value

How to determine what the core values of your organisation are?

Purpose

Identify the fundamental values that guide decisions, behaviour, and expectations within your organisation.

How to use (6–8 min)

1. Select Four real situations:
– Two that should never happen again
– Two that reflects your organisation at its best
2. Extract the values present or threatened
3. Compare patterns across both examples.
4. Name 3–5 core values that appear.
5.Check alignment with societal and organisational goals.

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Indicators of good application

- Both positive and negative situations were analysed.
- Values are phrased as principles that guide action, not slogans.
- Differences across departments or teams were discussed, not ignored.

Common pitfalls

- Selecting values aspirationally
- Focusing only on good cases.
- Naming too many values
- Using vague terms (“quality”, “innovation”) without ethical relevance.

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Determine the ethical values affected by your project

Purpose

Identify which ethical values your project supports, threatens, or places under tension.

How to use (6–8 min)

1. Clarify the project's intended added value
2. List values potentially at risk
3. Compare benefits vs. risks for different groups.
4. Identify value conflicts (e.g., transparency vs. confidentiality).
5. Select the top 2–3 priority values to protect during the project.

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Indicators of good application

- Added value is specific and measurable
- Risks include ethical impacts, not only technical or legal ones.
- Value tensions are explicitly named .
- Affected groups — especially vulnerable ones — are considered.
- The project’s values align with organisational and societal goals.
- Clear priority values are chosen to guide further design decisions.

Common pitfalls

- Treating values as “nice to have” instead of drivers of design.
- Assuming added value justifies data use.
- Naming risks only in legal terms.
- Ignoring the possibility that different groups experience different impacts.
- Listing too many values → no prioritisation.

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Minimize Harm Scenario Game

Purpose

Identify potential harms for vulnerable groups before designing or deploying the system.

Scenarios (7 min per scenario)

1. Select a vulnerable group.
2. Construct a worst-case narrative: “What is the most harmful outcome this project could create for this group?
3. Identify concrete mitigations (design choices, communication strategies, data minimisation).
4. Document and assign next steps.

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Strong indicators

- At least 2 vulnerable groups analysed.
- Mitigations express behaviour or system changes, not intentions.
- Updated design choices appear in the project file.

Pitfalls

- Only listing theoretical risks (“something bad could happen”).
- Stopping at the scenario without introducing structural fixes.

Micro-case

Energy-use data could stigmatise low-income neighbourhoods. The team added aggregation thresholds and co-created dashboards with social services.

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Value Compass Co-Creation

What this card helps you do

Define and prioritise the values your project must protect or realise, based on diverse stakeholder input.

How to use this method (10–12 min)

1. Gather a mixed group
2. Each participant writes 2–3 essential values (privacy, autonomy, fairness, solidarity, transparency…).
3. Cluster similar values into a shared map.
4. Vote for the top 2 values at risk in this project.
5. Capture the tensions: Which technical choices might undermine these values?

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Indicators of good application

- Values are linked to specific project examples, not abstract words.
- Vulnerable groups were included in the conversation.
- At least one non-technical perspective influenced the final value set.

Common pitfalls

- Using generic values (“innovation”, “efficiency”) with no ethical relevance.
- No diverse input → blind spots in value tensions.

Micro-case

A city mobility project discovered that “autonomy” was endangered because citizens feared the data could be repurposed for enforcement. The value compass led the team to explicitly restrict such use.

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data collection

The Bias Diver

Purpose

Expose structural and contextual biases before data collection or variable selection.

4 Bias Prompts (8 min)

1. Ontological bias — Do our categories exclude anyone?
2. Epistemic bias — What relevant information cannot be measured?
3. Methodological bias — Who is systematically absent in our sample?
4. Cultural bias — How might other communities interpret the data differently?

Add an external reviewer (social worker, anthropologist, policy expert) to audit assumptions.

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Indicators of good work

- Missing groups explicitly identified.
- Dataset boundaries and definitions documented.
- Reviewer feedback integrated in variable selection.

Pitfalls

- Assuming “available data = good data”.
- Ignoring groups with low visibility (temporary residents, informal caregivers, people without stable addresses).

Micro-case

A health-data project lacked representation of people with disabilities because they rarely used the digital forms. The team added offline collection channels.

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data storage and security

The Data Time Capsule

Purpose

Set strict retention rules and automate deletion, in line with data minimisation principles.

Quick exercise (5 min)

For each data attribute:

1. Why is this needed?
2. What is the minimal retention period?
3. Can we switch to aggregated or anonymised forms earlier?
4. Is automatic deletion configured?
5. Who audits this?

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Indicators

- Time limits proportional to the purpose.
- Automatic deletion or anonymisation built into the architecture.
- Retention rules visible in the DPIA or data inventory.

Pitfalls

- “Just in case” mindset → inflated storage with unnecessary risk.
- Relying on manual deletion (never reliable).

Micro-case

Citizen reports were kept indefinitely; applying the Time Capsule reduced storage from 5 years to 6 months, with anonymised aggregates retained for policy.

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data analysis and usage

The Transparency Funnel

Purpose

Make analysis outcomes understandable, contextualised, and accountable for affected communities.

Four funnel questions before publishing:

1. Methods: How exactly was this result produced?
2. Assumptions & uncertainties: Where is the model fragile?
3. Dataset composition: Who appears in the data — and who doesn’t?
4. Plain language: Can a layperson understand impacts?

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Indicators

- A short transparency note accompanies every output.
- Uncertainties and limitations openly stated.
- A clear explanation of missing data is provided.

Pitfalls

- Over-simplifying or hiding uncertainty.
- Presenting dashboards as neutral facts, ignoring context.

Micro-case

A public safety risk score was misinterpreted as objective. After applying the Transparency Funnel, visual explanations and uncertainty bands were added.

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Inclusive Interpretation Workshop

Purpose

Validate interpretations with people who will be affected by the results.

How to run it (10 min)

Invite 2–3 representatives of relevant communities. Ask:

- “Which assumptions do you see in these results?”
- “What feels incomplete, unfair, or risky?”
- “What context are we missing?”

Take notes; adjust findings where needed.

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Indicators

- At least one interpretation updated based on community feedback.
- Input documented in the analysis log.
- Findings re-checked for bias.

Pitfalls

- Consulting the same group repeatedly → pseudo-participation.
- Only inviting “friendly” stakeholders.

Micro-case

Unemployment data was interpreted as “lack of motivation”. Community reps pointed out structural issues (transport, language barriers). Report wording changed accordingly.

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Bias Test Integration

Purpose

Integrate fairness checks systematically into model development or scoring rules.

Minimal workflow

1. Run a fairness or disaggregated analysis (accuracy, disparate impact...).
2. Compare outcomes across relevant groups.
3. Adjust model, thresholds, or data.
4. Document findings.

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Indicators

- Disparities identified and acted upon.
- Independent review for high-impact tools.
- Fairness metrics included in project governance.

Pitfalls

- Running tools without remediation.
- Treating fairness as an optional “nice to have”.

Micro-case

A housing allocation model gave worse scores to single parents. After detecting disparities, weights were recalibrated and proxy variables removed.

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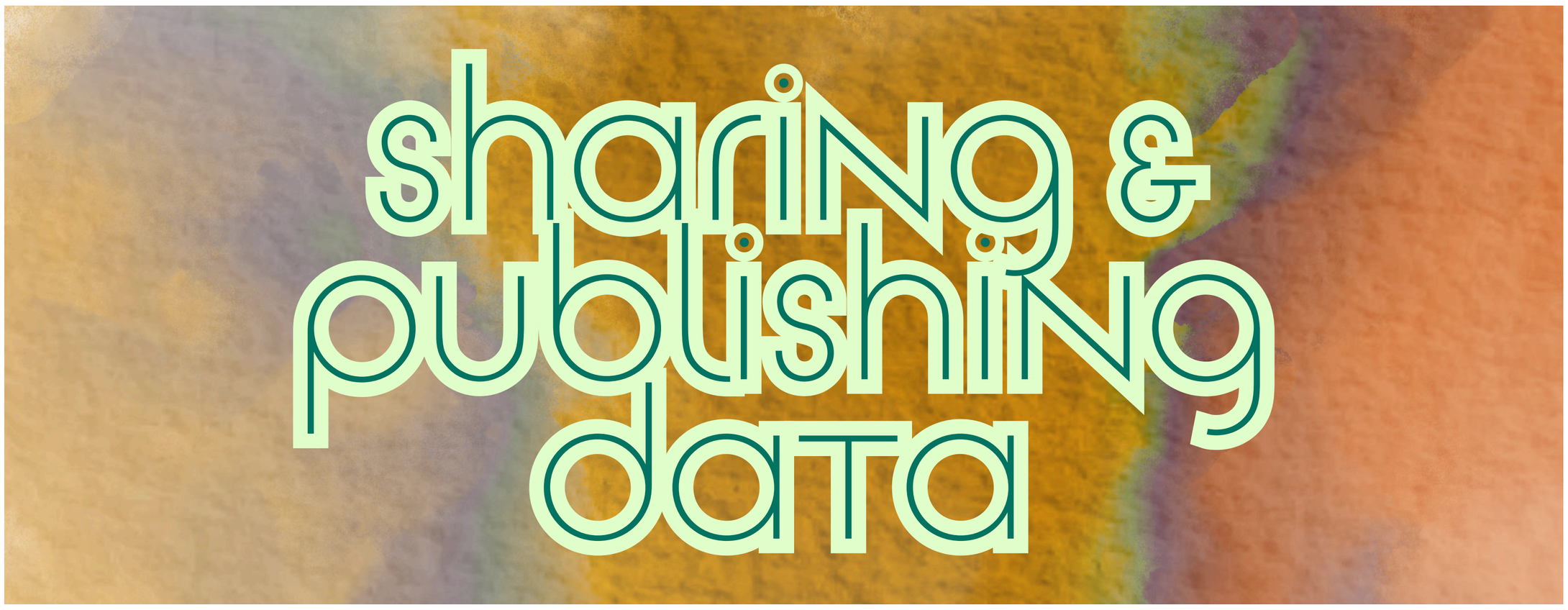

The Sharing Contract

Purpose

Ensure ethical and purpose-bound data sharing with partners or vendors.

Core elements

- Clear, narrow purpose
- No linking with external datasets without consent
- Anonymisation/pseudonymisation
- Strict access control
- Misuse sanctions
- Annual audit

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Indicators

- Contract aligns with proportionality and necessity.
- Third parties get only the minimal dataset.
- Misuse detection and reporting mechanisms exist.

Pitfalls

- “Broad research purposes” → too vague.
- No penalties for violations.

Micro-case

A vendor attempted to reuse city data for algorithm training. A clear Sharing Contract stopped the practice immediately.

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sharing & publishing data

Ethical Use Agreement

Purpose

Ensure that third parties use shared data only in ethically legitimate, clearly defined, and accountable ways.

How to use (6–8 min)

1. Define an explicit purpose for the data.
2. Set strict use conditions
3. Specify security + access requirements.
4. Include monitoring and audit mechanisms.
5. Integrate sanctions for misuse or deviation from agreed purpose.

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Indicators of good application

- Purpose is specific, not broad.
- Roles and responsibilities for all parties are clearly defined.
- Technical and organisational safeguards are included.

Common pitfalls

- Overly vague purpose → allows hidden secondary use.
- No mechanisms to detect misuse.
- Assuming anonymisation is sufficient to prevent unethical outcomes.
- One-sided contracts that favour the vendor over public interest.
- No public transparency about third-party involvement.

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sharing & publishing data

Data Flow Restriction

Purpose

Reduce re-identification risks and uncontrolled data reuse.

3 guiding questions

1. What is the minimum we can share?
2. Can this be aggregated, masked, or anonymised?
3. Could this be cross-linked with other datasets?

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Indicators

- Only necessary attributes shared.
- Re-identification risk assessed.
- Context-specific sharing rules applied.

Pitfalls

- Assuming anonymisation is irreversible.
- Forgetting about linkage attacks.

Micro-case

Neighbourhood statistics were anonymised, but postal codes still allowed re-identification. The team switched to larger spatial units.

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evaluation & accountability

Failure Learning Cycle

Purpose

Turn failures into ethical and organisational learning.

4-step debrief (10–12 min)

1. What went wrong? (technical, ethical, contextual)
2. Why? (root causes, blind spots, resistance, lack of inclusion)
3. What must change now? (1–2 concrete adjustments)
4. How do we explain this publicly? (accountability)

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Indicators

- Transparent documentation of failures.
- Stakeholder feedback incorporated.
- Lessons included in future project design.

Pitfalls

- Blaming individuals instead of analysing systems.
- Learning not being shared beyond the project team.

Micro-case

A pilot failed due to unclear consent. A revised process with plain-language forms and explanation sessions was created for future projects.

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Stakeholder Hearing Sessions

Purpose

Structured listening moments to surface concerns, blind spots, and expectations from affected groups.

Front: How to use (6–8 min)

1. Invite a diverse mix
2. Frontline staff, citizen reps, vulnerable groups, legal/privacy.
3. Give a brief, plain-language project summary.
4. Ask focused questions:
   - “What risks do you see?”
   - “Who might be harmed?”
   - “What would increase trust or fairness?”
5. Capture concrete suggestions (not opinions).
6. Summarise back to confirm accuracy.

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Indicators of good application

- Feedback is specific, not abstract
- Participants represent a broad spectrum
- Insights lead to actual adjustments in design, communication, governance, or data choices.
- Session results are documented.

Common pitfalls

- Overly technical explanation → participants feel unable to contribute.
- Inviting only stakeholders who already agree with the project.
- Treating the session as a formality without integrating feedback.
- Asking for feedback after key decisions have already been locked.

Micro-case

A city planned to publish neighbourhood-level wellbeing statistics. During a hearing session, social workers warned that specific neighbourhoods could be stigmatised. The team switched to aggregated zones, added contextual explanations, and developed a communication plan co-created with community representatives.

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Ethical Transparency Report

Purpose

Provide a clear, accessible summary of the project’s ethical choices, dilemmas, risks, and lessons learned.

How to use (6–8 min)

1. Describe the goal & data used in plain language.
2. Explain key ethical decisions (values protected, trade-offs, mitigations).
3. State uncertainties & limitations.
4. Report impacts on vulnerable groups.
5. Document lessons learned and planned improvements.

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Indicators of good application

- Report is understandable for non-experts.
- Ethical trade-offs are explicitly described.
- Risks and limitations are not hidden.
- Impacts on vulnerable groups are addressed.
- Lessons learned feed back into future design cycles.
- Report is shared with internal governance and (when appropriate) with citizens.

Common pitfalls

- Producing a compliance-style report instead of a transparent one.
- Overclaiming certainty or ignoring missing data.
- Failing to describe why decisions were taken.
- Publishing only positive outcomes and avoiding failure analysis.

Micro-case

A predictive maintenance algorithm for public housing was initially deployed without clear communication about data sources. After complaints, the team produced an Ethical Transparency Report that clarified data origin, anonymisation, fairness checks, and limitations.

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