



Professional Standards

Why would anyone care?



- You might be prosecuted under criminal law
- The profession might be brought into disrepute
- The issues hold the key to enterprise risk management

Professions under attack



- You didn't consult me about that
- You didn't listen to what I asked you to do
- You have only dealt with a small part of my problem
- You are more concerned for your interests than mine
- You would say that, wouldn't you

Professional independence



- Medical consultants
- Barristers
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- Project managers
- DEFRA agricultural advisors



How much room for manoeuvre does your specialism give you?

Two Types of Professional Relationship



- Shared responsibility
- Open process
- Exploration of scope
- Search for value
- Rests on judgement
- Contractual terms
- Final recommendations
- Imposed boundaries
- Command not to fail
- Relies on evidence

*Professional
service*

Due process

Imagine you are an arbitrator



- On what grounds would you judge risk management competence?
- On what grounds would you judge client competence?
- On what grounds would you judge the value of work done?
- What ought the client and the professional to have known and done?

The manifesto



- Supports negotiation of responsibilities
- Distinguish professionals from cowboys/girls
- Avoid game playing and other abuses
- Expose over-reliance on tools
- Establish principle of peer review

What this can achieve



- Visible action on standards and accountability
- Education of clients and sponsors into their roles
- A way to pre-empt divergent interests with clients
- An exploration of “enterprise” risk management roles

Next steps



- Get a copy online - www.antelopes.com
- Email for one - aidan_ward@antelopes.com
- Circulate colleagues
- Criticise it as much as possible
- Use it as a basis and test it
- Feedback to Aidan, David or Martin by meeting, phone: 01474-702259, or e-mail