



wada

Global  
Learning and  
Development  
Framework



## Results Management

# Role Descriptor

The role descriptor will support the anti-doping industry by clarifying the main characteristics of key anti-doping roles. It can be used to support the development of a job description when an Anti-Doping Organization (ADO) aims to recruit a Results Management practitioner. ADOs should tailor this role descriptor to their specific needs and realities.

The Results Management role descriptor provides a high-level overview of this role and includes:

Key purpose of the results management role

Role summary

Key responsibilities

Qualities and attributes

Qualifications and experience

Typical employer organizations

Example of job titles

Career progression and professional development opportunities for the practitioner undertaking this role



## Key purpose of the role

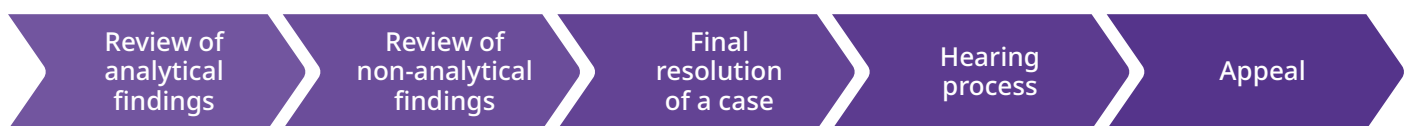
The Results Management role contributes to the ADO's anti-doping program by processing potential anti-doping rule violations (ADRVs), in accordance with relevant rules and rights, to protect clean sport..

The allocation of functions covered by this role to one person or a team of people within the anti-doping organization (ADO) will depend on the size and capacity of the organization, as well as the national and/or international context.



## Role Summary

The Results Management role involves all stages of the results management process from the initial review of analytical findings (sample collection) and non-analytical findings (those originating from other evidence such as through an investigation) to the final resolution of a case, which may include a hearing process and an appeal.



## Qualities and attributes

Common values in the anti-doping industry, regardless of the role a practitioner undertakes, which should be checked for in candidates to the position, are:

**Integrity** (equity, justice, fairness, courage, accountability)

**Excellence** (professionalism, innovation, quality, competence)

**Respect** (honesty, openness, inclusion, diversity)

**Collaboration** (engagement, teamwork)

**Dedication** (passion)

The Core Competency Framework for Anti-Doping Practitioners further describes these core values with descriptive statements and captures the competencies that are common across the various roles of the anti-doping industry. It is a useful tool to refer to if the ADO seeks to further develop the list of qualities and attributes that a candidate to any position in anti-doping should be able to demonstrate.

Based on the results of a survey that was circulated among results management practitioners across the anti-doping industry in 2021, a list of skills was identified as necessary for the profession. The following list details skills deemed as essential by 75% of respondents. Such skills should be assessed in candidates applying for a Results Management role:

- Ability to work with sensitive information and maintain confidentiality
- Writing
- Planning
- Teamwork collaboration
- Analytical and logical thinking
- Time management / prioritization
- Decision making
- Ability to deal with internal and external stakeholders
- Critical thinking
- Strategic thinking
- Speaking
- Willingness and ability to learn
- Listening
- Ability to work under pressure
- Ability to record processes in detail and with accuracy
- Being able to use word processing spreadsheets, social media, data visualization and email communication
- Ability to multitask
- Risk analysis
- Project Management
- Ability to present complex technical content & topic in engaging plain language/formats
- Ability to develop, write and edit legal documents
- Ability to give and receive feedback



## Key responsibilities

The day-to-day functions of the results management role typically include the following aspects:

### Gathering and reviewing information relevant to ADRVs

Creating and maintaining accurate records

Processing adverse analytical findings and atypical findings

Collating documents for Athlete Biological Passport cases

Conducting reviews of potential Failure to comply or Whereabouts Failures

Collaborating with the Testing and Investigation teams

Managing all necessary communication with internal or external persons involved in or associated with a case of potential anti-doping rule violation(s), including doping control officers, chaperones, possible witnesses, athletes, coaches, sport organizations, other anti-doping organizations, laboratories, WADA

Using ADAMS features as relevant to results management

### Notifying and, when relevant, charging the person of the alleged ADRV and proposing relevant consequences

Preparing notifications regarding potential ADRVs and ensuring follow-up

Preparing notices of charges asserting ADRVs

Entering notices of charges into ADAMS

Drafting case resolution agreements, liaising with WADA

### Referring and presenting cases to a hearing panel

Preparing legal submissions for hearings

Instructing external legal counsel, when applicable

Preparing witnesses and experts to testify at the hearing and draft their statements, when applicable

Advising senior management, relevant ADOs and WADA of status of hearings and appeals including by using ADAMS

Recording and notifying the decision by the hearing panel



## Qualifications and experience

The results management process is primarily a legal one; candidates to this position should generally be able to demonstrate a legal background, whether academic and/or professional. Typically:

Junior positions  
(e.g. paralegal, assistant manager, coordinator)

Bachelor's degree/undergraduate level

equivalent years of relevant experience (0-3 years)

Managerial positions  
(e.g. managers, heads)

Master's degree

equivalent years of relevant experience  
(at least 5-7 years)

Experience in handling file management, litigation, hearings, advocacy before tribunal and/or courts, in managing sensitive and confidential information and in analyzing legal documents is an advantage for this role. However, depending on the capacity and size of the organization, the Results Management role can also resort to external counsel to cover some of the legal functions.

Prior knowledge and/or experience in the following areas are important assets for a results management role:

Working knowledge of the sport and anti-doping systems' structures at national, regional, and international level

Understanding of the relevant technical and governance aspects of anti-doping at national and international level

Working knowledge of anti-doping rules and regulations at national, regional, and international level and anti-doping rule violations and consequences in particular

Experience in managing administrative and clerical procedures such as managing files and records, and other office procedures



## Examples of job titles

Paralegal

Case Management Assistant

Coordinator, Results

Results Management Assistant Manager

Case Manager

Manager, Results

Deputy Head of Case Management

Head of Case Management

Legal Officer

Legal Counsel



## Career progression and professional development

Opportunities for progression and development depend on the size and nature of the employing organization.

One career pathway is a linear progression from junior to senior positions within results management and goes hand-in-hand with years of experience, and proof of a legal background for higher positions. Practitioners may also access senior positions in results management with previous experience as hearing panel members. A senior career progression could lead to a CEO or president position in an ADO.

Opportunities for professional development may include further education in international law, including sports law, arbitration, litigation, or case law in anti-doping.



## Typical employer organisations

National Anti-Doping Organization (NADO)

Regional Anti-Doping Organization (RADO)

International Sports Federation (IF)

Major Event Organization (MEO)

World Anti-Doping Agency (WADA)

## Collaborators

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WADA, while leading the standard setting work to develop the role descriptors, works collaboratively with stakeholders and WADA technical teams. The development work for Results Management was conducted by the Technical Working Group composed of:

- Daniel Thomas Kim - FIFA
- James Laing - UK Anti-Doping
- Kataoka Akira - Japan Anti-Doping Agency
- Kevin Bean - Canadian Centre for Ethics in Sport
- Laura Gallo - Athletics Integrity Unit
- Luciana Correa - Autoridade Brasileira de Controle de Dopagem
- Njeri Onyango - ADAK Hearing Panel member
- Tharinda Puth - WADA
- Thomas Delaye - Badminton World Federation
- Zinzi Sitoto - International Paralympic Committee

This group was chaired by Education practitioners from the anti-doping industry:

- David Müller - NADA Austria
- Erik Duiven - Dopingautoriteit

## Quality Management

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### Version: 1.0

*\*While WADA will update this document regularly to ensure it remains up-to-date, version 1.0 specifically is published as part of a pilot project and will be reviewed at the conclusion of the pilot.\**

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## GDLF Overview

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One of WADA's six priorities under the World Anti-Doping Agency's 2020-2024 Strategic Plan is to 'Grow Impact'. As one of the key initiatives under this priority, the Agency has committed 'to developing training programs and qualifications standards for anti-doping professionals to improve professionalism and enhance the capabilities of the anti-doping workforce'.

Accordingly, in April 2020, WADA's Education Department commenced development of a Global Learning and Development Framework (GLDF), through which specific, standardized training for a range of anti-doping roles are being developed and made available for Anti-Doping Organizations (ADOs) and other stakeholders worldwide within the anti-doping ecosystem. The GLDF establishes role descriptors, professional standards and global learning and development activities for practitioner roles in the anti-doping industry.

The role descriptors have been used by WADA to develop competency-based training programs. They can be read alongside:

- (1) the professional standards for the corresponding role, which describe the expected standard of competence for a given role
- (2) the anti-doping core competency framework, which details the values and competencies that are common across the various roles in the anti-doping industry.

*\*\* The Professional (occupational) Standards are the benchmarks of good practice and describe the expected standard of competence for a given role. They should not be confused with the International Standards, which are a set of documents that, along with the World Anti-Doping Code, seek to harmonize anti-doping policies, rules and regulations among Anti-Doping Organizations (ADOs) for specific technical and operational parts of anti-doping programs.\*\**