

SELECTIVE SERVICE SYSTEM  
**ANNUAL  
REPORT**

To the Congress of the United States



**CALENDAR YEAR 2022**

# SELECTIVE SERVICE SYSTEM AGENCY LEADERSHIP

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THE DIRECTOR OF SELECTIVE SERVICE  
Arlington, Virginia 22209-2425

Dear Members of Congress:

The Selective Service System (SSS) presents its Annual Report to Congress for calendar year 2022.

The readiness and capabilities provided by our nation's exceptional all-volunteer military protect our freedoms and way of life. SSS provides an additional tier of support to our military in the event of a national emergency, always remaining ready as an enduring partner to the U.S. Department of Defense.

SSS made significant progress in achieving the goals articulated in its Strategic Plan for fiscal years (FY) 2022 through 2026, and in late 2022 we announced our Strategic Vision focused on readiness, registration, and management excellence. Here are a few areas we would like to highlight.

- We performed operational and tabletop exercises to assess the readiness of our people and systems. In the event of a national emergency requiring a return to conscription, SSS must be ready to mobilize nationwide on short notice and demonstrate excellence and consistency.
- We made significant progress in our information technology modernization, delivering new tools for both employees and those who are required to register with SSS. This was accompanied by enhancements to our cybersecurity capabilities. Additionally, SSS was one of two small Federal agencies to receive approval to use the Technology Modernization Fund.
- Regarding our finances, we are pleased to report that SSS received an unmodified ("clean") financial audit opinion for FY 2022.
- Finally, SSS took care of its employees and was recognized by the Partnership for Public Service as one of the "Top 10 Best Places to Work in the Federal Government" among small Federal agencies. We are committed to developing and empowering employees at all levels to help make SSS more efficient and effective. Together, we continually create a positive, constructive work environment where integrity, respect, teamwork, and excellence thrive.

No one knows what tomorrow will bring or what exactly will test our national resolve. As a readiness organization, the Selective Service System is committed to building enduring partnerships, modernizing its capabilities, and continually improving upon its performance so that it can remain prepared to always support the defense of our nation.

Sincerely,

Joel C. Spangenberg

Acting Director

## EXECUTIVE SUMMARY

The Selective Service System (SSS) supports the defense community, serving a critical role in ensuring that the nation's military personnel needs are met in times of national emergency. As a central part of its mission, SSS stands ready to support the Department of Defense's (DoD) efforts to maintain the military end-strength necessary for "backstopping diplomacy, confronting aggression, deterring conflict, projecting strength, and protecting the American people," as articulated in the National Security Strategy and emphasized by the National Defense Strategy.

The mission of SSS is to register men and maintain a system that, when authorized by the President and Congress, allows the nation to meet DoD's personnel needs in a fair and equitable manner, while managing an alternative service program for conscientious objectors to fulfill their two-year national service obligation in lieu of serving in the U.S. military.

SSS continues to modernize its capabilities, prioritizing three elements that advance the execution of its mission and are at the center of the Agency's Strategic Vision – readiness, registration, and management excellence.

Highlights from the Agency's calendar year (CY) 2022 report include the following:

***"If the United States were to go to a major conflict... We have Reserve components we would pull in, and we also have [the] Selective Service out there. I say that only because I don't want people to think the all-volunteer force is sort of alone when the United States must make major decisions. They do not stand alone." – Dr. Kathleen Hicks, Deputy Secretary of Defense – April 6, 2023***

### SUCCESSES



#### Strengthening Readiness Capabilities.

SSS performed multiple operational and tabletop readiness exercises to test and improve its ability to conduct a national draft lottery and carry out board operations in the event of a national emergency.



#### Advancing Technology Modernization.

SSS submitted a project proposal to utilize the General Services Administration's (GSA) Technology Modernization Fund (TMF). This proposal was one of only two by small Federal agencies to receive approval. This funding will help accelerate the Agency's IT Modernization Plan to achieve compliance with Executive Order 13800 and shift SSS's registration database, one of the largest in the Federal government, to the cloud.



#### Integrating Operational Efficiencies.

SSS placed the Enterprise Content Management (ECM) system into operation at the Data Management Center (DMC) in November 2021. This system enhances document security, reduces paperwork, and improves customer experience by reducing the time necessary to process requests. For example, the average customer request to process a Status Information Letter, which documents an individual's registration history, took as many as ten days in the past. The average processing time was reduced to less than two days in 2022, and in most cases happens the same day as the request.



# AGENCY BACKGROUND

The Selective Service System is an independent Federal agency that has been a distinguished part of America’s history, spanning eras of conflict and peace. It has a longstanding, statutory role to provide personnel during national emergencies when conscription is authorized by Congress and the President.

SSS has enjoyed the support of Presidential administrations since its formal establishment as an independent agency in 1940, which built on its initial formation in 1917 during World War I as part of the Department of War.

In 1940, the Selective Training and Service Act was signed into law by President Franklin Roosevelt. More than 10 million draftees were inducted into the U.S. Armed Forces during World War II.

Only a few years after World War II, Congress passed the Military Selective Service Act (MSSA), granting statutory authority for the Federal Government to maintain SSS as an independent Federal agency under the executive branch responsible for delivering qualified men for induction into the U.S. Armed Forces.

The MSSA requires men, aged 18 to 25, to register with SSS and participate in a national draft lottery should the President and Congress reinstate conscription due to a national emergency.

After the end of the Vietnam War in 1975, SSS entered a state of “deep standby” until 1980, when President Jimmy Carter signed Presidential Proclamation 4771 to reinstate the SSS registration requirement. It remains in effect today.



## BENEFITS TO THE NATION

The Selective Service System represents an additional tier of support to the all-volunteer military in the event of a national emergency. The current geopolitical environment and the increasingly assertive posture of strategic competitors require SSS to stand ready to support the military end-strength necessary to defend the nation.

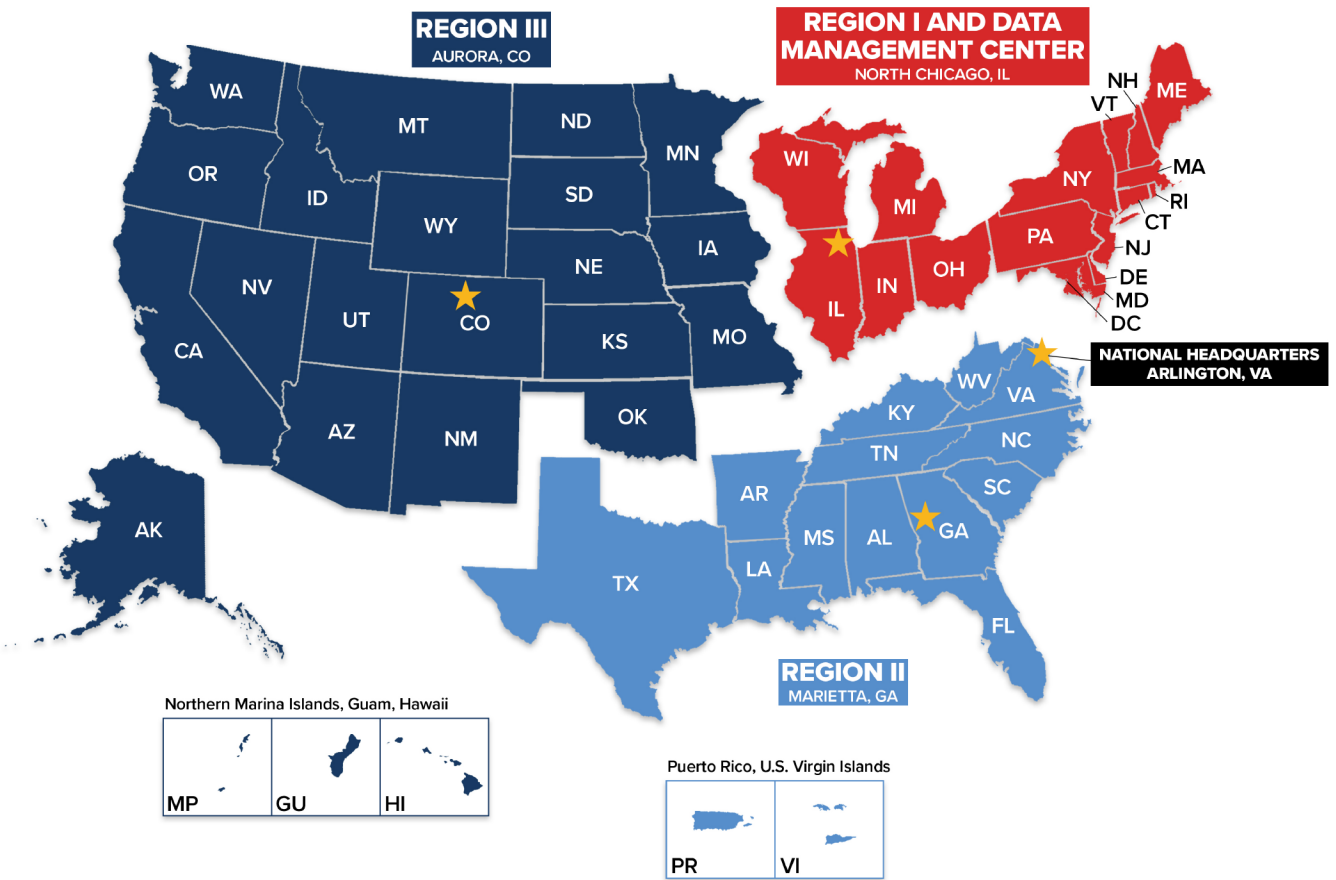
- Register young men in support of national readiness efforts.
- Support the all-volunteer force and the personnel needs of DoD as required.
- Ensure conscription is fair and equitable when it is authorized in response to a national emergency.
- Execute its alternative service program for conscientious objectors during a time of conscription.

# ORGANIZATIONAL STRUCTURE

SSS has more than 120 full-time employees who support its National Headquarters, its three regional headquarters, and the DMC. It has up to 56 state directors, who serve as part-time employees, representing each of the 50 states, Guam, the Northern Mariana Islands, Puerto Rico, the U.S. Virgin Islands, the District of Columbia, and New York City. In addition, most branches of the U.S. Armed Forces have reserve service members (RSMs) serving at SSS. Up to 175 RSMs are authorized at SSS, and they serve at National Headquarters and in many U.S. states and territories. In addition, approximately 8,500 volunteers across the nation dedicate their time as state resource volunteers and board members, who decide the reclassification claims of inductees seeking deferments, exemptions, or postponements when conscription is authorized by the Congress and the President.

The Agency’s state directors, most of its RSMs, and volunteers are managed through its three regional headquarters, which are in North Chicago, IL; Marietta, GA; and Aurora, CO. The regions also spearhead readiness efforts within their respective areas.

Based in North Chicago, IL, the DMC manages the registration functions, maintains the registration database, and is home to SSS’s national call center.





# OPERATIONS

The Operations Directorate ensures that DoD’s need for personnel in the event of a national emergency can and will be fulfilled. Specifically, SSS is required to provide the first inductees to DoD within 193 days of Congress authorizing a draft. In addition, SSS administers an alternative service program (ASP) in lieu of military service for men classified as conscientious objectors. When mobilized, the Agency will initiate conscription and activate boards to adjudicate claims in every state and territory.

## SUCCESSES

### Emphasizing Readiness Posture.

Through an extensive mission analysis assessment, SSS revisited and began to emphasize its six mission essential functions that it must be ready to perform in the event of a national emergency. This provided additional clarity and a greater sense of urgency as the Agency works to implement its Strategic Vision.

### Enhancing Readiness Training.

SSS devoted resources to the training of staff in the execution of a national draft lottery utilizing new lottery equipment and instituted a new training schedule for board members, RSMs, and state directors across the nation.

### Delivering Superior Customer Experience to the Public.

In 2022, the DMC processed more than 1.4 million electronic registration records and responded to over 382,000 calls received from the public by live call center representatives or its interactive voice response system.



## READINESS

The key component of SSS’s mission is to manage conscription for DoD when directed by Congress and the President. The Agency is currently in an ‘active standby’ status, charged with maintaining a registration and classification structure capable of mobilizing and returning to immediate operations in the event of a national emergency. SSS also maintains personnel to initiate full operational capability, including trained RSMs.

Over the course of 2022, the Selective Service System performed a mission analysis, which examined the baseline requirements outlined in the MSSA as well as those that are required of any Federal agency. The outcome was a strong articulation of six mission essential functions that SSS must be ready to perform in the event of a national emergency. This in turn informed the implementation of two of the three pillars of the Agency’s Strategic Vision: readiness and registration.

During a time of conscription, SSS would focus on all six of the following six mission essential functions: 1) registration, 2) selection, 3) notification, 4) delivery, 5) classification, and 6) alternative service. For the first time in SSS history, it took the initiative to begin to develop metrics for these mission essential functions as a key step in measuring its readiness. For example, these metrics will be built on demonstrations of capability, annual exercises, training information, information systems validation, and the development of response plans.

SSS uses the test, training, and exercises (TT&E) planning model as a tool for all operations functions at various levels of scope and scale. This model also augments its continuous modernization efforts, coupled with force structure, and sustainment of its mission essential functions. Planned and executed correctly, TT&E events aim to mitigate force structure constraints and enhance the flexibility and operational reach of SSS. In 2022, the Agency conducted large-scale readiness exercises, multiple local board member exercises, and state headquarters tabletop exercises to review and analyze execution of mobilization activities.

## Selection

The Selective Service System has a long-established random national draft lottery framework in place. The selection of potential inductees would be conducted through this framework and its supporting process, which is a major foundational consideration to help ensure that conscription is handled in a fair and equitable manner.

As part of its modernization efforts, SSS procured new lottery equipment, and a new training schedule was implemented for its employees to execute a national draft lottery with the new equipment.



## Alternative Service Program

To ensure that SSS is fully prepared to execute its mission and process CO claims following a national draft lottery, the Agency established an Alternative Service Employment Network as part of its ASP. During a time of conscription, this nationwide network supports the workforce needs of government organizations primarily by referring personnel classified as COs for alternative service work in lieu of military service.



## Classification

The Agency recruited and trained volunteers to staff over 1,200 local and district appeal boards across the country. Each new volunteer board member was recruited and interviewed, onboarded by full-time staff, and trained either online via the learning management system or virtually using teleconference software. Board members and RSMs planned and executed multiple claims exercises, familiarizing board members with the processes and procedures necessary to ensure fairness. State directors and RSMs also met with peace church communities to build rapport and explain the process to be classified as a conscientious objector (CO).

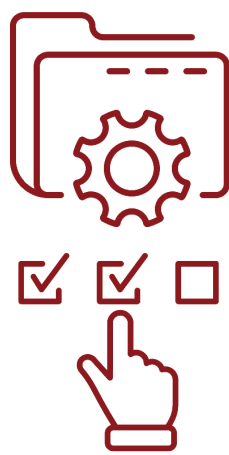


## Automated Learning Management System

The training provided to the SSS team is important to its efforts to mobilize nationwide. SSS’s Learning Management System (LMS) serves as a virtual training platform for staff, RSMs, and board members. The LMS is accessible on all computer platforms and smart devices. During 2022, SSS migrated additional training to LMS, expanding the number of available courses.

REGISTRATION

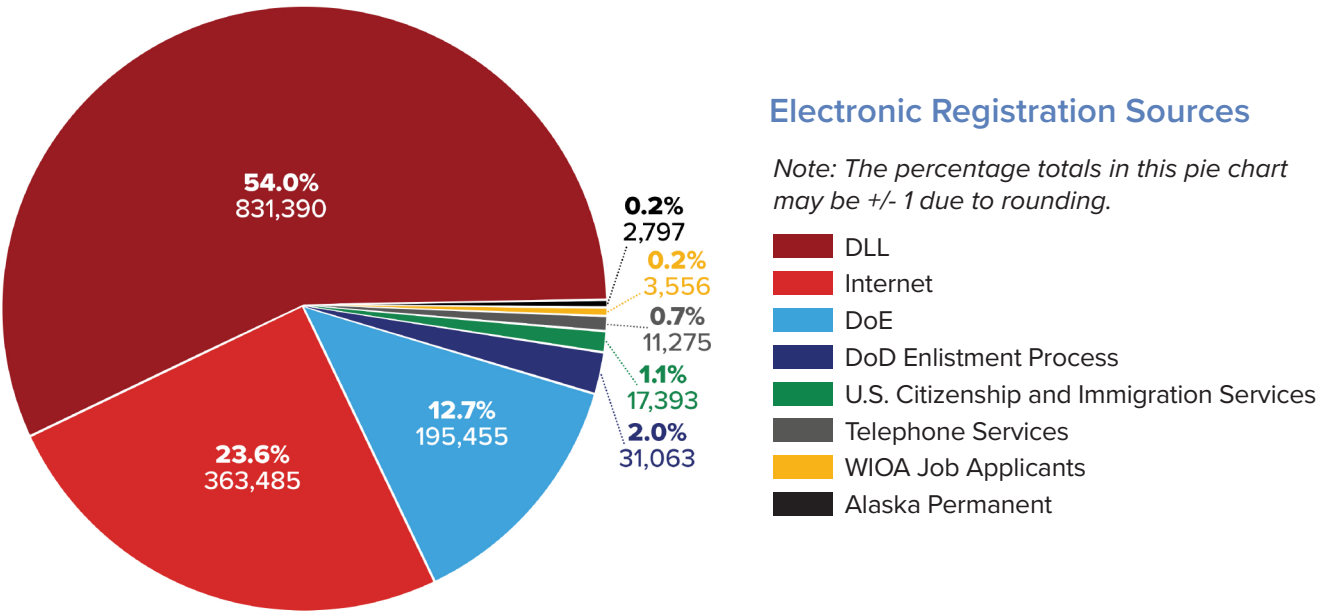
Registration is a critical component of the Selective Service System’s readiness and stands out as a mission essential function that occurs during peacetime and in times of national emergency. If conscription becomes necessary, the Agency must have registered as many eligible men as possible to assure the public of a fair and equitable conscription process. By registering, men comply with Federal law and remain eligible for certain student loans, job training, and government employment opportunities. In the case of immigrant men, their eligibility for U.S. Citizenship is protected through registration.



SSS PROCESSED  
MORE THAN  
1.4 MILLION  
ELECTRONIC  
REGISTRATION  
RECORDS DURING  
2022

The CY 2022 national registration rate for men aged 18 to 25 was 84 percent. This was a five percent decrease from CY 2021, largely driven by the loss of the requirement for a man to register with SSS to receive Federal student aid and the removal of the option to registration on the Free Application for Federal Student Aid (FAFSA) form, which are both outcomes of the passage of the FAFSA Simplification Act in 2020. Since this method of registration historically accounted for up to 20 percent of all annual registrations, SSS expects the national registration rate to further decrease.

During most of 2022, the Selective Service System focused its outreach and registration efforts on 17- and 18-year-old populations. Currently, 46 states and territories have enacted driver’s license legislation (DLL) or other laws supporting SSS registration. In total, more than 830,000 young men registered through DLL in 2022. SSS continued to work on getting DLL passed into law in the remaining states that do not yet have it in place.



SSS processed more than 1.4 million electronic registration records, accounting for 94.5 percent of all registrations received, during 2022. In all, the Agency stores approximately 93 million registration records and maintains more than 130 data feeds with external parties.

The Agency’s call center at the DMC is responsible for updating registrant information, completing registrations over the telephone, addressing general inquiries about registration requirements and benefits eligibility, and handling specific correspondence-related inquiries. The call center offers an interactive voice response system (IVR) to handle routine registration verification inquiries and telephone registrations.

CY 2022 Call Center Metrics

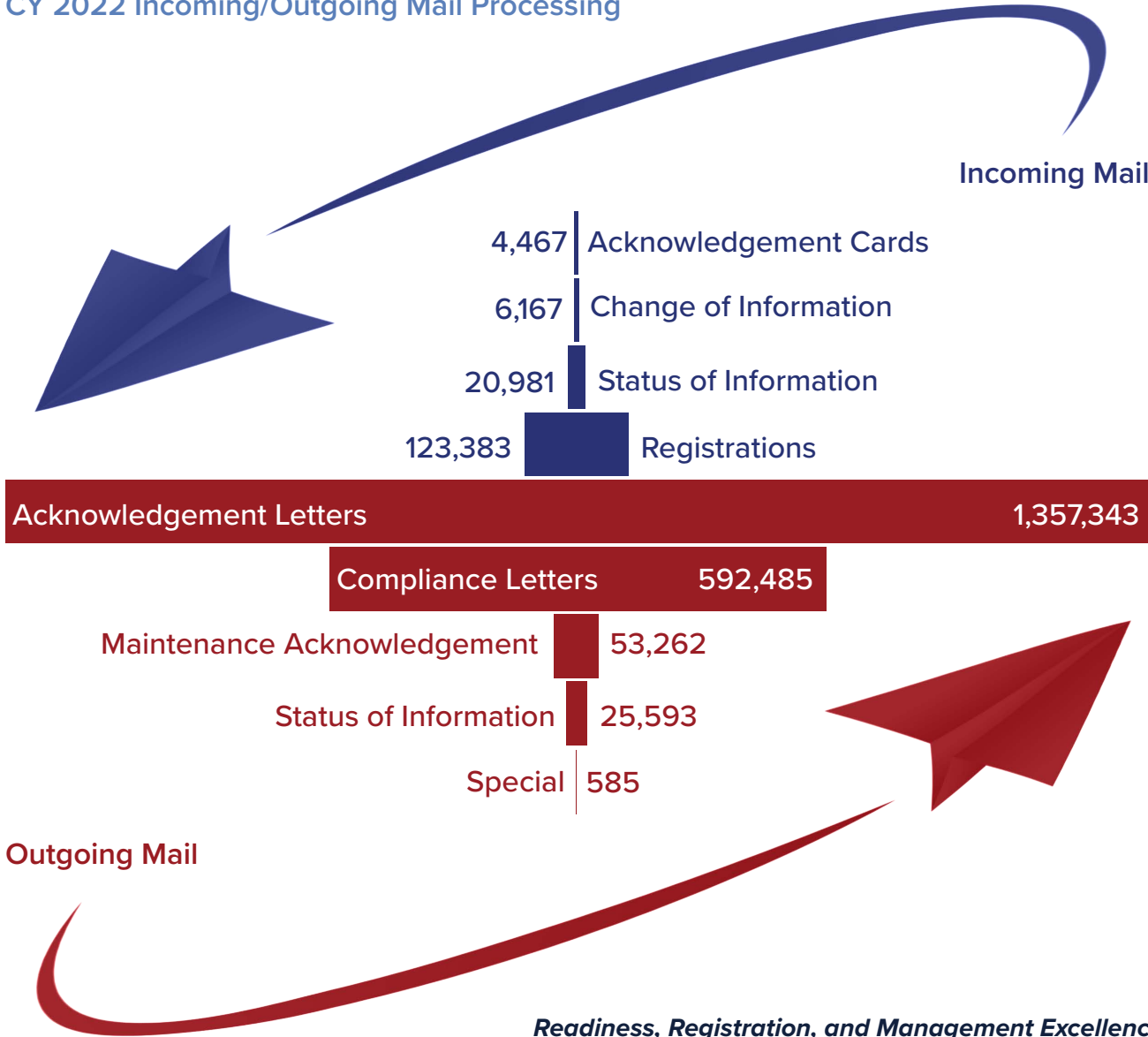
| METRIC                  | TOTAL*  | ENGLISH | SPANISH |
|-------------------------|---------|---------|---------|
| IVR Calls               | 304,877 |         |         |
| Answered Calls          | 77,810  | 68,740  | 9,070   |
| Call Fulfillment Rate   | 98%     | 98%     | 94%     |
| Avg Talk Time (minutes) | 4:18    | 4:09    | 5:25    |
| Total Talk Time (hours) | 5,576   | 4,755   | 819     |
| Avg Wait Time (seconds) | 0:36    | 0:30    | 1:24    |

\*In some instances, the individual numbers may not sum up to the total number indicated.

The Agency’s mail center at the DMC is responsible for all incoming and outgoing registration correspondence. Annually, the mail center sends out over 2.1 million pieces of mail (i.e., registration acknowledgments, compliance notifications, inquiry responses, and other correspondence), and receives and processes approximately 155,000 pieces of mail.



CY 2022 Incoming/Outgoing Mail Processing



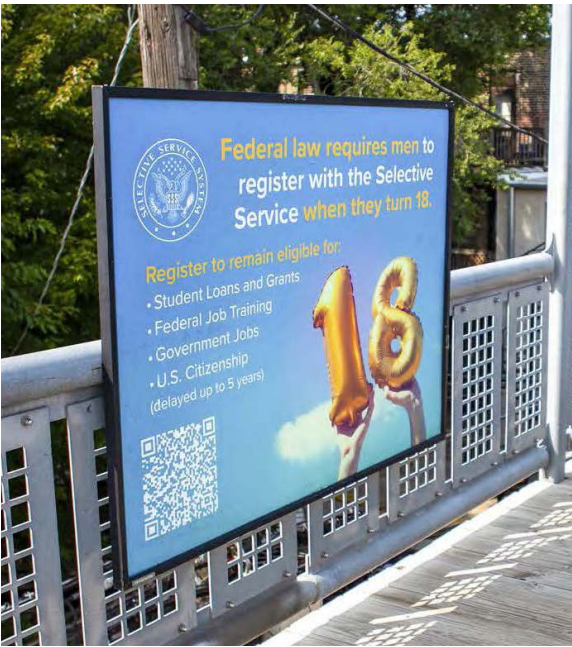


# PUBLIC AND INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs (PIA) Directorate serves as Selective Service System’s communications hub, centralized information resource, and coordinator for national outreach. Through this directorate, SSS maintains and enhances relationships with all levels of government, educational and community-based organizations, professional associations, the media, and the public.

PIA uses various methods to disseminate information regarding SSS’s mission and the registration requirement for men. The Agency shares its registration message with communities across America, with a particular focus on areas with historically lower registration rates.

It also monitors and manages all digital media accounts and out-of-home advertising (e.g., transit stop advertisements) for SSS. During each campaign, PIA analyzes metrics to gauge how well the advertisement worked and if any modifications need to be made for future campaigns. This allows PIA to successfully enhance SSS messaging to ensure it resonates with the targeted demographic.



## SUCCESSES

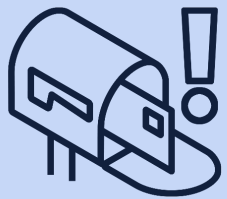
### Strengthening Relationships with Tribal Nations.

In support of the January 26, 2021, Presidential Memorandum titled *Tribal Consultation and Strengthening Nation-to-Nation Relationships*, Selective Service System established a program of consultation with sovereign tribal nations. This program included a “Dear Tribal Leader” letter sent via email and U.S. mail to every leader of the 587 Federally recognized sovereign tribal nations. The letter reminded them of the registration requirement and notified them of opportunities to serve on Selective Service System local boards. This outreach resulted in requests for advertising materials and registration cards, and several tribal leaders also joined local boards. At the end of 2022, of the over 8,000 total local board members nationwide, more than 160 identified as Native American.



### Implementing the U.S. Postal Service (USPS) Informed Delivery Campaign.

In coordination with the DMC, the Digital Affairs Team (DAT) launched an Informed Delivery Mailer Campaign supported by USPS, which increased the reach of SSS to its targeted demographic by engaging users through digital marketing and generating thousands of consumer impressions, interactions, and visits to the Agency website.



### Increasing Digital Media Efforts.

The DAT led Selective Service System’s registration awareness efforts by advertising on social media platforms, which generated over 88 million impressions in CY 2022. These cross-channel campaigns on Twitter, YouTube, Snapchat, LinkedIn, digital radio, and connected TV (CTV), provided a more cohesive user experience for the targeted demographic, and created multiple advertising touch points for users.



# EXTERNAL COMMUNICATIONS

During 2022, Selective Service System continued to enhance its communication efforts to reach the nation’s young men and their influencers, informing them about the registration requirement and benefits that are linked to it. Registration metrics, which reflect SSS communications efforts, are shared agency-wide to inform outreach and marketing strategies that will help increase registration awareness.

## Advertising

PIA prioritized advertising in large U.S. cities with low registration rates to increase registrations. For example, SSS used an integrated external communications strategy to target a range of audiences across different digital media platforms, including TV and digital radio.



## Digital Media Campaigns

PIA developed 12 new and unique advertising campaigns during 2022, which were all centered on registration as a civic duty and intended to raise registration awareness among men 18 to 25 years of age. These advertising campaigns were featured on the Hulu and Disney+ platforms and resulted in nearly 2.5 million impressions on CTV.

Additionally, SSS launched a LinkedIn campaign for educators, civic organization leaders, and athletic coaches around the country. The purpose of the campaign was to share the new Teacher’s Guide, Civic Organization Toolkit, and National Federation of State High School Associations (NFHS) Leader’s Toolkit, as well as supplementary tools and resources for influencers to share information about SSS and the requirement to register. In 2022, more than 1.2 million impressions were generated by users who had accessibility to and/or viewed SSS content on various pages they visited through LinkedIn.



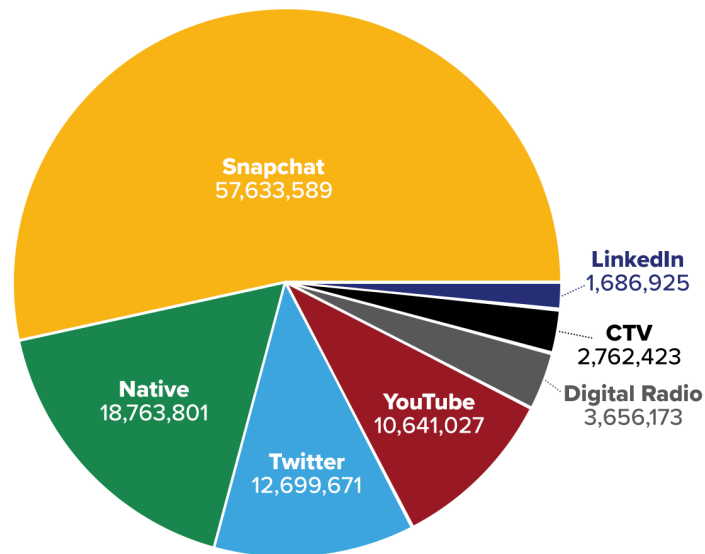


## Out-of-Home Advertising

As people returned to a more normal or hybrid work/school environment following the height of the pandemic, Selective Service System's out-of-home advertising campaigns reinforced and complemented its social media advertising efforts to contact underserved and hard-to-reach markets. These efforts included advertisements in subway and bus stations, transit lines, and on billboards in Chicago, Philadelphia, Los Angeles, and San Francisco. The campaign displayed 490 ads that ran from September 12, 2022, through October 3, 2022, and generated 7.2 million impressions.

## Media Impressions for 2022

Impressions: number of digital views



## Metrics and Analytics

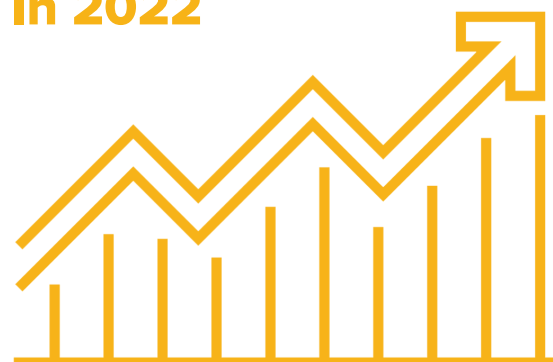
Agency advertising and social media content is constantly evolving due to internal and external factors. In support of this, the DAT continuously monitors Selective Service System website traffic analytics to determine which advertisements are helping increase website traffic. The Agency found that Snapchat accounted for nearly 14 percent of traffic to the Agency website. Moreover, this analysis provided insights into the types of advertising that resonate with SSS audiences and enabled the Agency to continually modify and improve campaign strategies and initiatives. This also enabled SSS to develop additional methods to better measure the impact of advertising on registration.



## Freedom of Information

During CY 2022, SSS's Freedom of Information Act (FOIA) program continued to promote open government and transparency. For example, the Agency increased the number of proactive disclosures on social media platforms and its website. SSS's average response time to FOIA requests of 4 days was well below the legal requirement of 20 days. FOIA program personnel reviewed approximately 4,400 documents and emails. All reporting requirements, including FOIA quarterly reports, the FOIA Annual Report, and Chief FOIA Officer Report, were prepared and posted to the SSS website, in accordance with Department of Justice submission guidelines.

## Snapchat Impressions Grew by 99% In 2022



## OUTREACH

The Selective Service System continues to cultivate and strengthen relationships with educational, sports, and community-based groups nationwide. The goal is to network with those who can help communicate with young men and their influencers, particularly those who may not be aware of or understand the registration requirement. With the lifting of COVID-19 travel restrictions, SSS continued to engage in both virtual and in-person outreach efforts by participating in 43 public and virtual meetings, public speaking engagements, conferences, and conventions nationally.

### Athletic Directors and Coaches

PIA outreach personnel partnered with NFHS to increase registration awareness by means of video, digital, and print advertising. During the summer of 2022, Selective Service System personnel participated in the 103rd National Athletic Directors Conference in San Antonio, TX, and interacted with 500 attendees throughout the 4-day event.



### American Legion National Convention

The Selective Service System continued to partner with its longtime supporter, the American Legion, to provide its members with volunteer opportunities as local board members and state resource volunteers, as well as to advocate about men's civic duty to register.



## INTERGOVERNMENTAL AFFAIRS

PIA serves as Selective Service System's liaison to Congress and engages with other government entities. It monitors and assists with all MSSA-related legislative activities at the national, state, and local levels.

During 2022, SSS held a series of successful meetings with the White House; Office of Management and Budget; Office of Personnel Management; Department of Education; Department of Justice; House and Senate Armed Services Committees professional staff; House and Senate Appropriations Subcommittees on Financial Services and General Government professional staff; Members of Congress and their staffs; and multiple state governments.

PIA responded to 27 congressional inquiries requesting support with determining constituent registration status with SSS. It also authored informative position papers and educated external stakeholders about SSS and its critical mission.





# SUPPORT SERVICES

Selective Service System’s Support Services Directorate supports efficient and effective operations and program management while carrying out responsibilities in the areas of accounting and budget management, contracting, and logistical support.

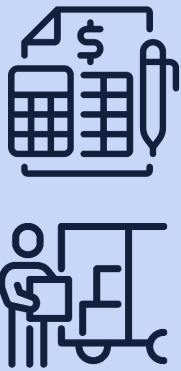
## SUCCESSES

### Achieving a Successful Financial Audit.

Due to the outstanding efforts of Agency personnel in addressing the shortfalls uncovered in its 2020 audit, SSS received an unmodified (“clean”) financial audit opinion for 2022.

### Supporting a National Headquarters Move.

In partnership with GSA, SSS received outstanding support from the Office of Management and Budget (OMB) and Congress to move its National Headquarters to a nearby location in Arlington at the end of its existing lease, which will occur in FY 2024.



## ACCOUNTING

Support Services implemented new processes that further strengthened internal controls, while also improving succession planning and auditing practices. Although the financial management team experienced significant turnover in key leadership positions in 2022, the team was successful in minimizing disruptions to operations, and seamlessly transitioning to a new SSS Associate Director for Support Services / Chief Financial Officer and Contracting Officer. These new leaders brought deep expertise that has ensured that SSS can further enhance its financial management standards.



# BUDGET

## FY 2022 Budget

The FY 2022 SSS enacted budget was \$29.2 million. SSS met its nondiscretionary salary and expense requirements and continued its investment in cybersecurity enhancements and information technology (IT) infrastructure modernization.

| FUNCTION  | AMOUNT       |
|---|--------------|
| Civilian Pay & Benefits   | \$15,287,000 |
| Military Reserve Officer Support Services                                 | \$1,342,363  |
| Agency Services (Government & Commercial)                                 | \$6,025,319  |
| IT Software & Equipment   | \$1,635,670  |
| GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance | \$1,566,230  |
| Postage & Express Courier Services  | \$1,300,536  |
| Communications Services, Utilities, and Facilities Operations             | \$981,917    |
| Printing & Reproduction   | \$300,520    |
| General Supplies and Furniture  | \$477,366    |
| Training, Travel, and Transportation of Personnel                         | \$243,080    |
| Strategic Initiatives   | \$50,000     |
| TOTAL FOR ALL FY 2022 FUNDS   | \$29,200,000 |



## CONTRACTS AND LOGISTICS

During 2022, contracting and logistics personnel aligned to two separate offices. Logistics personnel reported to the Budget Office within Support Services and contracting personnel aligned to a new Contracting Office within the Directorate. Led by the efforts of these personnel, SSS processed and executed more than 470 purchase orders valued at \$11.6 million.

Logistics personnel delivered the following services to SSS employees: inventory management, postal operations, transportation, facilities management, and physical security, including the management of personal identity verification cards.





# INFORMATION TECHNOLOGY

The Information Technology Directorate’s mission is to deliver modern, secure, and cost-efficient IT services, solutions, and support to Selective Service System. Accordingly, the Associate Director for Information Technology / Chief Information Officer ensures that all internal Agency systems are kept up to date and are operationally ready. The IT Directorate provides systems that are appropriately scalable, mission-capable, and fully optimized to meet national security requirements with maximum efficiency and at minimum cost.

Today’s ever-persistent international and domestic threat actors continue to pose cybersecurity risks to national security. The IT Directorate maintains 24/7/365 oversight of the SSS’s information security capabilities, enterprise network, critical systems, and sensitive data to protect against these threats.

The Selective Service System’s robust cybersecurity is built on a foundation of full compliance with the Federal Information Security Management Act (FISMA) and Cybersecurity Infrastructure Security Agency (CISA) and OMB directives. The 2022 FISMA audit resulted in only one recommended compliance remediation for the sustained continuity of operations for the Agency’s registration database.

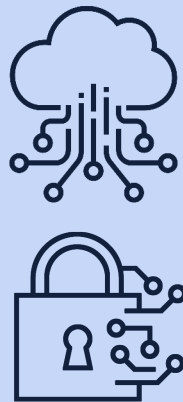
## SUCCESSES

### Migrating to the Cloud.

In 2022, SSS successfully migrated its on-premises applications and systems to secure FedRAMP cloud operations for Microsoft Exchange, SharePoint, proprietary data/files, and web-based meeting services. The Microsoft 365 project delivered substantial enhancements to security through multifactor authentication services and continuity of operations with redundant cloud data centers.

### Leveraging Federated Shared Services.

The continued partnership of IT with the Department of the Interior’s Information Systems Security Line of Business Center of Excellence is a clear example of SSS’s strategy to leverage strategic and operational value in collaborative relationships.



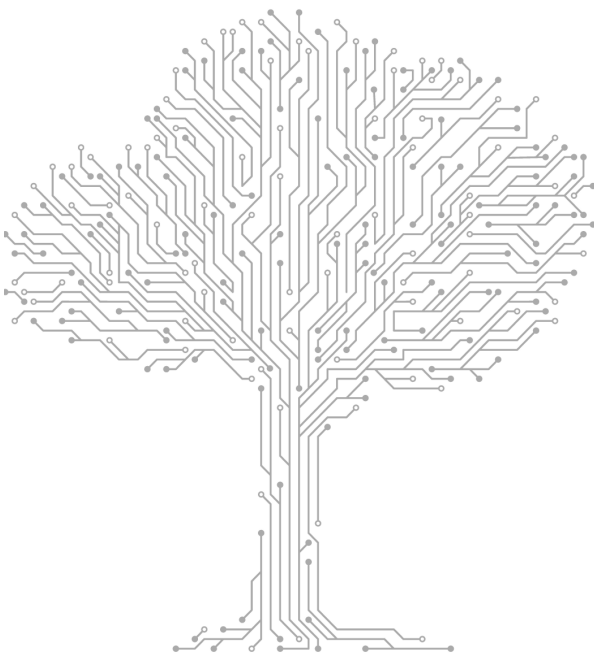
# TECHNOLOGY INFRASTRUCTURE

IT oversees the following areas of operation: cloud migration strategy, adoption of modern technologies, best practices in IT security, network resiliency, and service delivery. In CY 2022, IT continued to make significant capital investments in its infrastructure to sustain always available operational service delivery while maintaining the highest standards of cybersecurity and providing reliable, robust, and redundant connectivity to ensure readiness. IT stands ready to scale IT/cyber operations in support of mobilization planning and exercises, and for overall Agency preparedness.

IT continued to migrate to cost effective “cloud smart” solutions to support the SSS’s digital transformation, and to sustain all operational needs for its mission.

While SSS continued to execute its IT modernization plan over the past year, it also submitted a proposal to the OMB Technology Modernization Fund board. The TMF board approved Selective Service System’s proposal for the Registration and Verification Modernization initiative in February 2022. This four-year project is accelerating the speed at which the Agency can meet its “cloud smart” objectives, so that it can be achieved years ahead of schedule. The TMF funding, which totaled \$5.9 million, was provided by the GSA Project Management Office for the cloud migration and modernization of SSS’s Registration Compliance and Verification (RCV) application. The TMF project will deliver measurable and impactful results to SSS, with the migration of its RCV application from an on-premises environment to a FedRAMP-compliant cloud service provider.

In summary, the Selective Service System’s IT Directorate successfully implemented many cost-effective, innovative, and transformational technologies to deliver premier services to enhance its mission execution during 2022.





# HUMAN RESOURCES

The Selective Service System relies on a diverse workforce of full- and part-time civil servants, RSMs, and volunteers. This workforce includes the staff based at National Headquarters, the DMC, and the three regional headquarters. The Human Resources (HR) Office provides the policy, planning, and support to enable this workforce to achieve the SSS mission.



Click on image above to view video

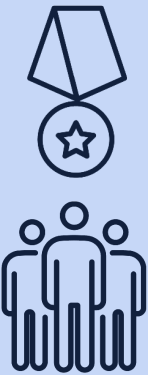
## SUCCESSSES

### Hiring Veterans.

Veterans account for 68 percent of the Selective Service System’s Federal employee workforce, more than double the percentage across the entire Federal workforce. In CY 2022, the Agency hired 37 new employees, 12 of which were veterans.

### Transforming the Employee Onboarding Process.

To ensure that SSS is delivering quality customer service to new employees, HR has updated and streamlined its onboarding protocols. HR is also focused on delivering great service to employees who transition from SSS to another organization or retire.



# INVESTMENT IN HUMAN CAPITAL

The success of the Selective Service System greatly depends upon the knowledge, skills, and abilities of its employees. Part of that success is the ability of its supervisors to define and articulate priorities and expectations, communicate them clearly to employees, motivate employees in executing their work, and recognize and reward employee achievement.

In 2022, SSS made updates to its performance management system. For example, HR worked to continue improving how the SSS uses the Office of Personnel Management-sponsored USA Performance platform. It made use of this technology to deliver a simpler performance appraisal template.

SSS incentivized year-round recognition of outstanding employee contributions as they occurred and provided a variety of monetary and non-monetary awards. Oversight by an awards board ensured that the awards process remained consistently fair and equitable.

The focus on improving HR services to the Agency’s personnel continued in CY 2022. For example, HR revitalized its support to Agency personnel by means of HR incident management to boost service delivery. Additionally, HR chartered a project to analyze and document the entire HR operation to leverage potential shared services with the Department of the Interior’s Interior Business Center.

SSS’s employees are the Agency’s most valuable asset. For its employees to provide the maximum benefit to taxpayers, they must be well-trained and well-versed in the most recent statutes and regulations, as well as in effective techniques and practices in their fields of expertise.

As evidence of its continued commitment to employee excellence through training in 2022, SSS invested over \$80,000 in training for its full-time employees. In addition to any mandated Federal training and attendance at the Agency’s annual summit in 2022, supervisors and managers were required to take at least one supervisory or profession-related training course each year.

SSS believes that experienced, knowledgeable, and well-trained employees contribute ideas and facilitate changes that ultimately enhance efficiency, cost effectiveness, and productivity, putting the Agency in a better position to address the increasingly complex, interdisciplinary issues it faces.



# STATE DIRECTORS

|   |   |  |   |
|---|---|--|---|
| <b>Alabama</b><br>Gary W. Kirk                    | <b>Alaska</b><br>John Zebal               | <b>Arizona</b><br>Vacant                   | <b>Arkansas</b><br>Richard L. Gassaway  |
| <b>California</b><br>John A. Arbogast             | <b>Colorado</b><br>Vacant                 | <b>Connecticut</b><br>Michael Smith        | <b>Delaware</b><br>Ruth A. Irwin        |
| <b>District of Columbia</b><br>Barbara A. Pittman | <b>Florida</b><br>Paul B. Chauncey        | <b>Georgia</b><br>Larry D. Stewart         | <b>Guam</b><br>Gregory Perez            |
| <b>Hawaii</b><br>Andrew L. Pepper                 | <b>Idaho</b><br>Michael D. Moser          | <b>Illinois</b><br>Anthony P. Libri, Jr.   | <b>Indiana</b><br>Brett A. Thomas       |
| <b>Iowa</b><br>Myron R. Linn                      | <b>Kansas</b><br>Vacant                   | <b>Kentucky</b><br>Emmanuel Belt           | <b>Louisiana</b><br>DeWayne Wells       |
| <b>Maine</b><br>Dwayne Drummond                   | <b>Maryland</b><br>Gregory Adinolfi       | <b>Massachusetts</b><br>Thomas Cronin      | <b>Michigan</b><br>Eric B. Fretz        |
| <b>Minnesota</b><br>William C. Barbknecht         | <b>Mississippi</b><br>Pettis D. Walley    | <b>Missouri</b><br>Diane T. Cummins-Lefler | <b>Montana</b><br>Steven M. Keim        |
| <b>Nebraska</b><br>Robert J. Foley                | <b>Nevada</b><br>Craig S. Wroblewski      | <b>New Hampshire</b><br>Peter J. Duffy     | <b>New Jersey</b><br>Frederick W. Klepp |
| <b>New Mexico</b><br>Vincent Lopez                | <b>New York</b><br>Randall P. Kryszak     | <b>New York City</b><br>Paul A. Raimondi   | <b>North Carolina</b><br>Manley James   |
| <b>North Dakota</b><br>Anthony L. Mutzenberger    | <b>Northern Mariana Islands</b><br>Vacant | <b>Ohio</b><br>Bradley E. Willette         | <b>Oklahoma</b><br>Gary Highley         |
| <b>Oregon</b><br>Michael Kalberg                  | <b>Pennsylvania</b><br>John C. Williams   | <b>Puerto Rico</b><br>Michelle M. Fraley   | <b>Rhode Island</b><br>Jason Fahey      |
| <b>South Carolina</b><br>Joe P. Johnson, III      | <b>South Dakota</b><br>Emil Magnuson      | <b>Tennessee</b><br>Bruce E. Henry         | <b>Texas</b><br>William Layne           |
| <b>Utah</b><br>Neil R. Hansen                     | <b>Vermont</b><br>Rebecca Baczewski       | <b>Virgin Islands</b><br>Rae A. Rouse      | <b>Virginia</b><br>Manuel R. Flores     |
| <b>Washington</b><br>Vacant                       | <b>West Virginia</b><br>James W. Runyon   | <b>Wisconsin</b><br>Denise Rohan           | <b>Wyoming</b><br>Vacant                |

# REGISTRANTS BY STATE AND TERRITORY

| 18-25 YEAR OLD REGISTRATIONS (BORN 1997-2004) CY 2022 |           | 18-25 YEAR OLD REGISTRATIONS (BORN 1997-2004) CY 2022 |           |
|---|-----------|---|-----------|
| STATE   |           | STATE   |           |
| Alabama   | 229,982   | Montana   | 41,344    |
| Alaska  | 36,822    | Nebraska  | 85,201    |
| American Samoa  | 1,572     | Nevada  | 141,584   |
| Arizona   | 427,662   | New Hampshire   | 54,736    |
| Arkansas  | 160,586   | New Jersey  | 378,080   |
| California  | 1,604,885 | New Mexico  | 106,339   |
| Colorado  | 249,258   | New York  | 934,063   |
| Connecticut   | 195,680   | North Carolina  | 600,338   |
| Delaware  | 52,119    | North Dakota  | 35,316    |
| District of Columbia                                  | 17,939    | Northern Mariana Islands                              | 2,102     |
| Florida   | 1,029,109 | Ohio  | 578,191   |
| Georgia   | 541,528   | Oklahoma  | 218,865   |
| Guam  | 7,360     | Oregon  | 146,311   |
| Hawaii  | 61,565    | Pennsylvania  | 489,348   |
| Idaho   | 93,111    | Puerto Rico   | 133,987   |
| Illinois  | 625,073   | Rhode Island  | 49,708    |
| Indiana   | 291,397   | South Carolina  | 263,788   |
| Iowa  | 163,489   | South Dakota  | 47,573    |
| Kansas  | 143,025   | Tennessee   | 324,239   |
| Kentucky  | 190,445   | Texas   | 1,650,241 |
| Louisiana   | 252,978   | Utah  | 214,677   |
| Maine   | 49,451    | Vermont   | 22,664    |
| Maryland  | 208,332   | Virgin Islands  | 3,686     |
| Massachusetts   | 228,623   | Virginia  | 424,987   |
| Michigan  | 393,176   | Washington  | 279,533   |
| Minnesota   | 296,217   | West Virginia   | 85,130    |
| Mississippi   | 137,801   | Wisconsin   | 248,921   |
| Missouri  | 266,836   | Wyoming   | 22,010    |
| TOTAL   |           | 15,538,983  |           |

NOTE: There were no inductions or deferments because there was no Congressional or Presidential authority for conscription.

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|---|
| EXECUTIVE SUMMARY                       |
| AGENCY BACKGROUND                       |
| OPERATIONS                              |
| PUBLIC & INTER-<br>GOVERNMENTAL AFFAIRS |
| SUPPORT SERVICES                        |
| INFORMATION TECHNOLOGY                  |
| HUMAN RESOURCES                         |
| STATE DIRECTORS & REGISTRATION          |



# SELECTIVE SERVICE SYSTEM

National Headquarters Arlington, VA 22209

