



AGENCY LETTERHEAD

Component Name
101010 Headquarters Drive
ALEXANDRIA, VA 22350-1100

From: **INSERT HR SES DIRECTOR RESPONSIBLE HR POLICY, INSERT COMPONENT HQ NAME** (Civilian Human Resources)/Director, Civilian Human Resources

Thru: Department of Defense, Defense Civilian Personnel Advisory Service, Associate Director, Accountability Division

SUBJ: Establishment of a Civilian Human Resources Center of Excellence (COE) for Delegated Examining at **INSERT LOCATION** Operations Center

1. The cost of maintaining certified Delegated Examining Units at each of the Civilian Human Resources Operations Centers has risen significantly at a time when the Delegated Examining Unit workload has decreased. Better management of DE workload and the NDAA Direct Hire Authorities have significantly changed the mix of recruitments for serviced customers. For all customers, DE work has fallen dramatically.
2. In July 2019, the Office of Personnel Management (OPM) launched a revitalized Delegated Examining Certification Program. The costs and requirements for certification significantly increased, making the certification and recertification process challenging, given budget constraints. The new program instituted new fees including a \$200 fee for a proctored recertification examination for currently certified Delegated Examiners and an \$1142 fee for training and certification of new Delegated Examiners.
3. While DHA has largely replaced DE as a hiring option for the Department of (**INSERT COMPONENT NAME..i.e. Army, Air Force, Navy, Fourth Estate**), customer needs still exist within (**COMPONENT HQ NAME**) to utilize DE for external hiring. As the DE workload falls, however, it becomes increasingly challenging to maintain the appropriate mix of trained personnel with a significant enough number of actions to maintain proficiency. It also becomes less and less cost effective to maintain these certifications among a group that is larger than what is necessary to maintain the workload, while managing the risk of a sudden loss of specially trained and certified personnel.
4. In order to maintain DE services for (**COMPONENT HQ**) commands in the most cost effective and efficient manner, a Delegated Examining Unit Center of Excellence (DEU COE) will be **INSERT LOCATION/DEU FOR THE COE. LOCATION/DEU FOR THE COE** will initially assume CONUS DE work from civilian human resource offices in Alexandria followed by DE work from civilian human resource office in Washington, D.C... There is an expectation that this consolidation of functions will bring about an economy of scale and cost effectiveness that may benefit the **COMPONENT HQ**. This will also allow for civilian human resource (**INSERT OFFICE NAME OR ACTIVITY NAME OR LOWER ENCHELON NAME ALIGNED TO THE COMPONENT HQ**) in Alexandria and Washington D.C. to refocus and utilize the DE staff in other areas of Staffing and Recruitment resulting in increased improvements to end to end times for **INSERT COMPONENT HQ** overall.

SUBJECT: DEPARTMENT OF THE **COMPONENT NAME** INTERIM GUIDANCE ON
THE DEFENSE PERFORMANCE MANAGEMENT AND APPRAISAL PROGRAM

5. For the reasons cited above, the establishment of the DE COE will be with **LOCATION/DEU FOR THE COE**. The DEU COE will begin to assume the DE work from **INSERT LOCATIONS ROLLING INTO THE COE** beginning XX JANUARY 2020.

Sincerely,

MS. / MR. HUMAN RESOURCES, SES
Director, Civilian Human Resources