

NATIONAL ASSOCIATION OF FUTURE FEDERAL EXECUTIVES 2024 STRATEGIC PLAN



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1 - MESSAGE FROM THE PRESIDENT



I am excited to present the National Association of Future Federal Executives (NAFFE) *2024-Strategic Plan*. This Strategic Plan establishes a framework for our efforts to advocate for the development and advancement of federal employees 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 employees to meet the unique challenges of the 21st Century. We will underscore these objectives by inspiring a new generation of public servants striving to ascend to SES positions and enrich a base pool of 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 NAFPE meet its goals, position the organization to help employees advance in their career within the Federal Government, and to prepare them for the challenges ahead.

Sincerely,

Al Gallegos

2 - INTRODUCTION

The NAFPE 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 our Board of Directors and leadership team. The National Committee will review progress quarterly and will update the plan annually as needed.

3 - WHO WE ARE

We, 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 leaders for public service. We grew out of a need to promote Federal public service within the federal 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). Currently we have members from approximately 30 different agencies.

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

VISION-

We envision a future where:

- The Senior Executive Service represents all the federal community.
- Collaboration and engagement foster innovation and effective decision-making.
- Opportunities for growth and advancement for all members.
- Employees thrive and contribute their unique talents and perspectives to create:
 - A more effective, and professional government.
 - That reflects the society it serves.

5 - STRATEGIC GOALS

The following goals, which will guide NAFFE 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 NAFFE Board of Directors.

GOAL 1 – Identify highly-qualified candidates in the Federal workforce.

GOAL 2 – Energize, empower, and inspire a new generation of 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 employee candidates for SES.

GOAL 6 – Advocate for increased employee representation across government.

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

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

6 – ACHIEVING STRATEGIC GOALS AND OBJECTIVES

GOAL 1 – IDENTIFY HIGHLY-QUALIFIED CANDIDATES IN THE FEDERAL WORKFORCE

Establish methods to identify and communicate with the community within the federal government to ensure that NAFFE 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 NAFFE outreach sessions for all employees in each agency.
- Identify lead NAFFE members to work within each federal agency.

OBJECTIVE 1.2

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

STRATEGIES:

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

GOAL 2 – ENERGIZE, EMPOWER, AND INSPIRE A NEW GENERATION OF SENIOR EXECUTIVES

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

OBJECTIVE 2.1

Demonstrate the benefits of employee engagement in the federal government.

STRATEGIES:

- Work with OPM and the Equal Employment Opportunity Commission to publish relevant data or studies related to employees in the workforce.

- Develop and implement a mechanism to monitor the percentage of employees that apply to SES positions.
- Develop and implement a mechanism to showcase the accomplishments of employees in the SES.

OBJECTIVE 2.2

Encourage employees to pursue SES positions.

STRATEGIES:

- Work with agency civil rights, equal employment opportunity and employee groups to increase interest in SES positions.
- Conduct SES information panels.
- Post SES vacant positions on the NAFPE website and/or the NAFPE LinkedIn Group.

GOAL 3 – PROVIDE CAREER DEVELOPMENT TRAINING

Research delivers and/or facilitates the appropriate education, training, skills, and experience that will prepare employees for successful placement in SES positions.

OBJECTIVE 3.1

- Provide NAFPE 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 employee 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 employment agency.)
- Develop and implement mentorship programs.
 - Conduct networking sessions with other SES interested employees and SES members.
 - Present recurring conferences and workshops for SES development and training.
 - Conduct post-interview surveys with interviewees to review feedback and prepare future candidates better.

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 CANDIDATES FOR SES

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

OBJECTIVE 5.1

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

STRATEGIES:

- Member engagement with the parent Federal Agency to assess and assist with the employee recruitment efforts and programs.

- Provide visibility of resumes of highly qualified SES candidates to current SES members for consideration and endorsement within their agencies.
- Partner with OPM to measure the percentage of employees referred to as highly qualified and selected for SES positions.
- Partner with the other organizations to raise public awareness and highlight the accomplishments of SES candidates and members.

GOAL 6 – ADVOCATE FOR INCREASED EMPLOYEE REPRESENTATION ACROSS GOVERNMENT

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

Objective 6.1

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

STRATEGIES:

- Create a Congressional Liaison position to collaborate with members of Congress on employment issues.
- Develop a NAFPE policy arm to conduct fact-based research and provide guidance on federal issues affecting employees in the workforce.
- Develop a Score Card method to measure the status of employee SES representation within the 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 NAFPE Chapters.

GOAL 8 - Connect the NAFPE 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 NAFFE's Goals:** Advocating for systemic changes that benefit executives. Leading reforms and transformations that align with employee opportunities.

2. ECQ - Leading People

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

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

- **Emotional Intelligence:** Motivation and Self-regulation
- **with NAFFE'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 federal executives.

4. ECQ - Business Acumen

- **Emotional Intelligence:** Self-regulation and strategic decision-making.
- **Alignment with NAFFE'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 executives to improve government operations.

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

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

Highlighting the intersection between:

- leadership qualities,
 - emotional intelligence,
- and the promotion of qualified candidates within federal leadership.

LULAC FTI (FEDERAL TRAINING INSTITUTE) / NAFPE PARTNERSHIP

8. FTI / NAFPE PARTNERSHIP

The Federal Training Institute (FTI), organized by LULAC in coordination with NAFPE (National Association of Future 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, NAFPE 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.