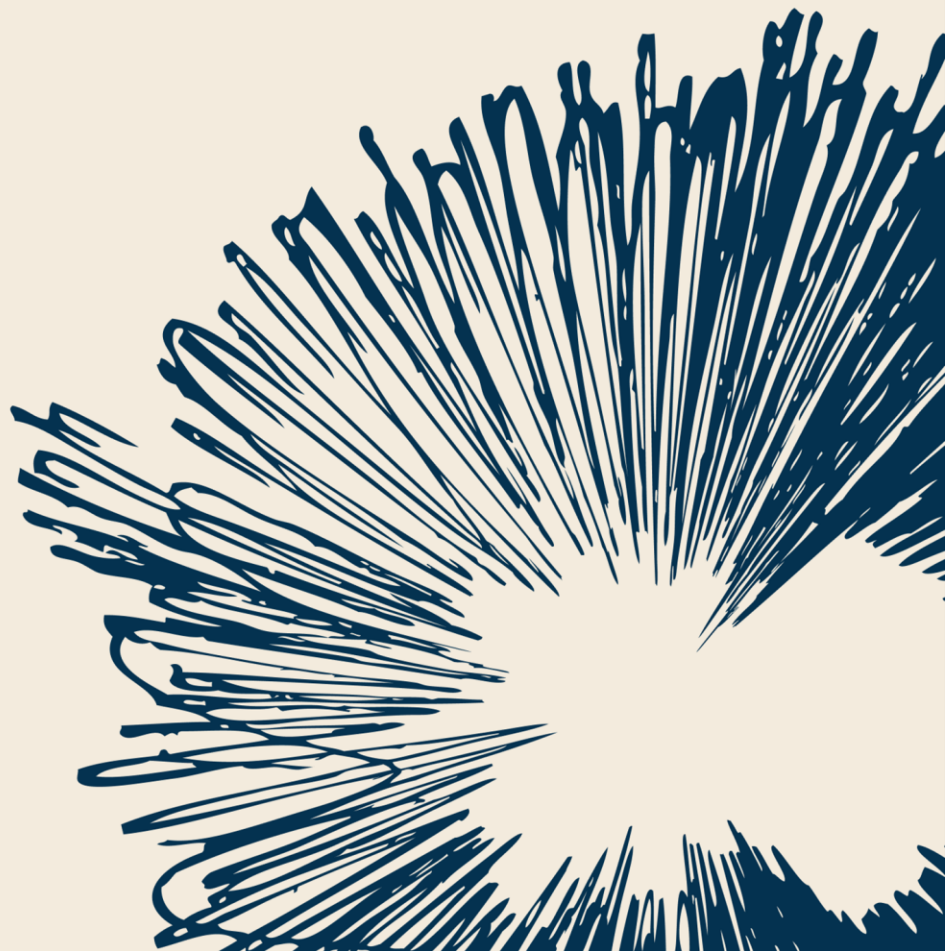


APS Member Community Charter **Behaviour Guidance**

27/05/2026



Purpose

This document provides illustrative examples of behaviours that may be inconsistent with the APS Member Community Charter.

It supports interpretation and consistent application of the Charter by providing practical examples across a range of APS contexts. The examples are not exhaustive and should be interpreted in context. This guidance should be read alongside the APS Member Community Charter and APS Charter Resolution Process.

This guidance is intended to complement, not replace, the principles set out in the Charter.

How behaviour is considered

Behaviour is considered in context, including:

- the seriousness of the behaviour
- whether the behaviour is repeated or forms part of a pattern over time
- the impact on individuals, teams or the broader APS community
- whether the behaviour has the effect of pressuring, circumventing or undermining agreed processes
- whether the individual is engaging constructively with feedback or responses
- whether the behaviour reflects a willingness to engage

Multiple low-level behaviours may, when considered together, constitute a more serious concern.

Context is critical in determining how behaviour is understood and addressed.

How concerns may be addressed

In general:

Early resolution may be appropriate where:

- the behaviour is low-level or one-off
- there is no safety concern or significant power imbalance
- the individuals are able to engage directly and constructively

Supported or formal consideration may be appropriate where:

- the behaviour is repeated or forms part of a pattern
- the behaviour is aggressive, intimidating or harmful
- previous attempts to resolve the matter have not been successful
- the behaviour involves misuse of role, process or influence

Kindness and Consideration

Behaviours that are inconsistent with kindness and consideration may include:

- Speaking in a hostile, aggressive or raised tone
- Non-verbal behaviours that signal dismissal or disrespect (e.g. eye rolling, dismissive gestures)
- Belittling, sarcastic or demeaning comments
- Failing to consider how communication may impact others

Respect and Civility

Behaviours that are inconsistent with respect and civility may include:

- Repeatedly interrupting or speaking over others
- Dismissing or undermining the contributions or expertise of others
- Raising concerns in a confrontational or disrespectful manner
- Engaging in personal attacks rather than constructive discussion

Safety and Inclusion

Behaviours that are inconsistent with safety and inclusion may include:

- Excluding individuals from discussions, decisions or opportunities
- Discriminatory or prejudicial remarks or conduct
- Behaviour that discourages participation or contribution by others
- Creating or contributing to an unwelcoming or hostile environment
- Pressuring others to conform beyond reasonable professional expectations

Constructive Engagement

Behaviours that are inconsistent with constructive engagement may include:

- Refusing to engage constructively in professional discussion
- Persistently adopting an adversarial or unproductive approach
- Reposting or repeating the same concern without engaging with responses provided
- Disrupting discussions or activities in a way that limits constructive progress
- Failing to engage constructively with feedback or responses
- Prioritising personal views or interests in a way that limits constructive engagement with other perspectives

Additional behaviours that may raise concern

The examples below reflect behaviours that often involve patterns, escalation or misuse of process.

Examples may include:

- Repeatedly pursuing the same matter across multiple channels or with multiple individuals after a clear response has been provided
- Escalating concerns broadly (e.g. copying multiple parties or external stakeholders) in a way that pressures or circumvents agreed processes
- Continuing to seek a different outcome after processes or decisions have been clearly communicated
- Bypassing agreed reporting lines or escalation pathways
- Recording conversations or meetings without consent
- Sharing private or confidential correspondence, or identifying individuals, without permission

Committee and role-based conduct

Examples may include:

- Undermining agreed decisions or governance processes
- Persistent disruption in meetings or committee activities
- Misuse of role, position or influence
- Breach of confidentiality
- Publicly misrepresenting APS, committee positions or decisions

- Using a role or position to advance personal views or interests in a way that undermines APS processes or decisions
- Withholding, distorting or delaying key information (e.g. minutes or records) in a way that impacts transparency or accountability

Public and online conduct

APS supports open, respectful and evidence-informed discussion, including where members hold differing views or wish to raise concerns. Where individuals identify themselves as APS members, volunteers or representatives, or where their APS role is publicly visible, behaviour in public or online environments may be considered under the Charter.

Examples may include:

- Making statements about APS, its members or activities that are inaccurate, misleading or not supported by available information, particularly where concerns have not been raised through appropriate channels
- Engaging in public commentary intended to harm the APS community or its reputation
- Misrepresenting APS positions or decisions
- Repeatedly posting or sharing content that is inflammatory, dismissive or undermines constructive professional dialogue
- Representing APS in public, online or media contexts where not authorised to do so

Early resolution and escalation

APS encourages concerns to be addressed early, where appropriate, through direct and respectful discussion between individuals.

As a professional community, members are expected to approach these discussions constructively, with consideration for others and a willingness to reflect on the impact of their behaviour.

More serious or repeated behaviours, or behaviours involving intimidation, harassment or significant impact, may require supported or formal consideration under the Charter Resolution Process.

Not exhaustive

These examples are intended to support understanding and are not exhaustive. Behaviour not specifically listed may still be considered inconsistent with the APS Member Community Charter where it does not align with the principles set out in the Charter and will be considered in context.

