

**NATIONAL ASSOCIATION OF HISPANIC FEDERAL EXECUTIVES
STRATEGIC PLAN**



**PROMOTING THE SENIOR
EXECUTIVE SERVICE FOR HISPANICS**

DATE: JANUARY 2012

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MESSAGE FROM THE PRESIDENT



I am proud to present the National Association of Hispanic Federal Executives (NAHFE) *2012-2017 Strategic Plan*. This Strategic Plan establishes a framework for NAHFE's efforts to advocate for the development and advancement of Hispanics to career senior level, policy-making positions in the Federal Government.

A central element of this plan is to take concrete steps to assist Federal agencies in recruiting and hiring qualified Hispanics to meet the unique challenges of the 21st Century. We will underscore these objectives by inspiring a new generation of Hispanic public servants striving to ascend to SES positions, and enrich a base pool of Hispanic candidates for SES and management level positions.

This Strategic Plan lays the foundation for an even stronger, more effective organization. The dedication and professionalism of the members help NAHFE meet its goals, position the organization to help Hispanics advance in their career within Federal Government, and to prepare them for the challenges ahead.

Sincerely,

Al Gallegos

INTRODUCTION

The NAHFE 2012-2017 strategic plan provides the organization with a five year road map for member services and organizational development. This plan was developed with broad involvement and guidance from the NAHFE leadership team. NAHFE National Officers will review progress quarterly and will review and update the plan annually as needed.

WHO WE ARE

NAHFE, established in 1980, is a 501 (c)(3) private non-profit and non-partisan executive leadership association aiding the federal government in recruiting and developing highly qualified Hispanic leaders for public service. NAHFE grew out of a need to promote Federal public service within the Hispanic Community and to provide executive leadership career development training. The association centers its efforts on senior leadership positions ranging from GS 12 through the Senior Executive Service (SES). NAHFE currently has members from approximately 30 different agencies and is a member of the National Hispanic Leadership Agenda (NHLA).

NAHFE is composed of a group of volunteers that are managed by a National Executive Committee as well as National Officers whose roles and responsibilities are described in Appendix I.

MISSION

NAHFE's mission is to identify, cultivate and prepare Hispanics for advancement into the SES ranks.

STRATEGIC GOALS

The following goals, which will guide NAHFE over the next five years, are the organization's response to the important issues identified in the questionnaire that was distributed to NAHFE members in December 2011 as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction. Activities associated with implementation of the stated goals and objectives of this document, will be created, reviewed, adjusted and approved quarterly by the NAHFE officers.

GOAL 1 – Identify highly-qualified Hispanics in the Federal workforce

GOAL 2 – Energize, empower and inspire a new generation of Hispanic Senior Executives

GOAL 3 – Provide career development training

GOAL 4 – Promote qualified Hispanic candidates for SES

GOAL 5 – Advocate for increased Hispanic representation across government

GOAL 1 – Identify highly-qualified Hispanics in the Federal Workforce

Establish methods to identify and communicate with the Hispanic community within the federal government to ensure that NAHFE can effectively reach the maximum target audience.

Objective 1.1

Increase membership by 50% percent.

Strategies:

- Partner with the Office of Personnel Management (OPM) and agency Equal Employment Opportunity (EEO) and Human Resource (HR) Offices to present NAHFE outreach sessions for Hispanic employees in each agency.
- Identify lead NAHFE members to work within each federal agency.
- Develop and implement a strategy for NAHFE dues and non-dues paying membership.
 - Prorate dues for the calendar year
 - Create and offer advisory membership for current Senior Executives and retired federal employees

Objective 1.2

Maximize the use of technology to further NAHFE's mission and goals.

Strategies:

- Enhance/redesign the NAHFE web site to simplify the membership application process.
- Develop a NAHFE working group on professional networking sites like LinkedIn.

GOAL 2 – Energize, empower and inspire a new generation of Hispanic Senior Executives

Establish effective processes and methods to encourage Hispanics to aspire to the SES ranks of the federal government.

Objective 2.1

Demonstrate the benefits of Hispanic diversity in the federal government.

Strategies:

- Work with OPM and then Equal Employment Opportunity Commission to publish relevant diversity impact data or studies related to Hispanic in the workforce.
- Develop and implement a mechanism to monitor the percentage of Hispanics that apply to SES positions.
- Develop and implement a mechanism to showcase the accomplishments of Hispanics in the SES.

Objective 2.2

Encourage Hispanics to pursue SES positions.

Strategies:

- Work with agency civil rights, equal employment opportunity and Hispanic employee groups to increase interest in SES positions.
- Conduct SES informational panels
- Post SES available positions on the NAHFE website

GOAL 3 – Provide career development training

Research, deliver and/or facilitate the appropriate education, training, skills and experience that will prepare Hispanics for successful placement in SES positions.

Objective 3.1

Provide NAHFE members with a competitive advantage in applying to SES positions.

Strategies:

- Develop and implement a mechanism for Hispanic SES candidates to have their SES job applications reviewed by current SES members.
- Provide mock interview preparation with current SES members.
- Develop and implement mentorship programs.
- Conduct networking sessions with other SES interested Hispanics and SES members.
- Present recurring conferences and workshops for SES development and training.
- Conduct post-interview surveys with interviewees to review feedback and better prepare future candidates.

GOAL 4 – Promote qualified Hispanic candidates for SES

Promote and increase the visibility of qualified Hispanic candidates for Senior Executive Service positions.

Objective 4.1

Showcase the education, experience and accomplishments of Hispanic SES candidates.

Strategies:

- Member engagement with parent Federal Agency to assess and assist with the Hispanic recruitment efforts and programs.
- Provide visibility of resumes of highly qualified Hispanic SES candidates to current Hispanic SES members for consideration and endorsement within their agencies.
- Partner with OPM to measure the percentage of Hispanics referred as highly qualified and selected for SES positions.
- Partner with the National Hispanic Leadership Agenda to raise public awareness and highlight the accomplishments of Hispanic SES candidates and members.

GOAL 5 – Advocate for increased Hispanic representation across government

Objective 5.1

Increase awareness of Hispanic federal employment issues to Agencies, Congress and the Administration.

Strategies:

- Create a Congressional Liaison position to work with members of Congress and the Congressional Hispanic Caucus on diversity issues.
- Collaborate with OPM as a member of the Hispanic Council on Federal Employment.

- Develop a NAHFE policy arm to conduct fact-based research and provide guidance on federal issues affecting Hispanics in the workforce.

APPENDIX I

ROLES AND RESPONSIBILITIES OF THE NAHFE NATIONAL OFFICERS

National President:

- (1) To uphold the Constitution and Bylaws of the Association, its policies and customs, and all resolutions duly passed;
- (2) To guide the Association and the functions of the National Office with the cooperation and approval of the National Executive Committee;
- (3) To preside at all sessions of the National Executive Committee;
- (4) To have the authority to spend up to, but not exceeding, \$2,500.00, per transaction in concurrence with the Treasurer of the Association;
- (5) To name all National Committees, appoint designated National Officers, and to fill vacancies in the National Office with the approval of the National Executive Committee;
- (6) To suspend and/or remove from office, with the approval of the National Executive Committee any National Officer who is lax or incompetent in the discharge of his duties or who is found guilty of any of the causes enumerated in the Constitution and Bylaws of the Association;
- (7) To represent the Association at those functions of national scope which involve the best interests, growth development and prestige of the Association;
- (8) To be the official spokesperson of the Association;
- (9) To refrain from taking sides or influencing any individual or group, directly or by inference, in NAHFE elections at whatever level;
- (10) To carry out all other duties found in this Constitution and Bylaws and incumbent upon his or her office.
- (11) To appoint all vacancies occurring in the ranks of the National Officers in the interim between sessions of the National Assembly with the consent of the National Executive Committee provided appointees fulfill those qualifications and limitations established in the Constitution and Bylaws of the Association;
- (12) To deliver to his/her successor in office all books, papers, records and other property of the Association that may be in his/her possession at the close of his/her official term.

National Vice President:

- (1) To assume, according to the order of succession established in the Bylaws, the office of National President and all duties, responsibilities and powers pertaining thereto in the event of the resignation, death or removal of the duly elected National President;
- (2) To be a member of the National Executive Committee;
- (3) To represent the Association as assigned by the National President or by the National Executive Committee of the Association;
- (4) To have supervisory control over committees assigned to him or her by the National President;
- (5) To preside at sessions of the National Executive Committee or National Officers meetings when requested by or in the temporary absence of the National President;
- (6) To oversee the activities of the Association within the specified responsibilities of the office and to report at all meetings of the National Executive Committee;
- (7) To assume such other duties and responsibilities as may be assigned to him or her by the National President or the National Executive Committee;

National Secretary:

- (1) To be a member of the National Executive Committee;
- (2) To keep or cause to be kept in a safe place all permanent records, inventories of equipment and furnishings, and lists and deeds of real property of the Association;

- (3) To keep the Seal of the Association and to control its use;
- (4) To handle all correspondence addressed to the National President, the National Executive Committee, as authorized by the National President;
- (5) To take down, transcribe and make available to the National Officers and Chapters Officers of the Association by means of electronic mail, or other expedient medium of communication, the minutes of the sessions of the National Officers or National Executive Committee. The latter responsibility to be carried out within thirty days of the date of the sessions;
- (6) To maintain for quick and easy reference, all resolutions and amendments to the Constitution and Bylaws and any policies duly adopted or set by the National Executive Committee or the National Officers Committees, and;
- (7) To carry out any other duties and responsibilities pertaining to his/her office as may be assigned by the National President.

National Treasurer:

- (1) To be a member of the National Executive Committee;
- (2) To receive and place in a bank designated by the Treasurer with the approval of the Chapters Officers Committee all monies paid into the National Treasury such as charter fees, membership dues, assessments, contributions and donations, or payments and other items which the Association provides for sale to members. Said monies may be deposited under various accounts as may be approved by the National Executive Committee or as provided for in the Constitution and Bylaws;
- (3) To cause his/her signature and that of the National President to be registered at the bank and to co-sign all checks or receive approval for disbursements for authorized expenditures with the National President;
- (4) To keep and maintain up to date a set of books as dictated by proper accounting procedures;
- (5) To make written monthly reports to the members of the National Committees on the status of the National Treasury, showing all income received and its sources, accounts receivable, disbursements with the names of payees and the cause of each thereof, encumbered amounts, and balances of all accounts. Said reports shall be made within thirty days of the close of each month;
- (6) To cause an audit, when deemed necessary, to be made of the national and chapter accounts by a Certified Public Accountant who may be a NAHFE member but not a member of the National Executive Committee or of the National Office;
- (7) To oversee the submission of required federal and state tax forms to be prepared by a Certified Public Accountant who may be a NAHFE member but not a member of the National Executive Committee or of the National Office;
- (8) To turn over to his/her successor the complete set of accounting records, audit reports, federal and state tax reports, account usernames and passwords, and any other documentation pertaining thereto.

General Counsel:

- (1) To hold an honorary position;
- (2) To be appointed by the National President with concurrence of the National Executive Committee;
- (3) To be a non-voting member National Executive Committee and shall serve as determined by the President with concurrence of the National Executive Committee;
- (4) To represent the Association in all legal matters in which it may be involved or have an interest;
- (5) To interpret and render an opinion on matters arising with regard to the NAHFE Constitution and Bylaws, Resolutions and/or Policies when requested by any member, Council, or officer of the Association. The National Officers Committee may by a two-thirds majority reverse an opinion of the General Counsel in those cases wherein it is believed that he/she has acted in a biased manner or contrary to the spirit of the provision in question;
- (6) To cooperate with the National Secretary in preparing and maintaining up to date the volume which contains all resolutions, amendments, policies duly adopted and in force;
- (7) To counsel with General Counsels of subordinate entities, including NAHFE Chapters, as requested.