



SELECTIVE SERVICE SYSTEM  
**CONGRESSIONAL**  
**BUDGET JUSTIFICATION**  
**FY 2024**



## **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.*

## **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.*

**Selective Service System**  
**FY 2024 Congressional Budget Justification**

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## EXECUTIVE SUMMARY

The Selective Service System (SSS) Fiscal Year (FY) 2024 Congressional Budget Justification of \$31,300,000 is enclosed. This fiscally responsible budget reflects a \$400,000 decrease from the FY 2023 appropriation of \$31,700,000 and is a \$2,100,000 increase from the FY 2022 appropriation of \$29,200,000.

Under federal statute (50 U.S.C. § 3801 *et seq.*), SSS is the independent agency of the Federal Government responsible for preserving America's ability to conduct a fair and equitable military draft to meet U.S. Armed Services personnel needs in the face of future threats and to demonstrate America's resolve to international allies and adversaries. The Selective Service System exists as a viable U.S. national security institution.

SSS registers young men when they reach age 18 and maintains an active database of over 92 million registrant records to date. The Agency stands poised to deliver personnel to the Department of Defense (DoD) when directed by Congress and the President. In the event of a national emergency and call for conscription, the Agency would mobilize, conduct the lottery process, issue induction notices, and transport draftees to U.S. Military Entrance Processing Stations. The law also requires the Agency to manage a program for conscientious objectors (COs) in lieu of military service that contributes to the maintenance of the national health, safety, and interest of the United States.

While SSS continues to strengthen its national security partnership with the U.S. Armed Forces, the Agency pursues strong outreach initiatives and social media presence to inform men and their influencers of the importance of registration to achieve the most fair and equitable draft. Registration intrinsically provides young men with the opportunity to fulfill their civic duty and to serve their country, if called.

The Agency's strategy to modernize information technology (IT) and cyber services to 21st century standards enables it to complete its mission from anywhere and anytime through state-of-the-art, secure, agile, and redundant IT solutions. The core IT mission, to continually improve Agency business processes through best-in-class IT service and customer support, is evolving to the next generation of cost-efficient and secure cloud smart solutions, while delivering robust security, higher bandwidth, and sustained services in support of more accurate registration processing.

In FY 2024, for an investment of \$31,300,000 million dollars, SSS will support the Administration's goals, as well as those of its Agency Strategic Plan by:

- Increasing the investment in key SSS programs to offset the removal of registration from the Free Application for Federal Student Aid (FAFSA),
- Executing registration improvement programs to boost registration rates,

- Expanding advertising efforts about the importance of registration, and the benefits that come with it,
- Emphasizing and focusing on diversity, equity, inclusion, and accessibility (DEIA); preventing discrimination; evidence-based, decision-making; major cyber initiatives such as Zero Trust Architecture; and other Administration priorities,
- Prioritizing IT modernization and cybersecurity,
- Strengthening and investing in employees to support the mission and the Administration's priorities,
- Strengthening the SSS talent pipeline through intern hires,
- Sustaining telework tools,
- Augmenting employee morale and well-being programs,
- Implementing accountability and metrics for return on investment, and
- Improving business processes to achieve a positive and strong customer experience.

It is important to note that this budget proposal does not envision nor include requests for funding for any new mission requirements that may come from any other legislation now under consideration.

### **Strategic Plan: Goals and Objectives**

In 2022, the Selective Service System updated its Strategic Plan in accordance with Office of Management and Budget (OMB) Circular A-11. The Agency is extremely proud of the Strategic Plan, the efforts that went into updating the Plan, and is excited about the future. This submission is fully aligned with the Plan and continues the Agency's effort to fully modernize its operations.

#### **Goal 1: Be prepared to provide personnel to the Department of Defense. (\$16,183K)**

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

**Goal 2: Develop and maintain a robust alternative service structure for conscientious objectors. (\$186K)**

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

**Goal 3: Promote economy, efficiency, and effectiveness in Agency programs, processes, and operations. (\$9,283K)**

- Provide courteous, timely, and accurate customer service to internal and external customers and measure success through customer feedback surveys.
- Provide collaborative, efficient, and effective resource management.
- Manage and promote programs that advance Agency goals and objectives through effective public/intergovernmental communication, advertising, and outreach.
- Ensure resource management systems and personnel structures are scalable for mobilization.
- Collect and share insights and experiences, institutional knowledge, and innovative ideas across the organization.
- Modernize and clearly document Agency policies.

**Goal 4: Optimize IT systems to ensure they are scalable, secure, modernized and remain operationally ready. (\$4,939K)**

- Update and modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization.
- Optimize effectiveness and efficiency of Agency technology services.
- Monitor, reduce, and respond to Agency information systems and sensitive data risks.

**Goal 5: Invest in and maintain a high-performance culture. (\$709K)**

- Increase employee engagement, improve the work environment, and recruit, train, and hire high-performing employees.
- Provide effective and collaborative human resource management and training resources.

- Conduct diversity training to create an environment of inclusion and value.
- Develop policies and initiatives to support the diverse and evolving requirements with a variety of quality-of-life services.

**Performance Highlights**

The FY 2024 Performance Budget of \$31,300,000 reflects a \$400,000 decrease from the FY 2023 budget.

**(\$000)**

<b>Summary</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Estimate</b>	<b>FY 2024 Estimate</b>
<b>Goal 1</b>	\$15,309	\$16,394	\$16,183
<b>Goal 2</b>	\$172	\$184	\$186
<b>Goal 3</b>	\$8,779	\$9,401	\$9,283
<b>Goal 4</b>	\$4,671	\$5,002	\$4,939
<b>Goal 5</b>	\$671	\$718	\$709
<b>Total Budget Authority</b>	\$29,602	\$31,700	\$31,300

This FY 2024 budget estimate accurately reflects Selective Service System’s absolute minimum funding requirement to achieve the goals and objectives laid out in the President’s Management Agenda and in the Agency’s Strategic Plan.

## STRATEGIC GOALS AND OBJECTIVES

**GOAL 1: Be prepared to provide personnel to the Department of Defense (\$16,183K)**

### Goal 1 – Implementation

In accordance with DoD's long-standing operational readiness requirement for Agency activation, together with OMB guidance, SSS will remain prepared to provide manpower to DoD. This requires that SSS performs adequate planning to ensure that any future delivery of manpower would be timely and fair. If activated by Congress and the President, SSS will hold a national draft lottery, contact those registrants who have been selected via the lottery process, and arrange for their transportation to a Military Entrance Processing Station (MEPS).

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 reinstated if necessary. Adequate readiness requires the maintenance of a system that is capable of immediate mobilization during a national emergency.

The Free Application for Federal Student Aid has been a major supply of registration information since the 1980s. With the passage of the FAFSA Simplification Act in 2020, however, young men no longer need to prove they are registered with SSS to receive federal student aid, removing this significant source of registrants.

### Goal 1 – Means

- Expand the aperture for outreach efforts and enhance existing registration programs.
- Verify the integrity of data from registration sources to ensure that those required to register have multiple opportunities to register.
- Maintain operational plans and trained personnel.
- Ensure readiness memoranda of understanding (MOUs) with other federal and state agencies, as well as relevant public/private entities, are maintained, reviewed, and updated. Conduct in-house tabletop exercises on system components to identify gaps and areas for improvement.
- Grow the exercise program to encompass the entire system, as well as major system interfaces, such as with DoD.



## **Goal 1 – Budget Overview**

The FY 2024 budget of \$16.2 million and 63 FTE supports preparations to provide trained and untrained manpower to DoD.

### **OBJECTIVE 1.1: Increase registration compliance and improve data governance and data analytics.**

#### **Objective 1.1 Measures**

- Increase the 18-year-old registration rate from 60 percent to 70 percent by the end of FY 2025.
- Improve the use of registration data for trend analysis.
- Maintain a registration data/management dashboard.
- Continue data collection and cleanliness.
- Maintain 95 percent data accuracy annually.
- Evaluate digital advertising to low-compliance registration areas.
- Conduct quarterly data analysis to ensure digital algorithms are increasing Agency website traffic.

### **OBJECTIVE 1.2: Improve selection, assignment, and delivery for induction functions.**

#### **Objective 1.2 Measures**

- Modernize all operational plans by the end of FY 2024.
- Synchronize the delivery system with US Military Entrance Processing Command (USMEPCOM) by the end of FY 2024.
- Update the 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.**

#### **Objective 1.3 Measures**

- Exercise operational plans, systems, and processes to test the capability of immediate operations, incorporating lessons learned and plans validated in FY 2023.

- Participate in the Congressionally mandated DoD National Mobilization Exercise.
- Review and update the Agency exercise plan to synchronize with DoD exercises.

**GOAL 2: Develop and maintain a robust alternative service structure for conscientious objectors. (\$186K)**

**Goal 2 – Implementation**

SSS is required by law to provide national service-related employment for those who conscientiously object to serving in the military. The Alternative Service Program (ASP) supports this requirement by identifying potential employers, and by 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.

There are two key components to the ASP. The first is outreach to ensure public awareness is maintained. SSS has developed and maintains the policies, procedures, and model provisional MOUs to support and engage appropriate potential employers to which Alternative Service Workers (ASWs) may be assigned during a national emergency. A key benefit of these efforts is an emerging database of employment opportunities for COs.

The second component is planning for the SSS structure that will be required to operate the ASP upon a return to conscription. Just as it does with its plan to deliver personnel to DoD, the Agency periodically assesses and enhances the policies and procedures of the ASP, as well as the mechanism used to employ and monitor COs during their 24-month term of alternative service. This ongoing assessment is accomplished through consultation with the CO community, program evaluations and assessments, management reviews, outside audits, and federal, state, and non-profit stakeholder input.

**Goal 2 – Means**

- Revise agreements with key agencies, such as the General Services Administration (GSA), DoD, and the Office of Personnel Management (OPM).
- Continue to establish, maintain, and expand MOUs with federal and state agencies and non-government organizations.

- Continue the end-to-end assessment of key components of ASP activation capability through the exercise of plans at the national and regional levels.

## ***Goal 2 – Budget Overview***

The FY 2024 budget of \$186 thousand and 1 FTE supports ASP outreach and the maintenance of plans to create the support structure for ASP.

### **OBJECTIVE 2.1: Improve the ability to execute an Alternative Service Program.**

#### **Objective 2.1 Measures**

- Modernize all operational plans by the end of FY 2024.
- Update the alternative service training program by the end of FY 2025.
- Increase the Alternative Service Employer Network (ASEN) by 5 employers each year.
- Complete and formalize discussions with OPM on ASEN long-term plans.

### **OBJECTIVE 2.2: Maintain plans and exercise the Agency’s response to a request for an immediate return to full operations.**

#### **Objective 2.2 Measures**

- Exercise operational plans, systems, and processes to test capability of immediate operations, incorporating lessons learned and plans validated in FY 2023.
- Participate in the Congressionally mandated DoD National Mobilization Exercise.
- Review and update the Agency exercise plan to synchronize with DoD exercises.

**GOAL 3: Promote economy, efficiency, and effectiveness in Agency programs, processes, and operations. (\$9,283K)**

**Goal 3 – Implementation**

SSS continues to align and integrate operational, human capital management, financial, IT, and logistical processes to maximize efficiency and effectiveness. Supporting the Strategic Plan, the Agency will invest in an electronic correspondence and task management system. In addition to this, maintaining an accurate registration database supports the accurate and timely processing of public transactions and provides assistance to those applying for benefits associated with registration compliance, which includes government employment, job training, and U.S. citizenship for immigrants.

The Agency's financial management team continues to focus on achieving an "unqualified" audit opinion under the auspices of the Accountability of Tax Dollars Act, 31 U.S.C. § 3515. The Agency will enforce existing internal financial controls and use self-assessments, as well as annual financial audits, to establish new internal controls where necessary.

SSS will continue to explore opportunities to create efficiencies and leverage shared services, such as the pay.gov program of the U.S. Department of the Treasury. These improvements will continue to advance the integration of budget, accounting, contracts, and logistics in support of the specific goals and objectives provided in the Agency's Strategic Plan.

External audits and SSS self-assessments of IT operations provide annual examinations of the Agency's compliance with applicable laws, executive orders, statutes, and regulations. The Agency is committed to achieving superior results on the annual financial audit and the Federal Information Security Management Act (FISMA) audit each year.

SSS also continues to modernize its branded content and strategic communications plan to disseminate clear and concise information to the public. The Agency will enhance relationships with legislative bodies and other federal agencies, as well as organizations serving individuals ages 18 to 25, who must register with the SSS. The Agency plans to improve registration messaging further through digital media platforms and out-of-home advertising, based on an integrated marketing program that targets a range of audiences, to ensure that the Agency increases awareness and reinforces its call to action.

### **Goal 3 – Means**

- Improve current standards as the Agency transitions to a more digitally robust environment.
- Refine tools to depict more accurately the financial health of the Agency.
- Implement an improved inventory-control system to better track the lifecycle of Agency assets.
- Update outreach methodologies by incorporating new technologies and innovative messages through various social media platforms and digital advertising strategies.
- Assess the Agency's ability to scale all enabling functions (e.g., logistics, human resources, IT, etc.).
- Enhance employee effectiveness by increasing the ease of locating critical knowledge.
- Update and modernize Agency policies and procedures.

### **Goal 3 – Budget Overview**

The FY 2024 budget of \$9.3 million and 36 FTE supports exceptional customer service, human resources, procurement, financial management, IT, and public awareness.

**OBJECTIVE 3.1: Provide courteous, timely, and accurate customer service to internal and external customers and measure success through customer feedback surveys.**

#### **Objective 3.1 Measures**

- Provide initial response to customer inquiries received at the Agency's Data Management Center within one business day.
- Maintain call center services using online live virtual assistant support to the public.
- Provide an initial response to all public and intergovernmental-affairs inquiries within one business day.
- Maintain a comprehensive tracking mechanism for all inquiries/requests managed by the functional area of request.
- Provide an initial response and assign IT trouble tickets within one hour (during business hours).
- Close IT trouble tickets within three business days.

**OBJECTIVE 3.2: Provide collaborative, efficient, and effective resource management.**

**Objective 3.2 Measures**

- Maintain a prior-year funds lapse rate less than or equal to 0.5 percent of the Agency's annual appropriation.
- Maintain a full-time equivalent (FTE) count  $\pm$  2 percent of the annual target.
- Ensure 90 percent of vendors submit invoices via the Invoice Processing Platform.
- Reduce the number and dollar value of upward adjustments to prior-year contracts to 0.25 percent or less.
- Conduct an annual wall-to-wall inventory of Agency assets with 98 percent accuracy, as to material, location, and quantity.
- Achieve full operational capability for the budget formulation tool by the end of FY 2024.

**OBJECTIVE 3.3: Manage and promote programs that advance Agency goals and objectives through effective public/intergovernmental communication, advertising, and outreach.**

**Objective 3.3 Measures**

- Increase overall social media impressions by 10 percent each year, beginning in FY 2023.
- Review and update the Agency Strategic Communication Plan.
- Reduce the majority of printed outreach materials by the end of FY 2024.
- Increase the Agency's digital media following by 3 percent annually on all major social media platforms.
- Increase annual referred website traffic from social media sites to the SSS public-facing website.
- Conduct quarterly data analysis to ensure that social media algorithms are efficient and effective.
- Increase yearly in-person outreach by 15 percent to increase the number of SSS influencers.
- Develop new outreach materials for influencers on an annual basis.

- Conduct quarterly data analysis of quick response (QR) code traffic, based on all SSS advertising that incorporates an Urchin Traffic Monitor tracker.

**OBJECTIVE 3.4: Ensure resource management systems and personnel structures are scalable for mobilization.**

**Objective 3.4 Measures**

- Successfully exercise operational plans, systems, and processes, incorporating lessons learned and plans validated.
- Incorporate input from the operational workload study.
- Update directorate scaling plans by the end of FY 2024.
- Re-evaluate and update input from the mission analysis.
- Update the organizational structure to best facilitate any required transition to immediate, full operations by the end of FY 2024.

**OBJECTIVE 3.5: Collect and share insights and experiences, institutional knowledge, and innovative ideas across the organization.**

**Objective 3.5 Measures**

- Maintain a knowledge management program and processes.
- Conduct After Action Reports on major Agency events, particularly those that create a Critical Information Report, to establish best practices for the future.
- Maintain and enhance SharePoint functions.

**OBJECTIVE 3.6: Modernize and clearly document Agency policies.**

**Objective 3.6 Measures**

- Complete an update of the Agency's authoritative library of policies and procedures by the end of FY 2024.

**GOAL 4: Optimize IT systems to ensure they are scalable, secure, modernized and remain operationally ready. (\$4,939K)**

**Goal 4 – Implementation**

SSS will continue to invest in IT to sustain day-to-day operational excellence, as well as to prepare for the execution of its mobilization mission and to address evolving needs. It will execute its IT modernization plan to mature Agency enterprise architecture, IT governance, and IT business processes to provide enterprise solutions and to align IT decision-making with mission outcomes. SSS will deliver tools that are designed to increase collaboration and will reshape its applications. These benefits enhance knowledge sharing and data integrity while reducing paper-file storage requirements. These efforts will also support faster decision-making and improved operational efficiency.

It is critical to protect SSS networks, systems, functions, and data from both internal and external cyberattacks. The Agency will continuously mature techniques to enable a strong cybersecurity posture, in full compliance with Department of Homeland Security (DHS), OMB, and FISMA. It will also 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 Federal Risk and Authorization Management Program (FedRAMP) Cloud; and monitoring all attack surfaces to allow only authenticated multifactor access to its domain.

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

**Goal 4 – Means**

- Develop a next-generation solutions architecture to support microservices and development, security, and operations (DevSecOps).
- Develop measures to validate the SSS Enterprise Architecture; ensure continuous monitoring, enterprise risk management, and mitigation of risk to databases containing personally identifiable information through improved cybersecurity and continued use of the Continuous Diagnostics and Mitigation program.



- Ensure that end-to-end IT services are provided in a cost-effective, transparent, and efficient manner.
- Ensure accuracy in data management requirements and database integration.
- Improve the Agency's ability to develop business applications and provide a stable and secure IT environment.
- Adopt Information Technology Infrastructure Library best practices.

#### ***Goal 4 – Budget Overview***

The FY 2024 budget of \$4.9 million and 19 FTE supports the modernization and continued operations of SSS systems.

**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.**

#### **Objective 4.1 Measures**

- Review and update documentation and procedural policies for IT modernization.
- Maintain on-premises applications migrated to FedRAMP Cloud.
- Manage and secure the Agency's registration database in the FedRAMP Certified Cloud.

**OBJECTIVE 4.2: Optimize effectiveness and efficiency of Agency technology services.**

#### **Objective 4.2 Measures**

- Maintain full operational capability for the Integrated Mobilization Information System (IMIS).
- Ensure accreditation of IMIS annually.
- Ensure claims and alternative service process requirements are clearly documented prior to application development.

**OBJECTIVE 4.3: Monitor, reduce, and respond to Agency information systems and sensitive data risks.**

### **Objective 4.3 Measures**

- Complete the annual independent FISMA audit each year with zero major findings.
- Take appropriate action in less than one hour after detection of a cyber threat.
- Reduce known vulnerabilities by 10 percent each year.
- Ensure full compliance with all binding operational directives and DHS/OMB IT requirements.
- Review and ensure IT certification and training is tied to DHS National Initiative for Cybersecurity Standards for all required IT employees.
- Sustain the baseline training/certification for each OPM job series 2210 IT specialist.

### **GOAL 5: Invest in and maintain a high-performance culture. (\$709K)**

#### **Goal 5 – Implementation**

SSS depends upon the talents and skills of its employees to accomplish its mission. The Agency prides itself in having a highly skilled and engaged workforce, drawn from all segments of American society, which embraces the principles of diversity, equity, inclusion, and accessibility, and workplace excellence.

This goal focuses on empowering the workforce to carry out the Agency’s mission through continuous improvement and innovation to maximize value, achieve operational excellence, and deliver quality results.

A continued focus on improving policies, procedures, and standards is necessary to further align the Agency’s operations with the President’s Management Agenda. Over the coming years, the Agency must prepare for staff retirements, increased hiring competition from the public and private sectors, and continued fiscal pressures. The Agency’s human capital management plan provides a tool to manage its resources and personnel effectively.

#### **Goal 5 – Means**

- Expand early career hiring and internship opportunities. Align human capital and performance management to the Strategic Plan.
- Sustain active and responsive DEIA and equal employment opportunity (EEO) initiatives and programs.

## **Goal 5 – Budget Overview**

The FY 2024 budget of \$709 thousand and 3 FTE supports investment in the SSS workforce, including its civilian employees, Reserve Service Members, State Directors, and approximately 9,000 volunteer civilian board members.

**OBJECTIVE 5.1: Increase employee engagement, improve the work environment, and recruit, train, and hire high-performing employees.**

### **Objective 5.1 Measures**

- Review and update all Agency position descriptions.
- Establish training/certification requirements for 100 percent of identified SSS positions by the end of FY 2024.
- Ensure that 90 percent or more of SSS personnel achieve full certification (as defined for their position) by the end of FY 2025.
- Complete an electronic Official Personnel Folder audit of the entire Agency by the end of 1<sup>st</sup> Quarter FY 2024.

**OBJECTIVE 5.2: Provide effective and collaborative human resource management and training resources.**

### **Objective 5.2 Measures**

- Review and update the Human Capital Management Plan to include workforce and succession planning.
- Ensure Agency time-to-hire is within established OPM standards annually.
- Improve non-retirement employee retention rate by 5 percent annually.
- Continue to leverage the Agency's integrated incident management system to assess time to resolution for HR-related issues and develop a standard set of key performance indicators for employee support.

**OBJECTIVE 5.3: Conduct diversity training to create an environment of inclusion and value.**

### **Objective 5.3 Measures**

- Sponsor, or provide access to, at least three EEO/diversity training events annually.

- Work to ensure that Agency employee diversity closely mirrors that of the federal workforce.
- Conduct yearly team-building exercises to improve the work environment and create trust and inclusion within the Agency.
- Identify and use job-listing sites, in addition to USAJOBS, and maximize the reach of job announcements.

**OBJECTIVE 5.4: Develop policies and initiatives to support the diverse and evolving requirements with a variety of quality-of-life services.**

**Objective 5.4 Measures**

- Achieve a top five ranking in the Partnership for Public Service's Best Places to Work small agency category by the end of FY 2025.
- Continue to solicit active employee involvement in the decision-making process for quality-of-life services.
- Improve the employee satisfaction score 3 percent annually, as measured by the OPM Federal Employee Viewpoint Survey.

## **APPROPRIATION LANGUAGE SHEET**

Federal Funds

General and special funds:

### **SALARIES AND EXPENSES**

For necessary expenses of the Selective Service System, including expenses of attendance at meetings and of training for uniformed personnel assigned to the Selective Service System, as authorized by 5 U.S.C. § 4101–4118 for civilian employees; hire of passenger motor vehicles; services as authorized by 5 U.S.C. § 3109; and not to exceed \$1,000 for official reception and representation expenses; \$31,300,000: Provided, That during the current fiscal year, the President may exempt this appropriation from the provisions of 31 U.S.C. § 1341, whenever the President deems such action to be necessary in the interest of national defense: Provided further, That none of the funds appropriated by this Act may be expended for or in connection with the induction of any person into the Armed Forces of the United States.

**SELECTIVE SERVICE SYSTEM  
PROGRAM AND FINANCING SCHEDULE  
(\$000)**

Identification code 90-0400-0-1-054	<b>FY 2022 <u>Actual</u></b>	<b>FY 2023 <u>Estimate</u></b>	<b>FY 2024 <u>Estimate</u></b>
<b>Obligations by program activity:</b>			
Direct Program	\$29,700	\$31,700	\$31,300
Reimbursable Program	\$500	\$500	\$500
Total Obligations	\$30,200	\$32,200	\$31,800
<b>Budgetary resources available for obligation:</b>			
New Budget Authority (gross)	\$29,700	\$31,700	\$31,300
Reimbursable Program	\$500	\$500	\$500
Unobligated Balance Available	\$1,880	\$50	\$50
New Obligations	\$32,080	\$32,250	\$31,850
<b>New budget authority (gross), detail:</b>			
<b>Current:</b>			
Appropriation (definite)	\$29,700	\$31,700	\$31,300
Appropriation (total)	\$29,700	\$31,700	\$31,300
<b>Changes in obligated balances:</b>			
Obligated balance, start of year	\$8,372	\$12,428	\$11,141
Adjustment to obligated balance, start of year	\$2,451	\$0	\$0
New obligations	\$32,080	\$32,250	\$31,850
Total outlays (gross)	\$27,710	\$33,537	\$32,255
Adjustments in expired accounts	\$2,765	\$0	\$0
Obligated balance, end of year	\$12,428	\$11,141	\$10,736
<b>Outlays (gross) detail:</b>			
Outlays from new discretionary authority	\$20,504	\$24,092	\$23,788
Outlays from discretionary balances	\$7,206	\$9,445	\$8,467
Outlays from new mandatory authority	\$0	\$0	\$0
Total outlays (gross)	\$27,710	\$33,537	\$32,255
<b>Offsets:</b>			
<b>Against gross budget authority and outlays:</b>			
Offsetting collections (cash) - Federal sources	\$500	\$500	\$500
<b>Net budget authority and outlays:</b>			
Budget authority	\$29,700	\$31,700	\$31,300
Outlays	\$27,210	\$33,037	\$31,755

**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(PERSONNEL SERVICES AND BENEFITS)  
(\$000)**

<b><u>Object Class</u></b>	<b><u>Description</u></b>	<b><u>FY 2022 Actual</u></b>	<b><u>FY 2023 Estimate</u></b>	<b><u>FY 2024 Estimate</u></b>	<b><u>% Increase Decrease</u></b>
11.1	General Pay Schedule	\$10,580	\$11,982	\$12,632	5%
11.3	Other Pay Schedules	\$511	\$578	\$610	5%
11.5	Overtime & Awards	\$96	\$220	\$220	0%
11.8	Military Pay	\$1,342	\$1,563	\$1,644	5%
12.0	Personnel Benefits	\$4,038	\$4,699	\$4,951	5%
13.0	Benefits for Former Personnel	\$49	\$0	\$0	0%
<b>Total</b>		\$16,615	\$19,042	\$20,057	5%
<b>Requested FTE</b>		115	122	122	0

Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(CONTRACTUAL SERVICES AND SUPPLIES)  
(\$000)**

<b>Object Class</b>	<b>Description</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Estimate</b>	<b>FY 2024 Estimate</b>	<b>% Increase or Decrease</b>
21.0	Staff Travel	\$130	\$189	\$189	0%
23.1	Rental Payment to GSA	\$1,091	\$1,059	\$915	-14% <sup>(1)</sup>
23.3	Communication & Utilities	\$2,298	\$2,286	\$2,379	4%
24.0	Printing & Reproduction	\$301	\$319	\$352	10% <sup>(2)</sup>
25.1	Consulting Services	\$4,229	\$2,255	\$2,345	4%
25.2	Advertising	\$1,363	\$1,575	\$1,630	3%
25.3	Agency Services - SSA	\$1,243	\$1,709	\$1,913	12% <sup>(3)</sup>
25.4	Facilities	\$59	\$1,808	\$205	- 89% <sup>(4)</sup>
26.0	General & IT Supplies	\$120	\$81	\$84	4%
<b>Total</b>		<b>\$10,835</b>	<b>\$11,281</b>	<b>\$10,011</b>	<b>-11%</b>

(1) The Agency in 2023 is relocating the National Headquarters to a GSA location with lower rent.

(2) The increase represents higher costs passed to the Agency from the Government Publishing Office.

(3) The increase is for additional human resources services provided by the Agency's managed services provider.

(4) The completed relocation of the National Headquarters in 2023 will result in decreased 2024 facilities costs.

Note: Some totals in this table may be +/- 1 due to rounding.



**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(ACQUISITION OF CAPITAL ASSETS)  
(\$000)**

<b>Object Class</b>	<b>Description</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Estimate</b>	<b>FY 2024 Estimate</b>	<b>% Increase or Decrease</b>
<b>31.0</b>	<b>Capitalized Assets</b>	\$794	\$266	\$277	4%
<b>31.5</b>	<b>Non-Capitalized Assets</b>	\$1,208	\$1,111	\$955	-14% <sup>(1)</sup>
<b>Total</b>		\$2,002	\$1,377	\$1,231	-11%

(1) The completed relocation of the National Headquarters in 2023 will result in decreased 2024 costs.

Note: Some totals in this table may be +/- 1 due to rounding

**SELECTIVE SERVICE SYSTEM  
OBLIGATIONS BY OBJECT CLASS  
(CLAIMS AND INDEMNITIES)  
(\$000)**

<b><u>Object Class</u></b>	<b><u>Description</u></b>	<b><u>FY 2022 Actual</u></b>	<b><u>FY 2023 Estimate</u></b>	<b><u>FY 2024 Estimate</u></b>	<b><u>% Increase or Decrease</u></b>
<b>42.2</b>	<b>Other Claim Payments</b>	\$150	\$0	\$0	0%
<b>Total</b>		\$150	\$0	\$0	0%

Note: Some totals in this table may be +/- 1 due to rounding

**SELECTIVE SERVICE SYSTEM  
SALARIES AND EXPENSES  
PERSONNEL SUMMARY  
(\$000)**

	<b><u>FY 2022 Actual</u></b>	<b><u>FY 2023 Estimate</u></b>	<b><u>FY 2024 Estimate</u></b>
<b>Identification Code 90-0400-0-1-054</b>			
Total number of RSMs on board <sup>(1)</sup>	109	140	145
Full-time equivalent employment	115	122	122
Average ES/EX salary	\$176,388	\$185,627	\$195,279
Median GS grade	GS-13	GS-13	GS-13
Average GS salary <sup>(2)</sup>	\$108,980	\$114,462	\$120,414
Average RSM salary <sup>(3)</sup>	\$9,905	\$11,856	\$12,472

- (1) Reserve Service Members (RSMs) maintained at a maximum level of 175, which includes 150 funded and 25 unfunded.
- (2) Average GS salary increase reflects a planning assumption of 5.2 percent increase in pay for civilian employees and military personnel in 2024.
- (3) Average RSM salary includes drill pay and allowances (P&A), annual training P&A, pension costs, pay raises, and DoD published pension factors.

Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
REPORT ON OBLIGATIONS  
FOR INFORMATION TECHNOLOGY SYSTEMS  
(\$000)**

	<b><u>FY 2022 Actual</u></b>	<b><u>FY 2023 Estimate</u></b>	<b><u>FY 2024 Estimate</u></b>
<b>1. Capital Investment</b>			
A. Purchase of Hardware	\$554	\$0	\$0
B. Purchase of Software	\$0	\$0	\$0
Subtotal	\$554	\$0	\$0
<b>2. Non-Capital Investment</b>			
A. Purchase of Hardware	\$89	\$86	\$29
B. Purchase of Software	\$992	\$1,287	\$1,199
Subtotal	\$1,081	\$1,373	\$1,228
<b>3. Personnel Compensation, Benefits, and Travel</b>	\$2,901	\$2,979	\$3,116
Subtotal	\$2,901	\$2,979	\$3,116
<b>4. Commercial Services</b>			
A. Vendor Support	\$873	\$867	\$867
B. Communications (Voice and Data)	\$372	\$505	\$501
C. Operations and Maintenance	\$33	\$20	\$27
Subtotal	\$1,245	\$1,372	\$1,368
<b>5. Total Obligations</b>	\$5,781	\$5,724	\$5,712

Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
MAJOR INFORMATION TECHNOLOGY  
ACQUISITION PLANS 2022 – 2024  
(\$000)**

<b>Item: Purchase of Hardware (Capital and Non-Capital)</b>	<b>FY 2022 <u>Actual</u></b>	<b>FY 2023 <u>Estimate</u></b>	<b>FY 2024 <u>Estimate</u></b>
Obligations:	\$643	\$86	\$29
Description: The funding associated with this category will include limited updates to computer equipment based on age, volume of usage, and criticality to current Agency operations. Agency priorities will be addressed to the best extent possible.			

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<b>Item: Purchase of Software (Capital and Non-Capital)</b>	<b>FY 2022 <u>Actual</u></b>	<b>FY 2023 <u>Estimate</u></b>	<b>FY 2024 <u>Estimate</u></b>
Obligations:	\$992	\$1,287	\$1,199
Description: Expenditures and budget projections in this category support internally hosted mission critical systems. Funding to purchase software will also be used to maintain cloud-based services. SSS is also participating in the shared service initiatives with other agencies to further reduce costs.			

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<b>Item: Commercial Services</b>	<b>FY 2022 <u>Actual</u></b>	<b>FY 2023 <u>Estimate</u></b>	<b>FY 2024 <u>Estimate</u></b>
Obligations:	\$1,245	\$1,372	\$1,368
Description: Funding under this category is used for ongoing costs, related to leased telecommunications services, IT equipment maintenance, and data entry services. In addition to the cloud computing services previously outlined.			

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Note: Some totals in this table may be +/- 1 due to rounding.

**SELECTIVE SERVICE SYSTEM  
ANALYSIS OF RESOURCES  
(\$000)**

	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>
<b>Budget Authority</b>	\$29,700	\$31,700	\$31,300	\$32,552	\$33,854	\$35,208
<b>Outlays</b>	\$27,710	\$33,037	\$31,755	\$31,783	\$33,054	\$34,377
<b>FTE Total</b>	115	122	122	122	122	122



**SELECTIVE SERVICE SYSTEM**  
ARLINGTON, VA 22209