



*Championing better
work and working lives*

Code of Professional Conduct

As the professional body for HR and people development, the CIPD is the voice of a worldwide community of more than 140,000 members committed to championing better work and working lives. We set high standards of entry for membership and require all of our members to adhere to the standards and behaviours ('obligations') set out in this Code of Professional Conduct.

These obligations are grouped into headings of Professional Competence and Behaviour, Ethical Standards and Integrity, Representative of the Profession and Stewardship. They apply universally – at all stages of a CIPD member's career, regardless of size, sector or specialism, and your membership commits you to upholding and maintaining these. We take concerns regarding alleged breaches of the Code very seriously. In order to consider allegations of misconduct, Investigation and Conduct procedures apply and these are set out in the CIPD's Regulations available on the website.

1 Professional Competence and Behaviour

Members of the CIPD shall:

- 1.1 maintain professional knowledge and competence through continuing professional development, to ensure they provide a professional, up to date and insightful service
- 1.2 seek appropriate support if business needs require involvement in new areas of activity
- 1.3 accept responsibility for their own professional actions and decisions
- 1.4 apply professional high standards of relevance, accuracy and timeliness in the information and advice they provide to stakeholders.

2 Ethical Standards and Integrity

Members of the CIPD shall:

- 2.1 establish, maintain and develop business relationships based on confidence, trust and respect
- 2.2 exhibit and role model professional and personal integrity and honesty at all times
- 2.3 demonstrate and promote sensitivity for the customs, practices, culture and personal beliefs of others
- 2.4 champion employment and business practices that promote equality of opportunity, diversity and inclusion and support human rights and dignity
- 2.5 safeguard all confidential, commercially sensitive and personal data acquired as a result of business relationships and not use it for personal advantage or the benefit or detriment of third parties.

3 Representative of the profession

Members of the CIPD shall:

- 3.1 always act in a way which supports and upholds the reputation and values of the profession.
- 3.2 uphold their responsibilities as professional people towards the wider community
- 3.3 comply with prevailing laws and not encourage, assist or collude with others who may be engaged in unlawful conduct, taking action as appropriate.
- 3.4 exhibit personal leadership as a role model for maintaining the highest standards of ethical conduct
- 3.5 be mindful of the distinction between acting in a personal and professional capacity.

4 Stewardship

Members of the CIPD shall:

- 4.1 demonstrate and promote fair and reasonable standards in the treatment of people who are operating within their sphere of influence
- 4.2 challenge others if they suspect unlawful or unethical conduct or behaviour, taking action as appropriate
- 4.3 ensure that their professional judgement is not compromised nor could be perceived as being compromised because of bias, or the undue influence of others
- 4.4 promote appropriate people management and development practices to influence and enable the achievement of business objectives
- 4.5 ensure those working for them have the appropriate level of competence, supervision and support.

The CIPD Profession Map

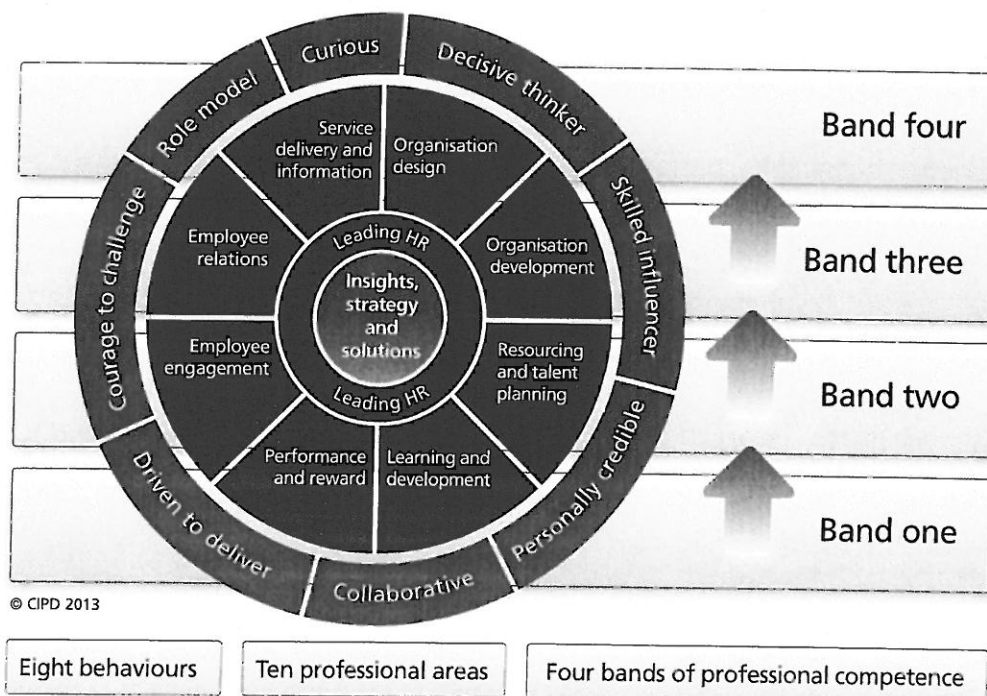
The design principles and architecture of the Profession Map

The Profession Map was developed using the following design principles:

- It describes what you need to do, what you need to know and how you need to do it within each professional area at four bands of professional competence.
- It covers behaviours as well as the technical elements of professional competence required in the HR profession.
- It is organised around areas of professional competence, not organisation structures, job levels or roles.
- The scope of the Map covers the breadth and depth of the HR profession, from small to large organisations, from fundamental to sophisticated practice, local to global, corporate to consulting, charity to public sector, traditional to progressive.
- It has the versatility to be used in part, or viewed as a whole, with the core professional areas acting as the key or centre that is relevant to all.

The Profession Map was developed by the profession for the profession. It was created by both specialists and generalists, working in the UK and internationally, across the private sector, public and third sectors.

Its architecture is simple and flexible – it includes ten professional areas, eight behaviours in four bands.



The architecture of the Profession Map

Professional areas

- Describes what you need to do (activities) and what you need to know for each area of the HR profession at four bands of professional competence.

Behaviours

- Describes the behaviours and HR professional needs to carry out their activities. Each behaviour is described across four bands of professional competence.

Bands and transitions

- Describes the four bands of professional competence and the transition challenges faced when moving from one band to the next. How their contribution and success is measured.



As a leadership coach, there are a few questions I am asked consistently by HR professionals and executives, one of which is: Why don't people speak up more?

A senior human resource executive in a very large company recently told me that people often say they hesitate to speak up because they fear retribution. She was especially confused by this because in her 20 years with the company she had never seen disciplinary action taken or known of someone to be fired because they spoke up. In fact, she knew that people willing to speak up were actually more likely to get promoted. The disconnect between what employees believed and the reality was understandably frustrating for her.

It's a troubling tale but, unfortunately, not an unfamiliar one.

What's preventing employees from speaking up?

Whenever there is a consistent pattern across an organization it is a safe bet that an underlying factor is the culture. In this case, there was a strong value placed on politeness. Many interpreted speaking up as questioning or challenging someone publicly, which was not only considered impolite, but also disrespectful. There was a belief that these kinds of conversations shouldn't be happening, and if they did they should be held behind closed doors.

Cultural norms like these are powerful forces that can unintentionally keep constructive conversation in the shadows and encourage people to stay quiet instead of speaking up. Yet as a leader, you can create the conditions that will empower people to speak up when it matters most – despite the pull of a culture that encourages silence.

The two things people need to believe in order to speak their mind

The first thing your people need to know is that you welcome diverse opinions and perspectives. Assure employees that you are open, ready and willing to hear bad news.

The second thing your people need to know is that they can trust you to believe in them and their commitment to you and the future. They need to believe that trust is rock-solid, especially when their feedback is negative or challenges you or the status quo in some way.

Want to encourage employees to speak up? @SusanMazza says build a culture of trust & openness
[Tweet this](#)

Of course, this might seem easier said than done. So here are 5 steps you can take to develop more confident communicators.

1. Practice being comfortable with hearing dissenting views, constructive criticism and bad news

For most this does not come naturally! You can start by paying attention to how you react when people share something that is anything other than predictable or positive. Notice how your reactions affect people's behavior. Keep in mind that when you are the boss or have power over people, they will be hypersensitive to your reactions because they are trying to make you happy. Your job is to convince them you'll be happiest when they speak up and tell you what they really think.

2. Consistently invite dissenting views and constructive criticism

If people only seem to be telling you what they think you want to hear, try designing a conversation for the explicit purpose of getting critical feedback on an important topic. Prepare by crafting questions that directly address an issue, as well as follow-up questions. Also, make sure you go in wide awake to your personal hot buttons and concerns so you don't unwittingly shut the conversation down.

3. Publicly acknowledge people who challenge your thinking, ask tough questions or have the courage to deliver difficult feedback

Be specific in your acknowledgement by sharing how the person's willingness to speak up contributed to your thinking, altered your perspective or informed a decision you made.

4. Practice speaking up more with those who have power over you – your boss, the CEO, a client, etc.

It can be humbling to consider that you may also be holding back from speaking up with those in positions senior to you. If you discover you are holding back, even just a little, notice what is holding you back and use that awareness to be more effective in nurturing confident communication in others. If this is not the case, observe what it is that makes you feel free to speak up so you can nurture your team in becoming more confident communicators.

5. Own your reactions to feedback that is hard for you to hear.

If someone's feedback made you uncomfortable, chances are they felt your discomfort. People actually appreciate it when leaders acknowledge their humanity.

You don't have to bare your soul, but it makes a huge difference if you can demonstrate awareness and honesty when you get defensive or uncomfortable. In fact, owning your reaction helps ensure your employees don't interpret it as their fault or that they did something wrong. This is necessary if you want to keep the lines of communication open.

Putting it into practice

Ultimately, if people do not feel free to speak openly with you, you will never know what is really on their minds. This can be both a risk to your leadership effectiveness, as well as an impediment to the growth of your people. Practice these 5 steps and you will be surprised by how much you learn, including how committed, courageous and wise those you lead can be.

Tags: [For Managers](#)

How Managers Are Using Forward-Focused Development To Grow Their Employees

Find out how CHRO and blogger Kris Dunn manages and coaches his employees with his eyes toward the future.

[Watch](#)



I'LL TELL YOU SOMETHING LAURA RENNIE

HR 'bad apples' value power and policy over doing good work

When I was a student, my university lecturer said: 'If you're in HR because you like people, you should leave and get a job in a caring profession like nursing.' At the time, I would have replied: 'Yeah, I agree – I don't like people, I'm in HR, that's right.'

But when I got home, I realised I do like people. And my 20-odd years in HR have only reinforced the fact that liking people, and recognising the humanity of the people we work with, is a core tenet of our profession.

I've worked with too many HR practitioners who are stuck in 'policy police' mode. They don't care about the individual in front of them; they are much more concerned with accumulating and demonstrating power and abiding by reams of red tape instead of getting a job done well, in a timely fashion and with empathy.

The damage caused by 'rotten' HR can be profound. Cultivating a culture where grievances are discouraged and fear reigns means employees don't dare to put their heads above the parapet when a real issue arises, so problems are left unchecked and, in all likelihood, those affected will leave. Staff will not go that extra mile, and customer service levels will suffer. Placing an emphasis on procedure will cause problems with recruitment, too; box-ticking means hiring times will lengthen, and the best candidates will disengage with you as an employer long before you've offered them a job.



Laura Rennie

Director of consultancy at Arena HR. She has worked in HR roles for more than 20 years.

Many HR 'bad apples' are the product of their environment. Perhaps the organisation has a history and culture of being wedded to admin and procedures, and lacks the ability to think clearly and creatively. Maybe they've worked in a culture of bad HR for too long, and become institutionalised. They might have seen that being dismissive of people's emotional needs has helped others to get ahead, and are aping their behaviours. The business's focus on the wrong KPIs could mean HR is always fretting about showing its worth rather than doing good work.

Whatever the cause, if you recognise yourself – or your work environment – in this, it's time to do something about it. Seek out a coach who can help you shift your mindset. Hold colleagues to account if you can. Start to care about the people you work with and for. Remember, you have the power to make a difference; everyone in HR does.

Eventually, you'll reach a point where you need to decide if it's possible for you to do your job in line with your morals or not. I reached that point when I was in a meeting with a group of HR people where a senior manager said: "I don't care about being taken to an employment tribunal. I'm not scared of that. We need to get the job done." That was when I felt I had to find a new job. Of course you should care about being taken to a tribunal; it means there is a fundamental problem in the organisation and that HR isn't doing its job properly.

A decent HR person should always act with integrity, be professional and even be inspirational where they can. Don't speak badly of people who are going through a difficult time, or relate confidential conversations as gossip. Don't ever enjoy a dismissal or disciplinary hearing. Don't lose trust in your staff. And never sell your soul to fit in with a toxic environment – you will lose yourself in the process.

Some HR professionals think they can go in, do the work, come home again and not be affected by a poor culture. Although that transactional relationship is possible for some roles, good and bad HR has too profound an impact on people's lives to have that attitude. **PM**

Opinion: Accelerating employer action on modern slavery is essential

Quintin Lake and Cindy Berman 20 Apr 2017

0 comments

HR can play a vital role in tackling the problem, say Quintin Lake and Cindy Berman

Addressing modern slavery is becoming a business-critical issue for companies – both in terms of meeting their legal obligations and in establishing credibility with customers, investors, NGOs and the public.

This is no easy task – the problem is widespread. According to [new research by Hult International Business School and the Ethical Trading Initiative](#), 77 per cent of companies think there is a likelihood of modern slavery occurring in their supply chains. Reputational risk, resulting from public exposure to worker abuse found in the supply chain or company operations, came out as the biggest driver for action, cited by 97 per cent of businesses surveyed.

Some progress has been made. The research analysed what 71 companies – which are leading the field in this area – are doing and learning, with a view to sharing the lessons with organisations that are just starting to look at the issue. It found that the UK Modern Slavery Act has been a 'game changer'; it is galvanising leadership engagement, with twice as many CEOs and senior leaders actively engaged with addressing modern slavery since the Act was passed.

Most new work in this area has focused on factors the Act suggests should be included in an annual slavery statement such as communicating modern slavery expectations with suppliers (58 per cent); training and awareness-raising for board members and senior executives (67 per cent); carrying out risk assessments (45 per cent); and implementing policies and systems to manage their approach (39 per cent).

The steps leading businesses are taking are encouraging, but [most companies are finding it challenging to understand what they need to do](#) to address such a complex issue. Many recognise their role as just one of many actors on modern slavery, and feel they cannot deal with its risks alone. They are collaborating, and want to partner more, with other companies, suppliers, governments, trade unions and NGOs to develop effective solutions to address modern slavery.

HR also has a key role to play in helping to address this issue, by showing vision and leading the way in the creation of workplaces that are safer and happier for all staff and workers.

Among this group of companies with more experience in tackling labour exploitation, a high degree of consensus emerged about what good practice looks like, and they highlighted several examples, including:

Senior leadership engagement

The engagement of senior leaders was seen by all companies as crucial in driving effective responses and overcoming critical challenges, and most organisations have made training and awareness-raising for senior leaders a priority. Culture change was also highlighted as being extremely important; communicating and clarifying the values, attitudes and understanding of modern slavery helps to embed policies and make them effective.

Addressing fundamental business models and sector-specific challenges

More than four-fifths (82 per cent) of companies said addressing human rights within their core business model was key to success. Issues being examined included sourcing decisions, pricing, last-minute changes to orders, short lead times and sector-specific challenges such as seasonal labour recruitment practices.

Due diligence

The vast majority (90 per cent) of respondents saw due diligence on core labour standards as crucial. Leading companies are increasingly conducting human rights risk analyses by country, sector or type of labour, and prioritising their salient risks accordingly. Nearly three-quarters (71 per cent) had formalised and embedded these processes within their operations.

Ultimately, minimising the risk of modern slavery in your business is about addressing the human rights risks to people – whether they are directly employed, agency workers or working in the supply chain.

HR policies and practices are more important today than ever before. Companies with good HR systems and skills in place have efficient, productive and engaged employees that feel protected, valued and treated with dignity and respect. But organisations also have a responsibility to protect employees from abusive and exploitative modern slavery practices, or they could be liable for criminal prosecution – not only in relation to their own employees, but throughout their supply chains.

Quintin Lake is a research fellow at Hult International Business School, and Cindy Berman is head of knowledge and learning at the Ethical Trading Initiative

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Can job insecurity fuel unethical behaviour?

Examine the practical implications of this research

In a Nutshell: Issue 66

This study finds that emotional exhaustion can deplete someone's resources to make ethical decisions. This reduction in self-regulation increases the likelihood that employees will engage in unethical behaviour that is either self-serving, or that benefits the organisation they work for.

Exploring the impact of job insecurity on employees' unethical behaviour, Ericka R. Lawrence and K. Michele Kacmar, Business Ethics Quarterly, Jan 2017, Vol 27 No 1, pp39-70.

Article review

With corporate scandals hitting the headlines on a regular basis the reasons why individuals behave in unethical ways – either for corporate or individual gain – has been of increasing interest to the research community, policy makers and HR professionals.

Study focus

This research adds to the growing evidence base by looking at how job insecurity influences unethical behaviour. In particular, the authors look at the role that emotional exhaustion can play in reducing self-regulation and thereby increasing the likelihood that employees will engage in unethical behaviour that is either self-serving or that benefits the organisation they work for.

The study also examines the role that adaptability and embeddedness can play in mediating the relationship between job insecurity and unethical behaviour. In seeking to understand how this relationship operates, the author's propose that:

- highly adaptable individuals are more likely to view job insecurity as a potential opportunity – for instance to find a new job or set up their own venture – which means that they experience lower levels of emotional exhaustion and thereby are less likely to 'deactivate their moral self-regulatory compass' and engage in unethical practices; and, on the other hand;
- job-embeddedness - defined as the extent of/depth of the connections between the individual and the organisation – will increase the likelihood of behaving unethically by increasing the level of emotional exhaustion experienced due to the individual's high level of organisational attachment.

