

# Selective Service System



**Strategic Plan**  
Fiscal Years 2013-2018  
February 2013

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## A Message from the Director

I am pleased to present the Selective Service System's 2013-2018 Strategic Plan.

Selective Service System (SSS) is America's proven and time-tested hedge against underestimating the number of active duty and reserve military personnel needed to fight a future conflict or to sustain simultaneous ongoing contingencies. Over the next six years, this Strategic Plan depicts those programs and capabilities necessary to satisfy the Department of Defense's (DoD) emergency requirements when required. Consequently, the Agency has developed the concomitant policies, plans, and procedures to be prepared to service its responsibilities as mandated by the U.S. Congress.

SSS has also updated its mission statements, reestablished its long-term goals, laid out strategies to attain them, and identified intermediate objectives with which to track its progress towards goal attainment. To monitor Agency progress toward meeting its goals, program evaluations, internal control programs, and performance reports will be used.

The Agency and its employees are fully committed to satisfy mission requirements and to continue their contributions to national security.

The continued support of all is welcomed as we move forward to fulfill our responsibilities to the Nation.

Lawrence G. Romo

## Selective Service System Strategic Plan FY 2013-2018

### Vision

The SSS will be an active partner in the national preparedness community that provides a fair and equitable process in responding to the changing needs of the nation.

### Missions

The statutory missions of SSS are to be prepared to provide trained and untrained personnel to DoD in the event of a national emergency; and to be prepared to manage a program for men conscientiously opposed to military service.

### Benefits to the Nation

Upon completion of a major National Security Council-led Interagency Review in 1994, President Clinton delineated the rationale for the Selective Service System and the registration of young men ages 18 through 25 in three points.

First, the President stated that this Agency and registration provide "...a hedge against unforeseen threats and a relatively low cost 'insurance policy' against our underestimating the maximum level of threat we expect our Armed Forces to face."

Next, "...terminating the SSS and draft registration now could send the wrong signal to our potential enemies who are watching for signs of U.S. resolve."

And finally, "...as fewer and fewer members of our society have direct military experience, it is increasingly important to maintain the link between the All Volunteer Force and our society at large. The Armed Forces must also know that the general population stands behind them, committed to serve, should the preservation of our national security so require."

In sum, since 1980 each Administration has preserved Selective Service and its programs because each knew that it is the only proven manpower mechanism to expand the U.S. Armed Forces and exhibits three important attributes: operates at very modest cost, ensures that any future draft will be fair and equitable, and can respond in a timely fashion.

## **Organization**

SSS is comprised of government employees, a modest part-time military cadre staff, and private volunteer citizens dedicated to ensuring the effective accomplishment of the Agency's statutory missions. The Agency's authorized Reserve Force Officers (RFO) positions are comprised of military personnel representing all of the U.S. Armed Services. RFOs are assigned throughout the U.S. and its territories where they perform monthly training and execute a variety of critical peacetime missions. In addition, they are "grass root" SSS contacts for state and local agencies and the public.

The largest component of the Agency's workforce is the approximately 11,000 men and women who serve as volunteer Local, District, and National Appeal Board Members. In the event of an activation of the System, these citizen volunteers will decide the classification status of men seeking exemptions or deferments based on conscientious objection, hardship to dependents, or status as ministers or ministerial students.

## **Strategic Goals**

The SSS has two overriding strategic goals directed toward the achievement of its missions designated by the U.S. Congress.

Goal 1: Ensure the capacity to provide timely manpower to DoD during a national emergency.

In accordance with DoD's long-standing reduced readiness requirement for SSS activation together with Office of Management and Budget guidance, SSS is mandated to be prepared to provide manpower as close to possible to 193 days after SSS activation (M+193). This requires that SSS perform adequate planning to ensure that any future conscription would be timely, fair, and operate successfully overall, together with its component functions. If activated, SSS will hold a national draft lottery, contact those registrants who have been selected via the lottery, arrange their transportation to a Military Entrance Processing Station (MEPS) for mental, moral, and medical testing, and activate a classification structure consisting of area offices and local and appeal boards. This procedure would be followed for delivery of both trained and untrained personnel.

Once notified of the results of their evaluation at the MEPS, any registrant who has been found qualified for service, may choose to file a claim for exemption, postponement, or deferment at one of the area offices located throughout the nation. If a claimant is reclassified by a local board as a conscientious objector (CO) who objects to all forms of military service, he is required to serve in a non-military capacity aiding the health, welfare, and safety of the U.S. for 24 months. The SSS will place these "alternative service" workers with non-military

employers and track the progress of their required service. The claims process also allows for appeals.

**Objective I - Maintain a minimum registration compliance rate of 90 percent**

Maintaining significant registration compliance is a high priority performance goal because it is a crucial component and foundation of any future induction. The higher the national registration compliance rate, the more fair and equitable any future selection would be for each registered individual. The Agency works through its registration and compliance programs to (1) register all eligible men; (2) identify nonregistrants and remind them of their obligation to register; and (3) inform young men that they need to register to remain eligible for federal and state student financial aid, job training, government employment, and U.S. citizenship for male immigrants.

To help ensure that any future selection is fair and equitable, and that their residents do not lose Federal and State benefits associated with the registration requirement, many states and U.S. territories are implementing laws that require or allow men to register with SSS when they apply for a state driver's license or identification card.

**MEANS & STRATEGIES**

- Continue mailings to large population, low registration compliance states and areas
- Maintain registrar programs in high schools and with agencies involved with the Workforce Investment Act, Farm Workers Opportunity Program, and other programs that reach potential registrants
- Support states in their efforts to pass legislation requiring young men to register with the SSS as a condition for obtaining a motor vehicle driver's permit/license, or state identification card
- Maintain current, and negotiate new, initiatives with other State and Federal agencies to facilitate registration, including matching tapes, and exchanging electronic data
- Continue the Agency's registration awareness programs, to include production and distribution of information via print, radio, television, internet, and other public venues

<b>Objective 1</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
1.1.1: Maintain registration rates of 90 percent or above for eligible males 18-25	Percent of eligible males ages 18-25 registered with the SSS	CY 2011: 91 percent	CY 2018: 92 percent
1.1.2: Increase the percentage of electronic registrations	Percent of electronic registration	CY 2011: 85 percent	CY 2018: 93 percent

<b>Objective 1</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
1.1.3: Improve registration processing time	Number of days to process registrations	CY 2011: 17 days	CY 2018: 10 days or less
1.1.4: Pursue driver's license legislation (DLL) in all States/territories	Number of States/territories that have DLL	CY 2011: 45	CY 2018: 49

## **Objective 2 – Maintain ability to call, classify, and deliver personnel**

### **MEANS & STRATEGIES**

- Redesign and integrate existing preparedness applications (automated delivery processing, claims processing and alternative service) into a secure central web-based processing portal
- Maintain classification and reclassification infrastructure plans, policies, and procedures capable of responding to DoD manpower requirements
- Continue preparedness training
- Maintain planning documents, annexes, and agreements for all components of the system
- Continue to develop and maintain readiness through contacts with DoD, United States Military Processing Command, DHS/Federal Emergency Management Agency, and other Federal and state preparedness organizations and associations concerned with manpower delivery

<b>Objective 2</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
1.2.1: Ensure that expansion plans are up-to-date	Component review and assessment	FY 2013 Self Assessment results	FY 2018: All plans up-to-date
1.2.2: Be prepared to deliver personnel when needed	Component review and assessment	FY 2013 Self Assessment results	FY 2018: All plans up-to-date
1.2.3: Be prepared to ensure that the claims and appeals infrastructures are operational according to the Readiness Plan	Component review and assessment	FY 2013 Self Assessment results	FY 2018: All plans up-to-date in accordance with the Readiness Plan

## **Objective 3 – Be prepared to administer a fair and equitable program of civilian alternative service in lieu of military service for registrants classified as conscientious objectors (COs)**

By law, SSS is required to provide a supervised 24-month term of alternative service in lieu of military service for all registrants classified as 1-O Conscientious Objectors. This alternative service must benefit the health, safety, and interest of our Nation.

**MEANS & STRATEGIES**

- Continue outreach to the conscientious objector constituencies
- Maintain Alternative Service Program (ASP) plans, policies, and procedures and integrate into the secure central web-based processing portal
- Provide ASP training to field staff
- Prepare provisional agreements with potential employers to be members of the Alternative Service Employer Network (ASEN)

<b>Objective 3</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
1.3.1: Continue ASP outreach	Number of outreach sessions	FY 2012: 25	FY 2018: 40
1.3.2: Be prepared to implement the ASP	FY 2011 Self Assessment	FY 2013 Self Assessment results	FY 2018: All plans up-to-date
1.3.3: Plan for job placements of ASWs within 30 days of classification	Three phased implementation of ASEN training plan	FY 2013 Self Assessment results	FY 2018: Three phases complete

**Goal 2: Ensure management excellence by promoting economy, efficiency, and effectiveness in the management of SSS programs and supporting operations**

In concert with the President’s Management Agenda (PMA), SSS emphasizes world-class customer service. An integral part is implementation of an active and responsive Equal Employment Opportunity program including periodic reporting and training for managers, supervisors, and employees. The Agency’s strategic plan reflects a commitment to ensure alignment and integration among its human capital management, financial, operational, information technology, and logistical processes. Included in this plan will be an expansion of the Agency’s e-government, budget, and performance integration, and improvements in financial performance initiatives. The Agency’s procurement of an Integrated Financial Management System greatly enhanced its ability to align its budgetary resource expenditures with the Agency’s performance.

**Objective 1 – World-Class Customer Service**

Customer service excellence is the overarching principle of the Agency. The SSS provides unique information pertaining to various legislative matters, policy, procedures, and data contained in specific records. This information is provided to maintain an accurate database that serves as the foundation for induction and



appeals in the event of a national emergency. Timely and accurate customer service provides assistance to men applying for benefits associated with the registration requirement such as Federal student financial aid, Federal employment, and citizenship for immigrants.

**MEANS & STRATEGIES**

- Monitor production workload and customer service levels
- Maintain staffing to ensure the Registration Information and Research Branch can provide timely and accurate information to inquiries
- Anticipate emerging trends and issues to analyze the effects on customer service programs to develop effective responses
- Conduct training to respond to inquiries

<b>Objective 1</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.1.1: Maintain National Call Center fulfillment rate of 90 percent or greater	Fulfillment calls versus total calls	CY 2012: 90%	FY 2013: 90% FY 2018: 92%
2.1.2: Maintain a call answer speed average rate of 5 minutes	Timeframe to answer calls by operator	CY 2012: 5 minutes	FY 2018: 5 minutes or less
2.1.3: Process responses to written and electronic inquiries in an average of 14 days	Timeframe to answer inquiries	Per Administrative Services Manual (ASM) standards	FY 2013: 30 days FY 2018: Exceed ASM standards
2.1.4: Process responses to Status Information Letter (SIL) inquiries within an average of 14 days	Timeframe to respond to SIL inquiries	CY 2012: 12 days	FY 2013: 12 days FY 2018: Maintain an average of 12 days or less

**Objective 2 – Provide efficient and effective human resource and procurement management**

Human resources and procurement management are essential to all aspects of the Agency’s operations and management. Therefore, SSS continues to focus on improving policies, procedures, and standards necessary to align Agency operations with the PMA. The Agency must address a higher employee retirement rate, increased hiring competition, and continued fiscal pressures.

**MEANS & STRATEGIES**

- Upgrade the Human Capital Management Plan (HCMP)
- Maintain the acquisition, procurement, and property management integration with financial systems

- Provide effective resource management (personnel and logistics) plans to support Goal 1

Objective 2	Measure	Baseline	Outcome
2.2.1: Improve the effectiveness and efficiency of human capital management	External and internal assessments	FY 2011 Self Assessment and OPM Federal Employee Viewpoint Survey Results	FY 2018: Fully updated and implemented HCMP
2.2.2: Improve the effectiveness and efficiency of acquisitions and logistics activities	2012 Financial Audit	2012 Financial Audit results	FY 2018: Fully integrated acquisition, logistics, and financial systems
2.2.3: In support of Goal 1, ensure that preparedness plans are up-to-date	Effective plans and agreements in place to provide personnel and logistics needs	FY 2011 Self Assessment	FY 2018: Fully effective plans and agreements in place

### Objective 3 – Efficient and effective financial management

The Financial Management Directorate will effectively budget and account for public funds. The Agency will continue to exercise proper internal controls and appropriate risk management in accordance with current statutes, regulations, directives, circulars, and accepted accounting principles and standards.

#### MEANS & STRATEGIES

- Maintain an audit ready business environment and achieve an unqualified (unmodified) opinion on the annual audit of financial statements
- Align budget to agency priorities
- Provide accurate and timely financial data to decision makers and reporting authorities

Objective 3	Measure	Baseline	Outcome
2.3.1: Provide comprehensive, agency-wide, guidance on the proper management of financial activities	Annually update the Agency's Fiscal Manual to address audit findings and recommendations; and track corrections/compliance	FY 2012 results of the annual audit of financial statements	FY 2013 (and annually thereafter): Unqualified (unmodified) audit opinion

<b>Objective 3</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.3.2: Refine the alignment of budgeted funds with performance goals	Demonstrate that the budget is allocated to programs such that the Agency's highest priority goals and objectives are proportionately funded	Agency's strategic plan and results of the FY 2012 annual Performance Assessment Report (PAR)	FY 2013 (and annually thereafter): Budget demonstrably aligned to, and integrated with, performance results
2.3.3: Provide accurate and timely financial information that informs decision-making and complies with reporting requirements	Adherence to established reporting and review schedules	FY 2012 Internal and external reporting and review requirements	FY 2013 (and annually thereafter): All reporting and review deadlines met

#### **Objective 4 – Efficient and effective secure Information Technology Management**

The Information Technology Division will focus on modernizing the technical environment of the Agency guided by the PMA, Government Performance and Results Modernization Act, Information Technology Management Results Act, Federal Information Security Act, and other statutory or regulatory requirements. IT will provide information security, innovations, flexibility, and responsive technical services while managing information resources, access, and solutions to meet operational needs.

#### **MEANS & STRATEGIES**

- Enhance the Agency's IT Enterprise Management Plan
- Attract and retain a highly skilled and effective staff through tools, training, and incentives
- Improve security through internal information security training, threat identification, analysis, incident response, and threat solutions
- Develop, maintain, and enhance continuity of operations plans, contingency plans, and other measures to protect infrastructure

<b>Objective 4</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.4.1: Improve the availability and response time of the IT systems	Time for response of the IT systems	CY 2012 Industry standard of 95%	FY 2013 (and annually thereafter): Industry standard
2.4.2: Improve the effectiveness and efficiency of the Agency's technical operations	2012 FISMA Audit	2012 FISMA Audit results	FY 2013 (and annually thereafter): No major deficiencies on FISMA Audit

<b>Objective 4</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.4.3: Ensure that IT security plans, policies, and training are up-to-date	Yearly reviews and evaluations. FISMA, DHS Vulnerability Report, and conduct additional vulnerability tests	Ongoing daily evaluations and vulnerability assessments	FY 2013 (and annually thereafter): Attainment of plan objectives, no security incidents occurrence. Address new insider threat policy
2.4.4 Ensure that IT preparedness plans and systems are up-to-date	2011 Self Assessment	2011 Self Assessment results	FY 2018: Complete preparedness plan

### **Objective 5 – Effective and efficient management of public communications and registration awareness of Agency programs**

The Public and Intergovernmental Affairs Directorate faces the ongoing paradoxical challenge of public concern: a) the more communications made, the greater the public concern about an imminent draft; b) the less Selective Service says, the greater the amount of misinformation available. Over the coming six year period, all efforts will focus upon redefining the Selective Service "brand", continuing the steady increase in benchmark registration, and expanding public understanding of the Agency mission. With over 6,300 young men turning 18 every day, our outreach to community leaders, other governmental and associations entities, public and private influencers, and media will continue to play an ever expanding role.

#### **MEANS & STRATEGIES**

- Respond to general public, private, and governmental, inquiries within established timeframes
- Conduct media interviews, air public service announcements, and develop materials to publicize the benefits of satisfying the SSS registration requirements
- Conduct focus groups with registrants and their influencers

<b>Objective 5</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.5.1: Provide accurate communications with diverse customers in a timely manner	Established standards of Directive 700-8	Actual results from FY 2012 PAR	FY 2013 (and annually thereafter): Attain or better predetermined measurement goals
2.5.2: In Support of Goal 1, ensure the PIA plans are up-to-date	Effective plans with support and agreements in place	FY 2011 Self Assessment; periodic internal reviews and evaluations	FY 2013: Completion of schedule reviews FY 2014: Corrective actions completed

<b>Objective 5</b>	<b>Measure</b>	<b>Baseline</b>	<b>Outcome</b>
2.5.3: Create awareness of the Federal registration requirement among young men ages 18-25	Obtain public service air time: 90% major markets, 95% all markets	Employ commercial tracking operations to measure airtime costs avoided	FY 2013 (and annually thereafter): Improve public awareness of the registration requirement as reflected in statistical measures

## **President's Management Agenda**

SSS seeks continuous improvements to its operations through an array of programs and policy changes based upon the PMA. Each change toward improving its systems and programs demonstrates the Agency's commitment to a more effective and efficient means by which to manage, improve operational performance, and enhance modernization as outlined in this Strategic Plan. This plan prioritizes SSS activities and forms the basis for long and short-term management and resource decisions.

Under the leadership of the Director of the Selective Service, the Agency continues to review its operations and, by direction, is maintaining its readiness posture consistent with DoD timeframes for delivery of manpower. The Agency will be current in its plans while remaining responsive to the manpower needs of DoD.

The Agency will continue to expand upon workforce development strategies and execute a human capital management plan that will close most skills, knowledge, and competency gaps.

The SSS also is implementing an aggressive technology upgrade in an effort to replace outdated technology. This effort is focused on the creation of a forward-looking IT environment capable of handling the Agency's current and future day-to-day operations.

Historically, there has been little emphasis placed on reviewing the relation of budget data to performance. However, SSS continues to integrate its budget and performance data to enable performance to influence the budget rather than having the budget dictate performance.

## **PROGRAM EVALUATION**

Program evaluation within the SSS has expanded greatly over recent years. In doing so, in the Agency has a system in place where all of its major programs are evaluated on a regular basis, with special focus placed on procedures in which specific problems or deficiencies are identified. Thus, the Agency is better able to

assess the effects of new or continuing initiatives on program performance and customer satisfaction. These evaluations also are used to build baselines for performance goals and validate the results of the data contained in the Agency's Performance and Accountability Report.

The program evaluations that formed the basis for this plan were conducted in-house and through independent analysis to determine how well programs were working, which modifications were necessary, and if they should be continued or maintained.

## EXTERNAL FACTORS

Certain external factors beyond the Agency's control may affect its ability to achieve certain goals and objectives. These fall primarily in the following areas:

- OMB and Congressional support (resources verses budgetary priorities)
- Changing priorities and guidance in terms of national and homeland security issues.

## REFERENCES

- Military Selective Service Act (50 U.S.C. App. 451 et seq.)
- Chapter XVI, Title 32 of the Code of Federal Regulations
- Presidential Proclamation 4771, dated July 2, 1980 (Registration Requirement) as amended by Proclamation 7275, dated February 22, 2000.

## Program Evaluations

<b>Evaluation</b>	<b>Methodology</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
Registration Program	Combination	X	X	X	X	X	X
Compliance Program	Combination	X	X	X	X	X	X
Workload Planning	Combination	X	-	X	-	X	-
Continuity of Operations	Combination	X	-	X	-	X	-
Security	Risk Assessment	X	X	X	X	X	X
Financial Management	Combination	X	X	X	X	X	X
Customer Service	Combination	X	X	X	X	X	X
Administrative Support Systems	Combination	X	X	X	X	X	X
FISMA Compliance	Combination	X	X	X	X	X	X
Internal Self-Assessment	Self-Assessment Program	X	-	X	-	X	-
Civilian Personnel Programs	Combination	X	X	X	X	X	X
Military (Reserve) Personnel	Combination	X	X	X	X	X	X