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STATEMENT OF  
H. L. KRIEGER, DIRECTOR  
FEDERAL PERSONNEL AND COMPENSATION DIVISION  
U.S. GENERAL ACCOUNTING OFFICE

BEFORE THE

SUBCOMMITTEE ON MILITARY PERSONNEL  
OF THE HOUSE COMMITTEE ON ARMED SERVICES

ON

[SELECTIVE SERVICE SYSTEM CAPABILITIES]

MR. CHAIRMAN AND MEMBERS OF THE SUBCOMMITTEE:

WE APPRECIATE THE OPPORTUNITY TO DISCUSS OUR REPORT  
"WHAT ARE THE CAPABILITIES OF THE SELECTIVE SERVICE SYSTEM?"  
RELEASED DECEMBER 14, 1978.

ON FEBRUARY 6, 1978, THE COMPTROLLER GENERAL, TESTIFIED  
BEFORE THE SENATE ARMED SERVICES COMMITTEE, SUBCOMMITTEE ON  
MANPOWER AND PERSONNEL REGARDING OUR REPORT TITLED "THE  
ADDITIONAL COST OF THE ALL-VOLUNTEER FORCE." HE INDICATED  
IN THAT TESTIMONY THAT WE WERE GOING TO TRY TO ASSESS THE  
MANPOWER EFFECTIVENESS OF THE PEACETIME FORCE. THE SELEC-  
TIVE SERVICE SYSTEM IS ONE OF THE ACTIVITIES WE ARE REVIEWING  
IN MAKING THIS ASSESSMENT.

THE SELECTIVE SERVICE SYSTEM IS RESPONSIBLE FOR MEETING  
THE MANPOWER REQUIREMENTS 1/ AS DETERMINED BY THE DEPARTMENT

1/DOD'S REQUIREMENTS AFTER OCTOBER 1977, WERE FOR SELECTIVE  
SERVICE TO DELIVER THE FIRST INDUCTEE AT M + 30; 100,000  
INDUCTEES AT M + 60; AND 650,000 INDUCTEES AT M + 180 DAYS.

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Testimony

OF DEFENSE. SINCE THE END OF THE DRAFT IN 1973, SEVERAL CHANGES WERE MADE TO THE SELECTIVE SERVICE SYSTEM. THESE INCLUDE

- CEASING INDUCTIONS AND PHYSICAL EXAMINATIONS,
- TERMINATING CLASSIFICATION,
- SUSPENDING REGISTRATION,
- TERMINATING ADMINISTRATIVE SUPPORT TO LOCAL DRAFT BOARDS,
- DECREASING THE NUMBER OF EMPLOYEES, AND
- REDUCING THE SERVICE'S BUDGET FROM ITS 1973 LEVEL OF \$83.5 MILLION TO ITS CURRENT \$7.045 MILLION LEVEL.

AS A RESULT OF THIS, THE SERVICE WAS PUT IN A DEEP STAND-BY POSTURE. HOWEVER, IT STILL HAD THE RESPONSIBILITY TO PROVIDE THE DEPARTMENT OF DEFENSE WITH THE NUMBER OF PEOPLE REQUIRED WITHIN SPECIFIC TIME FRAMES AFTER MOBILIZATION.

SO AS TO IMPROVE ITS ABILITY TO MEET DOD REQUIREMENTS, THE SERVICE MADE OPERATIONAL CHANGES TO ITS PLANS AND PROCEDURES.

THESE CHANGES INCLUDED

- (1) REDUCING THE AMOUNT OF TIME PEOPLE WERE GIVEN TO REPORT FOR INDUCTION;
- (2) MODIFYING INTERNAL PROCEDURES SO AS TO INCREASE THE NUMBER OF PEOPLE WHO COULD BE REGISTERED DAILY; AND
- (3) REDUCING THE AMOUNT OF TIME THAT NATIONAL GUARD AND RESERVE OFFICERS WOULD BE GIVEN TO REPORT FOR DUTY FOLLOWING MOBILIZATION.

ACCORDING TO THE DIRECTOR, THE SELECTIVE SERVICE, AT ITS CURRENT BUDGET LEVEL, AND AFTER MAKING THESE CHANGES COULD NOT MEET THE DELIVERY REQUIREMENTS OF THE DEPARTMENT OF DEFENSE WITHIN THE SPECIFIED TIME FRAMES.

SINCE (1) REGISTRATION AND CLASSIFICATION HAD STOPPED, (2) THE BUDGET HAD BEEN SEVERELY CUT, AND (3) THE SERVICE COULD NOT MEET DOD'S NEEDS, WE TRIED TO FIND OUT WHAT EVALUATIONS OF THE SELECTIVE SERVICE SYSTEM HAD BEEN MADE WITHIN THE EXECUTIVE BRANCH.

AT THE TIME WE COMPLETED OUR AUDIT THERE WAS NO EVALUATION OF RECORD, BY THIS ADMINISTRATION OR PREVIOUS ADMINISTRATIONS, OF THE EFFECT OF BUDGETARY REDUCTIONS ON STAND-BY DRAFT CAPABILITIES AND ITS IMPACT ON NATIONAL DEFENSE POSTURE. WE RECOMMENDED IN OUR REPORT THAT THE CONGRESS SHOULD REQUIRE PERIODIC EXECUTIVE BRANCH EVALUATIONS INDEPENDENT OF THE SELECTIVE SERVICE SYSTEM ON THE ABILITY OF THE SELECTIVE SERVICE TO DRAFT PEOPLE WITHIN THE TIME FRAME SPECIFIED BY THE DEPARTMENT OF DEFENSE.

ONE MATTER WHICH DESERVES MENTION, IS THE EFFORTS OF THIS ADMINISTRATION TO EVALUATE THE CAPABILITIES OF THE SELECTIVE SERVICE SYSTEM. IN THE FALL OF 1977, WHEN DEFENSE STATED ITS NEW MANPOWER REQUIREMENTS TO THE SELECTIVE SERVICE, THE SERVICE TOLD DEFENSE IT COULD NOT MEET THE MANPOWER NEEDS WITH THE FISCAL YEAR 1979 BUDGET THEN CURRENTLY UNDER CONSIDERATION BY THE OFFICE OF MANAGEMENT AND BUDGET.

THE ASSISTANT SECRETARY OF DEFENSE AND THE DIRECTOR, SELECTIVE SERVICE INTERVENED WITH OMB FOR AN INCREASE IN FISCAL YEAR 1979 FUNDS TO \$9.5 MILLION, BUT THIS WAS NOT THE AMOUNT APPROPRIATED BY THE CONGRESS.

WE RECOGNIZED THAT THE PRESIDENT'S REORGANIZATION STUDY GROUP WAS STUDYING THE ORGANIZATION, MANAGEMENT, AND PROCESSES OF THE SELECTIVE SERVICE SYSTEM AND, WE THEREFORE EXCLUDED ORGANIZATIONAL PLACEMENT FROM OUR AUDIT. WITH REGARD TO THE REORGANIZATION PROJECT, THE DEPUTY DIRECTOR OF OMB ON JANUARY 24, IN A LETTER TO THE COMPTROLLER GENERAL SAID THAT "THE FINDINGS AND RECOMMENDATIONS OF THIS STUDY HAVE BEEN USED IN OUR DEVELOPMENT OF THE PRESIDENT'S BUDGET FOR FY 1980 \* \* \*."

IN LIGHT OF THE ABOVE, OUR COMMENTS ON EVALUATIONS OF THE SELECTIVE SERVICE SYSTEM'S CAPABILITIES SHOULD BE CONSIDERED IN THE CONTEXT OF THIS MORE RECENT DATA.

IN OCTOBER 1978, DOD CONDUCTED A MOBILIZATION EXERCISE (NIFTY NUGGET) TO TEST THE NATION'S DEFENSE MOBILIZATION CAPABILITIES. THE SELECTIVE SERVICE SYSTEM WAS INCLUDED FOR THE FIRST TIME IN A DOD MOBILIZATION EXERCISE. WE REPORTED THAT ALTHOUGH THIS WAS APPARENTLY A WORTHWHILE EXERCISE, THE SYSTEM THAT WAS TESTED WAS THE ONE DESIGNED TO MEET DOD'S PAST BUT NOT PRESENT MANPOWER REQUIREMENTS. THEREFORE, THE RESULTS DID NOT PRESENT A CLEAR PICTURE OF THE SERVICE'S CAPABILITIES IN RELATION TO DOD'S NEEDS.

WHILE CONDUCTING OUR REVIEW, IT BECAME APPARENT THAT THE KEY TO MEETING DOD'S MOBILIZATION REQUIREMENTS WAS TO HAVE A LIST OF ELIGIBLES FROM WHICH TO DRAFT. FORMERLY, THE REGISTRATION MECHANISM PROVIDED SUCH A LIST. THE PRESIDENT IN 1975 SUSPENDED REGISTRATION WITH THE STATED INTENTION OF EVALUATING AN ANNUAL REGISTRATION SYSTEM AND REPLACING OLD PROCEDURES WITH NEW ONES PROVIDING FOR PERIODIC REGISTRATION. SINCE THEN, HOWEVER, REGISTRATION HAS NOT BEEN CONDUCTED, NOR HAVE REVISED PROCEDURES BEEN TESTED. THE SELECTIVE SERVICE HOWEVER, PLANNED FOR INITIATION OF REGISTRATION AFTER MOBILIZATION.

THIS, ON THE FACE OF IT, DID NOT SEEM TO BE SATISFACTORY. MOREOVER CONGRESS, AND THIS COMMITTEE IN PARTICULAR, BECAME INTENSELY INTERESTED IN SELECTIVE SERVICE AND THE PROCESS OF REGISTRATION.

OUR REPORT POINTS OUT THAT CONGRESS HAS BEEN DEBATING THE NEED FOR THE SELECTIVE SERVICE SYSTEM TO CONDUCT A REGISTRATION PROGRAM TO INSURE TIMELY DELIVERY OF INDUCTEES IN THE EVENT OF A NATIONAL EMERGENCY. RECENTLY, SEVERAL BILLS HAVE BEEN INTRODUCED REQUIRING THE ESTABLISHMENT OF A REGISTRATION PROGRAM. SELECTIVE SERVICE SYSTEM COULD NOT WAIT FOR A DECISION ON REGISTRATION, BUT HAD AN OBLIGATION TO PLAN FOR ALTERNATIVES PENDING RESOLUTION OF THE DEBATE. REALIZING THERE ARE CERTAIN INEQUITIES ASSOCIATED WITH ALTERNATIVES OTHER THAN REGISTRATION, WE FELT THAT THE

SELECTIVE SERVICE SYSTEM, SHOULD HAVE A LIST FROM WHICH TO OBTAIN NEEDED INDUCTEES AT THE TIME OF MOBILIZATION. THE LIST WOULD BE USED UNTIL THE FORMAL REGISTRATION PROGRAM WAS INITIATED.

IF CONGRESS RESOLVES THE DEBATE AND APPROVES REGISTRATION, THEN THE ALTERNATIVE NEED NOT BE USED. HOWEVER, IT WAS OUR OPINION THAT IF THE ISSUE IS NOT RESOLVED THE SELECTIVE SERVICE SYSTEM MUST HAVE A FALLBACK MECHANISM TO IMPROVE ITS CAPABILITIES OF RESPONDING IN A NATIONAL EMERGENCY. SELECTIVE SERVICE SAID IT HAD CONSIDERED OTHER ALTERNATIVES BUT WERE INFORMALLY DENIED INFORMATION DUE TO PRIVACY ACT IMPLICATIONS. OUR RECOMMENDATIONS CENTERED AROUND MAKING FORMAL REQUESTS FOR INFORMATION AND IF DENIED FOR THIS REASON, SEEK EXEMPTION TO THE PRIVACY ACT.

THE SERVICE COULD ALSO IMPROVE ITS CAPABILITIES ON ITS PLANNED USE OF NATIONAL GUARD AND RESERVE OFFICERS TO IMPLEMENT THE SYSTEM AFTER MOBILIZATION. CURRENT PLANS CALL FOR THESE OFFICERS TO FIND OFFICE SPACE FROM AMONG SEVERAL ALTERNATIVES WHICH APPEARED TO HAVE AVAILABLE SPACE IN THE SPECIFIC LOCATION. CONTINGENCY ARRANGEMENTS HAD NOT BEEN MADE TO IDENTIFY THE SPECIFIC OFFICE WHICH WOULD BE AVAILABLE FOR USE NOR HAD ARRANGEMENTS BEEN MADE FOR OFFICE SUPPLIES OR EQUIPMENT. BECAUSE OF THE SHORT AMOUNT OF LEAD TIME IN WHICH TO START DRAFTING PEOPLE WE FEEL THAT SELECTIVE SERVICE SHOULD PREDETERMINE THIS, THUS FREEING THE

TIME OF THE OFFICERS FOR MORE CRITICAL DUTIES. WE THEREFORE RECOMMENDED THAT THE SERVICE DETERMINE THE SPECIFIC OFFICES IN WHICH THESE OFFICERS WILL WORK AND MAKE ASSURANCES THAT ADEQUATE SUPPLIES AND EQUIPMENT WERE AVAILABLE AT THESE LOCATIONS WHEN THE NEED ARISES.

WE ALSO WOULD LIKE TO RECOGNIZE THAT THE CONGRESSIONAL BUDGET OFFICE, AT YOUR REQUEST, RECENTLY ISSUED ITS REPORT ON THE SELECTIVE SERVICE SYSTEM. WE COORDINATED WITH THE BUDGET OFFICE TO ENSURE THAT THERE WAS NO UNNECESSARY DUPLICATION OR OVERLAP IN THE TWO STUDY APPROACHES.

MR. CHAIRMAN THIS CONCLUDES MY STATEMENT. MY COLLEAGUES AND I WOULD BE HAPPY TO RESPOND TO ANY QUESTIONS YOU OR MEMBERS OF THE COMMITTEE MIGHT HAVE.