Coming Up Next

The Apache Way: Effective Open Source Project Management

@ShaneCurcuru

HEY! You can see this online - with detailed Speaker Notes!

http://shaneslides.com/apachecon/
TheApacheWay-ApacheConAtHome.html

Tip: Press '?' for help

The Apache Way

Effective Open Source Project Management

@ShaneCururu

Vice Chairman

The Apache Software Foundation

The Apache Way Introduction

*The Apache Way is a set or behaviors and practices developed at the ASF and designed to promote **long-lived** successful projects by focusing on **stable governance** and encouraging **new contributors**.*

These behaviors are required of all Apache projects.

Apache Way History

- Creation of the ASF as a Foundation
- PMC Organization and Growth
- History of the Apache Way

What we AREN'T Talking About

- But I'm not going to do that
- How much does history matter to newcomers?
- You want actionable information on **What To Do!**

Apache Way Menu

What behaviors should we talk about next?

- **Community** - over Code
- **Merit** - recognizing your work
- **Open Development** - for **everything**
- **Decision Making** - consensus & votes
- **Communication** - how we write
- Questions To Answer

The Apache Way is participatory! ***You*** *are part of the community!*

Community

Take a different way? | *Continue Onward?*

Community

- What do we mean by *community* here?
  - We don't live together
  - We don't work together
  - We don't know each other
- Except *through our project*

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- Community includes developers, writers, testers, sysadmins, devops,... **and users**.

Community - No Jerks Allowed

- "No jerks allowed" - a key early message
  - Apache communities value group contributors, not lone wolves
  - Diverse communities attract more new contributors over time
  - BDFL not allowed in Apache PMCs

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Be Excellent To Each Other

Community - Wear Your Hats

- You are an individual - not an employee
- No corporate participation at Apache
- Individuals get recognition
  - Side effect for corporate teams: each employee participates separately
  - Side effect for **you**: your merit stays with **you**

Community - Check Affiliations At The Door

- Not talking about hierarchy
- Because we don't have one - each project is separate
- We each volunteer with same powers
- Your PMC doesn't care what your dayjob role is

Community - Independent Governance

- ASF owns the trademarks
- ASF ensures neutrality, development
- PMC owns the brand
- PMCs govern independently

  "It's not a hierarchy, it's a community"

Merit

Take a different way? | Continue Onward?

Merit - What YOU Have ACTUALLY Done

Merit

The value **you** bring to the specific project, as defined in the **context of that project** by the project community.

"You gain merit by doing things that specific community values"

Merit - Growth

The more you do, the more power *you may be granted* to take actions:

- User
- Contributor
- **Committer**
- **PMC Member**
- PMC Chair / VP
- ASF Member
- **Director**

Merit - Not Authority

- Leaders or managers?

  *"Merit gets you **privileges**: commit access, voting on committers"*

  *"Merit does not buy you **authority** - community must still agree"*

Merit - Umbrella Projects

Problem area: Umbrella projects

Apache Jakarta *was* an umbrella project - with many different sub-projects and components and communities - each *slightly different*.

PMCs must be coherent communities to equitably recognize merit.

Open Development

Take a different way? | Continue Onward?

Open Development - Time Shifting

- Yes, we use mailing lists
- Asynchronous communication is critical
  - ...a dispersed community
  - ...dispersed in space
  - ...dispersed in abilities / expertise
  - ...dispersed in motivation
  - ...dispersed in time
- Only know each other through the project

Open Development - Archiving Everything

If It Didn't Happen On-List It Didn't Happen

- Asynchronous lists provide time for
  - feedback
  - critique
  - new ideas
  - others to show their work
- Must be public list unless there's a reason for private list

Allows newcomers to learn at any time

Open Development - Transparent Decisions

- Your motives aren't transparent to the community
  - Motivated by boss, by outside technical need, by just being a geek
  - How does this decision benefit **the project**

The right way to work is to:

- Telegraph your intent
- Draft designs openly
- Submit work in chunks
- Welcome feedback along the way

Open Development - Pragmatic License

- Apache License v2.0
- Maximum user freedom
- Trust in ASF as corporation
  - To maintain open development
  - To continue to provide source code

Apache Attic - where quiet projects slumber forever

Decision Making

Take a different way? | Continue Onward?

Decision Making - Consensus Preferred

- Consensus within community
- Choose best path forward
  - Or even an improvement
  - Your perfection may be someone else's "meh"

Decision Making - Votes When Needed

*"Voting is a way to record an **official** consensus"*

"Voting is a shortcut to move consensus forward in a timely manner"

Decision Making - Timeline

- **Minimum** time to make a decision: 72 hours
- Allows time-shifted input from community

Decision Making - No Deadlines

- Because **we** don't have any - besides those **we** agree on together
- Because our deadlines are *earliest date* something could happen

Communication

Take a different way? | Continue Onward?

Communication - Kindness

Be kind.

Everyone here is a human being, and a **volunteer**.

Communication - Netiquette

Ask smart questions.

Communication - Conduct

Don't be a jerk; avoid the poisonous people... and help the community do something about it.

ASF Code of Conduct
https://www.apache.org/foundation/policies/conduct

Communication - Language

*"The core **development** activity must be in English."*

- Translation software isn't social
- The whole community must be able to evaluate your work
- The board provides oversight to **all** communities

Where next?

Take a different way? | Continue Onward?

The Apache Way

Needs Your Input!

These slides - and indeed the whole of the `apache.org` website - and
Shane's http://theapacheway.com website - are open source.

Get involved with documentation - improve the Apache Way!

https://www.apache.org/theapacheway/
https://github.com/ShaneCurcuru/slides/

Thank You & Questions!