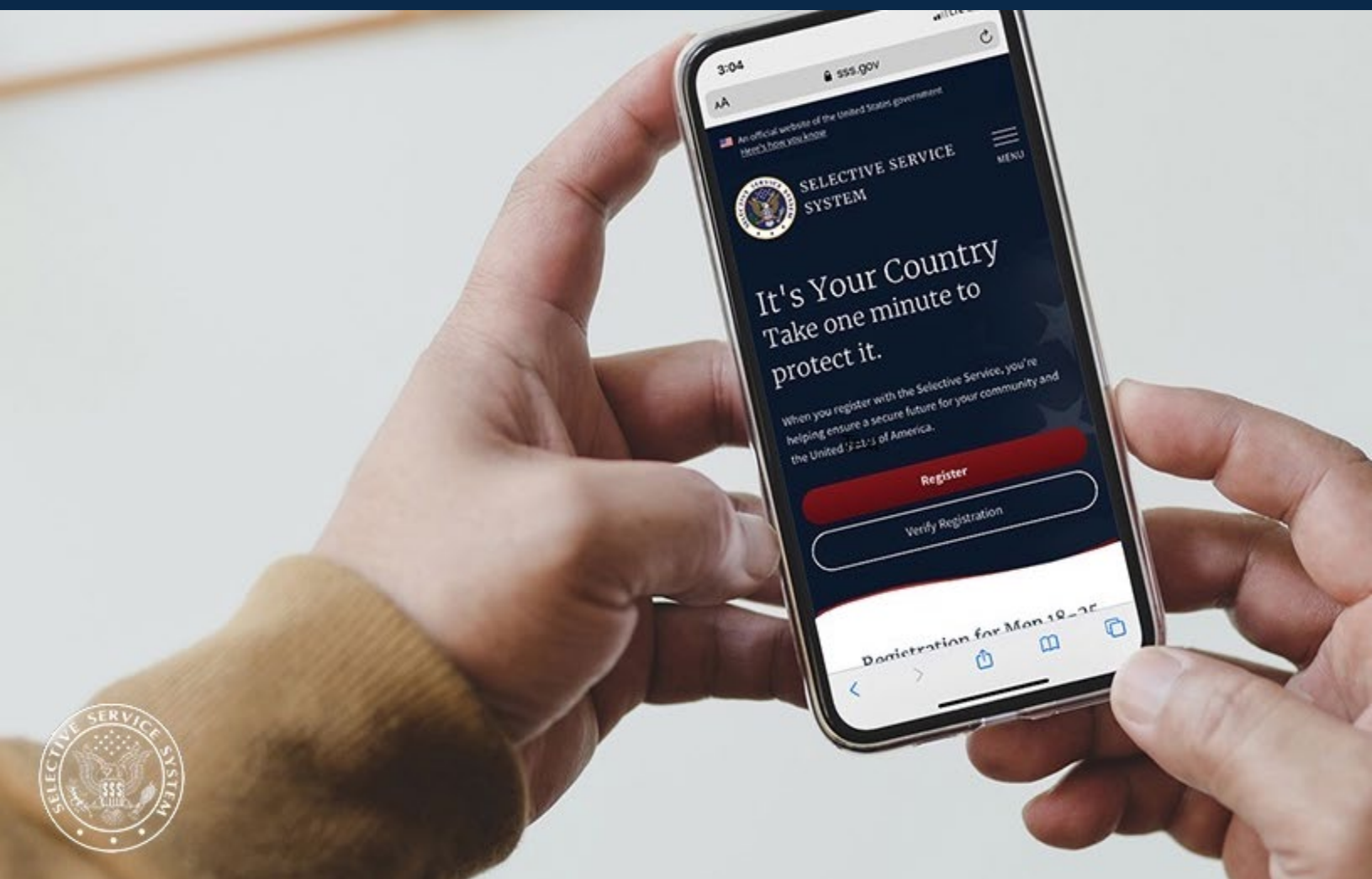


A Report by a Study Team of the

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION
for the Selective Service System

Increasing the Agility of the Selective Service System



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April 2025

A Report by a Study Team of the
**NATIONAL ACADEMY OF PUBLIC
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Increasing the Agility of the Selective Service System

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About the Academy

The National Academy of Public Administration is an independent, nonprofit, and nonpartisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations. To carry out this mission, the Academy draws on the knowledge and experience of its over 1,000 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and nonprofit and business executives. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at www.NAPAwash.org.

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Acronyms and Abbreviations

Academy	National Academy of Public Administration
DLL	Driver's License Legislation
DMC	Data Management Center
DMV	Department of Motor Vehicles
DoD	Department of Defense
IPT	Integrated Project Team
LBM	Local Board Member
MSSA	Military Selective Service Act
PMO	Project Management Office
SSS or Selective Service	Selective Service System
STAR	Supporting Transformation and Results
USCIS	U.S. Citizenship and Immigration Services

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Chapter 1: Introduction

The Selective Service System (SSS) has the critical mission of ensuring that the United States can mobilize the U.S. population to supplement the all-volunteer military force when authorized by Congress and the President during a national emergency. SSS, however, has not been fully mobilized since the 1970s, and no new draft orders have been issued since 1972. The nation transitioned to an All-Volunteer Force in July 1973, with the assumption that this voluntary force could be supplemented by conscripts when needed.

While there is collective relief that no draft mobilization has been needed since the early 1970s, it is challenging for any agency to remain in standby mode for over half a century. No one currently employed at SSS has direct experience with managing a draft outside of mobilization exercises. SSS trains its board members, but it hasn't performed its full mission in decades. If SSS were to become the hub of a broader network to connect Americans to current public service opportunities, it would help fill a national need and would have a day-to-day program to run.

In recent years, the world has changed in ways that have significant implications for SSS. As this report is being written, instability and conflict are increasing across the world. Examples include:

- The wars in Ukraine and Gaza,
- The rise of China, its aggression in the South China Sea, and its undermining of Taiwan's democracy,
- Russian aggression in Europe and its partnerships with rogue states,
- Nuclear weapons proliferation,
- Extreme weather vulnerabilities contributing to increasing natural disasters, food shortages, and environmental degradation, and
- Mass migrations and refugee crises.

There is also increasing attention to SSS by the American government and the broader public. This includes recent congressional proposals to require SSS to automatically register the target population and to expand the registration requirement to all genders, as well as a recent Center for a New American Security report titled "Back to the Drafting Board."¹ Polarization and new technologies at home would have significant impacts on SSS in the event of mobilization. SSS needs to be prepared for this new world, which is significantly different from the 1970s era.

Social media and disinformation have become pervasive, and robust technology systems will be required to mobilize in the digital age and address public reactions. Paper-based 1970s systems are not how organizations work now, nor what the American people expect in their interactions with the government. In January 2020, the SSS website crashed after a U.S. airstrike killed the head of the Iranian Revolutionary Guard, and #WorldWarIII started trending on Twitter,

¹ Kuzminski, Katherine L., and Taren Sylvester. "Back to the Drafting Board: U.S. Draft Mobilization Capability for Modern Operational Requirements." CNAS.org, June 18, 2024. <https://www.cnas.org/publications/reports/back-to-the-drafting-board>.

causing people to overwhelm the SSS website. If the nation were to mobilize through a draft, disinformation likely would be widespread. The SSS website would need to withstand a significant surge in traffic, as the public relies on it as a hub of accurate, official information. Consequently, SSS must have the technological wherewithal to maintain its website under high-traffic conditions while effectively engaging the public about the national emergency and why and how mobilization would take place.

Additionally, the increasing importance of specialized skills in modern organizations poses a challenge for SSS. Increasingly, high-performing organizations require individuals with specialized knowledge, skills, and abilities. In the past, the draft was primarily designed to provide bodies to the military, and the assumption was that unique skills were not critical. If this is no longer the case, the military may require that SSS provide more specialized conscripts, which could be achieved by drafting somewhat older individuals, assuming they have more technical expertise and experience. While this may not fall under SSS's direct purview, more knowledge about potential registrants could add value to the mobilization effort as a whole.

Recognizing the need to adapt its agency for the 21st century, in September 2023, SSS contracted with the National Academy of Public Administration (the Academy) to assist in its modernization journey by:

- Assessing SSS's current agile management practices,
- Identifying additional opportunities for agile management,
- Developing recommendations on how it can improve its agility in the ongoing transformation,
- Delivering an executive education course to 2 cohorts of SSS participants across the organization, and
- Exploring agile implementation of several structural reform proposals, including automatic registration and reexamining the local board structure.

Methodology

To perform these tasks, the Academy formed a Study Team of experienced staff supported by an Expert Advisory Group of Academy Fellows and applied a phased, iterative methodology aligned with the Selective Service System's strategic vision for modernization. The approach was designed to assess SSS's current use of agile principles, identify practical opportunities to strengthen agility over time, and support implementation that advances the agency's objectives of readiness, registration, and management excellence. Using the Agile Government Framework and diagnostic as a foundation, the Study Team reviewed SSS's existing management and transformation efforts, gathered evidence through interviews with employees and stakeholders, and analyzed how current practices could be adapted to better reflect agile methods. Building on this assessment, the team identified additional opportunities for short-, mid-, and longer-term improvement, including agency-wide and function-specific applications of agile practices, and developed recommendations to help institutionalize those practices. The methodology also examined structural barriers that could limit the adoption of agile principles and provided reform options to address those constraints, ensuring that the study moved beyond assessment to support practical, sustained organizational change.

To further support the institutionalization of agile principles and practices, the Study Team tailored its accredited “Leading Agile Transformation” program and conducted a 5-week training with two cohorts of SSS staff.

Chapter 2: Background on the Selective Service System

Selective Service System: History and Evolution

The Selective Service System (SSS) is an independent federal agency within the Executive Branch established under the Military Selective Service Act (MSSA) in 1948 and headquartered in Arlington, Virginia.² The SSS's mission is 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."³ To achieve this, the SSS operates a registration and classification structure that relies on digital and on-the-ground infrastructure to process registrant data and quickly mobilize in the event of a national emergency.

The SSS remained in various states of standby throughout the 20th century and entered "deep standby" after the suspension of registration requirements for military service in 1975.⁴ However, beginning in late 1979, the system underwent a series of upgrades intended to bolster its capacity for rapid mobilization, and in 1980, the requirement for all males aged 18 to 25 to register for military selective service was reinstated.⁵

The SSS plays a vital role in America's National Defense Strategy, fostering deterrence and supporting the Department of Defense's priority of maintaining a formidable end-strength to support the all-volunteer force if deemed necessary.⁶

Staff and Organizational Structure

The SSS's National Headquarters provides leadership, administrative, and technical support and is tasked with planning and development. It is staffed by 49 full-time employees.⁷ The Data Management Center (DMC), which maintains registrant records, was established in 1981 and is one of the largest databases of personally identifiable information in the federal government. The DMC processes and analyzes all data connected to registration and is staffed by 51 full-time employees.⁸ There are also three Region Headquarters responsible for managing local boards, maintaining strong network connections, and training hundreds of Reserve Service Members (RSMs). Each Region has 9 full-time employees and is supported by approximately 3,500 other individuals, including state directors, part-time reservists, and volunteers, including local board members (LBMs).⁹

² "About Selective Service." Selective Service System, accessed June 15, 2026, <https://www.sss.gov/about>.

³ Ibid.

⁴ "Historical Timeline." Selective Service System, archived April 18, 2025, at the Wayback Machine, <https://web.archive.org/web/20250418072109/https://www.sss.gov/history-and-records/timeline/>.

⁵ Ibid.

⁶ "About Selective Service." Selective Service System, accessed June 15, 2026, <https://www.sss.gov/about>.

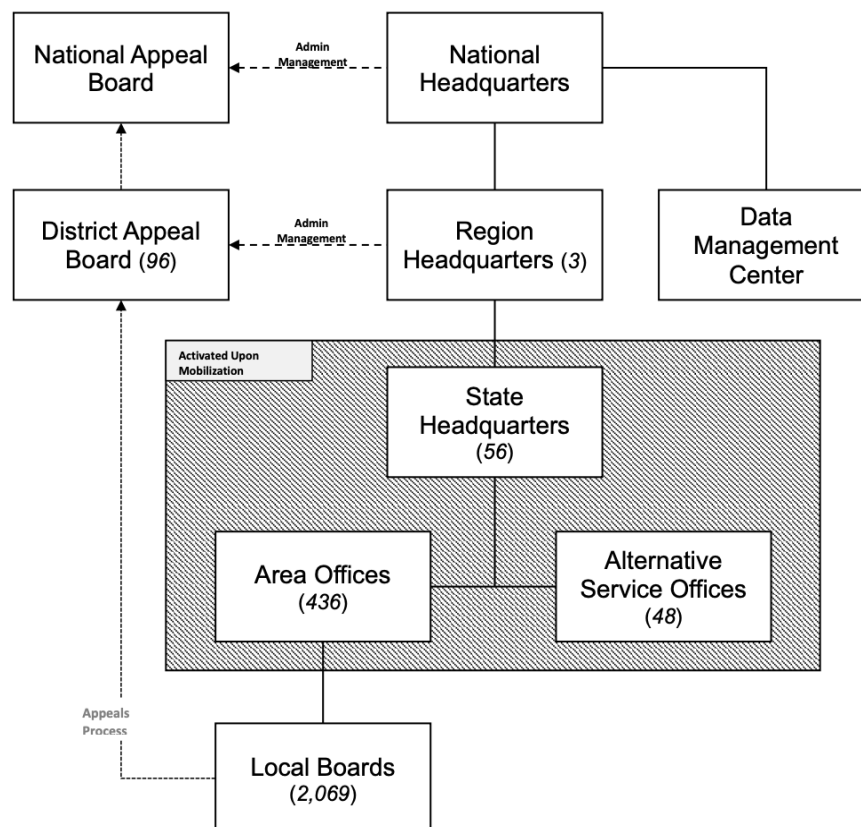
⁷ "Agency Structure." Selective Service System, archived February 2, 2025, at the Wayback Machine, <https://web.archive.org/web/20250202083006/https://www.sss.gov/about/agency-structure/>.

⁸ Ibid.

⁹ Ibid.

- **State Directors:** Each state, U.S. territory, the District of Columbia, and New York City have state directors who would activate State Headquarters upon mobilization.¹⁰ These oversee 436 Area Offices and 48 Alternative Service Offices, which are also activated upon mobilization.
- **Reservists:** RSMs are responsible for interviewing and training LBMs, ensuring space and supplies for the local boards to convene in the event of a mobilization, and running readiness exercises. SSS has about 150 National Guard and Reserve members authorized.¹¹
- **Local Boards:** SSS maintains approximately 2,069 local boards in almost every county and territory of the U.S., staffed with around 9,500 volunteer board members.¹² Local boards are responsible for administering the registrant classification process and hearing claims and appeals in their local community. LBMs receive annual training.
- **District and National Appeals Boards:** Appeals of classification decisions may be deferred to District Appeals Boards, and, if necessary, a National Appeals Board.

Figure 1: Structure of the Selective Service System



¹⁰ “Agency Structure.” Selective Service System, archived February 26, 2025, at the Wayback Machine, <https://web.archive.org/web/20250226111500/https://www.sss.gov/about/agency-structure/#s1>.

¹¹ Ibid.

¹² Ibid.

Chapter 3: Agile Governance

The purpose of Agile Government is to improve public services and strengthen trust by increasing the innovation and responsiveness of government agencies. Agile organizations continuously learn and innovate to meet stakeholders' needs in real time. This means that they operate differently from traditional bureaucracies in three major areas: (1) external engagement, (2) roles and responsibilities of leaders and managers, and (3) internal culture and management.

Figure 2: Characteristics of Agile Organizations

Agile Organizations...	
<i>Actively engage stakeholders in design and implementation.</i>	• Understand changing external conditions and evolving social, economic, and environmental needs • Foster constructive engagement with external stakeholders on design and delivery
<i>Expect their leaders and managers to serve as collaborators and facilitators.</i>	• Empower teams • Make timely evidence-based decisions (not letting “the perfect be the enemy of the good”) • Be proactive in enabling agility across the organization • Eliminate roadblocks and take needed risks
<i>Build a strong and healthy internal culture.</i>	• Utilize agile practices and methodologies • Build a resilient culture throughout the organization • Develop and track useful metrics to inform decisions • Utilize cross-functional teams and networks • Invest in talent at all organizational levels • Reward outstanding team and individual performance

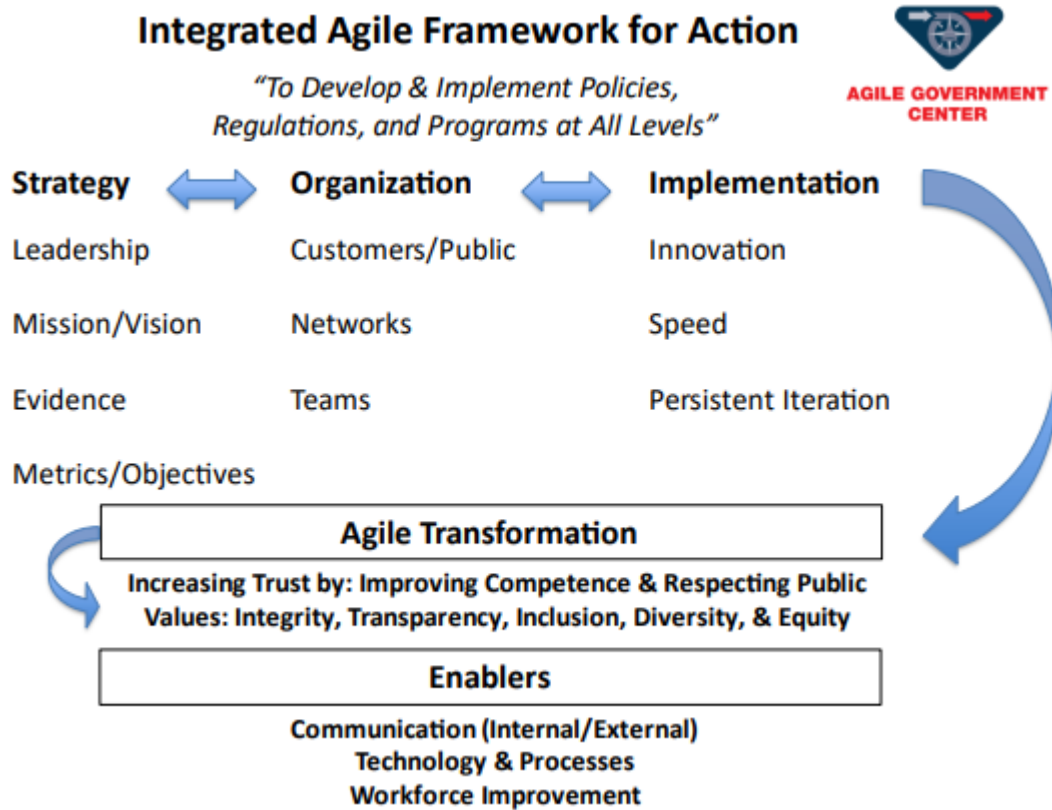
At the most practical level, key Agile practices used by such organizations include:

- Establishing clear decision making processes and expectations
- Minimizing unnecessary hierarchy
- Creating short iterative cycles to allow for testing, learning, and timely adjustments
- Providing customers/end-users with opportunities to provide feedback on design and delivery
- Working in small cross-functional teams across organizational silos
- Empowering teams to act and decide within their scope of authority
- Ensuring that workload processes and status are transparent

- Managing team meetings and teamwork with tools and techniques drawn from agile software development
- Automating processes and using available modern technological tools such as AI to its full potential
- Conducting parallel processing of activities

The Study Team leveraged the Academy's Agile Government Framework, which identifies six core elements of agile organizations: vision, strategy, culture, structure, processes, and people, to examine the findings from interviews, surveys, and document reviews.

Figure 3: Agile Framework



Chapter 3: Findings and Recommendations

3.1 Introduction

The Academy Study Team aligned its findings and recommendations with the SSS's strategic goals of Readiness, Registration, and Management Excellence. For each goal, the report presents SSS's existing agile practices and challenges, along with structural recommendations and additional practices to improve the agency's agility.

The Study Team analyzed the Selective Service System's FY 2024 to 2026 Strategic Plan¹³ and concluded that Agile can help the agency achieve each of its identified strategic goals:

- Readiness—be prepared to lead a national conscription effort when directed by Congress and the President.
- Registration—ensure registration of individuals according to federal law for a fair & equitable conscription process.
- Management Excellence—maintain a high standard of performance in management functions to deliver on the SSS mission.

SSS has taken important steps to build agility across these areas, as shown in Figure 3. SSS leadership should be commended for taking steps to increase the agency's agility.

Figure 4: SSS Key Agile Actions

Category	Key Agile Actions
Readiness	• Building networks with DoD and Alternative Service Agencies • Evaluating practices that align with modern day capabilities (such as virtual hearings) • Surveying board members to assess the effectiveness of training exercises
Registration	• Registering through driver's license bureaus is allowed in 39 states and 3 territories • Using social media metrics to target its key age demographic and being flexible to changing trends • Developing metrics to build an outcome-oriented outreach strategy to maximize overall registration • Fielding a feedback survey for registrants to identify where they heard about the agency

¹³ "Strategic Plan / Annual Performance Plan." Selective Service System. Accessed June 15, 2026. <https://www.sss.gov/reports/financial-reports/strategic-plan/>.

<i>Management Excellence</i>	• Using cross-functional Integrated Program Teams • Increasing data sharing across the Agency • Developing innovation mechanisms, including the STAR program • Establishing metrics for assessing progress
-------------------------------------	---

The last draft took place in the 1970s—an “analog” world light years away from today’s digital world. Additional steps will need to be taken to ensure that SSS can stand up and operate a modern 21st-century system in the event of mobilization, such as:

- Digital tools for receiving and processing claims, such as a readily accessible website for filing conscientious objection claims.
- Electronic systems for tracking claims internally and sending them to board members for decisions.
 - Use of videoconferencing for hearing claims and issuing decisions, while continuing to offer an in-person option for those who choose it.

The agency, however, faces challenges, including an outdated statutory structure that limits its agility, staffing shortages, and competition with the private sector for talent. Technological advances in the digital age also necessitate that SSS staff both harness new tools and reimagine processes in this new environment. To overcome these challenges, SSS must adopt agile practices that emphasize transparency in workload and communication, leveraging networks, and updating its processes with appropriate use of end-user feedback.

When recommendations require legislative changes, this fact is acknowledged, and alternatives to wholesale statutory revisions are also presented. To meet 21st-century needs, SSS must continue to build on its agile leadership, share effective practices across the agency, and provide training to spread agile principles throughout its workforce. By taking these steps now, SSS will protect its ability to activate the system quickly should mobilization be necessary.

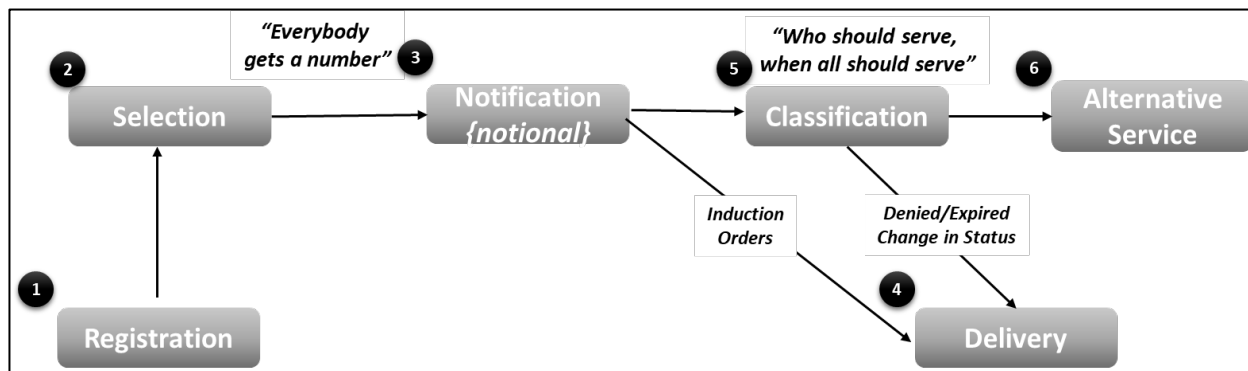
3.2 Readiness

Although the SSS has remained in an “active standby” status since the 1980s, its readiness function remains the most essential component of its mission. It must constantly maintain the ability to supply DoD with required manpower, while keeping its commitment to the US public to do so in a fair and equitable manner. If mobilization occurred, SSS must be able to immediately fulfill the following functions of a military draft:

- 1) Registration
- 2) Selection
- 3) Notification
- 4) Delivery to DoD
- 5) Classification
- 6) Alternative Service

Strategic Goal	Objectives
Readiness	Plan for, exercise, and assess the agency’s ability to respond to a request for an immediate return to full operation
	Elevate the readiness of the agency’s selection, notification, delivery, and classification mission essential functions
	Enhance the agency’s ability to execute the Alternative Service Program
	Modernize the agency’s technology infrastructure to deliver day-to-day and mobilization capabilities

Figure 5: Mobilization Process



While all these steps are critical to a successful draft, the Academy Study Team focused especially on the Classification process during this project, examining the Local Board structure, its upkeep during peacetime, and its ability to transition successfully to mobilization.

Key Agile Actions Being Undertaken

- **Building networks with DoD and Alternative Service Agencies:** The SSS is currently building networks with DoD and Alternative Service Agencies. This is tied to the creating networks principle of agile management.
- **Evaluating practices that align with modern-day capabilities (virtual hearings):** The agency is in the process of evaluating practices that align with modern-day capabilities, such as hosting virtual hearings. This action employs the innovation principle by forcing staff to think outside the box.
- **Sending surveys to board members to assess the effectiveness of training exercises:** Lastly, the SSS has been developing metrics through the practice of integrated project teams (IPTs). This action includes the principle of determining metrics for success as well as the use of highly skilled cross-functional teams.

Remaining Challenges for Readiness

- Currently, the claims coming into the organization are not standardized. Even with current education and training for LBMs, decisions on similar claims may differ depending on the location of the draftee. This lack of standardization may lead to a perception or actuality of an unequal draft appeals process.
- SSS may be focusing too much on its immediate needs rather than its future goals. This applies to readiness, as state directors and other staff expressed that efforts focus mainly on finding board members instead of what they view as the biggest obstacle to mobilization, activating the board programs, and opening area offices.
- SSS would likely benefit from having the ability to host virtual board meetings, but according to the interpretation of MSSA, SSS cannot do so, further restricting its flexibility and agility during mobilization.
- The classification process for the Military Selective Service Act is currently outdated, relying on manual procedures, paper documents, and the need for physical locations. This inefficiency is further compounded by the fact that local board members often must travel to these locations, with some facing transportation challenges. Moreover,
- The process to become a board member is not widely promoted, with applications only available in paper format and requiring notarization, leading to lengthy processing times.
- There has been some confusion among staff around what metrics they should use when collecting data on readiness.
- SSS lacks a system to communicate with all the entities in its network, including registrants, USMETCOM, LBMs, and state headquarters.

Recommendation 3.2.1: Evaluate options to reimagine and restructure the existing local board structure, considering the 5 options presented below

Currently, SSS maintains over 2,000 local boards across the country with around 9,500 volunteers, typically aligned with state counties. Each local board must have at least three volunteer members to be considered an “active” board, although the last time a local board heard a conscientious objector case was in 1972. SSS has seen an increase in the number of

vacant board positions and non-functional boards. And as of July 2024, there are several vacancies in state director positions (Alabama, Arizona, Colorado, Kansas, Northern Mariana Islands, Rhode Island, Washington State, and Wyoming). SSS employees' workloads are, in part, based on ensuring that local boards are functional in the event of a mobilization. SSS employee workloads increase when there are many vacancies and non-functional boards, as they are responsible for outreach to potential board volunteers and for ensuring the agency maintains contact information for current board members.

To address these challenges, we have identified 5 options for SSS to consider in restructuring and reimagining the local boards. These options may be taken partially or as part of a holistic restructuring to improve SSS's ability to activate in the event of a draft and operate in an agile manner.

Option 1: SSS should take steps to reduce the number of local boards that are maintained in active standby.

The SSS local board structure was created in 1917, at a time when the population of a county was smaller, and it was possible that a local board member would be familiar with any conscientious objectors within their jurisdiction. For example, Maricopa County, AZ, had a population of 89,576 in 1920. That same county now has a population of 4,420,568. Currently, it is highly improbable that local board members would be able to provide that same awareness of any conscientious objectors within their jurisdiction. Local board members will have to make their determinations based on the individual's application and interview.

By moving away from a county-based local board structure, SSS would have greater flexibility in ensuring the local board quorum for hearings is met and a larger pool of volunteers to recruit. Reducing the number of local boards would also reduce the workload of the SSS staff who are responsible for identifying non-functional boards and conducting outreach to identify new volunteers. Another potential benefit of moving to fewer local boards is increased consistency in determinations across the country. With fewer local boards for training, SSS would have greater assurance that consistency in applying the criteria for conscientious objection is met.

SSS could consider restructuring the local boards to align with the following jurisdictions:

- Multi-County
- Federal District Court
- Congressional Districts
- State

In implementing this option, within SSS's existing statutory structure, the agency could adopt a multi-county approach to local boards (up to 5). To undertake more comprehensive change, the SSS would need to request authority from Congress to further consolidate the local board structure.

The options listed below are arranged according to the amount of change they will require from SSS to implement. Option 1 maintains the current state, while Option 4 involves the most significant restructuring.

Alternative 1.1 (Current State)

<i>Structure</i>	<i>Personnel</i>
1,651 boards - One board in each county or political subdivision 98 district appeal boards - One appeal board per federal judicial district	Continue to dedicate staff and volunteer resources to recruit, process, manage, train, and communicate in active standby

Alternative 1.2 (Ramp Up when Needed with Ongoing SSS Personnel Support)

<i>Structure</i>	<i>Personnel</i>
Same structure as Option 1: 1,651 boards - One board in each county or political subdivision 98 district appeal boards - One appeal board per federal judicial district	- Board members would be appointed ahead of a national emergency but would not be working or training on a regular basis (that is, the current “active standby” activities would be discontinued) - During a national emergency, board members would be trained, requiring a quick ramp-up of activities

Alternative 1.3 (Boards by Congressional Districts & Appeals Boards by Judicial District)

<i>Structure</i>	<i>Personnel</i>
Reduced number of boards relative to Option 2: 436 boards	Keep active standby staffing, but reduce to one person per board structure

- One board in each congressional district or political subdivision Same appeals structure as Option 2: 98 district appeal boards - One appeal board per federal judicial district	Increase personnel support during a national emergency
--	--

Alternative 1.4 (Boards & Appeal Boards by Federal Judicial Districts)

<i>Structure</i>	<i>Personnel</i>
Reduced number of boards relative to Option 3: 98 boards (no longer tied to congressional districts) - Eliminate the board level attached to congressional districts - One board per each federal judicial district - SSS would establish these boards Reduced appeals structure relative to Option 3: 13 appeal boards - Add one appeal board per federal circuit court	Same as Option 3: - Reduce active standby personnel support to one person per board structure - Increase personnel support during a national emergency

Option 2: SSS should take steps to increase involvement from the Governor's Offices in appointing Board members.

The Military Selective Service Act establishes roles and responsibilities for the state governors in administering the draft. These roles and responsibilities include:

- Making recommendations to the President regarding the appointment of local board members.
- Approving the establishment of multi-county boards.
- Making recommendations to SSS for selecting state directors.

These duties are crucial in ensuring the draft is administered effectively. Unfortunately, Governors do not always nominate individuals for local board vacancies in a timely manner. By reducing the number of local boards, currently over 2,000 with around 9,500 members, SSS would reduce the overall nominations required while increasing collaboration and coordination with Governors' offices. While governors' involvement in national security is typically limited, taking steps to increase their role in administering the draft could improve the public's perception of the draft.

Option 3: SSS should establish a process to pre-screen conscientious objectors to ensure consistency of local board evaluation in the event of mobilization.

SSS should proactively review its existing process for assessing conscientious objectors and identify steps to make it more agile before any potential mobilization. As part of its review of existing processes, SSS should establish a process to pre-screen conscientious objector applications to improve consistency. SSS may establish a centralized function to process applications, ensuring they are reviewed for completeness before assessment by the local boards. This centralized review function could provide a preliminary assessment of whether the individual has provided evidence to establish that they are a conscientious objector.

Option 4: SSS should take steps to reimagine the local boards by identifying a pool of pre-screened individuals to serve on local boards in the event of a mobilization.

The SSS maintains local boards in active standby mode and has done so since 1981. This requires a substantial amount of time and resources to maintain. SSS may find it increasingly difficult to find volunteers to serve on local boards, as indicated by the growing number of vacancies. A longstanding statutory requirement forbids retired military members from serving on local boards, so these individuals are an unavailable talent pool. As time passes, there is less familiarity with the draft and its impact on communities, which may continue to increase the difficulty of recruiting local board members.

SSS should examine whether the current approach of maintaining local boards on active standby is the most agile way to operate and prepare for mobilization in the event of a draft. SSS could take steps to reimagine the local boards by maintaining a pool of pre-screened individuals to serve in the event of a mobilization. SSS could maintain this list in partnership with other federal agencies and levels of government.

Option 5: In coordination with DoD and other national security agencies, SSS should establish its own Force Protection Condition indicators to determine when to pre-stage board mobilization before the official draft declaration, as needed.

SSS's current approach to maintaining local boards in active standby could be revised by adopting a similar approach to the Department of Defense, establishing force protection condition levels for military destinations. These force protection condition indicators would be selected in close consultation with the Department of Defense and potentially be aligned with existing threat levels. Timelines should be established to determine how many days SSS would need to pre-stage board mobilization activities. SSS should exercise any new approaches to pre-staging board mobilization to ensure the process of standing up the boards can be achieved. Pre-staged board mobilization activities should be tailored to the approach that SSS takes in the future to any reimaged local board structure. This may include providing training for local board members.

Recommendation 3.2.2: Modernize Readiness Processes

To modernize the readiness processes, the Study Team recommends an update of the mobilization and local board application procedures, as well as an alignment of local board classification protocols with current technology. SSS must also adapt to the frequent movements of potential registrants, such as those attending college or internships. The proposed Central Registrant Processing Portal System could allow registrants to update their locations and would promote efficiency by electronically distributing registrants' information to the appropriate Local Board. This modernization would streamline the process, making it more accessible and in line with today's technological capabilities.

Recommendation 3.2.3: Ensure the Viability of the System

SSS should take steps to ensure that the system can be activated in an agile manner in the event of mobilization. This includes reviewing processes and procedures relating to how applications are collected and reviewed for both LBM volunteers and conscientious objectors, and the local board meeting procedures.

3.3 Registration

In the event of a military mobilization, SSS must have registered “as many eligible men as possible to assure the public of a fair and equitable conscription process.”

Under the current statute, every male citizen of the United States and every other male person residing in the United States between the ages of 18 and 26 must register with SSS. This places the administrative burden of registering for the draft on the individual, rather than on the federal government, and reduces registration rates. In addition, individuals are subject to penalties for not registering for the draft.

Failure to register is a felony and punishable by a fine of up to \$250,000 and/or up to 5 years imprisonment. Further, non-registrants may be denied certain benefits for life, including state-based student loans, federal job training, federal employment, and up to a 5-year delay of U.S. citizenship proceedings for immigrants.

<i>Strategic Goal</i>	<i>Objectives</i>
<i>Registration</i>	Build on successful registration methods and identify new approaches to raise registration compliance rates
	Improve the use of evidence and analytics to evaluate registration methods against outcomes and costs

Key Agile Actions Being Undertaken

- **Registering by obtaining a driver’s license:** Most states now authorize the registration of individuals when they receive their learner’s permit or driver’s license. Some of these states automatically register the target population, while others give them an opportunity to either opt-in or opt-out.¹⁴ Currently, 41 states, four territories, and the District of Columbia have enacted driver’s license legislation (DLL) supporting Selective Service registration. In 2021, more than 1,101,000 young men registered through DLL. Selective Service has continued initiatives with the 9 remaining states without similar laws. This initiative is agile because it promotes innovation and improves the user experience.
- **Using metrics to develop an outcome-oriented outreach strategy:** The DMC uses social media metrics and other metrics to target its key age demographics, remain flexible to changing trends, and target geographical areas with lower registration rates. The DMC also shifted focus to targeting the registration of more people in less-populated areas instead of just focusing on large cities. These actions are agile because they focus on the outcome, rely on evidence, and encourage innovation.

¹⁴ “State-Commonwealth Legislation.” Selective Service System, archived February 16, 2025, at the Wayback Machine, <https://web.archive.org/web/20250216214217/https://www.sss.gov/register/state-commonwealth-legislation/>.

- **Using feedback mechanisms to identify how registrants heard about the agency:** This recent feedback survey of registrants after they complete the process is a great way to gain end-user feedback and can be used to improve the target population's experience.

Remaining Challenges for Readiness

- In 2023, the registration rate across the nation was 84 percent—a five percentage point drop from the previous year. Clearly, some groups are not being reached, and there is evidence of significant geographic variation among states and territories. For example, the District of Columbia has a registration rate of 50%, while Louisiana has a registration rate of 100%.
- There is a gap in data analysis between business intelligence and metrics, and the DMC is the only source of this type of analysis. SSS also has Power BI (a tool for data visualization), but concern was expressed that SSS is not making the most of this tool.
- Predictive metrics (in development) could help with planning for future needs.

Recommendation 3.3.1: Enact Automatic Registration (males/universal)

SSS should utilize its government network partners, including the Social Security Administration and the Internal Revenue Service, to automatically register males as they become 18 years old. These actions would utilize existing government data and resources to create an easier path for Americans to fulfill a legal requirement. Automatic registration would not hinder the freedom of Americans to appeal draft decisions because SSS would still hear conscientious objector cases after registration. As of June 2024, a bill requiring this has passed the House of Representatives and is pending in the Senate. While this proposal is under consideration, SSS should continue to experiment with programs like its DMV automatic registration and leverage its network partners (for example, SSA data) as appropriate to formalize the necessary data-sharing agreements.

Although legislation regarding automatic registration has not yet passed Congress, previous proposals from the House and the Senate may offer insights into requirements from SSS if Congress enacts legislation in the future.¹⁵

House Version:

- Amendment to the MSSA to require automatic Selective Service registration for "every male citizen" and male legal resident subject to registration requirements. Automatic registration would not apply to lawful non-immigrants.
- Removal of federal employment prohibitions on veterans who failed to register for the Selective Service.

Senate Version:

- Sections 598A-D include similar language to Section 531 of the House-passed bill, requiring automatic Selective Service registration for "every citizen" (including women)

¹⁵ Kamarek, Kristy N. "FY 2025 NDAA: Selective Service Registration Proposals | Congress.Gov | Library of Congress." Congress.gov, January 29, 2025. <https://www.congress.gov/crs-product/IN12450>.

and every legal resident subject to registration requirements, excluding lawful non-immigrants. Registration would be required within 30 days of turning 18 or learning of the registration requirement.

- Removal of federal penalties for failure to register.
- Implementation of changes to take effect two years after the enactment date.
- Section 522 is identical to Section 1111 in the House-passed bill.

Current Resources and Implementation

SSS has a number of existing resources and plans that it could leverage to fulfill automatic registration, including implementation measures, existing partnerships, and organizational structural changes.

The default implementation plan if automatic registration became a requirement involves incorporating IRS data processing into current systems, developing memoranda of understanding (MOUs) with additional agencies such as the IRS, and adapting templates for partner agencies to organize data efficiently.

Versions of SSS's automatic registration plans have already been piloted in some states. Through individual state DMVs, SSS can automatically register those eligible for the draft when that individual receives a driver's license. Although a blanket automatic registration policy would require SSS to process different data than individual state DMV registration data, the switch may not be severely disruptive. SSS already works with over 40 data partners and applies that data to different functions in its system. It would need new MOUs with other agencies, such as the IRS and Social Security Administration, in order to access and process data for eligible individuals. It would also need the accompanying IT infrastructure to accommodate the increased capacity.

While these changes would need an increase in resources in the IT and legal affairs spaces, they would create efficiencies in other areas. The mailing center, for example, would not need to send information materials on compliance and could focus on distributing registration confirmation and the SSS registration number and card. Resources previously used to encourage registration could be modified to combat any spread of incorrect information about automatic registration.

During times of organizational change, the leadership team must skillfully balance everyday operations while steering the change initiative. Effective leaders will maintain productivity and performance while fostering a sense of collaboration and ownership among employees.

If SSS must switch to automatic registration, it should keep the following organizational change principles in mind:

- Establish a Clear Vision and Integrated Strategic Goals:
 - Develop and constantly communicate the requirements of automatic registration and the SSS plan to fulfill those requirements.
- Ensure that the Organizational Structure Will Enable the Vision:
 - Remove any systemic barriers or holdovers hindering organizational health and performance

- Create a Sense of Urgency, Implement a Timeline, and Show Progress from Day One:
 - Work backward from any automatic registration deadline in legislation to set a schedule of milestones for implementation.
 - Work in iterations to identify and remove risks early in the process to ensure the timely establishment of automatic registration.
- Communicate Frequently Through Multiple Channels to Multiple Stakeholders:
 - Communicate early and often with external stakeholders involved in automatic registration to identify potential obstacles to implementation and opportunities for greater efficiency.
- Dedicate an Implementation Guidance Team to Manage the Transformation Process:
 - Delegate key aspects of the automatic registration process to an expert team.
- Engage Employees to Seek Their Improvement Ideas, Build Momentum, and Gain Their Ownership for the Transformation
 - Solicit feedback from employees on automatic registration to identify risks and opportunities from their perspective.
- Sustain the Effort by Nurturing a New Culture, Rewarding Risk, and Assessing Progress
 - Continue to collect and evaluate automatic registration metrics and feedback from staff, stakeholders, and end-users.
 - Harness the results of this evaluation to update systems and processes related to the organizational transformation.

Recommendation 3.3.2: Conduct Automatic Notification (Males)

Without automatic registration, SSS should continue to find ways to automatically notify citizens of their eligibility for the draft. SSS's DMC already has a compliance outreach mail system in place, but incorporating digital outreach may result in more registrations. DMC could attempt to use email in addition to the postal service, but 1) it may be difficult for the DMC to find correct email addresses, and 2) those receiving the email may be wary that it is a fraudulent attempt to collect personal information. SSS could work with network partners to overcome the obstacles to increased digital outreach.

3.4 Management Excellence

Across all of its functions, SSS should enhance its offices and teams with as many agile practices as possible. Promoting innovative mechanisms, building more effective cross-functional teams, and establishing clear metrics of success are just a few of the ways SSS can improve its agility.

Key Agile Actions Being Undertaken

- Developing Cross-Functional Integrated Project Teams:** SSS utilizes Integrated Project Teams (IPTs), small groups of staff from across the agency that work on projects affecting multiple parts of the agency. IPTs create an avenue for empowerment of staff and bottom-up innovation. IPTs also gather perspectives from across the agency, leading to decisions that better represent the needs of the agency as a whole. While the infrastructure is already in place, it is crucial to ensure the prioritization of these teams to avoid IPT fatigue, disillusionment, and burnout of staff involved in these teams. Additionally, IPT team leads should occasionally receive updated guidance on how best to manage these cross-functional teams in an agile fashion. These updates would include garnering staff perspectives on how best their voice can be heard, ensuring transparency of workloads among IPT members to ensure a clear prioritization of tasks, and producing deliverables in an iterative fashion.
- Gathering Data through Networks:** SSS is currently working with USCIS and the Census Bureau to share information and data. Although they must continue to examine if SSS has the correct feedback mechanisms for this data analysis and be aware of any potential gap between databases and business intelligence mechanisms, this data sharing is a promising agile practice of using networks.
- Developing Innovation Mechanisms:** SSS has mechanisms in place to facilitate bottom-up innovation. These include the Employee Suggestion Program and the STAR Program. In each of these mechanisms, employees can suggest an idea or innovation to the agency. A board then reviews the suggestion and decides the viability and utility of the idea. SSS can build on these innovation channels by providing feedback on ideas to the originator. This transparency ensures the employee's voice is heard while potentially sparking improvements to the idea.

<i>Strategic Goal</i>	<i>Objectives</i>
<i>Management Excellence</i>	Deliver an excellent customer experience for all and assess success
	Provide collaborative, efficient, and effective resource management
	Use external engagement to advance the SSS mission
	Modernize and document SSS policies and procedures
	Identify, mitigate, and respond proactively to IT/data risks while maintaining readiness
	Elevate the employee experience at SSS
	Provide effective human resource management and professional development opportunities

Remaining Challenges for Management Excellence

The remaining challenges in this area revolve mainly around the transparency of workloads and progress throughout different levels of the organization.

- **Communication with Local Board Members (LBMs) and District Appeal Board Members:** Many LBMs said they have not heard from SSS except for the occasional newsletter or training program. While some LBMs considered this amount of information sufficient and believed that SSS would reach out to them if mobilization were probable, additional communication to LBMs would benefit their awareness and buy-in of the process. For example, SSS should have communicated to LBMs the relevant effects stemming from the general SSS reorganization that occurred in the Fall of 2023. Especially relevant to LBMs during this time would have been any changes to immediate points of contact.
- **Products from innovative channels:** While the front office may promote an open-door policy, the reality is often more complex, with supervisors sometimes acting as gatekeepers, insisting that staff communicate through them first. This structure can lead to a trickle-down effect, where a supervisor's disengagement or disagreement with a certain concept can stifle bottom-up innovation. Moreover, the information flow is often one-directional, with GS-12 and below employees primarily receiving updates from management during monthly all-hands meetings, resulting in frequent surprises and a lack of preparedness for organizational changes such as restructurings.
- **Prioritization of tasks:** Staff may feel overwhelmed by the expectation to juggle numerous tasks deemed equally important, leading to frustration and the need for clearer prioritization. Certain segments of SSS also lack transparency of workloads, which would not only better balance workloads across each team but also improve the accountability of each team member. Tools such as Kanban boards can help improve transparency while also dividing work into smaller segments with clear work targets.
- **Transfer of expertise and sharing of best practices across the agency:** The challenge of transferring expertise and sharing best practices across an agency is a multifaceted issue that can hinder organizational growth and innovation. Within SSS, the lack of communication between the Project Management Office (PMO) and the DMC exemplifies the siloed nature of information exchange. While information sharing between these two offices is not discouraged, valuable insights remain confined within individual departments without an infrastructure to facilitate the sharing of best practices. This situation underscores the importance of sustainability in knowledge management. When the responsibility of building a collaborative infrastructure falls on individuals, it often remains unfulfilled, leading to duplicated efforts and missed opportunities for improvement.
- **Too much reliance on paper-based processes.** SSS has taken steps to modernize some of its processes and procedures. For example, SSS has established a process to identify individuals who are not in compliance with the requirement to register for the draft using external sources of data and take steps to notify those individuals. However, many of SSS's processes and procedures for mobilization in the event of a draft have not been modernized.

For example, in the event of a draft, induction notices would still be sent only by mail, without any accompanying digital notification. Email notifications would likely increase the effectiveness and efficiency of these outreach processes.

The local board application process has also not been modernized. Local board volunteers must go to the SSS website, print a form, complete and notarize the application, and then mail it to the SSS. Nor has SSS modernized the application process for conscientious objectors. In the event of a draft, individuals would need to first be ordered for induction before submitting by mail SSS Form 22, the conscientious objector claim documentation form to one's local board, explaining one's beliefs and how these beliefs prevent one from serving in the armed forces, and finally make a personal appearance before the local board. Further, local board members would likely be expected to review paper applications. Opportunities exist for SSS to proactively establish a modern application process that improves the customer experience and streamlines the workflow.

Recommendation 3.4.1: Establish an Agile Training Program to further institutionalize Agile practices

SSS would benefit from adopting agile practices at the office and team levels across its organization. In particular, SSS could benefit from the following agile practices:

- Enhance cross-functional teams at different levels of the organization
- Increase the transparency of workloads
- Gain feedback on bottom-up innovation mechanisms
- Fully utilize available technology
- Conduct parallel processing as appropriate
- Communication of up-to-date metrics
- Empowerment of teams, including more autonomy given to lower-level leaders
- Sharing lessons learned across the agency
- End-user journey mapping for draftees, board members, and external customers

To implement and institutionalize these practices within SSS, the Study Team recommends that the agency establish an Agile Training Program. While this can be done in different ways, establishing Agile Cohorts would fit SSS's needs. Agile Cohorts consist of individuals from different parts of an organization who learn and develop agile management skills through a separate program before returning to their respective teams. Employees in the agile cohorts would maintain contact with each other after the initial program to share lessons learned on applying agile management back in their home office. Of course, an Agile Cohort program must be tailored to SSS's current resources and staffing levels, but SSS may already have the infrastructure for such a program in their Integrated Project Teams. Staff members could join the Agile Cohort IPT, participate in completing a project fully using agile methods, and then rejoin their home office, bringing with them lessons and practices they found effective during the IPT.

Recommendation 3.4.2: Ensure robust communication channels with the public

In an age of mis- and disinformation, SSS must ensure that its communication to the public is clear and accurate at all times, including the viability of its outreach mechanisms under different

levels of strain. SSS already has several outreach strategies for the target registration demographic. It should build on these strategies to include messaging that directs the public to its official channels in the case of mobilization. SSS should include its public affairs team, or at least a representative, in any mobilization exercise. This inclusion would allow SSS to test different communication strategies and make connections with other government entities. To assist with the implementation of this recommendation, SSS should build more institutional capacity for data analysis within its Data Management Center by increasing staff with this skillset and leveraging AI tools where appropriate. In case of mobilization, SSS must ensure its messaging is uniform with the rest of the US government. For example, DoD and SSS need to contact before, during, and after mobilization to ensure that there is consistent messaging and direction for target demographics.

Recommendation 3.4.3: Expand SSS’s role to include the facilitation of a public service network through interagency cooperative agreements

The agency exists to ensure that a draft can be implemented within 193 days of a declaration by the President, which has not occurred since 1973. Although it has not mobilized in recent times, it has a wealth of untapped value it can provide to the American public. Combining this potential value with the general lack of awareness about broader public service opportunities, SSS should become the hub for public service opportunities. In this additional role, SSS would deliver more value to the American public, expand its use of networks, and evolve to the changing needs of the country.

Chapter 4: Conclusion

The Selective Service System stands at an inflection point. In a security environment defined by uncertainty, digital disruption, and heightened public expectations, the agency cannot rely on structures and processes designed for a different era. This report finds that SSS has already taken meaningful steps toward greater agility, but lasting progress will require a more deliberate shift in how it organizes work, modernizes core processes, uses data and technology, and strengthens collaboration across its internal teams and external networks. Building that capacity now is essential not only to improve day-to-day performance but also to ensure that SSS can execute its statutory mission rapidly, fairly, and credibly if the nation ever requires mobilization.

The recommendations in this report provide a practical path for moving from incremental improvement to institutional agility. By modernizing readiness and registration functions, reducing reliance on paper-based processes, improving communication and end-user experience, addressing structural barriers that limit responsiveness, and institutionalizing agile transformation through leadership development, workforce training, and continued learning across the organization, SSS can better align its operations with the demands of the 21st century. If the agency sustains this momentum—including by building internal capacity through agile training and reinforcing those practices over time—it will be better prepared not only to meet future contingencies, but also to strengthen public trust, improve mission performance, and fulfill its national purpose with greater resilience and confidence.

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Appendices

Appendix A: Expert Advisory Group and Study Team Biographies

Expert Advisory Group of Academy Fellows

Stephanie Barna, Independent Consultant, SABarna, LLC; Of Counsel, Public Policy Practice Group, Covington & Burling LLP, Previous; General Counsel, Senate Armed Services Committee, United States Senate; Performing the Duties of the Under Secretary of Defense (Personnel & Readiness) (USD(P&R)), Office of the Under Secretary of Defense (Personnel & Readiness) (USD(P&R))SD(P&R), Office of the Secretary of Defense (OSD), Department of Defense (DoD), 2018, 2018; Principal Deputy Assistant Secretary of Defense (Manpower & Reserve Affairs), Office of the USD(P&R), OSD, DoD; Deputy Under Secretary of Defense (Personnel & Readiness), Office of the USD(P&R), OSD, DoD; Principal Deputy Under Secretary of Defense (Manpower & Reserve Affairs) and Acting Assistant Secretary of Defense, Office of the USD(P&R), OSD, DoD; Deputy General Counsel (Operations & Personnel) (O&P), Office of the Army General Counsel (Army OGC), Headquarters, Department of the Army (HQDA); Adjunct Instructor (Individual Ready Reserve), U.S. Army Command and General Staff College, U.S. Army Reserve; Associate Deputy General Counsel (O&P), Army OGC, HQDA; Associate Dean (Individual Mobilization Augmentee), U.S. Army Judge Advocate General's School, U.S. Army Reserve; Assistant to the General Counsel (Active Army), Army OGC, HQDA; Student (Active Army), U.S. Army Command and General Staff College, U.S. Army; Deputy Staff Judge Advocate (Active Army), U.S. Army Special Forces Command (Airborne), U.S. Army; Student (Active Army), U.S. Army Judge Advocate General's School, U.S. Army; Special Assistant to the Assistant Secretary of the Army (Manpower & Reserve Affairs) (Active Army), Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs), HQDA; Other Military Legal Assignments (Active Army), Diverse Field and HQDA Assignments, U.S. Army.

Arnold Fields, Deputy Director of the Africa Center for Strategic Studies, National Defense University, U.S. Department of Defense; Chief of Staff, State Department's Iraq Reconstruction and Management Office; Deputy Commander, U.S. Marine forces in Europe and Africa, U.S. Marine Corps; Director of Marine Corps General Staff, U.S. Marine Corps; Commanding General, Marine Corps Bases Hawaii, U.S. Marine Corps; Inspector General, U.S. Central Command with Dual Forward Headquarters, U.S. Marine Corps; Chief of Evaluation and Analysis Division, Plans and Interoperability Directorate, Joint Staff, Pentagon; Commander, U.S. Marine base at Mt. Fuji, Japan; Commanding Officer and Manager, Marine Corps Support Activity.

James Hendler, Tetherless World Professor of Computer, Web and Cognitive Sciences, School of Science, Rensselaer Polytechnic Institute and Director, Institute for Data Exploration and Applications, Rensselaer Polytechnic Institute; Previous: Director, Rensselaer-IBM AI Research Collaboration, Rensselaer Polytechnic Institute; Director's Advisory Committee Member, Nat'l Security Directorate, Pacific Northwest National Laboratories; Board Member, Board on Research Data and Information, Nat'l Acad Science, Engineering and Medicine; Open Data Advisor, New York State, NYS Government; Member Advisory Committee, Homeland Security Science and Technology Adv. Comm, DHS; Internet Web Expert, Data.gov project, IPA to GSA, working w/OSTP; Professor, Computer Science, University of Maryland; Program Mgr/Chief Scientist (IPA), Information Systems, Def Advanced Research Projects Agency (DARPA); Founding Director, Future of Computing Institute, Rensselaer Polytechnic Institute.

Susan Kinney-Perkins, Professor of Logistics, Defense Systems Management College, Defense Systems Management College; Associate professor, Dir of Supply Chain Practice, Eisenhower School Industrial College of the Armed Forces, National Defense University; Director Logistics Management, Office of Strategic Initiatives, National Aeronautics and Space Administration (NASA); CAPT (4 Commands), US Navy, US Naval Reserves - Squadron, Depot, Training Systems & HQ; Deputy Director, Logistics Plans, Policies and Strategic Mobility, HQ United States Marine Corps; Senior Manager, Office of Government Services, Arthur Andersen, LLP; Director of Logistics, Logistics & Industrial Relations & Management Systems and Facilities, National Aeronautics and Space Administration (NASA); Logistics Program Manager, Space Station Freedom Program Office, Grumman Corp/NASA; Director of Aircraft Operations/Program Manager for Logistics Support, Logistics, National Technologies and Assoc. (NTA)/JWK International/Naval Air Systems Command.

Cedric Sims, Senior Vice President, Enterprise Innovation & Integration, MITRE, 2022, current; Commissioner, Maryland Aviation Commission; Previous: Senior Vice President, Justice, Homeland Security and Transportation, Booz Allen Hamilton; President, N/A, Evermay Consulting Group; Executive Director, Office of Program Accountability and Risk Management, United States Department of Homeland Security; Special Advisor to the Deputy Associate Director, Office of the Director, United States Secret Service, Department of Homeland Security; Project Director, Regional Analysis Model, Texas Center for Applied Technology, TEES; Software Development Group Manager, Advanced Vehicle Initiative, Texas Transportation Institute, Texas A&M University; Research Associate, TEES Energy Systems Laboratory, Texas A&M University; Research Assistant / System Administrator / Software Developer, Computing Services Center, Texas A&M University.

Study Team

Joseph P. Mitchell, III, *Director of Strategic Initiatives & International Programs*. Dr. Mitchell leads the Academy's thought leadership activities. He runs the Grand Challenges in Public Administration campaign and the Agile Government Center, facilitates high-impact strategic planning sessions with public agencies, manages the Academy's externally sponsored events, and oversees the Center for Intergovernmental Partnerships. Previously, at the General Services Administration, he worked with other leaders in the Office of Government-wide Policy to stand up the Office of Shared Solutions and Performance Improvement and led a team responsible for cross-agency efforts in support of the President's Management Agenda. Before serving at GSA, he led the Academy's organizational studies program, managed projects requested by the U.S. Congress and agencies, and served as a senior analyst on reviews of a wide array of agencies across the federal government. He received a Fed 100 Award in 2022 for his contributions to increasing the agility of the federal government and moderated a joint series with the Pandemic Response Accountability Committee that received the Public/Private Partnership Award from the Council of Inspectors General (CIGIE). He recently finished a second term on the National Science Foundation's Business and Operations Advisory Committee. He holds a Ph.D. from the Virginia Polytechnic Institute and State University, a Master of International Public Policy from the Johns Hopkins University School of Advanced International Studies, a Master of Public Administration from the University of North Carolina at Charlotte, and a BA in History from the University of North Carolina at Wilmington. He also earned an Executive Certificate in Public Leadership at Harvard's Kennedy School of Government.

Amanda Mullan, *Project Director*. Ms. Mullan is a Project Director for Strategic Initiatives working on the Grand Challenges in Public Administration campaign. Prior to rejoining the Academy, Amanda spent a decade in the federal government, most recently as a Program Analyst in the Office of Policy and Program Analysis at the Federal Emergency Management Agency

(FEMA) overseeing a diverse portfolio of programs and making recommendations to leadership on the agency's budget priorities and tradeoffs. Prior to her work at FEMA, Amanda served as a Senior Analyst at the U.S. Government Accountability Office conducting performance reviews of programs at the National Nuclear Security Administration, the U.S. Fish and Wildlife Service, and the National Weather Service. Additionally, she played a crucial role in several crosscutting assessments aimed at enhancing the federal approach to disaster recovery and improving federal guidance on testing for lead in drinking water in K-12 schools. Amanda started her career as a Research Associate at the Academy working on organizational studies for the Social Security Administration, FEMA, and the National Weather Service. Amanda holds a Master of Public Administration from Cornell University and a BA in Political Science from the State University of New York at Cortland.

Richard Callahan, Senior Advisor. Dr. Callahan is a Professor at the University of San Francisco, with a joint appointment from the USF School of Management and the USF School of Nursing and Health Professions. He is Co-Director of the USF Master of Public Health Program in Sacramento and the Director of the Health Services Administration concentration in the Master of Public Administration in the School of Management. His health and human services consulting contracts have been in the states of California, Washington, and Louisiana. He has also served for three years as the Faculty Representative to the USF Board of Trustees, 2012-2015, Director for the Change the World from Here lecture series at USF, 2012-2013, and Chaired the Department of Public and Nonprofit Administration for three years. Callahan's research, consulting, publications, and teaching focuses on leadership behaviors and strategy practices that are effective in complex, demanding and dynamic environments in the public and nonprofit sectors. Callahan is the current Editor in Chief of the International Journal of Public Leadership, a peer-reviewed journal. published by Emerald Press, United Kingdom. He was a visiting researcher at Oxford University, 2016 and was appointed the Visiting Scholar 2017-2018 for the Center for California Studies at the California State University, Sacramento. His recent publications include editing and writing chapters in the book, Public Health Leadership: Addressing Population Health and Social Determinants (2017) and a chapter scheduled for publication in the book Financial Sustainability and Intergenerational Equity in Local Governments (2018). Dr. Callahan was awarded Graduate Program Teacher of the Year, 2013, in the USF School of Management. At the University of Southern California, School of Policy, was voted by the Graduate Student Association as the Teacher of the Year in both 2010 and 2007. He received the 2010 Newland award for Outstanding Educator, Sacramento Chapter and the 2011 Scoville Award for Outstanding Educator, Los Angeles Chapter of American Society of Public Administration. Starting in 2000 Callahan has been Co-Director of the Sierra Health Foundation Leadership Program. Dr. Callahan and Kenneth W. Kizer, MD, Director of IPHI at University of California Davis Health Center are also the lead consultants for the Milbank Memorial Fund for state legislators and executive staff from over 20 states. Dr. Callahan co-authored a national award-winning article, receiving the Brownlow award for best article from Public Administration Review. He has been published in journals such as Public Management Review, Public Manager, Government Finance Officers Review, The National Civic Review, and Journal of Jesuit Business Education. He was Executive Producer and Assistant Director of the documentary Solving the Inequality. He received a Fulbright Specialist Program grant in 2011 for lectures on public institutions at Aydin University in Istanbul, Turkey. He received his undergraduate degree from Georgetown University, with a master degree and a doctorate degree from the University of Southern California.

G. Edward DeSeve, Senior Advisor. Mr. DeSeve is currently the Coordinator of the Agile Government Center and an Executive Fellow at the IBM Center for the Business of Government. He has served at all three levels of government and in the private sector during his

illustrious career. At the federal level, he was responsible for implementing the \$800 billion American Recovery and Reinvestment Act as a Special Advisor to President Barack Obama. He was also Deputy Director for Management and Controller at the Office of Management and Budget and Chief Financial Officer of the Department of Housing and Urban Development. At the state and local levels, Mr. DeSeve was a Special Assistant to the Governor of the Commonwealth of Pennsylvania and Director of Finance for the City of Philadelphia. In the private sector, he was a managing director at Merrill Lynch Capital Markets and the founder and president of Public Financial Management, which is the nation's largest independent financial advisor to the government.

James Higgins, Analyst. Mr. Higgins is an Analyst supporting the Academy's Grand Challenges in Public Administration and the Agile Government Center. He has worked on a variety of projects at the Academy, including for the Selective Service System, the Department of Defense, and the Federal Aviation Administration. Previously, he was at the Cohen Group researching and analyzing security threats and political issues in various global regions such as east Asia and eastern Europe. As an Extern at the US Patent and Trademark Office, he wrote for the Inventors Eye and co-authored an article published in the Journal of the National Academy of Inventors titled "Taking Aim at Cancer." He had the opportunity to intern with the U.S. Army War College. He later participated in the War College and Mellon Foundation's Crisis Simulation, leading a team in a simulated crisis in the South China Sea. Mr. Higgins graduated from Dickinson College, earning a Bachelor of Arts in International Studies with a focus on Asia; Minor in Economics, and University of Maine, earning a Master of Arts in Global Policy with a focus on Security and Foreign Policy.

Jillian McGuffey, Analyst. Ms. McGuffey joined the Academy for the Strategic Initiatives Team in December 2020. As an Analyst, she conducts research for the Grand Challenges in Public Administration campaign and helps produce the Management Matters podcast. She has worked on a variety of projects over her time at the Academy, including for the Selective Service System, the National Park Service, the Environmental Protection Agency, and the Department of Justice. She graduated from the University of Maryland at College Park with a Master of Public Policy after earning a Bachelor of Arts in Government and Politics and a Minor in Creative Writing. During her undergraduate career, Jillian was selected as a fellow of the Global Fellows Program, which gave her various opportunities to learn from experts specializing in international relations and conflict resolution. She also interned at the United States Census Bureau where she recorded and analyzed data from the 2017 Criminal Juvenile Resident Placement Survey. In Fall 2018, Jillian interned with USCIS where she supported efforts to formulate DHS emergency preparedness plans.

Sam Merkatz, Intern. Mr. Merkatz joined the Academy as an intern participating in the Summer Semester Program at American University. He is currently pursuing a Bachelor of Arts at Colby College, majoring in Government and Science, Technology, and Society (STS). Sam has previously interned at the U.S. Department of State as a Virtual Student Federal Service Intern supporting the Bureau of Information Resource Management.

Appendix B: List of Interviewees

Selective Services System

- **Matthew Adams**, Director, Data Management Center
- **Greg Adinolfi**, State Director for Maryland
- **David Annable**, Local Board Member
- **John Arbogast**, State Director for California
- **SMSgt. Aileen Benavides**, Reserve Service Member
- **Craig Brown**, Acting Director of the Selective Service System
- **Ralph Brown**, Local Board Member
- **Leo Burke**, Local Board Member
- **Bob Dalton**, Local Board Member
- **Jacob Daniels**, Deputy General Counsel for Legislative Affairs
- **Thomas Devine**, Deputy Associate Director, Operations
- **Benjamin Doherty**, Local Board Member
- **Robert Foley**, State Director for Nebraska
- **Maj. Matt Grajeda**, Reserve Service Member
- **Felicia Hall**, Human Resources Manager
- **Nicole Harris**, **Director**, Data Management Center
- **Dave Johnson**, **Program Manager**, Data Management Center
- **Steven Kett**, Director of the Readiness Function
- **SMSgt. Veronica Lemus**, Reserve Service Member
- **Jennifer McClanahan**, Program Analyst
- **Ed Medina**, Senior Program Analyst, Region 3
- **Micheal Migliara**, Associate Director, Public and Intergovernmental Affairs
- **Richard Ogniewski**, Operations Manager, Region 2
- **Elizabeth Peschock**, Digital Affairs Chief
- **Zachary Schwartz**, Program Manager, Data Management Center
- **Joel Spangenberg**, Acting Director of the Selective Service System
- **Lt. Col. Luke Wascovich**, Reserve Service Member
- **Brett Williams**, Operations Manager of the Readiness Function

Appendix C: Executive Education Update

The Academy was asked to support the institutionalization of agile principles and practices with SSS staff and conducted this work by providing executive education training on “Leading Agile Transformation.”

The Academy team trained 2 cohorts (Cohort 1: 21 employees; Cohort 2: 20 employees) in Leading Agile Transformation. Key components included:

- Purpose and Overview of Agile Government
 - Core topics: The evolution of Agile, core tenets of Agile Government, the role of the National Academy of Public Administration, Agile and accountability, the Agile Manifesto, Laws of Agile, and the Integrated Agile Framework
- Developing the Agile Mindset
 - Core topics: The interplay between public service motivation and developing an Agile mindset, highlighting their combined importance in driving successful Agile transformations.
- Agile Principles and the Integrated Framework
 - Core topics: Integrated Framework, Agile principles, leadership, mission and vision, evidence-based solutions, customers, teams, networks, innovation, and speed
- Using Agile to Increase Trust in Government
 - Core topics: Understanding trust in government, factors influencing trust, the Department of Veterans Affairs case study, the impact of low public trust, and using Agile to improve competence and increase public trust.

Each cohort was divided into teams that completed an Agile engagement project to ensure that SSS receives maximum practical benefits and tangible results from the training. The participants worked actively together across silos on Agile Engagement Projects. Each project team’s final deliverable was made available to SSS.



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