Incident Management at Scale

Tom Strickx
Principal Network Engineer
Who?
Tom Strickx

- Principal Engineer @ Cloudflare
- Backbone Engineer
- I break things. A lot.
Why?
A Cloudflare outage broke large swathes of the internet

Discord, Shopify, Grindr, Fitbit, and Peloton users all reported issues

Microsoft Teams outage widens to take out M365 services, admin center

Remember: telephones exist, are handy for collaboration, and usually work
What is incident management (at Cloudflare)
Process
ITIL
Team
Incident Commander
Incident Commander
Incident Commander

- All Engineering Managers
- Weekly rotation
- Follow the sun
Process

Detection  Mitigation & Remediation  Reporting
Detection
Mitigation & Remediation
Reporting
Reporting

Respect.

Tables.
RespectTables
### Incidents Board

<table>
<thead>
<tr>
<th>Incident</th>
<th>Priority</th>
<th>BM</th>
<th>Summary</th>
<th>Incident Start</th>
<th>Last Status Updated</th>
<th>Last Status Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Showing 0 to 0 of 0 entries.
Cloudflare Status

Cloudflare System Status

All Systems Operational

What is this page?
Cloudflare provides performance and security to website owners via its intelligent global network. This is the system status for the Cloudflare service, both edge network and dashboard for management.

Status information is also available as an RSS feed: https://www.cloudflarestatus.com/history.atom

- Africa
  - Accra, Ghana - (AAG)
  - Algiers, Algeria - (ALG)
  - Antananarivo, Madagascar - (TNR)
  - Cape Town, South Africa - (CPT)
  - Casablanca, Morocco - (CMN)
  - Dakar, Senegal - (DKR)
  - Dar Es Salaam, Tanzania - (DAR)
  - Djibouti City, Djibouti - (JDB)
  - Durban, South Africa - (DUR)
  - Gaborone, Botswana - (GBE)
  - Operational
Cloudflare Status

~ $ host cloudflarestatus.com
cloudflarestatus.com has address 35.201.124.30
Cloudflare Status

```bash
~ $ whois -h rr.ntt.net 35.201.124.30
...
route:          35.201.64.0/18
descr:          RPKI ROA for 35.201.64.0/18 / AS396982
remarks:        This AS396982 route object represents routing data retrieved from the RPKI. This route object is the result of an automated RPKI-to-IRR conversion process performed by IRRd.
max-length:     18
origin:         AS396982
source:         RPKI  # Trust Anchor: arin
```
Incident Review

- Once a week
- Walk through incident
- What could we do better
Questions?

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