

Major Event Organiser

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.

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

Definitions

Major Event: A series of individual *Competitions* conducted together under one ruling body (e.g., the Olympic Games, World Championships of an International Federation, or Pan American Games).

Major Event Organisations: The continental associations of National Olympic Committees and other international multisport organisations that function as the ruling body for any continental, regional or other International Event.

Major Event Organiser Role

KEY PURPOSE

Lead the development and implementation of a compliant anti-doping programme at a major event, by working with and coordinating stakeholders, to protect the integrity of the athletes and competition

Primary functions

1. Establish anti-doping rules, roles and responsibilities for the event compliant with the World Anti-Doping Code, International Standards and other applicable rules

Sub-Functions

1.1. Draft the required anti-doping rules for the event

1.2. Ensure all key event stakeholders understand the role of anti-doping at the event and their roles and responsibilities

1.3. Identify and agree an anti-doping budget for the event

1.4. Establish methods for cooperation, communication and information sharing with and between event stakeholders

2. Coordinate the design of the anti-doping programme and project plan for the event

Sub-Functions

2.1. Coordinate the design of all aspects of the anti-doping programme framework

2.2. Coordinate the development of an anti-doping project plan for the event

3. Oversee the implementation and monitoring of anti-doping activities for an event

Sub-Functions

3.1. Ensure the availability of trained personnel and appropriate facilities and services for an anti-doping programme

3.2. Oversee the implementation and monitoring of the anti-doping programme and project plan


3.3. Adjust the project plan and/or anti-doping programme in response to monitoring

3.4. Evaluate and report on all aspects of the event anti-doping programme and project plan

Major Event Organiser Role - Professional Standard

1

Establish anti-doping regulations and responsibilities for the event compliant with the World Anti-Doping Code, International Standards and other applicable rules.

Standard	Performance Criteria You must be able to:	Knowledge and understanding
 1.1 Draft the required anti-doping rules for the event	<p>PC1 Review the debrief outcomes of previous similar events</p> <p>PC2 Determine the jurisdiction for anti-doping to include the games and a pre-games period, in- and out-of-competition</p> <p>PC3 Review all anti-doping aspects of the event to identify the applicable information that needs to be included in the rules</p> <p>PC4 Review relevant anti-doping rules and adapt these to the needs of the event</p> <p>PC5 Ensure WADA's approval of the jurisdiction and anti-doping rules for the event</p> <p>PC6 Finalise and adopt the anti-doping rules</p>	<p>K1 WADA Model Rules for Major Event Organisations</p> <p>K2 Sources of information on previous major event anti-doping rules and why it is important to review these</p> <p>K3 How to determine the jurisdiction for an event</p> <p>K4 How to draft anti-doping rules for an event and what they must cover</p> <p>K5 Reasons why it is important to obtain WADA approval for anti-doping rules at an event and the process to follow</p> <p>K6 The process to finalise and adopt anti-doping rules for an event</p>

 1.2 <p>Ensure all key event stakeholders understand anti-doping requirements at the event and their roles and responsibilities</p>	<p>PC1 Allocate anti-doping roles and responsibilities in a way to leverage best use of available resources and expertise to include:</p> <ul style="list-style-type: none"> • LOC anti-doping team • Testing Authority • Sample Collection Authority • Results Management Authority • Liaison with WADA-accredited laboratory and other service providers • Education provider • TUE Committee <p>PC2 Communicate the jurisdiction, rules, roles and responsibilities to all organisations sending athletes to the event and other key stakeholders</p>	<p>K1 The anti-doping roles and responsibilities at an event</p> <p>K2 Different models for allocating anti-doping roles and responsibilities at an event and their advantages and disadvantages</p> <p>K3 Ways in which an MEO can optimise the best use of available resources when allocating roles and responsibilities</p> <p>K4 The potential role of other service providers, including delegated third parties and how to establish agreements with them</p> <p>K5 How to communicate the jurisdiction, rules, anti-doping roles and responsibilities to all organisations sending athletes to an event</p>
 1.3 <p>Identify and agree an anti-doping budget for the event</p>	<p>PC1 Scope the requirements of the event and estimate costings for anti-doping and the jurisdiction period</p> <p>PC2 Negotiate the budget and sources of funding for anti-doping for the event</p> <p>PC3 Clearly communicate estimated costings to the LOC and other relevant stakeholders</p> <p>PC4 Finalise the budget and all necessary agreements with the LOC and relevant stakeholders</p>	<p>K1 How to estimate the costings for anti-doping activities at an event</p> <p>K2 How to carry out budgetary negotiations to ensure adequate financial resources for planned anti-doping activities</p> <p>K3 The procedures to follow to finalise the anti-doping budget for an event</p>
 1.4 <p>Establish methods for cooperation, communication and information sharing with and between event stakeholders</p>	<p>PC1 Establish cooperation structures and facilitate effective working relationships with and between event stakeholders.</p> <p>PC2 Establish and facilitate effective and secure channels for communication and information sharing with and between event stakeholders</p>	<p>K1 Reasons why effective cooperation and communication between stakeholders is vital to an effective anti-doping programme at an event.</p> <p>K2 The types of cooperation structures and procedures which can be used at events.</p> <p>K3 How to establish effective channels of communication and information sharing between stakeholders.</p> <p>K4 Reasons why privacy and data protection are important in information sharing</p>

Coordinate the design of the anti-doping programme and project plan for the event

Standard	Performance Criteria You must be able to:	Knowledge and understanding
<p>✓ 2.1</p> <p>Coordinate the design of all aspects of the anti-doping programme framework</p>	<p>PC1 Liaise with all event stakeholders to ensure the cooperative design of the programme framework</p> <p>PC2 Ensure there is a comprehensive mapping of needs and expectations regarding anti-doping for the event based on the available budget</p> <p>PC3 Prepare a detailed risk assessment to guide the development of the programme</p> <p>PC4 Ensure the anti-doping programme framework is compliant with agreed rules and relevant International Standards in relation to:</p> <ul style="list-style-type: none"> • Testing and long-term storage strategy • Sample collection • Use of ADAMS • Intelligence and Investigations • Protection of privacy and personal information • Therapeutic Use Exemptions • Results Management • Education of athletes and athlete support personnel 	<p>K1 Reasons why it is important to engage all stakeholders in designing the programme framework and how to do so</p> <p>K2 How to carry out a comprehensive mapping of anti-doping needs and expectations for an event</p> <p>K3 How to ensure the anti-doping programme aligns with the available budget</p> <p>K4 The principles of anti-doping risk assessment and how to apply these to an event</p> <p>K5 Relevant International Standards and Professional Standards for all elements of the required anti-doping programme, including the specific responsibilities of MEOs, and how to apply them</p>





2.2



Coordinate the development of an anti-doping project plan for the event

- PC1** Ensure the project plan addresses all agreed elements of the programme framework and includes:
- Clear strategy and goals relevant to the anti-doping framework
 - Timelines and milestones appropriate to the event
 - Allocation of roles and responsibilities which make best use of available expertise, capacity and financial resources
 - Required anti-doping personnel
 - Required facilities and services
 - Specific, measurable, achievable, realistic and time-bound objectives
- PC2** Ensure that formalised agreements with all relevant stakeholders are in place and that they are ready to contribute to the project plan
- PC3** Ensure all athletes falling under the jurisdiction of the anti-doping rules receive relevant information about anti-doping requirements and procedures

- K1** The principles of project management and how to apply them to an event anti-doping programme
- K2** The agreements which need to be made with stakeholders and how to finalise these
- K3** Reasons why athletes falling under the jurisdiction of the anti-doping rules need relevant information, the information they need and how this should be communicated

Oversee the implementation and monitoring of anti-doping activities for an event

Standard	Performance Criteria You must be able to:	Knowledge and understanding
<p> 3.1</p> <p>Ensure the availability of trained personnel and appropriate facilities and services for an anti-doping programme</p>	<p>PC1 Ensure that all stakeholders recruit and train the workforce necessary to achieve their roles, responsibilities and objectives in the project plan</p> <p>PC2 Ensure that all the facilities and services required to implement the project plan are in place and maintained as appropriate to the relevant international standards</p>	<p>K1 How to estimate the numbers of personnel required to undertake the different anti-doping roles and responsibilities at an event</p> <p>K2 The types and standard of training required for the different anti-doping roles and responsibilities at an event</p> <p>K3 The facilities and services required to implement an anti-doping project plan at an event and the applicable standards</p>
<p> 3.2</p> <p>Oversee the implementation and monitoring of the anti-doping programme and project plan</p>	<p>PC1 Ensure there are effective monitoring systems, procedures and cooperation structures in place which gather the necessary and relevant data to ensure the proper execution of the programme</p> <p>PC2 Use these systems and procedures to monitor all anti-doping activities in the project plan</p> <p>PC3 Analyse data and information collected through monitoring to identify potential deviations from the project plan</p>	<p>K1 Reasons why effective monitoring systems and procedures are vital to the effectiveness of an anti-doping programme at an event</p> <p>K2 The types of data which need to be collected and analysed</p> <p>K3 Effective methods of collecting and analysing this data</p> <p>K4 The types of deviations which may occur from the project plan and how to assess their possible impact</p>

 <p>3.3 Adjust the project plan and/or anti-doping programme in response to monitoring</p>	<p>PC1 Ensure all relevant stakeholders have access to relevant collected information and data</p> <p>PC2 Identify, agree and implement actions to correct deviations from the project plan and/or anti-doping programme</p> <p>PC3 Wherever possible, identify, agree and implement ways of improving the project plan and/or anti-doping programme in the light of monitoring and analysis</p>	<p>K1 Reasons why it is important for all relevant stakeholders to have access to appropriate monitoring data and be involved in efforts to correct deviations</p> <p>K2 How to ensure that stakeholders make the necessary corrections.</p> <p>K3 Reasons why continuous quality improvement is important in anti-doping</p>
 <p>3.4 Evaluate and report on all aspects of the event anti-doping programme and project plan</p>	<p>PC1 Seek feedback from all relevant stakeholders on the effectiveness of anti-doping activities</p> <p>PC2 Accurately and objectively analyse all data and information gathered through monitoring and stakeholder feedback</p> <p>PC3 Ensure the completion of any compliance related procedures</p> <p>PC4 Create a report which highlights the key strengths and weaknesses of all anti-doping planning, structures and activities for the event</p> <p>PC5 Make the report available in a way that will inform the planning of future events, ensure continuity and lasting legacy</p>	<p>K1 Reasons why it is important to evaluate the strengths and weaknesses of all aspects of an event anti-doping programme.</p> <p>K2 The types of stakeholders from whom feedback on activities and services should be collected.</p> <p>K3 How to objectively analyse data and information collected from monitoring and feedback.</p> <p>K4 How to create a report on the anti-doping programme at an event which will support planning for future events and ensure continuity and legacy</p>

Skills

Based on the results of a survey that was circulated among MEO 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 90% or more of respondents. Such skills should be assessed in candidates applying for a MEO role:

- Ability to deal with internal and external stakeholders
- Ability to give and receive feedback
- Ability to multi-task
- Ability to work in compliance with code, standards, ethics
- Ability to work under pressure
- Ability to work with sensitive information and maintain confidentiality
- Budgeting
- Decision making
- Goal setting
- Motivating
- Planning
- Project management
- Risk analysis
- Speaking
- Strategic thinking
- Stress management
- Teamwork collaboration
- Time management/ prioritization

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 MEO was conducted by the Technical Working Group composed of:

- Daniel Ashworth - UKAD
- Grace Ji Unseon - KADA
- James Sclater - WADA
- Ling Lin - Chinada
- Matteo Vallini - International Testing Agency
- Rym Zerifi – North Africa RADO
- Valentin Capelli - WADA

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

- Catherine Coley – Agence française de lutte contre le dopage
- Louison Bussard-Turbet - Agence française de lutte contre le dopage

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

Approved by: [WADA Education Committee](#)

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.

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Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

