HOW TO KEEP YOUR ETHICS PROGRAM FRESH

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AGENDA

1. Turning investigations into engaging training & communication
2. Utilizing workforce for relevant and accessible materials
3. Figuring out logistics – who, what, when
4. Walk through an example – start to finish.

We’ll share Lockheed Martin best practices AND hear from you.

LOCKHEED MARTIN
OUR ETHICS PROGRAM

SETTING THE STANDARD

TRAINING ON THE STANDARD

LIVING THE STANDARD

Case 5: Flight Check

Main Characters:
- Alan – LM employee
- Joel – LM sales manager
- Sharon – Alan’s manager
- Kathy – Joel’s colleague
- Dominick – Retention customer’s pilot

TURNING REAL-LIFE INTO TRAINING

Where to find material.
How to dramatize and find learning points.
Examples of training & communications.

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WHERE TO FIND MATERIAL

Internal investigations
• Case files from Ethics, HR, Security, Counter-
  Intelligence, Legal

Issues on the horizon
• Conferences & webinars
• Headlines

Risk-based issues
• ERM results
• Audit findings

Training vs Communications might require different source material.

HOW TO DRAMATIZE

1 Recent Issues
2 Highlight Key Points
3 Anonymize

Entertainment and learning points are both important.

4 Combine Multiple Issues
5 Represent Workforce
6 Focus on Small Details

TRAINING & COMMUNICATION EXAMPLES

<table>
<thead>
<tr>
<th>SOURCE MATERIAL</th>
<th>ANNUAL TRAINING</th>
<th>COMPLIANCE TRAINING</th>
<th>SHORT BURST AWARENESS</th>
<th>“POLICE BLOTTER”</th>
</tr>
</thead>
</table>
| Internal
  investigations from Counter—
  Intelligence, Ethics, HR, Legal, Security | Yes, heavily. Combine real-life issues and take dramatic liberty | Yes, focus on learning points | Yes, heavily. Focus on telling story simply | No, combine similar real-life issues to protect identities |

Examples

[Image 1]
TEAM EXERCISE

1. EACH PERSON IDENTIFY ONE REAL-LIFE ISSUE ON WHICH YOU WANT TO TRAIN
2. AS A TEAM COMBINE AT LEAST 2 OF THESE ISSUES INTO ONE SCENARIO
3. USE THE 6 STEPS OF DRAMATIZATION TO DEVELOP AN OUTLINE

ENSURE GLOBAL RELEVANCE

Start with your source material
• Gather investigative material from your operations around the globe
• Reach out to partner organizations in international operations

Use global Ethics personnel to
• Identify local investigations
• Review training outlines
• Review training scripts / content

Before you translate, ensure your original text is globally relevant.

IMPLEMENT WORKFORCE

Ensure global relevance.
Translate into key languages.
Solicit feedback.

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TRANSLATE INTO KEY LANGUAGES
Ask who needs what
• Identify targeted employees
• Ask them for language preference

Translation process
1. Identify internal POCs for each language
2. Have POCs review original text
3. Connect external translation company with internal POCs before translation
4. Have internal POCs review translation

SOLICIT FEEDBACK
Ask for specific feedback
• From leaders, employees
• Directly after participation in training
• During training development
• Months after training

Methods for feedback
• Short survey
• Email requests
• One-on-one discussions
• All-employee survey

TEAM EXERCISE
1. As a team identify who you will need to engage for global relevance
2. Identify your training's target audience and needed translations
3. Suggest methods for collecting feedback

Engage internal POCs early.
Ask your training users and facilitators for feedback.
WHO TO INVOLVE

Ethics personnel
Partners in Counter Intelligence, HR, Legal, and Security
Key POCs from ERGs
Key POCs from global operations
Your entire workforce

WHAT TO DO ABOUT COST

Training Considerations:
- Course Length
- Frequency of Repeat
- Retire and/or Combine Courses
- Bookmarking
- Test Out
- Target Audiences
- Streaming videos vs hard copy disks

Communications Considerations:
- Utilize existing platforms
- Bulk purchases from vendor
- Target Audiences
- Low tech solutions

Can reduce labor & non-labor costs
## WHEN TO REFRESH

<table>
<thead>
<tr>
<th>General Topics</th>
<th>Annual Training</th>
<th>Compliance Training</th>
<th>Short Burst Awareness</th>
<th>&quot;Police Blotter&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually</td>
<td>Annually (review)</td>
<td>Annually</td>
<td>Annually</td>
<td>Annually</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific Content</th>
<th>Annual Training</th>
<th>Compliance Training</th>
<th>Short Burst Awareness</th>
<th>&quot;Police Blotter&quot;</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Annually (review)</td>
<td>Annually</td>
<td>Monthly</td>
<td></td>
</tr>
</tbody>
</table>

| Format | Every 3-4 years | Every 3 years | Every 3-4 years | Every 3-4 years |

## TEAM EXERCISE

1. As a team identify others who should review your scenario before release
2. Determine the most effective method for providing this training
3. Determine the refresh cycle for your training's content and format/method

## EXAMPLE

Walk through a specific example - Lockheed Martin Ethics Awareness Training
ETHICS AWARENESS TRAINING TIMELINE

Training development and rollout takes us at least a year.

EAT – WHO IS INVOLVED

Feedback is a continuous cycle

How

Leaders facilitate training from video streaming (access from internet), and DVDs when needed.
TEAM EXERCISE
DEBRIEF / SHARE

WRAPPING UP

‘Spicing up the “real” stuff, engaging your audience, and refreshing on a consistent schedule can make your training “fresh”'

BACK-UP
OTHER COMMUNICATION TOOLS

- Posters
- Decals
- Embed in Other Functional Training
- Executive Speeches
- Social Media (internal / external)
- Giveaways
- Employee Contests
- You Tube videos

Ideas are only limited to your imagination.

LOW TECH SOLUTIONS

REFRAME, REPEAT, REINFORCE.

EAT VIDEO

Case 3: Complicit or Clueless

- Sabrina - LM employee
- Roger - Site manager
- Ben - Sabrina's colleague
https://www.lockheedmartin.com/us/who-we-are/ethics/training.html