



CRITERIA TO GUIDE THE BOARD IN ETHICAL DECISION MAKING

1. Have we employed integrity in our information gathering? For example:
 - Have we involved the right people?
 - Did we have all the information necessary to make this decision?
 - Have options been considered?
 - Are there other viable alternatives?
 - Have we been being fair in considering the merits of all options?
 - Will we feel comfortable in being transparent about our process and rationale for this decision?
 - Can we share our decision publicly with confidence?
2. Is the proposed decision consistent with vision, mission and values?
3. Is the proposed decision consistent with our strategic directions and objectives?
4. Is the proposed decision consistent with Cota policy, and applicable government regulations or compliance obligations? Is there precedent that needs to be considered? If so, what are the risks associated with creating a precedent?
5. What is the potential impact of the decision on stakeholders? For example:
 - Will this decision bring value to our clients?
 - Will the outcome improve access to or quality of service?
 - What impact will it have, if any, on client safety?
 - How many clients will be impacted?
 - What is the potential impact on employees, students and/or volunteers?
 - Will it support efficiency, effectiveness and safety of our workers?
 - Will it improve working conditions, staff engagement, satisfaction and morale?
 - What is the potential impact of this decision on our funders?
 - Is it consistent with their priorities/objectives?
 - What is the potential impact of this decision on our partners?
 - Will it improve/damage/have no impact on existing relationships?
 - Will it enable us to forge new "value added" relationships?
6. What is the potential impact of the decision on the financial health of the organization?
 - Have the financial assumptions, projections and risks been considered?
 - Can this be accomplished within existing operating resources?
 - Will we need to draw on our reserves? How much?
 - Do we have the available resources to invest in this initiative now and into the future?
 - Are there additional funds required? How will we raise these funds?
7. What are the potential quality/risk management implications?
 - Have we determined ways to measure the impact of our decision?
 - Can quality outcomes be measured?
 - Do we have adequate human resources to carry this out?
 - Do we have adequate expertise to ensure we are successful?
 - What are the risk management issues that need to be considered?
8. What is the potential impact to Cota's reputation?
 - Will it advance our brand and positive reputation with:
 - Our clients?
 - Our employees, volunteers, students?
 - Our funders?
 - Our partners?
 - The community at large?
 - What is the potential impact to our reputation if we did not make this decision?