

# Project Management College of Scheduling

## Code of Ethics\*

*Project Schedulers have certain fundamental obligations to society, to clients, to the profession, and to peers and colleagues. The Project Management College of Scheduling Code of Ethics states guidelines and Rules for the conduct of Project Schedulers in fulfilling those obligations. The Code is arranged in three tiers of statements: Canons, Ethical Standards, and Rules of Conduct.*

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- **Canons** are broad principles of conduct.
- **Ethical Standards** (Standards) are more specific goals to which Project Schedulers should aspire in professional performance and behavior.
- **Rules of Conduct** (Rules) are mandatory; violation of a Rule is grounds for dismissal from The College. Rules, in some instances, implement more than one canon or ethical standard.

The Code applies to the professional activities of all categories of Project Schedulers, across the many industry disciplines. Membership in The Project Management College Scheduling (PMCOS or The College) is voluntary. By accepting membership in the College, a Scheduler assumes an obligation of self-discipline above and beyond the requirements of laws and regulations.

Compliance with the Code, as with all laws and rules in an open society, depends primarily upon understanding and voluntary compliance, secondarily upon reinforcement by peer and public scrutiny, and finally, when necessary, upon enforcement through disciplinary action against members who fail to comply with the Rules. The Code does not, however, exhaust the moral and ethical considerations that should inform a Project Scheduler, for no worthwhile human activity can be completely defined by laws or rules. Even so, the Code is wholly concerned with ethical constraints for professionalism; the Rules are not compromised by elements concerning social agendas or activism, but simply provide a moral and rational framework for the ethical practice of Scheduling.

Where it appears, commentary is meant to clarify or elaborate the intent of a Rule. The commentary is not part of the Code and is included to assist those seeking to conform their conduct to the Code.

This Code is intended to promote the highest quality of practice in all forms of Scheduling and to strengthen public confidence in the profession. Toward that end, The Project Management College of Scheduling sets forth the following:

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\* Adapted from *The Academy of Design Professionals Code of Professional Conduct* with the permission of Andy Rutledge.

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## Section 1: General Obligations

### *Canon:*

*Project Schedulers should maintain and advance their knowledge of the art, craft, and science of Scheduling, respect the body of Scheduling knowledge, and contribute to its growth. Project Schedulers should exercise learned and uncompromised professional judgment over any other motive in the pursuit of the art, craft, and science of Scheduling, even at the expense of personal advantage.*

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### Ethical Standard 1.1: Knowledge and Skill

Project Schedulers should strive to improve their professional and technical knowledge and skill.

### Rule 1.11:

In practicing Scheduling, Project Schedulers shall demonstrate a consistent pattern of reasonable care and competence and shall, at minimum, apply the professional and technical knowledge and skill which is ordinarily applied by Schedulers of good standing practicing in the same locality.

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### Ethical Standard 1.2: Standards of Excellence

Project Schedulers should continually seek to raise the standards of education, research, training, practice, and professional excellence.

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### Ethical Standard 1.3: Promotion of the Scheduling Profession

Project Schedulers should promote the profession and contribute to the knowledge and capability of the Scheduling professions as a whole.

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## Section 2: Obligations to the Public

*Canon:*

*Project Schedulers should embrace the spirit and letter of the law governing their professional affairs and should promote and serve the public interest in their professional activities.*

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### Ethical Standard 2.1: Conduct

Project Schedulers should uphold the law in the conduct of their professional activities.

#### Rule 2.11:

Project Schedulers shall not, in the conduct of their professional practice, knowingly or unknowingly violate the law.

**Commentary:** As ignorance of the law offers no mitigation of offense or punishment under the law, ignorance offers no mitigation of this Rule.

#### Rule 2.12:

A Project Scheduler shall neither offer nor make any payment or gift to a public official with the intent of influencing the official's judgment in connection with an existing or prospective Project in which the Scheduler is interested.

**Commentary:** This Rule does not prohibit campaign contributions made in conformity with applicable campaign financing laws.

#### Rule 2.13:

A Project Scheduler serving in a public capacity shall not accept payments or gifts which are intended to influence his judgment.

#### Rule 2.14:

A Project Scheduler shall not knowingly engage in work where the aim or result is misleading, deceptive, or false by intent or substance.

#### Rule 2.15:

A Project Scheduler shall not engage in conduct involving fraud or wanton disregard of the rights of others.

**Commentary:** This Rule addresses serious misconduct whether or not related to a Scheduler's professional practice.

#### Rule 2.16:

If, in the course of his work on a Project, a Project Scheduler becomes aware of a decision exercised or prescribed by his employer or client which is fraudulent or violates any law or regulation, the Scheduler shall: (1) advise his employer or client against the decision, (2) refuse to consent to the decision, and (3) report the decision to the appropriate authority, unless the Project Scheduler is able to cause the matter to be satisfactorily resolved by other means.

Rule 2.17:

A Project Scheduler shall not counsel or assist a client in conduct that the Scheduler knows, or reasonably should know, is fraudulent or illegal.

Ethical Standard 2.2: Civic Responsibility

Project Schedulers should be involved in civic activities as citizens and professionals, and should strive to improve public appreciation and understanding of Scheduling and the functions and responsibilities of Schedulers.

Rule 2.21:

Project Schedulers making public statements on Scheduling issues shall disclose when they are being compensated for making such statements or when they have an economic interest in the issue.

Rule 2.22:

A Project Scheduler, while engaged in the practice or instruction of Scheduling, shall not knowingly do anything that constitutes a deliberate or reckless disregard for the health and safety of the communities in which he or she lives and practices or the privacy of the individuals and businesses therein.

Rule 2.23:

A Project Scheduler shall consider environmental, economic, and cultural implications of his or her work and endeavor to minimize the adverse impacts.

Rule 2.24:

A Project Scheduler shall not knowingly make use of goods or services offered by manufacturers, suppliers or contractors that are accompanied by an obligation that is substantively detrimental to the best interests of his client or the environment; or to the interests of others, insofar as doing so does not conflict with his client's interests.

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## Section 3: Obligations to Clients

*Canon:*

*Project Schedulers should serve their clients in a competent and professional manner and shall otherwise act in the client's best interest within the limits of professional responsibility.*

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### Ethical Standard 3.1: Competence

Project Schedulers should serve their clients in a timely, lawful, and competent manner.

#### Rule 3.11:

In performing professional services, a Project Scheduler shall take into account applicable laws and regulations. A Project Scheduler may rely on the advice of other qualified persons as to the intent and meaning of such regulations.

#### Rule 3.12:

A Project Scheduler shall undertake to perform professional services only when he, together with those whom he may engage as consultants, are qualified by education, training, or experience in the specific technical areas involved.

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### Ethical Standard 3.2: Contracts, Fees & Billing

Project contracts should be clear and comprehensive, and Project estimates should be reasonably specific and accurate.

#### Rule 3.21:

A Project Scheduler shall, in the conduct of professional practice, produce work only as clearly described in a mutually executed contract(s) that accounts for the Project's scope, deliverables, costs, terms, and the relevant obligations of all involved parties.

**Commentary:** This Rule is intended to require that all professionally contracted work be performed according to a binding scope of responsibilities, rather than with mere verbal agreements or undefined elements. In short, all professional Scheduling work must be accomplished under clearly defined, legal, and mutual constraints.

#### Rule 3.22:

A Project Scheduler shall not materially alter the contractually defined scope, objectives, or catalog of deliverable components of a Project without the client's consent.

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### Ethical Standard 3.3: Conflict of Interest

Project Schedulers should avoid conflicts of interest in their professional practices and fully disclose all unavoidable conflicts as they arise.

#### Rule 3.31:

A Project Scheduler shall not render professional services if the Scheduler's professional judgment or quality of performance could be affected by responsibilities to another Project

or person, or by the Scheduler's own interests, unless all those who rely on the Scheduler's judgment consent after full disclosure.

**Commentary:** This Rule is intended to embrace the full range of situations that may present a Project Scheduler with a conflict between his interests or responsibilities and the interests of others. Those who are entitled to disclosure may include a client, owner, employer, contractor, supplier, or others who rely on or are affected by the Scheduler's professional decisions. A Scheduler who cannot appropriately communicate about a conflict directly with an affected person must take steps to ensure that disclosure is made by other means.

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#### Ethical Standard 3.4: Candor and Truthfulness

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Project Schedulers should be candid and truthful in their professional communications and keep their clients reasonably informed about the clients' Projects.

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#### Rule 3.41:

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A Project Scheduler shall not intentionally or recklessly mislead existing or prospective clients about the results that can be achieved through the use of the Scheduler's services, nor shall the Project Scheduler state that he can achieve results by means that violate applicable law or this Code.

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#### Ethical Standard 3.5: Security

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Project Schedulers should employ reasonable safeguards in systems and practices to protect the confidentiality of Project materials—both analog and digital.

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#### Ethical Standard 3.6: Confidentiality

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Project Schedulers should safeguard the trust placed in them by their clients.

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#### Rule 3.61:

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A Project Scheduler shall not knowingly disclose information that would adversely affect his client or that he has been asked to maintain in confidence, including all knowledge of a client's intentions, production methods, and business organization, except as otherwise allowed or required by this Code or applicable law. Details of all work in progress prior to the completion of a Project shall likewise be kept in confidence except as allowed by the consent of the client.

**Commentary:** To encourage the full and open exchange of information necessary for a successful professional relationship, Project Schedulers must recognize and respect the sensitive nature of confidential client communications. Because the law does not recognize a Scheduler-client privilege, however, the Rule permits a Scheduler to reveal a confidence when a failure to do so would be unlawful or contrary to another ethical duty imposed by this Code.

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#### Ethical Standard 3.7: Integrity

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Project Schedulers should uncompromisingly maintain their integrity.

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#### Rule 3.71:

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A client or employer issuing instructions that involve violation of this Code should be corrected by the Scheduler, or the Scheduler should refuse the assignment.

## Section 4: Obligations to the Profession

*Canon:*

*Project Schedulers should uphold the integrity and dignity of the profession.*

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### Ethical Standard 4.1: Compensation

Project Schedulers should uphold the fundamental morality of profit, free from destructive interests or conflicts of interest.

#### Rule 4.11:

A Project Scheduler shall work only for a fee, a royalty, salary, or other agreed-upon ethical form of compensation.

**Commentary:** This Rule is meant to preclude the Project Scheduler from retaining any kickbacks, hidden discounts, commission, allowances or payment in kind from contractors or suppliers.

#### Rule 4.12:

A Project Scheduler speaking or writing in a professional capacity shall not knowingly make false statements of material fact.

**Commentary:** This Rule applies to statements made in all professional contexts, including communications with clients, employers, employees, in instructive articles and white papers, or while speaking to individuals or groups.

### Ethical Standard 4.2: Dignity and Integrity

Project Schedulers should strive, through their actions, to promote the dignity and integrity of the profession, and to ensure that their representatives and employees conform their conduct to this Code.

#### Rule 4.21:

A Project Scheduler shall not make misleading, deceptive, or false statements or claims about his professional qualifications, experience, or performance.

#### Rule 4.22:

A Project Scheduler shall make reasonable efforts to ensure that those over whom he has supervisory authority conform their conduct to this Code.

#### Rule 4.23:

A Project Scheduler shall not discriminate on the grounds of gender, race or ethnic origin, sexual or gender orientation, creed, nationality, disability or age.

## Section 5: Obligations to Peers and Colleagues

*Canon:*

*Project Schedulers should respect the rights and acknowledge the professional aspirations and contributions of their colleagues.*

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### Ethical Standard 5.1: Professional Environment

Project Schedulers should provide their associates and employees with a suitable working environment, compensate them fairly, and facilitate their professional development.

### Ethical Standard 5.2: Professional Development

Project Schedulers should recognize and fulfill their obligation to nurture fellow professionals as they progress through all stages of their career.

### Ethical Standard 5.3: Professional Recognition

Project Schedulers should build their professional reputations on the merits of their own service and performance and should recognize and give credit to others for the professional work they have performed.

#### Rule 5.31:

Project Schedulers shall recognize and respect the professional contributions of their employees, employers, professional colleagues, and business associates. When not the sole Scheduler of a Project, the Project Scheduler shall accurately state the scope and nature of their responsibilities in connection with work for which they are claiming credit.

#### Rule 5.32:

A Project Scheduler leaving an agency or a client shall not, without the permission of the agency or client, take Schedules, drawings, data, reports, notes, or other materials relating to that agency or client's work, whether or not performed by the Scheduler.

#### Rule 5.33:

A Project Scheduler shall not unreasonably withhold permission from a departing employee or partner to take copies of Schedules, drawings, data, reports, notes, or other materials relating to work performed by the employee or partner that are not confidential.

### Ethical Standard 5.4: Honesty & Courtesy

Project Schedulers should pursue their professional activities with honesty and courtesy.

#### Rule 5.41:

In the course of pursuing business opportunities, a Project Scheduler shall not seek advantage by criticizing another Scheduler or agency or attempt, directly or indirectly, to supplant or compete with another Scheduler or agency by means of unethical inducements.

#### Rule 5.42:

A Project Scheduler shall be objective in publicly criticizing another Scheduler's work and shall not baselessly denigrate the work or reputation of a fellow Scheduler.