

HOW TO KEEP YOUR ETHICS PROGRAM FRESH

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AGENDA

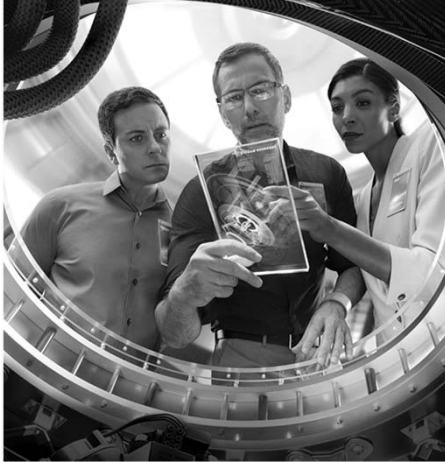
1. Turning investigations into engaging training & communication
2. Utilizing workforce for relevant and accessible materials
3. Figuring out logistics – who, what, when
4. Walk through an example – start to finish.

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

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WE'RE ENGINEERING A
BETTER
TOMORROW



OUR ETHICS PROGRAM



SETTING THE STANDARD



TRAINING ON THE STANDARD



LIVING THE STANDARD



Case 5: Flight Check

MAIN CHARACTERS

- Agata – LM employee
- Josh – LM sales manager
- Sharon – Agata's manager
- Lester – Josh's colleague
- Dominic – Potential customer's pilot



TURNING REAL-LIFE INTO TRAINING

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

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.

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HOW TO DRAMATIZE



Recent
Issues



Highlight
Key Points



Anonymize



Combine
Multiple
Issues



Represent
Workforce



Focus on Small
Details

Entertainment and
learning points
are both
important.

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TRAINING & COMMUNICATION EXAMPLES

	<u>ANNUAL TRAINING</u>	<u>COMPLIANCE TRAINING</u>	<u>SHORT BURST AWARENESS</u>	<u>"POLICE BLOTTER"</u>
SOURCE MATERIAL	Internal investigations from Counter-Intelligence, Ethics, HR, Legal, Security	Specific policy violations related to identified risks for organization	News stories, industry concerns, and issues on the horizon	Internal investigations from Counter-Intelligence, Ethics, HR, Legal, Security
DRAMATIZATION	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				

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

- | | | |
|---|--|--|
| 1

Recent Issues | 2

Highlight Key Points | 3

Anonymize |
| 4

Combine Multiple Issues | 5

Represent Workforce | 6

Focus on Small Details |



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.

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

Engage internal POCs early.



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

Ask your training users and facilitators for feedback.



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



LOGISTICS

Who to involve.
What to do about cost.
When to refresh.



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

Involve both those who have source material / subject matter expertise AND users / viewers.

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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

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WHEN TO REFRESH

	<u>ANNUAL TRAINING</u>	<u>COMPLIANCE TRAINING</u>	<u>SHORT BURST AWARENESS</u>	<u>"POLICE BLOTTER"</u>
GENERAL TOPICS	Annually	Annually (review)	Annually	Annually
SPECIFIC CONTENT	Annually	Annually (review)	Annually	Monthly
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

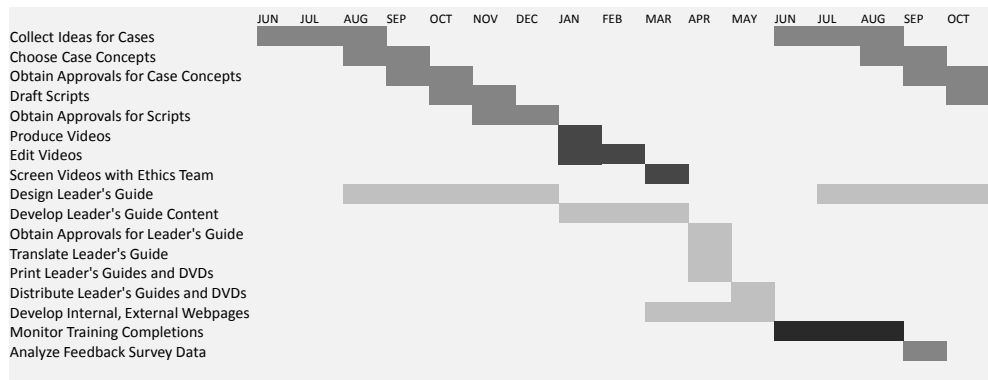


EXAMPLE



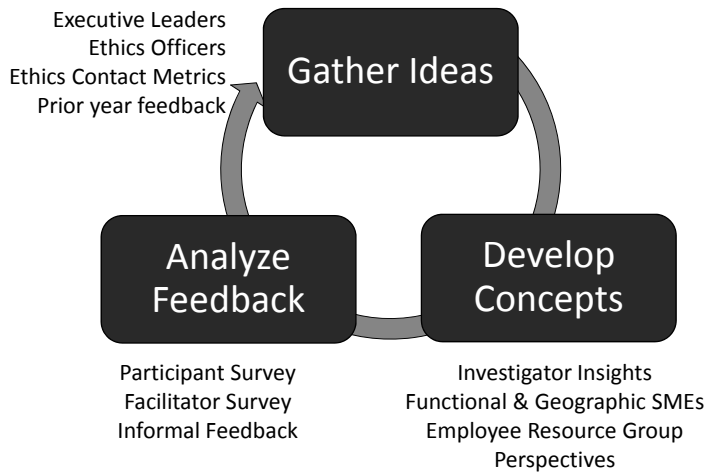
Walk through a specific example - Lockheed Martin Ethics Awareness Training

ETHICS AWARENESS TRAINING TIMELINE



Training development and rollout takes us at least a year.

EAT - WHO IS INVOLVED



Feedback is a continuous cycle



HOW

LOCKHEED MARTIN INVESTORS MEDIA SUPPLIERS EMPLOYEES

WHO WE ARE WHAT WE DO NEWS & EVENTS INNOVATION CAREERS

Home > Who We Are > Ethics

WHO WE ARE

Leadership

In the Community

Corporate Governance

Sustainability

Ethics Awareness Training

VOICING OUR VALUES

Do What's Right

Our Ethics Awareness Training, based on Dr. Mary Gentile's pivotal work, Giving Voice to Values, provides an overview of Lockheed Martin's standards of business conduct and prepares employees to recognize and react to situations that may require ethical decision making.

The annual training starts at the very top of our organization, when Lockheed Martin's Chairman, President and CEO, Marilyn Hewson, trains her staff. The leaders trained by Marilyn Hewson then train their respective teams, and this pattern continues until all employees have participated in a training session facilitated by their manager.

During the training, participants view several video scenarios, which are based on actual case files from the Ethics Office. Then they discuss the videos and talk about how to apply the five Voicing Our Values techniques - ask questions, obtain data, talk to others, reframe the issue and report violations.

Our Ethics Awareness Training materials are made available on lockheedmartin.com to enable all employees to complete their annual training.

Academic institutions can license Lockheed Martin's Ethics Awareness Training videos free of charge for use in classrooms. For more information, contact the Corporate Ethics Office.

INFORMATION FOR 2017 ETHICS AWARENESS TRAINING

- 2017 Live Ethics Awareness Training

CONTACT CORPORATE ETHICS

Call the Corporate Ethics Helpline

From the United States:
1-800-LM-ETHIC (1-800-563-5442)

From Outside the United States:
Use the International Access Code listed to find the A&AT Direct Access Code for your country and dial this number before dialing:
1-800-LM-ETHIC (1-800-563-5442)

From a TTY Machine:
1-800-441-7457

The Corporate Ethics Helpline is answered from 8am to 5pm EST Monday through Friday, except on days when Corporate headquarters is closed.

All contacts to the Ethics organization are handled confidentially.

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



ETHICS

WHY DO PEOPLE ACT UNETHICALLY?

Overview of 4 scenarios. The purpose of the exercise is to discuss and learn about the reasons people act unethically. Participants will read an article about transparency and discuss the six reasons people act unethically. Then, the group will discuss their personal code of ethics and brainstorm ideas for proactively expanding our positive ethical culture at Lockheed Martin.

Procedure: Begin with a brief discussion on business and ethics. We have all seen the stories in the news and have seen or read several headlines that concern because of a breach in ethics (they want to consider sharing a few news articles. Have team participants document six reasons why they think why people act unethically in the work environment. Have participants share their answers. After the report out, share the following ten studies with the group:

- 1) According to research conducted by Harvard Professors Louis L. Stimp, Francesco Tinto, and Mark Beaman? "While students engage in dishonest acts, dishonest behavior gets about four times better. When and why does the initial source from students receive positive feedback from dishonest deeds through course management and admitted involvement forgetting of information that might otherwise lead their dishonesty?"
- 2) According to research, what is a major factor that is ethical: Honesty, Communication, Success? Can this factor be right? The top six reasons why people in business act unethically are:
 - a. Repetition
 - b. Peer role models in the organization
 - c. Peer pressure
 - d. Difficulty getting what is ethical
 - e. Follower from experience

Discussion: Discuss the similarities and differences between the reasons the group documented to that of the research. Next, ask the group to think about a time when they were in an ethical dilemma (inside or outside of the workplace) (if any of these do happen discuss difference their decision? Ask a subset of participants to volunteer to share their stories and any insights learned.

Link: our ethical culture is directly impacted by the daily decisions of our employees. Have the group brainstorm ideas that could help give us positive ethical culture. What can participants personally do to help show integrity within their work group and at Lockheed Martin?

Conclusion: Request teams who their local ethics officer to lead LMPeople, click on My Content, and Ethics Officer and, if there are any ideas that the team would like to share on a broader level, please make sure and communicate them to your local ethics officer.

*Adapted from The Business Ethics Audit Book by Stephen Donald with permission from AMBA/EFMD

Don't Miss Your Deadline

You have at least one Business Conduct Compliance Training course coming due.

Go to **LM People • My Learning** to take any course you have listed.

You have not completed:
Ethics In the Workplace
Due Jan 1, 2014

Training is a critical component of our ethics program and helps to strengthen our foundation.

Reframe,
Repeat,
Reinforce.



EAT VIDEO

Case 3: Complicit or Clueless

MAIN CHARACTERS

- Sabrina – LM employee
- Rupert – Site manager
- Burt – Sabrina's colleague



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<https://www.lockheedmartin.com/us/who-we-are/ethics/training.html>