PROJECT MANAGEMENT

PMP® Certification Training

Lesson 02: Professional and Social Responsibility

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Objectives

▷ Describe values that support the Code of Ethics and Professional Conduct

▷ Explain aspirational and mandatory standards of the Code of Ethics

▷ Explain how to ensure individual integrity

Code of Ethics and Professional Conduct

The PMI® has established a set of guidelines for the Code of Ethics and Professional Conduct for certified PMP professionals. It describes the expectations that the project managers should have of themselves and of their fellow practitioners in the global project management community.

Project managers hold a great deal of responsibility over:

- The projects they undertake
- The solutions provided
- The management of costs
- The impact of projects on the organization
- Any impacted environments or groups
- Dollars spent
- Vendors/contractors hired

PMI expects project managers to display a high standard of integrity.

Source: PMI Code of Ethics and Professional Conduct

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Values That Support the Code of Ethics

- PMI has identified four core values across the global project management community that are most important to project managers.
  - Responsibility
  - Respect
  - Fairness
  - Honesty

- Each section of the Code of Ethics and Professional Conduct includes both aspirational and mandatory standards.

- The aspirational standards describe the conduct that the project managers strive to uphold as practitioners.

- Although adherence to the aspirational standards is not easily measured, it is expected that project management professionals adhere to them. These are not optional.

- The mandatory standards establish firm requirements and, in some cases, limit or prohibit practitioner behavior. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

Source: PMI Code of Ethics and Professional Conduct

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Responsibility: Definition

Responsibility is your duty to take ownership for the decisions you make or fail to make, the actions you take or fail to take, and the resultant consequences.

Source: PMI Code of Ethics and Professional Conduct

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Responsibility: Aspirational Standards

Aspirational standards include:

- Making decisions and taking actions based on the best interests of the:
  - Society
  - Public safety
  - Environment
- Undertaking assignments consistent with your background, experience, skills, and qualifications
- Fulfilling the commitments undertaken—"We do what we say we will do"
- Owning and correcting errors or omissions promptly
  - Errors must be communicated immediately to the appropriate body
  - Accountability must be accepted along with the resulting consequences
- Ensuring any and all proprietary and/or confidential information is protected
- Upholding ethical code

Source: PMI Code of Ethics and Professional Conduct

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Responsibility: Mandatory Standards

Mandatory standards include:

- Being informed about the regulations and legal requirements

- Upholding the policies, rules, regulations, and laws that govern your work and professional and volunteer activities

- Reporting unethical or illegal conduct to the appropriate management and, if necessary, to those affected by the conduct

Source: PMI Code of Ethics and Professional Conduct

Responsibility: Mandatory Standards (Contd.)

ETHICS COMPLAINTS

This section includes reporting violations of the PMI Code of Ethics and Professional Conduct by other project managers.

Ethics complaints must adhere to the following PMI standards:

- Bring violations of the code to the attention of the appropriate body for resolution
- File ethics complaints when they are substantiated by facts
- Pursue disciplinary action against an individual who retaliates against a person raising ethical concerns

Source: PMI Code of Ethics and Professional Conduct

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Respect: Definition

- Respect is your duty to show a high regard for yourself and resources entrusted to you.

- These resources include people, money, reputation, the safety of others, and natural or environmental resources.

- An environment of respect promotes trust, confidence, and excellence in performance by fostering mutual cooperation.

- It generates an environment where diverse perspectives are encouraged and valued.

Source: PMI Code of Ethics and Professional Conduct

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Respect: Aspirational Standards

Aspirational standards include:

- Being informed about the norms and customs of others and avoiding engagement in behavior that might be considered disrespectful

- Listening to others' points of view and seeking to understand them

- Directly approaching those persons with whom you have a conflict or disagreement

- Conducting yourself in a professional manner, even when it is not reciprocated

Source: PMI Code of Ethics and Professional Conduct

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Respect: Mandatory Standards

Mandatory standards include:

- Negotiating in good faith

- Not exercising the power of your expertise or position to influence the decisions or actions of others in order to benefit personally

- Not acting in an abusive manner toward others

- Respecting the property rights of others

Source: PMI Code of Ethics and Professional Conduct

Fairness: Definition

- Fairness is your duty to make decisions and act impartially and objectively.

- Your conduct must be free from conflicting self-interest, prejudice, and favoritism.

Source: PMI Code of Ethics and Professional Conduct

Fairness: Aspirational Standards

Aspirational standards include:

- Demonstrating transparency in decision-making process
- Constantly reexamining your impartiality and objectivity and taking corrective action when required
- Providing equal access to information to those authorized to have it
- Providing equal opportunities to qualified candidates

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Source: PMI Code of Ethics and Professional Conduct

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Fairness: Mandatory Standards

Mandatory standards include:

- Proactively and fully disclosing any real or potential conflict of interest to appropriate stakeholders

- Refraining from engaging in the decision-making process or from influencing outcomes when real or potential conflict of interest is realized

- If there is real or potential conflict of interest, participating only when:
  - Full disclosure is made to the affected stakeholders
  - Approval on complete mitigation plan is received
  - Consent of stakeholders to proceed is obtained

Source: PMI Code of Ethics and Professional Conduct

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Fairness: Mandatory Standards (Contd.)

FAVORITISM AND DISCRIMINATION

Mandatory standards include:

- Not hiring or firing, rewarding or punishing, or awarding or denying contracts based on personal considerations, which include favoritism, nepotism, or bribery

- Not discriminating against others based on gender, race, age, religion, disability, nationality, or sexual orientation

- Applying the rules of the organization (as given by employer, Project Management Institute, or any other group) without favoritism or prejudice

Source: PMI Code of Ethics and Professional Conduct

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Honesty: Definition

- Honesty is your duty to understand the truth and act in a truthful manner both in your communications and conduct.

Source: PMI Code of Ethics and Professional Conduct

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Honesty: Aspirational Standards

Aspirational standards include:

- Earnestly seeking to understand the truth

- Being truthful in communications and conduct

- Providing accurate information in a timely manner

- Making commitments and promises, implied or explicit, in good faith

- Striving to create an environment in which others feel safe to tell the truth

Source: PMI Code of Ethics and Professional Conduct

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Honesty: Mandatory Standards

Mandatory standards include:

- Not engaging in or condoning behavior that is designed to deceive others, which includes but is not limited to:

  o Making misleading or false statements

  o Stating half-truths

  o Providing information out of context

  o Withholding information that, if known, would render your statements as misleading or incomplete

- Not engaging in dishonest behavior with the intention of personal gain or at the expense of another

Source: PMI Code of Ethics and Professional Conduct

Ensuring Individual Integrity

Project managers need to ensure their own individual integrity while managing a project.

This means:

- Always reporting the truth regardless of negative consequences

- When conflict occurs, dealing with it directly

- Treating everyone with respect

- Avoiding discrimination

- Following all rules and regulations governing the project

- Reporting any unethical or dishonest behavior

- Not factoring personal gains into a decision in any way

- Always doing the right thing and following the right process

Ensuring Individual Integrity (Contd.)

Project managers need to ensure their own individual integrity while managing a project. This means:

- Never divulging company information to unauthorized parties

- Respecting intellectual property rights

- Following the Project Management Institute's (PMI) Code of Ethics and Professional Conduct. This can be found on the PMI website.

Understand the individual integrity required in project managers to answer questions that test professional and ethical responsibility.

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Business Scenario 1: Problem Statement

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- You are the project manager for a global project. The project is being delivered in another country, and most of your team members are spread out across multiple regions. Your project sponsor is confident in your team's ability to finish the project under budget and ahead of schedule. To encourage you and your team, an early completion incentive has been linked to the project.

- After using parametric estimates in the planning process and developing a well-documented basis of estimates, you are confident that you can deliver the project within its budget and on schedule.

- After you hold an on-site meeting with local officials about the status of the project, one of the officials pulls you aside to have a conversation. He tells you that he can get an important government approval immediately, which will ensure that the next phase of the project is completed ahead of schedule. However, he asks you to pay him $250 in US currency as an "administration fee." What would you do as a project manager?

Business Scenario 1: Solution

- You deny the request to pay $250 to the official.

- You want to keep your project on a positive path to ensure success. Further, your project team would like to earn an incentive for their hard work. However, paying the official money would be considered a bribe.

- Therefore, the next step for you, as the project manager, is to meet with the sponsor and report the offer made by the official.

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Contributing to the Project Management Knowledge Base

Project managers can contribute to the project management knowledge base in the following ways:

- Share the best practices learned during your project with other project managers in your organization
- Mentor junior team members on project management related topics
- Write a white paper or blog on project management or participate in project management discussion groups
- Actively participate in analyzing past project data, and compile project management related metrics to be used within the organization
- Participate in volunteer activities with PMI

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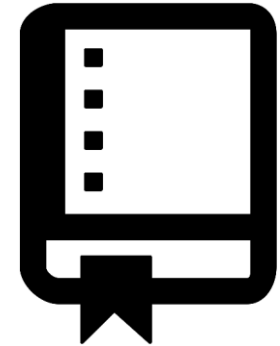
Enhancing Professional Competence

Project managers should do the following to enhance their professional competence:

- Analyze their strengths and weaknesses
- Look for a senior project manager to mentor them on areas where they are not very competent
- Actively look for ways to apply their project management knowledge on projects
- Read project management books for new ideas or techniques
- Listen to or participate in webinars and online learning efforts
- Join a local chapter of PMI and participate with other project managers
- Discuss the challenges faced on their projects, with other project managers

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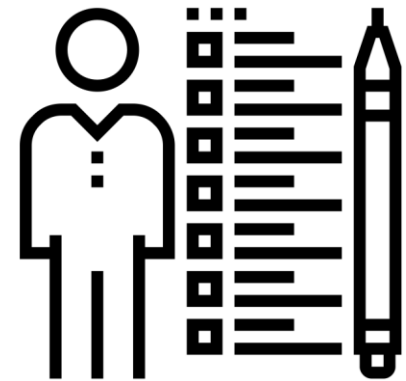
Business Scenario 2: Problem Statement

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- Three months ago, you wrapped up a project that produced spare parts for one of your customers. You successfully gained final acceptance by the customer on the deliverable.

- Managing the project went well because the spare parts consistently met the quality metrics, passed fitness for use tests, and adhered to all control charts. There was no indication of issues with quality and grade that would prompt a need for change.

- A fellow project manager in the company is preparing for a similar project with a different customer, and they want to meet with you to glean insight on what to expect.

- During your meeting, you discover an error in the results communicated in the deliverable that may potentially turn into a safety issue in the future, which could affect thousands of customers. Although the risks involved with these newly discovered safety issues are very low, they could have a serious impact. How would you manage this?

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Business Scenario 2: Solution
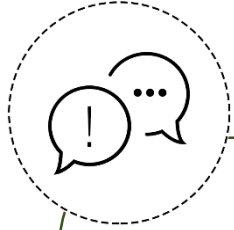
- You should first get in touch with your old project sponsor and management to communicate your findings both verbally and in writing (formally). Then you and/or the sponsor should communicate your findings to the customer.
- According to PMI's Code of Ethics and Professional Conduct, you must uphold the policies, rules, regulations, and laws that govern your work and professional and volunteer activities.

Promoting Stakeholder Collaboration

Project managers should encourage stakeholder collaboration so that stakeholders are aware of the true benefits of the project and help in whatever way they can to make it successful.
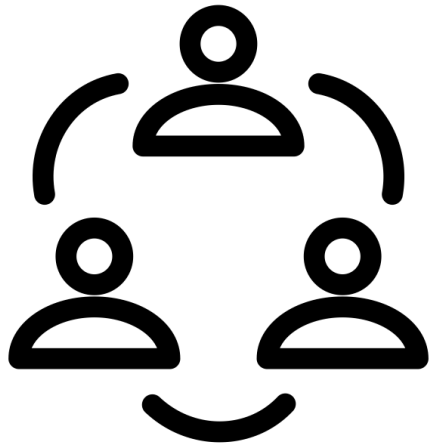
The project managers should perform the following activities to promote stakeholder collaboration:

- Resolve competing interests
- Take charge and deal with conflicting scenarios
- Respect cultural differences that occur when projects span geographies
- Always keep stakeholders informed about the true status of their projects

Business Scenario 3: Problem Statement

- ACME Technologies, Inc. takes pride in its excellent customer service and high-quality technology implementations. This brand strategy has served the company well as they maintain a strong customer loyalty record. The area that hurts them, at times, is the fact that some of their system implementations take longer than forecast.

- Jim is a project manager at the company, and he is leading a desktop upgrade for one of their repeat customers. The project is nearing its completion date, and it is time to check the correctness of the computer build-out. During the evaluation, it is brought to Jim's attention that the desktops are not fast enough for the company's core financial software to function as designed. A team member suggests they increase the system's speed by 10% with additional RAM as a courtesy to the customer since they have excess parts from another project, and it will not cost the company any additional dollars. In addition, the company had faced some issues on the previous project for this customer, and this would be a great way to make up for the past problems. What should Jim do?

Business Scenario 3: Solution

- The additional speed would make a huge difference and allow ACME to meet their defined quality metrics and fitness for use requirements. The fact that the software will not be able to perform on the system to meet established requirements would be a the point of failure for the project.

- Jim should document both the issues and the recommendations to present to the project sponsor. Identifying the performance concerns is required as he has now been made aware of the issue.

Study the business scenarios to get familiar with questions that test professional and ethical responsibility.

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Key Takeaways

▷ Project managers must always follow the Project Management Institute's Code of Ethics and Professional Conduct.

▷ The values of PMI Code of Ethics and Professional Conduct include:

  o Responsibility

  o Respect

  o Fairness

  o Honesty

▷ There are aspirational and mandatory standards for each of the values.

▷ Project managers can contribute to the project management knowledge base by actively analyzing past project's data and compiling metrics related to project management to be used within the organization.

▷ The project managers should always keep stakeholders informed about the true status of their projects to promote stakeholder collaboration.

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Quiz

Quiz

1. Which of the following is not a core value per PMI's Code of Ethics and Professional Conduct?

A ▶ Trust

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

Quiz

1. Which of the following is not a core value per PMI's Code of Ethics and Professional Conduct?

A ▶ Trust

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

The correct answer is: **A**

Per PMI's Code of Ethics and Professional Conduct, trust is not a core value. The four core values are responsibility, respect, fairness, and honesty.

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Quiz

2. "Your duty to take ownership for the decisions you make or fail to make, the actions you take or fail to take, and the consequences that result" is part of _____.

A ▶ Respect

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

Quiz

2. "Your duty to take ownership for the decisions you make or fail to make, the actions you take or fail to take, and the consequences that result" is part of _____.

A ▶ Respect

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

The correct answer is: **B**

Responsibility is your duty to take ownership for the decisions you make or fail to make, the actions you take or fail to take, and the consequences that result.

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Quiz

3. "Your duty is to make decisions and act impartially and objectively. Your conduct must be free from competing self interest, prejudice, and favoritism." This is part of _____.

A ▶ Respect

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

3. "Your duty is to make decisions and act impartially and objectively. Your conduct must be free from competing self interest, prejudice, and favoritism." This is part of _____.

A ▶ Respect

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

The correct answer is: **D**

Fairness is your duty to make decisions and act impartially and objectively. Your conduct must be free from competing self interest, prejudice, and favoritism.

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Quiz

4. "Negotiating in good faith and not acting in an abusive manner toward others" are the mandatory standards of _____.

A ▶ Respect

B ▶ Responsibility

C ▶ Honesty

D ▶ Fairness

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Quiz

4. "Negotiating in good faith and not acting in an abusive manner toward others" are the mandatory standards of _____.

A ➤ Respect

B ➤ Responsibility

C ➤ Honesty

D ➤ Fairness

The correct answer is: **A**

Negotiating in good faith and not acting in an abusive manner toward others are the mandatory standards of respect.

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