## MCX



As project managers, what we do in ethical matters is raise questions and encourage the right kind of decision making. Based on our experience with other projects, we know where to look to make sure no ethical matter is ignored. We are also able to forecast what certain decisions will lead to. Project managers are also able to prioritize an owner's best interests k ]h\ bc Wb ]Wb cZ]bhYfYghk ]h\ XYg][ bYfg cf WbhfUMcfgz especially when they come from a pure project management fa "5bX Yh\]W VY\Uj ]cf ]g Uk Ung ]b h\Y ck bYfg VYgh interests.

For example, let's say a contractor's proposed staging plan for a college construction project would disrupt several campus parking spaces for several months. This would certainly be legal—these are the college's own parking spaces. It may also be cost and schedule effective, limiting material transportation costs and daily setup time. In these circumstances, a project manager may still suggest alternative, less cost- and schedule-effective staging plans to preserve student and faculty experience during construction. At the very least, a project manager experienced in campus construction will be able to recognize the complexity of such a situation and engage in a thocfoi [ \ \Wdt\VbY hUbUng|q|k |h\ h\Yck bYf'

H\]gYl Ua d'Y WtbhU]bg'Ub ]a dcfhUbhX]Z W'hm]b h\Yg\cfh hYfa žYh\]Wja UmgYYa hc Wtb ]Wik ]h\ h\Y U`!]a dcfhUbh schedule, budget, and quality dimensions of a project. However, even when they fail the short-term tests of schedule, cost, or ei U]mzYh\]WJ XYVJg]cbg VYbY hdfc YWici hWta Yg]b Vch\ tangible and intangible ways. At the simplest level, they avoid costly litigation where unethical decisions would otherwise lead to non-compliance with the law. Ethical decisions can also YUX hc]bWfYUgYX Ya d'cmYY gUh]gZUMJcbzVccghdfc hzz\Y'd gYh industry standards for good behavior, and, most importantly, make a difference in the world.

## Making a Real Di erence

In my own recent experience on projects in the Caribbean, my team and I frequently offered professional advice on matters that had ethical implications for the owner of a disaster recovery project following Hurricane Irma. The matters ranged from questions on hiring to environmental impacts and more. For example, we advised the owner and general contractor

Funded by insurance, the project required our team to work alongside consultants employed in the insurers' interest. Especially in the wake of a disaster, tensions can be high, but rather than adopting an adversarial stance, we aimed to work collaboratively wherever possible. In some instances, the project and insurance teams were even able to cooperate and achieve greater cost savings for the project while meeting fyei ]fyX'qdyW Whicbg'

By raising questions, helping make the right decisions, and incorporating diverse interests, we helped bring about an outcome that accomplished the owner's goals, supported the local community, and protected the environment, while respecting the interests of the insurers. Through our team's professional experience with disaster recovery projects, as well as a deep cultural understanding of the region, we were able to do so while offsetting many short-term cost, schedule, and quality issues related to the project's ethical execution.

## Better Approaches, Better Projects

construction is challenging. It can be costly, lengthy, and even dangerous. In addition to these concerns, construction is almost always ethically charged. Having project management support promotes an ethical approach to construction. The VYbY hgczubYh\]W\`mYl YWhYX dfc^YWi[YbYfU\`mci hk Y][\`the immediate cost or schedule inconveniences that may be associated with ethical decision making, especially in the long term. Project managers can help owners identify situations with ethical consequences, understand the long-term impact of project decisions, overcome ethical ambiguities, and drive successful project delivery.

## **About the Author**

Cezar R. Cunningham has more than 15 years of experience including project and construction management, architecture, and design. Cezar currently serves as a Senior Project Manager with Hill International, Inc. in Orlando, FL. In addition to his project responsibilities, Cezar serves as co-chair of Hill's Inclusion, Diversity, Equity, and Awareness (IDEA) Committee and previously served on the inaugural Bioethics Committee of Jamaica. Contact Cezar at CezarCunningham@hillintl.com.

Hill International, Inc. zk ]h\ a cfY'h\ Ub" \(z\\$\\$\\$\decorpt dfc\Z'\gg]cbU'g']b'\%\\$\cdot\cZ\Wg'\\ worldwide, provides program management, project management, construction management, project management oversight, facilities management, and other consulting services to clients in a variety of market sectors. Engineering News-Record magazine recently ranked Hill as one of the largest construction