



THE ASFOR MEMBERS' CODE OF ETHICS

Art. 1 - The aim of the Code of Ethics

ASFOR full, associate and sustaining members are requested to subscribe the present Code of Ethics¹. The Code is part of the ASFOR Articles of Association and the members are committed to implementing and respecting it. ASFOR and its members are committed to encouraging the adoption of the present Code also by non-ASFOR members. This aim can be achieved through partnership agreements with other Associations operating in the field of research, training, managerial and entrepreneurial consultancy and with Public Institutions. ASFOR adheres to the national and international initiatives considered useful to publicise the contents of the present Code.

Art. 2 - The role of Management education and training

ASFOR full, associate and sustaining members consider management education and training a process for sharing knowledge, competences, skills, capabilities and behaviour useful for improving the level of economic rationality in public and private entities and bodies. This is a necessary but not sufficient condition to implement corporate social responsibility and to consolidate the culture focused on human beings within economic activity.

Art. 3 – Knowledge and competencies

ASFOR's full and associate members are committed to developing only training programs responding to the participants' needs and to making sure that these programs generate a real added value to participants. The programs must be developed designing contents, in-the-field experiences and internship consistent with the participants' previous knowledge and their trainers' competencies and capabilities in order to enhance managerial orientation. These conditions must be applied to open market as well as tailored programs. When the above conditions are not present, ASFOR full and associate members ensure that they promote initiatives in partnership with other institutions (preferably with other ASFOR members) having the required knowledge and competencies. These objectives can be achieved also recruiting high qualified teachers or high potential trainers (evaluated with objective criteria) and pursuing the highest possible cost/benefit ratio for the participants and for the Client public and private Institutions.

Art. 4 - Professionalism

ASFOR full and associate members are committed to implementing recruitment and training programs for their own trainers and researchers to guarantee the adequate professional level consistent with the participants' target and the kind of knowledge stated in their mission. They are strongly committed, through their research and training activities, to enhancing the value of respect for human dignity and the responsibility to manage companies and public institutions, not for profit organizations as an asset of the entire community and not as a personal asset or an asset belonging to a few people that have the power to make decisions. Moreover, they are committed to making an advocacy policy to get the approval of national and international laws, rules and guidelines aimed at recognising professionalism and merit.

Art. 5 - Inspiring values of the ASFOR full, associate and sustaining members

ASFOR full, associate and sustaining members must clarify the values that inspire their activities and that are to be widely communicated through their programs in their Articles and/or Memorandum of Association or in any other formal document approved by the governance bodies as regards their vision and mission.

In particular, full and associate members are asked to implement suitable training processes and career pathways to develop the potential of their trainers and researchers, to improve the level of their motivation, to foster collaboration, to create a satisfying organizational internal environment and to enhance the relationship with and among participants.

Art. 6 – Conceptual framework

The conceptual framework for ASFOR full, associate and sustaining members can be synthesized as follows:

- The economy must serve the people;
- The principles, criteria and tools of the economy must be used according to the sustainable development of the society;
- Co-operation and competition are two equally relevant dimensions in the economic behaviour that must be matched in a balanced way;
- The criteria of economic rationality and entrepreneurial and managerial professionalism cannot be considered absolute values, but rather must be oriented to foster the human, civil, social and economic progress of the entire society;

¹ Approved by the ASFOR Members General Assembly of 25th June 2004 (with subsequent changes)



- All private and public institutions' decisions are in themselves multi criteria and must meet the needs and expectations of different social and economic groups.

Art. 7 - Relationship with the market

ASFOR full, associate and sustaining members are committed to observing the market rules, abstaining from behaviour that could generate distortions in the market or that could create confusion and the risk of taking wrong decisions for the participants in choosing research, training, consultancy and organizational development programs.

In particular, ASFOR members must abstain from publicising unfounded news, implementing deceptive actions of communication, marketing and promotion or based on ambiguous elements that could alter the market (unfair competition).

ASFOR members are committed to using the "ASFOR member" trademark, referring to the categories of full, associate and sustaining members, following the indications of the Articles of Association and the Regulations.

Members having an ASFOR accredited Master are committed to using the specific trademark complying with the guidelines approved by ASFOR Governance Bodies and included in the contract of the trademark use without confusing it with other non-accredited management education programs.

Art. 8 - Relationship with the public authorities

The relationship with the public authorities system must be guided by compliance with the fundamental objectives of the laws and rules that protect the public interest.

ASFOR members must abstain from "instrumental" use of the law to obtain advantages not consistent with their own real competencies or, worse, to create situations or "artful or alleged" obstacles to other members engaged in the delivery of training or research services (for example, in case of public or private negotiations and tender procedures).

Lobbying actions must be pursued not only using legal methods, but also in compliance with the principles of the greatest transparency, correctness, and spirit of collaboration to improve the Italian socio – economical system, both in the public and private sector.

Art. 9 - Relationship with the users of the services

In the relationship with the users of their services, ASFOR full, associate and sustaining members are committed to applying and to complying with the self regulatory Codes and with agreements and memorandum of understanding signed with public bodies and private associations. Codes must follow the principle of accountability.

Art. 10 - Effort to reinforce the training supply system

ASFOR full and associate members are strongly committed to reinforcing the supply system of managerial training in Italy and abroad. To this end, they actively support all the initiatives aimed at improving the quality, the prestige and the reputation of the whole supply system. They are committed to respecting the rules and to applying the instruments in order to achieve this aim and to enforcing their own teachers, trainers and technical and administrative staff to do the same.

ASFOR full and associate members are committed to promoting all the initiatives able to improve the capabilities of the users of training and research activities to express their requests according to their real needs.

Art. 11 - Guarantees Committee

ASFOR Board of Directors appoints a Guarantees Committee composed of three members, two representing full members and one representing associate members. The Committee has the responsibility for monitoring the application of the Code of Ethics by the members and, in case of violation, to propose ASFOR Board of Directors to take measures (including disciplinary ones) aimed at safeguarding the reputation and image of the Association.