

**NATIONAL ASSOCIATION OF HISPANIC FEDERAL EXECUTIVES
2024 STRATEGIC PLAN**



06 JULY 2024

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1 - MESSAGE FROM THE PRESIDENT



I am excited to present the National Association of Hispanic Federal Executives (NAHFE) *2024-Strategic Plan*. This Strategic Plan establishes a framework for NAFHE'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 NAFHE meet its goals, position the organization to help Hispanics advance in their career within the Federal Government, and to prepare them for the challenges ahead.

Sincerely,

Al Gallegos

Revised 06 July 2024

2 - INTRODUCTION

The NAHFE 2024 strategic plan provides the organization with a road map for member services and organizational development. This plan was developed with broad involvement and guidance from the NAHFE Board of Directors and NAHFE leadership team. The NAHFE National Committee will review progress quarterly and will update the plan annually as needed.

3 - 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 was a member of the OPM Hispanic Council on Federal Employment (HCFE) and the National Hispanic Leadership Agenda (NHLA).

NAHFE is composed of a group of volunteers that are managed by The Board of Directors, a National Executive Committee as well as National Officers.

4 – MISSION / VISION

MISSION-

- To identify, cultivate and prepare Hispanics for advancement into the SES ranks.
- To Energize, empower, and inspire a new generation of Hispanics from the GS-12 to the GS-15 levels into the Career Senior Executives Service ranks of the Federal government.

VISION-

NAHFE envisions a future where:

- The Senior Executive Service represents the diversity of Hispanic community.
- Collaboration, inclusivity, and engagement foster innovation and effective decision-making.
- Equal opportunities for growth and advancement for all members.
- Hispanics thrive and contribute their unique talents and perspectives to create:
 - A more effective, inclusive, and representative government.
 - The reflective diverse society it serves.

5 - STRATEGIC GOALS

The following goals, which will guide NAHFE over the next year, are the organization's response to the important issues identified. These goals provide a roadmap for fulfilling our 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 Board of Directors.

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 – Provide SES Mentors and other highly qualified GS-15/14 Mentors for our members.

GOAL 5 – Promote qualified Hispanic candidates for SES.

GOAL 6 – Advocate for increased Hispanic representation across government.

GOAL 7 – Expand the organization by creating new chapters nationwide.

GOAL 8 - Connect the NAHFE Strategic Goals with the ECQs (Executive Core Qualifications), and EI (Emotional Intelligence) Elements

6 – ACHIEVING STRATEGIC GOALS AND OBJECTIVES

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.

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 the 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 and/or the NAHFE LinkedIn Group.

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.
- Provide members with resources to help them in Mastering the Leadership ECQ (Executive Core Qualifications) Competencies.

STRATEGIES:

- Develop and implement a mechanism for Hispanic SES candidates to have their SES job applications reviewed by current SES members.
- Develop mock interview preparation with current SES members.
- Develop opportunities for members to learn how to create each of the five ECQs.
 - OPM has identified five ECQ's (Executive Core Qualifications).
 - Leading Change
 - Leading People
 - Results Driven

- Business Acumen
 - Building Coalitions
- The ECQs were designed to assess executive experience and potential--not technical expertise.
 - They measure whether an individual has the broad executive skills needed to succeed in a variety of SES positions--not whether they are the most superior candidate for a particular position. (The latter determination is made by the employing agency.)
- 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 – PROVIDE SES MENTORS AND OTHER HIGHLY QUALIFIED GS-15 OR GS-14 MENTORS FOR OUR MEMBERS

Focus on fostering connections between members and seasoned personnel.

OBJECTIVE 4.1

Promote and increase the positive networking between our members and a diverse cadre of SES personnel.

STRATEGIES:

- Hold frequent speed mentoring workshops.
- Match up members with SES Mentors and other highly qualified GS-15 OR GS-14.

GOAL 5 – PROMOTE QUALIFIED HISPANIC CANDIDATES FOR SES

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

OBJECTIVE 5.1

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 6 – ADVOCATE FOR INCREASED HISPANIC REPRESENTATION ACROSS GOVERNMENT

Dedicate all our resources to advocate for greater Hispanic representation throughout the government.

Objective 6.1

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.
- Develop a Score Card method to measure the status of Hispanic SES representation within Federal Department and Agencies.

GOAL 7 – EXPANDING THE ORGANIZATION BY CREATING NEW CHAPTER'S NATION WIDE

Broaden our reach and impact by establishing new chapters nationwide.

OBJECTIVE 7.1

Increase the number of chapters.

STRATEGIES:

- Market our organization nationwide and solicit members to start new chapters.
- Hold nationwide workshops and encourage the start of new chapters.
- Create additional MOUs with Departments and Agencies and encourage them to start NAHFE Chapters.

GOAL 8 - Connect the NAHFE Strategic Goals with the ECQs (Executive Core Qualifications), and EI (Emotional Intelligence) Elements

1. ECQ - Leading Change

- **Emotional Intelligence:** Self-awareness, Self-regulation, Motivation and Adaptability
- **Alignment with NAHFE's Goals:** Advocating for systemic changes that benefit Hispanic executives. Leading reforms and transformations that align with diversity and inclusion.

2. ECQ - Leading People

- **Intelligence:** Empathy, Social skills, and relationship management.
- **Alignment with NAHFE's Goals:** Enhances team cohesion and morale, fostering an inclusive culture that values diversity and equitable opportunities.

3. ECQ - Results Driven (7.- CONTINUED)

- **Emotional Intelligence:** Motivation and Self-regulation
- **with NAHFE's Goals:** Drives performance and accountability through clear goal setting and ethical leadership, ensuring impactful outcomes that align with strategic objectives that reflect the advocacy of Hispanic federal executives.

4. ECQ - Business Acumen

- **Emotional Intelligence:** Self-regulation and strategic decision-making.
- **Alignment with NAHFE's Goals:** Enhances organizational effectiveness through prudent management of human, fiscal, and informational resources, aligning these assets with broader federal priorities. Helps develop fiscal, HR, and technology management skills among Hispanic executives to improve government operations.

5. ECQ - Building Coalitions (7.- CONTINUED)

- **Emotional Intelligence:** Relationship management, empathy, and social skills.
- **Alignment with NAHFE's Goals:** Strengthens partnerships across governmental and non-governmental organizations, enhancing collaboration and shared initiatives that support national Hispanic leaders and community interests within federal agencies. Advocating for policies and practices that enhance diversity and inclusion in federal agencies.

By aligning these, we see how each ECQ not only supports:

- key areas of emotional intelligence
- but also, directly correlates with the strategic objectives of the NAHFE, Highlighting the intersection between:
- leadership qualities,
- emotional intelligence, and the promotion of diversity and inclusivity within federal leadership.

LULAC FTI (FEDERAL TRAINING INSTITUTE) / NAHFE PARTNERSHIP

8. FTI / NAHFE PARTNERSHIP

The Federal Training Institute (FTI), organized by LULAC in coordination with NAHFE (National Association of Hispanic Federal Executives), stands as a beacon for those aspiring to excel in federal employment.

This premier training event is dedicated to empowering individuals through career development, leadership training, and invaluable networking opportunities.

This year, NAHFE has refined the presentation process into a focused series we proudly call "Pathways to Leadership: Mastering the Leadership and Senior Executive Service Journey."

These presentations are designed to equip you with the skills and knowledge needed to navigate your leadership journey successfully.

Highlights include:

- **Senior Executive Service Overview:** Gain insight into the highest levels of federal leadership.
- **Executive Core Qualifications Competencies:** Master the essential competencies required for executive roles.
- **Executive Interview Strategies:** This presentation provides you with guidance when getting ready for the interview process.
- **Emotional Intelligence:** Understand its crucial connection to the ECQs and enhance your interpersonal effectiveness.
- **Speed Mentoring Session:** Receive rapid, focused guidance from seasoned leaders.
- **Importance of Mentoring:** Focuses on the transformative power of mentoring.