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| **Elements of Effective Ethics Education Programs** | **Non-Existent** | **Basic** | **Mature** | **Advanced** |
| **Ethical values and standards are communicated to employees** | Ethical values and standards are not communicated | Notice of ethics laws and regulations are provided to employees | Agency conducts ethics communications and awareness campaigns, agency leadership actively participates | Managers throughout the agency discuss ethics with their staff in meetings and performance reviews |
| **Ethics risks and education needs are assessed** | Risks and education needs are not assessed | Some groups are prioritized but no formal risk/needs assessments are made | Agency incorporates risk/needs analysis into education planning | Enterprise-wide risks and needs are regularly and formally assessed and incorporated into education planning |
| **Content and method of education are tailored** | Education content and methods are not tailored to specific audiences | Content and methods are minimally compliant with requirements | Content and methods are relevant and tailored to the target audiences | Managers assist in planning the content, format, and timing based upon risk |
| **Education is evaluated for effectiveness** | Education is not evaluated | Employee satisfaction is surveyed post-education | Employee engagement in, knowledge of, and ability to apply content is evaluated | Ethics education’s effectiveness in mitigating and reducing ethical risk is evaluated |