



RMC CODE OF PROFESSIONAL CONDUCT

1. This document shall be referred to as the “**RMC Code of Professional Conduct**”.

The RMC Code of Professional Conduct has been developed to comply with requirements of ‘TR 43 Management Consultants’ and SPRING Singapore Consultant Quality Initiative. All RMCs certified under this program shall undertake to abide by the RMC 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 organization whatsoever with whom a RMC enters into an agreement or contract for the provision of his services.

“**Code**” – RMC Code of Professional Conduct.

“**Fellow Consultant**” – another RMC, another Management Consultant or a Consultant of another professional body.

“**RMC**” – an individual who has been certified as a Registered Management Consultant by the RMC Certification Board.

“**Profession**” - the profession of management consultancy.

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4. For the purpose of this document, the following terms and definitions given in TR43:2015, ISO/IEC 17000, ISO/IEC 17024 apply.

4.1 A Management Consultant is a generic term used to reference individuals who perform all or some of the typical consulting functions in the field of management. It is a professional service to provide practical and feasible advice to clients, such as but not limited to solving management and business issues affecting business operations, identifying and seizing new opportunities for business improvements, as well as change implementation to maintain and improve overall business health.

In summary, a management consultant should assist his/her client to achieve organizational purpose and objective.

4.2 A Client is a generic term in reference to users of consultancy, such as but not limited to private business owners, public enterprises, government agencies or other entities. The above definitions are general and do not make reference to the entities' gender, sector, ethnicity, citizenship or other characteristics.

5. There are certain code of professional conduct principles (involving also ethical principles) that apply to all aspects of management consultancy. A Management Consultant shall uphold the principles in relation to the profession, client and community.

6. The RMC Certification Board shall be empowered to **issue, rescind** and **amend** the Code and any advice, circular or direction given under this Code from time to time, which shall be binding on the RMCs.

7. The Code comprises of principles which are categorized under **three main responsibilities** which are:

- a) **Responsibility to the profession**
- b) **Responsibility to the client**
- c) **Responsibility to the community**

PRINCIPLES & ITS MANIFESTATIONS

a) RESPONSIBILITY TO THE PROFESSION

1. Respect for the profession

Exhibit conduct that reflects honorably upon and enhances the standing and public regard for the profession.

A RMC shall not do anything that will bring him, the RMC Certification Board and the Profession into disrepute.

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

2. Integrity

Respect the rights of other professionals in the consultancy Industry by not using proprietary information, copyright material, or a Client's proprietary data, or materials or techniques that others have developed but have not released for public use, or methodologies without permission.

When asked to review the work of another professional, the management consultant shall exercise the objectivity, integrity and sensitivity required in all technical and advisory conclusions communicated to the Client.

Avoid any action or situation inconsistent with his professional obligations or which in any way might be seen to impair his integrity and in particular: he 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. He shall declare at the earliest opportunity any special relationships,

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circumstances or business interests which might influence or impair his independent judgement or objectivity on a particular assignment.

The RMC shall not serve a Client under terms or conditions which might impair his being independent, or which might impair his 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 judgement is or might be impaired through any cause.

The RMC shall not take discount, commissions or gifts as an inducement to show favor to any person or body.

RMC shall not attempt to obtain work by giving financial inducement to Client or Client's staff.

Assure that personal conduct does not call into question whether the consultant is a fit and proper person to carry on the profession of management consulting.

3. Adherence to professional standards

Uphold integrity and professionalism by executing assignment in accordance with professional standards and best practices.

Take no personal advantage from privileged information gathered during an assignment, nor enabling others to do so.

Act with courtesy and respect to clients, employees and professional colleagues.

4. Commitment to continuous improvement

Evaluate impact of the consultancy services provided and demonstrate continued competence.

In the discharge of his responsibility 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.

(b) RESPONSIBILITY TO THE CLIENT

5. Priority of Client's interests

Engage only in projects that are in the best interests of the Client and avoid the encouragement of unrealistic expectations.

Respect the client. Create a climate of trust and serve the client's interests. Regard Client's requirements and interests as paramount at all times.

Refrain from inviting Client's employees to consider alternative employment with them without the Client's permission.

6. Objectivity

Maintain impartiality in relationship with all stakeholders and recommend solutions that meet the client's needs.

Provide sound advice and guidance to Client.

Declare to the Client any factors that may affect independence or objectivity – such as commission payments or other remuneration from a third party in connection with recommendations to the Client, or financial interest in any goods or services which form part of those recommendations.

Do not create dependence by him on Client, nor by Client on him.

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7. Declaration of conflict of interest

Declare at the earliest opportunity and disclose details of any conflict of interest, special relationships, circumstances or business interests to the relevant parties in the event that his independent judgement or objectivity is impaired in fact or appearance on a particular assignment.

Identify and disclose to the Client any conflicts of interest and resolve these with the Client.

Do not act in the official capacity as an advocate for Client.

Anticipate and avoid conflicts of interest (for example, representing two opposing interests at once).

8. Transparency

Present scope, timelines, cost, services and deliverables of an assignment clearly to the client and seek the client's agreement. Ensure that the scope, deliverables, timings and costs of consulting support are clear and agreed before starting work. RMC should be open and honest about qualifications, skills and experience, and only accept work which he is competent to perform.

Maintain communication with the Client and keep the Client adequately informed on assignment progress.

The RMC shall advise the Client of any significant reservations he may have about the Client's expectation of benefits from an engagement. He shall not accept an engagement if he cannot serve the Client effectively.

He 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.

He 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.

9. Proficiency

Exhibit the competence required to perform an assignment for the client and, if necessary, complement this with other competent advice and assistance. The RM shall develop recommendations specifically for the solution of each

Client's problems, such solutions shall be realistic, practicable and clearly understandable by the Client.

10. Professional care

Exercise due professional care, including consideration of the needs of the client and cost of the assignment in relation to the outcomes. Carry out assignments effectively.

11. Confidentiality

Respect confidentiality of client information, including intellectual property, and exercise due care to prevent unauthorized access to such information.

The RMC shall respect the confidentiality of information from any source.

The RMC shall hold as strictly confidential all information concerning the affairs of Clients, unless the Client has releases such information for public use, or has given specific permission for its disclosure.

12. Quality

Deliver high quality service in any assignment.

Specify and agree with the client on any sub-contracted work.

RESPONSIBILITY TO THE COMMUNITY

13. Efficiency

Optimize personal, client and other resources to complete an assignment.

To ensure efficient performance of his services, a RMC shall exercise good management, careful planning, regular performance reviews and effective controls, with organized processes, procedures, work flows, evidential worksheets and documentation.

14. Sustainability

Recommend solutions that are compatible with the principles of sustainable development.

The RMC should not skip the discovery / diagnostic phase of consulting.

He should not push his point of view well beyond what the evidence of the discovery process revealed. Nor should he want to come to the same conclusion about the issue as the Client who may not tell 'the whole story', in turn resulting in the consultant making the wrong recommendation based on inadequate information. He should not want to further help the Client's organization by terminating the current consulting project when the outcomes (that were specified in the project's work plan) are achieved.

15. Responsibility

Represent the interests of the consultancy industry in the wider community. The RMC, in publicizing his 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.

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The RMC shall not tell interested parties in trying to help the overall community any information that the Client believed was being held in confidence between the consultant and Client.

The RMC should ensure that his sub-contracted consultants abide by the same RMC Code of Professional Conduct.

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

The RMC shall only initiate or accept a joint assignment with a member of another professional body if he is satisfied (and can satisfy the Client and if required the RMC Certification Board) that such an assignment would be conducted to the standards represented by the Code.

In referring a Client to another Management Consultant the RMC shall not misrepresent the qualifications of the other Management Consultant, nor will he make any commitments for the other Management Consultant.

The RMC shall not accept an assignment for a Client knowing that another Management 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 recognized by, and has the consent of the Client.

The RMC shall negotiate agreements and charges for professional services only in a manner deemed to be ethical and professional.

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