Architectural Implications of DevOps

Stephany Bellomo
Senior Member of Technical Staff

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The DevOps Movement Began as a Reaction …

To years of disconnect between Dev and Ops which began to manifest itself as conflict and inefficiency.
Familiar DevOps Problems

- Disconnect between Dev and Ops teams leads to a wall of confusion between stove-piped teams
- Disconnects between Dev and Ops tools, as well as processes, cause inefficiency and rework

Source: Lee Thompson and Andrew Shaffer
DevOps is helping to finish what Agile started

We saw reduced development cycle time with Agile, but due to issues such as:

- Lack of confidence in deployment/rollback
- Inefficient test approaches, etc.
- Unreliable software

Deployment cycle time is often weeks or months

No Value gained when Software is not Delivered
Informal DevOps Definitions

“DevOps is a software development method that stresses communication, collaboration and integration between software developers and information technology (IT) professionals”

Pant, Rajiv

“DevOps is an umbrella concept for anything that smooth's out the interaction between development and operations”

Damon Edwards
Scope

The scope for DevOps looks at reducing deployment cycle time and enabling feedback cycles across the end-to-end Deployment Pipeline ...
Challenges DevOps is trying to Solve

- Non-collaborative stove-piped Dev and Ops teams
- Limited improvement within stove-piped areas (e.g., process, tools, metrics) but not end-to-end
- Broken feedback cycles; process flows only one way

Forrester, The Seven Habits Of Highly Effective DevOps
DevOps Community Future Vision

- Collaborative, Dev and Ops teams combine or working closely together
- Continuous improvement across the deployment pipeline targeted at producing something of value to a user or organization (inception to dev to release/sustain)
- Effective feedback cycles within each stage

Adapted from Forrester, The Seven Habits Of Highly Effective DevOps
More than Dev and Ops Working Together

Those are some of the overarching goals of DevOps, but is easy to think of DevOps as just a collaborative movement because people get that.

But it is really more than that:
- There are multiple dimensions to the movement…
Multiple Dimensions of DevOps

**Culture**
- Developer and Ops collaboration (Ops includes Security)
- Developers and Operations support releases beyond deployment
- Dev and Ops have access to stakeholders who understand business and mission goals

**Automation/Measurement**
- Automate repetitive and error-prone tasks (e.g., build, testing, deployment, maintain consistent environments)
- Static analysis automation (architecture health)
- Performance dashboards

**Process and Practices**
- Pipeline streamlining
- Continuous Delivery practices (e.g., Continuous Integration, Test Automation, Script-driven, automated deployment, Virtualized, self-service environments)

**System/Architecture**
- Architected to support test automation and continuous integration goals
- Applications that support changes without release (e.g., late binding)
- Scalable, secure, reliable, etc.

Ignoring any of these dimensions can cause problems
Feedback Cycle Breakdown Examples

Architecture can enable or impede short feedback cycle time

Examples of Feedback Cycle breakdown due to Architecture Issues:

- **F1**: Builds take too long due to poorly managed component dependencies; integration builds are slow and become infrequent.
- **F2**: System doesn’t have architectural interfaces for test automation and manual tests are slow; tests are skipped.
- **F3a&b**: Architecture creates deployment complexity and error prone manual steps prevent release; weeks/months without release.
Challenge Questions

We just gave several examples of how architecture can enable or impede feedback cycles, and consequently, end-to-end deployment cycle time (we refer to as Deployability)

However, this raises several questions such as:

• How do we specify *Deployability requirements* clearly and concisely?

• How do we design systems for Deployability?
  • What kinds of design decisions really matter?
  • Are there architectural tactics and/or patterns we might want to leverage to promote Deployability?

• When planning work, what Deployability-related requirements and design decisions should be considered early to avoid rework?
Requirements for Deployability

Lack clear specification for Deployability requirements leads to feedback cycle breakdowns

Example Vague Requirements:

“Our system, and delivery environment, shall support continuous delivery and multiple deploys a day like Amazon, Google, etc.”

“When it comes to deployment, everything possible should be automated”

In next few slides, we give examples of Deployability requirements that enable better feedback across the deployment pipeline
Specifying Deployability Requirements

Well specified requirements enable Feedback Cycles; Several example Deployability Requirements are shown below:

P1: Build and Continuously Integrate
- Complete full software build in < 5 minutes under peak load

P2: Automated Testing
- Complete execution of Unit tests suite within 10 minutes
- Complete execution of increment tests suite (e.g., NFR) within 5 hours
- Create/build a new system-level test case, avg time to build/test is 1 day

P3: Automated Release
- There is an upgrade being pushed out, 99% of release is automated and 1% is handled manually
- The team makes a change to feature X (UI and business logic change) and deploy is pushed out within 2 hours of code/test completion

Source: ATAM Analysis Data 2006-2013
Requirements Mapped to Feedback Cycles

Deployability requirements specified as quality attributes can provide concrete measures for designing systems to achieve feedback cycle time.

**Deployment Pipeline**

- **Delivery Team**: Build & Continuously Integrate
  - F1

- **P1**: Automated Testing
  - F2

- **P2**: Automated Release
  - F3a

- **User**: Deploy
  - F3b

After a change is committed, complete build in < 5 minutes.

Complete execution of Unit tests within 10 minutes; increment tests complete in 5 hours.

The team makes a change to feature X and deploy is pushed out within 2 hours of code/test completion.

Source: Towards Design Decisions to Enable Deployability, DSSO workshop paper submission (in review)
## Design Decisions to promote Deployability

- We just gave examples of Deployability requirements; next we investigate design decisions. We draw upon interviews with projects practicing continuous delivery (sampling below)…

<table>
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<tr>
<th>Project</th>
<th>Management Approach</th>
<th>Size Metrics</th>
<th>Years In Use</th>
<th>Release Cadence</th>
<th>CI Cadence</th>
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<td>A</td>
<td>Agile/Scrum (last 2 years and traditional before that)</td>
<td>1M SLOC</td>
<td>17</td>
<td>Client release available every 2 months (not all accept it)</td>
<td>Daily CI build</td>
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<td>B</td>
<td>Water/Scrum/Fall</td>
<td>3M SLOC, team size 6–8, 90,000 users</td>
<td>3+</td>
<td>Internal release every 2–3 weeks, external release as needed</td>
<td>Daily CI build</td>
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<tr>
<td>C</td>
<td>Agile/Scrum</td>
<td>Team size 30</td>
<td>2+</td>
<td>Internal release every 2–3 weeks, customer release every 2–3 months</td>
<td>Daily CI build</td>
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Source: Towards Design Decisions to Enable Deployability, submitted Dependability and Security Workshop, Bellomo, Kazman, Ernst
Architecture Partitioning Decision

Decision: Divide components and allocation teams separately to promote rapid builds and tests

- Changes to blue components (Team B) do not require rebuild of yellow components (Team A) which shortens build time

Trade-offs
+ Modifiability
+ Testability
+ Reduced Build Time
- Reuse

Source: Ant.patch.org
Integrated Test Harness Decision

**Decision:** Integrate test harness hooks to architecture to start and stop application (start in clean state, end test with clean environment)

- Shortened Test Duration

**Trade-offs**
- +Testability
- +Modifiability
- -Complexity

**Diagram:**
- Test execution engine
- Application 1
- Application 2
- Legacy Component

**Notes:**
- Legacy interfaces may need to be refactored for automation
Web Services Layer Removal Decision-1a

**Decision:** Remove web services layer; replace with Enterprise Java Bean implementation

- Minimized Deployment complexity

**Trade-offs**

+ Releasability
+ Reduced Complexity
+ Performance
- Testability
- Modifiability

**Module View**

- **Before**
  - Web App (Java Server Faces)
  - Middle tier (J2EE)
  - Web Services Interface
  - Component Implementation
- **After “short circuit”**
  - EJBs
Web Services Layer Removal Decision-1b (Before redesign)

- Before, had to update multiple application servers and web services to be sure that application and services versions were in synch.
Web Services Layer Removal Decision-1c (After redesign)

Benefits
- All boxes configured the same
- App pushed once and runs on cold and hot boxes
**Web Service Consolidation Decision**

**Decision Example:** Consolidate Web Services for easier release, increased performance and reduced complexity

**Before**

- Application
- Connection Pool
- Service 1

**After**

- Application
- Connection Pool
- Service 1

**Trade-offs**

- +Releasability
- +Reduced Deploy Complexity
- +Performance
- -Testability
- -Modifiability
Mapping Design Decisions to Pipeline

Each design decision also supports the pipeline feedback loops

Source: Towards Design Decisions to Enable Deployability, DSSO workshop paper submission (in review)
Relating Terms and Concepts

In the next few slides, we give a few examples that connect from requirements to design decisions to tactics; The ER diagram below provides an overview of concepts we are discussing.

Problem space

- Requirements
  - May be specified as
- Quality Attribute Scenarios
  - Contain
- Quality Attribute Responses

Solution space

- Stakeholder Design Drivers
  - Influence
- Design Decisions
  - Use
- Tactics

Input to

Input to

Control
Integrated Test Harness Example

**Problem:** Long testing duration due to problems with establishing clean test start state and difficulty executing tests in automated fashion (manual steps required)

**Broken Feedback loop:** Long Automated Testing Cycle

**Requirement Scenario:**
“Complete execution of increment tests suite (e.g., NFR) within 5 hours”

**Design Decision:** Integrated test harness

**Fixed Feedback loop:** Shortened Test Duration

**Tactics Used:**
- Specialized Access Routines
- Record/playback
- Maintain Interfaces,
- State Synchronization & resynchronization
Modular and Distributed Architecture Example

**Problem:** Long deployment duration due to problems with architectural dependencies

**Broken Feedback loop:** Infrequent deployments

**Requirement Scenario:** “The team makes a change to feature X (UI and business logic change) and deploy is pushed out within 2 hours of code/test completion”

**Design Decision:** Distribute & modularize architecture

**Tactics Used:**
- Increase Semantic Coherence
- Encapsulation
- Maintain Existing Interfaces

**Fixed Feedback loop:** Reduced Deployment time

“If you push the whole three million line application every time a change is made you are in a world of hurt” Project C
Deployability Architecture Tactics Tree

**Deployability Tactics Summary**

- **Enable Continuous Integration (G1)**
  - Encapsulate
  - Increase Semantic Coherence
  - Maintain Existing Interfaces

- **Enable Test Automation (G2)**
  - Specialized Access Routines
  - Record/Playback (similar to)
  - Encapsulate State
  - Synchronization and Resynchronization

- **Enable Rapid Deployment and Robust Operations (G3)**
  - Monitor
  - Exception Detection
  - Exception Handling
  - Abstract Common Services
  - Generalize Module
  - Maintain Multiple Copies
  - Increase Available Resources
  - Increase Computational Efficiency
  - Reduce Overhead

- **Enable Synchronized and Flexible Environments (G4)**
  - Defer Binding
  - Sandbox (similar to Virtualization)
  - Condition Monitoring
  - Active Redundancy
  - Rollback

*These tactics also enable test automation*

Source: Towards Design Decisions to Enable Deployability, submitted Dependability and Security Workshop, Bellomo, Kazman, Ernst
Modular and Distributed Architecture Example

Deployability Tactics Summary

Enable Continuous Integration (G1)
- Encapsulate
- Increase Semantic Coherence
- Maintain Existing Interfaces

Enable Test Automation (G2)
- Specialized Access Routines
- Record/Playback (similar to)
- Encapsulate State Synchronization and Resynchronization

Enable Rapid Deployment and Robust Operations (G3)
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Enable Synchronized and Flexible Environments (G4)
- Defer Binding
- Sandbox (similar to)
- Virtualization
- Condition Monitoring
- Active Redundancy
- Rollback

Integrated Test Harness Example

These tactics also enable test automation

“Need Speed and Rigor”
Allocating Deployability

- Our examples suggest some Deployability-related design decisions/trade-offs can have significant impact.

- In cases where the structure of the architecture is impacted by a decision, it may make sense to consider them early to avoid rework.

Designing for Deployability, like any quality attribute, requires well informed architectural trade-off analysis.
Wrap Up

In this talk, we have shared an approach for:

• Describing Deployability concerns as architecturally significant scenarios
• Applying trade-off analysis to make Deployment-focused design decisions
• Leveraging tactics to control Deployability-related response measures

Work to be done

• Collect more examples of scenarios, design decisions and tactics
• Expand and further validate the Deployability tactics tree
• Apply Deployability tactics to help teams reduce deployment cycle time and enable feedback cycles across the deployment pipeline (e.g., tactic checklist)
Want to get involved?

Upcoming activities

- IEEE Software Magazine Special Issue on Release Engineering, April/May 2015

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