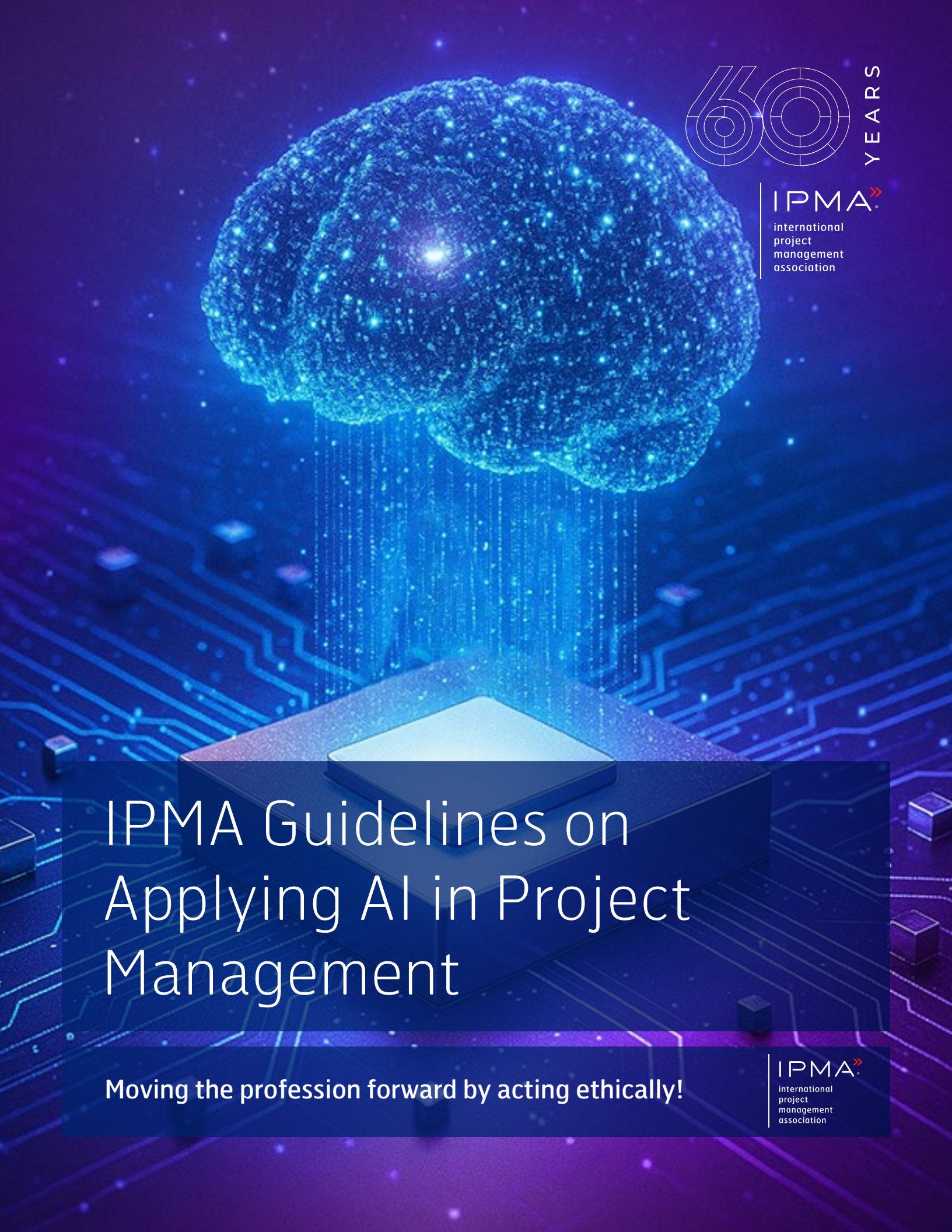

60 YEARS

IPMA
international project management association

# IPMA Guidelines on Applying AI in Project Management

**Moving the profession forward by acting ethically!**

IPMA
international project management association

# IPMA AI Guidelines: Ethical Guidelines for Project Managers

IPMA Ethics Committee, September 2025

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*IPMA Guidelines on Applying AI in Project Management*
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# 1. Introduction

## 1.1 Purpose of the Document

The IPMA AI Codex: Operational and Ethical Guidelines for Project Managers serves as a comprehensive standard for the responsible and effective use of Artificial Intelligence (AI) within project management. Developed by the International Project Management Association (IPMA), this document aims to guide project managers in integrating AI tools into their work with both ethical integrity and practical efficacy. While grounded in IPMA's core values and established frameworks, it also embraces a broader vision for the positive potential AI holds for the future of humanity. In line with the IPMA Individual Competence Baseline (ICB) and Organisational Competence Baseline (OCB), these guidelines reflect our shared belief in a world where AI can enhance human well-being and help us build a more harmonious and prosperous future.

This document is designed to:

- Equip project managers with ethical principles and operational practices for AI usage.
- Foster best practices that respect stakeholder interests and promote trust in AI.
- Provide a utopian perspective on AI's potential, inspiring hope alongside caution.

## 1.2 Scope

These guidelines apply to IPMA members worldwide and address the use of AI in diverse project contexts. Recognizing the dual nature of AI—its potential risks and transformative benefits—this document is intended for both current AI technologies and those on the horizon. It emphasizes the need for both ethical vigilance and operational excellence, with practical strategies that respect cultural diversity and resonate with the universal pursuit of human flourishing.

## 1.3 Definitions

To promote clarity, the document includes definitions of essential terms such as "Artificial Intelligence," "Machine Learning," "Ethics," "Accountability," and "Operational Guidelines." Drawing from IPMA's

terminology in the ICB and OCB, these definitions help establish a shared understanding among project managers globally.

## 1.4 Alignment with IPMA's Vision and Existing Practices

The IPMA AI Codex aligns with the ethical and professional standards set forth in IPMA's ICB and OCB, ensuring a seamless integration of these guidelines with IPMA's established values. By emphasizing the dual responsibilities of ethical integrity and operational competence, the Codex encourages project managers to harness AI as a tool for both operational success and human progress. This document subtly reflects an optimistic outlook, inspired by the idea that while AI carries risks, it also holds the promise of a future where technology contributes to a world of "loving grace," one that is rich in potential and dedicated to improving the quality of human life.

## 1.5 Document Structure

The IPMA AI Codex is structured to guide project managers through core ethical principles, practical operational guidelines, and responsibilities as IPMA members. It incorporates both prescriptive and aspirational elements, with sections that cover:

- Ethical Principles: Anchoring AI use in fairness, accountability, and transparency.
- Operational Guidelines: Practical strategies for integrating AI responsibly into project workflows.

# 2. Guiding Principles

The following guiding principles establish the foundation for ethical and operational practices in AI usage for IPMA project managers. As technology evolves rapidly, these principles are designed to be adaptable, serving as enduring values that project managers can apply regardless of specific AI tools or innovations. Each principle underscores the importance of maintaining a high standard of conduct that aligns with IPMA's values and is adaptable to diverse cultural and legal contexts.

## 2.1 Transparency

Transparency is essential for building trust with stakeholders and ensuring ethical AI use. Project managers should openly communicate how AI tools are integrated into project workflows, including their purpose, limitations, and potential impacts. This involves:

- **Clear Communication:** Provide stakeholders with accessible information on AI's role in the project, addressing any concerns they may have.
- **Documentation:** Maintain records of AI systems, including decision-making processes and data sources, to ensure accountability and enable auditing.
- **Stakeholder Engagement:** Actively involve stakeholders in discussions about AI use, ensuring that their feedback and concerns are acknowledged and addressed.

**BE AWARE // Acknowledging Complexity:** While striving for transparency, it is important to recognize that advanced AI systems, particularly those relying on deep learning models, often function as "black boxes," making full interpretability challenging. Establishing frameworks to manage this complexity, such as setting realistic expectations and developing fallback protocols when full transparency is unattainable, can help address these limitations effectively.

By prioritizing transparency, project managers can demystify AI for all involved parties and foster an environment of openness and trust.

## 2.2 Accountability

As AI becomes a more integral part of project management, defining clear lines of accountability is crucial. Project managers are responsible for overseeing AI use and ensuring that it aligns with ethical standards and project goals. This includes:

- **Role Definition:** Clearly delineate the responsibilities of team members involved in AI processes, ensuring that there is always a designated individual accountable for AI-related decisions.
- **Compliance Monitoring:** Regularly assess AI usage against relevant laws, regulations, and industry standards, taking corrective action when necessary.
- **Incident Response:** Establish protocols for addressing unintended outcomes or errors stemming from AI use, including mechanisms for reporting, investigating, and resolving issues.

> **BE AWARE // Ethical Boundaries of Autonomy:** As AI systems are increasingly deployed for high-stakes decisions, it is essential to define clear limits on what decisions AI can influence autonomously. Accountability requires not just human oversight but a framework to ensure that critical, life-impacting decisions remain under human authority. Protocols should be established to safeguard human control and judgment, especially in scenarios where AI's decision-making processes are difficult to fully explain.

Accountability ensures that AI remains a tool that serves the project and its stakeholders, rather than operating unchecked or without oversight.

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## 2.3 Privacy and Data Protection

With AI systems often reliant on vast amounts of data, respecting privacy and safeguarding data is paramount. Project managers should ensure that all data used in AI applications is handled ethically and in compliance with applicable privacy laws, including but not limited to GDPR and other regional regulations. Key considerations include:

- **Data Minimization:** Use only the data necessary for AI processes and ensure that any personal or sensitive data is anonymized where possible.

- **Consent and Compliance:** Obtain informed consent from data subjects when required and ensure that data usage complies with legal and regulatory requirements.
- **Data Security:** Implement robust security measures to protect data from unauthorized access, breaches, or misuse, continuously updating protocols as technology advances.

**BE AWARE // Algorithmic Bias:** Recognize that even neutral datasets can become biased over time, posing risks to ethical AI use. Privacy protocols should include proactive measures to monitor and prevent unintentional bias introduction. This involves continuous oversight of data pipelines to identify and mitigate biases, ensuring fairness in AI-driven outcomes.

By embedding privacy and data protection practices into AI operations, project managers can help prevent misuse and build trust with stakeholders who are increasingly concerned about data ethics.

## 2.4 Fairness and Bias Mitigation

AI tools should be designed and used in ways that promote fairness, avoiding discrimination and bias. Project managers have a responsibility to ensure that AI systems do not produce or reinforce unfair treatment of individuals or groups. Steps to promote fairness and address bias include:

- **Bias Assessment:** Regularly audit AI systems for potential biases, particularly those that could result in discrimination based on race, gender, age, or other protected characteristics.
- **Inclusive Data Sets:** Ensure that data used to train AI systems is representative of the populations affected by its decisions and address any identified data gaps.
- **Continuous Improvement:** Establish processes for monitoring AI outputs over time, implementing improvements to reduce bias and improve fairness in decision-making.

**BE AWARE // Addressing Bias as a Continuous Challenge:** Recognize that bias is not merely a data flaw but an inherent aspect of AI systems learning from historical data. Incorporate ongoing bias audits into fairness initiatives, focusing on identifying, managing, and mitigating bias over time. This approach emphasizes long-term commitment and vigilance rather than striving for unattainable neutrality, ensuring equitable outcomes in AI applications.

Commitment to fairness and bias mitigation is essential for promoting equitable outcomes and ensuring that AI aligns with ethical project management principles across different cultural contexts.

## 2.5 Safety and Security

The safety and security of project stakeholders, assets, and data should be prioritized when using AI. Project managers are responsible for implementing and monitoring AI systems in a way that does not compromise the safety or security of the project or its stakeholders. This involves:

- **Risk Assessment:** Conduct thorough risk assessments before deploying AI tools, identifying potential threats and vulnerabilities associated with AI systems.
- **Safety Protocols:** Develop and enforce protocols to mitigate risks associated with AI, such as ensuring that AI-driven machinery meets relevant safety standards.
- **Security Measures:** Protect AI systems from cyber threats by applying appropriate cybersecurity practices, including encryption, access controls, and regular system updates.

**BE AWARE // Expanding the Scope of AI Safety:** Recognize that AI safety extends beyond physical risks to include societal impacts, such as the influence of seemingly low-risk systems on behavior, team dynamics, stakeholder perceptions, and public trust. Incorporate these considerations into security protocols to provide a more holistic approach to safeguarding human interests and ensuring responsible AI use.

By safeguarding the safety and security of all aspects of AI usage, project managers can help prevent harm and ensure the smooth and secure operation of projects.

## 2.6 Human Oversight

Human judgment and ethical discernment are irreplaceable, and project managers should ensure that AI systems complement, rather than replace, human decision-making. AI tools should support project managers, not substitute for their professional expertise and ethical responsibility. Key aspects of human oversight include:

- **Decision-Making Authority:** Ensure that critical decisions influenced by AI remain under the control of qualified human professionals, who can assess the broader implications and context.

- Explainability: Prioritize AI tools that provide interpretable outputs, allowing project managers to understand and justify AI-driven recommendations or actions.
- Fallback Mechanisms: Establish contingency plans that allow for manual intervention if AI systems fail or produce unexpected outcomes, maintaining control over essential project functions.

**BE AWARE // Strengthening Human Oversight:** Consider a "human authority checkpoint" to ensure that in high-stakes areas, AI remains advisory rather than authoritative, preserving human agency and ethical integrity. Include guidelines to address the different deficits in AI, ensuring decisions align with the public interest rather than being driven solely by technical teams or select stakeholders.

Human oversight helps maintain the project manager's role as the ultimate decision-maker, ensuring that AI remains a tool for enhancing human capabilities rather than diminishing them.

## 2.7 Alignment with Organizational AI Governance and ISO 42001

It is essential to emphasize that ethical AI usage in project management cannot exist in isolation from the broader organizational governance structures. As outlined in ISO/IEC 42001 — the international standard for AI management systems — organizations are required to implement a comprehensive AI governance framework based on a continuous improvement cycle (Plan-Do-Check-Act). Project managers should therefore ensure that project-level AI policies, decisions, and tool selections are aligned with their organization's overarching AI governance policies and ethical standards.

This alignment goes beyond regulatory compliance; it embeds AI-related project activities into the context of the organization's risk management, stakeholder engagement, and ethical posture. AI is already deeply embedded in the tools PMs use daily, from generative writing assistants to embedded analytics in planning platforms. Understanding this embeddedness and aligning with the organization's ethical AI expectations is part of the project manager's professional responsibility.

In this light, the **Contextual Competence Elements of ICB4** become even more relevant. Project managers should demonstrate the ability to understand and adapt to their organization's strategic, cultural, legal, and technological context — especially as it pertains to AI integration. The AI Ethics Guidelines should thus be understood not just as a set of technical or moral instructions, but as a living document embedded in a larger governance ecosystem — an ecosystem which ISO 42001 now formally defines on a global scale.

# 3. Ethical Use of Existing AI Tools

As AI technology becomes increasingly available through various commercial platforms, project managers should exercise careful judgment in selecting, implementing, and monitoring these tools. The following guidelines support ethical and responsible use of commercially available AI solutions within project management. These guidelines are crafted to ensure that AI use aligns with IPMA's ethical standards, complies with legal requirements, and contributes positively to project outcomes.

## 3.1 Guidelines on Selecting and Using Commercially Available AI Tools

Selecting the right AI tools is a critical step for project managers. Commercially available AI tools vary in functionality, quality, and ethical considerations. When selecting and using these tools, project managers should evaluate them based on the following criteria:

- **Alignment with Project Goals:** Ensure that the AI tool's capabilities directly support project objectives and add clear value to project outcomes. Avoid tools that could unnecessarily complicate workflows or introduce irrelevant functionalities.
- **Vendor Transparency:** Choose vendors who are transparent about how their AI tools work, including information on algorithms, data sources, and any embedded biases. Favor tools where the vendor provides clear documentation on the model's training data and how the tool processes information.
- **Ethical and Social Impact:** Assess the potential impact of the AI tool on stakeholders, including unintended consequences. For example, project managers should evaluate how the tool may affect employment, decision-making processes, or relationships with customers and team members.
- **Adaptability and Scalability:** Select tools that can adapt to the evolving needs of the project, particularly as AI capabilities and project requirements may change over time. Scalable solutions that can grow with the project are often preferable.

By prioritizing tools that align with project goals, offer transparency, and demonstrate ethical integrity, project managers can maximize the positive impact of AI within their projects while minimizing risks.

## 3.2 Ensuring Compliance with Legal and Regulatory Standards

As AI continues to evolve, legal and regulatory frameworks are also developing to address its usage. Project managers should ensure that their chosen AI tools comply with all applicable laws, industry standards, and organizational policies. Key compliance considerations include:

- **Data Privacy Regulations:** Ensure AI tools are compliant with data protection laws such as the General Data Protection Regulation (GDPR, and other regional privacy regulations. Compliance should include adherence to principles like data minimization, purpose limitation, and transparency.
- **Intellectual Property Rights:** Confirm that the AI tools and any associated data sets are used in ways that respect intellectual property rights. This includes ensuring that AI models do not infringe on copyrighted data or proprietary algorithms without permission.
- **Sector-Specific Regulations:** Be aware of any specific regulatory requirements that apply to the project's industry, such as healthcare, finance, or transportation. For instance, AI applications in healthcare may need to comply with standards for patient data protection, while financial applications may need to align with anti-money laundering regulations.
- **Organizational Compliance Policies:** Align AI tool usage with the organization's internal compliance policies, which may cover areas such as ethical conduct, security standards, and environmental impact. Ensure that AI deployment is consistent with the company's values and risk management frameworks.

By adhering to legal and regulatory standards, project managers not only protect the integrity of the project but also safeguard the organization's reputation and avoid potential legal liabilities.

## 3.3 Regular Audits and Assessments of AI Tool Performance and Ethics

Ethical use of AI requires ongoing evaluation to ensure that tools continue to meet ethical and performance standards over time. Project managers should establish processes for regular audits and assessments of the AI tools they use, covering both technical performance and ethical considerations. Recommended steps for these audits include:

- **Performance Evaluation:** Regularly assess the accuracy, reliability, and overall effectiveness of AI tools in meeting project objectives. Ensure that the tools perform consistently under different conditions and provide accurate results over time. Monitor for any performance degradation or unintended side effects.
- **Bias and Fairness Audits:** Conduct periodic audits to check for biases in the AI tool's outputs. This includes testing for disparities in treatment based on factors like gender, race, or socioeconomic

status. If biases are detected, work with the vendor or internal team to recalibrate the tool or apply corrective measures.

- **Security and Privacy Audits:** Evaluate the security of AI tools regularly to identify any vulnerabilities or data protection risks. Ensure that data used by AI systems is protected from unauthorized access, and that the system is updated to address new security threats as they arise.
- **Ethical Impact Review:** Periodically review the broader ethical impact of AI tools, considering their effects on stakeholders and their alignment with the project's ethical guidelines. Solicit feedback from stakeholders, including team members, clients, and end-users, to understand any unintended consequences or ethical concerns related to the AI tool's usage.
- **Documentation and Reporting:** Keep detailed records of audit findings, including actions taken to address any issues. Documenting these reviews provides accountability and transparency, allowing stakeholders to see that AI tools are being managed responsibly.

By establishing a routine process for auditing AI tools, project managers can ensure that these technologies remain ethically aligned, compliant, and effective throughout the project lifecycle. This proactive approach helps identify potential issues early, allowing for adjustments that enhance the tool's ethical alignment and operational efficiency.

# 4. Impact on Team and Stakeholders

As AI becomes more integrated into project management, it is crucial to consider its impact on team dynamics and stakeholder relationships. While AI can enhance efficiency and support decision-making, it should not diminish the value of human roles within the project. Project managers have a responsibility to ensure that AI use fosters a collaborative environment and addresses any concerns team members or stakeholders may have. This chapter provides guidelines for balancing AI's efficiency with effective team and stakeholder engagement.

## 4.1 Ensuring that AI Does Not Undermine Human Roles in Projects

AI can automate tasks and provide insights, but it should not replace the unique contributions of human team members. Project managers should be mindful of how AI is implemented to maintain a sense of purpose and agency among team members. Key strategies include:

- **Defining Clear Roles and Responsibilities:** Clearly delineate which tasks are best suited for AI and which require human expertise. Assign roles that complement AI functions rather than duplicate them, allowing team members to focus on strategic, creative, and interpersonal tasks that AI cannot perform.
- **Enhancing Human Capabilities with AI:** Use AI as a tool to augment human abilities rather than replace them. For example, AI can handle data analysis or repetitive tasks, freeing team members to engage in higher-order problem-solving, critical thinking, and relationship-building.
- **Encouraging Skill Development:** (If and when possible) Provide training and resources that enable team members to work effectively with AI tools. Emphasize skill development in areas where AI can complement their roles, such as data literacy, AI ethics, and strategic decision-making.

By ensuring that AI supports rather than replaces human roles, project managers can promote a balanced approach where both technology and people contribute to project success.

## 4.2 Balancing AI Efficiency with Stakeholder Communication and Engagement

AI can streamline many project processes, but project managers should ensure that this efficiency does not come at the cost of effective stakeholder engagement. Maintaining open communication with stakeholders is essential for building trust and fostering collaboration. Strategies for balancing AI efficiency with stakeholder engagement include:

- **Transparent AI Usage:** Clearly communicate with stakeholders about how AI is being used within the project, including its benefits, limitations, and potential impacts. Transparency helps manage expectations and ensures that stakeholders understand AI's role in decision-making processes.
- **Personalized Stakeholder Interaction:** Avoid relying solely on AI-driven communications. While AI can help automate updates or notifications, ensure that important or sensitive communications are handled by team members who can provide a personal touch and address questions directly.
- **Inclusive Decision-Making Processes:** Involve stakeholders in decisions related to AI usage and its integration into the project. Seek their input on how AI tools could impact project outcomes and make adjustments based on their feedback. This collaborative approach fosters a sense of shared ownership and aligns AI usage with stakeholder priorities.

Balancing AI's efficiencies with meaningful human interaction demonstrates respect for stakeholder relationships and enhances the overall quality of project engagement.

## 4.3 Addressing Concerns from Team Members about AI Integration

As AI tools become more prevalent, team members may have concerns about how these technologies will affect their roles, job security, and work dynamics. Project managers should proactively address these concerns to create a supportive environment and help team members feel valued. Suggested approaches include:

- **Open Dialogue and Reassurance:** Create opportunities for team members to express their thoughts and concerns about AI integration. Reassure them that AI is intended to support their roles, not replace them, and emphasize the importance of human judgment and expertise in the project.
- **Emphasizing the Value of Human Skills:** Highlight the aspects of project work that require distinctly human skills, such as emotional intelligence, creativity, and complex problem-solving. By focusing on these areas, project managers can reinforce the irreplaceable role of humans within the project.

- **Providing Ongoing Training and Support:** (If and when possible) Offer training programs that help team members understand and work with AI tools. This not only increases their confidence in using AI but also equips them with new skills that are valuable in the evolving landscape of project management.
- **Encouraging Collaboration with AI:** Frame AI as a collaborative partner rather than a replacement. Encourage team members to explore how AI can complement their work, make processes more efficient, and enable them to focus on more fulfilling tasks. Highlight successful examples where AI and human collaboration led to improved project outcomes.

By addressing team concerns thoughtfully, project managers can build a culture that embraces AI while recognizing and valuing the contributions of human team members. This approach supports a positive and cohesive team environment that is adaptable to technological advancements.

# 5. Continuous Learning and Adaptation

AI technology and ethical considerations evolve rapidly, making it essential for project managers to stay informed and adapt their practices accordingly. Continuous learning ensures that project managers remain equipped to handle new AI tools and the ethical challenges they present. This chapter outlines strategies for ongoing education, training, and feedback mechanisms that foster a proactive and ethical approach to AI use in project management.

## 5.1 Keeping Updated with Advancements in AI Ethics

As AI technology progresses, so do the ethical implications associated with its use. Project managers need to stay informed about these advancements to apply the latest ethical standards and best practices in their projects. Key ways to keep updated include:

- **Participating in Professional Development:** Engage in webinars, workshops, and conferences on AI ethics, data privacy, and related topics. Professional development opportunities offered by IPMA and other organizations can help project managers stay current with new ethical frameworks and regulatory changes.
- **Following Industry Publications and Resources:** Subscribe to industry publications, newsletters, and online platforms dedicated to AI ethics. These resources provide updates on recent developments, case studies, and emerging trends that can inform ethical AI practices.
- **Engaging with AI and Ethics Communities:** Join online forums, discussion groups, and professional networks focused on AI ethics. Engaging with these communities enables project managers to learn from peers, share insights, and discuss real-world ethical challenges in AI use.

Staying updated on AI ethics helps project managers anticipate potential issues and make informed decisions that align with current standards and societal expectations.

## 5.2 Training and Education for Project Managers on AI Tools and Ethical Usage

Project managers play a critical role in ensuring that AI is used responsibly within projects. To fulfill this role, they need access to ongoing training and education on AI tools and ethical usage. **Recommended** approaches for training and education include, (if and when possible):

- **Foundational AI and Ethics Training:** Provide project managers with introductory training on AI technology, including its capabilities, limitations, and ethical considerations. This training should cover core topics such as data privacy, bias mitigation, transparency, and accountability.
- **Specialized AI Tool Training:** Offer specific training sessions on the AI tools used within the project. This training should cover both technical aspects, such as functionality and usage, as well as ethical implications, such as data handling and potential biases.
- **Ethics-Focused Workshops and Case Studies:** Use workshops and case studies to explore ethical dilemmas in AI. These interactive sessions can help project managers develop practical skills for identifying and addressing ethical issues, using real-world scenarios to build awareness and problem-solving abilities.
- **Certification Programs:** Encourage project managers to pursue certifications in AI ethics, which can deepen their understanding of ethical issues and provide formal recognition of their expertise. Many organizations, including IPMA, offer specialized certifications that can enhance project managers' qualifications.

By investing in continuous education, project managers can enhance their ability to use AI tools responsibly and confidently, supporting the ethical standards of their projects and organizations.

## 5.3 Establishing a Feedback Mechanism for Ethical Concerns in AI Usage

A structured feedback mechanism allows project managers and team members to voice ethical concerns related to AI usage, enabling timely responses and fostering an ethical project culture. Establishing such mechanisms helps ensure that potential ethical issues are identified and addressed proactively. Recommended steps for setting up an effective feedback mechanism include:

- **Creating Open Communication Channels:** Establish clear, accessible channels for team members and stakeholders to raise ethical concerns. These channels could include regular meetings, dedicated email addresses, or anonymous reporting systems, ensuring that everyone feels comfortable sharing their observations.
- **Assigning a Point of Contact for Ethical Issues:** Designate a specific individual or team responsible for receiving and addressing ethical concerns related to AI. This could be an ethics officer, project lead, or a dedicated committee. Having a designated contact provides a clear process for handling concerns and fosters accountability.
- **Implementing Regular Ethical Reviews:** Schedule periodic ethical reviews of AI usage within the project. These reviews can involve team discussions, stakeholder consultations, and evaluations of AI practices against current ethical standards. Regular reviews help project managers catch potential issues early and make necessary adjustments.
- **Documenting and Acting on Feedback:** Keep detailed records of all ethical concerns raised, along with the actions taken to address them. Documenting these steps not only provides

transparency but also demonstrates a commitment to ethical practices. When necessary, adapt AI usage practices based on feedback to enhance alignment with ethical guidelines.

By establishing a feedback mechanism for ethical concerns, project managers can create a culture of ethical accountability and continuous improvement. This process allows for adaptive management of AI tools, ensuring they are used in ways that respect ethical standards and stakeholder values.

**BE AWARE // The EU AI Act and Other Emerging Standards.** As AI governance continues to evolve globally, project managers should stay informed about emerging national and international regulations that may influence their work. One notable development is the European Union's AI Act, which offers a structured approach to risk-based AI deployment. While not universally adopted, such frameworks provide valuable reference points for understanding trends in responsible AI use. Project managers working in or with organizations under EU jurisdiction may consider the Act's principles as part of their broader ethical and operational awareness.

# 6. Violation and Consequences

Maintaining ethical standards in AI usage is essential for the integrity of project management practices. IPMA members are expected to adhere to these ethical guidelines, and any violations should be addressed promptly and effectively. This chapter outlines mechanisms for reporting unethical AI use, procedures for handling ethical violations, and potential sanctions for non-compliance. By establishing clear processes for managing violations, IPMA reinforces its commitment to responsible and ethical AI integration.

## 6.1 Reporting Mechanisms for Unethical AI Use

Creating accessible and reliable reporting mechanisms encourages project managers, team members, and stakeholders to report any suspected unethical use of AI. Effective reporting mechanisms are essential for identifying and addressing violations quickly. Recommended reporting mechanisms include:

- **Anonymous Reporting Channels:** Provide an anonymous reporting option, such as a hotline, secure online form, or suggestion box, to allow individuals to report unethical AI use without fear of retaliation. Anonymous channels help ensure that all concerns can be raised in a safe and confidential manner.
- **Dedicated Ethics Officer or Committee:** Establish a designated ethics officer or committee responsible for receiving and reviewing reports of unethical AI practices. This individual or group should be trained to handle ethical concerns impartially and confidentially, and they should serve as a clear point of contact for anyone with concerns.
- **Clear Reporting Procedures:** Make reporting procedures straightforward and accessible. Inform all team members and stakeholders about how to report concerns and what to expect during the reporting process. Transparency in procedures helps build trust and encourages proactive reporting.

By offering multiple avenues for reporting, project managers can ensure that all team members feel empowered to speak up about potential ethical issues, helping to maintain ethical standards across the project.

## 6.2 Procedures for Handling Ethical Violations

Once a report of unethical AI use is received, it is important to have a structured process for investigating and resolving the issue. A clear and consistent approach ensures that all violations are handled fairly and in alignment with IPMA's values. Steps for handling ethical violations include:

- **Initial Assessment:** Conduct an initial assessment to determine the validity and severity of the reported issue. This assessment may involve reviewing evidence, interviewing relevant parties, and consulting with subject matter experts.
- **Formal Investigation:** If the initial assessment indicates a serious ethical concern, initiate a formal investigation. This process should be thorough, impartial, and documented at each stage. Consider involving external experts if the issue is particularly complex or if additional perspectives are needed.
- **Decision and Remediation:** Based on the findings, decide on appropriate actions to address the violation. Remedial actions may include revising AI usage practices, additional training for team members, or implementing new controls to prevent future violations. Communicate the outcome and any required actions to all relevant parties.
- **Documentation and Record-Keeping:** Maintain comprehensive records of all reported violations, investigations, and resolutions. Documenting these cases helps establish a precedent and supports future efforts to address ethical concerns consistently.

A structured approach to handling ethical violations ensures that issues are addressed fairly, transparently, and effectively, reinforcing a commitment to responsible AI use.

## 6.3 Sanctions and Consequences for Non-Compliance

To uphold ethical standards, IPMA may impose sanctions or other consequences for non-compliance with AI guidelines. Sanctions serve as a deterrent for unethical behavior and demonstrate IPMA's dedication to maintaining high standards. Potential sanctions and consequences for non-compliance include:

- **Educational Interventions:** For minor or unintentional violations, require the individuals involved to participate in additional training or workshops on ethical AI use. Educational interventions provide an opportunity to reinforce ethical principles and improve understanding of responsible AI practices.
- **Formal Warnings:** Issue formal warnings for violations that do not warrant more severe consequences but still indicate a disregard for ethical standards. Formal warnings serve as an official record of the violation and make it clear that future non-compliance could result in more serious consequences.
- **Suspension of IPMA Membership or Certification:** In cases of serious or repeated ethical violations, consider suspending the individual's IPMA membership or certification. This action

underscores the importance of ethical conduct as a core requirement for IPMA affiliation and sends a strong message about the consequences of non-compliance.

By establishing and enforcing consequences for non-compliance, IPMA promotes a culture of accountability and integrity. Sanctions are a necessary component of ethical governance, ensuring that AI is used in ways that respect IPMA's values and protect stakeholders.

**BE AWARE // Violations Exist in Context**. Project-related violations should be viewed within the broader context of the organization's AI governance system. Where possible, project managers should align with existing organizational procedures (such as those defined in ISO 42001) for reporting, escalation, and resolution. While project actions are important, the handling of violations often requires systemic support, and should be integrated into the organization's ethical and compliance structures.

# 7. Conclusion

The field of project management has evolved significantly over the centuries, transitioning from early practices of coordinating complex undertakings to the modern methodologies we know today. Throughout this journey, project management has consistently adapted to new challenges, technologies, and expectations. As we stand at the precipice of the next era, marked by rapid advancements in AI, it is essential to remember the foundational philosophies that have driven project management forward: ethical responsibility, human ingenuity, and a commitment to progress that benefits society.

## 7.1 Reinforcing the Commitment to Ethical AI Use in Project Management

The adoption of AI in project management is not just a technical evolution; it is a transformation that holds the potential to redefine how we work, collaborate, and achieve our goals. As we integrate these tools into our projects, we should remain committed to the ethical principles that have guided the project management profession through time. This commitment requires a vigilant focus on transparency, accountability, fairness, and respect for the rights and interests of all stakeholders.

Just as project managers of the past harnessed emerging technologies to build enduring legacies—from the great structures of ancient civilizations to the complex infrastructure of the modern world—today's project managers have the responsibility to shape AI's role in ways that align with the highest ethical standards. We should strive to make AI an enabler of human potential, not a substitute for it. By maintaining our focus on ethical AI practices, we ensure that technology serves humanity, advancing progress while honoring the values that have defined our profession.

## 7.2 Call to Action for Responsible Leadership with AI Tools

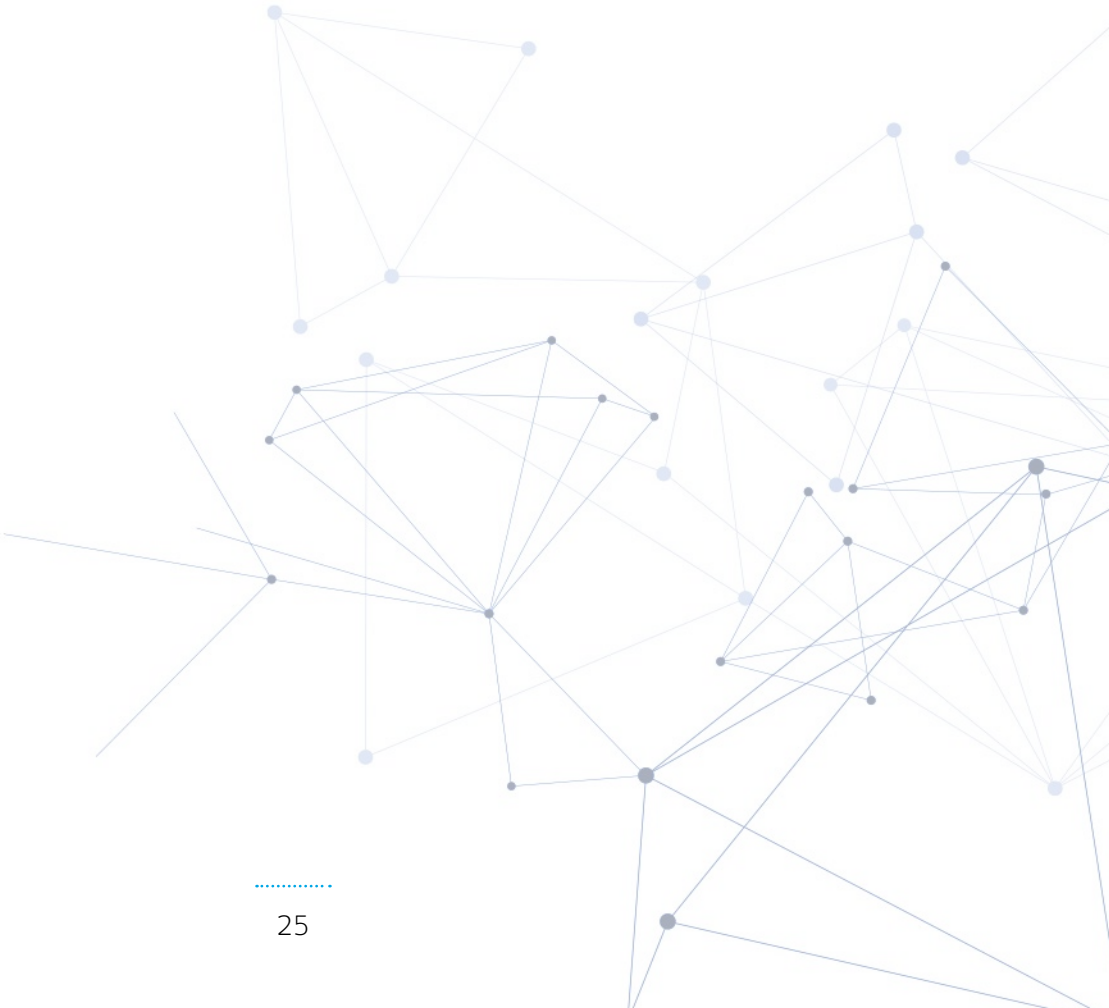
The future of project management will require leaders who are not only adept at navigating complex technical landscapes but also deeply aware of their ethical responsibilities. AI provides a unique opportunity to augment human capabilities, streamline processes, and uncover insights that were previously unimaginable. However, with these capabilities comes the responsibility to wield them thoughtfully, responsibly, and with an eye toward the broader impact on society.

We call on project managers everywhere to embrace a future where AI is integrated thoughtfully and ethically into our work. This involves continuously learning, adapting to new developments, and staying

informed about advancements in AI ethics and technology. It also means leading by example—demonstrating to colleagues, stakeholders, and the broader community that AI can be a tool for positive change when guided by strong ethical principles.

As we move forward, let us remember that the true measure of progress is not simply the projects we complete or the efficiencies we gain but **the legacy we leave behind**. Responsible leadership with AI tools is about more than achieving project goals; it is about contributing to a future where technology serves humanity's highest aspirations, creating a world where the benefits of AI are shared, and its risks are mitigated.

In this spirit, we reaffirm our commitment to ethical AI use in project management. We challenge each project manager to lead with integrity, to hold themselves and others accountable, and to ensure that AI remains a tool that supports, rather than supplants, the essential human values that make our work meaningful. As we step into this next chapter of project management history, let us be both the architects of a technologically advanced future and the custodians of an ethical foundation that endures.



# Appendix

## Ethical and Regulatory Considerations for Specific Domains

As AI applications continue to integrate into diverse fields, some project management (PM) domains require enhanced ethical scrutiny due to the unique sensitivities involved. While this codex provides overarching ethical guidelines for AI use in project management, sectors such as military, healthcare, finance, and critical infrastructure have additional complexities that warrant supplementary guidelines and regulations. This appendix addresses these requirements and proposes a framework for project managers operating within these domains, highlighting the importance of specific ethical considerations and referencing additional global documents where appropriate.

## 1 Military and Defense

Project managers working in military and defense face distinct ethical challenges when incorporating AI tools, especially given AI's potential use in surveillance, autonomous weaponry, and strategic decision-making. Recognizing these challenges, the following considerations are recommended:

- **International Compliance:** Adherence to international humanitarian and human rights laws (e.g., the Geneva Conventions, the United Nations Responsible AI in Military Domain guidelines) is essential to ensure that AI applications respect human dignity and mitigate risks.
- **Risk Mitigation in Autonomous Systems:** Military AI projects should include strict protocols for testing, verification, and control mechanisms in autonomous systems to prevent unintended consequences.
- **Data Governance and Privacy:** With military data often classified, project managers should implement stringent data protection measures, limiting AI access to sensitive data and establishing rigorous accountability frameworks.

For further guidance, project managers can consult documents such as the UNIDIR's *Guidelines for National Strategy on AI in Security and Defence* (guidelines_for_the_deve...).

### 1.1 Additional Documentation and Resources

Project managers should reference additional resources and stay informed on global developments in military AI ethics. Recommended resources include:

- **UNIDIR's Military AI Governance Guidelines:** Offering guidance on responsible AI in defense, including bias mitigation, transparency, and international compliance
- **Responsible AI in the Military Domain (REAIM) Summit Blueprint for Action:** This document presents international standards for the ethical use of AI in defense, calling for human-centered and lawful deployment of AI in military applications.
- **Any Regional Defense Frameworks:** Where applicable, project managers should consult different AI standards or relevant regional guidelines, which address specific ethical considerations and operational practices in defense.

## 2 Healthcare

AI in healthcare can vastly improve patient outcomes but also raises ethical concerns due to patient privacy and the impact of automated decisions on care quality. Project managers should consider the following:

- **Patient Privacy and Consent:** Ensuring compliance with privacy regulations such as HIPAA or GDPR is essential. AI tools should only use de-identified data unless patient consent is explicitly obtained.
- **Transparency in AI Diagnostics:** AI systems that assist in diagnostics should include explainability features to ensure medical practitioners understand AI-generated recommendations, preserving informed decision-making.
- **Bias and Fairness:** Project managers should work to identify and mitigate biases in AI systems, particularly where data sets may reflect historical inequalities.

## 3 Financial Services

AI in finance introduces both opportunities and risks, especially in areas like algorithmic trading, credit scoring, and fraud detection. Project managers should prioritize the following:

- **Fairness and Non-Discrimination:** In applications such as credit scoring, ensuring that AI models are fair and unbiased is crucial, as biases can lead to unjust financial exclusion.

- **Regulatory Compliance:** Compliance with financial regulations, including anti-money laundering (AML) and "know your customer" (KYC) laws, is essential. Project managers should ensure that AI systems used for these purposes meet regulatory requirements.
- **Risk Management:** AI models in finance require constant monitoring to prevent fraudulent activities or systemic risk, particularly in high-stakes areas like trading algorithms.

## 4 Critical Infrastructure and Cybersecurity

AI applications in sectors like energy, transportation, and cybersecurity affect public safety and national security. Project managers should be aware of the following:

- **Robustness and Reliability:** AI systems should undergo rigorous testing and validation to ensure reliability, given the potential consequences of system failures.
- **Cybersecurity Standards:** Protecting AI systems in critical infrastructure from cyber threats is paramount. Adherence to cybersecurity standards (e.g., NIST guidelines) is necessary to maintain security.
- **Interagency Coordination:** Project managers in critical infrastructure should work closely with regulatory bodies and government agencies to ensure alignment with national and regional safety standards.

This appendix highlights the necessity for tailored ethical and regulatory approaches in specific fields where the impact of AI can be profound and far-reaching. By adhering to domain-specific ethical guidelines and consulting additional resources, project managers can navigate these unique challenges responsibly, ensuring AI tools are implemented in ways that respect legal, ethical, and societal standards.

# IPMA World Map

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BRAZIL
BULGARIA
CANADA
CHINA
COLOMBIA
COSTA RICA
CROATIA
CZECH REPUBLIC
DENMARK
DOMINICAN REPUBLIC
EGYPT
ESTONIA
FINLAND
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