

# ***BLACKS IN GOVERNMENT***

## ***2015-2019 STRATEGIC PLAN***



### **2016 Strategic Performance Evaluation Template**

Approved by the NBoD on July 13, 2016

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**Introduction and Guidance:** All of the actions and activities will be worthless if we don't know how to measure the good we are doing by undertaking them. Capture how we manage programs and monitor our success. Capture how often we review this Plan and how decisions about priorities and changes will be made. This is a "Living Document" and will need to be reviewed and updated at least quarterly by the National Board of Directors (NBoD) and National Executive Committee (NEC). Please use the template below each "Focus Area" to help breakdown the goals and objectives into manageable chunks so that we can get started on putting this plan into action. **NOTE:** You may insert additional rows where needed. There are things we may not know at this time, but that okay. Just capture when we will know and what we need to do to find out. Once we know more, we can plan more.

<b>Purpose</b>	<b>An advocate of equal opportunity and professional development for Black government employees at the Local, State and Federal government levels and others dedicated to justice for all.</b>
<b>BIG Vision</b>	<b>Member focused, world class enterprise, recognized for excellence.</b>
<b>BIG Mission</b>	<b>Enable all present and future Black employees in Local, State, and Federal governments to have the ability to maximize their career opportunities and provide a mechanism for inclusion, growth and advocacy.</b>

**GOALS**

- I.** To be an advocate of equal opportunity for Blacks in government.
- II.** To eliminate practices of racism and racial discrimination against Blacks in government.
- III.** To promote professionalism among Blacks in government.
- IV.** To develop and promote programs which will enhance ethnic pride and educational opportunities for Blacks in government.
- V.** To establish a mechanism for the gathering and dissemination of information to Blacks in government.
- VI.** To provide a nonpartisan platform on major issues of local, regional, and national significance that affect Blacks in government.

**FOUR MAJOR FOCUS AREAS**

Four focus areas underlie the Strategic Plan, as we have tried to address ways to make the organization more transparent and encourage Results-Based Accountability. *The focus areas are as follows:*

- Communication Flow**
- Financial Accountability**
- Advocacy**

## **Membership**

**Communication:** It is critical to the successful execution of this strategic plan that communication is clear, open and transparent. Information must flow from our leadership to committee, from committee to committee and to all levels of the organization timely and with integrity.

**Finance:** If this organization is to be fiscally responsible, it is imperative that the Treasurer and FAOC develop a Financial Plan that provides oversight for short and long range spending. All spending must be revenue driven and adhere to policy. Spending must be evaluated for efficiency and effectiveness. Budgets must be flexible and spending managed by cost analysis. In order to maintain the intrinsic value of Blacks In Government, the Treasurer, FAOC, Program oversight, Time and Place and Personnel committees should interact consistently to do cost analysis and provide data to the NBoD to make informed financial decisions.

**Advocacy:** Our advocacy role should define Blacks In Government as a World Class Training Organization focused on barriers and enhancements to career development and the eradication of racial discrimination by establishing a coordinated Government–Wide initiative to promote diversity and inclusion IAW Executive order 13583.

Partnerships with DoD, OPM and other government agencies should be continued to share strategies and resources. As we redefine and strengthen our relationships with the agencies Executive Order 13583 provides a common lexicon for chapters and agencies to engage in dialogue that addresses EEO statistical data indicating disparities in promotions, awards, details, disciplinary actions, hiring, retaining and firing of government workers as captured in MD 715. We intend to establish a better rapport with all state and local governments to ensure these agencies comply with their respective laws and guidance when dealing with African American employees.

**Membership:** It is a known fact that the most critical part of Blacks In Government is its members. Our focus should be to consistently retain and recruit members at the federal, state, and local levels. It is also our goal to clearly identify, implement, and communicate initiatives that will show the current and potential members the benefits of being an active member of BIG. Our attempt is to show the members and others that BIG can greatly improve the implementation of its programs, financial position, and advocacy efforts when we have an increasing and strong membership. Our belief is that we are “Strength in Numbers.”

**STRENGTH, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p><u>EFFECTIVE PROFESSIONAL DEVELOPMENT TO MEMBERS AND OTHERS</u></p> <ul style="list-style-type: none"> <li>➤ NATIONAL TRAINING INSTITUTE</li> <li>➤ REGION TRAINING CONFERENCES</li> <li>➤ CHAPTER WORKSHOPS AND TRAINING INITIATIVES</li> </ul> <p><u>EFFECTIVE YOUTH DEVELOPMENT</u></p> <ul style="list-style-type: none"> <li>➤ FLAG PROGRAM</li> <li>➤ STEM-SC PROGRAM</li> <li>➤ TIC</li> </ul> <p><u>MEMBERSHIP PROGRAMS</u></p> <ul style="list-style-type: none"> <li>➤ CONFERENCE ASSISTANCE</li> <li>➤ ATTORNEY ASSISTANCE</li> <li>➤ MAP</li> <li>➤ STACK</li> <li>➤ OLT</li> <li>➤ HEALTH</li> <li>➤ PUBLIC SERVICE ANNOUNCEMENT</li> <li>➤ LEGAL REVIEW</li> </ul> <p><u>ADVOCACY PROGRAMS</u></p> <ul style="list-style-type: none"> <li>➤ AGENCY COMPLIANCE REVIEW</li> <li>➤ ATTORNEY REFERRAL</li> <li>➤ EEO INSTITUTE</li> <li>➤ COMPLAINT ADVISORY ASSISTANCE</li> <li>➤ DISCRIMINATION AWARENESS PROGRAM (DAP)</li> </ul>	<ul style="list-style-type: none"> <li>➤ VERTICAL AND HORIZONTAL COMMUNICATION</li> <li>➤ LIMITED REVENUE SOURCES</li> <li>➤ INEFFECTIVE FUTURE PLANNING</li> <li>➤ CONTROLLING COSTS</li> </ul>	<ul style="list-style-type: none"> <li>➤ INCREASE MEMBERSHIP FROM ALL FEDERAL AGENCIES, STATE AND LOCAL GOVERNMENTS</li> <li>➤ NEW REVENUE SOURCES TO HELP PAY BILLS, DEBTS, AND PROGRAM EXPENSES</li> <li>➤ INCREASE CORPORATE SPONSORSHIP</li> <li>➤ INCREASE BIG'S VISIBILITY AMONG SMALL BUSINESSES AND ORGANIZATIONS THROUGHOUT THE UNITED STATES</li> <li>➤ SEEK AVAILABILITY OF GRANTS</li> <li>➤ INCREASE VISIBILITY ON ISSUES INVOLVING RACIAL CONCERNS IN FEDERAL, STATE AND LOCAL GOVERNMENT ENTITIES</li> </ul>	<ul style="list-style-type: none"> <li>➤ REDUCTION OF GOVERNMENT FINANCIAL SUPPORT</li> <li>➤ REDUCTION OF FINANCIAL SUPPORT FROM CORPORATE SPONSORS</li> <li>➤ A NEGATIVE IMAGE OF BIG AMONG FEDERAL, STATE, AND LOCAL GOVERNMENT EMPLOYEES</li> <li>➤ A NEGATIVE IMAGE OF BIG AMONG THE COMMUNITY</li> </ul>

**Evaluation Template**  
(Insert additional rows where needed)

<b>FOCUS AREA – Communication Flow</b>		
<b>PERFORMANCE MEASURES (How We Will Know We are making a Difference)</b>		
<b>Short Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Increase in communication flow from NBoD and Exec Committee to membership	Membership Surveys to determine the quality of the Calendar of Events/Activities.	Quarterly
Increase in Communication Flow from members to NBoD and Exec. Committee	-Data from BIGNet Website -Telecommunications Chairman -Membership Survey to if members are satisfied with their ability to communicate with the NBoD and the Executive Committee	-Quarterly -Quarterly -Quarterly
Increase in the number and diversity of group activities for BIG members	-Program & Planning Committee -Membership Survey	-Quarterly -Semi-Annually
Revitalization of BIG webpage to foster an Increase in member engagement in BIG’s operational and programming issues	- Data from BIGNet Website -Telecommunications Chair	-Monthly -Quarterly
<b>Long Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Elimination of communication barriers throughout the organization	Membership Survey	Semi-Annually
Increase in resources to support BIG programs.	-Program & Planning Committee -Budget Review -Membership Survey	-Semi-Annually -Semi-Annually -Semi-Annually
BIG Website is more interactive, thus allowing members to more easily engage with BIG leadership	Data from BIGNet Website Telecommunications Chair Membership Survey	-Monthly -Quarterly -Semi-Annually

**GOAL #1:** *Institute visits by the National President to at least two different Regional Council meetings annually.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**GOAL #2:** *Enhance the mechanism for gathering and disseminating information to Blacks In Government membership.*

**Objective #2a:** *Survey the membership on how they would like to get information.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #2b:** *Create a calendar of events/activities, i.e., NEC and NBoD meetings, visits, etc., and share the results to the membership.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**GOAL #3:** *Continue all current interest groups/activities, periodically evaluating the need for new groups/activities and eliminating groups that have out-lived their useful purpose.*

**Objective #3a:** *Consider restructuring of the group to appeal to a wider audience.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #3b:** *Foster self-government by groups responsible for setting up meetings and agendas of the greater interest and benefit to the membership.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**GOAL #4:** *Establish mechanism for small groups to brainstorm on topical issues.*

**Objective #4a:** *Allow the membership to request to be part of the groups.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #4b:** *Allow a topic of interest to be raised by the membership.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #4c:** *Establish a mechanism for the membership to submit topics of interests through the BIGNET.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**GOAL #5:** *Develop methods to evaluate the quality of information received by the membership.*

**Objective #5a:** *Posting to the BIGNET and quarterly newsletters, etc.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #5b:** *Surveys of the membership at all levels, e.g., regions, chapters, individual members.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #5c:** *Standardize reports and management tools to provide transparent, consistent management data across programs to measure progress and identify bottlenecks in program activities.*



Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**GOAL #6:** *Continue to improve the interoperability of the BIGNET website for optimum functionality and content.*

**Objective #6a:** *Make the BIGNET more open and accessible to the membership by significantly expanding the amount of information available online about the programs, our funding and our progress.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #6b:** *Use of Facebook and You Tube platforms to disseminate information for optimum transparency.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #6c:** *Use traditional media outlets (trade shows, speaking venues, community events and other organizations).*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Focus Area -- Advocacy**  
**Evaluation Template**  
*(Insert additional rows where needed)*

**FOCUS AREA – Advocacy**

**PERFORMANCE MEASURES**  
**(How We Will Know We are making a Difference)**

<b>Short Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Retainer of a EEO lawyer to give advice on EEO cases in the various regions	Report from National President	TBD
Completion of EEO Training Sessions on MD-715 at the Regional levels	Report from AE/EEO Committee Chair	Quarterly
Hatch Act Requirements are posted on BIGNET	Data from BIGNet Website	Ongoing
Number of EEO briefings or presentations and the type of audience reached	AE/EEO Committee Report	Quarterly
<b>Long Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Increase in BIG's capacity to offer EEO counseling and financial assistance to BIG members	Annual Budget Report/ Report on # of BIG members receiving EEO Counseling/Periodic Survey Results	Quarterly
Periodic posting of a Congressional National Report Card on Issues of interest to BIG members and their communities	Report from Legislative Affairs Chair	Quarterly
Periodic posting of Congressional, State, and local legislation of interest to BIG members	Report from Legislative Affairs Chair	Quarterly
Increase in the number of complainants receiving assistance from BIG	BIG EEO Complaint Data Base/Report from AE/EEO Chair	Quarterly

**GOAL 1: Advocate via BIG programs.**

**Objective #1a:** *NEC, Regions, and Chapters distribute information emphasizing BIG's advocacy programs via the internet and other media. This emphasis should be done on a quarterly basis. The advocacy programs are on Appendix(SWOT) Strengths of this plan.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
No activity					

**GOAL 2:** Eliminate practices of racism and racial discrimination against Blacks in government at the federal, state, and local levels. The BIG programs to address this goal are on Appendix A (SWOT) Strengths of this Plan.

**Objective #2a:** Region and chapter EEO Chairs report to the NEC AE/EEO Chair of the effectiveness of the programs on SWOT Strengths.

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
No Activity					

**Focus Area – Membership (Recruit, Retention, Benefits)**  
**Evaluation Template**  
*(Insert additional rows where needed)*

**FOCUS AREA – Membership (Recruit, Retention, Benefits).**

**PERFORMANCE MEASURES**  
**(How We Will Know We are making a Difference)**

<b>Short Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Overall increased BIG membership	National Headquarters Data Base/ Report from Membership Chair	Quarterly
Improvement in membership retention rate.	National Headquarters Data Base/ Report from Membership Chair	Quarterly
Preparation and Dissemination of BIG Publication on Best Practices in the Recruitment and Retention of Members.	Membership Committee	TBD
<b>Long Term Indicators</b>	<b>Source</b>	<b>Frequency</b>
Increased effectiveness in the management of programs that benefit BIG members.	Program and Planning Committee Chair Report	Quarterly
Development and execution of succession plans for all key national, regional and chapter positions	Membership Committee	Quarterly
Establishment and execution of a marketing program to showcase BIG, its leaders and its accomplishments.	Communications and Public Relations Committee in collaboration with the Program and Planning Committee	Quarterly

**GOAL 1: Recruit.**

**Objective #1a:** Increase regular member by 5% for the first year and 10% every year afterwards.

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
No Activity					

**Objective #1b:** Chapters and regions become more visible and sponsor projects and programs in line with overall BIG goals in their respective areas.

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
Membership Event	24 May 18	Membership	Membership Committee	0 New members	All members should be working to recruit new members
		Correspondence briefed and distributed			

**Objective #1c:** Chapters aggressively recruit former members of their chapters via one-on-one contact, email, and other media.

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
E-mails	On-going	Computer/	Membership		Monthly renewals
Phone calls			committee		
Attempts made to sign-up mbrs whose dues have lapsed			Chapter members	Life mbr became Gold Plus mbr	

**Objective #1d:** Chapters recruit from current and previous at-large membership listings.

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
Do not have at-large mbr listing				n/a	

<b>Objective #1e:</b> <i>Chapters recruit from current and previous at-large membership listings.</i>					
Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
N/A					

<b>GOAL 2: Retention.</b>					
<b>Objective #2a:</b> <i>Retain membership numbers at a rate of 90% per year.</i>					
Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
Review/scrub	monthly	Accurate list	Minimum of 3 persons to follow-up	75 % Retained	
<b>Objective #2b:</b> <i>Chapters and regions become more visible and sponsor projects and programs in their respective areas that are in line with BIG's vision and goals.</i>					
Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
<b>Objective #2c:</b> <i>Chapters involve all members in chapter projects and programs on a consistent basis.</i>					
Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
<b>Objective #2d:</b> <i>All chapter and region leaders establish and maintain frequent communication with their members via newsletters, emails, telephone, and other means of communication.</i>					

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes
Discuss pertinent civilian, personal and social issues and legislative concerns	monthly	Newsletter, e-mails	Appoint/ or use a volunteer		

**GOAL 3: Benefit To The Members.**

**Objective #3a:** *Clearly identify the benefits to current and potential members of BIG.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #3b:** *NEC (Evaluation and Membership Committees) create and provide a survey to all regions to distribute among their respective chapters seeking feedback from current members and potential members in reference to the benefits they want from BIG. National and regions should establish a deadline for the members and potential members to respond and report their inputs. If desired by the Board, other surveys can be done in 2016 and 2018.*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes

**Objective #3c:** *BIG National President and Executive Committee report on the results of the survey; establish a plan of action; and report the status to the Board on a quarterly basis addressing the question "How would it benefit me by joining BIG?"*

Activity	Date	Resources Required (If Any)	Lead Person/ Position	Result	Notes