Welcome to Vectrus!

This is Leadership 101. We –at Vectrus- consider all of our employees to be leaders regardless of their position titles. Let’s take a look at some of the topics we will cover in this course.
These are the topics covered in this course.

- Leadership Definition and Styles
- Trust, Communication & Recognition
- Ethics & Compliance
- Inclusion & Diversity
- Preventing Harassment
- Progressive Discipline
- Inclusion and Diversity
- Safety
Leadership is well defined in these three quotes. President Eisenhower stated, “Leadership appears to be the art of getting others to want to do something that you are convinced should be done.”

*President Eisenhower*

Former Secretary of State Colin Powell stated, “Leadership is the art of accomplishing more than the science of management says is possible.”

*Former Secretary of State Colin Powell*

Finally, a quote from an unknown source says that “Leadership is the art of influencing the attitudes, actions, and opinions of others in a desired direction.”

*Unknown source*

Can you think of other leadership quotes?

If leadership is an art, we need to discuss the Great Leadership Debate to understand how we gain leadership abilities.
How do people become leaders? Let’s take a look at the following 3 theories:

- **The Trait Theory**, where some personality traits may lead people naturally into leadership roles. Probably the most important trait is your “character.”
- **With the Great Events Theory**, a crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.
- **Finally**, people can choose to become leaders, and they can expand their abilities by learning and honing their leadership skills. This is the Transformational Leadership Theory. It is a widely accepted theory today and the premise on which Leadership Development courses are based.

To emphasize, the basis of all good leadership skills is honorable character and selfless service to the organization. Your leadership is everything you do that affects the organization’s objectives and the employees well being. Respected leaders concentrate on what they are, what they know, and what they do.

Leadership is a constant evaluation process...
Leadership can be defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and effective.

Leaders carry out this process by applying their leadership attributes, which we all have to some degree, such as beliefs, values, ethics, character, knowledge, and skills.

Although a position as a manager, supervisor, or lead, gives you the authority to accomplish certain tasks and objectives in the organization, the POWER positions do not make you a leader...they simply make you the BOSS.

Excellent leaders differ from other leaders in that they encourage followers to want to achieve high goals, rather than simply bossing people around. We need to inspire those around us to achieve.
Leadership can be seen as rock solid leadership...you could say it starts with a long-term vision, that moves to the evaluation phase and ends with constant perseverance. It’s a journey on the road to great leadership...
As a leader you need to focus on:

- Challenging the process – first, go find a process that you believe needs to be improved the most.
- Then share your vision in words that can be understood by your followers.
- Give them the tools and methods to solve the problem.

A boss tells others what to do but a leader shows them that it can be done... **MODEL THE WAY**

Finally, give the praise to your followers while keeping the pains for yourself.
   - Sincerely praise your followers, and
   - Deal personally with the negatives.
We expect all of our leaders to exhibit Vectrus Leadership Competencies of Create the future; Inspire commitment; Enable Others; Customer Focus; and Deliver Value.
The Great Leadership Debate.

Let’s take a look.
“Is leadership caught or taught?” This is the great Leadership debate. The popular opinion is: leadership is both caught and taught in that people have certain traits that make them the people to whom others turn when they need a leader.

These traits may be size, personality, or knowledge. However, if a person is taught leadership attributes and makes a commitment to develop them, they then become “taught” leaders. These traits include, but are not limited to, character and commitment. Vince Lombardi once said, “Leaders are made, they are not born. They are made by hard work, which is the price which all of us must pay to achieve any goal that is worthwhile.”

Now you can understand the commitment of Vectrus to provide leadership training to all levels of employees. You may ask “why”? well, all of us have power to influence people around us, which directly impacts the company’s bottom line. Our influence is based on the two Sources of Power as we will see.
Positional Power is the standing in the company and Personal Power is power that comes from who we are personally.

1. Positional Power is based on five different positions that you may hold that have power associated with them; they are Role, Reward, Discipline, Resource, and Connection. Let’s give a quick definition of each:

- **Role Power** is authority granted by the organization to direct others to do what is “right and reasonable” toward organization goals; the key is “directing others”

- **Reward Power** is using formal incentives authorized to a position by the organization; However, this does not necessarily guarantee true motivation.

- **Discipline Power** is using formal punishment delegated to a position by the organization. This uses the “hammer” constantly to be successful…can’t back down!

- **Resource Power** is derived from control over a scarce resource.

- **Connection Power** is influence derived by association (real or perceived) with powerful others, “name droppers”

All these positions are important paths to power.

2. Personal power is based on attributes such as character: doing the right things always, commitment or dedication, and communication…how we share our thoughts and our listening skills, whether we get the job done or deliver results, and whether we have the vision to plan for success.

This path is transformational; It can alter the organization by using positive attributes to accomplish success for everyone. In many situations, Positional Power and Personal Power are tied very closely together since businesses are always looking for people that can gain their power from both sources.

Remember that Personal power is true leadership.
Let’s take a look at Leadership Styles. There are 3 prevalent leadership styles in most organizations: Autocratic, Participative, and Free Reign.

Can you think of leaders who fit any of the mentioned styles?

Which one do you think is the best style?
Most leaders use all 3 styles sometimes depending on the situation. However, only one style usually dominates. What do you think your leadership style is?
Most leaders use all 3. But one style will usually stand out as the dominant style...
All supervisors must be aware of the keys to effective leadership:

1. supervisors must allow their people to do their jobs

2. they must tell their people what they are doing right

3. supervisors must use their enthusiasm to assist in solving problems

4. always put leadership before friendship

5. take the time to really listen to the employees

6. be an ethical role model
Let’s take a look at the leaders responsibilities.
The key to answering this question comes down to supervisors and their impact on the employee.

Statistics have shown that over half of current employees that leave their current job, do so in order to leave their Supervisor, Boss, or Manager.

Employees base their job decisions specifically on how the supervisors come across, money and benefits follow.
Feedback from employees reveals that they sometimes do not feel valued by their supervisors and do not trust their leaders to keep their promises and commitments. That is a challenge that we must fix.

As a company, Vectrus strives to improve this area by continually providing leadership training to our supervisors and managers.
Anytime leadership is exposed to survey results, a common reaction is denial. Anger becomes visible when a leader feels he/she has done all they can but results are still not very positive.
Depression is a common reaction when leaders feel it is too hard to deal with employee issues. The reaction of bargaining is displayed by making promises to do better or expressing a desire to be left alone to do the job.

Taking care of our employees and listening to their concerns is a process that takes time and patience.

As a leader, if you’re not willing to invest the time to help your employees, it will definitely be hard. Working on the issues is much easier than ignoring them.
The final reaction is acceptance to the fact that—as supervisors—we must deal with employee issues. Vectrus believes that our employees are the company’s biggest asset.
Survey results and/or feedback provide us with a great opportunity to listen to our employees and make improvements to our work culture.

AN OPPORTUNITY TO IMPROVE

- Survey results and Feedback
  - Give us a snapshot of where we are today
  - Help us measure progress
  - Show us how we can build a better culture

- Removing negative attitudes and conduct helps us all be our best and reach our fullest potential.

- Leaders (be they managers, supervisors, or individual contributors) should be leading the way to a better organizational culture.

Always remember our company values of

*Integrity, Respect and Responsibility*
Our vision and values are established as a base for all company actions. Integrity is at the foundation of what we do.
Trust

Recognition

Communication
Trust is the foundation of successful teams. Building trust takes time but it’s well worth the effort. Trust is difficult to accomplish because most people are afraid to open up and be vulnerable.
Every supervisor should create a safe environment for his or her people where they feel comfortable sharing information and not feel they are being judged. Only then can employees feel comfortable and develop trust in their leadership and teammates.
There are specific ways in which a leader can recognize his/her employees.

The number one way is through informal recognition

Informal is the Most Powerful and Most Desired, and can be delivered Most Frequently

Leaders need to Create an Informal Recognition Culture—No One is Successful on Their Own!
There are other ways beyond face-to-face that a leader can use to recognize employees.

Make Use of Other Communication Channels such as the ones listed on the slide.

A leader must realize that not everyone wants the same recognition.
Another way to recognize employees’ worth is by involving them. Asking for input instills pride in the individual and the sense that he or she is really valued...It doesn't just have to be praise—asking works wonders.
It is important to create and add methods of Recognition to your tool kit of knowledge as a leader. This allows for idea sharing of what works.

You can also store all the recognition ideas in the tool kit in order to know what recognition can be used and what would be most effective.
There are many methods to be used that will enhance the ability to communicate a leader’s message.

The importance of communication is ensuring it is two-way, on-going, and understood by those for which it is intended.

Communication is accomplished best through active listening and the bullets listed will be important to apply.
In the communication process it is vital to involve your audience through continual dialogue.

It is important to remember that If You Are Only Hearing Good Things, You Aren’t Hearing It All!
While communicating it is important that a leader make it personal whenever possible.

Face-to-Face would be the preferred method.

Anytime distance is a factor, communication becomes less effective.
Communication with a group is always challenging.

Team huddles or standup meetings that are weekly and last around 15 minutes, allow a leader to keep the communication process with the group open.

Skip-Level—Lunch or Coffee

- Improve communication with non-direct reports
- Manager kicks-off with good news item and something to work on
- Employees go around circle providing both positive and negative feedback

All-hands meetings

- Ask around so you know most issues and questions in advance
- Involve employees, provide recognition, address issues, and include Q&A

Survey scores sometimes indicate a need to improve communication.

All Hands meetings will Involve Employees, Provide Recognition, Address Issues, and Include Q&A.
These are some communication tools that a leader can use:

Newsletters, Teleconference, Intranet, Company Initiatives such as Customized Communications Plan at the program level, 360 Evaluation Surveys, and other initiatives that all employees can take as well.
We—at Vectrus—expect all of our leaders to exhibit the highest ethical standards and treat everyone with fairness and respect.

In this module, we cover Ethics and show sample cases. Let’s take a look.
This is the Ethics and Compliance Organization chart.
At least 10 entities that require a Complaint Resolution Process

1. FAR
2. DFAR
3. Federal Sentencing Guidelines
4. DCAA Contract Audit Manual
5. SOX
6. Defense Industry Initiative (DII)
7. Dodd Frank
8. SEC
9. NYSE rules
10. NASDAQ
The ECRB members are appointed by Vectrus President and CEO. The Board consists of senior leaders from different departments and the lead Ombudsperson.

- Employees have an independent and/or anonymous means to report potential violations, safeguarded from reprisal
- Senior management is aware of potential violations
- Timely, impartial and consistent investigation of issues
- Follow-up to ensure corrective actions are completed
- Analyze trends and identify preventative measures
- Maintain employee confidentiality as appropriate
- Meet Federal Acquisition Regulation (FAR), Federal Sentencing Guidelines (FSG), and other regulatory and statutory requirements
- Government and/or third party notification as appropriate
Take a couple of minutes to read and understand the complaint resolution process. Posters of this process should be posted in every work area.
The complaint resolution process is in place to ensure that we are doing the right think always and that issues are reported in a timely manner.
Issues listed on this slide are normally handled by the functional department unless there is deliberate misconduct. The issue then is referred to the ECRB.
The complaint resolution process is a well documented, mature process and is compliant with requirements. It is based on US Army Inspector General (IG) procedures.

This process is available to our employees so they feel comfortable coming forward and reporting violations or any other issues. Employees have confidence in, and use the process. They can make complaints via the EPoint web site or EPoint hotline. Ombudspersons and all investigators follow well documented and comprehensive guides. Detailed trend analysis conducted quarterly and used to maintain/improve the ethical climate.
Alert Level to indicate the potential level of concern to Vectrus organization. Alert levels are to be changed as necessary as more information becomes available during an investigation. Alert levels are defined as follows:

**Significant** – complaints that require an investigation and allege or involve a violation of law or regulation, potential litigation, serious ethical misconduct with the Vectrus Values or Code of Conduct, have a significant impact on Vectrus, its stakeholders, or the communities where we operate. Allegations that may include negative corporate publicity:
- An HQ or Division senior staff member (vice president and above)
- Complaints sent directly to CEO or Board of Directors

**Moderate** – complaints that do not appear to include significant issues and require limited investigation and remedial action

**Low Level** – complaints that raise no potential significant issues and can be quickly addressed (which includes instances that do not contain allegations, i.e. assistance requests)

Source Vectrus Policy 22-01.1 Complaint Resolution Procedure  22-01 Complaint Resolution
EthicsPoint is a company that Vectrus has hired to provide a secure way for employees to raise ethics and compliance-related concerns. The Ethics Point call center will answer the Group Ombudsperson 800 numbers on evenings and weekends – 24/7. You can call Ethics Point or enter your concern directly through their web-based tool.

These EthicsPoint phone lines do not have caller ID, but they are dedicated to Vectrus so the EthicsPoint call specialist will know that the call is related to an ethics or compliance concern at Vectrus. EthicsPoint representatives cannot give advice, but they will route the information you provide to the appropriate people at Vectrus. Access to this information is tightly restricted and their databases provide a higher degree of information security than we could on our own. The system will help ensure that your concerns are addressed in a timely and thorough manner.

All of these Points of Contact are committed to providing trustworthy advice and help with the most sensitive issues in our work lives. Whether it is a supervisor, another member of management, an ombudsperson, or Ethics Point, there is always someone to talk to. We have a duty to ourselves and each other to honestly address ethics and compliance-related concerns. We are committed to promoting a safe, secure and ethical workplace. Only then can we all feel proud to work here, feel good about our jobs, and attain our highest ethical standards.
Diversity and Inclusion

Why is it important? Let’s take a look.
The following are the objectives for the next section:

- Understand the Importance of Diversity and Inclusion
- Define Different Types of Harassment and Discrimination
- Explain How to Handle Harassment
- Understand Vectrus Policy
- Resources and Remedies
Vectrus is a major global company.
At Vectrus, our commitment to optimizing diversity is:

- demonstrated through the performance and contributions of our employees
- what differentiates us in the marketplace

We are able to be true to our customers’ mission because we have diverse teams who collaborate well together and with our customers and partners.
In reviewing US diversity the following statistics apply. So, what do these statistics mean to Vectrus?
Each job site has its own blend of diversity & culture

Why is it important to be tolerant and inclusive?

- It’s the Right Thing to Do
- It Makes Us More Successful
- It’s the Law

Vectrus jobsites are made up of people from diverse backgrounds and cultures and thus we all must be tolerant and inclusive.
IT’S THE RIGHT THING TO DO

Technology Has Made The World a Smaller Place

- We must be open-minded to how others are different from ourselves, our culture, and our values.
- Being part of the majority group does not mean expecting those not in it to adapt and change.
- Understanding and learning about cultures makes us more inclusive leading to improved productivity and fewer conflicts caused by cultural mistakes.
- Diverse teams that openly exchange new ideas, insights, and advice quickly go beyond just acceptance of them and into utilizing them to improve creativity and productivity.
- Learning to be culturally sensitive to multi-cultural customers, internal and external, is fundamental to great customer service within any organization.

Vectrus is a global company and technology has brought the world together in many ways.

It is vital that we be Open-Minded to How Others are Different from Ourselves, Our Culture, and Our Values.

Understanding and learning about cultures makes us more inclusive and leads to improved productivity and fewer conflicts caused by cultural mistakes.

We value individuality as well as how we collaborate with each other, our customers and our partners. Diversity teams that openly exchange ideas and insights, usually improve creativity and productivity.

It is important we be culturally sensitive to our multi-cultural customers be they Internal or External, as it is fundamental to great customer service.
In this block, we will address Harassment and how to prevent it.
At Vectrus, Harassment is not tolerated in any form. Harassment is a serious issue. Substantiated cases of harassment can cause employees (including all leaders) their reputation and their career. Harassment cases also hurt the company and affect the business bottom line. More importantly, harassment is detrimental to the workplace and the morale of employees.

Any type of harassment is absolutely NOT tolerated at Vectrus. Some types of harassment are also ILLEGAL.
Here are the laws governing discrimination and harassment: Title VII of Civil Rights (1964), ADA (1975), Equal Pay Act Of 1963 (EPA), Age Discrimination In Employment Act Of 1967 (ADEA), Title I And Title V Of The Americans With Disabilities Act Of 1990 (ADA), and the Civil Rights Act Of 1991.
All policies that govern Harassment are listed in the Vectrus HR Manual.
POLICY/PRACTICE STATEMENT:

“The management of Vectrus recognizes the importance of offering each employee a work environment free from intimidation and harassment on the basis of age, race, color, religion, sex, national origin, disability, or sexual orientation. Management will not tolerate any action which creates an intimidating or offensive work atmosphere, or which interferes with any employee’s job security, advancement opportunity, or work performance.”

You can always refer to Vectrus HR Manual for policies and regulations.
The following would be considered Sexual Harassment:
• Unwelcome verbal,
• Physical, or visual conduct of a sexual nature.

Sexual Harassment impacts a person’s ability to do their job; it creates a hostile and offensive work environment; harassment can be based on gender, pregnancy, or medical conditions. You do not have to be personally harassed to feel its negative impact. If you witness harassment, you need to report it to your chain of command.
There is a broad sphere of behaviors, actions and words which we call sexual harassment. . .

They can be: Improper Touching, Graphic Language, Off-Color Jokes, Sexual Advances, and many more..
There are two types of sexual harassment that everyone needs to be aware of. Let’s take a look at what they are.
Quid Pro Quo is This for That. Such conduct occurs when a manager or supervisor-withholds or awards job benefits on the basis of sexual favors. Quid Pro Quo is illegal and constitutes Harassment and should be reported.
A hostile work environment exists when the following behaviors are exhibited: Verbal harassment, Physical Harassment, Unwelcome advances, etc.

These behaviors create a hostile work environment which leads to low morale and productivity.
HARASSING BEHAVIORS

- Abusive words or phrases
- Slurs or negative stereotyping
- Threatening, intimidating, or hostile acts
- Put-down jokes
- Written or graphic material that shows hostility or aversion to an individual or group

Additional behaviors that can be identified as Harassment:

- Slurs or Negative Stereotyping
- Threatening
- Intimidating and/or hostile acts

In short, Harassing behaviors disrupt the work environment which makes it uncomfortable for employees to be at work and feel safe.
There are some actions, while offensive, probably do not rise to the level of sexual harassment and it is important as a supervisor to understand how they should be handled. Supervisors should do the following:

1. Set the example by following all harassment policies and procedures
2. Take it seriously: Employees will key off you...so Never laugh at off-color joke or look the other way
3. Watch for warning signs: Any employee behavior changes could be due to workplace harassment
4. Ask for help: Let your employees be your eyes and ears when you’re not around
5. Keep your door open: that means you have empowered and encouraged employees to come to you with problems
There is a cost to harassment that can be seen financially, through loss of productivity, lowered morale, employee turnover and credibility.
Preventing harassment will be key in an organization.

- Most harassment is not done intentionally
- Think before you speak
- Be careful what types of comments or jokes you share in the workplace
- Internal benchmark
  - Ask yourself if the behavior you’re displaying is something you would want your spouse, children, or parents to witness
- Don’t succumb to peer pressure
You should always ask yourself the question “Did I offend?”
These are the steps for handling harassment complaints. Take a close look and make sure you follow the proper procedures when handling harassment complaints.

- Contact HR immediately
- Limited confidentiality in formal complaint process
- HR will conduct an effective, timely investigation
- Investigation steps:
  - Interviews
  - Take appropriate remedial action
  - Follow-up interviews with complaining employee and supervisors
  - Supervisors will participate, as required, in this process
  - Instruction and documentation, as needed
  - Monitor to ensure behavior or issue is resolved

*Note: The worst thing a supervisor can do is ignore an employee complaint.*
If You Need Help Regarding a Possible Harassment Issue You Can Contact Any of the Following People.

- Your supervisor
- Your area/program human resources department
- Vectrus EEO representative
- Any Vectrus ombudsperson
- Any Vectrus lawyer
As a leader your responsibility will be to follow these steps:

- Define and Identify
- Know the Law
- Prevent
- Respond and Document
Let’s take a look at the 6 steps of Progressive Discipline.
There are six steps to progressive discipline:

1. Counsel with the employee
2. Issue a verbal warning
3. Issue a written warning
4. Place the employee on suspension
5. Issue a final written warning— “last chance” agreement
6. Terminate the employee

NOTE: SEQUENCE MAY NOT MATCH REAL LIFE
In handling an initial disciplinary issue consider this type of dialogue/interaction (this maybe the Counsel step of the 6 steps of Progressive Discipline).
When it comes to handling initial disciplinary issues it is best to agree together on the best solution to get the employee back on track.

Follow through and follow up are key in reducing the change of the negative recurring behavior.
This is the initial step in discipline and is extremely important, so think of the following:

Timing is very important to your discussion. Think about relationships with spouses, partners, or family members, what happens when you engage in discussion when one or both are angry or upset? How effective is the outcome? Why is it important to be friendly and informal during the FIRST verbal discussion with an employee?

Why do think specifics are important? Have you ever been brought into a discussion with a manager who pointed the finger and stated she was not happy with your work, and when you asked for examples he/she simply stated: you are never on time, or you don’t follow through? How did that make you feel? What would have been a better way to handle this?

Why is working together to find a solution so critical? What happens when you fail to follow-up with a scheduled evaluation meeting?

Ensure to document, document, document!
Again, Why is working together to find a solution so critical?

What happens when you fail to follow-up with an scheduled evaluation meeting?

Documentation is extremely important! It protects the employee’s rights and shows them that you are serious about the progressive discipline steps. Documenting this initial discussion is so important, it is employee relations! And it shows the employee that you care about helping them improve!
<table>
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<th>STEPS</th>
<th>METHODS</th>
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| 4. SUSPENSION | – Consult with HR manager  
– explain severity, duration, and consequences of suspension  
– issue written notice of suspension; prepared by HR  
– employee signs and dates notice  
– explain next steps if behavior does not change  
– schedule date and time to meet with employee upon return to work  
– include notice in employee’s personnel file |

Step 4 is Suspension.  
Ensure you follow the methods listed and documentation paperwork is signed. Although we’re at step 4 already, there is still hope that the employee will turn things around and make positive changes to improve.
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| 5. FINAL WRITTEN WARNING | – Consult with HR manager  
– recap all complaints and steps taken to date  
– specify exactly what is expected for employee to retain employment  
– define as “last step” before termination  
– have a witness present  
– issue written warning; prepared by HR  
– employee signs and dates notice  
– include warning in employee’s personnel file |

Step 5 is the step where you issue a final written warning before termination.
The final step is Termination. From that point on, it’s the responsibility of HR and Legal. Any termination that takes place has to be done according to company policy. Remember that documentation is important and time-specific.

Also remind yourself that the goal of Discipline is progressive in that you should make an effort to improve an employee’s behavior.
These are the benefits of progressive discipline

- Enhances 2-way communication
- Inspires collaboration—working together to find solutions
- Empowers the employee
- Provides ample opportunity for discussion on training, coaching, and support to improve behavior or performance
- Allows employees to make dramatic changes and recognize the potential to become “star” performers
- Protects employee from wrongful termination
- Protects the company from litigation
Safety is Vectrus # 1 Priority!
These are some examples to consider:

Would you want to be one of the 0.1% group? Probably not.

So being at 99.9% whether in terms of safety, accuracy of deliveries, error-free data –while it’s good— but it is not 100%.

Vectrus employees and leaders always strive for more.
Here are some Expected Supervisor Behaviors:

- Effectively communicate with all employees on your team
- Earn the trust of my team
- Have an open door policy and interact with my teammates daily
  - Give employees time & attention
- Treat all employees fairly and with respect—like I want to be treated
- Provide recognition to deserving employees
- Stress “safety first” in everything we do at work
- Ensure teammates feel valued
- Be accountable and hold employees accountable
- Take care of my team as my #1 job
- Lead by example – live our values

*Don’t put yourself in a bad situation … perception is reality!!!*
Vectrus core values are Integrity, Respect and Responsibility. Integrity guides us in everything we do.

Our leadership competencies are the foundation for our leaders at all levels and we expect every leader at Vectrus to exhibit those competencies.
Please go to Vectrus University to access many Leadership classes. Leadership eBooks are available for you to download.

This is a “snap shot” of Vectrus University. All employees should have access to Vectrus U, even if they do not have a Vectrus email. Every employee will be required to complete mandatory compliance courses; those are located under the Online Training Courses under the Compliance category.

If you have any questions regarding Vectrus University courses or other issues, please contact your local HR POC.
IN ORDER TO GET CREDIT OF THIS COURSE, YOU WILL NEED TO SUCCESSFULLY COMPLETE A 10-QUESTION QUIZ.

GOOD LUCK AND WELCOME TO VECTRUS!