

## President's message

Sport at its best is about the pursuit of excellence, the relentless pursuit of excellence.

It involves hard work, discipline, training, review, reflection, adaptation and change. Most sportsmen and women on the planet are good at listening, they crave assessment and critique so they can improve. They are reflective by nature and good at looking inwards at themselves and objectively measuring themselves and their performance against the best in class.

Why? Because they want to be best in class. It is this relentless pursuit of excellence that we, as sports bodies, need to understand, capture and emulate. We need to take the strengths of our athletes and turn them into the strength of the body that governs the sport. That governs the most accessible sport on earth.

At the heart of most athletes, there is something else - values that stops the relentless pursuit of excellence becoming a 'win at all cost'. Values that keep human endeavour exactly that, human, fair and based on effort. These are the role models we want the next generation of athletic stars to be inspired by.

To do that we need to rebuild trust in our sport. We need to put in place the structures that allow our athletes, our fans and our sponsors to reinvest emotionally and financially back in our sport.

These structures are enshrined into a whole package of proposals "Time for Change", so overwhelmingly supported (95%) by Congress earlier this month.

We have a roadmap, we have a timetable, we have a simple objective - to turn the IAAF into a federation that is an exemplar in the world of sport. To embed the highest standards of corporate governance throughout our sport so we can leave it in a better and more secure leadership position than ever before.

At the heart of these Reforms is the creation of an independent Athletics Integrity Unit, to be led by a newly appointed Head, responsible to a newly established Integrity Unit Board.

I'm delighted that the planning for this is now well underway and will accelerate as we head towards the beginning of April 2017 when the unit is due to be operational.

We're now inviting individuals with the necessary skills and relevant experience for either the leadership role or Board positions to register their interest.

Below you'll see an outline of the scope and work of the Athletics Integrity Unit and a link to more information about the roles themselves and the process for applications.

We are committed to rebuilding trust in our sport and the role of this newly created unit will be a fundamentally important part of this.

## Context

In 2015, the IAAF's reputation was placed at significant risk after allegations of serious misconduct were made against a number of former IAAF Officials implicated in the cover up of doping cases. Those allegations have since been the subject of multiple investigations conducted by the IAAF Ethics Board, the WADA Independent Commission and the French criminal authorities and the IAAF Officials involved have all now been banned from the sport or are no longer with the IAAF. The French criminal investigation to which the IAAF is admitted as a 'partie civile' (a potential victim of crime) remains on-going today.

The package of reforms that were adopted by the IAAF Membership on 3 December 2016 not only deliver on a number of the key commitments made by President Coe in his 2015 election manifesto but also respond directly to many of the recommendations that were issued by the WADA Independent Commission in January 2016. The adoption of these reforms has presented the sport of Athletics with a unique opportunity to put in place an independent and transparent system to safeguard its integrity and to ensure that similar misconduct can never be repeated again.

The focus of the integrity reforms is to establish:

- A new **Athletics Integrity Unit** operating independently of the IAAF (with an independent governance board, independent review panels and an independent staff) having exclusive responsibility for managing the anti-doping and integrity programmes in Athletics, including all education, testing, investigation and prosecution of violations of the rules committed by International-Level Athletes and their Athlete Support Personnel.
- A new independent **Disciplinary Tribunal** to adjudicate on violations of doping and other integrity-related violations committed by International-Level Athletes and their Athlete Support Personnel.
- A new **Integrity Code of Conduct** setting out the standards to be observed by all IAAF Officials, International-Level Athletes and their Athlete Support Personnel.
- Annual **external audits** to be undertaken by independent auditors to ensure that Athletics remains in full compliance with the World Anti-Doping Code and with all other integrity standards that are incorporated in the Integrity Code of Conduct.

## The Athletics Integrity Unit

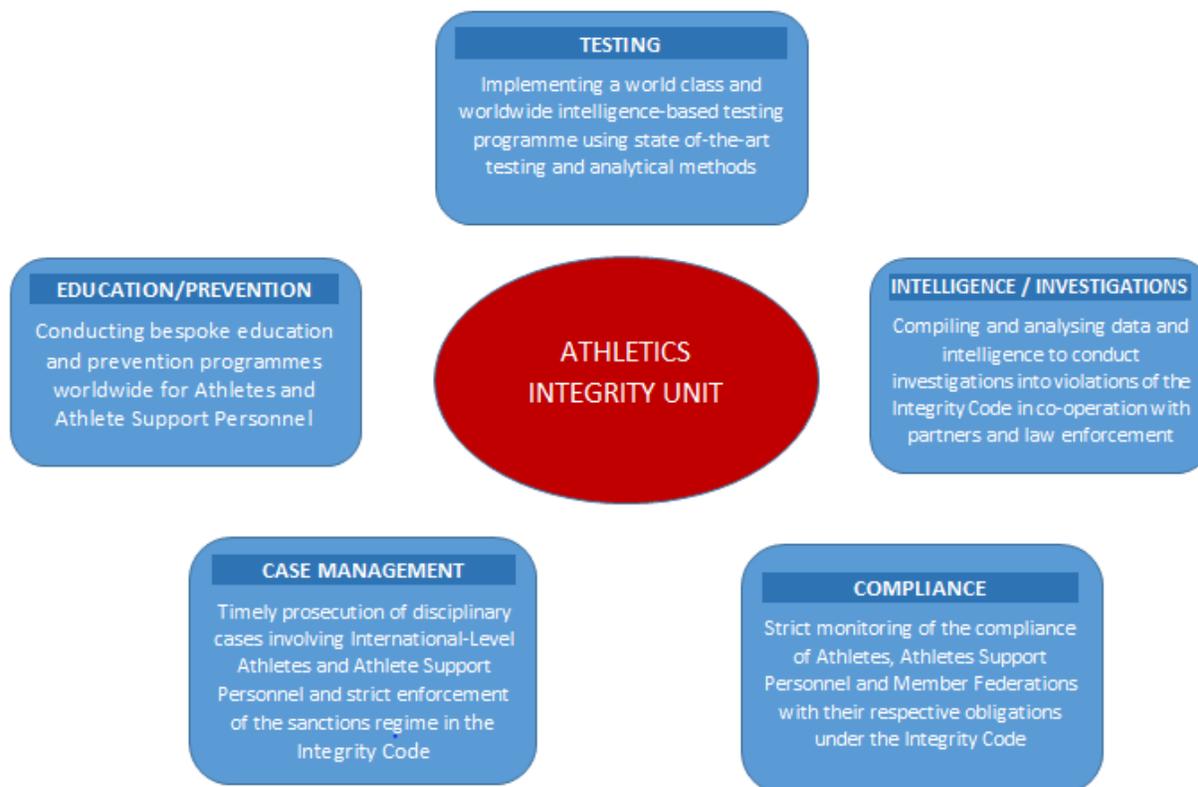
The Athletics Integrity Unit is at the epicentre of these integrity reforms as Athletics is set to become the first sport ever to delegate complete authority for the management of its integrity programmes to an independently governed and independently operated unit.

The role of the Athletics Integrity Unit is critical, to protect the integrity of the sport of Athletics in all its forms.

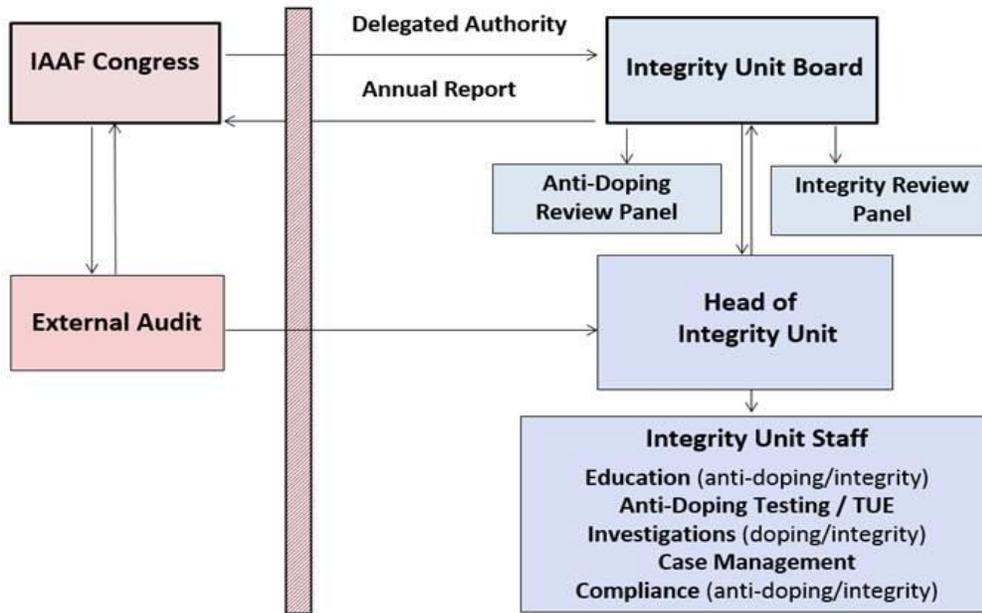
The Athletics Integrity Unit will have responsibility for the management of all aspects of the anti-doping programme for International-Level Athletes and their Athlete Support Personnel as well as for the management of all other integrity-related programmes operated in elite Athletics. The Unit will manage a full range of functional activities, including education/prevention, testing, intelligence gathering, investigations, results management, prosecutions and appeals. The Unit will also have a key

role in monitoring the compliance of Member Federations with their obligations under the Integrity Code of Conduct.

The Athletics Integrity Unit's focus will not only be on anti-doping but will also address integrity breaches in other areas of concern such as bribery and corruption, betting, the manipulation of competition results, age manipulation and misconduct around transfers of allegiance. In short, the Athletics Integrity Unit will be tasked with combatting any and all threats to the integrity of the sport.



The Athletics Integrity Unit will be set up to operate with complete independence from the IAAF through a specific delegated authority that is enshrined in IAAF Rules. The Integrity Unit will be governed by an independent board which will appoint independent review panels to oversee the operational activities of the Unit under the management of the Head of the Unit. The Head of Unit will be appointed by the independent governance board and he or she will manage a dedicated and expert team that will be housed in separate premises to the IAAF. The Head of the Unit will report exclusively to the independent governance board which will in turn report annually to the IAAF Congress. To ensure that the IAAF remains fully compliant with the World Anti-Doping Code, the Integrity Unit's activities will be subject to an annual external audit which will be reported to WADA and made available to the public.



### The Integrity Unit Board

The Integrity Unit Board is responsible for the governance of the Athletics Integrity Unit.

The independent members of the inaugural Integrity Unit Board will be appointed by the IAAF Council and the Board's term will run for an initial 2-year period until August 2019. Thereafter, the Integrity Unit Board will be appointed by the IAAF Congress upon recommendation of the Integrity Unit Board Appointments Panel.

The Integrity Unit Board comprises 5 persons, 3 of whom will be the independent, voting members:

- One member with significant governance experience who will act as the Chairperson of the Integrity Unit Board;
- One member with governance experience as well as experience in anti-doping or other integrity matters;
- One member who is a lawyer;
- A Council Member elected by the Council who shall be non-voting;
- The Head of the Integrity Unit who shall also be non-voting.

Each member of the Integrity Unit Board will be vetted prior to his or her appointment to the Board.

The Integrity Unit Board's responsibilities will include:

- setting the strategy and policies for the Unit;
- setting the budget for the Unit (subject to the IAAF Council's annual allocation);
- identifying and mitigating risks;
- appointing the independent review panels (anti-doping and other);
- appointing and monitoring the overall performance of the Integrity Unit, including the performance of the Head of the Unit;

- receiving an annual report of the Integrity Unit's activities from external auditors; and
- reporting to the IAAF Congress annually and as requested.

It is envisaged that the Integrity Unit Board will meet together in person at least 3 times a year but will also meet on additional occasions (whether on the telephone or by video conference), as the Chairperson determines to be necessary from time to time.

If you wish to apply for the position of Chairperson of the Integrity Unit Board, you should click [here](#) for further details.

If you wish to apply for the position of Member of the Integrity Unit Board **(with additional experience in anti-doping/integrity)**, you should click [here](#) for further details.

If you wish to apply for the position of Member of the Integrity Unit Board **(lawyer)**, you should click [here](#) for further details.

If you wish to apply for the position of Head of the Integrity Unit, you should click [here](#) for further details.