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Announcer: Welcome to HII Talking Points, a Huntington Ingalls Industries podcast. In this special four-part series, we're talking to senior executive leaders about enterprise transformation.

Phoebe Richards: I'm Phoebe Richards, and this is an episode in our special miniseries about transformation at HII. HII president and CEO, Mike Petters, has said, "We will not remain successful by being complacent." And that's where transformation comes in. It's about changing the way HII does business, as an enterprise and as individual employees.

In this series, we'll hear from division presidents on transformation and what they think we can do to transform the business. Our first episode featured an interview with Scott Stabler, HII executive vice president and chief transformation officer, who had provided an overview of HII's transformation strategy. Next, we heard from Newport News Shipbuilding president, Jennifer Boykin, who talked about Newport News's transformation.

And today, we'll hear from Andy Green, the president of HII's Technical Solutions division. Andy, thank you for joining me today.

Andy Green: Well, thanks for having me.

Phoebe Richards: I'm excited to talk about how Technical Solutions plays into the transformation strategies. So, with that, let's get started. What does a transformed HII look like to you?

Andy Green: To me, transformation means we're doing something totally different from the way that we used to do it. And when I think about transformation, I don't think about small incremental gains. What I think about is a completely new way of doing things such that, for example, if you were to be away from the company for a certain period of time and then come back to the company that you would hardly recognize the way we do business. The product that we're offering in some cases, in particular in my business, in the services business.

But, it would be really true transformation to me is doing things in a completely different way than you've done them before, a real – Mike [Petters] has said this before, he considers it a step function change in productivity and the way that we do things. I think that's a good way to put it. I view it the same way.

Phoebe Richards: What are some of the most exciting and big transformation initiatives that are occurring at Technical Solutions right now?

Andy Green: I think, to start off with, Technical Solutions division is transformational in and of itself. Our division, just our mere existence, the creation of the Technical Solutions division, is a transformational step in the life cycle of Huntington Ingalls Industries. We were a combination of seven different services businesses that were put together under this Technical Solutions name in this division that we created, with the idea that we would transform that way these seven businesses do business.

And all of this is in support of our broader HII strategy, which includes as one of its components, optimizing and expanding the services portfolio. Well, one of the ways that we're doing that is transforming the way that we provide services to our customers. We've done many different transformational things to stand up the technical solutions division. We've gotten everybody onto a common IT platform. We've formed operating groups. We're migrating to a common cost point accounting system. We're moving to a common HR system.

We've already moved to a common benefits platform. We're already doing a lot of cross-business unit collaboration. We're collaborating not only within Technical Solutions division but across all of HII with the shipyards. So, we've got a lot of transformational things that are going on right now just by virtue of having created the Technical Solutions division.

Now, when you think about some specific things that we're doing in terms of initiatives within the division, we've got to be in a place where we're constantly transforming ourselves. In the services business, it's highly competitive. We've got to be on the cutting edge of technology and service delivery in order to be competitive, or we're not going to be in business any longer.

And so, we're in a constant state of transformation. So, we continue develop new products, new services to meet our customers' needs and provide solution to their problems. A good example of that is, for example, we're doing for the Postal Service, we're using a combination of natural language generation software and artificial intelligence to do data analytics for the US Postal Service. Well, that's absolutely cutting edge technology and cutting edge solutions for one of our biggest customers in Technical Solutions division.

Certainly, technology that if we can prove it out and demonstrate a success to that customer, then we can start selling that technology and that solution across all of our customers. We can also take that and apply that technology internally to the shipyards.

Phoebe Richards: So, how can employees get engaged in HII's transformation?

Andy Green: Fundamentally, the way I believe that we get employees engaged in transformation is by creating a culture in which there's a high level of engagement. There's a very high level of inclusiveness. We talk a lot about engagement, diversity, and inclusion. I think that is all part of what we call, "Culture building in TSD." That's something that, you know, we've only been around less than two years. We're coming up on two years. We're still going through that growth stage of putting together these businesses and creating that culture.

But, one of the things that's really important to me is that we create a culture that is open to dialog with employees so that people feel like they can be heard that they can bring new ideas up. They can work together. They can respect one another. They know that people are going to act on their ideas. We also had the mechanisms in place to help take those ideas from concept through some sort of structure or mechanism and turn them into reality.

Not every single idea makes it through that journey, but have some sort of process so that those ideas get heard. We've seen it across every business, every business unit within HII. You see it in businesses outside of HII. Highly engaged work teams. They have the highest rate of productivity. They have the best safety records. They have a very high rate of engagement and inclusiveness. And I think that that kind of environment fosters the kind of creativity that we need to continue transforming the business.

Phoebe Richards: So, an engaged workforce could become a transformed workforce.

Andy Green: Absolutely. And I think when we have – for example, we just launched a collaboration platform called, "Technically Speaking." And one of the reasons we did that is because we wanted to get the word out in terms of what we do, what kind of projects are going on built around technology, what technologies we're working on. Provide a forum through which people can submit ideas and get some sort of action around those ideas.

That right now is just one mechanism. We're looking right now at other collaboration tools. We're working with the Enterprise Transformation Office with Scott Stabler and the technology council. We're constantly looking for ways to make sure we give people the right tools to bring these ideas forward, take a good look at them, be able to collaborate across the business units and bring these ideas to fruition where it makes sense.

Phoebe Richards: What else is your division doing to support HII's transformation?

Andy Green: One of the advantages that we have as a division is that we bring a lot of technical skills and capabilities to the table. We can take those skills and capabilities and use those to create synergies internally with the shipyards. And that can be around – for example, we provided a chief data scientist to Newport News Shipbuilding to help with their data analytics program. So, they're synergies that we can garner by taking the skills and capabilities that we have within Technical Solutions and applying them to problems that we have within the walls of HII.

One of the ways we've tried to grow that is by making sure we get the word out every which way we can around what are capabilities are and to educate the rest of HII in terms of what TSD can do and what skills we bring to the table. For example, our CTO, Hollis Cash, has been out working with the technology council and has done a lot of work with the Enterprise Transformation office to get the word out to these road shows, going around, meeting with groups, letting them know what they do.

So, that sometimes that triggers ideas in people's heads where they go, "Well, hey, I needed that capability, and I was thinking about going out external for it. But, now I know we've got it internally. So, who do I need to call in your group to get that?" So, that's one way that we can leverage our skills and capabilities to help HII internally. Okay?

And then the other way, the other benefit that we can help grow HII is by taking – there's a lot of skills and capabilities within the shipyards and within the HII umbrella that we can take and we can actually sell externally. We can use this past performance to help us win work externally. Things like our nuclear capability. We've been highly successful with our Nuclear and Environmental Group in winning Department of Energy work at Nevada and Los Alamos, Savannah River, et cetera.

That's taking capabilities in the shipyard and marketing them and that expertise and that reputation and marketing that to the Department of Energy, so we're now a premiere partner of the Department of Energy. Okay. So, there are ways – that's something that we've done in a small way in the past, but over the past 18 months that group has just done a tremendous job expanding that business dramatically.

So, another example of some of the ways that we're working on transformation our business is in the unmanned business. In particular, in the UUV market, the unmanned undersea vehicles. We've publicly announced, we've got a partnership with Boeing on the XLUUV program, the extra-large UUV program, where we're manufacturing that vehicle with Boeing. And we're one of two providers of that vehicle to the Navy, and that's the Navy's flagship UUV program of record. That's a program that, while it's very small today, that has the ability to truly transform, not only our business in the future.

And then one more example of the way we're transforming our business, not only for ourselves but for our customers, would be in the oil and gas area out of UPI where they're selling new technology, implementing new technologies for their customers in the form of mobile inspection platform. They call it MIP, M-I-P. And when you think about the pipeline construction recording keeping requirements around inspections and results and record retention, MIP is an electronic way to keep all of that data together in one spot. And it's an easy way to collect and retain that data. And UPI has been very, very successful in selling that to their customers. And the customers like it because it truly is a transformative way for them to do business.

Phoebe Richards: That's excellent. Andy, thanks for sharing your thoughts with our listeners today.

Andy Green: Thanks for having me.

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.huntingtoningalls.com/podcast.