Tanner Van Essen

VP Infrastructure Engineering & Operations

30 / 60 / 90 Day Plan

Days 0-30: Discovery & Quick Wins

Week 1-2: Listening Tour
  - 1:1s with every direct report and key stakeholders
  - Shadow on-call rotation to see incident reality
  - Inventory critical services: "What breaks the firm?"
  - Review last 6 months of P0/P1 incidents for patterns

Week 3: Risk Assessment
  - Top 10 reliability risks (SPOFs, tech debt, runbook gaps)
  - Security gaps (access controls, patching, secrets)
  - Cost hotspots (untagged resources, overprovisioned)
  - Data pipeline health (SLA violations, freshness)

Week 4: Foundation Setup
  - Define 5-7 core SLOs for tier-1 services
  - Incident severity model + escalation paths
  - Service catalog: owners, dependencies, runbooks
  - Ship 30-day assessment to leadership

Days 31-60: Operational Maturity

  - Observability: logs, metrics, traces, dashboards
  - Alert hygiene: reduce noise 50%, make alerts actionable
  - Incident command structure + weekly reviews
  - CI/CD gates (testing, security, approval)
  - FinOps: tagging, budget alerts, cost reviews

Days 61-90: Scale & Enable

Infrastructure:
  - Golden-path Terraform modules
  - M&A onboarding playbook with Day 1/30/90 gates
  - Integration patterns for SaaS/internal/vendors

AI Enablement:
  - Enterprise AI tool adoption program
  - Workshops, templates, self-serve hub
  - Track adoption metrics and ROI

Team:
  - Hire SRE nucleus + cloud platform leads
  - Culture > Talent hiring via network

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