

**NATIONAL ASSOCIATION OF HISPANIC FEDERAL EXECUTIVES
2021 STRATEGIC PLAN**



**PROMOTING THE SENIOR
EXECUTIVE SERVICE FOR HISPANICS**

12 DECEMBER 2020

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MESSAGE FROM THE PRESIDENT



I am excited to present the National Association of Hispanic Federal Executives (NAHFE) *2018-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 Federal Government, and to prepare them for the challenges ahead.

Sincerely,

Al Gallegos

INTRODUCTION

The NAHFE 2021 strategic plan provides the organization with the 2021-year 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 Board of Directors 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 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 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.
- Energize, empower, and inspire a new generation of Hispanic Senior Executives

STRATEGIC GOALS

The following goals, which will guide NAHFE over the next year, are the organization's response to the important issues identified in the questionnaire that was distributed to NAHFE members 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 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 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 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 – Provide SES Mentors and other highly qualified GS-15/14 Mentors for our members

Objective 4.1

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

Strategies:

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

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

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 representation within Federal Department and Agencies.

GOAL 7 – Expanding the organization by creating new chapter's nation wide

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 starting of new chapters.
- Create additional MOU's with Departments and Agencies and encourage them to start NAHFE Chapters within them.

