



Executive Leadership Development Program

of the Pacific and Virgin Islands

2020-2021

PROGRAM DESCRIPTION

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

Applications are due by
April 30, 2020.



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INTRO DUCTION

- *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 government only to be offered higher paying jobs in the private sector; others relocate abroad to pursue alternative work opportunities. Talent development and succession planning are routinely identified by government institutions 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 twelve years, the ELDP has provided insular government participants with the skills and strategies they need to lead. Energized by their program experience, the 149 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 to 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 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 Marianas 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.

RESPONSIBILITIES OF THE INSULAR AREAS

The insular areas play a key role for 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 2020 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.





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 2020-2021 cohort.

COMPONENTS OF THE ELDP

The ELDP offers five major components: formal training, mentoring, various developmental and reading assignments, and a major team project.

Each training session, scheduled one time per quarter over twelve months, will blend technical, managerial and leadership skills development. Participants will be assigned projects and activities that must be completed between training sessions. These assignments will 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 five major components:

1

Formal training

ELDP participants will meet as a cohort for four, one-week sessions during the twelve months. During the initial week, each participant will receive a 360° assessment of their leadership competencies as well as feedback on their interpersonal and leadership styles. This information will provide the foundation for learning throughout the year. In subsequent weeks, training will focus on managerial and leadership skills, policy advocacy, fiscal and project management. Various learning methods will be used throughout the program.

2 *Mentoring*

During the first formal training session, each participant will identify one or two individuals within their government who may be a good mentor for them throughout the program. Once the mentoring relationship is established, the participant and the mentor will meet regularly to discuss the individual's progress, challenges, or other topics of interest. The program participant will be encouraged to learn how the mentor achieved success and think about how the mentor's characteristics, habits, or philosophy can be incorporated into the mentee's own style. Participants will be asked to report on the mentoring experience when they meet as a cohort for formal training.

3 *Individual Leadership Development Plan (ILDLP)*

As part of the 360° assessment in the first training session, participants will identify and describe developmental activities they will undertake during the twelve-month ELDP program to address growth areas identified in the assessment. Developmental activities will focus on tangible things participants can do to enhance their leadership skills. Participants will also develop short and longer-term career goals.

4 *Reading Assignments and Leadership Interviews*

Participants will be provided with a leadership book and other reading assignments to be completed between the formal training sessions. They will also receive a reading list which provides book suggestions for each of the 28 leadership competencies addressed in the 360° assessment. Participants will also be tasked with interviewing leaders within their governments and/or communities as a way to gain insight into different leadership philosophies.

5 *Team project*

Under the supervision of the ELDP Faculty and the PITI-VITI Senior Program Manager, each ELDP participant will participate on a team to define and complete a major project. The project will be applicable to real world issues currently faced in the islands. It will encourage cross-government sharing of information and provide participants with the opportunity to work closely with other members of their cohort.

What formal training is planned for the ELDP participants?

Four one-week formal training sessions are planned during the twelve months. Program participants are required to attend all four sessions. During **Session #1**, participants will gain insight into their own leadership strengths and areas for improvement. **Session #2** will combine self-leadership concepts with skills to lead others. In **Session #3**, participants will be immersed in an in-depth case study to learn about the fiscal and economic challenges of small island governments, and to develop policy advocacy skills. **Session #4** will be dedicated to reinforcing concepts learned throughout the year, to making final team project presentations, and to celebrating the participants' growth during the ELDP. During each of the weeks, various guest speakers will address the group, and ELDP faculty will meet individually with participants to track their progress.

What are the Proposed Modules and Course Descriptions?

The ELDP schedule, graduation requirements, and session descriptions can be found online, under the program description of the ELDP website. Please visit <http://eldp.pitiviti.org> for additional information.

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 2020 will be funded by OIA and managed on a day-to-day basis by the Graduate School USA, 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 are 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 April 30, 2020. 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 2021 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 of the insular governments, technical areas, gender, and ethnicity.

What is the timeline for selecting the 2021 cohort and the overall schedule for 2020-21 sessions?

Currently, cohorts will meet one time per quarter over a twelve-month period. The number of training 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 2020-21 ELDP cohort is included below.

2020-2021 SCHEDULE

FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

 February 15, 2020

Announce the ELDP 2020-21 application process

 April 30, 2020

Application process closes

 June 15, 2020

Candidates for the ELDP class of 2021 announced

 August 17-22, 2020

Session #1 – Leading Self
(Class hosted by Guam)

 November 2-7, 2020

Session #2 - Leading Others
(Class hosted by the Marshall Islands)

 February 1-6, 2021

Session #3 – Leading Institutions
(Class hosted by CNMI)

 June 7-12, 2021

Session #4 - Capstone – Looking to the Future
(Class held in Honolulu, HI)



ELDP SESSION GOALS

Goals for Week 1 include the following:

- Create community among the participants and instructors and set the tone for the program
- Develop a shared understanding of some common leadership terms and concepts
- Establish baseline information for participants regarding their leadership strengths and areas for improvement
- Raise awareness of participants' behavioral preferences and their impact on others
- Initiate work on Micro-Poly team projects

Goals for Week 2 include the following:

- Continue building community among participants and instructors
- Revisit program expectations and assess progress on Individual Leadership Development Plans
- Develop additional leadership skills by knowing and sowing the "Five Seeds of Leadership"
- Refine Micro-Poly Team Projects through group presentations and panel feedback

Goals for Week 3 include the following:

- Raise awareness of the importance of financial management as an essential leadership competency
- Examine the basics of Interpreting financial and economic information provided in government and consultancy reports
- Develop appreciation for the value of financial audits and the role of auditors
- Experience the complex nature of high-level policy formulation and the risks of oversimplifying policy prescriptions
- Demonstrate that effective policy advocacy will require participants to use all of their learned leadership skills

Goals for Week 4 include the following:

- Synthesize lessons learned during Weeks 1-3
- Raise awareness about performance measurement and how organizational systems work
- Prepare participants to continue their leadership development beyond the ELDP
- Deliver Micro-Poly team project conclusions and recommendations
- Celebrate participants' growth during the ELDP

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 four sessions and complete all ELDP required assignments and activities.

Participants are required to attend all class sessions and every day during the sessions. The first three sessions are typically six days each, scheduled for Monday through Saturday; the last session is five days, Monday through Friday. 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 which they are due are:

Prior to the First Session

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 Session One:

- 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 signed Memorandum of Understanding between the ELDP participant's supervisor and the ELDP program managers.



During the First Session

The kickoff session, **August 17-22, 2020**, includes a variety of sessions designed to help participants build an individual development plan (ILDLP) and initiate several other long-term activities. During the first session participants will:

- Begin to recognize their behavioral preferences, professional strengths and areas for growth
- Identify their own social style and begin to appreciate style versatility
- Learn the meaning of two key leadership skills: diagnosis and flexibility
- Discover the stages of team development and be assigned to a team project
- Complete a draft project plan for participant team projects
- Draft your Individual Development Plan (ILDLP) based on insights gained during the week



Prior to the Second Session

Assignments completed prior to the second session 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:

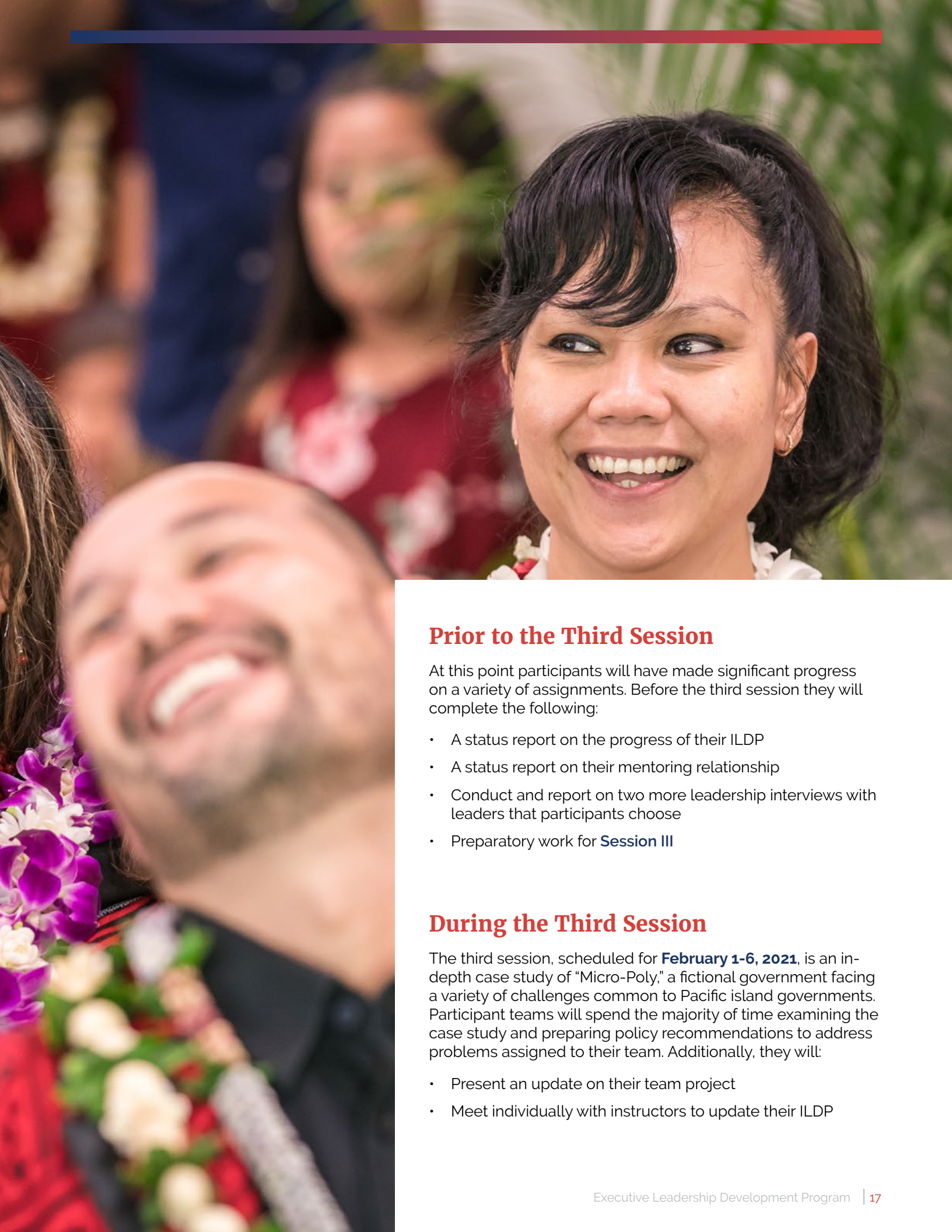
- Select a mentor
- Complete a mentoring contract
- Seek approval of their Individual Leadership Development Plan (ILDP)
- Report on their ILDP progress
- Conduct and report on 2 leadership interviews with leaders that you choose
- Complete a 2-3 page report on a management book selected for this program

During the Second Session

The second session, scheduled for **November 2-7, 2020**, creates an opportunity to think about leadership in the context of the Pacific Islands and the challenges unique to island governments. Additionally, participants will meet individually with instructors as they advance in their ILDP. 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





Prior to the Third Session

At this point participants will have made significant progress on a variety of assignments. Before the third session they will complete the following:

- A status report on the progress of their ILDP
- A status report on their mentoring relationship
- Conduct and report on two more leadership interviews with leaders that participants choose
- Preparatory work for **Session III**

During the Third Session

The third session, scheduled for **February 1-6, 2021**, 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

Prior to the Fourth Session

As we move toward the final week, participants will complete the remainder of your assignments, including:

- Conduct and report on two final 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

During the Fourth Session

The capstone session, scheduled for **June 7-12, 2021** in Honolulu, 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:

- 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



ELDP PARTICIPANTS

(2008-2019)

PACIFIC AND VIRGIN ISLANDS



Celebrating
149 Program Alumni!

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

Applications are due by April 30, 2020.


Graduate School USA



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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>.

