GETTING THE RIGHT PEOPLE ON THE BUS
FINDING, TRAINING, AND RETAINING THE BEST DATACENTER PEOPLE AROUND THE GLOBE

Nuremberg, October 2012
Abstract

Human error is still the biggest cause of downtime in datacenters. Errors in design, build and operation. So the recruitment of top talent is essential. But how do we find these people, how do we train them and keep them at peak performance, and how do we retain them
Datacenterpeople

- Launched in September 2010 to help businesses find and recruit the very best data center people on the planet.
- The only global recruitment company exclusively serving the datacenter industry
- Run by experienced datacenter professionals for datacenter professionals
Getting the right people on the bus
Getting the right people on the bus

If people get on your bus because of where they think it’s going, you'll be in trouble when you get 10 miles down the road and discover that you need to change direction because the world has changed. But if people board the bus principally because of all the other great people on the bus, you’ll be much faster and smarter in responding to changing conditions.

Secondly, if you have the right people on your bus, you don’t need to worry about motivating them. The right people are self-motivated: nothing beats being part of a team that is expected to produce great results.

Thirdly, if you have the wrong people on the bus, nothing else matters. You may be headed in the right direction, but you still won’t achieve greatness. Great vision with mediocre people still produces mediocre results. This couldn’t be truer than in the ever-evolving datacenter industry.
Who is in the datacenter business?

- Corporate with a datacenter
- Hosting/Colo operator
- Disaster/Recovery organisation
- Manufacturer
- Software
- Communications
- IT Services
- Facilities Management
- Construction
The #1 Issue

- What keeps datacenter executives awake at night?

Downtime costs

- Amazon offline ($1M/h)
- Network downtime ($42K/h)
- eBay offline ($90K/h)
- Financial company down ($100K/h)

Let’s say $50K/h if you’re serious.
Human Error

Consistent with surveys that attribute 60% or more of failures to HUMAN ERROR.

Source: APC
Human error

- Found to cause 80% of failures in various industries, e.g.
  - Nuclear (Chernobyl)
  - Aeronautical (Concorde)
  - Space (Apollo / Shuttle)
  - Power (US grid 2003)

*Duffey & Saull 2008 “Managing Risk: The human element”*
Response to failure

Blame culture: fire people with the relevant experience

Learning Environment: reflect, learn
Learning in different industries

Depth of experience impact on PUE

- PUE
- Depth of Experience (Operators)
- Failure Rate
- Energy Wastage
- Accumulated Experience
- Practical level achievable
Your learning curve

Where is your organisation?
Your learning curve

Depth of Experience (Operator)

Failure Rate

Energy Wastage

Where are your operators?

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Danger Signs

- ‘Everyone makes mistakes’
- ‘We are only Human after all’
- ‘To Err is Human’

But in a Mission-Critical Facility?
People for the Datacenter Lifecycle

- Plan
- Design
- Build
- Commission
- Operate
- Manage
- Maintain
Complexity

- As the level of resilience increases, so does the risk of overly complicated operational procedures.
- The more complicated the procedure, the greater the probability of something going wrong.
The Key to Success

- Finding the right people
- Training the people
- Keeping them at peak performance
- Retaining them
Finding the right people

- Personal network
- Extended network
- Corporate (internal) databases
- Corporate (external) databases
- LinkedIn
- LinkedIn Recruiter
- Jobs website
- General contingent recruitment company
- Recruitment consultant/headhunter
LinkedIn Recruiter
Training #1

- Education is not optional
  - Make it compulsory – no training no bonus
DC Professional Development

Learning & Development Directory 2012

A Career Progression Framework for the Data Center Industry

Due to the way that data centers have evolved, their design and operation has created complex interdependencies between the many disciplines that work within them, which can often have a fundamental impact on the efficiency, reliability and availability, of what is to most organizations considered critical infrastructure.

Our Career Progression Framework is designed to address the fragmented landscape of learning opportunities that currently exist, and to provide a coherent and accessible pathway for individuals to build on core-skills through to specialist engineering and operations management.

To further recognize the unique skills and experience that flourish within our industry, we have developed the Data Center Specialist credential.

DC-professional.com
Training #2

- We’re in a changing world
  - Need continuous training
The only lifelong, reliable motivations are those that come from within, and one of the strongest of those is the joy and pride that grow from knowing that you've just done something as well as you can do it.

Lloyd Dobyns and Clare Crawford-Mason, Thinking About Quality

The **only** motivation is self-motivation
Staff Motivation

- “Jack of all trades, master of none”
  - They possess a rare blend of skills encompassing IT, architecture, electrical and mechanical engineering, security, network connectivity, management software, construction and service delivery

- Move people around
  - IBM
Invest in Training

- “What happens if we invest in training and our people quit?”
- What happens if we don’t and they stay?
Thanks for Listening

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