

Understanding organizational culture to inform the design of a performance framework rooted in liberation and anti-racist pedagogy.

FoodCorps is a national non-profit organization that works within schools and communities to provide kids with nourishing meals, food education, and culturally affirming experiences with food that celebrates and nurtures the whole child. FoodCorps' goal is for every child to have access to food education and nourishing food in school by 2030.



To do so, they provide hands-on food education, access to nourishing school meals, and actively use policy and advocacy as a means to justice. By way of this project, The Vice President of People & Equity and the Vice President of Organizational Health acknowledged challenges that directly conflict with the mission of the organization.

Food is a Pathway to Justice.



The purpose of this project was to gain insight to employee perspectives on change culture within FoodCorps in order to provide recommendations to FoodCorps on how to use their core competencies to become a liberated and anti-racist organization.

FoodCorps utilizes an outdated performance measurement process that is not aligned to their new organizational core competencies which are rooted in liberation and anti-racist pedagogy.

Research Questions

What are FoodCorps employees' comprehensive understandings of FoodCorps initiatives in alignment to their mission and vision?

What perceptions do FoodCorps employees have about what is needed to embrace a culture of anti-racism and liberation?

What are the experiences of FoodCorps employees in relation to their work and the roles they serve?

How receptive are FoodCorps employees to change as new interpretations of their mission and vision are enacted?



Food is Feeling.

31

Total Number of Survey Questions

Survey Questions Directly Related to Competencies

6

The project design included a mixed methods approach using quantitative and qualitative data through surveys and monthly meetings over the course of a year with FoodCorps national team members. The bulk of the data comes from the FoodCorps team member “pulse” survey, created in conjunction with the Recruitment Team and DEI Department.



Response Rate

Over the course of 2 weeks, 65 of 94 participants completed the survey.



Finding #1: FoodCorps staff have an understanding of the mission and vision of the company but do not yet have a comprehensive understanding of the new direction of the company or how the new core competencies impact that change on a large scale and at the individual level.

Finding #2: FoodCorps staff are on board for change toward a more justice oriented organization. However, FoodCorps staff cannot articulate how the competencies are facilitators of the change. They also need concrete examples about how the competencies and performance framework will be connected to their individual roles and how they will be objectively assessed.



Finding #3: FoodCorps staff enjoy working at the company and feel successful about their roles on their teams. FoodCorps staff are having a hard time making space for new initiatives that impact their individual work and performance. FoodCorps staff are on their way to believing that FoodCorps will provide the tools they need to make space for the initiatives.



Food Is Stories.

Finding #4: There is not yet enough information to determine if FoodCorps employees are receptive to performance reviews based on the core competencies because the employees are still learning foundational basics about the implementation of the competencies.



Food is Connection.

Recommendation #1

Establish the competencies as a part of the lived culture of FoodCorps.

Recommendation #2

Create a performance framework based on the competencies that is accessible to all employees, regardless of role and rank.

Recommendation #3

Introduce a beta version of the performance framework on a volunteer basis, for a select number of staff, across all roles, to be assessed.

- Conduct a focus group using beta testers to improve the performance framework format.
- Assess beta testers using the newest format of the performance framework.

Recommendation #4

Use the beta testers as pioneers to reintroduce the idea of a performance framework based on the competencies.