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.
Case 5: Flight Check

- Agata – LIT employee
- Josh – LIT area manager
- Shaw – Agata’s manager
- Lester – Josh’s colleague
- Donnie – Potential customer’s pilot
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
4. Combine Multiple Issues
5. Represent Workforce
6. Focus on Small Details

Entertainment and learning points are both
important.

TRAINING & COMMUNICATION EXAMPLES

| SOURCE MATERIAL | ANNUAL TRAINING | COMPLIANCE TRAINING | SHOUT BURST AWARENESS | "POLICE BLOTTER"
|-----------------|-----------------|---------------------|------------------------|---------------------|
| 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 | Yes; combine similar real-life issues to protect identities |
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.
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
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.

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

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<th>General Topics</th>
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<table>
<thead>
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### 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
- YouTube videos

Ideas are only limited to your imagination.

**LOW TECH SOLUTIONS**

Reframe, Repeat, Reinforce.

**EAT VIDEO**

Case 3: Complicit or Clueless