

EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM OF THE PACIFIC ISLANDS



2022-2023

PROGRAM DESCRIPTION

Nikolao Pula, Director Office
of Insular Affairs joined by 2019
ELDP Pacific participants.

APPLY NOW at <http://apply.pitiviti.org>

Applications are due by October 10, 2022.

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INTRODUCTION

- ***What makes leaders successful in the islands, and what makes islanders successful leaders?***
- ***How do interpersonal relationships contribute to organizational success?***
- ***Which skills should aspiring island leaders cultivate to be successful at work, in their communities, and at home?***
- ***What leadership lessons can be learned from nation-builders, from traditional navigators, and from community leaders?***

Attracting and retaining qualified staff to work in critical government positions is among the greatest challenges faced by insular governments. Educated, promising employees are often trained by the government only to be offered higher-paying jobs in the private sector; others relocate abroad to pursue alternative work opportunities. Government institutions routinely identify talent development and succession planning as high-priority needs across the Insular areas.

The Executive Leadership Development Program (ELDP) was commissioned by the U.S. Department of the Interior's Office of Insular Affairs in 2008 to assist the insular governments with developing and retaining the qualified and skilled staff needed to lead insular governments into the future. Today, the ELDP serves as the premier leadership development program for government employees throughout the U.S. Affiliated Pacific Islands. For the past 14 years, the ELDP has provided insular government participants with the skills and strategies they need to lead. Energized by their program experience, the 178 ELDP alumni represent an extraordinary group of Islanders with diverse professional backgrounds, exceptional personal qualities, and an enduring commitment to public service. ELDP alumni represent virtually every government agency, and serve the insular governments as elected representatives, ambassadors, judges, cabinet members, directors, and dedicated public servants.



BACKGROUND

The Executive Leadership Development Program (ELDP) was developed in response to the insular areas' growing concerns for continuity in management and technical expertise as senior leaders retire or leave government service.

WHY IS THE EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM IMPORTANT?

The insular areas have experienced many challenges in developing and retaining qualified, skilled staff. Additionally, many career senior leaders and managers in the insular governments are expected to retire within the next several years, leaving a potential gap in leadership, managerial and technical capability. The insular areas need to establish a pool of staff with potential for promotion into these key positions and groom them through training programs, special assignments, and systematic mentoring.

WHO ORGANIZES AND MANAGES THE ELDP?

The insular governments recognize the need to identify and develop staff to ensure that the turnover of key individuals does not adversely impact government operations. However, the insular governments lack the funding and resources to establish an inter-governmental initiative. The U.S. Department of the Interior's Office of Insular Affairs (DOI-OIA) has turned to its partner, the Graduate School USA, to continue managing the Executive Leadership Development Program (ELDP) through the Pacific and Virgin Islands Training Initiative (PITI-VITI).

WHICH INSULAR GOVERNMENTS CAN PARTICIPATE?

All of the US-affiliated insular areas are invited to participate in the ELDP, including the flag territories (American Samoa; Guam; U.S. Virgin Islands; Commonwealth of Northern Mariana Islands) and freely associated states (Republic of the Marshall Islands, Republic of Palau, Federated States of Micronesia). The ELDP is open to all government agencies and government enterprise organizations.



Antonio Borja
ELDP 2021 CNMI

RESPONSIBILITIES OF THE INSULAR AREAS

The insular areas play a key role in the continued success of the ELDP. The governments can tailor many aspects of the participant developmental process to their unique needs. For example, governments may identify projects that are important to the government that can also serve as a developmental assignment for participants. Government mentors will provide insular-specific career guidance and advice. Participants may be required to bring government data, policies, and other public information to use in training sessions.

WHAT IS REQUIRED FROM THE INSULAR GOVERNMENTS?

Since the initial class was offered in 2008, the insular governments have been very supportive of ELDP program participants and instructors. The future success of the ELDP will not be achievable without the continued support of the insular governments. In 2022-23 the insular governments are expected to:

1

Disseminate information on the program and application process throughout the government and independent agencies.

2

Encourage potential candidates to apply.

3

Support the participants throughout the ELDP program year by encouraging projects, developmental assignments, and other professional experiences

4

Ensure the participants have support from their immediate supervisors to participate in both the on-island and off-island activities.

5

Establish clear expectations for participants' continued employment after completion of the program and communicate those expectations in writing to the program participant.

6

When scheduled, support ELDP activities on-island.



**ELDP 2015 participants
engaged in a Team
Building Exercise**

WHO IS ELIGIBLE TO PARTICIPATE IN THE ELDP?

ELDP eligibility criteria are flexible. The selection panel will evaluate applicants based on their:

- Potential for professional development.
- Formal education.
- Likelihood of remaining with the government after the program.
- Commitment to government service and personal growth.

Highly qualified candidates typically:

- Hold a bachelor's degree or have equivalent professional experience.
- Completed a minimum of two years employment with the insular government prior to the start of the program.
- Received outstanding performance evaluations for the past two years.
- Received a nomination to the program by the highest-level official in the department and the immediate supervisor.
- Expressed an interest in, and demonstrated personal commitment to, public service

If you think you might be a good fit for the ELDP, visit us online at <http://eldp.pitiviti.org> for information on how to apply to the 2022-2023 cohort.

COMPONENTS OF THE ELDP

The ELDP will offer seven primary modalities of learning: In person, virtual, mentoring and one-on-one coaching, independent assignments, project teamwork, establishing a support network, and guest speakers and panel discussions. The three in person sessions will include a blend of technical, managerial and leadership skills development, and relationship building. Participants will also engage in virtual sessions and activities between the in-person sessions. All assignments and activities have practical workplace applications, and they will be monitored closely and evaluated by ELDP instructors.

WHAT ARE THE COMPONENTS OF THE ELDP?

Participants in the ELDP will experience seven primary modalities of learning:

1

IN PERSON

There will be three, week-long in-person learning sessions. The goal of these sessions is to leverage the time together to build relationships, learn from each other, discuss materials as a group, work on team projects, hear from guest speakers, and have fun. These sessions will accommodate and leverage the unique and unpredictable learning opportunities only found when people get together in person. And there will be food!

2

VIRTUAL

The world has changed, and virtual engagement is increasingly becoming the norm. While in some circumstances there is no replacement for in-person learning, there are certainly unique benefits associated with the virtual medium. This is particularly true once people have had the opportunity to build relationships with fellow learners. Therefore, this program will leverage the convenience and capabilities of virtual engagement for a variety of program facets. In addition, participants will be given opportunities to develop virtual competencies and skills.

3

MENTORING AND ONE-ON-ONE COACHING

Each participant will have the opportunity to work one-on-one with both a leadership/executive coach and a mentor of their choosing. The benefit of these two learning modalities is they provide targeted, individual development based on the unique strengths and challenges of participants. The coach will specifically guide participants along the leadership journey and the mentor will provide context specific learning based on participants' unique circumstances.



**CNMI Participants
from the ELDP
2021 Cohort**

4

INDEPENDENT ASSIGNMENTS

Throughout the program, participants will have numerous opportunities to work on individual assignments and development activities. One of the primary tools is an Individual Leadership Development Plan. This will serve as a framework for each participant's development strategy, where all individual work assignments help them achieve their identified goals. Examples of independent work assignments include reading and book summaries, informational interviews with leaders, reflection papers, and journaling.

5

PROJECT TEAM

This program focuses on learning through leadership in action. Therefore, participants will have two opportunities to work on team projects. The first is a capstone project lasting the entirety of the program and culminating with a final presentation to an esteemed panel of judges. The second is a week-long team project during the second in person session. Teams will be supported via team building sessions and feedback processes.

6

SUPPORT NETWORK

Each participant will identify people within their personal and professional context to help support and sustain their learning throughout the program and beyond. The degree to which identified individuals engage will vary and be determined by the participant. Examples include direct manager, next level manager, team/peers, organization, direct reports, family, and community. The program administrators will also determine how to leverage the vast community of ELDP alumni and stakeholders.

7

GUEST SPEAKERS AND PANEL DISCUSSIONS

There will be numerous opportunities to hear directly from subject matter experts, government leadership, and other key stakeholders throughout the program. Participants not only learn from these speakers, but also have an opportunity to develop lasting relationships.

MANAGING THE ELDP



The ELDP requires shared responsibility for ensuring smooth and successful implementation. All travel and administrative expenses associated with the ELDP Class of 2022-23 will be funded by the Department of the Interior's Office of Insular Affairs and managed on a day-to-day basis by the Graduate School USA, the Pacific and Virgin Islands Training Initiatives (PITI-VITI). The ELDP will draw heavily on the expertise and interests of the insular areas when curriculum is developed and courses are organized.

What are the tuition costs?

All costs associated with ELDP will be funded by the Department of the Interior's Office of Insular Affairs, including travel, instructional materials, and program administrative costs. In future years the insular governments may be expected to pay a portion of the program expenses, such as travel, lodging, and meals for participants from their respective governments.

What is the anticipated size of each cohort group?

Ideally, each ELDP cohort is comprised of approximately 25 individuals who appropriately represent each of the insular governments, as well as technical areas, gender and ethnicity.

Are all applicants accepted into the ELDP?

Not all individuals who apply to the program will be accepted. ELDP applicants undergo a rigorous review and selection process, and only the most highly qualified applicants will be admitted into the program.

How are ELDP Participants Selected?

Completed applications must be received by the PITI-VITI office no later than **October 10, 2022. Applicants submit five documents to complete an application—the application form itself, a resume, a letter of intent, a brief biography suitable for public release, and a letter from their supervisor. An optional letter of support from an ELDP graduate is recommended, but not required.**

The ELDP 2022-23 selection committee consists of representatives from the Graduate School, PITI-VITI program, the U.S. Department of the Interior's Office of Insular Affairs, and an Independent Reviewer. The selection committee reviews the applications to ensure they are complete and the applicants meet minimum qualification standards. The selection committee members independently review and rate each application package.

Although rating applicants is inherently a subjective process, the selection committee uses structured scoring guidelines to rate each application. The scoring guidelines are intended to provide a broad framework within which to make the acceptance decision. The scoring system and guidelines for each document comprising the applications are presented below:

DOCUMENT	MAXIMUM POINTS POSSIBLE
Application Form	10
Resume	25
Letter of Intent	25
Letter from Supervisor	10
Biography	10
Assessment of Potential	20
Alumni Letter of Support (Optional)	0
Maximum Total Points Possible	100

The selection committee strives to create a diverse class that appropriately represents all the insular governments, technical areas, gender, and ethnicity.

What is the timeline for selecting the 2022 cohort and the overall schedule for 2022-23 sessions?

The number of learning sessions and overall timeline will be adjusted to meet the needs of the insular governments and other factors that could influence the schedule. The schedule for the 2022-23 ELDP cohort is included below.

2022-2023 SCHEDULE

FOR THE EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

 September 5, 2022

Announce the ELDP 2022-23 application process



 October 10, 2022

APPLICATION PROCESS CLOSES



 November 7, 2022

Candidates for the ELDP class of 2022-23 announced



 November 10, 2022 - December 10, 2022

Program Preparation: Communication and complete assignments



 December 12-17, 2022

In Person Session #1 – Leadership Fundamentals - Leading Self and Teams



 December 19, 2022 - April 14, 2023


Virtual Sequence #1 - Five Seeds of Leadership - Leading Others (Part 1)



 April 17-22, 2023

In Person Session #2 – Micro-Poly Case Study - Leading Institutions



 April 24, 2023 - August 11, 2023

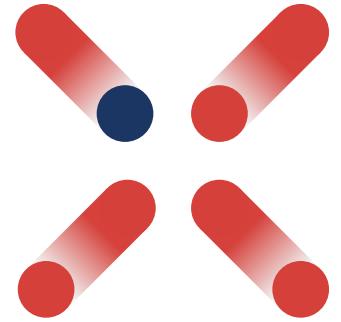
Virtual Sequence #2 - Five Seeds of Leadership - Leading Others (Part 2)



 August 14, 2023 - August 19, 2023

In Person Session #3 - Capstones, Celebrations, and the Road Ahead





ELDP

LEARNING PRINCIPLES

ADULT LEARNING THEORY

This program is designed around the principles of Adult Learning Theory. Adult learners each have a wealth of experience they bring to learning environments and it is helpful for others to learn from these experiences. In addition, adult learners are self-directed, learn through doing, and seek content that is relevant for their current reality.

ACTION LEARNING

Action learning is an approach to problem solving where quite simply, we learn through doing. Therefore, a significant design element of this program involves participants engaging in real work and learning through intentional and supportive reflection.

CULTURAL RELEVANCY

This program strives to ensure all materials and activities are relevant and appropriate to the unique cultural landscapes of each Pacific Island and their respective communities.

DEMAND BASED

As the program gets underway, unique strengths and challenges of the cohort are discovered. Therefore, customized and demand-based learning is strategically incorporated to address the specific needs of each cohort. These learning activities, as deemed appropriate, take place during the virtual sequences and final in person session.

SESSION OBJECTIVES

Program Preparation: Communication and complete assignments

- Provide Biodata
- Obtain a signed Memorandum of Understanding from your supervisor
- Initiate team project preferences
- Complete Social Styles (participant, supervisor, peers, and subordinates)
- Complete Leadership Effectiveness Inventory (participant, supervisor, peers, and subordinates)
- Identify possible mentors
- Connect with ELDP alumni

Virtual Sequence #1: Five Seeds of Leadership – Leading Others (Part 1)

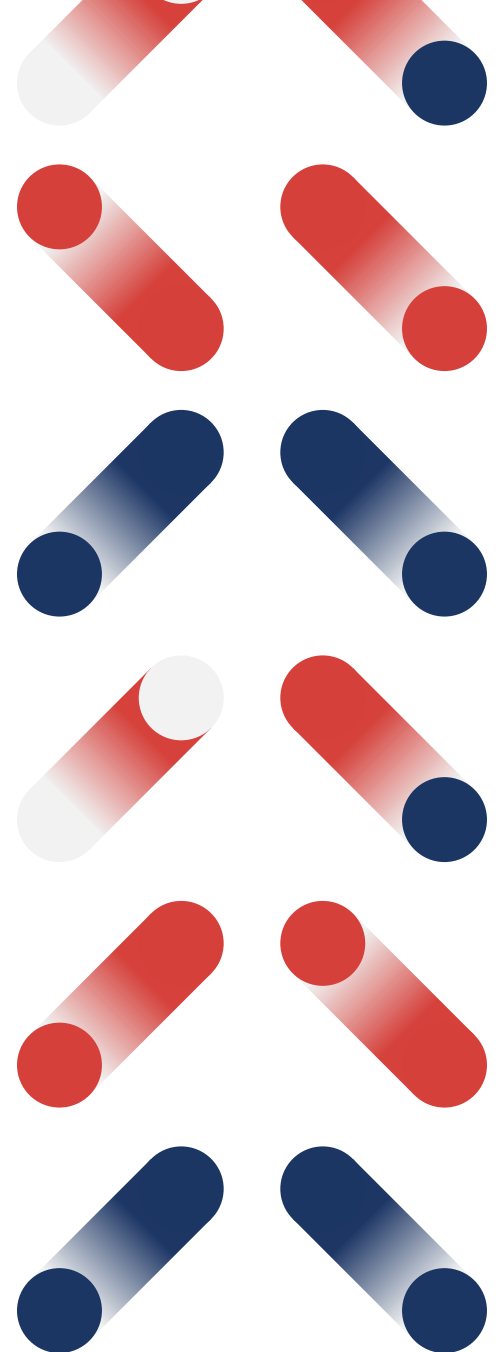
- Share best practices for virtual etiquette and engagement
- Maintain progress on individual leadership development plans and meet one on one with coach
- Reinforce leadership concepts learned in IPS1
- Engage with mentors, conduct leader interviews, and read leadership materials
- Develop new leadership skills by knowing and sowing the Five Seeds of Leadership
- Maintain project team progress through presentations and feedback
- Individually support participants as they review their feedback and begin setting development goals

In Person Session #1: Leadership Fundamentals - Leading Self and Teams

- Participate in a warm welcome to the ELDP and set the tone for the program
- Provide program overview, timeline, assignments, and expectations
- Build community and relationships among participants, ELDP staff, and other stakeholders
- Begin the process of self-awareness as a leader
- Learn about the importance of feedback and how to make the most of it
- Develop a shared understanding of leadership fundamentals
- Establish project teams and set them up for success
- Provide numerous opportunities for questions, answers, and feedback

In Person Session #2: Micro-Poly Case Study – Leading Institutions

- Continue to develop relationships and community amongst the cohort
- Interpret and use financial and economic information provided in government and consultancy reports
- Develop alternative policy reform options to address issues relevant to island jurisdictions
- Synthesize and communicate issues, findings, and policy recommendations to decision makers
- Demonstrate effective policy advocacy skills using various leadership concepts and principles
- Recognize individual and personal leadership skills in need of further development
- Undertake higher level leadership positions in communities, organizations, and governments



Virtual Sequence #2: Five Seeds of Leadership – Leading Others (Part 2)

- Develop new leadership skills by knowing and sowing the Five Seeds of Leadership
- Maintain progress on team projects and Individual Leadership Development Plans
- Allow opportunity for demand-driven content (informed by ILDP group challenges)
- Present Team projects and receive feedback in final preparation for the last in person session
- Conduct leadership interviews and communicate with mentors
- Engage in one-on-one coaching

In Person Session #3: Capstones, Celebrations, and the Road Ahead

- Synthesize lessons learned throughout the program
- Allow for demand-based content and activities based on cohort needs
- Prepare participants to sustain their leadership development beyond the ELDP
- Final team presentations to esteemed panel of judges
- Lessons learned from team process and presentations
- Identify and commit to next steps with the ILDP
- Celebrate ELDP participants success and growth
- Obtain program feedback

ELDP GRADUATION REQUIREMENTS

The Executive Leadership Development Program (ELDP) is an intensive, year-long program that includes both in-class and between-session assignments. To graduate from the program, participants must:

- Attend all virtual and in-person sessions
- Actively engage and participate in all activities
- Communicate openly and in a timely manner with ELDP staff and participants
- Complete all assignments in a timely and comprehensive manner
- Build, monitor, and follow an Individual Leadership Development Plan
- Positively contribute to project teams

The curriculum is described below but may be adjusted to accommodate the unique aspects of each ELDP class. A final schedule of deadlines and assignments will be provided during the opening session. The anticipated assignments and the time during the program in which they are due are:

DURING PROGRAM PREPARATION

All participants must complete two extensive surveys: the Leadership Effective Inventory (LEI), and Social Style Model (SS). In addition to their own self-assessments, both surveys are required to be completed by their supervisor, peers, and subordinates to provide them with 360° feedback on their leadership and management behaviors. They are responsible for ensuring that their assessors complete the LEI and SS surveys in a timely manner. The following must be done prior to the first in-person session:

- Complete the LEI/SS (ELDP participant).
- Complete the LEI/SS (participant's supervisor).
- Complete the LEI/SS (three of the participant's peers).
- Complete the LEI/SS (three of the participant's subordinates - if applicable).
- Obtain a signed Memorandum of Understanding between the ELDP participant's supervisor and ELDP managers.
- Project team preferences



DURING IN PERSON SESSION #1

The in-person kickoff session, scheduled for **December 12-17, 2022 in Guam**, includes a variety of activities designed to help participants build an individual development plan (ILDP) and initiate several other long-term activities. During the first session participants will:

- Develop relationships with participants, program instructors, and other stakeholders
- Begin to recognize their behavioral preferences, professional strengths, and areas for growth
- Identify their own social style and begin to appreciate style versatility
- Enhance self-awareness as a leader and learn fundamentals of leadership
- Discover the stages of team development and be assigned to a team project
- Engage in team-building activities to facilitate successful team dynamics
- Complete a draft project plan for participant team projects
- Draft Individual Development Plan (ILDP) based on insights gained during the week



DURING VIRTUAL SEQUENCE #1

Assignments completed during Virtual Sequence #1 scheduled for ***December 19, 2022 - April 14, 2023***, consist of homework from the first session that will serve as a roadmap throughout subsequent weeks and months. Participants will communicate with an instructor as they complete the following assignments:

- Select a mentor and complete a mentoring contract
- Write as a status report on their mentoring meetings
- Seek approval of their Individual Leadership Development Plan (ILDP)
- Write a status report on the progress of their ILDP
- Conduct and report on three leadership interviews with leaders that they choose
- Complete a 2-3 page report on a management book selected for this program

Virtual Sequence #1 also creates an opportunity to think about leadership in the context of the Pacific Islands and the challenges unique to island governments. Specifically, participants will:

- Learn about the “5 Seeds of Leadership”
- Report on and make adjustments to their ILDP
- Present the status of their team project





DURING IN PERSON SESSION #2

The second in-person session, scheduled for ***April 17-22, 2023, in Pohnpei***, is an in-depth case study of “Micro-Poly,” a fictional government facing a variety of challenges common to Pacific Island governments. Participant teams will spend the majority of time examining the case study and preparing policy recommendations to address problems assigned to their team. Additionally, they will:

- Present an update on their team project
- Meet individually with instructors to update their ILDP
- Learn about the process of working on a team

DURING VIRTUAL SEQUENCE #2

Virtual Sequence #2 scheduled for ***April 24, 2023 - August 11, 2023***, will include a variety of demand-based content and learning activities. In addition, as we move toward the final in-person session, participants will complete the remainder of their assignments, including:

- Conduct and report on three leader interviews with leaders that participants choose
- Write a summary of what they have learned from their six leader interviews
- Write a summary of what they have accomplished in their ILDP
- Write a Program Impact Paper describing what they have learned over the course of the ten months
- Prepare for their final team project presentation

IN PERSON SESSION #3

The capstone session, scheduled for **August 14-19, 2023, in the CNMI**, is a combination of guest speakers, topics of particular interest to the participant class, and a final presentation of team projects. It is a celebration of all that has been accomplished during the year. During the week participants will:

- Engage in demand-based learning
- Hear from guest speakers
- Participate in “capstone” program activities
- Present their final team project report to a panel of advisors, including representatives from the Department of Interior’s Office of Insular Affairs.
- Complete an end of program evaluation

Ivan Alafanso,
ELDP 2009 FSM



ELDP PARTICIPANTS

(2008-2021)

PACIFIC AND VIRGIN ISLANDS



APPLY NOW at <https://apply.pitiviti.org>

Applications are due by October 10, 2022.



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Graduate School USA, PITI-VITI***

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The Executive Leadership Development Program is managed by the Graduate School USA's Pacific & Virgin Islands Training Initiatives (PITI-VITI) with funding support from the United States Department of the Interior's Office of Insular Affairs. Additional program information is available online at <http://eldp.pitiviti.org>.

