

Drupal Governance Task Force 2018 Proposal

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Introduction

Drupal exists because of its community. Drupal started from humble beginnings, but through years of collective effort, it has grown to become one of the largest open source communities in the world. Drupal's origins are in people volunteering their time, but now Drupal also helps employ thousands of people, and is used to build projects serving governments, nonprofits, enterprises, and more.

We heard high regard and respect for Dries, the Drupal Association and the Community Working Group, but we also heard frustration. And we heard frustration from within these groups about the things they wanted to do or saw were needed, but because it was outside their scope, they couldn't act.

This proposal recommends a Community Governance Group be formed to put community at the heart of Drupal actions and strategies to better connect community members, the technology, Drupal Association and groups like the Community Working Group.

A strong, functioning community is more than a nice to have, it's seen as Drupal's main competitive advantage. If we fail to foster the ongoing needs of this community, we threaten the viability of the Drupal project. This we must avoid.

The recommendations in this proposal are based on a vision for a sustainable community; a big-picture perspective that will give us the flexibility to grow and change over time. They set out initial steps defining tools that enable our community governance to evolve as, and when, needed. This vision also recognises the tensions that exist within the community around governance structures, information and decision transparency, community participation, and the need for specific attention to increasing diversity and inclusion. It is not prescriptive; details and feasibility must be discussed before the recommendations can be realized.

Our Intentions

Our priority is delivering a proposal that leads to action — not just further conversation.

While our task force represented members from many different aspects of our community, it is nearly impossible to represent every aspect and consideration of our community. We have made recommendations to help our community evolve.

This document isn't a Community Strategic Plan, but we recommend creating one. There are actions and recommendations in this document that could be executed in a range of ways, such

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as by a new community body or by amending responsibilities of current groups like the Drupal Association or the Community Working Group. Defining a vision and a plan, and reviewing this against the assets and resources within the community is important. We recognize our community has known limitations to work with today. However, we will also caution that we heard from people frustrated by the slow pace of community change, and some simply don't believe action will ever happen. There are recommendations in this document that can be started quickly and would provide essential positive outcomes.

Our Process

To prepare this proposal we:

- Aggregated previous Drupal governance material
- Researched external governance material
- Created a set of framing questions for interviews
- Reached out to and interviewed over 30 individual community members not necessarily previously involved in governance feedback
- Held listening sessions at meetups and camps
- Interviewed current and previous leadership
- Created user stories from previous listening exercises to respect past process and revisit ideas and priorities
- Merged individual outlines developed by Task Force members into an initial draft
- Reviewed and edited multiple drafts
- Shared an advanced draft with key stakeholders for initial feedback

Next Steps

This proposal is delivered to the community. We have proposed a thirty-day open commentary period for everyone to express their thoughts. We will not create a revised proposal. Instead, we have created and linked to issues for each recommendation below. After the commentary period, we have asked for Dries to review and hopefully approve items once the community has provided their thoughts.

The task force is concerned about a lack of ownership for the recommendations found in the proposal after our group disbands. As such, we are recommending an initiative be created to create a charter and recruitment strategy for the proposed governance group. We feel that such a group can and should be responsible for moving the recommendations forward. Activities would include prioritizing ideas by impact and determining how to feasibly deliver.

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What is Governance?

“Governance” has different connotations depending on the context — indeed, the concept does not even translate directly for many languages. In the interest of clarity, it is important to establish an agreed definition of governance for our community.

Broadly, community governance covers these topics:

- Processes and Structures
- Operations and Oversight
- Points of Authority and Decision Making
- Best Practices

Community members have shared that, for them, good governance is an evolving, but predictable process; one that promotes transparency, accountability, and trust. It strives for clarity and avoids single points of authority.

Beyond general good governance, governance must also fulfill more specific needs:

- Serve the global Drupal community across cultural differences and multiple languages
- Leverage the Drupal Association thoughtfully
- Recognize the needs of all stakeholders (project leadership, companies, adopters, and community members)
- Build human connections within the community
- Support all members of the community, bringing out their best with the help they need to be effective

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Executive Summary

We have split the recommendations into three broad focus areas:

1. Enabling and Supporting Community Led Action

High level strategic and structural decisions within the community

2. Creating Practical Change

Actions and tasks that can be carried out as community-led initiatives

3. Clarifying Shared Language and Managing Conflict

Shared language, definitions and conflict resolution standards that affect the global community

No individual recommendation from this proposal should be evaluated in isolation. We believe there is an advantageous order for executing the recommendations — and several of the recommendations depend on others for their execution, or draw on complementary ideas.

Recommendation	Focus Area	Outcome(s)
Create a Community Governance Group	Enable and Support Community Led Action	Distribute leadership to the community
Improve Collaboration Between the Drupal Association and the Community	Enable and Support Community Led Action	Enable community outcomes and establish global focus
Clarify and Expand Local Drupal Associations	Enable and Support Community Led Action	Effectively reach local communities to grow Drupal
Grow the Community Working Group to Offer More Support	Enable and Support Community Led Action	Enhance community support globally and locally
Create a Community Strategic Plan	Enable and Support Community Led Action	Focus community efforts on defined strategic priorities

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<u>Expand Onboarding and Mentoring to Increase Contributor Pipeline</u>	Create Practical Change	New and diverse contributors join and sustain Drupal
<u>Provide Greater Support For In-Person Events</u>	Create Practical Change	Greater knowledge sharing and coordination amongst event organizers
<u>Build a New Community Website to Centralize Communication and Promote Opportunities</u>	Create Practical Change	Lowering barriers to information access, enabling furthered contribution, and evolving, centralized information sharing.
<u>Create Community Training Offerings to Develop Leadership Skills</u>	Create Practical Change	Developing new leaders for leadership succession, community professional development, and community enablement.
<u>Define Key Community Terms In Clear, Translatable Language</u>	Clarify Shared Language and Manage Conflict	Common terms and language build shared understanding and consensus
<u>Create a Drupal Community Diversity Statement</u>	Clarify Shared Language and Manage Conflict	Achieving diversity is a core Drupal principle and inclusion is an active practice. Always.
<u>Improve Definitions of Representation, Leadership, and the Expected Higher Standards</u>	Clarify Shared Language and Manage Conflict	Leaders represent the name of Drupal and the community, as ambassadors they have responsibilities
<u>Establish Processes for Handling Conflict of Interests</u>	Clarify Shared Language and Manage Conflict	Conflicts of interest are minimised and always transparent

The remainder of the proposal details the recommendations.

Enabling and Supporting Community Led Action

1. Create a Community Governance Group

Having a BDFL model means loyalty, time, and attention is divided. There is often frustration as pressure for change and decisions reach an individual bottleneck. There is a strong feeling that any community change or action requires Dries' approval before commencing let alone expanding. The project is bigger than one individual; it's time to recognise that and place a community group at the center.

What we heard:

The Drupal community needs to simultaneously distribute authority and establish a framework for ongoing improvements.

Distributing authority would ensure that Dries, as the [Benevolent Dictator For Life](#) (BDFL), is not the single point of authority. This would mitigate concerns around bias and potential conflicts of interest, and is vital for community credibility.

We heard clearly that Dries is highly respected. However, realistically, being one person he is a blocker to community progress. Dries was interviewed as we created this proposal; he is positive and open to community needs. However, we recognize that for any of our recommendations to be implemented we will need him to endorse and prioritise recommendations to direct resources and focus. This is a risk, because there are many critical priorities competing for his time and focus.

But where can the focus and movement needed for community change come from if not from Dries?

We heard community change is necessary, and that working towards it is exhausting. We also heard that it has been a challenge for far too long. We caution that working on community issues and community action burns people out, especially when only limited progress towards change is made.

What we recommend:

We recommend that a new group focused on community governance be given responsibility for managing the changing needs of the community as it grows, and

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for developing processes that will foster participation and collaboration. This group will work with people in the community to help make connections and scale ideas.

The responsibilities of this Community Governance Group may include such things as consolidating and clarifying community-based standards, advising other community groups, and serving as an escalation point for any issues outside of existing group charters (e.g. serving as the point of escalation for the [Community Working Group](#) or CWG).

As previously mentioned, **we recommend an initiative to help create the chartered group and define how to recruit members.** Some potential responsibilities of this proposed group are articulated in other sections of this proposal that can help inform the future charter.

2. Improve Collaboration Between the Drupal Association and the Community

The Drupal Association (DA) should represent and support the project globally. There are unrealized opportunities throughout the globe to build and develop the community and increase Drupal adoption. Many express a belief that the DA now looks inward, with its focus narrowed to the US to the detriment of other established and emerging regions. Placing community growth and presence at the center of the DA is an important part of reestablishing trust that the DA can serve the varying interests of Drupal's global network.

What we heard:

There are gaps between the DA's scope, the community's understanding of what the DA does, and what the community would like the DA to do — and this creates tension. We heard people say that the limitations of the DA's charter add to the tension.

Community members in multiple forums express frustration, believing the DA should be doing more to support the community. We also heard that people don't feel empowered to create change in the community without DA permission or approval. This creates tension, as the DA maintains community resources (e.g. legal and fiscal).

We heard trust as a key theme when people spoke about the DA: that trust between the community and the DA had broken down. A key cause of the breakdown of trust is the feeling that the DA increasing focuses on the United States, as community members witness the DA's withdrawal of activities from other regions such as Europe.

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It should be recognized that the DA is already serving the community in critical ways. For instance, Drupal adoption helps create jobs for community members. The DA already runs DrupalCon which is primarily a community targeted event. It raises money from these events, which it then invests into the resources and technology running Drupal.org throughout the year. While such things help the community and not just the business ecosystem, trust can be gained by being more deliberate and open about how the DA is serving the entire community.

The community is telling us that, in their experience, our community is not doing enough to build inclusion, and that they feel the DA could help. Promoting access to the community is critical for sustainability.

Community members also tell us they perceive the DA to function principally in the service of Drupal's business ecosystem. Recent DA decisions, such as terminating support for camps (in the US) and increasing costs associated with attending DrupalCon (globally), have alienated community members even if such decisions help the DA to maintain community-related services and remain solvent.

We did not hear anyone talk about the [Community Cultivation Grants program](#), not one person raised this program as an important way to incubate new communities and capture knowledge.

We heard that without the Drupal Association support, ideas originating in the community were difficult to implement and could not be scaled. We also heard that enabling community ideas is not a core role of the DA. It puts progress and community building into conflict, neither side has the assets and abilities to be able to act. There is great work being done or wanting to be done in the community, our community is full of change makers and innovators, we are simply not doing enough to enable them.

The Drupal Association is at a crossroad, if it cannot facilitate and support global community capacity building. It needs to ensure that, if a Community Governance Group is established, it can share assets, strengths and resources for both movements to thrive. The community expects the Drupal Association to fully support and enable community action.

What we recommend:

The DA must be more proactive in focusing on making sure that as many community members have as much opportunity to participate as possible.

Community members do not like to see people miss out, or opportunities unfairly distributed.

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We recommend the DA evaluate their current charter and expand it. We heard the community and the DA say they would like the DA to do more to serve the community, we strongly encourage the DA to pursue this change.

There is a genuine threat to the DA's membership — and ultimately, to its sustainability — if balance is not restored. **It would build trust if the DA helped invest additional funds at the discretion of the community.** Members care a great deal that their membership dues are used to support the global community.

The Community Cultivation Grants program should become a community managed program where learnings, took kits and support are captured. This program is an ideal opportunity for the DA to partner with the community on community action. Stewardship of this program should be managed by the Community Governance Group.

Community members often identify communication from the DA as a tension point. To rectify this, we recommend that **all public DA communication should clearly identify the reasoning behind decisions, who was involved in the decision making process, and the projected consequences of not acting.**

The Community Liaison role is positively regarded by members, valued as a strategic partner, and a source of information. **We recommend that the Liaison continue to prioritise community presence and engagement.** (*Please note: this was a unanimous recommendation from the Taskforce based on community feedback. Rachel Lawson recused herself from discussions on this issue.)

Attending DrupalCon is a large part of community participation. **Ticket pricing, scholarships, and ticket discounts should be continually reviewed, and the community must be consulted in new ways to ensure that people are not missing out due to cost.** While we recognize that many people have organisations that sponsor participation, Drupal should remain loyal to the small businesses and independent contractors that contribute. We also caution that inequality of participation in the community and in employment means that there are groups that are disproportionately affected by cost.

The community needs to have a stronger voice in the overall vision and prioritization of the DA. **We recommend adding two more community elected board members.** Even though several appointed board members are from our community at large, additional elected members ensure the community can vote for people representing their shared interests.

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It is our understanding board members only serve as strategic consultants. According to [this video on community elections](#), “agenda items are determined by the executive committee” and “it is important to keep in mind that the community elected board member is participating in the set agenda”, which could suggest a watered down role of community-elected board members to help influence the actual priorities of the DA. **The DA must clarify how priorities are determined and ensure board members are able to represent community needs.** This could be as simple as clarifying board member responsibilities or it could motivate operational change that empowers community-related representation.

Community board members are elected for two years in staggering cycles. It is our recommendation that **a community board member(s) be elevated to the executive committee to help represent community interests for the DA’s overall agenda and priorities.** This would rotate each year and strengthen the role of these board seats.

We further recommend that the new Local Association Working Group (recommendation 3) group be given responsibility of establishing the process around the creation of local groups, for defining the relationship to the DA, and for creating best practices. The Local Association Working Group would recommend a set of services and operations local associations can offer, work with the DA for support, and provide guidelines on how to best to promote Drupal and local events.

3. Clarify and Expand Local Drupal Associations

There is a wealth of existing knowledge on how to create and grow local communities; we need to assist the next generation of Drupal community members to successfully manage and grow a local presence.

What we heard:

Well-organised local Drupal associations are a vital part of the community. They provide support to members in their own language, while being mindful of local culture, allowing Drupal to grow and flourish in regional areas. They establish a human connection — identified as a priority by the feedback we collected.

However, not all regions have a local association, and there are no established processes or guidelines to assist community members willing to do the work to establish one.

What we recommend:

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We recommend the creation of a Local Association Working Group. This group would promote the creation of local chapters, support their ongoing work, and facilitate collaboration and knowledge-sharing amongst groups. The intent of this group is to facilitate the transfer of the vast wealth of knowledge people have amassed over the years, and to share that forward. The additional recommendation in this report for a new community website will act as an important tool for this group. A relationship with the DA would be beneficial for funding, legal support, and collaboration.

It is especially important to **encourage the creation of a local association in the US**, to make it clear that the Drupal Association serves our global community and has a relationship with the work of local associations. Until this happens, there will always be a feeling outside the US that the Drupal Association is “US-centric”.

We further recommend that this working group be given responsibility of establishing the process around the creation of new local groups and for defining best practices. The Local Association Working Group would recommend a set of services and operations local associations can offer, work with the DA for support, and provide guidelines on how to best to promote Drupal and local events

4. Grow the Community Working Group to Offer More Support

The Community Working Group performs an important governance function. It should be expanded to enable it to better serve a global community and have a localized version in other regions.

What we heard:

The CWG oversees community governance and day-to-day conflict resolution. This responsibility currently falls upon three or four community members, which is not a sufficient number for the workload. There is a great need for conflict resolution, diplomacy, and nurturing of community health — which should be a shared burden.

We acknowledge that the CWG is actively recruiting new members, but a modest expansion may not be sufficient to serve the growing needs of the group and the community.

The work of the CWG requires an understanding of privacy, governance, and conflict resolution, and demands significant emotional labour and strong communication skills. These are specialised skills, and we would not wish for the CWG to become less selective, but the challenges posed by a large, global community make this responsibility difficult for any small group of people to carry. Expansion is needed.

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What we recommend:

We recommend that the CWG expand the group's types of roles, accommodating a much larger group and allowing a more equitable distribution of labor.

Diversifying roles would create openings for volunteers with a range of skills, and reduce the need for all CWG members to be involved in every incident. It would extend the reach of the CWG, increasing the likelihood that someone will be available when needed. This would also improve responsiveness across time zones, reduce language and cultural barriers, and reduce conflicts of interest.

We further recommend the creation of regional CWGs, or that the CWG recruits and assigns a representative with the necessary language skills to local associations. It is important to be able to respond promptly to community members, and (if possible) do so in their native language. It is recommended that these groups or representatives operate as an integrated part of the CWG, not as independent bodies.

We want to acknowledge that the CWG benefits from many of the other recommendations in the proposal. Training offerings can help with recruitment, legal support can mitigate risk to those involved, and increased financial support may allow the CWG to move their efforts forward. It should be explicitly noted that, as part of our recommendation, the CWG must avoid a single point of authority and should not report directly to Dries. **We recommend the CWG escalate items to the new, proposed Community Governance Group.** The proposed group will need to have the proper authority, and legal and fiscal support, to be successful in this capacity.

5. Create a Community Strategic Plan

People want to make a difference but without a strategic plan, our community lacks focus and our efforts fragment. A shared focus will help us centralize resources, efforts, and funding.

What we heard:

Many community members express a strong desire to participate in initiatives that have purpose. This cannot occur without internal change and dedicated resources.

As a large open source community our efforts are distributed, which is both a strength and a weakness. The Drupal community would benefit from greater focus and by unifying our global efforts. Community members need to share their interests and have the tools to prioritize and fund initiatives that best serve the community's growth and

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development. Many ideas of this proposal, like training offerings and expanded mentoring, serve as examples of this.

What we recommend:

We recommend that a Community Strategic Plan be created annually, serving as a guidepost for ongoing improvement within the community. The Community Governance Group would be responsible for collaborating with members of the community to formulate this plan.

We recommend that the Community Governance Group be given management of a Community Benefit Fund, distributing grants to create positive impact throughout the Drupal community, guided by the strategic plan. This could be achieved through new fundraising efforts or sharing a portion of DA membership funds.

Many promising ideas have been tried in our community — but scaling ideas is difficult, and individuals often do not have the influence or access to resources to bring them to fruition. The proposed Community Governance Group would establish an open and transparent process that encourages all community members to advance their ideas. The group would help bootstrap and curate ideas for the next strategic plan.

Creating Practical Change

6. Expand Onboarding and Mentoring to Increase Contributor Pipeline

A healthy contributor pipeline requires a capacity to effectively onboard and mentor community members. Many groups told us they are struggling with declining volunteer and participant numbers. This leads to difficulties with succession planning and volunteer burnout. We must act.

What we heard:

We know from the [latest review of the data on contribution](#) that the contribution profile is changing: the shift from volunteer predominance to sponsored individuals is just one example. However, comparable with general trends in the sector, sponsored contributors are less likely to be from marginalized or minority groups, which may adversely skew our demographic profile data for contributors. This hampers our efforts to encourage

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diversity. The same data also shows that at least eighty percent of Drupal contributors identify as male, with the percentage of female contributors only increasing by one percentage point per year over the last two years. New action for community engagement and adoption is required, and it needs funding.

Improving diversity and fostering inclusion for marginalized and minority groups offers tangible pragmatic benefits: it significantly expands the talent pipeline, contributing to the sustainability and growth of the Drupal project.

What we recommend:

To invite the creation of new ways of engaging, onboarding, and mentoring new people, we recommend an initiative to explore effective methods to achieve those goals that is both funded and actively marketed. Such an initiative would help with succession planning, reduce burnout, and can help to foster new community leaders. An initiative may yield ideas, like partnering with other groups that already promote diversity and inclusion but may not be familiar with Drupal.

We commend the efforts of Drupal's existing Mentoring Program, which works to support the needs of contributors, and **recommend that the efforts of the mentoring program be expanded and made more visible.** For example, a buddy system pairing up new contributors with mentors established in their specific subject area might be one way to bolster the human connection, lower the barrier of entry, and help newcomers navigate our community.

We need to be able to measure progress, and while we have data that tells us some of the story we do not have the whole picture. Data helps keep people accountable and shows transparency. **We recommend an ongoing focus on analyzing the data we do have, to identify and resolve the limitations of what we collect, and to work on solutions to ensure all community contributions are recognized.**

7. Provide Greater Support For In-Person Events

In-person events need more support to enable them to be sustainable and engage new people. There needs to be an opportunity for common standards so people know that they are participating in something of quality and value.

What we heard:

In-person events (conferences, camps, meetups, sprints, etc) are often the primary entry point for new community members. They are the social lifeblood that keeps people

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engaged, contributing, knowledge sharing and networking. The more we support local organizers, the more successful these events can be.

The Drupal community has been independently organizing events for more than a decade, clearly demonstrating that we have members who possess a wealth of relevant knowledge — but we are not doing enough to support those people, or to help them share that knowledge.

There are currently no formal standards, guidelines, or best practices that community-led events can follow. This leads to inconsistencies, a lack of information sharing, and the risk of misrepresentation of the community's interests and values.

What we recommend:

We recommend the creation of a Community Event Working Group. The purpose of this group would be to caretake knowledge sharing, develop standards for events, and to provide a mechanism for escalating concerns to appropriate leadership bodies. This group can offer support to those running events, support training initiatives, and identify resources needed to help community events flourish.

We further recommend the creation of an opt-in event certification or badge program to clearly identify events that meet defined standards. Such a certification would prioritise things like transparency of event management, financing, acceptance of a shared Code of Conduct, minimum accessibility standards, and more.

8. Build a New Community Website to Centralize Communication and Promote Opportunities

The community is a wealth of knowledge and while there may be a link for everything, it is very difficult for people unfamiliar with drupal.org to know where to look. The drupal.org site cannot be all things to all people, it's time for the community component to be split into something more flexible and robust.

What we heard:

While community information can be held in many places, it is confusing for community members to find content, especially if they are new. Not being able to navigate to information and needing to ask creates a feeling of being an “outsider”. Other projects, such as Joomla!, are better handling this information sharing and transparency through a dedicated community site.

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What we recommend:

We recommend building a dedicated community website. Drupal's community site needs to be re-envisioned to centrally manage all community-related information, opportunities, and efforts.

The community site should consolidate information about events, local groups and associations, and governance. It should aggregate communication from all groups, including the DA, in appropriate formats i.e: blogs, requests for feedback, calls for participation, etc.

The Drupal community is multilingual, and the Drupal community site should be translated into multiple languages. Pathways to participation such as Drupal's mentoring program, and involvement in specific Drupal initiatives, should be accessible from the new site. Usability, clarity, and end-user needs must be a priority — this should be implemented collaboratively with the Documentation Initiative.

The Community Governance Group would maintain a communication strategy to coordinate community messaging, especially through social media. Many members are unsure how to get information promoted through existing channels. It is hard to identify who manages which social media accounts, and coordinate messaging across these platforms. This negatively affects events as significant as global training days, which impacts recruitment and education.

9. Create Community Training Offerings to Develop Leadership Skills

Effective leadership is not a given. All current and emerging leaders benefit from training and professional development.

What we heard:

Our community needs to offer more support to members who may be good candidates for leadership roles, but who would benefit from professional development. This is especially important for our international community, who are often required to communicate non-natively in English.

The Drupal community does not currently offer the resources necessary for effectively developing new community leaders. This runs the risk of promoting burnout, entrenching tribal knowledge, a lack of transparency, and decreasing opportunities for new people to participate.

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Community crisis has also made apparent the urgent need for clearer communication and expanded conflict resolution capabilities.

What we recommend:

To help address these concerns, **we recommend the creation of training courses**, beginning with the following topics:

- Leadership
- Conflict resolution
- Communication (e.g. non-violent and crisis communication, ESL)
- Event management
- Creating meaningful diversity and inclusion

Training offerings are complementary to supporting initiatives to recruit, onboard, and mentor new community members. Training will also help us better prepare individuals to deal with future community issues that arise.

We recommend that all individuals in leadership roles and all members of existing groups take appropriate training courses. The initial course topics listed introduces what we heard and should be expanded over time as the need arises.

We also recommend the creation of a new certification or badge program for display on the drupal.org profiles.

External training partnerships may offer the most effective solution, and should be explored, although outside partnerships may require fundraising efforts and the DA's involvement as the legal entity representing the community.

We recognize that there is limited funding available, and external training partnerships or paid offerings may be the most effective solution; however, any trainings required for leadership, or used to promote community growth, must be free.

Training needs can and should evolve over time. Any group should be able to outline their training needs, and the DA should help to support the finances, infrastructure, and potential partnerships.

Clarifying Shared Language and Managing Conflict

10. Define Key Community Terms In Clear, Translatable Language

Shared definitions reduce tension and ambiguity; an agreed common language helps community members communicate.

What we heard:

What is the community? What constitutes a contribution? What is a Drupal space, and what isn't? The Drupal community is rife with ambiguity, and we cannot adequately communicate or define policy without shared understanding of key community concepts.

What we recommend:

We recommend the creation of clear definitions for these terms. They should be documented on drupal.org, and the wording used must be easily translated.

We leave the tasks of determining an initial list of terms and then developing definitions to a more appropriate body.

11. Create a Drupal Community Diversity Statement

Diversity and inclusion needs to be a core Drupal value and priority. Not prioritizing diversity does a disservice to the individuals who could benefit directly; and diverse contribution benefits the growth and potential of Drupal and the community.

What we heard:

The Drupal community cannot achieve its full potential without making a commitment to diversity and inclusion and honouring it. The Drupal community flourishes when we ensure that talented people are not inherently excluded, and that all are afforded opportunities for engagement and development.

Much like the Values and Principles, our community needs definition around diversity and inclusion to help guide us, and it is important for our community identity that we have clarity — although we recognize this is no easy task.

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What we recommend:

We recommend the creation of a diversity statement. As with other official Drupal community guideposts, like the Values and Principles, this would be a living document with ongoing improvements based on open feedback from the community.

The diversity statement would be a first-order policy along with the mission, vision, and values and principles documents. **We further recommend a process be defined for reviewing ongoing commentary and/or proposed changes.**

12. Improve Definitions of Representation, Leadership, and the Expected Higher Standards

Drupal is a professional community across the globe. When people step into a representation or leadership role, they are expected to represent the values and good standing of the project and community.

What we heard:

Our community has people that use Drupal, contribute to Drupal, have dedicated roles within the community, run camps, and more. In some respects, all of these people represent the Drupal community. And while some community members have greater responsibilities, the same standards cannot be broadly applied to everyone.

To exemplify this point: someone who simply chooses to use Drupal has not made the same choice to represent Drupal as someone who leads an initiative. Attending an event does not warrant the same elevated standard as organizing an event.

Representing Drupal is broadly applicable. We must better understand who is representing Drupal and what is expected of them. It is expected that those representing Drupal, especially in official capacities, maintain a higher standard to not misrepresent the community.

What we recommend:

Representing Drupal is often a choice participants make. Anyone may choose to host a Drupal meetup or give a presentation at an event about Drupal, but it is implied that anyone who is actively choosing to represent Drupal agrees to a community standard. **We must define what constitutes representing Drupal and the applicable standards.**

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Our community expects more from its leaders beyond just effectively representing Drupal. We believe there should be elevated standards. Leaders not only represent Drupal, but have responsibility for things like effective communication and conflict resolution. This also motivates our training recommendation. These skills help seek consensus and promote healthy community operation. Such positions include roles like core maintainers, initiative leads, and members of working groups. **We must define leadership and the higher standards for leaders throughout the community.**

If new standards are also established for leadership positions within the community, it should not be assumed that people automatically consent to this. There should be consent from leaders already participating in specific roles in the community. **All identified leaders should be asked to consent to the newly defined leadership standards.**

It is prudent for community members to be informed of the applied standards. As an example, community members may be more inclined to attend events knowing camp organizers and volunteers agree to uphold a set of standards. **We recommend the creation of a badge or certification program that can identify when such standards have been adopted.**

Let's also recognize that community leaders may need additional support to be effective. Under the umbrella of community training, **we should provide leaders with training, resources, and mentorship.** We demand a higher standard, but we cannot expect perfection, and we must allow room for growth.

13. Establish Processes for Handling Conflict of Interests

Drupal has grown to balance the needs of diverse stakeholders across the globe. Those in positions of authority may be in a position to offset this balance or make decisions for personal gain.

What we heard:

Community members expressed a desire to ensure community decision making was fair and did not favor specific interests. Many people within the community have interests and responsibilities that could introduce bias or serve specific business needs. For example, while Dries serves as the BDFL of the project, he also serves as an executive at Acquia. In many cases, the potential exists for there to be a conflict of interest. We heard that community members desire clarity on what constitutes a conflict of interest and to have a process to review and resolve issues.

What we recommend:

Drupal Governance Task Force 2018 Proposal

We recommend the creation of a Conflict of Interest Policy to promote fairness and eliminate potential biases. For the health of our community and the entire Drupal ecosystem, all members would be expected to adhere to this Conflict of Interest Policy.

With such a large and diverse community, it is expected that people have their own interests — and they may be subject to influence (or the appearance of influence) based on how they may personally benefit, or the benefit to their projects, clients, or employers.

The proposed Conflict of Interest Policy would set out guidelines for all community members and establish a review process for handling incidents in a fair and neutral way.

We recommend that responsibility for implementing and overseeing a Conflict of Interest Policy be assigned to a community-led group. A new group could be created, or the charter of an existing group, like the CWG, could be modified to include these additional responsibilities.

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