



**SELECTIVE SERVICE  
SYSTEM**

**ANNUAL  
PERFORMANCE  
PLAN**

**FISCAL YEAR 2004**

**April 2003**

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ANNUAL PERFORMANCE PLAN  
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## **GLOSSARY OF ACRONYMS**

# **SELECTIVE SERVICE SYSTEM ANNUAL PERFORMANCE PLAN FY 2004**

## **EXECUTIVE SUMMARY**

The Selective Service System (SSS), in accordance with the provisions of the Government Performance and Results Act (GPRA), developed this Annual Performance Plan (APP) for FY 2004. This Plan, aligned with the SSS' Strategic Plan (FY 2001 - 2006), is an outgrowth of extensive internal evaluations of Agency statutory responsibilities viewed in light of new challenges, fiscal issues, and needs of Agency customers. Measurement of the Agency's institutional progress toward improvement in programmatic activities, service to customers, and the prudent management of fiscal resources forms the basis for the development of this plan. Ultimately, performance measurement provides the path of accountability between the Agency's long-term vision and the day-to-day activities of its employees.

## **MISSION**

The mission is to provide both trained and untrained personnel to the Department of Defense (DoD) in the event of a national emergency. Additionally, the Agency also provides a program of alternative service for men from its manpower pool who seek and are granted conscientious objector status.

## **VISION**

The SSS will be a true partner in the national preparedness community that anticipates and responds to the changing needs of its customers.

## **RESOURCES REQUIRED TO MEET PERFORMANCE GOALS**

Talented people are essential to achieving expected results. The alignment of human capital with the Agency's mission and goals is crucial to the achievement of expected performance results. This alignment is accomplished by having the right people, with the right skills, in the right jobs, at the right time. The Agency's resources and priorities remain focused on improving the effectiveness and efficiency of its business processes and maintaining an environment of accountability and meaningful results.

## **STRATEGIC GOALS:**

The SSS Strategic Goals identified in the Agency's Strategic Plan for FY 2001- 2006 are:

- INCREASE THE EFFECTIVENESS AND EFFICIENCY OF THE MANPOWER DELIVERY SYSTEMS
- ENHANCE EXTERNAL AND INTERNAL CUSTOMER SERVICE

- IMPROVE OVERALL REGISTRATION COMPLIANCE AND SERVICE TO THE PUBLIC
- ENHANCE THE SYSTEM WHICH GUARANTEES THAT EACH CONSCIENTIOUS OBJECTOR IS PROPERLY CLASSIFIED, PLACED, AND MONITORED

This FY 2004 APP identifies the activities and strategies that will take place during the fiscal year to achieve Agency goals and objectives. It also identifies relevant performance measurement target goals to be achieved. The performance goals for FY 2004 are:

**1. Develop an Area Office Prototype Exercise that will test the Health Care Personnel Delivery System (HCPDS) work flows and support programs.**

2. Redefine Agency infrastructure based on a Quinquennial Workload Study.
3. Prepare and conduct an Area Office Prototype Exercise which tests the activation process from SSS Lottery input to the issuance of the first Armed Forces Examination Orders.
4. Ensure 90% of people tested are capable of implementing activation procedures.
5. Ensure that 95% of the predefined readiness objectives are attained and validated during an Area Office Prototype Exercise.
6. Train 90% of assigned State Directors (SDs) and Reserve Force Officers (RFOs) on HCPDS and Timed-Phased Response (TPR) functions and responsibilities.
7. Attain a 92% or greater compliance rate for men 18 through 25 years old.
- 8. Attain and appoint Registrars in 85% of the Nation's high schools.**
9. Obtain 75% of all registrations electronically.
10. Maintain an average systems change request implementation time of 39 days.
11. Maintain a functional proponent and customer satisfaction level of 87%.
12. Have a telephone call completion rate of 93% or higher.
13. Answer correspondence in less than 10 days.
14. Train 90% of assigned SDs and RFOs on Alternative Service plans and procedures.

**ANNUAL PERFORMANCE REPORT**

An annual report providing the results of the implementation of these performance measures will be submitted by **March 31, 2005**. This report will address attained versus planned levels of performance, explain unattained target levels, and identify where and how strategies, performance goals, and performance indicators should be changed to ensure that the SSS reaches its strategic and annual goals and objectives.

**VERIFICATION AND VALIDATION OF PERFORMANCE INDICATORS**

A variety of methodologies and techniques will be employed to verify and validate the Agency performance indicators associated with each of the goals and objectives identified in this plan. The verification and validation will be conducted by SSS employees using data generated by internal systems.

**RELATIONSHIP TO THE BUDGET**

The SSS has not completed installation of all the systems that will fully capture budgeted costs associated with its performance

goals as identified in its APP. SSS has identified the necessary data collection objectives and developed a methodology for its collection. Based on the data collection plan, as implemented during FY 2003, the Agency will align its FY 2004 Budget Estimate and Budget Justification funding stream to coincide with its goals delineated in its FY 2004 APP. This system is designed to capture and record at the lowest practical level, all costs incurred by performance goals. It will reflect true costs associated with the attainment of each annual performance goal.

Strategic Goal 1: Increase the effectiveness and efficiency of the Manpower Delivery Systems (Projected allocation for FY 2004 – \$7,942,000)

Strategic Objective 1.1: Within current legislative guidance, enhance the Agency's ability to respond flexibly to a DoD request for health care personnel using the Agency's HCPDS.

How success will be measured:

The Agency's HCPDS Manual meets or exceeds the predetermined user satisfaction rating.

Integrate DoD manpower requirements and other relevant requirements into the HCPDS Program to better meet expansion and manpower delivery requirements.

Complete 90% of project tasks in accordance with project milestones.

By 2004, 90% of the Agency's assigned SDs and RFOs are capable of implementing the policies and procedures contained in the HCPDS Manual.

Obtain maximum participation in a full-scale readiness exercise with at least 90% of the Agency's participating units achieving satisfactory performance evaluations.

FY 1999 Annual Performance Goal:

Achieve 90% of predetermined FY 1999 exercise objectives and standards.

Results: Ninety percent achieved.

FY 2000 Annual Performance Goal:

Train 90% of SDs and RFOs on HCPDS plans, policies, and procedures.

Results: Ninety-eight percent of SDs and 95% of RFOs completed training.

FY 2001 Annual Performance Goal:

Update and maintain the HCPDS Manual.

Results: The current HCPDS is up-to-date. An HCPDS index was created, printed, and delivered to the field.

FY 2002 Annual Performance Goal:

Update and maintain the Agency's HCPDS Manual.

Results: The HCPDS Guide has been reviewed and updated.

FY 2003 Annual Performance Goal:

Update and maintain the Agency's HCPDS Manual.

FY 2004 Annual Performance Goal:

Develop an Area Office Prototype Exercise which will test the HCPDS work flows and its automated support programs.

Baseline:

The results of the FY 1999 Readiness Exercise (REX) established a baseline of 90%.

Strategies:

SSS staff meets with DoD to assess HCPDS requirements.

Continue to develop and maintain contacts within Department of Defense, Department of Veterans Affairs, Federal Emergency Management Agency, American Medical Association, and other organizations involved with national health care programs. FY 2001-2006.

Redesign HCPDS software. FY 2001-2003.

Update/improve the HCPDS Manual. FY 2001-2003.

Update the HCPDS Guide. FY 2001 and 2003.

Update the HCPDS based upon FY 1999 exercise results; FY 1999 test results, policy, and procedural changes. FY 2001-2003.

Develop an Area Office Prototype Exercise which will test the HCPDS work flows and its automated support programs. FY 2004.

Prepare, conduct, and evaluate an Area Office Prototype Exercise for health care in FY 2005.

**Strategic Objective 1.2: Ensure a mobilization infrastructure of 56 State Headquarters, 442 Area Offices and 1,980 Local Boards are operational within 75 days of an authorized return to conscription.**

How success will be measured:

Meet the established timelines for the Agency's quinquennial workload study.

Results of REX meet established targets identified in the REX Plan.

Strategic Performance Goals:

Ensure that 90% of assigned SDs and RFOs are capable of implementing Timed-Phased Response (TPR) functions and responsibilities.

Ensure that 90% of assigned SDs and RFOs are capable of providing instructions and administering the Registrant Integrated Processing System (RIPS).

FY 1999 Annual Performance Goals:

Ensure that 90% of SDs and RFOs can successfully perform TPR functions and responsibilities.

Results: Ninety-one percent.

Ensure that 90% of assigned SDs and RFOs are capable of administering the RIPS.

Results: Eighty-eight percent.

FY 2000 Annual Performance Goals:

Ensure that 90% of assigned SDs and RFOs are capable of implementing TPR functions and responsibilities.

Results: Not evaluated. There was no TPR REX in FY 2000. The Readiness Training Program instead developed materials for SDs and RFOs to help maintain their proficiency.

Ensure that 90% of the assigned SDs and RFOs are capable of implementing RIPS functions and responsibilities.

Results: Not evaluated. There was no REX in FY 2000. In FY 2001, a prototype REX was completed and will be followed by a full REX in FY 2002 to measure level of confidence.

FY 2001 Annual Performance Goals:

Ensure that 75% of the data necessary to complete the Agency's quinquennial workload study is collected and studied.

Results: One hundred percent of the data was collected and studied.

Update and maintain the Agency's Readiness Plans.

Results: A FY 2001 updated version has been distributed to the field.

FY 2002 Annual Performance Goals:

Complete the Agency's quinquennial workload study.

Results: Not met. Region and State input still being submitted. Quinquennial data base being completed in the Integrated Mobilization Information System (IMIS) as input is received.

Update and maintain the Agency's Readiness Plans.

Results: TPR plans are current and have been distributed.

FY 2003 Annual Performance Goals:

Update and maintain the Agency's Readiness Plans.

Complete workload study.

Develop an Area Office Prototype Exercise which tests the activation process from SSS Lottery input to the issuance of the first Armed Forces Examination Orders.

FY 2004 Annual Performance Goals:

Prepare and conduct an Area Office Prototype Exercise which tests the activation process from SSS Lottery input to the issuance of the first Armed Forces Examination Orders.

Redefine Agency infrastructure based on quinquennial workload study.

Baseline:

Results of the 1997 Quinquennial Workload Study.

TPR baseline to be determined.

Strategies:

Ensure annual updates to the SSS' Readiness Plans.

Provide guidance and assistance to the Regions for the processing of appointment procedures for SDs and RFOs.

Make necessary changes to the plans and continue to monitor them.

The SDs and RFOs participate in and meet the goals and objectives established in the Agency's training materials and Readiness Exercises.

The Readiness Plans meet or exceed user satisfaction.

Strategic Objective 1.3: Be operationally ready to furnish untrained manpower within DoD timelines.

How success will be measured:

Evaluate the results of the FY 2002 REX and future Readiness Exercises.

Validate and make any necessary changes to the automated systems supporting the mobilization process.

Strategic Performance Goals:

Achieve 95% of readiness objectives based on readiness exercise.

Achieve approval and validation of the RIPS Manual.

FY 1999 Annual Performance Goal:

Ensure 95% of predefined readiness objectives are attained and validated during readiness exercises.

Results: Ninety-one percent.

FY 2000 Annual Performance Goal:

Train 90% of the Agency's SDs and RFOs on readiness procedures.

Results: Ninety-seven percent of SDs and 93% of RFOs completed training.

FY 2001 Annual Performance Goal:

Develop and conduct a Prototype Exercise to ensure viability of the REX to be held in 2002.

Results: Ninety percent of the Prototype exercise objectives were met or exceeded.

FY 2002 Annual Performance Goals:

Develop and conduct a RIPS portion of the REX.

Ensure that 90% of SDs and RFOs are capable of implementing RIPS functions and responsibilities.

Ensure that 95% of predefined RIPS readiness objectives are attained and validated during the REX.

Results: Ninety-five percent of the SDs and RFOs can implement RIPS functions and responsibilities.

Ninety percent of the REX objectives were met or exceeded.

FY 2003 Annual Performance Goals:

Develop and conduct a practice lottery drawing and assign random sequence numbers to all registrants in a selected year of birth group.

Ensure that 95% of the predefined readiness objectives are attained and validated during a practice lottery exercise.

Develop an Area Office Prototype Exercise to ensure the activation process is viable from deployment of the SSS lottery to the issuance of the first Armed Forces Examination Orders.

FY 2004 Annual Performance Goals:

Prepare, conduct, and evaluate an Area Office Prototype Exercise to ensure the activation process is viable from deployment of the SSS Lottery to the issuance of the first Armed Forces Examination Orders.

Ensure 90% of the personnel tested are capable of implementing activation procedures.

Ensure that 95% of the predefined readiness objectives are attained and validated during the Area Office Prototype Exercise.

Baseline:

Results of FY 99 Lottery Exercise.

Results of REX-99.

Strategies:

Make necessary updates and changes to maintain the RIPS Manual and the Readiness Plans, as necessary, based on results of the FY 2002 REX.

Continue refinement of plans and RIPS procedural manual.

Evaluate the procedures for registrant examinations, claims, appeals, and inductions.

Ensure annual updates of Readiness Plans.

Strategic Objective 1.4: Support the Agency's ability to provide manpower to the DoD with the development and implementation of updated readiness training programs.

How success will be measured:

Assess HCPDS and TPR training using established readiness training standards.

Achieve training assessment results indicating that 90% of all assigned SDs and RFOs are trained to predetermined standards.

Ensure that 90% of assigned SDs and RFOs are trained.

Achieve distribution of 100% of updated SDs, RFOs, Uncompensated Personnel (Local, District Appeal, and National Appeal Board Members), and AOAs training documents.

Strategic Performance Goals:

Ensure that 90% of assigned SDs and RFOs are trained on HCPDS and TPR functions and responsibilities.

Develop and distribute refresher training materials to assigned uncompensated personnel (Board Members) and AOAs.

FY 1999 Annual Performance Goal:

Ensure 90% of assigned SDs and RFOs are trained on HCPDS and TPR functions and responsibilities.

Results: One hundred percent of SDs, 98% of RFOs were trained on HCPDS procedures.

One hundred percent of SDs, 92% of RFOs were trained on TPR procedures.

FY 2000 Annual Performance Goal:

Ensure 90% of assigned SDs and RFOs are trained on HCPDS and TPR functions and responsibilities.

Results: Ninety-eight percent of SDs, 95% of RFOs were trained on HCPDS procedures.

Ninety-eight percent of SDs, 93% of RFOs were trained on TPR procedures.

FY 2001 Annual Performance Goals:

Train 90% of assigned SDs and RFOs on HCPDS and TPR functions and responsibilities.

Results: HCPDS - Ninety-seven percent of SDs, 96%-RFOs

TPR - Ninety-seven percent of SDs, 94%-RFOs

Provide training documents to assigned uncompensated personnel (Board Members) and AOAs.

Results: Board Members - Yes.

AOAs - No AOAs have not been assigned to SSS.

FY 2002 Annual Performance Goals:

Train 90% of assigned SDs and RFOs on HCPDS and TPR functions and responsibilities.

Provide training documents to assigned uncompensated personnel (Board Members) and AOAs.

FY 2003 Annual Performance Goals:

Train 90% of assigned SDs and RFOs on HCPDS and TPR functions and responsibilities.

FY 2004 Annual Performance Goals:

Train 90% of assigned SDs and RFOs on HCPDS and TPR functions and responsibilities.

Baseline:

Region Headquarters FY 1999 Training Reports indicated that 90% of assigned SDs and RFOs were trained on HCPDS/TPR functions and responsibilities.

Strategies:

Make any updates and changes to training plans and materials, as necessary, based on results of Readiness Exercises.

Provide training materials to SDs and RFOs via the SSS' Intranet and/or to the Regions for dissemination to SDs and

RFOs.

Develop and distribute refresher training materials for uncompensated personnel (Board Members) and AOAs.

Train SDs, RFOs, uncompensated personnel (Board Members), and AOAs on HCPDS and TPR functions and responsibilities, as outlined in Agency Directives.

Make necessary changes to the training documents and continue to monitor and provide training to SDs, RFOs, uncompensated personnel (Board Members), and AOAs.

Achieve distribution of 100% of updated training documents to the Region Headquarters.

Schedule RFO Certification Exams for newly-assigned RFOs and RFOs requiring re-certification.

Ensure training program developers are provided commercially accepted training development software, and are sufficiently trained on industry-standard training methodologies, technologies, and other training-related techniques.

Strategic Goal 2: Improve overall Registration Compliance and Service to the Public (Projected allocation FY 2004 – \$8,769,000)

Strategic Objective 2.1: Improve registration compliance rates.

How success will be measured:

Compare registration compliance rates with prior historical performances.

Evaluate results of special registration improvement program activities.

Compare monthly Registration Statistics Reporting System (REGSTATS) with corresponding previous years' monthly REGSTATS Reports reflecting actual registrations.

Evaluate registration programs and public awareness initiatives by conducting research and focus group sessions with young men and their influencers.

Strategic Performance Goal:

Attain registration rates of 90% or higher for 18- through 25-year-old men.

FY 1999 Annual Performance Goal:

Increase and document a 92% compliance registration rate for 18- through 25-year-old men.

Results: CY 1999: 88%

FY 2000 Annual Performance Goals:

Increase and document a 90% registration compliance rate for 18- through 25-year-olds.

Increase and document a 70% registration compliance rate for 18- year-old men.

Results: CY 2000: 88% for 18- through 25-year-old men, 65% for 18-year-old men.

FY 2001 Annual Performance Goal:

Increase and document a 90% registration compliance rate for 18- through 25-year-old men.

Results: CY 2001: 89%.

FY 2002 Annual Performance Goal:

Increase and document a 90% registration compliance rate for 18- through 25-year-old men.

Results: CY 2002: 91%.

FY 2003 Annual Performance Goal

Increase and document a 92% registration compliance rate for 18- through 25-year-old men.

FY 2004 Annual Performance Goal:

Attain a 93% or greater compliance rate for men 18 through 25 year-old men.

Baseline:

CY 1998 registration compliance rate of 89% for 18- through 25-year-old men.

Strategies:

Support states in their efforts to pass legislation requiring young men to register with Selective Service as a precondition to obtaining a state motor vehicle driver's permit/license, or state identification card.

Implement special mailings to large population, low compliance states and areas.

Each Spring, publicize a "Registration Compliance Report Card" for all the States and Territories. This will be accomplished by a national press release.

Seek no- or low-cost methods of improving registration compliance to include cooperative data sharing programs with other Federal and state agencies, as well as additional outreach, public awareness and registration initiatives.

Monitor actual registrations via monthly REGSTATS Reports.

Monitor Internet and Telephonic Registrations.

Monitor the Early Submission of Registration Information Program, which can greatly enhance the compliance rate for the current Year of Birth Group.

Monitor Immigration and Naturalization Service (INS) Form I-485 and Form OF-230 electronic data transmissions to Selective Service which result in the automatic registrations of male immigrants.

Implement national Registration Improvement Program initiatives.

Obtain high school drop-out and voter registration lists.

Conduct media interviews to publicize registration awareness.

Publicize use of the Agency's Internet Home Page to complete on-line registration, verify an existing registration or obtain other information.

Make adjustments to Registration Improvement Program activities. Monitor the acquisition lists of potential nonregistrants for the registration compliance program.

Negotiate new initiatives with other state and federal agencies to facilitate registration, tape matching, electronic data

exchange, and other on-line efforts.

Identify new or updated methods and procedures for enhancing the operation and effectiveness of Agency tape matching programs for both registration and compliance.

Develop new approaches to identify nonregistrants and strategies for the effective implementation of registration compliance

Work with the Office of Information Management on the improvement of Information Technology supporting registration, compliance, and statistical programs.

Maintain effective and on-going tape/electronic match programs with the Department of Education, the DoD, the Department of Labor, the Office of Personnel Management, the Immigration and Naturalization Service, the U.S. Postal Service, and each state's Department of Motor Vehicles/Public Services.

Maintain effective and on-going Registrar programs to include high schools (see Strategic Objective 2.2), Workforce Investment Act, Farm Workers Opportunity Program, and other programs which reach potential registrants.

Strategic Objective 2.2: Improve the participation rate in the SSS' High School (HS) Registrar Program which is composed of individuals who have agreed to act as uncompensated Registrars in high schools nationally.

How success will be measured:

Comparing the number of high schools participating via comparison with prior year records.

Strategic Performance Goal:

Improve the participation rate in the SSS' HS Registrar Program.

FY 1999 Annual Performance Goal:

Attain and appoint Registrars in 70% of the Nation's high schools.

Results: Seventy-six percent.

FY 2000 Annual Performance Goal:

Attain and appoint Registrars in 74% of the Nation's high schools.

Results: Eighty percent.

FY 2001 Annual Performance Goal:

Improve the participation rate in the SSS' HS Registrar Program.

Results: Eight-two percent.

FY 2002 Annual Performance Goal:

Improve the participation rate in the SSS' HS Registrar Program.

Results: Eighty-four percent.

FY 2003 Annual Performance Goal:

Improve the participation rate in the SSS' HS Registrar Program.

## FY 2004 Annual Performance Goal

Attain and appoint Registrars in 85% of the Nation's high schools.

### Baseline:

FY- 98: 65% of the Nation's high schools had Registrars.

### Strategies:

Implement new registration public awareness initiatives in urban areas.

Track responses to solicitation letters sent to high schools.

Enhance materials used to conduct the program.

Monitor participation of high schools in the program.

Conduct visits and follow-up on contacts to high schools to explain benefits of the program and the ease and responsiveness of SSS Internet registration. Evaluate feedback from personal contact with high school administrators and Registrars.

Encourage Agency force multipliers (i.e., uncompensated Board Members and State Resource Volunteers) as well as paid staff to "Adopt-a-High School" to solicit Registrars.

Implement National Registration Improvement Program and high school Registrar initiatives as outlined in Agency Directives.

Track responses to solicitation letters to high schools.

Enhance, in conjunction with Public and Congressional Affairs, materials used to conduct the program.

Monitor participation of high schools in the program.

### Strategic Objective 2.3: Seek alternative registration methods.

#### How success will be measured:

Compare the number of registrations received through automated versus manual processes.

Measure the days to add registrations through various processing methods (sources).

#### Strategic Performance Goal:

Increase registrations through automation.

#### FY 1999 Annual Performance Goals:

Provide potential registrants the capability to register through the Internet.

Results: Implemented programs to register through the Internet on 12/2/98.

Provide potential registrants the capability to register by telephone.

Results: Implemented programs to register by telephone when sent a Registration Reminder Card with a Personal Identification Number on 6/21/99.

FY 2000 Annual Performance Goals:

Increase the proportion of telephonic registrations to 5% of total registrations.

Increase the proportion of Internet registrations to 18% of total registrations.

Results: Six percent of registrations were via telephone, and 22 percent via Internet. In April 2000, SSS implemented programs to register men from INS tape files.

FY 2001 Annual Performance Goals:

Implement programs to register men telephonically who received Compliance correspondence.

Results: The Program was implemented.

Increase the proportion of telephonic registrations to 7% of total registrations.

Results: Increased 10%.

Increase the proportion of Internet registrations to 23% of total registrations.

Results: Increased 28%.

FY 2002 Annual Performance Goal:

Increase the proportion of Internet registrations to 25% of total registrations.

FY 2003 Annual Performance Goal:

Increase the proportion of registrations received through electronic processes to 70% of the total.

FY 2004 Annual Performance Goal:

Obtain 75% of registrations electronically.

Baseline:

CY 1999 data for registration sources.

Strategies:

Continue to assess current methods of registering, determining costs to and burden on the public.

Identify low-cost methods while ensuring the accurate processing of information.

Use web-based and other new technologies to improve public accessibility to Selective Service.

Work with other Government agencies to identify programs or services to assist Selective Service with registration.

Strategic Objective 2. 7: Improve registrant processing systems and procedures.

How success will be measured:

Measure the days to add registrations through various processing methods (sources).

Measure the deliverable rate of Registration Acknowledgment Cards.

Strategic Performance Goal:

Complete registration processing turnaround, including providing the registrant with registration acknowledgment information within 27 days by 2002.

FY 1999 Annual Performance Goal:

Reduce registration acknowledgment turnaround time by 10%.

Results: Forty-three percent of registrations processed within a median time of 21 days.

FY 2000 Annual Performance Goal:

Reduce registration acknowledgment turnaround time by 10%.

Results: Twenty-four percent of registrations processed within an average time of 16 days.

FY 2001 Annual Performance Goal:

Reduce registration acknowledgment turnaround time by 5%.

Results: Processing time remained at 16 days.

FY 2002 Annual Performance Goal:

Reduce registration acknowledgment turnaround time by 5%.

FY 2003 Annual Performance Goal:

Reduce the FY 2002 registration processing time turnaround time by 5%.

FY 2004 Annual Performance Goal:

Process registrations within two weeks.

Baseline:

CY 1998 registration acknowledgment turnaround time of 37 days.

Strategies:

Continue to assess current methods of registering, reviewing cost and effect on the public.

Identify low-cost methods while ensuring the accurate processing of information.

Use Web-based and other new technologies to improve public accessibility to Selective Service.

Work with other Government agencies to identify programs or services to assist the Selective Service with the national registration requirement.

Strategic Goal 3: Enhance external and internal customer service  
(Projected allocation for FY 2004 – \$10,624,000)

Strategic Objective 3.1: Embark on updating and improving the SSS' information technological infrastructure to improve

external and internal customer service, increase productivity in the work force, and achieve cost avoidance.

How success will be measured:

Improvements in system change request implementation times meet or exceed predetermined goals.

Improvements in computer systems execution run times meet or exceed predetermined goals.

Reduction in operational costs for mission systems meet or exceed predetermined goals.

Improvements in functional proponent satisfaction levels meet or exceed predetermined goals.

Improvements in user microprocessor and communications technical support satisfaction levels meet or exceed predetermined goals.

Strategic Performance Goals:

Improve systems change request implementation times by 10%.

Improve functional proponent and customer satisfaction levels by 10%.

Reduce operational costs for mission systems by 10%.

FY 1999 Annual Performance Goal:

Improve systems change request implementation times by 5%.

Results: Improved 12%.

FY 2000 Annual Performance Goal:

Improve systems change request implementation times by 2%.

Results: Improved 3.7%.

FY 2001 Annual Performance Goal:

Improve systems change request implementation times by 2%.

Results: Improved 2.8%.

FY 2002 Annual Performance Goal:

Improve systems change request implementation times by 2%.

Implement the Government Information Security Reform Act.

FY 2003 Annual Performance Goal:

Improve systems change request implementation times by 2%.

FY 2004 Annual Performance Goal:

Maintain an average improve systems change request implementation time of 39 days.

Baseline:

Projected FY 1999 timelines of 48.30 days for systems change implementation.

FY 1999 Annual Performance Goal:

Improve functional proponent and customer satisfaction levels by 4%.

Results: Eighty-five percent.

FY 2000 Annual Performance Goal:

Improve functional proponent and customer satisfaction levels by 2%.

Results: Eighty-seven percent.

FY 2001 Annual Performance Goal:

Maintain functional proponent and customer satisfaction levels of 87%.

Results: Eighty-six percent.

FY 2002 Annual Performance Goal:

Maintain functional proponent and customer satisfaction levels of 87%.

FY 2003 Annual Performance Goal:

Maintain functional proponent and customer satisfaction levels of 87%.

FY 2004 Annual Performance Goal:

Maintain functional proponent and customer satisfaction levels of 87%.

Baseline:

Projected FY 1999 customer satisfaction level of 86%.

FY 2003 Annual Performance Goal:

Evaluate information systems to ensure compliance with the Government Information Security Reform Act.

Strategies:

Convert mission critical and support applications to new hardware/software contingent on budget allocation.

Upgrade data base management system.

Continue to operate under a business process improvement methodology.

Upgrade field structure communications.

Upgrade correspondence tracking system. (FY 2002 installed filenet system.)

Adopt technology improvements in Agency microprocessor and communications systems.

Identify and implement registration processing improvements.

Integrate security measures into information systems without additional budget, staffing, or training resources.

Increase security level on Wide Area Network pending funding.

Finalize required modifications to TIRMS and ASPS software based on REX FY 2002 findings.

Facilitate access to Intranet via 'virtual' private network.

Transition to Enterprise Server platform for automated systems based on FY 2003 benchmark and funding.

Strategic Objective 3.6: Improve service to the public.

How success will be measured:

Maintain statistical data to assess service levels.

Strategic Performance Goal:

Enhance telephone applications for public transactions.

FY 1999 Annual Performance Goals:

Decrease abandoned agent telephone calls by 7.5%.

Results:

Abandoned agent telephone calls increased from 27% to 31%. (An increase of 15%)

Decrease time for agent telephone calls by 4%

Results:

The answer speed rate increased from 2 minutes, 6 seconds to 3 minutes, 26 seconds (an increase of 63%).

FY 2000 Annual Performance Goals:

Improve telephone service by 7.5%.

Results:

The SSS increased hours of telephone service to include weekends and longer hours on weekdays. Weekly telephone availability increased from 61.25 hours per week to 142.75 hours per week, an improvement of 133% over CY1998.

During FY 2000, the SSS processed nearly 105,000 more calls than in FY 1999, an 8.5% improvement. The increase is due to the increased capacity provided by the new telephone and Interactive Voice Response (IVR) systems.

FY 2001 Annual Performance Goals:

Decrease abandoned telephone calls by 5%.

Results: Abandoned calls decreased by 65%.

Decrease correspondence processing turnaround by 10%

Results: Correspondence processing turnaround decreased by 65%.

FY 2002 Annual Performance Goals:

Decrease abandoned telephone calls by 5%

Decrease correspondence processing turnaround by 5%.

Use e-mail for responding to registrant inquiries.

#### FY 2003 Annual Performance Goal

Have a telephone call abandonment rate of 7% or less.

Answer correspondence within 10 days.

#### FY 2004 Annual Performance Goal:

Have a telephone call completion rate 93% or higher.

Answer correspondence in less than 10 days.

#### Baselines

For FY 1999 and 2000 goals: In CY 1998, the Data Management Center provided 12.25 hours of daily telephone support Monday- Friday, using an interactive voice response system to verify registration status.

For FY 2001 and 2002 goals: Correspondence turnaround (FY 2000 Oct-Aug) 28 days. Abandoned call rate (FY 2000 Oct-Aug) 23%

FY 2003 and 2004 goals: Correspondence turnaround (FY 2002 of 11 days).

#### Strategies:

Operate a centralized national call center to provide responses to registrant inquiries by telephone, in writing, or other means. Continually assess these services.

Improve telephone services.

Provide additional services through the IVR.

Reduce turnaround of correspondence.

Improve text of standardized correspondence.

Strategic Goal 4: Enhance the system which guarantees that each conscientious objector is properly classified, placed, and monitored. (Projected allocation for FY 2004 – \$955,000)

Strategic Objective 4.1: Ensure a mobilization infrastructure of 48 Alternative Service Offices and 48 Civilian Review Boards are operational within 96 days after notification of a return to induction.

How success will be measured:

Complete project plan milestones.

Readiness Exercises determine the knowledge and capability of the SDs and RFOs to activate the 48 ASOs within the first 96 days. Exercises to be held every three years.

Readiness Exercises determine the capability of the automated

Alternative Service Program System to function as required.

Strategic Performance Goals:

Develop updated Alternative Service plans and procedures.

Conduct a REX in 2002 to determine the level of knowledge in Alternative Service Program procedures of the SDs and RFOs and the ability of the CRB Members to review Alternative Service Worker (ASW) claims.

FY 1999 Annual Performance Goal:

Complete 50% of the development of the revised Alternative Service plans and procedures.

Results: Seventy-five percent of the development was completed.

FY 2000 Annual Performance Goal:

Complete 75% of the development of the revised Alternative Service plans and procedures.

Results: One hundred percent of the development of the revised Alternative Service plans and procedures was completed.

FY 2001 Annual Performance Goal:

Develop and conduct an Alternative Service Program Prototype Exercise to validate incidents and procedures for the REX to be held in 2002.

Results: The Alternative Service Program (ASP) Prototype Exercise was developed and tested. The results were used in the development of the FY 2002 REX.

FY 2002 Annual Performance Goals:

Develop and conduct an Alternative Service Program portion of the REX.

Results: The ASP portion of nationwide REX 2002 was successful.

Ensure that 95% of predefined ASP readiness objectives are attained and validated during the REX.

Results: All of the readiness objectives were met (100%).

Ensure that 90% of SDs and RFOs are capable of implementing ASPS functions and responsibilities.

Results: Ninety-five percent of the SDs and RFOs are capable of implementing ASPS functions and responsibilities.

FY 2003 Annual Performance Goal:

Redefine Alternative Service policies and procedures based on the results of the FY 2002 REX.

Baseline:

Twenty-five percent of the development of revised Alternative Service plans and procedures completed as of December 1998.

Strategies:

Update and maintain the revised chapter(s) of the RIPS Manual dealing with Alternative Service.

Test the automated data system for Alternative Service and work with the Office of Information Management to make any necessary program changes or alterations.

Make any necessary refinements to the Alternative Service Plans and policies as a result of the REX.

Strategic Objective 4.2: Develop a Standard Operating Procedure (SOP) for the Alternative Service Employer Network to specifically identify organizations and associations who can, by law, participate in the Alternative Service Program. This network will provide jobs for ASWs at the local level. Prior to activation, SSS will develop a draft MOU for use when obtaining agreements with qualified employers at the local and national level.

How success will be measured:

An SOP will be completed, coordinated, and approved for use in an authorized return to conscription.

The draft MOU will be completed, coordinated, and approved for use in an authorized return to conscription.

Strategic Performance Goals:

Develop the SOP, coordinate with the National Headquarters and obtain approval from the Director of Selective Service.

Complete a draft MOU to be used as an agreement between the SSS and other Federal and private agencies for the placing of ASWs at the local level.

FY 1999 Annual Performance Goal:

Develop 35% of the outline for the SOP to be used for identifying organizations and associations who are eligible for an Alternative Service Employer Network.

Result: Thirty-five percent of the outline completed.

FY 2000 Annual Performance Goal:

Develop 50% of the outline for the SOP to be used in identifying organizations and associations who are eligible for an Alternative Service Employer Network.

Result: Sixty percent of the outline completed.

FY 2001 Annual Performance Goal:

Develop 75% of the outline for the SOP to be used in identifying organizations and associations who are eligible for an Alternative Service Employer Network.

Result: The SOP for the Alternative Service Employee Network was completed.

FY 2002 Annual Performance Goal:

Develop 80% of the outline for the SOP to be used in identifying organizations and associations who are eligible for an Alternative Service Employer Network.

Result: Reviewed and updated the completed SOP.

FY 2003 Annual Performance Goal:

Incorporate the SOP into the Alternative Service Processing System (ASPS).

Baseline:

Sixty percent of the development of the outlines for the Alternative Service SOP, to be used in identifying organizations and associations which are eligible for an Alternative Service Employer Network, was completed during FY 2000.

Strategies:

Continue development of an Alternative Service Employer Network SOP to be completed, coordinated, and approved for use in an authorized return to conscription.

Provide resources for the development of the draft MOU between SSS and organizations and associations who qualify as employers of ASWs.

Strategic Objective 4.3: Support the Agency's ability to implement the Alternative Service Program with the development and implementation of readiness training programs.

How success will be measured:

Meet the milestones for training assigned SDs and RFOs on the Alternative Service Program.

Achieve training assessment results indicating that 90% of all assigned SDs and RFOs are trained to predetermined standards.

Maintain 90% of assigned SDs and RFOs trained.

Achieve distribution of 100% of updated State Director, Reserve Force Officer and CRB training documents to the Regions.

Strategic Performance Goals:

Develop and distribute refresher training for CRB Members.

Train 90% of assigned SDs and RFOs on Alternative Service plans, policies, and procedures.

Provide a training document that instructs the SDs and RFOs on how to train civilian new hires.

FY 1999 Annual Performance Goal:

Provide self-study Continuation Training to assigned CRB Members.

Results: Sufficient copies of the self-study Continuation Training package were distributed to the Regions for dissemination to CRB Members.

FY 2000 Annual Performance Goal:

Provide self-study Continuation Training to assigned CRB Members.

Results: Training was provided to 100% of assigned CRB Members.

FY 2001 Annual Performance Goals:

Provide self-study Continuation Training to all assigned CRB Members.

Results: Training was provided to 100% of assigned CRB Members.

Train 90% of assigned SDs and RFOs on Alternative Service plans and procedures.

Results: Ninety-seven percent - State Directors 96% - RFOs

FY 2002 Annual Performance Goals:

Provide self-study Continuation Training to all assigned CRB Members.

Train 90% of assigned SDs and RFOs on Alternative Service plans and procedures.

FY 2003 Annual Performance Goals:

Provide self-study Continuation Training to all assigned CRB Members.

Train 90% of assigned SDs and RFOs on Alternative Service plans and procedures.

FY 2004 Annual Performance Goals:

Train 90% of assigned SDs and RFOs on Alternative Service plans and procedures.

Baselines:

In FY 1999, a sufficient number of self-study Continuation Training Packages were distributed to the Regions for dissemination to CRB Members.

Based on Region Headquarters FY 1999 Training Reports, at least 90% of assigned SDs and RFOs were trained on Alternative Service functions and responsibilities.

Strategies:

Train SDs and RFOs on Alternative Service Program plans, policies and procedures.

Develop and distribute Alternative Service training materials for CRB Members, SDs and RFOs as outlined in Agency Directives.

Provide training materials to SDs and RFOs via the SSS Intranet and/or to the Regions for dissemination to SDs and RFOs.

Make any necessary refinements to the Alternative Service training documents based on training feedback from SDs, RFOs, and CRB Members.

### **Glossary of Acronyms**

Acronym/ Terminology

SSS Selective Service System

APP Annual Performance Plan

GPRA Government Performance and Results Act

DoD Department of Defense

HCPDS Health Care Personnel Delivery System

SDs State Directors

RFOs Reserve Force Officers

REX Readiness Exercise

TPR Time-Phased Response

IMIS Integrated Mobilization Information System

RIPS Registrant Integrated Processing System

IVR Interactive Voice Response System

REGSTATS Registration Statistics Reporting System

AOAs Area Office Augmentees

CRB Civilian Review Board

INS Immigration and Naturalization Service

ASOs Alternative Service Offices

ASPS Alternative Service Processing System

ASW Alternative Service Worker

Schedule RFO Certification Exams for newly-assigned RFOs and RFOs requiring re-certification.

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