

NATIONAL DEFENSE UNIVERSITY
CENTER FOR THE STUDY OF WMD

PROGRAM FOR EMERGING LEADERS

2021 APPLICATION PACKAGE

Program for Emerging Leaders

Dear PEL Candidate,

Thank you for your interest in the Program for Emerging Leaders (PEL). We look forward to receiving your application for the next PEL class. Please read the following instructions carefully. Applications that are incomplete or do not conform to the guidelines below will not be accepted.

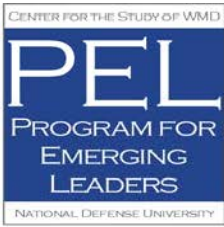
Applications for the 2021 Class of the Program for Emerging Leaders (PEL) will be accepted through midnight on 12 February 2021. We welcome applications from *early to mid-career (approximately 5-15 years of government service)* civilian U.S. government employees (GS-11/GS-12/GS-13 or equivalent) and commissioned military officers (O-3/O-4) with responsibilities related to national security. Successful candidates will demonstrate leadership potential within their agencies and have an interest in learning about weapons of mass destruction and related issues. Candidates are ***not required*** to have WMD expertise, but should have the ambition and career potential to reach the highest ranks of the U.S. government, either as a civilian SES, a military flag officer, or an equivalent position. All applicants must be U.S. citizens, hold an active SECRET clearance, have a minimum of a bachelor's degree and be able to attend the ***mandatory*** Summer Immersion to be held in Washington, DC during the week of 31 May-4 June 2021. ***Please note:*** At the moment, all PEL programming is being held virtually, in light of ongoing COVID-19 concerns. However, as the situation evolves, we do anticipate a return to in-person events at some future point. Thus, all applicants should be prepared to attend future events in person, while understanding that alternative arrangements may be necessary.

The necessary steps for completing an application to PEL are outlined below. If you have any questions, please consult the frequently asked questions on our website. If you cannot find answer there, you may send an email to PEL@ndu.edu.

We will send an email confirming receipt of each application submitted to PEL@ndu.edu within 5 business days of receipt. If you do not receive a confirmation email, please contact the PEL program manager via email to ensure your application was received. We will notify all applicants of our admissions decision by early April 2021.

Sincerely,

Amanda Moodie
Director, Program for Emerging Leaders
Center for the Study of Weapons of Mass
Destruction
National Defense University



NATIONAL DEFENSE UNIVERSITY
CENTER FOR THE STUDY OF WMD

PROGRAM FOR EMERGING LEADERS

Instructions for Completing and Submitting your 2021 PEL Application

Your complete application should include the following items in the order they appear below. The application should be saved as a **single PDF document** and emailed to PEL@ndu.edu. For instructions on saving your application as a single PDF file, please see the "Helpful Hints" section on the next page.

IMPORTANT NOTE: Each applicant must submit his/her own application. Unless previously arranged with and approved by the PEL Director and/or PEL Program Manager, **no applications submitted via organizational representatives will be accepted.** This measure is to ensure that 1) we receive the application and 2) the applicant receives confirmation of application receipt.

Application Checklist: Please complete and sign this page, acknowledging that your application is complete and accurate to the best of your knowledge.

Data Sheet: This form must be completed in its entirety. All form fields must be filled for your application to be considered. ***This page must not be printed and scanned. It must be submitted with the rest of the application in its original electronic format.*** (See "Helpful Hints" section on the next page for additional information)

Resume: Your resume should be no more than two pages long. Please make sure your name appears on both pages.

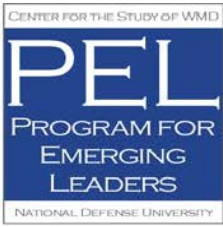
Personal Statement: Your personal statement must be one or two typed, double-spaced pages, written in 12-point Times New Roman font with one-inch margins. Please do not use acronyms without first defining them. Please make sure your name appears on all pages of the document. Your personal statement should address the following questions:

1. How does PEL fit within your career goals?
2. Why are you interested in WMD?
3. What qualities do you possess and what experiences have you had that make you an emerging leader?
Please note: for the purposes of PEL, the term "emerging leader" refers to someone with the ambition and career potential to reach the highest ranks of the US Government, either as a civilian SES, a military flag officer, or an equivalent position.

Academic Transcript: Please include a scanned copy of the **official** transcript from your last completed degree. Transcripts from previous degrees, partial degrees, or non-degree certificate programs, and unofficial transcripts will not be accepted.

Letter of Recommendation: Your application package should include one letter of recommendation from a senior organizational official. The letter should reflect on your leadership qualities and your suitability for PEL. Please make sure your name appears on all pages of the letter. *Please note: for the purposes of PEL, the term "emerging leader" refers to someone with the ambition and career potential to reach the highest levels of the US Government, either as a civilian SES, a military flag officer, or an equivalent position.*

Supervisor's Statement of Support: This form must be signed and dated by your immediate supervisor.



Helpful Hints for Completing and Submitting your 2021 PEL Application

Assembling your application package as a single PDF file:

First, save all application components as individual PDF files. Scanners typically have an option to save documents as PDFs. If not, or if you are working with an electronic file, follow the instructions below to either print a document as a PDF or save a component of an existing PDF as a separate file. Next, combine all files into a single PDF.

Printing a document as a PDF:

1. Go to the “Print” menu in your file.
2. Under “Printer”, select “Adobe PDF”
3. Click “Print”. At this point, you will be given the option to save the file as a PDF.

Saving a component of an existing PDF as a separate file (Recommended for Data Sheet):

1. On the left-hand side of your screen, click on the “Page Thumbnails” icon (generally looks like two stacked pieces of paper).
2. In the newly-opened “Page Thumbnails” menu, right-click on the pages you wish to save as a separate file.
3. Click “Extract Pages”
4. Enter the page numbers of the pages you wish to save separately. Make sure the “Extract Pages As Separate Files” and “Delete Pages After Extracting” boxes are unchecked.
5. Click “Ok”. A new PDF window will open with only the pages you selected in the previous step.

Combining individual files into a single PDF file:

1. Right click on one of the PDF files you wish to combine.
2. Select “Combine files in Acrobat ...” A new window will open for adding files.
3. Drag and drop all files you wish to combine into the new window in the order they should appear in the final file.
4. Click the “Options” button in the top right-hand corner and ensure “Single PDF” is selected. (**Portfolio files will not be accepted.**)
5. Click “Combine Files”

Note: If you are unable to combine the files into a single PDF, try printing and scanning any pages with electronic signatures. Files with electronic signatures cannot be combined with other files.

In general, you will need Adobe Pro (available on most US Government computers) to combine files into a single PDF. If you do not have Adobe Pro, please contact PEL@ndu.edu or 202-433-6382 to make arrangements for submitting your application.

Encryption and Security Concerns:

The PEL@ndu.edu email address cannot accept encrypted emails. If you need to use encryption, please submit your application via the AMRDEC SAFE file-sharing system ([https:// safe.amrdec.army.mil/safe/](https://safe.amrdec.army.mil/safe/)).

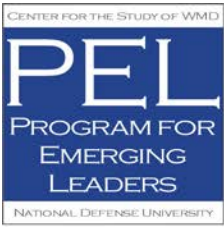
All application should be UNCLASSIFIED and not include any FOUO information. If there is no way for you to submit a truthful UNCLASSIFIED application, please contact PEL@ndu.edu to request an exemption and submission instructions on the basis of operational security concerns (i.e. use of true name and/or job title). Exempt applications must not include information classified above the SECRET level.

Internal agency selection processes:

Some agencies have their own internal selection processes. PEL has an open application process and does not require candidates to apply through an agency's selection process. There are no designated seats for any organizations and participation in the program is done at no cost to a member's home organization. However, you may wish to inquire within your agency to determine your agency's recommendations for applying to the program.

Ensuring your application is considered:

1. If your application does not contain all of the elements listed on the previous page or does not abide by all guidelines, it will not be considered.
2. If you do not receive an email confirming we have received your application within 5 business days of submission, please assume your application was not received and contact PEL@ndu.edu .



2021 PEL Application Checklist

Please confirm you have completed all of the required steps to apply to the Program for Emerging Leaders by signing this page at the bottom and including the signed document in your application package.

I have completed the following items and combined them, in the order listed below, in a single PDF file to be [emailed to PEL@ndu.edu](mailto:PEL@ndu.edu):

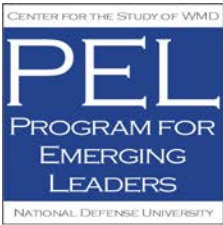
- Data Sheet (this page has not been printed and scanned or altered in any way)
- Resume (no more than 2 pages)
- Personal Statement (this document is no longer than two double-spaced pages, using 12-point Times New Roman font and one-inch margins)
- Academic Transcript (this is a scanned copy of my official transcript from my most recent degree)
- Letter of Recommendation
- Supervisor's Statement of Support

I acknowledge that I have completed and am submitting all of the required pieces of my application for PEL in accordance with the instructions included in this document and that my application is complete and accurate to the best of my knowledge.

Applicant's Signature: _____

Date:

Applicant's Name:



2021 PEL Application Data Sheet

Page 1 of 2

Biographical Information

Salutation:

Last Name:

First Name:

Middle Name:

Suffix:

Go-by Name:

Gender:

Male

Female

Other/Prefer not to say

Birth Date:

Employment Information

Civilian or Military?

Civilian

Military

Member of a Reserve?

Yes

No

Do you work in the National Capital Region?

Yes

No

Please indicate your rank:

GS-11

GS-12

GS-13

O-3

O-4

If applicable, please indicate the service to which you belong:

US Army

US Air Force

US Coast Guard

US Marine Corps

US Navy

US Public Health Service

Civilian / Not Applicable

Job Title:

Office:

Agency / Organization:

Cabinet-Level Department (ex. DoD, State, DHS)

Please indicate the number of years of post-college government service and/or professional experience you have completed.

0-5

5-10

10-15

15-20

20+

PEL 2021 Data Sheet - Page 2 of 2

Applicant's Name:

Education

Highest degree awarded:

- B.A. B.S. M.A. M.S. Ph.D. J.D.
 Other

Degree granting institution:

Concentration / Major:

Date of award:

Did you include an official transcript for this degree in your application?
(Required)

- Yes No

Contact Information

Work Email:

Work Phone:

Home Email:

Home Phone:

Preferred Email:

- Work Home

Preferred Phone:

- Work Home

Mailing Address Street 1:

Mailing Address Street 2:

City:

State:

Country:

Zip Code:

APO:

Letter of Nomination and Supervisor Information

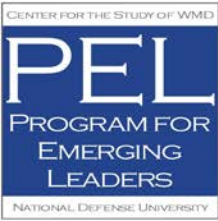
Supervisor's Name:

Title:

Letter of Nomination Author:

Title:

Author's Relationship to
Applicant:



Supervisor's Statement of Support for Candidate's Application to the Program for Emerging Leaders

Name of Applicant:

As the supervising official for the above named applicant, I confirm my support for the applicant's application to participate in the 2021 class of the Center for the Study of Weapons of Mass Destruction's *Program for Emerging Leaders*. This includes supporting the applicant's full participation during the 31 May-4 June 2021 Summer Immersion and subsequent seminars and workshops throughout the year (the WMD Center will cover most participants' travel expenses, if possible).

Supervisor's Name:

Supervisor's Title:

Supervisor's Signature: _____

Date: