



DEPARTMENT OF THE ARMY
U.S. ARMY COMBAT CAPABILITIES DEVELOPMENT COMMAND
GROUND VEHICLE SYSTEMS CENTER
6501 EAST 11 MILE ROAD
WARREN, MICHIGAN 48397-5000


FCDD-GVD

10 June 2019

MEMORANDUM FOR Director, Acquisition Career Management Staff, ATTN:
Victoria DeGuzman

SUBJECT: 2019 Defense Acquisition Workforce Development Innovation Award

1. As the Director of the U.S. Army Combat Capabilities Development Command Ground Vehicle Systems Center (CCDC GVSC) in Warren, MI, I am pleased to nominate CCDC GVSC for the 2019 Defense Acquisition Workforce Development Achievement Award in the Large Organization Category.
2. The Recent Graduate Network, the Organization Development Team, and the Office of the Chief Scientist have designed and developed multiple workforce development initiatives to adequately train and prepare the future workforce and leaders of the organization, all in alignment with the Workplace of Choice Initiative set forth by the administration. Through their diligent efforts to engage and organize a generation of young professionals, provide technical and leadership development opportunities, and initiate an employee recognition program, these teams have paved the way for others looking to better the organization.
3. CCDC GVSC has undergone many changes over the last year, but the hard work and dedication of these teams has ensured that the organization has bolstered its support to strengthen and grow its employees. By investing in the workforce, CCDC GVSC continues to see positive shifts in leadership styles, technical knowledge, and employee satisfaction. It is with great pleasure that I endorse this nomination as it reflects the commitment of the workforce to challenge the existing paradigm and reflects highly upon the organizations commitment to the Soldier, Army, and the Department of Defense.
4. Questions concerning the enclosed nomination should be directed to Ms. Lisa A. Rivera, Commercial 586-282-8714 and/or lisa.a.rivera10.civ@mail.mil.


JEFFREY L. LANGHOUT
Director

2019 Defense Acquisition Workforce Development Innovation Award Contact Information

Award Category: Large Organization

Organization Nominee Information:

Name of Organization: U.S. Army Futures Command (AFC) Combat Capabilities Development Command (CCDC) - Ground Vehicle System Center (GVSC)
Name of Organization Senior Acquisition Leader: Mr. Jeffery L. Langhout
Title: Director of CCDC GVSC

Name of Nomination Submission Point of Contact: Shruti Jha
Title: Environmental Engineer
Address: 6501 E. Eleven Mile Road
City: Warren State: MI Zip code: 48397
Telephone: 586-872-5976
E-mail: shruti.jha2.civ@mail.mil

Organization number of employees: 2,252: 1,743 Civilian; 8 Military; 501 Contractors

Organization number of acquisition workforce members: 1,402

Organization Mission Statement: Develop, integrate and sustain the right technology solutions for all manned and unmanned Department of Defense (DOD) ground systems and combat support systems to improve Current Force effectiveness and provide superior capabilities for the Future Force.

Names and position titles of key individuals responsible for acquisition workforce/talent management (often those managing initiatives cited in narrative):

Ron G. Meadows, Assistant Chief of Staff, Organization Development
Shannon Marold, Organization Development
Jean M. Dasch, Office of the Chief Scientist
Shruti Jha, Environmental Engineer
Eric J. Hecht, Mechanical Engineer

Director, Acquisition Career Management Staff Point of Contact

Name: Victoria DeGuzman
Title: Chief, Communications & Support
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NOMINATION NARRATIVE

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1. Specific Achievement or Innovation

During the period of July 1, 2018 through June 30, 2019, the Combat Capabilities Development Command (CCDC) Ground Vehicle System Center (GVSC) in Warren, Michigan made great strides in creating, implementing, and executing multiple Workforce Development programs under its Workplace of Choice Initiative. The Recent Graduate Network in conjunction with the Organization Development team and the Office of the Chief Scientist have collaborated to develop and implement a myriad of programs to engage employees of varying professional interests, career aspirations, and years of service. These teams identified key gaps in the workforce and created programs and processes to target improvement areas within the organization. The initiatives developed and executed by these organizations during this period include the development of a Recent Graduate Network, the implementation of Sponsorship and Mentorship programs, numerous technical and leadership training opportunities, and an employee recognition program. The achievements directly align with the DoD Acquisition Workforce Strategic Plan, Army Futures Command's Initiatives, Combat Capabilities Development Command Strategic Plan, and CCDC-GVSCs Directors Strategic Plan.

The Recent Graduate Network was developed, created, and led by young professionals in the GVSC Organization. This network was established for Recent Graduates, Smart Scholars, Summer Interns, as well as other interested Detroit Arsenal employees to learn from and gain direct access to Directors, SES's, and other senior leaders throughout the Army community. During the previous year, the Network brought in 11 leaders from within GVSC, the Detroit Arsenal, and from within the Defense Industry to guide and inform young professionals. Interacting with senior leaders informs young professionals of emerging projects within the Army and gives leaders a forum to provide guidance to young professionals. The Recent Graduates are able to ask strategic questions to senior leaders and receive information about opportunities, developmental assignments, and job openings in various parts of the Industry and Army.

One of the significant contributions led by the Recent Graduate Network was the creation of a Sponsor Program for civilian employees. As someone who is responsible for helping new employees as they enter the organization for the first time, Sponsors plays a major role in how supported and positive new employees feel in the organization within their first few days, weeks, and months. In a survey conducted in 2017, 65% of recent graduates surveyed within the organization said they wanted a Sponsor during their first few months on the job. In order to successfully develop this program, the team benchmarked existing successful Sponsorship programs at NASA and within the Detroit Arsenal. The program began in May 2019 and is anticipated to provide sponsors to a total number of approximately 120 employees per year. In conjunction with this effort, the Mentorship program was enacted by the Organization Development team to facilitate communication and interaction between mid- and senior-level leadership to less experienced employees to hone their skillset and develop their career paths. The program utilizes the Myers Briggs Indicator Assessment and the Neethling Brain Instrument as part of the process to effectively match a mentee with a mentor to establish a professional

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network. The mentor program during the period of July 1, 2018 through June 30, 2019 connected thirty Mentees with twenty-seven Mentors throughout the Organization.

To keep the workforce up to date on the latest improvements in technology and science, the Office of the Chief Scientist hosts Innovation Talk sessions. Innovation Talks are held weekly and bring in a variety of speakers and researchers to discuss their latest projects. The topics discussed range from *Developing Autonomous Street-Legal Vehicles to Mission Engineering and Prototype Warfare* to the *Adversarially Robust Coordination for Autonomous Multi-Vehicle Systems* to many others in between, and incorporate speakers and researchers from within the organization as well as researchers from local universities, industry and the government/military. Within the last year, a total of 57 speakers have presented at GVSC.

While Innovation Talks focus on enhancing the technical knowledge of the workforce, the Organization Development team led multiple leadership development trainings as well. These trainings are available to and taken by all levels of GVSC employees to transform the organization, one leader at a time. During the period of July 1, 2018 through June 30, 2019 the team ran fifty-two sessions and trained eight hundred and twenty nine associates in courses such as *Project Management*, *Seven Habits of Highly Effective People*, *Leadership Bootcamp*, as well as several others. These sessions are between 3-5 days long focusing on the whole person paradigm, giving employees tools and resources to unleash their potential in leadership development. The team also offers a more in-depth 9 day leadership class inspiring associates to accomplish their mission by empowering them with tools and strategies to increase their understanding of what makes a leader and an organization effective. This class is designed so participants first diagnose the current state - the “as is” – of GVSC as well as their team. From there the class focuses on designing a highly effective organization – the “should be”. Furthermore, new employees are indoctrinated to the Army during Phase I, II and III of a course titled *Greening Training*. During this three phased training, employees are first exposed to the DOD Mission and Organizational structure, soldier ranks and insignia, and Army values. Once employees understand the basics of the Army, they then have the opportunity to visit an Army Installation – Fort Benning where they get to interact with soldiers, experience vehicle simulators, and utilize the skills they learned through the classroom training session. This training is available to all new employees in the Organization, and to date four hundred and sixteen employees have completed this training, with sixty-five employees during the period of July 1, 2018 through June 30, 2019. This unique and interactive training opportunity exposes the future generation of leaders to the Army basics early on in their career. The Organization Development team has inspired a culture of positivity and empowered employees to gain critical leadership skills, emotional intelligence, and self-awareness of their strengths and weaknesses through trainings, coaching and individual and team facilitation sessions.

Finally, the organization has taken strides to recognize their top performers. A peer-to-peer recognition program was developed so that employees could recognize those around them who were doing an excellent job. The nominated employee receives a lime-green alien pin and a note that says “You are out of this world!” with information on why they were nominated and from who. On the other hand, a formal employee recognition program called the Directors 20 rewards

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five employees each quarter from around the organization for their contributions at an all-hands meeting. In the last year, 17 employees have been recognized in the Directors 20.

The combined efforts of the Recent Graduate Network, the Organization Development Team, and the Office of the Chief Scientist have spearheaded organizational efforts towards developing a more informed, prepared, and valued next generation Acquisition workforce.

2. Value of the Nominee's Contribution

The workforce development efforts at GVSC have created positive improvements in the organization. The employee recognition programs, recent graduate initiatives, and the investment in technical and leadership training all contribute to the success the organization has seen and has improved morale. Additional positive benefits of these programs include a reduction in the lead time for a new employee to become integrated in the organization and the improvement of the organizational culture. Employees who take advantage of the opportunities at GVSC will find that they have the tools and knowledge to become successful leaders in the Army. Whether an employee has the desire to pursue a technical career path or a leadership one, the organization has a place for anyone who is willing to grow, learn, and lead. CCDC GVSC secured in FY19 \$1.69 million dollars in Defense Acquisition Workforce Development Funds (DAWDF) for employee training and development which was a \$989,000 increase from FY18.

In an organization with a large percentage of the population eligible to retire within the next few years, GVSC recognized the need to make innovative leaps in order to understand, engage, and ultimately retain its incoming workforce. The systems and processes put into place by GVSC will prepare the next-generation workforce for the challenges that lie ahead, engage early career professionals to ensure that they understand various career paths within the Army, and develop leaders from any age or rank within the organization. These innovations in the realm of workforce development will have longstanding positive effects for the organization for years to come.

3. Support and Alignment to DoD Priorities

The programs developed by these groups will help recruit top talent to the area and will help retain employees in organization. These strategies will help fill critical skill gaps within the Army. The initiatives developed and implemented by the Ground Vehicle System Center in regards to Workforce Development directly align with DoD Priorities. The training and development efforts led by GVSC have helped engage, nurture, and develop a more professional highly competent workforce and develop tomorrow's leaders. As a key research and development center within the Army and Defense Department, the Ground Vehicle Systems Center prides itself on the technical aptitude of its employees and has introduced programs that ensure their employees are aware of the latest scientific developments in their fields. Furthermore, GVSC has made strides to train these technical experts into becoming engaged and thoughtful leaders in the workplace. Finally, the employee recognition opportunities have allowed valuable members of the organization to be recognized by both leadership and their peers.

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AWARD CITATION

The U.S. Army Combat Capabilities Development Command Ground Vehicle Systems Center (CCDC GVSC) is hereby selected as the 2019 Defense Acquisition Workforce Development Innovation Award recipient in the Large Organization category. Through the diligent efforts of the Recent Graduate Network, Organization Development team, and Office of the Chief Scientist, CCDC GVSC has developed a multitude of workforce development programs and initiatives to adequately train and prepare future Acquisition workforce and leaders. Through their diligent efforts to engage and organize a generation of young professionals, provide technical and leadership development opportunities, and initiate an employee recognition program, these teams have paved the way for others to better the organization.