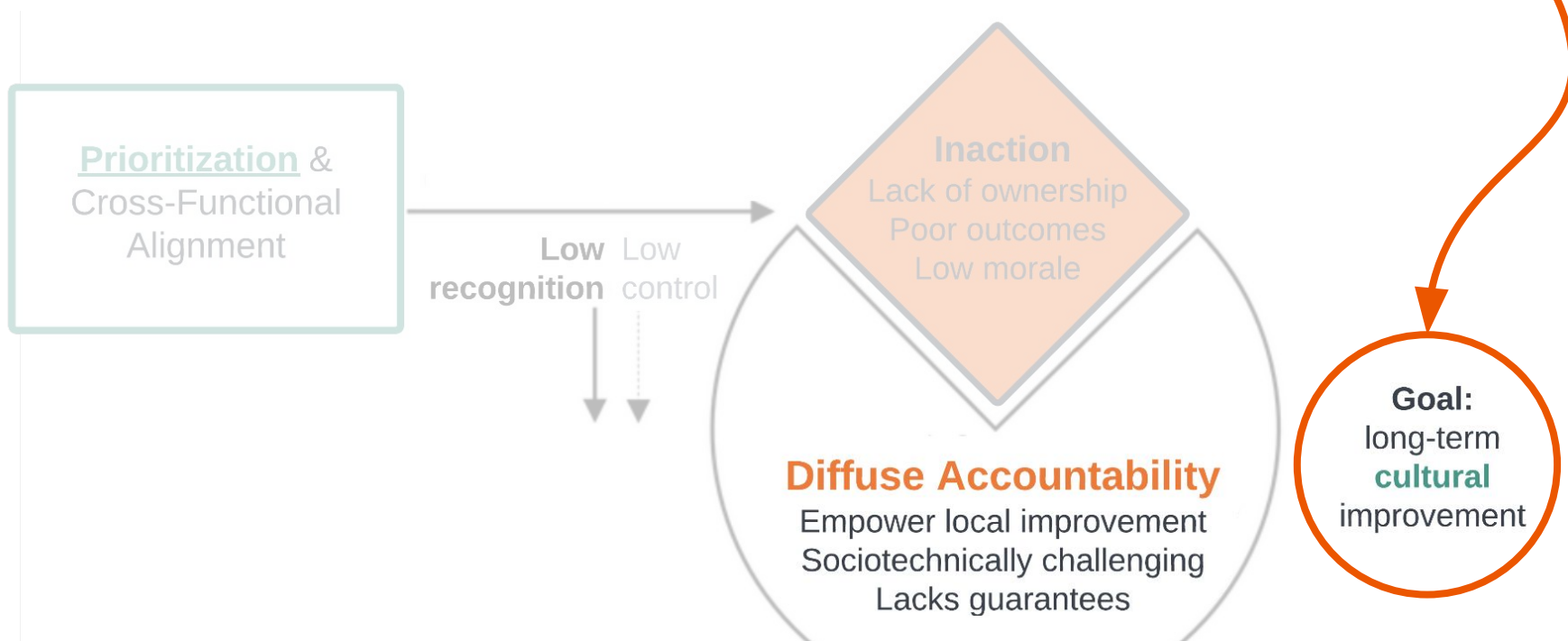
**Focus Block:
Culture and Diffuse
Accountability**

SRE Accountability Engineering Principle #2

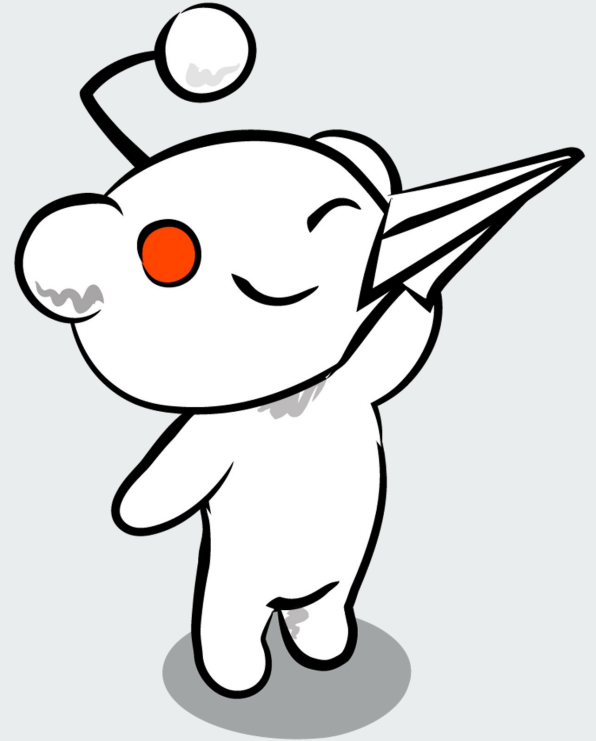


SRE Teams build solutions that provide an engineering organization with the data and incentives they need to hold itself **accountable** to agreed upon standards and goals.

Step 4 Select Projects that Drive Cultural Improvement

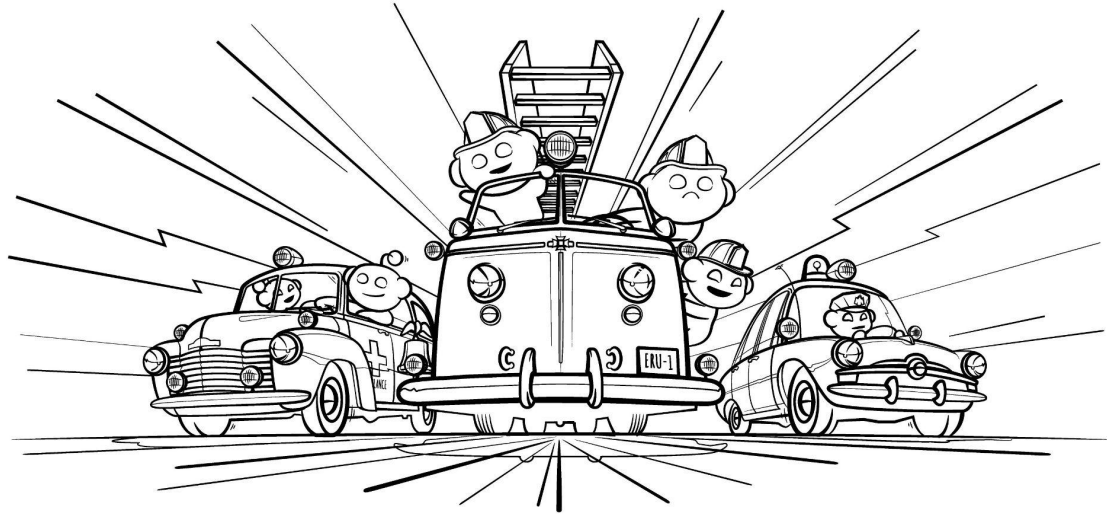


What has **Reddit**
done to create
a culture of
Accountability
Engineering?

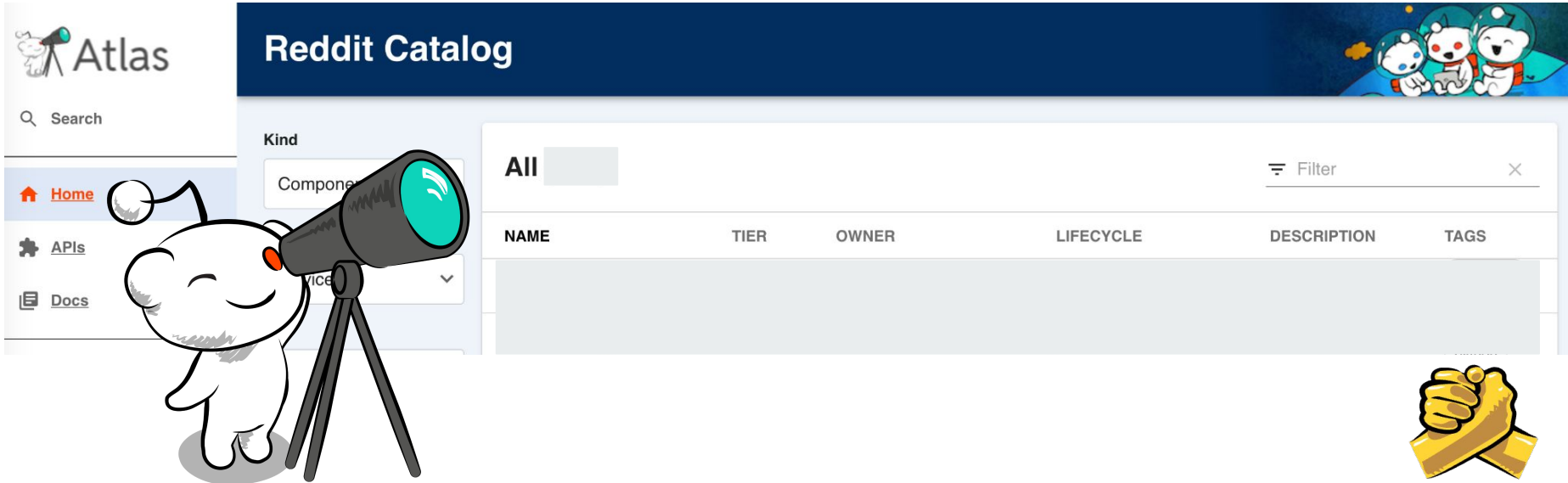


We built an incident response framework.

CODE
REDD



We support a service catalogue.



The image shows a screenshot of the Atlas service catalogue interface. On the left, a navigation sidebar includes a search bar, a home icon, and links for APIs and Docs. The main header is dark blue with the text "Reddit Catalog" and a cartoon illustration of three dogs in space. Below the header, there is a "Kind" filter dropdown menu with "Component" and "SERVICE" options. A table displays service entries with columns for NAME, TIER, OWNER, LIFECYCLE, DESCRIPTION, and TAGS. The table is currently empty. A cartoon dog character is overlaid on the left side, looking through a telescope. In the bottom right corner, there is a yellow fist icon.

Atlas

Search

Home

APIs

Docs

Reddit Catalog

Kind


Component

SERVICE

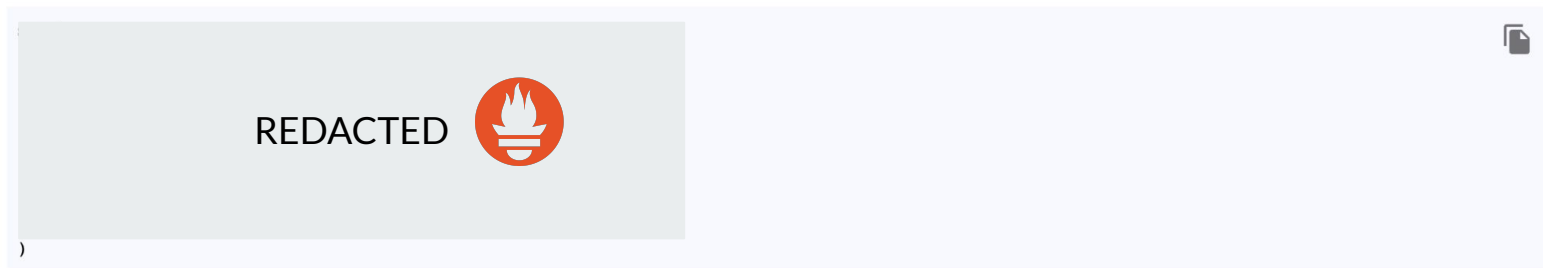
All

Filter

NAME	TIER	OWNER	LIFECYCLE	DESCRIPTION	TAGS
------	------	-------	-----------	-------------	------



We built a pipeline for publishing and alerting on SLOs.



OWNER

REDACTED

28 DAY PERFORMANCE

● 98.57%

SERVICE TIER

0

TARGET

98.5%

TYPE

latency

ROLLING WINDOW

28d

SERVICE

REDACTED

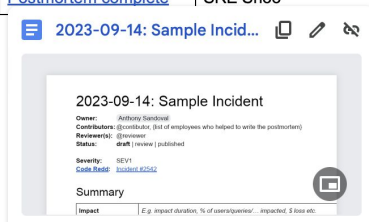
TAGS

No Tags



We host a recurring VP-level operational review.

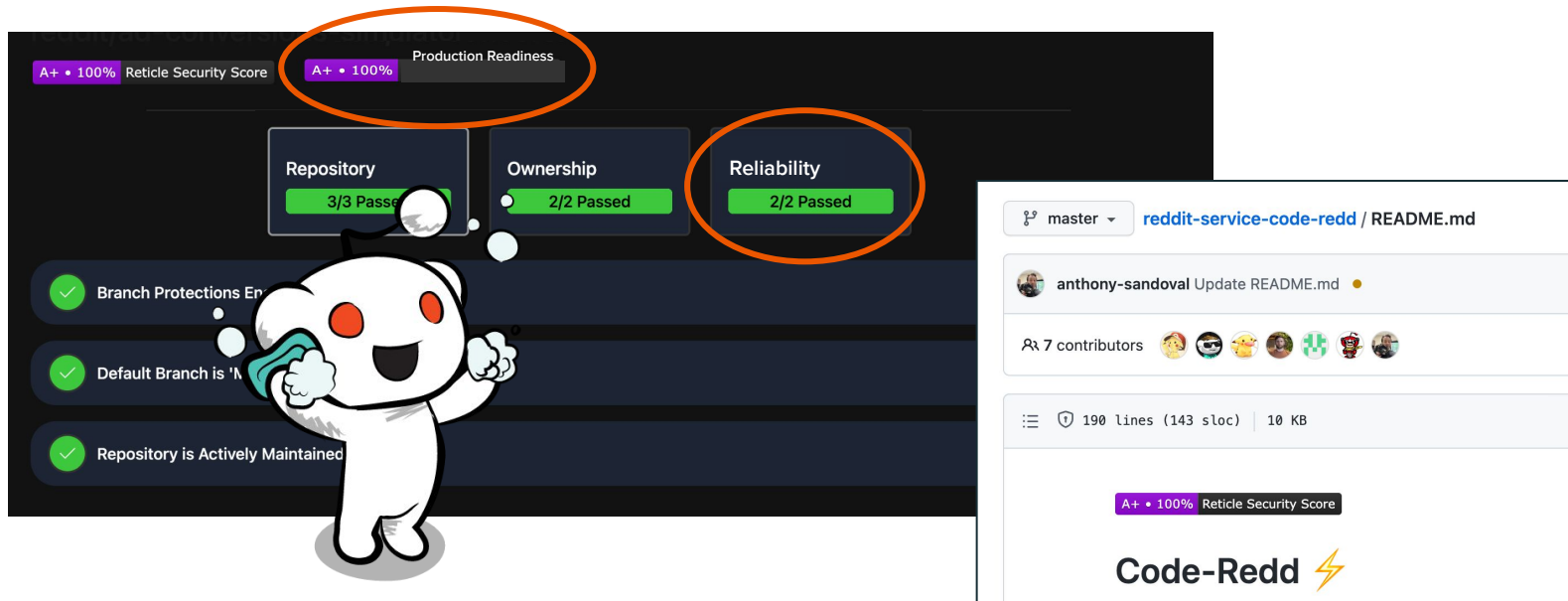
ID	Report	Sev (max)	Postmortem	Lead
3529	UI is intermittently not loading	SEV1 (SEV1)	no decision	Anthony Sandoval
3527	Increased error rate ...	SEV1 (SEV1)	no decision	John Looney
3506	The foo service is degraded	SEV1 (SEV0)	Yes Postmortem (due 2023/10/20)	Happy Snoo
3401	5xxs elevated, 2xxs down n%	SEV2 (SEV1)	Yes Postmortem (due 2023/10/04)	Grump Snoo
2542	Service foo down	SEV1 (SEV0)	Postmortem complete	SRE Snoo



Indicator	28-day window	Delta	Target
reddit-service-foo			Tier 0
foo-endpoint1-availability-envoy	99.92%	-0.03	99.95%
foo-latency-envoy	150ms	+50 ms	200ms
reddit-service-bar			Tier 1
bar-availability	99.85%	-0.03	99.88%
bar-endpoint1-availability	99.95%	0.00	99.95%
bar-p99-latency	347ms	+22ms	325ms



We're rolling out a scorecard system



A+ • 100% Reticle Security Score

A+ • 100% Production Readiness

Repository
3/3 Passed

Ownership
2/2 Passed

Reliability
2/2 Passed

Branch Protections Enabled

Default Branch is 'main'

Repository is Actively Maintained

master reddit-service-code-redd / README.md

anthony-sandoval Update README.md

7 contributors

190 Lines (143 sloc) | 10 KB

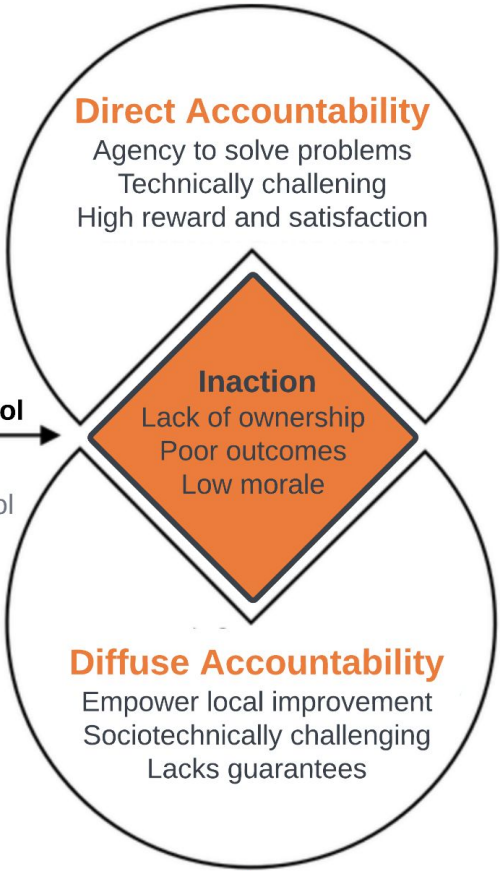
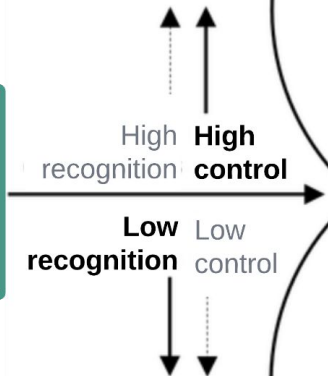
A+ • 100% Reticle Security Score

Code-Redd ⚡





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Takeaways

It might be painful, but the switch is worth it.

- **Don't model**, focus on projects and goals.
- Forge team identity around shared work. **Avoid silos.**
- Plan cross-functionally, **iterate and collaborate.**
- **Redistribute** SRE work fairly. Build a culture of reliability.

THANK YOU!

QUESTIONS?



We're hiring in Dublin!

[https://www.linkedin.com/jobs
/view/3732062467](https://www.linkedin.com/jobs/view/3732062467)

