

# 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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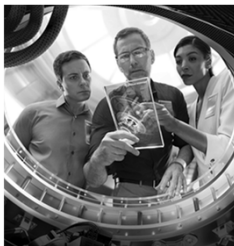
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## LOCKHEED MARTIN



WE'RE ENGINEERING A  
**BETTER  
TOMORROW**



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OUR ETHICS PROGRAM

SETTING THE STANDARD

SETTING THE STANDARD

TRAINING ON THE STANDARD

TRAINING ON THE STANDARD

LIVING THE STANDARD

PERFORM WITH EXCELLENCE  
RESPECT OTHERS  
DO WHAT'S RIGHT

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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

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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.

LEADERSHIP INTELLIGENCE

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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.

LEADERSHIP INTELLIGENCE

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## TRAINING & COMMUNICATION EXAMPLES

SOURCE MATERIAL	ANNUAL TRAINING	COMPLIANCE TRAINING	SHORT BURST AWARENESS	"POLICE BLOTTER"
	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				

LEADERSHIP INTELLIGENCE

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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



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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.

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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

Engage internal POCs early.



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## 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.



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## 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



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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.

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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				
	ANNUAL TRAINING	COMPLIANCE TRAINING	SHORT BURST AWARENESS	"POLICE BLOTTER"
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

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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

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EXAMPLE

Walk through a specific example - Lockheed Martin Ethics Awareness Training

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# ETHICS AWARENESS TRAINING TIMELINE

- 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

Executive Leaders  
Ethics Officers  
Ethics Contact Metrics  
Prior year feedback

**Gather Ideas**

Participant Survey  
Facilitator Survey  
Informal Feedback

**Analyze Feedback**

Investigator Insights  
Functional & Geographic SMEs  
Employee Resource Group Perspectives

**Develop Concepts**

Feedback is a continuous cycle

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# HOW

Leaders facilitate training from video streaming (access from internet), and DVDs when needed.

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## TEAM EXERCISE

DEBRIEF / SHARE

LEADERSHIP

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## WRAPPING UP

Spicing up the "real" stuff,  
engaging your audience,  
and refreshing on a  
consistent schedule can  
make your training "fresh"

LEADERSHIP

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## BACK-UP

LEADERSHIP

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## 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.

LEADERSHIP SOLUTIONS

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## LOW TECH SOLUTIONS



Reframe,  
Repeat,  
Reinforce.

LEADERSHIP SOLUTIONS

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## EAT VIDEO

### Case 3: Complicit or Clueless

MAIN  
CHARACTERS

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



LEADERSHIP SOLUTIONS

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

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