Communications & Media Relations
Professional Standard

GLDF | Global **L**earning and **D**evelopment **F**ramework

The professional standard aims to support the anti-doping industry by providing a benchmark of competence for a specific role. Anti-Doping Organizations (ADOs) can use the professional standard to support the evaluation of competence and importantly to support practitioner development by identifying professional development needs

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The professional standard:

- describes the main functions for a given anti-doping role
- details the expected standard of competence for each of these functions (using performance criteria)
- details the knowledge and skill requirements for the role

KEY PURPOSE

Inform and engage stakeholders to build confidence and trust in anti-doping, helping to protect the credibility of sport.

Primary functions

Develop a communication plan that supports the organization's overall objectives	Implement the communication plan	Monitor, evaluate and adjust the communication plan
1.1 Analyze your current situation	**2.1** Create the communication content*	**3.1** Collect data*
1.2 Develop a communication plan*	**2.2.** Disseminate the communication content*	**3.2.** Analyze the data*
	2.3 Support the planning and organization of events and coordinate the content of the event	**3.3** Use the data* and analysis to implement change
	2.4 Lead media activities*	
	2.5 Respond to evolving situations and inquiries	

Words followed by an asterix* can be found in the glossary or among the range statements

1 Develop a communication plan that supports the organization's overall objectives

	Performance Criteria You must be able to:	Knowledge and understanding
1.1 Analyze your current situation	**PC1** Review organizational strategic objectives priorities and the sport system and context in which your communication plan will exist **PC2** Evaluate the strengths, weaknesses, opportunities, and threats (SWOT analysis) relevant to your organization with regards to communication **PC3** Identify the potential target audiences for your communication plan* **PC4** Source, analyze and document information about the needs, opinions, and thoughts of the various target audiences, as well as their communication channels* preferences and behaviors **PC5** Source, analyze and evaluate different communication channels*, processes, and tools with which you can reach your target group best **PC6** Identify your current available human, financial and material resources, and those of stakeholders that you can cooperate with, and document how you will use them to support the implementation of your communication plan	**K1** Organizational strategic objectives **K2** General awareness of your anti-doping system and anti-doping programs **K3** The sport system and context in which your organization is set **K4** The perception of anti-doping in society **K5** How to conduct a SWOT analysis **K6** General awareness of the anti-doping stakeholders and segmentation strategies* **K7** The different communication trends, channels, processes, and tools **K8** How to assess your human, financial and material resources **K9** How the different stakeholders in anti-doping communication can collaborate and benefit of such collaboration

1.2 Develop your communication plan*	PC1	Select the specific target groups and determine SMART objectives, and strategies for content development and audience's engagement, based on your situational analysis	K1	The importance of aligning your communication plan with the organization's strategic objectives
	PC2	Choose and document the communication channels, processes, and tools that meet the communications plan*'s objectives and strategies and each of the target audiences' profiles and needs	K2	What SMART objectives are and how to develop them
			K3	How to identify and develop strategies based on a situational analysis
	PC3	Determine key performance indicators and monitoring and evaluation methods aligned with you plan*'s objectives and strategies	K4	The different communication channels, processes and tools that are available to you and how to select the appropriate ones for your communication plan*
	PC4	Assign and document key responsibilities and timeframes for your communication activities		
	PC5	Develop a media relations policy	K5	How to determine key performance indicators and monitoring and evaluation methods in alignment with your communication plan
	PC6	Develop issue and crisis management guidelines and appropriate responses based on your situation analysis	K6	How to develop a media relations policy
	PC7	Formalize the communication plan* and consult with the relevant colleagues	K7	The importance of planning for crisis management
			K8	How to develop a crisis communication plan

2 Implement the communication plan

	Performance Criteria You must be able to:	Knowledge and understanding
📄 | 2.1 **Create the communication content***	**PC1** Determine key messages for your communication plan* in alignment with its objectives and strategies **PC2** Extract points that support the purpose of the communication content* from available information **PC3** Identify and explore potential new, emerging, and alternative ways to communicate with creativity **PC4** Develop communication content* using language that is consistent with your target audiences' level of understanding and perception of anti-doping, adapted to the communication channel* **PC5** Consult relevant colleagues on the content, and sign-off where needed, and take account of relevant feedback **PC6** Develop communication content * in a form and manner that is consistent with applicable rules of confidentiality, privacy and public disclosure, and within applicable timelines **PC7** Use accurate grammar, punctuation and spelling to make sure that meaning is clear and proofread and revise work and make any necessary amendments, when developing written communication content* **PC8** Produce the communication content* to meet the timeframe of your communication plan recognizing the difference between what is important and what is urgent **PC9** Monitor and ensure that any costs associated with the creation of your communication content are in line with the financial resources of your communication plan	**K1** How to identify and write key messages **K2** How to research, identify and use relevant anti-doping information **K3** How to develop communication content, or review if outsourced **K4** Who to consult with on content creation **K5** How to adapt the form, language and content of communication to the selected target audience and channels **K6** The applicable rules of confidentiality, privacy and public disclosure of content in anti-doping

2.2 Develop a curriculum for your education program*	**PC1** Advise internal stakeholders on content's creation and its publication **PC2** Utilize your owned, earned, and paid media relations **PC3** Publish and share communication content following the agreed timeframe, via the appropriate communication channel, and in a form and manner that is consistent with applicable rules of confidentiality, privacy and public disclosure **PC4** Respond to questions from target audiences once content is published	**K1** How to publish content on the communication platforms **K2** How and which information to share internally and the relevance for respective anti-doping areas **K3** The purpose and importance of offering follow-up to information provision **K4** The applicable rules of confidentiality, privacy and public disclosure of content in anti-doping
2.3 Support the planning and organization of events and coordinate the content of the event	**PC1** Identify and engage with any relevant stakeholders for the organization of the event **PC2** Choose and organize equipment, material and facilities or platforms for events, following applicable organizational rules **PC3** Identify the target audiences to invite and organize the registration of participants to events where applicable, and enquire about special needs you may have to consider **PC4** Ensure that you and other speakers are adequately prepared for the event **PC5** Ensure that the events receive coverage as appropriate to the nature of the event **PC6** Communicate relevant information about the logistics ahead of your event to the participants, where applicable **PC7** Monitor and ensure that any costs associated with the organization of the event are in line with the financial resources of your communication plan	**K1** How to identify suitable locations and catering options for different types of events **K2** The types of equipment and material that will be needed for different types of events, including those in person and those online **K3** Applicable organizational rules for event organization **K4** Special needs that participants may have and how to meet these **K5** How to organize registration to an event **K6** How to lead an event in person or online **K7** How to mobilize coverage for an event

2.4 Lead media activities*	**PC1** Establish and maintain ongoing relationships with media personnel and a media database **PC2** Establish opportunities for contacting and liaising with the media on a specific media activity* and determine desired outcomes **PC3** Assess media's potential interest, information needs and level of understanding and perception of anti-doping **PC4** Select appropriate media outlets and/or journalists to liaise with, according to: purpose for liaison; aims and desired outcomes; media's potential interest **PC5** Identify limitations on information to be provided to the media consistent with the required level of confidentiality and/or privacy of anti-doping information **PC6** Prevent information being given to media representatives that could compromise the integrity of investigations or ongoing results management processes **PC7** Select appropriate internal staff for contact with chosen media outlets in accordance with media relations policy and brief spokespeople before public intervention **PC8** Maintain the required level of confidentiality and privacy of information at all times **PC9** Maintain a positive image of clean sport when liaising with the media	**K1** How to manage a media database **K2** How to establish and maintain good relationships with media **K3** How to determine the purpose and desired outcomes of media activities **K4** The understanding and perception of anti-doping among different media **K5** The applicable rules of confidentiality and privacy in anti-doping **K6** Your media relations policy **K7** How to brief spokespeople for any public intervention **K8** Assess the type of information that should be disseminated and the relevant timing for dissemination
2.5 Respond to evolving situations and inquiries	**PC1** Monitor the media and your stakeholder environments and respond to information that might affect your communication plan and organization's reputation **PC2** Respond to media inquiries in a timely, accurate and satisfactory manner, having considered the potential impact of your response **PC3** Deploy your crisis management guidelines if needed	**K1** The topics that are sensitive for your organization and how to identify trends and events that could have implications for your organization **K2** How to monitor and mitigate the risks presented by news coverage **K3** How to respond to media inquiries with tact and firmness

3 | Monitor, evaluate and adjust the communication plan

	Performance Criteria You must be able to:	Knowledge and understanding
3.1 Collect data*	**PC1** Use the monitoring and evaluation methods outlined in your communication plan to collect, track, validate and record information about the implementation and progress towards KPI **PC2** Take account of new information and misinformation **PC3** Monitor the response and feedback from the target audiences	**K1** Types of monitoring tools, platforms and benchmarks appropriate to the anti-doping communication and media relations context and how to use them **K2** How to collect feedback from target audiences **K3** Types and potentials sources of new information and misinformation
3.2 Analyze the data*	**PC1** Assess the data collected to identify areas of improvement for your communication plan **PC2** Assess whether the implementation of your communication plan over time is going as planned **PC3** Evaluate whether you have achieved your KPIs, as specified in your communication plan	**K1** How to conduct monitoring and evaluation of your communication plan **K2** KPIs of your communication plan
3.3 *Use the data* *and analysis to* *implement change*	**PC1** Make ongoing adjustments to the implementation of your communication plan, where necessary, in response to the monitoring and analysis of your activities **PC2** Use the evaluation of your communication plan to inform the development of a revised communication plan if needed **PC3** Determine if key performance indicators and monitoring and evaluation methods were appropriate and change if needed	**K1** How to use monitoring and evaluation to improve your communication plan on an ongoing basis and when drafting a new one **K2** How to identify the appropriateness of your KPI and monitoring and evaluation methods and how to improve them

Glossary

Applicable privacy and data protection standards:

Any privacy and data protection standard that may apply to the operations of the communication officers, including the World Anti-Doping Code, the International Standard for the Protection of Privacy and Personal Information (ISPPPI) and associated Guidelines, the organizational specifications, and/or regional and national laws and regulations.

Communication plan

A communication plan can refer to a:
- internal communication plan
- external communication plan
- social media relation plan
- media relations plan
- institutional relation plan
- any similar plan

Data

Data collected for monitoring and evaluation purposes may include:
- website analytics,
- social media analytics,
- qualitative and quantitative data and
- stakeholder attendance, feedback, and levels of engagement.

Segmentation strategies

Segmentation strategies refer to the different approaches you can use to identify your target groups, their needs and profiles

Range Statements

Communications channels

Communication channels may include websites (corporate and events-related), social media platforms, media (print, audio, TV), intranet, emails (including signature, banners, etc.), events (conferences/panels/online-platforms), physical assets, mobile applications and messaging applications

Communication content

Media release, speaking points, media advisories, website content, videos, infographics, podcasts, radio broadcasts, visual content, flyers, microsites, op eds, articles, mass emails, power point presentations, social media content, mobile application content, messages (texts)

Media activities

Media interview, media tour, media conference, responding to media queries, media relations

Skills

Based on the results of a survey that was circulated among communications and media relations 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 communications and media relations role:

- Writing
- Ability to deal with internal and external stakeholders
- Planning
- Ability to work with sensitive information and maintain confidentiality
- Ability to present complex technical content & topics in engaging plain language/formats
- Ability to appropriately target communications to the audience
- Ability to give and receive feedback
- Teamwork collaboration
- Goal setting
- Time management/ prioritization
- Willingness and ability to learn
- Critical thinking
- Creative thinking
- Analytical and logical thinking
- Attention to detail
- Being able to use word processing spreadsheets, social media, data visualization and email communication
- Ability to work in compliance with code, standards, ethics
- Listening
- Strategic thinking
- Emotional intelligence
- Ability to multi-task
- Speaking
- Ability to adapt writing style to platform

Collaborators

WADA, while leading the standard setting work to develop the professional standards, works collaboratively with stakeholders and WADA technical teams. The development work for Communications and Media was conducted by a Technical Working Group composed of:

- **Aditya Kumar** - AIU
- **Andy Colquhoun** - South African Rugby Union
- **Elvis Gitau** - ADAK

- **Eva Bunthoff** – NADA Germany
- **James Fitzgerald** - WADA
- **Marta Nawrocka** - ITA
- **Megan Cumming** - CCES
- **Vanessa Reid-Ledford**- JADCO

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

- **Catherine Coley** - AFLD

Quality Management

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GLDF Overview

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 professional standards have been used by WADA to develop competency-based training programs. They can be read alongside:

(1) the role descriptor for the corresponding role, a simple document which clarifies the main characteristics of key anti-doping roles and can be used as a basis for developing a job description when ADOs are looking to recruit a position 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.***