

PMC Code of Professional Conduct

Singapore Business Advisors & Consultants Council

Source: <http://www.sbacc.org.sg/become-a-pmc/code-of-conduct.html>

Practising Management Consultant, PMC Code of Professional Conduct

1. This document shall be referred to as the "PMC Code of Professional Conduct".
2. In this document, words importing the singular include the plural and any gender includes the other genders.
3. Each of the following expressions and/or words shall have the meaning set forth against it:
 - "Client" - the person, firm or organisation whatsoever with whom a PMC enters into an agreement or contract for the provision of his services;
 - “Code” - PMC Code of Professional Conduct;
 - “Fellow Consultant” – another PMC, another Management Consultant or a Consultant of another professional body;
 - "PMC" - an Individual that has been certified as a Practising Management Consultant by the PMC-CB;
 - “PMC-CB” - the Practising Management Consultant Certification Board of the Singapore Business Advisors & Consultants Council;
 - “Profession” – the profession of management consultancy.
4. The PMC Code of Professional Conduct comprises the following responsibilities:
 - a. Responsibilities to the Profession;
 - b. Responsibilities to the PMC-CB and Fellow Consultant;
 - c. Responsibilities to the Client (In relation to the engagement);
 - d. Responsibilities to the Client (In relation to independence and potential conflict of interest); and

e. Responsibilities to the Client (In relation to dealings with the Client and the Client's staff).

5. Responsibilities to the Profession

5.1 A PMC shall at all times conduct himself in a competent and professional manner and in a manner which will enhance the standing and public regard of the Profession.

5.2 A PMC shall not do anything that will bring him, the PMC-CB, SBACC and the Profession into disrepute.

5.3 If, in circumstances not specifically covered in this Code, a PMC finds that his professional or personal interests conflict so as to risk a breach of this Code, he shall, as the circumstances may require, (1) withdraw from the engagement(s), (2) if possible remove the source of conflict, or (3) declare the conflict and obtain in writing the agreement of the parties concerned to his engagement or the continuance of his services.

5.4 A PMC shall have proper regard for the professional obligations and qualifications of those from whom he receives or to whom he gives authority, responsibility or employment, or with whom he is professionally associated.

5.5 To ensure efficient performance of his services, a PMC shall exercise good management through careful planning, frequent progress reviews and effective controls.

5.6 When asked by a Client to review the work of a Fellow Consultant, a PMC shall exercise objectivity, integrity and sensitivity required in all technical and advisory conclusions communicated to the Client.

6. Responsibilities to the PMC-CB and Fellow Consultant

6.1 A PMC shall only initiate or accept a joint assignment with a Fellow Consultant if he is satisfied that such an assignment would be conducted according to the standards set out in this Code.

6.2 A PMC shall negotiate agreements and charges for professional services only in a manner approved as ethical and professional by the PMC-CB.

6.3 A PMC shall inform the PMC-Certification Board, without delay, if he encounters any matters which can affect his capability in continuing to fulfil the certification requirements.

7. Responsibilities to the Client (In relation to the engagement)

7.1 A PMC, in publicising his work or making representations to a Client, shall ensure that the information given:

(a) is factual and relevant;

(b) is neither misleading nor unfair to others; and

(c) is not otherwise discreditable to the Profession.

7.2 A PMC shall only accept an engagement for which he is suitably qualified.

7.3 Before accepting an assignment, a PMC shall clearly define the terms and conditions of the assignment including the scope, nature and period of the service to be provided, the allocation of responsibilities, and the basis of remuneration.

7.4 A PMC shall regard his Client's requirements and interests as paramount at all times.

7.5. A PMC shall not accept an engagement if he cannot serve the Client effectively.

7.6. A PMC shall only sub-contract work with the prior written agreement of his Client.

7.7 A PMC shall hold as strictly confidential all information concerning the affairs of his Client unless the Client has released such information for public use or has given specific permission for its disclosure.

7.8 A PMC shall develop recommendations specifically for the solution of each Client's problems; such solutions shall be realistic and practicable and clearly understandable by the Client.

7.9 A PMC shall advise the Client of any significant reservations he may have about the Client's expectation of benefits from an engagement.

7.10 A PMC shall not indicate any short-term benefits at the expense of the long-term welfare of the Client, without advising the Client of the implications.

7.11 A PMC shall discuss and agree with the Client any significant changes in the objectives, scope, approach, anticipated benefits or other aspects of the engagement which might arise during the course of carrying it out.

7.12 A PMC shall recognise that in the discharge of his responsibilities to the profession as well as to himself and his Clients, he should at all times ensure that his knowledge and skills are kept up-to-date and shall take appropriate steps to this end.

7.13 A PMC shall not knowingly and without permission use copyright material as well as confidential information, data materials or techniques of the Client or others.

8. Responsibilities to the Client (In relation to independence and potential conflicts of interest)

8.1 A PMC shall avoid any action or situation which is inconsistent with his professional obligations or which in any way might be seen to impair his independence and integrity.

8.2 A PMC shall maintain an independent position with the Client at all times, making certain that advice and recommendations are based upon thorough impartial consideration of all pertinent facts and circumstances and on opinions developed from reliable relevant experience.

8.3 A PMC shall declare at the earliest opportunity any special relationships, circumstances or business interests which might influence or impair his Independent judgment or objectivity on a particular assignment.

8.4 A PMC shall not accept any benefit from a third party pertaining to recommendations to the Client and to disclose any financial interest in goods or services which are part of the recommendations.

8.5 A PMC shall not serve a Client under terms or conditions which might impair his independence, objectivity or integrity. He shall reserve the right to withdraw if conditions beyond his control develop to interfere with the proper conduct of the assignment. He shall not practice during a period when his judgment is or might be impaired through any cause.

8.6 A PMC referring a Client to a Fellow Consultant shall not misrepresent the qualifications of the other Consultant, nor will he make any commitments for or on behalf of the other Consultant. The Fellow Consultant engaged by the PMC should be conversant with and uphold the Code.

8.7 A PMC shall not accept an assignment from a Client knowing that a Fellow Consultant is serving the Client in a similar capacity unless he is assured, and can satisfy himself, that any potential conflict between the two assignments is recognised by, and has the consent of, the Client.

9. Responsibilities to the Client (In relation to dealings with the Client and the Client's staff)

9.1 A PMC shall refrain from inviting any employee of a Client to consider alternative employment. For the avoidance of doubt, an advertisement in the press to which such an employee responded shall not be considered to be an invitation to the employee.

9.2 A PMC shall not give discounts, commissions or gifts as an inducement to show favour to any person or body, in particular to the Client or the Client's staff.

9.3 A PMC shall not attempt to obtain work by giving financial inducement to Clients or Client's staff.

10. The PMC-CB shall be empowered to issue, rescind and amend this Code and any advice, circular or direction given under this Code from time to time, which shall be binding on the PMCs.