

***Corporation du 35<sup>e</sup> Mondial des Métiers***

**Report from *Corporation du 35<sup>e</sup> Mondial des Métiers* to  
*World Skills* regarding the  
35th World Skills Competition**

**March 2000**

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## **Introduction**

With its 609 candidates, 577 experts, 800 international delegates, 85,000 visitors, 10,000 spectators, exceptional media coverage and provisional financial returns that indicate that the Corporation's financial situation is balanced, there is no question that the 35th World Skills Competition was a true success.

Although there was no formal means by which to evaluate the level of satisfaction among IVTO members, the Corporation believes that, overall, judging from the positive comments that we received on site at the event, the level of satisfaction was good. Moreover, the official delegate from Canada, Laurent Thibault, recently informed us that his consultations with approximately 15 members revealed that they were very satisfied with their experience in Montreal. Their assessment of the Competition appears to have been further corroborated during the last meeting of the Executive Council, held recently in London, England.

The Corporation is well aware, however, that some difficulties were encountered along the way, particularly with regard to supplies for four or five of the trades. While regrettable, the Corporation feels this situation in no way diminished the success of the 35th World Skills Competition. The meeting scheduled to be held in Lisbon in June 2000 will be an opportunity for those involved to suggest concrete ways to improve future competitions.

In preparation for this comprehensive evaluation, the Corporation feels it is important to state its point of view and ensure that the World Skills authorities are aware of its position on subjects concerning the Corporation or World Skills itself. This initiative is meant to be constructive: it is our hope that our comments will facilitate the work of future organizing committees and improve work relations between these committees and the "head office."

## 1. Event programme

In January 1998, the Corporation designed a programme outline based on programmes from earlier competitions. This programme was the subject of discussions with the General Secretary during a meeting held in Montreal in March 1998 and was then presented to the General Meeting at Sao Paulo in September 1998.

This initial programme underwent minor changes and was never a source of conflict with the IVTO. The programme was followed to the letter.

The content of the programme appears to have had broad appeal. The evening reception organized for the candidates and the team leaders November 8, 1999 at the *Medley* raised objections among many members who felt that it was inappropriate to organize a party for candidates before the competitions began. The Corporation entirely respects this position. Conversely, those who participated in the party were thrilled with their evening.

Unfortunately, the evening that was organized for the same candidates and team leaders at the end of the competitions on November 14, 1999, at the Maurice Richard Arena, was a complete failure. This failure was attributable to several elements, all related to the fact that the activity was ill-suited to the needs young people who had come to live in Montreal for four days in a situation of intense stress and needed to let off some steam. ✓

However, the tour of Montreal, the excursions to Quebec City and Ottawa, the hockey night, the two ceremonies, and the reception and farewell evenings seem to have won favour with the majority of those who participated, judging from the very positive comments made to Corporation officials.

In short, we had 15 very full but, for the most part, very successful days.

With regard to the Competition schedule, the Corporation recommends ***World Skills*** study the possibility of extending Competition hours (until 8 p.m., for example) for one or two evenings to allow the adult public who work during the day to visit the competitions.

## **2. Reception of the delegations and packages**

Between November 4 and 18, the Corporation received and managed 2034 participants, which is surely a record in the annals of the IVTO.

Meticulously planned logistics, a high degree of professionalism and restraint in ensuring management, highly qualified personnel, the "customer service" approach adopted by the Corporation and, last but not least, Mother Nature's co-operation, made this part of the event a success.

There were, of course, some minor clashes to overcome along the way, but on the whole, the comments received on site were more than positive. The reception at the airport and the transfer to the hotels, accommodation, transportation, and the assistance services at the hotels and at the Stadium were certainly noted.

Holding IVTO meetings at ICAO and providing each member with a box at the Olympic Stadium were also positive points on the Corporation's activity roster. Unfortunately, the same cannot be said for the meeting room set up at Level 300 of the Stadium, which was lacking in some respects, and the coffee service in the workshops, which, suffice it to say, was very expensive. There was also a mix-up over snacks, which were expected to have been served every day during the workshops. In the end, snacks were not served because the General Secretary had previously agreed (in September 1999) that no snacks would be served.

In retrospect, we can now say that the four packages were adequately designed and we obtained good value for our money. With regard to the schedule implemented in the three-step registration process, it worked well until August, the period during which it became obvious that the listed registrations and their accompanying payments were going to be very late in coming. The Corporation then adopted a flexible attitude (abused by some) towards members, despite the fact that it still had to honour its commitments to suppliers and therefore had to advance funds that it did not possess.

Notwithstanding adjustments that had to be made along the way, the Corporation wishes to express its thanks to the members of *World Skills* for the excellent collaborative support it received from each and every worker during the event and for their compliance with rules and procedures established by the Corporation. The tone of our business relations greatly enhanced the quality of customer service. As a team—the Corporation, JPdL Multi-Management Inc., the technical and official delegates—we were successful.

However, in our opinion, there is a major structural problem within the IVTO that should be corrected. The problem lies in the respective role of the technical delegates (TD) and the official delegates (OD), and in their roles within the organization.

The President of World Skills will surely remember the surprise with which the Assistant Director General of the Corporation received the information, during a meeting with the Executive Council in Montreal in April 1999, that the Corporation's representatives handling all aspects of the packages, registration and financial affairs were not the TDs but the ODs. While this fact may have been altogether logical, it had nothing to do with the "organizational experience" of the IVTO. In reality, among the majority of the IVTO members, the TDs definitely "run the show" and the ODs seem to take a back seat within the organization as well as in the preparation of competitions.

The Corporation's initial mistake in this regard was probably attributable to the fact that the only component that seemed important to the IVTO in organizing a competition was the technical. Issues surrounding logistics and communications were very much secondary considerations that were quickly dispensed with during the meetings with members and discussions with the General Secretary. However, sales of \$4 million for the packages and important issues like the visibility of members, the visibility of candidates, and the reputation of World Skills and the World Skills Competition were just as important as the technical competitions.

Regarding the principle that ODs should have been the intermediaries for financial matters and logistics and communications issues, this arrangement may have suited some members, but we observed that for most members the theory did not match the practice. Furthermore, is it realistic to ask an organizing committee, any organizing committee, to **deal with 68 different intermediaries over a two-year period?**

From the Corporation's point of view, there is a real problem in this area. The IVTO should either redefine the role of its delegates or have each member choose a "team leader" who would become the only spokesperson for the Organizing Committee for all issues relating to the organization of a competition. *first point of contact?*

**Consequently, the Corporation recommends that World Skills clearly define the respective mandates of the Technical Committee and the Administrative Committee and establish a structure that will help future organizing committees and remain truly operational at all times, before and during the competitions.**

### **3. Selection of trades and technologies in competition and demonstration**

Although this issue does not concern the Corporation as such, we believe that **World Skills should conduct a thorough review of the selection of trades and technologies in competition and demonstration in order to make room for new technologies and trades from high-tech economic sectors.** Indeed, this is the orientation that the Corporation took in deciding to include *Place de la Technologie* in its peripheral activities as a window on high-tech sectors in the Canadian and Quebec economies. This initiative attracted a great many visitors who clearly enjoyed the experience.

However, bringing in new trades presupposes that some trades that have been on the programme for a long time will have to go, or, preferably, some trades would be grouped together within the same competition using the approach that was developed for the factory trades by some members from the IVTO but that has not yet been implemented. ✓  
Certainly, it does not seem realistic to add new trades without doing some reorganizing since there is not much room for increasing the surface area of the competitions and the

number of candidates. The Corporation would further emphasize that setting up and equipping 609 candidates is an enormous job for the Organizing Committee, demanding a substantial contribution from the sponsors of the equipment pool and that the task of fitting more trades into some 55,000 square metres of space greatly limits the selection of available facilities (in Montréal, at least). Moreover, if new members are accepted into the organization in years to come, the size of competitions could increase even more. But the Corporation would contend that these competitions have already reached a critical level.

Based on the wealth of experience acquired during the 35th World Skills Competition, the **Corporation believes that World Skills should recognize that the size of competitions has reached a critical level and that adding new members or new trades will require a reorganization of the current selection of trades and technologies in competition.**

#### **4. Visitor's information on the competitions**

Based on the premise that both the IVTO and host countries hold trade and technology competitions with the main objective of showcasing vocational and technical training, adequate information for visitors on the nature of the competitions and the tests that are to be carried out by the candidates is essential to achieving this objective. ✓

The Corporation did too little too late in this respect, although it most likely accomplished more than its predecessors. Budget constraints and lack of available information concerning the tests were the two key obstacles. However, notwithstanding these obstacles (the question of the tests will be addressed later), the Corporation believes that the IVTO should get directly involved in this operation and should not leave the Organizing Committee to compile all of the relevant information, write up material and produce it.

**Consequently, the Corporation recommends that in future, World Skills provide organizing committees with information tools for visitors that explain and illustrate the nature of the competitions and the tests as well as their respective characteristics.**



## **5. The technical component**

The importance of the technical component cannot be denied since the competitions are at the heart of the event, its *raison d'être*. If the competitions had gone badly, the 35th World Skills Competition would have been a failure.

Planning and designing the layout for 55,000 square metres of showroom space; setting up this colossal multidisciplinary plant with its 41 different workshops, 609 work stations filled with sophisticated equipment, tools and materials; bringing in electricity, plumbing, gas, compressed air and computer services; recruiting, training and managing 41 workshop supervisors and all the required support staff; and assembling and disassembling the site were the main tasks which completely absorbed the technical team for two years.

A mandate of these proportions and of this degree of complexity obviously cannot be carried out without any rough patches, and several difficulties were indeed encountered by the Corporation along the way. However, we attempted to do everything in our power to ensure that the competitions were smoothly run and that the Technical Committee and the IVTO members were satisfied with the installations that awaited them upon their arrival in Montreal.

Below are listed some observations that the Corporation believes should be highlighted, with the understanding that it encountered difficulties of its own and experienced other problems that had to do with its working relationship with the IVTO:

- The biggest problem that the Corporation encountered was identifying suppliers for the equipment pool and convincing them to sponsor the competitions. Serious delays in this area had a domino effect on the other components of the organization of the competitions (e.g., set up, technical services and communications) and were cause for concern within the Technical Committee, which, during some stages of preparation, was justified.

In retrospect, it appears obvious to the Corporation that if it had to start all over again, internal organization would be very different. One person, as competent as he or she may be, cannot single-handedly take on the considerable task of convincing 150 companies to get involved with an event they have never heard of. Moreover, one person cannot possibly possess all of the technical knowledge required to correctly identify with sponsors the technical characteristics for the equipment sought in 41 very diverse trades.

A possible future model might consist of four different work teams, each in charge of organizing approximately ten competitions, grouped together according to their technical similarities. Each team would include a technical specialist associated with a solicitor for sponsors and, from the beginning of the project, workshop supervisors and experts from the host country who would act as consultants. **Moreover, each of these teams should be in direct and ongoing contact with the chief experts from each of the trades and should work in close collaboration with them during the two years of preparations. Since the chief experts would be associated with the work of the Organizing Committee at every stage, IVTO regulations should therefore clearly stipulate that no change be made on site at the competitions upon the request of the TDs or the experts.**

This new model would require that the Organizing Committee have the sufficient financial means to hire four work teams (12 to 15 people) and that it recruit workshop supervisors early on in order to associate them with the preparation process from the beginning. Since the work of preparing competitions takes place over two years, some form of compensation should be given to the workshop supervisors and to the experts from the host country, but this would require an expanded budget. **Moreover, the IVTO should make budgets available so that each of the chief experts can meet with the Organizing Committee's technical team once or twice with regard to their respective trades to ensure that they will have the work tools they need and to stay in continual virtual contact with the work team. This model would also require that the chief experts be identified at the end of the preceding Competition (which, incidentally, was the case in Montreal in November 1999, in**

anticipation of the Seoul 2001 Competitions) and that they participate in the Technical Committee's meetings.

In sum, the Organizing Committee must establish an adequate work structure, complete with sufficient personnel, while the IVTO must be associated with the work taking place from the beginning of the planning phase via the chief experts. This structure presupposes a greater financial effort all around. However budget increases during preparations would be easily offset by rigidly implementing a rule that would prevent any changes to the set up and equipment on site at the request of experts and TDs, unless they have obtained special authorization permitted within the regulations.

- This model of operations also has the considerable advantage of assuring the IVTO and the Organizing Committee that the latest and most rigorous standards in technical expertise are respected in each of the trades. This expertise is necessary in **correctly identifying needs in equipment, tools, supplies, material and services and constituting accurate and satisfactory technical specifications**, all of which have also been major sources of problems that the Corporation had to face and which diminished its effectiveness. Technical specifications had to be remodelled on several occasions and, more often than not, we had to use a trial-and-error approach, based on the wishes of experts, sponsors, workshop supervisors (who were most definitely recruited too late in the game) and TDs. As a result, technical specifications were always changing, thereby bringing about constant changes in our relations with sponsors. Moreover, the descriptions of the trades set out by the IVTO and used to prepare the first technical specifications were not conducive to using the most effective high-performance tools. On one hand, these specifications were very general and consequently too vague to represent a solid technical base, while on the other hand, they did not meet the standards of the TDs and the experts, each of whom had their own idea as to how the Competition should be run.

That said, in our opinion, establishing a solid, precise and rigorous set of technical specifications for World Skills equipment, tools, materials, supplies and services requires more than simply rewriting the descriptions of the trades. Rather, specifications should be established by working in close association with chief experts, workshop supervisors, experts from the host country, technical personnel from the Organizing Committee and the Technical Committee at all stages of preparation. Certainly, involving chief experts represents a major change in the IVTO's orientation and would mark a deep change in current operating practices. But it seems to us that an orchestra cannot perform a concert without having worked closely with its conductor.

- The tests must also be addressed. We are witnessing the chicken and the egg syndrome here. More specifically: is it up to the Organizing Committee to choose the material and then prepare the tests based on these choices, or is it up to the IVTO to define the tests and, based on this definition, impose its choice of materials on the Organizing Committee?

From the point of view of the Corporation, the IVTO should remain in charge of the tests and the Organizing Committee should ensure the supply of standardized material. However, in order for the Organizing Committee to reach this objective, it is essential that the definitive description of the tests, along with the specifications for the required materials and services, be communicated to the Organizing Committee six months before the beginning of the competition. It is up to the IVTO to review its operating practices in this regard and to make the changes that will allow it to meet this objective. The Corporation received detailed information regarding the tests much too late, and in some cases only two days before the Competition began. It should therefore come as no surprise that in certain workshops material was not standardized, while in others, it was simply not available. The cost of this state of disorganization was considerable: extra work fell on the shoulders of the team, which ended up doing "damage control" on site by making last-minute "crisis-driven" purchases while the jury presidents and experts were justifiably dissatisfied with workshops that were ill-prepared.

As we mentioned in Point 4, the fact that the tests were not available also impeded the preparation of information for visitors who, quite rightly, wanted to understand the nature of the work that was required of the candidates and the difficulties that they had to resolve.

- During the meeting of the Technical Committee on November 17, 1999, some technical delegates raised the problem of varying degrees of expertise among the experts and the necessity for the IVTO to define criteria for selecting these experts. Although it is not up to the Corporation to comment on this problem, we would like to draw the attention of IVTO authorities to the following observation: it would appear that the decisions collectively made by the IVTO, the technical delegates and the Corporation during the two years that preceded the event were not always communicated to the experts, unless the experts simply decided to ignore these decisions. Thus, when the 577 experts arrived at the Olympic Stadium, experts had to be brought up to speed in several workshops. However, even after the information was clearly presented, requests of all sorts were made—some justified, some not, some conflicting with decisions already made, some, unfortunately, only partially complying with decisions. It goes without saying that the result was dissatisfaction, criticism and, especially, unforeseen expenses.

Once again, the Corporation is not claiming that all was perfect and glitch-free. In some workshops, problems were very real and expedient solutions were justified. However, on several occasions, we had to deal with what could be called a lack of discipline on the part of the experts. **It may therefore be appropriate for the IVTO to give the chief experts (who should participate in all stages of preparation) authority over experts on site at the Competition.**

- The difficulties encountered by the Corporation seem very similar to the experience of the organizing committees of our French and Swiss counterparts. Namely, up until now, the IVTO appears to be inconsistent in its operating practices with organizing committees, adopting varying approaches, from flexible and collaborative to controlling, authoritarian and, often, very demanding?

Beyond the issue of "level of confidence" that, in the Corporation's case, was affected by the sudden and precipitated departure of the technical delegate and by the changes made to the management team, the IVTO would do well to consolidate its technical bases with a rigorous documentation of the work carried out by past organizing committees, thus beginning to lay the foundations of currently non-existent transferable expertise. Instead, the IVTO has left each new organizing committee to reinvent the wheel in its own way, equipped only with the "Contest Rules" and ill-defined, inadequate descriptions of the trades. Indeed, drawing up an exhaustive checklist would be useful for the Organizing Committee in order to very precisely determine the administrative needs of the General Secretariat on the site of the competitions.

If the IVTO provided stronger support for organizing committees by supplying them with satisfactory work tools, ensuring a transfer of expertise from one committee to the next, assisting them while remaining attentive to their difficulties, and making corrections from one Competition to the next (whatever became of the recommendations of past committees?), it would strengthen its organization and greatly facilitate the work of the organizing committees.

The Corporation believes that **it would be profitable for both World Skills and the organizing committees if World Skills provided more guidance in the planning and preparation of the competitions, particularly with regard to the technical component, and if it ensured that expertise was transferred from one competition to the next. World Skills should also establish formal evaluation mechanisms of the competitions to be used by candidates, experts, TDs and the visiting public. Furthermore, the Corporation recommends that World Skills designate a representative from the Executive Council to sit on the organizing committee of future competitions.**

- In the same vein and in the context of the new marketing approach that World Skills seems to want to adopt, **the Corporation suggests that World Skills study the possibility, within the next few years, of its General Secretariat working to identify and solicit multinational corporations who produce equipment and tools**

**and who would agree to provide organizing committees with some of the equipment necessary to the realization of competitions.** This kind of collaboration from the “head office” would significantly lighten the workload of the organizing committees. Moreover, it would ensure a degree of uniformity in the equipment pool, whether it is set up in Dubai, Montreal or Seoul.

Up to this point, we have provided an overview of the Corporation's key observations and recommendations for the IVTO with regard to the technical component. Indeed, the technical component was, without a doubt, the most labour-intensive and demanding part of organizing the Competition for our organization. Along the way, we had to adapt to several limitations and restrictions, namely:

- a technical team that should have been structured differently and division of labour that should be reviewed in order to improve the synergy of the various actors;
- a lack of technical expertise for some of the less common trades in Quebec and Canada (e.g., trade No. 11, Pattern making);
- response times that were far too long with regard to technical requests addressed to us by the TDs and the experts (another full-time employee would have been required to keep up with these requests);
- an event that was not well-known, or was altogether unknown to some, and did not readily attract sponsors;
- some sponsors who did not respect their commitments;
- characteristics of the Olympic Stadium: disparate spaces, scattering of resources, temperature and ventilation problems, telecommunications problems, faulty lighting in PB-1, maintenance of the various areas;
- assembly that took longer and was more complicated than expected, thereby causing delays in some workshops and generating a great deal of bustling activity and noise for the experts who were working on preparations in the workshops; operations connected with disassembly were also a source of frustration for experts;
- difficulties in obtaining supplies of materials at the last minute;

- the long saga of the cutting tools for the machining trades.

Despite all of these obstacles, the Corporation believes that, for the most part, the competitions went very well. Of the 41 competitions that took place, the appreciable difficulties only occurred in the six following workshops:

- . Turning/CNC - No. 06
- . Wall & floor tiling - No. 12
- . Electronic applications - No. 17
- . Commercial Wiring - No. 18
- . Industrial Wiring - No. 19
- . Cooking - No. 34

For the benefit of the Seoul 2001 Organizing Committee, we would emphasize that Competition No. 36, Car painting, while it went well, represented a major technical challenge for the Corporation's technical team and the authorities of the Olympic Stadium and monopolized a great deal of energy and resources.

However, we can also take great pride in our successes: one CNC machine per candidate in trades 06 and 07, large workshop spaces, safe installations and equipment, reliable computer equipment, workshop supervisors who (for the most part) performed very well, sponsors who provided excellent technical service, first-rate facilities for official IVTO (ICAO) meetings, a flawless "toolbox" operation, and a colourful site that was tastefully set up and decorated, to name just a few.

## **6. Marketing and communications**

### **The 1999 Competition**

The IVTO (World Skills) and its trade and technology competitions, have a very low profile and are a heavy burden to bear for the organizations that are in charge of the event. The lack of promotional material from the IVTO (e.g., a corporate video, brochures or pamphlets), which is an international organization, complicated the task of communicating with our potential allies and sponsors.



The marketing and communications budget allotted by the Board of Directors of *Corporation du 35<sup>e</sup> Mondial des Métiers* to correct this situation illustrates the importance that it placed on the promotion of the event.

The 35th World Skills Competition, with its 248 minutes of news reports on television and radio, 200 local and international journalists, and its own television show, "*À Chacun son métier*," received extensive media coverage. The advertising and promotion campaign for schools as well as the Corporation's various activities attracted some 85,000 visitors to the Olympic Stadium.

Therefore, we can unequivocally state that the marketing-communications component contributed to the success of the 35th edition of the World Skills Competition.

The Marketing and Communications team is proud of the work that was accomplished and thanks all of its partners: *Cartier Promotion Marketing*, the *Cabinet de relations publiques National inc.*, *pdg stratégie concept*, *Groupe Jeunesse*, *Intellia* and *Copilote*.

## **The future**

Up until now, a great deal of importance has been placed on the organizational side of the World Skills Competition and the famous checklist. Now the time has come to pay just as much attention to marketing in order to ensure both financing for the event and its very existence. We are not talking about operations such as the attempted "modular results" that revealed some partial, preliminary results during the Competition. This attempt failed because it was not very significant to the journalists in attendance.

The report entitled "A strategic direction for the IVTO" is supposed to usher in a new approach to marketing the major event that is the World Skills Competition. However, based on the experience we have had in Canada in soliciting corporate sponsorship, Marketing and Communications believes that this document should more closely consider the needs of the marketing directors of the businesses approached rather than simply those of World Skills representatives. In marketing terms, the approach should be *market-driven* rather than *sales-driven*.

## **Operations support**

Beyond promoting the event, Marketing and Communications responded to the needs of the other areas of management within the Corporation. Greater efficiency would be achieved in this area if World Skills corrected the operational problems highlighted at the beginning of this document.

## ***Recommendations***

An additional report would be needed to give a thoroughgoing assessment of all of the marketing and communications issues surrounding the 35th World Skills Competition.

In the short term, World Skills should offer host countries the following elements:

1. A complete reference document dealing with all facets of marketing-communications in the organization of the event.
2. A series of audiovisual and printed documents for background on what the World Skills Competition is about.
3. Access to a database on the socio-economic profile of the main stakeholders (e.g., sponsors, suppliers and visitors).
4. Third-generation Web, Intranet and Extranet sites, developed for interactive and transactional information and communication.

To be a world-class event, World Skills needs world-class tools.

## Conclusion

By way of conclusion, the Corporation would like to paraphrase the words of Gérard Tremblay, Honourary President of the 35th World Skills Competition, who addressed the members of the IVTO General Assembly meeting at Sao Paulo in September 1998.

Mr. Tremblay reminded those in attendance that the reason that trade and technology competitions were organized in the first place was to promote vocational and technical training among young people and their parents and that this objective was shared by the IVTO, Skills/Compétences Canada, *Corporation du 35e Mondial des Métiers* and the governments that are involved in financing these kinds of competitions.

For this reason, the Corporation decided that the 35th World Skills Competition should be about more than just competition. The event was further enriched by providing peripheral activities with vocational and technical training as their overlying themes; by promoting the event through a major marketing and communications campaign in order to attract a maximum number of potential visitors to the Olympic Stadium; and by ensuring media coverage.

This approach requires available financing. But funds are always limited since they mainly come from the public sector and cannot all be used for the technical component. Indeed, the technical component can easily drain all available resources if we do not temper the demands of the Technical Committee as well as the many requests from TDs and the experts on site.

Unfortunately, this is the danger that haunts all organizing committees and this is why Mr. Tremblay wanted to emphasize his observation in 1998 that the IVTO, through its internal dynamics, was clearly giving priority to the technical component to the detriment of the chief objective of the competitions: raising public awareness that "Skills Work" and "*La compétence, ça s'emploie.*" In other words, when resources are limited, is it a good idea to acquire 36 costly and sophisticated CNC machines, when 18 would do? Would investing in an aggressive promotional campaign that attracts the maximum number of visitors be a better use of funds? Ask the question and the answer becomes self-evident. But the

Corporation, which only discussed these matters with the Technical Committee and the General Secretary, was left with the strong impression that it was at odds with the IVTO. Fortunately, the new orientations proposed by World Skills in the area of marketing lead us to believe that Mr. Tremblay planted a seed in fertile ground.

Taxpayers invested over \$10 million in the 35th World Skills Competition. Of course this amount does not include contributions from sponsors, who made it possible for the Corporation to install an equipment pool worth over \$20 million, nor does it include sales of packages to delegations, which represented in themselves a commercial operation of \$4 million. These are considerable investments, which, with the exception of the packages, were financed by the host country. Certainly, it was Canada that asked to host the 35th World Skills Competition, but to what extent could the IVTO legitimately impose its demands on the Corporation and also regularly express its doubts, reservations and criticisms? If the IVTO had provided financial backing for the operation, this attitude could be considered appropriate. But such was not the case and it is improbable that in the immediate future organizing committees will be able to count on World Skills for financial assistance in the organization of competitions even though this approach could surely allow us to keep costs down, most notably for the technical component.

Having expressed its reservations, the Corporation wishes to end this report on a positive note. The 35th World Skills Competition was an indisputable success and was the product of sustained collaboration between Skills/Compétences Canada, the Corporation and its personnel, the partners and sponsors who got involved with the event, and the members of the IVTO and its General Secretariat. Together, we all built an event with a great deal of class that has contributed to raising the profile of vocational and technical training. We also hope that we have helped open the way to a new approach in organizing future trade and technology competitions.

**The Corporation recommends that:**

- ◆ World Skills designate a representative of the Executive Council to sit on the organizing committee of future competitions.
- ◆ World Skills study the possibility of extending Competition hours (until 8 p.m., for example) for one or two evenings to allow the adult public who work during the day to visit the competitions.
- ◆ World Skills clearly define the respective mandates of the Technical Committee and the Administrative Committee and establish a structure that will help future organizing committees and remain truly operational at all times, before and during the competitions.
- ◆ World Skills conduct a thorough review of the selection of trades and technologies demonstrated and in competition in order to make room for new technologies and trades from high-tech economic sectors.
- ◆ World Skills recognize that the size of competitions has reached a critical level and that adding new members or new trades will require a reorganization of the current selection of trades and technologies in competition.
- ◆ In the future, World Skills provide organizing committees with information tools for visitors that explain and illustrate the nature of the competitions and the tests as well as their respective characteristics.
- ◆ Each of these teams be in direct and ongoing contact with the chief experts from each of the trades and work in close collaboration with them during the two years of preparations. Since the chief experts would be associated with the work of the Organizing Committee at every stage, IVTO regulations should therefore clearly stipulate that no changes be made on site at the competitions upon the request of the TDs or the experts.
- ◆ The IVTO make budgets available so that each of the chief experts can meet with the Organizing Committee's technical team once or twice with regard to their respective

trades to ensure that they will have the work tools they need and to stay in continual virtual contact with the work team. This model would also require that the chief experts be identified at the end of the preceding Competition (which, incidentally, was the case in Montreal in November 1999, in anticipation of the Seoul 2001 Competition) and that they participate in the Technical Committee's meetings.

- ◆ Establish a solid, precise and rigorous set of technical specifications for World Skills equipment, tools, materials, supplies and services rather than simply rewriting the descriptions of the trades. Specifications should be established by working in close association with chief experts, workshop supervisors, experts from the host country, technical personnel from the Organizing Committee and the Technical Committee at all stages of preparation.
- ◆ The definitive description of the tests, along with the specifications for the required materials and services, be communicated to the Organizing Committee six months before the beginning of the Competition in order for the Organizing Committee to reach this objective.
- ◆ Give the chief experts authority over experts on site at the Competition.
- ◆ For the mutual benefit of both World Skills and the organizing committees, World Skills provide more guidance in the planning and preparation of the Competitions, particularly with regard to the technical component, and that it ensure that expertise is transferred from one competition to the next. World Skills should also establish formal evaluation mechanisms of the Competition to be used by candidates, experts, the TDs and the visiting public.
- ◆ World Skills study the possibility, within the next few years, of its General Secretariat working to identify and solicit multinational corporations that produce equipment and tools and would agree to provide organizing committees with some of the equipment necessary to the realization of competitions.
- ◆ World Skills should offer host countries the following:

1. A complete reference document that covers all elements of marketing-communications involved in the organization of the event.
2. A series of audiovisual and printed documentation describing the World Skills Competition.
3. Access to a database on the socio-economic profile of the main stakeholders (e.g., sponsors, suppliers and visitors).
4. Third-generation Web, Intranet and Extranet sites, developed for interactive and transactional information and communication.