

60 
world skills
international
1950-2010

WorldSkills 2020

Promoting Skills Across the World

www.worldskills.org

Honouring the past and launching the future

1.1 Purpose of this paper

This paper explains and details the necessary changes and improvements that need to be implemented to allow WorldSkills to be a stronger, and more sustainable and effective global Movement and Brand by 2020.

The paper builds on the existing development strategy initiated at the Strategy Committee, General Assembly and Board meetings in Calgary 2009.

This development work has its origins back in 1999 – see Appendix 1.

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2 EXECUTIVE SUMMARY

The principle of 'meeting the needs of our Members' underpins all of the strategic planning and proposals for the future of the WorldSkills International organisation and WorldSkills Movement in our 2020 vision (WorldSkills 2020).

The WorldSkills Brand Strategy is arguably the most important element of the Action Plan 2007-2011 that was adopted and ratified by the GA in September 2007. Much work, research and consultation has taken place to reach this point (refer Appendix 1). The Strategy Committee's work on the Brand Strategy in September 2009 crystallised a common understanding and agreement on what is our core business and what are the value-adds. Respectively, these are:

1. Conduct & improve the Competition
2. Expand the role, leverage, involvement and power of WSI and the Competition into areas that encompass competitions, education and advocacy.

Both are critically important to our future as was unanimously acknowledged by the General Assembly but with the Competition being our "Number One" priority. This is the agreed understanding that the Board Working Group and Board of Directors and CEO have worked with since September 2009 to reach this point.

By demarcating the work required for the preparation, delivery, improvement, cost reduction and sustainability of the WorldSkills Competition and the work required for the value-added programs, events, reach and impact of the WorldSkills Movement, we can achieve stronger, more effective, more flexible and sustainable operation and outcomes.

In short, to meet the needs of our Members and fulfil our vision of a "world where people can achieve the workplace skills they need to prosper and find fulfilment" WorldSkills International needs to strategically and operationally adapt to ensure it has a strong and enduring future. So it is proposed to:

- increase the capacity and capability of WSI and its Secretariat in order to strengthen the relationship and partnership with Host organisations to conduct the Competition and
- create a new complementary body - the WorldSkills Foundation to focus on the education and advocacy needed to build a worldwide awareness of WorldSkills International's vision and mission.

With these two principal strategies in place, by 2020:

1. The WorldSkills brand will be recognized as the global hub for skills development and a common resource for Members and other partners to cooperate in increasing quality in VET (Vocational Education and Training), raise the status of VET and communicate the importance of skills for economic growth and prosperity.
2. WorldSkills International will have at least 70 Members, and the existing four regional bodies and competitions will be fully aligned with each other, and this regional cooperative structure will have been expanded to the African Continent.
3. The WorldSkills Movement will consist of a series of complementary platforms of activity for a large networking and experience-sharing system, both online and face-to-face to facilitate personal relations between all stakeholders.

3 WORLDSKILLS

3.1 Brand Purpose and Vision

3.1.1 Brand Purpose

Promoting Skills Across the World

3.1.2 Vision (updated)

A world where people can achieve the workplace skills they need to prosper and find fulfilment.

3.1.3 WorldSkills Movement 2020

The WorldSkills International (WSI) organisation is celebrating its 60th anniversary in 2010. The skills competitions have been the core activity of the organisation over these 60 years with the purpose to increase interest, status and quality in VET around the world.

Looking forward, skills competitions will remain the core activity of WSI. In 1999, the General Assembly agreed on a development strategy to grow the organisation and support the Competition via a marketing approach to create an understanding about the role of VET for achieving economic growth in economies and personal fulfilment for individuals.

The strategy from 1999 has been successful. The WorldSkills International organisation has had tremendous growth and in 2010 it has 53 Members from all over the world. The Competitions have been enhanced by different networking activities and via the Internet and personal exchanges, the global Competition every second year is now being complemented by regional competitions in Europe, the Gulf, SE Asia and in the Americas. The WorldSkills brand has been adopted in a growing number of Members at the national level. Over the past 10 years, the WorldSkills Competition has turned into a WorldSkills Movement.

Yet a fast growing organisation also faces sustainability challenges. The Sustainability Task Force that was initiated in 2008 now provides a continuous focus on quality and cost effectiveness in "Member-driven" competitions supported by "partnership-driven" additional non-competition activities.

In 2009 the General Assembly decided to further broaden WSI's perspective and further develop the WorldSkills Movement through new partnerships with education and industry partners, NGO's and other organisations. The WorldSkills Competition will remain as the heart of WorldSkills with a Member-driven organisation as the driving force. The WorldSkills Movement will grow and develop in the areas of education and advocacy.

Now it is time to look another 10 years ahead to the year 2020. This paper is a platform for that visioning.

3.2 What will WorldSkills be in 2020?

In 2020 the WorldSkills brand will be fully recognized as the global hub for vocational skills knowledge and development.

The core business is the WorldSkills Competition (WSC) every second year. WSI and the existing four regional bodies and competitions are fully aligned with each other, and this regional cooperative structure has been expanded to the African continent.

The competitions at the regional and global level are the leading activities for benchmarking and development of skills standards. Members use the WorldSkills network and knowledge for the development of their own skills education structure and for benchmarking and cross-border sharing of experiences. Young people around the world look at VET as a resource in their own development and can achieve the workplace skills they need to prosper and find fulfilment.

The structure of WorldSkills is divided into two well functioning and complementary bodies;

- WorldSkills International (WSI) – is still a Member-driven organisation. The 53 Members in 2010 will have increased to 70 in 2020. WSI is the body for all competition related activities.
- WorldSkills Foundation (WSF) – is a project driven organisation dealing with non-competition activities aiming to support the brand purpose and vision. WSF cooperates with partners from industry, education, WSI Members, NGO's and other organisations sharing the WorldSkills values, mission and vision.

3.3 Mission and objectives

3.3.1 Mission

Proposed New:	Existing:
To promote and facilitate through cooperative action a worldwide awareness of the essential contribution that skills and high standards of competence make to the achievement of economic success and personal fulfilment.	To promote, through the cooperative actions of Members , a worldwide awareness of the essential contribution that skills and high standards of competence make to the achievement of economic success and individual fulfilment.

The proposed update to the Mission is the removal of "of Members". This is because our Mission encompasses the cooperation and collaboration of many more bodies than just our Members e.g. Sector organisations, Industry Partners, Education Partners, other organisations and many individuals.

3.3.2 WorldSkills (Movement) objectives

- Facilitate skills competitions and events
- Engage Members, Partners and stakeholders in the vision and mission
- Promote and support skills initiatives worldwide
- Provide a sustainable platform for the skills Movement

4 BRAND STRATEGY & FUTURE ORGANISATION DEVELOPMENT

4.1 Focusing WorldSkills International

WorldSkills International must focus on the biennial Competition – it is our raison d'être.

Since WSC2005 there has been a much greater partnership between the WSI Secretariat and the Competition Host. Even though the Secretariat capacity has grown from 1.8 persons in 2005 to 7.5 persons in 2010, it still cannot provide the ideal level of support that should be given to an event the size of a WorldSkills Competition.

The resource needs for hosting a Competition are great. The budgets of the organising committees for WorldSkills Calgary 2009 and WorldSkills London 2011 show that the costs are currently about 40-45 million Euros.

By the same token, the Host organising committee is met with many challenges where lack of information or experience with skills competitions increases their workload and indirect and direct costs. There is also a lot of 'reinventing the wheel' from Competition to Competition/Host to Host. There is still not enough appropriate information provided or passed on to a future Host.

The solution is to expand the capacity and capabilities at the WSI Secretariat to support the Competition Host for the full Competition life cycle (from inception to completion) while also reducing costs and improving efficiencies for hosting a Competition and participating in a Competition.

Better partnership, collaboration, efficiencies and knowledge management and transfer will reduce costs and allow more value-added aspects to be delivered. This will both directly and indirectly ensure the sustainability of the Competition.



Fig. 1: Improving the partnership, collaboration, efficiencies and knowledge management and transfer will reduce costs and allow more value-added aspects to be delivered.

4.2 WorldSkills International Brand Strategy and how to achieve it

While improving the support and partnership with the Host, it is also crucial to expand the role, leverage, involvement and power of the organisation and the Competition into areas that encompass competitions, education and advocacy as per our Brand Strategy (see Fig. 2). In order to achieve the necessary (financial and in-kind) support to run a Competition, we have to provide a greater return on investment to governments, educators and industry sponsors and supporters. They want more than a Competition.

So while the WorldSkills Competition forms the WorldSkills Brand Platform, we still need a mechanism to focus on and target the key aspects of our Brand Strategy without compromising or drawing resources from running the Competition.



Fig. 2. The WSI Brand – a platform for evolution (refer to WSI Brand Strategy – GA September 2009)

The Board Working Group, Board of Directors and CEO have concluded that the best and most effective way to align with our Brand Purpose and Vision and achieve our Mission and Objectives is to create a complementary body under the WorldSkills brand. The existing body is the WorldSkills International organisation and the complementary body is the WorldSkills Foundation.

WorldSkills International (WSI) will focus on the development and running of the biennial Competition and working more closely with the Host (and with regional competitions). The WorldSkills Foundation (WSF) will address the education and advocacy aspects of the WorldSkills Brand Strategy.

There will be no immediate changes to the WSI organisational structure. However, in time there may be some minor changes. For example, it makes more sense for the Technical Committee to be recognised as Competition Committee as its mandate deals with all aspects of running the competitions and competitions management. The existing Strategy Committee will remain as a body for administrative, marketing and strategic matters such as exchanging good practices, supporting new Members and developing the linkage with regional competitions and structures.

4.3 Focusing WorldSkills Foundation

4.3.1 Creation of the WorldSkills Foundation

The Spanish Ministry of Education (SpainSkills) has offered to legally host the WorldSkills Foundation in Spain and cover all associated set up costs and basic support services. As Spain is the 'spiritual' home of WorldSkills International and in recognition of this history and special offer, the Board of Directors and Board Working Group fully supported this proposal.

The Foundation will be proposed by the Board of Directors for ratification by the General Assembly in Jamaica 2010, and then legally constituted by agreement between WSI and our Spanish Member.

4.3.2 An open window towards many partners

The WorldSkills Foundation will be open for partners sharing the values and vision of WorldSkills International. The WSF activities will be structured as a flexible project organisation in close cooperation with Members and partners.

The WSF will complement WSI (the international membership organisation) without intruding on the structure, procedures and processes that have proven to work well for sixty years.

The WSF will allow a greater focus by WSI on the Competition by taking responsibility for non-competition events and programs not directly linked to the Competition, along with other creative initiatives that respond to the goals and aspirations of our Members and existing and future industry and education partners.

Working in unison, WSI and WSF will strengthen the vision and mission in a way that will give "WorldSkills" the global recognition and status it deserves.

Existing WSI initiatives	Future possible WSF initiatives
WorldSkills Leaders Forum	Skills Across the World
WorldSkills Premiere Experience	"Global Skills Index"
WorldSkills Youth Forum	WorldSkills Ambassador projects
WorldSkills TV	Strategic research projects e.g. effectiveness of WorldSkills in modelling and promoting excellence in vocational skill.
	Seminar/conferences at WSC
	Seminar/conferences at General Assemblies (non-Competition year)
	Seminar/conferences at Regional Competitions
	Contributions to non-WS seminars i.e. guest presenters at other seminars
	Supporting new Members when they join WSI
	Partnerships with other NGOs, Foundations
	Publication, distribution and promotion of research outcomes
	Identification and dissemination of best practice models of vocational learning
	Championing (advocating and promoting) technology futures for young people
	Networking hub and global forum for dialogue about innovation – global connection around VET

Benefits of a Foundation for the WorldSkills Movement:

- Cooperate with leading global enterprises
- Road test policy proposals in a neutral environment
- Identify and share best practice globally
- Build a 'common cause' for skills
- Improve connectivity among key stakeholders
- Linking policy to practice
- Promote the value of skills through partner endorsements
- Improve policy formulation processes and communications
- Access to Global Industry Partners
- Be part of the global leadership for skills
- Linking the supply and demand for skills

- Promote the competitive advantages of VET
- Gain recognition for responding to industry needs
- Improving motivation and marketing skills
- Conviction that VET is a good first choice
- Access to global skills network

4.4 WorldSkills Foundation organisation structure

The finer details of the structure of the WSF are being finalised but it will have its own Board of Trustees (BoT), separate from the Board of Directors (BoD) of WSI.

There will be cross representation on the Boards of the two entities, and WSI will be legally protected from any liabilities incurred by WSF, while at the same time being the prime beneficiary of the Foundation's activities.

In all aspects of governance, selection of beneficiaries and development of its program of activities, the Board of Trustees shall ensure alignment with the shared WSI vision and mission (as overseen by the WorldSkills International Brand Alignment Committee).

The WorldSkills Foundation will have Partners whereas WorldSkills International has Members.

4.4.1 Board of Trustees

A	B	C	D	
WSI Members	Global Industry & Education Partners	Founders	Ex-officio	Total
4	~starting with 3 up to a maximum of 10	2	(1)	16 (17)

A WSI Members x 4 = Europe, GCC, Asia, Americas. At GA2010, it is proposed that a WSI Member from each of the 4 regions will be nominated to the Foundation's Board of Trustees (concept = global representation). The representation will rotate among the Members every two years.

B Global Industry, Education and NGO Partners – maximum of 10.

C Founders x 2 = WSI President + Spanish Ministry of Education official.

D -officio x 1 = WSI CEO – an advisory and connectivity role.

Member Organisations can be Partners outside of group A.

The Board of Trustees will elect its own Chair and Deputy Chair.

4.4.2 WSF administration and staffing

Building on the demonstrated effectiveness of the virtual office model of WSI, the WSF will minimize its administrative and physical overhead by making maximum use of global talent and the latest communications technology. The WSF would utilise services from WSI on a 'pay as you go' basis e.g. web & IT services, accounting/book-keeping and communications and marketing. There would be a "head office" in Madrid, Spain and a (part time) Secretary based in Spain provided by our Spanish Member.

Staffing will be developed on an "as needed" basis. It is envisioned to have contract/permanent staff as well as project/term staff and seconded staff. Project leaders will be the initial staff of WSF and it is planned not to have a CEO but to keep the organisation flat and low on overheads.

5 WORLDSKILLS INTERNATIONAL AND THE WORLDSKILLS FOUNDATION WORKING IN UNISON

By working in unison, WSI and the WSF will achieve a greater focus and result in the areas of collaboration and partnership at many different layers with existing and new stakeholders. It increases the competitive advantage that WorldSkills offers all stakeholders (see Fig. 3).



Fig. 3: collaboration and partnership 2020.

5.1.1 WSI & WSF meetings

There is no proposed change to the WSI meeting schedule.

The WSF would run its annual Board of Trustees meeting to coincide with the WSI General Assembly. This would ensure the necessary synergy, connectivity and cost-effectiveness.

The concept is that the recommendations from the WSI meetings (GA, SC, TC, BoD) would feed into the WSF meetings and vice versa via the Chairs and CEO with full transparency of documentation and minutes.

5.2 WorldSkills International, Competition Host & WorldSkills Foundation working in unison

One of the great challenges and risks to the future of WorldSkills International is the sustainability of the Competition. As it gets bigger and more costly, there are fewer Members who can host it (or will want to host it). WSI and the WSF will actively involve the Host in the

areas of collaboration and partnership identified in the diagram above and specifically those that relate to promoting and supporting the success of the Competition for that Host. A more integrated cooperation will secure quality, be more cost-effective and deliver partners to Hosts in a way that will increase the number of potential Hosts for the future.



Fig. 4: The Foundation encircles the WorldSkills International organisation and Competition Host.



Fig. 5: The Foundation is a conglomeration of a variety and diversity of projects and activities within the 'orbit' of the WorldSkills International organisation and Competition Host.

6 FUNDING AND SUPPORT FOR WORLDSKILLS INTERNATIONAL AND WORLDSKILLS FOUNDATION

6.1 Revenue and sponsorship

There are 5 types of revenue for WSI and WSF.

- WSI Member Fees – annual fees paid by Members
- WSI Hosting and the proposed Secretariat Support and Service Fee – rights fee paid to WSI for Competition by Host and contribution to ensure more cost-effective knowledge management, experience transfer and support
- WSI Admission Fee – once-off fee by new Members joining WSI
- Sponsorship/partnership cash – cash payments made by partners
- Sponsorship/partnership VIK – VIK (Value In Kind) contributions by partners

Revenue associated with the Members, Hosts and Competition related sponsorship/partnership will be paid to WSI (as is done currently). Revenue associated with other Partners will be paid to the WSF. There will be some Partners who choose to contribute to both. Refer to section 6.3.

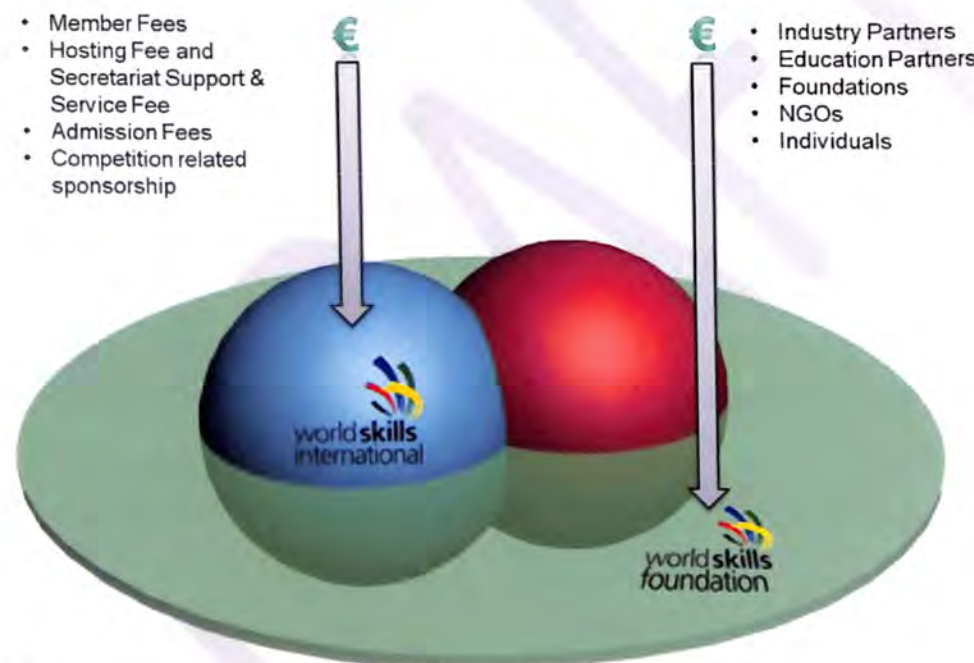


Fig. 6: Revenue flow

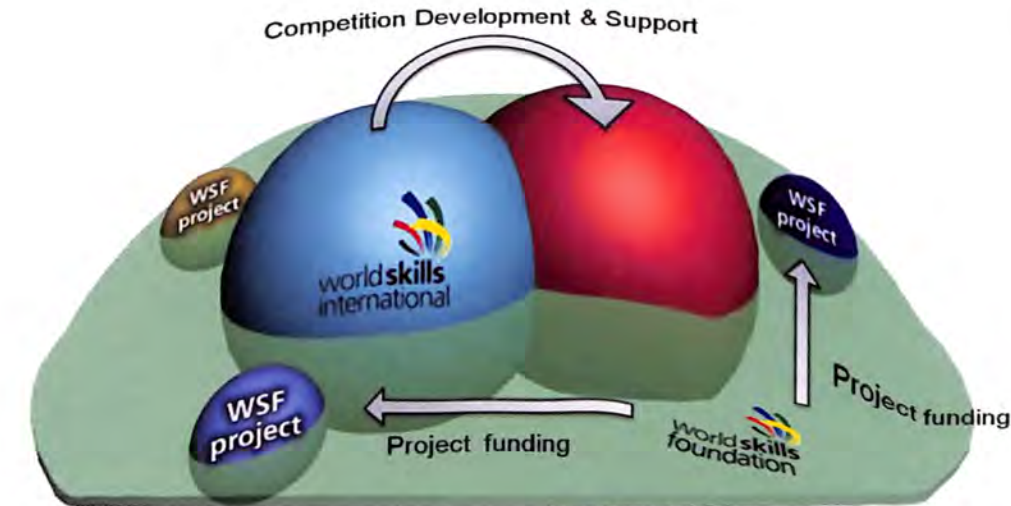


Fig. 7: Expenditure flow

The Foundation's project activities with Industry Partners, Education Partners, NGO's, other organisations and skill networks will reflect its mandate to pursue the education and advocacy aspects of the WorldSkills brand.

6.2 Review of WSI revenue (Member, Hosting and Admission Fees and proposed Secretariat Support and Service Fee)

6.2.1 Member Fees

Member Fees are calculated using a module factor and the total Membership fee contribution is increased by 3% annually. This will stay the same.

6.2.2 Admission Fee

The 2010 Admission fee is €24,000 and this increases by 3% each year. This will stay the same.

6.2.3 Hosting Fee

For WSC2009 & WSC2011 = €100,000
For WSC2013 = €300,000.

The Hosting Fee needs recalibrating against the value received by the Host and the support and partnership that WSI should provide for a more effective partnership and win-win overall.

It is proposed to increase the Hosting Fee to €400,000 for WSC2015 and then index it at 3% per annum like the Member Fee and Admission Fee. Along with the Hosting Fee there is an additional Secretariat Support and Service Fee of at least €400,000 to help build capacity and capability within WSI to provide Hosts with a more cost-effective overall Competition project. The support and services provided by WSI will be specified in the Memorandum of Understanding between WSI and the Host that follows after the hosting rights have been awarded to the Member by a vote of the GA. The total amount represents approximately 2% of the Host's budget.

This will not be an increase in costs for the Host but needs to be viewed as a reallocation of costs that will produce a reduction in Net Costs along with a more effective utilisation of resources for the Host and WSI Members. The following are areas where WSI can increase its capacity and capabilities:

- Development of project plan for implementing the WorldSkills Competition (Competition Organising Guide)
- Continuity and development of sponsorship & partnership
- Information Systems and Technology platforms used by WSI & Hosts
- Technical/competitions improvements
- Communications/media
- Task Forces & working groups
- Systems and procedures and Knowledge Management

Examples of cost savings and/or increased revenue that will be specifically targeted include:

- Audits of Infrastructure requirements for high cost skills
- Reduction in Infrastructure for some skills
- Reduction in space for some skills
- Reorganise the current competition format for some skills
- Have sponsors ready to support Host (continuity from previous Host)
- Lower cost and better integrated IT systems and management
- Infrastructure management system (knowledge management, budgeting, costing)
- Improved marketing of the Competition and brand recognition
- Reduced administration by improved information and experience
- Hiring the venue for less days
- More accurate budgeting
- Increase assets for sponsorship

The bottom line for WSI and future Hosts is that increased capacity and capability of WSI will better support the Host and improve the quality of the Competition while also reducing costs → Sustainability!

6.3 Review of WSF revenue

The Board Working Group has explored the Foundation concept with a number of interested existing and potential global industry and education partners and has secured provisional commitments to launch the Foundation with the necessary start up funding for 3 years including a contribution from the Legacy fund of WorldSkills Calgary 2009.

6.4 Development of global branding, sponsorship strategy and revenue growth

Sponsorship is critical to the running of all Competitions: global, regional and national.

With WSI, the Competition Host and WSF working in unison, our expectation is to grow the overall sponsorship/revenue "pie" by increasing and broadening the brand value proposition (by increasing and improving WorldSkills' assets). With the existing four regional bodies and competitions aligning with the WorldSkills brand, we can achieve synergy and continuity worldwide which is now an essential requirement for global recognition and brand development.

Those companies, educational institutions and NGO's that wish to contribute to the WorldSkills Foundation will do so on terms that give them no preferential rights over the Competition unless of course they also directly contribute to the Competition in agreement with WSI. Those companies that are already contributing directly to the Competition in agreement with WSI will continue to do so, and of course additional sponsors are being continually sought to increase the revenue flow from this source.

7 APPENDICES

7.1 Appendix 1: "How did we get to this point?"

The issue of Sustainability was first raised seriously in Montreal 1999.

A Task Force was created in 2003 and a number of its recommendations have been implemented.

In between WSC2005 and WSC2007 the Strategy Committee, Technical Committee, Secretariat, WorldSkills Calgary 2009 organising committee and the Board of Directors worked to create the Action Plan 2007-2011 which was ratified in September 2007.

In between WSC2007 & GA2008 and in line with the Action Plan;

- the Board created a Sustainability Task Force
- a comprehensive Member survey was completed
- WSI and WS Calgary 2009 and WS London 2011 agreed on collaborative goals under the banner "WorldSkills Champions on the World Stage"
- WSI completed a brand audit
- the concept of WSI Services/Foundation was first suggested.

SC recommendations to the GA (Vienna September 2008):

"Future of the Organisation: Support for the concept of the Competitions as the core business of WSI, with a parallel entrepreneurial service arm to handle revenue generating activities related to the brand. The Board and CEO will further develop this concept."

GA adopted decisions (Vienna September 2008):

"The Board will immediately develop a brand strategy that will guide our efforts in the months and years ahead in all areas of Marketing, Communications, Media, etc."

The Brand Strategy was developed in a very consultative way with representatives from all stakeholders and presented to the GA in Calgary September 2009.

- (Presented to GA so Technical Delegates were given an overview.)
- (Presented to SC in detail to discuss.)

SC recommendations to the GA (Calgary September 2009):

"There was very constructive and progressive discussion in Calgary and in principle, a general direction and commonality of thought emerged. However, the conclusion and recommendations were for there to be further work and discussion on the elements of the Brand Strategy. These would be taken up in a Board Working Group."

Board response to recommendations from the SC to the GA:

"The Board noted the need to show leadership in moving forward on this, building upon the recommendations of our Members and the Sustainability Taskforce, and capturing the key essence of the Brand Strategy. The Competition needs to remain core to WSI, but this does not negate the need to enact the complementary pillars of education and advocacy.

Decision/Action: The Board agreed to have a Board Working Group clarify and develop the next steps in the incorporation and implementation of the Brand Strategy and outcomes from the Strategy Committee meeting which would convene prior to the Board of Directors meeting in March 2010."

7.2 Appendix 2: Contributors

January 2010 Board Working Group

- Jack Dusseldorp AU
- David Hoey CEO
- Roberto Spada BR
- Laurent Thibault CA
- Terry Cooke CA
- Christine Davatz CH
- Tommy Hellström SE
- Jos de Goey NL
- Shaun Thorson CA
- Simon Bartley UK
- Richard Walker – WS Calgary 2009
- Aidan Jones – WS London 2011

March 2010 Board Working Group & Board meeting

- Jack Dusseldorp AU
- David Hoey CEO
- Roberto Spada BR
- Laurent Thibault CA
- Terry Cooke CA
- Jos de Goey NL
- Simon Bartley UK
- Veijo Hintsanen FI
- Liam Corcoran IE
- Yoo Bae Kim KR
- Manuel Cabrera ES
- Elfi Klumpp DE

July 2010 Board Working Group & Board meeting

- Jack Dusseldorp AU
- David Hoey CEO
- Roberto Spada BR
- Laurent Thibault CA
- Jos de Goey NL
- Tommy Hellström SE
- Simon Bartley UK
- Veijo Hintsanen FI
- Liam Corcoran IE
- Yoo Bae Kim KR
- Manuel Cabrera ES

