

# Backgrounder

## Global Learning and Development Framework

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### 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 will be developed and made available for Anti-Doping Organizations (ADOs) and other stakeholders worldwide within the anti-doping ecosystem.
- Over the course of 2020-2024, the GLDF will establish the professional (occupational) standards, competency framework, role descriptors and global learning and development activities for the following practitioner roles in the anti-doping industry:
  1. ADO practitioner roles that align with World Anti-Doping Code (Code) and/or International Standards' requirements; such as: Results Management Officers, Education Officers, Compliance Officer, Investigators, Therapeutic Use Exemption (TUE)/Medical officer;
  2. ADO practitioners with more general and/or administrative roles that are critical to support anti-doping programs; such as media & communication, legal affairs;
  3. ADO practitioners who support the anti-doping process though are not directly employed by ADOs; such as: TUE committee members and hearing panel members.
- While WADA's Education Department is leading the GLDF, it is working collaboratively with stakeholders and WADA technical teams. The development work is being conducted by Technical Working Groups that are established per role and include people that are 'doing the job' as well as a WADA technical person.
- The learning and development activities will vary in their modalities, including:
  - standardized training programs that incorporate blended learning approaches
  - orientation modules,
  - access to useful digital resources through WADA's [Code Implementation Support Program \(CISP\)](#); and
  - guidance equipping ADOs to develop and deliver training programs themselves (for their frontline workers for example).

- The GLDF project also seeks to identify, train, and deploy trainers that can master both the technical content and can facilitate learning through delivery of high impact training sessions.

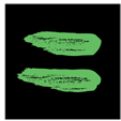
## Questions and Answers

### 1. What is the aim of the GLDF?

- The GLDF aims to invest in the people working in, or supporting, the anti-doping system.
- It will establish professional standards for practitioner roles in the anti-doping industry that will provide the foundation for learning and development activities that support and enhance practitioner capability, for the benefit of clean sport.

### 2. Why is the GLDF being developed?

- In 2020, WADA adopted a 2020-2024 Strategic Plan that sets the vision for its future direction – guided by the following six priorities:
  - Lead
  - Grow impact
  - Be Athlete-centered
  - Be visible
  - Collaborate and unite
  - Perform
- One of the key initiatives under the ‘Grow Impact’ priority commits the Agency ‘to developing training programs and qualifications standards for anti-doping professionals to improve professionalism and enhance the capabilities of the anti-doping workforce’.
- Given the lack of globally available learning and development activities to date in the anti-doping industry, this has the potential to be a highly impactful initiative for clean sport.
- The GLDF will contribute to developing the anti-doping industry in a number of strategic ways:
  - Supporting further professionalization of the industry;
  - Developing practitioners’ capabilities and performance through self-directed and instructor-led learning and development;
  - Supporting the successful onboarding of new people entering the anti-doping workforce;
  - Increasing competence, reducing policy and/or process errors, and supporting knowledge transfer;
  - Nurturing a values-based culture for practitioners from the beginning;



- Organically developing a community of practice that offers opportunities for peer support, knowledge sharing and networking opportunities;
- Training trainers that are capable of delivering sessions consistently and with technically credible content; and
- Expanding the reach, impact, and quality of anti-doping programs, therefore helping to strengthen and/or improve compliance with the Code.

### **3. What outputs will the GLDF aim to develop and deliver?**

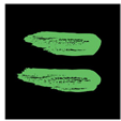
- The GLDF will develop and deliver the following outputs:
  - Professional (occupational) standards per role;
  - Role descriptors;
  - A competency framework for the industry;
  - Role-specific, standardized training for the anti-doping sector, as well as ongoing professional development opportunities;
  - Establishment of communities of practice;
  - Self-assessment tools to evaluate skills and competencies; and
  - Mechanisms to benchmark and/or evaluate ADO training in line with the new standards.

### **4. How is the GLDF being developed?**

- WADA is leading this work, with a high level of engagement and involvement of stakeholders through Technical Working Groups.
- To date, five Technical Working Groups have been established and started work, each composed of:
  - practitioners from the anti-doping industry, acting as subject matter experts in the specific role, with a diverse regional representation;
  - an expert from the relevant WADA Department;
  - a workforce development specialist;
  - the WADA GLDF project manager, which is ensuring consistency and harmonization;
  - for some groups, a member of the WADA Education Committee; and
  - a chair or co-chairs, coming from the anti-doping education sector.

### **5. What Technical Working Groups have been established?**

- In November 2020, informal Technical Working Groups were established -- comprised of stakeholders, WADA subject-matter experts and other external experts -- to develop professional standards, role descriptors and training content initially for the following roles:
  1. Education Officers, given the new International Standard for Education that came into effect on 1 January 2021;



2. Results Management Officers, given the new International Standard for Results Management that came into effect on 1 January 2021;
3. Intelligence and Investigations (I&I) Officers, given the need to enhance I&I capability within the anti-doping system;
4. Those responsible for data privacy matters, given the ever-increasing complexity in this area and the requirements to meet governmental regulations; and
5. Those responsible for media relations and communications, which ADOs expressed was an area requiring more support

## 6. Which stakeholder organizations are involved?

- The Technical Working Groups that have been established to date include 51 anti-doping professionals representing the following:
  - 19 National Anti-Doping Organizations (NADOs);
  - Eight sports organizations (International Federations, Major Event Organizations, National Olympic Committees);
  - the International Testing Agency;
  - Two private law firms; and
  - Five WADA experts
- Please see Annex A below for the list of stakeholder organizations participating in the Technical Working Groups to date.

## 7. What is the intended schedule for deployment of the GLDF?

- Deployment of the GLDF is structured around two main phases:
  1. Phase 1 started in 2020 and covers the development of standards and learning and development activities for five practitioner roles; their delivery in Europe from 2021 until mid-2022; and, an evaluation of phase 1;
  2. Phase 2 will run from 2022 – 2024. It will be based on the evaluation of the European pilot that WADA [announced](#) in December 2020; and, ideally, will result in:
    - the five sets of learning and development activities outlined above being delivered in other regions of the world; and
    - development of standards and learning and development activities for other practitioner roles, as well as their worldwide delivery.

## 8. Why is this project piloted in Europe?

- In [December 2020](#), WADA entered into a partnership with the Polish Anti-Doping Agency (POLADA); whereby, POLADA committed to provide support to WADA, including financial, as the Agency pilots learning and development activities for over 100 anti-doping practitioners in Europe. The partnership Memorandum of Understanding outlines a first



phase for the GLDF in the European region over the course of 2020-early 2022, for five selected practitioner roles in the industry, with the support of the first the Global to Local (G2L) Regional Education & Training Coordinator (RETC).

#### **9. What is Global2Local (G2L) and how does it support the GLDF?**

- The implementation of the GLDF will be managed through WADA's Global to Local (G2L) delivery mechanism.
- The G2L implementation mechanism sees the establishment of an education and training network. This network led at the global level by WADA's Education Department will be connected to the regions to support the implementation of training programs in a coordinated way. We are piloting the role of WADA Regional Education & Training Coordinator to perform this function in Europe in Q2-2020.

**Organizations participating in the GLDF Technical Working Groups to date**

NADOs	Sports organizations (IFs, MEOs, etc)	Other specialized organizations
<ul style="list-style-type: none"> <li>• Agence française de lutte contre le dopage (AFLD)</li> <li>• Anti-Doping Agency of Kenya (ADAK)</li> <li>• Anti-Doping Denmark (ADD)</li> <li>• Anti-Doping Norway</li> <li>• Autoridade Brasileira de Controle de Dopagem (ABCD)</li> <li>• Canadian Centre for Ethics in Sport (CCES)</li> <li>• Doping Authority Netherlands</li> <li>• Drug Free Sport NZ (DFSNZ)</li> <li>• Jamaica Anti-Doping Commission (JADCO)</li> <li>• Japan Anti-Doping Agency (JADA)</li> <li>• Korea Anti-Doping Agency (KADA)</li> <li>• National Anti-doping Agency Austria (NADA Austria)</li> <li>• National Anti-doping Agency Germany (NADA Germany)</li> <li>• Slovenia Anti-Doping Organization (SLOADO)</li> <li>• South African Institute for Drug-Free Sport (SAIDS)</li> <li>• Sport Integrity Australia (SIA)</li> <li>• Sport Ireland</li> <li>• UK Anti-Doping (UKAD)</li> <li>• U.S. Anti-Doping Agency (USADA)</li> </ul>	<ul style="list-style-type: none"> <li>• Athletics Integrity Unit (AIU)</li> <li>• Badminton World Federation (BWF)</li> <li>• Fédération Internationale de Football Association (FIFA)</li> <li>• International Floorball Federation (IFF)</li> <li>• International Paralympic Committee (IPC)</li> <li>• South African Rugby Union</li> <li>• World Rugby</li> <li>• Zimbabwe Olympic Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Covington &amp; Burling LLP (Law firm)</li> <li>• European Observatoire of Sport and Employment (EOSE)</li> <li>• International Testing Agency (ITA)</li> <li>• Osler, Hoskin &amp; Harcourt LLP (Law firm)</li> </ul>