

TABLE 1

Summary of Steps or Stages of Practice-Based Ethical Decision-Making Models

Corey, Corey, & Callanan (1998)	Forester-Miller & Davis (1996)	Keith-Spiegel & Koocher (1985)	Rae, Fournier, & Roberts (in press)	Stadler (1986)	Steinman, Richardson, & McEnroe (1998)	Tarvydas (1998)	Tymchuk (1986)	Welfel (1998)
1. Identify the problem	1. Identify the problem	1. Describe the parameters		1. Identify competing principles	1. Identify the problem	1. Interpret situation	1. Determine stakeholders	1. Develop ethical sensitivity
2. Identify potential issues involved		2. Define the potential issues	1. Gather information	2. Secure additional information		2. Review problem or dilemma		2. Define the dilemma and options
3. Review relevant ethical guidelines	2. Apply the ACA Code of Ethics	3. Consult legal and ethical guidelines	2. Consult legal and ethical guidelines	3. Consult with colleagues	2. Identify the relevant ethical standard	3. Determine standards that apply to dilemma		3. Refer to professional standards
4. Obtain consultation	3. Determine nature of dilemma	4. Evaluate the rights, responsibilities, and welfare of all		4. Identify hoped-for outcomes	3. Determine possible ethical traps			4. Search out ethics scholarship
5. Consider possible and probable courses of action	4. Generate potential courses of action	5. Generate alternate decisions	3. Generate possible decisions	5. Brainstorm actions to achieve outcomes	4. Frame preliminary response	4. Generate possible and probable courses of action	2. Consider all possible alternatives	5. Apply ethical principles to situation
6. Enumerate consequences of various decisions	5. Consider potential consequences, determine course of action	6. Enumerate the consequences of each decision	4. Examine possible outcomes, given context	6. Evaluate effects of actions	5. Consider consequences of that response	5. Consider consequences for each course of action	3. Consider consequences for each alternative	
7. Decide on best course of action		7. Estimate probability for outcomes of each decision		7. Identify competing nonmoral values		6. Consult with supervisor and peers		6. Consult with supervisor and peers
		8. Make the decision		8. Choose a course of action	6. Prepare an ethical resolution	7. Select an action by weighing competing values, given context	4. Balance risks and benefits to make the decision	7. Deliberate and decide
	6. Evaluate selected course of action			9. Test the course of action	7. Get feedback from peers and supervisor		5. Decide on level of review	
	7. Implement course of action		5. Implement best choice and evaluate	10. Identify steps, take action, evaluate	8. Take action	8. Plan and execute the selected action	6. Implement the decision	8. Inform supervisor and take action
			6. Modify practices to avoid future problems			9. Evaluate course of action	7. Monitor the action and outcome	9. Reflect on the experience

Note. ACA = American Counseling Association.

be rooted in a commitment to the virtues of professional values. According to this system, the counselor gathers information and consults with others regarding the dilemma but must deliberate alone before making an informed decision. Welfel pointed out that counselor preparation through familiarity with ethical codes and practical experience can shorten the decision-making process.

Corey, Corey, and Callanan (1998) noted that because ethical codes cannot be applied in a rote manner, practitioners are more likely to respond to a dilemma based on their personal values and practical considerations. They review two decision-

making models in depth—the virtue ethics of Jordan and Meara (1990) and the critical-evaluation model of Kitchener (1984)—and stressed the four fundamental principles of autonomy, beneficence, nonmaleficence, and justice. Corey et al. presented a series of steps for ethical decision making (Table 1) that blends practices from different models.

MODELS DEVELOPED FOR SPECIALTY PRACTICE

The literature contains examples of ethical decision-making models applied to or developed for a specific area of counsel-