

A photograph of a professional meeting. In the foreground, a man in a dark suit is seen from the back, clapping his hands. In the background, a man with grey hair, wearing a light-colored suit and a striped tie, is smiling and pointing towards a laptop screen. The setting appears to be a modern office with large windows in the background.

# CODE OF ETHICS AND STANDARDS

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Chartered Institute of Management Consultants

# CODE OF PROFESSIONAL CONDUCT

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## INTRODUCTION

The Institute has two Codes of Conduct, detailed in this document:

- The Code of Professional Conduct is binding on all chartered members of the Institute practicing as Management Consultants.
- The briefer Code of Conduct is binding on all those members not in practice as management consultants - including retired members and Organizational Affiliates.

Members of the CIMC give advice to all levels of management and with this comes the obligation to maintain the highest standards of integrity and competence.

In recognition of their obligations to clients, to the public at large and to the profession, all members annually agree in writing to comply with CIMC's Code of Professional Conduct, and to undertake relevant continuing professional development activities.

## CODE OF PROFESSIONAL CONDUCT

CIMC's Code of Professional Conduct is structured on three principles:

1. Meeting the client's requirements;
2. Integrity, independence, objectivity;
3. Responsibility to the profession and to the CIMC.

These principles are underpinned by detailed rules, which are specific injunctions, and practical notes.

Definitions used on The Code of Professional Conduct

**Member:** Chartered members of CIMC.

**Client:** The person, firm or organization with whom the member makes an agreement or contract for the provision of services.

**Declaration:** A written statement referring to and disclosing the facts relevant to the situations covered by particular Rules of the Code.

**Independent:** In a position to express your own opinion freely without any control or influence from others outside the consulting organization, and without the need to consider the impact of such opinion to your own interests.

**Institute:** Chartered Institute of Management Consultants

## DISCIPLINARY ACTION

Members are liable to disciplinary action if their conduct is found, by the Disciplinary Committee of the CIMC be in contravention of the Code, or to bring discredit to the profession or to the CIMC

In accordance with the Code, members may be required to make a declaration in answer to enquiries from the CIMC concerning their professional conduct.

A member failing to make such a declaration may be found in breach of the Principle to which the rule or note relates.

### Meeting the Client's Requirements

A member shall regard the client's requirements and interests as paramount at all times.

## RULES

### Disclosure

2.1 A member will disclose at the earliest opportunity any special relationships, circumstances or business interests which might influence or impair, or could be seen by the client or others to influence or impair, the member's judgment or objectivity on a particular assignment.

2. 1. 1 Rule 2. 1 requires the prior disclosure of all relevant personal, financial or other business interests which could not be inferred from the description of the services offered.

In particular this relates to:

- Any directorship or controlling interest in any business in competition with the client;
- Any financial interest in goods or services recommended or supplied to the client;
- Any personal relationship with any individual in the client's employ;
- Any personal investment in the client organization or in its parent or any subsidiary companies;
- Any recent or current engagements in sensitive areas of work with directly competitive clients;
- Any work for a third party on the opposite side of a transaction e.g. bid defense, acquisitions, work for the regulator and the regulated, assessing the products of an existing client.

### Conflicts of interest

2.2 A member shall not serve a client under circumstances which are inconsistent with the member's professional obligations or which in any way might be seen to impair the member's integrity. Wherever a conflict or potential conflict of interest arises, the member shall, as the circumstances require, either withdraw from the assignment, remove the source of conflict or disclose and obtain the agreement of the parties concerned as to the performance or continuance of the engagement.

2.2. 1 It should be noted that the Institute may, depending on the circumstances, be one of the 'parties concerned'. For example, if a member is under pressure to act in a way which would bring the member into non-compliance with the Code of Professional Conduct, in addition to any other declaration which it might be appropriate to make, the facts should be declared to the Institute.

## **Inducements**

2.3 A member shall not accept discounts, hospitality, commissions or gifts as an inducement to show favor to any person or body, nor attempt to obtain advantage by giving financial inducement to clients or client staff.

2.3.1 Payment for legitimate marketing activity may be made, and national laws should be respected.

## **Privacy of information**

2.4 A member shall not use any confidential information about a client's affairs, elicited during the course of an assignment, for personal benefit or for the benefit of others outside the client organization; there shall be no insider dealing or trading as legally defined or understood.

2.5 When required or appropriate a member will establish specific methods of working which preserve the privacy of the client's information.

## **Objectivity**

2.6 A member will advise the client of any significant reservations the member may have about the clients expectation of benefits from an engagement.

2.7 A member will not indicate any short-term benefits at the expense of the long-term welfare of the client without advising the client of the implications.

# **PRINCIPLE 3**

## **Responsibility to the Profession and to the CIMC**

A member's conduct shall at all times endeavor to enhance the standing and public recognition of the profession and the Institute.

# **RULES**

## **Annual affirmation**

3.1 A member will provide the Institute with annual affirmation of adherence to the Code of Professional Conduct.

## **Continuing professional development**

3.2 A member will comply with the Institute's requirements on Continuing Professional Development in order to ensure that the knowledge and skills the member offers to clients are kept up to date.

A member will encourage management consultants for whom the member is responsible to maintain and advance their competence by participating in Continuing Professional Development and to obtain membership of the Institute.

## **Professional obligations to others**

3.4 A member shall have respect for the professional obligations and qualifications of all others with whom the member works.

3.5 A member referring a client to another management consultant will not misrepresent the qualifications of the other management consultant, nor make any commitments for the other management consultant.

3.6 A member accepting an assignment for a client knowing that another management consultant is serving the client will ensure that any potential conflict between assignments is brought to the attention of the client.

3.7 When asked by a client to review the work of another professional, a member will exercise the objectivity, integrity and sensitivity required in all technical and advisory conclusions communicated to the client.

### **Fees**

3.8 A member will negotiate agreements and charges for professional services only in a manner approved as ethical and professional by the CIMC.

### **Publicity**

3.9 A member, in publicizing work or making representations to a client, shall ensure that the information given:

Is factual and relevant; Is neither misleading nor unfair to others; Is not otherwise discreditable to the profession.

3.9.1 Accepted methods of making experience and/or availability known include:

Publication of work (with the consent of the client); Direct approaches to potential clients; Entries in any relevant directories; Advertisement (in printed publication, or on radio or television); Public speaking engagements;

### **Personal conduct**

3. 10 A member shall be a fit and proper person to carry on the profession of management consultancies.

3. 10. 1 A member shall at all times be of good reputation and character. Particular matters for concern might include: conviction of a criminal offence or committal under bankruptcy proceedings censure of disciplining by a court or regulatory authority unethical or improper behavior towards employees or the general public.

3.10.2 A member shall not willfully give the CIMC false, inaccurate, misleading or incomplete information.

The Institute has some members not practicing as consultants. They are required to adhere to the standards set out in the brief Code of Conduct set out below:

## CODE OF CONDUCT

1. Will further the objectives of the Institute in as far as they are able;
2. Will not bring the Institute or profession of management consultancy in to disrepute;
3. Shall be a fit and proper person to be a member of the Chartered Institute of Management Consultants.
4. Shall at all times be of good reputation and character. Particular matters for concern might include:
  - Conviction of a criminal offence or committal under bankruptcy proceedings;
  - Censure of disciplining by a court of regulatory authority;
  - Unethical or improper behavior towards members or the general public.
5. Shall not willfully give the Institute false, inaccurate, misleading or incomplete information.

### **Disciplinary action**

- All members are liable to disciplinary action if their conduct is found, by the Disciplinary Committee of the Institute to be in contravention of the Codes, or to bring discredit to the profession or to the Institute.
- In accordance with the Code, members may be required to make a declaration in answer to enquiries from the Institute concerning their professional conduct. A member failing to make such a declaration may be found in breach of the Principle to which the rule or note relates.