



**CALENDAR YEAR 2023**

# **SELECTIVE SERVICE SYSTEM ANNUAL REPORT**

**TO THE CONGRESS OF THE UNITED STATES**

# 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 2023.

SSS provides an additional tier of support to our nation's all-volunteer military in the event of a national emergency, always remaining ready as an enduring partner to the U.S. Department of Defense (DoD). SSS made considerable progress in achieving the goals articulated in its Fiscal Year (FY) 2024 – 2026 Strategic Plan.

Here are a few areas we would like to highlight.

- SSS continued to modernize its essential capabilities, prioritizing three elements that advance the execution of the SSS mission and are at the center of our Strategic Vision – readiness, registration, and management excellence. Moreover, these elements advance the President's Management Agenda, the National Security Strategy, and the National Defense Strategy. SSS also worked with interagency partners to explore ways to help enhance awareness of national service opportunities.
- We conducted two significant reorganizations to advance our readiness. The first reorganization involved the creation of the Office of Enterprise Integration within the Office of the Director and the transfer of the Data Management Center from the Operations Directorate to the Public and Intergovernmental Affairs Directorate to enhance the Agency's registration and outreach capabilities. The other reorganization involved the Operations Directorate and placed renewed emphasis on their assigned mission essential functions along with their operational planning, training, exercise, and assessment capabilities.
- We continued our review of operational plans, with the Agency Response Plan receiving its first major update in at least 14 years. We exercised multiple components of our plans and have a path set up to continue these exercises in upcoming years, with the goal of conducting a future exercise that will include U.S. Military Entrance Processing Command (MEPCOM) and other key DoD partners. We also completed a national tabletop exercise to identify and troubleshoot potential deficiencies related to our mobilization capabilities for a national emergency.
- The SSS team made noteworthy progress in boosting its management excellence by procuring shared services for human resources through the Department of the Interior's Interior Business Center.
- We received an unmodified ("clean") financial audit opinion for FY 2023 and had a very successful Federal Information Security Modernization Act (FISMA) audit of our Information Technology Directorate. We achieved a historic milestone during 2023 with the migration of the Agency intranet (Employee Portal) and all Agency email accounts to our Microsoft (MS) 365 cloud-based infrastructure.

As a readiness organization, we at the Selective Service System are committed to building enduring partnerships, modernizing our capabilities, and continually improving upon our performance so that we are always prepared to support the defense of our nation.

Sincerely,

Joel C. Spangenberg  
Acting Director

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 to DoD when conscription is authorized by Congress and the President during national emergencies.

SSS has enjoyed the support of Presidential administrations since its formal establishment as an independent agency in 1940, which was 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 and more than 10 million draftees were inducted into the U.S. Armed Forces during World War II.

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 within the executive branch responsible for delivering qualified men for induction into the U.S. Armed Forces.

The MSSA requires men, ages 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.

At 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 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.

Agency Imperatives:

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

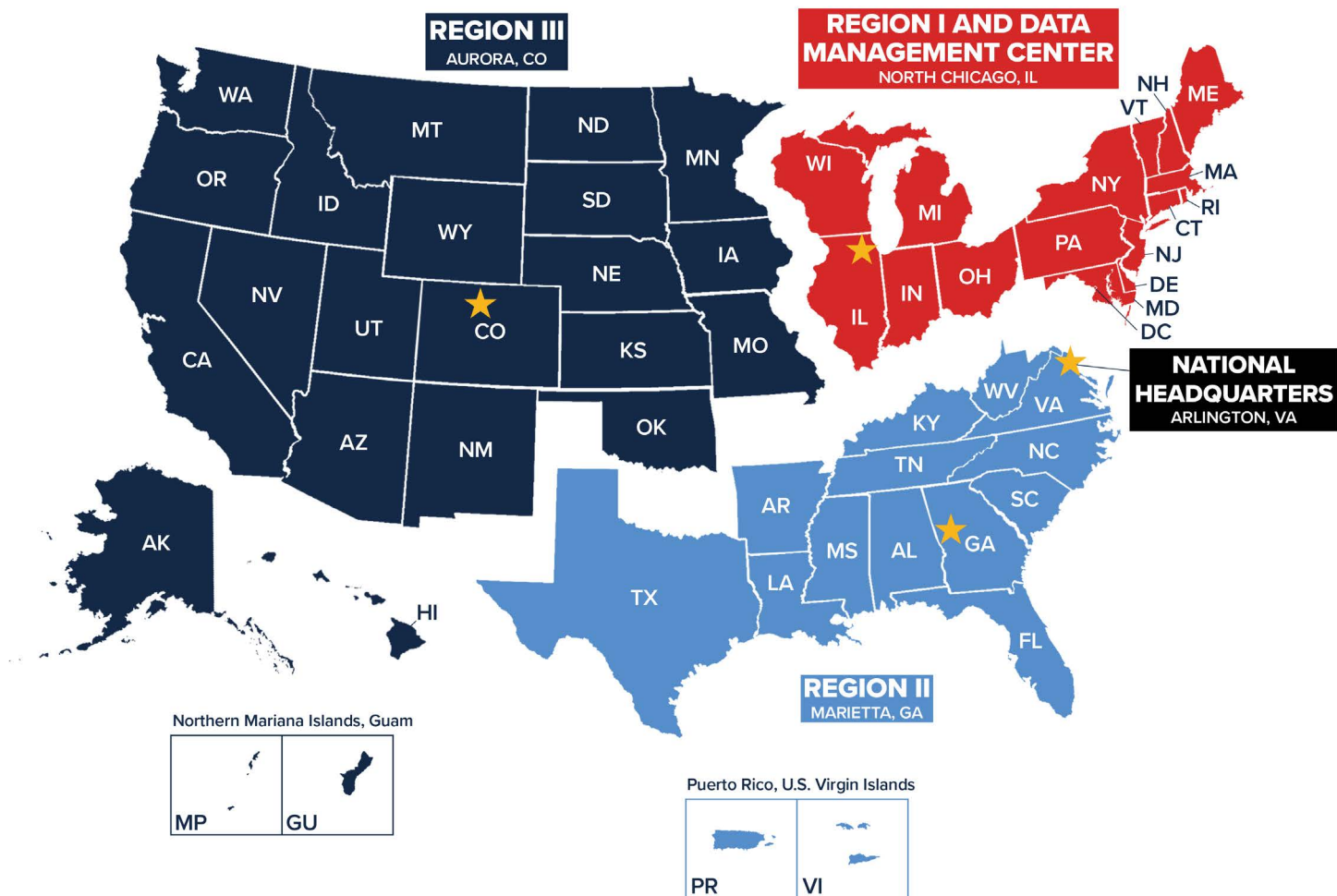


## ORGANIZATIONAL ALIGNMENT

SSS has approximately 120 full-time employees who support its National Headquarters, its three regional headquarters, and the Data Management Center (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) providing support to 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 board members and state resource volunteers. Board members would decide the reclassification claims of inductees seeking deferments, exemptions, or postponements when conscription is authorized by 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 Agency's registration function, maintains the registration database, and is home to SSS's national call center.



## OPERATIONS

The Selective Service System ensures that DoD's personnel requirements are met in the event of a national emergency when conscription is authorized. The Operations Directorate (OP) has the lead role in managing this. Additionally, SSS administers an alternative service program (ASP), which is a national service program in lieu of military service, for men classified as conscientious objectors. When mobilized, the Agency initiates conscription and activates boards to adjudicate claims nationwide.



### SUCCESSES

#### Emphasizing Readiness Posture

Continuing to build on the results of the mission analysis assessment, SSS undertook a major modernization effort by working to update its Agency Response Plan, which would help enable it to expand its infrastructure in the event of a national emergency.

#### Enhancing Readiness Training

Increasing its readiness, SSS has created opportunities for its personnel to improve their own performance in support of a transition to full operation and identified and executed opportunities to refine and expand its capabilities to respond to a national emergency, including with interagency partners.

#### Transforming Operations

In 2023, OP leadership analyzed and executed a significant realignment of that directorate to place more emphasis and focus on nationwide activities such as operational planning, training, exercises, assessments, and readiness functions, while maintaining region-level capabilities to expeditiously transition to full operation.

## READINESS

The central component of the SSS mission is to maintain and execute the nation's conscription capabilities in support of 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 its full operational capability, including trained RSMs.

The Operations Directorate began a far-reaching update to its Agency Response Plan and annexes to advance SSS's mission essential functions and ensure it is better synchronized internally and with external partners to fulfill its mission in active standby and if the nation were to mobilize in response to a national emergency.

During a time of conscription, SSS would focus on the following six mission essential functions (MEFs): 1) registration, 2) selection, 3) notification, 4) delivery, 5) classification, and 6) alternative service. In 2023, SSS developed metrics for these MEFs for the first time ever to better measure readiness. These metrics are regularly assessed based on demonstrations of capabilities, annual exercises, training information, information systems validation, and updates to plans.

In 2023, as part of this readiness process, the Agency conducted three internal Agency exercises, and a large-scale workshop with Federal partners to review and analyze the execution of mobilization activities collaboratively across the nation's mobilization community. SSS will build on this momentum in 2024.





Selection

While SSS has a long-established random national draft lottery framework in place, it is also responsible for working with other Federal agencies on determining who should serve in the military and ASP. The selection of potential inductees has an impact on both DoD and Federal and state alternative service partners, but also America’s industrial and other needs during a national emergency.

To help build greater awareness of this, SSS hosted an intergovernmental workshop to collect and understand future manpower requirements that could have an impact on the broader spectrum of national needs in the event of a major conflict.

Workload Study

Due to the shifts in the registrant population over time, OP conducted a decennial workload study to right-size and distribute local boards across the states and territories. This is done to give a registrant, that files a judgmental claim or appeal, a decision that is timely and fair during a return to conscription.

Classification

The Agency recruited and trained volunteers to staff over 1,700 local and district appeal boards across the country. Each new volunteer board member was recruited and interviewed, onboarded by full-time SSS employees, and trained either online via the Agency’s Learning Management System or virtually using teleconference software.

As part of virtual training exercises, board members processed multiple registrant claims, and familiarized themselves with the processes and procedures necessary to ensure consistency and fairness in deciding reclassification claims. For example, board members would serve a critical role in determining conscientious objector and hardship claims in the event of a return to conscription.

Alternative Service Program

To ensure that SSS is fully prepared to execute its alternative service mission and process conscientiousness objector (CO) claims following classification by a local board, the Agency continues to expand its Alternative Service Employment Network as part of ASP. During a time of conscription, this nationwide network supports the workforce needs of government organizations primarily by placing personnel classified as COs into alternative service work in lieu of two years of military service.

Automated Learning Management System

SSS’s Learning Management System (LMS) serves as a virtual training platform for employees, RSMs, and board members. In 2023, SSS updated its LMS training materials, enhancing system users’ learning experience.

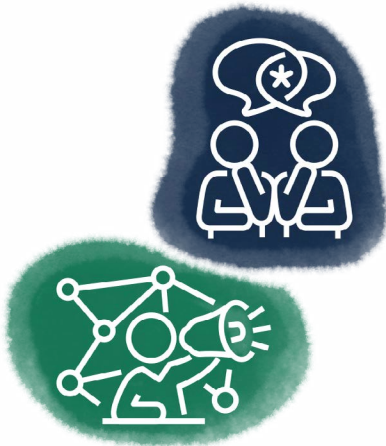


PUBLIC AND INTERGOVERNMENTAL AFFAIRS

The Public and Intergovernmental Affairs Directorate (PIA) serves as the 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 is responsible for managing the strategic implementation of registration improvement activities for SSS with the goal of registering every man required to do so between the ages of 18-25 years old. PIA accomplishes this by developing, updating, and communicating the Agency’s key messages through media relations, public affairs, congressional affairs, intergovernmental affairs, outreach, social media, and other engagement to reach 18- to 25-year-old men, as well as their families, influencers, and advocates.

It also monitors and manages all digital media accounts and out-of-home advertising (e.g., transit stop advertisements) for SSS, including advertising campaigns that leverage these capabilities. During each campaign, PIA analyzes metrics to gauge how well it worked and if any modifications need to be made for future campaigns.



SUCCESSES

Enhancing Customer Experience and Registration Capabilities

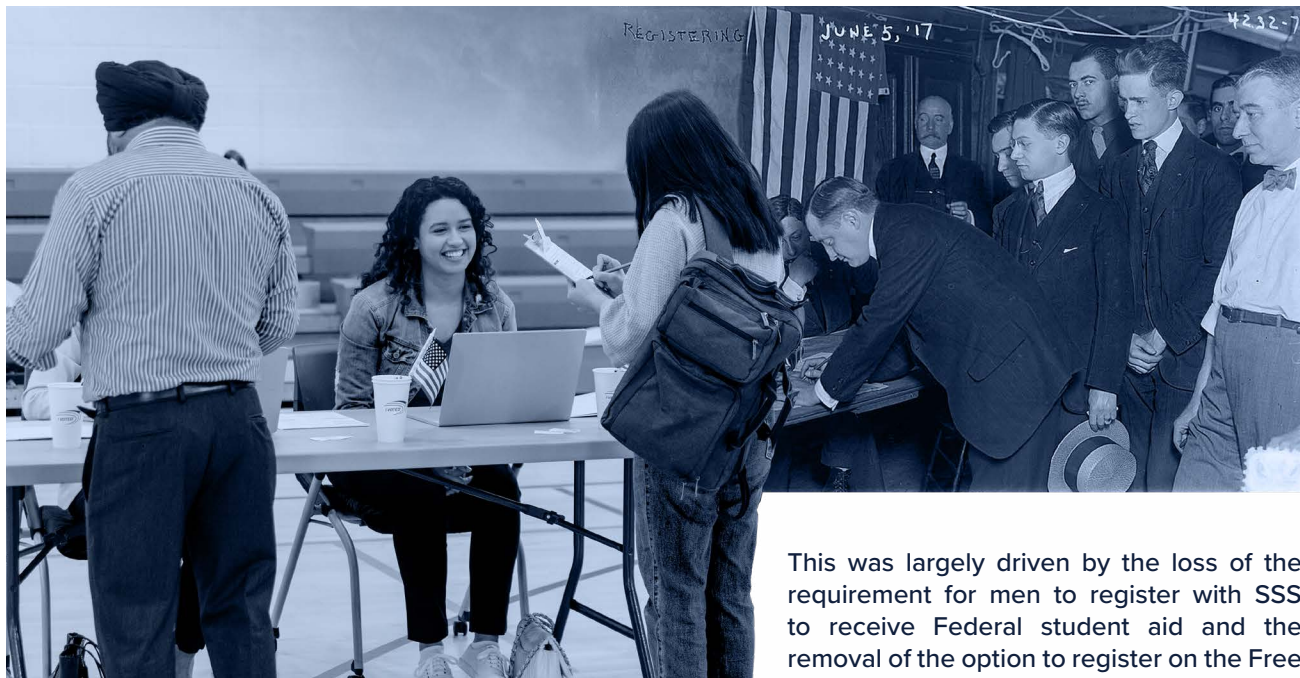
As part of the Agency’s realignment efforts, the DMC in North Chicago, IL, was transferred from the Operations Directorate to PIA. This was intended to further enhance the overall customer experience for members of the public and elevate SSS registration capabilities.

Building New Relationships Nationwide

PIA significantly expanded its outreach to 17 diverse advocacy organizations across America.







## 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 student aid in several states, job training, and government employment opportunities. In the case of immigrant men, their eligibility for U.S. Citizenship is protected through registration.

Since the Data Management Center’s realignment to PIA in June 2023, PIA has expanded its use of DMC’s performance metrics and data analytics to make better informed decisions regarding outreach and public affairs strategies, both nationally and within states. This has allowed PIA to successfully reach and communicate with targeted demographics across the nation.

The CY 2023 national registration rate for men aged 18 to 25 is 84 percent. This represented a further decline of 0.3 percent in the national registration rate from the previous year. The total number of registrations nationwide for men, ages 18 to 25, declined from 15.6 million in 2022 to 15.2 million in 2023.

This was largely driven by the loss of the requirement for men to register with SSS to receive Federal student aid and the removal of the option to register on the Free Application for FAFSA form. These were both outcomes of the passage of the FAFSA Simplification Act in 2020. This method of registration historically accounted for approximately 20 percent of all annual registrations nationwide.

The Agency was able to slow the decline in the registration rate across America using a new, data-driven approach to registration awareness beginning in the fourth quarter of 2023. SSS hopes to slow the downward trend in the national registration rate in 2024 using data-informed strategies, including through social media, outreach, and legislation.

In addition to this, 46 states and territories have enacted driver’s license legislation (DLL) or other laws supporting SSS registration. In total, more than 1.17 million young men registered through DLL in 2023, representing approximately 62 percent of all registrations processed nationwide. SSS continued to work on getting DLL passed into law in the remaining states that do not have such a law in place. It plans to continue this effort in 2024.

## OUTREACH

The Agency employed its newly established Outreach Office in 2023. Its efforts building relationships with several organizations has advanced SSS’s work to improve the registration compliance rate through legislative affairs, traditional and digital media, public events, and one-on-one constituent contacts.

Through this office, SSS established 17 new relationships and contacts with national Native American, Latino, and African American civil rights and urban advocacy organizations, resulting in increased awareness of the Agency’s mission and the requirement for young men to register with Selective Service.

SSS distributed registration-related informational materials to 6,705 organizations, including educators and schools across the country; Federal and state prisons; Federal and state government legislators and agencies; military-affiliated groups; and national youth organizations.





DIGITAL AFFAIRS

Geofencing Campaigns

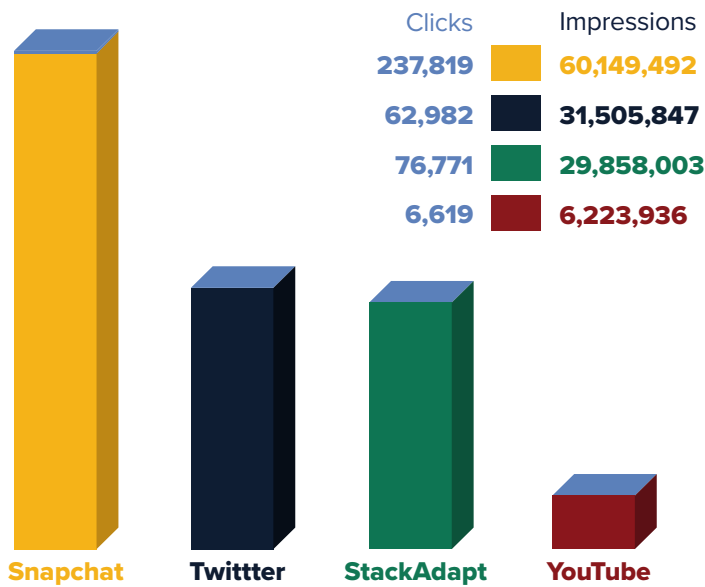
For the first time in the Agency’s history, SSS used geofencing ads, a location-based advertising strategy to reach potential registrants and prospective volunteer board members. These personalized advertisements were deployed in specific outreach locations that included the Marine Corps Marathon held in Washington, D.C., and the Joint National Athletic Directors and Coaches Conference held in Orlando, Florida. This initiative generated over three million impression views at the two conferences.



Digital Media Campaigns

The Agency developed nine unique digital advertising campaigns in 2023, with 14 new videos centered on registration with different themes. To capitalize on the high school spring sports season, four sports-themed digital advertisements were used to provide critical registration information to young men across the country. The four advertisements generated 28.3 million impressions with 32,000 clicks to SSS.gov. The campaigns were targeted to men 17-19 in the top 10 low registration compliance markets.

In 2023, more than 127 million impressions were generated from YouTube, Hulu, Disney, Snapchat, Twitter, and connected TV (CTV) with 384,191 clicks to SSS.gov.



Public Service Announcements

SSS developed three new Public Service Announcements (PSA). The PSA campaigns were used on a multitude of digital platforms including YouTube, Digital Radio, CTV, Disney, Hulu, Snapchat, and Twitter. Each PSA was developed to increase website traffic to SSS.gov using a multitude of digital media platforms.

Working with the National Association of Broadcasters, the PSAs were made accessible to more than 11,700 local television and radio broadcast stations nationwide to air as part of their programming schedules.



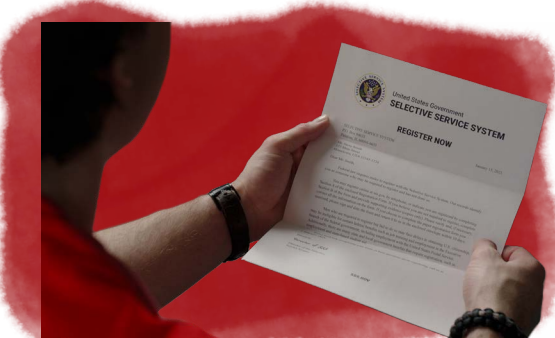
Registration Testimonials

‘Testimonial’ displays a diverse group of men receiving a variety of benefits associated with SSS registration. The final scene reminds men to register because it is the right thing to do based on Federal law. The PSA was produced in both English and Spanish.



Land Your Dream Job with Future Steve

‘Future Steve’ features a young man who is visited by his time traveling future self who reminds him to register with SSS to remain eligible for his dream job in ten years.



Information for Parents, Teachers, and Coaches

‘Influencers’ shows a variety of people from all walks of life (e.g. doctors, parents, teachers) sitting in a locker room. A coach encourages them to remind the young men in their lives to register with Selective Service when they turn 18.





Out-of-Home Advertising

The Agency’s out-of-home advertising campaigns reinforced digital media advertising efforts in five major metropolitan cities. These cities were strategically chosen, and the campaigns included advertisements on subway cars, transit buses, and transit shelter stations. These venues created an exciting opportunity for SSS advertisements to directly reach a variety of the targeted demographic, including sports enthusiasts, students, and young professionals, to increase their awareness of the registration requirement.

OOH Impressions 2023

Impressions: number of views

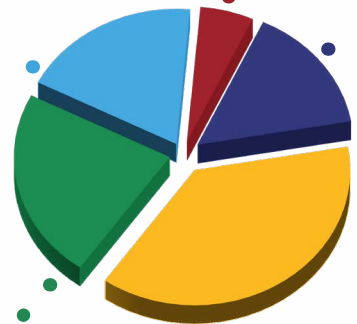
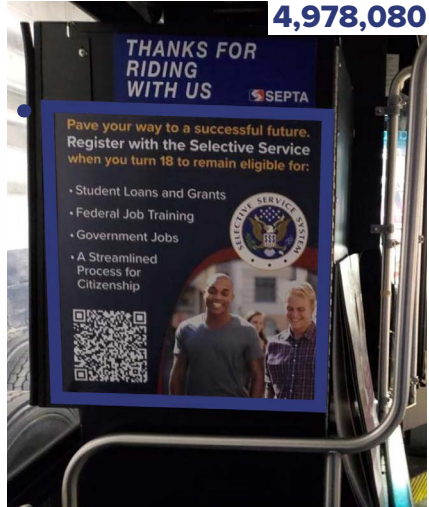
Seattle Bus  
6,131,220



Los Angeles Bus  
1,798,800



Philadelphia Bus  
4,978,080



7,413,480  
Boston Bus Shelter



12,217,500  
San Francisco Bus

**Pave your way to a successful future.**  
**Register with the Selective Service**  
**when you turn 18 to remain eligible for:**

- Student Loans and Grants
- Federal Job Training
- Government Jobs
- A Streamlined Process for Citizenship



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Performance Metrics and Data Analytics

Near the end of 2023, SSS created separate advertisements exclusively for Snapchat. Using industry best practices, advertisements were created emulating user-generated content, a tactic employed by successful influencer-led ads. These advertisements depict a young male influencer registering on his cell phone with SSS. They proved to be highly effective, with the new creative content driving 193,688 clicks to the registration page within a two-month period.

As SSS continues this new initiative into 2024, the use of performance metrics and data analytics will enable the Agency to identify opportunities to strategically deploy creative content to various audiences to help increase awareness about the registration requirement.





## FREEDOM OF INFORMATION

The Agency’s Freedom of Information Act (FOIA) program continued to promote open government and transparency by more prominently placing links to FOIA reports and information on the SSS website. The Agency’s average response time to 49 FOIA requests of three days was well below the legal requirement of 20 days. FOIA program personnel reviewed approximately 5,000 documents and emails. All reporting requirements, including FOIA quarterly reports, the FOIA Annual Report, and the Chief FOIA Officer Report, were prepared and posted to SSS.gov.

## LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS

SSS’s PIA directorate serves as its 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 2023, SSS held 22 meetings with the White House; Office of Management and Budget and Office of Personnel Management; Department of Justice (DOJ); House and Senate Armed Services Committees professional staff; House and Senate Appropriations Subcommittees on Financial Services and General Government professional staff; and multiple state, territory, and county governments.



Jacob Daniels testifying before the Ohio legislature

The Agency responded to 21 congressional inquiries requesting support with determining constituent registration status with SSS. It also authored informative position papers and educated external stakeholders, including government officials, about SSS and its critical mission.

Engagements with Congress, Federal agencies, and state, territory, and county governments focused on priority issues for SSS related to readiness in active standby status; annual budget-related matters; Federal legislation, such as automatic registration legislative proposals; and state legislation, to include driver’s license legislative proposals.

## DATA MANAGEMENT CENTER

### Registration Sources

SSS processed more than 1.75 million new electronic registration records, accounting for 93.5 percent of all registrations received during 2023. In all, the Agency stores approximately 96 million registration records and maintains more than 90 data feeds with external partners.

DLL (DMV)	1,170,662	62.3%
Internet	509,120	27.1%
Paper Registrations	122,833	6.5%
DoD Enlistment Process	29,149	1.6%
U.S. Citizenship and Immigration Services	23,249	1.2%
Telephone Services	13,045	0.7%
Workforce and Innovation and Opportunity Act (WIOA) Job Applicants	7,901	0.4%
Alaska Permanent	3,331	0.2%



### CY 2023 Call Center Metrics

The DMC is responsible for updating registrant information, completing registrations over the telephone, addressing general inquiries about registration requirements and benefits eligibility, and managing specific correspondence-related inquiries. It handles much of this through its call center. It offers an interactive voice response (IVR) system to handle routine registration verification inquiries and telephone registrations.

METRIC	TOTAL	ENGLISH	SPANISH
IVR Calls	301,185		
Answered Calls	75,831	65,862	9,969
Call Fulfillment Rate	98%	98%	97%
Avg Talk Time (minutes)	4:24	4:04	4:56
Total Talk Time (hours)	5,528	5,028	500
Avg Wait Time (seconds)	0:24	0:22	0:26

The Agency’s mail center is responsible for all incoming and outgoing registration correspondence.

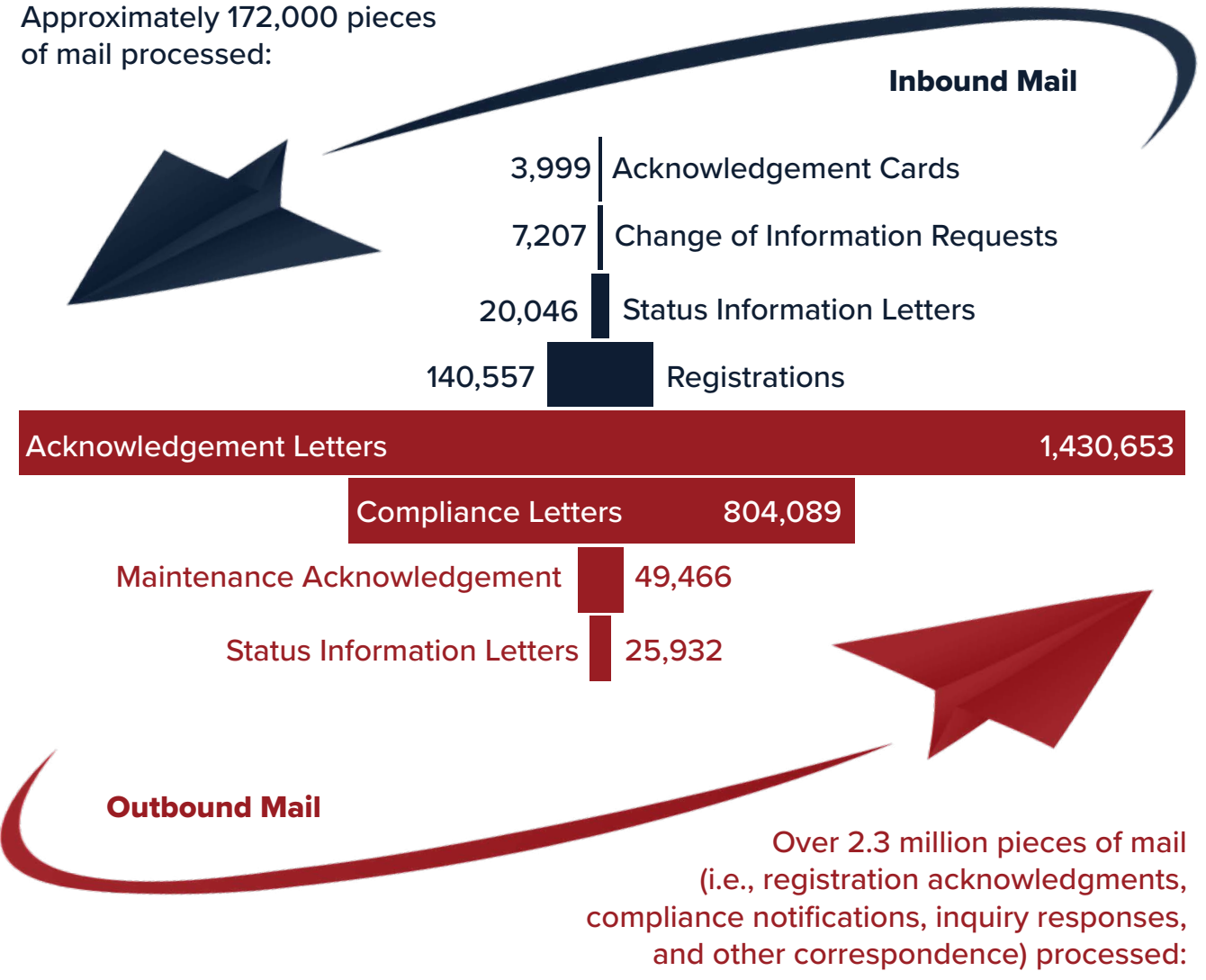






CY 2023 Incoming/Outgoing Mail Processing

Approximately 172,000 pieces of mail processed:



\* Those who register via the SSS website receive their registration acknowledgement at that time.

SUPPORT SERVICES

Selective Service System’s Support Services Directorate (SPT) provides efficient and effective operations and program management while fulfilling responsibilities in the areas of accounting and budget management, contracting, and logistical support.



SUCCESSES

Delivering Audit-Ready Excellence

The Agency received an unmodified (“clean”) financial audit opinion for 2023 for the second straight year.

Completing a National Headquarters Move

In partnership with the General Services Administration (GSA), SSS received excellent support from OMB and Congress to plan and execute the move of its National Headquarters to a nearby location in Arlington due to the end of an existing lease.

Leveraging a New Contract Management Solution

In collaboration with the Interior Business Center (IBC) within the U.S. Department of the Interior (DOI), SSS began the process to acquire contract writing system services which integrates with the Agency’s financial management system. This will help ensure compliance with Federal Acquisition Regulations and other government contracting guidelines; enhance contracting efficiency and reduce cycle times with end-to-end automation; and better enable the Agency to manage the entire procurement process.

ACCOUNTING

SPT implemented new budget and contracting processes in 2023 that further strengthened internal controls, while also improving succession planning and auditing practices. Directorate senior leaders implemented additional guardrails for these processes to further enhance its financial management standards and ensure the Agency maintains an “always audit ready” posture. The accounting team implemented an internal sampling process for its quarterly unliquidated obligation (ULO) review to improve funds and contracting management and ensure documentation was maintained at a high level of excellence throughout the fiscal year.





# BUDGET

## FY 2023 Budget

Selective Service System’s FY 2023 enacted budget was \$31.7 million. SSS met its nondiscretionary salary and expense requirements and continued its investment in network security, cybersecurity enhancements, and information technology infrastructure modernization.

The Agency effectively executed its budget, demonstrated proper program management, and ensured that each cost center within SSS maximized its contribution to mission success.

Additionally, the Agency improved the prior year lapse rate, reducing its prior year unobligated carryover balance by 1% from the previous fiscal year.



FUNCTION	AMOUNT
Civilian Pay & Benefits	\$17,244,834
Military Reserve Officer Support Services	\$1,517,956
Agency Services (Government & Commercial)	\$5,574,071
IT Software & Equipment	\$2,240,115
GSA Occupancy Agreement (OA), Maintenance	\$1,051,420
Postage & Express Courier Services	\$1,239,778
Communications Services, Utilities & Facilities Operations	\$2,365,374
Printing & Reproduction	\$207,648
General Supplies & Furniture	\$67,642
Training, Travel & Transportation of Personnel	\$191,162
<b>TOTAL FOR ALL FY 2023 FUNDS</b>	<b>\$31,700,000</b>

# CONTRACTS

SSS processed and executed more than 583 purchase orders valued at \$14.7 million with emphasis on best value acquisition processes for professional services, commodities, telecommunications, and information technology. In 2023, the Contracting Office enhanced opportunities for qualified socio-economic businesses and improved the procurement cycle with heightened awareness and education to customers of the procurement administrative lead time.



## LOGISTICS

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. The Agency also successfully transitioned to a new modern inventory management system (VIZOR).



# INFORMATION TECHNOLOGY

The Information Technology Directorate’s (IT) mission is to deliver modern, secure, and cost-efficient information technology services, solutions, and support to SSS. It modernizes and 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. IT maintains 24/7/365 oversight of SSS’s information security capabilities, enterprise network, critical systems, and sensitive data to protect against these threats.

## SUCCESSES

### Sustaining Investments in IT/Cyber Operations

IT made significant risk-informed capital investments in infrastructure to sustain operational excellence and implemented next-generation technologies to include zero-trust, access solutions to information technology infrastructure, and systems to meet the SSS mission in active standby status, while maintaining overall readiness.

### Implementing Next-Generation IT Solutions

SSS had transformative success in the migration of its applications and systems to secure FedRAMP Cloud operations for Microsoft Exchange, SharePoint, proprietary data/files, and web-based meeting services. A Microsoft 365 project delivered substantial enhancements to security through multifactor authentication services and continuity of operations with newly implemented, redundant cloud data centers.

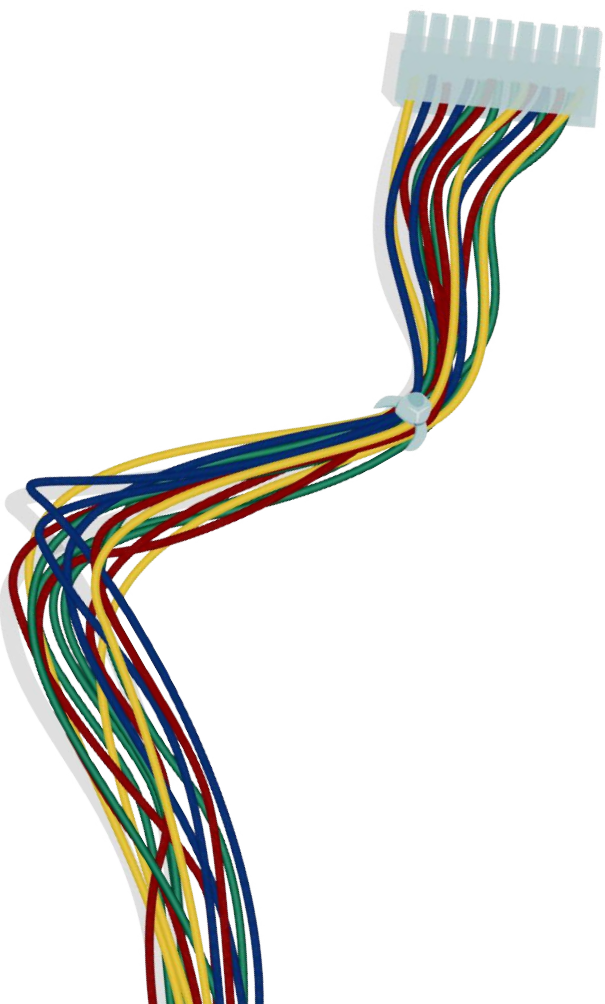


## IT INFRASTRUCTURE

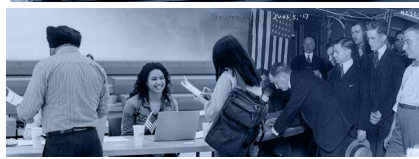
The Agency continued to migrate to cost-effective “cloud smart” solutions in 2023 to support its ongoing digital transformation, migrate applications and systems to the cloud, and to sustain all operational needs for its mission.

As part of its \$5.9 million Technology Modernization Fund project, the Agency continued in its efforts to migrate its Registration, Compliance, and Verification (RCV) system to the cloud, and implemented code vulnerability scanning to further enhance security measures and create a more robust RCV system. Complementing these efforts, SSS devised a comprehensive technical project plan and strategy for the refactoring and cloud migration of the RCV system. These milestones underscore SSS’s dedication to modernizing infrastructure and fortifying operational resilience.

Additionally, SSS continues to leverage 24/7/365 monitoring and incident response triage services through the DOJ’s NextGen Security Operations Center to deter, detect, and respond to cyberattacks to protect Agency information technology infrastructure, systems, equipment, and software.







Throughout the Annual Report are historic Selective Service photographs blended seamlessly with current Agency images. The blurred line between past and present symbolizes the Agency's continuous mission over the span of a century; Selective Service's unwavering commitment to protect the nation and ensure operational readiness in a fair and equitable manner.



## OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel (OGC) supports SSS's mission by providing legal advice and counsel to the Director and employees of SSS in all legal areas, including labor and employment law, fiscal and contracts law, ethics, litigation, legislation and regulatory law, FOIA and the Privacy Act, and administrative law.

In 2023, OGC provided timely and accurate legal advice in all areas. It managed, updated, and transformed the Agency's ethics program by including supervisors in the review of confidential financial disclosures reports, added a preventive law focus by issuing periodic advisories to the workforce, and provided ethics training in numerous forums. OGC became more involved in the Agency's exercises and operations and led updates to SSS policies, directives, and procedures. Notably, OGC led the Agency in publishing new regulations and supported revising existing regulations for the first time in 29 years.





# 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 employees based at National Headquarters, the DMC, and the three regional headquarters. The Human Resources Office (HR) provides the policy, planning, and support to enable this workforce to achieve the SSS mission.



## SUCCESSES

### Continuing Among the “Best Places to Work” in Federal Government

The Agency achieved a top 10 ranking from the Partnership for Public Service as one of the best places to work in the Federal Government among small agencies for the fourth year in a row. Using results of the Federal Employee Viewpoint Survey (FEVS), the Agency formed integrated project teams to agilely develop action plans and address areas of concern highlighted by FEVS, improving performance in key areas.

### Increasing Efficiencies through Shared Services

The Agency transitioned to shared services with DOI’s IBC to assist in maintaining audit readiness in all personnel and personnel security actions, increasing the efficiency and effectiveness of SSS HR.

### Transforming the Employee Performance System

SSS began a transition from a pass/fail performance system, which created difficulties in recognizing excellent and outstanding performers, to a more dynamic multi-tier employee performance management system.



## INVESTMENTS IN OUR PEOPLE

The success of SSS greatly depends upon the knowledge, skills, and abilities of its people. 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 2023, SSS made updates to its performance management system. For example, HR changed performance management to a dynamic multi-tier employee performance system from one that was pass/fail. The objective of this is to align employee performance to the Agency’s strategic goals and provide additional opportunities to reward employees for their contributions toward the SSS mission.



## RECOGNIZING EMPLOYEE CONTRIBUTIONS AND IMPROVING SERVICE DELIVERY

SSS continues to incentivize year-round recognition of outstanding employee contributions and provides a variety of monetary and non-monetary awards. Oversight by an awards board ensures that the awards process is consistently fair and equitable. Additionally, SSS focused on improving its services to the Agency’s personnel in 2023. For example, the Agency entered into a shared service agreement with DOI’s IBC to assist in all major HR functional areas, which has elevated service delivery to employees.



## EXPANDED EMPLOYEE TRAINING OPPORTUNITIES

SSS’s people are its 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, SSS offered expanded training opportunities to its employees to ensure they are excelling in their careers, including through an updated training system. Increased training opportunities will better position SSS to address the increasingly complex, interdisciplinary issues it faces.

Experienced, knowledgeable, and well-trained employees, whose participation and input is valued, are more likely to contribute ideas and facilitate changes that help enhance efficiency, cost effectiveness, and productivity across the Agency.





STATE DIRECTORS

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

REGISTRANTS BY STATE AND TERRITORY

18-25 YEAR OLD REGISTRATIONS (BORN 1998-2005) CY 2023		18-25 YEAR OLD REGISTRATIONS (BORN 1998-2005) CY 2023	
STATE		STATE	
Alabama	235,195	Montana	40,691
Alaska	36,644	Nebraska	82,552
American Samoa	1,406	Nevada	141,744
Arizona	437,396	New Hampshire	51,855
Arkansas	161,948	New Jersey	353,185
California	1,492,009	New Mexico	111,751
Colorado	243,874	New York	924,321
Connecticut	196,268	North Carolina	578,965
Delaware	52,578	North Dakota	35,051
District of Columbia	17,350	Northern Mariana Islands	1,982
Florida	948,456	Ohio	574,723
Georgia	547,148	Oklahoma	221,337
Guam	6,917	Oregon	139,075
Hawaii	61,504	Pennsylvania	445,548
Idaho	93,682	Puerto Rico	122,627
Illinois	618,888	Rhode Island	49,104
Indiana	283,921	South Carolina	270,549
Iowa	163,246	South Dakota	48,904
Kansas	135,872	Tennessee	320,991
Kentucky	182,084	Texas	1,691,283
Louisiana	253,890	Utah	221,885
Maine	47,005	Vermont	20,924
Maryland	188,957	Virgin Islands	3,545
Massachusetts	204,324	Virginia	433,277
Michigan	384,906	Washington	259,429
Minnesota	297,163	West Virginia	84,586
Mississippi	132,109	Wisconsin	247,323
Missouri	253,493	Wyoming	23,079
TOTAL		15,178,519	

NOTE: There were no inductions or deferments because there was no congressional or presidential authority for conscription.



**SELECTIVE SERVICE SYSTEM  
NATIONAL HEADQUARTERS ARLINGTON, VA, 22209**

