

## STANDARDS OF CONDUCT

The entire suite of Integribuild training modules has a common objective - create an understanding of acceptable (and unacceptable) business practices, or standards of conduct, aimed at helping individuals and companies prosper in a culture of integrity and trust.

Some think that ethics training is unnecessary - that people "know right from wrong." This, we feel, is exceptionally fallacious. With industry participants coming from all over the world, from all types of early-life cultural influences, everyone indeed does not know how to recognize ethical dilemmas and, accordingly, "do the right thing" all the time. Furthermore, buyers of construction services are becoming increasingly sensitized to ethics standards because of recent highly-publicized scandals and increasing rules and regulations surrounding governance.

## POSITION-SPECIFIC, DILEMMA BASED

Each seminar includes reference to the Integribuild Model Code of Conduct and uses construction and position-relative dilemmas to convey important concepts and create a participatory atmosphere. All seminar attendees are encouraged to share their own experiences, ask questions (to the rest of the audience as well as to the instructor), and challenge their, or others' position on "gray" areas.

## SMALL CLASSROOM SETTING

Currently, all Integribuild seminars are classroom format, with delivery to small audiences (fifteen to twenty participants) so that discussions about content can be fluid and comprehensive.

The seminars are each approximately three hours in length but can be delivered in multiple sessions if desired.

## CERTIFICATE OF COMPLETION

At the conclusion of each seminar, each participant will complete a test to assure that the concepts conveyed were comprehended. Additionally, each participant will sign a pledge that they completed the course and that they will report any observed unethical or illegal behavior.



***"This is a cultural issue...If [company] leaders do not establish the culture...the people are going to find ways around [the law]. What we need to do is train."***

Tony Boswell, Senior Vice President, AMEC, plc - ENR, June 2003



## Training specifically designed for contractors that lead by example

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### Know the Code - Best Practices Guidelines for All Industry Participants

**Standards of Conduct** – ethics concepts and definitions.  
**Harassment** – how to avoid unintentional harassment.  
**Alcohol and Illegal Drugs** – rights and your responsibilities.  
**Personal Items** - what is allowable?  
**Conflicts of Interest** – how to recognize and avoid.  
**Company Resources** – asset care and rights of inspection.  
**Confidential Information** – talking about it (or not).  
**Violations** – what to do if you encounter (where to go for help).

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### Avoiding Industry Games

**Ethics and Gamesmanship** – how integrity leads to higher profitability.  
**Games that Wreck Projects and Relationships** – recognize and avoid.  
**Consequences** – participation in unethical games ruins careers.

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### Leadership, Ethics, and the Link to Sustainable Profits

**Culture, Morale, and Longevity** – setting the tone, taking the pulse  
**Ethics and Profitability** – profits and opportunities from boundaries  
**Reward Systems** – compensation plans and temptations.

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### Estimating and Purchasing Best Practices

**Ethics and Estimating** – issues and dilemmas for estimators.  
**Purchasing Promises** - commitments and the effect on buying power.  
**Omissions** – why failure to disclose known omissions is a no-win game.  
**Reverse Auction** – it's here to stay; what to do to make it work for you.  
**Robinson-Patman Act** – negotiate within the boundaries of the law.  
**Bid Rigging** – avoid appearance of collusion and/or conspiracy.

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### Project Management Best Practices

**Ethics, Budgets, and Cost-to-Complete** – issues and dilemmas.  
**Change Orders** – making the right calls when opportunity strikes.  
**The Buddy System** – how to choose the right (construction) friends

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### Field Supervision Best Practices

**Building on Your Ethical Foundation** – issues and dilemmas.  
**Quality and Schedule**—what else is there?  
**Safety and Ethics**—where's the link?

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### Accounting and Finance Best Practices

**Revenue Recognition** – issues and dilemmas.  
**Over-Billing** – what's your take (and is it yours to take)?  
**Risk Management** – how to affect lending and surety relationships.

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