

## Consultation and Communication process

Clear consultation and communication are key to a collaborative and open organisation. Our consultation process ensures that feedback from all levels is heard and valued. We provide step-by-step procedures and timelines for consultations by the Board, CEO, Executive Management, and Member Groups. We also explain our opt-in system, communication channels, and listening channels, making it easy for all members to participate and share their input.

Consultative Decisions	Business Decisions
Before initiating any consultation or communication, we must clearly define the purpose. Is it to inform, seek input, collaborate, or make decisions?	
For matters that warrant consultation (eg. policy changes, major projects), we involve stakeholders. Their input shapes the outcome.	Some decisions are operational or strategic (eg. member fees, internal policies, operational priorities). While not consultative, they impact members. We communicate these as well.

### PROJECT OWNER

Members will have the option to actively engage in consultations on an annual basis. The project owner selects relevant participants from those who have chosen to opt-in to consultation, unless circumstances necessitate consultation with all members. Indicating interest in consultation processes is readily accessible on the member dashboard (update preferences) and within the membership application forms for new members.

Board Consultation	CEO Consultation	EMT Consultation	Member Group Consultation
Initiation: request by Board Cycle duration: 12 weeks min Collation: 1-8 weeks EMT Collation: 9-12 weeks CEO Output: Feedback and recommendations compiled for the board	Initiation: request by CEO Cycle duration: 8 weeks min Collation: EMT Output: Feedback and recommendations compiled for the CEO	Initiation: request by EMT Cycle duration: 6 weeks min Collation: EMT/relevant staff Output: Feedback and recommendations compiled for the EMT	Initiation: request by Member Groups Cycle duration: 4weeks min Collation: MG Leader Output: Feedback and recommendations compiled for CEO/EMT

TWO-WAY INFORMATION FEEDBACK	
Initiating consultation	The project owner outlines the consultation scope and sends initial communication to all relevant participants
Gathering feedback	Project participants engage in consultation and provide feedback through designated channels
Collating feedback	The project owner collects and organises all feedback received
Review and respond	The project owner reviews the feedback, formulates responses, and communicates the outcomes back to project participants. Any specific concerns are addressed at this stage, explaining decisions made and outlining next steps
Implementation and communication	An implementation plan is developed, responsibilities assigned, and a communication plan outlined, detailing the input from the consultation process
Continuous loop	Throughout the process, ongoing communication ensures feedback is acknowledged acted upon and results are shared, fostering an environment of transparency and trust
Evaluation and learning	The process is evaluated, effectiveness reviewed, and lessons documented for future consultation

COMMUNICATION CHANNELS			
Board Consultation	CEO Consultation	EMT Consultation	Member Group Consultation
APS Newsletters Email alert: President / CEO Social Media PsyCommunity Emails from representatives Text messages Virtual town hall meetings Survey/Feedback forms	APS Newsletters Email alert: President / CEO Social Media PsyCommunity Emails from representatives Text messages Virtual town hall meetings Survey/Feedback forms	APS Newsletters Email alert: CEO / Project owner Social Media PsyCommunity Emails from representatives Virtual town hall meetings Survey/Feedback forms	Email alert: APS / Project owner APS Newsletters Social Media PsyCommunity Emails from representatives Survey/Feedback forms

Resources: Provide information on available resources. Where can members seek support or clarification?			
LISTENING CHANNELS			
Feedback Channels: If members have concerns, they should know how to express them constructively			
PsyCommunity Virtual town hall meetings Survey Website	PsyCommunity Virtual town hall meetings Survey Website	PsyCommunity Virtual town hall meetings Survey Website	PsyCommunity Virtual town hall meetings Survey Website
FEEDBACK LOOP			
TRANSPARENCY LEVELS			
Open Transparency: Some matters can be fully transparent. We share information openly, even if it’s uncomfortable	Selective Transparency: Certain sensitive topics require discretion. We balance transparency with privacy	Closed Transparency: Rarely, confidentiality is essential (e.g., legal matters). In such cases, we communicate the reasons for limited transparency	
OBJECTIONS			
Objections are an integral part of our consultation process, ensuring diverse perspectives are considered. We aim to address objections constructively and transparently. A reasonable threshold to hear objections is typically two to three percent of the member-base per consultation phase. In cases where objections are greater than 10% a decision warrants further consideration, we may postpone or pause projects to engage in additional consultation, ensuring decisions are informed and inclusive of all relevant viewpoints.			