



## RMC CODE OF PROFESSIONAL CONDUCT

### Preamble

- A.** This document shall be referred to as the “RMC Code of Professional Conduct”.
- B** The RMC Code of Professional Conduct (Code) establishes the standards of ethics and professional conduct for RMCs, in alignment to the SS 680:2021 Specification for Management Consultant. All RMCs shall pledge in writing to abide by the Code. Failure to observe the Code may result in disciplinary action.
- C** 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.

### 1 Definition and Interpretation

1.1 In this Code unless the context otherwise requires:

<b>“Client”</b>	Entity or individual who engages a management consultant, including, a private business owner, public enterprise or government agency.
<b>“Declaration”</b>	A written statement referring to and disclosing the facts relevant to the situation covered by particular provisions of the Code of Professional Conduct
<b>“Independent”</b>	A position to at all material times express one’s own opinion without any direct or indirect control or influence from anyone outside one’s Management Consulting practice and without the need to consider the director indirect ramification or consequences (beneficial or otherwise) of such opinion on one’s own personal interests
<b>“Institute”</b>	Institute of Management Consultants (Singapore)
<b>“Management Consultant”</b>	Individual who performs all or some of the typical independent consultancy activities for organisations, including, but not limited to identifying operational issues; creating new business opportunities; providing objective advice; and designing and implementing solutions with the aim of improving operational efficiencies, effectiveness and productivity, developing innovative business models, bringing about transformation and achieving sustainable organisational growth
<b>“RMC”</b>	An individual who has been certified as a Registered Management Consultant by the RMC Certification Board
<b>“RMC Certification Board”</b>	A Board established by the Institute for the purpose of certifying RMCs.
<b>“Profession”</b>	Profession of management consultancy

- 1.2 For the purpose of this document, the following terms and definitions given in SS 680:2021 and ISO/IEC 17024 apply.
- 1.3 Words importing the masculine gender include females; words in the singular include the plural and words in the plural include the singular.

## 2 Principles

The Code comprises of principles which are categorised under four (4) main responsibilities which are:

- a) Responsibility to the profession
- b) Responsibility to the client
- c) Responsibility to the community
- d) Responsibility to self

## A RESPONSIBILITY TO THE PROFESSION

### 1 Respect for the Profession

An RMC shall uphold the integrity and good standing of the profession.

- Conduct oneself such as that to enhance the image and public regard for the profession.
- Not do anything that may bring discredit and disrepute to the Institute and the profession.
- In situations where an RMC finds a conflict between personal interests and professional obligations and risk breaching the Code, he shall:
  - withdraw from the engagement(s);
  - remove the source of conflict if possible; or
  - declare the conflict and obtain in writing the agreement of the parties concerned to his engagement or the continuance of his services.

### 2 Integrity and Trust

An RMC shall act with absolute integrity and are at all times open, honest and worthy of trust.

- Respect the rights of others in the consulting profession by not using their proprietary information or methodologies without permission.
- Exercise objectivity, integrity and sensitivity when asked to review the work of another professional.
- Use reasonable care and judgement to achieve and maintain independence and objectivity in his professional activities.
- Not offer, solicit, or accept any gift, benefit, compensation, or consideration that reasonably could be expected to compromise his own or another's independence and objectivity.
- Declare at the earliest opportunity any special relationships, circumstances or business interests which might influence or impair his independent judgement or objectivity on a particular assignment.

### 3 **Adherence to Professional Standards**

An RMC shall uphold professionalism by executing an assignment in accordance with professional standards and best practices.

- Follow a process for managing the consulting assignment that conforms to professional standards, best practices and applicable legislation and regulatory requirements
- Take no personal advantage from privileged information gathered during an assignment, nor enabling others to do so.
- Give respect and courtesy to clients, employees and professional colleagues.

### 4 **Growth Mindset and Continuous Improvement**

An RMC shall commit to learning more and doing better.

- Evaluate impact of services provided and demonstrate repeated competence.
- Maintain professional knowledge and skill at the level required to ensure that clients receive competent professional services.

## **B RESPONSIBILITY TO THE CLIENT**

### 1 **Priority of Client's Interests**

An RMC shall put client interests first, doing whatever it takes to serve them to the highest possible standards.

- Engage only in projects that are in the best interests and requirements of the client. Avoid encouragement of unrealistic expectations.
- Create a climate of trust and serve client's interests.
- Refrain from inviting client's employees for alternative employment without the client's permission.

### 2 **Objectivity**

An RMC shall be objective in forming our professional opinions and advice.

- Maintain impartiality in relationship with all stakeholders and recommend solutions that meet client's needs.
- Declare to the client any factors that may affect independence or objectivity – such as commission payments, remuneration from a third-party relating to recommendation or financial interest in any goods or services which form part of those recommendations.
- Not create dependence by him on clients, nor by clients on him.

### 3 **Avoidance of Conflict of Interest**

An RMC shall avoid conflicts of interest with clients, and do so through disclosure, resolution or withdrawal.

- Declare and disclose at earliest opportunity as well as to resolve any conflict of interests, special relationships, circumstances or business interests of the

relevant parties in the event that his independent judgement or objectivity is impaired in fact or appearance on a particular assignment.

- Not act in the official capacity as an advocate for client.
- Anticipate and avoid conflicts of interest, for example, representing two opposing interests at one time.

#### 4 **Transparency**

An RMC shall be open and transparent in his actions and communications.

- Present scope, timeline, deliverables, cost and terms and conditions of an assignment clearly to the client and seek client's agreement before proceeding.
- Be open and honest about our qualifications, skills and experience, and only accept work which he have the competency to perform.
- Keep client informed on assignment progress.
- Advise client of any significant reservations he may have about the client's expectation of benefits from an engagement. An RMC shall not accept an engagement if he cannot serve the Client effectively.
- Not indicate any short-term benefits at the expense of long-term welfare of the Client, without advising the Client of the implications.
- 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.

#### 5 **Proficiency**

An RMC shall exhibit the competence required to perform the tasks for client.

- If necessary, complement this with other competent advice and assistance.
- Ensure that recommendations developed are realistic, practicable and clearly understandable by the client.

#### 6 **Professional care**

An RMC shall exercise due professional care in the management of client engagements.

- Deliver service according to expected standards
- Consider the needs of the client.
- Consider the costs of the assignment in relation to outcomes.
- Carry out assignments effectively.

#### 7 **Confidentiality**

An RMC shall respect confidential information entrusted to him by clients.

- Respect the confidentiality of client's information including intellectual property.
- Exercise due care to prevent unauthorised access to confidential information.
- Hold in strict confidence all information concerning the business and affairs of a client, unless the client permits disclosure of the information or disclosure is required by law.

#### 8 **Quality**

An RMC shall commit to deliver high quality service, applying proven methodologies and following professional standards.

- Deliver high quality service in any assignment.
- Specify and agree with the client on any sub-contracted work.

## **C RESPONSIBILITY TO THE COMMUNITY**

### **1 Efficiency**

An RMC shall optimise all resources to complete an assignment.

- a) Optimise personal, client and other resources to complete an assignment
- b) Exercise good management, careful planning, regular performance reviews and effective controls along with organised processes, procedures, work flows, evidential worksheets and documentation

### **2 Inclusivity**

An RMC shall encourage and value a diverse mix of people, viewpoints, talents and experiences.

- Include and take into account diverse ideas, views and experiences of people from a range of connect an backgrounds, including individuals and groups who may otherwise be excluded.

### **3 Responsibility**

An RMC shall represent the interests of the consultancy industry in the wider community.

- In publicising his work or making representations to a client, ensure that the information given is:
  - factual and relevant;
  - neither misleading nor unfair to others; or
  - not otherwise discreditable to the profession.
- Ensure that any sub-contracted consultants abide by the same Code of Professional Conduct.
- Inform the RMC Certification Board, without delay, if he encounters any matters which can affect his capability in continuing to fulfill the certification requirements.
- 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 Institute) that such an assignment will be conducted to the standards represented by the Code.
- Not misrepresent the qualifications of other Management Consultant referred to a client, nor make any commitments for the other Management Consultant.
- 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 recognised by, and has the consent of the Client.
- Negotiate agreements and charges for professional services only in a manner deemed to be ethical and professional.

#### 4 **Sustainability**

An RMC shall embed sustainability principles into solutions for clients

- Recommend solutions that are compatible with the principles of sustainable development.
- Not skip the discovery/diagnostic phase of consulting or push his point of view well beyond what the evidence of the discovery process revealed.

### **D RESPONSIBILITY TO SELF**

#### 1 **Agility**

An RMC shall demonstrate willingness to change and adapt to changing circumstances.

- Adapt and respond to changing business environment and needs of clients
- Constantly find new ways to service clients through professional development and collaboration.

#### 2 **Courage of Conviction**

An RMC shall have the courage of conviction to do what is right.

- Exhibit strength to act on our strongly-held professional beliefs, opinions and judgement in the context of inclusivity.
- Where appropriate, escalate, discuss and obtain approval for specific actions and activities.

#### 3 **Determination**

An RMC shall demonstrate drive and focus to deliver a shared outcome.

- Take a client and solution-focused approach
- Challenge ourselves and others to work towards a solution.

#### 3 **Resilience**

An RMC shall have the capacity to thrive in demanding situations.

- Adapt in face of adversity
- Ability to bounce back from difficult experiences