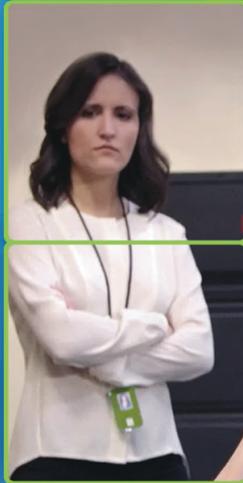


VOICING OUR VALUES

FAQ'S



TAKE ACTION

- ASK QUESTIONS
- OBTAIN DATA
- TALK TO OTHERS
- REFRAME THE ISSUE
- REPORT VIOLATIONS

LOCKHEED MARTIN



VOICING OUR VALUES 2018

FREQUENTLY ASKED QUESTIONS

1. What is the 2018 training period for Ethics Awareness Training?
2. Where do managers go to find the information that they need as leaders?
Is there one easy click?
3. What are my responsibilities as a leader in facilitating the training?
4. I reviewed the description of the four techniques on pages 4 and 5 of the Leader's Guide, but I still don't know if I understand the techniques used in the training. Where can I find more information?
5. What should I do if my group disagrees with the resolution of a case?
6. What should I do about training employees who couldn't attend either my training session or my make-up session, new employees, or anyone who returns from an extended leave late in the training cycle?
7. Do I need to train the non-Lockheed Martin contract personnel who work with my team?
8. What if my group is widely distributed? Am I still responsible for training everyone personally?
9. Can I facilitate the annual ethics awareness training if I have not completed the course?
10. Can employees participate in the training when it is facilitated by a leader other than their functional or matrix manager?
11. Can my Ethics Officer or HR Business Partner train my teams?

VOICING OUR VALUES 2018

FREQUENTLY ASKED QUESTIONS

1. What is the 2018 training period for Ethics Awareness Training?

Chairman, President and CEO Marillyn Hewson will kick off training this year on May 3, facilitating a session with her staff. Training will then flow through leadership in each of the business areas. Your business area will set your required completion date, which will be sometime in August.

2. Where do managers go to find the information that they need as leaders? Is there one easy click?

Materials designed to help you successfully deliver this year's training are available on the Corporate Ethics website. The Leader's Guide will be available online as of May 1.

The following will be available May 4:

1. *The training videos*
2. *Links to certify training completion*
3. *The post-training evaluation survey.*

3. What are my responsibilities as a leader in facilitating the training?

Leader responsibilities include: attend a session that your leadership facilitates, prepare to facilitate a training session for your team, act as moderator for your team's discussion, and ensure that each of your employees attends a training session by your business area's deadline.

All leaders are strongly encouraged to thoroughly review the Leader's Guide before facilitating a session. You should select cases appropriate for your group and review the key discussion points in advance.

Leaders will teach four techniques for speaking up early and effectively:

1. *Ask Questions*
2. *Obtain Data*
3. *Talk to Others*
4. *Reframe the Issue.*

Leaders should familiarize themselves with these methods by paying particular attention to pages 4 and 5 of the Leader's Guide. The case screens include a link to a short video demonstrating each technique in use. The discussion should center on how the techniques and our values were used or could have been used more effectively.

4. I reviewed the description of the four techniques on pages 4 and 5 of the Leader's Guide, but I still don't know if I understand the techniques used in the training.

Where can I find more information?

Your Ethics Officer can help with your questions and may be able to help you facilitate your training session. You can locate your Ethics Officer by looking up your name in the Enterprise White Pages or LMPeople Help and Guidance section.

5. What should I do if my group disagrees with the resolution of a case?

Each scenario is presented with several characters and only one resolution. There may be many other equally valid resolutions and actions that the characters could have chosen. If your group expresses disagreement with the resolution shown, encourage them to discuss how they would have used the Voicing Our Values techniques differently to reach a different resolution. It is important to remember, and to remind your session participants, that the focus

VOICING OUR VALUES 2018

of this year's training is learning how to effectively raise ethical dilemmas and values conflicts so that they can be addressed early and completely. The scenarios may present situations in which the characters did and did not use the techniques to reach a better resolution.

6. What should I do about training employees who couldn't attend either my training session or my make-up session, new employees, or anyone who returns from an extended leave late in the training cycle?

You are responsible for ensuring that your employees complete the training. You may be able to work with your peers to ensure employees complete the training. For example, a small group of leaders who work together may coordinate their sessions. You can hold a second make-up session or jointly lead a session that would accommodate a few employees who missed your initial session(s). If necessary you can also conduct the training "one-on-one."

7. Do I need to train the non-Lockheed Martin contract personnel who work with my team?

No. The requirement is to provide training to all Lockheed Martin employees. If you have contractors who work with you on a regular basis, and the training is covered in the contract agreement under which they work, they may participate in your training sessions as well. If they participate in the training, you do not need to track their training completions.

8. What if my group is widely distributed? Am I still responsible for training everyone personally?

You should hold a training session for your entire team. Be sure in advance that all locations either have access to the web-based version of the

training or the training DVD, then use the telephone, Skype or Enterprise Video Conferencing Services (eVCS) to go through the discussion questions. There is more information about virtual training in the Leader's Guide, page 3. Also, please see Question 6 for more information on collaborating with your peer leaders.

9. Can I facilitate the annual ethics awareness training if I have not completed the course?

No. You should have attended a session that your leadership facilitated before you facilitate one for your own group.

10. Can employees participate in the training when it is facilitated by a leader other than their functional or matrix manager?

Yes. It is best when the training is led by an employee's immediate leader, although employees may also complete the training by attending another leader's training.

11. Can my Ethics Officer or HR Business Partner train my teams?

All leaders should personally facilitate the training sessions for their direct reports. This allows leaders to demonstrate their own personal commitment to our values and engage their teams in a dialogue about the work environment we expect to share. If you are unable to facilitate the training, you may delegate to another L-coded employee who has already completed the training. Your local Ethics Officer also may be able to assist you in facilitating the training.