Agency Concept of Operations:
Providing Personnel to the Department of Defense
Agency Concept of Operations
May 2023

Owner: Office of the Director

Supporting:
- General Counsel
- Human Resources Office
- Information Technology Directorate
- Operations Directorate
- Public and Intergovernmental Affairs Directorate
- Support Services Directorate

Stakeholders:
- National Security Council
- Department of Defense
- Office of Personnel Management
- Other government agencies
- American Public

INTRODUCTION

Purpose

This document is to be used by Selective Service System (SSS) leadership and personnel to align the Strategic Vision and Strategic Plan with prioritization of Agency functions and states of operation with day-to-day operations. It provides an overarching view of the Agency’s current requirements as well as those for a return to conscription and outlines key assumptions, constraints, and an operational concept to facilitate the creation, update, and maintenance of actionable and exercised plans required by each Agency directorate.

Scope

SSS currently operates as “an active standby organization...capable of immediate operation”. In this state, to the maximum extent possible, the entire Agency must be prepared to provide men for induction in the Armed Forces within timelines specified by the Department of Defense (DoD). The Agency’s key outputs are actionable and exercised response plans to meet various induction manpower requirements, trained personnel to execute these plans, and systems that are ready to operate.

Two things must happen to shift the Agency from its current posture to one that is actively providing men for induction into the Armed Forces: First, a threat to the national security of the United States occurs and the Department of Defense determines it cannot be addressed with the All-Volunteer Force. Second, Congress authorizes, and the President directs SSS to provide men for induction into the Armed Forces and provide civilian work for those classified as conscientious objectors. The entire SSS organization then transitions from an active standby organization to full operation and does the following:

- Registers all men to the greatest extent practicable in the relevant year group.
- Selects and classifies men for service in an impartial manner.
Assumptions

- The nation will be facing a significant national emergency (e.g., the threat of war, a direct attack on the homeland) where numerous lines of effort to defend the nation and mobilize will be rapidly undertaken, with a high likelihood of competition for domestic resources between key stakeholders unless the effort is coordinated nationally.
- There will be at least 30 days prior to Congress amending and the President signing amendments to the MSSA during which SSS can take initial measures to advance readiness for immediate operations.
- Any concept will comply with the Military Selective Service Act (MSSA), as amended, and, at a minimum, satisfy the current threshold DoD requirement to deliver 100,000 inductees beginning 193 days following the commencement of mobilization and ending 210 days following the commencement of mobilization.
- Since time may be of the essence during a national emergency and DoD may desire different options at different times, SSS will develop and be prepared to carry out a one-step process (i.e., examination and military induction would occur at a Military Entrance Processing Station (MEPS) during one visit) to expedite provision of personnel to DoD as the default and be able to execute a two-step process (i.e., examination and military induction would at MEPS during two separate visits) if necessary.
- In lieu of further analysis, for every 1 inductee, 5 selected registrants must be called to account for deferments and exemptions (e.g., reclassification as a conscientious objector) as determined by SSS, and unsuitability for service as determined by DoD.
- Current exemptions and deferments are established in regulation, but it is likely that future exemptions and deferments may differ (e.g., at present there are no occupational exemptions).
- Registration in compliance with the MSSA and Presidential Proclamation continues during active standby operations, is absent of legal enforcement, and is less than 100% but greater than 85%.
- With added Congressional appropriations, the system will be flexible enough to update its systems and accommodate a potential requirement to include all genders or a broader age range for registrants.
- To foster legitimacy and minimize distractions to the national cause, each action taken by SSS to support conscription must be done fairly and equitably.

Constraints

- MSSA must be amended, and Congress must provide the SSS with funding for the SSS to engage in immediate operations (e.g., conscription).
- Although a more thorough employment of technology is envisioned for any new system, concepts will only conceive of employing tested, in-use technology.
- Other federal and state agencies may also be seeking resources as part of a national mobilization or homeland defense effort, which would make it more difficult for SSS to procure the resources and support it needs in a timely manner.
• There will likely be physical and cyber security threats against SSS and DoD facilities that will be intended to hamper SSS operations and may limit capabilities.
• The media environment will amplify any disconnects or missteps that occur during a return to conscription. It will be an unforgiving environment where national emotions are on edge.

Laws and Regulations

The Selective Service System is guided and regulated by:

• 50 U.S.C. 3801 et seq. [Military Selective Service Act]
• 32 CFR Chapter XVI – Selective Service System
• 31 U.S.C. §§ 1341, 1342, 1517 Appropriations Law

CONCEPT OF OPERATIONS

General

The following table lists the core functions that the MSSA requires, along with key actions related to the core function.

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<th>Core Function</th>
<th>Actions</th>
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| Registration  | • Upon initial indications from the White House or DoD that the nation will return to conscription (i.e., just prior to or immediately following Presidential direction to conscript men), SSS will immediately take measures to register 100% of the relevant year group.  
• SSS will purchase data to determine to the maximum extent possible the year group population and updated address information.  
• SSS will issue a compliance mailing to all unregistered 20 year olds.  
• SSS will leverage the operational environment to remind men and influencers of the registration requirement and the legal penalties for failing to register.  
• SSS will publicize its intent to refer the non-registered population to the Department of Justice (DOJ) for prosecution in accordance with the MSSA before it conducts those referrals.  
• SSS will refer the non-registered population to the Department of Justice for prosecution. |
| Selection      | • A national lottery will only occur after Congressional authorization and Presidential direction to conscript men.  
• SSS will employ an impartial selection process using a two-stage selection procedure in which randomly selected calendar dates for the entire year group are paired with randomly selected numbers from 1-365 or 1-366.  
• SSS will broadcast this selection process in real time and after the fact over all available communication channels. |
| Notification | SSS will use the size of the birth year group to determine the number of birth year group birth dates that receive induction orders.  
 Those selected are classified 1A.  
 SSS will issue induction orders to the selected men, using multiple available channels (e.g. electronic and US mail, phone).  
 SSS will communicate this information electronically to DoD.  
 Note: It is only at this point that a registrant with orders to report for induction can file a claim. They may do so until the day before they are required to report for induction. |
| Delivery | SSS will deliver men with induction orders who either have not filed a claim or who have had any claim and/or appeal adjudicated and remain classified 1A from their home of record to the desired DoD processing location using the most effective and efficient means for the government. |
| Classification | At the earliest indication of a return to conscription, SSS will test its automated method that manages all reclassification requests and any lawful appeal submitted by men who have received induction orders. This automated method will go “live” no later than the day that induction orders are first issued by SSS.  
 SSS will centralize adjudication of all claims that are not required to be heard by a local board.  
 SSS will employ a system of local and district appeal boards and panels. The National Appeal Board will be available to adjudicate claims.  
 At the earliest indication of a return to conscription, and prior to any board hearing a claim or appeal, SSS will immediately take measures to fill identified board member vacancies as well as train all board members as appropriate and perform background checks on all board members.  
 SSS will ensure all judgmental reclassification requests and any lawful appeal is heard by the appropriate SSS board in a timely fashion.  
 SSS will employ an independent third party to ensure standardized processes and the impartiality of local, district appeal and national appeal boards and panels. |
| Service for conscientious objectors | SSS will leverage the Office of Personnel and Management (OPM), other government agencies, and other organizations as appropriate to create sufficient civilian work opportunities that contribute to the maintenance of national health, safety, or interest. |
| **Managing deferments, exemptions, and completion of service requirements** | • SSS will refer most men with induction orders who are determined to be conscientious objectors to federal agencies for national service.  
• SSS will establish a mechanism to track the status of all granted deferments and exemptions for a change in situation or status, which could lead to induction under certain conditions.  
• SSS will establish a mechanism to ensure conscripts and conscientious objectors do not exceed MSSA service limits. |
| **Transition to active standby** | • Once the national emergency ends and Congress and the President either amend the MSSA to end conscription or allow it to lapse, SSS will return to an active standby organization. |