

# Standing Orders

*WorldSkills International*

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# 1 Meetings

## 1.1 Participants

1.1.1 The following persons are entitled to attend WorldSkills meetings:

- Board members,
- Secretariat staff
- Official and Technical Delegates,
- Technical Delegate Assistants,
- Substitute Official and Technical Delegates,
- Honorary Presidents, Honorary Members, Honorary Associates, and Fellows,
- Staff from Member organizations,
- Interpreters,
- Staff from the Competition Organizers of current and future Competitions,
- Official Observers,
- Official representatives from a Member hosting a meeting or the Competition,
- Global Partners, and
- Guests invited by the Board and Chief Executive Officer.

## 1.2 Hosting by Members

- 1.2.1 Members wishing to host a WorldSkills Competition (Standing Order 5) or a General Assembly should notify the Chief Executive Officer for the attention of the Board.
- 1.2.2 The Board will consider the application(s) and if all requirements are met, the Board will submit the application(s) to the General Assembly for ratification. To select the host Member if there are multiple candidates, Members will follow the same voting procedure used for the election of Board members (refer to Standing Order 3.2).
- 1.2.3 If no Member is prepared to host an event, the Board and Chief Executive Officer will take the necessary steps to organize the event at a place of its choice and as economically as possible.
- 1.2.4 Travel costs, accommodation, and expenses are borne by the participants at the meeting.
- 1.2.5 The infrastructure for competitions, exhibitions, meetings, excursions, or visits is provided and paid for by the host Member.
- 1.2.6 The host Member is entitled to seek sponsors to defray their costs for the event but must have the agreement of WorldSkills International regarding the sponsor arrangements and final package prices for the participants.
- 1.2.7 Members wishing to host a Board meeting or other meeting should notify the Chief Executive Officer. These will be guided with the relevant policies and guidelines and supported with the necessary logistics and planning to achieve the objectives of the meeting.

## 2 Voting

### 2.1 Procedure

- 2.1.1 Only Delegates may cast a vote for the Member they represent on the condition that
- the Member has participated in a full set of General Assembly meetings,
  - the Member is a full Member, and
  - the Member has fulfilled its financial obligations towards the Organization.
- 2.1.2 In all meetings votes will be open, unless otherwise required by the Constitution or specified in the Standing Orders.
- 2.1.3 A request for a secret ballot will be accepted if two thirds of the Members that are represented at the meeting and entitled to vote, agree.
- 2.1.4 If a Board member is also a Delegate, they are entitled to vote (subject to Standing Order 2.1.1).
- 2.1.5 If a Delegate cannot attend a given meeting, the Member is entitled to appoint a replacement for the meeting. The Member must communicate the details to the Chief Executive Officer providing sufficient advance notice to ensure approval and appropriate accreditation.
- 2.1.6 Votes may not be cast on behalf of absent Members.
- 2.1.7 A quorum is achieved when at least two thirds of the Members eligible to vote are represented at the meeting.
- 2.1.8 A simple majority of votes will decide the vote unless otherwise required by the Constitution or specified in the Standing Orders.

### 2.2 Tied votes

- 2.2.1 If a tie occurs in a vote that is not an election, then the Chair shall have the casting vote.
- 2.2.2 If a tie occurs in a vote that is a Board election, then the vote will be repeated until the deadlock is broken.
- 2.2.3 If a tie occurs in a vote that is a host Member selection, then the vote will be repeated. If the second vote is still a tie, then the Board shall have the casting vote.

## 3 Election of the Board

### 3.1 Prior to elections

- 3.1.1 Five months prior to the General Assembly meeting at which Board members will be elected, the Chief Executive Officer will invite Members to submit nominations for the election of candidates for these positions. Nominations are to be submitted to the Chief Executive Officer no later than three months before the General Assembly meeting.
- 3.1.2 All nominees for Board positions, except for the position of Treasurer and one of the Strategic Development Committee positions, must have served as a Delegate for at least two years and attended at least the two most recent General Assemblies in order to stand for election. In addition, the following criteria apply for specific positions:
  - Candidates standing for the President and Chair of the Board position must be a current Official Delegate or a former Official Delegate.
  - Candidates standing for the Competitions Committee position must be a current Technical Delegate and must have been a Technical Delegate for at least two WorldSkills Competitions.
  - Candidates standing for three of the Strategic Development Committee positions must be a current Official Delegate.
- 3.1.3 An individual who is not currently a Delegate may be nominated for the position of Treasurer where their qualifications, position, and experience with financial and risk management, within both WorldSkills International and in their own country/region make them a suitable candidate.
- 3.1.4 Candidates standing for one of the Strategic Development Committee positions can be an experienced person from a Member organization or stakeholder (e.g. Chair of Member organization Board, former Official Delegate, or Chief Executive Officer) where their qualifications, position, and experience within their country/region and/or with international affairs make them a suitable candidate.
- 3.1.5 All nominees must present evidence in writing that they have the support of their Member and any other support necessary to carry out the responsibilities of the office for which they are nominated, and provide a statement indicating the skills and experience they have for the role (candidates may nominate for more than one position).
- 3.1.6 Subject to the rotation and limitations of office provisions in Standing Order 3.3, Board members who are no longer Delegates are eligible for re-election in any position (Constitution Article 3.4.4). Once on the Board, the President must step down as the Official Delegate and their Member organization appoints a replacement. Other Board members can do one of the following:
  - stay as the Official Delegate or Technical Delegate,
  - stay as the Official Delegate or Technical Delegate and appoint a Substitute Official Delegate or Substitute Technical Delegate to support them in their role in the standing committees, or
  - step down as the Official Delegate or Technical Delegate and allow the Member organization to appoint a replacement.
- 3.1.7 A Nominations Committee will review and confirm eligibility (qualifications and experience, including capability, availability to serve, independence, and other relevant factors) of all Board candidates. Refer to Standing Order 3.5.
- 3.1.8 The Chief Executive Officer will notify the Members of the candidates nominated for election at least one month before the General Assembly meeting.
- 3.1.9 The Board should be reasonably representative of gender and diversity of the different geographic regions and total Membership. In particular, two Board members (excluding the Treasurer) may not come from the same Member.

## 3.2 Election procedures

- 3.2.1 The Board will nominate two scrutineers to the General Assembly for their approval prior to the election commencement. The role of the scrutineers is to ensure the elections are fair and held according to the procedures. They also validate the count of the secret ballots with the Chief Executive Officer.
- 3.2.2 All elections will be conducted by secret ballot, either by using physical paper ballot or an electronic voting system.
- 3.2.3 At the commencement of the election, the Chief Executive Officer will announce all Members that are present and entitled to vote. They will announce the total number of voters in the election and indicate whether or not the requirement for a quorum of two thirds of the Members entitled to vote being present has been met.
- 3.2.4 For each Board election (refer Constitution Article 3.4.3), there will be four positions elected, with voting taking place in the following order:
  - A. President and Chair of the Board, then one Board member for Competitions Committee, and then two Board members for Strategic Development Committee.
  - B. One Board member for Competitions Committee, then two Board members for Strategic Development Committee, and then Treasurer.
- 3.2.5 For each election, the Chief Executive Officer will prepare a uniquely designed ballot. These will be made available to each Member entitled to vote by the Secretariat and/or the scrutineers. A Member casts their vote by indicating the name of the candidate for which they are voting. The vote will be declared an abstention if no indication is recorded, or invalid if more than one indication is recorded. If a Member makes a mistake, then the Member is to request a new ballot.
- 3.2.6 At the start of each election, the position, the candidates' names, and their Member's country code will be projected on the screen at the front of the room. An explanation on how to vote correctly will be given.
- 3.2.7 Completed physical ballots will be collected in a ballot box by the Secretariat and/or scrutineers. Ballots will be counted in the meeting room by the Chief Executive Officer and the scrutineers in view of the Members. Electronic voting will be automatically collected and counted with validation by the Chief Executive Officer and scrutineers.
- 3.2.8 Where there are more than two candidates for the President and Chair of the Board, Competitions Committee positions, or Treasurer, a majority (50% plus one of the votes) is required. If there is no majority then a second vote takes place but without the lowest scoring candidate from the first vote. If there are two or more equal lowest scoring candidates, then a sub-election takes place between them. The lowest scoring candidate is removed and then the second vote takes place with all remaining candidates.

Where there are more than two candidates for the Strategic Development Committee positions then, subject to the limit set in Standing Order 3.1.2 and 3.1.4, the top two candidates ranked by votes cast will be elected..
- 3.2.9 When an election includes the office of President, the current President appoints an interim Chair for the duration of the election.
- 3.2.10 The results of each election will be announced by the election Chair after validation by the Chief Executive Officer and scrutineers. The results will be announced and documented by providing the number of votes for each candidate and the number of abstentions and invalid votes (totalling the number of eligible voting Members).
- 3.2.11 The ballot papers (if used) will be kept by the Chief Executive Officer in sealed envelopes until the conclusion of the meeting. When the results of the meeting have been ratified by the General Assembly the ballot papers will be destroyed. All electronic voting records will be erased.

### 3.3 Rotation and limitation of terms of office

3.3.1 The term of office for each Board member is four years (effectively spanning two Competitions).

3.3.2 All Board members are limited to two consecutive terms in a position. Once on the Board the following applies:

- A current Board member may nominate for President, provided all other criteria are met.
- The Treasurer may nominate for President, provided all other criteria are met.
- The Treasurer may nominate for a Competitions Committee position, or a Strategic Development Committee position, provided all other criteria are met.
- A current Board member may nominate for Treasurer, provided all other criteria are met.
- The President may not run for other positions.

### 3.4 Timing of elections and transitions of office

3.4.1 The transition of office occurs at the General Assembly at which the election is held. The incumbent Board members shall complete their term of office at the completion of the General Assembly (GA+1) and the Board member-elect shall commence their term of office at this time.

### 3.5 Nominations Committee

3.5.1 The Nominations Committee is a committee that acts as part of the governance of the Organization. The Nominations Committee will identify suitable candidates for the various Board positions due to be filled at each election. The Nominations Committee will not make recommendations about candidates but ensure that any candidate has fulfilled the agreed criteria for the respective position for which they have nominated.

#### 3.5.2 **Scope and focus:**

The goal of the Nominations Committee is to seek and identify multiple candidates (who are viable and meet the criteria) for open Board position at the biennial Board elections. If this is not possible then the Nominations Committee must strive to ensure there is at least one viable and qualified candidate who meets the criteria.

The Nominations Committee will proactively work to identify and encourage future leadership, starting between 11 and 9 months before the elections.

The Nominations Committee will review and confirm eligibility (qualifications and experience, including capability, availability to serve, independence, and other relevant factors) of all Board candidates.

The Chief Executive Officer will work with the Nominations Committee according to the Standing Orders with respect to requesting submission of formal nominations for Board positions prior to an election (Standing Order 3.1.1), ensuring fulfilment of formal criteria, and the subsequent announcement of candidates to the Members (Standing Order 3.1.7).

#### 3.5.3 **Membership eligibility**

The eligibility and requirements for Nominations Committee membership are as follows:

- No Board member who may be standing for re-election (including election to a different position on the Board, e.g. standing for President) may be part of the Nominations Committee.
- Any Board member who is definitely leaving the Board or who is a current Board member (i.e. they are mid-term and therefore their position is not up for election) can be part of the Nominations Committee.
- Members of the Nominations Committee must be knowledgeable about WorldSkills (its vision, objectives, history, and culture) so as to be able to answer questions about the roles, responsibilities, work load, time requirements, etc.

The Committee shall consist of three to five persons as follows:

- One or two Board members who are not candidates for re-election (i.e. Board members who are leaving the Board and/or are current Board members whose position is not up for election). The preference is for Board members who are retiring from the Board.
- One or two current and experienced Official or Technical Delegates who have declared they will not stand for election.
- One or two experienced Honorary Members who have maintained currency with the Organization and familiarity with Member representatives and Delegates and have declared they will not stand for election.
- The Committee will be supported by a member or team from the Secretariat as assigned by the Chief Executive Officer.
- The Chief Executive Officer is not part of the Nominations Committee but monitors the Committee to ensure the integrity of the process.

#### 3.5.4 **Membership nomination and selection**

Current and past Board members, Chief Executive Officer, and Delegates can propose persons for the Nominations Committee. Proposals should be submitted to the Chief Executive Officer and/or the Board Chair.

The current Board selects the Nominations Committee. In all cases, the selection will be made considering gender and membership diversity.

The Nominations Committee will normally be chaired by one of the current Delegates or Honorary Members. The Nominations Committee will decide on their chair at its first meeting.

#### 3.5.5 **Workflow and outcomes**

The Nominations Committee will report to the Board at each Board meeting before the Board election. Transparency on overall progress and objectives is important but the timing of specific details (e.g. release of the names of potential candidates) will be at the discretion of the Nominations Committee.

The Nominations Committee are free to communicate with any potential candidate and/or their Member organization.

The Chief Executive Officer will coordinate with the Nominations Committee and the Board for final approval of candidates before their announcement to the Members (Standing Order 3.1.7)

The decisions and recommendations will be made by consensus.

## 4 Proposals

### 4.1 Oral proposals

- 4.1.1 Any Delegate is entitled to put forward oral proposals for an agenda and these will be dealt with under “other business”.

### 4.2 Written proposals

- 4.2.1 Any Member is entitled to submit written proposals to the Chief Executive Officer. The proposals will be acknowledged by the Chief Executive Officer and considered for the agenda for the next meeting of the appropriate committee.

### 4.3 Honorary President, Honorary Members

- 4.3.1 Any Member may submit written proposals to the Chief Executive Officer nominating distinguished past Delegates, Champions Trust members, and Chief Executive Officers and Chairs of the Board of National Skills Organizations for Honorary Membership or for appointment of the past Presidents of the Organization as Honorary President. These proposals will be considered by the Board and approved nominees will be presented at the General Assembly.

### 4.4 Honorary Associate

- 4.4.1 Any Member may submit written proposals to the Chief Executive Officer nominating distinguished individuals from partners, sponsors, or other non-Members to be recognized as an Honorary Associate of WorldSkills. These proposals will be considered by the Board and approved nominees will be presented at the General Assembly.

### 4.5 Fellowship of WorldSkills

- 4.5.1 Any Member may submit written proposals to the Chief Executive Officer nominating any individual for longstanding, highly distinguished, and valued contribution to WorldSkills to be recognized as a Fellow of WorldSkills. These proposals will be considered by the Board and approved nominees will be presented at the General Assembly.

### 4.6 Certificates of Merit

- 4.6.1 Once a year the Chief Executive Officer shall invite Members to submit written proposals nominating distinguished individuals for the award of a Certificate of Merit. These proposals will be considered by the Board and approved nominees presented at the General Assembly.

### 4.7 Awards and recognition

- 4.7.1 The Board is responsible for the Organization's awards and recognition programme. This incorporates the development of the various awards and recognitions and their associated criteria for achievement, and what is presented to the awardee (e.g. medals, certificates, pins, use of post nominals).

## 5 WorldSkills Competition

### 5.1 Principles and requirements

- 5.1.1 A Member may apply to the Board to host a WorldSkills Competition. Expressions of Interest must be made at least four years and nine months before the Competition.
- 5.1.2 Any Member that undertakes to organize a WorldSkills Competition must have experience in the preparation and hosting of large and/or national skills competitions. It would be expected that the applying Member would have participated in a number of recent WorldSkills Competitions and have a solid base of personnel with competition experience across all skill sectors.

5.1.3 The Board must have:

- detailed information on the vocational education and training system represented by the Member that expresses interest,
- comprehensive information on the Member's level of experience and representation with professional personnel in the skill categories and sectors represented at a WorldSkills Competition,
- comprehensive information on the financial resources and physical infrastructure and the level of support in government, education and industry,
- comprehensive information of the anticipated legacy of the WorldSkills Competition on vocational education and training in the Member's country/region;
- comprehensive information about how the hosting of the Competition in this Member country/region will increase the brand value and recognition of WorldSkills, and
- any other information requested by the Board.

With consideration of these requirements, the capacity of the Member to organize a WorldSkills Competition will be determined by a visit to the Member at the Member's expense by at least three persons specified by the Board.

Furthermore, the Board must be certain that the Member, that expresses interest, is fully aware of all its obligations relating to costs, equipment, and the necessary infrastructure and respecting the political and denominational neutrality of WorldSkills so that all its Members are able to participate equitably.

- 5.1.4 Once the applying Members have fulfilled the Organization's hosting requirements mentioned in Standing Order 5.1.3 they will be invited to submit a formal bid application. The formal bid application will be checked and, if complying, forwarded to the Members for voting at the General Assembly. To select the host Member, Members will follow the same voting procedure used for the election of officers (refer Standing Order 3.2).
- 5.1.5 The Member hosting the Competition must sign a Memorandum of Agreement (MOA) as binding for the holding of the Competition and must provide a written commitment from the public and/or private institution(s) needed for the financial, strategic, political, and practical delivery of the event. The MOA defines the cooperation and partnership between WorldSkills International and the host Member (incorporating the Competition Organizer) assigned with the rights and responsibility for the delivery of the WorldSkills Competition. This ensures the event is organized in accordance with all the requirements, procedures and agreements set out in WorldSkills International's official documentation, e.g. Constitution, Standing Orders, Code of Ethics and Conduct, Competition Rules, Technical Descriptions including Infrastructure Lists, Competition Organizing Guides, brand, integrated Sponsorship Framework, and all other official and/or ratified documentation. The applicable version of all documentation is the version for the Competition being hosted (not the version at the time of bidding).

The Member hosting the Competition must agree to pay a Hosting Fee to WorldSkills International in each of the four years up to and including the year of the Competition. The amount of each payment

is to be determined between the Organization and the Member hosting the Competition and set out in the MOA. The payment is due on 31 March each year. The Hosting Fee schedule is EUR 800,000 in the base year of 2015 and increases by three per cent annually consistent with the increase in Member Fees specified in Standing Order 7.2.1.

The Organization and the Secretariat provides a variety of project management and support services to the host to help build capacity and capability for the cost-effective and efficient provisioning and hosting of the Competition. These operational costs are specified in the Organizing Guides and must be paid to WorldSkills International by the host Member/Competition Organizer in addition to the Hosting Fee.

- 5.1.6 The Member hosting the Competition will be responsible for all costs arising from the organization of a Competition, (including costs of travel, visas, accommodation, and board for the Secretariat and the Board), other than the costs of travel, accommodation, and board of the Competitors and delegations.

## 6 Admission of Members

### 6.1 Grades of membership

- 6.1.1 There shall be two grades of membership: Members and Associate Members.
- 6.1.2 Associate Members shall have all the privileges of full membership except for the right to vote or stand for election and they cannot enter an official team in the biennial Competition. However, Associate Members may be invited to enter in up to three skills competitions as “guests” for the purposes of learning about the Competition. The results of the guest Competitors will not be officially recognized nor will medals (Gold, Silver, Bronze, or Medallions for Excellence) be awarded. However, a Best of Nation medal will be awarded if there are Competitors in at least two skills competitions.
- 6.1.3 The Admission Fee and the Annual Membership Fee for Members and Associate Members shall be determined by the Board and ratified by the General Assembly.

### 6.2 Criteria for membership

- 6.2.1 A prerequisite for membership and associate membership is acceptance of the Constitution, the Standing Orders, Code of Ethics and Conduct, and the Competition Rules.
- 6.2.2 Only one representative body per country/region will be recognized as a Member or Associate Member.
- 6.2.3 Applications to become a Member or Associate Member must be made in writing and addressed to the Secretariat and be signed by the applying body's official representatives. The application must include:
  - guarantee of payment of the Admission Fee (for Members) or Annual Membership Fee (for Associate Members),
  - signed copies indicating acceptance of the Constitution, the Standing Orders, Code of Ethics and Conduct, Competition Rules, and the roles and responsibilities of the Official Delegate and Technical Delegate,
  - acceptance of hosting a formal orientation visit and training programme (two different meetings at different stages of the membership sequence) by a Board member or the Chief Executive Officer. All costs are to be borne by the applying Member,
  - extensive information on the country/region's vocational education and training system and the body's position within this system,
  - names, positions, and full contact details of the proposed Official and Technical Delegates,
  - details of the country/region's flag to be used at WorldSkills events, marketing material, and websites,
  - acceptance of the creation of “WorldSkills XX” (where XX is the applicant Member's country/region) upon approval of membership. This organization would become the Member organization to WorldSkills incorporating all the key stakeholders of VET in the country/region. The new Member must adopt the WorldSkills brand with immediate implementation, and
  - acceptance of the registration of the WorldSkills trade mark in the applicant country or region and agreement that the registration ownership is only valid while they are the Member for WorldSkills.

Members of WorldSkills are agencies or bodies that have responsibility for promoting vocational education and training in their respective country/region. An “agency representing a training system” can be an NGO that is established with the purpose of being the Member organization of WorldSkills International. In such an instance, evidence that the NGO has the support of the key stakeholders of that country/region's training system (e.g. government and industry) must accompany the application.

This includes an official letter from the relevant ministry, on official letterhead in English signed by the Minister, confirming their support for the agency or body as the official Member of WorldSkills International.

- 6.2.4 The formal orientation visit and training programme are to ensure the applying Member is aware of its responsibilities and opportunities. It includes training for the Official Delegate and Technical Delegate to assist with their selection and fulfilment of their roles and responsibilities with WorldSkills.
- 6.2.5 When an application is approved by the Board, the admission must be ratified at the next General Assembly meeting, and the new Member or Associate Member may be invited to present themselves and the vocational education and training system they represent.
- 6.2.6 Each new Member must pay an Admission Fee of EUR 34,000 (in 2020) which includes the Member's Annual Membership Fee during the calendar year of admission. This amount must be transferred to the Secretariat four weeks after admission by the Board. In the event that a ratification does not take place, the Admission Fee will be refunded.
- 6.2.7 Admission by the General Assembly is confirmed by means of a Membership Certificate.
- 6.2.8 Associate Members will be given a good insight into the activities of WorldSkills International and gain experience that will help them to achieve full membership. Associate Members will pay an Annual Membership Fee of EUR 3,600 (in 2020) – to be credited towards their full membership Admission Fee, to a maximum of EUR 10,500. This amount must be transferred to the Secretariat four weeks after admission by the Board. In the event that a ratification does not take place, the Annual Membership Fee will be refunded.
- 6.2.9 When a Member changes their Official Delegate or Technical Delegate, their official notification letter must include signed copies indicating acceptance by the new Delegate of their roles and responsibilities. The Board may require the new Delegate to attend a formal orientation and training programme (all costs borne by the Member). Non-completion of the training programme may affect a Member's participation at the WorldSkills Competition and meetings of the Organization.

## 6.3 New Member participation at Competition

- 6.3.1 New Members may enter Competitors in up to three skill competitions at their first Competition. New Members may enter Experts in more than three skill competitions at their first Competition.
- 6.3.2 New Members who have competition experience from major WorldSkills regional competitions may request to enter Competitors in more than three skill competitions at their first Competition. The Board will decide based upon recommendations from the Competitions Committee Management Team.

## 7 Finances

### 7.1 Budget and accounting

- 7.1.1 The financial year of WorldSkills International is the calendar year.
- 7.1.2 The Board shall submit an annual budget to the Members.
- 7.1.3 The Board must contain expenditure to stay within the total approved budget. However, the Board of Directors shall have some flexibility to reallocate expenditures within the overall budget to reflect changing situations within the year.
- 7.1.4 The Board shall submit the audited accounts of the preceding financial year to the Members for adoption.

### 7.2 Fees

- 7.2.1 The budgeted amount for Annual Membership Fees is determined by the previous year's total plus a three per cent increase. Each Member's Annual Membership Fee is calculated using a module factor that takes into account the population size (up to a maximum of 100 million) of the Member and the number of Competitors and Experts who participated in the previous four Competitions and with a minimum fee of EUR 7,000 (in 2020).
- 7.2.2 The Board of Directors shall review the fees regularly and may propose adjustments to the fees to the General Assembly from time to time to reflect changing economic realities.
- 7.2.3 The Annual Membership Fee shall be payable by 31 March each year.
- 7.2.4 Fees are calculated in euro and shall be paid to the Secretariat in euro.
- 7.2.5 If a fee has not been remitted by the due date of 31 March, a reminder will be sent to the Member. Should the fee not be paid within 30 days of the due date, a Member shall be charged a penalty of eight per cent of the fee payable.
- 7.2.6 Members who fail to pay the Annual Membership Fee within 90 days after the due date without explanation shall lose the right to vote or stand for election and they cannot enter an official team in to the Competition. Furthermore, in the absence of any communication, the Board of Directors will make a recommendation to the General Assembly regarding the Member's status.
- 7.2.7 The Board of Directors shall have the authority to waive these payment conditions in the case of special circumstances or financial hardship.

### 7.3 Working capital

- 7.3.1 In order to meet financial obligations, the Board will ensure there is sufficient working capital at the end of the financial year to sustain the Organization through the first quarter's operations of the following year. The Board will accumulate cash equity to reasonably maintain operations in the case of major revenue reductions, expenditure increases, organizational dissolution, or mitigation against global financial volatility.

## 8 Powers and duties of the governing bodies and standing committees

### 8.1 General Assembly

8.1.1 The powers of the General Assembly are specified in Constitution Article 3.3.4.

### 8.2 Board

8.2.1 The powers of the Board are specified in Constitution Article 3.4.6.

8.2.2 The Board may set up its own subcommittees and other working groups and establish their terms of reference and membership. The work will be supported by the Chief Executive Officer in agreement with the committee Chairs.

8.2.3 Formal correspondence from the Board must be signed by the President and the Chief Executive Officer. Official papers concerning finance must be signed by either the President or the Treasurer, and the Chief Executive Officer.

### 8.3 Strategic Development Committee

8.3.1 The Strategic Development Committee's main terms of reference are:

- supporting the development of the Organization's mission, vision, and strategy, and implementing the associated action plan,
- supporting and implementing the development of the WorldSkills brand (both the positioning and visual identity), and Members adoption of it,
- leading the implementation of measures to increase the brand value and brand recognition of WorldSkills in domestic and international markets,
- determining the admission and removal of skill competitions, and
- the promotion of youth exchanges.

8.3.2 The Strategic Development Committee may set up its own working groups and establish their terms of reference and membership. These working groups will be utilized to increase Member and stakeholder engagement and to achieve faster and more focussed discussion and development on various aspects and topics in order to achieve the committee's objectives. The work will be supported by the Secretariat.

8.3.3 The Strategic Development Committee will support and take account of relevant research and development that will protect and enhance the quality, credibility and value of its decisions.

8.3.4 The Strategic Development Committee will receive tasks from the Board or General Assembly and will make proposals to the Board or to the General Assembly (via the Board).

### 8.4 Competitions Committee

8.4.1 The Competitions Committee's main terms of reference are:

- designing, preparing, and managing skills competitions that are consistently and reliably capable of supporting excellent vocational performance,
- ensuring continuous updating and improvement in standards and assessment, in keeping with best practice and development in work and vocational education and training worldwide. This includes ensuring that the Technical Descriptions for the respective skill competitions are created according

to WorldSkills International's requirements and updated regularly to reflect the latest technical and related competencies for that skill in modern practice,

- underpinning the skills competitions and the development of Competitors with efficient and effective rules, systems, procedures and documentation,
- designing, managing and reviewing measures to forestall and resolve technical, organizational, and behavioural issues,
- confirming successful completion of the skill competitions and their results,
- establishing and overseeing arrangements for appointment, deployment, supervision and support of competition personnel,
- establishing and implementing a framework for professional development and quality improvement for participants and contributors to the skills competitions,
- requesting and considering data and reports to guide and prioritize its work,
- driving continuous improvement in economy, efficiency, and sustainability
- interacting with the Strategic Development Committee in areas of common interest, and responsibility in order to enhance the quality, reach and standing of the skills competitions.

8.4.2 The Competitions Committee will support and take account of relevant research and development that will protect and enhance the quality, credibility and value of its decisions.

8.4.3 The Competitions Committee may set up its own working groups and establish their terms of reference and membership. These working groups will be utilized to increase Member and stakeholder engagement and to achieve faster and more focussed discussion and development on various aspects and topics in order to achieve the committee's objectives. The work will be supported by the Secretariat.

8.4.4 The Competitions Working Group is a working group of the Competitions Committee. Its terms of reference and membership are determined by the Competitions Committee Board members. The Competitions Working Group will work on projects and tasks assigned to it by the Competitions Committee and/or the Board.

8.4.5 The Competitions Committee will receive tasks from the Board or General Assembly and make proposals to the Board or to the General Assembly (via the Board).

## 9 Powers and duties of the Board members and appointed officers

### 9.1 President

9.1.1 The President formally presides over all WorldSkills events and, with the Chief Executive Officer, serves as the public face and lead spokesperson of the WorldSkills movement and Organization to Members, governments, partners, media, and the general public.

The President is the Chair of the Board.

9.1.2 The President's responsibilities include:

- leading and facilitating the strategic development of the Organization,
- assessing the environment within which WorldSkills operates and identifying new opportunities for activity,
- ensuring the effective operation of the Board in fulfilling its duties and responsibilities,
- ensuring the decisions of the Board are implemented,
- along with the Chief Executive Officer, representing WorldSkills at the highest levels of international relations,
- along with the Chief Executive Officer, representing WorldSkills to partners, Members, organizations, and the media,
- encouraging, advising, and supporting potential Members,
- engaging and supporting individual Board members in carrying out their delegated responsibilities
- supporting the strategic leadership potential and growth of Board members, and
- leading Board activity to support and review the performance of the Chief Executive Officer.

### 9.2 Strategic Development Committee Board members

9.2.1 There are four Board members for the Strategic Development Committee.

9.2.2 As members of the Board they share a particular responsibility in fulfilling their Board role around governance, strategy, and policy (Constitution Article 3.4.6).

9.2.3 The Strategic Development Committee Board members responsibilities include:

- sharing the chairing of the Strategic Development Committee,
- providing the leadership and guidance to the Strategic Development Committee in fulfilling its responsibilities,
- building and maintaining rapport with Delegates, Partners, sponsors and Competition Organizer representatives to ensure effective collaboration and achievement of strategic objectives,
- leading the ongoing work to continuously update the skill competition mix in WorldSkills Competitions to ensure relevance with current industry trends and developments, and
- working closely with the Competition Committee Board members and Secretariat to ensure connectivity at the strategic and operational levels.

### 9.3 Competitions Committee Board members

9.3.1 There are two Board members for the Competitions Committee

9.3.2 As members of the Board they share a particular responsibility in fulfilling their Board role around governance, strategy and policy (Constitution Article 3.4.6).

9.3.3 The Competition Committee Board members responsibilities include:

- sharing the chairing of the Competitions Committee,
- providing the leadership and guidance to the Competitions Committee in fulfilling its responsibilities,
- overall responsibility for matters related to the integrity and success of the biennial skills competitions,
- building and maintaining rapport with Delegates, Experts, Partners, sponsors, and Competition Organizer representatives to ensure smooth running of the skill competitions,
- being the final arbiter on matters relating to quality and excellence during the skill competitions,
- driving the promoting and supporting work to improve the sustainability of future skills competitions, including the use of the latest developments in technology and assessment,
- supporting the ongoing work to continuously update the skill competition mix in WorldSkills Competitions to ensure relevance with current industry trends and developments, and
- working closely with the Strategic Development Committee Board members and Secretariat to ensure connectivity at the strategic and operational levels.

## 9.4 Treasurer

9.4.1 The essential function of the Treasurer as a member of the Board is to assist the Board to discharge its fiduciary responsibilities in managing the funds, assets, and risks of the Organization.

9.4.2 The Treasurer's responsibilities include:

- overseeing the financial affairs of the Organization and ensuring they are legal, constitutional, and within accepted accounting practice,
- ensuring the quality of the WorldSkills financial systems by working closely with the Chief Executive Officer and the WorldSkills auditors,
- reporting on the annual accounts and financial position at the General Assembly,
- overseeing the risk management role in identifying governance, financial, legal, and reputational risks to the Organization, its events, its Board, staff, and stakeholders,
- ensuring risk management strategies are embedded in the organizational culture,
- liaising with and supporting the Chief Executive Officer and staff on financial, risk and governance matters, and
- stewardship and engagement of Global Partners and sponsors.

## 9.5 Deputies

9.5.1 If the President of the Organization is temporarily incapacitated, the Board will nominate a Board member to temporarily act on the President's behalf. If the President is incapacitated for a period of longer than three months or a period anticipated to be longer than three months, then the Board shall appoint one of the Board members as (Acting) President to serve until the President is able to resume duty or to the end of the term, whichever occurs first.

## 9.6 Chief Executive Officer

9.6.1 The Chief Executive Officer is contracted on a full-time basis and is accountable to the Board. The Chief Executive Officer, along with the President, serves as the public face and lead spokesperson of the WorldSkills movement and Organization to Members, governments, partners, media, and the general public.

9.6.2 Their primary responsibility is to provide professional leadership and management of the Organization. This leadership and management includes strategic, operational, and administrative responsibility. In consultation with the President and other Board members the Chief Executive Officer:

(Strategic)

- works to prepare a strategic plan and an associated action plan,
- works closely with the President in providing the support and execution of matters relating to the President's role and the overall Organization's activities,
- provides leadership and support in the pursuit of matters relating to the Strategic Development Committee and works closely with the Board members responsible for this committee,
- provides leadership and support in the pursuit of matters relating to the Competitions Committee and works closely with the Board members responsible for this committee,
- provides leadership, oversight, guidance, and support to the Member hosting a Competition or a General Assembly on all strategic and organizational matters related to their hosting,
- works to explore, implement, and build effective strategic partnerships,
- aligns the Secretariat's operational priorities with the strategic objectives of the Organization and reports on the effectiveness of the outcomes,
- is responsible for monitoring and managing financial and other risk elements of the Organization and works closely with the Treasurer on these matters,

(Operational)

- ensures meetings of the governing bodies, standing committees, and other working groups are prepared and delivered effectively,
- participates in the meetings and ensures minutes are produced in English and circulated within 14 days after the meeting,
- ensures that agreed decisions and action items from these meetings are carried out,
- provides management, administration, and services support to the WorldSkills Competition,
- is responsible for the implementation and management of all matters related to the Code of Ethics and Conduct for the Organization and at the WorldSkills Competition
- is responsible for staffing of the Secretariat and management of employees, contractors, and volunteers who work for the Organization,

(Administrative)

- ensures agendas and supporting documents are produced and circulated prior to the meetings,
- ensures the Organization's finances are managed within the agreed budget and that annual Financial Statements are prepared for audit,
- ensures that the Organization's legal and due diligence requirements are met,
- ensures effective and timely management of the various administrative tasks that are the responsibility of the Secretariat,

(Marketing and Communication)

- stewards WorldSkills International's existing partner relations with Members, sponsors, and other organizations
- develops and supports new Members for the Organization,
- seeks and develops new sponsors for the Organization,
- promotes and markets the Organization, and its mission and objectives, to the various stakeholders,
- provides clear and effective communication to the various stakeholders, and
- promotes and builds on the existing brand value of WorldSkills.

## 9.7 Contracts

9.7.1 No Board member or appointed officer will enter into separate contracts or agreements for the Organization with:

- the Organization's Board members or appointed officers or family relatives of the Board members or appointed officers,

- companies employing family relatives of the Board members or appointed officers, or
- companies in which Board members or appointed officers or their family relatives have a financial interest,

except when approved by a unanimous vote of the Board.

## 9.8 Quality Auditor

9.8.1 The Quality Auditor, appointed by and reporting to the Board provides an independent and informed view of the procedures and practices used to carry out the Competition, together with a selection of projects, trials and other developments. The Quality Auditor and their team liaise with the Standards and Assessment Advisor and Skill Advisors, in order to share information and effect improvement. The Quality Auditor does not engage in any problem-solving activities during the Competition; they refer any immediate problems to the Competitions Committee Management Team.

## 10 Languages, translations, and flags

### 10.1 Languages and translations

- 10.1.1 WorldSkills International's working language is English. WorldSkills recognizes that there is a high proportion of Members where English is not the native language and therefore must make all source files for documentation and resources available to Members for translation. WorldSkills International will support and coordinate translation management of documentation and resources with Members.
- 10.1.2 WorldSkills International, host Members, and Competition Organizers do not provide simultaneous interpretation at WSI meetings. However, a Member or a group of Members can provide their own simultaneous interpretation at a meeting at their own cost, with logistics support by the host Member or Competition Organizer.
- 10.1.3 In the event of any conflict within the different translations of any WorldSkills documents, the English version shall take precedence.

### 10.2 Flags

- 10.2.1 Flags submitted by Members to be used at WorldSkills events, in marketing material, and on websites are subject to the approval of WorldSkills International.
- 10.2.2 If a flag is not approved by WorldSkills International an alternative flag needs to be agreed upon or the Member concerned may choose to use the WorldSkills flag or no flag at all.
- 10.2.3 Twelve months before a WorldSkills Competition the Secretariat will confirm with Members that the Member flags as displayed on the WorldSkills website are the correct and agreed ones to be used at the following WorldSkills Competition.

## 11 Final ruling

### 11.1 Discipline

11.1.1 A breach of the rules and provisions of the Constitution, Standing Orders, or the Code of Ethics and Conduct will be penalized. The following disciplinary measures apply:

- warning,
- reprimand,
- penalty, or
- expulsion.

11.1.2 Disciplinary punishments will be determined by the Board. In serious cases, the General Assembly may be convened in extraordinary session.

### 11.2 Effective Date

These Standing Orders were ratified by the General Assembly on 09.02.19 and replace all previous rulings.

# Revisions

v1.1	Lyon, 11.10.95	Revised and adapted: Cornelis Hubertus Beuk, Daniel Sommer
v1.2	São Paulo, 1998	Revised and adapted
v1.3	Montreal, 02.05.99	Revised and adapted
v1.4	Lisbon, 15.06.00	Revised and adapted
v1.5	Auckland, 14.03.02	Revised and adapted: Tjerk Dusseldorp, Daniel Sommer
v2.0	Melbourne, 10.05.06	Revised and adapted: Tjerk Dusseldorp – President David Hoey – Secretary General
v3.0	Calgary, 06.09.09	Revised and adapted: Tjerk Dusseldorp – President David Hoey – Chief Executive Officer
v3.3	London, 02.10.11	Revised and adapted: Tjerk Dusseldorp – President David Hoey – Chief Executive Officer
v3.4	Jeju, 19.05.12	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer
v3.5	Lucerne, 15.09.14	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer
v3.6	São Paulo, 10.08.15	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer
v3.7	Niagara Falls, 06.10.16	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer
v3.8	Abu Dhabi, 13.10.17	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer

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v3.9	Amsterdam, 18.10.18 Ratified 09.02.19	Revised and adapted: Simon Bartley – President David Hoey – Chief Executive Officer
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