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# NATASHA C. HEWLETT

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## PROFESSIONAL INTRODUCTION

As a Civil Servant to the Federal Government, I am a highly motivated, results-focused professional with over fifteen (15) years of diverse and multi-cultural work experience. I have extensive specialized experience in supporting Senior Executives and Senior Leaders, through analyzing and implementing various high-level Diversity and Inclusion programs and serving as a change agent for the organization. I have served in several capacities in the D&I/EEO and Administrative arena; to include a Deputy Chief and Acting Chief Diversity Officer, a Special Emphasis and Anti-Harassment Program Manager, an Executive Officer, a Program Analyst, and I am an accomplished D&I trainer and facilitator. My specialty is in designing and implementing successful programs from the ground level, redesigning training programs independently, obtaining proven results that meet the needs and vision of organizations. My leadership style and management techniques include conflict resolution techniques, creating and establishing psychological safety, performance coaching and affiliative leadership to facilitate my ability to develop and sustain a diverse, inclusive, high performing work unit. I have a strong track record of creating visionary D&I programs, while engaging stakeholders in deploying a collaborative strategy for successful implementation across the organizational enterprise. I have excellent oral and written communications skills, with emotional intelligence for employee engagement, and an outstanding ability to build and leverage partnerships to create diverse and inclusive work environments.

## COMPETENCIES

- Diversity and Inclusion Program Manager
- Reasonable Accommodation and Disability Program Management
- Critical thinking
- Cross-functional partnering
- Creative thinking
- Innovative
- Project Management
- Team leadership
- Effective Communication Skills
- Presentation Skills
- Public Speaker
- Program Developer

## CAREER EXPERIENCE

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*December 2021- Present*

*Internal Revenue Services,  
Inclusion Diversity Education & Advisory Services  
Office of Equity, Diversity, and Inclusion*

### DUTIES

Appointed as a senior diversity and inclusion educator and advisor for the Agency for developing a holistic and global diversity and inclusion training program to address the equity, accessibility, diversity, and inclusion needs for a culturally dispersed organization. Meet regularly with senior leaders to collaboratively assess whether agency's educational, professional development, training needs, policies and practices are equitable. I independently develop and design curriculum and facilitate training for members of the IRS workforce globally, on a variety of topics including Anti-Harassment, Reasonable Accommodations, Diversity & Inclusion, Special Emphasis, and EEO.

### KEY RESPONSIBILITIES

- Responsible for developing, coordinating, and integrating educational and training programs, goals in line with D&I strategic plan and strategic communication plan.
- Developed training modules that fostered an inclusive work environment by providing and delivering Sensitivity and EEO Awareness training in the workplace and facilitated training to over 1,500 + employees and leaders across the globe.
- Provided strategies, marketplace research, tools and solutions on diversity and inclusion topics that will enhance the workforce equity, diversity, and inclusion footprint.
- Independently designing and developing a new Agency D&I podcast.
- Collaborated with internal stakeholders to effectively implement outreach strategies designed to encourage and foster a diverse and inclusive work environment.
- Provided programmatic and strategic briefings to senior leaders across the enterprise to promulgate diversity and inclusion education efforts.

**March 2021- December 2021**

*Department of the Air Force,  
Office of the Surgeon General,  
Office of Diversity and Inclusion  
Deputy/Diversity and Inclusion Program Manager*

## **DUTIES**

Temporarily appointed as the Deputy for the Air Force Medical Services (AFMS) Office of Diversity and Inclusion (ODI) and the Diversity and Inclusion Program Manager and Change Agent, reporting to the Chief for Diversity Management Division Overseeing the Special Emphasis Program (SEPM), ModelWorkplace Program (MWP), Barrier Analysis, and the AFMS Diversity & Inclusion Program (D&I).

## **KEY RESPONSIBILITIES**

- Stood up the ODI office for the Air Force and Space Force Surgeon General.
- Developed and implemented strategies and line of efforts to implement organizational change, organizational culture change, strategic management planning, D&I outreach, recruitment outreach, re-engineered the program processes, and effective communication that addresses the various barriers identified.
- Responsible for developing, coordinating, and integrating programs, goals, and other activities such as D&I strategic planning and strategic communication planning.
- Provided strategies, marketplace research, tools and solutions on diversity and inclusion for an organization with over 50,000+ employees globally.
- Leveraged internal and external trends to develop realistic and attainable goals, collaborating with leaders across the organization to define and drive a holistic approach in building a diverse and inclusive workforce and healthcare system.
- Developed a diversity and inclusion strategic branding and communication plan to increase use of mass communication avenues using various multimedia tools available such as web pages, social media, newsletters, etc. to increase promotion of diversity and inclusion.
- Assisted the agency in developing and establishing effective civilian and military affirmative employment programs of equal opportunity through: competent barrier analysis, identification of possible triggers, analysis of employment processes, investigations of barriers, creation of action plans, considering and executing modifications, reporting plans annually, assessing results, tracking progress, and instituting measures, etc.

- Conducted and oversaw the collection, synthesis, and analysis of statistical data on gender, race, ethnicity, disability, and other relevant sub-group participation in the Air Force Medical Services (AFMS) workforce and serves as team lead, personally performing special studies or projects.
- Developed and established diversity and inclusion training curriculum and educational opportunities, providing effective training to create a civil workforce as a change agent, certified trainer, certified facilitator.
- Evaluated the status of AFMS's Equal Opportunity/Equal Employment Opportunity affirmative employment, diversity management, and other affirmative action programs and identified problems and advised on developing plans of action, goals and milestones for improvement.
- Worked cooperatively with internal and external entities to develop implementable recommendations for projects designed to identify and bring into parity participation by various groups in the workforce.
- Conducted research, in conjunction with other Air Force Units, to monitor and assess the effectiveness of ongoing programs. Periodic reports were prepared delineating the status of current employment statistics and trends.
- Planned and managed the logistics and execution of internal and external events to include diversity training conferences, EEO training, Special Emphasis Programs, Panel Discussions, and various other high-level events.
- Established and maintained effective and cooperative working relationships with people at all levels to obtain cooperation in protocol and events management operations.

***April 2018-March 2021***

*Department of Homeland Security, ICE  
Office of Diversity and Civil Rights  
Diversity Program Manager and  
Acting Deputy Chief Diversity Management Division*

## **DUTIES**

I served as the Diversity and Inclusion Program Manager and Change Agent, reporting to the Chief of Diversity Management Division Overseeing the Special Emphasis Program (SEPM), Model Workplace Program (MWP), Management Directive-715 (MD 715), Affirmative Employment Program (AEP), and the Agency's Diversity & Inclusion Program (D&I). Was appointed as the Acting Deputy Chief of Diversity leading a diverse work group responsible for the Disability Program, Veterans Program, Climate Assessment Program.

## **KEY RESPONSIBILITIES**

- Severed as the Acting Deputy Chief of Diversity Management overseeing a diverse staff.
- Assist the chief in implemented organizational change, organizational culture change, strategic management planning, D&I outreach, re-engineering program processes, and effective communication, resulting in a more productive workforce and exceeding requirements from theEEOC.
- Lead efforts in developing and managing the Agency's MD-715 report from the initial tasking tothe final report submission to the EEOC within the time frame established.
- Provide strategies, marketplace research, tools and solutions on diversity and inclusion for anorganization with over 20,000+ employees globally.
- Responsible for developing, coordinating, and integrating programs, goals, and other activitiessuch as D&I strategic planning and strategic communication planning.
- Assisted the director in managing the Agency Senior-Level Executive Diversity and InclusionCouncil (EDIAC)
- Conducting and overseeing the collection, synthesis, and analysis of statistical data on gender, race, ethnicity, disability, and other relevant sub-group participation in the ICE workforce and serves as team lead, personally performing special studies or projects.
- Collaborated with the recruitment Team and contributed to the organization-wide recruitment offemale law enforcement officers with a 15% increase in applicant pool.
- Evaluated D&I program processes and policies for effectiveness and efficiency. Developing andimplementing new processes and polices to increase effectiveness and efficiency in various D&Iprograms such as RAs.
- Reviewed, approved, and managed all event programs, training events, and conference events.
- Developing a strategic communication plan to increase use of mass communication avenues using various multimedia tools available such as web pages, social media, newsletters, etc. toincrease promotion of diversity and inclusion.

***January 2015 – January 2019***

*Department of Justice, Civil Rights  
Office of Administration  
Program Management Analyst*

## **DUTIES**

I served as the Program Management Analyst reporting directly to the Director of Administration Management responsible for the oversight of HR, EEO, Diversity & Inclusion, Disability Program, Records Management, FOIA, and Information Technology.

## **KEY RESPONSIBILITIES**

- Served as a Management & Program Analyst for Department of Justice (DOJ) Civil Rights Division (CRT) Administrative Management Division.
- Executed organizational change, organizational culture change, strategic management planning, business outreach, re-engineering, legislative change, information management, cost management and efficiency measures.
- Responsible for developing, coordinating, and integrating programs, goals, and other activities for Strategic planning.
- Directed, conducted, and executed various Senior-Level program management activities to include analyzing and developing priorities and allocation of resources.
- Planned and managed the logistics and execution of all internal and external events that meet organization's requirements.
- Coordinated, advised, and directed protocol and event management activities such as itineraries; identifying and securing presenters; securing venues, audio visual equipment, booking hotel accommodations, and providing guidance to vendors and other personnel before and during events, planning and managing the events' calendar, negotiating service level agreements with vendors, assisting with event marketing, monitoring time frames and budgets, and delivering onevent objectives
- Served as the principal advisor to the Director and Deputy Director, concerning policies and procedures affecting CRT administrative operations.
- Presented and conveyed findings with Senior Management in written management reports, identified potential problem areas, outlined conclusions, analyzed findings and making specific recommendations of problem areas to increase mission effectiveness within human resources, information technology, building facilities, records management, finance, safety, security, and allother administrative supports.
- Managed multiple projects requiring a variety of statistical/analytical methodology and procedures setting milestones and ensuring accomplishing objectives by the established deadline.
- Developed executive level briefs, presentations, reports, correspondence, and other documents that present complex information in the highest standard for grammar, style, clarity, and understandable language suitable for Senior-Level review and decision making.

- Developed policy positions and/or directive actions for issuance to Directorates to ensure implementation of the plans, decisions, priorities, and other actions emanating from the Director.
- Provided guidance to Directors on a wide range of topics including, but not limited to, Budget and Workforce Development/Planning - Manpower Allocations, Facility/Plant Operations, Personnel Management Practices, Health, Safety, Security and Chemical Demilitarization, Production and Production Planning.
- Executed expert knowledge and mastery of a wide range of superior qualitative and quantitative analytical and evaluative methods and techniques for the assessment and improvement of CRT effectiveness and efficiency, and the improvement of complex management processes and systems.
- Provided technical advice and administrative guidance and instructions regarding objectives, policies, procedures, problem resolution and coordination of administrative activities.
- Identified training and development needs, establish training plans, and provide formal and informal training as required.

**September 2011 – January 2015**

*Smithsonian Institute  
Office of Safety Health and Environment  
Management  
Executive Officer*

## **DUTIES**

Reported to the Director of Safety, Health, and Environmental Management (OSHEM), leading the division's administrative management functions. The administrative management functions included IT, HR, finance, procurement, and logistical support.

## **KEY RESPONSIBILITIES**

- Served as Senior Advisor, Analyst, and technical expert on a wide range of issues, with the responsibility to assist in the execution of all matters pertaining to the organization and all subordinate elements, coordinating technical functionality, policy guidance, program objectives and procedures, administrative, human resources, and budget.
- Assisted in the development of organizational objectives and short and long-range program goals, leading to the development and implementation of a strategic plan.
- Provided training to staff and technical assistance on problems encountered.

- Planned and managed the logistics and execution of all internal and external events that meet an organization's requirements.
- Coordinated, advised, and directed protocol and event management activities such as itineraries; identifying and securing presenters; securing venues, audio visual equipment, booking hotel accommodations, and providing guidance to vendors and other personnel before and during events, planning and managing the events' calendar, negotiating service level agreements with vendors, assisting with event marketing, monitoring timeframes and budgets, and delivering on event objectives.
- Managed all aspects of personnel management within the organization; includes preparation and processing of all personnel actions, maintenance of personnel data records, ensuring administrative propriety of performance appraisals/ratings and awards, and leave programs.
- Successfully managed all hiring actions for the division to include organizational restructuring to meet functional needs, mission, and budget. Creating a diverse workforce and decreasing the S&E budget significantly.
- Managed and had oversight responsibilities for the effective use of office staff and resources in meeting the organization goals and objectives.
- Provided leadership to ensure that OSHEM finance/budget policy and appropriations supported program continuity that was consistent with the mission of the agency and division.
- Established policy and procedures for the agency financial management function that assures compliance with the Office of Management and Budget (OMB) requirements and policy and guidance issued by the Smithsonian Assistant Secretary for Finance.
- Effectively and efficiently reviewed division's financial and operation needs and request.
- Monitored and adjusted obligations and expenditure throughout the year to assure efficiency.
- Served as the Procurement officer for all purchases up to 500k.
- Performed ad-hoc studies, analysis, and professional writing for the Director outside of the normal channel of staff operations.
- Provided rapid, incisive, executive level analysis, and support to respond to the Director's requests for independent perspective.
- Evaluated the effectiveness of OSHEM's functions in terms of mission accomplishment, quality, and quantity standards, procedural, metrics and regulatory compliance, and technical
- Conducted meetings to discuss work activities, organizational directions and policies, current work schedules, and employee's suggestions; planning in advance to maximize productivity and follows through to see that work is completed on schedule.
- Monitored suspense dates and maintained contact with appropriate personnel for a completed product.



- Independently review and analyze Freedom of Information Act (FOIA)/Privacy Act request and the records responsive to such requests and consults with program officials about concerns they may have about release of those records. Determined whether the FOIA exemptions to compulsory disclosure will address program concerns about release, entirely, or in part, and whether fees will be charged, reduced, or waived in responding to requestors.

**February 2008 – September 2011**

*Walter Reed Army Medical Center  
Office of the Commander  
Deputy Executive Officer*

## **DUTIES**

Reported to the Executive Officer and the Deputy for Administrative Services, leading the hospital's and the command group's administrative management functions. The administrative management functions included IT, HR, finance, procurement, and logistical support.

## **KEY RESPONSIBILITIES**

- Served as the Administrative Officer and Deputy Executive Officer to the Walter Reed Army Medical Center (WRAMC).
- Managing, planning and executing a variety of administrative functions, to include but not limited to, such duties as preparing and reviewing correspondence; preparing briefings and charts; developing reports; arranging meetings and maintaining calendars; making travel arrangements; screening calls and tracking suspense items with minimal supervision.
- Coordinated dignitary visits, briefings, and events for General and Flag Officers, Cabinet Secretaries, Members of Congress, Senior Whitehouse staff and Designees of the Secretary of the Army. Applied thorough knowledge of the Department of Army requirements for the Army Medical Command mission, organization and operations analyzing and evaluating program progress and performance in a major mission area.
- Planned and managed the logistics and execution of all internal and external events that meet an organization's requirements.
- Coordinated, advised, and directed protocol and event management activities such as itineraries; identifying and securing presenters; securing venues, audio visual equipment, booking hotel accommodations, and providing guidance to vendors and other personnel before and during events, planning and managing the events' calendar, negotiating service level agreements with vendors,

assisting with event marketing, monitoring timeframes and budgets, and delivering on event objectives.

- Established and maintained effective and cooperative working relationships with people at all levels to obtain cooperation in protocol and events management operations.
- Independently recommend policies and procedures for recurring and special program analysis and the reporting of program accomplishments and utilization of resources. Managed and served as the Subject Matter Expert (SME) for the Defense Medical Human Resources System/Internet (DMHRSI) database to input and update the accurate accountability of Manpower Utilization position authorization/requirements for the Table Distribution Allowances (TDA) data as well as Time and Attendance.
- Developed standard office operating procedures (SOP) and establishes proper records management/maintenance in accordance with DoD and WRAMC regulations, directives, and instructions. Interpreted policies and regulations and served as the point of contact for resolving sensitive and unique operational problems for management.
- Ensured coordination, adequacy, and timeliness of all suspense actions, studies and reports; establishing various internal procedures and methods.
- Developed performance measures and monitors procedures and systems for establishing, operating, and assessing the effectiveness for assigned programs.
- Developed recommendations for initiating appropriate remedial actions. Monitored changes to the Joint Federal Travel Regulation (JFTR).
- Conducted studies into matters related to travel and per diem entitlements, researched historical information, laws, regulations, pertinent background materials, policies, Comptroller General Decisions, and other sources of information pertinent to the subject matter, and developed substantive facts and findings; reaches conclusions as to whether regulations would be in conflict with other related regulations and established policies, complexity of implementation, develops draft of recommendations and/or additions found appropriate, and draft of instruction to WRAMC.
- Prepared, executed, and managed the office fiscal year budget request and spending plan, monitoring expenditure rates and providing monthly reports. Analyzed historical operational resource data trends; develop projections for future requirements; and contrasts actual data to objectives and priorities.
- Monitored daily office operations, identified and acted to ensure efficient operations; identify, and advise management on critical administrative issues affecting current and future operations.
- Consulted with management on establishing and maintaining sound organizational structures, improving management methods and procedures, assuring the effective and efficient use of manpower.

## EDUCATION

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Sullivan University – Louisville, KY  
 Business Administration and  
 Management Degree June 2005

Cornell University – New  
 York, NY Diversity &  
 Inclusions Certification  
 ProgramCandidate Currently  
 Completing

University of South Florida  
 - Miami, FL Diversity &  
 Inclusion Certificate  
 ProgramMay 2021

## JOB RELATED TRAINING

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- Supervisory Development Course(SDC).
- Foundation of Leadership
- Return on Investment
- Leadership and Excellence
- 7 Habits of Effective Leadership
- Certified Eli Trainer
- Certified D&I Trainer
- ICE Certified Instructor
- Franklin Covey D&I Certified Trainer
- ERG Member
- Certified Inclusive Dialogue Facilitator
- Anti-Harassment Program Manager
- Franklin Covey Certified Unconscious BiasTrainer
- US Army Manpower and Force ManagementCourse
- Graduate School Management Analyst Training
- NARA Certified Records Manager
- Federal Acquisitions training
- Contract Officers Representative
- Procurement Officer
- Introduction to Federal Budget
- Human Resource Management
- Certified Protocol Specialist

## AWARDS

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Department of Justice Special Commendation Award Leadership Excellence; Attorney Generals Meritorious Service Award; Annual Outstanding Performance Awards(x14); Meritorious Service Award (x2); Commander's Award for Civilian Service Award; Patriotic Civilian Service; Special Achievement Award(x3); CFC Presidential Award (x3); Achievement Medal for Civilian Service

**References Available on Request**