

Government Advisor

# 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 Organisations (ADOs) can use the professional standard to support the evaluation of competence and importantly to support practitioner development by identifying professional development needs.

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

Version 1.0



## KEY PURPOSE

Implement and provide guidance and oversight on policies and regulations and to create the conditions and support for anti-doping efforts at the national and international levels.

## Main Functions

1. Implement and monitor strategic plans and a regulatory framework to effectively prevent doping

1.1 Ensure the integration of anti-doping into national sports policy

1.2 Support the operational independence of a national anti-doping organisation (NADO) and, where applicable, a WADA approved laboratory

1.3 Promote legislation, regulation and procedures to restrict availability of doping substances and methods including contaminated food supplements

1.4 Support the coordination of information sharing with and between public authorities and anti-doping and sports organisations

2. Coordinate the anti-doping work of government institutions with the NADOs and the sports movement

2.1 Inform and advise ministers and government officials on national and international anti-doping work and emerging issues

2.2 Support a coordination of national stakeholders, including a national compliance platform (NCP) where relevant, for the implementation of the international anti-doping convention

2.3 Assist law enforcement, judicial, health and education structures in anti-doping matters

2.4 Ensure sustainable funding for the national anti-doping programme, including the annual contribution to WADA and, where appropriate, subsidies to the anti-doping laboratory

3. Support anti-doping specific initiatives that concern the protection of athletes' rights and health

3.1 Create the conditions to ensure the principles of a fair and independent hearing are upheld in anti-doping proceedings

3.2 Support the education of athletes and athlete support personnel on anti-doping

3.3 Encourage and promote anti-doping research involving academia, sports and other organisations

3.4 Engage in and promote international cooperation on anti-doping



3.5 Encourage relevant professional associations to develop codes of conduct related to anti-doping principles in sport

## Government Advisor Role - Professional Standard

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### Implement and monitor strategic plans and a regulatory framework to effectively prevent doping

Standard	Performance Criteria You must be able to:	Knowledge and understanding
   1.1 Ensure the integration of anti-doping into national sport policy	<p>PC1 Monitor national sport policy to ensure it provides for:</p> <ul style="list-style-type: none"> <li>• Recognition of the World Anti-Doping Code, International Standards and Technical Documents</li> <li>• Implementation of current anti-doping policies and practices in sport and other relevant areas</li> <li>• Application of appropriate consequences for sport organisations, athletes and support personnel not compliant with the Code</li> <li>• Support for WADA to coordinate, harmonise and standardise anti-doping efforts globally.</li> </ul>	<p>K1 Reasons for promoting anti-doping in sport</p> <p>K2 Principles and rationale for:</p> <ul style="list-style-type: none"> <li>• UNESCO International Convention Against Doping in Sport</li> <li>• World Anti-Doping Code, International Standards and related Technical Documents</li> <li>• International Charter of Physical Education, Physical Activity and Sport</li> <li>• Olympic Charter and International Paralympic Committee Handbook</li> </ul> <p>K3 The importance of keeping up to date with anti-doping principles and requirements and methods of doing so</p> <p>K4 Consequences to be applied to organisations, athletes and support personnel not compliant with the Code</p> <p>K5 The support required of national governments to coordinate, harmonise and standardise anti-doping globally</p>

 <p>1.2</p> <p>Support the operational independence of a national anti-doping organisation (NADO) and, where applicable, a WADA approved laboratory</p>	<p>PC1 Where necessary, support the legal establishment of a NADO in conformity with the Code and national legislation</p> <p>PC2 Identify and report any relevant issues relating to the operational independence of the NADO and if relevant WADA-accredited laboratory</p> <p>PC3 Monitor funding to the NADO and take action to support adequate funding to achieve its objectives under the Code</p> <p>PC4 Maintain oversight over the NADO's implementation of the WADA Compliance Monitoring Programme</p>	<p>K1 The legal and financial conditions required for the establishment and operation of a National Anti-Doping Organisation (NADO)</p> <p>K2 The roles and responsibilities of a NADO and the place of a NADO in the wider anti-doping system</p> <p>K3 Mandatory requirements for the operational independence of NADOs and WADA-accredited laboratories</p> <p>K4 WADA procedures for monitoring the compliance of a NADO and the potential consequences of non-compliance</p> <p>K5 Good governance principles applicable to a NADO</p>
 <p>1.3</p> <p>Promote legislation, regulation and procedures to restrict availability of doping substances and methods including contaminated food supplements</p>	<p>PC1 Work with relevant institutions to promote and support measures in relation to doping substances and methods on WADA's Prohibited list, by controlling/licensing/ regulating their:</p> <ul style="list-style-type: none"> <li>• Importation</li> <li>• Export</li> <li>• Production</li> <li>• Marketing</li> <li>• Distribution</li> <li>• Possession.</li> </ul> <p>PC2 Promote and support measures to encourage food supplement manufacturers to:</p> <ul style="list-style-type: none"> <li>• Quality assure their products</li> <li>• Adopt clear and readily understandable labelling of their products</li> <li>• Promote the use of certification services which provide reassurance on their use</li> </ul>	<p>K1 WADA's Prohibited List and the procedures for updating it</p> <p>K2 Public authorities with whom to collaborate on restricting the availability of prohibited substances and methods and their rules and procedures</p> <p>K3 Public authorities relevant to the production, marketing and distribution of food supplements</p> <p>K4 The potential anti-doping risks associated with food supplements</p>



## 1.4

Support the coordination of information sharing with and between public authorities and anti-doping and sports organisations

**PC1** Promote and support the value of information sharing between public authorities, anti-doping organisations, national and international sporting organisations, including for anti-doping intelligence and investigations

**PC2** Review and maintain legislation and regulations which support relevant information sharing between stakeholders who need this information

**PC3** Support information sharing by promoting:

- A clear chain of authority and oversight over shared information
- Effective and efficient methods of information sharing
- Appropriate standards for privacy and data protection
- Adequate protections for people who supply information on doping substances and practices

**K1** Reasons why information sharing between public authorities, anti-doping organisations, national and international sporting organisations is vital to the promotion of clean sport, including to support intelligence and investigations



**K2** The various organisations who should be engaged in information sharing



**K3** The types of legislation and regulations that may be relevant to information sharing between these bodies

**K4** Reasons why information sharing must be managed in a way that maintains privacy and data protection



**K5** The role of 'whistle blowing' in anti-doping and reasons why those supplying information on doping substances and practices should be protected

## Coordinate the anti-doping work of government institutions with the NADOs and the sports movement



Standard	Performance Criteria You must be able to:	Knowledge and understanding
   <b>2.1</b> Inform and advise ministers and government officials on national and international anti-doping work and emerging issues	<p><b>PC1</b> Maintain an up-to-date overview of anti-doping issues, roles and responsibilities, and be able to represent these, while taking account of competing government pressures</p> <p><b>PC2</b> Monitor developments in anti-doping and evaluate their significance</p> <p><b>PC3</b> Consult with national and international experts about the potential impact of developments</p> <p><b>PC4</b> Provide a concise summary of facts, potential scenarios, and speaking notes in case a public statement will be required</p> <p><b>PC5</b> Follow up and evaluate the outcomes of the situation as relevant</p>	<p><b>K1</b> The role of the government advisor in informing and advising ministers and government officials on matters relating to anti-doping</p> <p><b>K2</b> Reliable sources of information on anti-doping issues, roles and responsibilities and how to monitor these</p> <p><b>K3</b> Authoritative national and international sources of expert advice on anti-doping issues</p>
   <b>2.2</b> Support a coordination of national stakeholders, including a national compliance platform (NCP) where relevant, for the implementation of the international convention	<p><b>PC1</b> Identify and establish permanent contact with all relevant (public and private) stakeholders involved in anti-doping programme and their responsibilities</p> <p><b>PC2</b> Agree methods for the regular exchange of information, joint activities and ad hoc communication channels</p> <p><b>PC3</b> Maintain oversight of the smooth running of the national anti-doping stakeholder network that includes national federations, national Olympic/paralympic Committees, NADO and relevant public authorities</p> <p><b>PC4</b> Review national structures and processes to determine if an NCP would enhance the national anti-doping programme</p> <p><b>PC5</b> If deemed appropriate, formalise the cooperation network by establishing NCP</p>	<p><b>K1</b> Reasons why the coordination of anti-doping stakeholders is vital to the promotion of clean sport</p> <p><b>K2</b> The range of public and private stakeholders who should be involved in anti-doping coordination</p> <p><b>K3</b> Methods of maintaining oversight over anti-doping coordination activities</p> <p><b>K4</b> Situations in which the establishment of a National Compliance Platform (NCP) may be appropriate</p> <p><b>K5</b> Aims, objectives, criteria and processes for establishing an NCP</p>

   2.3 Assist law enforcement, judicial, health and education structures in anti-doping matters	<p><b>PC1</b> Through the channels established for national coordination, support judicial, health and education structures to advance their anti-doping work</p> <p><b>PC2</b> In cooperation with NADO promote measures to ensure that police, customs bodies and other law enforcement authorities are aware of prohibited substances and the materials used to create such substances</p> <p><b>PC3</b> Maintain broad overview of how different sectors could come into play in anti-doping matters and as appropriate, explain anti-doping obligations and context as required</p>	<p><b>K1</b> The role of law enforcement, judicial, health and education structures in anti-doping</p> <p><b>K2</b> The specific needs of different law enforcement, judicial, health and education structures in regard to anti-doping</p> <p><b>K3</b> Methods to ensure police, customs bodies and other law enforcement authorities have the necessary up-to-date information regarding anti-doping</p>
   2.4 Ensure sustainable funding for the national anti-doping programme, including the annual contribution to WADA and, where appropriate, subsidies to the anti-doping laboratory	<p><b>PC1</b> Ensure scoping of:</p> <ul style="list-style-type: none"> <li>• all required anti-doping activities</li> <li>• the organisations eligible for financial support</li> <li>• accurate estimations of the financial contribution needed.</li> </ul> <p><b>PC2</b> Advocate for appropriate anti-doping budget allocation with government colleagues and ministers.</p> <p><b>PC3</b> Ensure eligible organisations and other funding providers adopt rules, policies and procedures that are consistent with the Code, including proportionate financial sanctions.</p> <p><b>PC4</b> Ensure eligible organisations receive appropriate funding to support their anti-doping activities and that sources of funding are transparent and accountable, including annual contribution to WADA, and subsidies to the anti-doping laboratory where appropriate.</p> <p><b>PC5</b> Monitor expenditure and control fiscal discipline in accordance with national legislation</p>	<p><b>K1</b> Government obligations under the UNESCO Convention for the funding of a national anti-doping programme and contributions to WADA</p> <p><b>K2</b> Activities within the national anti-doping programme and the resources necessary for their implementation</p> <p><b>K3</b> The anti-doping requirements, including compliance with the Code, to be met by organisations and persons eligible to receive financial support from the state budget</p> <p><b>K4</b> The potential financial sanctions which can be applied to organisations and persons not complying with the Code</p> <p><b>K5</b> Relevant national legislation covering funding from the state budget</p>

## Support anti-doping specific initiatives that concern the protection of athletes' rights and health

Standard	Performance Criteria You must be able to:	Knowledge and understanding
<p>   3.1</p> <p>Create the conditions to ensure the principles of a fair and independent hearing are upheld in anti-doping proceedings</p>	<p><b>PC1</b> Ensure that access to a fair hearing is provided to participants in sport in respect of the application of anti-doping rules</p> <p><b>PC2</b> Ensure there is a fair and impartial hearing panel/disciplinary body that is independent from the body responsible for enforcing the relevant rules as consistent with relevant International Standards</p> <p><b>PC3</b> Ensure the disciplinary body is able to make binding decisions in respect of which there is legal certainty</p> <p><b>PC4</b> Ensure that persons subject to the disciplinary body are able to seek remedies from national or international courts if an issue arises as to the application of that person's fundamental rights by that disciplinary body</p> <p><b>PC5</b> Ensure feedback systems are in place to identify any issues</p>	<p><b>K1</b> The principles of a fair hearing in relation to anti-doping, and other athlete's rights under the Athletes' Anti-Doping Rights Act</p> <p><b>K2</b> Reasons why it is important to have a fair, impartial and independent hearing panel/disciplinary body</p> <p><b>K3</b> The importance of a person subject to the disciplinary body having access to remedies from national or international courts</p> <p><b>K4</b> The types of feedback systems which can identify any issues relating to fair hearings</p>
<p>   3.2</p> <p>Support the education of athletes and athlete support personnel on anti-doping</p>	<p><b>PC1</b> Encourage relevant public authorities and other stakeholders to provide information that promotes clean sport</p> <p><b>PC2</b> Promote the NADO's development of an education plan which includes measurable objectives, roles and responsibilities of other stakeholders, and a transparent monitoring process</p> <p><b>PC3</b> Maintain oversight over the programmes delivered by public authorities and the NADO's education plan and their impact, including education initiatives that contribute to the public health agenda</p>	<p><b>K1</b> Reasons why education programmes are a vital component in promoting clean sport</p> <p><b>K2</b> The range of public authorities and other relevant stakeholders who can promote clean sport.</p> <p><b>K3</b> The role of the NADO in developing and implementing an education plan and relevant target groups</p> <p><b>K4</b> How the work of NADOs can positively contribute to the broader public health agenda of the Government</p>



   <b>3.3</b> Encourage and promote anti-doping research involving academia, sports and other organisations	<p><b>PC1</b> Encourage and promote coordination of ethical anti-doping research by the NADO, public authorities, and scientific organisations</p> <p><b>PC2</b> Encourage all participants in research to share the methodologies, techniques, data sources and research conclusions with all interested partners and stakeholders, in particular WADA</p> <p><b>PC3</b> Promote cooperation between participants in research to optimise the use of resources at national and international level</p>	<p><b>K1</b> The value and importance of research to support anti-doping activities</p> <p><b>K2</b> The types and diverse range of research and research organisations relevant to anti-doping</p> <p><b>K3</b> Reasons why it is important for research organisations to share methodologies, techniques, data sources and conclusions with all relevant stakeholders</p> <p><b>K4</b> Methods of encouraging cooperation between research organisations to optimise the use of resources</p>
   <b>3.4</b> Engage in and promote international cooperation on anti-doping	<p><b>PC1</b> Identify and communicate with counterparts in other countries, regional or international anti-doping organisations or networks to establish mutually beneficial cooperation</p> <p><b>PC2</b> Motivate NADO and other stakeholders to seek contacts with similar organisations for bilateral, multilateral and international cooperation</p> <p><b>PC3</b> Share information with international partners and seek for necessary information to enhance national anti-doping programmes</p>	<p><b>K1</b> The importance of international cooperation in promoting clean sport</p> <p><b>K2</b> The different anti-doping networks which exist regionally and internationally</p> <p><b>K3</b> Methods of participation in regional and international networks</p> <p><b>K4</b> The aims and objectives of different networks and the associated benefits</p>
   <b>3.5</b> Encourage relevant professional associations to develop codes of conduct related to anti-doping principles in sport	<p><b>PC1</b> Promote anti-doping principles to be implemented by relevant professional associations in their codes of conduct</p> <p><b>PC2</b> Ensure that all stakeholders, including sport organisations are aware of anti-doping principles of the professional associations and the actions expected of them</p>	<p><b>K1</b> Reasons why anti-doping principles should be addressed by relevant professional associations</p> <p><b>K2</b> The range and types of relevant professional associations, for example, coaching, physiotherapy, teachers, etc.</p> <p><b>K3</b> The types of anti-doping principles which could be included in professional associations' codes of conduct</p>

## Skills

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Based on the results of a survey that was circulated among government advisor practitioners across the anti-doping industry in 2024, a list of skills was identified as necessary for the profession. The following list details skills deemed as essential by 85% or more of respondents. Such skills should be assessed in candidates applying for a Government Advisor role:

- Ability to deal with internal and external stakeholders
- Ability to give and receive feedback
- Ability to work under pressure
- Critical thinking
- Emotional intelligence
- Listening
- Negotiating
- Planning
- Risk analysis
- Speaking
- Strategic thinking
- Teamwork collaboration
- Time management/ prioritization
- Willingness and ability to learn
- Writing

## Collaborators

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WADA, while leading the standard setting work to develop the professional standards, works collaboratively with stakeholders and WADA technical teams. The development work for Government Advisor was conducted by the Technical Working Group composed of:

- An Vermeersch - Ghent University, Belgium
- Auguste Robert - African Union
- Christy Lai - Ministry of Culture, Community and Youth, Singapore
- Efsthios Koukeas - General Secretariat of Sport, Greece
- Heather Sinclair - Department for Culture, Media and Sport, UK
- İnanç Özçakmak - General Directorate of International Organizations & Foreign Relations, Ministry of Youth and Sports, Turkey
- Marva-Jean O'Brien - Ministry of Youth, Culture and Sports, Bermuda
- Olympia Karavasili - WADA
- Satu Heikkinen – Ministry of Education and Culture, Finland
- Tomas Johansson - Ministry of Health and Social Affairs, Sweden

This group was chaired by a senior education practitioner from the anti-doping industry:

- Liene Kozlovska - Council of Europe

## Quality Management

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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 GLDF4CleanSport, an Erasmus+ project, and will be reviewed at the conclusion of the project.\**

Approved by: WADA Education Committee

# GLDF Overview

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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.\*\***



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