



# STRATEGIC PLAN

Fiscal Years 2022-2026





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# Message From the Director

The Selective Service System's mission enables our Nation to respond to its military manpower needs in a fair and equitable manner, should it be called upon to do so by the President and Congress.

To ensure that we remain capable of responding quickly in times of crisis, we will continue to transform who we are and how we operate by investing in our people and quality of life initiatives to maintain a high-performance culture. We remain committed to further improving our top-10 ranking as one of the best places to work in the federal government. We have implemented processes and protocols that empower our workforce to perform their responsibilities, collaborate with teammates and contribute to the agency's mission.

Our technology modernization and innovation efforts and deliberate planning for joint mobilization exercises support our operational readiness and ensure our IT systems and networks are optimized, secure, and resilient.

Over the next four years, we will transform our agency programs, processes, and operations that improve customer service, better manage registration and ensure our resource management systems and personnel structures are scalable for mobilization in the event of a draft lottery.

We have and continue to refine our outreach to the public to educate young men and their families on the registration requirements, mobilization process, and the Alternative Service Program for conscientious objectors. We will leverage clear and concise communications, informative data analytics and surveys to effectively communicate with our stakeholders.

We are proud to submit the Agency's Strategic Plan for 2022-2026.

A handwritten signature in black ink, appearing to read "Craig T. Brown", with a long horizontal flourish extending to the right.

Craig T. Brown  
Director (Acting)  
Selective Service System

# Agency Background

The Selective Service System is a small, independent Federal agency within the Executive Branch, operating under permanent authorization by the Military Selective Service Act (50 U.S.C. § 3801 et seq.). SSS is America's protection against DoD's need for both trained and untrained personnel in a national emergency. If needed, the Agency would implement a fair and equitable system of obtaining personnel to augment the all-volunteer military force and provide the first inductees to DoD within 193 days. SSS also would also administer an Alternative Service Program in lieu of military service for men classified as Conscientious Objectors.

The Military Selective Service Act requires virtually all men in the United States, and male citizens living abroad, to register with SSS within 30 days of their 18th birthday. The Agency manages a national database of registration records so that conscription can be reinstituted if necessary. Adequate readiness requires the maintenance of a system that is capable of immediate mobilization during a national emergency.

The Agency has approximately 120 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, the District of Columbia, New York City, Guam, the Northern Mariana Islands, Puerto Rico, and the Virgin Islands. Reserve Service Members ("RSMs") attached to SSS serve throughout the United States and its territories.

Over 9,000 citizen-volunteers serve on local and district appeals boards, making them the largest component of the Agency's organizational structure. These volunteers are responsible for making decisions on the classification status of men in their respective communities who seek deferments, exemptions, or postponements. The Director of SSS, on behalf of the President of the United States, appoints these uncompensated, patriotic men and women to local and district appeals boards. Since 1980, each Administration has maintained the Agency, knowing that it is the only proven way to expand the United States Armed Forces both rapidly, and in a fair and equitable manner, in a national emergency.



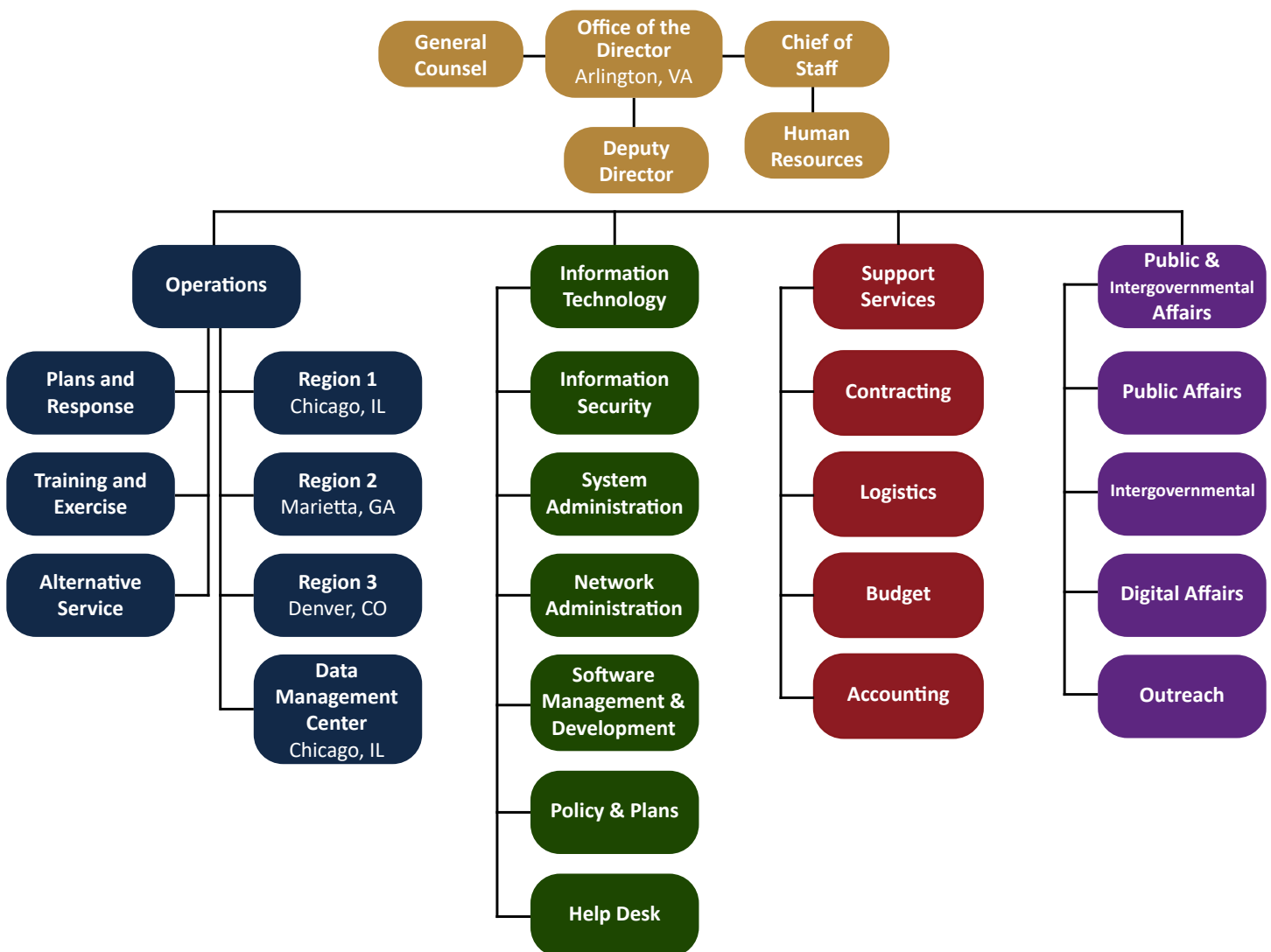
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**As the National Commission on Military, National and Public Service  
stated in its June 2020 report:**

*To meet military personnel needs in the face of future threats and to  
demonstrate America's resolve to international allies and  
adversaries, the Nation needs the Selective Service System to remain  
a viable national security institution.*

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### Selective Service System Task Organization





## **Selective Service System Vision**

To be 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 System 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.



# Executive Summary

The FY 2022-2026 Strategic Plan outlines our efforts to achieve Agency priorities, promote organizational change, and improve the customer experience for our internal and external customers. This plan provides stakeholders — the President, Congress, DoD, registrants, Alternative Service partners and the American people — with a holistic view of our goals and objectives over the next four years. It sets the conditions for success and advances the Agency's priorities. SSS has identified five goals and 18 key objectives that focus on increasing efficiencies of our current programs. In addition, these goals and objectives support the development and modernization of information technology, advancement of workforce development, initiation of reorganization efforts, and participation in DoD mobilization exercises.





## **Strategic Goal 1**

**Be prepared to provide personnel to the Department of Defense**

### **Objectives**

- 1.1 Increase registration compliance and improve data governance and data analytics
- 1.2 Improve selection, assignment, and delivery for induction functions
- 1.3 Maintain plans and exercise the Agency's response to a request for an immediate return to full operations

## **Strategic Goal 2**

**Develop and maintain a robust alternative service structure for conscientious objectors (COs)**

### **Objectives**

- 2.1 Improve the ability to execute an Alternative Service program
- 2.2 Maintain plans and exercise the Agency's response to a request for an immediate return to full operations

## **Strategic Goal 3**

**Promote economy, efficiency, and effectiveness in agency programs, processes, and operations**

### **Objectives**

- 3.1 Provide courteous, timely and accurate customer service to internal and external customers and measure success through customer feedback surveys
- 3.2 Provide collaborative, efficient, and effective resource management
- 3.3 Manage and promote programs that advance Agency goals and objectives through effective public/intergovernmental communication, advertising, and outreach



- 3.4 Ensure resource management systems and personnel structures are scalable for mobilization
- 3.5 Collect and share insights and experiences, institutional knowledge, and innovative ideas across the organization
- 3.6 Modernize and clearly document Agency policies

### **Strategic Goal 4**

**Optimize IT systems to ensure they are scalable, secure, modernized and remain operationally ready**

#### **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 Optimize effectiveness and efficiency of Agency technology services
- 4.3 Monitor, reduce, and respond to Agency information systems and sensitive data risks

### **Strategic Goal 5**

**Invest in and maintain a high-performance culture**

#### **Objectives**

- 5.1 Increase employee engagement, improve the work environment, and recruit, train, and hire high-performing employees
- 5.2 Provide effective and collaborative human-resource management and training resources
- 5.3 Conduct diversity training to create an environment of inclusion and value
- 5.4 Develop policies and initiatives to support the diverse and evolving requirements with a variety of Quality-of-Life services

# Strategic Goals & Objectives

## Goal 1: Be prepared to provide personnel to the Department of Defense

The objectives in Goal #1 will ensure SSS is prepared to serve as the sole provider of conscripted personnel to DoD during a time of national emergency.

### Objective 1.1

*Increase registration compliance and improve data integrity and data analytics*

Registration remains the key part of our mission. The objective captures the importance of outreach to young men and their key influencers to amplify the requirement to register. It also ensures that data is accurate and managed safely as we continue efforts to increase the overall registration rate. Higher registration-compliance rates better enable the Agency to be prepared to conduct a fair and equitable draft. The Agency performs multiple registration-awareness activities, both to identify non-registrants and to remind them of their obligation to register. Part of this outreach involves notifying young men that registration is necessary to remain eligible for state student financial aid, job training, government employment, and U.S. citizenship.

The Agency will expand the aperture for outreach efforts and enhance existing registration programs. Additionally, SSS will verify the integrity of data from these sources to ensure that those required to register have multiple opportunities to register. This objective is linked to Objective 3.3, to manage and promote Agency programs through effective public/intergovernmental communications and outreach, and Objective 3.4, to ensure that resource-management systems and personnel structure are scalable for mobilization.

Measure of Effectiveness (MOE)<sup>1</sup> = Increase the 18-year-old registration rate from 60% to 70% by the end of FY 2025

Measure of Performance (MOP)<sup>2</sup> = Improve use of registration data for trend analysis

MOP = Creation of registration data/management dashboard in FY 2023

MOP = Complete data collection and cleanliness project by the end of FY 2022

MOP = Maintain 95% data accuracy annually

MOP = Evaluate digital-advertising targeted regions to ensure that low-compliance registration areas are still germane

MOP = Conduct quarterly data analysis to ensure digital algorithms are increasing website traffic

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<sup>1</sup> 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.

<sup>2</sup> Measure of Performance (MOP) are criteria expressed in distinctly quantifiable features related to the achievement of a particular Measure of Effectiveness.



## Objective 1.2

### *Improve selection, assignment, and delivery for induction functions*

The Agency is required to manage a conscription program to deliver personnel to DoD, if authorized by Congress and the President. To accomplish this end, SSS will 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 evaluated, a registrant can file a claim for deferment, exemption, or postponement.

If conscription is required, SSS will expand its footprint, hire additional personnel, and procure resources to conduct a draft lottery, issue orders for induction, and reclassify inductees. Critical to success are our relationships and agreements with key partners, including a network of military reservists and local and district appeal-board volunteers.

SSS maintains operational plans and trained personnel to achieve our mission. The Agency ensures that memoranda of understanding (“MOUs”) with other federal and state agencies, as well as relevant public/private entities, are maintained, reviewed, and updated.

MOP = Modernize all operational plans by the end of FY 2024.

MOP = Synchronize the delivery system with US Military Entrance Processing Command (USMEPCOM) by the end of FY 2024

MOP = Updated Mobilization-related training program by the end of FY 2025

## Objective 1.3

### *Maintain plans and exercise the Agency’s response to a request for an immediate return to full operations*

The Agency already conducts in-house tabletop exercises on certain system components to identify gaps and areas for improvement. As the Agency matures, we will grow the exercise program to encompass the entire system, as well as the major system interfaces, such as with DoD.

MOE = Develop plan to exercise operational plans, systems, and processes to demonstrate capability of immediate operations, with lessons learned incorporated and plans validated in FY 2023

MOE = Participate in Congressionally mandated DoD National Mobilization Exercise

MOP = Develop a five-year agency exercise plan to synchronize with the DoD exercises in FY 2023

## **Goal 2: Develop and maintain a robust alternative service structure for conscientious objectors (COs)**

SSS is required to provide national service-related employment for those who conscientiously object to serving in the military. The Alternative Service Program supports this by identifying potential employers, and ensuring placement, monitoring, reassignment, and reclassification once work is complete. DoD manages inductees who are mentally and physically fit to serve and do not request further reclassification.

### **Objective 2.1**

*Improve the ability to execute an Alternative Service program*

All men classified as COs are required to serve in a non-military capacity for two years if conscripted. The Agency provides this employment-service function, which supports COs, industry, the nation, and SSS, through the Alternative Service Program.

The Alternative Service Program also relies heavily on peacetime agreements with federal, state, and corporate entities. These MOUs establish relationships if conscription is reinstituted. The Agency will achieve success through deliberate planning, coordination, and annual review of MOUs.

MOP = Modernize all operational plans by end of FY 2024

MOP = Update the alternative service training program by the end of FY 2025

MOE = Increase the Alternative Service Employer Network by 5 each year

MOP = Complete and formalize discussions with Office of Personnel Management (“OPM”) on Alternative Service Employer Network long-term plans

### **Objective 2.2**

*Maintain plans and exercise the Agency’s response to a request for an immediate return to full operations*

MOE = Develop plan to exercise operational plans, systems, and processes to demonstrate capability of immediate operations, with lessons learned incorporated and plans validated in FY 2023

MOE = Participate in Congressionally mandated DoD National Mobilization Exercise

MOP = Develop a five-year agency exercise plan to synchronize with the DoD exercises in FY 2023



### **Goal 3: Promote economy, efficiency, and effectiveness in agency programs, processes, and operations**

SSS is committed to integrating its human-capital management, financial, operational, information technology, and logistical processes to ensure a quality customer experience for all.

#### **Objective 3.1**

*Provide courteous, timely and accurate customer service to internal and external customers and measure the success through customer feedback surveys*

The Agency strives to provide consistent, reliable, and reputable service 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 have public partners that are invested in our programs. Our Call Center is committed to continuing its high standard of service, and to maintaining the trust and confidence of its customers. We will improve our current standards as we transition to a more digitally robust environment.

MOE = Provide initial response to customer inquiries received at the Agency's Data Management Center within one business day

MOE = Extend Call Center services to include online live Virtual Assistant support to the public by the end of FY 2023

MOE = Provide initial response to all public and intergovernmental-affairs inquiries within one day

MOE = Build and maintain a visible tracking mechanism for all inquiries/requests managed by the functional area of requests by the end of FY 2023

MOE = Provide initial response and assign IT trouble tickets within one hour (duty hours)

MOE = Close IT trouble tickets within three business days

MOE = Maintain a 99.9% uptime for system and network services

MOE = Decrease network downtime each year

MOE = Develop a process to clearly gather and address to internal and external customer requirements by the end of FY 2023

MOE = Develop an accessible and usable dashboard to display Agency customer-service metrics by the end of FY 2023

MOE = Establish a baseline and improve the customer-employee experience by 10% each year through directorate surveys

MOE = Meet 100% on-time submission rate for all reports and responses (i.e. Congress, the Office of Management and Budget, the Department of the Treasury)

MOP = Collect yearly customer-feedback surveys from SSS registrants through external platforms, including digital and mobile services

MOP = Improve registrants' online experience by assessing the user-experience design (UX) on the registration platform through focus groups and/or market research

### Objective 3.2

*Provide collaborative, efficient and effective resource management*

SSS maintains a mature financial-management system containing deliberate processes for planning, programming, budgeting, and executing the Agency's mission. This system of systems ensures that the Agency effectively manages fiscal responsibilities and maintains effective internal controls.

All financial requirements are aligned with the Agency's strategic goals. The Agency is in the midst of integrating and unifying financial-planning systems across directorates and functional areas, and refining tools to depict more accurately the financial health of the Agency. In addition, we will implement an improved inventory-control system to better track the lifecycle of our assets.

MOE = Maintain a Prior Year Funds Lapse Rate  $\leq 0.5\%$  of Annual Appropriation

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

MOE = Ensure 90% of Vendors Submit Invoices via the Invoice Processing Platform (IPP)

MOE = Reduce the number and Dollar Value of Upward Adjustments to Prior Year Contracts  $\leq 0.25\%$

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

MOE = Achieve Full Operating Capability (FOC) for the Budget Formulation Tool by the end of FY 2024

MOE = Accurately budget for Lifecycle Replacement Plan goal of 33% refresh rate by end of FY 2024

MOP = Update and publish Lifecycle Replacement Plan by the end of FY 2022

### Objective 3.3

*Manage and promote programs that advance the Agency through effective public/intergovernmental communications, advertising, and outreach*

The public and intergovernmental-affairs outreach programs are critical for improving registration and increasing the general awareness of the Agency's mission. Because nearly



50 years have passed since the last draft, it is challenging for SSS to put the requirement to register in the forefront of a young man's mind as his registration age approaches. The Agency will update its outreach methodologies by incorporating new technologies and innovative messages through various social-media platforms and digital advertising strategies to retain relevancy in the 21st century.

MOE = Increase overall social media impressions by 10% each year beginning in FY 2023

MOP = Update Strategic Communication Plan by end of FY 2023

MOP = Reduce most of the printed outreach materials by end of FY 2024

MOE = Increase Digital Affairs KPI percentage each year by 5% to include video views

MOE = Increase Digital Media following annually by 3% on all major social-media platforms

MOE = Increase annual referred Website traffic from social-media sites to the SSS public-facing webpage

MOE = Conduct quarterly data analysis to ensure that social-media algorithms are efficient and resourceful

MOE = Increase yearly outreach "in-person" presence by 15% to establish a baseline of SSS influencers

MOE= Develop new outreach materials for influencers on an annual basis.

MOE= Conduct quarterly data analysis of QR code traffic, based on all SSS advertising that is established with a UTM tracker by the end of FY 2023

#### **Objective 3.4**

*Ensure resource-management systems and personnel structures are scalable for mobilization*

SSS has the capability to scale all enabling functions (Logistics, Human Resources, IT, etc.) rapidly in the event of a national emergency.

MOE = Successfully exercise operational plans, systems, and processes over next five years, with lessons learned incorporated and plans validated

MOP = Complete workload study by the end of 2023

MOP = Update directorate scaling plans updated by end of FY 2024

MOE = Complete mission analysis by the end of FY 2022

MOP = Update the organizational structure to best facilitate any required transition to immediate operations by the end of FY 2024

### Objective 3.5

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

SSS will enhance employee effectiveness by increasing the ease of locating critical knowledge through practices known collectively as knowledge management. SSS will leverage technology to improve the delivery of needed information to help employees manage their information flow by means of a knowledge-management system.

MOE = Implement robust knowledge-management program and processes by the end of FY 2023

MOE = Conduct After Action Reports (AARs) on major Agency events, particularly those that create a Critical Information Report (CIR), to establish best practices for the future

MOP = Complete migration of SharePoint 2016 to SharePoint 365 by the end of FY 2022

### Objective 3.6

*Modernize and clearly document Agency policies*

The Agency continues efforts to ensure compliance with recently published Executive Orders (“EOs”), policies, and laws, and will initiate a comprehensive review and update of our authoritative library of Agency policies and procedures. The update of Agency policies and procedures will make it easier for employees to navigate and understand their duties, responsibilities, and rights.

MOE = Review 100% of the authoritative library and develop a plan of action to update it by the end of FY 2023

MOE = Complete an authoritative library update by the end of FY 2024

## **Goal 4: Optimize IT systems to ensure they are scalable, secure, modernized and remain operationally ready**

SSS will continue information-technology modernization and lifecycle management to ensure that the infrastructure 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 invest in IT to sustain day-to-day operational excellence, as well as to prepare for the execution of our mobilization mission and to address evolving needs. We will execute our IT modernization plan to mature our enterprise architecture, IT governance, and IT business processes to provide enterprise solutions and align IT decision-making with mission outcome. We will deliver tools designed to increase collaboration and will reshape our applications. These benefits enhance knowledge sharing and data integrity while reducing paper-file storage requirements. These efforts will synthesize information and data to support faster decisions and to improve operational efficiency.

The Agency's Cloud Smart strategy will develop a next-generation solutions architecture to support micro services and DevSecOps will leverage methodologies in the cloud. The maturity of AppDev is the foundation of change management and cyber security best practices supporting Zero Trust architecture.

MOE = Continue to mature documentation and procedural policies for IT modernization by the end of FY 2022

MOE = Complete migration of on-premises applications to Fedramp Cloud by the end of the 2nd quarter FY 2023

MOE = Complete transition of the Agency's registration database to a FedRAMP Certified Cloud by the end of FY2023

MOE = Complete all Technology Modernization Fund initiatives by the end of FY 2025

#### **Objective 4.2**

*Optimize effectiveness and efficiency of Agency technology services*

SSS will continue IT modernization efforts to ensure that end-to-end IT services are provided in a cost-effective, transparent, and efficient manner. We will improve our ability to develop business applications and provide a stable, secure IT environment for all users while adopting Information Technology Infrastructure Library best practices.

MOE = Reach Full Operational Capability for the Integrated Mobilization Information System (IMIS) by the end of FY 2022

MOE = Accredited IMIS by the end of FY 2023

MOP = Complete requirements documentation of claims and alternative-service processes by the end of FY 2023

#### **Objective 4.3**

*Monitor, reduce, and respond to Agency information systems and sensitive data risks*

A core mission of IT is to protect SSS networks, systems, functions, and data from both internal and external cyberattacks. We will continuously mature techniques to enable a strong cybersecurity posture in full compliance with Department of Homeland Security (DHS), Office of Management and Budget (OMB), and the Federal Information Security Modernization Act (FISMA) and reduce risk to Agency information systems and data by rigorously adhering to federal standards for cybersecurity; remaining on the leading edge of all technologies for security in the FedRAMP cloud; and monitoring all attack surfaces to allow only authenticated multifactor access to our domain.

MOE = Complete annual independent FISMA audit each year with zero major findings

MOE = Take appropriate action in less than one hour after detection of a cyber threat

MOE = Reduce known vulnerabilities by 10% each year

MOP = Full compliance with all Binding Operational Directives and DHS/OMB IT requirements (such as OMB Memo M-22-09) by the end of FY 2023

In addition, the Agency will create a high-performing workforce through an IT Workforce Certification Program, which will create baseline capabilities that meet the current and future needs of SSS. 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 = Complete and document IT certification and training tied to DHS National Initiative for Cybersecurity standards for all required IT employees by the end of FY 2023

MOE = Update baseline training/certification for each 2210 IT specialty by the end of FY 2023

## **Goal 5: Invest in and maintain a high-performance culture**

SSS depends upon the talents and skills of its employees to accomplish its mission. SSS prides itself on having a highly skilled and engaged workforce, drawn from all segments of American society, that embodies the principles of diversity, inclusion, and workplace excellence.

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 high-performing employees*

SSS will continue creating conditions that enable its employees to succeed. These include clear guidance regarding workforce expectations; knowledgeable and engaged leadership; and established programs to ensure that exceptional work is recognized and rewarded.

MOE = Update all position descriptions by the end of FY 2023

MOE = Establish training/certification requirements for 100% of qualified SSS positions by the end of FY 2024

MOE = Personnel achieve full certification (as defined for their position)  $\geq 90\%$  by the end of FY 2025

MOE = Complete eOPF audit by the end of Q1FY24

## Objective 5.2

*Provide effective and collaborative human resource management and training resources*

Maximizing the effectiveness of the workforce means that SSS requires qualified and competent employees in all components of the Agency. Our HR staff and improved Human Capital Management Plan will clearly align human-capital policies, programs, and practices with the Agency's strategic plan

MOE = Update the Human Capital Management Plan to include workforce and succession planning by the end of FY 2023

MOE = Ensure Agency time to hire is within established OPM standards annually

MOE = Improve non-retirement employee retention rate 5% annually

MOE = Leverage incident management to assess time to resolution and develop a standard set of Key Performance Indicators for employee support by the end of FY 2023

## Objective 5.3

*Conduct diversity training to create an environment of inclusion and value*

SSS is committed to equal employment opportunity ("EEO") in the workplace, and thus to compliance with EEO statutes and Equal Employment Opportunity Commission ("EEOC") regulations and guidance. We will continue to provide focused training to employees on such topics 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 = Sponsor, or provide access to, at least 3 EEO/diversity training events annually

MOE = Ensure agency employee diversity closely mirrors that of the federal workforce



MOE = Conduct yearly team building exercises to improve the work environment and create trust and inclusion within the Agency

MOP = Expand beyond use of USAJobs and maximize reach of job announcements

#### **Objective 5.4**

*Develop policies and initiatives to support the diverse and evolving needs of SSS employees with a variety of quality-of-life services*

SSS is a federal leader in improving work-life programs as measured by the Federal Employee Viewpoint Survey. The result is personnel that are increasingly empowered to own their duties and are accountable for the results. Employee empowerment results in an attractive agency and a competitive advantage for people seeking a place to perform meaningful, important work.

MOE = Achieve a Top Five rating in the Partnership for Public Service best Places to Work small-agency government category by the end of FY 2025

MOP = Continue to solicit active employee involvement in the decision-making process for QoL services

MOE = Improve employee satisfaction score 3% annually, as measured by OPM's Federal Employee Viewpoint Survey

# 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 2022. Every SSS employee was involved in the authorship of this Plan. 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 available to Agency stakeholders and the public through our website.







# **SELECTIVE SERVICE SYSTEM**

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