



BEHAVIOUR FRAMEWORK

A helpful guide to how we bring
our organisational values to life

DECEMBER 2023



Our values underpin everything we do at NCVO and play a key role in determining the culture of our organisation.

Understanding our values and how to embody them in our behaviours enables everyone who works at NCVO to know how they show up and be the best that they can be.

Our values of Open, Collaborative, Ambitious and Inclusive are important to how we operate, and have been set since 2021. But values are broad, so defining behaviours was a helpful process to give our people clarity, purpose and give meaning to the work that we do.

The NCVO behaviour framework takes our values from being a conceptual idea to something more actionable. We worked to define these behaviours in partnership with our people.

Our framework helps manage expectations, both for people internally and externally, and means no matter who you meet, you know they're doing things in a way that is aligned to our organisational values.

This framework is a promise to each other, and to ourselves, on how we want to be treated, and how we intend to show up.

We hope you find this framework useful in your work with NCVO.

FOREWORD

SARAH VIBERT, CEO

“This framework is a promise to each other, and to ourselves, on how we want to be treated, and how we intend to show up.”

OUR VALUES

OPEN



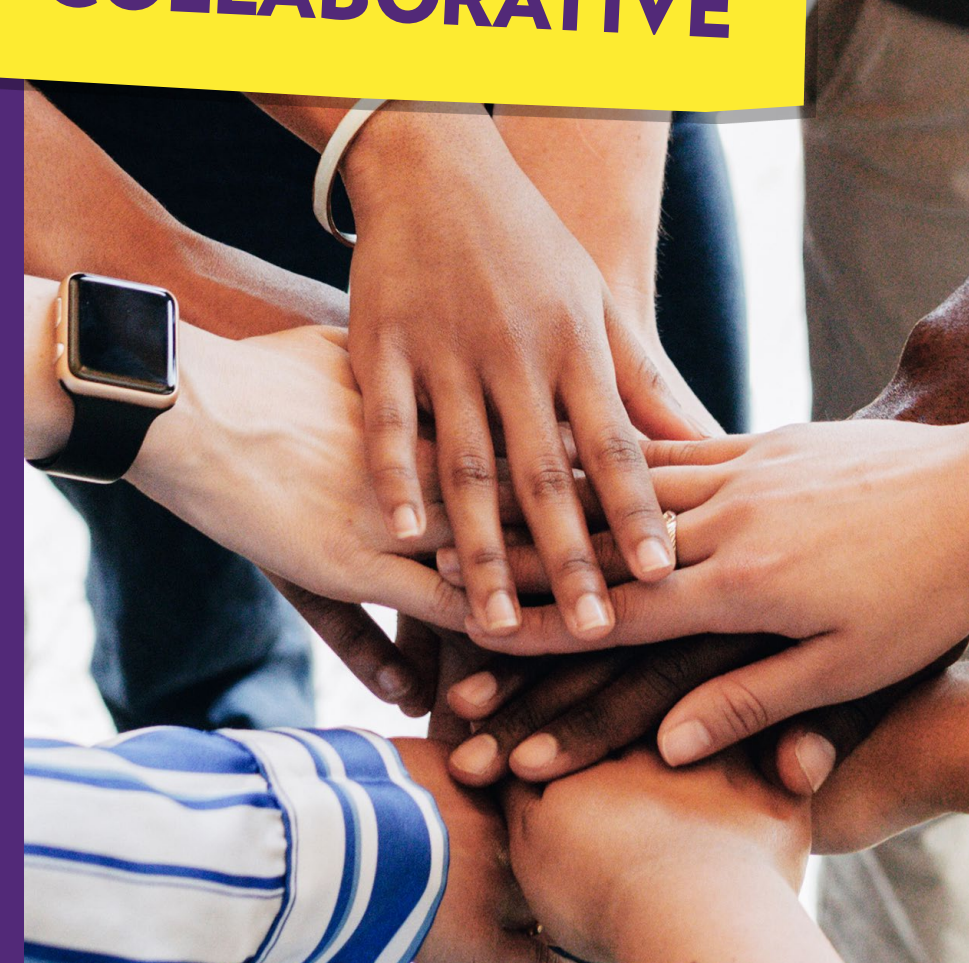
We're open about how we work and how we make decisions, and the things we learn along the way.

AMBITIOUS



We're ambitious for charities and volunteers who continue to provide essential support to communities across the country.

COLLABORATIVE



We work with our members and with the people and organisations who want charities and volunteering to thrive.

INCLUSIVE



We're inclusive of all voices, bringing the experience and insights of our diverse membership to shape what we do and how we work.



NCVO

“Transparency and trust are key. We believe this behaviour framework will strengthen our organisation by helping us be open and clear about who we are and how we work.

Andrew Walkey, Director of Partnerships and Services

OPEN

We're open about how we work and how we make decisions, and the things we learn along the way.

WE DO

- **listen** to understand, not to respond - we get curious.
- give **feedback** in a constructive, honest, respectful, and timely way to build trust.
- **trust** people are doing their best and that colleagues have the skills they need to do their roles.
- **share** our learning internally and with the sector.

WE DON'T

- place **blame** when things go wrong, but we do take accountability for our actions and learn from our mistakes and experiences.
- **avoid** problems or conflict, we seek help and let the relevant people know as soon as we can and find solutions, having the difficult conversation where we need to.
- **assume** we know what someone will say or how they will behave.



Our members are passionate and committed to communities they serve. And so are we. Being ambitious means being braver, experimenting and constantly learning so we can better support our members in their work.

Laura Crandley, Chief Operating Officer

WE DO

- have the courage to **fail**; it's never a failure always a lesson.
- **experiment** and question the status quo, try out ideas, and embrace change.
- **learn** from each other and our mistakes build on our skills and what works.
- are **brave** and have the difficult conversations where we need to.

WE DON'T

- strive for **perfectionism** which prevents us from doing our best work and stifles flexibility.
- prioritise **process** over purpose, we work in an agile way in everything that we do.
- **avoid** asking for help when we are feeling overwhelmed or burnt out (our health should always come first).

AMBITIOUS

We're ambitious for charities and volunteers who continue to provide essential support to communities across the country.



COLLABORATIVE

We work with our members and with the people and organisations who want charities and volunteering to thrive.

“We know we achieve more when we work together, which is why collaboration is at the core of everything we do. And it’s why we listened to and engaged with our people at every step of developing this framework.”

Woosh Raza, Director of People, Culture and Inclusion

WE DO

- celebrate and recognise each other, finding the **joy** in coming together and sharing our superpowers.
- are **intentional** in our decision making and the way we approach our work in taking time to plan and involve the right people at the right time.
- **hold** ourselves and each other accountable – we don’t pass the buck.
- are **kind** and we are clear on what we need and why we need it.

WE DON'T

- **dump** work on each other and with unrealistic deadlines, we plan well and give realistic timelines for completing work.
- **suppress** or undermine other people’s ideas and contributions.
- default to working in **silos** excluding others from contributing that will enrich the work we do.



INCLUSIVE

We're inclusive of all voices, bringing the experience and insights of our diverse membership to shape what we do and how we work.



We believe the lived experiences of our people strengthens their contribution to our organisation. This framework enables people to be seen and heard through an intersectional lens so each individual feels a profound sense of belonging.

Saskia Konynenburg, Director of Strategic Communications and Insight

WE DO

- **empower** people and encourage everyone to use their voices.
- **challenge** by calling out discrimination and calling in with kindness.
- are **intersectional** and remove barriers so everyone can take part.
- create an environment where people feel able to bring their **best selves** to work.

WE DON'T

- **exploit** people: we value individuals and act with integrity, compassion and respect.
- act in a **performative** or tokenistic manner.
- **act defensively**; we are vulnerable, acknowledging gaps in our knowledge and learn from others to educate ourselves.