

Mentoring Code of Conduct

Version 1.0.1

Edited and adapted for the PMI Belgium Chapter
Professional Development / Mentoring Program



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Introduction

By participating in the PMI Belgium Chapter Mentoring Program, all mentors, mentees, and program volunteers agree to uphold the PMI Code of Ethics and Professional Conduct, as well as all applicable PMI Belgium policies. This Code of Conduct establishes shared expectations for a respectful, safe, and developmentally focused mentoring relationship.

Introductions between mentors and mentees are made through official PMI Belgium channels (e.g., chapter email and/or collaboration tools). Participants may connect on LinkedIn or other platforms at their own discretion and can discontinue those connections at any time.

It is expected that all parties will treat one another with dignity, maintain professional boundaries, and take personal responsibility for their conduct. If concerns arise at any point, contact the Mentoring Team at mentoring@pmi-belgium.be.

The following summary is advised:

- Respect & inclusion: Treat every participant with dignity; foster an inclusive, non-discriminatory environment.
- Do no harm: Prioritize the mentee's development and well-being; avoid any behavior that could cause harm.
- Professional boundaries: Maintain a professional relationship (avoid sales/solicitations, romantic/financial relationships, or misuse of influence).
- Safety first: If meeting in person, choose mutually agreed, public, and safe locations; for virtual meetings, use trusted tools.
- Confidentiality: Protect sensitive information and adhere to PMI Belgium's privacy/GDPR guidelines.
- Accountability: Raise issues early to the Mentoring Team; participate in program check-ins and surveys.

This Ethical Code covers the following:

- Disclaimer
- Competence
- Context
- Boundary Management
- Confidentiality
- Integrity
- Professionalism
- Formal Agreement



Disclaimer

All participation in the PMI Belgium Mentoring Program is strictly voluntary and unpaid. Mentors share experience and perspective; they do not provide legal, financial, medical, or other regulated professional advice and do not make decisions on behalf of mentees. Participants remain solely responsible for their own choices and outcomes. To the extent permitted by law, PMI Belgium Chapter, PMI, and their officers and volunteers are not liable for any loss or damage arising from participation in the program. Participants agree to indemnify and hold harmless PMI Belgium Chapter, PMI, and their officers and volunteers from claims arising out of program participation. Nothing in this disclaimer limits liability that cannot be limited under applicable law. The mentoring relationship is not an employment, consulting, or therapeutic relationship. Confidentiality and data protection are governed by the Mentoring Agreement and the Chapter's Privacy Notice (GDPR).



Competence

The Mentor will:

- Act only within areas of genuine experience and knowledge that are sufficient to meet the mentee's needs; be transparent about your limits and, where appropriate, refer the mentee to other resources or experts.
- Maintain an up-to-date understanding of project management practices and PMI standards; prepare for sessions and invest adequate time to provide thoughtful guidance.
- Operate in full compliance with this Code of Conduct, the PMI Code of Ethics and Professional Conduct, and any PMI Belgium mentoring standards or guidance issued for the cohort.
- Seek advice from the program team if unsure how to handle a situation (e.g., ethical questions, boundary issues, potential conflicts of interest).

Context

The Mentor will:

- Ensure that the mentoring relationship reflects the PMI Belgium Mentoring Program's purpose, policies, and ethos, as outlined in the Handbook and this Code.
- Establish and regularly review shared expectations with the mentee (goals, scope, cadence, channels, boundaries, confidentiality) so both parties understand how expectations will be met.
- Create a psychologically safe, inclusive environment that enables learning—listening actively, challenging constructively, and encouraging reflection and ownership.
- Respect the mentee's organizational context and confidentiality obligations; avoid conflicts of interest and disclose any that arise; comply with GDPR and the Chapter's Privacy Notice.

Boundary Management

The Mentor will:

- a) Stay within competence. Operate within your genuine expertise; recognise when needs exceed your remit and refer the mentee to a more suitable mentor or another professional resource.
- b) Manage conflicts early. Be alert to academic, professional, commercial, operational, or personal conflicts of interest. Address them promptly to avoid any detriment to the mentee or PMI Belgium; inform the program team where appropriate.
- c) No solicitation during the engagement. Do not market, sell, or steer business toward yourself (or your employer/firm) while the mentoring relationship is active. Any potential commercial discussions, if desired by both parties, must occur only after the mentoring engagement formally ends.
- d) Protect information. Use discretion with any personal, professional, or intellectual property shared by the mentee. When in doubt, choose non-disclosure and check with the mentee before sharing. Comply with GDPR and the Chapter's Privacy Notice.
- e) Disclose conflicts transparently. Proactively inform the mentee and the PMI Belgium program team of any actual or potential conflicts, such as (illustrative, not exhaustive):
 - Director/officer/senior role in a competing entity
 - $\geq 10\%$ ownership in a competing entity
 - Relationships that risk inadvertent disclosure of confidential information
 - Current work for (or bids with) a competitor of the mentee's organization
- f) Use NDAs when appropriate. Be willing to sign a reasonable, limited non-disclosure agreement if the mentee or their organisation requires added protection; seek guidance from the program team if unsure.
- g) Enable—don't do—the work. Provide guidance, feedback, and challenge, but do not perform tasks or deliverables on the mentee's behalf, nor act in a supervisory/line-management capacity.



Confidentiality

The mentor–mentee relationship is private. Both parties must treat all mentoring communications (conversations, messages, documents, visuals) as confidential, in line with the **PMI Belgium Mentoring Confidentiality Agreement** signed at onboarding.

Default rule — keep it private. Do not share session content with third parties (including employers, colleagues, other participants, or social media). If learning needs to be shared more broadly, use anonymized examples only.

Consent-based exceptions. If both parties agree that a topic may be discussed with someone else, they must agree in advance on what can be shared, with whom, and for what purpose. Recording (audio/video/screenshots/transcripts) or using AI tools on session content is not permitted unless both parties give explicit prior consent; any such materials must be stored securely and deleted when no longer needed.

Duty-of-care exceptions. Limited disclosure is permitted when there is a reasonable belief of a serious risk of harm, suspected unlawful activity, or a legal obligation to report. Share the minimum necessary information, inform the program team promptly (mentoring@pmi-belgium.be), and involve the appropriate authorities if required.

Handling and storage. Keep personal notes concise (decisions, actions, dates) and free of unnecessary sensitive details. Use secure, mutually agreed channels/locations. Retain only as long as needed for mentoring purposes or potential PDU audit.

Breach & escalation. Suspected breaches should be raised with the other party and the PMI Belgium Mentoring Program team without delay. The program may pause, re-match, or terminate a pairing and escalate to chapter leadership where appropriate.

This section complements—not replaces—the signed Confidentiality Agreement and must be read together with the PMI Code of Ethics and PMI Belgium’s Privacy Notice (GDPR).

Integrity

Both mentor and mentee agree to:

- Always uphold the PMI Code of Ethics and PMI Belgium policies.
- Maintain the agreed level of confidentiality from the outset of the relationship; disclose information only with explicit prior consent or where a duty-of-care/legal obligation applies (risk of serious harm or unlawful activity).
- Be truthful and transparent about qualifications, experience, availability, and limits; do not misrepresent outcomes or capabilities.
- Avoid conflicts of interest and promptly disclose any real or potential conflict; do not use the mentoring relationship to solicit paid work or personal advantage during the program.



- Act within applicable law and refrain from any dishonest, unlawful, unprofessional, harassing, or discriminatory conduct; respect diversity, equity, and inclusion.
- Maintain professional boundaries, refrain from undue influence, gifts of material value, or favoritism, and report suspected misconduct or safety concerns to the program team (mentoring@pmi-belgium.be).



Professionalism

Both parties commit to:

- Acting with respect, inclusivity, and courtesy; maintaining appropriate boundaries and a harassment-free environment.
- Being prepared, punctual, and reliable; honoring agreed cadence and notifying promptly of changes.
- Keeping the engagement proportionate to the agreed goals, avoiding any form of exploitation or undue influence.
- Representing qualifications and experience accurately; making no false or misleading claims.
- Protecting confidentiality and handling notes/data securely in line with chapter policy and applicable law.
- Seeking support or escalation to the program team when the relationship encounters difficulties or falls outside personal competence.

Mentor — in addition:

- Responds to mentee learning needs as defined by the agreed agenda and goals.
- Does not solicit fees, gifts of material value, paid work, or quid-pro-quo arrangements during the program.
- Completes any agreed follow-ups after closure and avoids exploiting the former relationship.
- Models professional behavior and provides constructive guidance, feedback, and challenge.

Mentee — in addition:

- Owns the development agenda; proposes topics, prepares for sessions, and follows through on actions.
- Respects the mentor's time; avoids last-minute cancellations and scope creep beyond the mentoring purpose.
- Does not request endorsements, references, or introductions that create undue pressure or conflicts of interest.
- Accurately tracks participation (e.g., for PDUs) and informs the program team if a rematch or support is needed.

Formal Agreement

Participation in the PMI Belgium Mentoring Program requires both parties to sign the PMI Belgium Mentoring Agreement before the first session. The Agreement binds confidentiality, boundaries, and expected conduct; concerns or breaches may be escalated to the Program Coordinator.

Mentor agrees to:

- Treat the mentee with respect, sensitivity, and professional conduct.
- Keep disclosures confidential as required by the Agreement.
- Focus on sharing experience, knowledge, and insight in project management (not counselling or therapy).
- Support the mentee in defining and pursuing agreed goals.
- Communicate at the agreed cadence and channels; be reliable and prepared.

Mentee agrees to:

- Treat the mentor with respect and maintain professional conduct.
- Own the development agenda; prepare topics, follow through on actions, and meet commitments.
- Do not request jobs, referrals, or paid services during the program.
- Keep disclosures confidential as required by the Agreement.
- Communicate at the agreed cadence and channels; be reliable and prepared.

Signing the Mentoring Agreement confirms understanding of these commitments and of the program's confidentiality, professionalism, and escalation provisions.





Compliance with the Mentoring Code

Mentors and mentees are expected to read and adhere to the PMI Belgium Mentoring Code of Conduct, using it as the basis for their relationship.

If either party believes the relationship is not operating in accordance with the Code, raise the concern directly with your counterpart and/or contact the Program Team at <mailto:mentoring@pmi-belgium.be>. The chapter may pause, re-match, or conclude a pairing where needed.

