



FISCAL YEARS 2006-2011
STRATEGIC PLAN

Selective Service System

William A. Chatfield
Director

Financial Management
William W. Reese
Financial Manager

Strategic Planning
Alfred D. Turner
Program Manager

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To obtain copies of this report,

Write to:

Selective Service System
National Headquarters
Arlington, VA 22209-2425

Telephone:

703-605-4021

Fax:

703-605-4030

Email:

information@sss.gov

Web:

<http://www.sss.gov/public.htm>

Layout and Design, Laurie Zaleski, Kimberly Galiazzi, and James Maxwell of Art-Z Graphics.

A Message from the Director

I am pleased to present the Selective Service System's 2006 Strategic Plan.

The 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. This Strategic Plan charts the Agency's course for the next five years. Its focus is on ensuring the Agency's capabilities to provide manpower to meet the Department of Defense's (DoD) emergency requirements when and as required. Simultaneously, the SSS has developed plans for an organization and structure that maintains the flexibility to provide innovative solutions for the unknown challenge of tomorrow's requirements.



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

The Agency and its employees are committed to meeting overarching mission requirements and continuing its contributions to national security.

Your support, as we continue to fulfill our responsibilities to the Nation, is welcomed.

A handwritten signature in black ink that reads "William A. Chatfield". The signature is written in a cursive, flowing style.

William A. Chatfield
Director

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Background

For more than 60 years, the SSS has served as a backup system to provide manpower to the U.S. Armed Forces during times of national crisis.

Our Nation's All-Volunteer military forces have performed outstandingly in today's environment and are fully capable of meeting its worldwide commitments. Nevertheless, maintaining the SSS and draft registration provides a hedge against unforeseen threats and a relatively low cost "insurance policy" against underestimating the maximum level of threat we expect our Armed Forces to face. In addition, draft registration serves as a powerful message to our adversaries that we are prepared and committed to meeting any challenge. 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 as a reminder that freedom is not free.

The SSS of today faces the same challenge confronting numerous defense and quasi-defense agencies - that of striking a balance between budgetary constraints and being adequately prepared for future contingencies. To accommodate the uncertainty of the future, we must build flexibility into our programs, systems, and mobilization scenarios while utilizing our resources as efficiently and effectively as possible.

Vision

The SSS will be an active partner in the national preparedness community that anticipates and responds to the changing needs of the Nation.

Mission

The foremost statutory mission of SSS is to be prepared to provide trained and untrained personnel to the DoD in the event of a national emergency. This includes being prepared to classify registrants during mobilization, and to administer an Alternative Service Program (ASP) for those who seek and are granted conscientious objector status. Although only one part of our mission is publicly visible in peacetime (registration), our peacetime preparedness to perform many aspects of our mission greatly increases timeliness, fairness, and equity in the event of an actual mobilization, if so ordered by the President and Congress. This entails maintaining a classification structure capable of immediate operation in the event of a national emergency, including personnel adequate to re-institute the full operation of the System. As the Agency remains prepared to perform its traditional missions, it recognizes that it may be called upon to perform additional duties. Thus our systems are designed to flexibly accommodate potential future preparedness requirements. The Agency also possesses

several unique capabilities, which have been refined over the years. For example, it possesses a registrant database of America's young men ages 18 through 25; it manages civilian volunteers (board members); it has developed programs of alternative community-based service (for men classified as conscientious objectors); and has experience in conducting a fair and equitable classification procedure to determine who should serve when

not all can serve. If called upon by the President and Congress, these capabilities can be put to wider use. Using the SSS as a time-proven and reliable asset for marshaling human resources, the Nation would not have to "reinvent the wheel."

Organization

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

A large component of the Agency's workforce is the approximately 11,028 men and women who serve as volunteer Local, District, and National Appeal Board Members. In the event of a mobilization 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 one overriding strategic goal directed toward the achievement of its missions.

- Ensure preparedness and the capacity to timely provide manpower in a fair and equitable manner to DoD during a national emergency.

The Agency has adopted the following long-term "enabling" goal for the implementation of its strategic goal.

- Ensure management excellence.

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

In the event of a mobilization, the SSS will hold a national draft lottery, contact those registrants who have been selected via the lottery, and arrange their transportation to a Military Entrance

Processing Station (MEPS). This procedure would be followed for a mobilization of trained and/or untrained personnel.

Once notified of the results of their evaluation at the MEPS, any registrant who has been found qualified, may choose to file a claim for exemption, postponement, or deferment. If a claimant is re-classified as a conscientious objector (CO), he has a requirement to serve in a non-military capacity toward the welfare and safety of the U.S. for 24 months. The SSS will place these workers with non-military employers and track the progress of their service.

Objective 1 -- Be prepared to call, classify, and deliver personnel.

MEANS & STRATEGIES

- Develop registrant induction and classification plans, policies, and procedures that are readily adaptable to differing preparedness scenarios.
- Utilize modern technology to the fullest extent wherever possible and introduce cost-savings and streamlined procedures into the preparedness operation.
- Redesign and integrate existing preparedness applications (automated delivery processing, claims processing & alternative service) into a central web-based processing portal.
- Maintain a classification infrastructure capable of responding suitably to DoD manpower requirements.
- Provide preparedness training to State Directors, Reserve Force Officers, and Board Members.
- Maintain up-to-date preparedness planning documents.
- Conduct full scale, comprehensive preparedness evaluations
- Continue to develop and maintain contacts with DoD, United States Military Entrance Processing Command (USMEPCOM), Federal Emergency Management Agency, and other Federal and state organizations and associations concerned with manpower delivery.
- Establish and maintain Memorandums of Understanding (MOU) with transportation suppliers (Transportation Logistical Services).

Objective 1	Measure	Baseline	Outcome
1.1.1: Be prepared to deliver personnel when needed.	Personnel Delivery (PD) plans training, and evaluations.	FY 2005/06 Completion of the requirements and design phases.	Attainment of Predetermined review/evaluation objectives.
1.1.2: Be prepared to ensure timely and consistent handling of claims	Claims Processing (CP) Exercise.	Completion of the PD design phase.	Completed in FY 2007.
1.1.3: Be prepared to implement an Alternative Service Program.	Test Alternative Service Program prototype.	Completion of the CP design phase.	Completed by end of FY 2006.
1.1.4: Ensure that Mobilization Plans (MP) are up-to-date	Yearly reviews and evaluations.	Yearly MP reviews/evaluations.	Attainment of plan objectives.

Objective 2 -- Ensure acceptable registration compliance rates.

Registration is a crucial component and foundation of any future induction or draft that may require the furnishing of personnel to the DoD in the event of a national emergency. The higher the national registration compliance rate, the more fair and equitable any future draft would be for each registered individual. The Agency works through its registration and compliance programs to (1) register all eligible men, (2) identify non-registrants 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 draft 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 the SSS when they apply for a state driver's license or identification card. In addition, increasing the percentage of electronic registrations (through sources such as driver's license legislation, internet and telephone registrations) reduces the cost per registration, thereby increasing the efficiency of the overall registration process. Although no requirement currently exists to register anyone other than men age 18 through age 25, our systems are designed to accommodate potential future registration requirements.

MEANS & STRATEGIES

- Implement special mailings to large population, low registration compliance states and areas.
- Maintain effective registrar programs in high schools and with agencies involved with the Workforce Investment Act, Farmworkers 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 tape matching, electronic data exchange, and encouraging access to information.
- Increase the Agency's registration awareness programs, to include production and distribution of information via print, radio, television, internet, and public speaking.

Objective 2	Measure	Baseline	Outcome
1.2.1: Achieve and Maintain registration rates of 90 percent or above for eligible males ages 18-25	Percent of eligible males ages 18-25 registered with the SSS.	CY 2004 93 percent.	CY 2010 96 percent.
1.2.2: Increase the percentage of electronic registrations.	Percent of electronic registrations vs. hard copies.	CY 2004 79 percent.	95 percent by CY 2010.

Goal 2: Ensure management excellence.

In adherence to the principle of the President's Management Agenda (PMA), the SSS has begun implementation of a new, aggressive technology upgrade of the Agency's hardware, software, and systems development processes as it replaces its outdated technology. An overall plan and strategy to ensure alignment and integration among its human capital management process and the financial, operational, information technology, and logistical processes, is under development. Included in that 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 will greatly enhance its ability to align its budgetary resource expenditures with Agency's goal performance.

Objective 1 -- Efficient and effective resource and procurement management.

An increased focus on improving policies, procedures, and standards is necessary to better align Agency operations with the PMA. Over the next five years, the Agency projects a larger than average rate of retirement, increased hiring competition from the public and private sectors, and continued fiscal pressures. The development of a Human Capital Management Plan is crucial as it will provide a tool to better manage the Agency's most valuable resource (personnel). Similarly, during the same period, the development of expert systems and processes will be required to upgrade the Agency's acquisition system.

MEANS & STRATEGIES

- Develop and implement a Human Capital Management Plan.
- Develop and implement an Acquisition and Logistics Management Plan.
- Develop and implement resource preparedness plans and evaluations in support of Goal 1.

Objective 1	Measure	Baseline	Outcome
2.1.1: Improve the effectiveness and efficiency of human capital management.	Development of a Human Capital Plan (HCP).	FY 2004 Human Capital data	FY 2007 Implemented HCP.
2.1.2: Improve the effectiveness and efficiency of acquisition and logistics activities.	Develop an Acquisition and Logistics Management Plan (ALMP).	New measure. Baseline to be determined (TBD)	FY 2007 Implemented ALMP.
2.1.3: In support of Goal 1, ensure that preparedness plans are up-to-date.	Updated plans, tests and evaluations.	FY 2004 Preparedness Plan status	FY 2007 Updated plans and incremental tests to validate.

Objective 2 -- Efficient and effective financial management.

The Financial Management Directorate will project its focus on improving and achieving success in support of the PMA. The Directorate is committed to a continuation of its achievement of "clean audit" opinions under the auspices of the Accountability of Tax Dollars Act of 2002. In accordance with the PMA, the Agency will continue its integration and implementation of an integrated financial management system. Additionally, its e-government initiative, to automate all government travel under the eTravel concept, will ultimately provide an improvement in the financial performance arena and an overall upgrade in the area of budget, human capital, and performance integration. These are the primary activities that will be used in support of improving the management and performance of the Agency and ultimately the Federal Government as outlined in the PMA.

MEANS & STRATEGIES

- Provide accurate and timely financial data access to decision makers.
- Align budget, human capital, and performance documents.
- Achieve an unqualified audit opinion on annual financial statements.
- Ensure that budgetary expenditures are aligned with the goals and program activities contained in Agency and directorate planning and reporting documents.

Objective 1	Measure	Baseline	Outcome
2.2.1: Improve the effectiveness and efficiency of financial activities.	Development of a Financial Management Plan.	FY 2004 Audit results	Unqualified audit opinion.
2.2.2: Align budgeted funds with performance expectations.	Alignment of fiscal budget with strategic goals/programs and new organizational structure	FY 2004 PAR	Integrated fiscal budget alignment and performance results.
2.2.3: In support of Goal 1, ensure that Financial Management preparedness plans are up-to-date.	Reviews and evaluations.	FY 2005 Plan review/evaluation	Attainment of predetermined review/evaluation objectives.

Objective 2 -- Efficient and effective resource and procurement management.

The Information Technology Directorate will focus its efforts on modernizing the technical environment of the Agency guided by the President's Management Agenda, Government Performance Results Act, Information Technology Management Results Act, Federal Information Security Management Act, and other statutory or regulatory documents. During the next 5 years, the directorate will provide leadership, innovations, flexibility, and responsive technical services while expanding information resources, access, and solutions for the Agency. It will create a secure technically advanced information environment that will facilitate numerous enhancements and increase SSS' capabilities to effectively satisfy mission requirements.

MEANS & STRATEGIES

- Develop an Agency It Modernization Roadmap.
- Stabilize and develop Agency technical infrastructure to create environment capable of support modernization initiatives.
- Approve and upgrade Agency to a new application development platform and develop a migration plan for implementation.
- Operate under a business process improvement methodology utilizing technology.

Objective 1	Measure	Baseline	Outcome
2.3.1: Improve the effectiveness and efficiency of the Agency's technical operations.	Development of IT Plans.	New measure. Baseline TBD.	Implemented IT Plans
2.3.2: In support of Goal 1, ensure that IT preparedness plans are up-to-date.	Reviews and evaluations.	FY 2005 Plan review/evaluation	Attainment of predetermined review/evaluation objectives.

Objective 4 -- Effective and efficient management of Public and Intergovernmental Affairs.

The PIA 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 period of six years, 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 6,500 young men turning 18 every day, our outreach to community leaders, other governmental and corporate entities, public and private influencers, and media will play an expanding role.

MEANS & STRATEGIES

- Respond to public, governmental and private inquiries.
- Conduct media interviews, air public service announcements, and develop materials to publicize the registration requirement.
- Conduct focus groups with registrants and their influencers.

Objective 1	Measure	Baseline	Outcome
2.4.1: Improve the effectiveness and efficiency of Public and Intergovernmental Affairs.	Development of Public and Intergovernmental Affairs Plans. (PIA)	New measure. Baseline TBD.	Implemented PIA Plans.
2.4.2: In support of Goal 1, ensure that the Public and Intergovernmental Affairs preparedness plans are up-to-date	Reviews and evaluations.	New measure. Baseline TBD.	Attainment of predetermined review/evaluation objectives.
2.4.3: Create awareness of the federal registration requirement among young men ages 18 -25	Obtain public service air time: 90% major, 95% all markets.	New measure. Baseline TBD.	Improved public awareness of the registration requirement.
2.4.4: Provide accurate communications with diverse customers in a timely manner.	Improvements in response turnaround times.	New measure. Baseline TBD.	Response times conform with SSS' Administrative Service Manual standards.

Presidents Management Agenda

The 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 management style, improved operational readiness, and enhanced 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, the SSS is reducing overlapping functions and inefficiencies, re-defining programs and processes, and aligning its human capital and organizational structure to ensure that its capabilities will respond to the manpower needs of the DoD.

The Agency will continue to expand upon workforce development strategies and develop a human capital management plan that will close most mission-critical skills, knowledge, and competency gaps. Additionally, the SSS is using automated training systems to provide its employees, managers, RFOs and volunteers with the required performance support tools to assist in meeting the training needs of the Agency's workforce. Furthermore, the Agency will be developing new initiatives aimed at improving the work-life aspects of the job environment to heighten morale and enhance job performance, as well as improve recruitment and retention efforts through telework and flexhours mandates, among others.

The SSS also is developing and implementing an aggressive technology upgrade of both its hardware and software and its systems development processes in an effort to replace outdated technology. This effort is focused on the creation of a forward-looking IT environment capable of handling both the Agency's "steady state," as well as post-mobilization operations.

Historically, there has been little effort or emphasis placed on reviewing the relation of budget data to performance. However, the SSS has enhanced its capabilities to develop methodologies to integrate its budget and performance data. SSS will continue this effort toward modernization to reflect performance influencing the budget rather than the budget dictating performance.

The SSS' strategy also is to utilize e-commerce initiatives to improve the Agency's procurement and financial processes through the implementation of an integrated financial management system. In addition the SSS, under an agreement with the Department of the Interior (National Business Center), has implemented and integrated an eTravel program.

Likewise, additional initiatives in the areas of Procurement, Human Resources, and Information Technology will rollout as additional funding and technical support are available to enable the Agency to follow the leads set by the PMA and employed by OMB, OPM, DOE, Internal Revenue Service, and others.

PROGRAM EVALUATION

Program evaluation within the SSS has expanded greatly since the Agency implemented the Government Performance and Results Act (GPRA). In doing so, the scope of evaluations has grown beyond those designed to just satisfy regulatory requirements. What has evolved in the Agency is a system where all of its major programs are evaluated on a regular basis with special focus placed on procedures where 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 independent, systematic studies conducted to assess how well programs were working and if they should be continued or maintained. A variety of program evaluations and methodologies were used including: process evaluation, outcome evaluation, impact evaluation, cost-benefit/cost-effectiveness, and varied combinations of the above.

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 (Competing 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

Evaluation	Methodology	06	07	08	09	10	11
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	Risk Assessment	X	–	X	–	X	–
Readiness Plan	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
Induction Claims and Appeals Systems	Combination	X	X	X	X	X	X
Personnel Delivery Systems	Combination	–	X	–	X	–	X
Registrant Integrated Management System	Combination	–	X	–	X	–	X
Administrative Support Systems	Combination	X	X	X	X	X	X

Glossary

Terminology	Acronym
Alternative Service Offices	ASOs
Alternative Service Program	ASP
Annual Performance Plan	APP
Conscientious Objectors	COs
Department of Defense	DoD
Government Performance and Results Act	GPRA
Interactive Voice Response System	IVR
Local Board	LB
Local Board Member	LBM
Military Entrance Processing Station	MEPS
Performance and Accountability Agenda	PAR
President's Management Agenda	PMA
Reserve Force Officers	RFOs
Selective Service System	SSS
State Directors	SDs
Strategic Plan	SP



SELECTIVE SERVICE SYSTEM
1515 WILSON BLVD
ARLINGTON, VA 22209