

STRATEGIC PLAN

Fiscal Years
2020 - 2025





SELECTIVE SERVICE SYSTEM
STRATEGIC PLAN FY 2020-2025

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SELECTIVE SERVICE SYSTEM STRATEGIC PLAN FY 2020-2025

A Message from the Director



For 80 years, the U.S. Selective Service System (SSS) has served the country in times of war and peace. The agency continues to enhance and refine its capabilities while serving as the third tier of our National Defense – in support of our Active Duty military and the Reserve Components.

The Selective Service stands ready and is prepared to meet and exceed its Constitutional mandate “to provide for the common defense,” to procure manpower in an effective and efficient manner while continuing to be a tremendous value to the Nation with an annual appropriation of approximately \$25.0 million. This Agency, its departments and all employees remain committed to continuous improvement and enhancing

operations at every level to ensure a ready and capable system that provides a fair and equitable draft and alternative service program.

Furthermore, the Agency through its active outreach and registration programs reaffirms for all Americans and those living in the United States the importance of the all-volunteer military and the required linkage between vigilance and freedom. It is through this agency that we serve as “America’s insurance policy” and a beacon signaling to the world our unified commitment and national readiness resolve.

This does not mean our job is done, nor without challenges. I have mandated that our agency must continue to modernize its systems, processes, strategies and procedures to keep pace with the rapid evolution of technology. We must further strengthen our registration and readiness posture to simultaneously deliver conscripted men to the Department of Defense (DoD) while providing alternative service options for conscientious objectors.

It is with these challenges in mind that we launched the development of the new Selective Service System Strategic Plan. Throughout the developmental process of this plan we have undertaken critical steps to improve our strategic planning, operational solutions and performance reporting, while challenging the staff to improve overall agency processes, products and communications. All these efforts are focused on creating the most capable, mission-oriented and responsive agency in the Federal Government. Significantly improving our readiness, effectiveness and efficiency was a non-negotiable requirement.



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Throughout the strategic planning process, I mandated that each and every employee in the agency be involved in its development. It is upon this cornerstone that we developed our new vision and mission statements, renewed our employee engagement and honed a contemporary focus on our agency's new goals and objectives. Therefore, it is my pleasure and honor to present to you the Agency's new five-year strategic plan. It will serve to propel the Selective Service System well into the 21st century and beyond.

Most Sincerely,

A handwritten signature in black ink that reads "Donald M. Benton". The signature is written in a cursive style with a large, stylized initial 'D'.

Donald M. Benton
Director



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Agency Background

The Selective Service System (SSS) is a small, independent Federal agency within the Executive Branch, operating with permanent authorization under the Military Selective Service Act (50 U.S.C. § 3801 *et seq.*). While not part of the Department of Defense (DoD), it is America's protection against underestimating the requirement for both trained and untrained personnel needed by DoD in a national emergency. Because Selective Service has the mechanisms in place for conscription, it can implement a fair and equitable system of obtaining manpower from today's society-at-large to augment the all-volunteer force at such time of critical need. Our requirement is to be ready to provide the first inductees to DoD within 193 days. Our statutory mission also includes being ready to administer an Alternative Service Program in lieu of military service for men classified as conscientious objectors (COs).

The Military Selective Service Act requires virtually all men¹ in the United States, and U.S. male citizens living abroad, to register with the Selective Service System within 30 days of their 18th birthday. By registering with Selective Service, every young man is reminded of his potential civic obligation to serve our nation in a time of an emergency. The agency manages a national database of Selective Service registration records, which is one of the essential prerequisites to its readiness requirement to conduct a draft. While registration is the most visible component during peacetime, mission readiness is imperative to foster fairness and equity if Selective Service is directed to reestablish conscription. Adequate readiness requires maintaining a system capable of immediate mobilization during a national emergency.

Selective Service is authorized a staff of 124 full-time employees to support its national headquarters, Data Management Center and three regional headquarters. The agency also has 56 state directors, who are part-time employees representing the 50 states, Guam, the Northern Mariana Islands, Puerto Rico, the U.S. Virgin Islands, the District of Columbia and New York City. Additionally, each branch of the U.S. Armed Forces is represented by 175 Reserve Force Officers (RFOs), who are assigned to Selective Service to serve throughout the U.S. and its Territories.

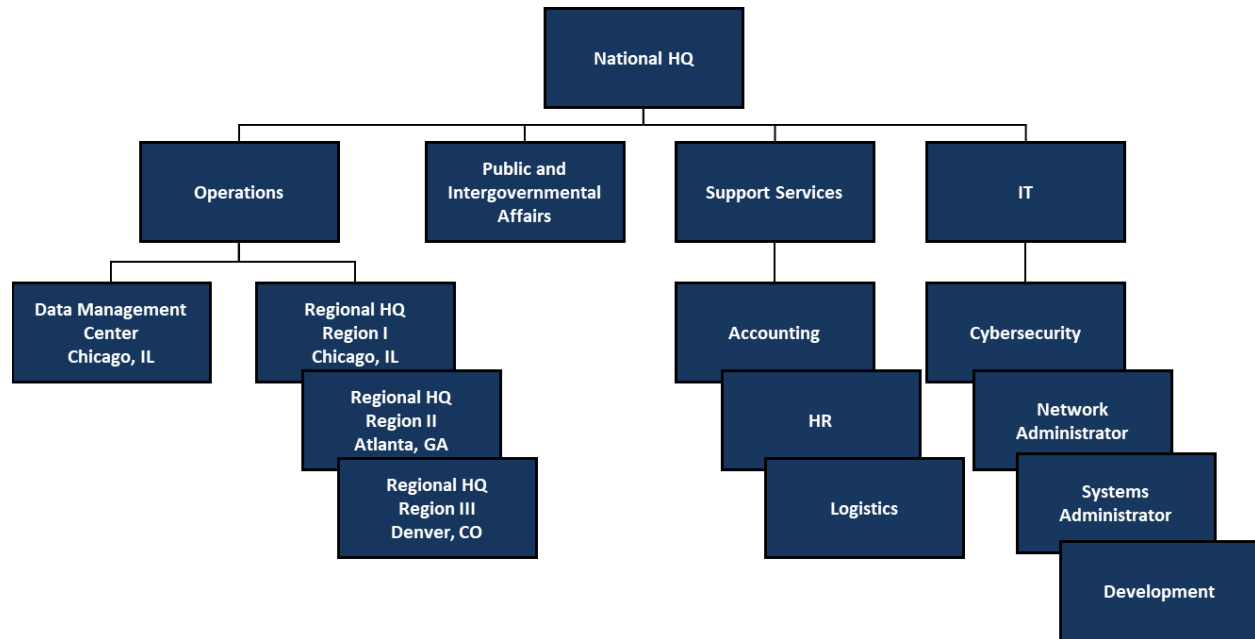
Over 10,000 citizen volunteers, who serve on the local and district appeals boards, make up the largest component of the Selective Service organizational structure. Their responsibilities are to decide the classification status of men seeking deferments, exemptions, or postponements in their

¹ Under current law, women serve voluntarily in the U.S. Armed Forces, but do not register with the Selective Service System.



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respective communities. These uncompensated patriotic men and women who serve part-time as volunteer local and district appeals board members are appointed by the Director of Selective Service on behalf of the President.



Each Administration has preserved the Selective Service System knowing that the Selective Service is the only proven way to rapidly expand the U.S. Armed Forces in a national emergency. The Selective Service System exhibits four important attributes:

- It operates at very modest cost;
- It ensures that any future draft will be fair and equitable;
- It can respond to the nation's manpower needs in a timely manner;
- It helps to fulfill the obligation all citizens have to protect their country, their way of life.



Vision and Mission

Selective Service Vision

We are a trusted, actively engaged National Defense partner and the sole source of conscripted talent for national security in the event of a national emergency.

Selective Service Mission

To register men and maintain a system that, when authorized by the President and Congress, rapidly provides personnel in a fair and equitable manner while managing an alternative service program for conscientious objectors.



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Executive Summary

The Selective Service System’s (SSS) Strategic Plan for FY 2020-2025 outlines our strategies to achieve agency priorities, promote organizational change and improve our customer service for both internal and external customers. This plan provides our stakeholders – the President, Congress, the Department of Defense (DoD), Registrants, Alternative Service partners and the American people – with a complete view of our goals and objectives for the next 5 years.

This plan will set SSS up for success as we navigate the challenges of a rapidly-evolving world. Over the next 5 years, SSS will focus on 5 goals supported by 16 key objectives. These strategic objectives highlight the key ways we can enhance our primary programs, simplify and improve our processes, focus on workforce development and modernize our Information Technology (IT) infrastructure.

Strategic Goal 1

Provide timely manpower to the Department of Defense

Objectives

- 1.1 Increase registration and improve data integrity
- 1.2 Improve the ability to call, classify and deliver manpower to DoD when required
- 1.3 Update relationships with stakeholders

Strategic Goal 2

Maintain a robust structure for managing alternative service for conscientious objectors (COs)

Objectives

- 2.1 Refine the alternative service employer network structure
- 2.2 Improve the ability to execute an Alternative Service program when required

Strategic Goal 3

Ensure management excellence by promoting economy, efficiency and effectiveness throughout Selective Service System programs and supporting operations

Objectives

- 3.1 Provide courteous, timely and accurate customer service to internal and external customers
- 3.2 Provide collaborative, efficient and effective financial management



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- 3.3 Manage and promote Agency programs through effective public/intergovernmental communications and outreach
- 3.4 Ensure resource management systems and personnel structure are scalable for mobilization
- 3.5 Collect and share insights and experiences, institutional knowledge and innovative ideas across the organization
- 3.6 Establish a SSS Strategic Alignment and Compliance Board

Strategic Goal 4

Ensure all internal Agency systems are modernized, operationally ready and are appropriately scalable, capable and optimized to meet national security requirements with maximum efficiency and minimum cost

Objectives

- 4.1 Update and modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization
- 4.2 Improve delivery of Agency technology services

Strategic Goal 5

Create and maintain a high-performance culture

Objectives

- 5.1 Increase employee engagement, improve the work environment and recruit, train and hire an efficient and well-trained workforce where all trust, respect and collaborate with each other to achieve excellence
- 5.2 Provide effective and collaborative human resource management and training resources
- 5.3 Deploy diversity and inclusion training and other activities to create an environment where people feel valued and are motivated to contribute their talents to the mission



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Strategic Goals and Objectives

Goal 1: Provide timely manpower to the Department of Defense (DoD)

To maintain our role as the sole provider of conscripted trained and untrained manpower to the Department of Defense, we must improve the way we do business and continue to be prepared to do the job with fewer resources, leveraging technology, better business processes and partnerships.

Objective 1.1

Increase registration and improve data integrity

Registration is a critical component of Selective Service's readiness and a key part of our mission during peacetime. The intent of this objective is to reach out to young men and their key influencers to emphasize the message that registration is the law while ensuring the data we receive is accurate and managed safely. Ultimately, this will continue to raise the overall rate of registration, in particular for the 18-year-olds' demographic. The higher the national registration compliance rate, the more fair and equitable any future draft will be for each registered individual. The Agency performs multiple registration awareness activities, together with automated compliance endeavors, to: (1) identify non-registrants and remind them of their obligation to register and (2) 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.

SSS will continue to broaden the number of channels on which we perform outreach and enhance existing registration programs. SSS will continue to verify and validate the integrity of data from these sources in addition to ensuring that those required to register have as many methods as possible available to them. This means updating agreements, ensuring timely audits of data and performing data analysis to better guide registration outreach to ensure fair and equitable treatment of all. This objective is linked to Objective 3.3, Manage and promote Agency programs through effective public/intergovernmental communications and outreach and Objective 3.4, Ensure resource management systems and personnel structure are scalable for mobilization.



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Measure of Effectiveness (MOE)² = Increase 18-year-old registration rate from 60% to 70% by end of FY 2023

Measure of Performance (MOP)³ = Ability to track registration data monthly for trend analysis

MOP = Creation of registration data/management dashboard in FY 2020

MOP = Data collection and cleanliness project complete by end of FY 2021

² Measure of Effectiveness (MOE) are criteria designed to correspond to accomplishment of mission objectives and the achievement of desired results. They may be expressed quantitatively as the probability that a desired end state will be achieved.

³ Measure of Performance (MOP) are criteria expressed in distinctly quantifiable features related to the achievement of a particular Measure of Effectiveness.



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Objective 1.2

Improve the ability to call, classify and deliver manpower to DoD when required

The Agency's primary mission is to manage a conscription program for DoD, if authorized by Congress and directed by the President. To accomplish this mission, Selective Service has to be ready to execute a national draft lottery, contact registrants selected through the lottery, and arrange for their transportation to a Military Entrance Processing Station (MEPS) for testing and evaluation before induction for military service. Once notified of the results of his evaluation at MEPS, a registrant receiving induction orders would then have the opportunity to file a claim for deferment, exemption, or postponement.

If the President and Congress agree that a return to conscription is required SSS will undergo a massive expansion. The Agency must rapidly hire personnel, procure equipment and expand its presence in order to hold a draft lottery, issue orders for induction and reclassify inductees. In order to do that, current plans rely on a series of agreements with key partners, a network of military Reservists and Local and District Appeal Board volunteers.

SSS maintains operational plans, as well as a minimum cadre of personnel trained to expand the Agency upon the authorization of the Congress and the President. The Agency ensures that memoranda of understanding (MOUs) with other Federal and state agencies, as well as relevant public/private entities, remain current for peacetime and expansion requirements. Although the plans are tried and true, the Agency intends to undertake a large effort to modernize all our plans and, where feasible and cost-effective, use technology to streamline them. Once that effort is complete the Agency will undergo a series of in-house tabletop exercises to identify gaps and areas for improvement. The final step will be an update of our training program to prepare the SSS team for success.

MOE = Successful exercise of operational plans, systems and processes over the next 5 years with lessons learned incorporated and plans validated

MOP = Complete workload study in FY 2020

MOP = Operational plans updated by end of FY 2022

MOP = Synchronized delivery system with USMEPCOM by end of FY 2022

MOP = Updated Training Program by end of FY 2023

MOP = Complete an updated mobilization leadership contact list with secure phone and email data

Objective 1.3

Update relationships with stakeholders

SSS of course does not operate in a vacuum. We have dozens of partners at the Federal, state and local levels. We leverage these relationships every day and the codification of these relationships becomes critical in an expansion scenario. In the event of a national emergency



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SSS will rely on the many partnerships the agency has established over the course of almost 80 years of operations. We will ensure these relationships are clear and agreed upon by both sides in order to reduce the risk of confusion should there ever be a national emergency that requires a return to conscription.

MOE = Rebuild list of stakeholders by end of FY 2021

MOE = Establish Memoranda of Understanding (MOUs) with stakeholders by end of FY 2022



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Goal 2: Maintain a robust structure for managing alternative service for conscientious objectors (COs)

A second but equally important part of the SSS mission is to provide employment that is important to the nation for those who conscientiously object to serving in the military. Whereas those inductees who are mentally, morally and physically fit to serve in the military and do not request further reclassification are managed by DoD, SSS is responsible for the entire scope of the Alternative Service Program: identification of potential employers that comply with Federal law, placement, monitoring, reassignment if required, and reclassification once work is complete. We must improve the way we do business and continue to be prepared to do the job with fewer resources, leveraging technology, better business process and partnerships.

Objective 2.1

Refine the alternative service employer network structure

The Alternative Service Program relies heavily on peacetime agreements with Federal, state and corporate entities. These Memoranda of Understanding (MOUs) create the relationship that will be further defined should there ever be a return to induction. Like anything, relationships stagnate over time if they are not actively managed. The Agency will ensure this does not happen by aggressively performing outreach with our partners and also by establishing new MOUs with newer partners that may not have existed even a few years ago.

MOE = Sufficient potential employment opportunities for the number of COs anticipated by planning factors to meet DoD's call requirement by end of FY 2022

MOP = Increase the number of MOUs at Federal, state and local levels each year

Objective 2.2

Improve the ability to execute an Alternative Service program when required

If an inductee were to be reclassified by his local boards as a conscientious objector, he has a requirement to serve in a non-military capacity for two years. SSS would place these alternative service workers into its Alternative Service Program with non-military employers and track their fulfillment of two years of service in the Alternative Service Employment Network. In effect, SSS would act as a national (and potentially international) employment service for COs. This requires detailed plans in order to comply with the Military Selective Service Act requirement that SSS be in "active standby." And like all plans, they need to be continually updated and tested. SSS will ensure technology improvements are injected into our plans where appropriate and will exercise the plans to ensure they can be implemented.



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MOE = Successful exercise of operational plans, systems and processes over the next 5 years with lessons learned incorporated and plans validated

MOP = Operational plans updated by end of FY 2022

MOP = Updated training program by end of FY 2023



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Goal 3: Ensure management excellence by promoting economy, efficiency and effectiveness throughout Selective Service System programs and supporting operations

SSS is committed to integrating its human capital management, financial, operational, information technology and logistical processes while providing world-class customer service.

Objective 3.1

Provide courteous, timely and accurate customer service to internal and external customers

SSS strives to provide consistent, reliable and reputable service in order to increase customer engagement and to encourage customers to view the Agency as a trusted partner. Externally, we provide services to a variety of Federal agency customers, and also have public partners that are invested in our programs. Our call center is committed to maintaining its current high standard of service and maintaining the trust and confidence of its customers. We will strive to improve our current standards as we transition to a more digitally-robust environment.

MOE = 2 business days to respond to customer inquiries at Data Management Center (DMC)
MOE = 1 hour to initially respond to IT trouble tickets

Internally there are multiple stakeholders and customers and we will continue to use our tools (surveys, trouble tickets, trend analysis) in order to guide resources and improve the customer experience.

MOE = 10 days to close IT trouble tickets
MOE = Network downtime decreases each year
MOE = 99% uptime for network services (3 days per year network is down)

Objective 3.2

Provide collaborative, efficient and effective financial management

SSS has a robust financial management system that has formal processes for planning, programming, budgeting and executing. This system assists Agency programs in executing plans effectively and efficiently and managing funds according to established regulations and best practices. Importantly, the system currently in place ensures that effective controls are in place and working to protect funds from loss or misuse while ensuring that they are expended in ways that best support mission needs.

We will work to ensure financial requirements are aligned with strategic goals and based on validated requirements and mission objectives. SSS is in the midst of integrating and unifying



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financial planning systems across directorates and functional areas and refining tools to more accurately depict the financial health of the Agency. Additionally, we will continue to implement an improved inventory control system to better track the lifecycle of our precious assets.

MOE = Prior Year Funds Lapse Rate \leq 1% of Annual Appropriation

MOE = Full-Time Equivalent (FTE) Count \pm 2% of Target

MOE = 98% of Eligible Vendors Submit Invoices via the Invoice Processing Platform (IPP)

MOE = Number and Dollar Value of Upward Adjustments to Prior Year Contracts \leq 1%

MOE = Conduct Annual Wall-to-Wall Inventory of Agency Assets with 98% Material, Location and Quantity Accuracy

MOE = 99% On-Time Submission Rate for Required Reports and Responses to Congress, the Office of Management and Budget, the U.S. Department of the Treasury, etc.

MOE = Budget Formulation Tool Initial Operating Capability (IOC) by end of FY 2020

MOE = Next Generation Financial Management System (NEXGENFM) Initial Operating Capability (IOC) by end of FY 2021

MOE = Lifecycle Replacement Plan (IT) by end of FY 2021

Objective 3.3

Manage and promote Agency programs through effective public/intergovernmental communications and outreach

Public and intergovernmental outreach programs are critical for improving registration and increasing general awareness of the Agency's mission. Almost 50 years removed from the last draft, and with no draft in the foreseeable future, the requirement to register is challenging to set in the forefront of a young man's mind as they approach registration age. The Agency will update its outreach methodologies by incorporating new technologies and innovative messages through various social media platforms and digital advertising strategies in an effort to retain relevancy in the 21st century.

MOE = Digital Outreach Team established by end of FY 2020

MOP = Complete Strategic Communication Plan by end of FY 2021

MOP = Modern Public Service Announcements for TV and radio placement by end of FY 2021

MOP = Complete reduction of all printed outreach materials by end of FY 2021

MOE = Restoration of various government-wide relationships and awareness by end of FY 2023

MOP = 100% increase of social media followership and awareness by end of FY 2022

MOP = Website redesign complete by end of FY 2020

MOP = Increase Selective Service proclamation initiatives within local governments across the country

MOP = Pass Driver's License Legislation (DLL) in the 9 remaining U.S. states where it has yet to be enacted by end of FY 2024



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MOP = Maintain existing state and Federal penalties for failing to register with Selective Service
MOP = Pass Solomon and Thurmond Legislation in the 19 U.S. states that currently do not have such laws on the books by end of FY 2024

Objective 3.4

Ensure resource management systems and personnel structure are scalable for mobilization

SSS has very effective systems in place for our everyday operations. It is critical that the Agency retains and exercises the capability to rapidly scale all enabling functions (Logistics, Human Resources, IT, etc.) in the event of a national emergency. Although an objective in its own right, this also enables the accomplishment of Goals 1 and 2. We will grow our exercise program in order to better identify gaps.

MOE = Successful exercise of operational plans, systems and processes over next 5 years with lessons learned incorporated and plans validated

MOP = Complete workload study by end of FY 2020

MOP = Operational plans updated by end of FY 2022

MOP = Agency scaling plans updated by end of FY 2023

Objective 3.5

Collect and share insights and experiences, institutional knowledge and innovative ideas across the organization

Collectively known as knowledge management practices, SSS will enhance employee effectiveness by increasing the ease and assurance of locating critical knowledge. SSS will leverage technology to improve, anticipate and deliver needed information to help employees manage their information flow through development of a knowledge management system.

MOE = Robust Knowledge Management program and processes implemented by end of FY 2020

Objective 3.6

Establish a SSS Strategic Alignment and Compliance Board

SSS is a small agency on a very tight budget and like many agencies there is more work to be done than there are people to do it. To ensure the Agency continues to move down the correct path, at the Director's request, a Board will periodically meet to validate that key Agency efforts and investments align with the Strategic Plan.



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The Strategic Alignment and Compliance Board will meet consistently on the second Thursday of the month in March, June, September and December. Membership will consist of all Associate Directors and Political Appointees and the Human Resource Officer (HRO). The Board may periodically establish new and/or additional Measures of Performance (MOPs) and Measures of Effectiveness (MOEs)

MOE = Progress towards meeting Strategic Plan MOEs and MOPs

MOP = Quarterly meetings established and documented



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Goal 4: Ensure all internal Agency systems are modernized, operationally ready and are appropriately scalable, capable and optimized to meet national security requirements with maximum efficiency and minimum cost

SSS has made significant improvements in Information Technology (IT) modernization and will continue to do so. Our updated IT infrastructure streamlines operations, enables better communications across the enterprise and improves data management and decision-making.

Objective 4.1

Update and modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization

SSS will continue to make IT infrastructure investments required to sustain day-to-day operational excellence as well as prepare for the execution of our mobilization mission and address evolving needs. We will execute our IT Modernization Plan to mature our Enterprise Architecture, IT Governance and IT business processes to better provide enterprise solutions and align IT decision-making to mission outcome. We will deliver to our employees tools designed to create a more collaborative organization and reshape our applications to enhance mobility options for both our employees and other stakeholders. The benefits of such modernization include improved collaboration and knowledge sharing, enhanced data integrity, reduced paper file storage or manual archiving/disposition requirements and allow a more mobile workforce. Ultimately, we will make better use of Agency information and data to enable the organization to make better, faster decisions and to improve overall operational efficiency across the organization.

MOE = Complete IT modernization by end of FY 2021

MOE = Complete documentation and procedural policies for IT modernization by end of FY 2021

Objective 4.2

Improve delivery of Agency technology services

SSS will continue the IT modernization efforts begun in FY 2019 and will ensure end-to-end IT services are provided in a cost-effective, transparent and efficient manner. We will improve our ability to develop and support business applications, provide a stable, secure IT environment and a satisfactory user experience with our highly-trained personnel, while adopting Information Technology Infrastructure Library (ITIL) best practices.

A core mission of IT is to protect SSS networks, systems, functions and data from both internal and external cyber-attacks as cybersecurity threats continue to pose a major risk. We will continuously mature the techniques set forth in policy and strategies to enable a strong



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cybersecurity posture. We will continuously mature the techniques set forth in policy and strategies to enable a strong cybersecurity posture in full compliance with Department of Homeland Security (DHS), Office of Management and Budget (OMB) and Federal Information Security Modernization Act (FISMA).

MOE = Clean FISMA Audit each year

MOE = Full compliance with all Binding Operational Directives (BODs) and DHS/OMB IT requirements

Additionally, we will create a high-performing workforce through an IT Workforce Certification Program, which will inform baseline capabilities that meet the current and future needs of the Agency. We will acquire, develop and retain a highly-qualified, blended Federal and contract workforce appropriately-sized to deliver secure, scalable and consumer-friendly IT products and services.

MOE = Update baseline training/certification for each 2210 IT specialty

MOE = Complete and document IT certification and training for all SSS 2210s NLT FY 2021 that are tied to DHS National Initiative for Cybersecurity (NICE) Standards



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Goal 5: **Create and maintain a high-performance culture**

SSS depends upon the talents and skills of its employees to accomplish its mission and prides itself on having a highly-skilled and engaged workforce drawn from all segments of U.S. society that embodies the principles of diversity, inclusion and workplace excellence. Due to the relatively small size of the workforce, in addition to the modest budget, SSS will continue to improve strategies to ensure effective and efficient use of these precious resources.

This goal focuses on empowering the workforce through continuous improvement and innovation to maximize value, achieve operational excellence, support the performance of the mission and deliver quality results.

Objective 5.1

Increase employee engagement, improve the work environment and recruit, train and hire an efficient and well-trained workforce where all trust, respect and collaborate with each other to achieve excellence

SSS will create the conditions to enable the success of its employees. This includes being crystal clear on what is expected of the workforce; knowledgeable and engaged leadership and established programs to ensure above-and-beyond work is recognized and rewarded.

SSS is in the process of adopting new tools to clarify position descriptions and the valuation of performance and is improving work-life programs. The result is personnel that are increasingly empowered in owning their duties, taking initiative in accomplishing them and being accountable for the results and an attractive place for people seeking a place to perform meaningful, important work.

Maximizing the effectiveness of the workforce means that SSS needs the right person in the right job with the right skills, experiences and competencies at the right time. Our improved Human Capital Management Plan will clearly align human capital policies, programs and practices with the Agency's strategic plan. The result is the rapid recruitment and hiring of a high-performing, top-quality workforce.

We will also leverage data to strengthen learning, knowledge sharing and growth opportunities that increase the skills and competencies of our workforce to address the increasingly complex, interdisciplinary and global issues facing the Federal government.

It is vital that SSS continues to develop individual capabilities. We will provide and empower personnel with learning opportunities and job enrichment through education and training, to include cross-training and implement a career planning program. This will create mission-centric learning opportunities for motivated personnel to grow and develop and ultimately will assist in talent retention.



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MOE = Documented and meaningful performance feedback and evaluations
MOE = Updated and current Position Description (PD)
MOE = Establish training/certification requirement for 100% of SSS positions
MOE = Personnel on board achieving full certification (as defined for their position) \geq 98%
MOP = Update the Human Capital Management Plan by end of FY 2020

Objective 5.2

Provide effective and collaborative human resource management and training resources

MOE = Time to hire within established Office of Personnel Management (OPM) standards
MOE = Retention Rate within established OPM standards
MOE = Number of training requests that go unfunded

Objective 5.3

Deploy diversity and inclusion training and other activities to create an environment where people feel valued and respected and are motivated to contribute their talents to the mission

SSS is committed to equal employment opportunity on the workplace and compliance with EEO statutes, and EEOC regulations and guidance. We will continue to provide focused training to employees on topics such as Effective Communication, Performance Expectations and Generational Diversity. We will emphasize the availability of Alternative Dispute Resolution to prevent disputes or escalation of disputes that may lead to EEO complaints or grievances.

MOE = Establish ADR process by end of FY 2020
MOE = Personnel receiving mandatory Equal Employment Opportunity Training = 100%
MOE = Sponsor, or provide access to, at least 3 EEO/Diversity training events annually
MOE = Track and report number of EEO and ADR incidents



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Stakeholder Engagement

SSS held multiple forums where senior leaders presented, discussed and opened for comment the draft Strategic Plan to staff. SSS shared drafts of this Plan with stakeholders throughout FY 2019. Additionally, each and every employee in the Agency was fully engaged and involved in the authorship of this Plan. It truly is the Agency's Plan, coming from the employees. As with the Agency's Annual Report and Performance Accountability Report, SSS shared the updated Strategic Plan with the agency's Authorizing and Appropriations Committees in Congress.

SSS is subject to the requirements of the Government Performance and Results Act (GPRA) as modified by the GPRA Modernization Act of 2010. In accordance with the requirements of these statutes, SSS reviews and updates its Strategic Plan, publishes Annual Reports and Performance Accountability Reports and conducts program evaluations to assess whether the Agency's programs are achieving their stated purposes. These reports are also made available to Agency stakeholders and the public through our website.



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