



2023 ETHICS AWARENESS TRAINING • LEADER'S GUIDE

Voicing Our Values

Do What's Right | Respect Others | Perform With Excellence



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

LOCKHEED MARTIN 

Dear Leader:

Ethics is about business integrity and our commitment to Do What's Right, Respect Others, and Perform With Excellence.

Practicing how to voice those values sustains our ethical business environment. Our commitment helps attract and retain a diverse workforce, sustain a strong supply chain, and serve our customers' needs to deliver on their missions.

This Leader's Guide will help you facilitate a training session with your team. Discuss and practice the Voicing Our Values techniques to speak up and take action when needed.

Assure your team you are available to help resolve issues. Remember, you don't have to know all the answers – just know when to ask for help.

Thank you for leading the way by modeling personal excellence.



Leo S. Mackay
Senior Vice President
Ethics and Enterprise Assurance

2023 ETHICS AWARENESS TRAINING

Encourage discussions about
effectively speaking up.

Voicing Our Values (VOV) Techniques



Ask Questions

Gather a Variety of Information



Obtain Data

Focus on Facts, Not Emotions



Talk to Others

Ask for Input from Trusted Sources



Reframe the Issue

Offer a Different Perspective



Report Violations

See Something, Say Something

LEADER'S QUICK START GUIDE

- Click** *Introduction* for Jim Taiclet's message and an overview of VOV techniques.
- Select** the first of two to three cases from the *Case Menu* to view with your group.
- Play Part I**, then click on *Discussion* to continue.
- Discuss** the two questions presented.
- Click** *Continue* to **Play Part II**.
- Wrap Up** the case by discussing "How should the scenario end?"
- Share** the Leader Closing commentary.
- Return** to the *Case Menu* and repeat until you complete two to three cases.
- Acknowledge** 2023 Ethics Awareness Training in Atlas Learning.

VOV Techniques



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CASE LIST	KEY ISSUES	CHARACTERS
Case 1: Drinks On Us Michael Williamson	Gifts & Hospitality; Leadership Concerns; Human Trafficking	Gary, Michael, Yanna, Martin, Naomi
Case 2: Five Star Review Gregg Bauer	Conflict of Interest; Hybrid/Flex Time; Reporting Misconduct	Jenny, Michael, Frank, Sharon
Case 3: Team Bonding Paula Hartley	Document Falsification; Leadership Concerns; Personal Conflict of Interest	Emily, Peter, Aaron, Summer
Case 4: It's Getting Hot in Here John Clark	Program Integrity; Interpersonal Skills; Manufacturing Quality	Rocki, Jason, Faye, Joe, Bobo
Case 5: Strings Attached Robert Lightfoot	Conflict of Interest; Contract/Bid-Rigging; Leadership Concerns	Michael, Sabrina, Olivia, Rhomeyn, Sharon
Case 6: Not Enough Runway Jay Malave	Bias/Age Discrimination; Document Falsification; Social Media/LMPI	Jeff, Mahedi, Aja, Te, Ronnie

CASE 1 "Drinks On Us"

ISSUES: GIFTS & HOSPITALITY, LEADERSHIP CONCERNS, HUMAN TRAFFICKING



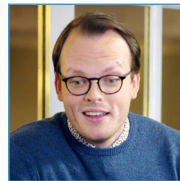
Gary
LM Program
Manager



Michael
LM Software
Engineer



Yanna
Hotel Staff



Martin
EuroCrypto CEO



Naomi
EuroCrypto
Software Engineer

Summary

Gary and Michael visit a potential supplier outside the United States to review new technology for a significant program. They encounter some challenges during the visit.

PART I: DISCUSSION

What issues do these characters encounter?

- **Martin** is a potential supplier and is offering gifts and hospitality to Gary and Michael.
- **Michael** has concerns that accepting the gifts and hospitality is violating policy.
- **Gary** is under pressure to secure a contract with EuroCrypto and doesn't want to offend **Martin**.
- **Gary** is annoyed when **Michael** repeatedly questions accepting the gifts.
- **Yanna's** work situation is unclear. She appears to be working long hours in many roles while tending to children.

Which VOV techniques could help resolve these issues?

- Michael **asks questions** about the gifts and hospitality.
- Gary needs to **respect others**, especially Michael, and listen when Michael **reframes the issue** for him.
- Gary could **talk to others** for guidance on how to address the hospitality being offered.
- Michael **obtains data** by making a call to ask for guidance on how to handle the situation.
- Michael and Gary agree to **talk** to Legal and **report** their concerns about Yanna.



ASK QUESTIONS



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REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Michael does a lot of things right. Even when Gary is impatient, Michael follows his instincts and continues to look for answers. Rules on accepting gifts are complicated and can vary depending on your role. Know the rules by checking *International Hospitality Guidelines in CPS-008* before travel. In this situation, it's probably best to decline the gifts and hospitality. Gary also needs to be careful not to make an unauthorized commitment to the supplier without proper delegation. Don't let pressure cloud your judgment.

Respect for human rights is a commitment that applies to all employees. If you are unsure what to do in a situation where you suspect human trafficking, immediately report it to your manager, Human Resources, or legal counsel.

Bottom line: Remember, LM's values are global no matter where in the world you are doing business.

Governance

LM Code of Conduct: *We Lead With Integrity*
 CPS-008: *Gifts, Hospitality, Other Business Courtesies, and Sponsorships*
 CPS-113: *Acquisition of Goods and Services*
 CPS-021: *Good Corporate Citizen and Respect for Human Rights*
 CPS-734: *Combatting Trafficking in Persons*

CASE 2 "Five Star Review"

ISSUES: CONFLICT OF INTEREST; HYBRID/FLEX TIME; REPORTING MISCONDUCT



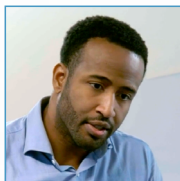
Jenny

Software Engineer



Michael

Software Engineer



Frank

Software Engineer



Sharon

Senior Manager

PART I: DISCUSSION

What issues do these characters encounter?

- **Jenny** is prioritizing her second job and is late completing her work assignments.
- **Michael** is frustrated with Jenny's lack of support and being asked to explain the delays.
- **Jenny** is taking advantage of flex time and ignoring the team's need for her deliverables.
- **Frank** questions **Michael** but doesn't offer support to help resolve the situation.
- **Sharon** expects on-time deliveries, without excuses, and is abrupt with **Michael**.

Which VOV techniques could help resolve these issues?

- Michael **reframes the issue** to help Jenny understand the negative impact she is causing.
- Frank **asks questions** of Michael but needs to address them with Jenny.
- Michael **asks questions** when he sees Jenny working on LM code in a restaurant.
- Michael **obtains data** and **reports concerns** about Jenny's performance to Sharon.



ASK QUESTIONS



OBTAIN DATA



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REFRAME THE ISSUE



REPORT VIOLATIONS

Summary

Jenny has a second job. Her irregular work schedule is having a negative impact on the team.

PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Jenny is letting her second job impact her work. She ignores Michael's concerns. When Michael tries to talk to Sharon, she assumes he is making excuses. Later, when they meet in her office, Sharon takes time to listen and acknowledge Michael's concerns. Sharon handles the concern by meeting with Jenny to set expectations on flexible work schedules, time charging, and filing a conflict of interest disclosure. Jenny also needs to be careful to protect LMPI when she works in a public space. Michael warns Jenny about getting "fired on the spot" for mischarging. While that may be overstated, we are all held accountable for accurate labor charging. Be certain to follow your business-specific labor recording policies.

Bottom line: Jenny isn't using Chat GPT from LM resources or for LM business but she needs to be aware of legal, ethical, and security concerns and challenges that come with new tools and capabilities. As leaders, encourage your team to talk with you about their concerns, then commit to take action to help resolve it. As team members, when you see something, say something.

Governance

LM Code of Conduct: *We Accurately Charge Labor and Other Costs*

CRX-014: *Individual Conflict of Interest*

CPS-718: *Disclosures to the United States Government*

CRX-015: *Protection of Sensitive Information*

CASE 3 "Team Bonding"

ISSUES: DOCUMENT FALSIFICATION; LEADERSHIP CONCERNS; PERSONAL CONFLICT OF INTEREST



Emily
Technician



Peter
Team Lead



Aaron
Sr. Technician



Summer
Manager

PART I: DISCUSSION

What issues do these characters encounter?

- **Aaron** is resentful that **Peter** was promoted instead of him but is a committed team member.
- **Emily** is sarcastic to **Peter** about the accelerated delivery schedule.
- **Aaron** and **Emily** discover an issue with two parts that require rework.
- **Peter** is under pressure to deliver on time in his new lead role.
- **Summer** is mentoring **Peter** but doesn't do enough to get to the issues he is facing.

Which VOV techniques could help resolve these issues?

- Summer **reframes the issue** with Peter about the team's commitment.
- Peter needs to **ask questions** instead of making assumptions and ignoring the team's input.
- Emily and Aaron **obtain data** and **report concerns** to Summer.
- Summer **asks questions** of Peter to get information about how the parts pass quality.



ASK QUESTIONS



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REFRAME THE ISSUE



REPORT VIOLATIONS

Summary

Peter gives the team an unreasonable deadline for an important deliverable, then questions his team's loyalty and commitment.

PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Peter feels pressure to deliver in his new role. Summer encourages Peter to trust his team, but Peter dismisses others' input and doesn't ask the team or Summer for help when there is a delay. Peter's unauthorized use of his sister's Quality Stamp is a clear violation of policy and will negatively impact his job. Peter's sister will also have to account for her role in the incident.

Bottom line: When facing challenges, engage with your team and leader for help. We are committed to providing safe and reliable products. Compromising quality and values to meet a deadline is never acceptable and usually creates more problems than it solves.

Governance

LM Code of Conduct: *We Lead With Integrity*
 CPS-001: *Ethics and Business Conduct*
 CPS-002: *Quality, Mission Success, and System Safety*
 CRX-014: *Individual Conflicts of Interest*
 CPS-718: *Disclosures to the United States Government*

CASE 4 "It's Getting Hot in Here"

ISSUES: PROGRAM INTEGRITY; INTERPERSONAL SKILLS, MANUFACTURING QUALITY



Rocki

Software Engineer



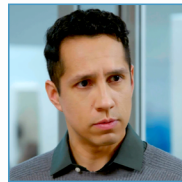
Jason

Software Engineer



Faye

Team Lead



Joe

Software Engineer



Bobo

Co-worker

Summary

Rocki uses open source software from GitHub without fully testing. Rocki leaves the company and is replaced by Joe. The software may be causing other system failures.

PART I: DISCUSSION

What issues do these characters encounter?

- **Rocki** uses GitHub open source code for the temperature sensor without following normal testing protocols.
- **Jason** is not comfortable with the level of testing being conducted with the GitHub software code.
- **Faye** is disrespectful and sees **Jason** as an obstacle to timely completion of the project.
- **Joe** is new to the team. Initially, **Joe** doesn't question software viability until he hears more from **Jason**.
- **Bobo** begins to observe CPU issues and demands that **Jason** take action to address the software concerns.

Which VOV techniques could help resolve these issues?

- Jason **asks questions** about the viability of the software and tries to **reframe the issue** about its reliability.
- Faye should **talk to others** and consider Jason's concerns rather than trying to silence him.
- Joe should **obtain data** to ensure system test processes are being followed for the open source software.
- Bobo should **ask questions** and help resolve the issue instead of demanding that Jason fix it.



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REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Pulling source code from external sources is distinctly different from re-using LM source code from LM software repositories. While GitHub is a software tool used extensively throughout LM for managing LM software, Rocki uses the public external GitHub repository. Regardless of where source code originates, it is essential to ensure integrity of the system through our system test processes.

Using open source software, without fully assessing implications and ensuring integrity of the system testing, can be risky. Free/Open Source Software (FOSS) is prolific throughout LM and is essential to our strategy of bringing the best of the commercial "digital" world to our customers, including our defense customers.

Bottom line: As we continue to increase the use of FOSS, ensure we follow our processes for both assessing candidate software and testing our systems to achieve the level of quality and integrity we owe our customers.

Governance

LM Values: *Do What's Right, Respect Others, Perform with Excellence*

LM Code of Conduct: *We Take Action*

CPS-002: *Quality, Mission Success, and System Safety*

IRM-001: *Software License Agreement Compliance*

CASE 5 "Strings Attached"

ISSUES: CONFLICT OF INTEREST; CONTRACT/BID-RIGGING; LEADERSHIP CONCERNS



Michael
LM Program
Manager



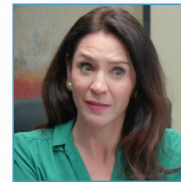
Sabrina
Swiftlee Contracts
Manager



Olivia
LM Software
Engineer



Rhomeyn
LM Sourcing Lead



Sharon
Senior Manager

Summary

Michael may still have ownership and a conflict of interest with a key supplier. Olivia and Rhomeyn try to determine if new requirements are coming from the customer or Michael.

PART I: DISCUSSION

What issues do these characters encounter?

- Swiftlee's Contracts Manager, **Sabrina**, appears to be helping **Michael** direct more business to Swiftlee.
- **Michael** is dismissive when asked if he is still working for his former employer, Swiftlee.
- **Olivia** and **Rhomeyn** are not getting clear answers about the source of the new contract changes.
- **Michael** sets up **Olivia** and **Rhomeyn** by sending them to the customer meeting to explain the changes.
- **Michael** asks **Olivia** to ship office supplies to Swiftlee, implying that it is his home address.

Which VOV techniques could help resolve these issues?

- Rhomeyn **asks questions** to determine the source of changes to the User Interface.
- Olivia and Rhomeyn **talk** about their suspicions regarding Michael and **obtain data**.
- Michael should **talk** to the customer and his team about the contractual changes.
- Olivia and Rhomeyn should **report violations** if they don't get answers regarding Swiftlee.
- Sharon **obtains data** and takes the necessary steps to resolve the issue.



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PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Michael benefits from directing business to Swiftlee. He hasn't disclosed his conflict of interest or recused himself from engaging with Swiftlee. Olivia and Rhomeyn try to get answers and ultimately report their concerns to Sharon. Michael's actions are not only dishonest, he is damaging the company's relationship with our customer. Even if there was not a conflict of interest, Michael is violating policy by directing a supplier to make scope and schedule changes when he has no apparent delegation of authority to do so.

Bottom line: Employees are responsible for acting in a fair and impartial manner in all business dealings and placing the interests of Lockheed Martin ahead of personal interests. If you conduct business with others on behalf of Lockheed Martin, you must be free from any actual or potential influence that may arise from personal considerations or relationships. Submit a disclosure of actual or potential conflict of interest using the online [COIN tool](https://coin.global.lmco.com/). (<https://coin.global.lmco.com/>)

Governance

LM Code of Conduct: *We Lead With Integrity*

CPS-001: *Ethics and Business Conduct*

CRX-014: *Conflicts of Interest (personal and organizational conflicts of interest)*

LMAP 0.410: *Basic Procurement Principles (sections 2.0 and 8.0)*

CASE 6 "Not Enough Runway"

ISSUES: BIAS/AGE DISCRIMINATION; DOCUMENT FALSIFICATION; SOCIAL MEDIA/LMPI



Jeff
Manager



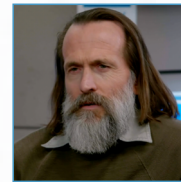
Mahedi
Early Career



Aja
Early Career



Te
Senior Staff



Ronnie
Co-Worker

Summary

Jeff is a persuasive leader who favors early-career employees on his team and expects loyalty. Te feels excluded even though she has knowledge and experience to offer.

PART I: DISCUSSION

What issues do these characters encounter?

- **Jeff's** actions favor his early-career staff while excluding **Te**, a senior member of the team.
- **Mahedi's** post on Social Media about a team dinner and a new program win may disclose LMPI.
- **Mahedi** falsifies documents by logging on to **Jeff's** computer and completing **Jeff's** compliance training.
- **Jeff** violated policy by giving **Mahedi** his log-in information and password.
- **Te** completes a last-minute assignment before dinner, but isn't recognized for her efforts.
- **Te** is reluctant to speak up, afraid of repercussions as she nears retirement.

Which VOV techniques could help resolve these issues?

- Ronnie shares negative comments he heard about Te and could **reframe the issue** to help Te take action.
- Te **asks questions** and tries to **reframe the issue** with Jeff, but is ineffective without citing **facts and data**.
- Jeff should **talk to others** about his leadership style and how his favoritism is impacting the team.
- Aja **talks to** Mahedi about Te's concerns and tries to **reframe the issue** to figure out what to do.



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PART II: WRAP-UP

Ask: "How should the scenario end?"

Leader Closing

Jeff's comments and behavior don't align with LM's commitment to diversity and inclusion. He sets the wrong example and creates a work environment in which Te is excluded. Jeff is failing as a leader; his comments could be perceived as sexism and/or ageism. The team grapples with balancing loyalty to Jeff and our core values of respecting others and doing what's right. Leaders set the tone in fostering a positive, inclusive work environment. Aja does the right thing by speaking up and contacting Ethics to talk about the work environment. Ethics is committed to protecting confidentiality when providing guidance or investigating misconduct.

Bottom line: An inclusive work environment where the talents of all employees are recognized and valued is everyone's responsibility. We can do our part by holding each other accountable and taking action when we see something wrong.

Governance

LM Code of Conduct: *We Have Zero Tolerance for Discrimination*
 CPS-001: *Ethics and Business Conduct*
 CPS-003: *Nondiscrimination and Equal Employment Opportunity*
 CRX-253: *Social Media*
 CPS-037: *Proper Use of Computing and Information Resources*

SESSION WRAP-UP

Leaders

Remind everyone in your session to **take credit** for completing training.

Online

Visit Atlas Learning to acknowledge [2023 Ethics Awareness Training](https://atlaslearning.com/2023-Ethics-Awareness-Training).
(tiny.lmco.com/EAT23)

Manual Credit

For the few sites not using Atlas to certify training, contact your local Ethics Officer, or the corporate ethics office for guidance:
corporate.ethics@lmco.com.

Charging Information

Leaders will provide time charging direction to participants as necessary.

VOV Techniques



Ask Questions

Gather a Variety of Information



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