

From Blah to Aha!

Developing Effective E&C Training that Resonates with Diverse Audiences

Consolidated Edison, Inc.

conEdison, Inc.

Agenda




- **Training:**
 - ✓ Determining your audience and the best way to reach them
 - ✓ Training on the Code of Conduct and other current topics
- **Spreading the Message**
 - ✓ Using ethics liaisons to help spread the message

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Consolidated Edison, Inc.

One of the nation's largest investor-owned energy companies providing a wide range of energy-related products and services to its customers through its subsidiaries:

	<p>Consolidated Edison Company of New York A regulated utility providing electric, gas, and steam service to customers in New York City and Westchester County, NY.</p>
	<p>Orange and Rockland Utilities, Inc. A regulated utility providing gas and electric service to customers in southeastern NY, northern NJ, and northeastern PA.</p>
	<p>The Con Edison Competitive Energy Businesses ConEdison Solutions, ConEdison Energy, ConEdison Development, and Competitive Shared Services are a portfolio of companies with high-performance energy service, energy supply, and energy-asset based businesses.</p>

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Business Ethics & Compliance (BEC)

- Responsible for the Standards of Business Conduct
- Coordinate Con Edison's Business Ethics compliance training and communication programs
- Responsible for overseeing the Ethics Helpline
- Conduct Business Conduct Investigations
- Responsible for Federal Energy Regulatory Commission (FERC) Compliance and Training
- Assist the regulated businesses in maintaining compliance with statutory and regulatory requirements

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Audience Analysis

Total Number of Employees - by Company

	CECONY	OR	CEB
2014	13,200	1,103	298
2013	13,235	1,114	299

Number of Employees - by Type

	CECONY		OR	
	M	W	M	W
2014	5,064	8,136	509	594
2013	5,035	8,200	496	618

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Managing Risk... Achieving Balance

Risks, Training Fatigue, and Deciding What to Train Employees On . . .

Mandated

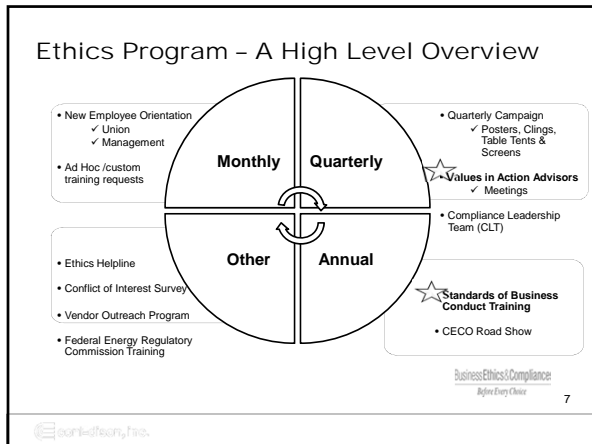
Organizationally Unique

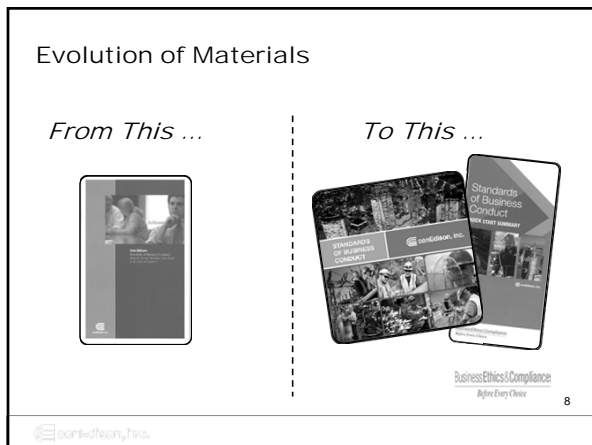


Industry Specific (Best Practices)

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- ### Standards of Business Conduct
- **Launch Date & Cycle:** July 2015 – November 2015
 - **Launch Platform:** Vendor Hosted
 - ✓ **IN** - Monthly feed of new hires [10th of month]
 - ✓ **OUT** - Weekly data feed to in-house Learning Management System [Mondays]
 - **Audience / Population:**
 - ✓ **Consolidated Edison Company Of New York (CECONY)**
 - Management Employees (5,064)
 - Union / Represented Employees (8,136)
 - ✓ **Orange & Rockland (O&R)**
 - Management Employees (509)
 - Union / Represented Employees (594)
 - ✓ **Competitive Energy Business (CEB)**
 - 298 Employees
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Standards of Business Conduct, cont'd

- Lifecycle / Phase:**
 - ✓ **Tenured Employees:** July – November (*fixed period for completion*)
 - ✓ **Newly Active:** Within 30 days from start date (*on-going*)
 - Course 1
 - Course 2
- Scope:** Domestic Audience / English Only
- Content:** Training, Acknowledgement, Disclosure, as required.
- Sample of Risk Topics Covered:**
 - ✓ Conflicts of Interest, Gifts & Entertainment
 - ✓ Gifts & Entertainment
 - ✓ Health & Safety
 - ✓ Accurate Books & Records
 - ✓ Information Security

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Communication Plan - SAMPLE

Pre-Launch	Launch	Post-Launch
AWARENESS COMMUNICATIONS <ul style="list-style-type: none"> ☐ EMAILS TO SME'S PARTICIPATING IN UPDATING OF MATERIALS ☐ EMAIL TO COMPLIANCE LEADERSHIP TEAM / WORK HAS BEGUN ☐ EMAIL TO SENIOR LEADERSHIP (BAND 70+) ☐ INFORMATION EXCHANGE ☐ CODE TOOLKIT TO LEADERSHIP / TRAINING CHAMPIONS 	LAUNCH COMMUNICATIONS <ul style="list-style-type: none"> ☐ TOWN HALL ★ CEO LAUNCH COMMUNICATION ☐ TRAINING CHAMPION COMMUNICATION OF BUSINESS UNIT DEADLINES ☐ POSTERS / FLYERS & SCREENS ☐ "FEATURED STORY" ON INTRANET 	POST - LAUNCH / ON-GOING COMMUNICATIONS <ul style="list-style-type: none"> ☐ TOWN HALL ☐ COMPLETION REPORT ☐ BUSINESS LEADER COMPLETION RATE NOTIFICATIONS/UPDATES ☐ REMINDER EMAILS <ul style="list-style-type: none"> ✓ Reminder ✓ Take Action Now ✓ Urgent call to Action ☐ STANDARDS OF BUSINESS CONDUCT SUPPORT MAILBOX COMMUNICATIONS

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Quarterly Campaign - SAMPLE

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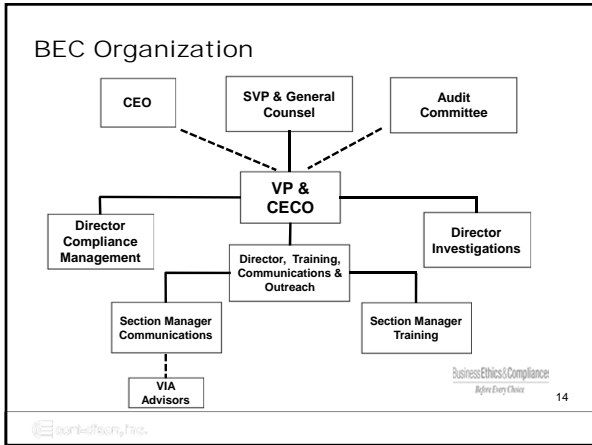
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**Ethics Liaisons:
Helping to Spread the
Message**

Values in Action (VIA) Advisors

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Why Ethics Liaisons?

- Broad messaging from Corporate headquarters.
- Diverse operations that are spread out geographically. Liaisons can help expand your reach.
- Liaisons can tailor the messaging and make it relevant to the business units in which they operate by using examples from their own work environment to bring the messages to life for their colleagues.

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Who They Are

Values in Action (VIA) Advisors

- Nominated by department vice presidents
- Vetted with internal resources – EEO, HR, Security
- Management and union members
- All levels of management up through Director and General Manager
- Serve a one- to three-year rotation

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Timeline

Q3 2013	Q4 2013	Q1 2014	Q1 2015
Initial meeting with VPs; request nominees	15 VIA Advisors 10 Organizations (Pilot)	64 VIA Advisors 26 Organizations	76 VIA Advisors 27 Organizations

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Program Goals

- Liaison sharing communication initiatives
- Conduit between Business Ethics & Compliance and employees
- Serve as focus group regarding issues and trends, and provide feedback regarding effectiveness of training and communications

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Characteristics

- Influential among his/her peers; viewed as a leader who demonstrates integrity in actions and communications
- Strong interpersonal skills and ability to build rapport with colleagues; is viewed as approachable by others
- Knowledgeable of the informal and formal communication channels relied upon by people within business group
- Good oral presentation skills
- Successfully maneuvers through corporate culture to achieve results; is comfortable interacting with colleagues at all levels

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Roles & Responsibilities

1. Disseminate and promote Business Ethics & Compliance communications and initiatives, and provide feedback on their effectiveness
2. Attend quarterly VIA Advisors meetings to share experiences and learn about the upcoming quarter's message
3. Serve as a resource for Con Edison's workforce on integrity-related topics

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Resources for VIA Advisors

- Quarterly meetings
- Ongoing communication when issues arise
- Communication with managers
- Development opportunities and training on more in-depth topics
- Visual collateral (clings, email signature, etc.)
- Script for speaking with colleagues
- Yammer Group 

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What Happens at the Quarterly Meeting?

- Discussion, feedback, sharing among group about ways they are disseminating messaging and making presence known in business units.
- In-depth presentation and discussion of quarterly communication theme so that there is increased comfort level discussing the topic (i.e., cybersecurity, accurate books and records).
- Presentation by company subject matter expert on a topic relating either to quarterly theme or to other skill development (i.e., presentation skills, conflict resolution).
- Presentation by member of senior management.

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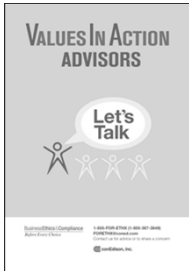
Ethics & Compliance Themes

- Gifts, Meals, and Entertainment
- Respect in the Workplace
- Speaking Up
- Cybersecurity and PII
- Cost Management
- Safety and the importance of adhering to procedures

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Identifying the VIA Advisors



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Building Eminence: General Awareness

Values in Action Advisors Are...

Members of your team who help you get answers to your Business Ethics and Compliance questions.

To find your advisor, look for this yellow sign at their work area.



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Building Eminence: Meet a VIA Advisor

16 ▲ Wednesday, November 12, 2014 10:00 AM

MEET A VIA ADVISOR

KARLA AL GREEN
Chief Compliance Officer
Biomass Operations
200 East 10th Street




"It's very rewarding when employees come to me seeking guidance. I've seen people paying more attention to ethics because it fits home for all of us."

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16 ▲ Wednesday, November 12, 2014 10:00 AM

MEET A VIA ADVISOR

SEAN D. WOODS
Senior Planning Analyst
Business Finance
101 Theaker Field Avenue



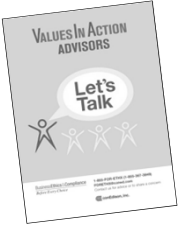
"I've adopted the 'Stop, Think,' habit. I'm more aware of how I respond to situations, being mindful not to offend or hurt anyone in my responses."

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How's it Going?



"We are that friendly face. We are there to help with positive support. ...The feedback and support has been amazing. While I have been spreading the word of the VIA peer network it has made me realize that everyone in the company is part of the network. I am here to provide the energy to start the conversation."

- VIA Advisor and Supervisor in Gas Operations

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How's it Going?

"How we do business, and treat our customers, business partners, and each other, all work together, contributing to how we are perceived in the marketplace, and ultimately to our long-term viability as a company. We are each responsible in everything we do for making sure our individual and corporate reputations are impeccable. VIA Advisors are central to supporting that responsibility."

– John McAvoy, Chairman and Chief Executive Officer

"Our goal as an organization is to foster a self-correcting culture where, when appropriate, issues are raised and addressed at the department level by simply talking to each other. The VIA Advisor network is a resource to help us get there."

– Craig Ivey, President and Chief Operating Officer

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