2023 Selective Service System Joint Partner & Interorganizational Integration Workshop

Hosted by the SSS’s Training and Exercise Program Branch

December 4, 2023
2023 Selective Service System Joint Partner & Interorganizational Integration Workshop
December 4, 2023
1515 Wilson BLVD Arlington, Arlington, VA and Virtual
Collaborate

December 4, 2023

0815 – 0845: Check-in at SSS NHQ
0900 – 0910: Welcome & Opening Remarks
0910 – 0920: Mr. Joel C. Spangenberg, Director of Selective Service (Acting)
0920 – 0950: COL Kent W. Park, Setting the Stage: Transitioning to a Mostly-Volunteer Force
0950 – 1000: Break
1000 – 1020: Selective Service System, Today’s Conscription
1020 – 1040: The Office of the Secretary of Defense, Memorandum of Agreement (MOA) Responsibilities
1100 – 1110: Break
1110 – 1140: Framework of Integration
1140 – 1150: End of Workshop Wrap Up
General Information

**Background:** The 2023 SSS Joint Partner & Interorganizational Integration Workshop (PIIW) is a forum for Selective Service System (SSS) and Partners (The Office of the Secretary of Defense (OSD) and United States Military Entrance Processing Command (USMEPCOM)) to discuss specific elements of National Mobilization roles, responsibilities, and operations during mobilization phases, as well as policy-level decisions required to ensure effective coordination between partners.

**Purpose:** Provide OSD, USMEPCOM, and SSS the opportunity to update the group on their respective organization, capabilities, exercise programs, priorities, and challenges in providing a return to conscription.

**Participation:** As a national preparedness activity, this PIIW provides a wide range of stakeholders an opportunity to discuss and develop programs through validation of existing plans, policies, and procedures.

- Virtual participation via MS Teams: [2023 SSS Joint Partner & Interorganizational Integration Workshop](#)
- Dial-in Conference Call: (929) 352-1604, PIN: 952126188#
Anticipated Workshop Outcomes

• Expected Desired Outcomes / Talking Points:
  – Establishment of Community of Interest composed of “right people” at “right levels.”
  – Familiarize Interorganizational partners with the respective organization mission, capabilities, exercise programs, priorities, and challenges in providing a return to conscription.
  – Discover any integration points to be addressed during Workshop Forum and find right opportunities for future training and exercise engagements to assess success of integration.

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Mr. Joel C. Spangenberg, an appointee of the Biden-Harris Administration and member of the Senior Executive Service, became acting Director of the Selective Service System in August 2022. He has oversight of the National Headquarters staff, the Data Management Center, and three regional headquarters throughout the United States consisting of civil servants, reservists from six services, and over 10,000 volunteers. Previously, he served in senior career roles as the first Executive Director of Operations at the Defense Nuclear Facilities Safety Board, Deputy Associate Administrator for External Affairs at the National Nuclear Security Administration, and Associate Director of Governmental Affairs at Naval Reactors.

During the Obama-Biden administration, Mr. Spangenberg served as Chief of Staff of the Selective Service System (SSS) and Special Assistant to the Deputy Secretary of the U.S. Department of Veterans Affairs. He has also worked in the U.S. Senate as a Subcommittee Deputy Staff Director and Professional Staff member, where he led national security legislative and oversight efforts. His key volunteer positions in the community have included service as Chairman of Congresswoman Eleanor Holmes Norton’s Service Academy Selection Board, SSS Local Board Member of the District of Columbia (D.C.), and Vice Chairman of the D.C. Mayor’s Advisory Board on Veterans Affairs. Mr. Spangenberg is a member of the American Nuclear Society and a former Term Member of the Council on Foreign Relations.

Mr. Spangenberg is also a veteran of the U.S. Navy, where he served as a Surface Warfare Officer (Nuclear). He was assigned to the destroyer USS Ross (DDG 71) as the Anti-Submarine Warfare Officer, deploying in support of Operation Enduring Freedom following the 9/11 terrorist attacks. He also served as Reactor Electrical Division Officer on the aircraft carrier USS Abraham Lincoln (CVN 72) with service in the Western Pacific, including in support of disaster relief operations in Indonesia in the immediate aftermath of the 2004 tsunami. His final Navy assignment was Regional Program Director for Training and Readiness (N7) to Commandant, Naval District Washington. Mr. Spangenberg’s civilian and military decorations include the NNSA Distinguished Service Medal, SSS Distinguished Service Medal, Department of Defense Meritorious Service Medal, Navy Achievement Medal (two awards), National Defense Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, and Humanitarian Service Medal.

Mr. Spangenberg graduated with Distinction from the U.S. Naval Academy with a Bachelor of Science degree in Systems Engineering and was a four-year member of the men’s heavyweight rowing team. He is also a graduate of the U.S. Naval War College, where he earned a Master of Arts in National Security and Strategic Studies. Additionally, Mr. Spangenberg completed master’s degrees in engineering management at Old Dominion University and in administrative leadership at the University of Oklahoma and is also a graduate of the U.S. Air War College’s Senior Developmental Education program. He is a Certified Defense Financial Manager with Acquisition Specialty and a Project Management Professional.
Colonel Kent W. Park is the commander of Joint Base Lewis-McChord, Washington. As the commander, Colonel Park ensures mission essential support and services to units, service members, families, civilian employees, contractors and retirees -- which totals more than 290,000 people within 414,000 acres -- to ensure the resilience of our Service members and their families.

A graduate of the United States Military Academy, Colonel Park was commissioned as an Infantry Officer in 1999 and served in various leadership and broadening assignments over the past 24 years.

His overseas and deployment experiences include: Republic of Korea as an Infantry and Scout Platoon Leader with 2-9 Infantry, 2nd Infantry Division, Civil Affairs Operations Officer with 8th Army, and Chief of Current Operations with the Combined Forces Command/U.S. Forces Korea; Operation Iraqi Freedom (OIF) as a Company Commander with C/2-1 Infantry, 172nd Stryker Brigade Combat Team; Operation Enduring Freedom (OEF) as Battalion Operations Officer with 1-23 Infantry, 2nd Infantry Division; and Operation Inherent Resolve (OIR) as Squadron Commander of 3rd Squadron, 3rd Cavalry Regiment.

Other assignments include: Associate Professor at the United States Military Academy teaching American Politics, Civil-Military Relationship, and American Foreign Policy in the Department of Social Sciences; Researcher for talent management initiatives at the Office of Economics and Manpower Analysis (OEMA); and Director of Commander's Action Group and Speechwriter for the Commanding General of U.S. Army Pacific.

COL Park's previous experience at Joint Base Lewis-McChord include: Battalion Operations and Executive Officer with 1-23 Infantry Battalion, Brigade S3 with the former 3-2 Stryker Brigade Combat Team, and Chief of Current Operations with 7th Infantry Division.

Most recently, COL Park was a member of the Carlisle Scholars Program at the U.S. Army War College where he researched modernization efforts for the Selective Service System and mass-mobilization challenges in large-scale combat operations. His other research interests include Civil-Military relationship, talent management, and the U.S. Pacific strategy.

COL Park earned a Bachelor of Science in International Relations from the United States Military Academy, Master in Public Policy from the Harvard Kennedy School of Government, and a Master in National Security Studies from the U.S. Army War College.

COL Kent Park is married to the former Dr. Jae Rin Suh. They have three children: Wesley, Nathan, and Joshua. All are thrilled to be back in the Pacific Northwest and looking forward to enjoying delicious seafood and an epic winter sports season!
Selective Service System

Transitioning to a Mostly-Volunteer Force

COL. Kent Park

Commander

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Transitioning to a Mostly-Volunteer Force

COL Kent Park
Agenda

- Changing Environment
- Casualty Rates during Large-Scale Wars
- Strategic Challenges
- Recommendations
- Q&A / Discussion
ECONOMIC, POLITICAL, SOCIAL, AND CULTURAL TRENDS, 1895–2015

- Knights of Columbus
- Kiwanis International
- Sierra Club
- Lions Club
- PTA
- American Legion
- Gideon Society
- Farm Bureau Federation
- 4H
- League of Women Voters
- Teamsters Union
- ACLU
- Big Brothers
- Rotary Club
- Sierra Club
- Audubon Society
- National Urban League
- Boy Scouts
- Campfire Girls
- Hadassah

THE UPswing
The United States Army War College

THE UNITED STATES ARMY WAR COLLEGE

ECONOMIC, POLITICAL, SOCIAL, AND CULTURAL TRENDS, 1895–2015


- Economics
- Politics
- Society
- Culture

Strength and Wisdom
Changing Environment

We are now in the early years of a decisive decade for America and the world. The terms of geopolitical competition between the major powers will be set. …the post-Cold War era is definitively over and a competition is underway between the major powers to shape what comes next. – (2022 National Security Strategy)

What COULD come next?

Large-scale war against a near-peer threat that could last longer and result in more casualties than anything the US has experienced since World War II.
Casualty Rates

- **Doctrine**
  - Infantry & Armor Divisions: 15-18% sustained casualty rate or ~2,700 replacements per division per month (FM 101-10-1 outdated, 1990)
  - Theater level: sustained casualty replacement rate of approximately 24,000 per month (JP 4-02, FM 4-0, JMPT, 2017-2019)

- **Wargames and Exercises**
  - 50,000 – 55,000 casualties over eight days of fighting between Corps/Divisions (MCTP)
  - 6,960 – 10,000 casualties in just the initial three-four weeks of sea and air battle (CSIS)

- **Russia-Ukraine War (U.S. estimates as of AUG 2023)**
  - Russian forces: ~300,000 casualties (120,000 killed / 180,000 wounded)
  - Ukrainian forces: ~190,000 casualties (70,000 killed / 120,000 wounded)
  - Battle of Bakhmut: “Russia is unlikely to be able to sustain the current level of offensive operation without mobilizing additional manpower.” – Mrs. Avril Haines, Director of National Intelligence
Historical Context

• Casualty Rates (Large-Scale Combat Operations against a near-peer threat)
  - OPERATION CRUSADE (British Eighth Army with 118,000 vs. Axis forces with 119,000) lasted **three weeks** resulting in 17,700 British casualties and 38,300 Axis casualties (15% and 32% casualty rates respectively)
  - The U.S. 80th Division from August 1944 to May 1945 (9-months) replaced nearly 70% of its strength (2,924 KIA; 393 died of wounds; 2,951 WIA; 1,500-3,000 MIA or captured)

• Mobilization of Total U.S. Population
  - WWI: 4.6% (Germany: 16.5%, Russia: 13.5%, France: 21%, UK: 22%)
    **AVERAGE: 15.5%**
  - WWII: ~12% (Germany: 26%, Soviet Union: 20%, France: 14%, UK: 17%)
    **AVERAGE: 17.8%**
  - Current U.S. population is ~336 million
    - 15%: 50.4 million
    - 10%: 33.6 million

*It is not about the size of the standing military but the capacity to grow and sustain manpower requirements for a prolonged period of time.*
Current State of the U.S. Army

- **The All-Volunteer Force (AVF)**
  - The AVF was never designed to fight a large-scale war on its own.
  - The supply of AVF will be exhausted very rapidly.
  - The AVF was never stressed like it will be in a large-scale war against a near-peer threat.

- **The Individual Ready Reserve (IRR)**
  - The largest category of pre-trained individual manpower tasked to bring both the active and selected reserve units to wartime strength
  - Deployed as initial casualty replacements
  - Size of the IRR reduced by 90% from ~700,000 in 1973 to ~76,000 in 2022
  - From the current pool of IRR, approximately 10% - 65% will be willing and able to serve

- **The National Guard**
  - Brigade Combat Teams are 60-65% deployable strength
  - Increasing recruitment shortfalls
  - Statutory limitations for federalized employment

**In a large-scale conflict against a near-peer threat, the US military would have to almost immediately request reauthorization of the draft to ensure it had sufficient manpower to sustain the war.**
Faulty Assumptions?

1. The US military will be able to fight the next major war entirely with the AVF.

2. The US government will be able to reauthorize the draft without significant political and societal repercussions.

3. Large-scale war against a near-peer threat is a high-impact, low probability event, and the U.S. military can assume some risk.

_Military and civilian leaders are making consequential assumptions that if proven false could lead to catastrophic results._
Challenges (Supply)

- How many are medically qualified?
- How many would be deferred for civilian occupations?
- How many would be deferred for extreme hardships?
- How many would attempt to dodge the draft?

No clear understanding on the supply of manpower due to undetermined criteria.

**Figure 1** — Active Classifications from the Selective Service System
Challenges (Demand)

- What is the estimated manpower requirement? (Quantity)

- What are some of the skill sets and experiences required? (Quality)

- How quickly do these individuals need to be drafted?

“There are currently no valid DoD level documents establishing requirements, responsibilities, and roles to implement the induction of draftees into military service in support of mobilization.” - USMEPCOM
Recommendations

1. Return to conducting large-scale mobilization exercises.
2. Correct the narrative and perception of the AVF vs. draftees.
3. Incorporate talent management into registration and mobilization.
5. Expand draft registration to all Americans to include women.
6. Provide additional incentives for people who volunteer with higher priority/tier for government services and benefits.
7. Lower the barrier for people to transition in and out of service throughout an individual’s lifetime.
8. Broaden the scope of service to include public service and national service.
9. Provide volunteer opportunities for all Americans to pay their service forward during peacetime.
10. Maintain mandatory registration for all Americans but include a second phase that includes an annual mock induction notification and classification for fitness to serve.
Social cohesion, sense of civic duty, and obligation towards our society can be grown, renewed, and strengthened.
Conclusion

• We are in danger of strategic malpractice

• The U.S. is not alone in reevaluating manpower models

• The U.S. has been self-reflective in the past
  – 1916: Continental Army Plan
  – 1947: Universal Military Training
  – 1951: National Security Training Corps
  – 1973: All-Volunteer Force with a Stand-by Draft
  – 1981: Reinstatement of draft registration
  – 2020: National Commission on Military, National, and Public Service

• The U.S. military is more than just the all-volunteer force

On September 10th, 2001, a ground invasion of Afghanistan was unthinkable. By nightfall on September 11th, it was all but inevitable.
Q&A
Today’s Conscription

Mr. Thomas “Tom” Devine

Selective Service System
Deputy Associate Director for Operations

TDevine@sss.gov

SSS 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
Today’s Conscription

Thomas Devine
Deputy Associate Director for Operations
Today’s Selective Service System

**Selective Service performs its mission by:**

- Registering and maintaining a database of males between the ages 18 and 25 (citizens or residents of the United States).
- Preparing, when directed by Congress and the President, to respond to a DoD request for inductees within 193 days.
  - When authorized, directing selected registrants to report to a Military Entrance Processing Station (MEPS) for examination and inductions into the Armed Forces.
- Maintaining a system of classification based on exemptions and deferments.
- Maintaining a structure for managing alternative service for conscientious objectors (COs).
- Maintaining a structure for registering and classifying persons qualified for practice or employment in a health care occupation essential to the maintenance of the Armed Forces.
Mission Essential Functions

- **Selective Service has 6 Mission Essential Functions (MEF)**
  - Registration is the only active MEF.
  - The other 5 MEFS will become active when there is a return to conscription.
  - The Agency’s readiness plans, training, and exercise focus on executing all 6 MEFS
Conscription

Selective Service System determines “Availability”
Department of Defense determines “Acceptability”

1. Registration
   - Registered

2. Selection
   - Random Selection (20yo Men)
     - “Fair and Just”

3. Notification
   - Induction Notification
     - Note: Individual could Volunteer for Enlistment Or Fail to Report

4. Delivery
   - Claim
     - MEPS
       - Qualified
       - Inducted
       - TRAINING
       - SERVICE 2yr Obligation
         - Disqualified
       - Claim Expires or Conditions Change
       - Deferred
         - Claim Expires or Conditions Change
       - Granted
         - Deferred
         - Exempted
         - Conscientious Objector
         - Conscientious Objector
       - Denied
         - Deferred
         - Exempted
         - Conscientious Objector
         - Conscientious Objector

5. Classification
   - Claim Process (Initial/Appeal)
     - Denied
       - Deferred
         - Claim Expires or Conditions Change
       - Exempted
         - Conscientious Objector
         - Conscientious Objector

6. AS WORKER 2yr Obligation

Readiness, Registration, and Management Excellence
Classifications

- **There are five main groups or classes of registrants**
  - Class 1 – Available for military service
  - Class 2 – Deferred because of occupation
    - Occupational deferment recommendation by National Security Council
    - Deferment of needed professional and scientific personnel, and those engaged in, preparing for, critical skills and other essential occupations
    - Needs of both the Armed Forces and the civilian segment of the population
  - Class 3 – Deferred because of family responsibilities
  - Class 4 – Not available for service
    - Exempted by law, those who have already performed their period of service, or those who are not fit for service
  - Class 5 – Over the age of availability for service (added after World War II)
    - Those over the age of 35
Reference

- **Military Selective Service Act (50 U.S.C 3801 et seq.)**
  - Note: Written in 1948 and last update in 1972 (It's old and confusing)
  - Areas of interest:
    - §3803. Persons liable for training and service
    - §3806. Deferments and exemptions from training and service
    - §3813(d). Voluntary enlistments or reenlistments; absence of affect
    - §3819. Authority of President to order Reserve components to active service: release from active duty, retention of unit organization and equipment

- **Presidential Proclamation 4771**

- **32 CFR Chapter XIV (Selective Service System)**

- **Inspire to Serve (The Final Report of the National Commission on Military, National, and Public Service)**
Memorandum of Agreement (MOA)
Responsibilities

Mr. Lin H. St. Clair
Office of the Secretary of Defense
Deputy Director, Accession Policy

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OSD Mission
“Develop policies, plans, and programs to ensure the readiness of the Total Force as well as the efficient and effective support of peacetime operations and contingency planning and preparedness.”
MOA Responsibilities

RESPONSIBILITIES: The SSS and the Department of Defense (DoD) will establish a memorandum of agreement (MOA) following general principles for coordination and deconfliction between SSS and DoD:

1. DoD will ensure estimated manpower requirements based on current intelligence and plans for potential military contingencies are updated, incorporated into SSS requirement estimates, and communicated clearly and consistently to SSS.

2. SSS will develop a process and procedures to support the registration of estimated manpower requirements received from DoD in accordance with relevant law and policy.

3. SSS and DoD will ensure plans, policies, and procedures are in place for processing general (untrained) registrants, to include registration and classification of required health care occupations, and for DoD support to SSS operations and activities in the event of a national emergency.

ANNEXES: Annexes to this MOA will be created in order to establish and implement coordination and deconfliction of responsibilities outlined above

• Annex 1: DoD procedures to update and provide manpower estimates to SSS.
• Annex 2: SSS and DoD procedures to implement processing of general (untrained) registrants, to include registration and classification of required health care occupations.
• Annex 3: SSS and DoD procedures to implement DoD support to SSS operations and activities in the event of a national emergency.
• Annex 4: Information Technology and data sharing procedures for SSS and DoD to facilitate National Mobilization.
Mobilization (MOB) Plan

Mr. Jason Reatherford

U.S. Military Entrance Processing Command, Mobilization (MOB) Plan

Jason.a.reatherford.civ@army.mil

USMEPCOM Mission
“Evaluate applicants by applying established DoD standards during processing for military service.”
USMEPCOM Mobilization (MOB) Plan

MSG James Morris and Mr. Jason Reatherford
J3 POLICY NCOIC/USMEPCOM MOB OFFICER

4 December 2023
Situation - currently:

- Mobilization preparedness planning and policy
  - No valid DoD level documents (Ref., Memorandum for Director, Accession Policy, “DOD Mobilization Planning” (DTD May 15, 2019)
  - Review/update process will take up to 6 years

- NDAA 2022 requirements on SSS
  - Section 1089 directs senior DoD leader to lead MOB plan
  - No civilian assigned as Executive Agent
Functional Overview

Selective Service System

- Sustain registrant database
- Application support for claim adjudication
- Lottery
- Registrant notifications
- Travel to the MEPS
- Generation of the delivery list
- No-show processing and reporting to DOJ
- Load delivery list

USMEPCOM

- Perform aptitude testing
- Conduct physical examination
- Conduct moral qualification
- Positive identification
- Induction record
- Record of emergency
- Travel to reception training center
USMEPCOM MOB Plan
POA&M

Freedom's Front Door

OASD/SSS create a final plan
System Change Proposals USMIRS
USMEPCOM MOB Plan Final/Signed
Coordination of USMEPCOM MOB Plan with required Stakeholders

Phase 5 – Prepared final Plan
Oct 2025 - Oct 2026

Phase 4 – Update USMEPCOM MOB Plan
Oct 2024 – Oct 2025

Phase 3 – MOU submitted to OSD
Jun 2024 – Oct 2024

Phase 2 – Create MOU
Dec 2022 – Jun 2024

Phase 1 – Background Info
Mar 2022 – Dec 2022

FY 22 NDAA SEC. 1089 prescribed Responsibilities for National Mobilization; Personnel Requirements
Update MOU between SSS/USMEPCOM
USMEPCOM MOB Plan from 1999 (Current plan)

Legend

Complete
In-progress
Task Pending
Delayed

Pilot Milestones are event driven – delays will extend the overall pilot period.
Way Forward

• Review & update MOA between SSS & USMEPCOM

• Update USMEPCOM MOB Plan (last published in 1997)
  – Identify what remains and what is obsolete

• ID how to support mobilization IAW established timelines, e.g., ~100,000 bodies in 193 days

• Systems Change Proposal (target USMIRS change FY 2024-25)
USMEPCOM MOB Plan

- Background
  - Hand-off from MSG Barton to MSG James Morris (Oct 2023)
  - USMEPCOM MOB Plan – last effective date Oct 1997

- LRPs
  - FY22 NDAA SEC. 1089. RESPONSIBILITIES FOR NATIONAL MOBILIZATION
  - FY23 NDAA SEC 10A. MAINTAINING THE HEALTH OF THE SELECTIVE SERVICE SYSTEM

- Next Steps
  - Complete MOU/MOA/ISA and coordinate interface with SSS
  - Initiate MOB Plan revision (target end of July 2024)
    - Identify Policies needed
  - Update timeline from M+0 through M+193 (Ref. Sec., 1089 Requirements)
  - Submit System Proposal Change (est. USMIRS 1.1 change 2025-26)
Framework of Integration

Mr. Carlos Perez

Selective Service System
Director, Training and Exercises

Carlos.Perez@sss.gov

SSS’s Strategic Goal 1: Readiness.

Objective 1.1 “Plan for, exercise, and assess the Agency’s ability to respond to a request for an immediate return to full operation.”
Selective Service System Framework of Integration

Carlos M. Perez
Region II Director, Training and Exercises
To successfully achieve its mission, the Selective Service System must conduct training and exercises with key partners to identify strengths, weaknesses, and risks:

- NSC, OSD, and USMEPCOM to determine personnel requirements and delivery during mobilization
- Exercise personnel systems to test ability to transfer information
- Exercise the management of conscientious objectors (COs)
- Exercise expansion of Agency Infrastructure
  - Location, security, personnel and systems requirements
- Exercise healthcare delivery systems
Mission Essential Functions

- **6 Mission Essential Functions (MEF)**
  - Train and exercises with key stakeholders during mobilization, both internal and external
  - Exercise the agency as we move amongst the MEFs
Thank you in advance for your participation and feedback. In order to improve the content and delivery of future Joint workshops, trainings, exercises or conferences, your responses are requested on the front and back of this feedback form. Please answer all questions and provide any additional information or significant lessons learned from your participation in this event.

Using a scale of 1 to 5 (5 meaning “Strongly Agree”), please circle the number you feel best expresses your opinion, or leave blank if you feel the element is not applicable.

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<th>Assessment Factor</th>
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<td>This workshop met the stated objectives.</td>
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<td>The presentations and panel discussions resulted in agreements for collaboration and/or participation in training &amp; exercise events.</td>
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<td>The presentations provided sufficient information to promote meaningful discussions for my organization.</td>
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<td>Any barriers to integration between DoD, USMPECOM, SSS, and interorganizational entities during a return to conscription are clearly understood and continuation of integrated exercises and events is the most prudent way forward with dissolving barriers.</td>
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<td>This event enhanced partnerships, networks, and understanding.</td>
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<td>Were the discussions and/or other outcomes worth the time your organization expended to plan and attend this event?</td>
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From your perspective, what is the best measure/metric of success for this workshop and to what level did it meet your success criteria?

____________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________

What adjustments should be made to enhance this element of the Workshop? What topics would you like to discuss?

____________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________

From your perspective, what is the best measure/metric of success for this workshop and to what level did it meet your success criteria?

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What organizations were not at this IAW that you would like to coordinate with?

____________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________

Additional Comments or Suggestions: