

HOW TO KEEP YOUR ETHICS PROGRAM FRESH

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AGENDA

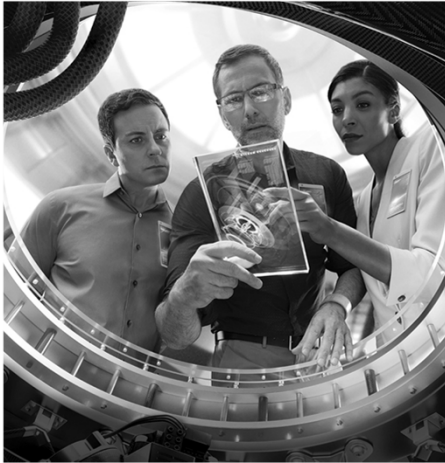
1. Turning investigations into engaging training & communication
2. Utilizing workforce for relevant and accessible materials
3. Figuring out logistics – who, what, when
4. Walk through an example – start to finish.

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.



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.








TRAINING & COMMUNICATION EXAMPLES

SOURCE MATERIAL	<u>ANNUAL TRAINING</u>	<u>COMPLIANCE TRAINING</u>	<u>SHORT BURST AWARENESS</u>	<u>"POLICE BLOTTER"</u>
	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				


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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

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UTILIZING WORKFORCE

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

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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.

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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

	<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

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ETHICS AWARENESS TRAINING TIMELINE

JUN

JUL

AUG

SEP

OCT

NOV

DEC

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

Collect Ideas for Cases

Choose Case Concepts

Obtain Approvals for Case Concepts

Draft Scripts

Obtain Approvals for Scripts

Produce Videos

Edit Videos

Screen Videos with Ethics Team

Design Leader's Guide

Develop Leader's Guide Content

Obtain Approvals for Leader's Guide

Translate Leader's Guide

Print Leader's Guides and DVDs

Distribute Leader's Guides and DVDs

Develop Internal, External Webpages

Monitor Training Completions

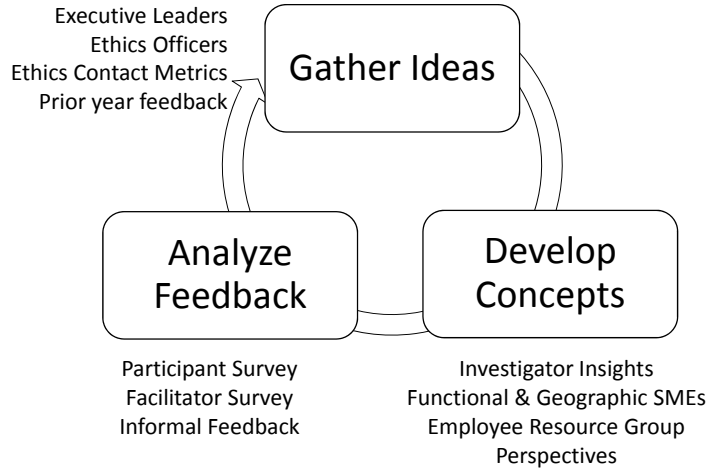
Analyze Feedback Survey Data

Training development and rollout takes us at least a year.

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EAT – WHO IS INVOLVED



Feedback is a
continuous
cycle



HOW

LOCKHEED MARTIN

WHO WE ARE | WHAT WE DO | NEWS & EVENTS | INNOVATION | CAREERS

Home > Who We Are > Ethics

Ethics Awareness Training

VOICING OUR VALUES

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.

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 below to find the AT&T 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.

INFORMATION FOR 2017 ETHICS AWARENESS TRAINING

- 2017 Live Ethics Awareness Training

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





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