

IMPLEMENTATION

- Document the decision and the process used to arrive at the decision
- As appropriate, identify and pursue opportunities for education and collaboration with relevant stakeholders

EVALUATION

Review the decision.

- Assess the decision-making process as well as the outcome
- As appropriate, develop policy recommendations
- As appropriate, advocate for legislative, regulatory, policy and organizational changes

Monitor reactions and outcomes, as this could usefully inform various aspects of the decision-making process in the future.

CCES VALUES

The CCES promotes and defends values-based, doping-free sport with a particular commitment to the values of:

SAFETY

ACCESSIBILITY

FUN

FAIR PLAY

INCLUSIVITY

HEALTH

EXCELLENCE

RESPECT

The CCES staff and Board of Directors conduct their work in a manner that is consistent with the highest standards of ethical behaviour with a particular commitment to the values of:

ACCOUNTABILITY

RESPECT

STEWARDSHIP

INTEGRITY

LEADERSHIP

EXCELLENCE

A FRAMEWORK FOR ETHICAL DECISION MAKING May 2009



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CANADIAN **CENTRE**
FOR **ETHICS** IN **SPORT**

INTRODUCTION

The first step is to determine whether there is an ethical problem. Sometimes a problem will be presented as an ethical problem when it is really a management problem, an interpersonal problem, a political problem, etc. Problems that are not ethical problems should be redirected.

An ethical problem typically involves conflicting values, rights or responsibilities and may involve a situation where there is a risk of harm that could adversely affect well being.

Sometimes the ethical problem presented for decision-making will not be the ethical problem that is ultimately addressed.

BACKGROUND INFORMATION

Clarify the ethical problem; gather and examine relevant information including:

- A history of the events leading up to the problem
- The relevant legal, medical, and contractual facts
- The relevant organizational policies, international and national sporting codes, and standards
- The relevant values
- The wishes and interests of relevant stakeholders, possibly including the federal government, international and national sport federations (including WADA), community sport groups, athletes, their families, and their support personnel

OPTIONS

Identify options that might effectively address the ethical problem. For each option:

- Identify relevant values
- Identify relevant constraints on decision-making including, organizational policies, international and national sporting codes and standards, and Canadian laws
- Identify the (potentially competing) wishes and interests of the stakeholders
- Identify the known and potential short- and long-term consequences (i.e., benefits, harms and inconveniences); consider both the nature and the probability of these consequences and how various interests might be affected by each of the options

Identify relevant precedents [cases that are similar in ethically relevant respect(s).]

DECISION-MAKERS

Identify the decision-making team – the persons who have decision-making authority.

- Participation in the decision-making process does not in itself confer decision-making authority. At this stage in the process it is important to clarify who is an appropriate decision-maker and who is merely a participant in the decision-making process to assist and guide the decision-making team

DECISION-MAKING

All participants in the decision-making process should critically evaluate and compare the alternative options.

- Discuss cases that are similar in ethically relevant respects
- Discuss the relevant values
- Discuss the rationale in support of each option

The decision-making team should:

- Establish priorities among the relevant values identified, and on this basis establish priorities among the various options
- Identify a preferred course of action
- Consider the implications of acting on the preferred course of action from the perspective of all relevant stakeholders
- Test their ability to defend the anticipated decision by imagining this as the lead story on the news
- Choose a course of action