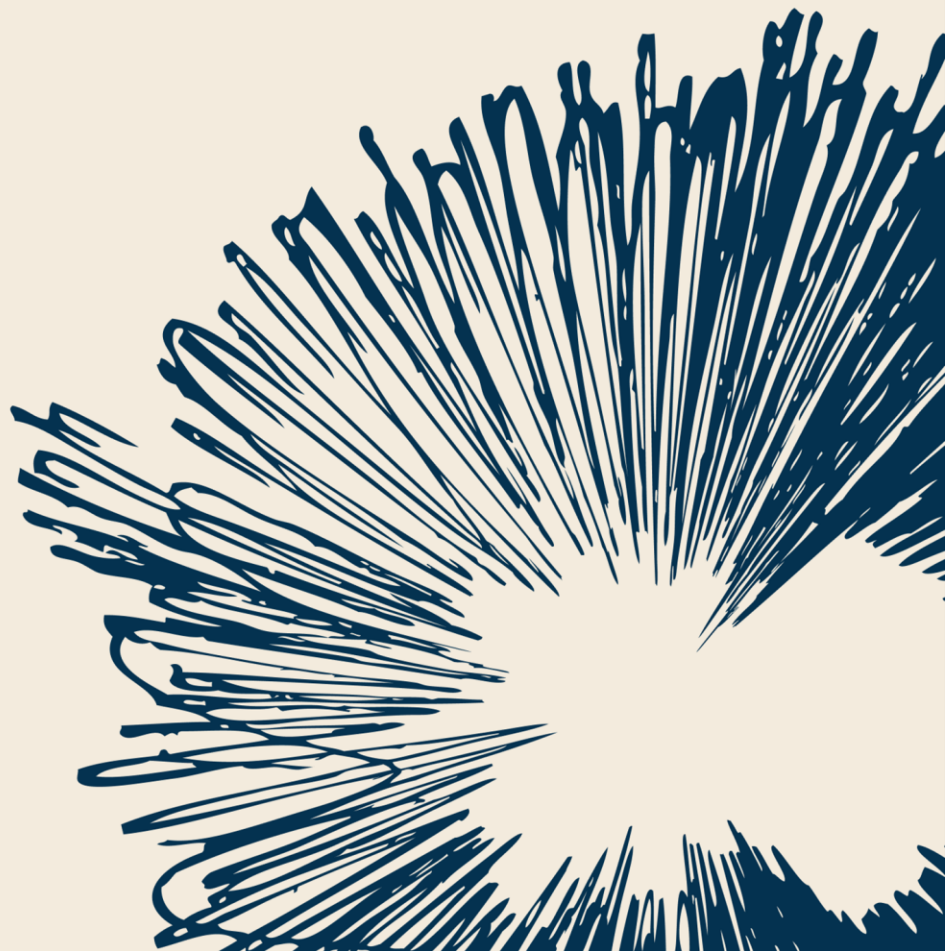


APS Member Community Charter – **Resolution Process**

27/05/2026



Introduction

This document outlines the process for raising and responding to concerns about behaviour within the APS community. It provides a framework for addressing concerns in a way that supports early resolution where appropriate and proportionate, fair and timely responses when formal steps are required.

The process applies to conduct arising in APS environments or otherwise relating to APS activities, including meetings, forums, events and official communications. APS environments may include in-person and online interactions where individuals are participating in APS activities or clearly representing an APS role. This process should be read alongside the APS Member Community Charter. It does not extend to members' professional practice, employment matters, or compliance with regulatory obligations, which fall outside the APS Member Community Charter framework.

APS encourages members to seek to resolve concerns directly where it is safe and appropriate to do so. The process below follows a staged approach that encourages concerns to be addressed early where possible while providing pathways for escalation where behaviour is serious, repeated or unresolved. As concerns progress through stages, they are considered by increasingly senior and formal decision-making bodies. In some circumstances, a matter may enter the process at a later stage. Where concerns are raised directly with senior leadership or Board members outside this process, APS will redirect the matter to the appropriate stage to support fair, consistent and impartial handling. This ensures all concerns are managed in accordance with the APS Member Community Charter and Charter Resolution Process. APS will manage information shared through this process confidentially. The identities and personal information of individuals raising, responding to or otherwise involved in a concern will be shared only where reasonably necessary to assess or resolve the matter, support procedural fairness, or meet APS's legal obligations.

This process should be read alongside the APS Member Community Charter and associated APS Member Community Charter – Behaviour Guidance.

Process and Resolution Pathway

1. EARLY RESOLUTION: concerns are addressed directly between individuals where safe and appropriate, without APS involvement.	
When	As soon as practicable, ideally within 7 days.
What happens	Where safe and appropriate, the concern is raised directly and respectfully between members. Either party may: • Name the behaviour • Describe its impact • Clearly state the change or outcome you expect • Set expectations and boundaries Early resolution is encouraged wherever possible so that issues can be addressed promptly and misunderstandings resolved before they escalate.
Additional support (if needed)	Where direct discussion is not appropriate or has not resolved the concern, individuals may seek support from another member or peer to assist with a further conversation before progressing the matter. Early resolution is encouraged as the first step wherever safe and appropriate. Where this is not possible or does not resolve the concern, the matter may progress to Supported Resolution.
Notes and specific considerations	• No APS record is created at this stage. Members are encouraged to keep their own contemporaneous notes where concerns arise. • Staff safety: If behaviour is aggressive, threatening, intimidating or persistently inappropriate, staff should escalate the matter to their manager

	without delay and are not required to continue engagement. Committees: Committee members are encouraged to raise concerns during or shortly after meetings where appropriate. Where direct resolution is not appropriate or safe, including where there may be a power imbalance or other contextual factors, members may document the concern and raise it through the Charter concern form outlined in the next stage – Supported Resolution.
2.	SUPPORTED RESOLUTION: APS is notified and becomes involved. APS receives the concern, confirms scope and coordinates the appropriate next steps.
	Who is involved APS staff, and where appropriate, one or more appropriately appointed APS member peers, to support independent and balanced consideration. Where peer input is sought, information is shared on a de-identified basis where possible and managed to ensure impartiality, minimise the risk of bias and support a psychologically safe process.
	When Concerns are raised within 14 days of the incident or early resolution attempt. APS acknowledges receipt and responds within approximately 10 business days.
	How to raise the concern Concerns at this stage are submitted through the Charter concern form. This ensures information is captured consistently and supports a fair and structured process.
	What APS does APS will: - Confirm whether the matter is within scope - Clarify expectations under the Charter and relevant processes - Seek additional information where required - Invite a response from other relevant parties to ensure a balanced understanding - Where appropriate, facilitate discussion to support resolution APS maintains a record of the concern to support continuity, fairness and appropriate escalation where required. Records are managed in accordance with APS information governance, privacy and record retention requirements.
	Outcome This stage focuses on supported resolution. Outcomes may include: - Clarification of expectations - Reinforcement of appropriate processes or behaviours - Facilitated discussion between parties
	Additional considerations - Staff-related concerns: Where concerns involve APS staff, the relevant APS manager will review the matter and determine appropriate next steps in line with workplace obligations and internal policies. - Committees: Where concerns affect the functioning of a committee, APS may support the Chair and committee to clarify expectations, adjust activities, or pause aspects of work while the matter is being resolved. - Board members: Where concerns involve individuals in governance roles (e.g. Board members), APS will consider conflicts of interest and adjust handling of the matter as appropriate.
	Escalation If concerns are not resolved or behaviour continues, the matter may proceed to Formal Consideration.
3.	FORMAL CONSIDERATION: APS formally reviews the concern where behaviour is serious, repeated or unresolved. Matters may proceed to this stage following supported resolution or may enter at this stage where behaviour is sufficiently serious.
	Who is involved Senior APS staff panel including professional standards expertise.

When Concerns are submitted within 21 days of the incident or supported resolution outcome. APS acknowledges receipt within 5 business days.
How to raise the concern Serious, repeated or unresolved concerns may be submitted through the Charter concern form. Examples of behaviours that may raise concern are outlined in the APS Member Community Charter and APS Member Community Charter – Behaviour Guidance.
What happens APS will: • Confirm whether the matter is within scope • Open and maintain a formal record of the concern and all relevant information in accordance with APS information governance and privacy requirements • Summarise the concern in neutral terms • Provide relevant information to the member concerned • Invite a written response (usually within 10–14 days) • Consider all material before making a determination APS will assess the concern impartially and in accordance with the Charter and communicate the outcome and reasons for the decision.
Determination timeframe APS aims to make a determination within 20 business days of receiving all relevant information from all parties. More complex matters may take up to 40 business days, with written notice provided.
Outcome Outcomes are proportionate to the nature and seriousness of the behaviour and may include: • Written expectations • Formal warning • Behavioural conditions for participation in APS activities • Conditions on communication or engagement • Temporary removal or pause from APS activities or roles • Removal from committee role or responsibilities • Escalation to the Formal Governance stage (when required) All outcomes are documented.
Escalation Where matters are serious, or where outcomes may affect membership status or formal appointments, the matter may proceed to Formal Governance.
4. FORMAL GOVERNANCE: This stage applies where governance-level action may be required, including matters that may affect APS membership status or formal appointments. It may follow Formal Consideration or apply where matters are sufficiently serious to require direct escalation.
Who is involved APS governance decision-making is structured to support independence and procedural fairness. Initial decisions are made by the Chair of the Governance and Risk Committee (or equivalent independent governance representative). Where a review is requested, this is considered by the APS President and/or Vice President, who were not involved in the original determination.
What happens APS will refer the matter to the appropriate governance decision-maker or body in accordance with APS governance arrangements, with clear documentation of the decision-making pathway and rationale. Where matters are referred to governance, APS will seek to have the matter considered at the next available governance meeting where practicable. Where necessary, APS may implement interim measures to protect individuals, committees or APS activities while the matter is being considered.
Timeframe

Investigations are ordinarily completed within 12 weeks. Any extensions will be communicated in writing.
Outcome Outcomes may include: • Formal findings • Conditions of membership • Suspension of membership • Termination of membership
Finality This stage concludes APS internal processes, subject to the review provisions outlined below.
Additional considerations • Board-related concerns: Where concerns involve APS Board members, APS will ensure that any actual or perceived conflicts of interest are identified and managed appropriately. Matters may be referred to an alternative governance decision-maker or independent representative, and relevant APS governance documents (e.g. Board Code) will be applied where appropriate.

Review of Decision

A person subject to a formal determination may request review within 10 business days on limited grounds:

- Procedural fairness was not observed
- Relevant information was not considered
- New substantive information has become available

Review outcomes are final within APS processes. This means APS will not revisit the matter beyond the review provisions outlined above. Requests for review are submitted to APS and considered by the APS President and/or Vice President, who were not involved in the original determination. A review is not a re-hearing of the matter and is limited to the grounds outlined above.

Any further engagement within APS processes will be managed in line with the principles of this Charter, including respect, integrity and constructive engagement.

Finality of Process

Once APS has assessed a concern and communicated a clear outcome, APS will determine that the matter has been concluded.

Continued attempts to pursue matters outside APS scope, or to revisit matters that have been concluded within APS processes, will be managed in accordance with this process. APS may nominate a single communication channel to support clarity, safety and fairness.

Workplace and Role-Based Frameworks

Where concerns involve APS staff, workplace laws, employment contracts and organisational policies apply. Consequences and internal processes may differ depending on a person's role and relationship with APS.