



IMO Icebreaker: Dennis Keith and Vince Jarvie on Corporate Security as a Business Discriminator



IMO Security Leads Vince Jarvie (L3) and Dennis Keith (Harris)

How do we safeguard our nation's interests and retain our ability to be customers' first choice for mission solutions while executing the largest-ever defense merger?

"In corporate security, we have two main jobs: Enabling secure business operations and managing risk," says Dennis Keith, Harris Vice President and Chief Security Officer. "That means ensuring that we have trusted networks, trusted people with the appropriate level of clearance and protected spaces to do the work we promise to do for our customers."

Vince Jarvie agrees. "Trust is the foundation of the strong security relationships we've built with the DoD, domestic and international customers, and suppliers. Our focus now is on planning to become the premier Aerospace and Defense security organization to serve as a business discriminator for L3 Harris Technologies."

Jarvie is L3's Vice President of Corporate Security and Integration Management Office (IMO) Security team co-lead with Keith. Together, they have decades of security leadership experience. Before joining Harris in 2013, Keith held senior positions in the Senior National Intelligence Service and other government agencies. Jarvie began his career in the U.S. Government Intelligence Community, transitioned to industry with Lockheed Martin and joined L3 in 2005. Both emphasize collaboration as integral to their IMO team's success.

"We are aligned on the core competencies that make up a comprehensive security program," says Keith, listing, "industrial security, classified systems, cyber security, emergency management and counterintelligence services, including the detection and mitigation of insider threats." Noting that each function within a company has a unique goal and mission within the enterprise – including engineering, facilities, operations, IT, and human resources, among others – Jarvie adds, "One responsibility that we all share is the obligation to protect and secure the information that we have access to in performing our job duties."

Today's corporate security function goes well beyond meeting government compliance regulations. Perhaps one of the biggest changes over the past several years is in managing and mitigating risk. "Technology advances have revolutionized communications, but they've also heightened system vulnerabilities," says Jarvie. "No business is immune." Keith adds that security is now considered the "fourth pillar" in evaluating how well we meet customer expectations: "It's right up there with cost, scheduling and performance."

"Security is also reputational for customers," says Jarvie. "It's our responsibility to educate our employees about our obligation to protect intellectual property and classified information. If our customers can't trust the security of our solutions and people, they could be introducing risk that impacts national security decisions, not to mention their reputation in the industry."

Keith notes that one of the IMO Security team's initial challenges was "getting to the right level of granularity" in discussing the integration and evaluating varying perspectives on processes and metrics. "Step one in addressing differences and similarities is respecting your counterparts' business model and strengths," says Keith. Both leaders agree on how they will work to build the best security organization going forward. "We continually ask: What can we learn from each other? How do we take the best of both and challenge ourselves as a team to develop forward-looking improvements that support the vision of our new company?"

"Listening – and more important, hearing – builds quality relationships, so our decisions are made with the best interests of the future L3 Harris Technologies in mind," says Jarvie.

As workstreams make progress in preparation for close, Security team members have embraced the IMO's fast-paced operating tempo that Keith likes to call the "battle rhythm that helps us capture value and stay on plan."

"Ultimately, we are planning to build a security value proposition that will strengthen L3 Harris Technologies and make us a key component of our customers' business strategy," says Jarvie. "Our mission is to advance national security by giving our customers an edge over competitors and global adversaries."

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