



2027 STRATEGIC PLAN

17 OCT 2026

Our logo symbolizes NAFPE's commitment to developing future federal executives and advancing our nine Strategic Goals. The eagle represents leadership, vision, and excellence in federal service. The seven upper stars symbolize the values and principles that guide our organization, while the single lower star represents **you — the member whose commitment and participation bring our mission to life.**

OPM's five Executive Core Qualifications and NAFPE's recommended **AI Leadership ECQ** provide the leadership-alignment foundation for this Strategic Plan, helping prepare members for SES readiness and responsible leadership in an increasingly AI-enabled federal environment.

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NAFFE is an independent nonprofit organization. This document does not constitute official guidance, policy, direction, or endorsement of the U.S. Government, the U.S. Office of Personnel Management (OPM), or any federal department or agency.

References to OPM Executive Core Qualifications are for educational and leadership-development purposes. NAFFE's recommended AI Leadership ECQ is a supplemental NAFFE leadership concept and is not an official OPM Executive Core Qualification or federal personnel standard.

Participation in NAFFE programs, mentoring, training, networking, or other activities does not guarantee qualification, referral, promotion, selection, or appointment to the Senior Executive Service or any other federal position.

SECTION - 1 – MESSAGE FROM THE PRESIDENT



I am pleased to present the National Association of Future Federal Executives (NAFFE) 2027 Strategic Plan. This plan reflects our continuing commitment to identifying, developing, and preparing highly qualified federal employees for senior leadership and Senior Executive Service (SES) opportunities throughout the Federal Government.

As the demands of public service continue to evolve, so must our approach to developing future federal executives. Today's leaders must demonstrate not only professional competence and sound judgment, but also integrity, accountability, adaptability, and the ability to lead responsibly in an increasingly technology-driven environment.

Our 2027 Strategic Plan establishes nine goals designed to strengthen executive career development, expand mentoring and networking opportunities, broaden access to leadership preparation, and promote readiness for senior executive responsibilities. Of particular importance is our growing emphasis on responsible artificial intelligence leadership and the alignment of our strategic priorities with the Office of Personnel Management's Executive Core Qualifications (ECQs).

While this plan establishes our strategic direction, its success will depend upon the dedication, expertise, and active participation of our members, volunteer leaders, and organizational partners. Together, we can strengthen the pipeline of future federal executives and help prepare leaders capable of meeting the challenges of tomorrow.

Our future federal leaders are among us today. Our responsibility is to help them recognize, develop, and realize their potential.

Sincerely,

Al Gallegos

National President

National Association of Future Federal Executives (NAFFE)

SECTION - 2 - INTRODUCTION

The NAFFE 2027 Strategic Plan establishes the organization's strategic direction for member services, leadership development, and organizational growth. It was developed with broad involvement and guidance from the Board of Directors and leadership team. **A separate 2027 Implementation Plan** will translate these strategic priorities into specific actions, timelines, responsibilities, performance measures, and review processes.

NAFFE is also exploring an emerging leadership-development philosophy (Appendix E) intended to strengthen how future federal leaders approach judgment, people, professional relationships, responsible technology use, and mission-focused decision-making.

The strategic value of this concept is its potential to support a more comprehensive approach to mentoring and leadership development by helping members consider multiple dimensions of executive readiness together rather than as separate developmental activities.

This leadership-development concept is still under development and is not presented as a current implementation requirement of the 2027 Strategic Plan. A fuller description of the concept and its potential application is provided in **Appendix E – A Different Philosophy for Leadership Development**.

SECTION - 3 – MISSION / VISION

MISSION – What NAFFE exists to do today.

To identify, inspire, develop, and prepare highly qualified federal employees at the GS-11 through GS-15 levels for advancement into senior leadership and Senior Executive Service (SES) positions through executive leadership development, mentoring, professional networking, and opportunities that strengthen the competencies, judgment, and readiness required for effective federal leadership.

VISION – What NAFFE hopes to help achieve tomorrow.

NAFFE envisions a Federal Government strengthened by a highly qualified, capable, and representative corps of senior executives who lead with integrity, competence, accountability, emotional intelligence, sound judgment, adaptability, and a commitment to public service.

We envision a federal workforce where aspiring leaders have meaningful access to mentoring, professional development, and opportunities to realize their leadership potential, preparing them to meet emerging challenges, responsibly embrace technological innovation, and advance the effectiveness and public trust of the Federal Government.

SECTION - 4 - 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, Program 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

SECTION 5 – STRATEGIC GOALS, PRIORITIES, AND ECQ ALIGNMENT

This section defines NAFEE's nine strategic priorities for 2027 and shows how each supports executive leadership capabilities. The five official OPM Executive Core Qualifications (ECQs) are: Commitment to the Rule of Law and the Principles of the American Founding; Driving Efficiency; Merit and Competence; Leading People; and Achieving Results. NAFEE additionally recommends AI Leadership as a supplemental organizational leadership-development ECQ, not an official OPM qualification.

Each goal identifies a strategic priority, its strategic emphasis, and its related ECQs. The separate 2027 Implementation Plan will establish specific actions, timelines, responsibilities, performance measures, and operating methods.

GOAL 1 – IDENTIFY FUTURE FEDERAL EXECUTIVE TALENT

NAFEE will prioritize the identification and engagement of highly qualified GS-11 through GS-15 federal employees who demonstrate potential for future senior leadership and SES readiness.

The strategic emphasis is on strengthening the pipeline of future federal executives by increasing awareness of NAFEE and connecting high-potential employees with leadership-development opportunities.

ECQ Alignment: Merit and Competence (qualified talent and judgment); Driving Efficiency (focused talent identification); Achieving Results (a stronger SES candidate pipeline).

GOAL 2 – INSPIRE AND PREPARE FUTURE SENIOR EXECUTIVES

NAFEE will inspire federal employees to view SES and senior leadership service as an attainable, meaningful, and mission-focused career path.

The strategic emphasis is on fostering aspiration, public-service commitment, executive awareness, and readiness for the responsibilities of senior federal leadership.

ECQ Alignment: Leading People (inspiration and leadership vision); Achieving Results (progression toward executive readiness); Commitment to the Rule of Law and the Principles of the American Founding (accountable public service and public trust).

GOAL 3 – STRENGTHEN CAREER DEVELOPMENT AND SES READINESS

NAFEE will strengthen career development and SES readiness by prioritizing executive competency development, ECQ preparation, mentoring-related learning, and responsible AI leadership.

The strategic emphasis is on helping members build the knowledge, judgment, and leadership capabilities needed to compete effectively for senior leadership and SES opportunities.

ECQ Alignment: Merit and Competence (executive knowledge and judgment); Driving Efficiency (effective development approaches and technology); Achieving Results (leadership performance and mission outcomes).

GOAL 4 – EXPAND EXECUTIVE MENTORING

NAFFE will expand access to experienced SES, GS-15, and highly qualified GS-14 mentors who can support the development of future senior executives.

The strategic emphasis is on meaningful mentoring relationships that strengthen executive awareness, leadership competencies, professional judgment, and readiness for advancement.

ECQ Alignment: Leading People (guidance, feedback, and development of others); Achieving Results (mentoring that strengthens readiness and performance).

GOAL 5 – PROMOTE QUALIFIED CANDIDATES FOR SES OPPORTUNITIES

NAFFE will strengthen the visibility and advancement prospects of qualified members preparing for SES and senior leadership opportunities.

The strategic emphasis is on ensuring that demonstrated experience, accomplishments, leadership potential, and readiness are recognized within the broader federal leadership community.

ECQ Alignment: Achieving Results (progression toward leadership opportunities); Merit and Competence (demonstrated qualifications and accomplishments); Leading People (recognizing and developing executive talent).

GOAL 6 – ADVANCE BROADER REPRESENTATION IN FEDERAL LEADERSHIP

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

The strategic emphasis is on evidence-informed advocacy, equitable access to leadership development, and strengthening the pipeline of qualified future senior executives across the federal community.

ECQ Alignment: Commitment to the Rule of Law and the Principles of the American Founding (fairness and equal opportunity); Achieving Results (progress in access and representation); Driving Efficiency (evidence-informed advocacy).

GOAL 7 – EXPAND NAFFE'S NATIONAL CHAPTER NETWORK

NAFFE will expand its national presence and impact through the continued growth of chapters across federal agencies and geographic regions.

The strategic emphasis is on extending access to mentoring, training, networking, and leadership-development opportunities while strengthening NAFFE's national organizational reach.

ECQ Alignment: Achieving Results (broader access and mission impact); Leading People (development of volunteer leaders); Driving Efficiency (scalable chapter-based resources).

GOAL 8 – BUILD AI LEADERSHIP CAPACITY FOR FUTURE EXECUTIVES (NAFFE RECOMMENDED AI LEADERSHIP ECQ)

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

The strategic emphasis is on responsible executive judgment in an AI-enabled federal environment and on advancing NAFFE's recommended AI Leadership ECQ.

ECQ Alignment: Driving Efficiency (responsible AI-enabled effectiveness); Merit and Competence (AI judgment, data quality, and risks); Achieving Results (mission outcomes and public value); Leading People (workforce change and trust); Commitment to the Rule of Law and the Principles of the American Founding (law, civil rights, privacy, and accountability); NAFFE AI Leadership (responsible AI executive governance and judgment).

GOAL 9 – ALIGN NAFFE STRATEGIC GOALS WITH EXECUTIVE CORE QUALIFICATIONS (ECQs)

NAFFE will establish executive leadership qualification alignment as a guiding principle across its strategic priorities, connecting organizational leadership development to the five official OPM ECQs and NAFFE's recommended AI Leadership ECQ.

The strategic emphasis is on maintaining an organization-wide commitment to executive readiness, professional competence, responsible AI leadership, and effective public service.

ECQ Alignment: All five official OPM ECQs, together with NAFFE's recommended supplemental AI Leadership ECQ. This alignment provides a common strategic reference point for executive readiness, mission performance, and responsible AI leadership.

APPENDIX E – A PHILOSOPHY OF INTEGRATED LEADERSHIP AND MENTORING

Status: Under Development — 17 October 2026

This forthcoming appendix will introduce NAFEE's emerging philosophy of integrated leadership and mentoring, exploring how Emotional Intelligence **(EI)**, Logical Intelligence **(LI)**, Network Intelligence **(NI)**, and AI Leadership Intelligence **(AILI)** may collectively strengthen leadership development, mentoring, professional judgment, and executive readiness.

The proposed philosophy will examine how these complementary perspectives can support a more comprehensive approach to developing future federal executives. It will also explore their relationship with the five-official Office of Personnel Management (OPM) Executive Core Qualifications (ECQs) and NAFEE's recommended AI Leadership ECQ.

Particular emphasis will be placed on how mentors and leadership-development programs may translate these concepts into observable leadership behaviors, sound executive judgment, responsible decision-making, and effective public service.

Development Notice

Appendix E and its supporting Appendices A–D, addressing Emotional Intelligence, Logical Intelligence, AI Leadership Intelligence, and Network Intelligence, respectively, along with their associated conceptual frameworks, remain under development and are not yet finalized components of this Strategic Plan. These materials will be made available in future NAFEE publications following further development and review.

These concepts are intended as supplemental leadership-development perspectives and do not represent official OPM qualifications, validated assessment instruments, or established federal personnel standards.