



INSTITUTE OF PROJECT PROFESSIONALS

Code of Conduct and Disciplinary Policy

Standards of professional behaviour, and what happens when they are not met

This Code of Conduct sets out the standards of professional behaviour expected of IPP members. Membership of IPP is a commitment to uphold these standards, not merely to hold a credential. The Code is enforced by the IPP governance board.

1. IPP and its governance

The Institute of Project Professionals (IPP) is administered by Module Six Ltd (registered in England and Wales). IPP operates with a governance board that acts independently on matters of professional standards, qualifications, and member conduct. Module Six Ltd funds and operates the platform. The governance board sets and enforces the standards.

This arrangement is transparent and deliberate. The board composition ensures that Module Six Ltd does not hold a majority vote on professional standards matters. Conflicts of interest are managed through board composition and declared interests requirements set out in the IPP Governance Charter.

2. Scope

This Code applies to all paid IPP members: Affiliate, Associate (AIPP), Member (MIPP) and Fellow (FIPP). It does not apply at the Student grade, which is a free open-entry registration rather than a membership. IPP-GOV-003 section 2 owns the grades and their names.

Applicants confirm that they have read and agree to this Code as part of joining at Affiliate level or above. Acceptance is a condition of membership.

The Code applies to professional conduct in the workplace, in relation to IPP processes and assessments, and in public representations of IPP membership. It does not govern conduct that is entirely personal and unconnected to professional activity. It does govern conduct that could reasonably reflect on the profession, on IPP, or on other members.

3. Honesty and integrity

3.1 Truthful representation

- Members must not misrepresent their IPP membership tier, designation, or qualification status.
- Members must not claim an IPP designation that is not currently active. A lapsed membership means the designation is inactive until reinstated.
- Members must not imply IPP endorsement of work, views, or organisations without IPP approval.

3.2 Assessment integrity

- Members must not engage in or facilitate academic dishonesty in any IPP assessment.
- Members must not share, reproduce, or distribute assessment questions or model answers.
- Members must not misrepresent the origin of portfolio evidence. Evidence submitted must relate to work the member was genuinely responsible for.
- A finding of assessment dishonesty may result in permanent disqualification from IPP membership.

3.3 Professional honesty

- Members must give honest advice and assessments in their professional work, even when the truth is unwelcome.
- Members must not suppress, misrepresent, or selectively present information in ways that are materially misleading to project sponsors, clients, or stakeholders.

4. Competence

4.1 Scope of practice

- Members must only take on work for which they have, or are developing under appropriate supervision, the necessary competence.
- Members must not misrepresent their level of experience or capability to obtain work or advancement.

4.2 Continuing professional development

Members at Associate grade and above carry an annual CPD obligation as a condition of active membership. IPP-GOV-003 section 5 sets the requirement for each grade and IPP-GOV-008 owns the CPD year, what counts, the evidence, the audit and what happens on a shortfall. This section does not restate those figures: a second copy of them lived here from June and had already drifted from the document that owns them.

- CPD and contribution must be genuine development or contribution activity. Logging time, or claiming a contribution unit, that does not represent actual activity is a breach of this Code.
- Recording a review of a person the member has not reviewed, or recording one in order to gain a contribution unit, is a breach of this Code as well as grounds to withdraw the reviewer role under IPP-ASM-003 section 8.
- Members are responsible for logging accurately and maintaining records that can be produced if the Institute asks for them.

4.3 Maintaining knowledge

Members are expected to keep their knowledge of project management practice reasonably current. This does not require constant formal study, but it does require active engagement with the profession.

5. Responsibility

5.1 Responsibility to clients and employers

- Members must act in the best interests of their clients and employers, subject to this Code and applicable law.
- Members must identify and manage conflicts of interest. Where a conflict cannot be managed, it must be disclosed.
- Members must not accept inducements that compromise their professional judgement.

5.2 Responsibility to the public

- Members must consider the wider impact of projects, including environmental, social, and safety implications.
- Members must not knowingly participate in or facilitate illegal activity in a project context.
- Members must raise concerns about unsafe or unethical practices through appropriate channels.

5.3 Responsibility to the profession

- Members must not conduct themselves in ways that bring the project management profession or IPP into disrepute.
- Fellow (FIPP) members are expected to contribute actively to the development of the profession. This includes mentoring, governance involvement, or contribution to IPP standards and events.

6. Respect

- Members must treat colleagues, clients, and all those they work with with dignity and respect, regardless of background, role, or seniority.
- Members must not engage in bullying, harassment, or discrimination in a professional context.
- Members must maintain confidentiality where it is reasonably expected, including in relation to client and employer information.

7. Reporting and enforcement

7.1 Raising concerns

Any person may raise a concern about the conduct of an IPP member. Concerns should be submitted in writing to governance@ipp.pro. Anonymous reports will be considered but may be limited in how they can be investigated.

7.2 Investigation process

- The IPP governance board will acknowledge receipt within 5 working days.
- An initial review will determine whether the concern falls within scope of this Code and whether there is sufficient information to proceed.
- If the concern proceeds, both the complainant and the member will be given an opportunity to provide their account.
- The board will aim to reach a conclusion within 40 working days of receiving a complete complaint. Complex cases may take longer.
- The member under investigation may continue to hold membership during the investigation unless the board determines the circumstances warrant immediate suspension.

7.3 Outcomes

Following investigation, the board may determine:

- **No case to answer.** Complaint not upheld. No adverse finding is recorded.

- **Informal advice.** No formal finding, but guidance provided.
- **Formal caution.** A finding recorded on the member record for a defined period, twelve months unless the Board sets another. It is spent when the period runs out and does not count against the member afterwards.
- **Membership suspension.** The membership is held rather than ended. The grade is retained so that it returns on reinstatement, and the designation stops being usable for as long as the suspension lasts.
- **Membership revocation.** The membership ends and the grade returns to the free Student registration. The member is removed from the public register, because the register lists members in good standing, and the Institute publishes no former member state on any public surface. Nothing in the person's own professional record is deleted. Readmission is reserved to the Board under Section 7.6 and the platform refuses any grade until the Board clears it.
- **Referral** to a relevant regulatory authority where criminal conduct is suspected.
- **Withdrawal of a reviewer or assessor role**, alone or alongside any of the above. This ends the person's authority over other members' records without touching their own grade. IPP-ASM-003 section 8.

A sanction is proportionate to the seriousness of the breach, the harm caused, whether it was deliberate, whether it was repeated, whether the member self-reported under Section 8, and what they have done to put it right.

7.4 How a sanction is imposed

Stated on the face of the Code because the Institute can now carry these out, and a sanction that can be applied should be a sanction somebody is accountable for applying.

- **A reason is required and is given to the member.** No suspension, revocation or reinstatement can be recorded without one. The member is told what was decided and why, not merely that something was decided.
- **Every change is recorded against the member**, with the status before and after, the grade before and after, the reason, and who made it. That record is kept whether or not the decision is later reversed.
- **Revocation requires two people.** One member of staff records the recommendation and the reason, and nothing changes. A second, different person must agree it before it takes effect, and both reasons are kept. The person who recommends it cannot be the person who agrees it.
- **Suspension applies only to a membership that is active**, and reinstatement applies only to one that is suspended, so a sanction cannot be stacked on a membership that has already ended.
- **Reinstatement is the same act in reverse** and carries the same requirements. A suspension that is not upheld on appeal is lifted, with a reason, and the grade and designation return.

7.5 Suspending a membership before the investigation concludes

A member continues to hold their membership while a concern is investigated. That is the default and it does not need a decision.

The Board may suspend before concluding only where allowing the membership to stand would risk serious harm to another person, to a client or employer relying on the credential, or to the integrity of an IPP assessment. It is not imposed because a complaint is serious, or because it is likely to be upheld. It is imposed because of what would happen in the meantime if it were not.

- The member is told, in writing, that it has been imposed, on what ground, and that it is not a finding.
- It is reviewed at least every 20 working days for as long as the investigation runs, and lifted as soon as the ground for it no longer holds.
- It is not evidence of anything. Where the concern is not upheld, the suspension is lifted and the record shows it was interim.

7.6 After a revocation

- A revoked membership does not lapse and cannot be renewed by paying. It ended by decision.
- A revoked person may not re-join at any grade without the Board considering the revocation. The Institute keeps the revocation permanently for that reason, and Section 10 records that nothing currently enforces it at the point of joining.
- Qualifications already awarded stand, unless the finding was that the qualification itself was obtained dishonestly, in which case IPP-ASM-002 owns the withdrawal of the result.
- The designation stops immediately and continuing to use it is a separate breach under IPP-GOV-005.

7.7 Appeals

A member who disagrees with a formal outcome may appeal in writing within 20 working days. An appeal is not an opportunity to re-present the case or evidence already considered. The appeal must clearly state why the member believes the outcome was wrong, for example that evidence was interpreted incorrectly, or that new evidence has come to light that was not available during the investigation. An appeal made solely on the basis that the member disagrees with the outcome will not be accepted. The appeal is reviewed by a panel that did not include the original decision-makers. The appeal panel's decision is final.

8. Self-reporting

Members who become aware that they are in breach of this Code, or that their designation is being used incorrectly, are expected to report this to IPP promptly. Self-reporting is taken into account in any subsequent board process.

Members who are subject to a formal finding of professional misconduct by another professional body, or who are convicted of a criminal offence relevant to their professional practice, must notify IPP within 30 days.

9. How a concern reaches the board

IPP-GOV-006 is the single intake for anything raised with the Institute, including a concern about a member's conduct. It sets the acknowledgement and decision timescales and the independence requirements, and it separates a service complaint, which is about the Institute,

from a conduct concern, which is about a member. A concern raised under Section 7.1 of this Code is handled through that intake.

The two documents are not alternatives. IPP-GOV-006 owns how a concern arrives and how it is handled. This Code owns what standard the member is held to and what may be done about a breach.

10. What is not built

Stated on the face of the Code rather than in an internal note, because a sanction the Institute cannot administer consistently is not a sanction.

- **The case file is still correspondence.** A concern is recorded as a case, with its outcome, its reason and who decided it, and a member can see everything recorded about their own conduct. The investigation itself, the evidence considered and the reasoning behind the finding live in email and are not in the platform.
- **Nothing measures the Section 7.2 timescales.** The Board aims to acknowledge within 5 working days and conclude within 40. The case records when it was raised and when it was decided, so the figures can be read after the fact, but nothing warns anybody that a case is approaching either deadline.

11. Review

This Code is reviewed by the governance board at least every two years, and on any change to the sanctions the Institute can impose or to the grades in IPP-GOV-003. Members may submit proposed amendments via governance@ipp.pro. Approved amendments take effect 60 days after publication. Its edition, revision and date are on its cover.