



# The REGISTER

*Selective Service System*

THE REGISTER

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## Process Improvement Project Reorganizes Agency

The Selective Service System (SSS) has been taking a long, hard look at itself. During most of calendar year 2003, Acting Director Lew Brodsky, has led scores of Agency personnel in a complex and far-reaching project of process review and change management.

“It’s absolutely necessary that we do this,” Brodsky said. “The Administration and the Congress are placing strong emphasis on strategic planning, performance-based budgeting, and efficient delivery of government services. This is welcome guidance which spurs us to make significant improvements in the way we operate and how we are organized.”

Current events and changes in Defense manpower requirements since the end of the Cold War are also driving the in-depth review, which is dubbed, “Process Improvement Project,” or “PIP-2003.” The role of the SSS in the 21<sup>st</sup> Century has yet to be adequately defined as the United States continues to depend on all-volunteer forces (AVF). Lately, the continuing War on Terrorism, the aftermath of the war in Iraq, and extensive commitment of U.S. troops around the world, have stretched thin the Active and Reserve forces, causing some in the media, academia, and the Congress to call for consideration of a draft. Bills to compel military and national service were introduced in the House and Senate last January, but the bills will probably not make it through congressional committees. Meanwhile, Secretary of Defense Donald Rumsfeld, who as a congressman was personally involved in ending the draft in favor of the AVF 30 years ago, has said repeatedly there is “not a chance” that America will need a draft.

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*Acting Director Lewis Brodsky addresses Director's Forum.*

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# New Faces at National Headquarters

## Tremell Warren Sr.



Tremell Warren, Sr., joins the SSS Office of Information Management at NHQ as manager, Office Automation Services Division (IMO). Warren's credentials include several years of supervisory and technical experience in the network administration arena both in private industry and for the U.S. Navy.

Warren, a Navy reservist, is a Microsoft certified professional and certified systems engineer. He is a resident of Temple Hills, Maryland.

## Darren Lloyd



Darren Lloyd joins the Readiness Division's Training Staff as a program analyst in the Office of Operations at NHQ. He comes to us from the Northeast Corridor Maintenance Services Company where he managed training programs for Amtrak's Acela Highspeed Trainset. Prior to working with Amtrak, he held several assignments in the military before retiring from the Air Force.

Lloyd brings much talent to the training staff and will work on training guides, continuation training packages, and several other training-related programs.

Lloyd and his wife, Delores, reside in Upper Marlboro, Maryland, with their six-year-old daughter, Mary. They actively support their daughter's activities with the Boys and Girls Club, youth soccer, and award winning cheerleading team.

## Beverly Baquirin



Beverly Baquirin joined the Office of Financial Management (FM) at the NHQ. She brings a wealth of knowledge in the area of finance and accounting as she has over 18 years of accounting experience from the private sector.

The preponderance of her accounting experience was established with ING Corporation, formerly known as the Reliastar Life Insurance Company.

Baquirin is assigned as an accounting technician, with the primary responsibility for processing all financial transactions for vendor accounts beginning with the alphabets of A through M, as well as providing assistance in the area of processing of travel claims and payments.

Baquirin currently resides in the Falls Church, Virginia area with her husband of 8 years, Evaristo.

## Teresa Phillips



Teresa Phillips joined the Selective Service System in June 2003 as Secretary to the Deputy Director. She comes to us a military spouse with a diverse background.

Phillips, a native of Kansas, enlisted in the Kansas Army National Guard in 1987. She served in a part-time status until she accepted an Active Guard Reserve (AGR) position in the fall of 1989. She served as the Administrative Assistant to the 35<sup>th</sup> Infantry Division G-1 until her marriage in December 1992.

Upon her marriage, Phillips accompanied her husband Mark to Ft. Bragg, North Carolina where she served in several volunteer positions. She returned to the work force in 1996 working in a variety of temporary positions until 1997 when her husband was transferred to Germany.

During their assignment in Germany, Phillips worked as Assistant to the Editor of European Stars and Stripes, the American military newspaper in Europe. The Phillips' left Germany in December 2000, for the University of Texas Arlington where Mark attended graduate school. While in Texas, Phillips worked as a Marketing Assistant for A.O. Smith Water Products Company.

In July of 2002, the Phillips' moved to Ft. Leavenworth, Kansas, where Phillips worked as a full-time temporary employee as a Human Resources Assistant with Employer's Reinsurance Corporation, a General Electric subsidiary.

Terri and Mark currently reside in Alexandria, VA. **SSS**

## SSS Recognizes Years of Service

### Marie Jones: 35 Years



Marie Jones, a program analyst in the Operations Registration Division at NHQ was recently recognized for 35 years of service.

Jones joined the SSS and government service in 1967. She was assigned to the secretary pool and later detailed to the Public Information Office. She was selected to join the government volunteer staff at the White House under the Ford administration, working for Vice President Nelson Rockefeller in the public affairs office. While on this assignment, Jones was given the rare opportunity to ride in Air Force One.

In 1979, Jones was selected to participate in a 2-year work/school program through the Upward Mobility Program through which she attended Federal City College, now known as the University of the District of Columbia.

Jones was detailed to the Mobilization and Plans Division, working in the Recruiter Augmentee Program

(RAP). While in this position, she and a fellow co-worker visited the Agency's then six regional headquarters in order to train personnel on RAP.

Jones current duties include providing 34,000 U.S. Postal Service program participants and 1,200 U.S. Embassies and Consulates, including the Department of Defense Dependents Schools with the latest registration information. She is also responsible for maintaining the Registration Division's Intranet site and providing input to be included on the Internet.

In her spare time, Jones enjoys service on her church's various committees and spending time with her boyfriend, her daughter, E'njolai, and her nine brothers and sisters. She is also an avid tennis fan and plays every chance she gets.

### Shirley Strother: 30 Years



Shirley Strother, a program analyst in the Operations Registration Division, recently celebrated 30 years of government service, 20 of which has been with the SSS.

Strother joined the SSS in 1983 as a secretary in the Office of Public and Congressional Affairs. Through the Upward Mobility Program, Strother was selected for a position in the Operations branch.

Throughout her years in Operations, she has been involved in all aspects of the branch's many programs and has gained an abundance of knowledge. She has said, "communicating with so many SSS personnel and being able to provide assistance to them all has made this a job of joy".

In her current position, Strother maintains the Agency Mobilization Readiness Plans, the Relocation Data and the Automated Mobilization Planning System database (locations files, ZIP Codes, etc). She is also the manager of the Board Program and Workload Study. **SSS**

# Service to the Agency: A Family Tradition

In June of this year, Caryl T. Morash of East Poultney, Vt. ended 20 years of service as a Local Board Member to the Selective Service System.

Morash's dedication to the Agency began early in her life, her father, the late Col. Peter N. Martin of Evanston, Ill., a WWI veteran and a member of the Reserve Battalion formed by the Chicago Northwestern Railroad, served with the Agency during both WWII and the Korean Conflict.

At the onset of WWII, Martin, a captain at the time, was released from his battalion to serve the Selective Service System at the state headquarters in Springfield, Ill. He was later transferred to Chicago Headquarters Fifth Army to serve as the chief of manpower. It was his duty to advise the local boards on the estimated number of men needed for induction at a particular time.

Morash, who was in high school during WWII, accompanied her father during the late night drives through Chicago to the local board meetings and would do her homework outside the meeting rooms.

A graduate of Barat College in Lake Forest, Ill., Morash spent 15 years as a banker and another 15 years as a bookkeeper/office manager. She became a local board member in July of 1983.

Morash, and her husband, Harvey L. Morash, Jr., were married in 1948 and have six children, three boys and three girls and the family's tradition of military service continues. Their eldest son, Peter, received a U.S. Army appointment to West Point and graduated in 1971, and of their 13 grandchildren, two are now in service to their country in the U.S. Army and U.S. Navy.

For 20 years, Morash has been informing young men of their requirement to register and although she is sorry her time with the Agency has come to an end, she will continue to inform young men of their requirement through her position as a substitute teacher at a local high school. SSS



*Photos from top: The young officer, Peter N. Martin during WWII; Caryl Martin at her high school graduation; and blushing bride Caryl Martin with her father Col. Peter N. Martin.*

# Former Director Byron Pepitone Dies

The Honorable Byron V. Pepitone, who served as the fourth Director of the Selective Service System from April 2, 1973 to July 31, 1977, passed away on Sept. 11, 2003, as a result of complications from abdominal bleeding. He was 85.

Col. Pepitone was serving as the Agency's deputy director when he was appointed to serve as director by President Richard M. Nixon in 1972.

It was during Pepitone's tenure that the draft ended (1973) and the military began transitioning to an all-volunteer force. When the Vietnam conflict ended in 1975, Pepitone helped President Gerald Ford implement a program, which granted amnesty to more than 10,000 draft evaders in exchange for alternative service. Pepitone resigned in 1977 under the Carter Administration.

Born in New Brunswick, N.J., Pepitone served in the Army Air Forces in Europe during World War II. In 1947, he joined the Air Force. During his military career he earned the Distinguished Service Medal, three awards of the Legion of Merit and the Army and Air Force commendations medals. He retired in 1970.

Pepitone is survived by his wife of 64 years, Marolynn Mills Pepitone of Port St. Lucie; two sons, Byron Pepitone II of Port St. Lucie and James S. Pepitone of Plano, Texas; a sister; a brother; four grandchildren; and four great-grandchildren. SSS



*Col. Byron V. Pepitone*



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*The **Register** welcomes any news of interest to the Selective Service System employees. Send article submissions to Editor, The Register, Selective Service System, National Headquarters, Arlington, VA 22209-2425.*

# Agency Reorganization

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In this uncertain climate, the SSS is working diligently to reexamine its statutory missions, reaffirming its relevancy, and making adjustments as necessary to meet the contemporary needs of the Nation. Several facts come to light. For example, while manpower officials believe it is unlikely that a conventional draft of untrained men will be needed in the foreseeable future, there exist critical shortages of individuals with special skills in today's AVF. SSS officials consulted with Defense planners

To accomplish the shift in focus, the Agency does not have to start from scratch. For the last 16 years, the



SSS has continued its work on a congressionally-directed "structure" to allow for conscription of doctors, nurses, and other medical personnel.

The result is called the "Health Care Personnel Delivery System," or "HCPDS," which is now nearly complete. It was patterned after the Agency's existing plan for a

to learn that medical personnel, computer specialists, and linguists are difficult to recruit and hard to retain. There are also fears that the lengthy and repetitive activations of Guard and Reserve members will boost Reserve Component attrition rates. So a principal objective of PIP-2003 is to shift the Agency's focus away from maintaining a high state of readiness to execute a large draft of untrained manpower and toward preparing for a much smaller draft of trained personnel possessing critical skills needed for military service in a national crisis. Examining all factors, the smaller, "special skills" draft is the conscription program more likely to be needed by today's Armed Forces. Of course, reinstatement of a draft of any kind or scope would require legislation from the Congress and direction from the President.



conventional draft of untrained men, but would differ in that it would require a mass registration of health care practitioners, ages 20 through 44, followed by selection of individuals for induction to fulfill the numbers and skill requirements the military would need. HCPDS could include women, if the Congress so authorized.

It is generally acknowledged that a “skill-specific” draft would be a smaller draft. Accordingly, through PIP-2003, the SSS is looking at ways to streamline its operations and make its processes more efficient, but will maintain an expansion capability to allow it, if it becomes necessary, to conduct a conventional draft.

To assist the Agency in accomplishing PIP-2003, a contract was awarded to Alpine Magic, Inc., a small firm that specializes in change management and has professional expertise in applying business process review techniques to government entities. The contractor conducted formal training for PIP-2003 participants, facilitated program review sessions, and documented outcomes.

Four core processes were identified as fundamental to accomplishment of the Agency’s missions: register people, call and deliver registrants, reclassify draftees, and administer an alternative service program for conscientious objectors. Additionally, several support processes were also given PIP-2003 attention: maintain personnel (human resource management), manage logistics, manage funds, and provide information technology support. In each of these areas, baseline information was collected and analyzed with regard to time and resources consumed. Then, in a “Process Improvement” phase lasting several months, better ways of doing the activities that make up each process were proposed, discussed, and analyzed by a cross section of Agency employees, including subject matter experts. Finally, a “to-be” phase of PIP-2003 compared the current status of Agency programs, identified target goals for effecting change, and established action plans for implementation. Some “no brainer” improvements were implemented immediately; more complicated revisions will occur over time. Among the changes already put into effect were: moving the Records Management function under the Public Affairs umbrella; eliminating the reminder card mailing which uses Department of Defense address lists; scaling back Registration Improvement Program activities in states with supportive driver’s license/SSS registration laws;



absorption of the Financial Management Office under Resource Management, and transfer of the functions that would have been performed during a mobilization by the Agency’s Civilian Review Boards to the District Appeal Boards.

Acting Director Brodsky is confident that PIP-2003 will have a positive and lasting influence on the Selective Service System. “Budget trends are forcing us to become ever more frugal, and PIP-2003 is providing us with the blueprint to become more effective and efficient while remaining ready for tomorrow’s potential mobilization missions,” Brodsky noted. “To be honest, not everybody in the Agency will be happy with the outcomes...change is not easy when we’ve grown accustomed to doing things in certain ways. But ‘status quo’ is not an option. We will consolidate many functions, reorganize along process lines at National Headquarters and in the field, move forward with the modernization of our information technology systems, deflate grade structure, eliminate management layers, and make many revisions in the way we organize and train our Board Members and Reserve Officers for their mobilization duties. The result will be a Selective Service System that is better by far.” SSS

*Photos: Preceding page top: PIP sessions conducted at Selective Service System NHQ; middle: Ed Gronert, program analyst officer, Operations Readiness Division and Lt. Col. Dianna Clevon, Director Region I, during PIP sessions at NHQ; bottom: PIP sessions conducted at Region III HQ, Debby Bielanski, Acting Director Region III, standing; this page: PIP sessions at Region III HQ.*

# Tips From Information Management

## Find your e-mail messages more quickly

Have you ever come back from vacation to find more than 100 messages in your inbox? What messages do you read first?

Use one of the ten built-in views in the Outlook Inbox to group and organize your messages, or create your own. And don't use just one. Vary your views depending on which one is most appropriate. Grouping by sender, for example, could help you find your boss's messages and answer those first. But, when you have a large number of messages on a single topic, group them by conversation topic to see the entire discussion. 

