



SELECTIVE SERVICE SYSTEM
FY 2025 ANNUAL PERFORMANCE REPORT AND
FY 2026-2027 ANNUAL PERFORMANCE PLAN

Selective Service System

VISION

To be a trusted, actively engaged national defense partner and the sole source of conscripted manpower 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 manpower in a fair and just manner, while managing an alternative service program for conscientious objectors.

Executive Summary

SSS is a federal agency charged with ensuring the United States can rapidly mobilize manpower during a national emergency. When authorized by Congress and the President, SSS provides manpower to DOW and administers an alternative service program for conscientious objectors. By maintaining a secure registration system and a constant state of readiness, SSS supports the nation's defense.

Three significant initiatives will shape SSS over the next five years:

Automatic Registration. On December 18, 2025, the President signed the FY 2026 National Defense Authorization Act (NDAA) into law, mandating automatic Selective Service registration. This statutory change shifts the registration burden from individual men to SSS through integration with federal data sources. SSS will implement this change by December 2026, resulting in a streamlined registration process and corresponding workforce realignment.

Technology Modernization. The Agency will modernize legacy conscription applications to ensure secure, reliable systems are ready in the event of a national emergency. SSS was awarded \$6 million by the Technology Modernization Fund (TMF) at the end of FY 2025 for use in FY 2026-28 to facilitate this goal.

Workforce Optimization. SSS achieved its Agency RIF and Reorganization Plan (ARRP) headcount target twelve months early through active workforce shaping, position consolidation, and controlled hiring. The Agency will sustain this optimized posture while implementing automatic registration.

The SSS Strategic Plan centers on two goals:

- 1. Strengthen Operational Readiness:** Bolster mobilization planning, coordinate across the whole-of-government, and implement automatic registration to achieve near-universal coverage.
- 2. Deliver Value to the American Taxpayer:** Streamline operations, apply disciplined resource management, and build organizational resilience to support mission execution.

This Annual Performance Report for FY 2025 (APR) and Annual Performance Plan (APP) for FY 2026-2027 document the Agency's progress against these strategic goals. The FY 2025 APR reports actual performance results, identifies where goals were not met, and outlines corrective actions. The FY 2027 APP establishes performance targets for FY 2026 and FY 2027, with implementation strategies aligned to Administration and Agency policies and priorities. Through disciplined execution and responsible stewardship, SSS remains ready to deliver operational readiness and taxpayer value to support the Nation.

FY 2025 Annual Performance Report

Strategic Goal 1: Strengthen Operational Readiness

Strategic Objectives	Performance Goal	Performance Metric	Performance Goal Result	Reason Goal Not Met	Action Plan If Not Met	Data Accuracy & Reliability
1.1 - Expand Mobilization Training and Readiness Exercises	Coordinate with key stakeholders and execute complete and complex mobilization exercises.	Publish the annual Training, Exercise, and Employment Plan (TEEP).	Goal Achieved. Published the FY 2025 TEEP on schedule, establishing the framework for progressive mobilization exercises and personnel certification requirements.	N/A	N/A	TEEP publication verified through official document control and Director approval.
		Execute Agency-wide end-to-end mobilization exercises. Number of training and practical application sessions: o FY 2025: 18 • Number of SSS personnel certified as fully qualified through exercise-based evaluations: o FY 2025: 700 • Exercise milestones: o FY 2025: DOW Workshop	Goal Achieved. Executed 24 training and practical application sessions against the TEEP framework. More than 750 SSS personnel certified as fully qualified through exercise-based evaluations. Completed DOW Workshop milestone, advancing exercises toward full-scale mobilization validation.	N/A	N/A	Training session counts and personnel certifications are tracked and validated by Agency records. Exercise milestone completion documented in After-Action Reports reviewed by senior leadership.
	Improve delivery of major milestones in the Agency Integrated Master Mobilization Schedule Framework.	Complete Mission Essential Task List (METL).	Goal Not Achieved.	METL completion required validation through a full exercise cycle. FY25 achieved partial METL development; completion rebaselined to FY26.	Complete METL in FY26 through Directorate-led exercises with exercise team validation and external federal partner evaluation.	METL validated through Army War College and federal partner evaluations. After-Action Reports reviewed by leadership.

Strategic Goal 2: Advance Mission Support and Agency Performance

Strategic Objectives	Performance Goal	Performance Metric	Performance Goal Result	Reason Goal Not Met	Action Plan If Not Met	Data Accuracy & Reliability
2.1 - Achieve Workforce Optimization and Cost Efficiencies	Optimize the use of personnel to ensure mission-essential staffing levels are effectively maintained.	Reduce Agency manning to a level that effectively and efficiently accomplishes statutory mission.	Goal Achieved Ahead of Schedule. Met target in Agency RIF and Readiness Plan Phase II one year early.	N/A	N/A	FTE counts validated through HR personnel reports. Data reconciled monthly against position management records. Accuracy verified through quarterly workforce reporting to OMB.
2.2 - Workforce Compliance	Maintain a model hiring system compliant with the Merit Hiring Plan.	Achieve zero violations during audits of merit systems principles in all hiring actions.	Goal Achieved.	N/A	N/A	Compliance validated against merit system principles by HR processes that involve Agency leadership in all decisions.
2.3 - Strengthen Fiscal Stewardship and Audit Accountability	Reduce prior year balances to the minimum necessary.	Achieve expenditure rates of: • 85% in the first expired year of availability • 95% in the second expired year of availability	Goal Partially Achieved. First expired year: 80.8% (target 85%, not met). Second expired year: 95.7% (target 95%, met).	Delayed billing from intragovernmental trading partners and vendors reduced first-year expenditure rate below target.	Engage billing partners directly to accelerate invoice submission and improve expenditure rates in FY26.	Expenditure data sourced from Oracle financial system and validated through Treasury reporting. Data subject to external audit with no identified limitations.
2.4 - Modernize Technology to Support Readiness	Enhance data collection, management, governance, and utilization.	Complete SSS Data Strategy to streamline data, align priorities, improve decisions, and strengthen governance and readiness.	Goal Partially Achieved. Strengthened data governance (Implemented sensitivity labeling, completed migration of data High Value Asset to cloud architecture). Comprehensive Data Strategy completion deferred to FY26.	Remaining activities were deferred to FY 2026 to align with the sequencing of enterprise modernization efforts.	Assigned; milestones rebaselined and tracked through quarterly reviews.	Data Strategy milestones tracked through quarterly progress reviews by leadership. Data governance verified through configuration audits.
	Improve customer response timelines.	Deploy agency-wide phone system with chatbots and cloud voice to modernize communications and improve service efficiency by 6%.	Goal Not Achieved.	Telecommunications number-porting issues and integration issues delayed deployment.	Scheduled Full Operational Capability rescheduled to Q2 FY 2026 with no added costs.	Phone system deployment verified through milestone tracking and project management reviews. Post-implementation efficiency measured through call volume, response time, and resolution metrics from the system reporting dashboard.

Strategic Objectives	Performance Goal	Performance Metric	Performance Goal Result	Reason Goal Not Met	Action Plan If Not Met	Data Accuracy & Reliability
	Enhance cybersecurity through Zero Trust, advanced threat detection, and successful Federal Information Security Management Act audits.	Migrate to Azure Active Directory to strengthen security, and support Zero Trust for SSS operations. Leverage Department of Justice's Cybersecurity Assessment and Management tool to manage all Federal Risk and Authorization Management Program artifacts, ensuring that materials are machine readable and interoperable.	Goal Partially Achieved. Completed migration of all distribution lists, user accounts, and security groups to Azure Active Directory. SMTP relay traffic migration from on-premises servers to Microsoft 365 was delayed to Q2 FY26. Goal Achieved ahead of schedule. Implemented use of DOJ CSAM tool to manage FedRAMP artifacts and FISMA systems with machine-readable, audit-ready documentation.	SMTP relay migration required additional configuration and testing to ensure email continuity during transition.	SMTP relay migration rescheduled to Q2 FY26.	Migration verified through Azure Active Directory configuration audits and security group validation. Compliance is documented through Zero Trust architecture assessments reviewed by the IT Directorate. CSAM implementation verified through FedRAMP artifact validation and FISMA audit documentation. Compliance reviewed by Agency personnel and confirmed through DOJ system interoperability checks.
	Modernize systems and processes.	Deliver Registration, Compliance, Verification (RCV) cloud migration, TMF project on time and within budget.	Goal Achieved Ahead of Schedule. Completed the RCV TMF cloud migration within budget, achieving planned modernization and security outcomes.	N/A	N/A	Project completion verified through TMF Board quarterly reviews and milestone tracking. Budget execution validated through contract management tools, financial system reporting and GSA TMF oversight.

FY 2026-2027 Annual Performance Plan

Strategic Goal 1: Strengthen Operational Readiness

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
1.1 Expand Mobilization Training and Readiness Exercises	Coordinate with key stakeholders and execute complete and complex mobilization exercises.	Mobilization exercises of increasing complexity Target: FY26: 4 FY27: 4	FY 2026- FY2027	<p>Execute an exercise program advancing from tabletop to functional to full-scale exercises, validating Agency Mission Essential Functions against DOW requirements.</p> <p>Resources: Agency personnel; military reservists; IT systems; and training facilities.</p> <p>Interagency: DOW; USMEPCOM; and external evaluation partners.</p> <p>Programs: Readiness; Training and Exercise; and Reserve Forces.</p> <p>Goal Leader: Associate Director for Operations.</p>	<p>Interagency partner coordination in joint exercises may be limited by competing priorities.</p> <p>Availability of military reservists is dependent on the Service component release.</p> <p>Mitigation: Early coordination with DOW components and flexible exercise scheduling.</p>	Exercise completion documented in After Action Reports reviewed by senior leadership. Exercise count validated through completion tracking. Progression verified against TEEP milestones.
	Achieve “Trained” or higher rating on exercises Target: FY26: 75% FY27: 85%	FY 2026- FY2027	Evaluate exercise performance against Mission Essential Task List (METL) standards. Personnel and units achieving “Trained” rating demonstrate proficiency in assigned mobilization tasks validated through exercise-based evaluations.	<p>Resources: Agency personnel; military reservists; IT systems; and training facilities.</p> <p>Interagency: DOW; USMEPCOM; and external evaluation partners.</p> <p>Programs: Readiness; Training and Exercise; and Reserve Forces.</p> <p>Goal Leader: Associate Director for Operations.</p>	<p>Training proficiency dependent on exercise frequency and reservist availability.</p> <p>Mitigation: Pilot repetitive classification exercises to build local board proficiency and prioritize high-impact training events.</p>	Training ratings validated against METL criteria. Certification data tracked through Agency records and validated. External validation through federal partner evaluations.

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
	Improve delivery of major milestones in the Agency Integrated Master Mobilization Schedule (IMMS) Framework.	Meet IMMS milestones Target: FY26: Yes FY27: Yes	FY 2026	<p>Maintain the Integrated Master Mobilization Schedule (IMMS) as the authoritative timeline for mobilization operations. Complete Mission Essential Task List (METL) development and validation. Execute milestones per TEEP framework.</p> <p>Resources: Agency personnel; military reservists; IT systems; and training facilities.</p> <p>Interagency: DOW; USMEPCOM; and external evaluation partners.</p> <p>Programs: Readiness; Training and Exercise; and Reserve Forces.</p> <p>Goal Leader: Associate Director for Operations.</p>	IMMS validation requires interagency partner participation to align assumptions and timelines. Mitigation: Early engagement with DOW components and incorporate partner feedback through exercise process.	METL validated through external evaluation by federal partners. IMMS milestones tracked with quarterly reporting and completion documented.
	Address Category A corrective actions on time Target: FY26: 80% FY27: 90%	FY2027		<p>Categorize all findings within 30 days of exercise completion. Category A findings are those fully within Agency control. Track corrective actions to closure within established timelines. Category B-D findings (requiring external resources or interagency action) tracked separately with quarterly status reporting.</p> <p>Resources: Agency personnel; and exercise management system.</p> <p>Interagency: As required for Category C/D findings.</p> <p>Programs: Readiness; Training and Exercise.</p> <p>Goal Leaders: Associate Director assigned to finding.</p>	Backlog of prior findings may impact initial closure rates. Mitigation: Prioritize Category A findings.	Corrective action status tracked through exercise management system. Category assignment validated by the Goal Leader.
1.2 Implement automatic Registration	Implement automatic registration per FY 2026 NDAA by December 2026.	System updates designed and tested / Automatic registration capability implemented Target: FY26: System updates designed and tested. FY27: Automatic registration capability implemented.	FY2027	<p>Execute automatic registration implementation by December 2026. Establish automated data feeds from federal sources and develop matching algorithms and exception-handling processes. Sunset manual compliance activities as automated capabilities come online.</p> <p>Resources: Agency personnel and contractor support.</p> <p>Interagency: OMB and data partners.</p> <p>Programs: Registration Management and IT Modernization.</p> <p>Goal Leader: Program Management Office lead.</p>	Federal data partners' ability to provide timely, necessary data. Mitigation: Early engagement and formalize data-sharing agreements.	Implementation milestones verified through project status reporting. System testing documented through quality assurance processes.

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
1.3 Strengthen Stakeholder Coordination with the Whole-of-Government	Formalize federal partnerships for data sharing, exercise participation, and mobilization support.	Active partnerships: FY26: +2 FY27: +2 Participate in joint exercises with Federal partners: FY26: 2 FY27: 3	FY2027	<p>Formalize federal partnerships through MOUs and IAAs for data sharing, exercise participation, and mobilization support.</p> <p>Participate in joint exercises with federal partners to validate interagency coordination and mobilization processes.</p> <p>Resources: Agency personnel and interagency liaisons.</p> <p>Interagency: OMB and implementation agencies.</p> <p>Programs: Operations; Intergovernmental Affairs; Public Affairs; and Reserve Forces.</p> <p>Goal Leaders: Associate Director for Public and Intergovernmental Affairs; and Associate Director for Operations.</p>	Partner participation dependent on Agency priorities. Mitigation: Create schedule flexibility and emphasize mutual benefit of partnership.	Partnership status verified through signed MOUs/IAAs. Joint exercise participation documented in After-Action Reports. Partnership count and exercise participation validated through annual review.

Strategic Goal 2: Deliver Value to the American Taxpayer

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
2.1 Achieve Workforce Optimization and Cost Efficiencies	Meet adjusted workforce targets through strategic hiring, attrition management, and position consolidation.	HQ relocation: FY26: Plan FY27: Execute Adjust organizational structure and workforce based on automatic registration.	FY2027	<p>Meet adjusted workforce targets through strategic hiring, attrition management, and position consolidation aligned to automatic registration implementation.</p> <p>Execute HQ relocation planning with GSA; optimize building occupancy and space utilization. Maintain FAR-compliant acquisition processes; maximize contract efficiency through competition and performance management.</p> <p>Resources: Agency personnel; OPM workforce shaping authorities; GSA.</p> <p>Interagency: OMB; OPM and GSA.</p> <p>Programs: Human Resources; Acquisitions; and Facilities Management.</p> <p>Goal Leader: Associate Director for Support Services.</p>	N/A	Workforce counts validated through reporting. HQ relocation milestones tracked through GSA coordination. Contract spending tracked and verified through quarterly acquisition reviews.

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
2.2 - Maintain a Model Hiring System Compliant with the Merit Hiring Plan	Maintain a high-performance workforce compliant with federal hiring requirements.	Maintain performance management systems: FY 26: Sustain FY27: Sustain Complete mandatory training: FY26: 100% FY27: 100%	FY 2026-FY2027	Maintain a high-performance workforce compliant with federal hiring requirements, including the Merit Hiring Plan and Merit System Principles. Hold employees accountable for workplace violations, misconduct, and poor performance. Emphasize education, early intervention, and timely resolution of workplace issues. Resources: Agency personnel and training platforms. Interagency: OPM; EEOC; and shared service providers. Programs: Human Resources and Workforce Development. Goal Leader: Supervisors.	N/A	Compliance verified through merit systems audits and reporting submissions. Hiring actions validated against Merit Hiring Plan requirements.
2.3 - Strengthen Fiscal Stewardship and Audit Accountability	Maintain disciplined financial management through budget execution reviews, obligation tracking, and unliquidated obligations balance remediation.	Receive clean financial audit: FY26: Yes FY27: Yes Execute budget within 2% of spending plan: FY26: ≤2% FY27: ≤2% Prior year unliquidated funds: FY26: <0.5% of BA FY27: <0.5% of BA	FY 2026-FY2027	Maintain disciplined financial management. Conduct annual internal control assessments per Federal Managers' Financial Integrity Act. Support independent audits and resolve findings within established timelines. Resources: Agency personnel; IBC shared services (accounting, payments); internal control coordinator; and independent auditors. Interagency: OMB; Treasury; and IBC. Programs: Budget & Finance; Internal Controls; and Audit Remediation. Goal Leader: Associate Director for Support Services.	Lapse in appropriations (continuing resolution) may impact obligation timing. Delayed billing from intragovernmental trading partners may affect expenditure rates. Mitigation: Maintain communications; develop contingency spending plans; and engage partners directly to accelerate invoice submission.	Financial data sourced validated through Treasury reporting. Budget execution tracked and reconciled monthly. Audit findings documented through independent auditor reports.

Strategic Objectives	Performance Goal	Performance Metric	Fiscal Year	Metric Implementation Strategy	Action Plan If Not Met	Data Accuracy & Reliability
2.4 - Modernize Technology to Support Readiness	Modernize legacy systems and applications, reduce manual processes, and maintain cybersecurity compliance.	Deliver TMF project: FY26: Yes FY27: Yes FISMA audit rating (HVA systems): FY26: 4.2 FY27: Level 3 Zero Trust implementation phase: FY26: Phase 2 FY27: Phase 3 AI/automation tools deployed: FY26: 2 FY27: 4	FY2026-FY2027	Modernize legacy systems and applications, reducing manual processes and improving mission readiness. Implement Zero Trust architecture per CISA requirements and maintain FISMA compliance for all High-Value Assets. Deploy Artificial Intelligence and automation tools to improve process efficiency and reduce manual workload. Enhance data governance and customer response capabilities. Resources: Agency personnel; GSA TMF PMO; and contractor support. Interagency: OMB; CISA; and TMF Board. Programs: IT Modernization. Goal Leader: Associate Director for Information Technology.	Technology modernization is for complex, inter-related systems and applications, creating the potential for interface or implementation issues. AI deployment requires GSA platform access and staff training. Mitigation: Develop/test/deploy cycle for modernization; Quarterly TMF Board reviews; phased AI rollout with pilot testing; and staff training program.	Implementation milestones verified through project status reporting. System testing documented through quality assurance processes.

The FY 2027 Annual Performance Plan reinforces the Agency's commitment to national mobilization readiness while advancing automatic registration, technology modernization, and workforce optimization. Through disciplined execution of two focused strategic goals, the Agency will fulfill statutory mandates, align with Administration priorities, and deliver measurable results. Guided by data-driven strategies and responsible stewardship, SSS stands ready to support the Nation.



SELECTIVE SERVICE SYSTEM
FY 2025 ANNUAL PERFORMANCE REPORT AND
FY 2026-2027 ANNUAL PERFORMANCE PLAN