



CIPM PROFESSIONAL CODE OF CONDUCT AND ETHICS HANDBOOK

OCTOBER 2023

WHO WE ARE

The Chartered Institute of Personnel Management of Nigeria, CIPM, is a body of Professional Human Resource Management Practitioners in the Country. They are concerned with the development and maintenance of high professional standards in the field of Human Resource Management.

The Human Resource Practitioner is an individual who is duly trained, has requisite knowledge and discipline to effectively undertake Human Resource Management functions in Organizations and is so engaged, recognised, and registered with Chartered Institute of Personnel Management of Nigeria (CIPM).

OBJECTIVES OF THE INSTITUTE

- I. Ensure the establishment of professionally acceptable Human Resource practices in organisations.
- II. Serve as a forum through which members can exchange views and learn the leading-edge initiatives in the profession.
- III. Encourage investigation and research in relevant areas of the profession.
- IV. Be the voice of the profession at decision making level.

VISION

“To be the Institute of choice for people management.”

MISSION STATEMENT

“To promote excellence in people management through value creation, optimisation of human potential, standardisation and regulation of Human Resource Management.”

CORE VALUES

S-Service

We provide best in class customer service to our different stakeholders.

C-Creativity

We find new ways to solve old problems.

R-Respect

We recognise that every individual holds a special value and as such will ensure their dignity in all our interactions.

I-Integrity

We stay true to the truth.

P-Professionalism

We uphold best practices in our field.

T-Team

We collaborate to deliver results.

THE PURPOSE OF THE CIPM PROFESSIONAL CONDUCT & ETHICS COMMITTEE

The Committee is set up to coordinate all activities aimed at ensuring a rebirth and observance of corporate governance, ethics, integrity and probity in the conduct and carriage of all practitioners of Human Resource Management in Nigeria.

KEY RESPONSIBILITIES

- a) Formulate policies and develop a blueprint and framework for determining what constitutes professional conduct and ethics in Human Resource Management Profession.
- b) Document acts that may be tantamount to a breach of professional conduct and ethics and recommend modalities for necessary sanctions.

- c) Monitor the transparency and integrity which practitioners reflect in general in the discharge of their professional duty.
- d) Assess the level of equity which practitioners exhibit in fulfilling their responsibilities to all stakeholders within and outside their various organisations.
- e) Examine the level of trust kept by practitioners in respect of information which comes to them in the course of their duties.
- f) Identify practitioners' reflection of values of the profession in their public and private life.
- g) Consider other variables, which the Committee may find to be relevant to the achievement of ethical professional practice.
- h) Review the established structures and procedures from time to time as may be considered necessary to facilitate the attainment of the purpose of the Committee.
- i) Advise and guide members or organisation in respect of breaches noticed in the process of monitoring the general practice of the profession.
- j) Continuously create awareness of the ethics and values of Human Resource Management Practice to the public through the Institute's Human Resource Development programmes and the media.
- k) Adherence to existing mechanisms for handling cases of breaches of professional ethics by organisations and individuals.
- l) Recommend for Council's consideration, appropriate sanctions for ethical breaches and professional misconducts or misadventures.

TABLE OF CONTENTS

Preambles	1-4
Table of Content.....	5-6

SECTION ONE

Introduction.....	7
The Purpose Scope and Applicability.....	8
Compliance Requirement.....	10
Culture of Ethics and Compliance.....	11
Responsibility for Enforcement, Whistleblowing, Confidentiality and Retaliation.....	13

SECTION TWO

Definitions.....	16
------------------	----

SECTION THREE

Acts, Conducts and Behaviours Constituting Minor Professional Misconduct.....	21
Professional Responsibility.....	21
Professional Development.....	23
Ethical Leadership.....	24
Fairness and Justice.....	25
Conflict of Interests.....	26
Ethical Use of Official Data and Information.....	27
Work Standards.....	29
Practitioners Official Conducts.....	30
Systems Applications Use and Deployment.....	30
Acts Detrimental to the Employers and Clients.....	31
Third Party Service Providers and the Code.....	32

SECTION FOUR

Acts, Conducts and Behaviours Constituting Gross Misconduct.....	33
Respect for Human Rights and Dignity.....	33
Health and Safety.....	34
Quality and Environment.....	35
Dishonesty.....	35
Social Responsibility and Sustainability	36
Diversity, Equity, and Inclusion.....	37

SECTION FIVE

Sanctions For Violations of The Code.....	39
Professional Misconduct Under the Code.....	40
Gross Professional Misconduct Under the Code.....	40
Sanctions for Professional Misconducts.....	41
Reprimand As a Sanction for Professional Misconduct.....	41
Sanctions for Gross Professional Misconducts.....	42
Deregistration As a Form of Sanction for Gross Professional Misconduct.....	43
Relisting Of a Deregistered Member	45

SECTION SIX

Procedures for Handling Grievances and Professional Misconduct.....	46
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SECTION SEVEN

Allegiance To the CIPM Code of Conduct.....	49
Appendix 1	50
Appendix 2	55

1.0

SECTION ONE

1.1 INTRODUCTION

- a) This section of the Code explains its purpose, scope, and applicability. It includes statements of values and principles underpinning the Code.
- b) This is the Professional Code of Conduct and Ethics Handbook for the Chartered Institute of Personnel Management of Nigeria, CIPM-certified HR professionals. It is designed to guide them in their roles as HR practitioners with a view to helping them uphold the highest possible standards of ethical behaviour and professional conduct.
- c) This Handbook is based on the best practices and standards of the HR profession as well as extant laws and regulations in Nigeria. It is not intended to be exhaustive or to address every situation that may arise. Practitioners are required to use their best judgement when applying this code of professional conduct and ethics to their specific circumstances.
- d) As Human Resource professionals, they are responsible for adding value to the people management practices of the organisation they serve and to champion its ethical thoughts and processes. As advocates of the HR profession, Practitioners' are obligated to engage only in activities that enhance their credibility and promote its values.

- e) As HR professionals, they have responsibility for their individual decisions and actions in the practice of Human Resource Management in the country.
- f) This Code provides for specific rules and guidelines that HR professionals must adhere to in their work. It is organised into sections and categories, and each provision is clear, concise, and actionable.

1.2 THE PURPOSE, SCOPE, AND APPLICABILITY OF THE CIPM PROFESSIONAL CODE OF CONDUCT AND ETHICS.

- a) The vision of the Chartered Institute of Personnel Management of Nigeria, the CIPM, is to remain the Institute of choice for People Management Practices in Africa, respected across the world. This vision is hinged on the value of its brand and the trust placed on it by employers of Labour in all sectors of the national and global economy.
- b) The CIPM-licensed HR practitioners, therefore, have a duty to earn that trust and promote the CIPM brand in their daily activities. The CIPM reputation as a professional body and regulator of the HR professional practice in Nigeria is undoubtedly built on the behaviour, quality of service and standard of HR professional practice its members exhibit daily in their workplaces as ambassadors of the institute.

- c) This professional code of conduct and ethics of the Chartered Institute of Personnel Management of Nigeria, CIPM, herein referred as 'The Code,' is a document that outlines the required behaviour and expected standards of practice from Human Resource Management professionals in Nigeria.
- d) The Code serves as a guide for ethical decision-making and professional responsibility of HR professionals in Nigeria. It is enacted to enhance the reputation and credibility of HR professionals licensed by the CIPM.
- e) The Code applies to all members of the Chartered Institute of Personnel Management of Nigeria, CIPM, regardless of their role, level, sector, industry, or geographical location. In addition, temporary and contract employees, consultants, agents, and other third-party agencies engaged or licensed by the CIPM shall be required to comply with provisions of the Code.
- f) CIPM core values require that we all stay true to the truth, uphold best practices in our field, recognise peoples' individualities whilst promoting equity and inclusion, give best-in-class customer service and collaborate to deliver results.
- g) The HR practitioners have personal and official responsibilities to uphold the CIPM standards and strive to protect their brand and reputation.

- h) The Code is to complement and not replace any other applicable laws, regulations, and policies that govern the Human Resource Management practice in Nigeria.
- i) The Code sets out the CIPM commitment to regulating the HR profession in Nigeria as provided in its enabling Act in accordance with ethical values, applicable extant laws, regulations, and industry standards. It provides guidance as to what is always required of practitioners.
- j) Failure or refusal to comply with its provisions shall be treated with all the seriousness it deserves and may lead to disciplinary actions, up to and including deregistering such a practitioner.

1.3 COMPLIANCE REQUIREMENTS:

- a) HR Practitioners and members of the CIPM are required to read, understand, and comply with provisions of the Code. Ignorance of its provisions shall not excuse any practitioner from its inherent compliance obligation. When in doubt, always ask if it conforms with the CIPM core values.
- b) The CIPM maintains a ‘zero tolerance’ stance towards violation of provisions of the Code. Practitioner members shall uphold the ethical standards as enunciated in the Code.

- c) Where possible, practitioners and members are expected to take responsible steps to prevent violation of the Code.
- d) Breaches of this Code that appear criminal in nature shall be reported to law enforcement agencies for prosecution.

1.4 CULTURE OF ETHICS AND COMPLIANCE:

- a) It is the objective of this Code to establish and promote a culture of ethics and compliance among HR practitioners in the country across the membership grades. And for the purpose of this objective, culture is seen as a communal habit and a way of life by a group of people whose tone is set by leadership of the organs of its organisational structure.
- b) A culture of ethics implies that HR practitioners are committed to doing what is always right while upholding the CIPM core values and standards. Ethical behaviour engenders ethics culture which permeates senior leadership, line management and enlists peers' commitment to support one another in doing what is always right.
- c) Transformation to ethics and compliance culture by HR practitioners in Nigeria should be conducted and sustained in earnest.
- d) Compliance culture informs working consistently in tandem with the letters and spirit of the applicable rules and regulations in the workplace.

Compliance management shall be built into everyday workflow of the HR practitioners.

- e) A good compliance culture is established and sustained by top management as they walk the talk and refrain from unethical behaviour.
- f) Compliance practice should be integral to organisations structure, processes, information systems and reinforced by a penalty system for non-compliance ensuring that there are consequences for all wrong doings irrespective of pay grade.
- g) Compliance culture helps to reduce or eliminate regulatory breaches and promotes fair dealings in the conduct of business as violators are held accountable for their actions and inactions.
- h) HR practitioners in Nigeria have a duty to internalize the imports of both the CIPM core values and the shared values of the organisations where they work. They are expected to enlist commitment of their entire workforce including suppliers and third-party service providers to a culture of ethics and compliance.
- i) Without organisational commitment and the tone at the top, being compliant to compliance and ethical culture, codes and policies are mere documents.

1.5 RESPONSIBILITY FOR ENFORCEMENT OF THE CIPM CODE; WHISTLE BLOWING; CONFIDENTIALITY AND RETALIATION:

- a) Enforcement of the CIPM Code is the primary responsibility of the Institute's Governing Council, its Leadership, Office of the Registrar, Headquarters Leadership, Board of Fellows, Zonal Leadership, Branches Leadership, Chapters Leadership, and member practitioners so assigned by the Institute's Governing Council.
- b) The practitioners mentioned in (a) of this subsection above have responsibility, one and all, to enforce provisions of this Code but more importantly they shall ensure that ethics and compliance culture is established, maintained, and promoted in their respective domains of practice and influence.
- c) Whistleblower reports of potential or actual violations of provisions of this Code from across Nigeria and the diaspora are encouraged and will be received through the following sources:
- d) The Institute encourages HR practitioners, employers of Labour or any other concerned but members of the public to report concerns, ask questions or seek advice concerning provisions of this Code.
- e) Initiators of actions under (c) and (d) above of this subsection may elect to remain anonymous. The identity and details of such persons or

practitioners shall be kept confidential in tandem with the principles of thorough but fair investigation.

- f) Making or reporting false accusation, telling lies to investigators, interfering with investigating processes in relation to reported violation of the Code, refusal to cooperate with investigators concerning reported violation of the Code constitute serious violation of this Code and shall be treated as one.
- g) Making any retaliatory or discriminatory moves or acts against anyone who reported violation of provisions of this Code is a violation of the Code and shall be treated as one.
- h) This Code requires that any employee of the CIPM, practitioners, members, employers of Labour or their representatives who raise concerns about violation of this Code shall be treated with courtesy and respect.
- i) Whistle blowing shall not be a basis for any ill-treatment which may include, but is not limited to demotion, separation, suspension, loss of benefits, threats, harassment, discrimination, or subjectivity in performance assessment in organisations where members serve.
- j) This Code requires that all forms of retaliatory acts concerning whistle blowing or reported violation of its provisions shall be reported promptly via the channels provided in (c) above of this subsection.

- k) Breaches and violations of this Code shall be reported to the Office of the Registrar/CE of the Institute who shall treat the infractions as provided in the Institute's enabling Act.

2.1 DEFINITIONS OF TERMS, PHRASES AND EXPRESSIONS USED IN THE CODE:

- a) **CODE OF CONDUCT:** A statement establishing a company's or a professional organisation's guidelines with regards to ethical principles and acceptable behaviour.
- b) **CODES OF PRACTICE:** A set of laid down conditions under which business should be conducted in a particular area of activity.
- c) **COMMITTEE:** A body of persons appointed or elected to meet on an organised basis for the consideration of matters brought before it. Being organised, it must have objectives, defined responsibility and authority and specified relationships with the individuals and groups with whom it deals.
- d) **CONTRACT:** A formal binding agreement between two or more parties, presenting pledges of tasks, acts, processes, products, or resources to be provided by one party in exchange for consideration (money or other goods and values) from another party.
- e) **CORPORATE GIFTS:** Advertising gifts as presented at festivals, anniversaries and ceremonies to clients and prospects.

- f) **DEREGISTER:** It is a form of sanction for professional misconduct. It means to remove the practitioner's name from the official list or register of qualified and authorized practitioners or students of the HR Profession. It is usually for serious or repeated violations of provisions of the Code which caused significant harm, loss, or damage to clients, public, employer, or the profession.
- g) **DIVERSITY:** Human qualities such as race, gender, social status, and ethnicity are different from our own and outside the groups to which we belong.
- h) **EMOTIONAL BIAS:** Prejudice resulting from feelings.
- i) **ETHICS:** This is a set of moral principles guiding human conduct in its interaction with self, fellow human beings, peers, profession, legal entities, and society.
- j) **EX-GRATIA PAYMENT:** Payment made as a gift of favour and not in fulfilment of a contract or legal obligation.
- k) **GAMING:** The manipulation of a process or system usually in an unethical or illegal manner for the purpose of unwarranted gain or advantage.
- l) **GIFT VOUCHERS:** Special incentive tickets in soft or hard copies to purchase, usually involving money off, against next purchase of qualifying brands or providing an opportunity for a special purchase.

- m) **HR PROFESSIONALS:** Persons who have acquired specialised body of knowledge, technical skills and competencies, behavioural and ethical standards, concerning people management practice in organisations, as designed, approved, and pronounced by the Chartered Institute of Personnel Management of Nigeria, CIPM.
- n) **HUMAN CAPITAL:** Organisation's capital as represented by the abilities, skills, and experiences of its workforce.
- o) **HUMAN RESOURCE MANAGEMENT:** The Function and responsibility of making the best use of organisation employees or human capital which includes its planning, acquiring, developing, rewarding, engaging, and retaining talent.
- p) **HUMAN RESOURCES:** A general term for all the employees of an organisation or the workers in a society.
- q) **INFERENCE:** Judgement, reasoning based on facts, opinions or observations that are indicative but not conclusive with regards to some circumstances.
- r) **INHIBITION:** Mental condition in which a person finds it difficult to begin or continue a course of action. It is a peculiar hesitancy and a feeling of restraint by an outside force. Sometimes it equals suppression and repression.

- s) **LINE MANAGEMENT:** Managers who are responsible for an organisation conducting its basic functions and who give and receive orders via the chain of command within the organisational hierarchy.
- t) **ORGANISATIONAL CLIMATE:** A set of properties and qualities of the work environment, perceived directly or indirectly by the employees that is assumed to be a major force in influencing employee behaviour.
- u) **PROFESSIONALISM:** The methods, acts, status, and process of acquiring specialised knowledge, skills and competencies, often long and intensive, and ethical standards, as designed and approved by an occupation. It displays competence, integrity, accountability, and respect in one's work.
- v) **REPRIMAND:** A documented statement expressing disapproval of the misconduct and warns the practitioner not to repeat it. It is a sanction that can be imposed for professional misconduct. It is usually reserved for minor violations of ethical codes or standards which do not cause significant harm to clients, the public, the employer, or the profession.
- w) **TOP MANAGEMENT:** Company policy makers.
- x) **VICARIOUS LIABILITY:** The liability of an employer for the actions of employees while working under his instructions.

- y) **VICTIMISATION:** Persistent unfair treatment of an employee by colleagues or employers.
- z) **WORK STANDARDS:** These are the expectations and requirements that the HR profession or an organisation has for its members or employees. They define the quality, quantity, timeliness, and behaviour of the work performed.

3.1 ACTS, CONDUCTS AND BEHAVIOURS WHOSE BREACH CONSTITUTE PROFESSIONAL MISCONDUCT UNDER THIS CODE:

- a) Professional misconducts under this Code shall be categorised into misconduct and gross misconducts.

3.2 PROFESSIONAL RESPONSIBILITY:

- a) HR professionals are responsible for designing and implementing a performance management system for their organisations. They shall ensure a system that is fair, transparent, objective and aligned with organisational goals and strategy. They shall ensure that the system complies with all relevant laws and regulations. They shall communicate clearly and effectively with all employees about the purpose, process, and outcomes of the system. They shall provide constructive feedback and recognition to employees based on their performance. They shall use data from the system to inform talent management decisions and strategies. They shall also seek feedback from employees and stakeholders on how to improve the system continuously.
- b) Human Resource Management Practitioners in Nigeria shall adhere to the highest possible standards of professionalism and ethical behaviour in every situation and context of practice.

- c) They shall comply with all applicable laws, regulations, policies, and Standard Operating Procedures (SOPs) that govern the Human Resource Management practice in Nigeria.
- d) They shall work consistently with the values and principles of the code and the profession.
- e) They shall measure the effectiveness of Human Resource Management in contributing to or achieving organisational goals.
- f) They shall strive to achieve the highest possible levels of service, performance, and social responsibility in their work.
- g) They shall advocate for the appropriate use and appreciation of human beings as employees and stakeholders in the organisation.
- h) They shall advocate openly within the established fora and debates to influence decisions in favour of ethical behaviour and professional Human Resource Management practice.
- i) They shall accept responsibility for their individual decisions and actions in professional practice. This shall be without prejudice to the concept and practice of vicarious liability.

3.3 PROFESSIONAL DEVELOPMENT:

- a) CIPM-certified HR professionals shall strive to meet the highest standards of competence and commit to strengthening their competencies on a continuous basis.
- b) The HR practitioners shall commit to continuous learning, skills development, and application of approved and growing body of knowledge related to both HR practice and the organisations they serve.
- c) They shall contribute to the ever-evolving body of HR knowledge, the profession and the growth of their professional colleagues and student members through learning, research and dissemination of knowledge related to Human Resource Management practice.
- d) They shall pursue certification, recertification or comparable measures of competence and knowledge in the Human Resource Management practice.

3.4 ETHICAL LEADERSHIP:

- a) Senior HR Management practitioners shall be involved in the strategic planning sessions of the organisation they serve. When they notice that some proposed goals and strategies in the organisations they serve may

have negative impacts on some employees or stakeholders, they shall express concerns to the senior leadership. They will need to suggest alternative or complimentary goals and strategies that would be more ethical and beneficial to all parties. They may also need to consult with external ethics experts to validate their analysis and recommendations.

- b) HR practitioners shall educate and inspire their teams and other leaders in their organisations on the significance of ethical decision-making and outcomes. They shall provide coaching and feedback to their teams and other leaders on how to improve their ethical leadership skills.
- c) Human Resource Management practitioners in Nigeria shall be ethical in every of their professional interactions and undertakings.
- d) They shall question pending individual and group actions when necessary to ensure that decisions are ethical and are implemented in an ethical manner.
- e) They shall seek expert guidance and advice if ever in doubt about the ethical propriety of a situation.
- f) They shall champion development of organisational talent and human resource through training, coaching, and mentoring as ethical leaders in the profession and in organisations.

3.5 FAIRNESS AND JUSTICE:

- a) HR Management practitioners shall be ethically responsible for advocating, promoting, and fostering fairness and justice for and among employees, applicants, colleagues, and their organisations.
- b) Human Resource Management practitioners in Nigeria shall respect the uniqueness and intrinsic worth of every individual member of staff in their organisations.
- c) They shall treat people with dignity, respect, and compassion to foster a trusting work environment free of harassment, intimidation, and discrimination.
- d) They shall ensure that employees have equal opportunity and support to develop their skills and acquire new competencies.
- e) They shall ensure an environment of inclusivity and a commitment to diversity in their respective organisations, within the framework of Nigerian laws and best practices.
- f) They shall advocate, develop, and administer policies and processes that foster fair, consistent, and equitable treatment of all employees.
- g) They shall support and encourage decisions made by organisations that are both legal and ethical irrespective of their personal interests.

- h) They shall act in a responsible manner and practice sound management principles across geographical locations and territories where their organisations operate.

3.6 CONFLICT OF INTERESTS:

- a) As brand ambassadors of the CIPM Brand, CIPM-certified HR practitioners shall maintain a high level of trust with all stakeholders and protect their interests as well as their professional integrity. They shall not engage in activities that create actual, apparent or potential conflict of interests.
- b) Conflict of interests arise when personal activities or relationships interfere or appear to interfere with HR practitioners' ability to act in the best interest of the company they serve.
- c) Human Resource Management practitioners in Nigeria shall ensure that the organisations they serve have approved policies on conflicts of interest. They shall adhere to it and advocate its compliance by all employees across the ranks.
- d) They shall refrain from using their positions within the company for personal, material, or financial gains or to benefit a family member or the appearance of such.

- e) They shall refrain from giving or seeking preferential treatment in the Human Resource Management processes.
- f) They shall make efforts to identify conflicts of interests or the appearance thereof and refrain from it.
- g) They shall comply with the duty of disclosure to the relevant authorities when conflict of interests or the appearance thereof is established.
- h) They shall not engage in any personal, business, or financial transactions with clients, customers, suppliers, and other stakeholders of the organisation that they work with or engage in other conducts that may be unethical and create conflict of interest in the performance of their duties.

3.7 ETHICAL USE OF OFFICIAL DATA & INFORMATION:

- a) Human Resource Management practitioners in Nigeria shall acquire and use data and information relevant to their operations through ethical and

responsible means, and in accordance with the data protection regulations in force in Nigeria.

- b) They shall ensure that only appropriate data and information are sourced and used in reaching decisions affecting employment relationships and conditions.
- c) They shall investigate the accuracy and source of data and information before allowing it to be used in employment-related decisions.
- d) They shall maintain current and accurate HR data and information.
- e) They shall safeguard restricted or confidential information including staff personal data and avoid unlawful processing of same.
- f) They shall take appropriate steps to ensure the accuracy and completeness of all communicated data and information about HR policies and practices.
- g) They shall acquaint themselves with provisions of the Nigeria Data Protection Regulation Act (NDPR Act) of 2019, or as amended and create awareness across business leadership levels on this regulation and promote a culture of compliance to its provisions.

3.8 WORK STANDARDS:

- a) HR Management practitioners shall ensure they meet work performance standards and objectives as agreed with appropriate relevant authorities. They shall not deviate from such without a validated reason and without communicating the presence of any negative intervening factors inhibiting attainment of the agreed work performance standards, service levels and objectives.
- b) They shall not give substandard or inaccurate work or service without meeting the communicated specifications or CIPM approved standards.
- c) They shall endeavor at all times to meet agreed deadlines in the completion of tasks, contracts, or projects.
- d) They shall avoid wasting time or resources on non-work-related activities during work hours.
- e) They shall avoid misusing or abusing the employers' or clients' equipment, facilities, or materials.

3.9 PRACTITIONERS' OFFICIAL CONDUCT:

- a) HR practitioners shall avoid disobeying or disregarding lawful and reasonable instructions or directions of a manager or supervisor.

- b) They shall avoid being disrespectful, rude, or insubordinate to clients, suppliers, colleagues, and other stakeholders.
- c) They shall avoid engaging in harassment, bullying, discrimination or violence against any employee, applicants, visitors, or colleagues in the workplace.
- d) They shall avoid making false, malicious, or defamatory claims, averments, accusations or statements about the employer, co-workers, clients, or competitors.
- e) They shall avoid breaching the confidentiality or privacy of the employer, co-workers, clients, or other officially related parties.

3.10 SYSTEMS APPLICATIONS USE AND DEPLOYMENT:

- a) They shall not misrepresent or falsify employers' or clients' software data management systems, applications, or reports.
- b) They shall not access, modify, delete, or disclose employers' or clients' software data management systems without proper authorization or for unauthorized purposes.

- c) They shall not create, use, or share fake or fraudulent software accounts, passwords, or documents.
- d) They shall not damage, corrupt or disrupt the software application systems or networks of the employer or client.

3.11 ACTS DETRIMENTAL TO THE EMPLOYERS OR CLIENTS:

- a) HR Management practitioners shall not engage in activities that may compete or conflict with employers' or clients' businesses or interests.
- b) They shall not disclose or use employers' or clients' trade secrets, intellectual properties, confidential information, or propriety data for personal gain or for another company.
- c) They shall not disparage or undermine employer's or client's image, reputation, products, services, or performance in public, online or to any third party.
- d) They shall not participate in any illegal, immoral, unethical, or unprofessional activities that may damage, discredit, or harm the employer, client, or the profession.

3.12 THIRD PARTIES SERVICE PROVIDERS AND THE CODE:

- a) HR Management practitioners shall not fail to communicate the requirements and expectations of the Code to third party service providers who work with, for or on behalf of the employer or client.
- b) They shall not Fail to monitor and oversee third party service providers compliance with the Code.
- c) They shall ensure they report any known or suspected violations of the Code by third party service providers.
- d) They shall not engage in any activities that could damage the reputation or interests of the employers, clients, or the profession.

4.0

SECTION FOUR

4.1 ACTS, CONDUCTS AND BEHAVIOURS WHOSE BREACH CONSTITUTE GROSS PROFESSIONAL MISCONDUCT UNDER THIS CODE:

4.2 RESPECT FOR HUMAN RIGHTS AND DIGNITY:

- a) HR Management practitioners in Nigeria shall respect the uniqueness and intrinsic worth of every staff and treat her/him with dignity, respect, and compassion. They shall ensure that everyone has the opportunity to develop their skills and acquire new competencies where necessary.
- b) They shall not discriminate or harass employees, applicants, or colleagues at work or in the profession on the basis of their race, gender, age, religion, disability, or other protected characteristics.
- c) They shall not violate the privacy or confidentiality of employees, applicants, or colleagues by disclosing or misusing their personal or sensitive information.
- d) They shall not create, condone, or tolerate a hostile, intimidating or abusive work environment that affects the total well-being or performance of employees or colleagues in the profession.
- e) They shall provide reasonable accommodation or support for employees or applicants with special needs or disabilities.

4.3 HEALTH AND SAFETY:

- a) HR Management practitioners shall adhere to Health and Safety standards, policies and procedures as provided in the extant regulations and practiced by compliant employers or clients.
- b) They shall not compromise the Health and Safety aspects of their professional practice either as employees in organisations or independent practitioners as consultants.
- c) They shall not cause or contribute to any Health and Safety defects, failures, complaints, incidents, accidents, injuries, damages, losses, hazards, violations, and non-compliance to its standards and procedures.
- d) They shall not ignore, hide, deny, cover-up, tamper with, destroy, falsify, manipulate, or misreport any Health and Safety issues, problems, risks, impacts, evidence, data, records, and reports.
- e) They shall not work under the influence of alcohol, illicit drugs or other substances that may impair their judgment or performance at work.

4.4 QUALITY AND ENVIRONMENT:

- a) HR Management practitioners shall abide with and adhere to the Quality and Environmental policies and procedures as set by regulatory agencies and promoted by compliant employers or clients.

- b) They shall not neglect or compromise the Quality and Environmental aspects of their professional practice either as employees in organisations or independent practitioners as consultants.
- c) They shall not cause or contribute to any Quality or Environmental defects, failures, complaints, incidents, accidents, injuries, damages, losses, wastes, pollution, emissions, violations, non-compliance, ignoring, hiding, denying, covering-up, tampering with, destroying, falsifying, manipulating, misreporting any incidents, risks, hazards, impacts, evidence, data, records.

4.5 DISHONESTY:

- a) HR Management practitioners shall not steal, embezzle, misappropriate, or misuse employers' or clients' money, information, property, or assets.
- b) They shall not accept or offer bribes, kickbacks, gifts, favour, or other benefits that may influence or compromise their work performance or decisions.
- c) They shall not lie, cheat, fabricate or plagiarize in their official work-related tasks or documents.

- d) They shall not engage in fraud, forgery, deception, aiding and abetting unethical acts that may harm the employers,' clients' or the profession's reputation or interests.
- e) They shall not conceal or fail to report any misconducts, errors, irregularities, or conflict of interests that may affect their official work performances or duties.

4.6 SOCIAL RESPONSIBILITY AND SUSTAINABILITY:

- a) HR Management practitioners shall function as ethical and responsible stewards of the Human, Social, Environmental and Financial Resources entrusted to them. They shall contribute to the sustainable development of the organisations they serve and the communities they operate in.
- b) They shall not engage in or condone any illegal, fraudulent, corrupt, or unethical practices that may harm the reputation or interests of the organisations they serve, their stakeholders or the profession.
- c) They shall not misrepresent or falsify data relating to HR practices such as recruitment, performance appraisal, compensation, training, etc.
- d) They shall not waste or misuse organisations resources or assets for personal gains or benefits.

- e) They shall not disregard or violate the applicable laws, regulations, standards, or codes of conduct that govern the HR profession.

4.7 DIVERSITY, EQUITY, AND INCLUSION:

- a) This subsection provides for practices and policies that promote the inclusion and participation of people of all backgrounds, identities, and perspectives in the workplace. HR Management practitioners strive to create, maintain, and promote a work environment that values and respects diversity, equity, and inclusion. A work environment that fosters a culture of belongingness, collaboration and innovation.
- b) They shall not fail to implement or comply with organisation's Diversity, Equity, and Inclusion (DEI) policies, goals, and initiatives within the framework of the Nigerian laws.
- c) They shall not exclude or marginalize employees, applicants or colleagues based on their differences, varying perspectives, or preferences.
- d) They shall avoid bias or favouritism towards certain groups, interests, or individuals at the expense of others.
- e) They shall not deny or limit opportunities for learning, development, recognition, or advancement of diverse employees, applicants, or colleagues.

- f) They shall not dismiss or discourage the feedback, input, or contributions of diverse employees, applicants, or colleagues.

5.0

SECTION FIVE

5.1 SANCTIONS FOR VIOLATIONS OF THE CODE:

- a) This Code reflects the body of HR practitioners' commitment to integrity, excellence, respect, and social responsibility. HR Management practitioners shall uphold the Code and act in tandem with its provisions, values, and rules at all times.
- b) The body of HR practitioners recognise that sometimes mistakes or misconducts occur, either intentionally or unintentionally. When this happens, practitioners so involved have responsibility to report, investigate, and address the violations in a fair and transparent manner.
- c) This section outlines the process and procedures for handling violations of the Code, as well as the possible sanctions that may be imposed depending on the nature and severity of the violation.
- d) The purpose of this section is to ensure provisions for consistent and effective way of enforcing the code and maintaining accountability. It aims to deter future violations and promote a culture of ethics and compliance in organisations and among HR practitioners.
- e) It is the objective of this section to facilitate understanding of rights and obligations under the code as well as the consequences for violating its provisions.

5.2 PROFESSIONAL MISCONDUCT UNDER THIS CODE:

- a) Acts, conduct and behaviour constituting professional misconduct under this code have been identified, listed, and provided for under section three of the code.
- b) These acts are less serious than gross professional misconduct in that they do not cause significant harm to clients, public, employers, or the profession.
- c) Professional misconduct is one that bears no significant harm, loss or risk to the client, employer, public or profession.

5.3 GROSS PROFESSIONAL MISCONDUCT UNDER THIS CODE:

- a) Acts, conduct and behaviour constituting gross professional misconduct under this code have been identified, delineated, and provided for under section four of the code.
- b) Gross professional misconduct is a serious or intentional violation of the ethical standards or salient rules of the HR profession.
- c) Professional misconduct is gross when it bears significant harm, loss, damage or risk to the client, employer, public or profession.

5.4 SANCTIONS FOR PROFESSIONAL MISCONDUCT:

- a) Sanction for professional misconduct under this code shall be formal reprimand, confidential or public, and shall remain extant until reviewed by the CIPM enabling Act.
- b) Sanction for professional misconduct is a disciplinary action against HR professionals who have violated the ethical behaviour or professional standards of the HR profession in the country.

5.5 REPRIMAND AS A SANCTION FOR PROFESSIONAL MISCONDUCT:

- a) Reprimand as a form of sanction for professional misconduct shall be a written statement of censure expressing disapproval of the misconduct and warns the practitioner not to repeat it and that further misconduct will result in more severe sanctions.
- b) Reprimand is like caution but more serious and shall be recorded in the professional's record at the Institute.
- c) Reprimand as a form of sanction shall either be confidential between the CIPM and the erring professional or made public through publication in National or State dailies, or through any other public channel so identified and approved.
- d) All public reprimands shall be approved by the CIPM Governing Council through the office of the Registrar/CE.

- e) Reprimand as a form of sanction under this code may be accompanied by probation or training as may be deemed fit and approved by the Governing Council.
- f) Reprimand as a form of sanction for professional misconduct is intended to correct misconduct, deter future violations, protect public interest, and uphold the integrity and reputation of the HR profession.

5.6 SANCTIONS FOR GROSS PROFESSIONAL MISCONDUCT:

- a) Sanctions for gross professional misconducts under this code shall be formal deregistration of the HR professional involved. This provision shall remain extant until reviewed by the CIPM enabling Act.
- b) Deregistration as a disciplinary action shall be taken by the CIPM against members who have violated the ethical behaviour or professional standards of the HR profession in a manner considered to be a gross misconduct.
- c) Gross professional misconduct refers to serious breaches of professional conduct. Such actions are regarded as severe, because they endanger members of the public or cause significant harm, loss, or damage to clients, employers, the public, or the profession itself.

- d) These sanctions are intended to correct the misconduct, deter future violations, protect public interest, and uphold the integrity and reputation of the profession.

5.7 DEREGISTRATION AS A FORM OF SANCTION FOR GROSS PROFESSIONAL MISCONDUCT:

- a) Deregistration as a form of sanction for gross professional misconduct shall be the formal removal of the names and particulars of the indicted member from the Register of practitioners or Students. This implies that the member shall no longer be allowed to practice or train in the HR profession in the country. The Institute shall withdraw their Licence or certification.
- b) Deregistration as provided in (a) above of this subsection shall be conducted by the office of the Registrar/CE.
- c) HR practitioners who have been deregistered from the CIPM may face legal action from government, their employers, clients or the CIPM for damages or losses caused by their gross misconduct.
- d) All cases of deregistration by the CIPM shall be made public in National or State dailies or in any other public channel so identified and approved by

the Governing Council including all affiliated professional bodies. This publicity is to serve as deterrent to future violators.

- e) The HR professional so deregistered may have to undergo additional training, education, or examination to regain their HR practitioners' Licence or certification if they are eligible to do so or as provided in the CIPM enabling Act.
- f) The period for which a member is deregistered shall not count for the purpose of membership upgrade where relisted.
- g) This sanction of deregistering a professional on account of gross misconduct is markedly serious and capable of adversely affecting the reputation, career prospects and income of the practitioner involved. It shall therefore follow a fair and consistent disciplinary procedure that allows the HR professional so accused to present their case, defend themselves, and exercise their right to a fair hearing without let or hindrance.
- h) An HR professional tried for gross professional misconduct, found culpable, and subsequently deregistered, shall have the right to appeal the decision in accordance with the provisions of the CIPM Enabling Act.

5.8 RELISTING OF A DEREGISTERED MEMBER

1. A member who is deregistered may after at least 2 years apply to the council for relisting.

2. The council may consider and grant the said application upon the applicant meeting the following conditions.
 - a. Evidence of sufficient remorse.
 - b. A letter of reference from at least 2 Fellows of the Institute of not less than 5 years, who are in good standing.
 - c. The payment of all required dues
 - d. Obtaining a current HR Practitioners' license (HRPL)

SECTION SIX

6.0 PROCEDURES FOR HANDLING GRIEVANCES AND PROFESSIONAL MISCONDUCT

6.1 OBJECTIVES:

- a) The objectives of the establishment of this disciplinary procedure include:
- b) Creating an avenue for members and non-members to lodge complaints on alleged professional misconduct and breaches of policies and procedures of the institute by the Institute or its organs, any member or a third party as may relate to the practice of Human Resource Management
- c) Providing a platform for fair hearing of all cases of professional misconduct.

6.2.1 LODGEMENT OF COMPLAINT

- a) A complaint may be lodged by any or against any of the following:
 - i. The Institute
 - ii. Any organs of the Institute
 - iii. Any member
 - iv. A third party

6.2.2 FORMAT OF COMPLAINT

- i. Must be in writing.
- ii. Must be put in a sealed envelope marked "CONFIDENTIAL."

- iii. Must be addressed to the Registrar/CEO, stating the reason for/the basis of the complaint and the remedy being sought.
- iv. A duplicate copy of the complaint must be acknowledged by the office of the Registrar at the point of submission.
- v. The writing document duly signed could be forwarded via email to pcecommittee@cipmnigeria.org or registrar@cpmnigeria.org and any other two (2) members of the Institute. (The two (2) members to be copied are yet to be ascertained/recommended by the Committee).

6.3 STRUCTURE FOR MANAGING PROFESSIONAL MISCONDUCT:

Perceived breaches in the practice of Human Resource shall be treated at the following levels (as stated in Sections 11 and 12. Part V, Chartered Institute of Personnel Management of Nigeria (1992 No 58) CAP115, LFN

- First.** Office of the Registrar
- Second.** Professional Conduct & Ethics Committee
- Third.** Personnel Management Investigating Panel
- Fourth.** Personnel Management Disciplinary Tribunal
- Fifth.** Federal Court of Appeal

6.4 OFFICE OF THE REGISTRAR:

- a) After formal presentation of the complaint, the Registrar shall within 14 days.
 - i. Verify the credibility of the complaint.

- ii. If a complaint is determined to be not credible, it shall be dismissed. The complainant shall be notified of the decision, and the subject of the complaint shall be informed accordingly.
- iii. If credible, notify the subject of the complaint for their defence.
- iv. On receipt of the subject's defence the Registrar shall explore all means of resolving the matter, but where this is not achieved within fourteen (14) days, shall the case refer to the Professional Conduct and Ethics Committee.

6.5 PROFESSIONAL CONDUCT AND ETHICS COMMITTEE:

- i. The Committee shall review the recommendations/submissions of the Registrar among other responsibilities that might have been assigned to it by the Governing Council of the Institute. However, the committee should dispose of the disciplinary cases referred within 28 days of receiving such.
- ii. Where any matter is not resolved within twenty-eight (28) days as stipulated, it shall be referred by the Professional Conduct and Ethics Committee through its Chairman to the Council who shall appoint Personnel Management Investigating Panel for the matter to be handled as provided for in the Institute charter.

SECTION SEVEN

7.0 ALLEGIANCE TO THE CIPM CODE OF CONDUCT

- a) As Africa's leading People Management Professional Institute and certifying body for the HR Management Profession in Nigeria, the Chartered Institute of Personnel Management of Nigeria, CIPM, shall ensure allegiance to its Code of Professional Conduct and Ethics as a pre-requisite for its membership and certification.

Appendix 1.

A1.0 AREAS OF PROFESSIONAL COMPETENCE

Members of the Institute are expected to be professionally competent in the discipline of Human Resource Management, which include, but not limited to the following areas:

A1.1 STAFF RESOURCING & CAREER MANAGEMENT

- 1) Tapping from appropriate sources in recruitment and selection efforts.
- 2) The use of reliable selection techniques incorporating the assessment of skills, attitudes, dispositions, and physical requirements of jobs.
- 3) General introduction of new employees to their places of work, to their colleagues, to the purposes and operations of the enterprise as a whole.
- 4) Transfer of employees from one job to another within the enterprise for the benefit of themselves and their organizations.
- 5) Workforce planning to cater for the needs of organizations for the short, medium, and long term.

A1.2 EDUCATION, LEARNING AND DEVELOPMENT

- 1) Developing individual abilities and equipping the workforce with the skills needed for effective performance of duties throughout the entire range of work undertaken in the enterprise, including the learning of operatives, craft apprentices, and of potential and existing supervisors, technicians,

and managers. Learning is geared towards developing effective team(s) for performance.

- 2) Arrangements to facilitate structured personal development and subsequent promotion by individuals who on their own merits are capable of qualifying for higher responsibilities.
- 3) Internal and/or external education and learning arrangements in conjunction with established educational institutions to develop knowledge and skills both in the fields of science and technology, information, and communication technology (ICT) and of leadership and administration. Provision for the continued general education of new employees in collaboration with external educational institutions.
- 4) Periodical assessment of the results of learning events and their review in the light of changing requirements.

A1.3 PERFORMANCE, COMPENSATION & BENEFITS MANAGEMENT

- 1) Designing and implementing robust performance management systems adapted to individual organizations.
- 2) Determination of basis of payment which is acceptable as fair and reasonable to both the employer and employee. The creation and maintenance of a balanced compensation and benefits structure within

the organization taking account of additional payments for different skills and responsibilities, allowances for particular conditions and incentive bonus payments etc.

- 3) Fixing compensation and benefits structure by negotiated agreement with trade unions or by other means. Procedures for negotiation with organizations representing employees and for the settlement of disputes.

A1.4 COMMUNICATION AND ENGAGEMENT

- 1) Establishing an organizational culture that encourages frank exchange of information among employee(s) on issues in the workplace.
- 2) Engage the work force on major organization decisions impacting employees before final decisions are made.
- 3) Creation and maintenance of formal and informal methods of communication and consultation between various levels and functions of employees, as well as between managers and other employees.
- 4) Creation of an understanding by all levels of employees that there is a wide field of operational and social considerations which are of common interest to all concerned in the organisation.

A1.5 HEALTH, SAFETY & SECURED ENVIRONMENT

- 1) Maintenance healthy and secure condominiums and environment.
- 2) Provision of First aid and general medical with the organisation conjunction with external medical services.
- 3) Constant review of job hands/risks and systemic action to improve accident prevention measures.

A1.6 EMPLOYES WELFARE SERVICES

- 1) Provision of transport arrangements, facilities for sport and social activities and similar services were applicable.
- 2) Provision for the economic security of employees, including pension retirement and payments during absence from work auto illness etc.
- 3) General welfare facilities such as access to information e.g. (Library, Notice/ Information Board) some of the company's products, staff, cooperatives etc.

A1.7 ORGANIZATIONAL DEVELOPMENT

- 1) Design organisational structures that align business strategies, people, processes, and system to achieve organisational goals.

- 2) Periodic review of the organisational structure to take into account changes within the organisation and of PESTEL factors affecting the organisation.

A1.8 CESSATION OF EMPLOYMENT

- 1) Whether employees or employers initiate the cessation, there must be commitment to establish due process.

APPENDIX 2

A2.0 RESPONSIBILITIES OF MEMBERS OF THE INSTITUTE

A2.1 RESPONSIBILITIES OF CORPORATE ORGANISATIONS IN RESPECT OF HR PRACTICE

Responsibilities of Corporate members of the institute in respect of HR practice include:

- 1) Adherence to the institute Code of Conduct and Ethics: Abiding by the code of conduct and ethics of the Institute and not act in any way that will encourage or assist unlawful conduct by employees.
- 2) Employee Learning and Development: Seeking to develop the capabilities of individual employees and ensuring their effective utilisation based on business/organisation's needs.
- 3) Compensation, Benefits and Rewards: Ensuring that all employees engaged are compensated equitably based on skills, job demands, grade, performance, organisation ability to pay.
- 4) Industrial Harmony: Promoting Industrial peace and harmony through continuous dialogue, negotiation and resolution of issues as outlined in the procedural agreement and in line with due process.

- 5) Change Management: continually improving their organization through best practice/best fit initiatives.
- 6) Health, Safety & Environment: Continually improving the health, safety and environment of their employees and enforcing compliance with health and safety rules.
- 7) Security: Provide a secure workplace for employees.
- 8) HR Partnering: Encouraging regular dialogue with all stakeholders and actively engaging the workforce.
- 9) Employment of Competent and Qualified Employees: Ensure ethical and robust hiring process are in place to attract, develop and retain talents for the company.

A2.2 RESPONSIBILITIES OF HUMAN RESOURCE PRACTITIONERS

A2.2.1 TO EMPLOYERS

The primary responsibility of HR practitioners is to their employers. To this end, they should:

- 1) Demonstrate total commitment to the overall goal of the organisation.
- 2) Show in-depth understanding of the business as well as the internal and external factors that will enable them to play definite strategic roles in decision making.
- 3) Ensure compliance in the design and implementation of all HR policies and practices in line with the code of conduct of the Institute.

A2.2.2 TO EMPLOYEES

HR Practitioners also have obligations to employees in fulfilling the following responsibilities.

- 1) Arbitration: To function as mediator and maintain a balance between employers' expectations and employees' rights.
- 2) Work-life Balance: To encourage "Work-life balance" by ensuring that work hours based on an agreed cycle do not encroach into private time e.g., leave days, etc.
- 3) Performance Management: To assist their organizations to initiate and implement a performance management system to ensure that clear and realistic objectives are achieved.
- 4) Social Partnering: To ensure that all stakeholders are engaged and aligned with business goals.
- 5) Confidentiality. Not to jeopardize confidential and security of information entrusted to them by virtue of their job whether in or out of employment or disclose official confidential information for personal gains except by judicial order or with permission of individual.
- 6) Accuracy of Advice and Guidance: To maintain high standard of integrity in the advice and information given to the employers and employees.
- 7) Counselling: To be humane in handling issues relating to individual employees, pensioners, and dependents of deceased employees.

- 8) Rule of Law to abide by laws of the land and laws governing the profession (Labour Law, Immigration law, Trade and Tariff Laws, Acts, Privacy law, GDPR, etc.)

A2.2.3 TO SELF

- 1) Human Resource Practitioners shall be committed to continuous professional and personal development.
- 2) Human Resource Practitioners shall at all times act in accordance with the laws of the land; CIPM Professional Code of Conduct and Ethics and the duties they owe to employers and employees.
- 3) Where there is conflict, professional standards shall prevail.