



Australian Government
Geoscience Australia

Values-Driven Leadership Model

An initiative of our People and Culture Strategy 2028, leadership at all levels in action, shaped by how we work





Acknowledgement of Country

Geoscience Australia values the lands, water and sky as we work to deepen a shared understanding of Country and Earth.

We respect First Nations peoples and their enduring connection, contribution and obligations to Country. Reflecting on our shared history, we are committed to listen and learn.

Geoscience Australia: A Journey of Connection
Artwork by Lani Balzan



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CEO Introduction

Melissa Harris PSM

Leadership at Geoscience Australia directly influences our culture, performance and the impact of our work. Responsibility for leadership is not strictly defined by position titles, but is defined by how we bring our values to life through integrity, mutual support and purposeful action.

I have seen the strength of this approach to leadership in the way we collaborate, take ownership, and lead with courage and care, regardless of our role within the organisation. Leadership is a shared responsibility that empowers each of us to contribute to our mission to deliver trusted Earth science for Australia's future. Regardless of role or title, the way we lead drives innovation, builds community trust, and advances our impact.

We are strengthening what leadership means across our organisation through our **Values-Driven Leadership Model (our Leadership Model)**. This model sets a clear and consistent standard, recognising that how we deliver is just as important as what we deliver. The way we lead shapes our culture, influences our relationships, and drives our results. It comes to life through two key elements: our Leadership Capability Framework, which outlines capability expectations for all of us, and our Values and Behaviours, which guide how we work and lead every day.

By emphasising our ways of working alongside outcomes, our Leadership Model ensures that excellence in delivery never comes at the expense of our values. It creates a shared understanding of leadership that strengthens our collective commitment to the success and culture of our organisation.

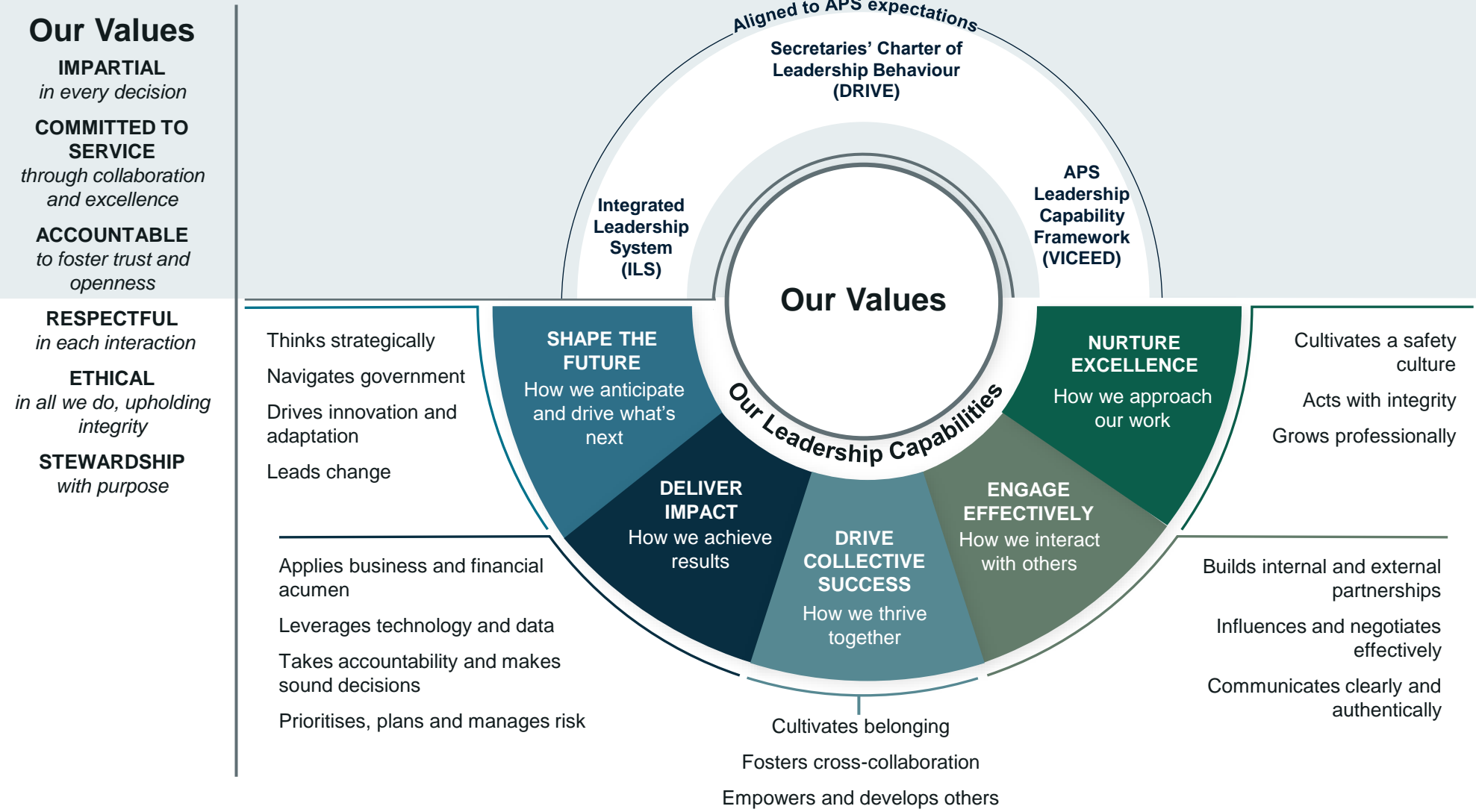
As Chief Executive Officer, I am proud to champion this Leadership Model and the principles it embodies. It is a living ethos that will evolve with us and become embedded across our systems and ways of working, including recruitment, onboarding, performance management, development, and recognition.

I encourage everyone to explore our Leadership Model, reflect on its meaning, and use it to guide their own leadership journey.

Let us lead with clear purpose and shared commitment to drive meaningful impact, shaping a future where we continue to excel, innovate, and deliver trusted Earth sciences for Australia's future.

Our Values-Driven Leadership Model

Bringing leadership to life: how capability meets behaviour





Australian Government
Geoscience Australia

Our Leadership Model Part A: *Our Leadership Capability Framework*

Our Leadership Capability Framework

At Geoscience Australia, our people and culture are the foundation of our purpose as the trusted advisor on Earth science, supporting informed decision-making across government, community and industry.

Leadership is expected of everyone, regardless of role, and is demonstrated through both what we do and how we do it, whether our work is people-focused, technical, strategic or operational. We are committed to helping all staff build on their strengths to realise their leadership potential.

Our Leadership Capability Framework (Framework) defines what effective leadership looks like at each level, aligning with Australian Public Service (APS) frameworks and bringing our Values and Behaviours to life in everyday work, shaping a culture of collaboration, accountability and purpose-driven leadership.

Our Framework is a resource that supports leadership excellence at every level, fostering continuous development and growth. It outlines leadership capabilities by role, with each level building on the previous one to create a clear, progressive pathway that reflects how expectations evolve as skills and experience deepen.



Understanding and using our Framework

Our Framework defines the capabilities and behaviours that enable effective leadership across Geoscience Australia, building on and centred around our Values.



Our Framework consists of five **domains** that articulate our core leadership **capabilities**. It provides a consistent foundation for understanding, developing, and demonstrating leadership excellence.

Each capability and **descriptor** outlines a continuum of leadership excellence across the three **role types** of:

- Individuals
- Executive leaders
- Senior executive leaders

DOMAIN:
High-level grouping of related capabilities

CAPABILITIES:
A set of skills, knowledge, behaviours, and attitudes required for leadership at all levels

SHAPE THE FUTURE How we anticipate and drive what's next			
	Individuals	Executive leaders	Senior executive leaders
1 Thinks strategically	<ul style="list-style-type: none">Proactively stays informed about trends and developments affecting own work and responds to immediate risks and issues.Seeks information to understand and align own tasks with team and/or area's plans to support Geoscience Australia's and government's strategic priorities.	<ul style="list-style-type: none">Monitors and responds to trends, developments, risks and issues impacting Geoscience Australia's strategic priorities.Promotes team and/or area's commitment to Geoscience Australia's goals by translating strategic priorities into action plans.	<ul style="list-style-type: none">Anticipates changes in Geoscience Australia's context, positions the organisation for opportunities, and mitigates risk.Shapes and leads Geoscience Australia's vision, strategic direction, and long-term planning aligned with government objectives.
2 Navigates government	<ul style="list-style-type: none">Understands the role of government, its influence on the organisation, and integrates this understanding into own work.Understands the role of the public service and engages with government processes relevant to own responsibilities.	<ul style="list-style-type: none">Navigates the role of government and supports others in understanding the organisation's public service role.Applies understanding of the public service in Geoscience Australia's context, considering how government processes affect the team and/or area's work.	<ul style="list-style-type: none">Anticipates government priorities and articulates their impact on the organisation both short- and long-term.Confidently navigates the public service environment, with a strong understanding of the organisation's role within government.
3 Drives innovation and adaptation	<ul style="list-style-type: none">Engages with established best practice and new ways of working to enhance own area of expertise and performance.Approaches challenges with curiosity and explores innovative ideas aligned with strategic priorities and resource realities.	<ul style="list-style-type: none">Actively seeks and encourages challenges to existing assumptions and processes to drive improvements within the team and/or area.Encourages innovative solutions through safe experimentation, embracing ambiguity while working within resource limits.	<ul style="list-style-type: none">Leads continuous improvement efforts to resolve complex problems across the organisation.Fosters a culture that encourages creativity and experimentation, balancing innovation with practicality.
4 Leads change	<ul style="list-style-type: none">Adapts to changes, seeks clarification, and assists others in adjusting and recovering from setbacks.Demonstrates agility and adopts new processes with a positive attitude.	<ul style="list-style-type: none">Anticipates and implements change with clear direction, supporting resilience in the team and/or area.Champions change initiatives, fostering positive attitudes and the adoption of new processes.	<ul style="list-style-type: none">Leads transformational change with a clear vision and strategic narrative for the organisation amid uncertainty.Cultivates and builds a culture of collective agility and responsibility, promoting positivity and proactivity.

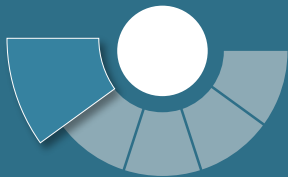
ROLE TYPE:

The expected level of capability required for each role, with each level building on the previous one

DESCRIPTOR:

Detailed statements outlining the skills, knowledge, behaviours, and attitudes expected for a capability at a given role

Where more detailed guidance on progression between levels is helpful, our Framework can be used alongside the [APS Integrated Leadership System](#) and [Work Level Standards](#) to provide additional clarity and context.



SHAPE THE FUTURE

How we anticipate and drive what's next



Individuals



Executive leaders



Senior executive leaders

1 Thinks strategically

- Proactively stays informed about trends and developments affecting own work and responds to immediate risks and issues.
- Seeks information to understand and align own tasks with team and/or area plans to support Geoscience Australia's and government strategic priorities.

- Monitors and responds to trends, developments, risks and issues impacting Geoscience Australia's strategic priorities.
- Promotes team and/or area commitment to Geoscience Australia's goals by translating strategic priorities into action plans.

- Anticipates changes in Geoscience Australia's context, positions the organisation for opportunities, and mitigates risk.
- Shapes and leads Geoscience Australia's vision, strategic direction, and long-term planning aligned with government objectives.

2 Navigates government

- Understands the role of government, its influence on the organisation, and integrates this understanding into own work.
- Understands the role of the public service and engages with government processes relevant to own responsibilities.

- Navigates the role of government and supports others in understanding the organisation's public service role.
- Applies understanding of the public service in Geoscience Australia's context, considering how government processes affect the team's and/or area's work.

- Anticipates government priorities and articulates their impact on the organisation both short- and long-term.
- Confidently navigates the public service environment with a strong understanding of the organisation's role within government.

3 Drives innovation and adaptation

- Engages with established best practice and new ways of working to enhance own area of expertise and performance.
- Approaches challenges with curiosity and explores innovative ideas aligned with strategic priorities and resource realities.

- Actively seeks and encourages challenges to existing assumptions and processes to drive improvements within the team and/or area.
- Encourages innovative solutions through safe experimentation, embracing ambiguity while working within resource limits.

- Leads continuous improvement efforts to resolve complex problems across the organisation.
- Fosters a culture that encourages creativity and experimentation, balancing innovation with practicality.

4 Leads change

- Adapts to changes, seeks clarification, and assists others in adjusting and recovering from setbacks.
- Demonstrates agility and adopts new processes with a positive attitude.

- Anticipates and implements change with clear direction, supporting resilience in the team and/or area.
- Champions change initiatives, fostering positive attitudes and the adoption of new processes.

- Leads transformational change with a clear vision and strategic narrative for the organisation amid uncertainty.
- Cultivates and builds a culture of collective agility and responsibility, promoting positivity and proactivity.



DELIVER IMPACT

How we achieve results



Individuals



Executive leaders



Senior executive leaders

5 Applies business and financial acumen

- Understands the organisational purpose and aligns own work to contribute to Geoscience Australia's scientific, technical and/or organisational impact.
- Adheres to team and/or area budgets and financial procedures, using public funds wisely for sound, efficient and ethical financial decisions in daily work.

- Monitors business drivers in the team and/or area and seeks opportunities to deliver Geoscience Australia's scientific, technical and/or organisational impact.
- Proactively manages budgets and allocates resources within team and/or area ethically to achieve outcomes, maximise value, and withstand public scrutiny.

- Considers emerging trends and business drivers to shape Geoscience Australia's long-term scientific, technical and/or organisational impact.
- Fosters a culture of responsible resource management to maintain public trust, optimise outcomes and ensure financial sustainability.

6 Leverages technology and data

- Actively seeks opportunities to adopt technology that enhances personal work processes and identifies practical ways to leverage it for broader impact.
- Supports the optimisation of data, including effective data management in a dynamic data landscape.

- Identifies, promotes and facilitates the adoption of new technologies to enhance team and/or area efficiency and effectiveness.
- Optimises the value of data to deliver high-quality products to stakeholders and support evidence-based decisions.

- Champions the adoption of new technologies to drive more efficient, effective and innovative outcomes.
- Leads the development and implementation of strategies to optimise data and evidence-based decision-making.

7 Takes accountability and makes sound decisions

- Progresses tasks and projects, delivering quality outcomes with a commitment to service.
- Makes timely, evidence-based decisions appropriate to own role, ensuring commitments are met consistently.

- Leverages others' expertise and takes responsibility for team and/or area outcomes, demonstrating accountability and a commitment to service.
- Makes complex decisions in a timely manner by interpreting evidence and considering short- and long-term impacts.

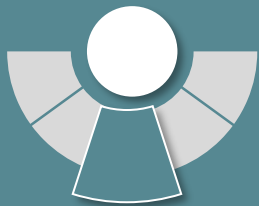
- Takes ownership of organisational performance, ensuring collective accountability for results and service commitment.
- Makes strategic, evidence-based decisions on complex issues, driving outcomes with effective implementation and accountability.

8 Prioritises, plans and manages risk

- Aligns tasks with team, area and organisational priorities and strategies.
- Organises own workload, monitors progress, plans effectively, and assesses risks on individual, team and area objectives.

- Plans and prioritises team and/or area work programs to align with the organisation's strategic direction.
- Organises team and/or area resourcing and priorities by implementing work area plans with risk identification, communication and mitigation strategies.

- Ensures organisational priorities, projects and resource allocations are strategically aligned to achieve the organisation's long-term objectives.
- Oversees organisational planning processes and ensures robust risk management frameworks to maximise productivity and efficiency.



DRIVE COLLECTIVE SUCCESS

How we thrive together



Individuals



Executive leaders



Senior executive leaders

9 Cultivates belonging

- Actively contributes to an inclusive team and/or area environment by valuing diverse perspectives and welcoming constructive challenge to own views.
- Demonstrates respect for all individuals and consistently values diversity in every interaction and task.

- Cultivates an inclusive environment within the team and/or area, ensuring equitable opportunities by incorporating diverse perspectives in decision-making.
- Leads by example in demonstrating respect for diversity and actively addressing disrespectful and unsafe behaviours.

- Champions a culture of inclusion by removing barriers to equitable contributions and championing diverse perspectives to shape strategic direction.
- Embeds and models principles of respect for diversity across the organisation through policies and practices to ensure a physically and psychologically safe environment.

10 Fosters cross-collaboration

- Actively seeks opportunities to build and maintain positive working relationships within the team, area and with key stakeholders, sharing expertise to achieve team and/or area goals.
- Proactively addresses disagreements constructively and respectfully, seeking guidance when necessary to ensure positive outcomes and enhance team and/or area performance.

- Strengthens networks across teams/areas and engages diverse expertise strategically to encourage cross-team collaboration.
- Manages conflicts proactively within and between teams/areas, fostering constructive dialogue and guiding stakeholders towards collaborative, performance-focused solutions.

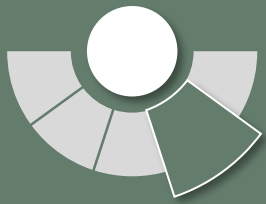
- Cultivates influential networks across the organisation, APS and industry, embedding a culture of cross-collaboration to drive strategic outcomes and deliver public value.
- Establishes strategies to manage systemic conflict constructively and promote collaboration and high-performance across the organisation.

11 Empowers and develops others

- Completes tasks effectively and assigns them appropriately to colleagues, considering their strengths, skills, and team and/or area capabilities.
- Supports learning and development opportunities for colleagues by providing timely and constructive feedback and positive recognition.

- Sets clear expectations, delegates tasks appropriately, fosters autonomy and trust, and ensures accountability within the team and/or area.
- Supports others' learning by providing regular recognition, constructive feedback, development opportunities, and addressing underperformance to strengthen team and/or areas outcomes.

- Fosters an organisational culture of trust and accountability by empowering others through thoughtful delegation and supporting decision-making at the lowest appropriate level.
- Embeds a culture of growth and learning for all staff by aligning systems and processes to enable continuous feedback and accountability.



ENGAGE EFFECTIVELY

How we interact with others



Individuals



Executive leaders



Senior executive leaders

12 Builds internal and external partnerships

- Identifies opportunities to build and sustain positive working relationships with relevant internal and external stakeholders.
- Contributes constructively to collaborative activities involving internal and external partners under guidance.

- Develops and nurtures trusted relationships and professional networks, including with government, industry and research stakeholders.
- Leads collaborative engagements with partners to achieve mutual benefits and fosters open communication with work area and stakeholders.

- Strategically manages relationships to advance organisational interests and build long-term trust, ensuring an organisational approach to partnerships.
- Fosters a culture of collaboration with partners for significant cross-government outcomes.

13 Influences and negotiates effectively

- Responds to relevant stakeholder needs, consults with colleagues, and shares information through a feedback loop with the team and/or area and executive leaders.
- Understands and responds to issues, participating in negotiations with stakeholders with an open mind to achieve outcomes.

- Leverages stakeholder insights, creates feedback loops between the team and/or area and senior executive leaders, and aligns decisions through proactive management.
- Confidently and skilfully negotiates, navigates constructive disagreements, and influences stakeholders to achieve desired outcomes.

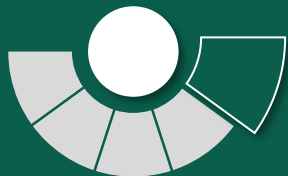
- Makes stakeholder-informed decisions, and champions proactive and transparent information sharing across different organisational levels.
- Leads complex and strategic negotiations, showing judgement in determining when to negotiate and when to consult.

14 Communicates clearly and authentically

- Communicates clearly to gain support for decisions and recommendations, actively listens, and demonstrates empathy and understanding.
- Raises issues early and constructively, providing clear justifications for positions.

- Tailors communications for diverse audiences, models active listening and promotes empathy and respectful communications in the team and/or area.
- Challenges important issues constructively, articulating positions with sound reasoning and encouraging open dialogue.

- Communicates complex information strategically to diverse audiences, fostering active listening and respectful communications internally and externally.
- Identifies, addresses and challenges controversial or sensitive issues with clarity, conviction and justification.



NURTURE EXCELLENCE

How we approach our work



Individuals



Executive leaders



Senior executive leaders

15 Cultivates a safety culture

- Contributes to an environment where everyone feels comfortable speaking up, raising concerns and viewing mistakes as learning opportunities.

- Respects the wellbeing and safety of others, acts to promote a safe and respectful environment, and raises safety concerns appropriately.

- Creates and maintains a safe environment for team and/or area, where individuals feel valued, can raise concerns, take calculated risks and learn from mistakes.

- Actively supports the wellbeing and safety of others and builds strong relational trust by proactively addressing behaviours that undermine safety.

- Champions a culture of psychological safety across the organisation, encouraging open communication and viewing mistakes as growth opportunities.

- Drives whole-of-organisation wellbeing and safety by embedding proactive safety practices, fostering a high-trust culture, and equipping leaders to uphold our Values and Behaviours.

16 Acts with integrity

- Demonstrates our Values and Behaviours with honesty and transparency, provides accurate information, and offers impartial advice.

- Applies a stewardship mindset and recognises the importance of maintaining public trust in conduct and work.

- Promotes and models our Values and Behaviours and represents the organisation with professionalism and integrity.

- Cultivates stewardship within team and/or area and acts to maintain and strengthen public trust.

- Actively champions and embeds our Values and Behaviours throughout the organisation, leading with honesty and transparency to build trust through ethical practices and decisions.

- Leads with stewardship, prioritising and rigorously safeguarding public trust in all organisational activities and decisions to enhance the organisation's reputation.

17 Grows professionally

- Recognises personal impact on team and/or area dynamics, actively seeks and provides constructive feedback and learns from successes and setbacks.

- Actively pursues development opportunities to address growth areas, improve performance, and continuously build capabilities aligned with current and future organisational needs.

- Adapts behaviour to enhance team and/or area dynamics, models best practice in giving and receiving feedback and uses it to plan personal development strategically and share learnings.

- Engages in development opportunities, shares insights with team and/or area to build collective capability, and models continuous growth and learning.

- Leads with strong self-awareness to positively shape organisational culture and demonstrated our Values and Behaviours, promotes feedback at all levels, and actively role models learning from mistakes.

- Champions an organisational culture of growth by encouraging continuous development, reflecting on personal learnings, sharing insights and leading by example.



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Our Leadership Model Part B: *Our Values and Behaviours*

Our Values and Behaviours

Every decision, conversation, and action shapes Geoscience Australia's culture.
Our Values and Behaviours set clear expectations for how we work and succeed across all roles.

Our Values guide how we act, make decisions, and collaborate, uniting us through shared identity and standards. Each Value is grounded in the APS Values and thoughtfully adapted to reflect what it means to us at Geoscience Australia; how we understand, interpret, and apply it in the context of our work and culture. Each Value is accompanied by a statement that practically expresses what it looks like in action, through our everyday behaviours, decisions, and interactions across the organisation.

Our Behaviours are what bring these Values to life. They define effective leadership, provide a foundation for feedback and growth, and reflect our commitment not only to the Values themselves but also to the intent behind them. To truly live and embed our Values, we must:



Champion the behaviours that will strengthen our organisation by fully understanding and embodying them.



Challenge the behaviours that undermine our culture by speaking up and taking action to address them.

By living these Values every day, each of us actively shapes leadership at Geoscience Australia, setting the tone and reinforcing our Leadership Model. Consistently demonstrating these Behaviours safeguards a culture that empowers everyone to perform at their best, drives collaboration and innovation, and ultimately strengthens our organisation's ability to deliver trusted Earth sciences for Australia's future.

This shared understanding fosters a unified, values-driven culture where expectations are clear, accountability is embraced by all, and the way we work is held in equal importance to the results we achieve



IMPARTIAL in every decision

We provide objective, evidence-based advice by actively seeking diverse perspectives and recognising personal biases, ensuring our decisions are balanced and well informed.

Our Behaviours

I champion....

Being apolitical in all aspects of our work, supporting organisational and government objectives with professionalism.

Using data and evidence to inform decisions and advice to government and stakeholders to ensure our work is credible and trusted.

Frank, honest and unbiased advice to my colleagues and stakeholders, delivered respectfully and constructively.

Actions that are fair, equitable, lawful and informed by diverse perspectives and needs.

Active reflection and openness to challenge on assumptions and biases to ensure our work and advice is objective, balanced and considerate of all people.

I challenge....

Personal, political or unconscious biases, in myself or others, that influence our work, advice or interactions.

Making decisions or giving advice without evidence, reasoning or considering the perspectives of others.

Behaviours that affect trust in our work such as withholding information, unmanaged conflicts of interest and presenting only the positives of a recommendation.

Actions driven by personal preference when they conflict with government or organisational priorities or decisions.

Unfair or preferential treatment, including decisions made without objective or transparent criteria, that undermine equal opportunity and integrity.



COMMITTED TO SERVICE through collaboration and excellence

We are committed to collectively delivering excellence in Earth science and services that benefit the public good through open collaboration, continuous improvement and by taking ownership of our results.

Our Behaviours

I champion....

Continuous improvement to deliver excellence where it matters most, guided by what serves our stakeholders, our mission and the Australian community.

Genuine and generous collaboration with colleagues and stakeholders by sharing ideas and information, engaging proactively to understand diverse needs and perspectives.

Taking initiative in the development of myself and others by exchanging constructive, respectful and timely feedback and pursuing strategically aligned learning opportunities.

Innovation by creating space for experimentation, embracing failure, engaging appropriately with risk and recognising that lasting change often comes through gradual improvements, not just bold breakthroughs.

Responding constructively to change and shifts in organisational and government priorities, balancing what is needed now with what will deliver value for the public over the long term.

I challenge....

Avoiding responsibility for our work and its quality, undermining trust and team effectiveness.

Unnecessary limitations on or the discouragement of collaboration, reinforcing siloed work.

Avoiding opportunities for growth and development.

Restricting others' autonomy and discouraging new ideas.

Refusing to meaningfully consider and respond to innovation and change.



ACCOUNTABLE to foster trust and openness

We hold ourselves to high professional standards, take ownership of our actions and embrace feedback to foster trust and transparency.

Our Behaviours

I champion....

Taking responsibility for actions, behaviours and work, including the impact these have in the workplace and across the Australian community.

Practicing self-awareness and learning from mistakes and constructive feedback, including acknowledging and addressing when something has gone wrong.

Considered and justifiable decisions, sharing reasoning and welcoming respectful challenge to ensure our work is understood and protected against fraud and corruption.

The efficient, effective and appropriate use of resources and public funds to support Geoscience Australia as a trusted source of geoscience information.

Leading by example genuinely and consistently to foster trust, openness and cooperation in the workplace.

I challenge....

Blame-shifting or making excuses for actions, mistakes or decisions that are within one's role to own.

Inaction in response to constructive feedback and resistance to individual development and growth.

Making decisions or taking actions without documenting or openly sharing the reasons and evidence with others.

Misusing resources or failing to consider their broader impact.

Neglecting responsibilities or failing to communicate in ways that lead to inequitable workloads, confusion or exclusion.



RESPECTFUL in each interaction

We treat everyone with respect and foster an inclusive environment where diverse experiences, perspectives and contributions are welcomed, valued and belong.

Our Behaviours

I champion....

Taking responsibility for my role in the wellbeing and safety of myself and others, guided by honesty, integrity and shared goals.	The value of diversity by creating space for everyone's strengths and contributions, regardless of background or field of expertise.	Treating all people with kindness and dignity, listening with empathy and adapting how I work and communicate to meet individual needs.	Open and respectful communication with colleagues and stakeholders, handling issues and disagreements in ways that build understanding and trust.	Acknowledging and celebrating the contributions, achievements and exemplary behaviours of my peers, offering support during both challenges and successes.
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I challenge....

Behaviours that undermine or dismiss others' contributions to our shared goals, especially when done to block progress or advance personal interests.	Generic or inflexible approaches to working with others that exclude diverse perspectives or fail to adapt to individual or cultural contexts.	Bullying, harassment and discrimination, whether overt or subtle, and passive or biased responses that allow harmful behaviours to persist.	Overlooking or neglecting safety responsibilities.	Prioritising individual success or needs at the expense of others, including by taking sole credit for team efforts.
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ETHICAL in all we do, upholding integrity

We uphold a culture of integrity and trust by leading with purpose, acting with care and diligence and doing what is right, even when it is hard or goes unseen.

Our Behaviours

I champion....

Doing the right thing, even in challenging situations or when actions are not visible to others, to deliver the best outcomes for Australia sought by the government of the day.

Upholding and promoting high standards of behaviour and professionalism as Australian Public Servants and Geoscience Australia employees.

Showing courage by raising difficult issues constructively and addressing unacceptable behaviour in a timely manner.

A careful and conscientious approach to work by following through on commitments and ensuring all work, whether scientific, technical or professional, reflects quality and integrity.

Lawful actions that are in accordance with the APS Code of Conduct, recognising that trust in our work depends on adherence to ethical and professional standards.

I challenge....

Failing to report misconduct or unethical behaviour.

Accepting poor behaviour or rule bending, including when overlooked for personal convenience, comfort or surface-level cohesion.

Avoiding difficult conversations, including those about expectations, performance or behaviour related to myself or others.

Waiting for problems to escalate before acting or neglecting to follow through on commitments.

Decisions and actions that compromise ethical standards or ignore their consequences on colleagues, the government, the environment or the Australian community.



STEWARDSHIP with purpose

We protect and strengthen the systems, knowledge and capabilities that drive our mission by embedding strong governance, ensuring sustainability and leaving things better than we found them for the benefit of Australia's future.

Our Behaviours

I champion....

Representing Geoscience Australia and the Australian Public Service in a way that maintains confidence and trust in our delivery of services, support and Earth science.

Knowledge-sharing to support collective expertise, current organisational goals and long-term success.

Taking responsibility for the accuracy and accessibility of Geoscience Australia's information and records, supporting scientific progress and government decision-making by avoiding duplication and knowledge loss.

Whole-of-system thinking by evaluating long-term and systemic impacts of our work, seeking to uphold what's right beyond the immediate and having the courage to question actions that may undermine future outcomes.

Reflecting on past experiences, learning from best practices and applying institutional knowledge to continuously strengthen and evolve the way we work.

I challenge....

Actions or decisions that may damage the reputation of Geoscience Australia or the Australian Public Service.

Engaging in ineffective practices when improvements are possible and available.

Maintenance of the status quo by ignoring or dismissing feedback.

Overlooking future needs, challenges or outcomes and failing to properly document information and decisions.

Reliance on routine practices without reflecting on previous learning.