



# United States Olympic Committee

## United States Olympic Committee SafeSport Audit

October 2017

*This information has been prepared pursuant to a client relationship exclusively with, and solely for the use and benefit of the United States Olympic Committee (USOC) and is subject to the terms and conditions of our related contract. Baker Tilly disclaims any contractual or other responsibility to others based on its use and, accordingly, this information may not be relied upon to create a Baker Tilly responsibility by anyone other than the USOC. Per the USOC Bylaws and Performance Partnership Agreements, the USOC has the right to conduct audits of National Governing Bodies and High Performance Management Organizations.*



**BAKER TILLY**

Candor. Insight. Results.

# Contents

<b>UNITED STATES OLYMPIC COMMITTEE SAFESPORT AUDIT .....</b>	<b>3</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
SUMMARY OBSERVATIONS .....	5
BACKGROUND AND APPROACH .....	7
<b>DETAILED REPORT .....</b>	<b>9</b>
<b>REPORT APPENDICES .....</b>	<b>19</b>
<b>APPENDIX A: DOCUMENTS REVIEWED .....</b>	<b>20</b>
<b>APPENDIX B: PERSONNEL INTERVIEWED .....</b>	<b>21</b>



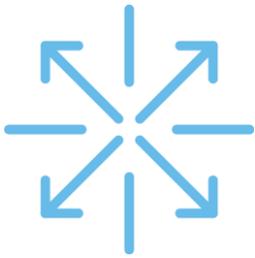
United States Olympic Committee  
USOC SafeSport Audit

# United States Olympic Committee SafeSport Audit<sup>1</sup>

---

---

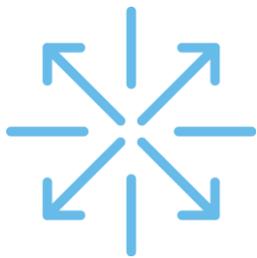
<sup>1</sup> To consider the report in its entirety, please refer also to the detailed management response that will appear here [[Governance Documents](#)] within 90 days of the date of this report.



United States Olympic Committee  
USOC SafeSport Audit

## Executive Summary

---



## Summary Observations

The United States Olympic Committee (USOC) engaged Baker Tilly Virchow Krause (Baker Tilly) to assist the USOC in the completion of SafeSport audits to assess compliance with SafeSport policies and procedures at the USOC and all of its National Governing Bodies (NGBs) and High Performance Management Organizations (HPMOs).

Baker Tilly performed a review of USOC to evaluate compliance with the Athlete Safety Standards. It shall be the policy of the USOC that each NGB adopt a Minimum Standards Policy for Athlete Safety Programs (Athlete Safety Standards) by December 31, 2013<sup>2</sup>. The USOC should also hold itself accountable to maintain compliance with the requirements noted in the Athlete Safety Standards, as applicable.

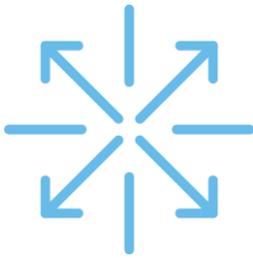
We noted the following opportunities to enhance the design of USOC's compliance with the Athlete Safety Standards:

### Testing Observations

- > **Athlete Safety Standards - Education and Training Testing**
  - Three individuals selected for testing (30% of the selected individuals) for USOC Headquarters did not complete education and training requirements during the testing period (i.e., May 1, 2016 through April 30, 2017); however, evidence was provided that the education and training requirements were completed after the testing period.
- > **Athlete Safety Standards - Criminal Background Check Testing**
  - The USOC Olympic Training Center has a policy that requires criminal background checks to be conducted; however, the USOC did not begin verifying that the criminal background checks were completed until April 2017.
- > **Athlete Safety Standards - Education and Training Policy Requirement**
  - The USOC's SafeSport-related documentation and administrative material does not require individuals such as coaches, volunteers, or contracted third parties working with Games, Medical Staff, or Paralympics who it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes to complete education and training as required by the Athlete Safety Standards.

### Process Improvements

- > **Athlete Safety Standards - Criminal Background Checks and Education and Training (Timeliness)**
  - The Athlete Safety Standards do not provide guidance related to how quickly criminal background checks and education and training should be completed (e.g., within 30 days of start date, within 30 days of membership), which leads to inconsistent practices among each NGB/HPMO.
- > **Athlete Safety Standards - Criminal Background Checks and Education and Training (NGB/HPMO Monitoring/Tracking)**



- Many of the NGBs/HPMOs are unable to effectively and/or efficiently determine accurate and complete populations of stakeholders required to comply with the Athlete Safety Standards.

> **Athlete Safety Standards - Policy Format and Structure**

- The Athlete Safety Standards require that NGBs/HPMOs adopt an athlete safety program; however, there is not specific guidance and/or specific requirements as to the format and structure of the program. Due to the lack of guidance and/or specific requirements, there are a number of inconsistencies with how each NGB/HPMO chooses to document these requirements. As such, this often leads to incomplete or inconsistent application of the requirements listed in the Athlete Safety Standards. For example, some NGBs/HPMOs have:

- Created SafeSport policy documents
- Created website content/materials
- Added to existing materials (e.g., code of conduct, bylaws)
- Referenced materials created by the Center for SafeSport, instead of creating and maintaining documentation specific to their environment and stakeholders

While other NGBs/HPMOs have done a combination of all the methods listed, spreading SafeSport-related requirements amongst policies, bylaws, and websites, which could hinder stakeholders from reporting SafeSport-related misconduct.

> **Athlete Safety Standards - Education and Training (Peer to Peer Abuse)**

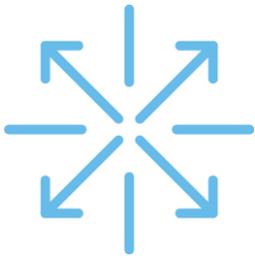
- The Athlete Safety Standards do not specifically require or recommend criminal background checks or education and training for athletes, which could expose athletes to individuals with a criminal history or limit their understanding and awareness of SafeSport specific requirements, including prohibited misconduct.

> **Athlete Safety Standards – Reporting**

- The Athlete Safety Standards require that each NGB/HPMO establish a procedure for reporting misconduct; however, there are no specific requirements to provide an option for anonymous and/or confidential reporting. Further, there are no specific requirements that prohibit potential barriers to reporting a SafeSport concern (e.g., filing fees, written requirements, timeliness requirements).

---

<sup>2</sup> Effective June 20, 2017 the USOC replaced the Athlete Safety Standards with the NGB Athlete Safety Policy. Due to the timing of this audit, fieldwork was performed in accordance with the Athlete Safety Standards.



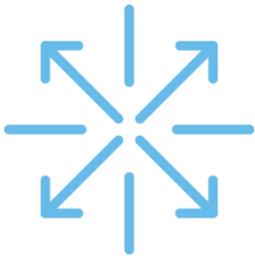
- > **Athlete Safety Standards - Criminal Background Checks and Education and Training (Reviewing and Vetting Results)**
  - Not all NGBs/HPMOs have a consistent process for reviewing and assessing the results of a criminal background check (i.e., assessing potentially unfavorable outcomes or red lights). Some NGBs/HPMOs follow a zero-tolerance process and others have detailed procedures for reviewing and vetting potentially unfavorable outcomes.
- > **Athlete Safety Standards - SafeSport Compliance Monitoring**
  - A number of NGBs/HPMOs are not in compliance with the Athlete Safety Standards indicating that additional monitoring may be necessary.

## Background and Approach

The USOC engaged Baker Tilly to assist the USOC in the completion of SafeSport audits to assess compliance with SafeSport policies and procedures at the USOC and all of its NGBs and HPMOs.

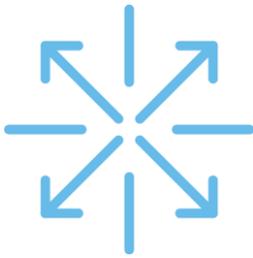
Baker Tilly performed a review of USOC to evaluate compliance with the Athlete Safety Standards. The following activities were performed for this review of USOC:

- > Developed and executed an audit program that included:
  - Holding virtual entrance meetings to discuss and document USOC's SafeSport program and processes.
  - Selecting a sample of 10 from the required individuals to ensure a background check was performed and education and training was completed - USOC Games, USOC Medical Staff, USOC Headquarters, USOC Paralympic
  - Selecting a sample of six NGBs/HPMOs groups for USOC Olympic Training Center from Colorado Springs/Lake Placid to ensure a service agreement was completed with criminal background language included and a sample of 11 from the required individuals to ensure education and training was completed. See **Appendix A** for a list of documents reviewed.
  - Reviewing USOC's athlete safety policy and determining whether the following was addressed:
    - Required misconduct is prohibited and defined;
    - Reporting procedures are documented; and
    - The grievance process is documented and complies with Athlete Safety Standards.
  - Identifying which individuals are required to undergo a criminal background check and complete education and training.
- > Conducted a virtual exit meeting, if requested, following delivery of the draft report, to discuss audit findings and recommendation(s) with USOC. See **Appendix B** for a list of individuals interviewed.



United States Olympic Committee  
USOC SafeSport Audit

- > Identified specific observations and recommendations regarding opportunities to enhance compliance with Athlete Safety Standards. Observations include the following attributes: criteria, condition, cause, effect, and recommendation, as set out in the International Professional Practices Framework (IPPF) Standards and Practice Advisory 2410-1.

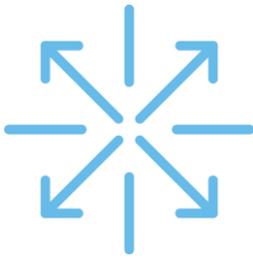


# Detailed Report

## Testing Observations

The tables below represent opportunities to enhance the design and effectiveness of USOC compliance with the Athlete Safety Standards.

<b>1. Athlete Safety Standards - Education and Training Testing</b>	
<b>Criteria</b>	The Athlete Safety Standards state each NGB/HPMO shall require education and training for those individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.
<b>Condition</b>	Three individuals selected for testing (30% of the selected individuals) for USOC Headquarters did not complete education and training requirements during the testing period (i.e., May 1, 2016 through April 30, 2017); however, evidence was provided that the education and training requirements were completed after the testing period.
<b>Cause</b>	Prior to 2017, USOC Headquarters may not have been consistently tracking and monitoring compliance with education and training requirements of the Athlete Safety Standards.
<b>Effect</b>	<p>Individuals USOC formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes may not be in compliance with the USOC's SafeSport program because they have not completed education and training prior to having contact with athletes.</p> <p>Also, athletes may have contact with individuals who are unaware of SafeSport misconduct and the potential impact to athletes' well-being, which could put athletes at SafeSport-related misconduct risk.</p>
<b>Recommendation</b>	USOC must require that individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes complete education and training requirements in a timely manner and before they have contact with athletes to provide assurance that they are educated on the requirements of the Athlete Safety Standards. USOC must consistently track and verify education and training requirements are met for all required individuals. Compliance with these requirements must be completed within 90 days of receipt of the final audit report.

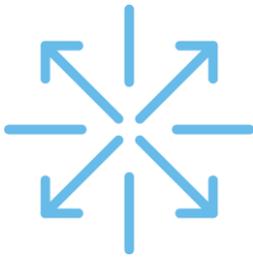


### 1. Athlete Safety Standards - Education and Training Testing

<b>Management response</b>	We agree with the condition and recommendation. Before the audit report was issued and on its own initiative, the USOC implemented processes to track and verify all required individuals take education and training for USOC Headquarters (Employees).
----------------------------	--

### 2. Athlete Safety Standards - Criminal Background Check Testing

<b>Criteria</b>	The Athlete Safety Standards state each NGB/HPMO shall require criminal background checks for those individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.
<b>Condition</b>	The USOC Olympic Training Center has a policy that requires criminal background checks to be conducted; however, the USOC did not begin verifying that the criminal background checks were completed until April 2017.
<b>Cause</b>	Per discussion with USOC Olympic Training Center personnel, Olympic Training Center started incorporating criminal background checks in the 2017 service agreements templates.
<b>Effect</b>	<p>Individuals USOC Olympic Training Center formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes may not be in compliance with the USOC's SafeSport program because they have not completed criminal background checks prior to having contact with athletes.</p> <p>Also, athletes may have contact with individuals who have a criminal history, which could put athletes at SafeSport-related misconduct risk.</p>
<b>Recommendation</b>	USOC Olympic Training Center must require that individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes complete criminal background check requirements in a timely manner and before they have contact with athletes to provide assurance that it is following the Athlete Safety Standards. USOC Olympic Training Center must consistently track and verify criminal background check requirements are met for all required individuals. Compliance with these requirements must be completed within 90 days of receipt of the final audit report.

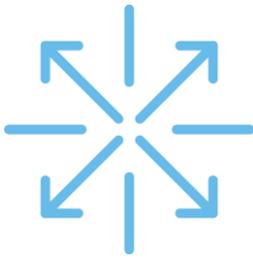


## 2. Athlete Safety Standards - Criminal Background Check Testing

	USOC Olympic Training Center should review the testing results and require all necessary individuals to complete the necessary requirements (i.e., criminal background check).
<b>Management response</b>	We agree with the condition and recommendation. Before the audit report was issued and on its own initiative, the USOC implemented a procedure that requires NGBs to certify that criminal background checks are conducted for required individuals for each program conducted at an OTC.

## 3. Athlete Safety Standards - Education and Training Policy Requirement

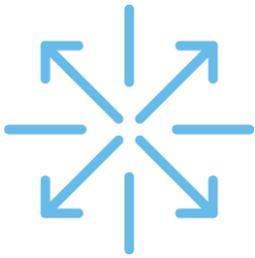
<b>Criteria</b>	The Athlete Safety Standards state each NGB/HPMO shall require education and training for those individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.
<b>Condition</b>	The USOC's SafeSport-related documentation and administrative material does not require individuals such as coaches, volunteers, or contracted third parties working with Games, Medical Staff, or Paralympics who it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes to complete education and training as required by the Athlete Safety Standards.
<b>Cause</b>	<p><b>USOC Games</b> – Per discussion with USOC Games personnel, SafeSport training was not required for the 2016 Rio Games. As such, no additional training verifications could be provided. It was noted that USOC Games will be requiring and tracking SafeSport training for the upcoming Games in PyeongChang 2018 Winter Olympics.</p> <p><b>USOC Medical Staff</b> – Per discussion with USOC Medical Staff personnel, the listed individuals did not require education and training (SafeSport training) as they were not required during the audit testing period (i.e., May 1, 2016 through April 30, 2017). Education and training was a requirement implemented during 2017 for Games and Volunteers.</p> <p><b>USOC Paralympics</b> – Per discussion with USOC Paralympics personnel, Paralympics started incorporating SafeSport training in 2017.</p>
<b>Effect</b>	Individuals Games, Medical Staff, and Paralympics formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes may not be in compliance with the USOC's SafeSport program because



<b>3. Athlete Safety Standards - Education and Training Policy Requirement</b>	
	<p>they have not completed education and training prior to having contact with athletes.</p> <p>Also, athletes may have contact with individuals who are unaware of SafeSport misconduct and the potential impact to athletes' well-being, which could put athletes at SafeSport-related misconduct risk.</p>
<b>Recommendation</b>	<p>Games, Medical Staff, and Paralympics must require that individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes complete education and training requirements in a timely manner and before they have contact with athletes to provide assurance that they are educated on the requirements of the Athlete Safety Standards. Games, Medical Staff, and Paralympics must consistently track and verify education and training requirements are met for all required individuals. Compliance with these requirements must be completed within 90 days of receipt of the final audit report.</p>
<b>Management response</b>	<p>We agree with the condition and recommendation. Before the audit report was issued and on its own initiative, the USOC updated its SafeSport Policy to require individuals it formally authorizes, approves, or appoints (a) to a position of authority over or (b) to have frequent contact with athletes to complete safe sport awareness training and education. Additionally, the USOC implemented processes to track and verify all required individuals take safe sport training and education for Games, Medical Staff and Paralympics.</p>

**Process Improvements**

The USOC and Center for SafeSport have not had an opportunity to consider additional areas of improvement to the Athlete Safety Standards as they have been implementing additional policies, procedures, tools, and trainings to address and prevent SafeSport-related misconduct. Thus, the tables below provide several process improvements noted during our SafeSport audits of the NGBs/HPMOs that we think will strengthen overall compliance with Athlete Safety Standards, enhance monitoring efforts, reduce risk related to SafeSport misconduct, and reduce reputational risk.



**1. Athlete Safety Standards - Criminal Background Checks and Education and Training (Timeliness)**

<b>Criteria</b>	The Athlete Safety Standards states each NGB/HPMO shall require criminal background checks and education and training for those individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.
<b>Condition</b>	The Athlete Safety Standards does not provide guidance related to how quickly criminal background checks and education and training should be completed (e.g., within 30 days of start date, within 30 days of membership), which leads to inconsistent practices among each NGB/HPMO.
<b>Recommendation</b>	The USOC should consider updating the Athlete Safety Standards to provide specific guidance for administering criminal background checks and education and training requirements (e.g., timeliness requirements).
<b>Management response</b>	We agree with the condition and believe the recommendation will provide clarity for the NGBs and HPMS. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.

**2. Athlete Safety Standards - Criminal Background Checks and Education and Training (NGB/HPMO Monitoring/Tracking)**

<b>Criteria</b>	A number of NGBs/HPMOs have electronic membership systems that they use to monitor criminal background checks and education and training. However, there are NGBs/HPMOs that use less sophisticated systems such as Excel spreadsheets to monitor criminal background checks and education and training.
<b>Condition</b>	Many of the NGBs/HPMOs are unable to effectively and/or efficiently determine accurate and complete populations of stakeholders required to comply with the Athlete Safety Standards.
<b>Recommendation</b>	The USOC should consider providing guidance for an appropriate process for tracking, monitoring, and maintaining compliance with the Athlete Safety Standards related to criminal background checks and education and training requirements. Guidance could include the following:



## 2. Athlete Safety Standards - Criminal Background Checks and Education and Training (NGB/HPMO Monitoring/Tracking)

	<ul style="list-style-type: none"> <li>&gt; Review and update criminal background checks and education and training quarterly to verify completion and compliance with Athlete Safety Standards</li> <li>&gt; Review covered individuals (e.g., coaches, volunteers, officials, staff) at least annually to ensure the appropriate positions are included as NGBs/HPMOs change, grow, and are exposed to more public scrutiny</li> </ul>
<b>Management response</b>	<p>We agree with the condition and believe the recommendation will provide clarity for the NGBs and HPMOs. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.</p>

## 3. Athlete Safety Standards - Policy Format and Structure

<b>Criteria</b>	<p>It shall be the policy of the USOC that each NGB adopt an athlete safety program by December 31, 2013.</p>
<b>Condition</b>	<p>The Athlete Safety Standards require that NGBs/HPMOs adopt an athlete safety program; however, there is not specific guidance and/or specific requirements as to the format and structure of the program. Due to the lack of guidance and/or specific requirements, there are a number of inconsistencies with how each NGB/HPMO chooses to document these requirements. For example, some NGBs/HPMOs have:</p> <ul style="list-style-type: none"> <li>&gt; Created SafeSport policy documents</li> <li>&gt; Created website content/materials</li> <li>&gt; Added to existing materials (e.g., code of conduct, bylaws)</li> <li>&gt; Referenced materials created by the Center for SafeSport, instead of creating and maintaining documentation specific to their environment and stakeholders</li> </ul> <p>While other NGBs/HPMOs have done a combination of all the methods listed, spreading SafeSport-related requirements amongst policies, bylaws, and websites, which could hinder stakeholders from reporting SafeSport-related misconduct.</p>

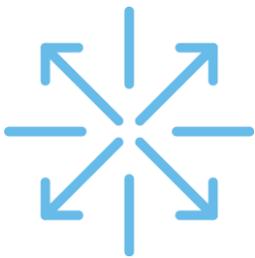


### 3. Athlete Safety Standards - Policy Format and Structure

<p><b>Recommendation</b></p>	<p>The USOC should consider updating the Athlete Safety Standards to include policy templates and guidelines that NGBs/HPMOs can use to streamline their SafeSport program structure and help create consistency between each NGB's/HPMO's SafeSport documentation. Additionally, the USOC should strongly encourage NGBs/HPMOs to include all SafeSport-related requirements in one centralized area to create a "one stop shop" (e.g., a handbook, a policy, a website, etc.).</p>
<p><b>Management response</b></p>	<p>We agree with the condition and believe the recommendation will provide clarity for the NGBs and HP MOs. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.</p>

### 4. Athlete Safety Standards - Education and Training (Peer to Peer Abuse)

<p><b>Criteria</b></p>	<p>The Athlete Safety Standards address individuals interacting with athletes, but do not address athletes.</p> <p>The Athlete Safety Standards shall apply to (1) NGB employees; (2) athletes the NGB designates for the USADA required testing pool (RTP); and (3) individuals the NGB formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes. Further, the Athlete Safety Standards states that each NGB/HPMO shall require criminal background checks and education and training for those individuals it formally authorizes, approves, or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.</p>
<p><b>Condition</b></p>	<p>The Athlete Safety Standards do not indicate that the SafeSport policy should apply to the NGB's/HPMO's athletes. Additionally, the Athlete Safety Standards do not specifically require or recommend criminal background checks or education and training for athletes, which could expose athletes to individuals with a criminal history or limit their understanding and awareness of SafeSport specific requirements, including prohibited misconduct.</p>
<p><b>Recommendation</b></p>	<p>The USOC should consider updating the Athlete Safety Standards to indicate the policy applies to athletes and include requirements for athlete-specific criminal background checks and education and training.</p> <p>If there are concerns related to requiring athletes to undergo background checks, then we suggest that athletes, whether they are adults or minors, are required to disclose any</p>



#### 4. Athlete Safety Standards - Education and Training (Peer to Peer Abuse)

	<p>misdemeanors and felonies committed to allow the NGB/HPMO to determine what action to take and hold athletes accountable if an incident is revealed that they have not disclosed.</p> <p>Additionally, if the USOC determines that the Athlete Safety Standards should not include athletes, then it should address athlete peer to peer abuse, criminal background checks, and education and training in a separate standard that NGBs/HPMOs will be required to comply.</p>
<b>Management response</b>	<p>We agree with the condition and believe the recommendation will provide clarity for the NGBs and HP MOs. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.</p>

#### 5. Athlete Safety Standards - Reporting

<b>Criteria</b>	<p>The Athlete Safety Standards state each NGB shall establish a procedure for reporting misconduct.</p>
<b>Condition</b>	<p>The Athlete Safety Standards requires that each NGB/HPMO establish a procedure for reporting misconduct; however, there are no specific requirements to provide an option for anonymous and/or confidential reporting. Further, there are no specific requirements that prohibit potential barriers to reporting a SafeSport concern (e.g., filing fees, written requirements, timeliness requirements).</p>
<b>Recommendation</b>	<p>The USOC should consider updating the Athlete Safety Standards to specifically address creating a process for anonymous and/or confidential reporting and specifically prohibit any requirement that could prevent an individual from reporting (e.g., filing fees, written requirements, timeliness requirements).</p>
<b>Management response</b>	<p>We agree with the condition and believe the recommendation will provide clarity for the NGBs and HP MOs. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.</p>



### 6. Athlete Safety Standards - Criminal Background Checks and Education and Training (Reviewing and Vetting Results)

<b>Criteria</b>	Each NGB/HPMO shall require criminal background checks for those individuals it formally authorizes, approves or appoints (a) to a position of authority over, or (b) to have frequent contact with athletes.
<b>Condition</b>	Not all NGBs/HPMOs have a consistent process for reviewing and assessing the results of a criminal background check (i.e., assessing potentially unfavorable outcomes or red lights). Some NGBs/HPMOs follow a zero-tolerance process and others have detailed procedures for reviewing and vetting potentially unfavorable outcomes.
<b>Recommendation</b>	The USOC should consider updating the Athlete Safety Standards to include guidance or recommendations on an appropriate process for each NGB/HPMO to review and vet the results of a criminal background check.
<b>Management response</b>	We agree with the condition and believe the recommendation will provide clarity for the NGBs and HP MOs. The USOC intends to conduct a review of the NGB Athlete Safety Policy in 2018.

### 7. Athlete Safety Standards - SafeSport Compliance Monitoring

<b>Criteria</b>	It shall be the policy of the USOC that each NGB adopt an athlete safety program by December 31, 2013.
<b>Condition</b>	A number of NGBs/HPMOs are not in full compliance with the Athlete Safety Standards indicating that additional monitoring may be necessary.
<b>Recommendation</b>	<p>The USOC should consider including SafeSport monitoring in Internal Audit's annual audit plan. The following are SafeSport-related areas Internal Audit could start within the next five years:</p> <ul style="list-style-type: none"> <li>&gt; Year 1: Compliance with completing education and training</li> <li>&gt; Year 2: Compliance with completing criminal background checks</li> <li>&gt; Year 3: Compliance with required prohibited language and definitions</li> <li>&gt; Year 4: Compliance with reporting and grievance processes</li> </ul>



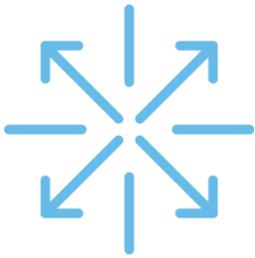
### 7. Athlete Safety Standards - SafeSport Compliance Monitoring

- > Year 5: Compliance with all Athlete Safety Standards or updated SafeSport Standards

Dividing the review into small subsets of the Athlete Safety Standards will allow Internal Audit to review each NGB/HPMO and prepare NGBs/HPMOs for an overall review in Year 5.

**Management response**

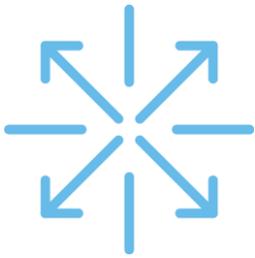
We agree that SafeSport monitoring is valuable and the USOC should play a part in the monitoring process. The Internal Audit Division will take part in the monitoring process in 2018, this will be evaluated on a continuing basis.



United States Olympic Committee  
USOC SafeSport Audit

## Report Appendices

---

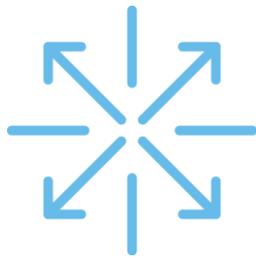


## Appendix A: Documents Reviewed

---

We reviewed the following documents:

- > Athlete Safety Standards Program Questionnaire
- > Population listing of “required individuals” (i.e., covered individuals required to undergo background check and training)
- > Bylaws of the United States Olympic Committee
- > United States Olympic Committee SafeSport Policies
- > United States Olympic Committee Policy for Periodic Background Checks on Employees
- > US Olympic Committee Policy: SafeSport 6.29.2017
- > NGB Athlete Safety Policy



## Appendix B: Personnel Interviewed

---

We interviewed the following personnel:

- > Rick Adams, Chief, Sport Operations and Paralympics
- > Rebecca Crawford, Senior Director, Games Operations
- > Gary Johansen, Senior Associate General Counsel at United States Olympic Committee
- > Christine Johnson, Director, Sports Medicine Operations at United States Olympic Committee
- > Chris McCleary, General Counsel at United States Olympic Committee
- > Aron McGuire, Senior Director, Olympic Training Centers
- > Bill Moreau, Vice President, Sports Medicine Division
- > Dean Nakamura, Vice President, Games Operations Pam Sawyer, Managing Director, Human Resources
- > Nicki Skinner, Associate Director, Operations & Transportation at United States Olympic Committee
- > Jared Steenberge, Manager, Lake Placid Operations
- > Jenna Street, High Performance Health Care Services Provider
- > Bridget Toelle, Senior Director of Audit, United States Olympic Committee