

NATIONAL ASSOCIATION OF FUTURE FEDERAL EXECUTIVES (NAFFE)
2027 STRATEGIC PLAN
06 SEPTEMBER 2026



NATIONAL ASSOCIATION OF FUTURE FEDERAL EXECUTIVES
2027 STRATEGIC PLAN

Our logo is a visual roadmap of NAFFE's 9 Strategic Goals. The eagle reflects our commitment to building senior federal leaders. The stars represent the core pillars that power our work, **and the single star is you — the member who makes this mission real.**

OPM ECQs and AI Leadership ECQ alignment concepts flow across all pillars, ensuring our members are not only prepared for SES, but AI future-ready, emotionally aware, logically grounded, and mission-focused.

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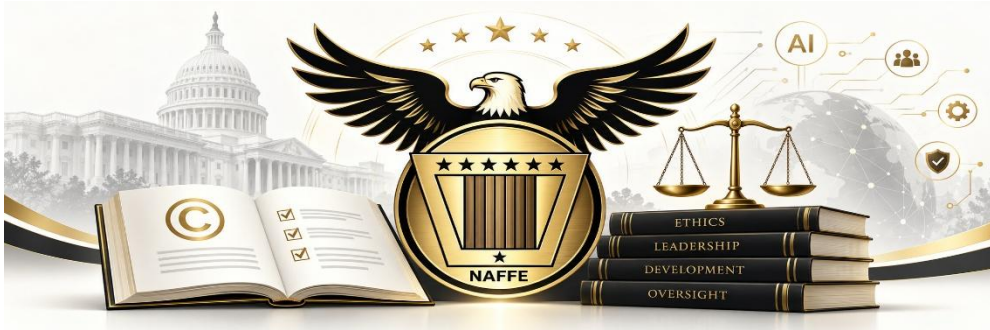
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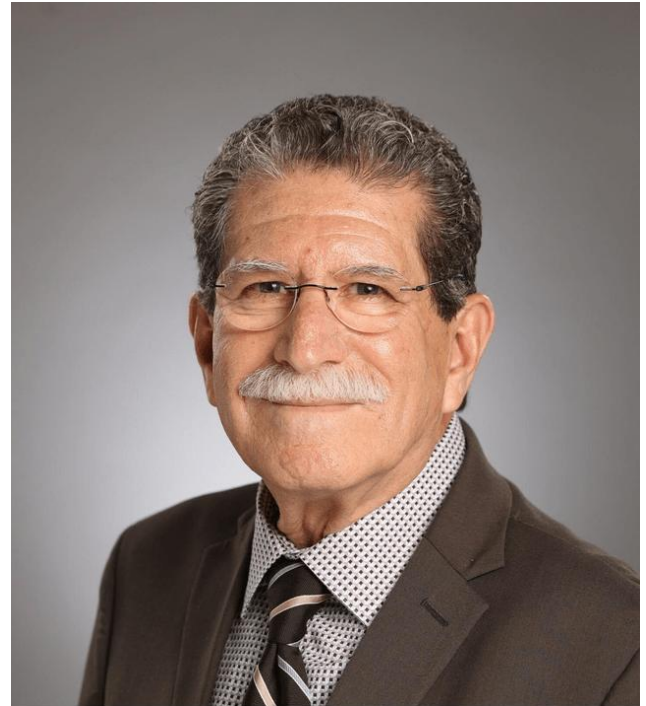
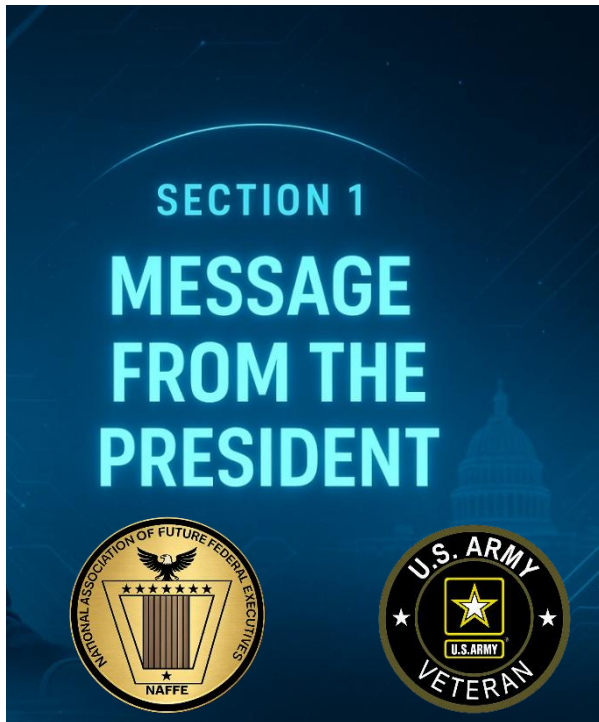
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References to OPM Executive Core Qualifications are intended for leadership-development and educational purposes. NAFFE's recommended AI Leadership ECQ and the AILI/AIQ, LI/LIQ, EI/EIQ, and NI/NIQ concepts are supplemental NAFFE leadership-development frameworks and are not official OPM Executive Core Qualifications, federal personnel standards, standardized assessments, or government-approved measures unless expressly identified otherwise.

AI-related content in this Strategic Plan is intended to support responsible leadership awareness and executive judgment. It does not replace applicable law, agency policy, cybersecurity requirements, privacy requirements, civil-rights obligations, records-management requirements, or other official government guidance. Human judgment and appropriate oversight remain essential in the use of artificial intelligence.

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SECTION - 1 – MESSAGE FROM THE PRESIDENT

I am pleased to present the **National Association of Future Federal Executives (NAFFE) 2027 Strategic Plan**. This Strategic Plan establishes a framework for NAFFE's continued efforts to support the development and advancement of federal employees into career senior-level, policy-making, and Senior Executive Service positions within the Federal Government.

The central purpose of this plan is to help federal agencies identify, develop, and prepare highly qualified employees to meet the leadership challenges of the 21st century. NAFFE will advance this purpose by inspiring a new generation of public servants to pursue senior leadership and SES opportunities, while strengthening the pipeline of candidates prepared for executive and management-level positions.

This Strategic Plan lays the foundation for an even stronger and more effective organization. The dedication, professionalism, and commitment of NAFFE members help the organization meet its goals, support employee career advancement, and prepare future federal executives for the challenges ahead.

Sincerely,
Al Gallegos

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This year, NAFFE added two important goals: Goal 8 and Goal 9.

GOAL 8 – Build AI Leadership Capacity for Future Senior Executives - (NAFFE Recommended ECQ)

NAFFE will build and integrate AI literacy and responsible AI leadership capacity to help prepare future senior executives for the growing use of Artificial Intelligence across the Federal Government.

This goal is intended to help members understand AI opportunities, risks, ethics, transparency, privacy, civil rights, cybersecurity, human oversight, and mission impact. It moves beyond simply learning how to use AI tools and focuses on developing the executive judgment needed to lead AI-related change responsibly.

Why Add Goal 8

Goal 8 should be added because AI is becoming a major part of federal operations, decision-making, service delivery, human resources, EEO analytics, budgeting, acquisitions, compliance, and public trust. Future senior executives must be prepared to lead AI responsibly, not just use AI.

GOAL 9 – Align Leadership Development Frameworks

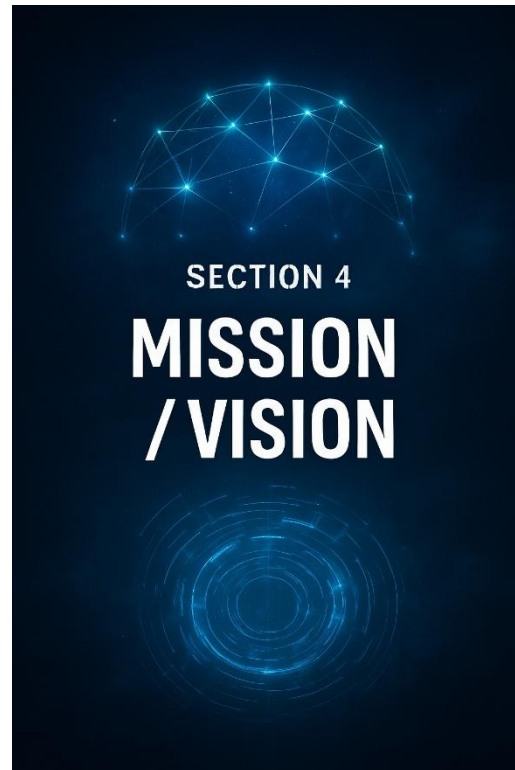
NAFFE will align its Strategic Goals with the OPM Executive Core Qualifications, the NAFFE AI Leadership ECQ, and the supporting leadership-development concepts described in Appendices A through D: AI Leadership Intelligence/AIQ, Logical Intelligence/LIQ, Emotional Intelligence/EIQ, and Networking Intelligence/NIQ.

These concepts are intended to serve as instructional leadership-development tools to help members strengthen SES readiness, ECQ development, responsible AI leadership, evidence-based decision-making, people-centered leadership, and professional networking capability. They are not intended to replace the OPM ECQs or be presented as universally accepted standardized measurements.

Why Add Goal 9

Goal 9 should be added because it connects NAFFE's Strategic Goals to the leadership capabilities future senior executives need to develop. It helps explain how the ECQs, the NAFFE AI Leadership ECQ, and the concepts in Appendices A through D work together to support SES readiness, mentoring, training, and member development.

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SECTION - 2 - INTRODUCTION

The NAFEE 2027 Strategic Plan provides the organization with a roadmap 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.

SECTION - 3 - WHO WE ARE

We are a 501 (c)(3) 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-11 through the SES.

We are composed of a group of volunteers that consist of The Board of Directors, a National Executive Committee, as well as National Officers.



National President
Al Gallegos



Chief Executive Officer
CEO, Kelly Foster



Executive Assistant
to CEO, Ernie Grindle



National Secretary
Magda Brown



National Treasurer
Ruth Lorona



Director of Mentoring
Services
Dr. Christina Love



Director of Marketing
& Communications Services
Tracie Dean



Director of Training
Services
Sarah Wheat



Director of Membership
Services
Juan Garcia Garcia

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SECTION - 4 – MISSION / VISION

MISSION-

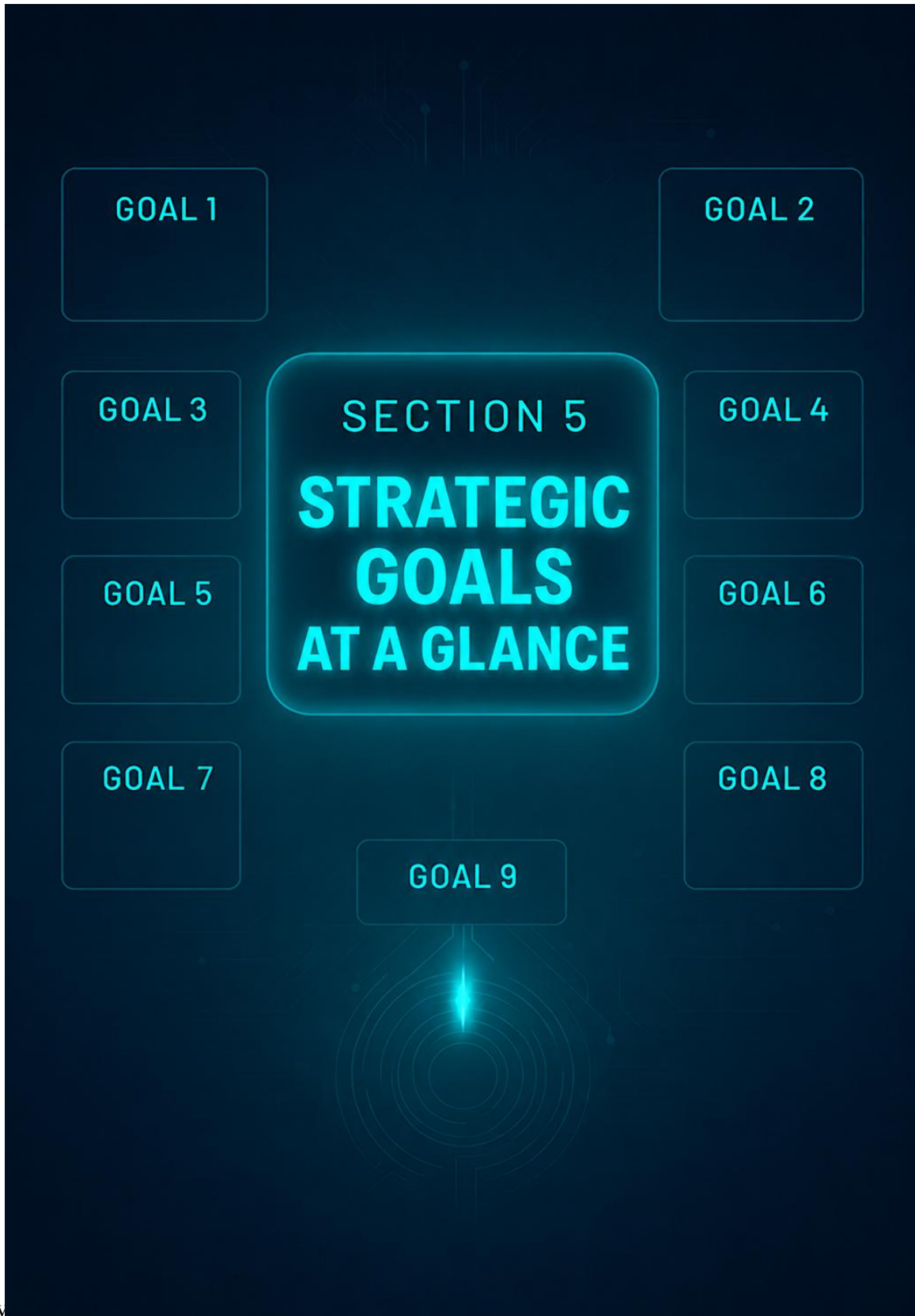
- To identify, cultivate and prepare candidates for advancement into the SES ranks.
- To energize, empower, and inspire a new generation of candidates from the GS-11 to the GS-15 levels into the Career Senior Executive Service ranks of the Federal Government.

VISION-

NAFFE envisions a future where:

- The Senior Executive Service reflects the full strength, talent, and professionalism of the Federal community.
- Federal employees have meaningful opportunities for growth, advancement, mentoring, and leadership development.
- Future senior executives are prepared to lead with integrity, competence, accountability, emotional intelligence, sound judgment, responsible AI leadership, and mission focus.
- NAFFE members contribute their unique talents and perspectives to a more effective, professional, and trusted Federal Government.

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SECTION - 5 – 2027 Strategic Goals at a Glance

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 Federal Employees for SES Readiness.

GOAL 2 – Inspire and Prepare the Next Generation of Senior Executives.

GOAL 3 – Provide Career Development and SES Readiness Training.

GOAL 4 – Provide SES, GS-15, and Highly Qualified GS-14 Mentors.

GOAL 5 – Promote Qualified Candidates for Senior Executive Service Opportunities.

GOAL 6 – Advocate for Broader Representation Across the Federal Government.

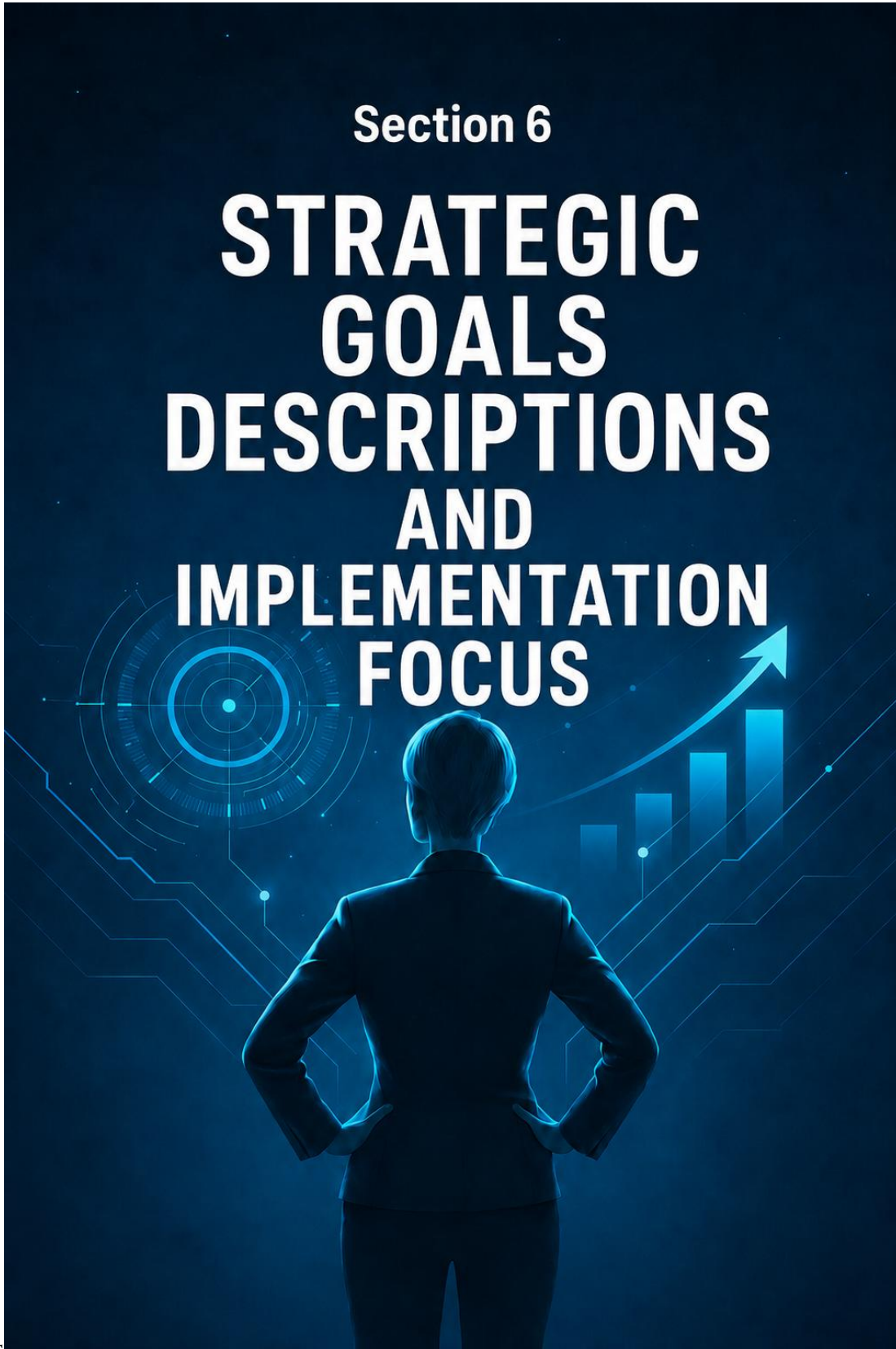
GOAL 7 – Expand NAFFE Through New Chapters Nationwide.

GOAL 8 – Build AI Leadership Capacity for Future Senior Executives.

GOAL 9 – Align Leadership Development Frameworks

Section 6

**STRATEGIC
GOALS
DESCRIPTIONS
AND
IMPLEMENTATION
FOCUS**



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SECTION - 6 – Strategic Goal Descriptions and Implementation Focus

This section describes how NAFFE will advance each of its nine strategic goals through outreach, training, mentoring, advocacy, chapter development, AI leadership readiness, and alignment with executive leadership competencies. Detailed implementation actions, timelines, and responsible parties may be maintained separately by the NAFFE Board of Directors and reviewed quarterly.

SECTION 6.1 - GOAL 1 – IDENTIFY HIGHLY-QUALIFIED FEDERAL EMPLOYEES FOR SES READINESS.

NAFFE will establish outreach, identification, and communication methods to reach highly qualified GS-11 through GS-15 federal employees who demonstrate potential for future senior leadership and SES readiness.

This goal focuses on expanding NAFFE’s visibility, strengthening agency-level engagement, and connecting prospective members with leadership-development opportunities that support advancement toward senior executive roles.

SECTION 6.2 - GOAL 2 – INSPIRE AND PREPARE THE NEXT GENERATION OF SENIOR EXECUTIVES

NAFFE will encourage federal employees to view SES and senior leadership service as an attainable and meaningful career path.

Through outreach, role-modeling, information sessions, leadership panels, and member engagement, NAFFE will inspire employees to pursue executive leadership opportunities and prepare them to understand the responsibilities, expectations, and public service value of senior federal leadership.

SECTION 6.3 - GOAL 3 – PROVIDE CAREER DEVELOPMENT AND SES READINESS TRAINING

NAFFE will provide career-development training, SES readiness workshops, ECQ preparation support, mock interviews, mentoring-related learning, and responsible AI leadership training to help members strengthen their executive qualifications.

This goal ensures members receive practical tools, knowledge, and feedback to compete more effectively for senior leadership and SES opportunities.

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SECTION 6.4 - GOAL 4 – PROVIDE SES, GS-15, AND HIGHLY QUALIFIED GS-14 MENTORS

NAFFE will strengthen leadership development by connecting members with experienced SES, GS-15, and highly qualified GS-14 mentors who can provide guidance, career insight, feedback, and professional support.

This goal emphasizes meaningful mentoring relationships that help members better understand executive expectations, develop leadership competencies, and prepare for future advancement.

SECTION 6.5 - GOAL 5 – PROMOTE QUALIFIED CANDIDATES FOR SENIOR EXECUTIVE SERVICES OPPORTUNITIES

NAFFE will help increase the visibility of qualified members who are preparing for SES and senior leadership opportunities by highlighting their experience, accomplishments, leadership potential, and readiness for advancement.

This goal supports member promotion through networking, resume visibility, agency engagement, and opportunities to connect with current senior leaders.

SECTION 6.6 - GOAL 6 – ADVOCATE FOR BROADER REPRESENTATION ACROSS THE FEDERAL GOVERNMENT

NAFFE will advocate for broader representation, opportunity, and access to senior leadership development across the Federal Government.

This goal focuses on fact-based advocacy, awareness, collaboration with agencies and stakeholders, and the development of tools that help identify gaps, measure progress, and support a stronger pipeline of future senior executives.

SECTION 6.7 - GOAL 7 – EXPAND NAFFE THROUGH NEW CHAPTERS NATIONWIDE

NAFFE will broaden its national reach and strengthen its impact by supporting the creation of new chapters across federal agencies and geographic regions.

This goal will help expand access to mentoring, training, networking, and leadership-development opportunities for members nationwide while building a stronger organizational structure to support NAFFE's mission.

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SECTION 6.8 - GOAL 8 – BUILD AI LEADERSHIP CAPACITY FOR FUTURE SENIOR EXECUTIVES.
(NAFFE Recommended ECQ)

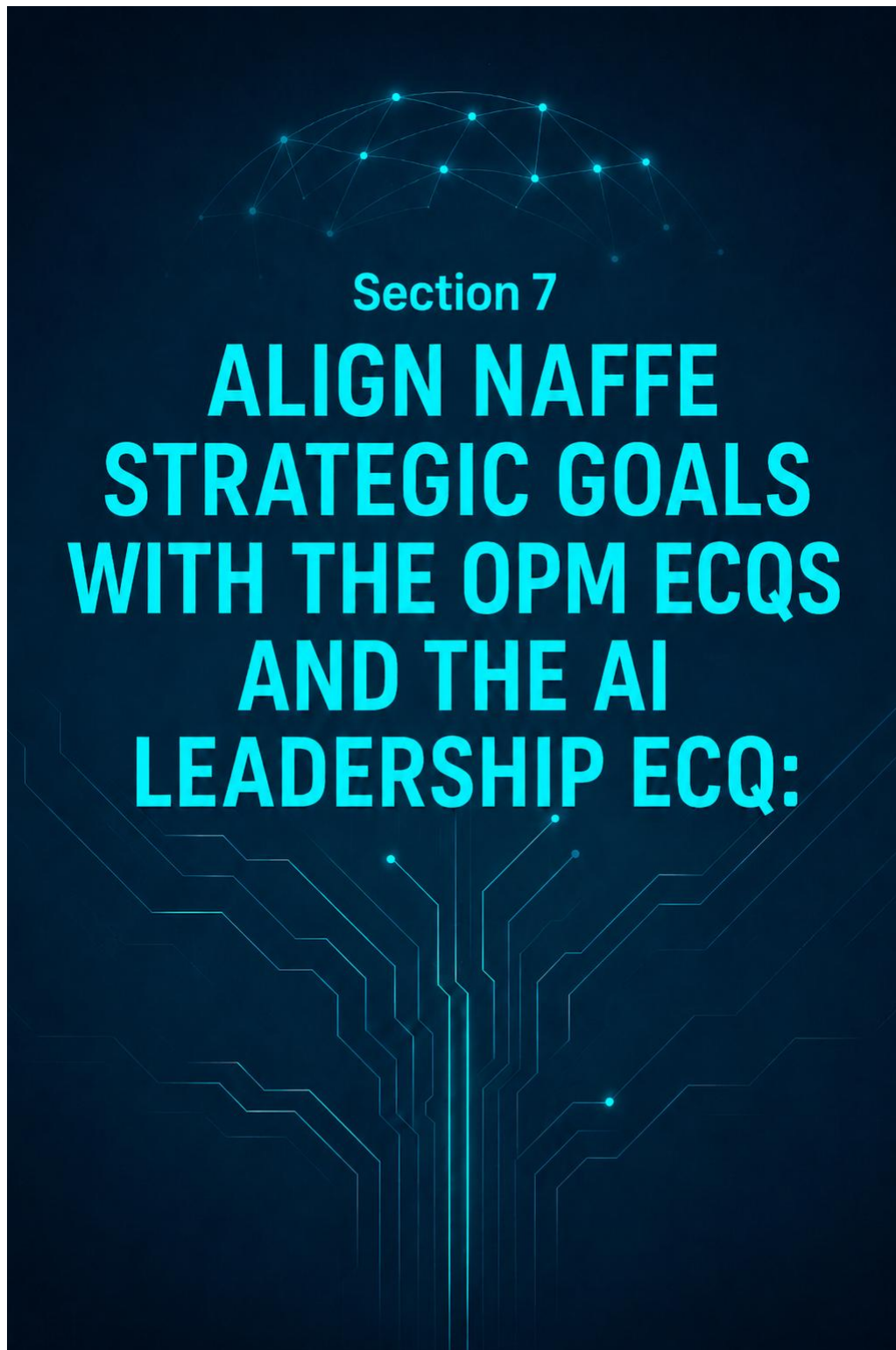
NAFFE will build AI leadership capacity among future senior executives by helping members understand how artificial intelligence affects mission delivery, workforce management, data use, privacy, civil rights, acquisition, cybersecurity, and executive decision-making.

This goal supports NAFFE’s recommended AI Leadership ECQ and the AILI/AIQ leadership-development framework.

SECTION 6.9 – GOAL 9 - Align Leadership Development Frameworks

NAFFE will align its Strategic Goals with the OPM Executive Core Qualifications, the NAFFE AI Leadership ECQ, and the leadership-development concepts contained in Appendices A through D. This alignment is intended to strengthen SES readiness and provide a consistent framework for NAFFE training, mentoring, and leadership development.

Detailed alignment of Goals 1 through 9 is provided in Section 7.



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GOAL 9 - ALIGN NAFFE STRATEGIC GOALS WITH THE OPM ECQS AND THE NAFFE AI LEADERSHIP ECQ

This section aligns NAFFE's 2027 Strategic Goals with the OPM Executive Core Qualifications, and the AI Leadership ECQ.

The purpose of this alignment is to ensure that NAFFE's programs, training, mentoring, outreach, and leadership-development activities directly support the preparation of future senior executives.

Together, these frameworks help NAFFE prepare members to demonstrate executive leadership through the ECQs. The appendices provide guidance on how to lead people effectively through Emotional Intelligence, reason clearly and make sound decisions through Logical Intelligence, build professional relationships through Networking Intelligence, and understand, evaluate, use, and govern AI responsibly through AI Leadership Intelligence and AIQ readiness.

For purposes of this Strategic Plan, AILI/AIQ, LI/LIQ, EI/EIQ, and NI/NIQ are used as proposed instructional and leadership-development concepts, not as formal standardized or universally accepted measurements unless validated assessment tools are later adopted.

OPM has identified five ECQs. NAFFE also recommends a 6th ECQ: AI Leadership.

- Commitment to the Rule of Law and the Principles of the American Founding
- Driving Efficiency
- Merit and Competence
- Leading People
- Achieving Results
- AI Leadership

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ECQs 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.)

In addition to the ECQs, NAFFE may use EI/EIQ, LI/LIQ, NI/NIQ and AILI/AIQ as instructional leadership-development concepts to help members strengthen reasoning, evidence-based decision-making, responsible AI readiness, and ECQ narrative development.

GOAL 1 – Identify highly qualified Federal employees for SES Readiness (GS-11 – GS-15s)

A. Alignment to ECQs

- **Merit and Competence** – This goal supports Merit and Competence by identifying employees who demonstrate technical skill, leadership potential, sound judgment, and the ability to produce reliable, high-quality work.
- **Driving Efficiency** – This aligns with the leadership capabilities associated with technical skill, problem solving, and executive readiness. Using technology, website tools, LinkedIn engagement, and other communication methods supports efficient outreach and resource management.
- **Achieving Results** – you have a measurable outcome (“increase membership by 50%”) which is classic “operational mindset.”

GOAL 2 – Inspire and prepare the next generation of Senior Executives

A. Alignment to ECQs

- **Leading People** – this goal directly supports this ECQ by emphasizing inspiration, vision setting, role-modeling, member engagement, and the development of a high-accountability leadership culture.

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- **Achieving Results** – you want mechanisms to monitor the percentage of employees who apply for SES and to showcase accomplishments—this is performance tracking.
- **Commitment to the Rule of Law / Civic-Mindedness** – by encouraging people to rise into SES to serve the public, you are aligning with “commitment to serve the American people.”

GOAL 3 – Provide career development and SES Readiness Training

A. Alignment to ECQs

- **Merit and Competence** - Training that helps members understand and demonstrate ECQ competencies directly support Merit and Competence.
- **Driving Efficiency / Leveraging Technology** – offering AI workshops and using tech to deliver training fit the ECQ language on incorporating technology to enhance results.
- **Achieving Results** – mock interviews, SES application reviews, and recurring conferences are all “translate strategy into actionable steps.”
- **Agility and Resilience** – adding AI content shows you are adapting to “new ideas, new information, new conditions.”

GOAL 4 – Provide SES, GS-15, and highly qualified GS-14 Mentors.

A. Alignment to ECQs

- **Leading People** – Developing Others – matching members to mentors is a strong example of providing opportunities to learn through formal and informal methods.
- **Achieving Results** – speed mentoring and structured matching are operational mechanisms to deliver development, rather than an informal or unstructured activity.

GOAL 5 – Promote qualified candidates for Senior Executive Service Opportunities.

A. Alignment to ECQs

- **Achieving Results** – you are creating visibility pipelines (resumes to current SES, partnerships with OPM) and measuring referrals/selection. That is results alignment.
- **Merit and Competence** – by “showcasing the education, experience, and accomplishments,” you are elevating those who meet the merit standard.
- **Leading People / Executive Judgment** – current SES endorsing candidates are using judgment about who is ready.

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GOAL 6 – Advocate for Broader Representation across the Federal Government.

A. Alignment to ECQs

- **Commitment to the Rule of Law and the Principles of the American Founding** – advocacy for representation connects to fairness, equal opportunity, and serving “the American people.”
- **Achieving Results** – developing a scorecard to measure SES representation is a concrete performance tool.
- **Driving Efficiency** – creating a policy arm to do fact-based research is an efficient way to support advocacy with data.

GOAL 7 – Expand NAFFE through new Chapters Nationwide.

A. Alignment to ECQs

- **Achieving Results** – expansion, MOUs, and nationwide workshops are strategy → execution.
- **Leading People** - New chapters create opportunities to develop additional volunteer leaders and strengthen NAFFE’s leadership structure.
- **Driving Efficiency** – scaling through chapters is a resource-efficient way to increase reach.

GOAL 8 – AI LEADERSHIP - Build AI Leadership Capacity for Future Senior Executives.

A. Alignment to ECQs

- **Driving Efficiency** – AI to enhance service delivery, analytics, HR.
- **Merit and Competence** – executives who can evaluate AI proposals, data sources, model risks.
- **Achieving Results** – AI pilots → scaled programs.
- **Leading People** – managing workforce anxiety and reskilling for AI.
- **Commitment to the Rule of Law** – using AI in ways consistent with constitutional principles and federal civil rights. This ensures that AI leadership training includes legal, ethical, civil rights, and public trust considerations, not only technical use of AI tools.
- **AI Leadership** - Build AI Leadership Capacity for Future Senior Executives.

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GOAL 9 – Aligning of NAFFE Strategic Goals with OPM ECQs and the NAFFE AI Leadership ECQ

This goal serves as NAFFE’s leadership alignment and quality-control goal. It ensures that every NAFFE activity can be aligned to at least one Executive Core Qualification, one Emotional Intelligence leadership element, one Logical Intelligence leadership capability, one Networking Intelligence capability, or one AI readiness and responsible AI leadership capability.

A. Alignment to ECQs

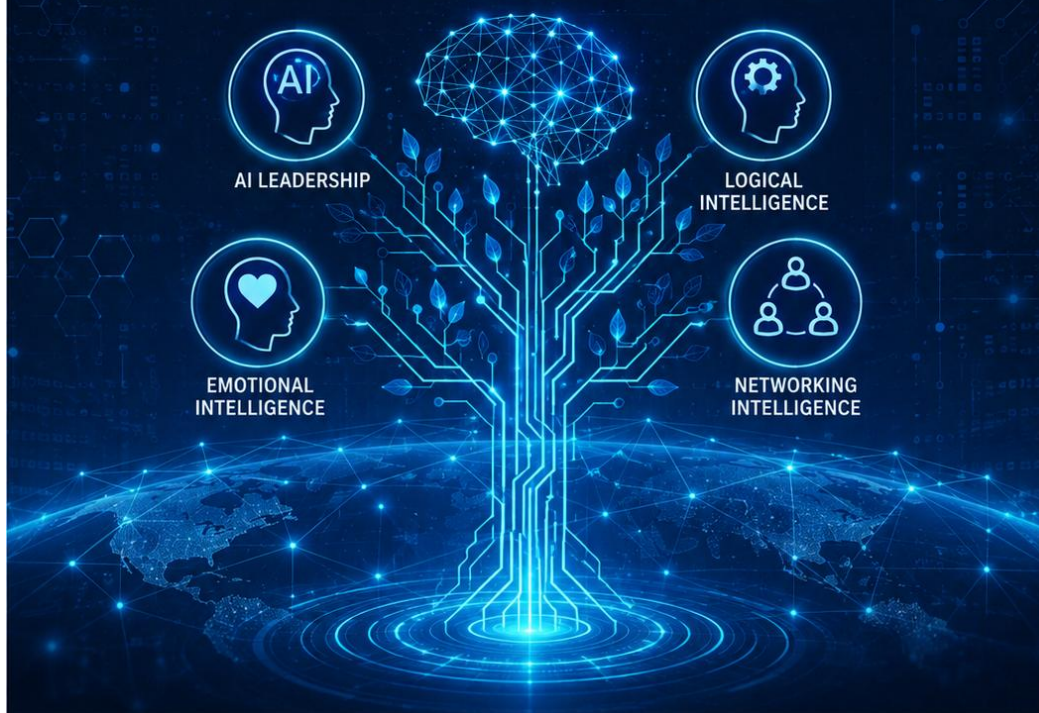
This goal helps ensure that every NAFFE activity can be traced to at least one of the five OPM ECQs or NAFFE’s recommended AI Leadership ECQ.

- Commitment to the Rule of Law and the Principles of the American Founding
- Driving Efficiency
- Merit and Competence
- Leading People
- Achieving Results
- AI Leadership

This alignment helps ensure that NAFFE’s time, resources, programs, and activities remain focused on developing the leadership capabilities most relevant to SES readiness and executive performance.

Section 8

PURPOSE AND BENEFITS OF THE LEADERSHIP-DEVELOPMENT APPENDICES (A-D)



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SECTION - 8 - PURPOSE AND BENEFITS OF THE LEADERSHIP-DEVELOPMENT APPENDICES (A-D)

PURPOSE OF APPENDICES A THROUGH D

Appendices A through D are included as supporting leadership-development concepts for the NAFFE 2027 Strategic Plan.

These appendices provide additional explanation of AI Leadership Intelligence/AIQ, Logical Intelligence/LIQ, Emotional Intelligence/EIQ, and Networking Intelligence/NIQ as proposed instructional frameworks that may help NAFFE members strengthen SES readiness, ECQ development, responsible AI leadership, evidence-based decision-making, people-centered leadership, and professional networking capability.

These concepts are not intended to replace the OPM Executive Core Qualifications, but to support NAFFE's training, mentoring, and leadership-development efforts by giving members practical ways to understand and develop the broader capabilities needed for future senior executive leadership.

APPENDIX A – AI Leadership Intelligence (AILI) and Artificial Intelligence Quotient (AIQ) Concept
Supports responsible AI leadership, digital readiness, privacy, civil rights, cybersecurity, transparency, human oversight, and mission-focused AI decision-making.

APPENDIX B – Logical Intelligence (LI) and Logical Quotient (LIQ) Concept
Supports clear reasoning, evidence-based analysis, problem-solving, bias recognition, systems thinking, and sound judgment.

APPENDIX C – Emotional Intelligence (EI) and Emotional Intelligence Quotient (EIQ) Concept
Supports self-awareness, self-regulation, motivation, empathy, communication, trust-building, conflict management, and leading people under pressure.

APPENDIX D – Network Intelligence (NI) and Network Intelligence Quotient (NIQ) Concept
Supports professional visibility, mentoring relationships, sponsorship awareness, cross-agency connections, trust-building, follow-up, and career-growth opportunities.

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BENEFIT TO NAFFE MEMBERS OF APPENDICES A THROUGH D

For NAFFE members, the appendices provide practical leadership language they can use in mentoring, training, ECQ preparation, leadership assessments, and professional development discussions.

For example:

- EI/EIQ helps members describe how they lead people, build trust, communicate, and manage conflict.
- LI/LIQ helps members describe how they analyze problems, evaluate evidence, recognize bias, and make decisions.
- NI/NIQ helps members describe how they build professional visibility, connect with mentors and sponsors, and strengthen career-growth networks.
- AILI/AIQ helps members describe how they use and lead AI responsibly, ask executive-level questions, protect public trust, and align AI with agency mission needs.

This would be especially useful in ECQ writing because members could use these concepts to strengthen leadership narratives, identify gaps in their examples, and better explain how their experience demonstrates executive readiness.

Note: For purposes of this Strategic Plan, AILI/AIQ, LI/LIQ, EI/EIQ, and NI/NIQ are used as proposed instructional leadership-development concepts. They are intended to support NAFFE's training, mentoring, ECQ development, and SES readiness efforts, and should not be presented as universally accepted or standardized measurements unless validated assessment tools are later adopted.