



Intelligence and Investigations

Professional Standard

GLDF | Global Learning and Development Framework

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

Deliver intelligence products and investigative processes and procedures to detect, prevent and deter doping.

Primary functions

INTELLIGENCE

Gather process, evaluate, and analyze information from all available sources and translate it into intelligence products

1.1 Receive, gather, and process information from all available sources

1.2 Evaluate the source and the information and analyze the information

1.3 Use analysis of information to produce intelligence where possible, to make assessments, and recommend appropriate action

INVESTIGATION

Carry out investigative processes and procedures to determine whether there is evidence of anti-doping rule violations (ADRV) or other breaches of relevant provisions of the Code or Standards

2.1 Plan and monitor the investigative strategy

2.2 Manage and implement the investigative strategy



2.3 Plan, prepare and monitor interviews of witnesses, suspects, or other sources

2.4 Conduct interviews of witnesses, suspects, or other sources

2.5 Collaborate with internal and external stakeholders


Words followed by an asterix* can be found in the glossary

Gather, process, evaluate, and analyze information from all available sources and translate it into intelligence products



	Performance Criteria You must be able to:	Knowledge and understanding
 1.1 Receive, gather, and process information from all available sources	<p>PC1 Identify the information required according to organizational priorities*</p> <p>PC2 Identify the different sources and locations where information can be collected</p> <p>PC3 Formulate collection strategies for information deemed most necessary in alignment with organizational priorities*</p> <p>PC4 Obtain information from a variety of sources by lawful means</p> <p>PC5 Gather corroborative information where necessary</p> <p>PC6 Leverage the anti-doping scientific community's* expertise where needed</p> <p>PC7 Handle and store information and sources in a manner which safeguards access control, confidentiality, and evidential integrity</p>	<p>K1 Information required to satisfy organizational priorities*</p> <p>K2 How to manage information collection</p> <p>K3 The different types of sources in anti-doping and how to effectively use each to gather information</p> <p>K4 Legal and organizational requirements for information gathering, handling, and storing, including applicable privacy and data protection standards</p> <p>K5 ADRVs and consequences, including the regime of substantial assistance</p> <p>K6 General awareness of the anti-doping scientific community*</p> <p>K7 General awareness of information databases and software used by your organization</p> <p>K8 How to record and store information</p>
 1.2 Evaluate the information and the source and analyze the information	<p>PC1 Evaluate the reliability of the source and assess the accuracy and validity of the information itself</p> <p>PC2 Use techniques and tools to identify relationships between information</p> <p>PC3 Analyze relationships between information, and identify trends or patterns, if any</p> <p>PC4 Review information already collected and identify any information gap(s)</p> <p>PC5 Draw logical conclusions and indicate the level of confidence in the assessment</p>	<p>K1 How to establish and implement methods for evaluating information and sources</p> <p>K2 How to use appropriate and applicable analytical techniques and information analysis principles</p> <p>K3 How to develop standards to define levels of confidence for assessments made</p>

<div data-bbox="163 165 203 213"></div> <div data-bbox="237 173 286 209">1.3</div> <div data-bbox="107 237 349 496">Use analysis of information to produce intelligence where possible, to make assessments, and recommend appropriate action</div>	<div data-bbox="394 110 1400 363"> <p>PC1 Use the outcomes of analysis to develop intelligence products</p> <p>PC2 Determine with which stakeholders you can and should share intelligence products</p> <p>PC3 Ensure the intelligence is produced and shared in a timely fashion and in a manner that is compliant with applicable privacy and data protection standards</p> </div>	<div data-bbox="1426 110 2130 624"> <p>K1 Awareness of different types of intelligence and how to translate into corresponding intelligence products in a timely manner</p> <p>K2 Understanding the whole range of anti-doping activities and how they can be fed with intelligence products in a timely and efficient manner</p> <p>K3 How to select internal or external stakeholders that you communicate conclusions regarding information gathering and intelligence analysis with</p> <p>K4 Legal and organizational requirements for storing and sharing intelligence, including applicable privacy and data protection standards</p> </div>
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Carry out investigative processes and procedures to determine whether there is evidence of anti-doping rule violations (ADRV) or other breaches of relevant provisions of the Code or Standards

	Performance Criteria You must be able to:	Knowledge and understanding
 2.1 Plan and monitor the investigative strategy	<p>PC1 Plan and prepare the investigative strategy detailing activities and responsibilities to obtain and secure relevant evidence and information in a prioritized way, ensuring evidence is not lost nor damaged due to timeliness</p> <p>PC2 Identify risks to the investigation, athlete or athlete support personnel, and organization, and provide mitigation strategies</p> <p>PC3 Assess the evidence gathered on a continuous basis to evaluate, address, and document its impact on the investigative strategy</p>	<p>K1 How to plan investigative strategies</p> <p>K2 How to identify various intelligence and investigative resources* available from where to acquire information/ search for information</p> <p>K3 How to identify risks to the investigation, athlete or athlete support personnel, and organization, and to develop mitigation strategies</p> <p>K4 Legal and organizational requirements for investigating anti-doping matters, including investigative rules, standards, and professional ethics</p> <p>K5 How to monitor and adapt the investigative strategy and document decisions related to the investigative strategy</p> <p>K6 ADRVs and consequences, including the regime of substantial assistance</p>

<div data-bbox="163 411 215 459"></div> <div data-bbox="241 421 288 453">2.2</div> <div data-bbox="132 485 324 612">Manage and implement the investigative strategy</div>	<p>PC1 Make full use of all investigative and intelligence resources* at your disposal</p> <p>PC2 Investigate the circumstances around alleged ADRVs or other breaches of relevant provisions of the Code or Standards to provide corroborative evidence and/or gain further intelligence</p> <p>PC3 Request or initiate further lines of enquiry that may lead to the discovery of evidence</p> <p>PC4 Take reasonable measures to ensure that you have viewed all material that may reasonably influence the outcome of your own findings and rationales</p> <p>PC5 Investigate in a fair, unbiased, and timely manner, in compliance with applicable investigative rules, standards and professional ethics</p> <p>PC6 Handle, label and store any physical evidence in a manner which preserves their integrity and evidential value</p> <p>PC7 Keep a log where all decisions are documented in a chronological, accurate and contemporaneous manner</p> <p>PC8 Develop and deliver a written investigation report</p>	<p>K1 Legal and organizational requirements for investigating anti-doping matters, including investigative rules, standards and professional ethics</p> <p>K2 How to corroborate information or identify new intelligence</p> <p>K3 Foundational investigative principles</p> <p>K4 General awareness of evidentiary considerations and proofs required</p> <p>K5 Applicable best procedures for the handling and storage of physical evidence</p> <p>K6 How to write an investigation report</p> <p>K7 Information security maintenance and management</p> <p>K8 The importance of a log and how to record decisions and the reasons thereof</p> <p>K9 ADRVs and consequences, including the regime of substantial assistance</p>
<div data-bbox="163 1066 215 1114"></div> <div data-bbox="241 1075 288 1107">2.3</div> <div data-bbox="109 1139 349 1299">Plan, prepare and monitor interviews of witnesses, suspects, or other sources</div>	<p>PC1 Plan interview objectives to ascertain interviewee knowledge of, and/or involvement in alleged ADRV</p> <p>PC2 Set up the interview questions to obtain information on the alleged ADRV or other breaches of relevant provisions of the Code or Standards</p> <p>PC3 Identify and take appropriate action to address any vulnerabilities or specific needs of the interviewee</p> <p>PC4 Take steps to ensure that the interviewees are not influenced by the presence of other persons not disclosed by the interviewee at the beginning of the interview</p>	<p>K1 How to prepare, plan, monitor and adapt interviews and correct questioning</p> <p>K2 Applicable procedures for prioritizing and sequencing the interviews</p> <p>K3 Types of vulnerabilities or special requirements* to consider when interviewing a witness, suspect or other source</p> <p>K4 The importance of interviewees' not being influenced</p>

 <p>2.4 Conduct interviews of witnesses, suspects, or other sources</p>	<p>PC1 Follow applicable procedures for prioritizing and sequencing the interviews</p> <p>PC2 Confirm interviewees know and understand their rights and duties in accordance with legal and organizational requirements</p> <p>PC3 Comply with applicable investigative rules, standards, and professional ethics during the interview</p> <p>PC4 Conduct interview in a manner which elicits information relevant to the investigative objectives</p> <p>PC5 Assess the information gathered on a continuous basis to evaluate and address its impact on the interview plan</p> <p>PC6 Record all information accurately, and in accordance with the rules of evidence and legal requirements, with the interviewee's agreement</p> <p>PC7 Produce accurate, written, and legible statements which comply with national or domestic legal requirements</p>	<p>K1 The rights of the interviewee</p> <p>K2 Legal and organizational requirements for investigating anti-doping matters, including investigative rules, standards, and professional ethics</p> <p>K3 The principles of investigative interviewing</p> <p>K4 How to assess information</p> <p>K5 General awareness of evidentiary considerations and proofs required</p> <p>K6 How to keep accurate records from interviews</p> <p>K7 How to comply with national or domestic legal requirements to produce or set up legible statements</p> <p>K8 ADRVs and consequences, including the regime of substantial assistance</p>
 <p>2.5 Collaborate with internal and external stakeholders</p>	<p>PC1 Determine which internal or external stakeholders the investigation outcomes can and should be shared with, on a who-should-know basis</p> <p>PC2 Request information or evidence from external stakeholders in accordance with the Code</p> <p>PC3 Ensure the investigation outcomes are shared in a timely fashion and comply with applicable privacy and data protection standards</p> <p>PC4 Forward information to law enforcement and/or public prosecutor when there are reasonable grounds to suspect criminal activity, taking account of their direction in accordance with national and domestic law</p>	<p>K1 Your law enforcement context and to what extent they are available to be involved in investigations</p> <p>K2 Applicable Code provisions regarding required cooperation with external stakeholders on investigative matters</p> <p>K3 How the investigative process complements and is complemented by the results management process and other anti-doping programs</p> <p>K4 How to select internal or external stakeholders that you communicate investigation requirements and outcomes to</p> <p>K5 Applicable privacy and data protection standards</p>

Skills

Based on the results of a survey that was circulated among intelligence and investigations practitioners across the anti-doping industry in 2021, a list of skills was identified as necessary for the profession. The following skills were deemed as essential by 70% of respondents. Such skills should be assessed in candidates applying for an Intelligence and Investigations role:

- Speaking
- Listening
- Teamwork collaboration
- Attention to detail
- Writing
- Analytical and logical thinking
- Investigative skills
- Ability to work in compliance with code, standards, ethics
- Ability to deal with internal and external stakeholders
- Ability to work under pressure
- Ability to work with sensitive information and maintain confidentiality
- Ability to record processes in detail and with accuracy
- Time management/ prioritization
- Willingness and ability to learn
- Inductive and deductive reasoning
- Decision making
- Emotional intelligence
- Ability to multi-task
- Risk analysis
- Strategic thinking
- Ability to give and receive feedback

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 Intelligence and Investigations was conducted by the Technical Working Group composed of:

- Aymeric Alfati - WADA
- David Cox - UKAD
- Elske Schabert - South African NADO
- François Marclay - ITA
- Hayden Tapper – Drug free Sport
- Justine Crawford – Australian Sports Integrity
- Kine Karsrud - Norway ADO
- Kyle Barber - AIU
- Mathew Koop - CCES
- Mathieu Holz - WADA
- Michael Heffernan - Sports Ireland
- Saerom Lee - KADA
- Victor Burgos – USADA

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

- Malene Radmer Johannisson (Danish ADO)
- Annemarie Haahr Kristensen (Danish ADO)

Quality Management

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Glossary

Organisational priorities

Organizational priorities are either standing priorities, such as Test Distribution Planning, analysis by sport or discipline; or stemming from specific tasking, e.g. as determined by the risk assessment, or related to recently emerged doping substances, a specific athlete or coach expectations

Scientific community

Scientific community includes WADA-accredited laboratories, and other laboratories approved by WADA, Athlete Passport Management Unit (APMU), Research institutes

Intelligence resources

Intelligence resources include intelligence and link charting software, confidential reporting websites, third party service providers that provide a specific intelligence function, general opensource intelligence products, sources and toolkits, communication channels such as websites, phone calls, email and texts, industry training resources, ADAMS, databases to record information, social media crawlers.

Investigative resources

Investigative resources include the Athlete Biological Passport program, investigative powers

conferred under applicable rules (e.g., the power to demand the production of relevant documents and information, and the power to interview both potential witnesses and the Athlete or other Person who is the subject of the investigation), and the power to suspend a period of Ineligibility imposed on an Athlete or other Person in return for the provision of Substantial Assistance

Vulnerabilities or special requirements

Vulnerabilities or special requirements when interviewing a witness, suspect or other source can refer to the interview of a protected or vulnerable person, to cultural and language considerations, etc.

Range statement

Sources

Public

- Open Source Intelligence (OSINT)
- Media
- Sports community
- Scientific community
- Social media
- International Federations and domestic sporting organizations
- Results & rankings, athletes, staff & teams database

Confidential

- ADAMS

- ABP
- Whereabouts
- Testing history
- TUE
- Partners
 - DCOs, NADOs & WADA, IFs, law-enforcement, and regulatory bodies

Human intelligence

- Human sources (e.g. whistleblowers)

Intelligence products

- Reports
- Charts

- Dashboards
- Tips to the investigator
- Lists
- Verbal briefings
- Target testing

Stakeholders

- Internal (anti-doping programs of an ADO – e.g. testing, education, science, results management, communications)
- External (e.g. ADOs police, customs, other international partners)

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.***