



**CMMI® Institute**

**CMMI AIM**



# How **Government Technical Services Corporation (GTSC)** Transformed Rapid AI Growth into a Governed, Scalable, Value-driven Enterprise Strategy



## About Government Technical Services Corporation (GTSC)

Government Technical Services Corporation (GTSC) is a 700-person professional services firm delivering IT, engineering, quality assurance and cybersecurity solutions to US federal agencies. The company has a Capability Maturity Model Integration (CMMI®) Maturity Level 3 (ML3) in Development (DEV), Services (SVC) and Suppliers (SPM) and is actively pursuing Maturity Level 5 (ML5).

GTSC's family of companies include recently acquired subsidiaries bringing specialized capabilities in meteorological software, AI-augmented engineering and contact center operations. In early 2026, GTSC's CEO initiated a comprehensive enterprise artificial intelligence (AI) transformation spanning multiple AI approaches and operational use cases, supported by the appointment of a Chief AI Officer with a 180-day implementation mandate. GTSC is based in Chantilly, Virginia, USA.

For more information, visit [www.gtsc.com](http://www.gtsc.com)

**"We didn't just adopt AI tools, we built an AI-native operating model with enterprise governance, a defined architecture and direct CEO accountability. CMMI AIM gave us the honest baseline we needed to do it right."**



**RAYMOND ROBERTS**

*Chief Executive Officer, GTSC*

**"GTSC's commitment to continuous improvement, organizational capability, and innovation was evident every step of the way. Their investment in workforce development and AI maturity initiatives reflects a strategic approach to responsibly adopting emerging technologies through strong governance and leadership. We are proud to have supported GTSC as they continue to strengthen their capabilities and drive sustainable business success."**



**LORI DIAZ**

*CEO, CommandTec*

## Background and Foundation

GTSC already had a strong multi-year foundation with CMMI and artificial intelligence (AI) when it chose to deepen its engagement with CMMI AI Maturity (CMMI AIM™) in 2026.

**CMMI AIM provides a structured enterprise-wide approach to improving AI capability.** It enables organizations to systematically assess benefits, risks and complexities, while defining a path for market leading innovation, growth, governance and measurable results.

For this project, GTSC included CMMI Building Organizational Capability (BOC) training and CMMI Building AI Maturity (BAIM) training, which resulted in nine of its employees in different departments earning CMMI AIM Practitioner certifications.

## THE CHALLENGE:

# Transform Fragmented AI Adoption into a Structured, Governed Approach

AI adoption at GTSC was accelerating—and was delivering tangible results. Across engineering, recruiting, business development and operations, AI was delivering gains in speed and efficiency:

- An AI-driven software modernization project reduced delivery timeframes from three-four months to one month.
- An AI-powered recruiting dashboard streamlined hiring workflows.
- AI-assisted proposal development produced complete, compliance-checked work packages in hours instead of weeks.

Yet, even with these successes, AI adoption was fragmented. Many AI use cases originated at the individual or team level without centralized coordination. Without a structured, enterprise-wide approach, scaling AI could introduce inefficiencies, compliance gaps and costly remediation in the future.

GTSC leadership recognized the risk: **organic adoption was outpacing governance.**

High performing organizations don't just adopt AI faster; they operationalize it more effectively through a disciplined enterprise-wide approach.



### GTSC needed to:

- Standardize AI tool approval and oversight.
- Establish a role-based AI competency framework.
- Integrate AI into quality audits and governance processes.
- Align AI initiatives with existing CMMI and ISO quality systems.

## THE SOLUTION:

# Build AI Governance, Accountability and Long-term Business Value

## Business Need and CMMI AIM Impact

While early AI initiatives delivered measurable successes, GTSC participated in a structured CMMI AIM evaluation to proactively address data security and intellectual property risks while establishing consistent organization-wide governance and control.

CMMI AIM provided expert guidance during GTSC's transformation. The GTSC team partnered with a CMMI Lead Appraiser to develop a structured roadmap to embed AI across the organization. The CMMI AIM Evaluation Appraisal covered six Practice Areas: Governance (GOV), Implementation Infrastructure (II), Data Quality (DQ), Enabling Security (ESEC), Process Quality Assurance (PQA) and Workforce Empowerment (WE).

"The CMMI AIM framework gave structure to what had been an organic effort. Our teams now have a common language for AI governance and a practice-area-specific roadmap for getting there."



**PAMELA EGAN**

*Vice President Quality Programs, GTSC*

Unlike ad hoc AI initiatives or standalone governance models, CMMI AIM provides a comprehensive evaluation framework spanning governance, data, security, workforce readiness and operational integration—aligning each domain to measurable business outcomes and enabling organizations to scale AI with greater control, transparency, accountability and resilience.



This approach provided GTSC with a structured foundation for scaling enterprise AI with:

- A clear baseline of AI maturity
- Prioritized, data-driven improvement areas
- Unified structure for an effective and scalable enterprise system
- An AI governance model that strategically positioned GTSC for future Maturity Level 5 and AIM Benchmark Appraisals

It also replaced anecdotal assumptions with structured evidence-based data that **enabled the executive team to make informed, high-confidence decisions on AI investments and priorities.**

This clarity drove decisive action, as GTSC launched an enterprise-wide AI initiative and:

- Appointed a Chief AI Officer with defined mandates.
- Integrated AI governance into security and risk frameworks.
- Provided new role-based AI training across the organization.
- Embedded AI considerations into quality audits.
- Aligned AI execution with established CMMI-based processes.

The result was a coordinated enterprise approach with clear ownership, strong governance and defined accountability.

## Lessons Learned

GTSC's experience highlights lessons that may help other organizations:

- Establish foundational controls first, including clearly defined AI use policies and IT guardrails.
- Use a structured evaluation framework to reveal gaps often invisible from an internal perspective.
- Distinguish between AI adoption and AI maturity—tool usage alone does not equal enterprise AI maturity.
- Leverage structured assessments to drive actionable, leadership-level decisions.
- Build a shared vocabulary to improve cross-functional communication and alignment.
- Engage participants from multiple departments and encourage staff members to earn certifications such as CMMI Practitioner—informed, diverse perspectives encourage valuable candid insights.

## Next Steps

Prior to the CMMI AIM implementation, AI at GTSC was delivering promising but fragmented wins. **Today it is an executive-led strategic priority with clear governance and accountability.** The conversation shifted from “should we do more with AI” to “here is exactly what we need to build, by when and who owns it.”

“CMMI AIM showed us exactly where the organization hadn't kept pace with what our people were already doing with AI. That clarity is what let us build a real implementation plan instead of guessing.”



**JEREMY ERB**

*Chief AI Officer, GTSC*

Going forward, the organization will focus its AI transformation initiatives on measurable enterprise-wide improvements, including:

- Consistent AI tool approval and oversight
- Standardized, documented AI processes and standard operating procedures (SOPs)
- Focused enterprise-wide AI training and certification
- Reduction in AI-related governance non-conformances

With CMMI AIM, GTSC has transitioned from fragmented AI experimentation to a disciplined enterprise-controlled AI operating model with embedded governance, accountability and strategic alignment—positioning the organization to scale innovation with confidence, accelerate business value and strengthen long-term AI readiness.



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**CMMI® Institute** is trusted by organizations worldwide to help improve performance through proven processes that drive quality, efficiency, and business value. **CMMI® (Capability Maturity Model Integration)** is a globally recognized framework that enables organizations to assess, improve, and benchmark their capabilities while adapting to evolving industry needs. Its flexible architecture supports specialized extensions such as the **Medical Device Discovery Appraisal Program (MDDAP)**, developed to support the FDA's Case for Quality initiative.