GETTING THE RIGHT PEOPLE ON THE BUS

FINDING, TRAINING, AND RETAINING THE BEST DATACENTER PEOPLE AROUND THE GLOBE

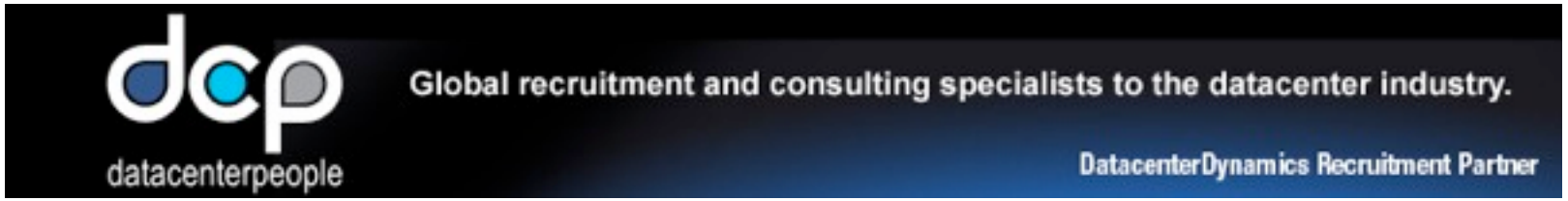
Nuremberg, October 2012

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

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Good to Great

Jim Collins 2001

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- 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?

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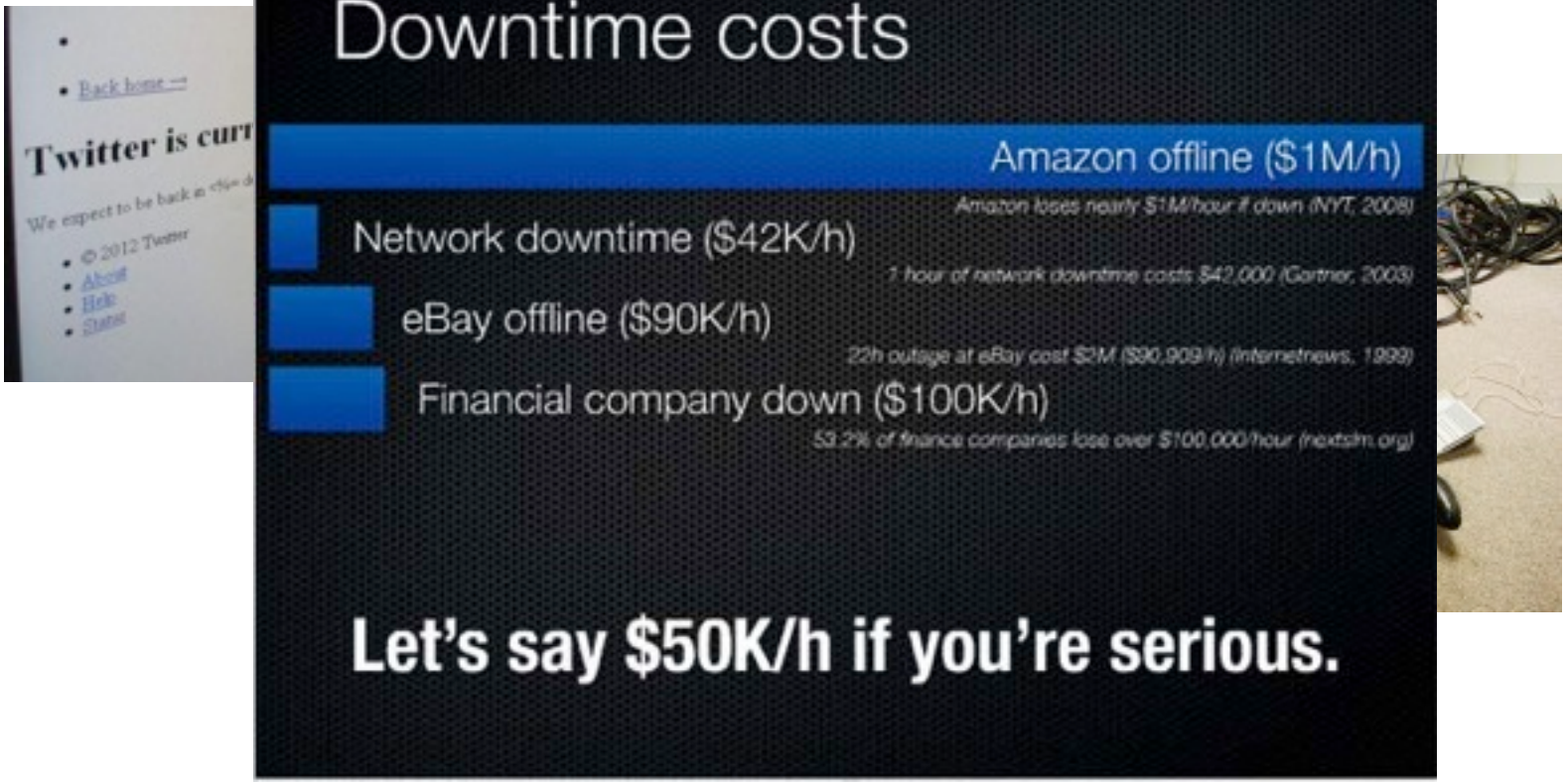
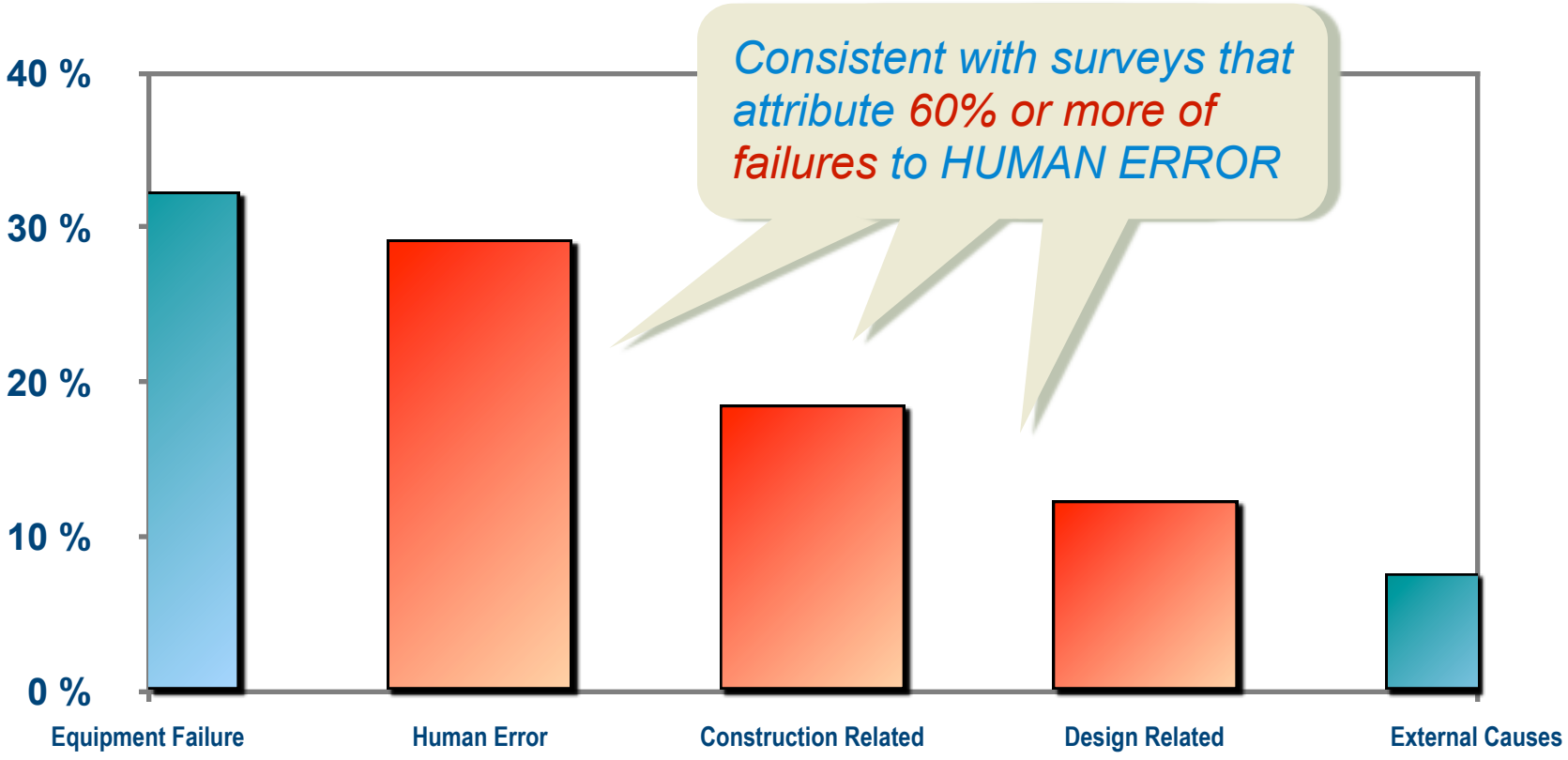
- Corporate with a datacenter
- Hosting/Colo operator
- Disaster/Recovery organisation
- Manufacturer
- Software
- Communications
- IT Services
- Facilities Management
- Construction

The #1 Issue

- What keeps datacenter executives awake at night?



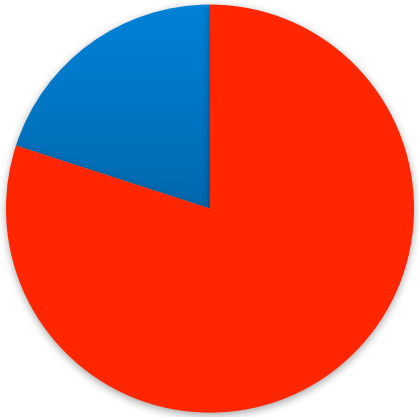
Human Error



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)



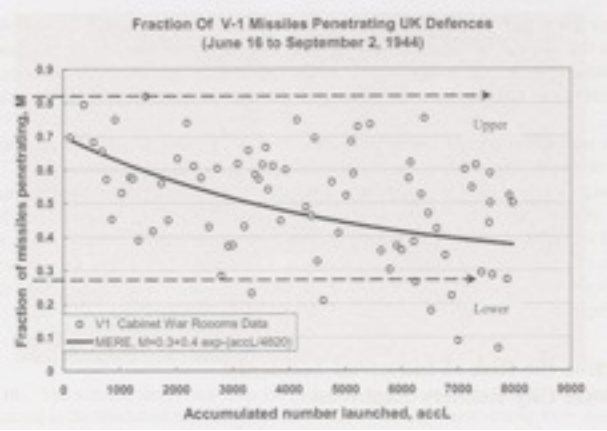
Duffey & Saull 2008 "Managing Risk: The human element"

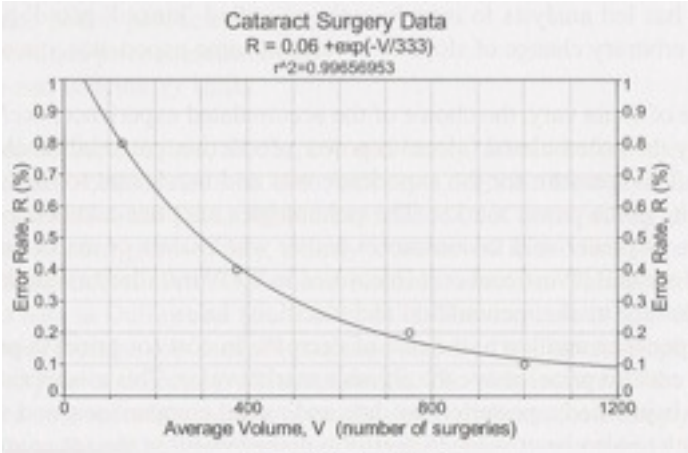
Response to failure

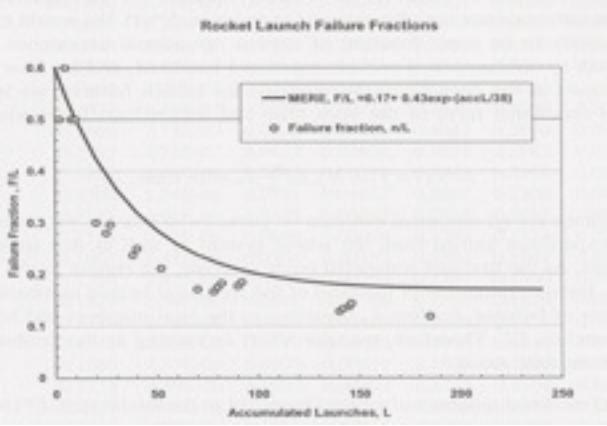
Blame culture: fire people with the relevant experience

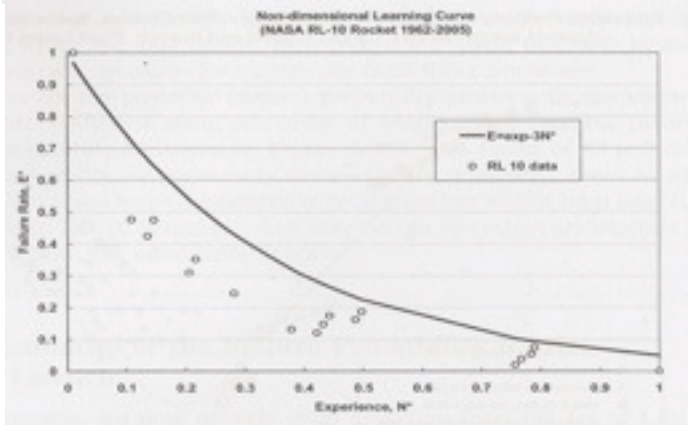
Learning Environment: reflect, learn

Learning in different industries





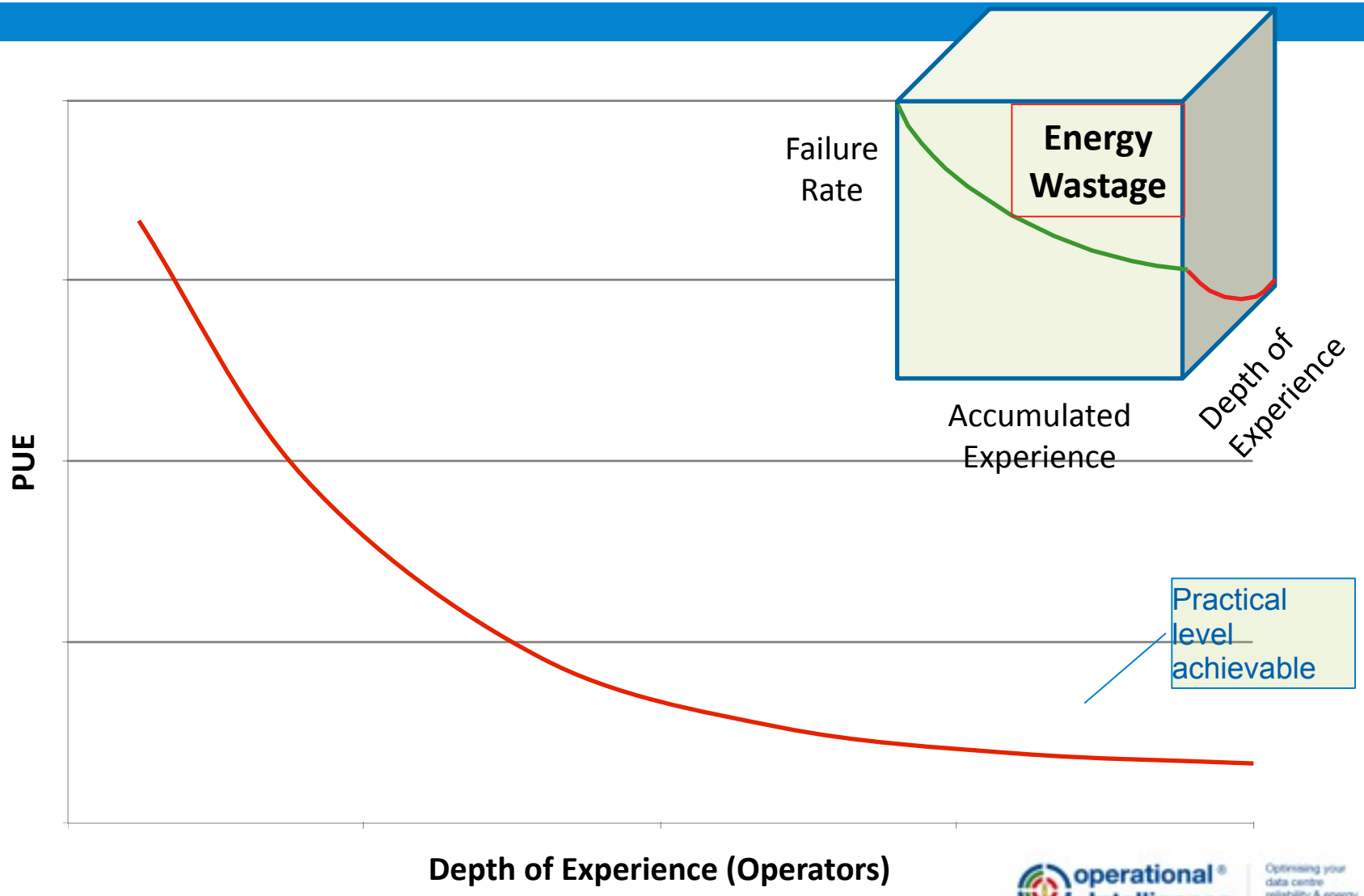




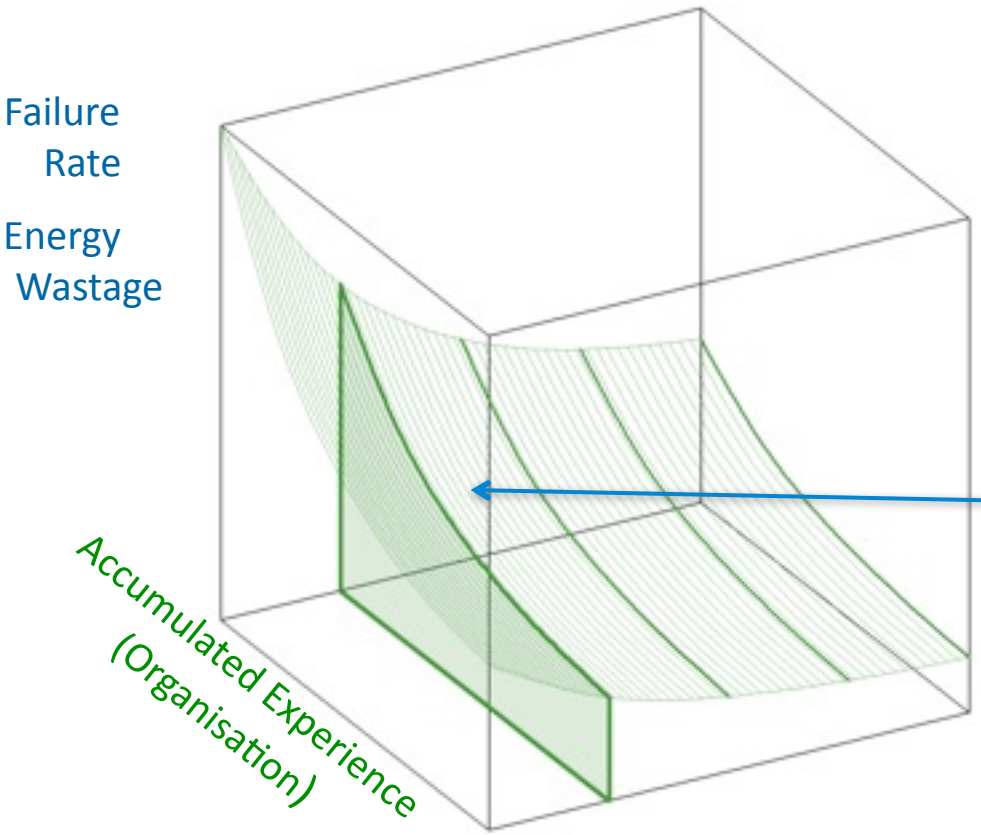
Duffey & Saull 2008, *"Managing Risk: The human element"*

operational Intelligence
Optimising your data centre reliability & energy performance

Depth of experience impact on PUE



Your learning curve



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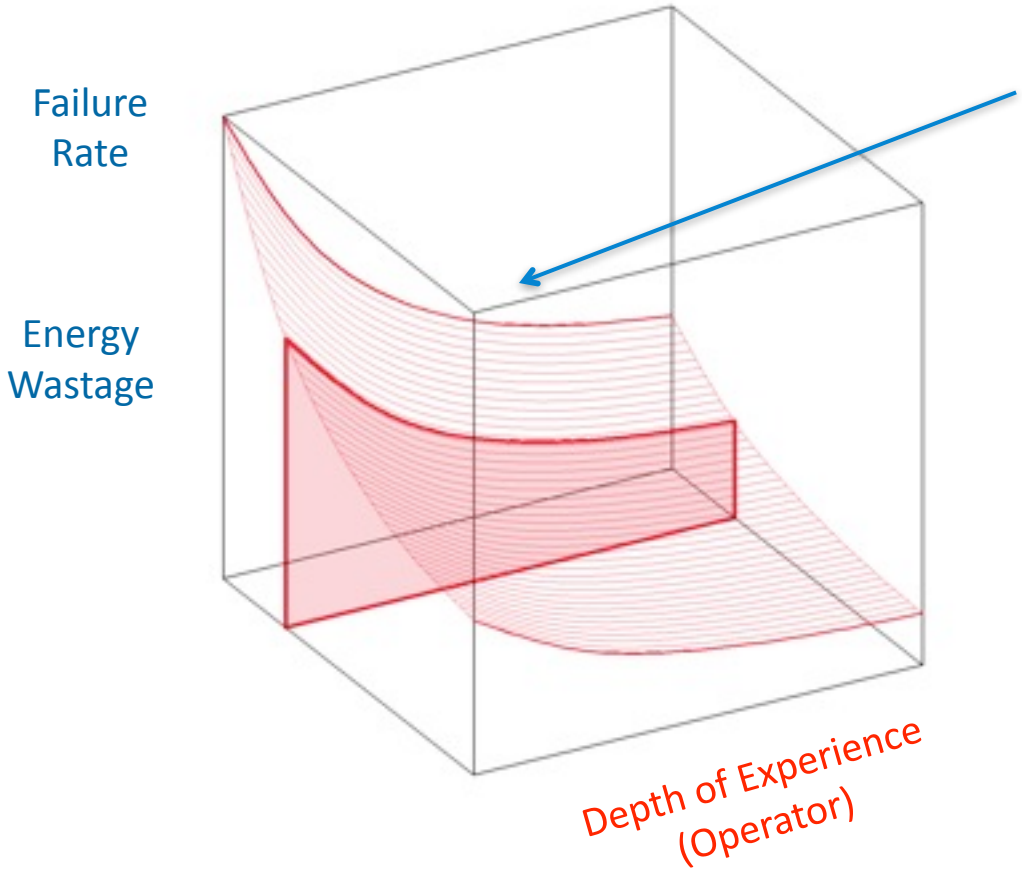

Where are your operators?

Danger Signs

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

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

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

Finding the right people

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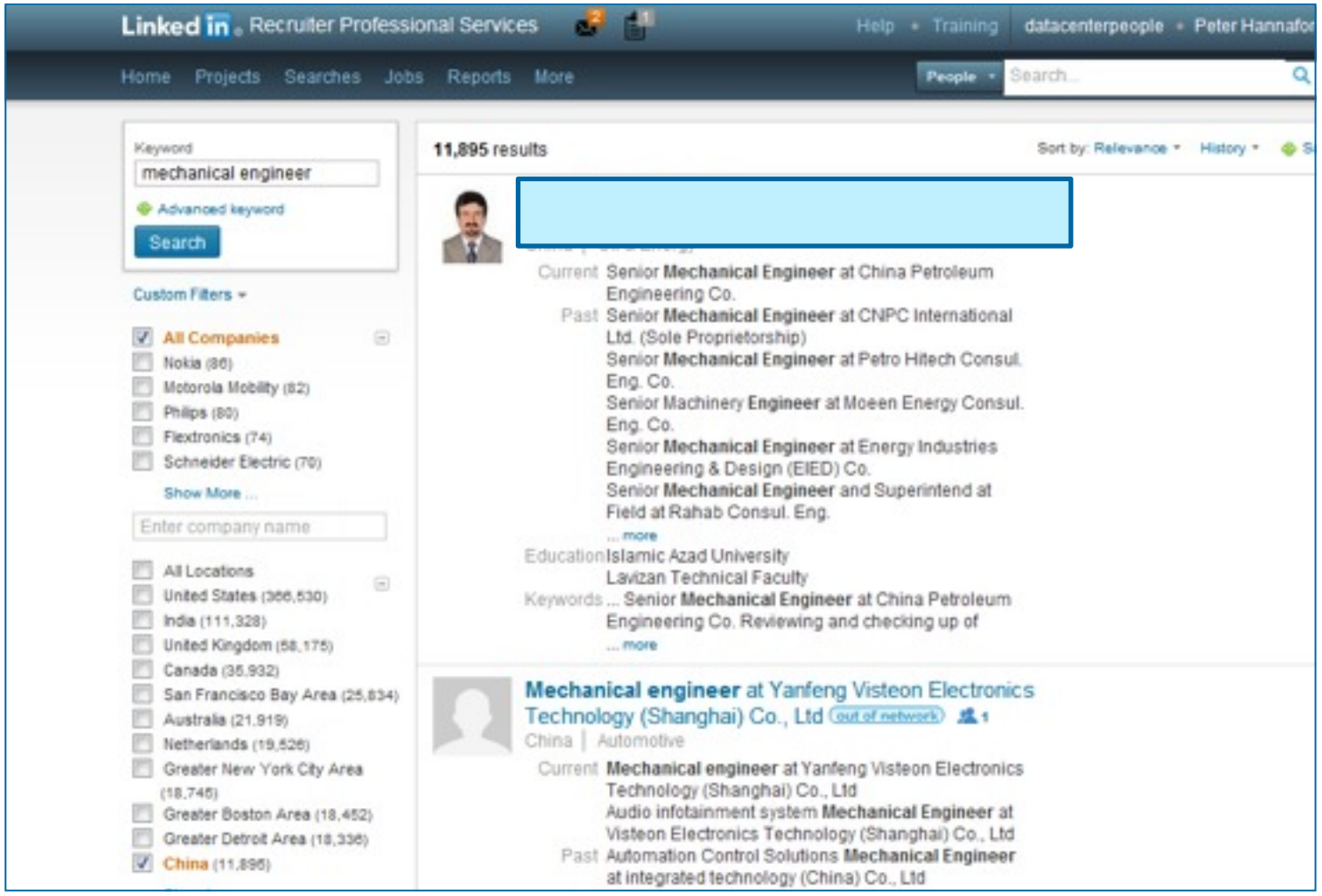
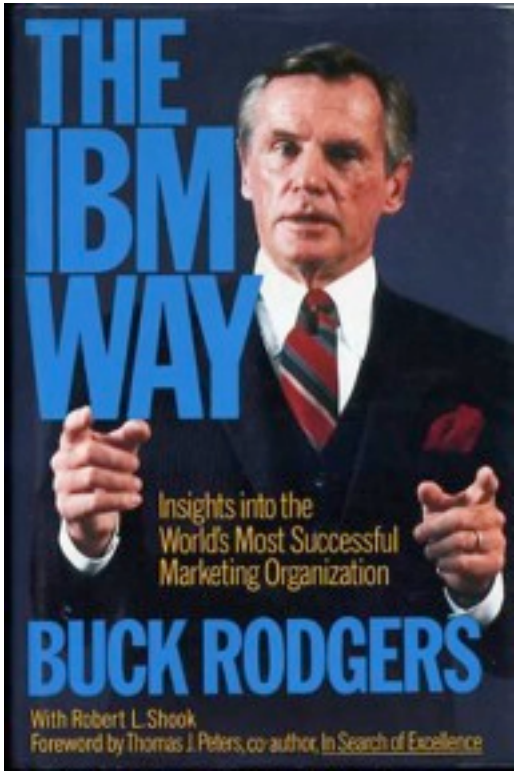
- Personal network
- Extended network
- Corporate (internal) databases
- Corporate (external) databases
- LinkedIn
- LinkedIn Recruiter
- Jobs website
- General contingent recruitment company
- Recruitment consultant/headhunter

LinkedIn Recruiter



Training #1

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



DC Professional Development

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Training #2

- We’re in a changing world
  - Need continuous training

Staff Retention

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- 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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