



White Paper: Potential Recommendations Involving the Selective Service System, National Mobilization, and Military Service

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The National Commission on Military, National, and Public Service (the Commission), created by the National Defense Authorization Act for Fiscal Year 2017, is an independent, bipartisan agency of the Executive Branch charged with (a) conducting a review of the military selective service process and the need for a draft, and (b) identifying ways to increase participation in military, national, and public service to address national security and other needs of the nation. The Commission will submit its findings and recommendations to the Congress and the President in March 2020.

This document is intended for interagency deliberation between Commission staff and the Department of Defense (DoD). The potential recommendations set forth herein are among those being considered by the Commission and inclusion of a potential recommendation in this document does not indicate that the Commission has adopted or intends to adopt that recommendation. The Commission is particularly interested in receiving informal input from DoD regarding these potential recommendations in order to inform the Commission's deliberative process.

1. Potential Recommendations for the Military Selective Service Process

- 1.1. Affirming the need for a military draft contingency and recommending amendments to the Military Selective Service Act to clarify that the purpose of a draft mechanism is broader than just a need for combat replacement troops, for example, to state: "The Congress hereby declares that an adequate armed strength must be achieved and maintained to insure the security of this Nation, by ensuring adequate personnel with the requisite capabilities to meet the mobilization needs of the Department of Defense during a national emergency."
- 1.2. Recommending suspension of pre-mobilization registration in favor of a passive, post-mobilization system.
- 1.3. Recommending suspension of pre-mobilization registration upon certification of procedures to undertake post-mobilization registration if needed.
- 1.4. Recommending that SSS registration be extended to all Americans, not limited by sex.
- 1.5. Recommending a mechanism for providing further due process for any individual who has been denied a federal benefit due to nonregistration with the SSS.
- 1.6. Recommending a statute of limitations for different federal penalties associated with non-registration.

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- 1.7. Recommending that SSS incorporate methods into the registration process to convey the solemnity of military service and conscription.
- 1.8. Recommending a means for individuals to designate, during SSS registration, an intent to file for conscientious objector status in the event of a draft.
- 1.9. Recommending an expansion of the draft-eligible population beyond 26 years of age.
- 1.10. Recommending that the duration of service for drafted individuals be extended for the duration of the relevant conflict.
- 1.11. Recommending creation of a skills-based draft or alternative ways to identify, during induction, individuals with special skills or abilities.
- 1.12. Recommending endorsement of the Health Care Personnel Delivery System approach as a model for a potential skills draft.
- 1.13. Recommending amendments to current draft exemptions and deferrals, including limiting the “Public Official” exemption to executive and judicial functions, minimizing exemptions for certain types of criminal offenses, amending educational deferrals, and amending exemption for “Ministers of Religion.”

2. Potential Recommendations for National Mobilization

- 2.1. Recommending that the President issue an Executive Order setting out policy for the federal government to issue a call for volunteers before exercising a draft contingency and identifying roles and responsibilities within the federal government required for implementation and DoD develop a plan for responding to a large influx of volunteers.
- 2.2. Recommending creating of a national roster of individuals willing to join the military in a national mobilization scenario.
- 2.3. Recommending that DoD establish an Individual Ready Reserve (IRR) of personnel with critical skills. Under new Title 10 authority, DoD would direct the military services to recruit individuals with critical skills and provide limited training on basic military competency. Further, DoD would direct the military services to develop systems to integrate critical skills IRR personnel into active military or selected reserve units in the case of activation.
- 2.4. Recommending that the President direct DoD and the SSS to conduct a table-top exercise that includes the full range of interagency mobilization stakeholders to review total and mass mobilization strategic and operational concepts, and that the Executive Branch conduct a review of planning and draftee induction once every 5 years.
- 2.5. Recommending that DoD designate a lead National Mobilization executive agent within the Office of the Secretary of Defense to develop plans, in conjunction with the SSS, to respond to a large influx of volunteers as may occur during a Presidential call for volunteers and report the plans to Congress.

- 2.6. Recommending that Congress require DoD to update the personnel requirements and timeline for obtaining draft inductees in the event of an emergency requiring mass mobilization.
- 2.7. Recommending that a future Quadrennial Defense Review or National Defense Strategy include a section on the state of the SSS and the U.S. ability to mobilize personnel—both volunteers and conscripts—rapidly in the event of an emergency.
- 2.8. Recommending that DoD to generate and maintain a list of the type and number of currently needed critically skilled personnel within the Office of the Undersecretary of Defense for Personnel and Readiness.

3. Potential Recommendations for Attracting Critical Skills to Military Service

- 3.1. Recommending that the Army Cyber Institute and U.S. Army Cadet Command expand access to Cadet Leadership Development Program (CLDP) for Army ROTC cadets across the country and work with service cadet commands to facilitate the participation of Navy, Marine, and Air Force ROTC cadets in CLDP.
- 3.2. Recommending that Congress appropriate funding to the newly established Cyber Institutes authorized in the FY19 NDAA and consider expansion to other universities if proof-of-concept is successful.
- 3.3. Recommending that DoD ensure consistent funding and application of tuition assistance (TA) by the Services and consider allowing Services to prioritize TA funds to service members who are seeking to complete a certification or degree that leads to a critical skill.
- 3.4. Recommending that the Services collect data on the usage of new FY19 authorities with regards to recruiting and retaining cyber talent and report information to Congress, along with identified challenges and future plans for expanded implementation or justifications as to why such authorities are not a good fit.
- 3.5. Recommending that the Services collect more robust individual performance data and administer a standardized exit survey to identify challenges, increase transparency, and support use of new authorities.
- 3.6. Recommending that the Services establish permanent billets at Defense Digital Service and similar entities to facilitate greater cyber development opportunities and allow promotion boards and leadership to better recognize the institutional value in such assignments.
- 3.7. Recommending that the Services provide an annual report to Congress on their use of recruitment and retention bonuses paid to individuals in cyber career tracks to formulate a better appraisal of the necessary incentive structures for the military to remain competitive in attracting individuals with critical skills and ensure that the Services are fully utilizing incentives at their disposal.

- 3.8. Recommend that DoD consider ways to incentivize individuals in cyber career tracks who leave for the private sector to be called back into service when needed, or to do so on a part-time basis, including by joining a ready reserve corps for cybersecurity specialists.

4. Potential Recommendations for Engaging with and Educating the Public about Military Service

- 4.1. Recommending that Congress authorize and appropriate two-year marketing and advertising budgets for all the military services.
- 4.2. Recommending that DoD, in cooperation with GAO and subject matter experts, review the efficacy of legacy advertising and marketing models to better align with current and future information platforms used by young people and their influencers to learn about the opportunities and benefits associated with military service.
- 4.3. Recommending that Congress support an increase of JROTC units to no less than 6,000 by 2032 and expand the JROTC curriculum to include relevant national and public service opportunities.
- 4.4. Recommending that DoD develop a basis of allocation for JROTC units that would ensure a broader distribution of JROTC units in school districts across the United States.
- 4.5. Recommending the President promote administration of the ASVAB CEP in schools and direct DoD to work with OPM and CNCS to explore the potential applicability of the ASVAB CEP to national service and federal public service.
- 4.6. Recommending that Congress authorize and appropriate funds for DoD to run a pilot program with universities and secondary schools and private-sector employers to promote adopting the ASVAB CEP as an assessment tool.
- 4.7. Recommending that states enact legislation mandating ASVAB CEP administration.
- 4.8. Recommending further efforts by the Services to engage the public, such as through increasing tours of military bases and facilities.
- 4.9. Recommending that members of Congress support and participate in military outreach in their districts.

5. Potential Recommendations for Pipelines into and out of Service

- 5.1. Recommending that DoD carefully consider current eligibility standards.
- 5.2. Recommending that DoD examine the incentive structures currently in place for recruiters to work through the waiver process with candidates.
- 5.3. Recommending that Congress authorize and appropriate funds for Services to invest recruiting resources in underserved markets, as defined by each Service, and that Service

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utilize existing authorities focused on areas with lower rates of propensity, including through extension of the temporary authority in Section 522 of the FY16 NDAA to December 30, 2023.

- 5.4. Recommending that Congress appropriate additional funding for the DoD to expand existing Hometown Recruiting Programs, with a portion of additional funding allocated to efforts to recruit among low propensity areas and underserved demographics.
- 5.5. Recommending that Congress authorize and appropriate funds to provide limited tuition grants for pre-service professional civilian certifications in exchange for an enlisted service commitment. Tuition grants would be available for certifications and degrees identified by the armed services, updated at least every five years.
- 5.6. Recommending that Congress authorize and appropriate funds for DoD to run a pilot program establishing a partnership with community colleges and vocational schools that would provide professional civilian certifications through technical programs.
- 5.7. Recommending that Congress authorize and appropriate funds to support a Public Service Corps (PSC) similar, but not identical, to the Reserve Officers' Training Corps (ROTC), in partnership with universities and other levels of government, that awards scholarships and provides special coursework to participants in exchange for a public service commitment (which may include civilian work in support of the military).
- 5.8. Recommending that Congress authorize the Military Service Academies to enroll a cohort of public service cadets who would be subject to the same 5-year service commitment but in public service, rather than in military service, at a federal agency in a civilian capacity, without any reduction in enrollment of military cadets.
- 5.9. Recommending that DoD, including the Services, use existing personnel management authorities to facilitate a "continuum of service" that fosters efficient and effective permeability between all components of government service, and between the government and the private sector.
- 5.10. Recommending that DoD, including the Services, maintaining limited information and connectivity with former service members through a system building on the existing reserve component structure, making it easier to re-integrate these service members.

6. Potential Recommendations on Hiring Preferences

- 6.1. Recommending that Congress amend existing law to change veterans' preference within competitive examining to serve as a tiebreaker rather than as an automatic upgrade of a candidate (e.g., floating from "Minimally Qualified" to "Highly Qualified" by virtue of preference eligibility).
- 6.2. Recommending that Congress amend existing law to limit eligibility for veterans' preference to individuals who are not employed by a federal agency (i.e., those seeking to obtain a federal job for the first time, but not current employees seeking to change

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jobs within the Federal government) and federal employees who are within two years of first use of the preference, in order to refocus veterans' preference on early career veterans.

- 6.3. Recommending that Congress authorize 12 months of noncompetitive eligibility (NCE) for successful completion of federally sponsored internships, scholarships, and fellowships, and 36 months of NCE to all full-time AmeriCorps and Peace Corps alumni and all AmeriCorps alumni who qualify for the full-time Segal AmeriCorps Education Award and alumni of other full-year civilian national service programs not funded by AmeriCorps.
- 6.4. Recommending that Congress amend existing law to extend Veterans Recruitment Appointment (VRA) eligibility for veterans to 10 years after separation (up from 3) and to remove military retirees' VRA except for those retirees who qualify for disability retirement.
- 6.5. Recommending that Congress remove veterans' preference for military retirees.
- 6.6. Recommending that Congress suspend veterans' preference for agencies that meet a veteran-hiring goal of at least 25 percent.

7. Potential Recommendations to Encourage Coordination Among Military, National, and Public Service Agencies

- 7.1. Recommending that Congress authorize and appropriate funds for DoD, CNCS, and the Peace Corps to collaborate on joint advertising campaigns and share relevant marketing research resources.
- 7.2. Recommending that DoD, in consultation with the Corporation for National and Community Service (CNCS) and the Peace Corps, develop a plan for providing ineligible or non-selected military applicants with information about the other forms of national and public service.
- 7.3. Recommending that DoD, CNCS, the Peace Corps, and OPM work together to provide individuals transitioning out of one service stream with information on opportunities available in the other service streams.
- 7.4. Recommending that DoD, CNCS, and the Peace Corps jointly produce a quadrennial report that is focused on evaluating cross-service participation and that contains recommendations for increasing joint awareness and recruitment initiatives.
- 7.5. Recommending that DoD, CNCS, and the Peace Corps enter into an agreement to commit to develop and implement cross-service incentives for recruitment and retention purposes.