



Results Management

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

Process potential *anti-doping rule violation(s)**, in accordance with relevant rules and rights, to protect clean sport

Primary functions

Conduct review to assess whether to charge the *person** with *anti-doping rule violation(s)** and take appropriate actions

1.1 Gather and review information relevant to potential *anti-doping rule violation(s)**

1.2 When applicable, notify the *person** of the allegation(s), and invite and enable response

1.3 Determine the correct action to take by assessing all relevant information

1.4 When applicable, charge the *person** with the *anti-doping rule violation(s)** they are asserted to have breached and propose relevant consequences

Resolve the charge by consent or otherwise present the *anti-doping rule violation(s)** before a hearing panel

2.1 Resolve the charge by consent without referral to a hearing panel

2.2 Refer and present the charge to a hearing panel for decision

2.3 Review the panel's decision to decide whether to appeal and to identify areas for improvement

Manage communication between *stakeholders** at each stage of the process



3.1 Cooperate with *stakeholders** to gather and provide information about anti-doping cases

3.2 Inform the *stakeholders** about the proceedings at each stage of the process

3.3 Identify areas for improvement to feed into other anti-doping functions

Words in italic followed by an asterix* are defined in the glossary below

Conduct review to assess whether to charge the person* with anti-doping rule violation(s)* and take appropriate actions

	Performance Criteria You must be able to:	Knowledge and understanding
 1.1 Gather and review information relevant to potential anti-doping rule violation(s)*	<p>PC1 Set up a case file in line with applicable requirements for all new potential ADRVs</p> <p>PC2 Create and maintain accurate records entering all relevant details, in line with applicable requirements</p> <p>PC3 Identify, gather, and request further information or enquiry where required</p> <p>PC4 Determine whether there is a valid justification that excludes an ADRV under applicable provisions</p> <p>PC5 Document the review process</p> <p>PC6 Conduct the review in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p>	<p>K1 Procedures for setting up a case file and records</p> <p>K2 ADRVs</p> <p>K3 Applicable consequences</p> <p>K4 The applicable timelines for procedures</p> <p>K5 The applicable rules of confidentiality and privacy</p>
 1.2 When applicable, notify the person* of the allegation(s), and invite and enable response	<p>PC1 Inform the person* in writing of the relevant ADRV(s) and the applicable consequences, including provisional suspensions (where applicable)</p> <p>PC2 Provide the person with the relevant documentation justifying the allegation(s)</p> <p>PC3 Inform the person of their rights and provide them with the necessary information to exercise these rights within applicable timelines</p> <p>PC4 Inform the person of the benefits of recognizing the allegation(s), providing substantial assistance, and/or entering into a case resolution agreement</p> <p>PC5 Confirm the timescale within which the person should respond, and allow the appropriate time before taking further action</p> <p>PC6 Notify the person in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p>	<p>K1 ADRVs</p> <p>K2 Applicable consequences</p> <p>K3 Applicable requirements, procedures and timelines relating to notifications of ADRVs</p> <p>K4 The rights of the person after initial review and notification and why it is important to make use of their rights</p> <p>K5 The required content to be included in a notification</p> <p>K6 The applicable rules of confidentiality and privacy</p>



1.3



Determine the correct action to take by assessing all relevant information

- PC1 Analyze all the available information to establish whether the requirements for an ADRV are met
- PC2 Assess the person's explanation(s) for credibility and accuracy
- PC3 Verify the existence of prior ADRVs
- PC4 Evaluate whether the ADRV(s) was/ were committed intentionally, the person's degree of fault, and grounds for reduction of consequences
- PC5 Determine appropriate consequences
- PC6 Make a reasoned decision on how to move forward with the matter
- PC7 Record the decision and communicate this to the person, in line with applicable requirements
- PC8 Analyze the relevant information and determine how to move forward in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines

- K1 ADRVs
- K2 Applicable consequences
- K3 How to determine intentionality and degree of fault
- K4 Relevant jurisprudence
- K5 The applicable timelines for procedures
- K6 The applicable rules of confidentiality and privacy




<div data-bbox="161 300 210 352"></div> <div data-bbox="241 312 286 344">1.4</div> <div data-bbox="107 384 349 671"> <p>When applicable, charge the person* with the anti-doping rule violation(s)* they are asserted to have breached and propose relevant consequences</p> </div>	<p>PC1 Inform the person of the relevant ADRV(s), without being limited to what was communicated in the first notification</p> <p>PC2 Indicate the provisional suspension, where applicable</p> <p>PC3 Indicate the applicable consequences, including as a minimum any relevant period of ineligibility and disqualification</p> <p>PC4 Provide the relevant documentation justifying the allegation(s), enclosing any additional underlying evidence not already provided</p> <p>PC5 Grant a deadline to the person to admit the ADRV(s) asserted and accept the proposed consequences or to challenge this and/or request a hearing</p> <p>PC6 Indicate the circumstances under which the person is deemed to have waived their right to a hearing and admitted the ADRV(s) as well as accepted the consequences</p> <p>PC7 Indicate the benefits of accepting the allegation(s), providing substantial assistance, and/or entering into a case resolution agreement</p> <p>PC8 Enter the notice of charge into ADAMS</p> <p>PC9 Charge the person and communicate the notice of charge in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p>	<p>K1 ADRVs</p> <p>K2 Applicable consequences</p> <p>K3 The required content to be included in a notice of charge</p> <p>K4 The parties to be notified of the charge and how to do this</p> <p>K5 How to use the features of ADAMS relevant to results management</p> <p>K6 The applicable timelines for procedures</p> <p>K7 The applicable rules of confidentiality and privacy</p>
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Resolve the charge by consent or otherwise present the anti-doping rule violation(s)* before a hearing panel

	Performance Criteria You must be able to:	Knowledge and understanding
 2.1 Resolve the charge by consent without referral to a hearing panel	<p>PC1 Draft a decision that includes the applicable rules, detailed factual background, ADRV(s) committed, applicable consequences, commencement of the period of ineligibility and justifications for any reduction or increase to the sanction</p> <p>PC2 Provide an English or French summary of the decision and of the supporting reasons as well as a searchable version of the decision, where the decision is not in English or French</p> <p>PC3 Inform the person of their status during a period of ineligibility and that they remain subject to testing</p> <p>PC4 Inform the person that they may still provide substantial assistance</p> <p>PC5 Issue and notify the decision according to applicable procedures and in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p> <p>PC6 Report the decision into ADAMS</p>	<p>K1 ADRVs</p> <p>K2 Applicable consequences</p> <p>K3 When and how to consult WADA on cases resolved by consent</p> <p>K4 The required content to be included in a decision</p> <p>K5 The applicable procedures for communicating a decision, including in ADAMS</p> <p>K6 How to use the features of ADAMS relevant to results management</p> <p>K7 The applicable timelines for procedures</p> <p>K8 The applicable rules of confidentiality and privacy</p>
 2.2 Refer and present the charge to a hearing panel for decision	<p>PC1 Identify, draft, and communicate legal submissions required by the hearing panel in line with applicable requirements</p> <p>PC2 Identify issues with legal submissions of the other party/ies and seek clarification in line with applicable requirements</p> <p>PC3 Prepare witnesses and experts to testify at the hearing and draft their statements</p> <p>PC4 Ensure the case is prepared and pled before the hearing panel presenting all the relevant information logically and convincingly</p> <p>PC5 Follow the applicable rules of confidentiality and privacy within applicable timelines</p>	<p>K1 Admissible evidence</p> <p>K2 Burden of proof</p> <p>K3 Hearing panel procedures</p> <p>K4 Roles and responsibilities of hearing panel members</p> <p>K5 Rules of evidence</p> <p>K6 Applicable requirements for legal submissions</p> <p>K7 The applicable timelines for procedures</p> <p>K8 The applicable rules of confidentiality and privacy</p>

<div data-bbox="165 237 203 284"></div> <div data-bbox="237 245 286 277">2.3</div> <div data-bbox="109 309 344 501">Review the panel's decision to decide whether to appeal and to identify areas for improvement</div>	<p>PC1 Record the decision by the hearing panel in line with applicable requirements</p> <p>PC2 Notify the person of the decision in line with applicable requirements</p> <p>PC3 Follow the organizational procedures for the public disclosure of the decision</p> <p>PC4 Assess the decision and legitimate and feasible grounds for appeal and decide how to proceed</p> <p>PC5 Assess the results management process and identify and address any significant deviations from the expected outcomes</p> <p>PC6 Review the panel's decision and take subsequent actions in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p>	<p>K1 Applicable requirements and procedures relating to processing, communicating and publicly disclosing decisions of the hearing panel</p> <p>K2 Applicable requirements and procedures for processing appeals, including qualifying grounds upon which appeals can be granted</p> <p>K3 The applicable timelines for procedures</p> <p>K4 The applicable rules of confidentiality and privacy</p>
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Manage communication between stakeholders* at each stage of the process

	Performance Criteria You must be able to:	Knowledge and understanding
 3.1 Cooperate with stakeholders* to gather information about anti-doping cases	<p>PC1 Request further information or enquiry where necessary from relevant stakeholders</p> <p>PC2 Proceed in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p>	<p>K1 The applicable timelines for procedures</p> <p>K2 The applicable rules of confidentiality and privacy</p> <p>K3 The stakeholders you can work with to obtain further information from and how</p> <p>K4 The value and importance of anti-doping organizations working in partnership with stakeholders and the benefits which can be achieved by all parties involved</p>
 3.2 Inform the stakeholders* about the proceedings at each stage of the process	<p>PC1 Provide further information to stakeholders in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p> <p>PC2 Provide the relevant stakeholders with any communication provided to the person in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p> <p>PC3 Report any communication provided to the person into ADAMS in a manner that is consistent with applicable rules of confidentiality and privacy and within applicable timelines</p> <p>PC4 Inform relevant stakeholders of substantial delays in the review of information and the reasons thereof</p> <p>PC5 Inform law enforcement of possible violations of criminal or other laws</p>	<p>K1 The applicable timelines for procedures</p> <p>K2 The applicable rules of confidentiality and privacy</p> <p>K3 The applicable requirements on informing stakeholders about the results management process</p> <p>K4 How to use the features of ADAMS relevant to results management</p> <p>K5 Law enforcement bodies who have jurisdiction</p> <p>K6 Applicable laws that may be violated</p>
 3.3 Identify areas for improvement to feed into other anti-doping functions	<p>PC1 Assess your result management processes and outcomes to identify whether there are areas that can be improved relevant to other anti-doping functions</p> <p>PC2 Ensure other persons in other anti-doping functions understand how they can better support the results management process</p>	<p>K1 The respective roles and responsibilities of anti-doping functions that feed into the results management process</p>

Skills

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

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

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 Results Management was conducted by the Technical Working Group composed of:

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

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

- David Müller - NADA Austria
- Erik Duiven - Dopingautoriteit Netherlands

Quality Management

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Glossary

(The definitions included in this glossary are either extracted from, or align with the World Anti-Doping Code 2021 and the International Standard for Results Management 2021).

Anti-doping rule violations

The World Anti-Doping Code specifies the circumstances and conduct which constitute anti-doping rule violations, listing the following as constituting anti-doping rule violations:

- (1) Presence of a prohibited substance or its metabolites or markers in an athlete's Sample;
- (2) Use or attempted use by an athlete of a prohibited substance or a prohibited method;
- (3) Evading, refusing or failing to submit to sample collection by an athlete;
- (4) Whereabouts failures by an athlete;
- (5) Tampering or attempted tampering with any part of doping control by an athlete or other person;
- (6) Possession of a prohibited substance or a prohibited method by an athlete or athlete support person;
- (7) Trafficking or attempted trafficking in any prohibited substance or prohibited method by an athlete or other person;
- (8) Administration or attempted administration by an athlete or other person to any athlete in-competition of any prohibited substance or prohibited method, or administration or attempted administration to any athlete out-of-competition

of any prohibited substance or any prohibited method that is prohibited out-of-competition;

(9) Complicity or attempted complicity by an athlete or other person;

(10) Prohibited association by an athlete or other person;

(11) Acts by an athlete or other person to discourage or retaliate against reporting to authorities.

Applicable procedures, requirements, rules and timelines

Any procedure, requirement, rule and timeline as prescribed with the World Anti-Doping Code, the International Standard for Result Management and associated Guidelines, the organizational specifications, and/or national laws and regulations.

Consequences

An Athlete's or other Person's violation of an anti-doping rule may result in one or more of the following:

(a) Disqualification means the Athlete's results in a particular Competition or Event are invalidated, with all resulting Consequences including forfeiture of any medals, points and prizes;

(b) Ineligibility means the Athlete or other Person is barred on account of an anti-doping rule violation for a specified period of time from participating in any Competition or other activity or funding as provided in Article 10.14.1 of the Code;

(c) Provisional Suspension means the Athlete or other Person is barred temporarily from participating in any Competition or activity prior to the final decision at a hearing conducted under Article 8;

(d) Financial Consequences means a financial sanction imposed for an anti-doping rule violation or to recover costs associated with an anti-doping rule violation; and

(e) Public Disclosure means the dissemination or distribution of information to the general public or Persons beyond those Persons entitled to earlier notification in accordance with Article 14. Teams in Team Sports may also be subject to Consequences as provided in Article 11.

Person

Any natural person, organization or other entity that is bound by the anti-doping rules, including but not limited to athletes and athlete support personnel.

Stakeholders

Internal or external persons involved in or associated with a case of potential anti-doping rule violation(s), including but not limited to doping control officers, chaperones, possible witnesses, athletes, coaches, sport organizations, international federations, other anti-doping organizations, laboratories, WADA.

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.***