



INTRODUCING OUR BEHAVIOURS FRAMEWORK



I'm delighted to introduce our behaviours framework to you. It brings to life our cultural philosophy '**action makes the difference**', as well as the associated values and behaviours we all share at Frontline AIDS.

These behaviours apply to everyone – including me. In these challenging times, we have opportunities to do great things. By working together, we can create a future free from AIDS for everyone, everywhere.

Knowing what we expect from one another every day will help us not only achieve our goals, but also become a better place to work. I'm looking forward to seeing these behaviours in action across the organisation.

Christine



WHAT IS OUR 'BEHAVIOURS FRAMEWORK' AND HOW WILL WE USE IT?

It's a set of behaviours that guide us in living our values and building the culture we want. The behaviours are grounded in our organisational values — **Freethinkers**, **Inspired by Difference** and **Firestarters** — and emerged after many months of figuring them out together.

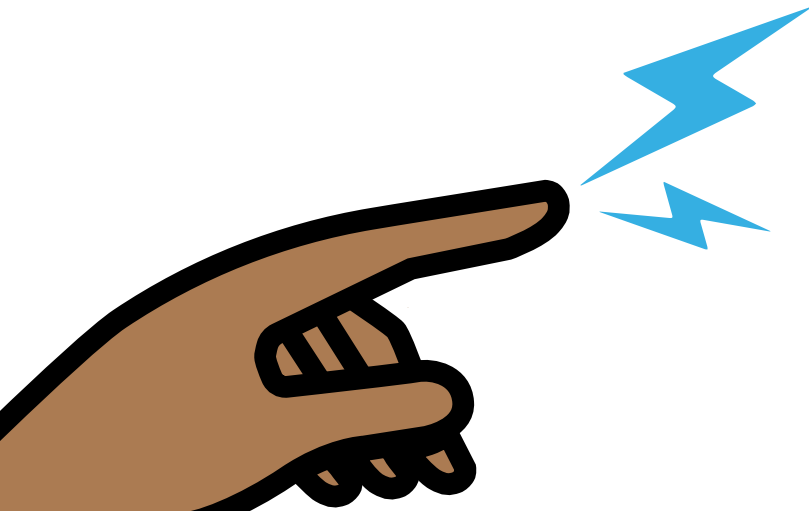
It forms a fundamental part of our ongoing commitment to our personal and professional development. We use it to help us identify and develop the ways of working and being that best support our current and future roles. It encourages us to achieve our own goals, while helping to deliver our Global Plan of Action. And it enables us to reach a more consistent, transparent way to assess our individual progression.

We also use our framework when recruiting new Frontliners, to help us find people who share our values. We use it to identify areas for development — such as communication and listening skills, teamwork, and shared leadership. Ultimately, it supports us in realising our potential as individuals, as teams and as an organisation.

Frontline AIDS will flourish when the positive behaviours outlined here become second nature to us. Our framework is dynamic. As we get used to it, and use it, it will be reviewed, amended and improved.



WHAT DO WE MEAN BY 'BEHAVIOURS'?



Behaviours demonstrate the approach we take, and the attitudes we have, to our work and relationships.

They are:

- How we do things
- How we treat others
- How we expect to be treated
- What we say and how we say it

HOW we are at work, how we enact our values as Frontliners, is crucial to **WHAT** we do individually and collectively — as outlined in our job descriptions and annual objectives.

A yellow lightbulb with a blue base and a few lines radiating from the top, indicating it is lit.

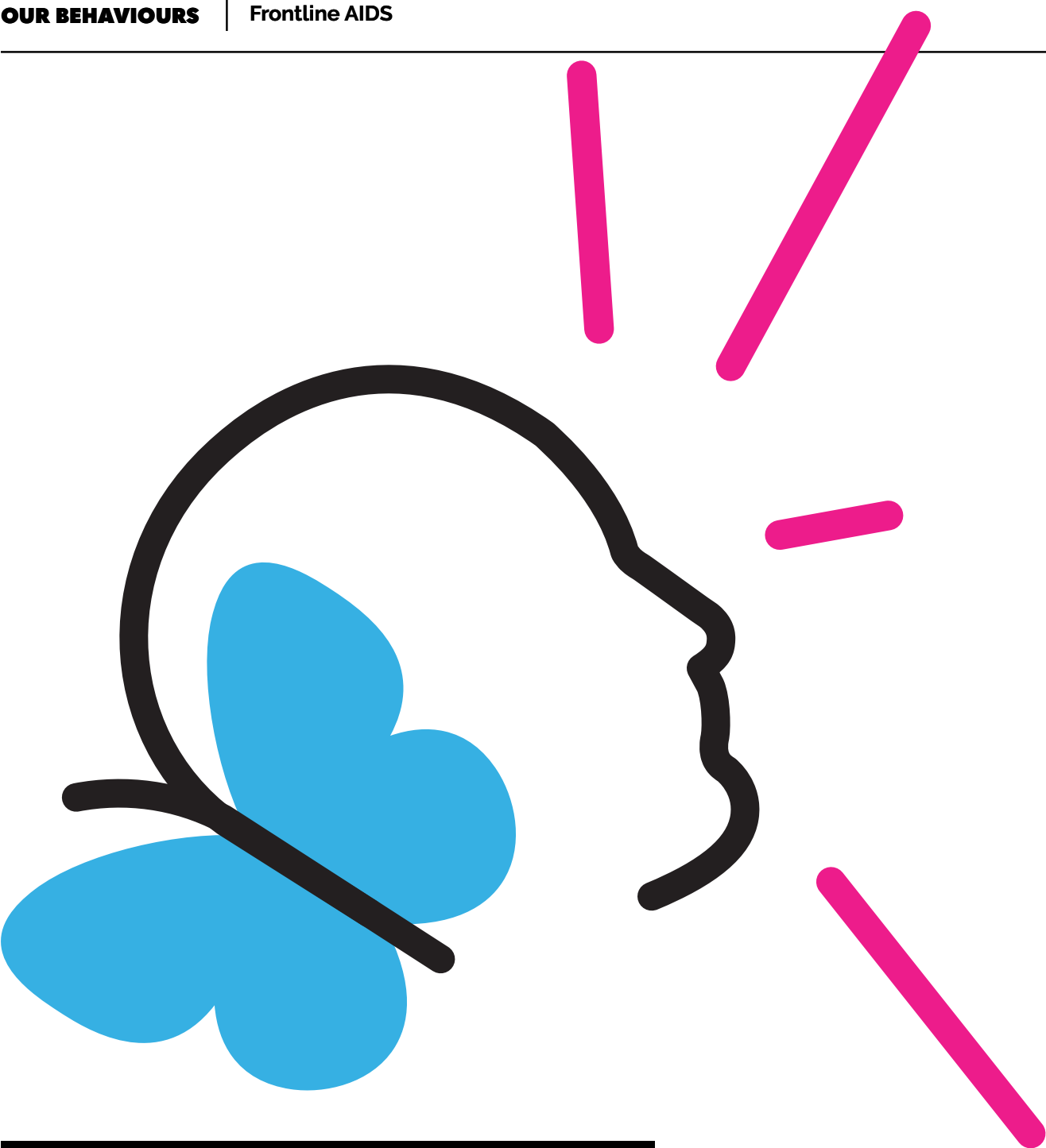
A stylized illustration of a person with dark skin, wearing a white tank top and yellow shorts, walking towards the right.

For each behaviour, there are three categories to help us chart our progression:

EXPECT TO SEE	Essential behaviours for all Frontliners regardless of role and position.
LIKE TO SEE	Extending behaviours that every one of us should seek to demonstrate.
LOVE TO SEE	Essential behaviours for those of us in senior leadership positions (directors and heads) and extending behaviours for those of us wanting to develop in our current role or progress to the next.

A white lowercase 'i' inside a circle.

Scroll down for behaviours. Then later we'll explore how to put them into practice.



FREE THINKERS

We're free thinkers, seeking new paths and possibilities to catalyse our fight to end AIDS.

Because we're brave, we dare to fail, to learn, to get back on track and come back stronger. We shake up complacency and are relentlessly focused on continuously upping our game.

BEHAVIOUR Break free of thinking and actions that hold us back; and embrace failure as an opportunity to learn	EXPECT TO SEE I deliberately challenge myself to do things differently and suggest improvements
	LIKE TO SEE I promote an environment where people feel safe to experiment with different approaches, learning from when things don't go as well as planned
	LOVE TO SEE I support innovation in my own team and in the wider organisation by being curious about what is taking place beyond my own areas of responsibility and in the external environment
BEHAVIOUR Be flexible and find a way forward	EXPECT TO SEE I use my initiative to solve problems and inform others when I'm aware of potential issues
	LIKE TO SEE I plan for the impact of variability to work; I recognise when something isn't working and I'm willing to change the approach or goal
	LOVE TO SEE I adapt to change, anticipating organisational needs, and take action to ensure my fellow Frontliners are fully equipped to meet them
BEHAVIOUR Be open, share our ideas, welcome the ideas of others	EXPECT TO SEE I contribute to team goals by sharing information willingly and seeking opportunities to work collaboratively with others
	LIKE TO SEE I encourage and support collaborative working and the sharing of knowledge across team boundaries to achieve our shared goals
	LOVE TO SEE I promote a culture of collaboration by sharing knowledge and expertise to enhance our strategic impact



INSPIRED BY DIFFERENCE

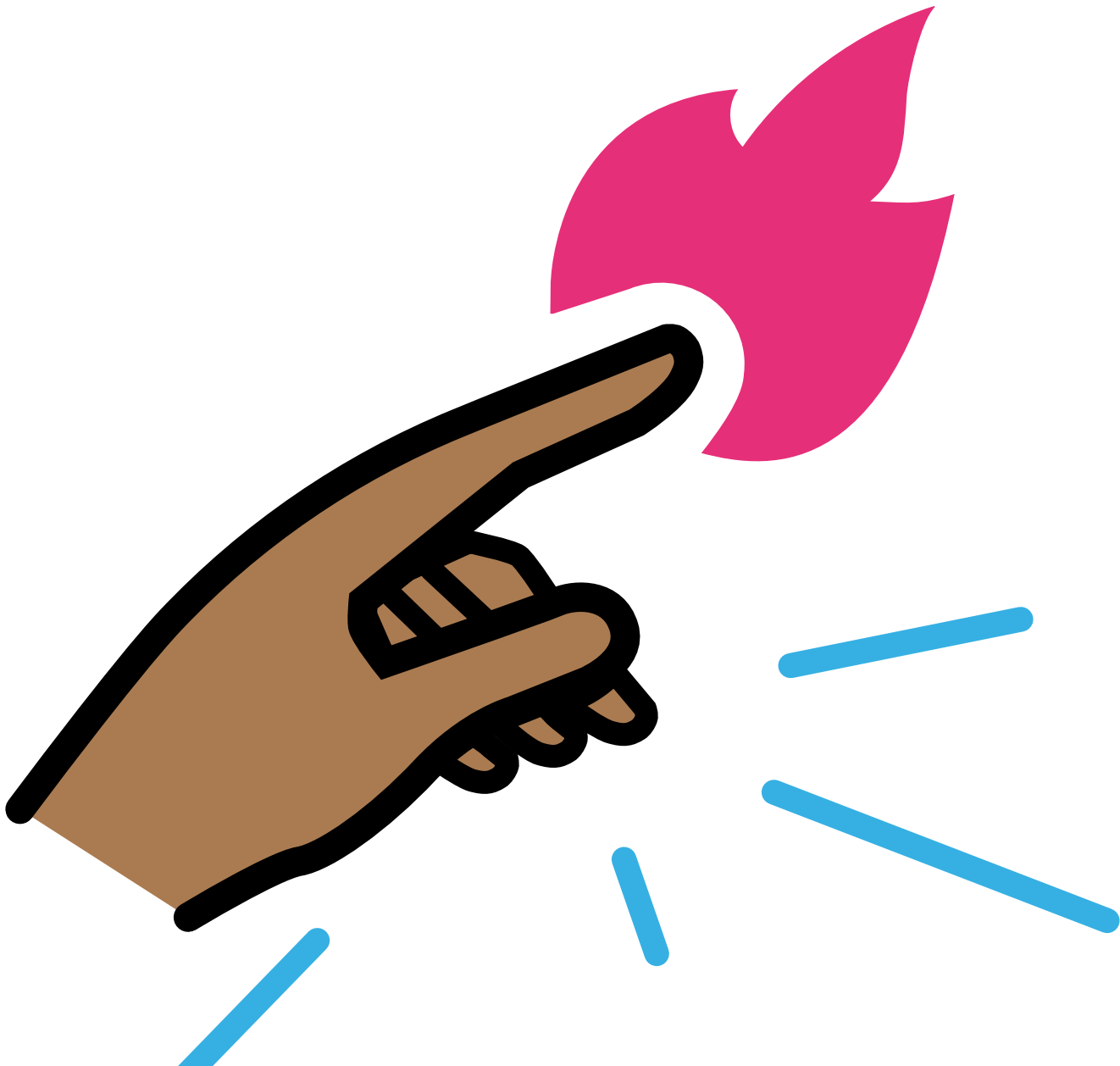
We're inspired by difference – respecting every individual inside and outside of our organisation.

We stand united, with different ideas, strengths, interests and cultural backgrounds pulsing through our DNA. We rattle, we rage, we're resolute – creating spaces to amplify the voices that the world continually ignores.

BEHAVIOUR	EXPECT TO SEE
Treat people with understanding, fairness and respect	I'm respectful and considerate in my choice of language and behaviour, and seek feedback from others on how I can do better
LIKE TO SEE	I constructively challenge when I see people not being treated with respect and fairness, and I adapt my style to meet the differing needs of individuals
LOVE TO SEE	I proactively address discriminatory attitudes and practices, including harmful racial, gender and other social norms, and I'm willing and eager to change

BEHAVIOUR	EXPECT TO SEE
Include the right stakeholders – trust and give space for others to deliver	I engage with colleagues and/or partner organisations and/or programme participants, ensuring they feel valued and informed
LIKE TO SEE	I delegate, empower and enable my team/partner organisations/programme participants to have autonomy to make decisions and to carry out their work
LOVE TO SEE	I recognise and encourage all contributions (internal and external) through engagement, appreciation and feedback across all areas of my responsibility

BEHAVIOUR	EXPECT TO SEE
Listen and recognise the contribution of others	I listen to, recognise and celebrate the contributions of others to my work or the work of my team and say 'thank you'
LIKE TO SEE	I recognise talent within my colleagues and support them to develop their potential through training, mentoring and coaching
LOVE TO SEE	I actively empower and delegate to others and acknowledge their potential to drive a productive and progressive culture



FIRE STARTERS

We're fire starters, fuelled by a burning commitment to see things through and make change happen.

We act together quickly and deliberately to stay ahead of the game – taking ownership of our work and the work of our team, because every moment matters. We never lose focus.

Our time to act is now.

BEHAVIOUR

Be accountable, make the decision, even in times of ambiguity

EXPECT TO SEE

I take ownership and accountability for delivering my work, making decisions in a timely manner

LIKE TO SEE

I hold people to account for their commitments, make informed decisions without undue delay and stay accountable for their impact

LOVE TO SEE

I make critical decisions for the long-term benefit of the organisation, even in uncertainty, and remain accountable for their impact

BEHAVIOUR

Plan ahead, stay on track and make it count

EXPECT TO SEE

I work with focus and pace to get the job done to a high standard, keeping internal and external stakeholders updated on how work is progressing

LIKE TO SEE

I regularly review the success of activities to identify barriers to progress, and correct the course as necessary, to stay on track to achieving the outcomes we need

LOVE TO SEE

I set and maintain a clear direction for my pillar/cluster/project, adapting work plans and activities as needed to support wider strategic outcomes

BEHAVIOUR

Be clear: on roles, responsibilities, expectations

EXPECT TO SEE

I'm clear about my own responsibilities and objectives and manage my time accordingly

LIKE TO SEE

I ensure that colleagues in my team are clear on their responsibilities, and have a strong sense of personal responsibility for achieving outcomes

LOVE TO SEE

I facilitate a culture that gives teams the space and authority to achieve their objectives, while holding them accountable for the outcomes

BEHAVIOUR

Back each other, but also challenge and provide constructive feedback

EXPECT TO SEE

I welcome and learn from feedback, and seek to act on it so that I can be more effective in my role

LIKE TO SEE

I offer honest, clear and constructive feedback to my colleagues, and have the courage to say 'no' when appropriate

LOVE TO SEE

I build a culture of continuous improvement and learning by encouraging feedback and self-reflection in myself and others at all levels

HOW DO WE USE THE FRAMEWORK?

We don't have to demonstrate all behaviours for all objectives.

Each of us should identify at least one behaviour per objective and have at least one **behaviour** from each **value** in our Performance Development Reviews (PDRs). One must be a behaviour that stretches our personal and professional capabilities and can form part of our development objective.

Each of us will discuss and agree the behavioural expectations around our roles and in relation to our objectives in regular discussions with our line managers. This will be part of our objective-setting process at the beginning of the year and identified as a 'success factor' for delivering our objectives.

Each of us will have ongoing one-to-one discussions throughout the year to agree any changes, or additional behaviours that contribute to delivering our objectives.

At the end of the year, line managers will ask for 360-degree feedback on how colleagues have experienced their agreed behaviours.



For details, see the **Performance Development Policy**

We're all responsible for nurturing these behaviours and we need to hold each other accountable when we don't. Consciously disregarding them would be damaging to our shared ambitions as an organisation and would need to be addressed seriously.





WHEN SHOULD WE USE OUR FRAMEWORK?



ALL THE TIME!

We should all encourage continual dialogue around the behaviours with our fellow colleagues, line managers, project managers, and — where appropriate — our direct reports throughout the year.

Adopting these behaviours and using the framework will help us to work better together in all aspects of our roles.

Those situations could include:

- When preparing for a difficult meeting and thinking about our communication style
- When working with others and thinking about how we can encourage greater collaboration between colleagues
- When coaching or mentoring a colleague and thinking about how we can be most helpful and effective in the situation

We must use the framework when setting our annual objectives, and for our mid (Jul/Aug) and end-of-year (Jan/Feb) PDRs. These reviews provide time for all of us to reflect on progress, celebrate achievements and identify what could be better. We can then reflect on the learning that comes from our experiences.

The framework can also help us to refocus and prioritise objectives, and consider what professional development would benefit us individually, as teams and as Frontline AIDS.

During our formal reviews, each of us can expect to discuss:

HOW

we have met an objective (assessed against the behaviours)

WHAT

we have achieved (connected to our role)

The conversations that follow will help us identify any behavioural development needs that will enhance the quality of our work, our ability to lead or manage, and how we interact with our colleagues.

HOW WILL WE USE THE BEHAVIOURS TO ASSESS OUR PROGRESSION?

At the end-of-year PDR meeting, our line managers will rate our individual objectives using the ratings descriptors below. We'll no longer rate behaviours (what we used to call 'competencies') separately.



We'll each be rated on the **agreed** behavioural expectations around our roles and in relation to our objectives. These need to be discussed before the meeting (nothing should be raised for the first time in the end-of-year meeting), either during the objective-setting process or during regular reviews.

We don't have to demonstrate behaviours in the 'Love to see' category to achieve a level 4 rating. That's unless you are a head/director; in which case, behaviours in this category are needed for level 3 or 4.

Line managers will provide proposed overall ratings. These are used to define what, if any, pay award is received (subject to the calibration process and affordability).

This will be based on the aggregated rating for all objectives (excluding the development objective) but rounded to the nearest full number (4-1).



See **Performance Development and Remuneration Policies** available on **PeopleHR**.

PLEASE NOTE

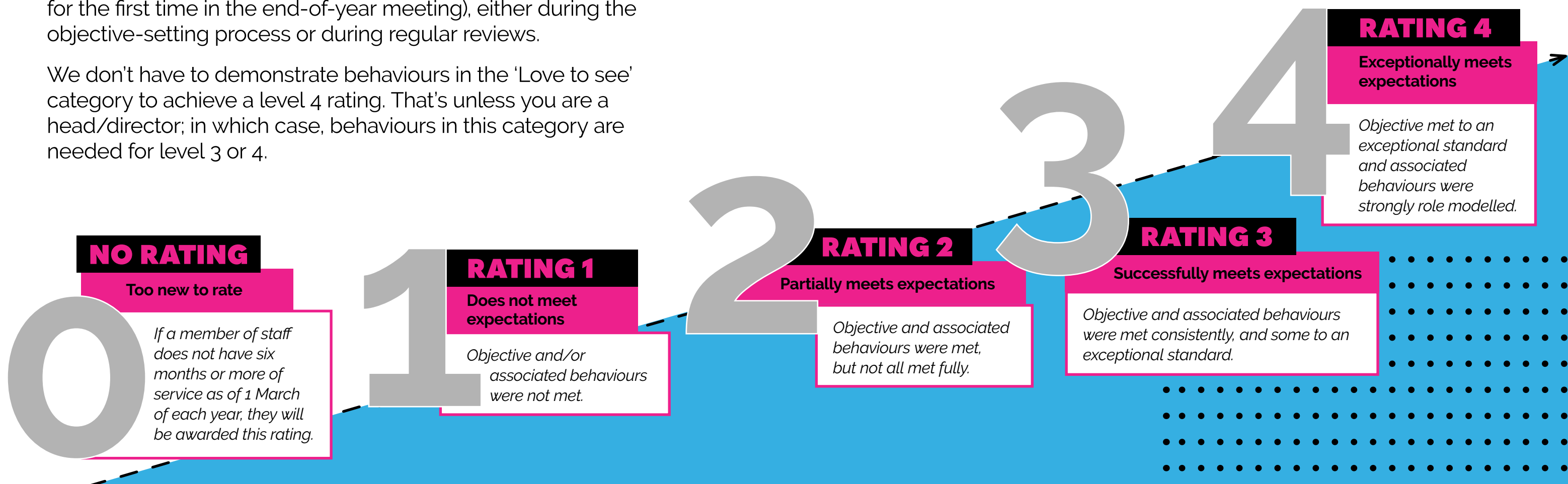
- If your aggregated rating is 1, you must demonstrate improved work performance within an immediate period. A **performance improvement plan (PIP)** will be developed and agreed to monitor progress.
- If you don't have six months or more of service as of 1 March each year, you'll be considered **too new to rate**.



See **Capability Policy**



See **Probationary Policy**



FREETHINKING
FIRESTARTERS
INSPIRED BY DIFFERENCE

