

PROJECT MANAGEMENT SOUTH AFRICA CODE OF ETHICS AND PROFESSIONAL CONDUCT

Introduction

Project managers must carry out their work in a manner that elicits moral conduct through expert service. The aim should be to establish a standard of professionalism that can be practiced in an atmosphere of mutual trust and fidelity. The project manager, therefore, should seek the cooperation of peers, employers, clients and the general public towards this end with a view to coordinating the efforts of the profession to make a positive contribution to human welfare.

1. Purpose

The Code sets out ethical values and principles of conduct necessary for the practice of project management.

2. Application

The Code is applicable to all persons accredited by PMSA, as ordinary members, designation-holders or both, who practice in the project management profession.

3. Non-Compliance

In the event of an alleged breach of the Code, the matter may be referred to the Ethics and Professional Conduct Committee for determination and disciplinary action.

The rules and procedures for dealing with any allegation of a breach of the Code are described separately in the PMSA Grievance Policy and Procedure.

4. Principles

All persons accredited by the Association agree to abide by the following ethical principles and code of practice.

5.1 Competence

1. Comply with the standards necessary for professional accreditation by the Association
2. Keep abreast of improved project management standards and process and practice accordingly
3. Maintain a working knowledge of the legislation and regulations applicable to the industry of practice.

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5.2 Integrity

1. Do not take on projects inconsistent with personal skill, experience and/or appropriate qualifications.
2. Do not make misleading or false statements about project status or the feasibility of project outcomes
3. Do not exploit anyone or exercise undue influence for improper gain
4. Do not give or accept any undue payment or gift that could negatively affect (or be seen to do so) the project outcome or the nature or quality of the project management service required to be given
5. Be honest and realistic in all project reports
6. Credit the contribution of others in a fair and equitable manner
7. Create acceptable working conditions and opportunities for all project participants
8. Manage human resources without favoritism or prejudice
9. Avoid and disclose conflicts of interest, whether real or perceived.

5.3 Responsibilities

1. Manage projects prudently with a view to achieving stated objectives by the efficient utilization of resources
2. Treat everyone with respect and dignity having due regard for their constitutional rights
3. Uphold the Code by all reasonable means and report malfeasant acts where necessary
4. Accept accountability by proactively communicating all personal errors and omission and instill the same conduct in others
5. Respect and protect the confidentiality of information related to the project and its stakeholders
6. Consider the social, political, economic and ecological impact of a project and take appropriate steps to mitigate negative outcomes
7. Have due regard for the opportunity to use each project as a means for achieving the ends of social justice by nurturing individuals from formerly disadvantaged communities involved on the project and by strengthening institutional structures within such communities by exposure to the project
8. Protect the health, welfare and safety of all project stakeholders
9. Consult widely but maintain professional discretion

5.4 Contribution

1. Coach and mentor project staff in professional practice and process
2. Support the endeavors of the profession in the improvement of project management standards and process
3. Within reasonable means, make an active contribution of personal skills, knowledge and experience to projects initiated for the common good of the community

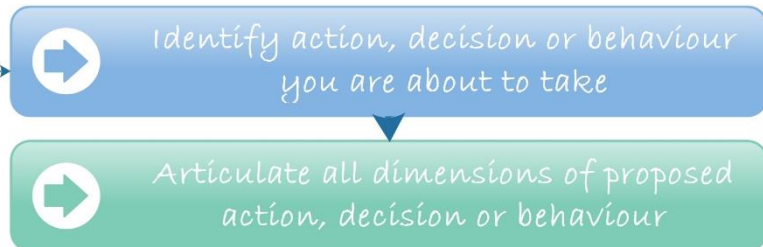
By placing their initial (page 1) and signature (page 2), PMSA prospective members, members and designation holders of PMSA agree to adhere to the PMSA Code of Ethics and Professional Conduct, failing which a member of PMSA or the public may lodge a grievance which will be dealt with according to the PMSA Grievance Policy and Procedure.

Signed by:

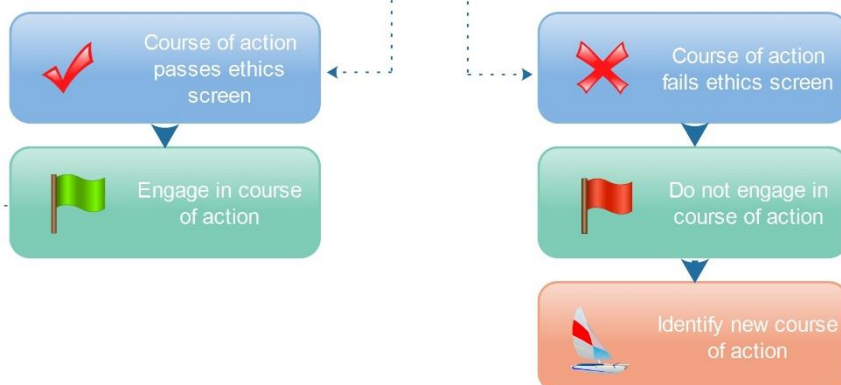
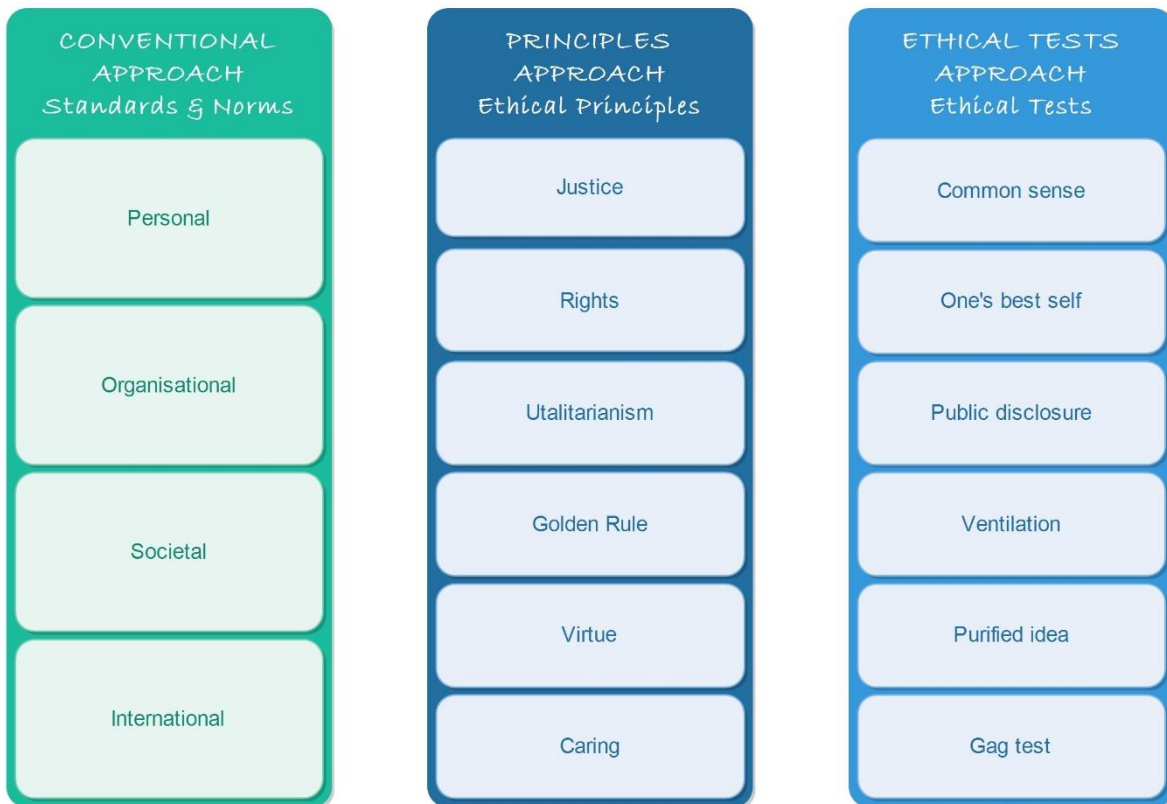
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Appendix 1 – A Guideline for Ethical Decision-Making



Ethics Screen



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A Brief Explanation to the Guideline Diagram

To develop a more ethical business environment and to engage in ethical decision-making from a professional and personal perspective, business leaders need to determine which of, or combination of the three approaches to business ethics they wish to pursue.

The **conventional approach** sees business leaders comparing its decisions, practices and or policies with prevailing norms that society would deem to be acceptable. It seeks to balance self-interest and conscience (being the starting point for conventional ethics) with the ethical norms that emanate from the external environment such as the leaders' family, friends, local community, professional peers, employer, society at large, faith, the law and fellow workers.

The **principles approach** is applicable to augment the conventional approach, as it is based on guidelines to decision-making that are based on moral philosophy. Principles could be universal, or age-old credos such as 'do no harm', 'honesty is the best policy' or classified according to those of a deontological nature (based on belief in a creator), utilitarianism (act to produce the greatest ratio of good to evil for everyone); or ethical relativism (relevant to a situation). A good starting point for ethical decision making is The Golden Rule: 'do unto others as you would have done to you' which some leadership experts believe are applicable to any manager as it is accepted by most people, is easy to understand, is a win-win philosophy and can act as a compass when one needs direction.

Ethical tests further enhance ethical decision making in that they present practical challenges and accompanying options that leaders can use to guide their choices. Unlike the more philosophical approach of principles, ethical tests have been developed following practical experience by those who have had to make decisions.

Source: Carroll AB & Buchholtz AK. 2012. Business and Society: Ethics and Stakeholder Management. 8th edition. Mason, OH: South-Western College Publishing.

