



# Intelligence and Investigations Professional Standard

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.

Version: 1.0  
Published: November 2021

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

#### Sub-Functions

**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

#### Sub-Functions

**1.1** Plan and monitor the investigative strategy



**1.2** Manage and implement the investigative strategy

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

**1.4** Conduct interviews of witnesses, suspects, or other sources

**1.5** Collaborate with internal and external stakeholders

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




### 1.3

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

- PC1 Use the outcomes of analysis to develop intelligence products
- PC2 Determine with which stakeholders you can and should share intelligence products
- 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

- K1 Awareness of different types of intelligence and how to translate into corresponding intelligence products in a timely manner
- K2 Understanding the whole range of anti-doping activities and how they can be fed with intelligence products in a timely and efficient manner
- K3 How to select internal or external stakeholders that you communicate conclusions regarding information gathering and intelligence analysis with
- K4 Legal and organizational requirements for storing and sharing intelligence, including applicable privacy and data protection standards

## 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 Plan and monitor the investigative strategy	<p><b>PC1</b> 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><b>PC2</b> Identify risks to the investigation, athlete or athlete support personnel, and organization, and provide mitigation strategies</p> <p><b>PC3</b> Assess the evidence gathered on a continuous basis to evaluate, address, and document its impact on the investigative strategy</p>	<p><b>K1</b> How to plan investigative strategies</p> <p><b>K2</b> How to identify various intelligence and investigative resources* available from where to acquire information/ search for information</p> <p><b>K3</b> How to identify risks to the investigation, athlete or athlete support personnel, and organization, and to develop mitigation strategies</p> <p><b>K4</b> Legal and organizational requirements for investigating anti-doping matters, including investigative rules, standards, and professional ethics</p> <p><b>K5</b> How to monitor and adapt the investigative strategy and document decisions related to the investigative strategy</p> <p><b>K6</b> ADRVs and consequences, including the regime of substantial assistance</p>

   2.2 <b>Manage and implement the investigative strategy</b>	<p><b>PC1</b> Make full use of all investigative and intelligence resources* at your disposal</p> <p><b>PC2</b> 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><b>PC3</b> Request or initiate further lines of enquiry that may lead to the discovery of evidence</p> <p><b>PC4</b> 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><b>PC5</b> Investigate in a fair, unbiased, and timely manner, in compliance with applicable investigative rules, standards and professional ethics</p> <p><b>PC6</b> Handle, label and store any physical evidence in a manner which preserves their integrity and evidential value</p> <p><b>PC7</b> Keep a log where all decisions are documented in a chronological, accurate and contemporaneous manner</p> <p><b>PC8</b> Develop and deliver a written investigation report</p>	<p><b>K1</b> Legal and organizational requirements for investigating anti-doping matters, including investigative rules, standards and professional ethics</p> <p><b>K2</b> How to corroborate information or identify new intelligence</p> <p><b>K3</b> Foundational investigative principles</p> <p><b>K4</b> General awareness of evidentiary considerations and proofs required</p> <p><b>K5</b> Applicable best procedures for the handling and storage of physical evidence</p> <p><b>K6</b> How to write an investigation report</p> <p><b>K7</b> Information security maintenance and management</p> <p><b>K8</b> The importance of a log and how to record decisions and the reasons thereof</p> <p><b>K9</b> ADRVs and consequences, including the regime of substantial assistance</p>
   2.3 <b>Plan, prepare and monitor interviews of witnesses, suspects, or other sources</b>	<p><b>PC1</b> Plan interview objectives to ascertain interviewee knowledge of, and/or involvement in alleged ADRV</p> <p><b>PC2</b> 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><b>PC3</b> Identify and take appropriate action to address any vulnerabilities or specific needs of the interviewee</p> <p><b>PC4</b> 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><b>K1</b> How to prepare, plan, monitor and adapt interviews and correct questioning</p> <p><b>K2</b> Applicable procedures for prioritizing and sequencing the interviews</p> <p><b>K3</b> Types of vulnerabilities or special requirements* to consider when interviewing a witness, suspect or other source</p> <p><b>K4</b> The importance of interviewees' not being influenced</p>

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

## 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.\**

## Collaborators

WADA, while leading the standard setting work to develop the role descriptors, 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 Alfatli - WADA
- David Cox - UKAD
- Elske Schabort - 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 - Sport 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)

**Endorsed by:** WADA Education Committee

**Endorsement date:** November 2021

**Publication date:** December 2021



# 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.\*\**