



# Equality Foundation Framework for Excellence in Equality and Diversity (FEED)

### What is FEED?

#### **The Model**

The Framework for Excellence in Equality and Diversity was the world's first assessment and benchmarking tool in the area of Diversity and continues to be a market leader in this space.

FEED's strength lies in its ability to assess the commitment of an organisation to Diversity as well as measuring the impact of Diversity on the overall business objectives and outcomes.

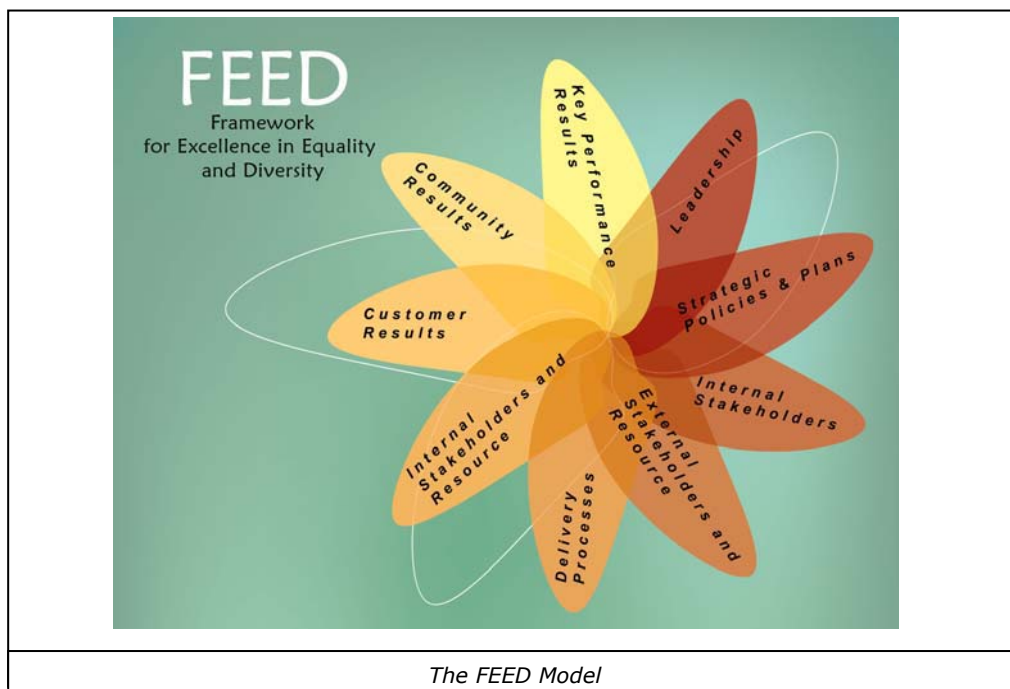
The model is based around six key enabling factors and three key results criteria:

#### *Enabling Factors*

- Leadership
- Strategic policies and plans
- Internal stakeholders
- External stakeholders and resources
- Delivery processes
- Internal Stakeholders and resources

#### *Key results criteria*

- Customer results
- Community results
- Key Performance results



Each criteria is split into a number of sub criteria which facilitates a deeper understanding of the organisation and its commitment to Diversity. An example of these sub criteria is below:

### **1. Leadership**

How Leaders mobilise people to develop the agenda for Equality and Diversity that is owned delivered and continuously improved by all stakeholders.

#### **Sub-criteria**

- 1.1 Leaders mobilise people to develop vision values and principles for Equality and Diversity
- 1.2 Leaders exercise formal and informal authority to translate commitment to Equality and Diversity into everyday management practice
- 1.3 Leaders ensure accountability to Equality and Diversity by reviewing the contributions of all stakeholders
- 1.4 Leaders ensure that the Equality and Diversity agenda is effectively communicated to relevant stakeholders
- 1.5 Leaders demonstrate personal ownership and accountability for Equality and Diversity.

*Examples of sub criteria (Leadership)*

### ***The Process***

A FEED assessment is based around the concept of collecting and scoring evidence against each criteria and sub-criteria. It is neither a checklist nor a simple impact assessment but instead offers a fluid solution that can be easily tailored to any organisation.

A FEED assessment begins with the selection of a FEED Assessor Team (FAT). The FAT should be a cross section of the organisation to ensure wide spread ownership of the assessment process (they will be responsible for carrying out the assessment and will also therefore need knowledge of the location of potential evidence or where to go to get it.) The size of the team should therefore be related to the number of levels and departments within an organisation not necessarily its total number of staff.

This assessor team will then complete a 3 day assessor training course which will introduce them to the model, the assessment process, and give them the skills required to complete an assessment of the organisation.

This approach of using internal assessors (which have been fully trained in the model and its implementation) as opposed to external assessors that have been “parachuted” into an organisation is an extremely important aspect of the FEED model and results in a much more detailed and insightful assessment, a building of commitment, and ownership of findings and subsequent improvement action plans.

Assessor training will generally culminate in the completion of a delivery plan for the FEED assessment, which will include key inputs, outputs and deadlines and a strategy for evidence collection.

Following evidence collection, assessors will come together to collectively score evidence against the FEED scoring model, which scores enabling factor evidence on both method (What techniques and systems are in place) and practice (How frequent, robust and widespread is the implementation of methods) and results based evidence on degree or depth (The scale and amount of achievement) and extent or spread (The range of the achievement).

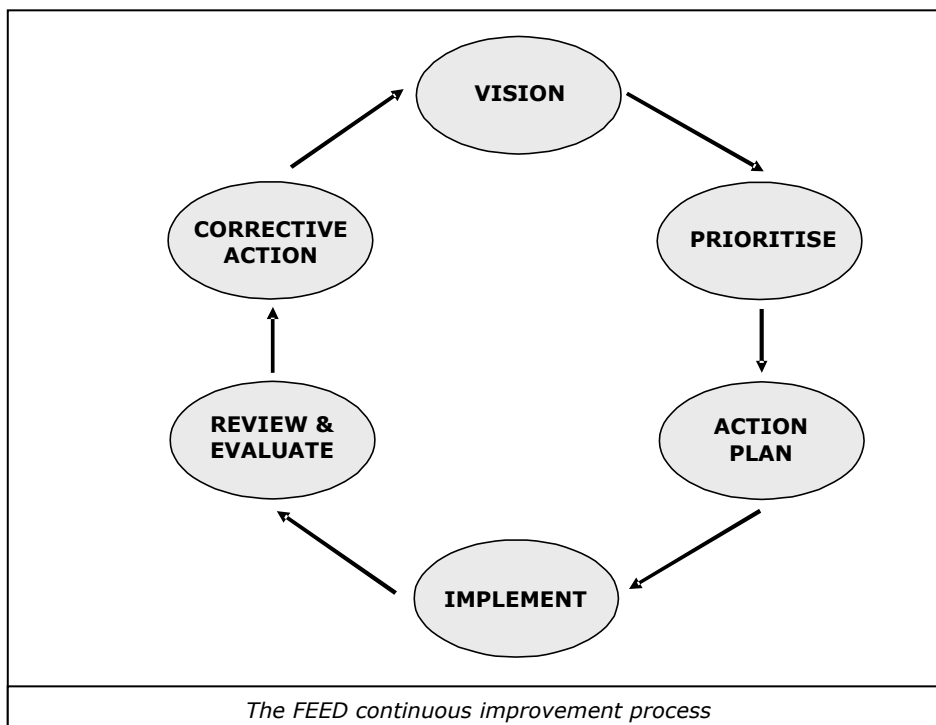
## Framework for Excellence in Equality and Diversity (FEED)

The scoring process is clearly defined and results in a score within one of four bands, examples of the critical states of these bands are shown below:

<b>Method</b>		<b>Degree or Depth</b>	
	<b>Critical State</b>		<b>Critical State</b>
<b>Band 1</b>	Evidence of review mechanisms	<b>Band 1</b>	Positive trends and favourable comparison to own targets
<b>Band 2</b>	Evidence of review mechanisms which have informed continuous improvement	<b>Band 2</b>	Positive trends over 2 years
<b>Band 3</b>	Evidence of targets which have been met or exceeded	<b>Band 3</b>	Positive trends over 3 years, favourable comparison with external organisations. Clear links with method
<b>Band 4</b>	Evidence of major accomplishments as a result of the methodology as well as evidence of benchmarking as an example to other organisations	<b>Band 4</b>	Positive trends over 5 years, many favourable comparisons with external organisations. Clear links with method

Example of critical scoring states for method (enabling factors) and degree or depth (results factors)

Completion of the scoring process itself and an examination of scores for each criteria and sub-criteria will enable the assessment team to identify areas of best practice and areas for improvement. The FEED scoring and evidence mechanisms of method & practice and degree or depth & extent or spread allow assessors to identify the exact issues behind weak areas and to tie this to improvement actions therefore beginning the next stage in the continuous improvement process.



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The FEED process is therefore not just an assessment and benchmarking tool but a powerful tool that is capable of informing the continuous improvement process and aiding the organisation in ensuring that Equality and Diversity is integrated into the organisation's overall journey towards achieving excellence.

### **Recognition**

The FEED model provides a three tiered recognition programme allowing organisations that continue to use FEED to be recognised and awarded for their efforts.

FEED recognition is split into a Bronze, Silver and Gold award, with each level requiring a number of criteria to have been met before submission of FEED assessments and supporting evidence to the FEED award panel. The award panel will then verify the assessments and award the appropriate Bronze, Silver or Gold or recommend additional action.

#### *The Bronze Award*

##### **Focus:**

The Bronze award is in recognition of a sincere and committed approach to continuous improvement in Equality and Diversity management using FEED

##### **Requirements:**

Through self-assessment and action planning, the organisation defines its own improvement. The following evidence is also necessary:

- Senior Executive letter of commitment
- FEED assessment
- Improvement action report plan in place
- The Process of Implementation
- Measurement factors for the future

##### **Examples of Current Bronze Award holders:**

- Jobcentre Plus, South-East region
- Hertfordshire Constabulary
- BAE Systems, Preston
- Employment Service of Stockholm (County Labour Board)
- Employment Service of West Gotaland (County Labour Board)
- Bristol and West, building Society

### *The Silver Award*

#### **Focus:**

The principle underpinning the FEED Silver Award is that there is evidence of a sincere and committed approach to continuous improvement in Equality and Diversity management. It is about recognising organisations that are in a systematic transition of rigorous and habitual management of Diversity in every aspect of their operation. Their Diversity activities and processes should have resulted in tangible improvements and achievements of goals.

#### **Requirements:**

- Achievement of Bronze level recognition (or renewal where applicable).
- Evidence of two full years of assessment and action planning post-Bronze level by trained FEED Assessors.
- Evidence of a trend that indicates regular review mechanisms are in place and there is continuous improvement of current commitment, policies and procedures for all Enabling factors.
- Scores in Enabling factors consistent with Band 3 expectations.
- Evidence of a pattern of Diversity-linked improvements and results consistent with upper Band 2 expectations.
- The improvements and achievements are a result of activities designed to improve Equality and Diversity objectives.

#### **Current Holders of the Silver Award:**

- BAE Systems Prestwick

### *The Gold Award*

#### **Focus:**

The FEED Gold award will be awarded to organisations that show a totally committed approach to continuous improvement in Equality and Diversity management. It recognises organisations that have made the transition to rigorous and habitual management of Diversity in all aspects of their operations.

#### **Requirements:**

- Achievement of Silver level recognition (or renewal where applicable).
- Evidence of 3 full years of assessment and action planning post-Silver level by trained FEED Assessors.
- Evidence of a trend that indicates regular review mechanisms are in place and that there is continuous improvement of current commitment, policies and procedures for all Enabling factors.
- Scores in Enabling factors consistent with Band 4 expectations.
- Evidence of a pattern of Diversity-linked improvements and results consistent with upper Band 3 expectations.