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DII Best Practices Forum

Employee Opinion Surveys: Building Leadership Commitment & Relevant Ethics Education

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Raytheon Employee Opinion Surveys

- Began surveys in 1999.
- All employee surveys every 2 yrs.; sample survey in off-year.
- In 2007, achieved 82% participation rate.
- Originally, there were 3 or 4 “Ethics” questions incorporated in our EOS.
- In 2005, we expanded to 10 “Ethics” questions, constituting an “Ethics Index.” Subquestions also drill down on observed inappropriate behaviors and reasons for not reporting misconduct.
- We do not conduct “Ethics only” surveys but do conduct post-learning surveys about our Ethics education programs.

One vehicle for assessing progress, areas to improve

Ethics Indicators from Survey

- Accountability for Ethics violations (mgrs. vs. non-mgrs.)
- Observed misconduct, observed negative behaviors
- Willingness to report misconduct
- Supervisory support
- Rewarding results and overlooking unethical conduct
- Leadership communication and commitment
- Trust and respect
- Usefulness of Ethics training, relevance to my decisionmaking

Mining survey data for leaders, education programs

Engaging Leaders Using Survey Results

- Leaders focus on EOS results; develop action plans.
- Ethics Index shared with Business Presidents.
- Ethics Index and other Ethics Program metrics are reviewed by Businesses with CEO 2x/yr. in Operations Reviews.
- Incorporating Ethics overviews in Ops Reviews creates ownership by leaders, prompts healthy competition, and encourages sharing of best practices.
- Results “Sliced and diced,” “racked and stacked.”

What gets measured gets done

Survey Data Informs Education Programs

- Objective: Ethical culture building
- Increase reporting of misconduct
 - Increase awareness, issue spotting
 - Organization supports doing the right thing
- Reduce pressure for misconduct
 - Leaders as role models, coaches, teachers
 - Embedded values, how we do things- the right way
- Decrease observed misconduct
 - Select, reward, promote ethical team members
 - Enforce accountability for misconduct
- Reduce/eliminate retaliation and fear of retaliation
 - “Bring me the bad news”; how leaders react to “bad news”

Strong ethical culture reduces risk, enhances brand

Ethics Education Program Elements

- Ethical leadership
- Annual all employee awareness
- Online compliance modules
- EthicSpace mini-series
- Web articles
- Communications from leaders

Ethics message multipliers

Survey Informs Ethical Leadership Education

- Introduced 7 skills to define Ethical leadership (grounded in ERC research):
 - 1) Listen, encourage bad news
 - 2) Act according to our values
 - 3) Communicate expectations, explain decisions
 - 4) Hold yourself, others accountable
 - 5) Treat everyone with respect
 - 6) Keep promises and commitments
 - 7) Talk about Ethics with your employees
- Videos illustrate “do’s” and “don’ts” for Ethical leadership
- Videos of our managers articulating desired behaviors
- Self-assessment and Toolkit to support follow-on steps

Leaders establish the expected culture

Survey Themes Impacting Ethics Education

- All awareness vignettes have “edge,” encourage discussing intimidating behavior, undesirable reactions when leaders are brought bad news”- “Speaking Up & Moving On,” “Courageous Conversations”
- EthicSpace mini-series a “hit” with employees; “Big Spender” episodes highlighted personal use of company credit card, expense reporting, accountability, reporting misconduct
- “Respect” training modeled on Ethics education program promotes Values, responds to Survey results
- Web articles, program metrics emphasize accountability for Code violations

Leadership commitment & well-implemented program support a culture of integrity