





## ELDP Application for 2018-2019

Thank you for your interest in applying for the Executive Leadership Development Program (ELDP) sponsored by the Graduate School USA's Pacific and Virgin Islands Training Initiatives ([www.pitiviti.org](http://www.pitiviti.org)), with funding support from the Department of the Interior's Office of Insular Affairs ([www.doi.gov/oia](http://www.doi.gov/oia)). The ELDP is designed to identify individuals with promotion potential within the insular governments to develop management and leadership skills as they advance in their careers. Here are a few issues for your consideration before applying to the ELDP:

**Minimum Qualifications:** You must be employed with your government on a full-time basis for the past two calendar years from the date of your application. For example, if you are applying in March 2018 you must have been continuously employed by your government since March 2016. Although a bachelor's degree is strongly recommended, it is not required. We encourage individuals employed in the areas of finance, accounting, budget, and audit to apply. However, the program is open to all qualified government employees, including semi-autonomous agencies and component units, and diversity in professional experience is considered in the selection process.

**Government Support:** You must submit a letter of support from your immediate supervisor as part of the application process. The letter should express the supervisor's recommendation that you be accepted into the program and that he/she will commit to supporting you throughout the year. (All travel expenses are covered by the PITI-VITI project.) Encourage the supervisor to explain how your leadership development will contribute to your organization. Be sure you allow ample time to obtain this important letter of recommendation. Also, please research and follow your government's protocols and formal guidelines when requesting the letter of commitment from your supervisor.

**Time Commitment:** You must attend four, one-week-long training sessions to receive your Certificate of Completion. Sessions will be held one time per quarter in various locations. The location and dates for the 2018-2019 ELDP class:

- Guam: August 13 – 18, 2018
- Palau: November 5 – 10, 2018
- FSM/Yap: February 11 – 16, 2019
- Honolulu: June 10 – 15, 2019

Travel occurs before and after these dates because classes begin early Monday mornings and conclude Friday afternoons. Candidates that do not attend the entire week will not be permitted to complete the program. Additionally, you must complete several assignments between sessions that require a

significant amount of time. Please review the attached Questions and Answers and Graduation Requirements for the training dates, details about the inter-session assignments, and requirements that must be met for graduation.

**Funding:** If you are accepted into the program, the Graduate School USA's Pacific and Virgin Islands Training Initiatives, with support from the Department of the Interior's Office of Insular Affairs, will fund the costs associated with your travel. It will also fund all costs associated with delivering and administering the program.

### **Application Process:**

You must submit **five documents** to apply for the program. An optional sixth document is allowed if you include a letter of support from an ELDP graduate with your application. A complete list of ELDP graduates is available online at <http://pitiviti.org/initiatives/eldp/grads.php>.

1. Application Form. [required] Complete the information sheet attached below.
2. Letter of Intent. [required] Compose a letter that describes your interest in the program, why you want to develop a career in public service, how you believe the ELDP will contribute to your career, and your commitment to completing the ELDP. Address the letter to the *ELDP Admissions Committee*. Remember, the admissions committee carefully considers your Letter of Intent as an indication of your commitment, desire to participate, and interest in serving the government.
3. Letter of Support from Your Supervisor. [required] Your supervisor will play a critical role in ensuring you have time to complete assignments and attend the sessions. He or she must write a letter of support indicating he/she has read the attached Questions and Answers about the ELDP and will support you in this effort. Additionally, the supervisor should describe why you are being recommended for the program and give one or two examples of your performance in your current position which indicate your potential for the program and as a future leader in your government.
4. Resume. [required] Submit a resume that includes your formal education, professional positions, and volunteer activities. Use a format of your choice, but do not exceed two pages.
5. Personal Biography. [required] Provide a brief personal biography that is suitable for public release. A sample biography is included below, and additional biographies for all of prior ELDP graduates are available on the ELDP website at <http://eldp.pitiviti.org>.
6. Optional Letter of Support from an ELDP Graduate. [optional] You may request an ELDP alumni to submit a letter in support of your selection. Letters of support should explain the relationship between the ELDP applicant and ELDP graduate, and offer specific examples illustrating why the applicant will succeed in the program and in his/her career.

We will not accept an incomplete application package. All five required items listed above must be included to complete your application process. The Letter of Support from an ELDP Graduate is not required, but will not be considered if submitted after the application closing date.

**Your application must be received no later than April 27, 2018.** The 2018-2019 admissions screening committee will be comprised of two representatives from the Pacific and Virgin Islands Training Initiatives of the Graduate School USA. The final selection committee comprises two representatives from PITI-VITI, two representatives from the Department of the Interior’s Office of Insular Affairs (DOI-OIA), and one independent reviewer. The committee will strive to create a diverse class that appropriately represents all the insular governments, technical areas, gender, and ethnicity. You will be notified of your admission status no later than June 15, 2018.

If you have questions, please contact Jason Aubuchon ([jason.aubuchon@graduateschool.edu](mailto:jason.aubuchon@graduateschool.edu)) at the Pacific and Virgin Islands Training Initiatives (PITI-VITI) of the Graduate School USA. He can be reached by email or by calling (808) 523-1650.

Please email your final, complete application to [applications@pitiviti.org](mailto:applications@pitiviti.org), or send by postal mail to:

ELDP Applications  
900 Fort Street Mall, Suite1540  
Honolulu, HI 96813

You will receive an e-mail notification once your application has been received. If your application has not been confirmed, or if you have any concerns whether your application has been received, please contact Jason Aubuchon at the e-mail address above.

Thank you again for your interest in applying to the ELDP. We look forward to receiving your application.

## ELDP Application Form Information Sheet (Class of 2018-2019)

**Name:**

**High School Attended & Year of Graduation:**

**Have you Applied to the ELDP Previously? If so, which year?**

**Insular Government, Department, and/or Agency:**

**Current Position Title:**

**Begin Date (this position):**

**Major Responsibilities and Duties:**

**Number of individuals that you directly supervise:**

**REMINDER:** A complete application includes (1) this information sheet, (2) a letter of intent, (3) a letter of support from a supervisor, (4) a resume, and (5) a personal biography (sample below). An optional (6) letter of support from an ELDP graduate is recommended but not required. Complete applications can be e-mailed to [applications@pitiviti.org](mailto:applications@pitiviti.org), faxed to 808.523.7634, or sent by postal mail to ELDP Applications, 900 Fort Street Mall, Suite 1540, Honolulu, Hawaii, 96813.

## Sample Personal Biography (Juliet Jimmy)

Juliet currently serves as the Assistant Secretary for Treasury within the Department of Finance in the National Government of the Federated States of Micronesia. In this capacity, Juliet supervises twenty-three (23) employees. She and her team are responsible for the accounting, payroll, receipts and disbursements for the nation. In addition, Juliet is also responsible for the maintenance of the Financial Management System, setting policy and procedures for the National Treasury, ensuring compliance with laws and regulations, recommending cash management policies, and resolving audit findings. Prior to working with the FSM National Government, Juliet worked in Pohnpei State Finance. Since 2005 Pohnpei State has received three consecutive years of unqualified audits without questioned costs, much of which is due to her influence in the office. Recently, Juliet provided the needed leadership in managing a difficult conversion to a new national Financial Management System. She attended the Community College of Micronesia and Australian National University, where she focused her degrees on accounting. Like many of the ELDP participants Juliet has a great deal of work responsibilities. We're pleased that she has committed to the program and look forward to her active participation.

*Note: Biographies for all ELDP graduates are online at <http://eldp.pitiviti.org/graduates.php>*

## 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 an extensive survey called a “Leadership Effectiveness Inventory (LEI).” Additionally, the survey is completed by your supervisor, peers, and subordinates to provide you with 360 degree feedback on your leadership and management behaviors. You will build an individual development plan based on the LEI results and other materials. You must assist the ELDP project managers and instructors as they ensure people complete the LEI in a timely manner. The following must be done at least 4 weeks prior to the kickoff class:

- Complete the LEI by the ELDP participant.
- Complete of the LEI by the ELDP participant’s supervisor.
- Complete the LEI by three of the ELDP participant’s peers.
- Complete the LEI by three of the ELDP participant’s subordinates.
- Obtain signed Memorandum of Understanding between the ELDP participant’s supervisor and the ELDP program managers.

### **During the First Session**

The kickoff session, **August 13 – 18th**, includes several assessment activities designed to help you build your individual development plan (ILDP) and initiate several other long-term activities. During the first session you will:

- Complete the Thomas-Kilmann Conflict Scale
- Complete a Health Self-Assessment
- Identify and be assigned to a team project
- Complete a draft project plan for team project
- Draft an Individual Development Plan (ILDP)

### **Prior to the Second Session**

Assignments completed prior to the second session, **November 5th – 10th**, consist of homework from the first session that will serve as a roadmap throughout subsequent weeks. You will communicate with an instructor as you:

- Select a mentor
- Complete a mentoring contract
- Seek approval of your Individual Leadership Development Plan (ILDP)
- Report on your ILDP progress
- Complete a 2-3 page report on management book selected from list provided

### **During the Second Session**

The second session focuses on leadership skills and the challenges unique to island governments. Additionally, you will meet individually with instructors as you advance in your ILDP. Specifically, you will:

- Report on and modify your ILDP
- Present the status of your team project

### **Prior to the Third Session**

At this point you should have made significant progress on a variety of assignments. Before the third session you will report the following to the instructors:

- 
- Status report on progress on ILDP
- Status report on mentoring relationship
- Complete a 2-3 page report on a management book selected from list provided

### **During the Third Session**

The third session is an intense case study of micro-poly, a fictional government facing a variety of challenges common to the Pacific island governments. Your team will spend the majority of time reviewing the case study and preparing to address problems assigned to your team. Additionally, you will:

- Present an update on your team project
- Meet individually with instructors to update your ILDP

### **Prior to the Fourth Session**

As we move toward the final week, all assignments must be completed and submitted in advance of graduation. You must:

- Complete five interviews of recognized leaders\*
  - 1-2 page summary of each interview
  - 2-3 page analysis of what the participant learned about leadership from the interviews
  - Preparation of brief (5 minute) oral presentation on interviews
- Submit a progress report on your ILDP
- Complete your team project



- Complete Social Styles Self-Assessment
- Request colleagues complete a Social Styles assessment as feedback for you
- Write a program impact paper

### **During the Fourth Session**

The capstone session, held in Honolulu, is a combination of guest speakers, topics of particular interest to your class, and a final presentation of your team project. It is a celebration of all you accomplished during the year. During the week you will:

- Create a final report for your team project
- Present your report (Friday) to a panel of advisors, including representatives from OIA.
- Present a summary of interviews of leaders
- Complete an end of program evaluation

*\*Note: the interviews can be conducted any time during the year, but the reports on the interviews are due prior to the fourth session.*



# Program Description

February 2018

## Executive Leadership Development Program of the Pacific and Virgin Islands

Pacific and Virgin Islands Training Initiatives (PITI-VITI)  
Graduate School

<http://eldp.pitiviti.org>

## TABLE OF CONTENTS

### 1. Background

- Why is the Executive Leadership Development Program important?
- Who organizes and manages the ELDP?
- Which insular governments can participate?

### 2. Responsibility of the Insular Areas

- What is required from the insular governments?
- Who is eligible to participate in the ELDP?

### 3. Components of the ELDP

- What are the components of the ELDP?
- What formal training is planned for the ELDP participants?
- What are the Proposed Modules and Course Descriptions?

### 4. Managing the ELDP

- What are the tuition costs?
- What is the anticipated size of each cohort group?
- Are all applicants accepted into the ELDP?
- How are ELDP participants Selected?
- What is the timeline for implementing the first cohort and the schedule for subsequent cohorts?

### 5. ELDP Schedule

- What is the schedule for the 2018-2019 ELDP?

## **1. 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 assist with developing and 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.

## **2. RESPONSIBILITY OF THE INSULAR AREAS**

The insular areas must 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 the participants and instructors. The future success will not be possible without the continued support of the insular governments. In 2018 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 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.

### **Who is eligible to participate in the ELDP?**

ELDP application 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.

### **3. COMPONENTS OF THE ELDP**

The ELDP will offer five major components: formal training, mentoring, developmental assignments, reading assignments, and a major project. Each training session, scheduled one time per quarter for approximately twelve months, will blend technical knowledge with managerial and leadership concepts and skills. Participants will be assigned projects and activities that must be completed between training sessions. Projects and assignments will have a strong practical application, and reports will be delivered in the next meeting.

## 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 approximately four times over a twelve month period for one week of training each time. The training will focus on managerial and leadership skills, as well as technical training in areas such as audit, project management, and financial management.
2. **Mentoring.** During the first formal training session each participant will complete a self – evaluation and identify one or two individuals within the government that he or she thinks would be a good mentor for them throughout the program. The program 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 philosophies 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. **Developmental assignments.** As part of the self-assessment in the first training session, participants will identify and describe possible developmental assignments that they would like to complete during the twelve months. The developmental assignment will focus on real-world issues in their organization and give participants the opportunity to hone technical skills and apply their learning in selected areas.
4. **Reading and group assignments.** Participants will be provided with books and reading assignments to be completed prior to the formal training sessions. Participants will be provided with a reading list from which they can choose books of interest. Participants will also be tasked to complete group assignments between cohort training sessions. This will encourage cross-government sharing of information and provide participants with the opportunity to work closely with other members of the cohort.
5. **Team project.** Under the supervision of the PITI/VITI Project Coordinator, the ELDP Program Manager and ELDP faculty, each ELDP participant will participate on a team to define and complete a major project. The project will be applicable to

## What formal training is planned for the ELDP participants?

Four formal training sessions are planned throughout the twelve months. All members of the cohort will meet for one week for each of the four sessions. During the first week participants complete several self-assessment activities and plan for some of their assignments. For example, they identify potential mentors, project topics, and unique government issues or challenges. The second week develops core leadership skills and explores ways to balance professional and personal priorities. During the third week participants complete an intensive case study that explores fiscal and economic challenges of a fictitious island government. In the last week participants hear from guest speakers, ponder their respective futures, a present their team projects, and discuss their accomplishments during the previous twelve months.

### **What are the Proposed Modules and Course Descriptions?**

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

## **4. MANAGING THE ELDP**

The ELDP will require shared responsibility for insuring smooth and successful implementation. All travel and administrative expenses associated with the ELDP class of 2019 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 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 insular government will send two to three individuals to each cohort, resulting in a class of approximately 20-25 individuals.

### **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 27, 2018. 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. Applications are first reviewed by the application screening committee. The 2018–2019 application screening committee consists of two representatives from the Graduate School, PITI-VITI program. The screening committee reviews the applications to ensure they are complete and the applicants meet minimum qualification standards. If more than fifty applications meet these criteria, the screening committee rates the applicants and narrows the pool of applicants to the fifty most highly rated candidates. The applicants cleared by the screening committee are forwarded to the final selection committee.

The selection committee comprises two representatives from the Graduate School, PITI-VITI program, two representatives from DOI/OIA, and one independent reviewer. 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
<i>Maximum Total Points Possible</i>	<i>100</i>

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 implementing the second cohort and the schedule for subsequent cohorts?**

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 2018-2019 ELDP cohort is included below.

### **5. SCHEDULE FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM**

#### **What is the schedule for the 2018-2019 ELDP?**

February 1, 2018	Announce the ELDP 2018-2019 application process
April 27, 2018	Application process closes
June 15, 2018	Candidates for the ELDP class of 2019 announced
August 13-18, 2018	<u>Session #1</u> - Assessment and Kickoff. (Class hosted by Govt. of Guam)
November 5-10, 2018	<u>Session #2</u> - Leadership. (Class hosted by Republic of Palau)
February 11-16 2019	<u>Session #3</u> - Managing Government – Micro-Poly Case Study (Class hosted by the Federated States of Micronesia)
June 10-15, 2019	<u>Session #4</u> - Capstone - Facing the Future. (Class held in Honolulu, HI)