

## **Enterprise Transformation: Organizational Conflict of Interest Modernization**

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I'm Wendy Mynoymany, and I'm a manager at Huntington Ingalls Industries corporate office in the controller's organization, specifically Government and Contract Compliance. It's very important for a government contractor to understand what an OCI is so that they are not precluded from working on current or future work. So, as an example, if company A writes a technical spec for its government customer, they may be precluded from bidding on the future work to build the product that the technical spec was to be developed for, because then they could be seen as having an unfair competitive advantage of understanding the real details of that product. When one of our business units decide that they're going to bid on a competitive solicitation, one of the first things they will do is ensure that the proposed statement of work is routed throughout the company. It was a very siloed manual process.

There was not a lot of good visibility, and we did not have a consolidated environment. Now we have a consolidated platform. It's a software suite that users log into and they create an OCI vetting request, and it goes to a very specific list of people. There is at least one what we call OCI vetter at every business unit. So, when we look at how this work and how these solicitations come into the system, you can definitely understand what the right hand of the company is doing versus the left hand of the company and in the middle, because you can actually see the types of work and the profile of work that's going on around the company, which also adds to the interest in collaboration and questions and discussions. And the teamwork has been very encouraging on this and just understand that everybody is 100% vested in its success.

And what that allows us to do is have better visibility into the type of work and the type of solicitations that are coming into the company. We have better data analytics where we can understand where we were not able to bid, where we have to put mitigation plans in place or other safeguards like firewalls. And so really what it does is it raises the level of visibility of OCIs throughout the company. And we have a talented group of people across all of our contracts and pricing professionals in the business units who participated on this team. It's one thing to sit and talk about change, and we want to embrace it and we get very excited about it. But then to see the tangible result of this really has increased the appetite for other types of these types of improvements.

I think the one commonality that we have with regard to OCI vetting is that we have a government customer. TSD, Ingalls, Newport News, we all have government customers, whether it's DOD, DHS, Department of Energy, the rules are still the same, regardless. What is different is the types of work that the company does. Newport News is primarily a sole source,



## Video Transcript

aircraft carrier and submarines. Ingalls builds vessels. They have a higher level of competitive work and TSD doing services and some products is much higher level of competitive work.

What I've noticed is that the users of the system are more likely to point out, "Wait a minute, I see this over here, even though it's not mine, be careful of that." So they're actually looking out for each other now and not just themselves. There's now this willingness to embrace change and realize that just a little bit of change and how we think about things and how we're doing things can yield such a much bigger result and benefit across the company.

This initial effort with the OCI vetting platform has really transformed how we manage risk with regard to our solicitations, so that the business units' not tripping over each other, trying to understand who is doing what type of work that may preclude another business unit from doing a current work or work in the future. So that's been the biggest transformation for us is just raising that visibility and creating that appetite for additional change.