



**world
anti-doping
agency**

GLOBAL LEARNING AND DEVELOPMENT FRAMEWORK (GLDF) - *Global Skills Survey* -

MAIN FINDINGS

*Focus on responses from
Therapeutic Use Exemptions (TUE)
Administrators / Committee Members
(or an equivalent title)*

October/November 2022



Report prepared by EOSE

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1. GENERAL INTRODUCTION TO THE GLOBAL SKILLS SURVEY

The survey is part of the Global Learning and Development Framework (GLDF) initiative led by WADA's Education Department which aims to improve the learning and professional development opportunities for practitioners working in anti-doping around the world.

The ambition of the GLDF is to analyze and document the values, skills and competencies that are considered essential for people working in specific roles in anti-doping. This benchmark of good practice will be used to create globally harmonized training programs, tailored to each role and the competencies they need to be successful. Currently, in the anti-doping industry, there is no specific training available and this is something WADA wishes to change and provide anti-doping practitioners with opportunities for training and professional development to support their daily work.

WADA launched the first ever digital Global Skills Survey in the summer of 2021 to gather insight from anti-doping practitioners and be able to identify the skills needed for each role, learn more about potential skills gaps and shortages, and importantly understand the learning and development needs.

It is important to underline that this first Global Skills Survey focused ONLY on the following roles:

- > Communications and Media Relations officer/manager (or an equivalent title)
- > Education officer/manager (or an equivalent title)
- > Hearing Panel member (or an equivalent title)
- > Investigation & Intelligence officer/manager (or an equivalent title)
- > Privacy and Data Protection officer/manager (or an equivalent title)
- > Results management officer/manager (or an equivalent title)

A second digital Global Skills Survey focusing on the role of Therapeutic Use Exemptions (TUE) Administrators and the role of TUE Committee Members was conducted 2022 using the same structure and questions as the previous survey. This was important to be able to compare the main findings with other anti-doping roles.

The survey launched during summer 2022 used the same structure as the Global Survey 2021 and so was designed through the following sections to target individual practitioners engaged in the anti-doping industry as Therapeutic Use Exemptions (TUE) Administrators and as TUE Committee Members:

- > **Section 1 - About you:** *Position, academic and professional background, gender, nationality, age*
- > **Section 2 - About your organization:** *Type, region where established, geographical coverage, status*
- > **Section 3 - About your values, skills and functions:** *For the anti-doping industry and for your role*
- > **Section 4 - About learning and development:** *Which learning and development opportunities have you received and what are your thoughts about learning and development in anti-doping*
- > **Optional Section - Your personal information:** *possibility to complete the survey anonymously OR to complete this final section to stay in touch with the project and get involved in further consultation*

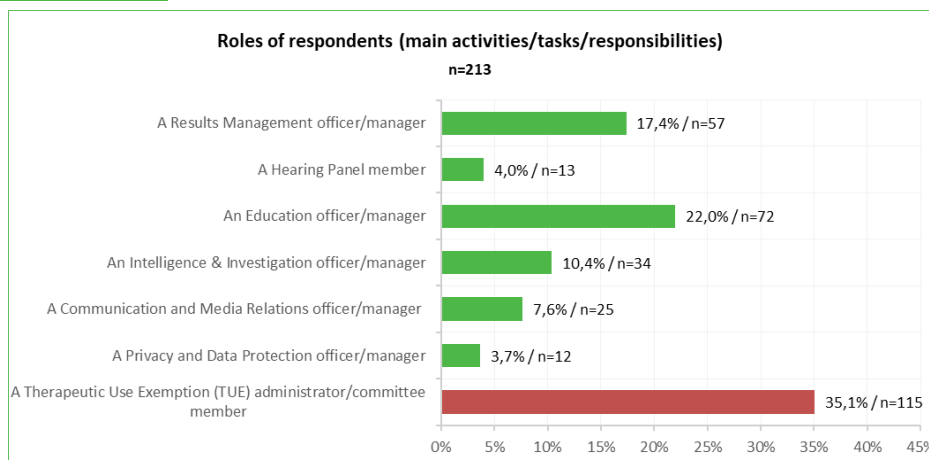
The survey has been designed using SurveyMonkey and was made available in English, French and Spanish to decrease the language barrier and create the conditions to collate contributions from all over the world.

The online survey on the role of TUE Administrators and TUE Committee Members was launched on 16 June 2022 for a duration of 4 weeks and closed on 15 July 2022 with a total of 115 valid responses collated.

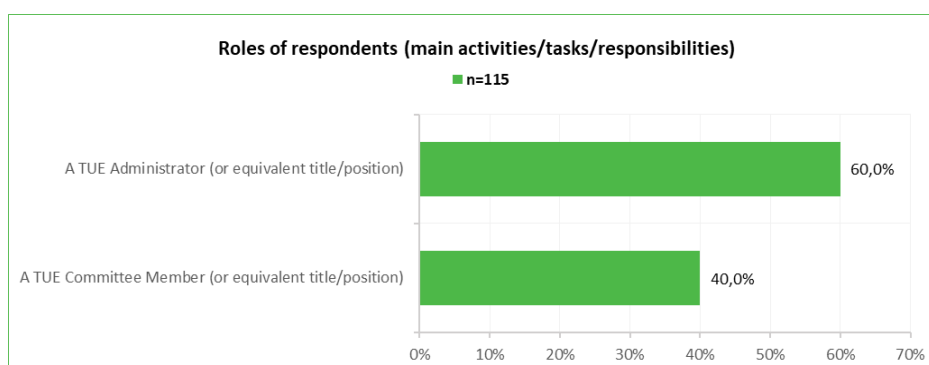
This report presents a brief analysis of the main findings collated from respondents acting as Therapeutic Use Exemptions (TUE) Administrators or TUE Committee Members in the anti-doping industry who took part in the Global Skills Survey 2022. For the purpose of this report, we mainly concentrated on univariable questions and kept the same order as the one used through the survey.

2. SECTION 1 – ABOUT THE RESPONDENTS

a) Role of respondents

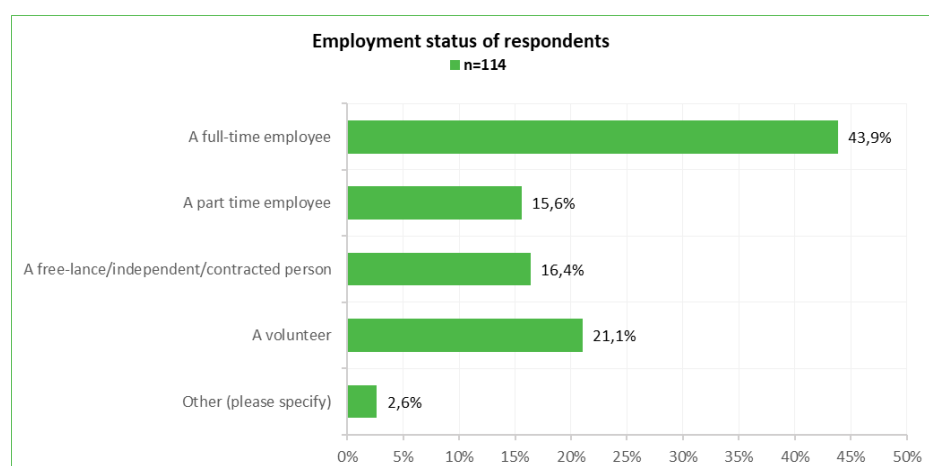


Overall, the online Global Skills Survey (2021 and 2022) gathered a total of 328 valid responses and this report focuses on those received from respondents acting as Therapeutic Use Exemptions (TUE) Administrators / Committee Members (or an equivalent title) in the anti-doping industry. That represents a sample of 115 respondents (35.1%).

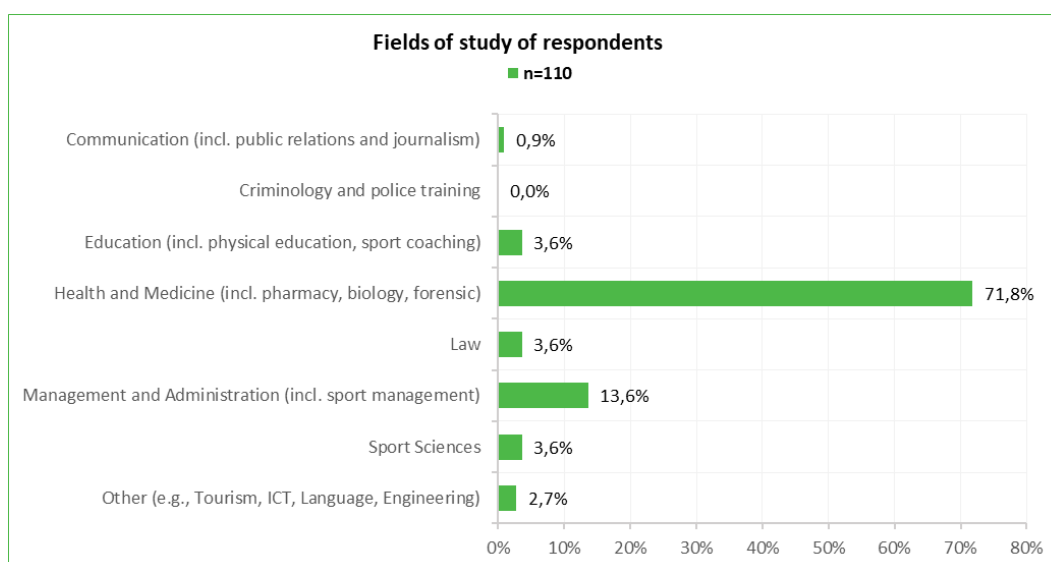
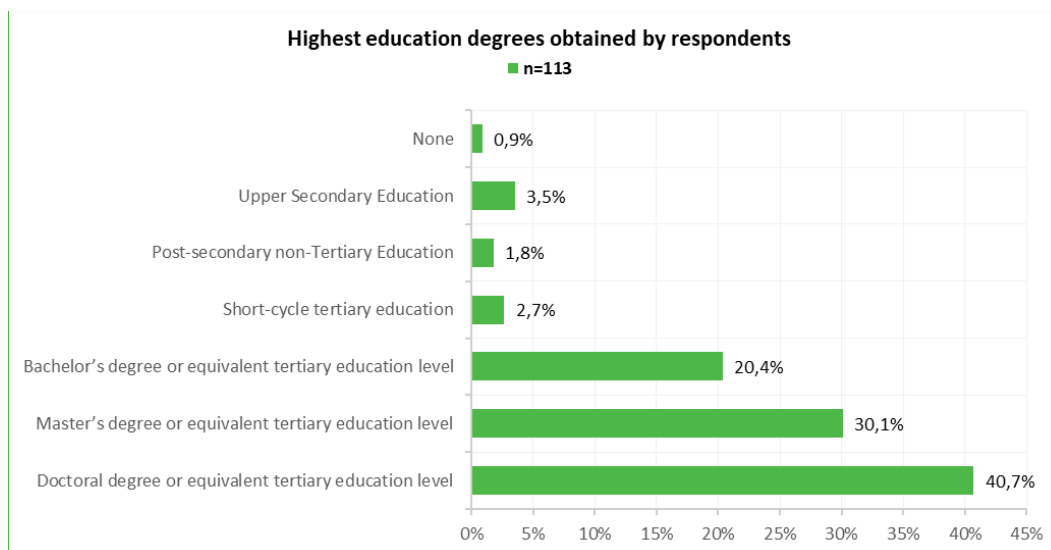


The first question of the Survey was to ask each respondent to clarify if s/he was acting as a Therapeutic Use Exemptions (TUE) Administrator or as a Therapeutic Use Exemptions (TUE) Committee Member. Overall, 60% of the respondents reporting a role of TUE Administrator and 40% as TUE Committee Member

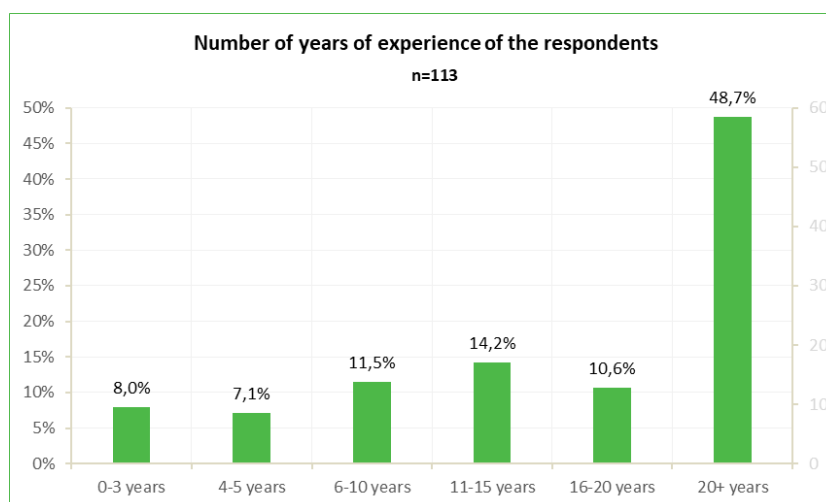
b) Employment status of respondents

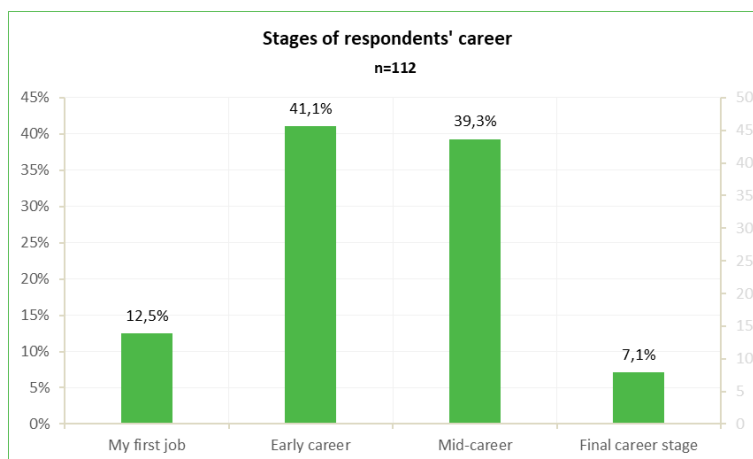


c) Highest education of respondents and in which fields

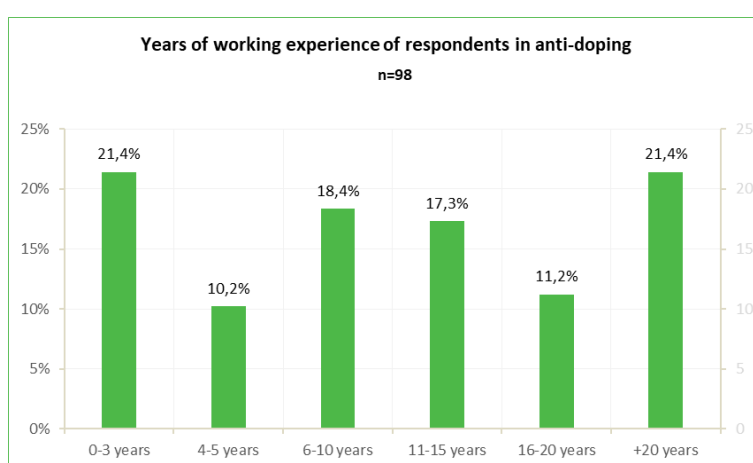


d) Years of professional experience and stage of career of respondents

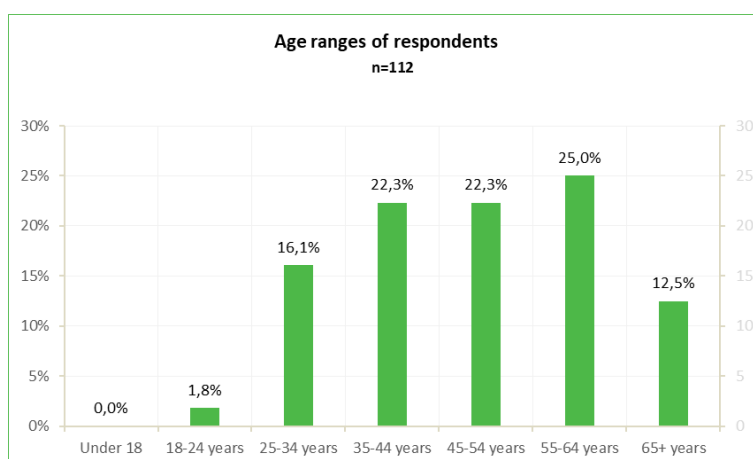
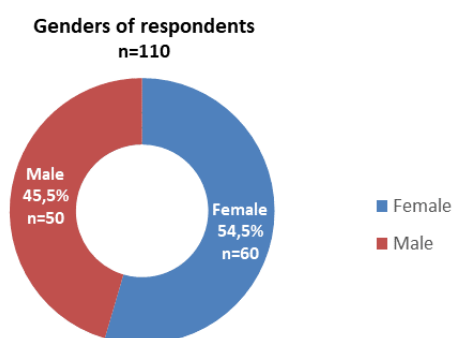




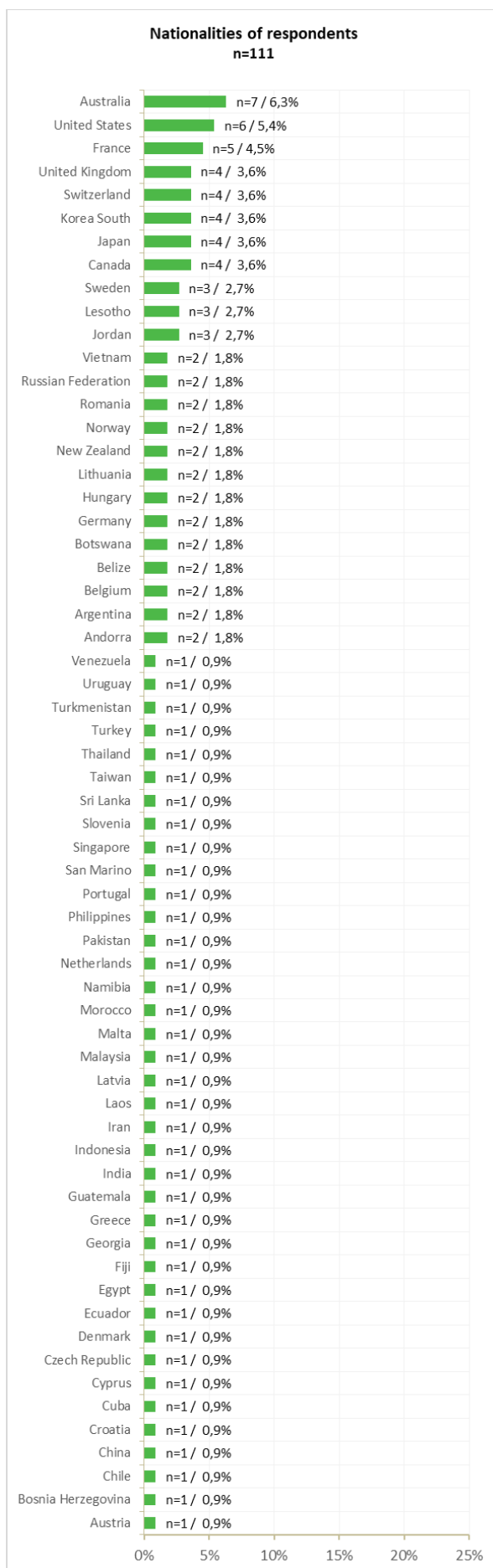
e) Years of experience of respondents in anti-doping industry



f) Gender and age range of respondents



g) Nationalities of respondents



>>> MAIN FINDINGS AND HIGHLIGHTS <<<

PROFILE: THERAPEUTIC USE EXEMPTIONS (TUE) ADMINISTRATORS / COMMITTEE MEMBERS**> Number of respondents as TUE Administrators / Committee Members**

- *From the 328 responses collated through the Global Skills Survey 2021 and 2022, a total of 115 were identified as TUE Administrators / Committee Members or an equivalent position. This is by far the highest total of respondents from the 7 targeted roles, and it represents 35.1% of the total number of contributions.*
- *From the 115 responses, 60% were acting in a role of TUE Administrator and 40% in a role of TUE Committee Member.*

> Employment status of respondents

- *43.9% of respondents were working as full-time employees and 15.6% as part-time*
- *16.4% of respondents acting as freelance/independent persons, and 21.1% as volunteers*
- *The highest proportion of TUE Administrators / Committee Members were engaged as full-time employees. Compared to the other 6 targeted roles in anti-doping, respondents working as TUE Administrators / Committee Members have a higher proportion of part-time contracts, freelance positions and volunteer engagement. The type of employment status is more balanced for TUE compared to the overall sample.*
- ***But when we looked at the employment status of TUE Administrators and then compared with the situation for TUE Committee Members, we found some significant differences:***
 - *TUE Administrators were mainly working as full-time employees (64.7%) whereas only 13% of TUE Committee Members were engaged as full-time staff members*
 - *TUE Committee Members were mainly engaged as volunteers (34.8%) or freelance / independent persons (32.6%)*
 - *Only 5.9% of TUE Administrators indicated being engaged as freelance / independent persons and 11.8% as volunteers*
 - *The proportion of part-timers is very similar for TUE Administrators and TUE Committee Members (16.2% versus 15%)*

> Highest degrees obtained by respondents and in which fields

- *93.9% of respondents held a university degree.*
- *40.7% of respondents (the largest proportion) hold a doctoral degree as their highest level of educational achievement; 30.1% a master degree and 20.4% a bachelor degree as their highest achievement.*
- *That means 91.2% of respondents with a minimum of a bachelor degree or higher degree*
- *Only 0.9% of respondents with no degree.*
- *Health and Medicine was the most represented field of study (71.8%) followed by Management / Administration incl. Sport Management (13.6%).*

- Compared to the other 6 roles, TUE Administrators / Committee Members were more likely to have a university degree and principally to have a doctoral degree as their highest level of educational achievement. Fewer respondents than the sample as a whole had no degree.
- TUE Administrators / Committee Members were more likely to have studied Health and Medicine than the sample as a whole (other roles). They were less likely to have studied Law, Education and Sport Sciences than the sample as a whole.
- **But when we looked at the highest degrees obtained by TUE Administrators compared with TUE Committee Members, we found some significant differences:**
 - TUE Committee Members were more likely to hold a doctoral degree as their highest level of educational achievement (60.9%) whereas only 26.9% of TUE Administrators held a doctoral degree
 - 89.2% of respondents acting as TUE Committee Members had a minimum of a master degree or higher degree, whereas this proportion was only of 58.2% for those acting as TUE Administrators

> Years of professional experience of respondents

- Nearly three quarters (73.5%) of respondents had more than 10 years of professional experience and 48.7% had more than 20 years of experience which was the highest category represented by far. Only 8% had less than 3 years experience.
- Half of respondents (49.9%) had more than 10 years of experience in anti-doping and 32.6% had more than 15 years of experience in anti-doping
- 21.4% had less than 3 years of experience in anti-doping
- These findings indicated that the sample of TUE Administrators / Committee Members was much more experienced than the sample composed of the other roles (See specific reports produced for each role).
- **But when we looked at the years of professional experience from TUE Administrators compared with TUE Committee Members, we found some significant differences:**
 - 78.3% of respondents acting as TUE Committee Members had more than 20 years of professional experience whereas only 28.4% of TUE Administrators indicated the same level of experience
 - Overall, 93.5% of TUE Committee Members had more than 10 years of professional experience whereas 59.7% of TUE Administrators had more than 10 years of professional experience
 - The same differences were found in terms of years of experience in the field of anti-doping
 - TUE Committee Members appeared to be more experienced than TUE Administrators

> Gender and age of respondents

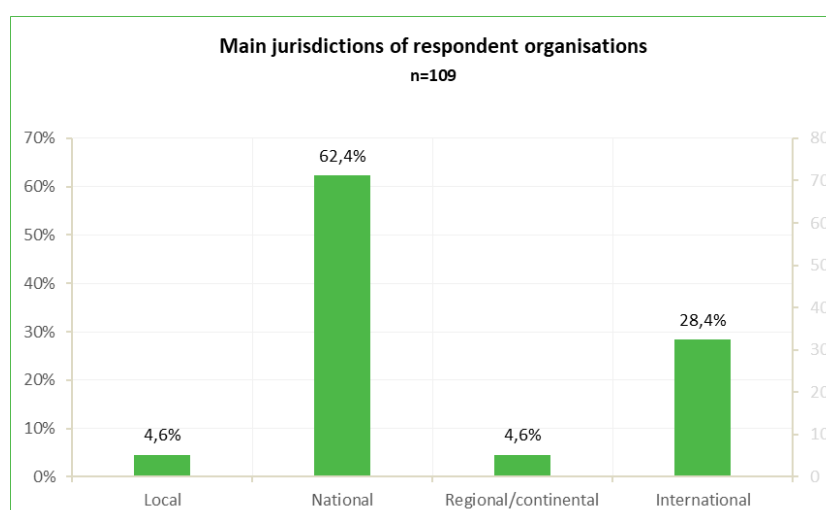
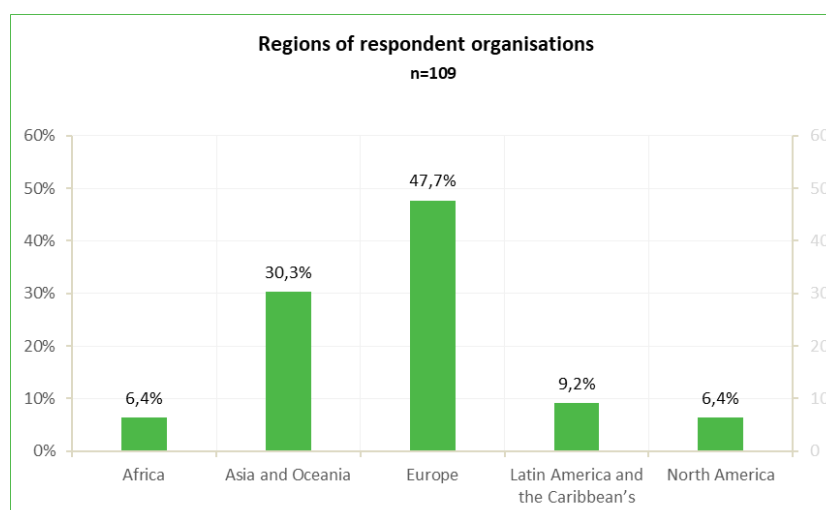
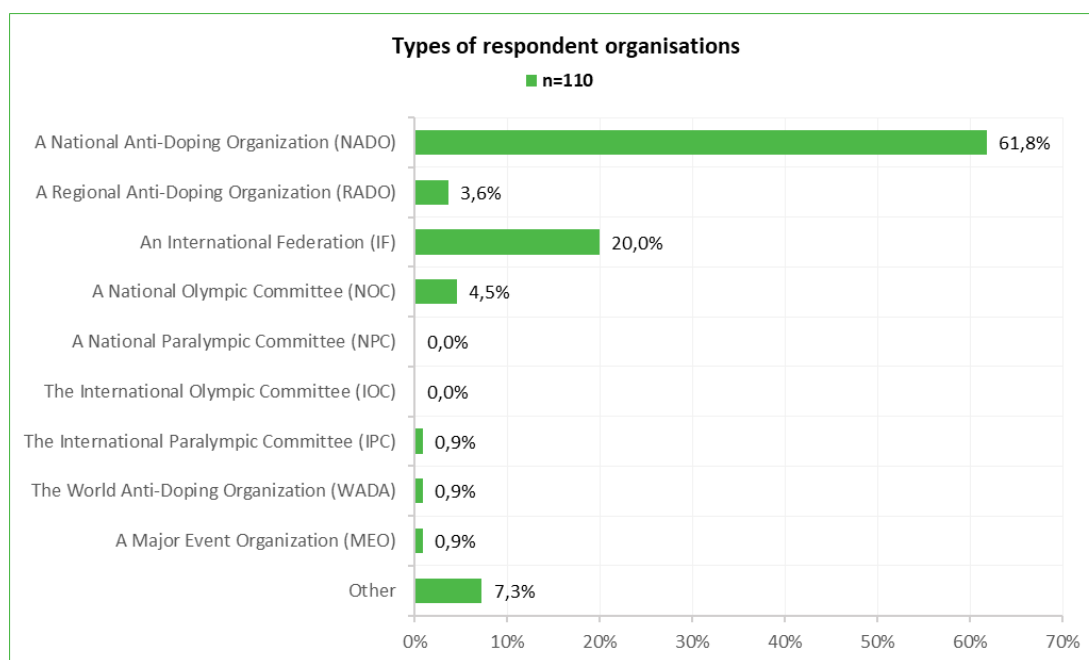
- 54.5% of respondents were female and 45.5% were men. This suggests a preponderance of females acting as TUE Administrators / Committee Members and is the reverse of gender balance in the working population in anti-doping as a whole.
- Compared to the overall sample for the other roles, the role of TUE Administrators / Committee Members contained more females (by about 6.3%).

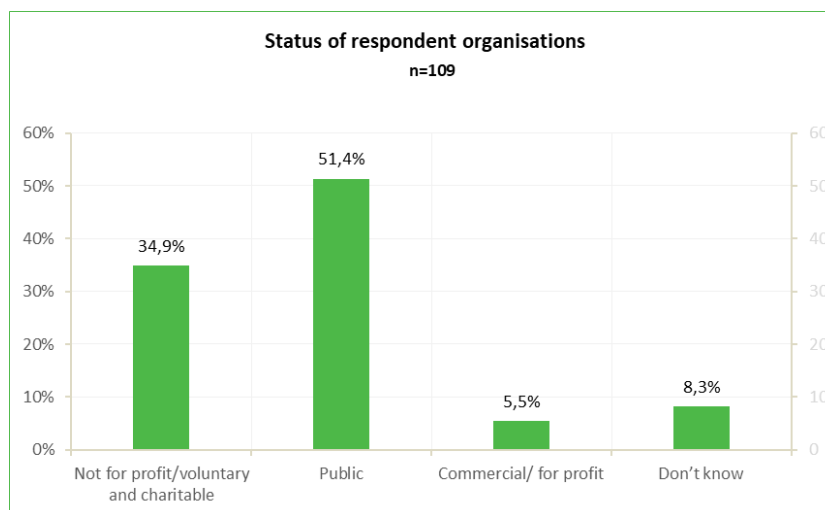
- *Nearly 60% of the sample were over 44-years of age and a further 37.5% over 54 years old.*
- *Only 17.9% of respondents were less than 35 years older with 1.8% under 25.*
- *These findings showed significantly more respondents over 45 years old than the overall sample (all other roles). The population of TUE Administrators / Committee Members which took part in the survey was much older on average than the sample and shows the highest proportion on those aged 55 - 64.*
- ***But when we looked at the gender and age of respondents identified as TUE Administrators compared with TUE Committee Members, we found some differences:***
 - *63% of TUE Administrators were female whereas only 43% of TUE Committee Members were female. This suggests a preponderance of females acting as TUE Administrators compared to TUE Committee Members which gathered more male.*
 - *Concerning the age of respondents, 91.2% of TUE Committee Members were over 44-years of age and a further 21.7% over 65 years old, whereas only 38% of TUE Administrators were over 44 and 6.1% over 65.*
 - *The population of TUE Committee Members (which took part in the survey) appeared to be much older on average than the respondents acting as TUE Administrators.*

> Nationalities of respondents

- *Very high diversity of respondents with 62 different nationalities represented from all over the world.*
- *Highest representation of respondents was from Australia with 7 individual responses, followed by the United States of America with 6 responses and France with 5 respondents.*
- *This is by far the role which gathered the highest national diversity in terms of responses collated.*

3. SECTION 2 – ABOUT THE ORGANIZATION RESPONDENTS WORK FOR OR ARE ASSOCIATED WITH





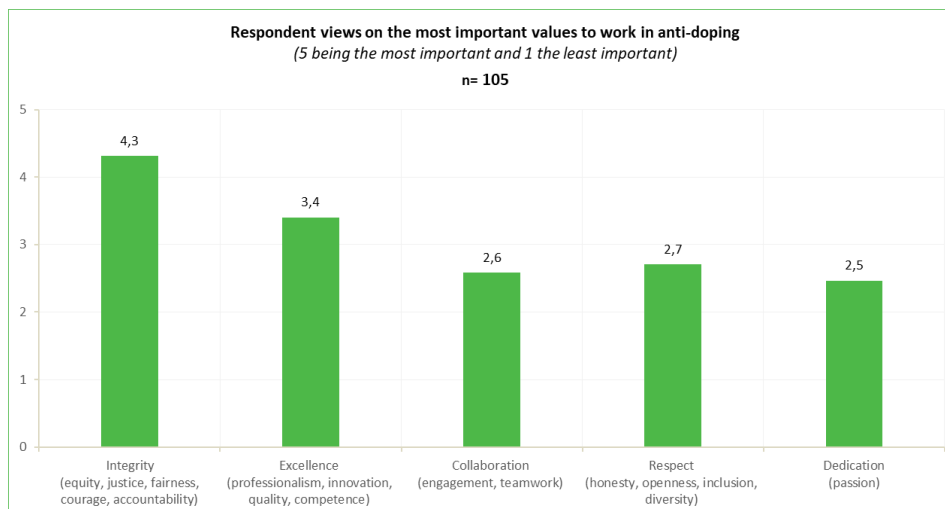
>>> MAIN FINDINGS AND HIGHLIGHTS <<<

PROFILE OF RESPONDENT ORGANISATIONS

- > **Type of organisations in which TUE Administrators / Committee Members were engaged**
 - A large majority were from National Anti-Doping Organizations (NADOs) – 61.8%
 - 20% were from IFs, 3.6% from RADOs and 4.5% from NOCs.
 - Findings and proportions per categories are broadly similar with the overall sample of the Skills Survey (all roles) but show a lower representation of NADO respondents and a higher representation of IFs respondents.
- > **Jurisdiction of the organisations (focus)**
 - 62.4% had a national focus and 28.4% an international focus which is very similar to the overall sample and in correlation with the types of organisations represented. We can underline a slightly higher representation of organisations with an international focus and lower representation with national focus compared to the overall sample, but this is in line with the types of organisations that took part in the TUE Global Skills Survey.
- > **Status of respondent organisations**
 - The highest category was public organisations (51.4%) followed by not for profit (34.9%). 5.5% were commercial organisations.
 - These findings are broadly similar to the overall survey sample (all roles) but show a slightly higher representation from public and commercial organisations, and a lower representation from not for profit/voluntary organisations.
- > **Regions / Localisation**
 - All continents were represented in the contributions to the Skills Survey received from TUE Administrators / Committee Members. The proportion of organisations between continents was broadly similar to the overall sample with 47.7% of the organisations established in Europe, 30.3% were from Asia/Oceania, and 9.2% from Latin America / Caribbean. Both Africa and North America represented 6.4% of the organisations in which TUE Administrators / Committee Members who took part in the survey worked or were engaged.
 - Compared to the sample from other roles, there was a higher representation from Asia/Oceania, and a lower representation from Africa.

4. SECTION 3.1 – ABOUT RESPONDENTS VALUES

a) Most important values needed to work in anti-doping



Note:

Integrity (equity, justice, fairness, courage, accountability) We strive to protect the rights of all athletes in relation to anti-doping, contributing to the integrity in sport. We adhere to the highest ethical standards and avoid improper influences and conflicts of interests that undermine our independence and unbiased judgement. We develop policies, procedures and practices that reflect justice, equity, fairness and integrity. We are courageous and we do what is necessary to protect clean athletes and the integrity of sport even when the choices are difficult and/or the actions are unpopular. We are accountable for our actions, including our mistakes and treat them as opportunities to learn.

Excellence (professionalism, innovation, quality, competence) We conduct our work with dedication and the highest standards of professionalism and quality. We strive to be agile, innovative and develop practical solutions for the implementation of our anti-doping programs. We build on best practices and share our learnings with others to enhance the work of all. We take responsibility for our professional development and continuous improvement to ensure we are competent in our functions.

Collaboration (engagement, teamwork) We collaborate with stakeholders and the broader anti-doping community to find common ways to foster clean sport. We seek out the athlete perspective they are the stakeholders and are most impacted by anti-doping policies and activities. We achieve our mission by fostering an open and collaborative environment where every team member is heard and is valued.

Respect (honesty, openness, inclusion, diversity) We strive to be inclusive and represent the diversity of our stakeholders. We respect the beliefs, values, differences, and unique perspectives of those we work with. We strive to listen attentively to our stakeholders. We are honest with ourselves and with others.

Dedication (passion) We take pride in protecting clean sport. We are energized by a clear sense of purpose. We are motivated by our contributions to fostering a clean sport environment. We are committed to the values of clean sport and passionate about protecting them.

>>> MAIN FINDINGS AND HIGHLIGHTS <<<

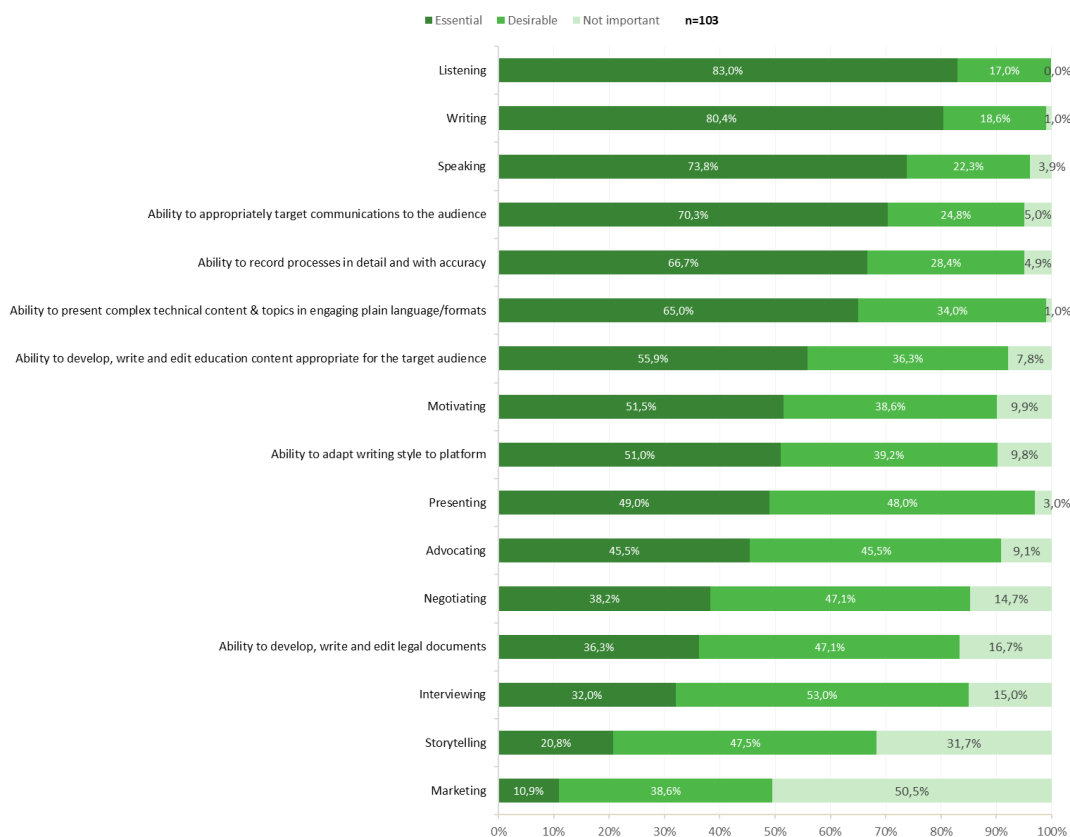
VALUES EXPRESSED BY TUE ADMINISTRATORS / COMMITTEE MEMBERS TO WORK IN ANTI-DOPING

- > **INTEGRITY** is considered by TUE Administrators / Committee Members as the most important value to have to work in anti-doping (69% of respondents considered it as the most important value)
- > From the proposed list of values, **DEDICATION** is considered by respondents as the least important to have to work in anti-doping (41.7% of respondents considered this value as the least important)
- > These findings are broadly similar to the overall sample for the other roles and the ranking of the 5 values to work in anti-doping is exactly the same. **INTEGRITY**, **COLLABORATION** and **DEDICATION** received the same support. TUE Administrators / Committee Members gave slightly more support for the value of **EXCELLENCE** and less support for **RESPECT** compared to the overall sample.
- > **In comparing the responses from TUE Administrators with those from TUE Committee Members, we found some differences on their views on the most important values needed in anti-doping:**
 - *INTEGRITY and EXCELLENCE remain the 2 most important values for both TUE Administrators and TUE Committee Members*
 - *DEDICATION was considered by TUE Administrators as the least important value whereas TUE Committee Members classified DEDICATION as the third most important value*
 - *TUE Administrators considered RESPECT as the third most important value whereas TUE Committee Members classified RESPECT as the least important value.*

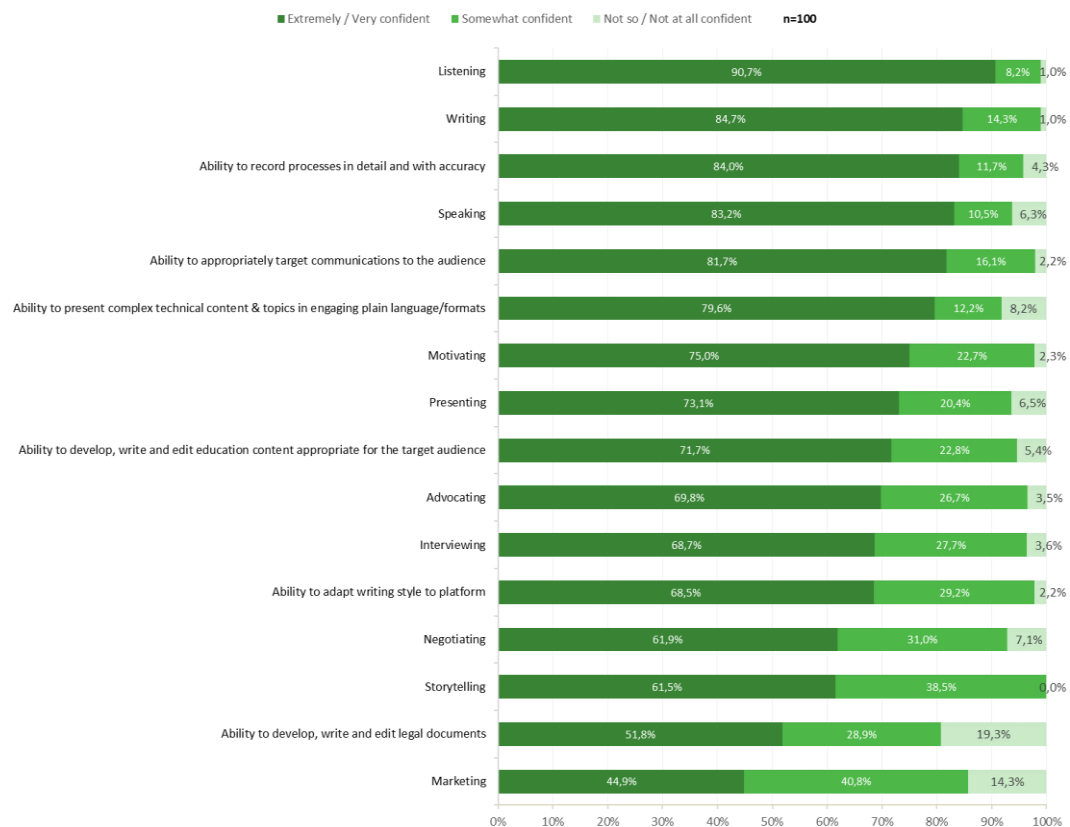
5. SECTION 3.2 – ABOUT RESPONDENTS SKILLS AND ATTRIBUTES

a) About COMMUNICATION skills and attributes (*Importance and level of confidence*)

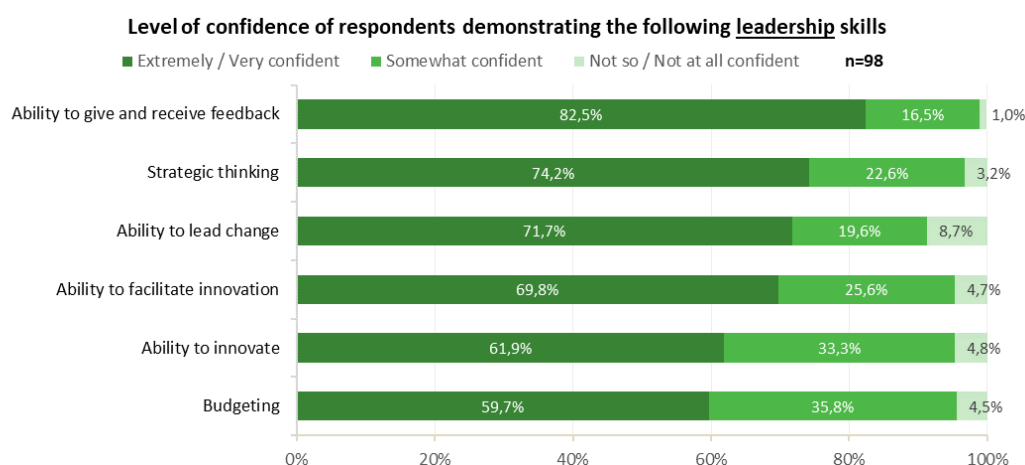
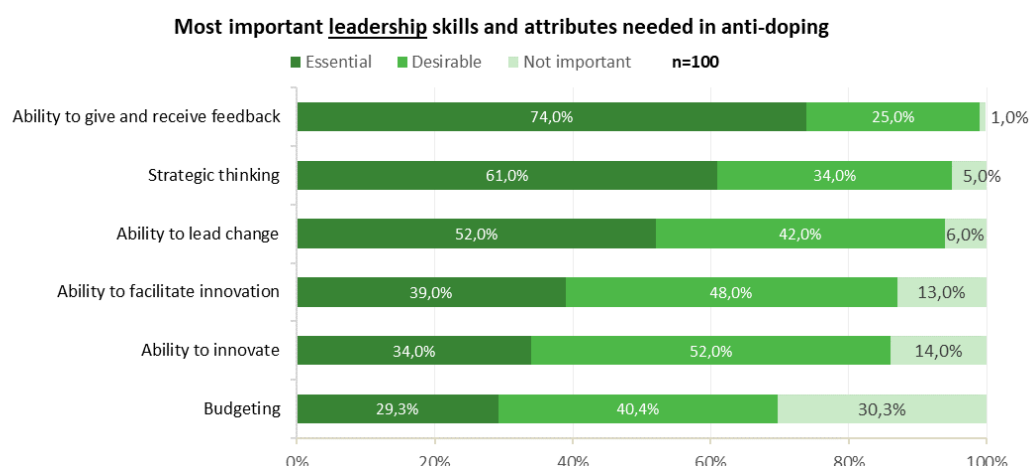
Most important communication skills and attributes needed in anti-doping



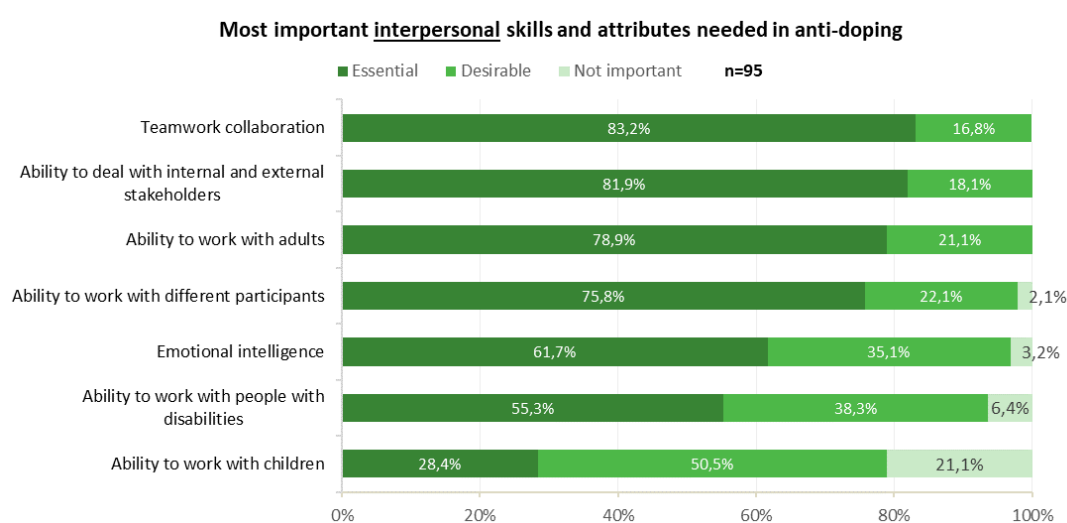
Level of confidence of respondents demonstrating the following communication skills



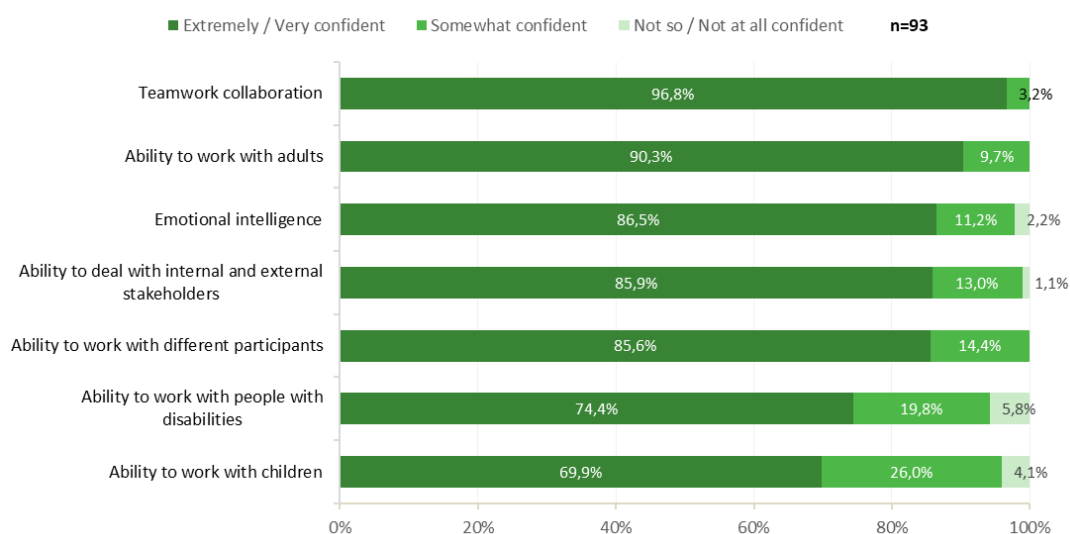
b) About LEADERSHIP skills and attributes (Importance and level of confidence)



c) About INTERPERSONAL skills and attributes (Importance and level of confidence)

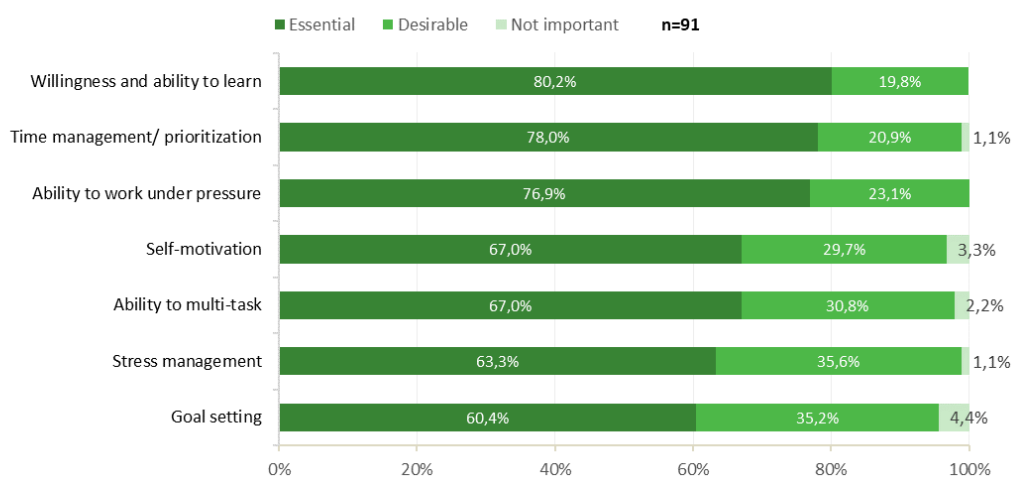


Level of confidence of respondents demonstrating the following interpersonal skills

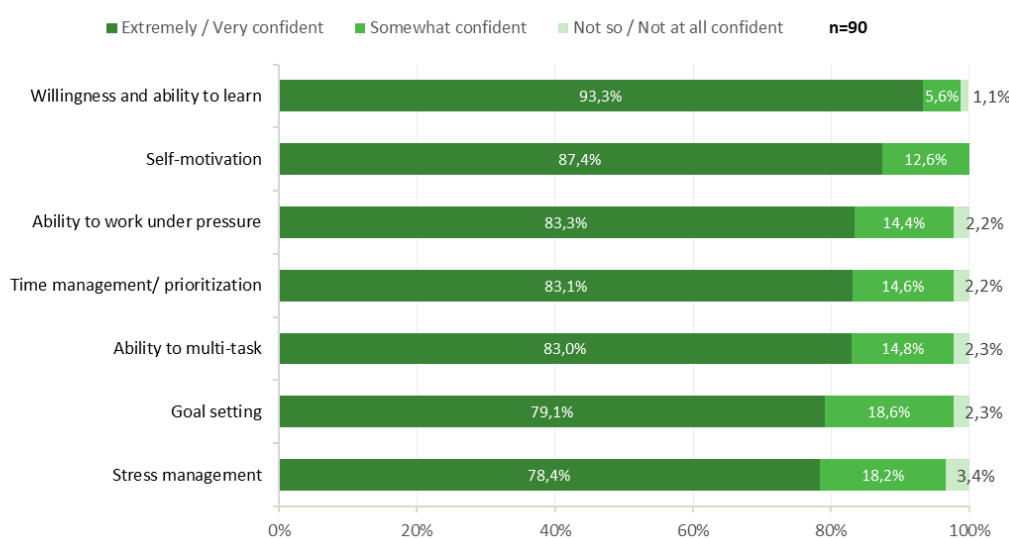


d) About SELF-MANAGEMENT skills and attributes (Importance and level of confidence)

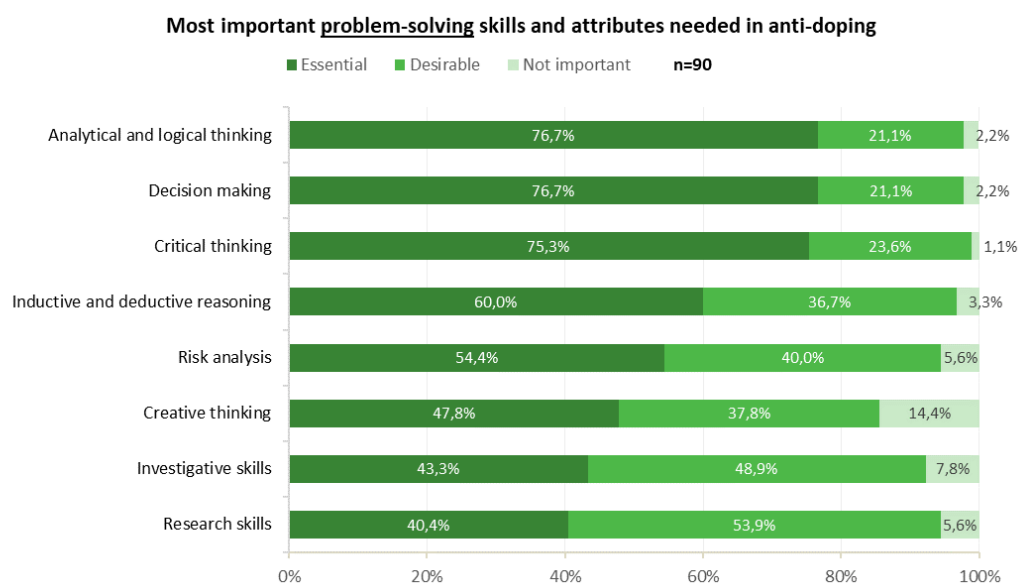
Most important self-management skills and attributes needed in anti-doping



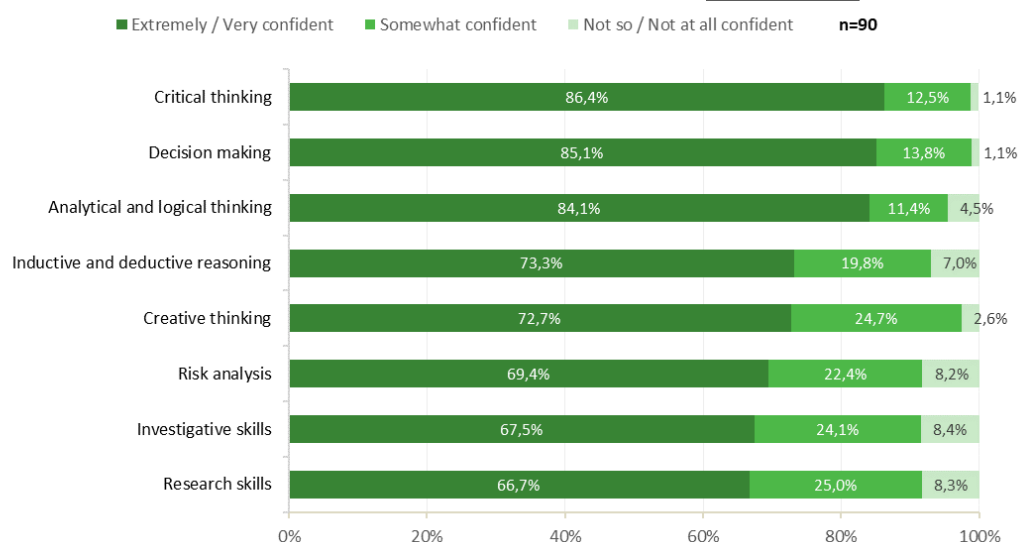
Level of confidence of respondents demonstrating the following self-management skills



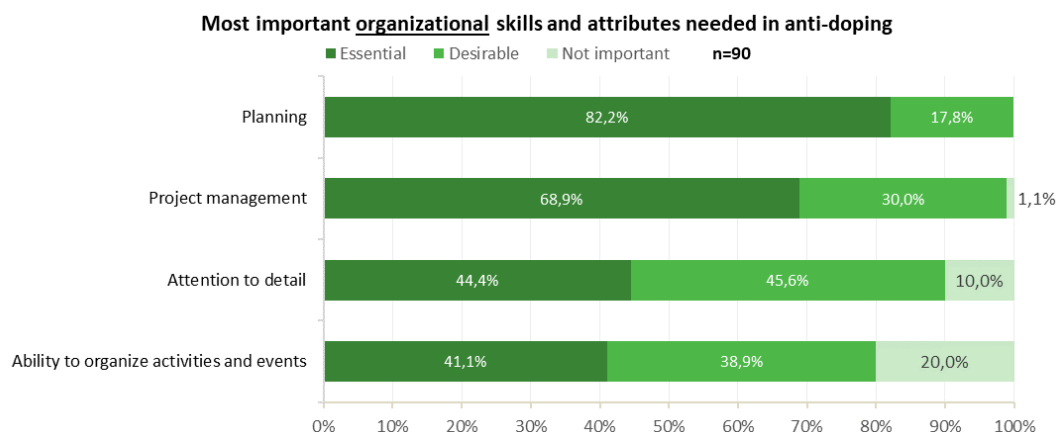
e) About PROBLEM-SOLVING skills and attributes (*Importance and level of confidence*)



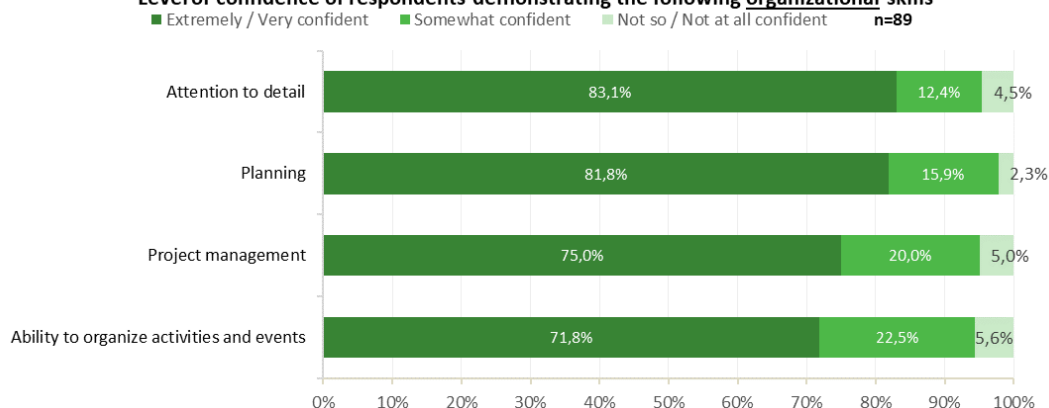
Level of confidence of respondents demonstrating the following problem-solving skills



f) About ORGANIZATIONAL skills and attributes (*Importance and level of confidence*)

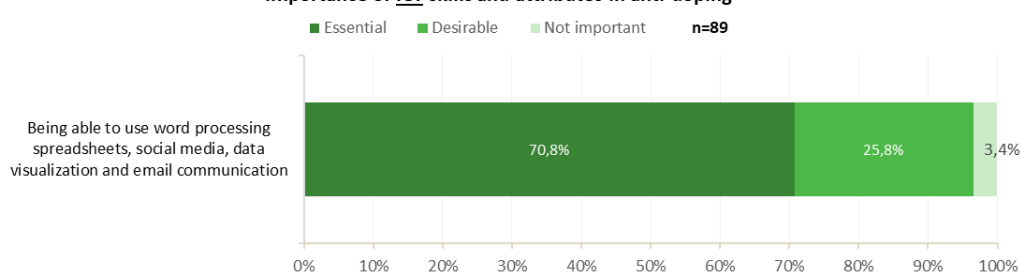


Level of confidence of respondents demonstrating the following organizational skills

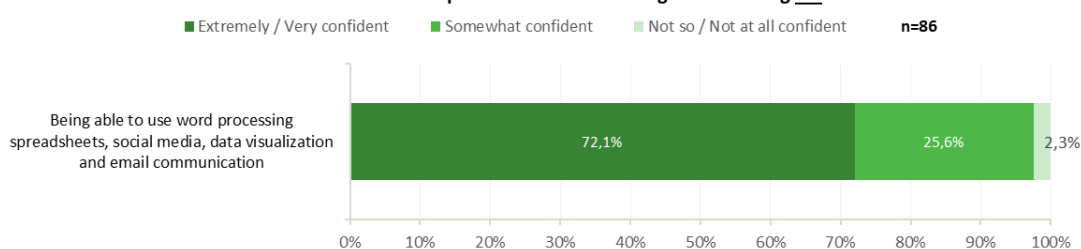


g) About ICT skills and attributes (Importance and level of confidence)

Importance of ICT skills and attributes in anti-doping

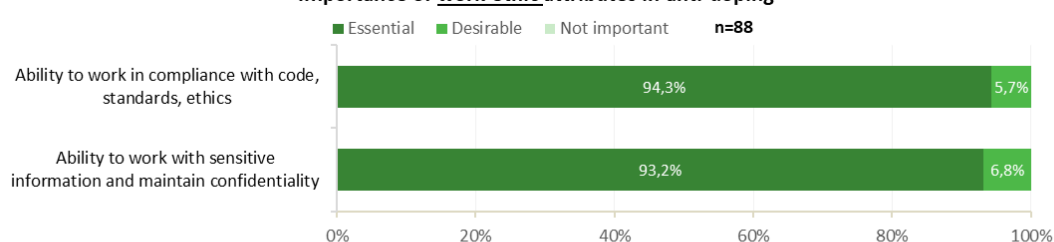


Level of confidence of respondents demonstrating the following ICT skills

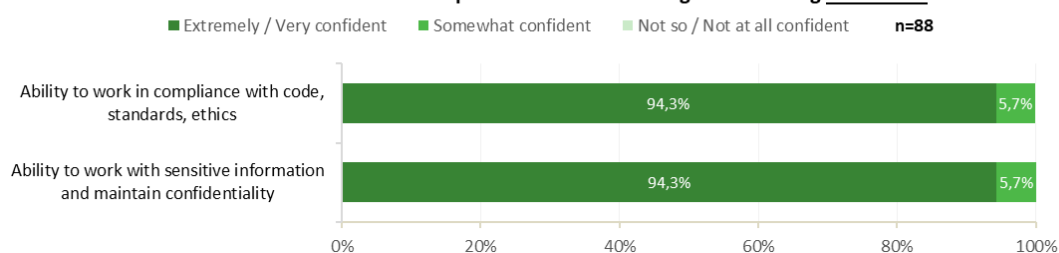


h) About WORK ETHIC skills and attributes (Importance and level of confidence)

Importance of work ethic attributes in anti-doping



Level of confidence of respondents demonstrating the following work ethic attributes



>>> MAIN FINDINGS AND HIGHLIGHTS <<<

| SKILLS AND ATTRIBUTES | | |
|--|---|---|
| 3 skills and attributes identified by respondents as most important (+ least important one) | Respondents = TUE Administrators/Committee Members | 3 skills where respondents claimed to have most confidence (+ weakest one) |
| 1. Listening 2. Writing 3. Speaking ... 16. Marketing | COMMUNICATION <i>(List of 16 skills & attributes)</i> | 1. Listening 2. Writing 3. Ability to record processes in detail and with accuracy ... 16. Marketing |
| 1. Ability to give and receive feedback 2. Strategic thinking 3. Ability to lead change ... 6. Budgeting | LEADERSHIP <i>(List of 6 skills & attributes)</i> | 1. Ability to give and receive feedback 2. Strategic thinking 3. Ability to lead change ... 6. Budgeting |
| 1. Teamwork collaboration 2. Ability to deal with internal and external stakeholders 3. Ability to work with adults ... 7. Ability to work with children | INTERPERSONAL SKILLS <i>(List of 7 skills & attributes)</i> | 1. Teamwork collaboration 2. Ability to work with adults 3. Emotional intelligence ... 7. Ability to work with children |
| 1. Willingness and ability to learn 2. Time management/ prioritization 3. Ability to work under pressure ... 7. Goal setting | SELF-MANAGEMENT <i>(List of 7 skills & attributes)</i> | 1. Willingness and ability to learn 2. Self-motivation 3. Ability to work under pressure ... 7. Stress management |
| 1. Analytical and logical thinking 2. Decision making 3. Critical thinking ... 8. Research skills | PROBLEM SOLVING <i>(List of 8 skills & attributes)</i> | 1. Critical thinking 2. Decision making 3. Analytical and logical thinking ... 8. Research skills |
| 1. Planning 2. Project management 3. Attention to detail 4. Ability to organize activities / events | ORGANIZATIONAL <i>(List of 4 skills & attributes)</i> | 1. Attention to detail 2. Planning 3. Project management 4. Ability to organize activities / events |

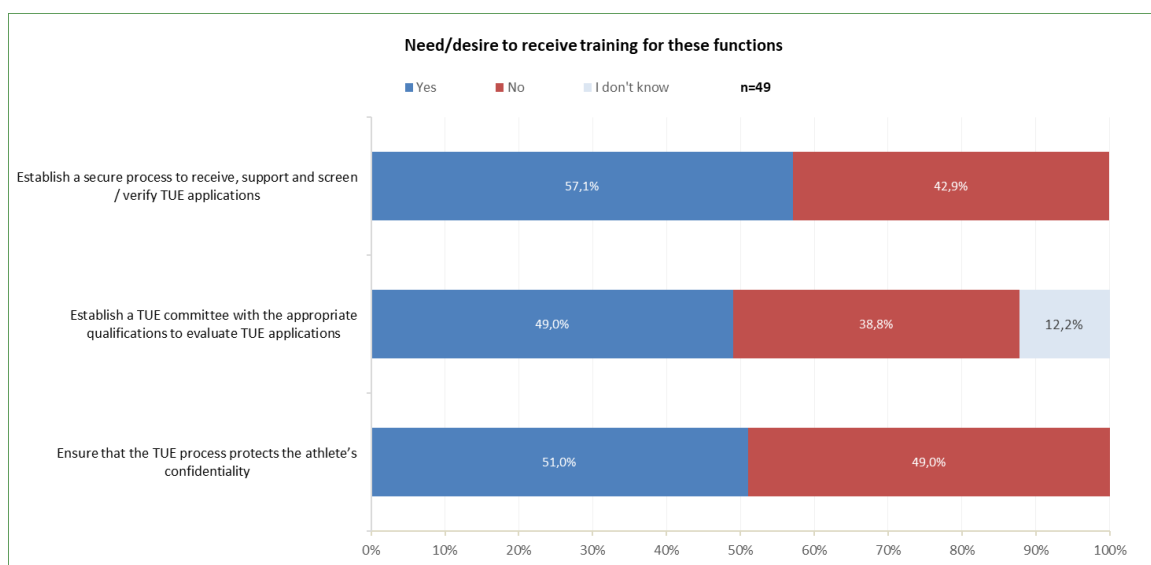
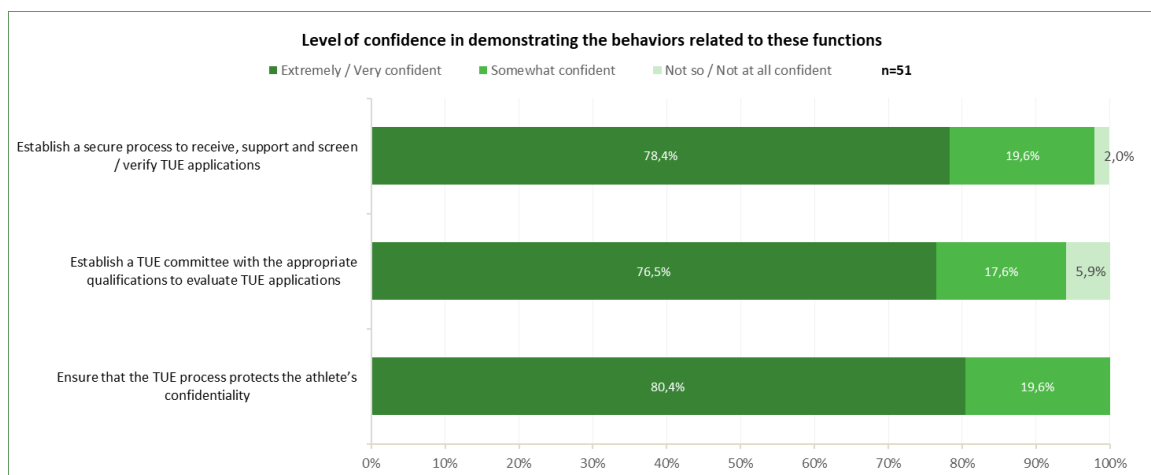
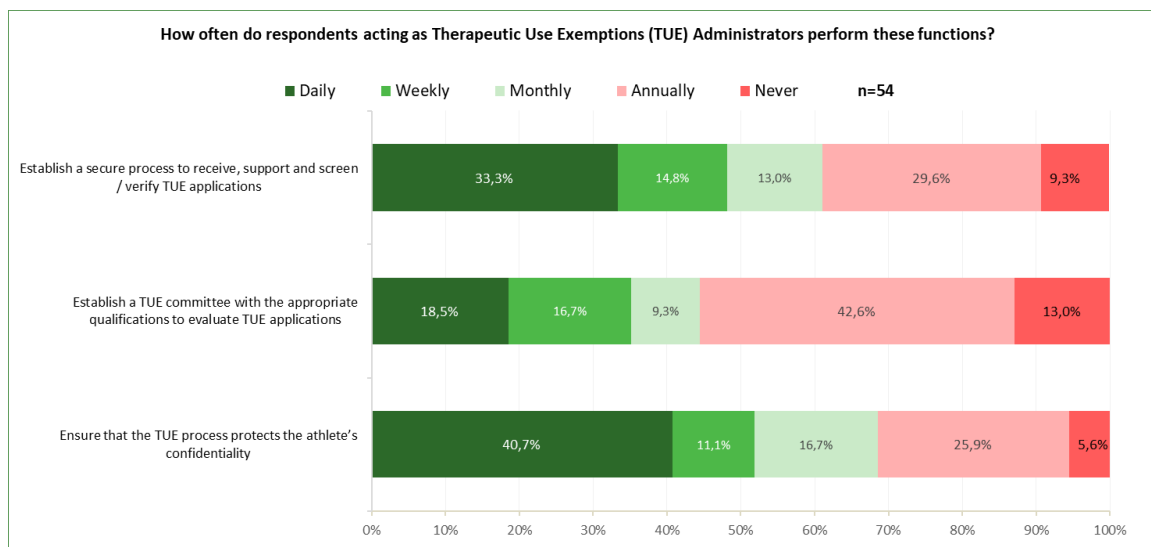
- > There is a very high level of consistency between the level of importance and the level of confidence highlighted by respondents in demonstrating the different skills / attributes in their role of TUE Administrators / Committee Members.
- > All listed skills and attributes which were judged extremely or very important by respondents in their role of TUE Administrators / Committee Members are those which received the highest level of confidence in demonstrating them. At the opposite end, those skills with a low level of importance were also those which received the lowest level of confidence from respondents.

And this was the case for the following:

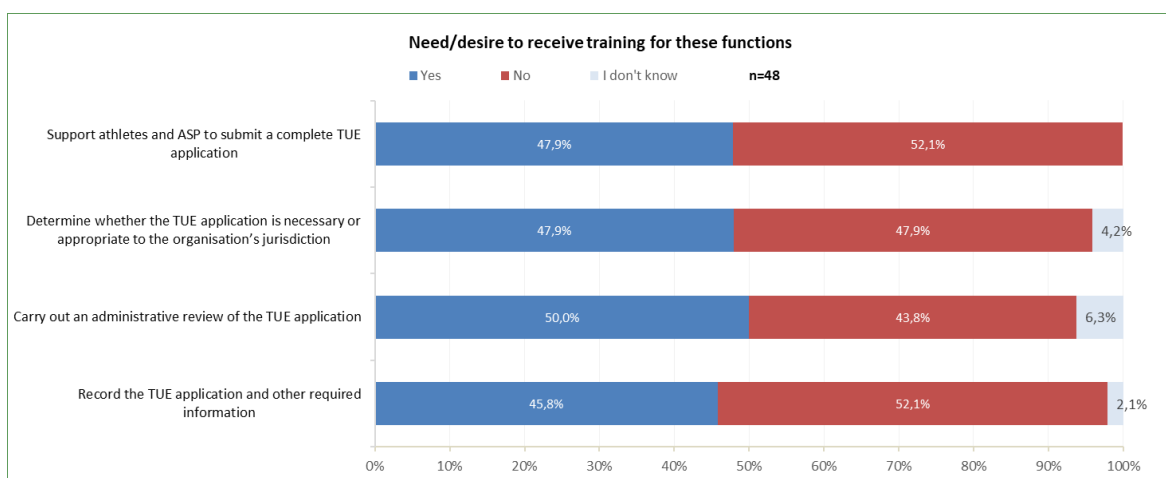
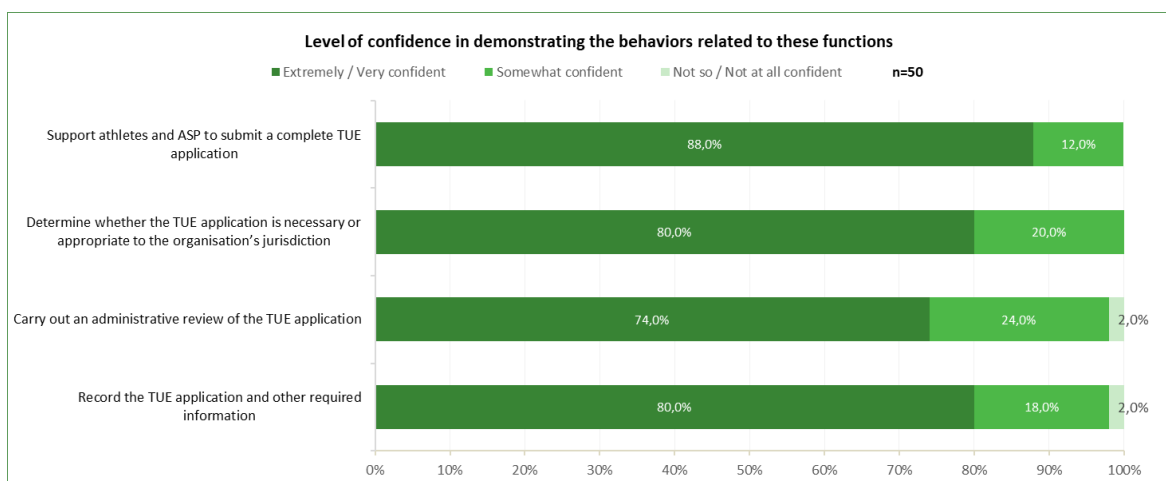
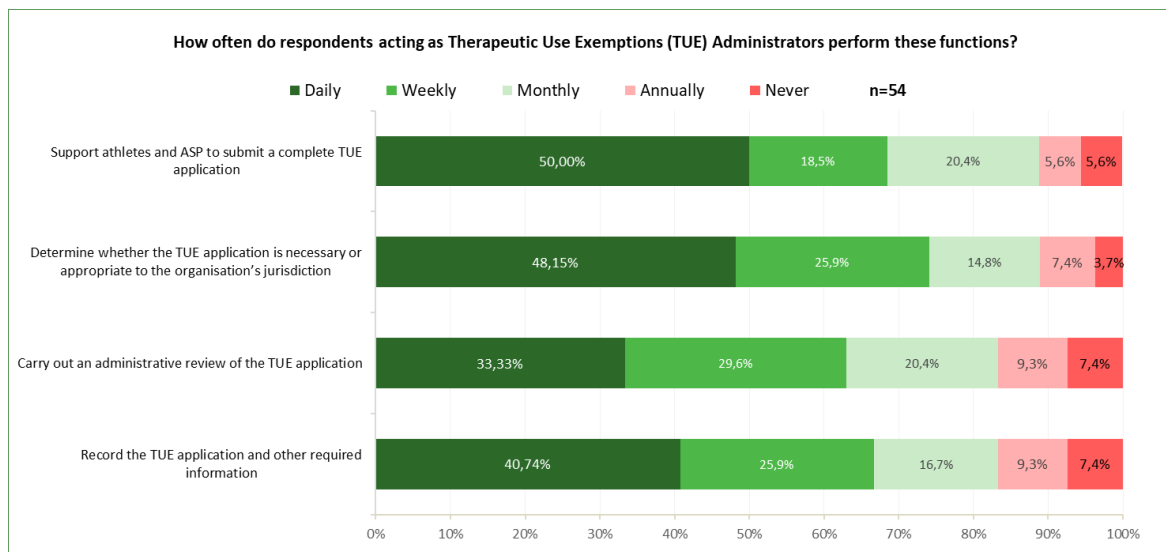
- Communication skills and attributes
 - Leadership skills and attributes
 - Interpersonal skills and attributes
 - Self-management skills and attributes
 - Problem solving skills and attributes
 - Organizational skills and attributes
 - ICT skills and attributes
 - Work ethic skills and attributes
- > From the findings, no major skills gaps were identified between levels of importance and confidence and so we are not in the position to underline some potential training needs for the role of TUE Administrators and TUE Committee Members.

6. SECTION 3.3 – ABOUT TUE ADMINISTRATORS' FUNCTIONS

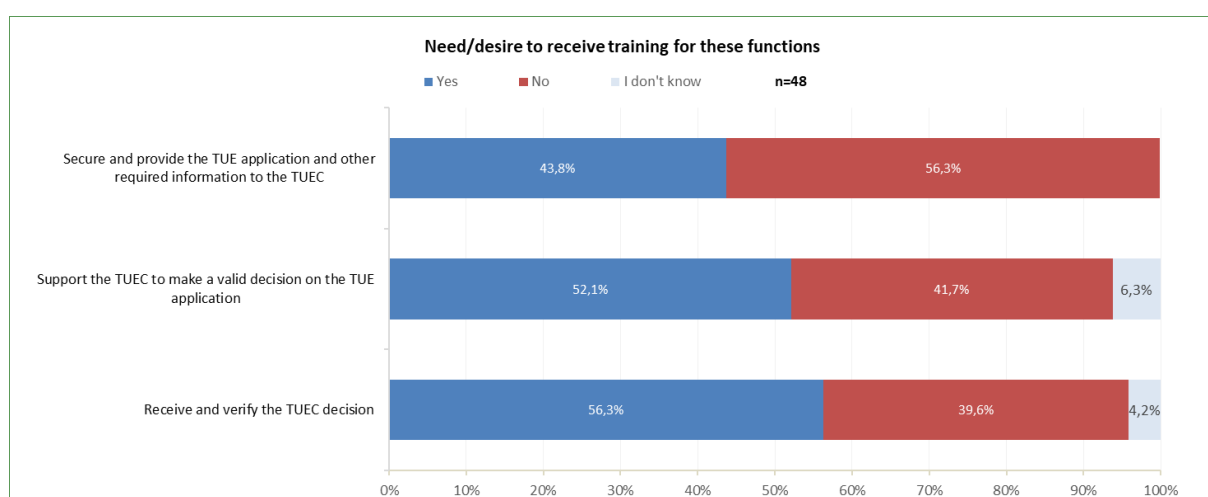
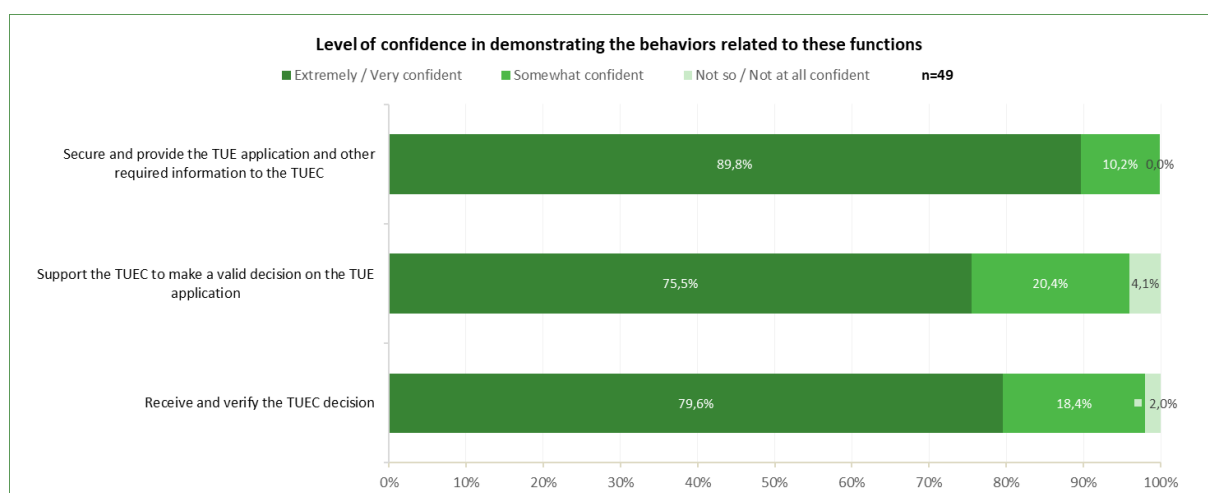
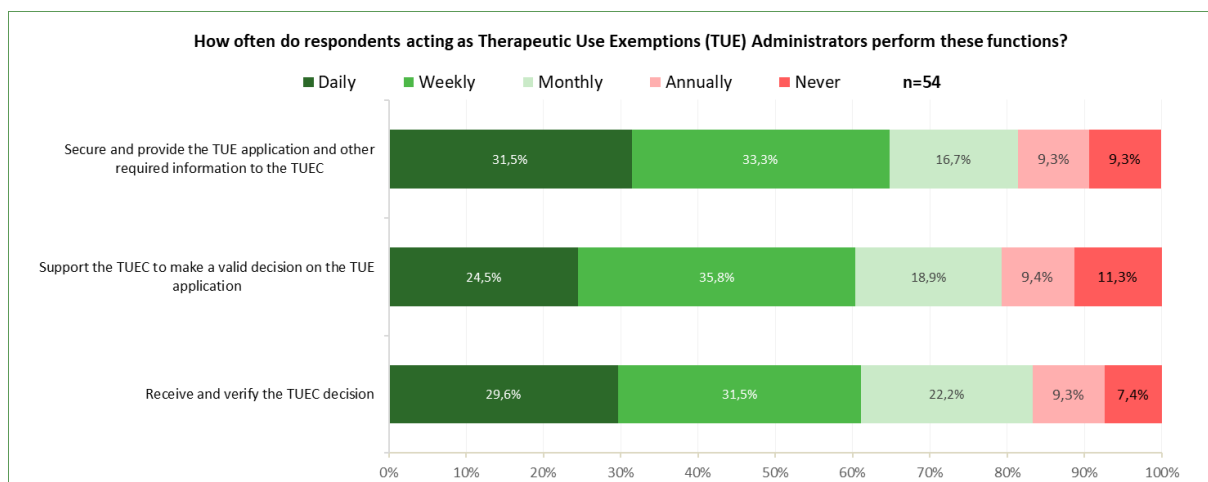
a) **MAIN FUNCTION 1: Establish a secure process to receive, support and evaluate TUE applications** (Frequency, level of confidence, and training need)



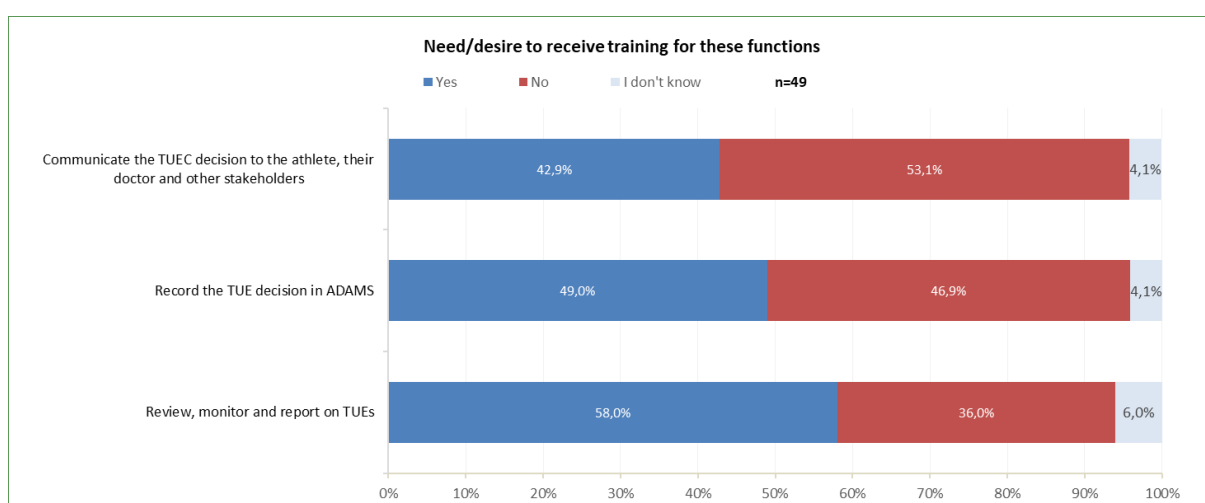
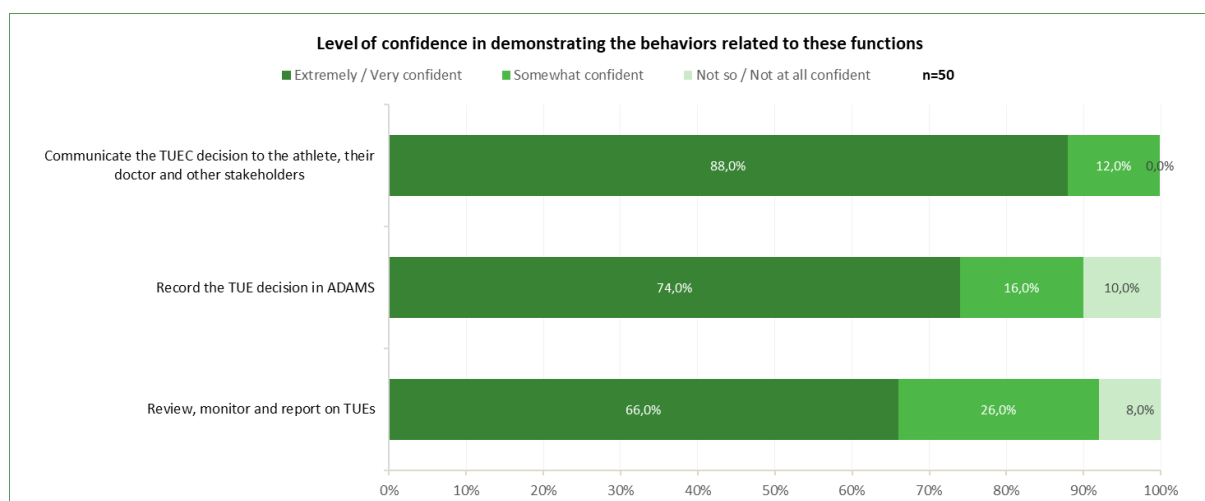
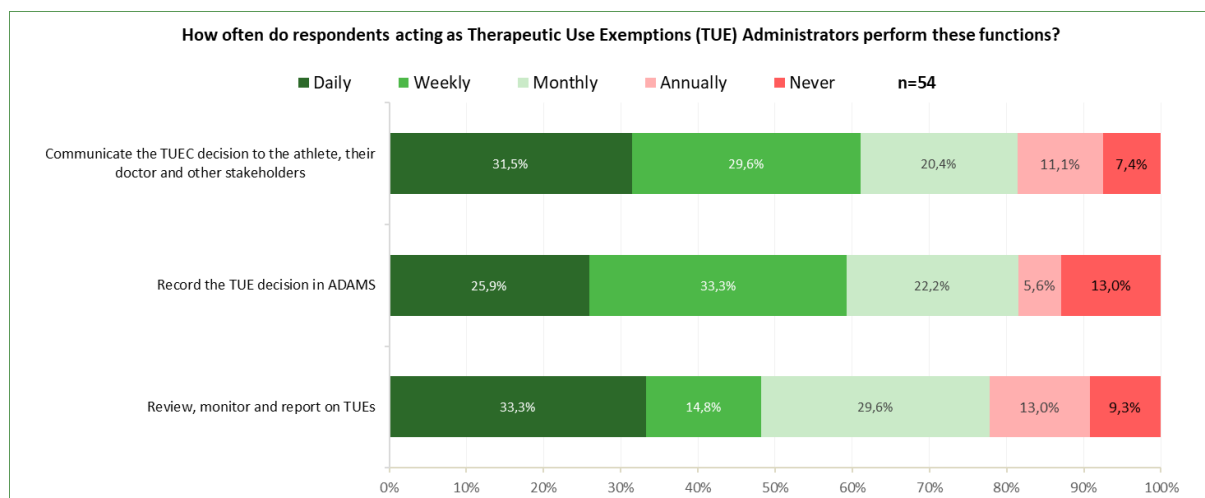
b) MAIN FUNCTION 2: Manage the TUE application process (Frequency, level of confidence, and training need)



c) MAIN FUNCTION 3: Support the TUEC in evaluating TUE applications (*Frequency, level of confidence, and training need*)



d) MAIN FUNCTION 4: Record and communicate the outcome of the TUE application (Frequency, level of confidence, and training need)



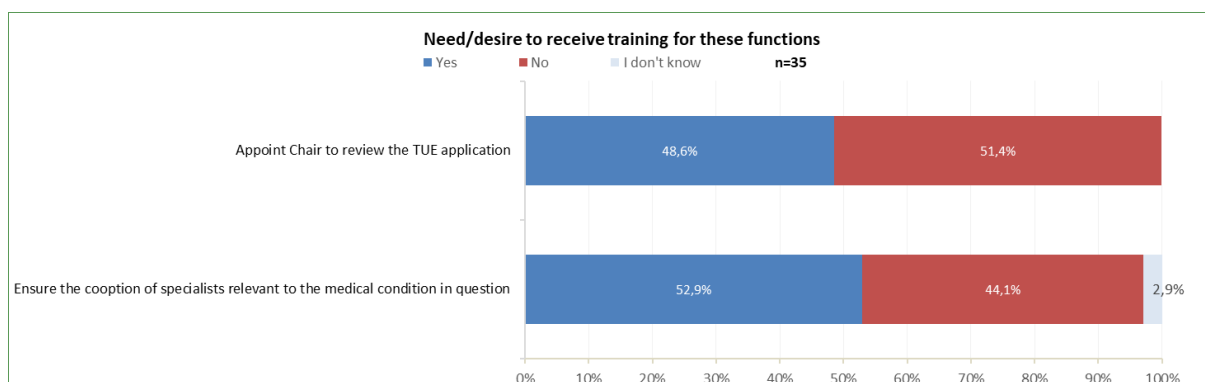
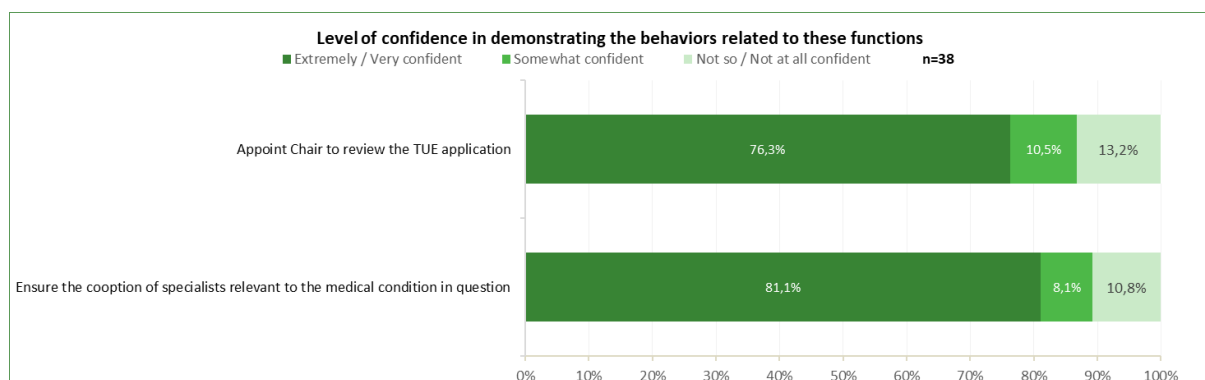
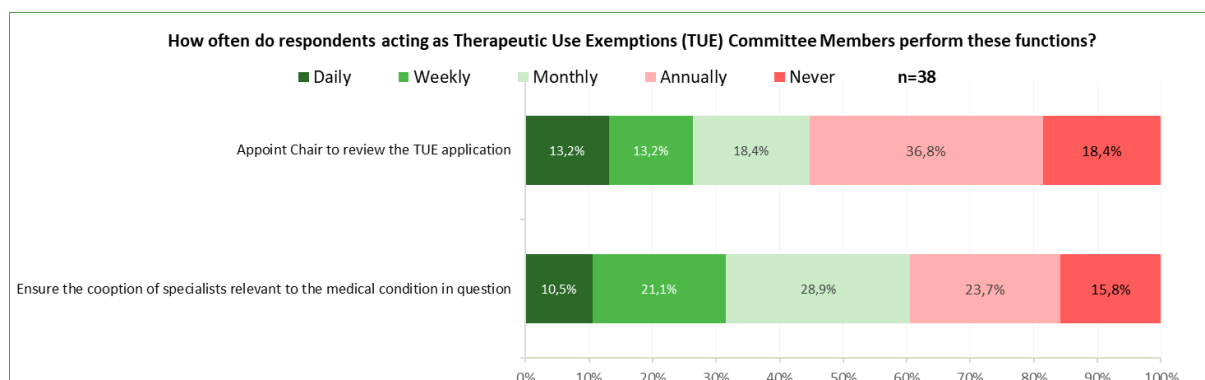
>>> MAIN FINDINGS AND HIGHLIGHTS <<<

| MAIN FUNCTIONS PERFORMED BY TUE ADMINISTRATORS | |
|--|--|
| Frequency of performance | <p>Establish a secure process to receive, support and evaluate TUE applications</p> <p>From the 3 sub-functions, “<i>ensure that the TUE process protects the athletes’ confidentiality</i>” appeared to be the one mainly performed on a daily basis by TUE Administrators.</p> <p>The sub-function “<i>establish a TUE committee with the appropriate qualification to evaluate TUE applications</i>” appeared to be the one not frequently performed by respondents acting as TUE Administrators, mainly on an annual basis (42.6%). We can add that 13% of TUE Administrators who took part in the survey indicated that they never performed this sub-function in their role.</p> <p>Overall, this function gathers the sub-functions less frequently performed by respondents acting as TUE Administrators, mainly on an annual basis or never performed.</p> |
| | <p>Manage the TUE application process</p> <p>The four sub-functions appeared to be mainly performed on a daily or weekly basis by respondents acting as TUE Administrators (over 62%).</p> <p>Between 15 and 20% of these respondents indicated that they performed these sub-functions on a monthly basis, and less than 10% on an annual basis.</p> <p>Around 8% of respondents indicated that they never performed any of these sub-functions in their role of TUE Administrators.</p> |
| | <p>Support the TUEC in evaluating TUE applications</p> <p>The three sub-functions which composed this function appeared to be performed by over 60% of the respondents acting as TUE Administrators on a weekly or daily basis (frequently performed).</p> <p>Around 10% of respondents performed these sub-functions on an annual basis and we can also report that 10% indicated that they never performed these sub-functions in their role of TUE Administrators.</p> |
| | <p>Record and communicate the outcome of the TUE application</p> <p>The first two sub-functions “<i>Communicate the TUEC decision to the athlete, their doctor and other stakeholders</i>” and “<i>Record the TUE decision in ADAMS</i>” appeared to be mainly performed on a daily or weekly basis by more than 50% of respondents acting as TUE Administrators.</p> <p>The third sub-function “<i>Review, monitor and report on TUEs</i>” was performed on a monthly basis by nearly 30% of the respondents and on an annual basis by 13%. This third sub-function was less frequently performed by TUE Administrators than the first two sub-functions.</p> <p>The second sub-function “<i>Record the TUE decision in ADAMS</i>” was the one never performed by the highest proportion of respondents (13%), followed by the third sub-function “<i>Review, monitor and report on TUEs</i>” (9.3%), and by the third function “<i>Review, monitor and report on TUEs</i>” which appeared to be never performed by 7.4% of respondents in their role of TUE Administrators.</p> |
| Level of confidence | <p>General comment about the level of confidence of respondents acting as TUE Administrators in demonstrating the behavior related to these tasks:</p> <p>We can underline a very high level of confidence indicated by respondents for all sub-functions delivered in their role of TUE Administrator. Indeed, the lowest level of confidence for a sub-function was 66% of respondents indicating being extremely/very confident in demonstrating the behavior related to these tasks.</p> <p>All other sub-functions obtained a higher level of confidence – from 66% for the lowest one to 89.8% for the highest one.</p> <p>See below the top 3 sub-functions obtaining the highest level of confidence and also the bottom 3 sub-functions with the lowest level of confidence from respondents acting as TUE Administrators.</p> |

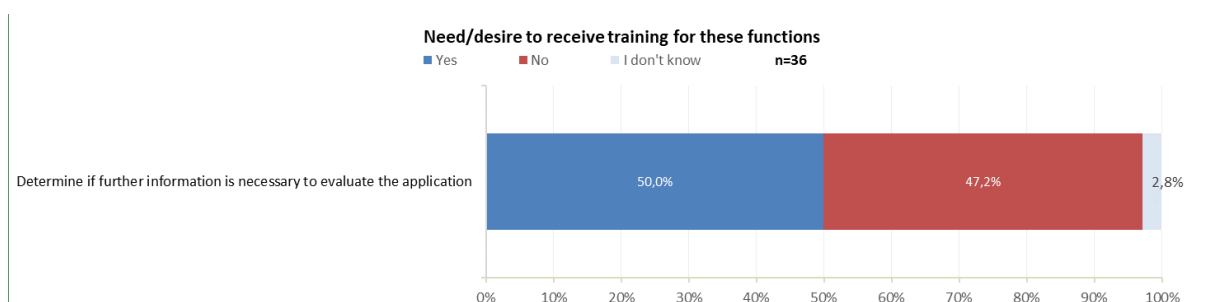
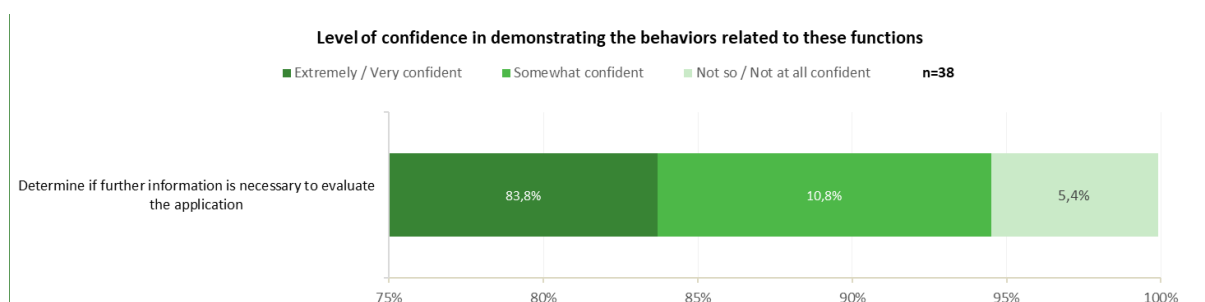
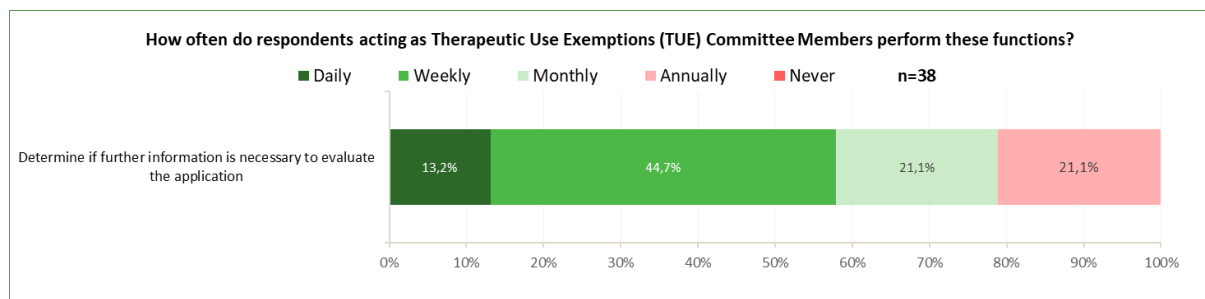
| | |
|------------------------------------|---|
| | <p>Extremely/Very Confident: (3 sub-functions for which TUE Administrators claimed to have most confidence)</p> <ul style="list-style-type: none"> > <i>Secure and provide the TUE application and other required information to the TUEC</i> – 89.8% (Function 3) > <i>Support athletes and ASP to submit a complete TUE application</i> – 88% (Function 2) > <i>Communicate the TUEC decision to the athlete, their doctor and other stakeholders</i> – 88% (Function 4) <p>These three sub-functions obtained the highest level of confidence from respondents acting as TUE Administrators. None of the respondents indicated being not confident in demonstrating these tasks in their role.</p> |
| | <p>Not Confident/Not at all Confident:(functions for which TUE Administrators claimed low level of confidence)</p> <p>Even if the level of confidence is extremely high for all listed sub-functions, we can underline three sub-functions which obtained the lower level of confidence from respondents:</p> <ul style="list-style-type: none"> > <i>Record the TUE decision in ADAMS</i> – 10% being not so/not at all confident (Function 4) > <i>Review, monitor and report on TUEs</i> – 8% being not so/not at all confident (Function 4) > <i>Establish a TUE committee with appropriate qualification to evaluate TUE applications</i> – 5.9% (Function 1) |
| Training needs / desire | <p>General comment about the training needs / desire to receive training expressed by TUE Administrators:</p> <p>There is a relatively low level of desire / needs for training underlined by respondents acting as TUE Administrators for all functions and sub-functions of the role. Indeed, the percentage of respondents indicating their willingness and need to take part in a training related to the above functions and sub-functions was generally low with no more than 58% of positive response which is the highest rate.</p> <p>At the opposite end, no sub-function gets a rate lower than 38.8% which means that for most sub-functions nearly half of the respondents acting as TUE Administrators felt and confirmed their desire and need to have some training opportunities.</p> <p>We have tried to identify below the top 3 sub-functions for which TUE Administrators confirmed their need for training, and the bottom 3 sub-functions for which the training needs and desire seemed to be lower.</p> |
| | <p>Highest desire/needs for training: (sub-functions with the highest desire/needs from TUE Administrators)</p> <ol style="list-style-type: none"> 1. <i>Review, monitor and report on TUEs</i> – 58% indicated a desire and/or training needs 2. <i>Establish a secure process to receive, support and screen / verify TUE applications</i> – 57.1% 3. <i>Receive and verify TUEC decision</i> – 56.3% indicated a desire and/or training needs |
| | <p>Lowest desire/needs for training: (sub-functions with highest percentage of NO desire/needs for training)</p> <ol style="list-style-type: none"> 1. <i>Secure and provide the TUE application and other required information</i> – 56.3% (no desire/needs) 2. <i>Communicate the TUEC decision to athlete, doctor and other stakeholders</i> – 53.1% (no desire/needs) 3. <i>Record the TUE application and other required information</i> – 52.1% (no desire/needs) 4. <i>Support athletes and ASP to submit a complete TUE application</i> – 52.1% (no desire/needs) |

7. SECTION 3.4 – ABOUT TUE COMMITTEE MEMBERS' FUNCTIONS

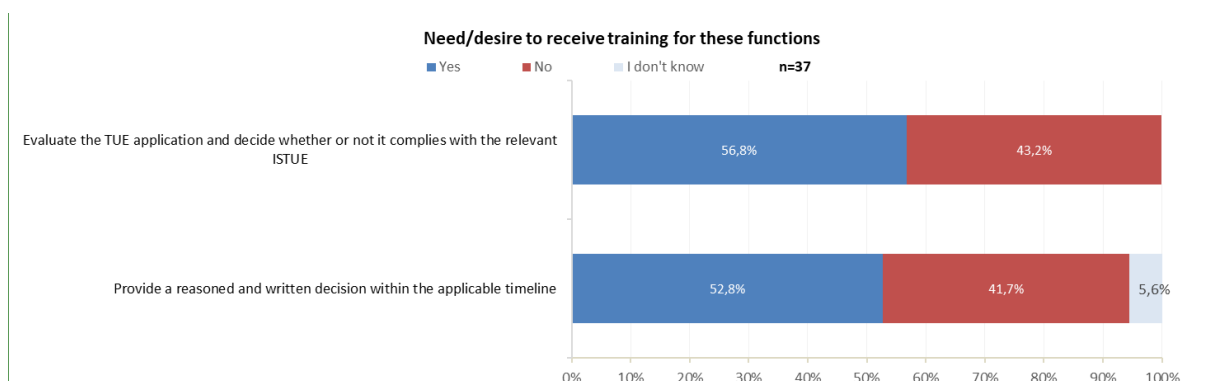
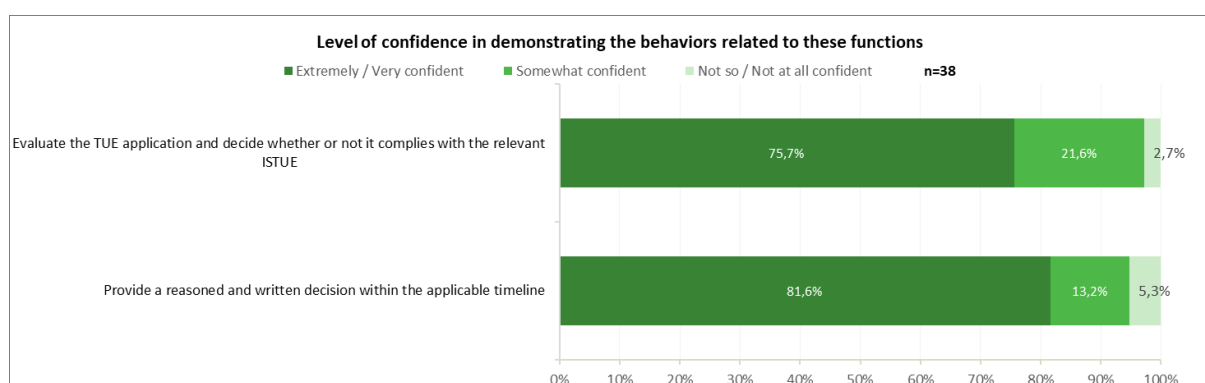
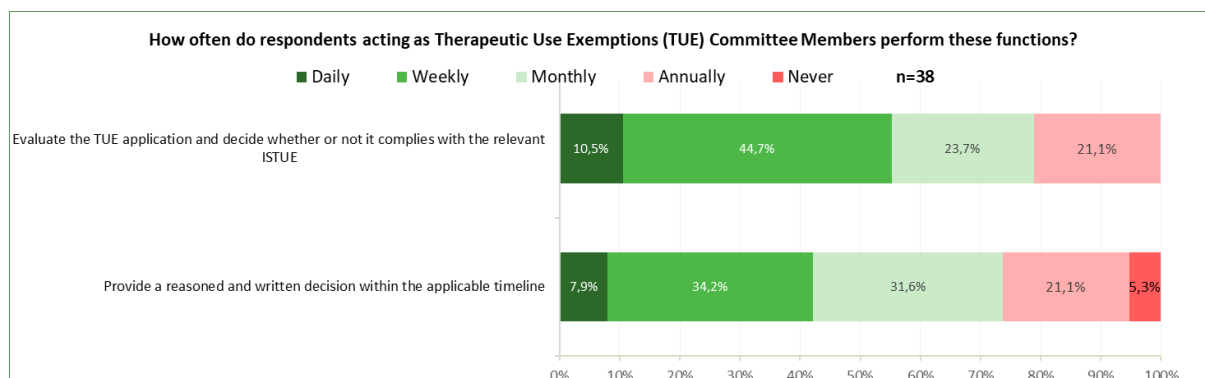
a) **MAIN FUNCTION 1: Designate a TUE Committee for evaluation of the TUE application - Role of TUE Committee Chair** (*Frequency, level of confidence, and training need*)



b) MAIN FUNCTION 2: Discuss the TUE application (*Frequency, level of confidence, and training need*)



c) MAIN FUNCTION 3: Make a reasoned decision on the TUE application (*Frequency, level of confidence, and training need*)



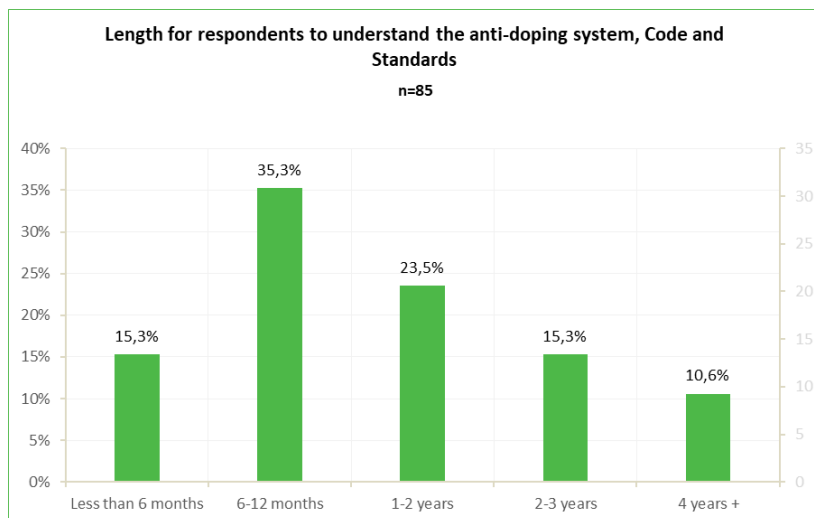
>>> MAIN FINDINGS AND HIGHLIGHTS <<<

| MAIN FUNCTIONS PERFORMED BY TUE COMMITTEE MEMBERS | |
|---|---|
| Frequency of performance | <p>Designate a TUE Committee for evaluation of the TUE application - Role of TUE Committee Chair</p> <p>Both sub-functions “<i>Appoint Chair to review the TUE application</i>” and “<i>Ensure the cooption of specialists relevant to the medical condition in question</i>” appeared to be not frequently performed by respondents acting as TUE Committee Members, mainly on a monthly or an annually basis (more than 50%).</p> <p>Only 30% of respondents indicated that they performed these sub-functions on a daily or weekly basis in their role of TUE Committee Members.</p> <p>These two sub-functions were the ones which obtained the highest proportion of respondents who never performed these tasks in their role of TUE Committee Members with 18.4% for the first sub-function and 15.8% for the second one.</p> |
| | <p>Discuss the TUE application</p> <p>The single sub-function “<i>Determine if further information is necessary to evaluate the application</i>” which composes this function appeared to be mainly performed on a daily or weekly basis (57.9%) by TUE Committee Members, followed by a monthly basis for 21.1% of the respondents.</p> <p>The same proportion (21.1%) indicated performing this task on an annual basis. None of the respondents indicated that they never performed this function in their role.</p> |
| | <p>Make a reasoned decision on the TUE application</p> <p>The first sub-function “<i>Evaluate the TUE application and decide whether or not it complies with the relevant ISTUE</i>” appeared to be performed frequently by a majority of respondents, on a daily or weekly basis (55.2%) in their role of TUE Committee Members. None of the respondents indicated that they never performed this sub-function in their role of TUE Committee Members. 23.7% performed this sub-function on a monthly basis and 21.1% on an annual basis.</p> <p>Concerning the second sub-function “<i>Provide a reasoned and written decision within the applicable timeline</i>”, it appeared to be less frequently performed with only 7.9% of respondents indicated doing it on a daily basis in their role of TUE Committee Members. Around 35% of respondents performed this task on a monthly basis and 21.1% on an annual basis.</p> <p>The distribution is not consistent and the frequency of performance of these sub-functions varied between respondents. This might be further explored to discover the reality of these functions depending on the size of the organisation, the country etc.</p> |
| Level of confidence | <p>General comment about the level of confidence of respondents acting as TUE Committee Members in demonstrating the behavior related to these tasks:</p> <p>We can underline a very high level of confidence indicated by respondents for all sub-functions of the role of TUE Committee Members. Indeed, the lowest level of confidence for a sub-function was 75.7% of respondents indicating being extremely/very confident in demonstrating the behavior related to these tasks.</p> <p>All other sub-functions obtained a higher level of confidence – from 75.7% for the lowest to 83.8% for the highest.</p> <p>See below the top 2 sub-functions obtaining the highest level of confidence and also the bottom 3 sub-functions with the lowest level of confidence from respondents acting as TUE Committee Members. We have decided to underline the top 2 and bottom 2 because the total number of sub-functions was smaller than for the role of TUE Administrators.</p> |
| | <p>Extremely/Very Confident: (3 sub-functions for which TUE Committee Members claimed to have most confidence)</p> <ul style="list-style-type: none"> > <i>Determine if further information is necessary to evaluate the application</i> – 83.8% (Function 2) > <i>Provide a reasoned and written decision within the applicable timeline</i> – 81.6% (Function 3) <p>These two sub-functions obtained the highest level of confidence from respondents acting as TUE Committee Members.</p> |

| | |
|------------------------------------|---|
| | <p>Not Confident/Not at all Confident: (functions for which TUE Committee Members claimed low level of confidence)</p> <p>Even if the level of confidence is extremely high for all listed sub-functions, we can underline two sub-functions which obtained the lower level of confidence from respondents:</p> <ul style="list-style-type: none"> > <i>Appoint Chair to review the TUE application</i> – 13.2 % being not so/not at all confident (Function 5) > <i>Ensure the cooption of specialists relevant to the medical condition in question</i> – 10.8% (Function 5) <p>These sub-functions are both included within the overall function “<i>Designate a TUE Committee for evaluation of the TUE application - Role of TUE Committee Chair</i>” so it might be interesting to further explore existing realities and challenges explaining this lack of confidence through consultation with TUE Committee Members.</p> |
| Training needs / desire | <p>General comment about needs / desire to receive training expressed by TUE Committee Members:</p> <p>The level of desire / needs for training underlined by respondents acting as TUE Committee Members is not very high and this is the case for all functions and sub-functions of the role. Indeed, the percentage of respondents indicating their willingness and need to take part in a training related to the above functions and sub-functions was not higher than 56.8% of positive response.</p> <p>At the opposite end, no sub-function gets a rate lower than 48.6% which means that more than half of the respondents felt and confirmed their desire and need to have some training opportunities. It is not extremely high but that corresponds to half or even more than half of the respondents for some sub-functions.</p> <p>This can be further explored to understand the reasons why the proportion of respondents expressing a desire or a need to be trained is not higher.</p> <p>We have tried to identify below the top 2 sub-functions for which respondents confirmed their needs for training, and the bottom 2 sub-functions for which the training needs and desire seem to be lower. As previously, we have underlined the top 2 and bottom 2 because the total number of sub-functions was much smaller than for the role of TUE Administrators.</p> |
| | <p>Highest desire/needs for training: (sub-functions with the highest desire/needs from respondents)</p> <ol style="list-style-type: none"> 1. <i>Evaluate the TUE application and decide whether or not it complies with the relevant ISTUE</i> – 56.8% 2. <i>Ensure the cooption of specialists relevant to the medical condition in question</i> – 52.9% |
| | <p>Lowest desire/needs for training: (sub-functions with highest percentage of NO desire/needs for training)</p> <ol style="list-style-type: none"> 1. <i>Appoint Chair to review the TUE application</i> – 51.4% (no desire/needs) 2. <i>Determine if further information is necessary to evaluate the application</i> – 47.2% (no desire/needs) <p>The sub-function “Appoint Chair to review the TUE application” is the only one for which the proportion of respondents acting as TUE Committee Members having a desire and/or needs of training was lower than those being negative on that opportunity.</p> |

8. SECTION 4 – ABOUT RESPONDENTS LEARNING AND DEVELOPMENT

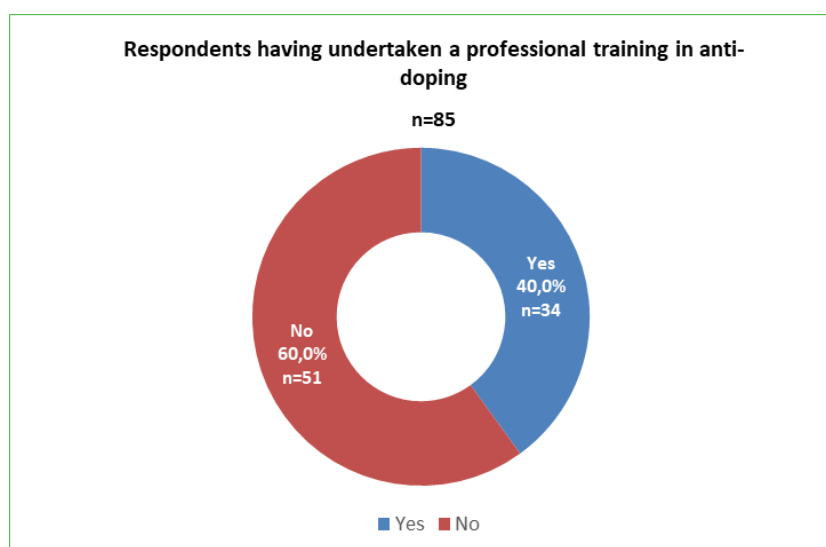
a) Duration perceived by respondents to understand the anti-doping system, Code and Standards

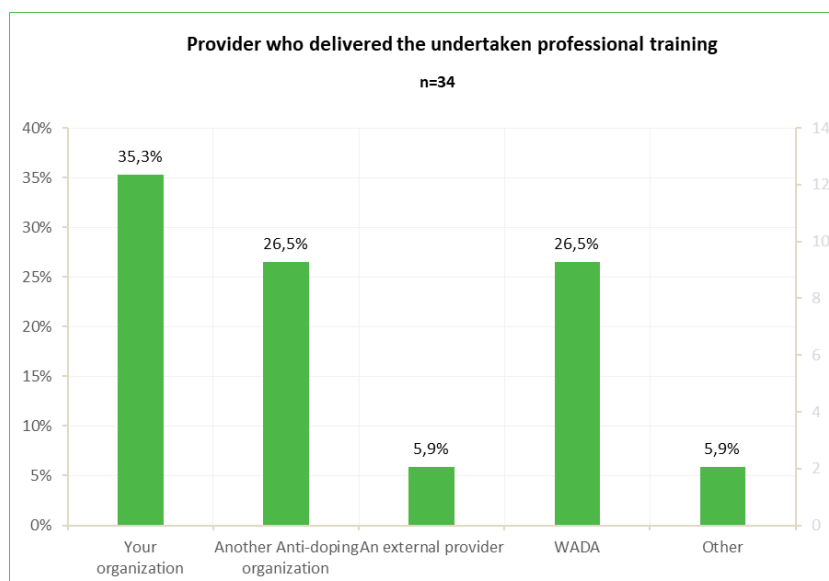
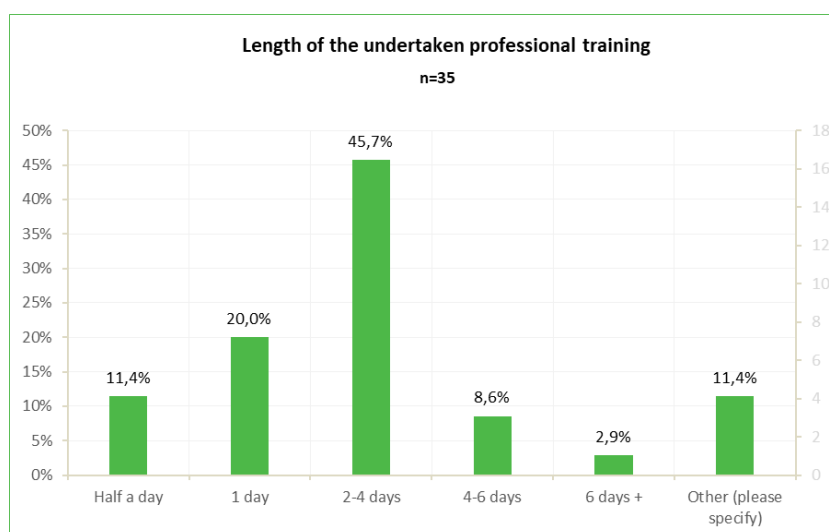
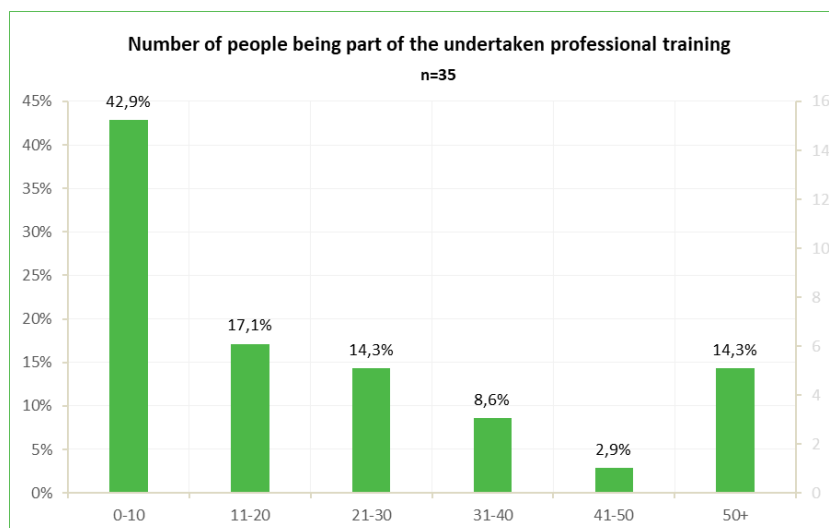


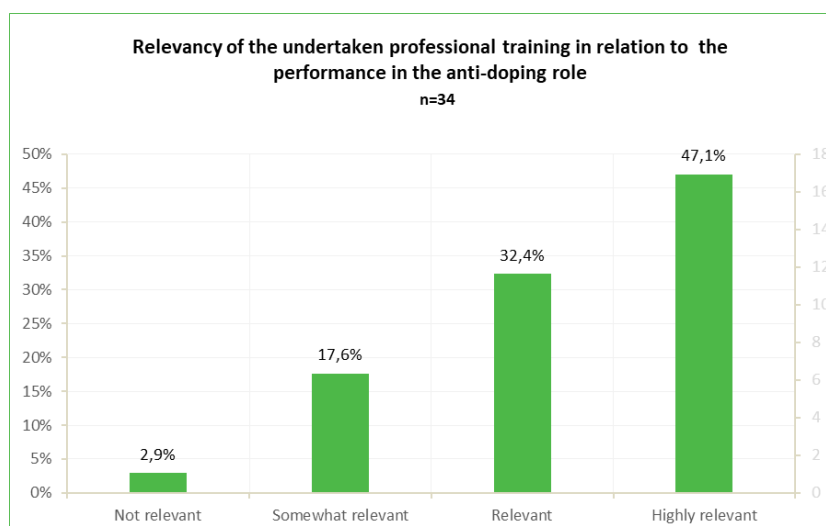
> >>> MAIN FINDINGS AND HIGHLIGHTS <<<

- > More than half (50.6%) of TUE Administrators / Committee Members respondents indicated their feeling that it takes no more than 1 year to understand the anti-doping systems, Code and Standards of anti-doping.
- > At the opposite end, 49.4% of TUE Administrators / Committee Members respondents felt that it takes more than 1 year with 25.9% indicating more than 2 years.
- > Compared to the sample of the Skills Survey as a whole (all roles), fewer TUE Administrators / Committee Members respondents felt it took less than 6 months to understand the anti-doping system with more mentioning 6-12 months and 1-2 years.

b) Undertaken professional training in anti-doping by respondents







>>> MAIN FINDINGS AND HIGHLIGHTS <<<

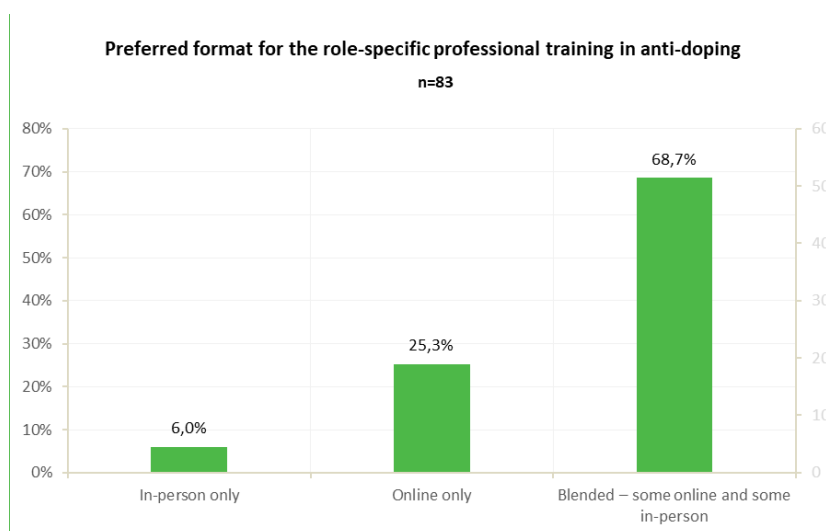
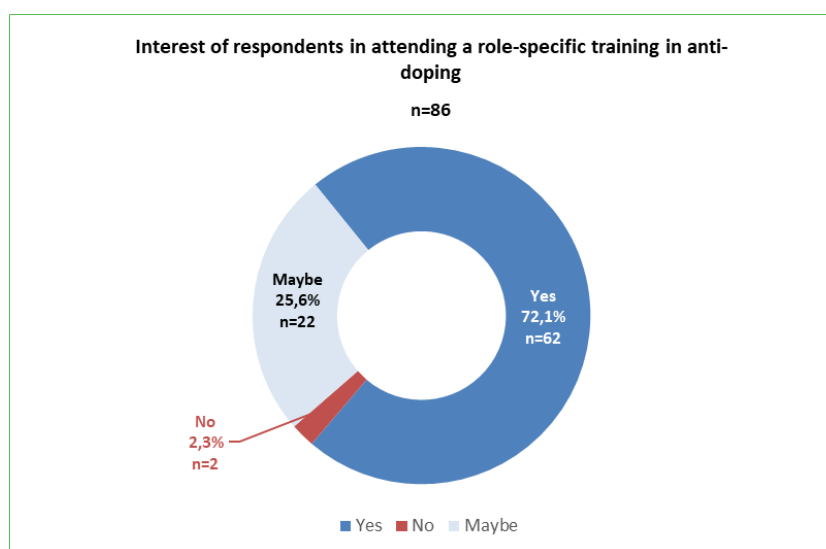
RESPONDENTS HAVING TAKEN PART IN A PROFESSIONAL TRAINING

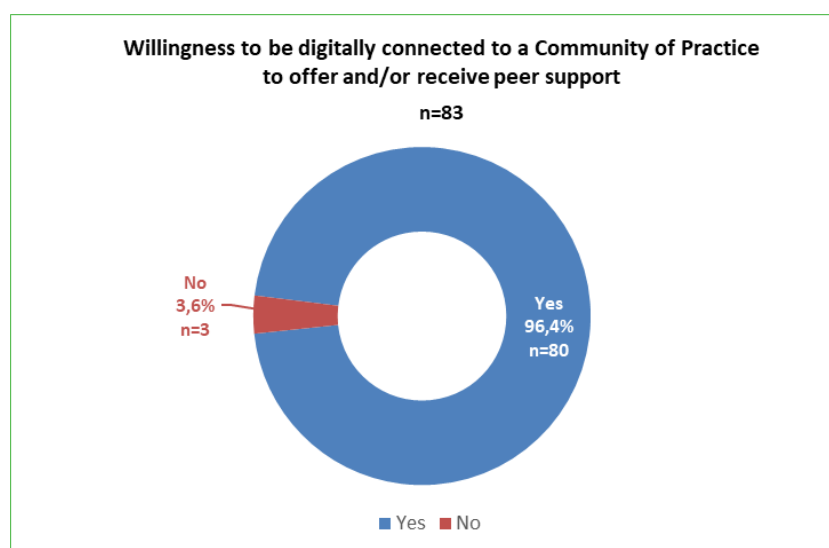
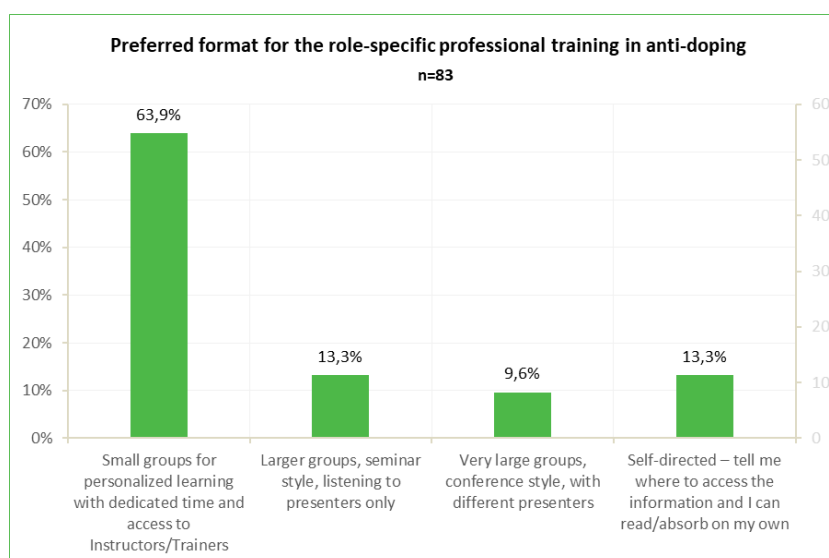
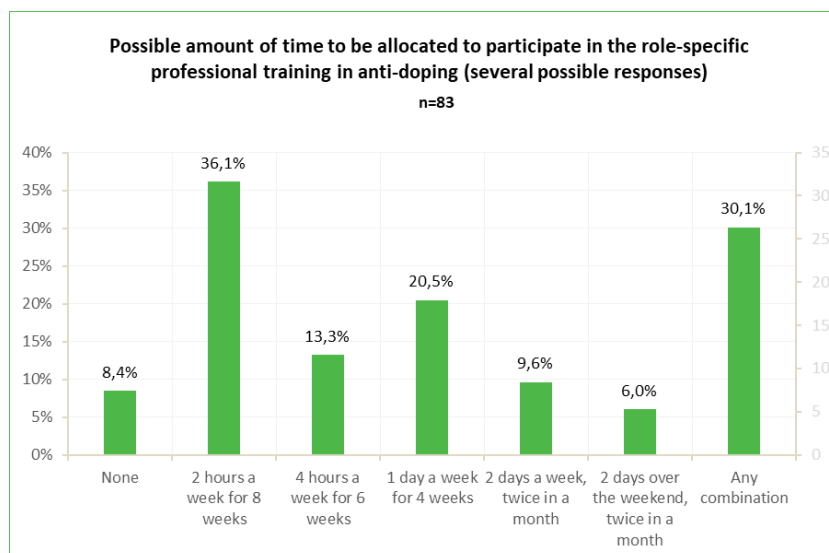
- > 40% of respondents identifying as TUE Administrators / Committee Members (or an equivalent title) in the anti-doping industry have taken part in a professional training on anti-doping. This means that more than a half have never been trained in anti-doping – this is similar, but slightly higher when compared to the overall sample (37.7% having been trained)
- > When we looked at the responses from TUE Administrators and those from TUE Committee Members, it appeared that a higher proportion of TUE Committee Members have taken part in a professional training on anti-doping (52.8% versus 30.6%)
- > Format of professional training undertaken by those having a role of TUE Administrators / Committee Members in the anti-doping industry who responded to the survey:
 - **Size:** the largest proportion (42.9%) took part in training with less than 10 participants; about 25.8% took part in training with more than 30 participants.
 - **Duration:** Over 45% of respondents took part in training of 2 to 4 days; 20% took part in training of 1 day and 11.4% in a training of half a day. Only 2.9% were involved in training with a length of more than 6 days.
 - **In terms of delivery,** the biggest proportion of training was delivered by the respondents' own organisations (35.3%) followed by WADA (26.5%) and other anti-doping organisations (26.5% as well).
 - **Delivery:** those who ticked "others" mentioned the IOC as the delivery of the training.
 - Compared to the sample as a whole (all roles), TUE Administrators / Committee Members are slightly more likely to have taken part in professional training in anti-doping; more have taken part in training consisting of less than 10 participants and in groups of more than 50. Far more respondents indicated having undertaken short training of half a day or 1 day, whereas far less have been involved in training with a duration of more than 4 days.
 - More reported that they received training from another anti-doping organisation or from their own organisation, with fewer than the overall sample reporting training from WADA.

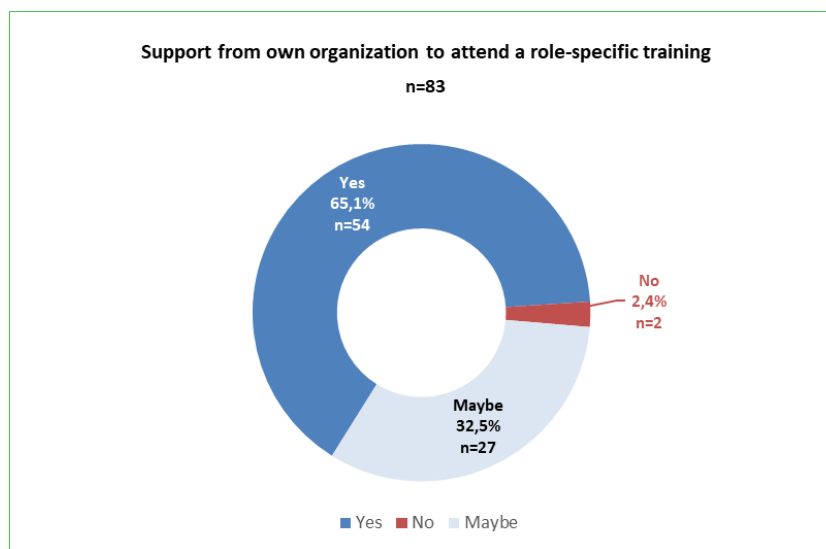
> Relevancy of the training

- 79.5% of respondent who took part in training indicated that it has been relevant in helping them progress in their own role/function in anti-doping with 47.1% defining their training experience as highly relevant.
- Compared to the overall sample, TUE Administrators / Committee Members were less likely to rate their training experience as 'highly relevant' but more likely to rate it as "somewhat relevant". This can be further explored to understand the reasons why respondents rated their past training as less relevant.

c) Potential role-specific training in anti-doping: views from respondents





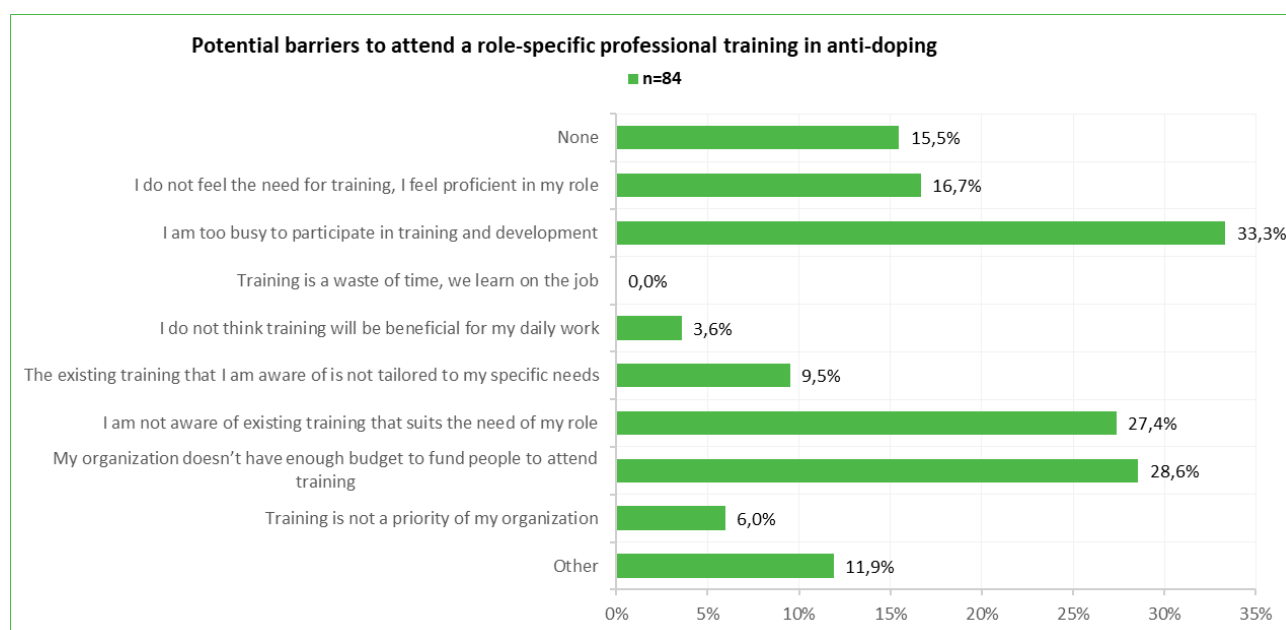


>>> MAIN FINDINGS AND HIGHLIGHTS <<<

INFORMATION ABOUT POTENTIAL ROLE-SPECIFIC PROFESSIONAL TRAINING

- > An overwhelming majority of respondents showed an interest in attending role-specific training (72.1%) with 2.3% of respondents saying they are not interested.
- > This is broadly similar to the sample as a whole (all roles) with slightly fewer respondents willing to take part in training and more respondents being unsure (maybe).
- > Preferred options for the training:
 - **Format:** the majority of respondents favoured blended learning with some online and some in-person sessions (68.7%).
 - **Duration:** the largest proportion of respondents preferred 2 hours a week for 8 weeks (36.1%), but it is interesting to underline that 30.1% of respondents indicated that any option would be appreciated for the training. The next highest preference expressed by the respondents was for a delivery through 1 day a week for 4 weeks (20.5%).
 - **Delivery method:** a majority of respondents (63.9%) preferred the delivery of their training through small groups of participants for personalised learning; 13.3% favoured self-directed learning; and the same proportion of respondents showed preference for large groups / seminar style.
 - These findings were very similar to the samples from all other roles.
- > A very large majority (96.4%) expressed a willingness to be connected to a Community of Practice which offered peer support, and this is very similar compared to the sample as a whole (all roles).
- > To the question about the support from their own organisation to take part in such role-specific training, 65.1% of respondents believe that it will not be a problem and they will get the support from their employer/organization. Only 2.4% felt that they will not get the support from their own organisation. The remaining 32.5% of respondents indicated “Maybe” and it might be interesting to explore the main reasons for such doubts.
- > This is similar compared to the overall sample (all roles) with slightly more respondents acting as TUE Administrators / Committee Members being unsure of the support from their own organisation to be involved in a role-specific training.

d) Potential barriers to attend a role-specific training in anti-doping



>>> MAIN FINDINGS AND HIGHLIGHTS <<<

- > 15.5% of respondents identified as TUE Administrators / Committee Members (or an equivalent title) do not see any barriers to attending role-specific training in anti-doping.
- > Where respondents identified barriers to taking part in training the following top 3 potential barriers were underlined from the suggested list:

1. Lack of time

I am too busy to participate in training and development – 33.3%

2. Lack of budget

My organization doesn't have enough budget to fund people to attend training – 28.6%

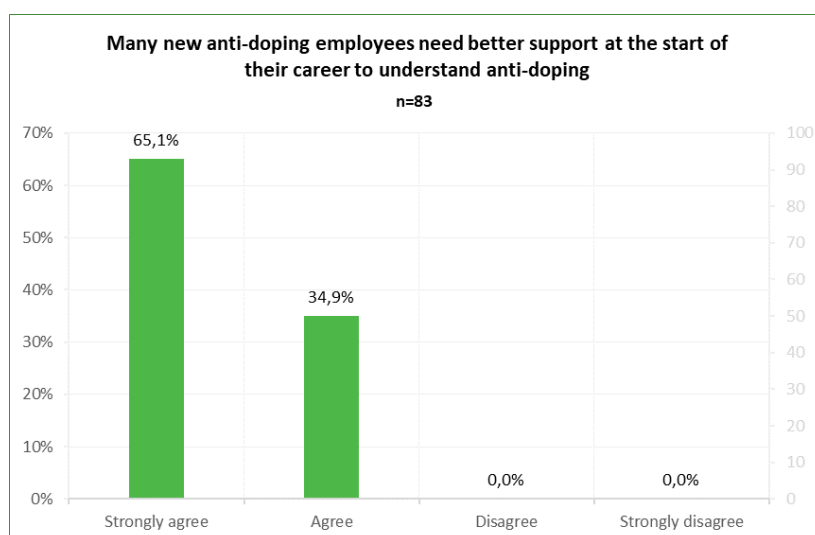
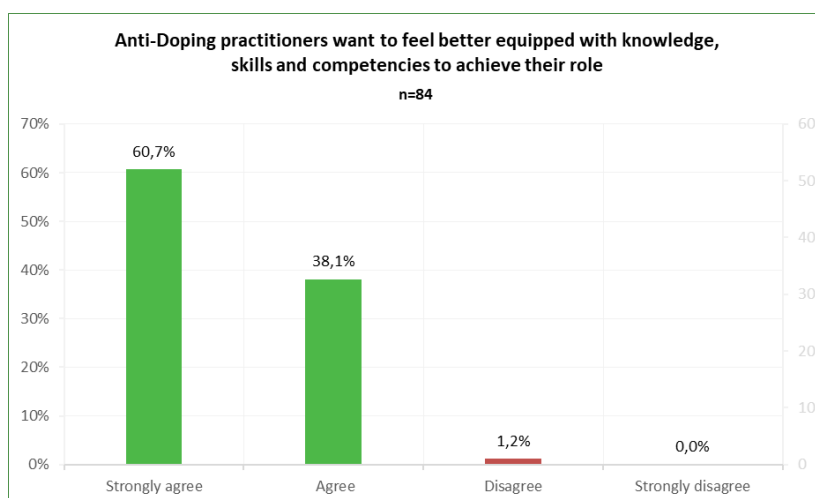
3. Lack of awareness

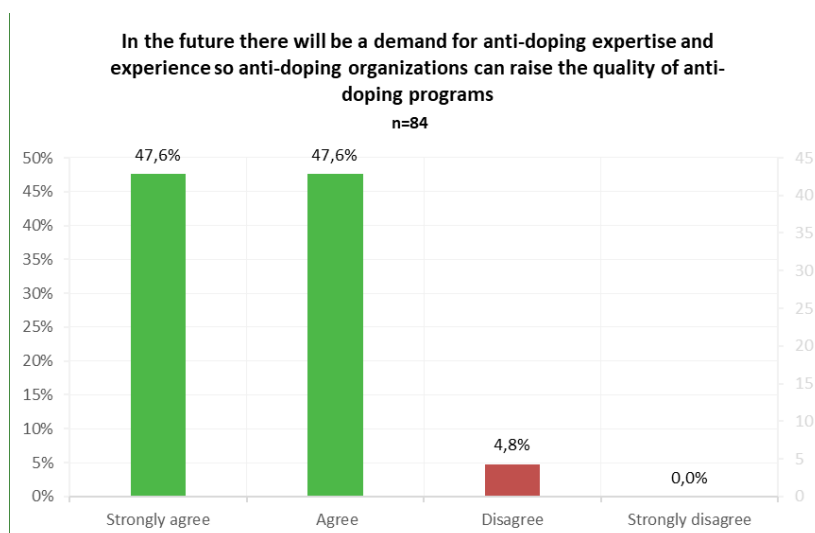
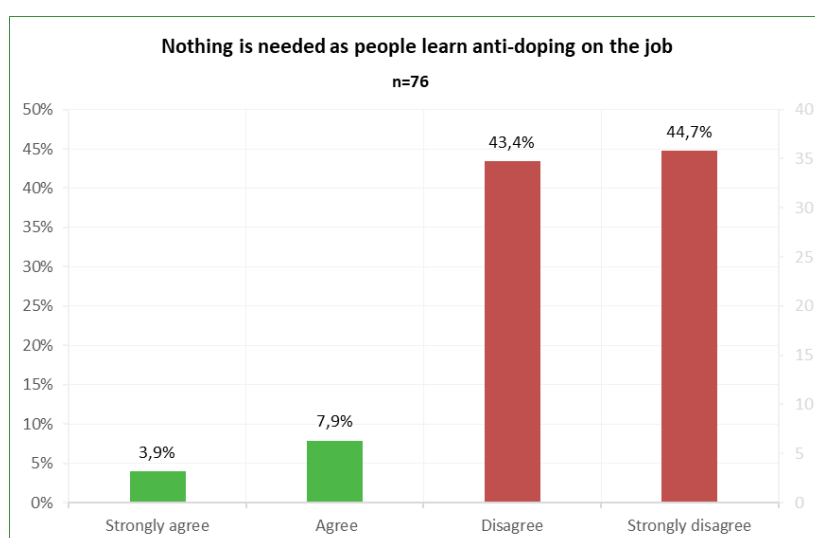
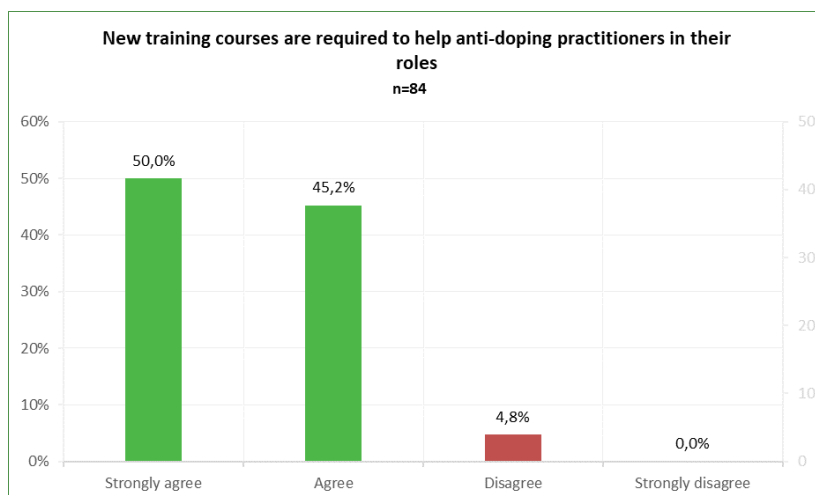
I am not aware of existing training that suits the need of my role – 27.4%

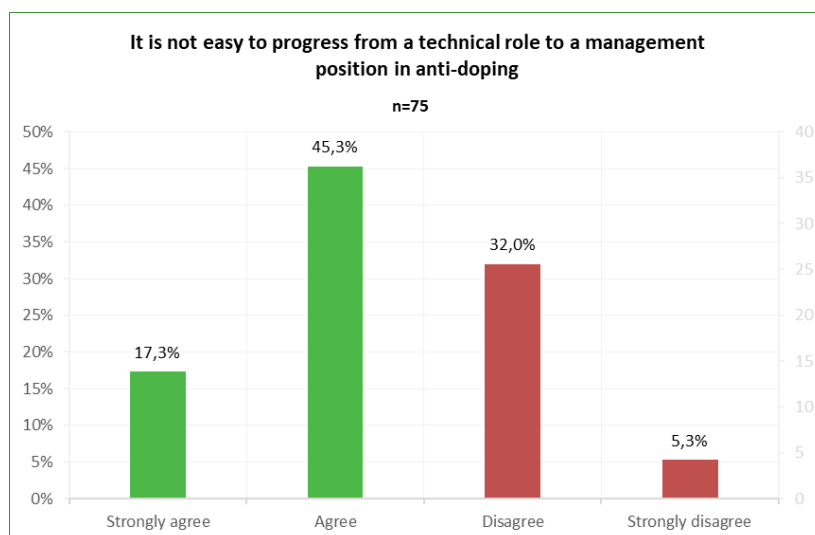
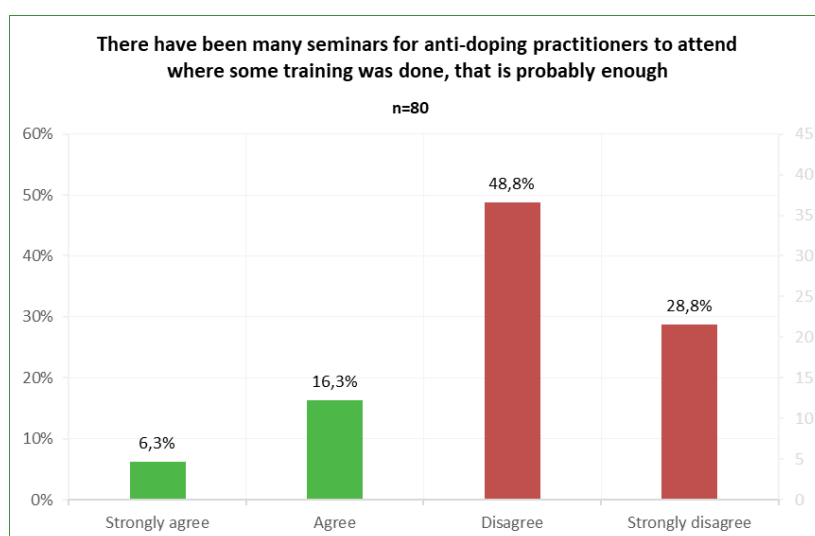
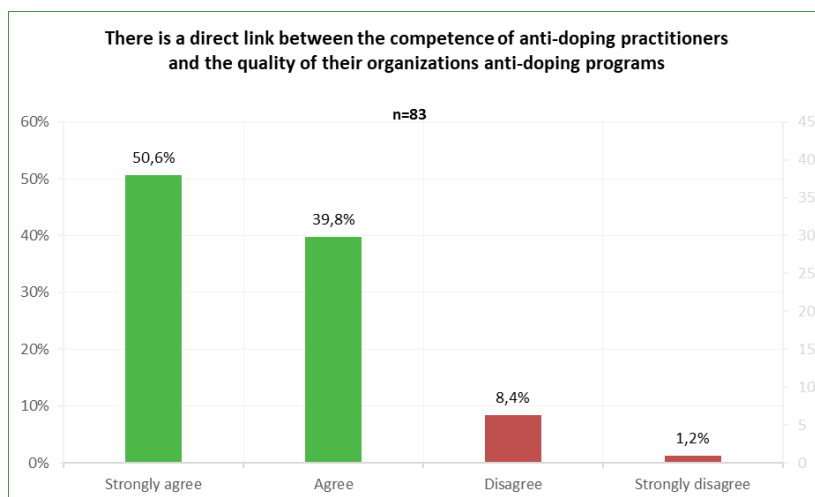
The top 3 barriers are the same, but the order is different compared to the sample as a whole. More TUE Administrators / Committee Members respondents said they were too busy for training, and more selected the lack of awareness of existing training. The same proportion of respondents indicated the lack of funding as a barrier for training.

- > No-one said the training is a waste of time and this was the same for the whole sample.
- > Where respondents mentioned other barriers not included in the list, they mentioned:
 - Unstable situation of the organisation
 - Problem of language barriers
 - Geographical issues (no training available in the geographical area)
 - Size of the organisation with only 1 or 2 staff members (so difficulty to find time for training)

9. SECTION 5 – RESPONDENTS VIEW ON SOME SPECIFIC STATEMENTS

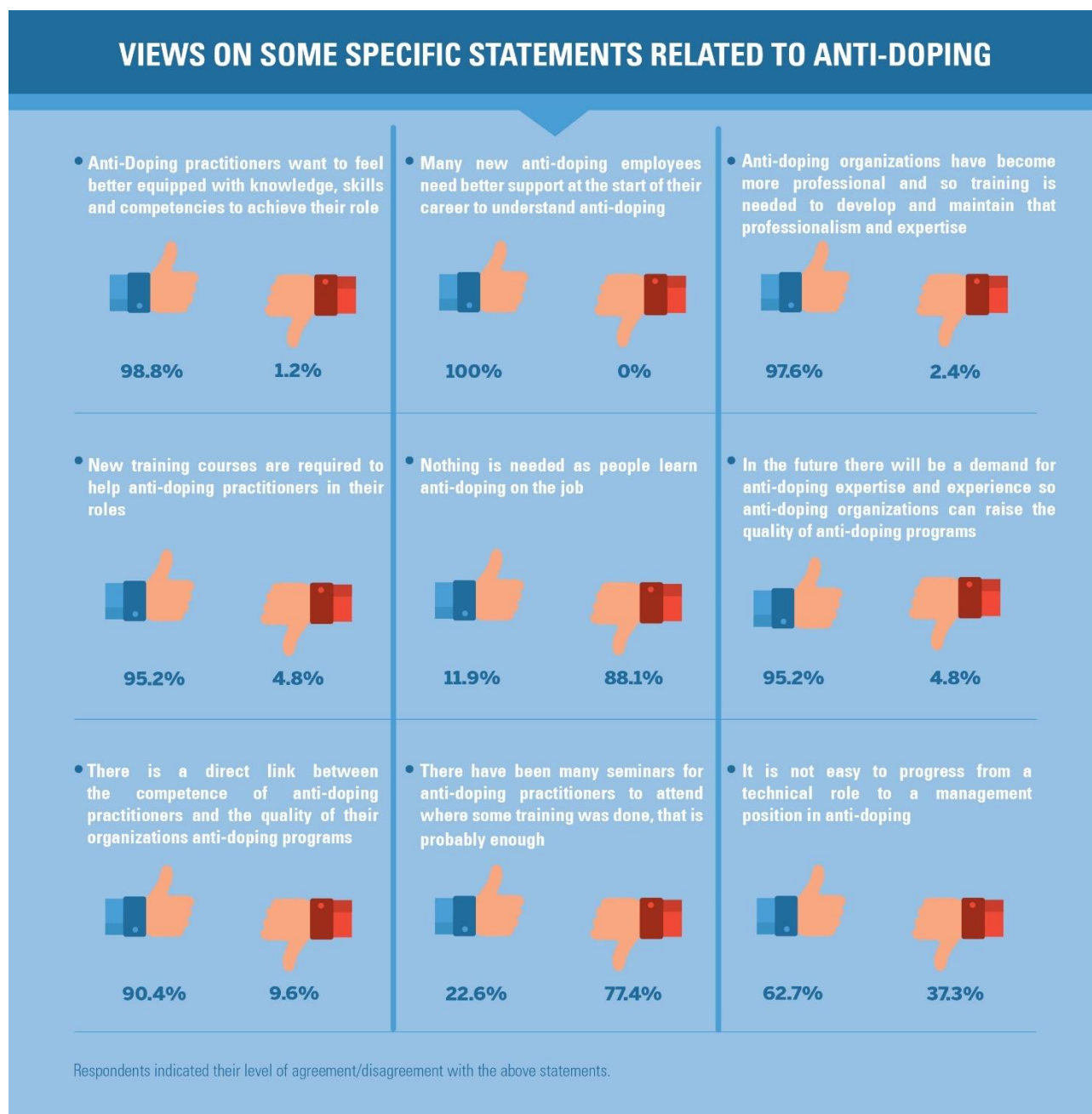






MAIN FINDINGS AND HIGHLIGHTS

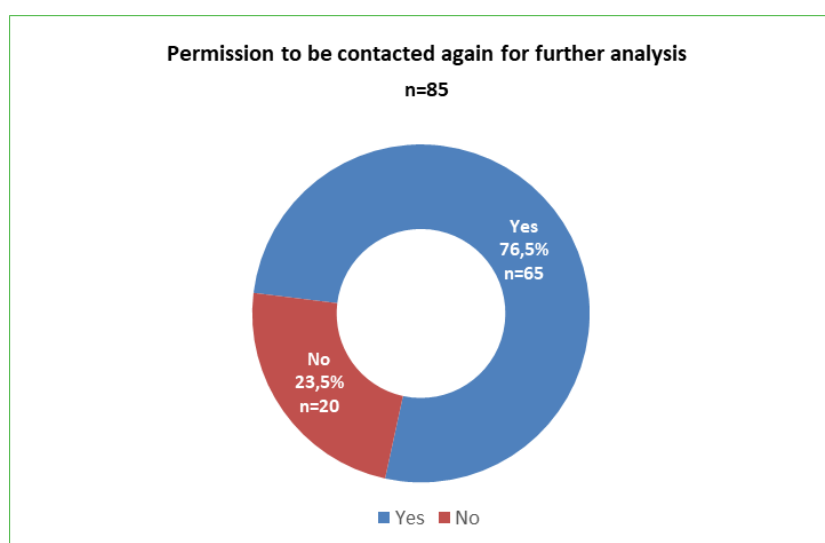
The following infographics show the difference between respondents who either strongly agree or agree with the statements (insert thumbs up) and those who disagree or strongly disagree (insert thumbs down).



The findings are very similar to the sample of the Skills Survey as a whole (other roles).

It is interesting to underline that more respondents acting as TUE Administrators / Committee Members felt that “It is not easy to progress from a technical role to a management position in anti-doping” and that “many new anti-doping employees need better support at the start of their career to understand anti-doping”.

10. OPTIONAL SECTION – YOUR PERSONAL INFORMATION



Due to reasons of confidentiality, EOSE does not have access to the contact details of the respondents who have agreed to be contacted again for further analysis. WADA holds this information.



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