

RED HAT :: CHICAGO :: 2009

SUMMIT

Infrastructure is Development

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02-SEP-2009

presented by





The ideas presented today are not representative of my employer, business success, past jobs and do not offer endorsement to any particular products brands or companies. Heck, a lot of this stuff isn't even my idea to begin with.



<http://www.flickr.com/photos/jjze/726682393/>

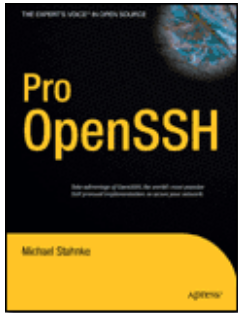
<http://www.flickr.com/photos/sea-turtle/3049443478/>



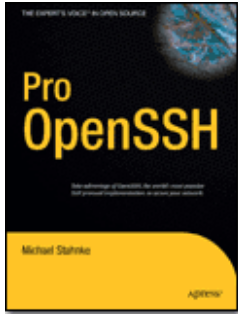
“There are only two hard problems in Computer Science: cache invalidation and naming things.”

--Phil Karlton

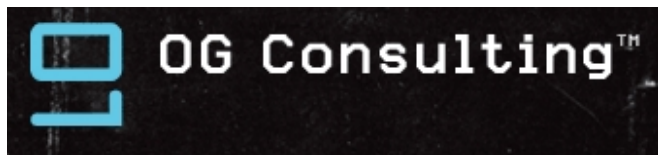
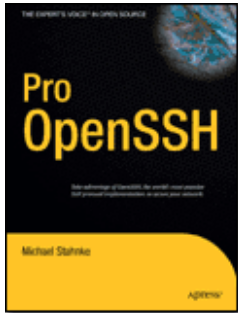
Who Am I?



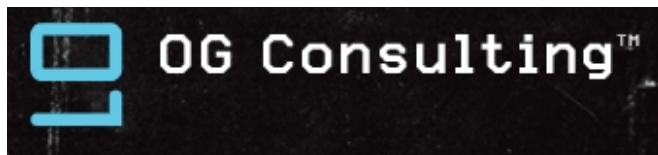
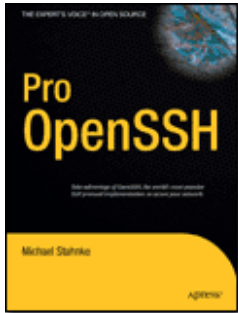
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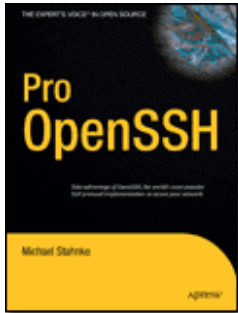
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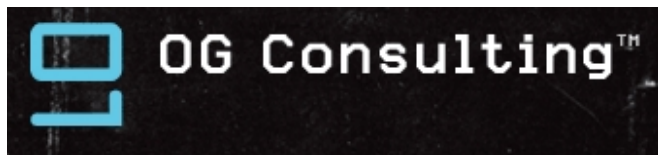
Who Am I?



Who Am I?



<Insert Large Company Name Here>



Where Am I?

<http://stahnma.fedorapeople.org>

<http://www.stahnkage.com>

@stahnma on Twitter

@stahnma on identi.ca

stahnma on github

stahnma@fedoraproject.org

stahnma on Freenode IRC

Where Am I?

If you google *stahnma*, it's probably me.

Baseline

Infrastructure – the collection of all components that make up the non-external facing IT realm. Primarily, in this case, servers connected to storage and network. It can include network/SAN devices in some cases.

What's Coming Up

The Tao of the Agile Infrastructure

What's Coming Up

Inherit Problems with System Administration

What's Coming Up

Some solutions to problems with System Administration

Three Domains

1. Infrastructure Practices

Three Domains

1. Infrastructure Practices
2. People

Three Domains

1. Infrastructure Practices
2. People
3. Technology Choices

The Problem

System Administration isn't a science

You can't get a degree in System Administration

Heterogeneous Systems

No Clear Job Description

Expectations not Clear

System Admins are @ holes

Can't keep up with demand



Admins fight management

<http://www.flickr.com/photos/jjze/726682393/>



Solutions

Solutions

Are delivered

Solutions

Through Ideas

Solutions

Put together by Good People

Solutions

Using some awesome technologies

Topic 1

Infrastructure Practices

Why is your infrastructure special?



Steal Ideas

Open your infrastructure

Opening your infrastructure
includes your issues

Open your infrastructure and your solutions

Well, what do you mean?

To Have a High Performing Team :

You **must** know

what you manage.



What do you have?

Asset Database

LDAP Directory

Hardware Management Tools

Power Management Tools

Monitoring Tools

Provisioning Tools

Storage Management Tools

Backup Tools

Policy Engines

Patch Tools

Security Scanning Tools

Virtualization Management Tools

Log Management Tools

Common Example:

Asset Database – Who knows?

LDAP Directory – RHDS, 389, SunOne, AD, OpenLDAP

Hardware Management Tools – IBM Director, DRAC

Power Management Tools – APC

Monitoring Tools – Nagios, Tivoli, OpenView

Provisioning Tools – Cobbler, Vmware,

Storage Management Tools – IBM Whatever, Some Custom Stuff

Backup Tools – Netbackup, Tivoli, Networker, Tar, Gzip, Rsync, Cron

Policy Engines – Cfengine, Puppet, Scripts

Patch Tools – RHN, NIM, Custom Repos

Security Scanning Tools – Lots of stuff

Virtualization Management Tools – vCenter, Virt-Manager, Spacewalk, RHN

Log Management Tools – Syslog Server

DNS – Bind

ZOMB

Integrations

Srsly

What now?

A. You can cry about it

What now?

- A. You can cry about it
- B. You can remove data sources

What now?

- A. You can cry about it
- B. You can remove data sources
- C. You can integrate/federate them

What now?

- A. You can cry about it
- B. You can remove data sources
- C. You can integrate/federate them
- D. All of the Above

What now?

- A. You can cry about it
- B. You can remove data sources
- C. You can integrate/federate them
- D. All of the Above

The correct answers are both B and C; however it is very likely you will encounter A, so the likely answer is, in fact, D.

Infrastructure is Development

The Infrastructure is the Application

Application == Infrastructure

Infrastructure Goals

Deliver results to the business

Infrastructure Goals

Deliver results to the business

Make the infrastructure an investment, not a cost

Infrastructure Direction

Solving Problems

Infrastructure Direction

Solving Problems

Automation

Infrastructure Direction

Solving Problems

Automation

The right mix of people

Infrastructure Direction

Solving Problems

Automation

The right mix of people

The right decision processes

Infrastructure Direction

Solving Problems

Automation

The right mix of people

The right decision processes

Vision

Infrastructure Direction

Solving Problems

Automation

The right mix of people

The right decision processes

Vision

Known State

Where do we start?

Axiom 1

Reuse before building
or purchasing

Your Infrastructure isn't a secret

Your Infrastructure isn't the secret sauce

Your Infrastructure isn't differentiating

Your Infrastructure isn't a secret

Everybody has servers, a network, some storage

Somebody has probably solved this problem

Check some common places:

Google

IRC

Sourceforge

Ohloh.net

Amazon book selection

What solutions do you see?

So when I say re-use???

Reuse the code and tools you have

So when I say re-use???

Enable features you are currently not utilizing

So when I say re-use???

Search for a solution built on an open platform

So when I say re-use???

Find other organizations successes on an open infrastructure

You can't reuse?

Ask why.

You can't reuse?

Is your problem new?

You can't reuse?

Is your problem special?

You can't reuse?

Ok, you can look at building
or purchasing...



I have/need a purchased proprietary solution for Problem X

I have/need a purchased proprietary solution for Problem X

So do I, and I'm sorry.



Software/Tool Selection

Purchased Software Selection Criteria

There are a few things to evaluate

Purchased Software Selection Criteria

There are a few things to evaluate

Price

Purchased Software Selection Criteria

There are a few things to evaluate

Price

Performance

Purchased Software Selection Criteria

There are a few things to evaluate

Price

Performance

Functionality

Purchased Software Selection Criteria

There are a few things to evaluate

Price

Performance

Functionality

But really....

Meatcloud Manifesto

Give ME An
API
Or Give ME Death!!

Cloud Computing is all the rage

Cloud Computing is all the rage

Scaling through people is not

The GUI is for what some user interface designer thought you wanted to do. The CLI is for what you actually need to get done.

The GUI is for what some user interface designer thought you wanted to do. The CLI is for what you actually need to get done.

-- Mike Stahnke

Axiom 2

Don't Leverage the Meatcloud

Choose your technologies wisely

Very wisely

Rules for Software Evaluation

Do not implement any product that does not provide an API.

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The provided API must have all functionality that the application provides.

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The provided API must be tailored to more than one language and platform.

Source code counts as an API, and may be restricted to one language or platform.

Rules for Software Evaluation

Do not implement any product that does not provide an API.

The provided API must have all functionality that the application provides.

The provided API must be tailored to more than one language and platform.

Source code counts as an API, and may be restricted to one language or platform.

The API must include functional examples and not require someone to be an expert on the product to use.

Rules for Software Evaluation

Do not use any product with configurations that are not machine parseable and machine writable

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Do not use any product with configurations that are not machine parseable and machine writable

All data stored in the product must be machine readable and writable by applications other than the product itself.

Rules for Software Evaluation

- Do not use any product with configurations that are not machine parseable and machine writable
- All data stored in the product must be machine readable and writable by applications other than the product itself.
- Writing work-arounds to cover the deficiencies in a product should be less work than writing the product's designed functionality.

But I don't have automation specialists

That's a problem.

Do you have developers?

Development

VS

Automation

What's the difference between development and automation?

Process?

Requirements Gathering?

Cost?

Testing?

Egos?

Funky Lava Lamps?

Design Patterns?

Code portability?

What's the difference between development and automation?

Developers write code for use by somebody else



<http://www.flickr.com:80/photos/davesag/71441707/>



System Admins write code for use by themselves,
and hopefully somebody else



People make the Infrastructure Agile

People

Attract Talent

People

Retain Talent

People

Hire rock stars

People

Treat them like rock stars

People

Observe their organizational behavior

People

“...organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations.”

-- Conway's Law (1968)

People

Test their knowledge

Hiring Questions

You want rock stars remember?

Some helpful hiring questions

Describe your home network setup.

Some helpful hiring questions

What cool technology projects didn't make your resume?

Some helpful hiring questions

Do you know what version control is?

Some helpful hiring questions

Do you know what version control is?

Are you beyond CVS?

Some helpful hiring questions

Security or Availability?

Some helpful hiring questions

Apt or Yum?

Some helpful hiring questions

Provide three uses for a towel.

Some helpful hiring questions

Pirates or Ninjas?

Some helpful hiring questions

I can has cheezburger or i has a hotdog ?

Two Types of People

Breadth vs Depth

Breadth vs Depth

Breadth

Systems Automation People.

Breadth vs Depth

Breadth

Systems Automation People.

Big Picture thinkers.

Breadth vs Depth

Breadth

Systems Automation People.

Big Picture thinkers.

Visionaries.

Breadth vs Depth

Breadth

Systems Automation People.

Big Picture thinkers.

Visionaries.

Holistic View.

Breadth vs Depth

Depth

Solve the problem for this exact situation.

Breadth vs Depth

Depth

Solve the problem for this exact situation.

Tune like it's going out of style.

Breadth vs Depth

Depth

Solve the problem for this exact situation.

Tune like it's going out of style.

Maximum ROI.

Breadth vs Depth

Depth

Solve the problem for this exact situation.

Tune like it's going out of style.

Maximum ROI.

Deep understanding of the technology.

Breadth vs Depth

Turns out, you need both.

People

Specialist vs Generalist

People

Specialist vs Generalist.^H^H^H^H^...not so much.

How many people is
the right amount?

50:1?

100:1?

200:1?

2:1?

Gartner Says:

Gartner Says: “Yes”

There is one rule for Server/Admin Ratio:

Don't Scale
Using
People!!!
...

Axiom 2

Don't Leverage the Meatcloud

We've Covered Technology Selection

We've Covered People Decisions

Let's cover Community

Axiom 3

Decouple your Infrastructure.

Code for the generic case

Stop reinventing the wheel, srsly.

Moving Forward

Can you implement an Open Strategy to solve this issue?

Moving Forward

If you have to solve it yourself, can it be Open for others?

Moving Forward

Have an Open Infrastructure

Moving Forward



Driving on hexagonal wheels isn't fun

Moving Forward



Driving on hexagonal wheels isn't fun

Ask this guy.

Moving Forward

Driving on hexagonal wheels isn't fun
Quit reinventing the wheel...poorly

Steal it all

Practical Examples of Open Infrastructure

Steal it all



Practical Examples

The Fedora Infrastructure Project

<https://fedoraproject.org/wiki/Infrastructure>

Steal it all

Practical Examples

The Community Services Infrastructure Standards

<http://infrastructure.fedoraproject.org/csi/free-software-policy/en-US/html-single/>

<https://fedorahosted.org/csi/>

De-coupled Infrastructure Benefits

Commonly accepted
solutions to problem



<http://www.flickr.com:80/photos/thomas-merton/255204957>



De-coupled Infrastructure Benefits

Commonly accepted
solutions to problem

Portability of solutions

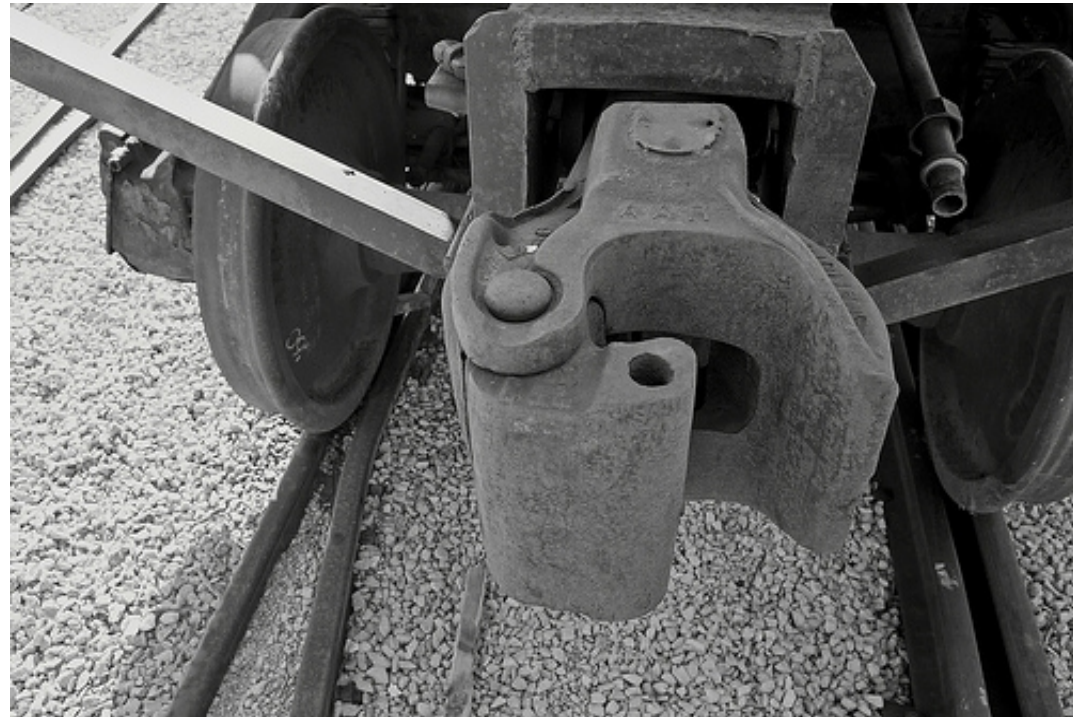


De-coupled Infrastructure Benefits

Commonly accepted
solutions to problem

Portability of solutions

Ability to hire
knowledgeable individuals



De-coupled Infrastructure Benefits

- Commonly accepted solutions to problem
- Portability of solutions
- Ability to hire knowledgeable individuals
- Able to retain rock stars



De-coupled Infrastructure Benefits

- Commonly accepted solutions to problem
- Portability of solutions
- Ability to hire knowledgeable individuals
- Able to retain rock stars
- Community built around tools and support



3 Axioms

1. Reuse before building or purchasing
2. Don't leverage the meatcloud
3. Decouple your infrastructure

How?

Your Time is Valuable

Waste less of it

Your team's time is valuable

Manage it

Your Time is Valuable

Identify tasks on which the team spends the most time.

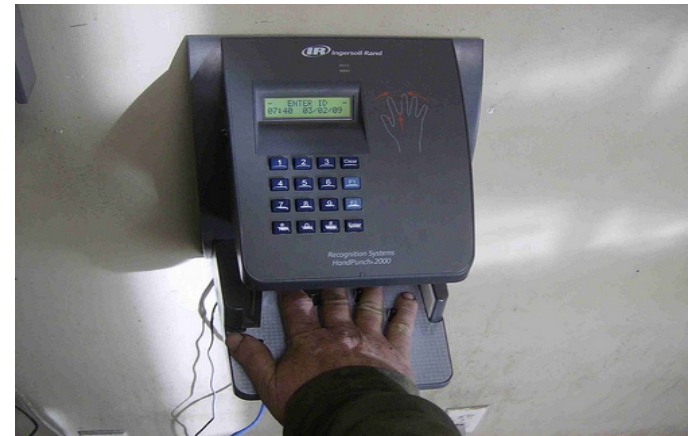
Commonly

(Growth) Deployment

Account Management

Ad-Hoc File Transfer type activity

Patches



<http://www.flickr.com:80/photos/denaldo/3326738675/>



Time Evaluation

Evaluate your team's time spent on “**Displacement Activities**”

Fund Raising

Parties/Showers

Volunteer Stuff

Charity

This is normally done because the person can't actually meet the requirements of \$DAYJOB

See Also: People

Pick a Task

Focus on one thing

Focus on one thing only

Seriously, this will help

You're ready to automate.

OK, maybe you're not ready to automate.



Don't automate bad process.

<http://www.flickr.com:80/photos/houseofcards/94935538/in/photostream/>

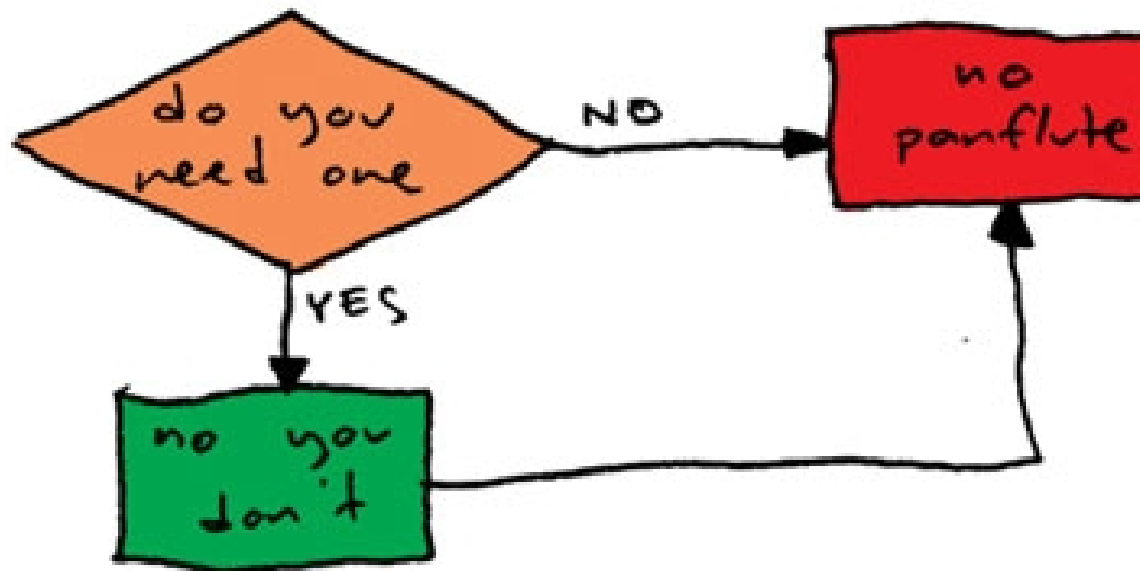


You get bad results.....faster.

Bad processes deliver bad results.

You don't need a panflute.

PANFLUTE FLOWCHART



It starts with requirements

Pick a Task

Let's start with system Deployment

You have some great options for tools

Do you need a tool?

Do you need it automated?

Pick a Task

Let's start with system Deployment

You have some great options for tools

Do you need a tool?

Do you need it automated?

Do you need a pan-flute?

Process Evaluation

Who consumes the process?

Process Evaluation

What are the outputs?

Process Evaluation

What are the inputs?

Process Evaluation

What's unknown?

Process Evaluation

What's that rare case that you should just leave out?

Process Evaluation

What's the gotcha you didn't put in because it was hard?

Gather Requirements

Ask your process consumers about their needs

Gather Requirements

Ask them to think about outputs, not the process

Gather Requirements

How do they provide the information?

Requirements

Formal Specification Document?

Requirements

Formal Specification Document?

Awesome.

Requirements

Formal Specification Document?

Awesome.

I doubt it

Requirements

Hundreds of tickets, IM conversations, phone calls,
hallway conversations and just plain old complaining?

Requirements

Hundreds of tickets, IM conversations, phone calls,
hallway conversations and just plain old complaining?

Yeah, I thought so.

Requirements

Let's Get Agile.

Requirements

Let's Get Agile. Development is agile.

Requirements

Let's Get Agile. ~~Development~~ Infrastructure is agile.

Requirements

Stories

Requirements

Use Cases

Requirements

Test Cases

Requirements

Stores, Use Cases, Test Case --> Track them

Requirements

Use a tracker,

Requirements

Use a tracker, use a wiki,

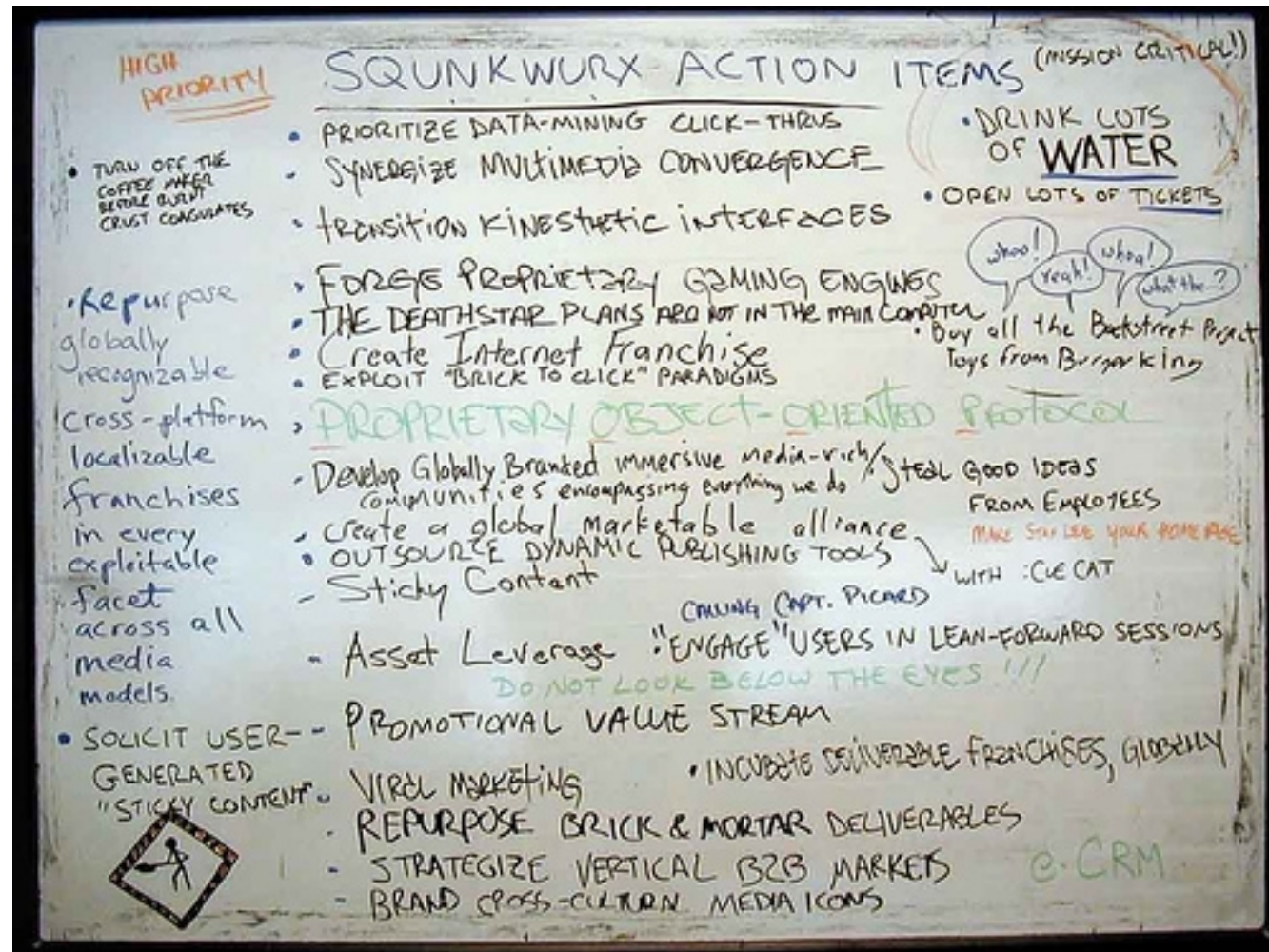
Requirements

Use a tracker, use a wiki, use a notebook,

Requirements

Use a tracker, use a wiki, use a notebook, a whiteboard

Requirements



Requirements

Projects ▾ PIVOTAL TRACKER

Welcome, stahnma

Dashboard | Reports | My Profile | My Accounts | Help | Sign Out

RHEL Builds

Done Current Backlog Icebox View ▾ Actions ▾ Add Story

Search Velocity: 10 project default

Current

1 24 Aug - Current Pts: 0 of 6

- System should have multipath from RHEL 5.3 installed (MS) Finish
- Capacity planer should approve the request (MS) Finish
- An application team should be able to request capacity (MS) Finish

Icebox

Select All

- An application team should be able to see status of their request Start

<http://pivotaltracker.com>

Example Case

Application team needs an instance

2 CPUs

4 GB RAM

100G Disk Space

RHEL 5



Requirements

Requirements Story:

An application team should be able to request capacity.

Requirements

Requirements Story:

An application team should be able to request capacity.

An application team should be able to see the status of their requests.

Requirements

Requirements Story:

An application team should be able to request capacity.

An application team should be able to see the status of their requests.

A capacity planner should approve the request

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Requirements Story:

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A system should have multipath from RHEL 5.3 installed

Requirements

Requirements Story:

An application team should be able to request capacity.

An application team should be able to see the status of their requests.

A capacity planner should approve the request

A system should have multipath from RHEL 5.3 installed

A physical system should have a bonded network connection

Design

Review Stories

Design

Look for common abstractions and workflows

Design

Abstract the process as an interface.

Design

Review the process

Design

Track issues.

Design

Do not automate JUNK

Design

Break work into small units

Design

Don't be afraid to say 'good enough for version 1'

Design

Don't be afraid to say 'good enough for version 1'
Limit Scope.

Design

Progress over Perfection

Design

A good enough system today is better than a perfect one that hasn't been invented.

Design

You will iterate again.

You will iterate again.

Design

What points of your process require measurement?

Design

Can that be automated?

Design

Can you test for it?

Design Your Tests

Am I testing directly against my stories? (requirements)

Design Your Tests

Does it have the right version of Multipath?

Design Your Tests

Is the network connection bonded?

Testing

If you don't have
time to TEST,
You will have time
to FAIL.

Testing

Provides quality measurements

Testing

Provides metrics for reporting.

Testing

Your management team will love it

Testing

You will have facts.

Testing

You will have facts. Your team will love it.

Specifications for Testing

Write Simple Tests

Specifications for Testing

Unit Test your Configuration

Specifications for Testing

Watch it FAIL.

Specifications for Testing

Watch it FAIL. Good tests FAIL often.

Specifications for Testing



<http://www.flickr.com/photos/fireflythegreat/2845637227/>



Specifications for Testing

Write a policy/method/procedure/function to fix it

Specifications for Testing

Watch it PASS

Specifications for Testing

Store Results.

Test Case

Network configuration should be bonded.

Test Case

Network configuration should be bonded.

Can I script this?

Test Case

Network configuration should be bonded.

Can I script this?

Given enough Time and Money, it's all scriptable.

Test Case

Network configuration should be bonded.

Can I script this?

Given enough Time and Money, it's all scriptable.

Can I store the results?

Test Case

Network configuration should be bonded.

Can I script this?

Given enough Time and Money, it's all scriptable.

Can I store the results?

Yes

Test Case

Network configuration should be bonded.

Can I script this?

Given enough Time and Money, it's all scriptable.

Can I store the results?

Yes

How Often should I test this?

Test Case

```
#!/bin/bash

. config_vars.sh

rc=0

# First, if we a VM exit all good
if ( lspci | grep -i vmware &> /dev/null ) ; then
    rc=0
else
    if ( ! ifconfig -a | grep -i bond0 &> /dev/null ) ; then
        echo "FAIL: Network interfaces not bonded."
        rc=1
    fi
fi

exit $rc
```

Test Case

```
#!/bin/bash
```

```
. config_vars.sh
```

```
rc=0
```

```
# First, if we a VM exit all good
```

```
if ( lspci | grep -i vmware &> /dev/null ) ; then
```

```
    rc=0
```

```
else
```

```
    if ( ! ifconfig -a | grep -i bond0 &> /dev/null ) ; then
```

```
        echo "FAIL: Network interfaces not bonded."
```

```
        rc=1
```

```
    fi
```

```
fi
```

```
exit $rc
```

Site Specific Data

Test Case

```
#!/bin/bash
```

```
. config_vars.sh
```

Site Specific Data

```
rc=0
```

```
# First, if we a VM exit all good
```

```
if ( lspci | grep -i vmware &> /dev/null ) ; then
```

```
    rc=0
```

```
else
```

```
    if ( ! ifconfig -a | grep -i bond0 &> /dev/null ) ; then  
        echo "FAIL: Network interfaces not bonded."
```

```
        rc=1
```

```
    fi
```

```
fi
```

```
exit $rc
```

Decoupled
Logic

Test Case

I have results, where do I put them?

Pick One



Example Storage

Ruby using RHN API

```
# Login to RHN
begin
  session_key = XMLRPC::Client.new2(url).call("auth.login", username, password)
rescue XMLRPC::FaultException
  puts "\nUnable to login to RHN. Is your username and password correct?"
  exit(1)
end

begin
  XMLRPC::Client.new2(url).call("system.addNote", session_key, system_id, subject, message )
rescue XMLRPC::FaultException
  puts "\nError: Unable to insert a new note. "
  exit(1)
else
  print "RHN updated with results"
```



<http://www.redhat.com/spacewalk>

Implementation

Run through the process a couple times **manually**

Implementation

Think about re-use

Inventory Queries

Asking for/updating configuration info

Authentication Modules

Implementation

Are existing tools close to what you need?

Implementation

Can you reuse existing code?

Test Again

After implementation, test again.

Test Again

After implementation, test again.
It's automated right?

Test Again

After implementation, test again.

It's automated right?

So it's quick and painless.

Close the loop

Maintain state of your process

Close the loop

Maintain state of your components

Close the loop

If the version of package X changes, and you have a policy for package X, report.

Close the loop

If the version of package X changes, and you have a policy for package X, report^{H^H^H^H^H} fix it.

Close the loop

If don't have a network bond, report it or fix it.

Maintain

Most fun step

Deployment Example

Host is RHEL 5.3

Host has the correct Version of Multipath

Host should have 4 GB RAM

Host should have 2 CPUs

Host must have a network bond if it's physical

Maintain

Offers most improvement

Maintain

Customers offer ideas

Maintain

Other admins complain (offer ideas)

Maintain

Iterate

Maintain

Lather, rinse, repeat.

CI

You need CI.

Continuous Integration

CI is used in the best development shops in the world

Continuous Integration

Run upon commits

Continuous Integration

You are using a VCS right?

Continuous Integration

You are using a VCS right?

Please

Continuous Integration

Track Failures

Continuous Integration

Any new bugs, require Tests

Continuous Integration

Automate Builds

Self-test the Build

Commit early, commit often

Have a test environment

Report Progress for everybody (laconica?)

Automate Deployment – (usage packages)

Can you have a 'release' of infrastructure?

Yes

Plan change-sets

Plan your work-life balance

Work with setting expectations for consumers of your infrastructure

Work on hot/rolling releases

Communicate like a politician, except tell the truth

Some common areas for improvement

A few things to avoid when crafting solutions.

Things to Avoid

Meatcloud



Things to Avoid

Automation of Junk

Things to Avoid

Talking about IT rather than doing IT

Things to Avoid

Thinking there is one solution

Things to Avoid

UberTools – Silver Bullets

Things to Avoid

New Hotness

Things to Avoid

NIH Syndrome

Axiom 1

Reuse before
building or
purchasing

Axiom 2

Don't Leverage the Meatcloud

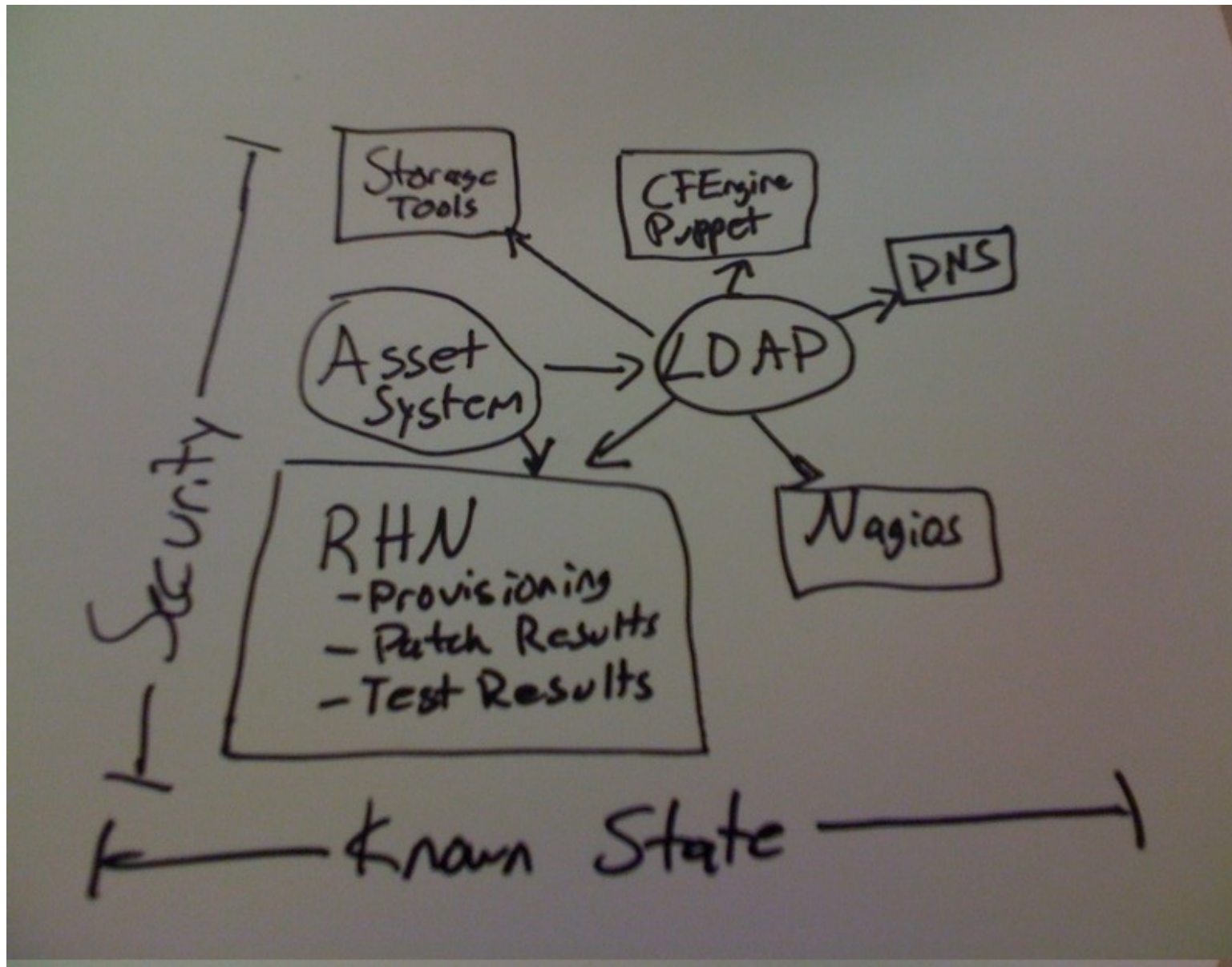
Axiom 3

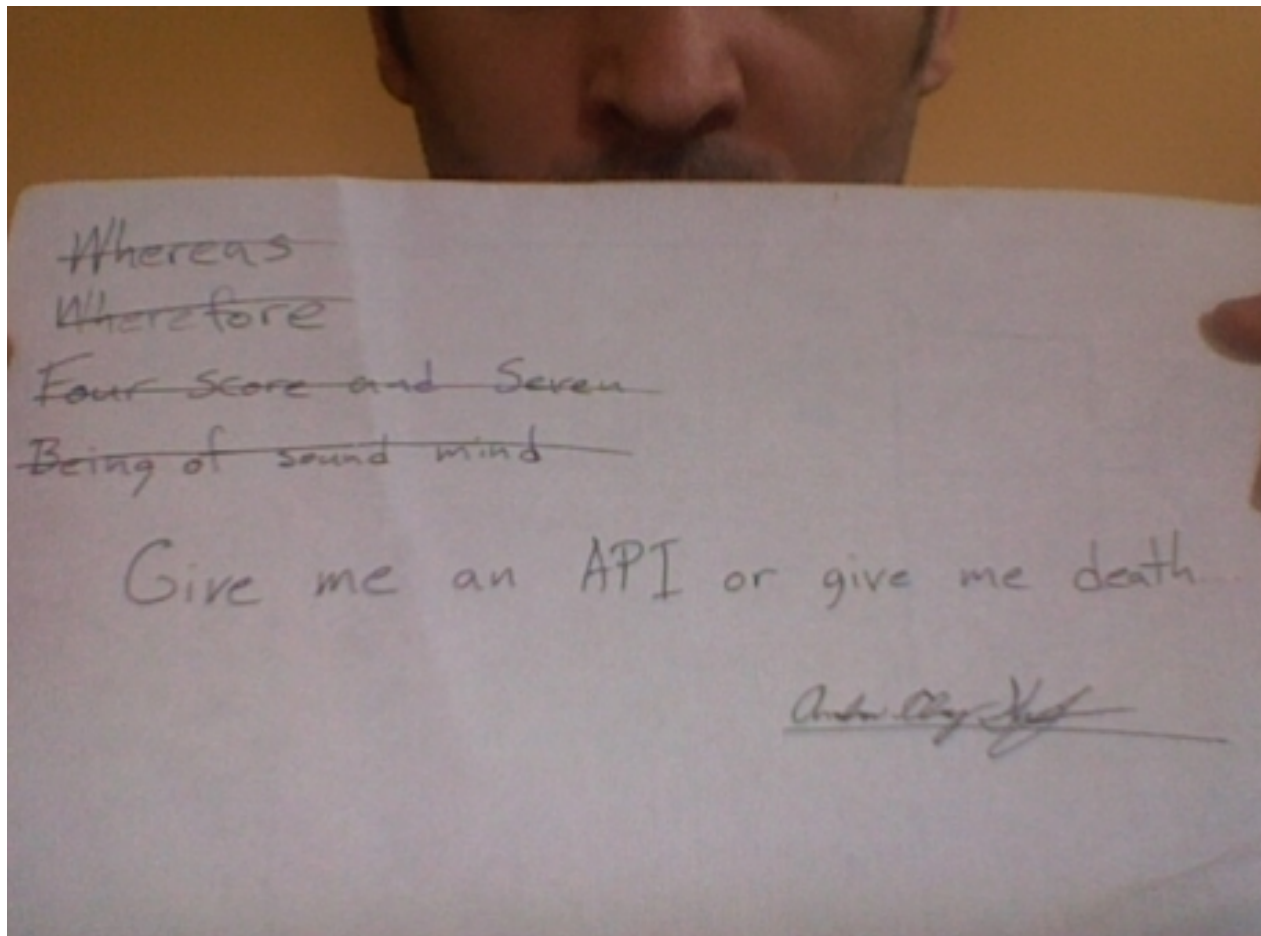
Decouple your Infrastructure.

Go From This:



To This:







Sources

<http://stochasticresonance.wordpress.com/2009/04/01/mea>

<http://www.boingboing.net/2007/08/22/panflute-flowchart.ht>

http://gilesbowkett.blogspot.com/2007_05_01_archive.htm

<http://www.verber.com/mark/sysadm/how-many-admins.htm>

Suggested Reading

<http://meetronome.com>

<http://gist.github.com/161265>

<https://fedoraproject.org/wiki/Infrastructure>

<https://fedorahosted.org/csi/>

Ship It – Pragmatic Press

Automating Unix and Linux Administration – Apress

Pro Unix Administration – Apress

Pulling Strings with Puppet - Apress

Release IT – Pragmatic Press

More Reading

<http://groups.google.com/group/agile-system-administratio>

<http://www.melconway.com/research/committees.html>

<http://status.net/?source=laconica>

<http://reductivelabs.com/trac/puppet/>

<https://fedorahosted.org/cobbler/>

<http://www.mockobjects.com/book/>

Infrastructure is Development