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Announcer: Welcome to HII Talking Points, a Huntington Ingalls Industries Podcast. Twice a quarter we'll sit down with HII leaders to discuss topics of interest to our company and industry.

Phoebe Richards: Hi everyone and welcome to another episode of HII Talking Points. I'm Phoebe Richards and with me today is HII's Chief Information Officer Bharat Amin. Bharat, thanks for joining Talking Points today.

Bharat Amin: First of all thank you Phoebe for having me today.

Phoebe Richards: You're very welcome. So, since January you have served as the company's first Chief Information Officer overseeing cyber security and IT strategy and it has been a busy five months. I'd like to talk about your role and how the Coronavirus pandemic has impacted HII's IT and cyber security operations. So to start, how has IT had to transform during the pandemic to meet customer expectations?

Bharat Amin: So Phoebe, it has been a really busy time since January actually for me taking on a new role. And I'm excited to take on our journey since my appointment. But how this happened unexpected COVID-19 has impacted us, you know since March 4th I've been out of office. I had a _____ board meeting in New York City and I'm counting 88 days I've been away.

Phoebe Richards: Wow.

Bharat Amin: And I have not missed a beat being out of – for this long from workplace ever. So it has been a great journey supporting the business. Again, you know you probably heard my talk about how we started normal kind of people working from home was around 1,000 people at a time on a day basis and in just first couple of days we jumped up by 25 percent. And now the new norm for us has been about 10,000 employees working from home which is ten-X.

So it was interesting time for us that while we were doing things related to building our mission, vision, values and where we want to go we had to support the business and the business needs. I want to thank our IT teams, you know, three teams from three businesses working really hard and what dawned on me during this time while we were transforming to help people work from home the recent call that I heard from one of my TBM counsel from Charlie Feld said you know IT is not a function, but IT is a fabric of an organization.

And it came live to me when IT became on a forefront trying to make all the folks work when they could not come to actual physical work place. So to ensure again I want to make sure that every day _____ businesses are performing. We had to come up with some quick few things like monitoring our infrastructure in terms of bandwidth, BPM, you know, _____ private network connections and we also

had to rely on our partners supporting us in times of increasing bandwidth or the time we did that. We had some partners give us some tools to try out.

So it was a huge shift for us, digital infrastructure shift, in terms of what we had to do to support a ten-X in terms of working from homes. So I'm really proud of our cyber security and IT teams. And you know we responded to working from home and all the things the business needed. At the same time we were also trying to build this 100-day plan based on the new role and where we want to go in terms of cyber security and technology perspective. So that's what we have been doing.

Phoebe Richards: And so do you see the pandemic as an impetus for more long-term IT transformation?

Bharat Amin: Absolutely. In fact you know this is our _____ to new norm. You know I was talking to Mike Petters the other day and he questioned me. He said, "Bharat, if you're working with 10,000 folks working from home and we are doing fine, why would we want to go back all the way?" So I questioned that and I'm – and my thinking was absolutely. I mean if this becomes the new norm we can support it.

So the way I think about it, you know Phoebe, when I was CIO of Newport News [Shipbuilding], I always believed on a profession especially in technology to be able to work from home or work remotely. And though I did not get a good support at that time because of some leadership wanting to see people at work in front of them -- my beliefs were more on empowering employees and you know if you give them a task and leave them alone they'll probably perform better if there were chances like that.

So I set a goal of a remote working 10 percent goal. And I believe in '18, 2018 or '19, and I was a bit disappointed that we only achieved like 8 percent. We had about 40 or 50 people 100 percent working from home. So if you think about what this crisis did. Today we have about 85-90 percent of our technology people working from home.

Phoebe Richards: Wow.

Bharat Amin: And we are supporting the business. I have great three teams that are supporting in a building the CIO – we delivered the CIO 100-day plan on what we want to do going forward. In an April staff meeting we presented that. We supported the April HII board meeting and committee meetings via Cisco WebEx by using video. We've been supporting crisis management team meetings that Mike [Petters] led every day for the first few months and then we went on a weekly basis.

So lot of those kind of things have helped us challenge some of our models that we have. And you know so pretty soon models – my hope is that we don't spring back. You know how a spring – we want to bend the spring to a point that it cannot go back because a lot of good stuff has come out of it. So lot of good stuff is happening and I believe that we can continue on this journey in terms of cyber security and IT tools, what kind of culture that we can create so that can become _____ for a long time IT transformation, just a few examples of it.

Phoebe Richards: Switching topics a little bit what is your organization's role in terms of cyber security and has COVID-19 impacted how we respond to cyber security threats? I mean you talk a lot about employees working from home. I wonder if cyber security is different when we're not in our traditional office.

Bharat Amin: Right. So again you know my first remit from the board as well as Mike [Petters] was to focus on cyber security in my new role. As we build the mission vision, we made sure – you know we

started with a mission. Our mission used to protect and protect comes from protecting our company, protecting our image, protecting our information, protecting our partner's information, protecting our customer information. So protect was like my number one priority.

And you know based on that mission, you know, so we started working on with cyber security teams, you know, the _____ and a corporate _____ we started working on what other things are we going to do. So our mission that we created was to protect, strengthen and enable our business to shape our nation's freedom. That is the mission of new cyber security and IT. And what we wanted to make sure that we came up with some foundational projects that gave us a guard and our digital assets so we can guard our digital assets and maintain the trust of our shareholders and customers.

With rapid expansion of remote working, we had to come up with something. So how do we make sure that employees don't relax their rules – the way the rules we have at work? Do we ensure that nobody could use personal devices to connect into a network which is firm belief that that would help us protect? We had to worry about other things at home that we may not normally have at work such as, you know, Siri or Alexa or all these smart devices at home. So we put our kind of guidance around, you know, if you're working at home please stay away from those devices because those devices are listening devices at times.

Phoebe Richards: Uh-huh.

Bharat Amin: We gave some guidance around that. I wrote a memo of what kind of good practices are. We started increasing our phishing simulation because phishing emails, you know how those in pandemic this is when they take advantage of us and our vulnerabilities. So we also started increasing our phishing attempts in terms of, you know, simulation tests to keep our work force vigilant. When you have 10,000 people working from home you want to make sure. It only takes one to get in, right? So we had to protect all fronts. So we worked on those kind of things.

And our cyber security strategy is focused on, you know, the five fundamental steps. You know we identify, we protect, detect, respond and recover. And we are leveraging the strength of three divisions to become one cyber security center of excellence. And I'm confident that we have the best defense in place to protect our HII brand.

Phoebe Richards: So looking to the future, how would you define HII's digital strategic direction?

Bharat Amin: You know Phoebe, I'm a big believer on you need to have vision, mission and values. So as I brought the team, the CIOs and CISOs together in February one of the things we did first on was to build that mission, vision and values. And our vision that we created for cyber security and IT is to be the relentless force as one, which means we operate as one team.

Phoebe Richards: Uh-huh.

Bharat Amin: We have three divisions, three IT groups and a small corporate. So if you think about it, when you look at four triangles when you bring them together it creates an impact of a big triangle. We wanted to create that Ten-X multiplier in terms of our work force. We also wanted to make sure that as this pandemic has changed our wall and will continue to change the way we work, where we work, when we work, we also make sure that we are able to achieve results. We framed it as integrating these

three divisions, IT together. And I want to call that as a digital alliance because you know when you have an alliance you can achieve a lot more.

So my goal and our goal is to figure out how can we bring work to people not people to work. Now I know we can build ships from home so there is some essential workers who have to be at work.

Phoebe Richards: Right.

Bharat Amin: But there are a lot of professionals, technology, engineering and planning and other areas that perhaps we can provide them the digital capabilities that they can work from home or work from anywhere. The goal is to design anywhere, build anywhere hopefully and service anywhere. So you know we're bringing a lot of collaboration tools and techniques. Our goal is to you know make those digital capabilities, enable the business in terms of being able to work from wherever.

And some few things that we have looked at how we are strengthening our network to do that, how are we going to work in some three or four areas in terms of collaboration tools that we can use. So there are areas like that we are working with to make that part of our strategic direction and I look forward to partnering with our divisions, our CIOs, CISOs and the senior management team to create this journey to be a relentless force as one.

Phoebe Richards: That's fascinating. All right. Well thank you, Bharat, for sharing your thoughts and perspective today.

Bharat Amin: Thank you, Phoebe, and look forward to connecting with you again at some point in time.

Announcer: Thanks for listening to HII Talking Points. This podcast was produced by Huntington Ingalls Industries Corporate Communications team. We welcome your feedback and ideas for future podcasts at www.huntingtoningles.com/podcast.

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