CSIT214/CSIT883
IT Project Management

Professional and ethical responsibilities in Project Management

Ethics

- Answer the following questions:
  - What is ethics?
  - What is business ethics?

Why is being ethical important in project management?

- It elevates the profession and raises future standards.
- It increases the faith and trust others bestow.
- It imprints on individual moral mindsets and behaviors.
- It improves business relationships at all levels.
- It promotes fair decision making.
- It reduces project risks.
- It provides a greater chance of success.
- It reduces anxiety and stress and ultimately turnover in projects.

Project Management Institute (PMI) Code of Ethics and Professional Conduct

- As practitioners of project management, we are committed to doing what is right and honourable.

- This Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and our fellow practitioners in the global project management community.

- Divide in 4 sections:
  - Responsibility
  - Respect
  - Fairness
  - Honesty

- Each section is divided into:
  - Mandatory standards (what you *must* do)
  - Aspiration standards (what you *should* do)

Project Management Institute (PMI) Code of Ethics and Professional Conduct

- Divide in 4 sections:
  - **Responsibility**
    - take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result
  - **Respect**
    - show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.
  - **Fairness**
    - make decisions and act impartially and objectively. Our conduct must be free from competing self interest, prejudice, and favouritism.
  - **Honesty**
    - understand the truth and act in a truthful manner both in our communications and in our conduct.

Responsibilities: Aspirational Standards

- Make decisions and take actions based on the best interests of society, public safety, and the environment.

- Accept only those assignments that are consistent with our background, experience, skills, and qualifications.

- Fulfil the commitments that we undertake – we do what we say we will do.

Responsibilities: Aspirational Standards

- When we make errors or omissions, we take ownership and make corrections promptly.

- When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered.

- We protect proprietary or confidential information that has been entrusted to us.

Responsibilities: Mandatory Standards

- Regulations and Legal Requirements
  - We **inform ourselves** and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.
  - We **report** unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

Responsibilities: Mandatory Standards

- Ethics Complaints
  - We bring violations of this Code to the attention of the appropriate body for resolution.
  - We only file ethics complaints when they are substantiated by facts.
  - We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

Respect: Aspirational Standards

- We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.

- We listen to others' points of view, seeking to understand them.

- We approach directly those persons with whom we have a conflict or disagreement.

- We conduct ourselves in a professional manner, even when it is not reciprocated

Respect: Mandatory Standards

- We negotiate in good faith.
- We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.
- We do not act in an abusive manner toward others.
- We respect the property rights of others

Fairness: Aspirational Standards

- We demonstrate transparency in our decision-making process.

- We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.

- We provide equal access to information to those who are authorized to have that information.

- We make opportunities equally available to qualified candidates.

Fairness: Mandatory Standards

- We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.

- When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed

Fairness: Mandatory Standards

- We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favouritism, nepotism, or bribery.

- We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

- We apply the rules of the organization without favouritism or prejudice

Honesty: Aspirational Standards

- We earnestly seek to understand the truth.
- We are truthful in our communications and in our conduct.
- We provide accurate information in a timely manner
- We make commitments and promises, implied or explicit, in good faith.
- We strive to create an environment in which others feel safe to tell the truth.

Honesty: Mandatory Standards

- We do not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.

- We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

Ethics vs. Business Interests
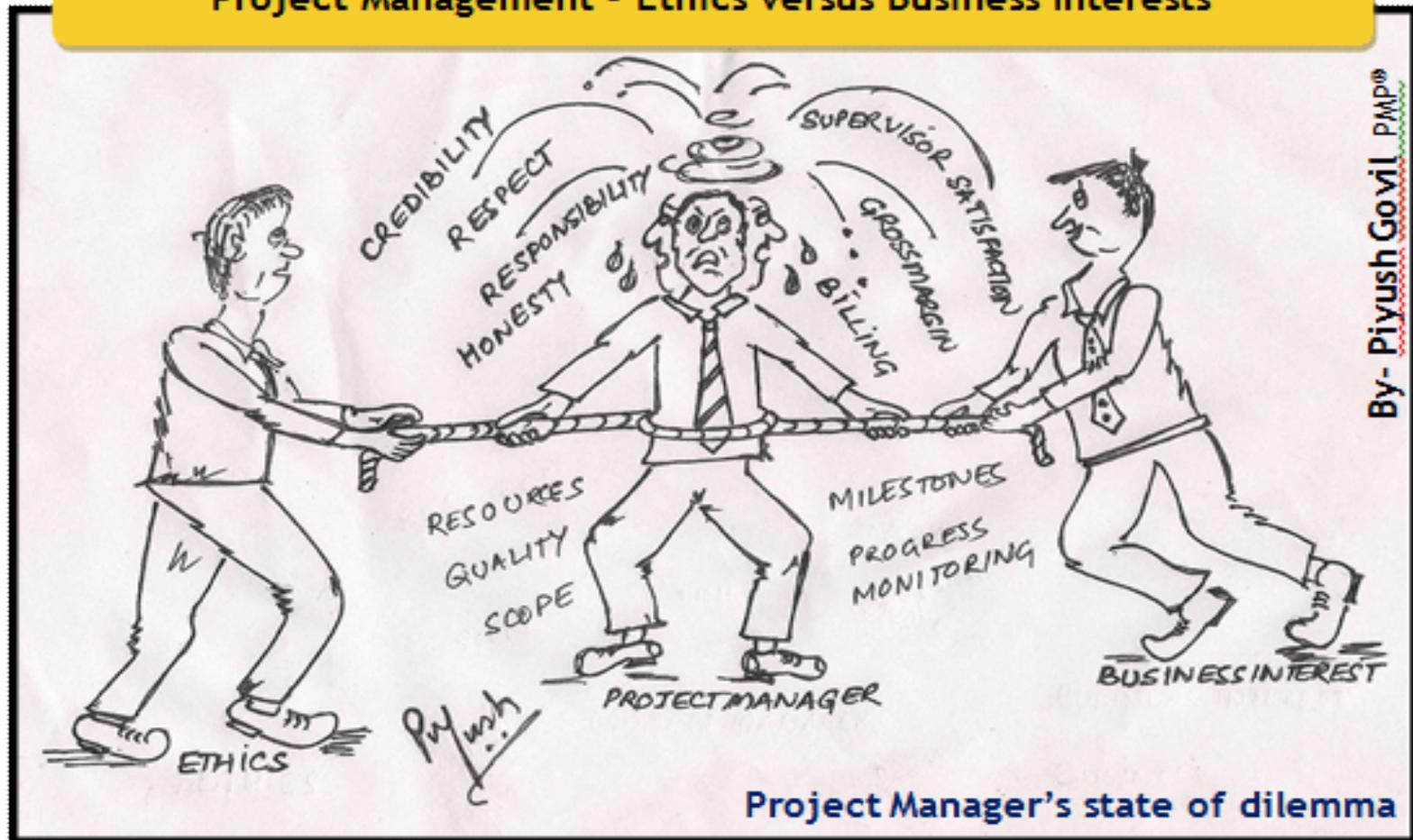
ACS Code of Ethics

- The Primacy of the Public Interest
  - You will place the interests of the public above those of personal, business or sectional interests.
- The Enhancement of Quality of Life
  - You will strive to enhance the quality of life of those affected by your work.
- Honesty
  - You will be honest in your representation of skills, knowledge, services and products.
- Competence
  - You will work competently and diligently for your stakeholders.
- Professional Development
  - You will enhance your own professional development, and that of your colleagues and staff.
- Professionalism
  - You will enhance the integrity of the Society and the respect of its members for each other.

Discussion

- □ Identify the main ethical concerns in managing IT/software projects.

Sustainability and Project Management

- What is sustainability?
  - the ability to exist constantly.
  - Sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987).

Sustainability in project management

- Sustainability is about balancing or harmonizing social, environmental and economic interests

- Sustainability is about both short-term and long-term orientation

- Sustainability is about local and global orientation

- Sustainability is about values and ethics

Sustainability in project management (cont.)

- Sustainability is about transparency and accountability
- Sustainability is about stakeholder participation
- Sustainability is about risk reduction
- Sustainability is about eliminating waste
- Sustainability is about consuming income, not capital

Sustainability in project management (cont.)

Sustainable Project Management

- *"Sustainable Project Management is the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life cycle of the project's resources, processes, deliverables and effects, aimed at realizing benefits for stakeholders, and performed in a transparent, fair, and ethical way that includes proactive stakeholder participation"*

A.J. Gilbert Silvius and Ron P.J. Schipper. 2014. Sustainability in project management: A literature review and impact analysis. Social Business 4, 1 (2014).

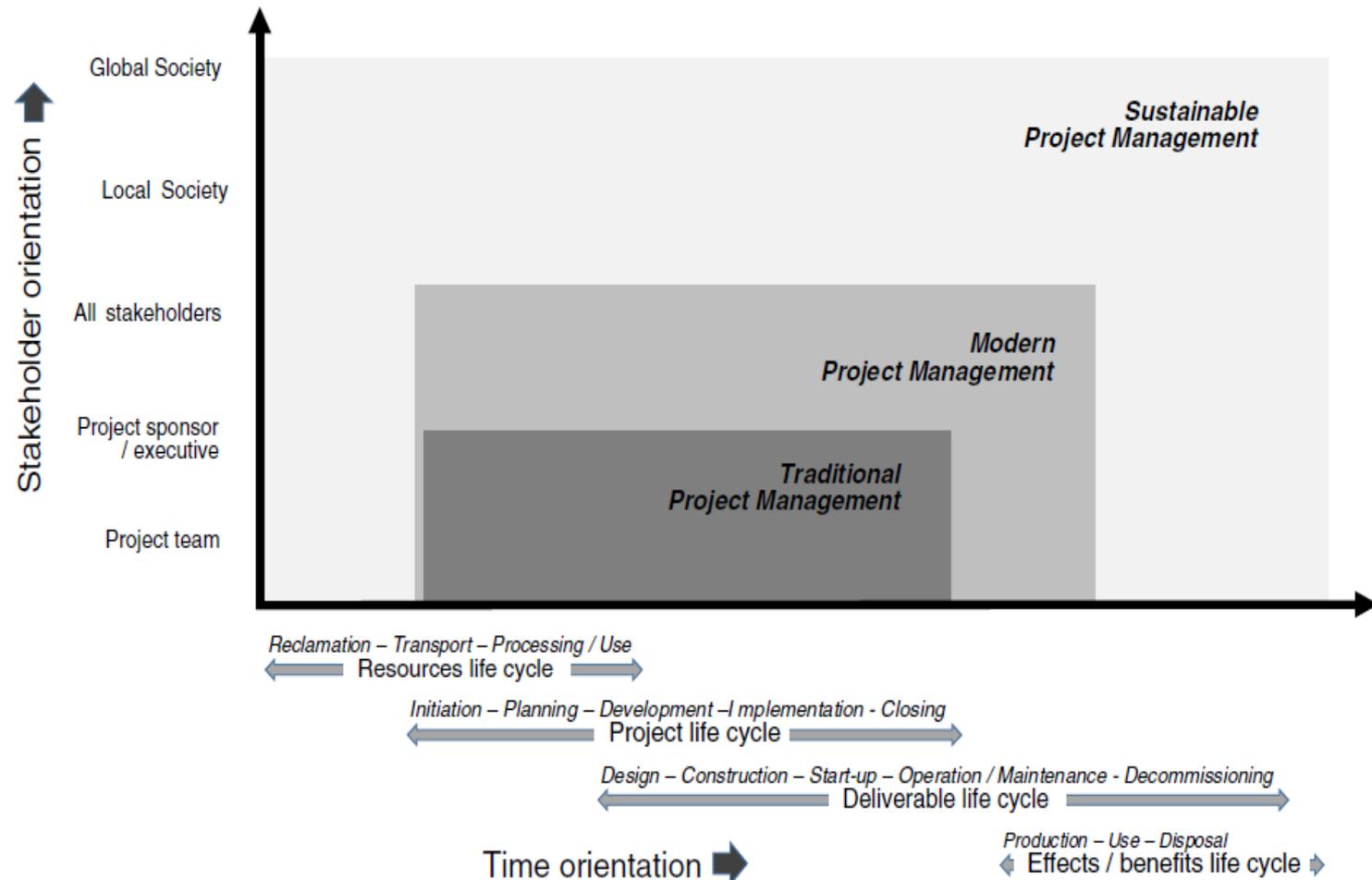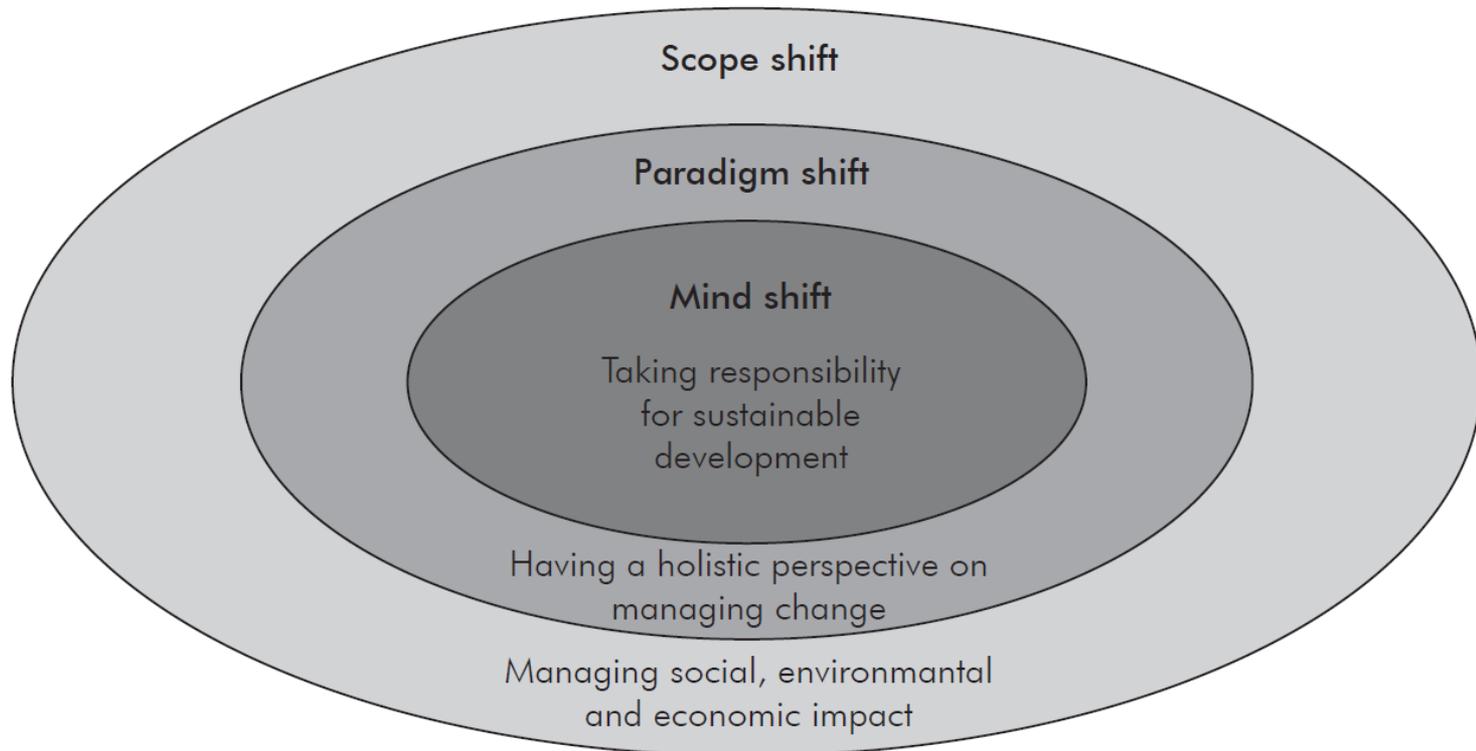# Sustainable Project Management (cont.)

Fig. 1. The enlarged scope of sustainable project management (based on Labuschagne and Brent, 2006 and Silvius and Schipper, 2014).

Sustainable Project Management (cont.)

FIGURE 3 The three shifts of sustainable project management

(Silvius et al., 2012)

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