

UNITED STATES
OLYMPIC & PARALYMPIC
COMMITTEE



NGB Compliance Audit

USA Judo

December 19, 2025

Executive Summary

Background, Scope, and Objectives

The United States Olympic & Paralympic Committee's Audit department (USOPC Audit) completed an audit of USA Judo. The purpose of the audit was to determine if USA Judo complies with the requirements of the NGB Compliance Standards (Standards), effective January 1, 2025, and to conduct testing in areas that present an increased risk to athletes, other members, and/or USA Judo. The audit focused on the policies and procedures noted in the Standards in the following sections: Governance and Compliance, Financial Standards and Reporting Practices, Athlete Protections and Rights, Sport Performance, and Operational Performance.

Audit Summary

Overall, Audit concluded that USA Judo has met 19 of 27 applicable Standards. USOPC Audit identified several areas of significant concern related to the conflict of interest process, athlete advisory committee, background check process, board capabilities, and complaint resolution and hearing procedures. Additional details are in the findings below.

NGB Compliance Audit Findings

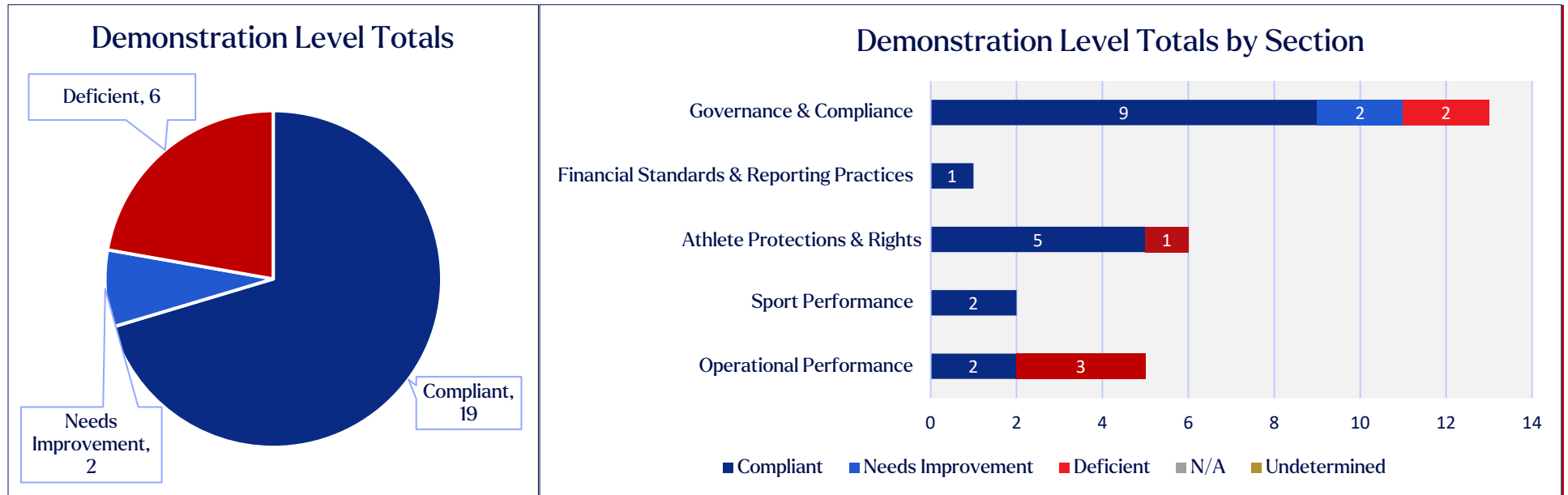
All Standards are evaluated against the 2025 Implementation Guide for Compliance Standards (Implementation Guide). References to the USOPC Bylaws are based on the effective February 1, 2025.

Select policies and procedures were reviewed to determine compliance with the Standards. The evaluation of and conclusion for each standard was based on the criteria met and the results of any testing. The definitions of the demonstration levels are below, with additional guidance for each standard detailed in the Implementation Guide. Findings and demonstration levels for each standard are detailed on the subsequent pages.

Compliance Demonstration Level Definitions

Compliant	The NGB, through its written policies and procedures and its execution of those policies and procedures, mostly demonstrates that it is meeting the elements of the standard.
Needs Improvement	The NGB, through its written policies and procedures and its execution of those policies and procedures, demonstrates that it meets many elements of the standard, but changes or improvements are necessary to fully meet the standard.
Deficient	The NGB, through inadequate written policies and procedures and/or poor execution of those policies and procedures, demonstrates that it is not meeting several elements of the standard.
Not Applicable / Undetermined	Not applicable indicates the standard does not apply to the NGB and will not be evaluated. Undetermined indicates a reason a determination cannot be made at this time; however, the standard will be evaluated at a later date. Additional details are provided as necessary.

Overall Demonstration Levels Summary



Governance and Compliance

NGB Compliance Standards Section A				
Title	Standard	Compliant	Needs Improvement	Deficient
Athlete Representation	A.1 a & b		X	
Independent and Affiliate Representation	A.1 c	X		
International Federation Affiliation	A.2 a	X		
Membership Requirements	A.2 b	X		
Athlete Advisory Council	A.3 a			X
Board Governance	A.4 a	X		
Board Development	A.4 b		X	
Code of Conduct	A.6 a	X		
Conflicts of Interest Policy	A.6 b			X
Gifts and Entertainment Policy	A.6 c	X		
Diversity Equity & Inclusion Requirements	A.7 b	X		
Equal Pay for Team USA	A.7 c	X		
Ombuds' Policy	A.9 a	X		
Total		9	2	2

Needs Improvement		
1	Athlete Representation	Management Action Plan
Policy	<p>A.1a & b:</p> <p>a. NGB must have at least 33.3% athlete representation on its board of directors as required by the Act §220522(13) and further defined by the USOPC Bylaws, Section 8.5.3.</p> <p>b. NGB must have at least 33.3% athlete representation on all Designated and Other Committees as required and defined by the USOPC Bylaws, Section 8.5.4 and 8.5.5.</p> <p>FINDING: USA Judo's bylaws were missing several required elements related to athlete representation on board and committees.</p>	<p>USA Judo has revised its Bylaws to adhere to these standards and will obtain Board approval for such revisions. This will be reviewed for compliance during the remediation period.</p>

Application	<p>FINDING: During testing, several issues were identified:</p> <p>First, USA Judo does not have at least 33% athlete representation on the Rank & Certification Committee.</p> <p>Additionally, two individuals did not have a qualifying event that met the definition for an athlete representative, which also puts several committees under the minimum 33.3% required athlete representation.</p>	<p>USA Judo will ensure athlete representatives meet the qualifying events criteria prior to being placed on a committee. The Rank & Certification Committee will be populated as required with athlete representation.</p> <p>Due Date: April 20, 2026</p>
2	Board Development	Management Action Plan
	<p>A.4d: The NGB board must ensure the following activities are completed:</p> <ul style="list-style-type: none"> i. Formal onboarding for board members and committee members, ii. USOPC training for board members and committee members, iii. At least once per quad, perform a self-evaluation of the board's performance using the USOPC-provided resource, and iv. Annual performance evaluation of the CEO/Executive Director. <p>FINDING: USA Judo does not have a formal onboarding process for new board members.</p>	<p>USA Judo has created a formal onboarding process for new board members and committee/task force members and will implement going forward as necessary. This will be reviewed for compliance during the remediation period.</p>
Deficient		
3	Athlete Advisory Council	Management Action Plan
	<p>A.3a: NGB must have an Athletes' Advisory Council that meets the minimum standards set forth by the USOPC.</p> <p>FINDING: USA Judo's current athlete advisory council structure is inconsistent with USA Judo's bylaws in the following areas:</p> <p>USA Judo's Team USA Athletes' Commission primary and alternate athlete representatives are not currently members of USA Judo's athlete advisory council.</p> <p>Additionally, USA Judo's athlete advisory council does not include at least two individuals who provide Paralympic representation.</p> <p>There is no indication that athlete candidates to the USA Judo Athlete Advisory Council are submitting conflict of interest disclosures along with other</p>	<p>USA Judo is holding an AAC election currently, which will conclude on December 19, 2025, at which time an AAC will be fully populated, including two para reps (one is already on the AAC).</p> <p>USA Judo has revised its Bylaws to address the Team USA AC rep and alternate issue and will obtain Board approval for such revisions. This will be reviewed for compliance during the remediation period.</p> <p>USA Judo has implemented a process whereby all candidates must disclose any COI, disqualifying convictions and periods of ineligibility prior to elections and utilized the same in its most recent AAC election. This will be reviewed for compliance during the remediation period.</p> <p>Due Date: April 20, 2026</p>

	disclosures indicating whether they have any disqualifying convictions or periods of ineligibility made prior to elections.	
4	Conflict of Interest	Management Action Plan
	<p>A.6b: NGB must enforce a conflict of interest policy that meets the minimum policy standards set forth by the USOPC. The conflict of interest policy must be made available on the NGB's website.</p> <p>FINDING: USA Judo does not have a documented review of the annual conflict of interest disclosure forms or a process to provide management direction letters.</p>	<p>USA Judo has created a documented conflict of interest review process, which will be followed in assessing future conflict disclosures. This will be reviewed for compliance during the remediation period.</p> <p>Due Date: April 20, 2026</p>

Financial Standards and Reporting Practices

NGB Compliance Standards Section B				
Title	Standard	Compliant	Needs Improvement	Deficient
Financial Capability	B.1 a	X		
Total		1	0	0

Athlete Protection and Rights

NGB Compliance Standards Section C				
Title	Standard	Compliant	Needs Improvement	Deficient
Child Protection and US Center for SafeSport	C.1 a - b	X		
USOPC Athlete Safety Requirements	C.2 a			X
Anti-Doping Policies	C.3 a	X		
Anti-Doping Policy Language	C.3 b	X		
Athlete Agreements	C.4 a	X		
Athlete Support Criteria	C.5 a	X		
Total		5	0	1

Deficient		
5	USOPC Athlete Safety Requirements	Management Action Plan
Policy	<p>C.2a: NGB must ensure compliance with policies and standards including but not limited to:</p> <ul style="list-style-type: none"> i. USOPC's NGB Athlete Safety Policy ii. Responsible Sport Organization Background Check Policy <p>FINDING: USA Judo does not have a written process to notify the Office of Athlete Safety related to allegations as required.</p>	<p>USA Judo created a USOPC Athlete Safety Reporting Policy and has posted it on its website. This will be reviewed for compliance during the remediation period.</p>
Application	<p>FINDING: Testing identified that several individuals did not have a current background check. Additionally, testing of a recent event identified that most individuals did not have a current background check and USA Judo does not have a process in place to check event participants prior to an event.</p>	<p>USA Judo will create a process for their events and for vetting of volunteers to ensure those who need a background check and training complete those items.</p> <p>Due Date: April 20, 2026</p>

Sport Performance

NGB Compliance Standards Section D				
Title	Standard	Compliant	Needs Improvement	Deficient
High-Performance Plan Submission	D.3 a	X		
Event Sanctioning	D.3 b	X		
Total		2	0	0

Operational Performance

NGB Compliance Standards Section E				
Title	Standard	Compliant	Needs Improvement	Deficient
Managerial and Board Capability	E.1 a			X
Whistleblower and Anti-Retaliation Policy	E.3 a			X
Complaint Resolution and Hearing Procedures	E.4 a & b			X
USOPC Trademark Protection	E.5 a – d	X		
Strategic Planning	E.6 a	X		
Total		2	0	3

Deficient		
6	Managerial and Board Capability	Management Action Plan
	<p>E.1a: NGB must have managerial capability to successfully administer its operations and its sport as required by Section 220522(2) of the Act and Section 8.4.1(e)(i) of the USOPC Bylaws.</p> <p>FINDING: Through discussion with various USOPC departments, Audit identified several concerns related to the Board's governance practices, which impeded the Board's ability to effectively govern, including failing to exercise appropriate oversight and handling of significant issues within the organization.</p>	<p>USA Judo will fulfill all conditions of the USOPC Compliance Investigation letter by the date specified within the letter.</p>
7	Whistleblower and Anti-Retaliation Policy	Management Action Plan
	<p>E.3a: NGB must adopt and maintain an organizational policy that encourages and provides a mechanism for affiliated individuals to report concerns, including those related to alleged violations of any applicable law, rule, regulation, or adopted policy of the NGB; accounting or financial fraud; or other wrongdoing; and includes anti-retaliation protections.</p> <p>FINDING: There are required elements missing from USA Judo's whistleblower policy in the following areas: legal and governance requirements, anti-retaliation, process to report a concern, and resources.</p>	<p>USA Judo will update their Whistleblower and Anti-Retaliation Policy to include the missing elements, as required.</p> <p>Due Date: April 20, 2026</p>
8	Complaint Resolution and Hearing Procedures	Management Action Plan

Policy	<p>E.4a&b:</p> <p>a. NGB must provide prompt and equitable resolution of grievances as outlined in the Act §220522(14).</p> <p>b. NGB must provide fair notice and opportunity for a hearing to any amateur athlete, coach, trainer, manager, administrator, or official before declaring the individual ineligible to participate as outlined in the Act §220522(8).</p> <p>FINDING: There are required elements missing from USA Judo's Complaint Resolution and Hearing Procedures in the following areas: Investigation and resolution, review process, conducting of the proceedings, hearing schedule, and arbitration.</p>	<p>USA Judo has revised its Grievance Procedures to adhere to these standards. This will be reviewed for compliance during the remediation period.</p>
Application	<p>FINDING: USA Judo was unable to provide all the supporting documentation for the most recently filed grievance. Audit was unable to determine if the grievances were handled in accordance with USA Judo's grievance procedures.</p>	<p>USA Judo has revised its Grievance Procedures and will maintain all required supporting documentation moving forward. This will be reviewed for compliance during the remediation period.</p>

Findings in this report are currently in remediation. A closure letter will be issued once all findings have been remediated.