Anti-doping core competency framework

Global Learning and Development Framework

The anti-doping core competency framework details: **the values** that should guide and influence all practitioners across the industry in their actions and in the choices that they make; **the competencies** that are common across the various roles in the anti-doping industry, and that all practitioners should be able to demonstrate. The key terms in this document are defined as follows:

- **Core values:** the fundamental principles of an organization and its people. These guiding principles dictate behavior and help people decide what is right and wrong and how to act in various situations.
- **Competencies:** observable knowledge and behaviours that successful practitioners demonstrate on the job.
- **Performance criteria:** the observable characteristics of performance - what the practitioner in the role must be able to do.
- **Skills and attributes:** skills are specific learned abilities that are required to perform a given job successfully while attributes are developed through life experiences and personal growth.

Core Values

The following values have been identified as being core to the anti-doping industry by 5 technical working groups representing various practitioner roles. They should guide and influence all practitioners across the industry in their actions and in the choices that they make.

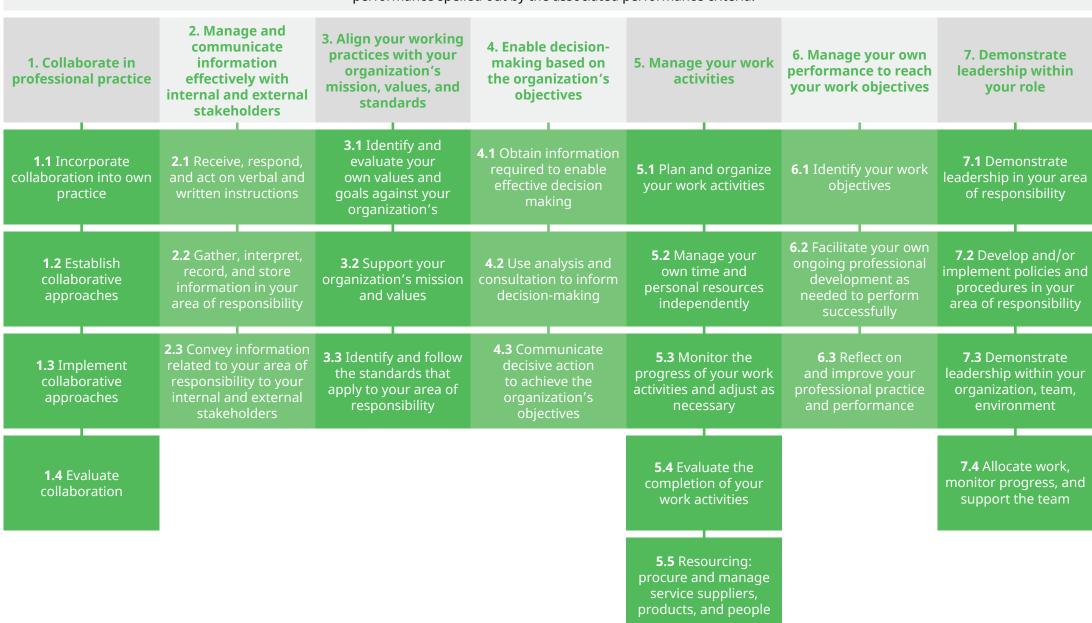| Integrity (equity, justice, fairness, courage, accountability)	Excellence (professionalism, innovation, quality, competence)	Collaboration (engagement, teamwork)	Respect (honesty, openness, inclusion, diversity)	Dedication (passion)
We strive to protect the rights of all athletes in relation to anti-doping, 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.	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.	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.	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.	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.

COMPETENCIES

The following competencies have been identified as being core to the anti-doping industry, across all roles, by 5 technical working groups representing various practitioner roles. All practitioners should be able to demonstrate these competencies, to the expected standard of performance spelled out by the associated performance criteria.

1. Collaborate in professional practice	2. Manage and communicate information effectively with internal and external stakeholders	3. Align your working practices with your organization's mission, values, and standards	4. Enable decision-making based on the organization's objectives	5. Manage your work activities	6. Manage your own performance to reach your work objectives	7. Demonstrate leadership within your role
1.1 Incorporate collaboration into own practice	**2.1** Receive, respond, and act on verbal and written instructions	**3.1** Identify and evaluate your own values and goals against your organization's	**4.1** Obtain information required to enable effective decision making	**5.1** Plan and organize your work activities	**6.1** Identify your work objectives	**7.1** Demonstrate leadership in your area of responsibility
1.2 Establish collaborative approaches	**2.2** Gather, interpret, record, and store information in your area of responsibility	**3.2** Support your organization's mission and values	**4.2** Use analysis and consultation to inform decision-making	**5.2** Manage your own time and personal resources independently	**6.2** Facilitate your own ongoing professional development as needed to perform successfully	**7.2** Develop and/or implement policies and procedures in your area of responsibility
1.3 Implement collaborative approaches	**2.3** Convey information related to your area of responsibility to your internal and external stakeholders	**3.3** Identify and follow the standards that apply to your area of responsibility	**4.3** Communicate decisive action to achieve the organization's objectives	**5.3** Monitor the progress of your work activities and adjust as necessary	**6.3** Reflect on and improve your professional practice and performance	**7.3** Demonstrate leadership within your organization, team, environment
1.4 Evaluate collaboration				**5.4** Evaluate the completion of your work activities		**7.4** Allocate work, monitor progress, and support the team
				5.5 Resourcing: procure and manage service suppliers, products, and people		

1 Collaborate in professional practice

	Performance Criteria You must be able to:	Skills and attributes
1.1 **Incorporate collaboration into own practice**	**PC1** Establish and maintain sustainable relationships based on mutual respect and trust **PC2** Cultivate collaborative communities and partnerships based on the potential benefits for internal and external stakeholders and self **PC3** Find, review and use information sources that support collaboration **PC4** Identify and pursue opportunities for collaboration	Teamwork collaboration Emotional intelligence Critical thinking Ability to deal with internal and external stakeholders
1.2 **Establish collaborative approaches**	**PC1** Establish shared understanding of objectives for collaboration **PC2** Agree on ways of working that acknowledge the different roles, expertise, and contributions of those involved **PC3** Organize, allocate and document tasks and activities in a cost-effective and equitable manner with clear, agreed outcomes	
1.3 **Implement collaborative approaches**	**PC1** Promote the confidence and support of others by demonstrating a high standard of personal engagement, professionalism, and respect for others' opinions, values, and beliefs **PC2** Contribute and share own professional expertise in a positive manner **PC3** Identify and act on opportunities to extend own expertise and learn from others as work progresses **PC4** Challenge, test, and share ideas in a supportive and constructive manner **PC5** Embrace and reflect on challenges and complexities and take responsibility for finding solutions **PC6** Honor own commitments and take responsibility for outcomes	
1.4 **Evaluate collaboration**	**PC1** Engage in an open process of review and evaluation with others **PC2** Reflect on own level of participation, relationships with others, and personal behavior **PC3** Identify and seek opportunities to refine and expand own expertise	

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Manage and communicate information effectively with internal and external stakeholders

	Performance Criteria You must be able to:		Skills and attributes
2.1 Receive, respond, and act on verbal and written instructions	PC1	Listen to verbal workplace instructions and/or read written notices and instructions attentively	Ability to present complex technical content & topics in engaging plain language/formats Ability to appropriately target communications to the audience
	PC2	Interpret instructions adequately, including by asking questions to gain additional information and to clarify understanding	
	PC3	Act upon instructions in accordance with information received	
	PC4	Provide clear and accurate verbal or written follow-up and feedback on instructions	
2.2 Gather, interpret, record and store information in your area of responsibility	PC1	Obtain and analyze relevant information to your area of responsibility from appropriate sources	Ability to deal with internal and external stakeholders Speaking Writing Listening
	PC2	Identify and use applicable procedures for recording and storing information relevant to your area of responsibility	
	PC3	Identify and act upon any errors in recording information	
2.3 Convey information related to your area of responsibility to your internal and external stakeholders	PC1	Identify and select appropriate communication channels to convey information and ideas related to your area of responsibility	
	PC2	Clearly and concisely carry out verbal and oral reporting of information related to your area of responsibility, substantiated with factual argument and correct sources of information identified	
	PC3	Communicate information in a manner appropriate to the cultural and social diversity of the audience and any specific needs	

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Align your working practices with your organization's mission and values and with the applicable standards you should abide by

	Performance Criteria You must be able to:	Skills and attributes
3.1 **Identify and evaluate your own values and goals against your organization's**	PC1 Identify your values and goals PC2 Identify your organization's mission, objectives, and values PC3 Evaluate your own values and goals in the context of your organization's mission, objectives, and values PC4 Explore how your values and goals impact on your work PC5 Identify areas where your values and goals could be adapted to support the mission, objectives and values of your organization and have a more positive impact on your work	Ability to work in compliance with code, standards, ethics Goal setting Analytical and logical thinking
3.2 **Support your organization's mission and values**	PC1 Support your organization's overall mission PC2 Put your organization's values into practice in all aspects of your work PC3 Work with external stakeholders in a way that improves the image of your organization PC4 Improve your working practices in accordance with organization's mission, objectives, and values	
3.3 **Identify and follow the standards that apply to your area of responsibility**	PC1 Identify the standards that apply to your area of responsibility, including codes of ethics and/or conduct policies, privacy and data protection standards PC2 Identify how international regulatory texts, including the World Anti-Doping Code, the International Standards and Technical Documents and the associated Guidelines and best practices apply to your area of responsibility PC3 Observe the requirements stemming out of the applicable standards that you have identified in your daily practice PC4 Report any concerns about security and confidentiality to the relevant member of staff in your organization	

4 Solve problems and enable decision-making

	Performance Criteria You must be able to:	Skills and attributes
4.1 Obtain information required to enable effective problem-solving and/or decision making	PC1 Establish key sources and contacts for relevant information from both internal and external sources PC2 Obtain, collate, and validate sufficient information by methods suitable to the information type and purpose	Decision making Critical thinking Analytical and logical thinking
4.2 Use analysis and consultation to identify possible solutions and/or inform decision-making	PC1 Evaluate issues, concerns and/or options for decision based on information gathered, eliciting key factors influencing the problem-solving and/or decision-making process, including risks for the organization PC2 Consider all possible options for resolution of the problem and/or decision making PC3 Review strengths and weaknesses of the options identified and gather supporting evidence for recommendations to either prepare recommendations and proposals facilitating other people's problem-solving and/or decision-making process or to inform your own problem-solving and/or decision-making process PC4 Identify when you need to seek and obtain credible advice on the problem-solving and/or decision-making process	
4.3 Recommend and/or prepare the implementation of decisive actions	PC1 Determine the impact of decisions on those responsible for resourcing and implementing required change or solution PC2 Prepare and present recommendation documentation for the attention of relevant decision-maker, if applicable PC3 Evaluate and determine options for method, timescale, and location for implementation of decisions	

5 Manage your work activities

	Performance Criteria You must be able to:	Skills and attributes
5.1 **Plan and organize your work activities**	**PC1** Structure and plan your work activities by considering your own and your organizational objectives, your priorities, and timelines and by foreseeing margins for unexpected interruptions and/or external requirements **PC2** Develop and use systems to organize and keep track of information flows and monitor progress on your work activities **PC3** Anticipate your upcoming meetings and appointments and prepare the information, outcomes and/or question you will need to share or ask **PC4** Anticipate possible problems and develop contingency plans	Planning Ability to multi-task Being able to use word processing spreadsheets, social media, data visualization and email communication Attention to detail
5.2 **Manage your own time and personal resources independently**	**PC1** Check, on a regular basis, how you are using your time at work and identify possible improvements **PC2** Be flexible and positive in responding to changing environments and new challenges **PC3** Remain calm in difficult or stressful situations **PC4** Manage your emotions and relationships with others in ways that help you achieve your objectives **PC5** Achieve an equitable balance between your professional and personal life **PC6** Use technology effectively to help you achieve your objectives	
5.3 **Monitor the progress of your work activities and adjust as necessary**	**PC1** Implement your work activities, selecting and applying project management tools and techniques to monitor, control and review progress **PC2** Implement processes and resources to manage potential risks arising from your work activities and deal with contingencies **PC3** Communicate progress and results of your work activities to colleagues and stakeholders **PC4** Identify and respond quickly and positively to new opportunities and urgent situations when they emerge, revising your priorities as necessary	

5.4 Evaluate the completion of your work activities	PC1	Determine the impact of decisions on those responsible for resourcing and implementing required change or solution
	PC2	Prepare and present recommendation documentation for the attention of relevant decision-maker, if applicable
	PC3	Evaluate and determine options for method, timescale, and location for implementation of decisions
5.5 Resourcing: procure and manage service suppliers, products, and people	PC1	Engage key internal and/or external stakeholders in deciding whether to produce or buy in products and services or to resort to existing capability and capacity, internally or through collaboration with other stakeholders
	PC2	Identify your organization's requirements for products and services
	PC3	Create specifications for products and services to meet your organization's requirements
	PC4	Identify potential suppliers and evaluate their capability and capacity to supply required products and services in the timescale required
	PC5	Seek support from colleagues, procurement or legal specialists when required, including to ensure that applicable privacy and data protection requirements are observed
	PC6	Select products and services suppliers which offer the optimal mix of quality, cost, timeliness and reliability
	PC7	Agree a contract which states the quality and quantity of products and services to be supplied, timescales, costs, terms and conditions, and the consequences if either party fails to comply with the contract
	PC8	Monitor the performance of suppliers in terms of the quality, timeliness and reliability of products and services and resolve any supplier problems, in accordance with the terms of the contract

6	**Manage your own performance to reach your work objectives**	
	Performance Criteria **You must be able to:**	**Skills and attributes**
6.1 **Identify your work objectives**	PC1 Identify and agree the requirements of your role with those you report to PC2 Discuss and agree personal work objectives and expected levels of performance with those you report to and how you will measure progress	Ability to work with sensitive information and maintain confidentiality
6.2 **Facilitate your own ongoing professional development as needed to perform successfully**	PC1 Identify any gaps between the requirements and objectives expected for your role and your current knowledge, skills and competencies PC2 Discuss and agree, with those you report to, a development plan to address any identified gaps, including trough training and/or participation in professional networks PC3 Undertake and make time for the activities identified in your development plan	Goal setting Time management / prioritization Willingness and ability to learn
6.3 **Reflect on and improve your professional practice and performance**	PC1 Actively seek and reflect on feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback PC2 Review how you have carried out your work in line with your work objectives PC3 Determine improvements needed based on own evaluation and feedback from others PC4 Review options for improving your actions, where you consider that there are deficiencies in your levels of performance PC5 Discuss and agree, with those you report to, any changes to your personal work objectives and/or development plan in the light of performance, feedback received, any development activities undertaken and any wider changes	

7	Demonstrate leadership within your role		
	Performance Criteria **You must be able to:**		**Skills and attributes**
7.1 Demonstrate leadership in your area of responsibility	PC1	Create a vision of where your area is going and communicate it clearly and enthusiastically, together with supportive objectives and operational plans, to the people you work with in your area of responsibility	Ability to give and receive feedback Strategic thinking Emotional intelligence
	PC2	Ensure that people you work with in your area of responsibility understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organization	
	PC3	Steer your area of responsibility successfully through difficulties and challenges, including conflict within the area	
	PC4	Create and maintain a culture within your area of responsibility which encourages and recognizes creativity and innovation	
	PC5	Develop a range of leadership styles and select and apply them to appropriate situations and people	
	PC6	Communicate regularly, making effective use of a range of different communication methods, with all the people you work with in your area of responsibility and show that you listen to what they say	
	PC7	Win, through your performance, the trust and support of people your work within your area of responsibility for your leadership and obtain regular feedback on your performance	
7.2 Develop and ensure the implementation of policies and procedures in your area of responsibility	PC1	Determine whether work processes, expectations, requirements, and objectives within your area of responsibility would benefit or require to be formalized in a policy or procedure	
	PC2	Draft the policy or procedure you identified as being of benefit or required in a manner that offers clarity, structure, and guidance to anyone who will need to follow it	
	PC3	Obtain feedback and sign off on the policy or procedure from the relevant staff of your organization	
	PC4	Ensure the policy or procedure is communicated to the relevant stakeholders and that support is offered in its implementation	

7.3 Demonstrate leadership in your area of responsibility	**PC1** Provide support and advice to the people of your team when they need it, especially during periods of setback and change	Ability to give and receive feedback
	PC2 Motivate and support people in your team to achieve their work and development objectives, and provide recognition when they are successful	Strategic thinking
	PC3 Empower people in your team to develop their own ways of working and take their own decisions within agreed boundaries	Emotional intelligence
	PC4 Encourage people in your team to lead in their own areas of expertise and responsibility and show willingness to follow this lead	
	PC5 Monitor the team for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively	
7.4 Allocate work, monitor progress, and support the team	**PC1** Plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources	
	PC2 Allocate work to team members on a fair basis taking account of their skills, knowledge and understanding, experience and workloads and the opportunity for development.	
	PC3 Brief team members on the work they have been allocated and the standard or level of expected performance	
	PC4 Encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated	
	PC5 Check the progress and quality of the work of team members on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback	
	PC6 Support team members in identifying and dealing with problems and unforeseen events	
	PC7 Motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion	
	PC8 Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members	

Quality Management

Version: 1.0
While WADA will update this document regularly to ensure it remains up-to-date, version 1.0 specifically is published as part of a pilot project and will be reviewed at the conclusion of the pilot.

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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 anti-doping core competency framework details the values and competencies that are common across the various roles in the anti-doping industry. It can be read alongside:

(1) **Role descriptors** for specific roles, which clarify 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) **Professional standards** for specific roles, which describe the expected standard of competence for a given role.

WADA, while leading the standard setting work to develop the role descriptors, professional standards, and the core competency framework, worked collaboratively with global stakeholders from across the various anti-doping roles. Existing national occupational standards indexed on the U.K. National Occupational Standards repository, Units of competency from Australian's training packages indexed on the Australian training package repository, and Core competencies as detailed in the ILO's Regional Model Competency Standards were used as references to draft some of the performance criteria of identified core competencies for the anti-doping industry.