

Ethical Decision Guide

A guide for managing ethical conflicts and difficult decisions.



Umpires/Adjudicators play a crucial role in making ethical decisions within their respective sports. Here are some key principles and considerations:

- **Integrity:** Umpires/Adjudicators must demonstrate honesty and consistency in their decisions, ensuring that their actions reflect the true spirit of the game.
- **Fairness:** Umpires/Adjudicators should apply the rules uniformly to all players, ensuring that no individual receives preferential treatment.
- **Impartiality:** Umpires/Adjudicators must remain neutral and avoid personal biases that could affect their judgment.
- **Respect:** Umpires/Adjudicators should conduct themselves in a manner that reflects positively on the game and their opponents, respecting the opposition and the game's traditions.
- **Accountability:** Umpires/Adjudicators should be transparent about their decision-making processes and be willing to learn from their experiences to improve officiating skills.

These principles guide umpires/adjudicators in making informed decisions that uphold the integrity of the sport and ensure a positive experience for players and officials alike.



Introduction

This guide is intended to be a resource for people who are faced with a difficult decisions in adjudication. It can help individuals and teams have effective conversations, and prepare to engage in discussions and decisions regarding competitions. While it may not match everyone's decision-making style, it has been developed to help provide some clarity around situations of ethical uncertainty.

What are ethics?

Ethics are about ways in which we do, and should, treat each other. This extends from the "competitor to the boardroom". It includes individuals as well as groups. Ethics are a systematic method for deciding what to do when, for example:

- a) Consensus cannot be reached on policy, decisions, rulings
- b) There are conflicting or mutually exclusive goals, values or expectations
- c) The most ethical course of action is known, but not possible for some reason
- d) The benefits of an intervention do not justify the burden on adjudicators
- e) There are concerns that a plan, expectation or request is not consistent with standards

While there may not always be one perfect solution, there will usually be a choice that is better than others.

Using ethics-informed processes and analyses can help determine which is better, and provide a basis for explaining our decisions to others.

Background

This guide was developed to help you think through a difficult situation in a logical way and support the goal of providing the best outcome possible.

Ethical conflicts may be rooted in practice and systems, in how an organization functions and makes decisions, or in how we interact with the individuals. A decision guide can help users have systematic and thorough discussions so nothing important is missed or forgotten.

Keep in mind that sometimes the most ethical choice is to do nothing.

Practice Outcomes

The goals of using an ethical decision-making tool are to:

- Identify situations that would benefit from consideration of ethical implications
- Apply a systematic method for making a difficult decision
- Promote discussion of ethically relevant considerations with all parties, including colleague/competitor/opposition
- Work toward an acceptable solution or decision that best represents core values, balanced against ethical considerations such as policy, professional standards, and best interests.

Ethical choices reflect the values of those involved in the situation. Tools and resources to support ethically sound decision-making help to prepare for difficult conversations, and produce better outcomes for all involved.

Values

No matter what option is being discussed, any viable solution to a situation will need to balance the values of all parties involved. This can be challenging when values are incompatible or when differences of opinion exist on how they should be ranked. It is important to understand what values influence you, and what needs to be respected or upheld as options are being considered.

What is important to you personally? How are those values affecting your response to the situation?

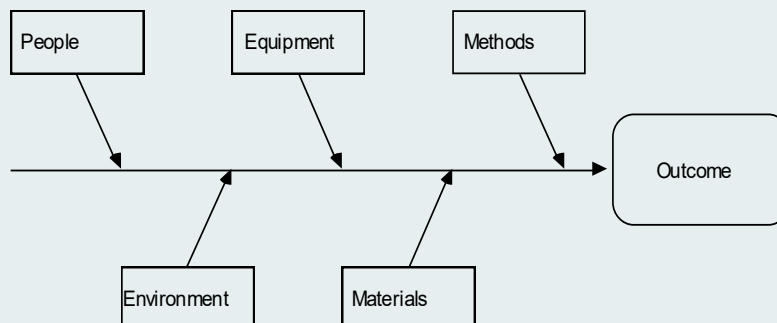
What is important to others in the situation? Consider the individuals, the situation, your organization/responsibilities.

Others will always bring personal values/stakes to a discussion. Try to understand what they are.

What actions stem from those values?

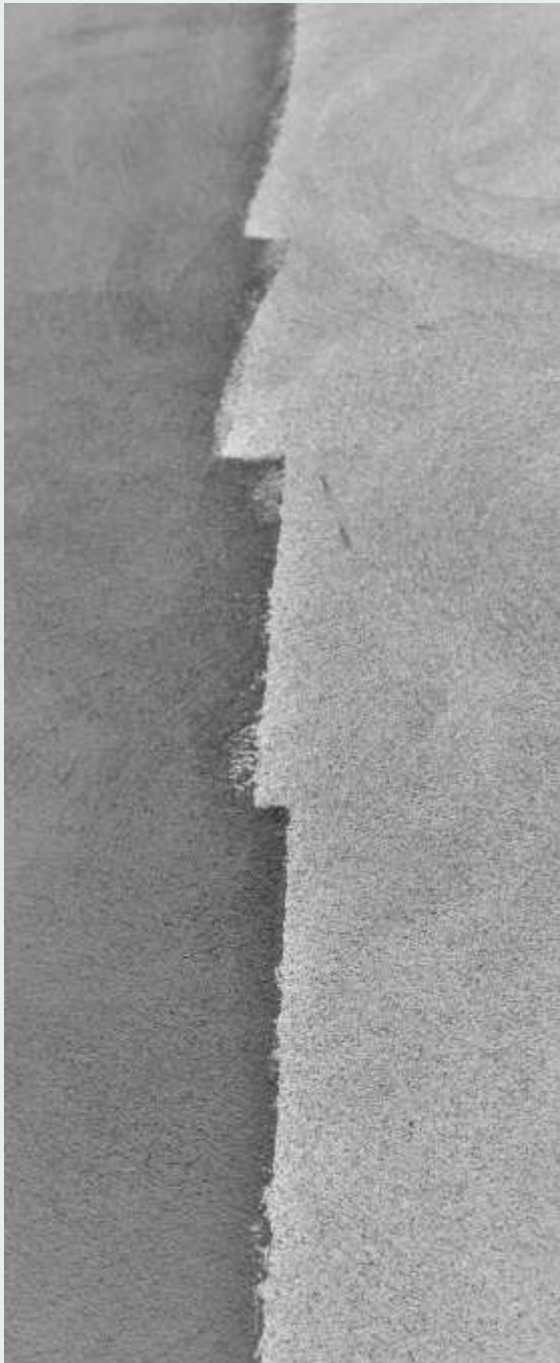
Process

A Process represents a blend of people, material, equipment, methods and environment which results in services or products as outcomes.



The Guide

By working through this process, you will give full consideration to an ethical concern or conflict. Before you start, reflect on your own values. Note how they affect your view of the right thing to do. Think through the questions noted for each section and note areas of agreement and difference. Try to understand the perspectives of others.



PLAN

Identify the issue

1. What is the decision to be made?
2. Whose values/rules are central? What are they?

Reflect on the issue

3. Think about principles/rules
4. Consider obligations
5. Other factors

Deliberate

6. What ripple effect do you expect?

DO

Resolve the issue

7. Develop an approach and implement

STUDY

8. Evaluate and address any implications

ACT

9. Adopt approach and plan a review.



Identify the issue

1. What is the issue?

Take some time to consider the nature of the issue and how you know it's a problem. What is worrying you? What is the dilemma?

2. Who is affected?

- State the issue clearly.
- State the facts, including people, equipment, methods, environment and materials if applicable
- Any information missing? Where can you get it?
- What do you need in order to move forward?

Takeaway from this step:

You have determined the key question to be answered

Understanding the perspectives, values and goals of interested parties is essential. Put yourself in the shoes of those affected by the decision.

- Who will be affected by the decision?
- What is important to them? What values need to be considered, balanced, or prioritized?

Takeaway from this step:

All relevant parties and their values have been considered.

Reflect on the problem

3. What ethical principles apply?

Ethical principles are rules or obligations that guide action. Often, an ethical situation involves conflicts between and among principles. Discuss how you understand the following principles in relation to this particular situation:

- ♦ Respect for Autonomy: reflecting respect for persons, the idea that actions are ethically right if they are consistent with a person's self-determined choice.
- ♦ Beneficence: the principle that actions are ethically right if they produce positive (good) outcomes.
- ♦ Non-maleficence: the principle that actions are ethically right if they prevent or avoid producing bad consequences.
- ♦ Justice: the principle that action is ethically right if it treats people in similar situations equally; this is also related to ideas like fairness and equity.

Takeaway from this step:

Ethical principles have been considered and discussed.

4. What ideals, obligations, or duties need to be considered?

There are duties and obligations that govern choices. These can be formal and binding, like rules, laws, policies, guidelines, codes, directives and professional standards, or informal, like social norms and cultural practices. Consider:

- ♦ Rules, regulations, policies, and operational directives
- ♦ obligations like codes of ethics and standards of practice Societal ideals
- ♦ Societal ideals like norms, benchmarks, expectations

Takeaway from this step:

You have identified and considered the standards and obligations that affect available options.

5. What other factors are relevant?

Ethical solutions are person-centered and support caring, empathy and dignity. Factors such as community, power, marginalization, culture, context/circumstances and inequities can have a profound effect on the ultimate solution. Relationships influence decisions. What might not seem rational to an umpire/adjudicator makes sense to the person who is considering the decision's potential effects on the people in their life.

- What relationships are important here? How are they affecting the situation?
- What circumstantial factors are involved? Culture, religion, finances, etc.
- Are there power dynamics affecting the situation or the discussion?
Marginalization, inequity, bias or discrimination?

Takeaway from this step:

The effects of relationships, circumstances and constraints have been considered.

Deliberate

6. What are the implications and likely outcomes of any potential solution?

Think about the ripple effect of the situation. Sometimes a decision will be made on the basis of what will/might happen as a result, and whether the decision-maker is prepared to live with the consequences. Consider the likelihood and seriousness of both benefits and harms, to individuals and communities in the long term and immediately.

- What risks and benefits do you anticipate?
- What might be the effect on the individual? The individual, team, or community?
- What will maximize good and minimize harm?

Takeaway from this step:

Risk-benefit analysis and potential ripple effects have been discussed.

Resolve the problem

Based on all your deliberations and discussions, decide what is the best option. A plan for implementing the preferred choice is essential, including determining accountability and the communication plan.

7. Evaluate the process and outcome

Once the decision is made, communicated and implemented, it is important to debrief. Consider the process as well as the outcome.

- Did the process work?
- What worked and what didn't?
- Did it achieve the desired results?

Takeaway from this step:

Review of the process and outcome. Did you do the right thing?

8. Address any moral distress or policy implications.

Ethical decisions can be emotional. The debriefing process can uncover moral distress and residue. It may identify structures, processes or policies that contributed to the issue. Validating and debriefing is essential.

- Is there any moral distress or residue? Find opportunities to debrief or follow up.
- Were broader policy issues raised? What will you do to escalate them?

Takeaway from this step:

Risk of recurrence and emotional distress is reduced wherever possible

ETHICAL DECISIONS

➡ UNBIASED DECISIONS

How to ensure unbiased decisions?

- make sure all voices/perspectives are heard
 - know your biases/shortcomings

FINISHED FILES ARE THE RESULT OF YEARS
OF SCIENTIFIC STUDY COMBINED WITH THE
EXPERIENCE OF YEARS

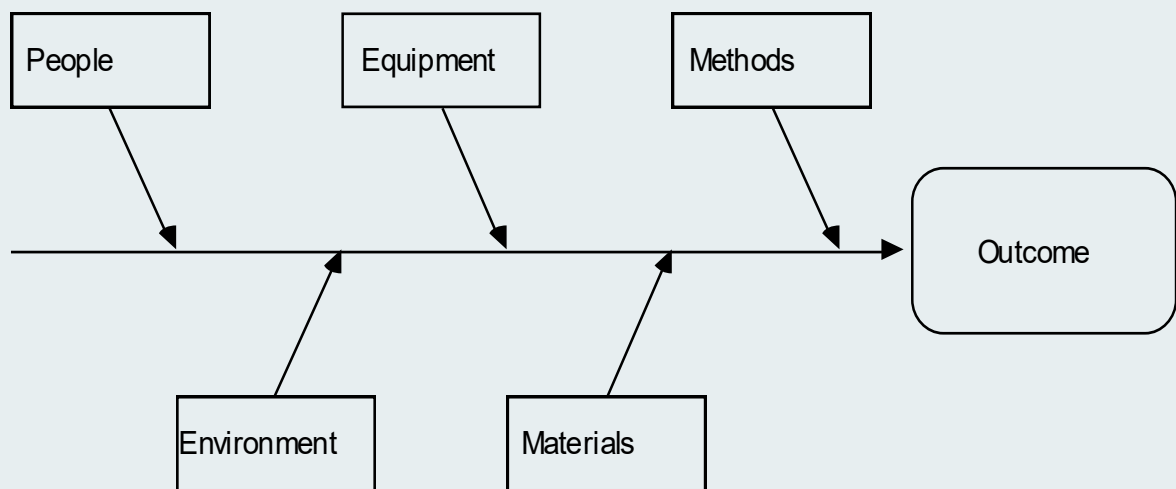
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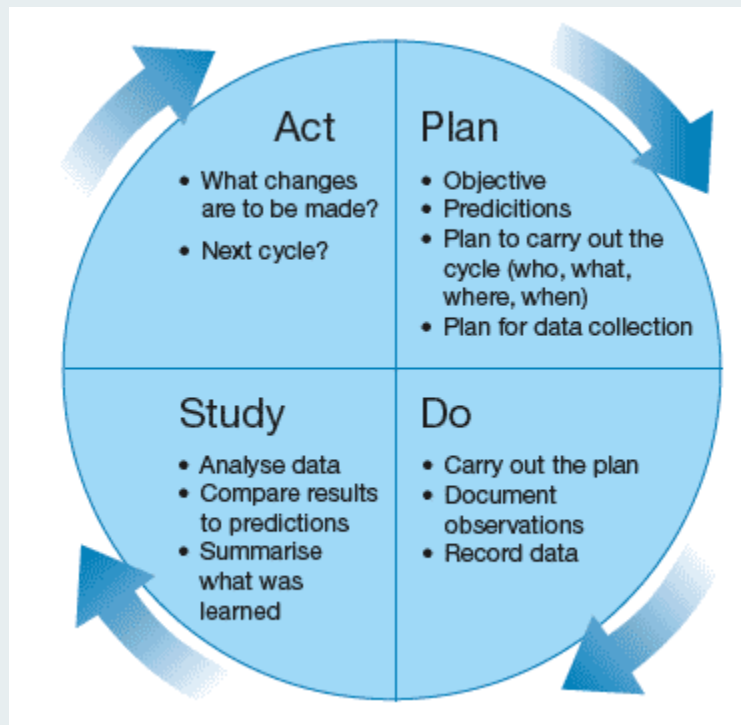
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How did your search Process change?

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PLAN-DO-STUDY-ACT



Fair Play Code for Umpires

- The umpire shall strive to ensure that every athlete has the opportunity to perform to the best of their ability.
- The umpire shall strive to maintain a positive atmosphere and safe environment for competition.
- The umpire shall not permit the intimidation of any athlete either by word or by action.
- The umpire shall not tolerate unacceptable conduct toward themselves, other umpires, athletes, or spectators.
- The umpire shall handle all conflicts firmly and with dignity.
- The umpire shall accept their role as a teacher and role model for Fair Play.
- The umpire shall be open to discussion and contact with the athletes as required.
- The umpire shall remain open to constructive criticism and show respect and consideration for different points of view.
- The umpire shall continue to obtain proper training and upgrade their officiating skills.

NOTES