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Definitions

In this Code of Ethics and Rules of Professional Conduct:

**Association** means the Human Resources Management Association (HRMA).

**Board** means the Board of Directors of the Association.

**By-Laws** means the By-Laws of the Association.

**CHRP** means the Certified Human Resources Professional designation as may be issued only by authorized provincial and territorial bodies.


**Client** means the person or entity engaging an Association member as an independent practitioner or contractor for the performance of professional human resources management services.

**Complaint** means a written or verbal communication received by the Association alleging misconduct by a member of the Association.

**Confidential Information** means any information that is shared through any means or format with the reasonable expectation that such information not be divulged to another party or person.

**Consultant** means a member engaged as an independent practitioner or contractor of an organization.

**Employer** means a legal entity that hires and directs a member and/or others under an implied or express contract of employment and pays compensation in the form of salary or wages for services rendered.

**Firm** means a proprietorship, partnership, limited liability partnership, or professional corporation, independent of the contracting party, engaged in the practice of human resources management services.

**HRMA** means the Human Resources Management Association.

**Independent practitioner** or **independent practice** means a member publicly and regularly practicing and providing human resources management services for professional fees; not serving as, or constituting, an employee of the hiring organization(s).

**Malpractice** means the delivery of inferior or substandard services by a member failing to provide the quality of service that would be reasonably expected under the circumstances potentially resulting in harm, loss or damage to a client or employer.

**Member** means a member in good standing of the Association holding the Certified Human Resources Professional (CHRP) designation or other form of membership duly recognized by the Association.

**Misconduct** means the unacceptable or improper behaviour, conduct, or comportment of a member including also mismanagement and neglect of duties.
Definitions

In this *Code of Ethics and Rules of Professional Conduct*:

**Personal Information** means information of, on, or about an identifiable individual or entity, not including however basic information such as name, title, business address, telephone number or organizational electronic exchange coordinates.

**Principle** means a general, fundamental, or primary, truth, edict, or tenet which the Association proclaims from which others are derived and from which rules engendered.

**Privileged Information** means information not publicly available that members may possess or access by reason of role or position.

**Profession** means the profession of human resources management.

**Professional services** means any services offered or performed by a member or human resources management professional for an employer or client wherein the individual asserts membership or affiliation to the Association, and the employer or client relies on such affinity as representation of competence.

**Rule** means a directive governing conduct, action, arrangement, process, behaviour, or performance that members shall abide by.
Introduction

As the professional body for human resources management in British Columbia and the Yukon, a fundamental objective of HRMA is to protect the interests of the public by ensuring that human resources professionals are competent and conduct themselves in an honourable and ethical manner. Plainly stated, HRMA and its members acknowledge that human resources management professionals must exercise a number of important character traits while possessing also the acumen and skill to make adept authoritative and moral judgements which serve the interests of society.

Human resources management professionals play a central function in organizations and an important role in society – one which affects or impacts the welfare of other people. Consequently, it is imperative that these professionals perform competently and with due care; ever mindful of HRMA’s Code of Ethics and Rules of Professional Conduct (the Code) which effectively serves to guide and to facilitate the exercise of sound and prudent judgement in the performance of that work.

Faithfully adopted and applied, this Code of Ethics with accompanying Rules of Professional Conduct promotes the integrity and trustworthiness of the Association and its members while establishing also a standardized baseline against which the actions of members can be postulated. From a governance perspective, the Code confirms the profession’s merit to self-regulate in conformance with the Association’s powers. From a more pragmatic viewpoint, the Code establishes a public doctrine of honesty, faithfulness and objectivity. All the while, the Code provides a practical framework affording guidance to human resources professionals – prescribing acceptable professional member conduct and, explicitly and implicitly, defining professional misconduct.

To be clear, this Code sets out the duties owed of human resources management professionals onto employers, clients, employees, other professionals, the profession, and the public. It applies to all CHRP designation holders and agents of the HRMA whether responsible for human resources management activities of an organization as employees, consultants, or independent practitioners. Importantly, members are reminded that the Code applies when a member provides services outside of their own jurisdiction and that other jurisdictions may impose alternate standards or employ variant practices that may likewise impart responsibility onto a member. In all instances, the member is further counselled to abide by any and all jurisdictional laws or statutes which shall take precedence over the Code.

The Code of Ethics and Rules of Professional Conduct provide specific statements – Principles and Rules – which represent the Association’s minimum standards of acceptable professional conduct or behaviour. Importantly, while the Code intends to provide clear and prescriptive guidance in ethical issues, it is conceivable that it possibly not exhaust the full range of enforceable ethical considerations that the member will encounter nor does it extinguish or replace the need for Association members to exercise professional judgement.

The Code of Ethics sets out the principles that guide member conduct while the accompanying Rules of Professional Conduct define member comportments that are specifically prescribed or prohibited relying on greater behavioural specificity. In those instances where the Rules of Professional Conduct may be found lacking for an encountered situation, a member is counselled to revisit the principles contained in the Code of Ethics. Taken together, the ethical principles denoted herein with a “P” and the rules herein denoted with an “R”, identify those professional obligations that serve to protect the public, employers, clients, fellow members, and the reputation of the Certified Human Resources Professionals (CHRP) designation.
Practice of Human Resources Management Defined

Simply stated, Human Resources Management (HRM) can be defined as a process of commissioning, enabling, and managing human capital resources in organizations in a coordinated and thorough manner with a view of enhancing business outcomes.

Modernized over the years, borrowing from the transactional areas of staff recruitment, people retention, compensation, payroll and performance management, health and safety, and conducting company exits historically associated with ‘personnel administration’, HRM has evolved to embody ‘employee relations’, and in contemporary organizations morphed into a complex and meaningful system which incorporates empowerment, the development of people, wellness, change management, and employee motivation to name a few – deliberately accentuating the employment relationship so as to render it rewarding for both management and employees.

In part art by virtue of people management by resorting to innovative approaches and in part science due to reliance on precise and rigorous application of proven theory, HRM is resource-centred and has progressed to represent a strategic and holistic approach to managing people, culture and environment. Without belabouring its virtues, best practice indicates that prevailing HRM practices enable employees to productively and effectively contribute to overall direction and to organizational goals and priorities.

HRM expects to add value to the strategic utilization of human capital and posits that investment in employee programs impacts business in measurable ways. As intricate as it may have become, HRM is all about people in organizations. Armed with this characterization, the HRMA recognizes that the practice of human resources management includes, but is not limited to:

- Elaboration and application of human resources policies and procedures;
- Development, administration, and evaluation of employee programs;
- Coaching of employees, managers, and other individuals in people matters;
- Provision of advice to clients, managers, and employees in human resources management matters;
- Representing clients and organizations in events and proceedings relating to human resources management;
- Providing functional counsel to others in the area of human resources management;
- Affording direction, supervision, mentorship to peers, colleagues, and members;
- The conduct of analysis, research and evaluation in the area of human resources and workplace events; and,
- Advocating for proactive and responsible HR stratagems and teaching in the area of human resources management.
The HRMA Code of Ethics encompasses six fundamental principles which guide its member governance culture:

1. Reverence for protection of the public (duty to the public)
2. Appreciation for collective responsibility to the profession (duty to the profession)
3. Focus on employer and client interests (duty to the organization)
4. Preservation of well-being in the workplace (duty to the individual)
5. Undertaking to safeguard against conflicts of interest (duty to self and others)
6. Cautionary treatment of confidential information (professional duty)

Reverence for protection of the public

**Principle P1:** Human resources professionals must observe all statutory acts, regulations and by-laws relating to the field of human resources management as well as to civil and criminal laws, regulations and statutes germane to the jurisdiction of practice. They are not to knowingly contravene, condone or engage in any activity or attempt to circumvent the law and will in all instances have regard for customs and accepted best practice. Particularly,

**P101** A member shall not act in a manner which intends to circumvent the law or that is illegal, criminal, fraudulent or dishonest.

**P102** A member shall not, when consulting or otherwise advising a client, employer, colleague or fellow member, knowingly contribute to, encourage, or lend to illegal conduct, crime, fraud or dishonesty.

**P103** While a member may assist a client or employer, and may through legitimate performance act to account for and remedy a contravention, under no circumstance may a member counsel an employer or client in how to violate or circumvent a provision of the law.

**P104** A member discovering an illegal, criminal, fraudulent or dishonest act in the performance of their duties shall take appropriate measures to halt the undesired conduct.

**P105** A member, in recommending, evolving and implementing human resources strategies, programs, and policies, shall not affect, or allow to be affected, human resources management initiatives that are illegal, criminal, fraudulent, or dishonest and shall be mindful also to consider best practice in the development and introduction of human resources management related programs.

**P106** A member shall uphold the character of the profession and refrain from acts that attract potential disrepute to the profession or jeopardize the confidence and trust in the profession.
P107 A member shall not knowingly retaliate, participate in, or condone any act of retaliation against any individuals exercising their right to initiate a complaint, criticism, or grievance.

P108 A member proven to have violated any applicable laws or legislation by a recognized court, tribunal, or other authority, found to have breached the Code, or otherwise found to have materially or irresponsibly harmed the profession by way of competent and objective investigation shall be subject to discipline.

Appreciation for collective responsibility to the profession

Principle P2: Human resources professionals must exercise competence, due care, high standards of professional and ethical practice, integrity, and professional responsibility in the performance of work and the discharge of their responsibilities. Particularly,

P201 A member shall possess the competence, knowledge, experience, and skill required to carry out accepted assignments and shall, upon appropriate disclosure as conditions warrant, seek out and rely upon necessary assistance in instances of prospective proficiency gaps.

P202 A member shall perform and discharge their professional responsibilities with aptitude and integrity ensuring to provide high-quality professional service.

P203 A member shall perform their duties and practice the profession of human resources management in a manner consistent with applicable laws, best practices, and generally accepted standards of human resources management.

P204 A member shall maintain and enhance their body of knowledge through continuing professional development, mentorship as possible, and deliberate exposure to sanctioned growth opportunities.

P205 A member shall ensure to employ accepted human resources management practices, processes, tools, and techniques in the prescribed manner and shall caution others who rely on the member’s advice against known inappropriate use or application of such devices.

P206 A member shall maintain knowledge and understanding of the Code and of other directives or guidance affecting member obligation that may from time-to-time be issued by the Association.

P207 A member has the right to trust that all members will conduct themselves in compliance with the Code and that acts unbecoming to the profession shall be reported to the Association.

P208 A member serving in the capacity as independent practitioner or managerial capacity shall ensure that those working under their leadership understand and comply with the provisions and requirements of the Code, and that a breach of the Code by the team or subordinate of a member shall be attributable to the member where it is determined that the member was, or ought to have been, aware of the breach.
P209 A member shall not impair the esteem of the profession and in so doing will consider and preserve the interests of the client or employer in the acceptance and performance of assignments.

P210 A member shall be attentive to project a positive public image of the profession ensuring also that client and employer expectations have been reasonably formed and satisfied.

Focus on employer and client interests

Principle P3: Human resources professionals are engaged to assist in transmuting the efforts of individual human talent into attainment of organizational priorities, goals and objectives and must correspondingly serve organizational interests towards sought outcomes while implicitly gaining employee confidence and engagement. Particularly,

P301 A member shall, in conformance with the laws of the land, identify, recognize, and pursue the interests of the engaging organization and its workforce as the primary mission of the members work, setting aside personal motivations and beliefs which could, or be seen to, adversely affect the optimal organizational state.

P302 A member shall not promote services, accept assignments or engagements, conduct work, or provide advice that is any way to the real or potential advantage of the member while to the organization’s or public’s disadvantage or potential disadvantage.

P303 A member shall not accept or perform work that is in the interest of any individual or group if the performance of that work would be detrimental or counter-productive to the best interests of the overall organization.

P304 A member shall form informed views and recommendations and shall render objective and independent advice.

P305 A member acknowledges that while the interests of the organization are paramount, duties to others such as employees and the public endure as inherent and congruent necessities to organizational success and do not consequentially constitute a conflicting preoccupation.

P306 A member shall endeavour to act in an impartial and unbiased manner and shall act in good faith towards all parties at all times.

P307 A member shall not abuse the power of their position to gain unfair advantage.

P308 A member will be clear in communications with clients and employers, shall confirm arrangements and understandings in writing, and shall maintain complete and appropriate records as might be reasonably expected.

P309 A member shall not openly criticize other members, directly or indirectly, shall not engage in vexatious allegations, and shall not stifle or otherwise devalue the reputation of others.
P310 A member shall not employ questionable means in promoting their abilities or exaggerate claims in an attempt to secure business, favour, or advantage.

P311 A member shall not participate in misleading advertising, deceptive candidature, pressure tactics, puffery, or other unprofessional methods in securing work for self or others.

P312 A member shall not present themselves as qualified to conduct an assignment without having the relevant education, skill or practical experience to do so and shall not undertake assignments for which they do not possess the relevant qualifications.

Preservation of well-being in the workplace

Principle P4: Human resources professionals must support, apply, and promote legislative, regulatory, and civil conditions which provide for and advance the principles of health and safety, human rights, equity, dignity, and overall well-being in the workplace. Particularly,

P401 A member shall respect the dignity and the civil and legal rights of all individuals.

P402 A member engaged in the practice of human resources management shall ensure that policies, practices, processes, and their application respect the rights and protect the well-being of all individuals.

P403 A member shall as responsibly reasonable contribute to the advancement of human rights, equity, dignity and respect in the workplace and the broader public.

P404 A member shall encourage that appropriate health and safety measures are enforced to the benefit of fellow workers and colleagues.

P405 A member shall promote the importance of courses, training programs, and continued professional development to the development and advancement of individuals.

P406 A member shall ensure the confidentiality of sensitive information and records in their possession or in the possession of those under their authority and mandate.

P407 A member shall not engage in or condone, any acts of intimidation, harassment, physical violence, psychological or mental distress, or any acts of discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, disability or other attribute referenced in jurisdictional statute.

P408 A member shall not commit or condone acts pejorative to the dignity and esteem of the profession, to individuals, or to the organization.
Undertaking to safeguard against conflicts of interest

Principle P5: Human resources professionals are obliged to circumvent conflict of interest situations as reasonably possible and have a duty to disclose unavoidable conflicts that might influence, or be perceived to influence, the professional judgement and actions of the member. Particularly,

P501 A member shall apply safeguards to mitigate conflicts and potential conflicts of interest, and to correspondingly preserve professional independence.

P502 A member shall disregard the intervention by, or influence of, a third party which could affect the member’s professional rendering to the impairment of the client or employer.

P503 A member shall avoid the undertaking of a task or responsibility where such undertaking is known by the member to conflict with the member’s obligations to the profession or the member’s conscience.

P504 A member shall not permit personal interest or ideology to impair professional judgement or to behave unprofessionally.

P505 A member, if electing to represent an employer or client, has a professional obligation to faithfully represent an employer or client notwithstanding the member’s personal opinion or disposition in a matter.

P506 A member, if representing multiple interests in the same matter by virtue of professional obligation or duty, shall dutifully inform the parties of the duality giving rise to a threat to member independence and any impending need to cease involvement.

P507 A member shall not receive any commission, rebate, or benefit relative to the achievement of a precise outcome in the practice of a human resources management matter other than the compensation to which the member is entitled.

P508 Upon a personal finding of conflict of interest, a member shall immediately notify the client or employer of such conflict and request(247,920),(752,984)
Cautionary treatment of confidential information

Principle P6: Human resources professionals must hold in strict confidence all confidential information acquired in the performance of their duties and not divulge or otherwise release confidential information unless to an authorized agent of the organization, compelled by process of law, or in extenuating circumstances to mitigate the risk of serious harm. Particularly,

P601 A member shall treat the handling of confidential, personal, and privileged information with utmost care and discretion.

P602 A member shall ensure that files and records containing confidential, personal, and privileged information are secure, and accessible only to those having the authority and authentic need to know.

P603 A member shall consult organizational policies to ascertain explicit understandings around the collection, aggregation, storage, and retention of confidential, personal and privileged information.

P604 A member shall secure assurance that systems and processes used to collect and store information accurately capture and safeguard the intended information.

P605 A member shall comply with all privacy laws applying to the collection, use and disclosure of personal information.

P606 A member shall be mindful that information is sometimes shared in confidence and that any remedies, prospects, and limitations of that confidence should likewise, as circumstances dictate, be relayed to the reporting party.

P607 A member shall, where there are grounds to believe that there is imminent risk of bodily or psychological harm or death, immediately report such risk to appropriate superiors and authorities in order to prevent such event.

P608 A member will not hold in confidence information relating to illegal or criminal acts and shall notify the reporting party of their professional inability to do so.

P609 A member in preserving the secrecy of confidential information acquired in the course of their duties shall refrain from using such information for the purpose of attracting benefit, take necessary measures to restrict access and disclosure of such information, and avoid overt and public discussions concerning or exposing the nature and origins of such information.

P610 A member, when required by law, by order of a tribunal of competent jurisdiction, by means of enforceable subpoena and summons, shall disclose confidential information, to the extent that the member shall not disclose more information than is requested.

P611 A member, notwithstanding and having respect for the aforementioned, shall generally in the conduct of their regular duties use confidential information only for the purposes of fulfilling employment or engagement obligations and shall not use or disclose confidential information for any other purpose.
P612  A member shall at the conclusion of any deliberation, or upon demand by management, return all confidential, personal, privileged, or proprietary information, including prototypes, code, written notes or text, photographs, sketches, models, memoranda and the like.

P613  A member shall not remove, cause to be removed, or destroy any confidential information from the premises of the member’s employer, client, or business premises unless, and to the extent only that, authorization has been granted or otherwise deemed appropriate by the member having sufficient standing to execute such decision. In taking such action, the member shall take all necessary steps to keep such confidential information secure and to protect such confidential information from unauthorized use, reproduction or disclosure.
HRMA Rules of Professional Conduct

Rules Applicable to All Members

**R101** A member shall avoid any comportment that would be considered unbecoming or reprehensible of a professional. The member shall act with courtesy and professionalism towards others and shall prevent engaging in activities and behaviours which negatively reflect on a member’s honesty, integrity, trustworthiness, reliability or suitability as a member of the profession.

**R102** A member shall avoid any conduct or performance which might harm the repute of the profession or the perceived adeptness of the member to serve the public interest. The member shall refuse to initiate, contribute to, or participate in unethical, discriminatory, fraudulent, or illegal practices.

**R103** A member shall not participate in, and where the member has sufficient personal knowledge shall report to the Association, any activity which is detrimental to the Association or the profession.

**R104** A member shall not make public statements which may be interpreted as representative of the Association or its views, unless duly authorized to serve as spokesperson, and to the extent defined by the Association.

**R105** A member, in the practice of the profession, shall not breach another person’s trust, knowingly betray another person’s good faith, use unfair practices, or deliberately mislead another person.

**R106** A member shall not, without an employer’s or client’s consent, use confidential, privileged, personal, or proprietary information relating to the business of the member’s employer or client to directly or indirectly obtain personal advantage or gain. A member shall not take any actions, such as acquiring an interest, property, or benefit, in connection with unauthorized use of confidential, privileged, or proprietary information of an employer’s or client’s affairs obtained in the normal course of performing their duties.

**R107** A member shall not publicly criticize another member. Where a criticism, allegation of wrong-doing, or Code violation is asserted by a member, the member will consider submitting the reproach to the faulted member for justification prior to lodging of an ethics complaint with the Association. A member shall not instigate, spur, or lend to contrived, malicious, or vexatious claims.

**R108** A member may engage in any profession, trade, industry, office, or duty except where such undertaking is detrimental to public interest or good, or to the standards of the profession.

**R109** A member shall not disclose or use any confidential, personal, privileged, or proprietary information acquired as a result of a professional, employment, or business relationship without proper and specific authority or except as described in P6 of the Code.
R110 A member found guilty of, or granted discharge, of any criminal or unlawful offence which may cast doubt in relation to the member’s honesty, integrity, or professional competence, shall promptly inform the Association of the conviction, findings, right of appeal, and related facts and may be subject to remedial action.

R111 A member shall report to the Association any findings of professional misconduct, incompetence or incapacity, irrespective of jurisdiction, specifying whether such findings relate to the member’s practice of human resources management or another related profession.

R112 A member shall endeavour to establish relationships of mutual trust with the employer or client; respecting at all times the culture, personal values, convictions, and views of the employer or client.

R113 A member shall refrain from intervening in the personal matters of employers or clients on issues irrelevant to the practice of the profession or unrelated to the assignment for which they have been retained.

R114 A member, if for the benefit of the employer or client, may refer the employer or client or request authorization from the employer or client to consult another member, a member of another professional body, or any other expert or competent person. A member shall recognize at all times the employer’s or client’s right to consult others and shall work diligently with any and all representatives or agents of the employer or client.

R115 A member shall sustain professional competence by keeping informed of, and complying with, developments in the acknowledged standards of the profession in all areas in which the member practices or is relied upon because of the member’s professional standing.

R116 A member shall pursue continuing education and professional development activities in accordance with the policies and standards of the Association.

R117 A member shall encourage an ethics-based culture in, and with, the organizations they serve. In circumstances where a member believes that unethical behaviour will persist notwithstanding actions taken by the member or others, the member shall consider obtaining legal advice. In extreme situations, and in instances where all reasonable remedies have been exhausted, a member must consider withdrawal from the assignment.

R118 A member shall not obtain admission to membership by means of misrepresentation or other irregularity and shall notify the Association immediately should they become aware of any member gaining membership by questionable means.

R119 A member shall uphold the highest standards of conduct and integrity when leading and supervising others and shall, in so doing abide by all applicable workplace legislation, not abuse delegated power or authority, and not retaliate against any individuals who might reasonably question or challenge the practices or judgement of the member.
R120 A member shall not direct another member, student, other professional, or any other person to perform human resources management functions for which they are not sufficiently trained, skilled or competent to perform and will in no circumstance, jeopardize the safety or wellbeing of the employer or client.

R121 A member may be called on, and relied upon, to represent other persons or organizations at various labour and employment boards and tribunals. A member, when representing persons or organizations, shall be adequately prepared, will have obtained the necessary assistance or information to do so, shall identify themselves as a member of the HRMA, shall be free of any conflict of interest that would limit their ability to represent, shall not advise or represent more than one party to a dispute, and shall not withdraw except for good cause and upon giving sufficient notice.

R122 A member shall not, directly or indirectly, comment publicly by any means any matter pending before a commission of inquiry, body, or tribunal and shall not distribute or publish comments or remarks the member knows to be false or are overtly false, with respect to the subject findings or decision of a commission of inquiry, body or tribunal.

R123 A member shall identify themselves to the employer or client as a member of the HRMA and of any qualification granted by the Association such as the CHRP designation. A member shall, in environments deemed apt, display any HRMA certificates in such way that it is readily and clearly visible.

R124 A member, should their certificate be revoked for any reason, shall return the certificate without delay to the Association.

R125 A member shall abide by the requirements of the Association and shall reply to any correspondence or requests of the Association, its Board, or any experts or delegates appointed by its Board. A member shall also, if asked by the Association to be a member of a committee or other body of the Association, shall consider favourably such duty, declining only on reasonable grounds.

R126 A member of the Association shall comply with the regulatory authority of the Association and shall always provide accurate and complete information to the Association in relation to membership and regulatory matters. A member shall not misrepresent their education, background, or experience in the process of obtaining certification or for any other reason.

R127 A member shall, subject to R105, notify the Association of any breach of the Code by another member or event of which the member has sufficient knowledge which would put in doubt the competence, reputation, or integrity of the Association, its members, or otherwise be detrimental to the profession.

R128 A member shall, having identified their own breach of the Code, take appropriate action, at earliest occasion, to satisfactorily address the consequences of the breach, including reporting the breach to those affected by the breach.
A member shall cooperate fully with the Association in investigation and
disciplinary processes, responding promptly and candidly to any requests of the
Association, appearing before the Association as may be warranted, and
furnishing any documents or records requested of the member by the
Association.

A member shall not interfere with any Association investigation or disciplinary
process nor shall a member communicate with a person having filed a complaint
against the member on any matter regarding the complaint or any matter
arising from that complaint, without prior written permission of the Association,
after having been notified that such a complaint had been filed. A member
shall not attempt to intimidate, harass, threaten, or retaliate against a person
having filed a complaint against themselves or another member of the
Association.

A member shall promptly and faithfully abide by any sanctions and remedies
imposed as a result of a disciplinary process and shall adhere to any undertaking
or agreement made with the Association.

A member shall in good faith act in accordance with the duties and
responsibilities of the profession and shall perform in a manner, and do all such
things that enhance the image of the profession and of the Association. A
member shall comply with the by-laws and the Code of the Association as may
be amended from time to time and with any order or resolution of the Board.

Supplementary Rules Applicable to Employed Members

A member shall, to the extent that their role permits, ensure that the human
resources policies and practices of the organization conform to all applicable
laws and observe the rights and dignities of all stakeholders.

A member shall not if it is within the member’s command to do so, falsify or
cause to be falsified any statement or report or allow misleading statements or
reports to remain unrectified.

A member, having first-hand knowledge of inaccurate HR-related statements or
reports originating outside of their immediate area of command shall take
measures reasonable under the circumstances to report misleading statements
or reports.

A member shall not mislead or cause to be misled any regulatory agencies by
either including information known to not be true or by failing to include
information known to be relevant.

A member shall ensure that all systems, records and documents within the
member’s scope of command are operative, current, and accurate.
A member acting in either authoritative or functional capacity shall maintain impartiality in all dealings, and in particular, in instances of conflict between employees or agents of the employer. A member, in resolving, conflict between individuals shall ensure to render professional judgement and prospective remedy founded on situational facts and merits and not be influenced by any personal preference or reverence that the member may hold.

**Supplementary Rules Applicable to Independent Practitioners**

**R301** A member may carry on a business or independent practice of human resources management services as a proprietor, partner, director, officer, or shareholder of a corporation.

**R302** A member shall, prior to undertaking an engagement, ensure to consider any terms or conditions required to protect their ability to conduct the engagement in a fair, independent, and objective manner.

**R303** A member shall confirm in writing to the client the accepted terms of the engagement containing assignment objectives, nature and scope of services to be rendered, proposed work plan, identities and qualifications of assignment team, and fees, along with billing arrangements inclusive of the treatment of expenses, disbursements, and applicable taxes.

**R304** A member shall not disclose any confidential client information without the specific consent of the client, and shall, if having access to any personal information of a third party by virtue of the engagement, shall comply with the privacy policies of the client.

**R305** A member shall in all instances provide for the sufficient storage and security of all confidential, personal, privileged, proprietary, or sensitive client information in their possession and, upon completion or termination of an engagement, shall offer to return to the client any and all confidential material.

**R306** A member, believing that their objectivity has been affected by events or circumstances, shall discuss and attempt to remedy with the client any threats to objectivity and independence, and shall in unyielding circumstances withdraw from the engagement.

**R307** A member shall in all instances seek to garner knowledge of the facts before expressing an opinion or providing advice to a client and shall refrain from providing contradictory conclusions, opinions, or advice without identifying to the client the discovery of facts giving rise to the amendments.

**R308** A member shall make reasonable time available to a client and shall, upon the client’s request, account for the status and progress of any engagement entrusted.

**R309** A member, if notified by the client that the engagement is terminated, shall cease performance of the professional service.
A member may, upon reasonable notice, terminate an engagement entrusted to them on one or more of the following valid and reasonable grounds:

(a) the member’s professional independence has been compromised;
(b) the member is in conflict of interest;
(c) the member believes their health, safety, or well-being to be in jeopardy;
(d) client confidence has been lost;
(e) the client has failed to cooperate, has been deceitful, or has been unresponsive or ineffectual;
(f) the client has withheld or refused to pay the member’s fees or billings; or,
(g) the client has been unethical in attempting to induce the member to commit a discriminatory, fraudulent, illegal, or negligent act.

A member shall have, maintain, and provide satisfactory proof of professional liability, errors and omissions, malpractice, and directors’ and officers’ insurance coverage as circumstances prescribe commensurate with their individual or firm risk exposure.

A member shall not permit the member’s firm name to be used with, participate in, or knowingly provide services to any practice, pronouncement, or act which would be of a nature to discredit the profession.

A member shall not permit the member’s name or the member’s firm name to be used with, participate in, or provide services to any activity which the member knows, or which a reasonable and informed third party would believe, to be unlawful or unethical.

A member shall not engage in independent practice under a name or style which is misleading as to the nature of the firm or the nature of the functions performed, is confusing or deceptive, is self-laudatory, or contravenes professional good taste.

A member may practice as a proprietorship under their name or initials or have their name or initials appear in the firm name of a limited liability partnership, professional corporation, or corporation subject to rules R317 through R319 of the Code.

A member may have their name or initials appear in a partnership or firm name along with the names or initials of other members practicing together.

A member may, if having one or more partners who are not members, have their name or initials appear in the partnership or firm name including the expression “and partner”, or “& Co.”, or any other expression having a similar meaning.

A member may, if having one or more partners practicing with them who are not members, have their name or initials appear in the partnership or firm name together with the name or initials of a non-member.
R319 A member withdrawing from a partnership or firm will ensure that their name or initials contained in the partnership or firm name no longer appears in the partnership name or in any advertising of the partnership not more than one year after withdrawal or retirement from the partnership or firm unless there is a written agreement to the contrary.

R320 A member shall be encouraged to have their name and professional title appear in any advertisements of the practice.

R321 A member shall not, by any means or in any form whatsoever, engage in or allow the use of advertising that is false, incomplete, deceptive, apt to mislead, or in poor taste.

R322 A member who, in their advertisement claims to possess skills, specific qualities, distinct pricing advantage, unique, advanced, or superior tools and techniques shall be able to substantiate such claim(s).

R323 A member shall not use advertising practices likely to minimize, discredit, or denigrate another member, another professional, or the member of another professional body.

R324 A member shall not imply or state, in their advertising, any claim or endorsement by the Association unless specifically authorized to do so by the Association.

R325 A member shall, in the setting of fair and reasonable fees, consider their level of training, expertise, specialization, and responsibility assumed, their experience and exposure, the time, effort and complexity of the services offered, and the need for special resources, equipment, or supplies.

R326 A member shall typically receive payment for fees from the engaging client only unless the parties to the engagement explicitly agree otherwise.

R327 A member may charge and collect reasonable interest on an outstanding account of fees, expenses and disbursements in keeping with a written engagement letter, contract or other agreement or upon satisfactory notification to the client.

R328 A member, in attempting to collect accounts owed to them by the client, shall ensure to do so with tact and moderation and shall exhaust all other reasonable means before initiating legal recourse.

**Effective Date**

This Code shall have an effective date of January 1, 2016.