

**Appendix 3**  
**Certified Management Consultant (CMC)**  
**Factors for Consideration in a Member Institute's**  
**Code of Conduct (CMC003)**



This table provides a broad statement of factors that a member institute of ICMCI could consider when developing and reviewing its own Code of Conduct. It is not a regulatory document nor is its content meant to be exhaustive.

**ICMCI Factors for consideration in a member Institute's Code of Conduct**

**1 Serving the interests of Clients**

- 1.1 Engaging in projects only that are in the best interests of the client and avoiding the encouragement of unrealistic client expectations
- 1.2 Ensuring that the scope, deliverables, timings and costs of consulting support are clear and agreed before starting work
- 1.3 Carrying out assignments effectively and with due care
- 1.4 Maintaining communication with the client and keeping the client adequately informed on assignment progress
- 1.5 Providing sound advice and guidance to clients
- 1.6 Refraining from inviting client's employees to consider alternative employment with them without the client's express permission

**2 Transparency of representation**

- 2.1 Being open and honest about qualifications, skills and experience, and only accepting work which they are competent to perform
- 2.2 Declaring to the client any factors that may affect their 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
- 2.3 Identifying and disclosing to the client any conflicts of interest and resolving these with the client
- 2.4 Specifying and agreeing with the client any work to be sub-contracted and ensuring that sub-contracted consultants abide by the same code of conduct as the consultant

**3 Professional behaviour**

- 3.1 Treating client information as confidential and respecting the confidentiality of information from any source
- 3.2 Neither taking personal advantage from privileged information gathered during an assignment, nor enabling others to do so
- 3.3 Acting with courtesy and respect to clients, employees and professional colleagues
- 3.4 Assuring 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

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**Record of Changes**

<b>Version/Date</b>	<b>Change</b>	<b>By</b>
1.0 / January 24 2014	Reissue of Code of Professional Conduct used since establishment of ICMCI in 1987	PSC, Approved by ICMCI Trustees

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