Intelligence and Investigations
Role Descriptor

GLDF: Global Learning and Development Framework

The role descriptor will support the anti-doping industry by clarifying the main characteristics of key anti-doping roles. It can be used to support the development of a job description when an Anti-Doping Organization (ADO) aims to recruit an Intelligence and Investigations practitioner. ADOs should tailor this role descriptor to their specific needs and realities.

The Intelligence and Investigations role descriptor provides a high-level overview of this role and includes:

Key purpose of the Intelligence and Investigations role
....

Role summary
....

Key responsibilities
....

Qualities and attributes
....

Qualifications and experience
....

Typical employer organizations
....

Example of job titles
....

Career progression and professional development opportunities for the practitioner undertaking this role

Key purpose of the Intelligence and Investigations role

The Intelligence and Investigations role contributes to the ADO's anti-doping program by delivering intelligence products and investigative processes and procedures to detect, prevent and deter doping.

The allocation of functions covered by this role to one person or a team of people within the anti-doping organization (ADO), and in particular the distinction between the intelligence responsibilities and the investigation ones, will depend on the size and capacity of an organization, as well as the national and/or international context. The ADO may also resort to standing contracts with external service providers (such as private detectives or law firms) to cover some of the functions of the role.

Role Summary

The Intelligence and Investigations role gathers and analyses information to develop intelligence products, to support intelligence driven testing programs and non-analytical case management (originating from evidence other than Adverse Analytical Findings) and conducts investigations, including ADRV follow up or to uncover potential non-analytical and / or additional ADRVs.

Qualities and attributes

Common values in the anti-doping industry, regardless of the role a practitioner undertakes, which should be checked for in candidates to the position, are:

Integrity (equity, justice, fairness, courage, accountability)

Excellence (professionalism, innovation, quality, competence)

Respect (honesty, openness, inclusion, diversity)

Collaboration (engagement, teamwork)

Dedication (passion)

The Core Competency Framework for Anti-Doping Practitioners further describes these core values with descriptive statements and also captures the competencies that are common across the various roles of the anti-doping industry. It is a useful tool to refer to if the ADO seeks to further develop the list of qualities and attributes that a candidate to any position in anti-doping should be able to demonstrate.

The Intelligence and Investigations role is not a "process" driven role - much of the work involves proactively researching, exploring, and developing information leads as well as dealing with people, some who are suspected of committing anti-doping rule violations, others who are witnesses or provide evidence or valuable information. Therefore, soft skills are of particular importance for this role.

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

⚙ Key responsibilities

The day-to-day functions of the Intelligence and Investigations role typically include the following aspects:

INTELLIGENCE

Conduct collection, collation and analysis of information from a range of data sources in the preparation of intelligence

Manage and maintain relevant information management systems

Conduct open- and closed-source research to identify potential anti-doping intelligence and/or develop profiles of individuals or teams

Create link analyses and associations among athletes and athlete support personnel (including non-sports persons, e.g. doctors)

Monitor and respond to all information sources, including confidential reporting, and manage human intelligence activities

Assess all information for credibility and accuracy

Produce a range of intelligence products that inform and impact decision-making for internal stakeholders, including:

the ADO's testing program

the ADO's investigative operations

the ADO's Education program

the ADO's Results Management processes

Establish and maintain productive relationships with ADOs, WADA, National and International Law Enforcement, Customs Agencies and other regulatory bodies, and key stakeholders to promote information/intelligence sharing

INVESTIGATION

Organize, plan, and conduct investigations into possible ADRVs and/or breach of the World Anti-Doping Code or international standards

Organize, plan, and conduct formal interviews

Draft comprehensive memorandums/reports of interviews and investigations and briefs of evidence

Handle, organize and store physical evidence

Give evidence and/or assist with the preparation of evidence, as required, in relation to anti-doping rule violation proceedings

When required, support law enforcement investigation by providing expert assessment or any related anti-doping evidence

Establish and maintain productive relationships with ADOs, WADA, National and International Law Enforcement, Customs Agencies and other regulatory bodies, and key stakeholders to promote collaboration in investigating doping

🏢 Typical employer organisations

National Anti-Doping Organization (NADO)

Regional Anti-Doping Organization (RADO)

International Sports Federation (IF)

Major Event Organization (MEO)

World Anti-Doping Agency (WADA)

💼 Examples of job titles

Intelligence/Crime Coordinator/Analyst/Officer/ Manager/Director

Investigations Coordinator/Analyst/Officer/ Manager/Director

Field investigator (Principal, Chief)

Intelligence & Investigations Advisor/Officer/ Manager/Director

Qualifications and experience

The functions to be covered by the Intelligence and Investigations role are distinctly different depending on whether they pertain to intelligence or to investigations, and therefore require different types of qualifications and prior experience. Some ADOs might have the capacity to recruit different profiles to accommodate the required versatility and breadth of experience for distinct roles, but others may only have one position available, in which case the organization may need to look into either outsourcing part of the functions to external service providers (such as private detectives or law firms) or investing in the professional development of in-house staff to acquire the required skills and competencies.

Candidates for the role might be able to display an academic and/or professional background that is more strongly suited to one or other aspects.

For a candidate with more of an intelligence profile, the ADO can require:

Demonstrable experience in data analysis, intelligence processes, carrying out intelligence projects involving research and analysis, or similar experience requiring research, analytical, problem-solving and communication skills

Field experience as an intelligence officer/source handler

Knowledge of intelligence processes, methodologies, techniques, and tools

A degree in forensic science, criminal law, criminology, data analysis, or another relevant field

For a candidate with more of an investigation profile, field experience is particularly relevant and required, more specifically:

Demonstrable field experience (minimum of 5 years) in dealing with investigation cases

Experience in running interviews

Established networks in an investigative environment

Experience or demonstrable understanding of the intelligence environment

A degree in the field of criminal law, forensic science, criminology, data analysis, or a similar field is an additional qualifier.

It is critical for the individual to be able to demonstrate an ability to operate in a confidential environment and able to protect privacy and personal security.

The ADO may want to consider including live exercises in the recruitment process to evaluate the proficiency of the most important skills required for the position.

Although not indispensable, prior knowledge and/or experience in the following areas are important assets for an Intelligence and Investigations role in anti-doping:

Working knowledge of the sport and anti-doping systems' structures at national, regional, and international level

Understanding of the relevant technical and governance aspects of anti-doping at national and international level

Understanding of the application of the ADOs Rules and Codes

Knowledge of the Code and of the prohibited list

Understanding what non-analytical ADRVs are and the type of intelligence to look for

Understanding of national criminal legislation and law enforcement

Career progression and professional development

Opportunities for progression and development depend on the size and nature of the employing organization.

For both profiles, a linear progression from junior to senior positions goes hand-in-hand with years of experience, but also proof of a relevant degree for higher positions.

Field experience is particularly valued in Intelligence and Investigations, as well as the ability to establish and maintain networks, including law enforcement partnerships. The practitioner may acquire and develop this in taking part of specialized networks, such as the Anti-Doping Intelligence and Investigations Network (ADIIN), attending specialized symposium, or pursuing trainings and/or certificates of advanced studies offered by universities (covering anti-doping matters, including Intelligence and Investigations and forensic investigations in anti-doping).

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 a Technical Working Group composed of Intelligence and Investigations practitioners:

- 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)

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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GDLF 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 role descriptors have been used by WADA to develop competency-based training programs. They can be read alongside:

(1) the professional standards for the corresponding role, which describe the expected standard of competence 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.***