

UNITED STATES
OLYMPIC & PARALYMPIC
COMMITTEE



NGB Compliance Audit

USA Team Handball

September 5, 2025

Executive Summary

Background, Scope, and Objectives

The United States Olympic & Paralympic Committee's Audit department (USOPC Audit) completed an audit of USA Team Handball. The purpose of the audit was to determine if USA Team Handball 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 Team Handball. 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 Team Handball has met 16 of 27 applicable Standards and identified two areas of significant concern regarding their conflict of interest process. USA Team Handball does not currently have a formalized conflict of interest review process in place. Additionally, during review of grievance procedures there were issues with communication with both parties and appropriate athlete representation on the hearing panel, which is a repeat finding from the prior audit. Additional details are in the findings below.

NGB Compliance Audit Findings

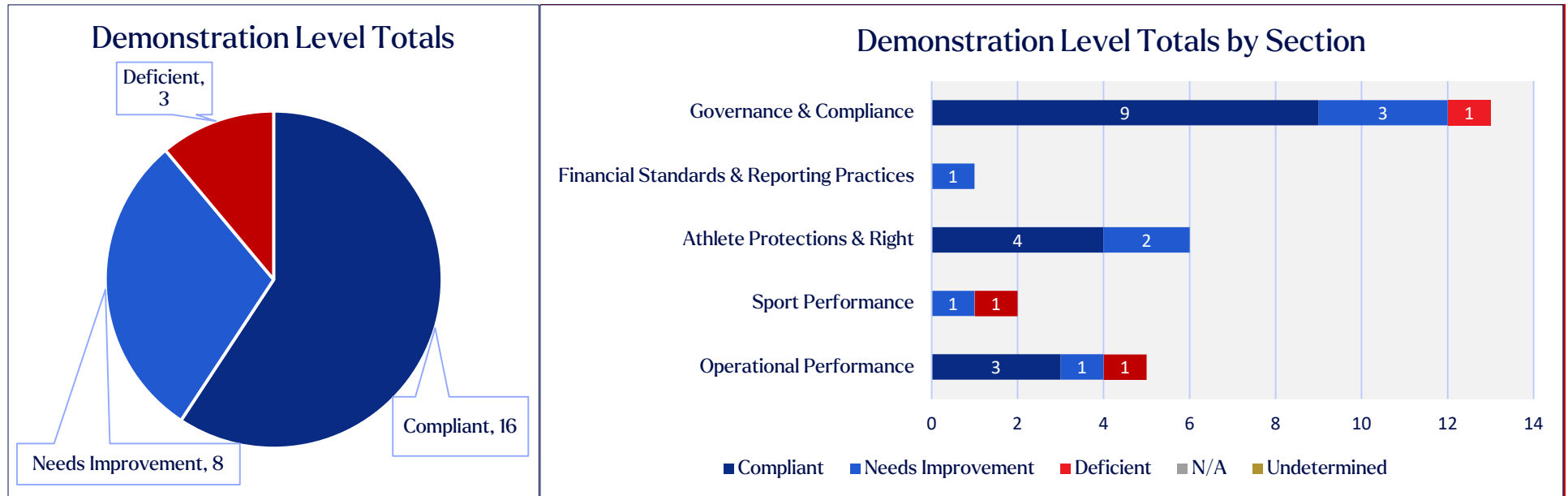
All Standards are evaluated against the 2025 Implementation Guide for Compliance Standards (Implementation Guide). References to the USOPC Bylaws are based on the effective February 1, 2025.

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 & b	X		
Equal Pay for Team USA	A.7 c	X		
Ombuds' Policy	A.9 a	X		
Total		9	3	1

Needs Improvement		
1	Athlete Representation	Management Action Plan
	<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 Team Handball's Board of Director's beach athlete representative election procedures are not consistent with the Act.</p>	<p>USA Team Handball will request an exception from the USOPC Athlete Representation Review Working Group. If no exception is granted, USA Team Handball will update their athlete election procedure to ensure all eligible 10-year athletes vote on the Beach Athlete board seat.</p> <p>Due Date: 1/5/2026</p>

	USA Team Handball's Bylaws restrict voting eligibility for the Beach Athlete Representative on the Board to beach athletes only, excluding other athletes who meet the 10-Year definition.	
2	Athlete Advisory Council	Management Action Plan
	<p>A.3 a: NGB must have an Athletes Advisory Council that meets the minimum standards set forth by the USOPC.</p> <p>FINDING: While the AAC is appropriately seated, the bylaws need minor updates regarding the athlete eligibility requirements.</p> <p>There is no indication that athlete candidates to the USA Team Handball Athlete Advisory Council are submitting conflict of interest disclosures along with other disclosures indicating whether they have any disqualifying convictions or periods of ineligibility made prior to elections.</p>	<p>USA Team Handball will update their bylaws to meet the athlete eligibility requirements and to ensure all AAC candidates complete the required disclosures prior to election moving forward.</p> <p>Due Date: 1/5/2026</p>
3	Board Development	Management Action Plan
	<p>A.4 b: The NGB board must ensure the following board development activities are completed:</p> <ul style="list-style-type: none"> i. Formal onboarding for board members and Designated Committee members, ii. USOPC training for board members, iii. At least twice 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 Team Handball has not conducted a documented performance evaluation of the CEO within the past year.</p>	<p>USA Team Handball will ensure a written performance evaluation of the CEO is conducted annually.</p> <p>Due Date: 1/5/2026</p>
Deficient		
4	Conflict of Interest	Management Action Plan
Policy	<p>A.6 b: 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: There are elements missing from the USA Team Handball's conflict of interest policy in the following areas: Disclosures, Reporting and Resources.</p>	<p>USA Team Handball will update their conflict of interest policy to include the missing elements, as required.</p> <p>Due Date: 1/5/2026</p>

Application	<p>FINDING: USA Team Handball was unable to demonstrate there is a process in place to adequately address non-responses to annual conflict of interest disclosure form submissions.</p> <p>Additionally, USA Team Handball does not have a documented review of the annual conflict of interest disclosure forms.</p> <p>USA Team Handball does not have a formal, documented process within their conflict of interest policy which outlines when management direction letters are required.</p> <p>Lastly, the board minutes do not include accounts of any conflict declarations.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball will implement and enforce a standardized process which will include a documented review of the annual conflict of interest disclosure forms, provide management direction letters to address all actual, potential, or perceived conflicts and include a process to address non-responses to annual conflict of interest disclosure form submissions.</p> <p>USA Team Handball will ensure that moving forward all Board meetings shall include an account of any conflict declarations.</p> <p>Due Date: 1/5/2026</p>
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Financial Standards and Reporting Practices

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

Needs Improvement		
5	Financial Capabilities	Management Action Plan
	<p>B.1 a: NGB must demonstrate financial capability to administer its sport.</p> <p>FINDING: While the USA Team Handball financial statements reflect a positive change in net assets over the past four years (2020 through 2023), they also indicate a downward trend in net income, liquidity and long-term financial stability. This is evidenced by consecutive years of negative solvency ratios, declining current ratios and a two-year reduction in net assets, all of which raise questions about the organization's ongoing financial sustainability.</p>	<p>USA Team Handball provided their financial statements as of June 30, 2025, along with the FY2025 budget, to allow USOPC Audit to assess budget-to-actual performance and evaluate whether the organization is trending toward a positive net income for the year. This will be reviewed during the remediation period.</p>

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		4	2	0

Needs Improvement		
6	USOPC Athlete Safety Requirements	Management Action Plan
Policy	<p>C.2 a: 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 Team Handball does not have a written process to notify the Office of Athlete Safety related to allegations as required.</p>	<p>USA Team Handball will update their background check policy to include a written process to notify the Office of Athlete Safety, as required.</p> <p>Due Date: 1/5/2026</p>
Application	<p>FINDING: During review of 76 individuals required to complete a background check, it was identified that one individual did not have a current background check.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball reviewed their process and identified the issue within their system, which allowed manual approval. As such, USA Team Handball has removed the manual option from within the system to prevent future discrepancies. USA Team Handball will provide supporting documentation of the system update performed and allow USOPC Audit to test the control.</p> <p>Due Date: 1/5/2026</p>
7	Anti-Doping Policy Language	Management Action Plan
	<p>C.3 b: NGB must have USOPC approved anti-doping language in its Bylaws, membership agreements (if applicable), and license agreements (if applicable).</p>	<p>USA Team Handball will update their bylaws to include the required anti-doping language for organizational members.</p> <p>Due Date: 1/5/2026</p>

	FINDING: USA Team Handball bylaws have the required anti-doping language for NGBs with individual members but do not have the required anti-doping language for NGBs with organization members.	
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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		0	1	1

Needs Improvement		
8	Event Sanctioning	Management Action Plan
	<p>D.3b: If an NGB or its affiliate(s) sanctions events, it must require specific sanctioning standards set forth by Section 220525(b)(4) of the Act of the organization or person requesting a sanction.</p> <p>FINDING: USA Team Handball's event sanctioning documents need minor improvements to fully comply with the requirements.</p>	<p>USA Team Handball will update their event sanctioning documents to include all missing requirements.</p> <p>Due Date: 1/5/2026</p>
Deficient		
9	High Performance Plan Submission	Management Action Plan
	<p>D.3a: NGB must develop and execute a high-performance plan that effectively and successfully trains Delegation Event Athletes.</p> <p>FINDING: USA Team Handball did not submit a high-performance plan in 2024.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball has submitted their 2026 High Performance Plan by the deadline.</p> <p>This finding has been remediated.</p>

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		3	1	1

Needs Improvement		
10	Strategic Planning	Management Action Plan
	<p>E.8a: NGB must maintain and monitor the execution of an organizational strategic plan, in addition to a high-performance plan.</p> <p>FINDING: USA Team Handball has a board-approved strategic plan, however there is no documentation monitoring the plan's progress.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball will create and implement procedures to monitor and document progress against the Strategic Plan.</p> <p>Due Date: 1/5/2026</p>
Deficient		
11	Complaint Resolution and Hearing Procedures	Management Action Plan
Policy	<p>E.4a & b: NGB must provide prompt and equitable resolution of grievances as outlined in the Act §220522(14).</p> <p>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 elements missing from USA Team Handball's grievance policy in the following areas: investigation and resolution, hearing procedures, arbitration, and resources.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball will update their grievance policy to include the missing elements.</p> <p>Due Date: 1/5/2026</p>

Application	<p>FINDING: USA Team Handball mostly follows their grievance procedures with some areas of concern identified during review of one grievance, including: not providing notice to the respondent with 14 days, appropriate athlete representation on the hearing panel not present, and not documenting the disclosure of the hearing panel to the parties prior to the hearing.</p> <p>This is a repeat finding from the previous USOPC audit.</p>	<p>USA Team Handball will update their procedures to retain all supporting documentation of the grievance and complaint process for all future cases.</p> <p>USA Team Handball will implement an internal monitoring system to ensure all future grievances are handled appropriately.</p> <p>Due Date: 1/5/2026</p>
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Findings in this report are currently in remediation. A closure letter will be issued once all findings have been remediated.