



ELDP Application for 2012-2013

Thank you for your interest in applying for the Executive Leadership Development Program (ELDP) sponsored by the Graduate School's Pacific and Virgin Islands Training Initiatives (www.pitiviti.org), with funding support from the Department of the Interior's Office of Insular Affairs (www.doi.gov/oia). The ELDP is designed to identify individuals with promotion potential within your government and create career opportunities for them. 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 April 2012 you must have been continuously employed by your government since April 2010. 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, although the program is open to anyone, including semi-autonomous agencies and component units.

Government Support: You must have a letter of support from your immediate supervisor as part of the application process. 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, week-long training sessions to receive your Certificate of Completion. Sessions will be held one time per quarter in various locations. The first class is scheduled on Guam July 23-27, 2012. You must also complete several assignments between sessions that require a significant amount of time. Please review the attached Questions and Answers and Graduation Requirements for the complete list of 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's Pacific and Virgin Islands Training Initiatives, with funding 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:

1. Application Form. Complete the information sheet attached below.
2. Letter of Intent. 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*.
3. Letter of Support from Your Supervisor. 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. 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. 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>.

We will not accept an incomplete application package. All five items must be included.

Your application must be received no later than April 15, 2012. The 2012-2013 admissions screening committee will consist of two representatives from the Pacific and Virgin Islands Training Initiatives of the Graduate School. 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 of the insular governments, technical areas, gender, and ethnicity. You will be notified of your admission status no later than May 15, 2012.

If you have questions, please contact Stephen Latimer (stephen.latimer@graduateschool.edu) or Jason Aubuchon (jason.aubuchon@graduateschool.edu) at the Pacific and Virgin Islands Training Initiatives (PITI-VITI) of the Graduate School. Both can be reached by e-mail or telephone at (808) 523-1650.

Please email your final, complete application to applications@pitiviti.org, or sent 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 Stephen Latimer or Jason Aubuchon at the e-mail addresses 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 2012-2013)

Current Information

Name:

Insular Government, Department, Agency:

Current Position Title:

Begin Date for this Position:

Number of individuals that you directly supervise:

Major Responsibilities and Duties:

Background Information

High School Graduated from:

Year of High School Graduation:

College(s) attended (if any):

College Graduated from (if applicable):

Year of College Graduation (if applicable):

Year Government Employment Started:

Total Years of Government Service:

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). Complete applications can be e-mailed to applications@pitiviti.org, faxed to 808.523.7634, or sent by postal mail to ELDP Applications, Attn: Stephen Latimer, 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 six days each, scheduled for Monday through Saturday; the last session is five days, Monday through Friday. The required assignments and the time during the program which they are due are:

Prior to the First Session

- Completion of the Leadership Effectiveness Inventory (LEI) by the ELDP participant
- Completion of the Leadership Effectiveness Inventory (LEI) by the ELDP participant's supervisor
- Completion of the Leadership Effectiveness Inventory (LEI) by three of the ELDP participant's peers
- Completion of the Leadership Effectiveness Inventory (LEI) by three of the ELDP participant's subordinates
- Signed Memorandum of Understanding between the ELDP participant's supervisor and the ELDP program managers

During the First Session

- Completion of the Myers-Brigg Type Indicator (MBTI)
- Completion of the Thomas-Kilmann Conflict Scale
- Completion of Health Self-Assessment
- Identification of, and assignment to, a team project
- Completion of draft project plan for team project
- Draft of an Individual Development Plan (ILDP)

Prior to the Second Session

- Selection of a mentor
- Completion of a mentoring contract
- Approved Individual Development Plan (ILDP)
- Status report on progress on ILDP
- Completion of 2-3 page report on management book selected from list provided

During the Second Session

- Completion of updated project plan for team project
- Presentation on team project

Prior to the Third Session

- Mid-year Self Report on progress
- Status report on progress on ILDP

- Completion of 2-3 page report on management book selected from list provided

During the Third Session

- Completion of updated project plan for team project
- Presentation on team project
- Organization self-assessment
- Development of organization improvement plan

Prior to the Fourth Session

- Completion of 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
- Status report on progress on ILDP
- Significant progress on the ILDP
- Completion of team project
- Completion of Social Styles Self-Assessment by participant
- Completion of Social Styles Self-Assessment by participant's colleagues
- Completion of Program Impact Paper

During the Fourth Session

- Final team project presentation
- Presentation on interviews of leaders
- 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

January 2012

Executive Leadership Development Program of the Pacific and Virgin Islands

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

<http://eldp.pitiviti.org>

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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 it important to establish an Executive Leadership Development Program?

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 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 will organize and manage 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-government initiative. The U.S. Department of the Interior's Office of Insular Affairs (DOI/ OIA) has turned to its partner, the Graduate School, to assist with developing and managing the Executive Leadership Development Program (ELDP) through the Pacific and Virgin Islands Training Initiative.

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 if the ELDP is to be successful. The governments can tailor many aspects of the participant developmental process to their unique needs. For example, governments will 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 will be required to bring government data, policies, and other public information to use in training sessions.

What is required from the insular governments?

During its inaugural year many policies and procedures were developed for subsequent years. In 2012 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, development assignments, and other professional experiences.
4. Insular governments will ensure the participants have support from their immediate supervisors to participate in both the on-island and off-island activities.

Once the ELDP is fully implemented the governments are expected to have signed an agreement indicating they acknowledge their role and responsibilities:

1. Governments will complete an overall needs assessment prior to submitting the names of program participants. The needs assessment will report information such as anticipated turnover rates in key positions and the developmental needs (e.g. technical, managerial, leadership) of key staff positions. A template will be provided by the Graduate School, to each government to guide the needs assessment.
2. Each participating insular government will establish in writing the process for announcing the ELDP program to their agencies, and receiving, evaluating and selecting applicants. The governments must also establish and report selection criteria.
3. Once employees are accepted into the program, the insular government will commit necessary travel funds and other resources as required during the twelve month period. Because of the unique geographic locations, different staff development needs, and the legal relationships with the U.S. government, the insular government's financial commitment will be negotiated with the Graduate School on an individual basis.
4. Insular governments will establish clear expectations for participants' continued employment after completion of the program and communicate those expectations in writing to the program participant.
5. Insular governments will appoint a program coordinator and provide the coordinators with an explanation about why the government selected individuals for the program, including formal education, prior work experience, performance assessment, how selected individuals fit into the government's succession plan, and a recommendation from the highest ranking official from the participants' departments.
6. Insular governments will provide a point of contact for the program.
7. After the first ELDP meeting the governments will receive, evaluate, and, to the greatest extent possible, meet the participants' request for a high-level mentor and developmental assignments.

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.

It is recommended that candidates:

- Hold a bachelor's degree or have equivalent professional experience.
- Have worked for the insular government for a minimum of two years 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 cohort 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 assignments that must be completed between training sessions. Projects and assignments will have a strong practical application and reports will be given in the next meeting.

What are the components of the ELDP?

Participants in the ELDP will experience five major components:

8. **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.
9. **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.
10. **Developmental assignments.** As part of the self-assessment in the first formal training session, participants will identify and describe possible developmental assignments that they would like to complete during the twelve months. The development 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 project areas. Governments will coordinate and support participants in the developmental assignments by providing a

project mentor and committing support to the project in writing. Participants will be asked to report on the developmental assignments when they meet as a cohort for formal training. Participants will not be allowed to continue in the ELDP program if the insular government does not assist with and support developmental assignments.

11. **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.
12. **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 for the insular governments. The project will likely be a project that the government wants to do but lacks the resources to initiate or complete.

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 covers core leadership skills. The third week participants learn how to manage people and organizations to continually improve their effectiveness and efficiency. In the last week each participants present their team projects and other activities completed 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://eldp.pitiviti.org/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 2013 will be funded by OIA and managed on a day-to-day basis by the Graduate School, PITI. 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 the first two cohorts 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 insular government will send two to three individuals to each cohort, resulting in a class of approximately 18 to 21 individuals.

Are all applicants accepted into the ELDP?

Not all individuals who apply to the program will be accepted. ELDP applicants go through 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 15, 2012. Applicants to the Executive Leadership Development Program submit five documents supporting their application—the application form itself, a resume, a letter of intent, a brief biography suitable for public release, and a letter from their supervisor. Applications are first reviewed by the application screening committee. The 2012–2013 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 application packages. 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 a structured process and 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 2012-2013 ELDP cohort is:

5. SCHEDULE FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

What is the schedule for the 2012-2013 ELDP?

February 1, 2012	Announce the ELDP 2012 - 2013 application process
April 15, 2012	Application process closes
May 15, 2012	Candidates for the ELDP class of 2013 announced
July 23-27, 2012	<u>Session #1</u> - Assessment and Kickoff. Class hosted by Government of Guam
November 5-9, 2012	<u>Session #2</u> - Leadership. Class hosted by Commonwealth of the Northern Mariana Islands (Saipan)
February 11-15, 2013	<u>Session #3</u> - Managing Organizations - People and Processes Class hosted by the Federated States of Micronesia (Pohnpei)
Late May, 2013	<u>Session #4</u> - Capstone - Facing the Future. Class held in Honolulu, HI