

WORLD SKILLS VISION 2025 STRATEGIC PLAN





IMPROVING OUR WORLD WITH THE POWER OF SKILLS

INTRODUCTION

Since its inception in 1950, WorldSkills has built an impressive presence on the world stage of vocational education and training, demonstrating global excellence in skills through its biennial international skills competitions and promoting the importance of a strong skills system for every country or region.

The 21st century has seen an exceptional growth in the membership, capability, profile, and reach of WorldSkills, as Member numbers have grown to 76, including all of the G20 countries, and the scale of the biennial competitions has grown dramatically. The rapid growth has raised the profile of WorldSkills, but also highlighted the need for WorldSkills Members to work together more closely towards shared standards of excellence for every Member.

In the same period, global political and development agencies have increasingly recognized the fundamental centrality to economic development and growth for all countries of having a strong national vocational education and training (VET) system — a recognition that is in no small part due to the efforts of WorldSkills and its constituent Members, and its Global Partners.

This places an increasing obligation on the Members of WorldSkills to work together to raise skills standards in both new and candidate countries and regions if the long-term ambitions of WorldSkills are to be met. Together with our Global Partners, WorldSkills should be leading a drive to raise skills standards around the world, to help create greater equality of economic opportunity for all countries and regions, organizations, and individuals.

The significant growth in membership over the last ten years has highlighted major differences in standards in different national VET systems, and is leading to major variations in Competitor performance between Members. Though Members come with different backgrounds, experiences, and expectations, their principal motivation in joining the WorldSkills movement is to improve the quality of their national VET systems through the competition framework and the experience of other Members.

WorldSkills can no longer be satisfied with just organizing international competitions to demonstrate excellence in skills. We must become the leading organization driving up the skills of the world – using the WorldSkills Competitions to help showcase excellence, demonstrate the power of the WorldSkills standards, and continually raising global benchmarks as our spearhead of international efforts to both help WorldSkills members improve their standards and to improve skills levels and opportunities for young people and their countries and regions globally.

WORLDSKILLS VISION

Improving our world with the power of skills.

Collaborating around the central asset of its biennial skills competitions, WorldSkills and its Members work together to raise the profile of skills to young people, develop global skills standards, undertake shared research, exchange best practice, and promote the value of skills for economic growth and personal success.

WORLDSKILLS MISSION

To raise the profile and recognition of skilled people, and show how important skills are in achieving economic growth and personal success.

The WorldSkills movement aims to transform the skills of the world — to improve individual understanding and opportunity, increase organizational performance and achievement, and help improve the economic competitiveness of all countries and regions. WorldSkills and its Members add value through collaborative projects and by working in partnership with other international agencies and bodies (e.g. UNESCO, UNIDO, ILO, World Bank, OECD and EU Commission) to support VET developments in all countries and regions which share their values and goals.

WORLDSKILLS POSITION

The global hub for skills excellence and development.

WORLDSKILLS STRATEGIC GOALS FOR 2025

WorldSkills has identified three broad strategic goals for its work in this Strategic Plan to 2025, specifically to:

1. Raise ambition and opportunity in VET for young people, employers, and societies;
2. Enhance the quality of VET provision through stronger connections to labour markets, employers, and economies; and
3. Help build the organizational capability of WorldSkills and the global competitiveness of its Members through skills.

WORLDSKILLS VALUES

WorldSkills and its Members share a common set of seven values which shape and underpin all their work:

Excellence	Innovation	Partnership
Fairness	Integrity	
Diversity	Transparency	

DELIVERING THE MISSION

THE SIX STRATEGIC FOCUS AREAS

The Vision and Mission and Position, together with the strategic goals for 2025, will be achieved through activities and programmes in each of the six interconnected focus areas, all developed and delivered to the highest standards. The international organization and some individual WorldSkills Members will seek to undertake activities in all of six of these focus areas; other Members will be active in only some of them.





SKILLS COMPETITIONS

At the heart of the WorldSkills movement lies the organization and effective promotion of skills competitions at the international, regional, national, and subnational levels. Competitions provide the opportunity to promote skills, showcase skills standards and careers, demonstrate benchmarks of excellence in teaching and learning, and help persuade countries and regions, organizations, and individuals to invest more in skills development. Yet, because of differences in standards of national VET systems or arrangements, many new Members can find the international competitions an overwhelming and disappointing experience for their Competitors.

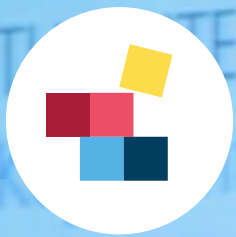
STRATEGIC AIMS

1. To commission an immediate competition sustainability study to identify alternative competition structures that ensure the long term viability and dynamism of the international competitions (including options such as regional filtering, heats and finals, elimination tasks and greater efficiency in the use of physical resources) to be implemented over the 2019-2025 competitions.
2. To consult on and adopt new approaches to international competitions to improve the competition experience for newer Members whilst maintaining the highest standards of excellence in the final results.
3. To regularly review the mix of skills within, and inject dynamism into, the WorldSkills competitions portfolio, so that it keeps pace with business/industry best practice and evolving labour market requirements, whilst incorporating new and emerging skills alongside a balance of core and traditional skills.
4. To expand regional and national competitions as a mechanism for wider Member engagement, new Member development and to support and disseminate good practice in VET.
5. To work with key industry partners and international agencies to progressively develop the international competitions into the world's leading biennial skills event – to create the “Davos of skills”.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in Skills Competitions:

- International competitions will showcase the highest standards in Skills by young people, at an affordable cost for all participants and the host country or region, whilst providing real opportunities for success and development for the teams from all Members;
- The WorldSkills movement will offer and promote a more inclusive programme of regional competitions and events annually, and generate wider participation and visibility for Members' national events; and
- The WorldSkills biennial competition event will be acknowledged by policy makers, agencies and leading industrial bodies as the premier “not to be missed” international skills event, comprising competitions, conferences for industry and policy makers, workshops, exhibitions, and press events.



GLOBAL HUB FOR SKILLS EXCELLENCE

EDUCATION AND TRAINING

CONTEXT

Meeting the excellence standards required at WorldSkills Competitions depends primarily on the quality of each Member's national VET system, which in turn is shaped by the currency and quality of their VET curriculum, the capability of highly skilled teachers and trainers, and assessment methodologies that ensure reliable and consistent standards. WorldSkills is committed to work with new and candidate Members to help improve the quality and effectiveness of national VET systems to deliver to the WorldSkills Standards Specifications, and to develop and document best practice to help meet UNESCO's goals for the international recognition of qualifications.

STRATEGIC AIMS

1. To work with Members to identify, collate and share models of best practice in VET system design including the embedding of skills competitions within national VET provision.
2. To gain global recognition and acceptance of the WorldSkills Standards Specifications, through continuous review and development, and promote their use internationally as a benchmark of excellence for VET skills and qualifications.
3. To identify, develop, and disseminate a portfolio of high quality WorldSkills professional development tools, publications, and other resources derived from Member experience and the WorldSkills Standards Specifications, potentially through a WorldSkills online library.
4. To develop and operate a professional development and recognition framework for VET practitioners, including all WorldSkills Experts, in association with respected global standards organizations.
5. To create a global VET professional network to share expertise and innovation and support achievement of UNESCO's goals.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in Education and Training:

- Occupational data will be continuously tracked and updated biennially by WorldSkills, in consultation with leading industry, business and representative bodies, and incorporated into the WorldSkills Standards Specifications. They will be made available globally through the WorldSkills online library or equivalent facility;
- All Members will be able to align their vocational qualifications and programmes against the WorldSkills Standards Specifications, including through international recognition frameworks; and
- All WorldSkills Delegates, Experts, assessors and specialists will be accredited through the WorldSkills professional development and recognition framework, and work collaboratively through their network to help achieve UNESCO's goals.



CAREER BUILDING

CONTEXT

The key target beneficiary for WorldSkills activity is the youth of the world – to help them aspire to, enter and succeed in vocational, technological and service careers and enterprises that will build the world of tomorrow, and challenge them to become the best in the skill of their choice. No other international organization is as well placed as WorldSkills to help create, develop, and promote an international framework of career paths for young people across all industry sectors that could be tailored and adapted to meet the needs of countries and regions at different phases of economic development and growth.

STRATEGIC AIMS

1. To capture and spread the stories of successful Competitors as role models to inspire the youth of the world to pursue careers in skills.
2. To develop a range of WorldSkills resources, tools, apps and a strong social media presence that draws young people of all countries and regions to WorldSkills competitions and relevant careers information and advice on skills.
3. To develop an international WorldSkills Competitor alumni network working as role models for careers in their skills, and support WorldSkills Champions to become ambassadors for change in national VET systems.
4. To underpin all WorldSkills activity and communications with a modern and confident understanding of the value of skills, which challenges stereotypes and negative VET perceptions.
5. To support Members to develop their national careers information and advice services through appropriate resources and the identification and dissemination of best practice.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in Career Building:

- WorldSkills and its Members will hold the largest collection of “young voices” promoting skills and careers in all WorldSkills areas of industry and occupations, accessed by millions of young people annually;
- WorldSkills will be the first choice of contact for the principal international and regional education and industry media on issues relating to youth and careers; and
- All WorldSkills full members will be actively working with their national skills organizations to raise the profile of VET, and increasing youth engagement levels.



SKILLS BRING
PURPOSE
TO PEOPLE

RESEARCH

CONTEXT

Whilst not aspiring to become a specialist research organization itself, research at WorldSkills will play a key part in both evaluating and enhancing WorldSkills own competitions and other work programmes, and in helping to identify and spread VET best practice internationally. Working in partnership with leading international institutions, collaborative research will both raise the profile of WorldSkills and strengthen the independent evidence base on the value of and returns from skills.

STRATEGIC AIMS

1. To create a five-year strategic plan for WorldSkills research to evaluate and disseminate the evidence base that underpins and supports the WorldSkills Mission.
2. To develop long-term relationships with leading international research bodies as partners and establish a research advisory board to agree priorities and facilitate research funding.
3. To engage with Members and national skills research bodies to create a global VET research network that can influence and shape wider skills research priorities and investment.
4. To review, develop, and evaluate the WorldSkills Standards Specifications and assessment methodologies for all areas of VET, and support their use to advance UNESCO's goals for the international recognition of qualifications.
5. To facilitate the use, with appropriate controls, of the WorldSkills Competitions and member network as a testbed for positive and constructive skills research.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in Research:

- WorldSkills will have a powerful and supportive research advisory board of acknowledged leaders in their fields;
- WorldSkills will hold and provide access to a formidable evidence base that supports its overall strategic goals and advances international understanding of the value and contribution of VET; and
- WorldSkills will be internationally recognised as a key VET research partner and test bed for all areas of VET development.



INTERNATIONAL COOPERATION AND DEVELOPMENT

CONTEXT

As the Member-led, global hub for skills excellence and development, WorldSkills has a core responsibility, to members and non-members alike, to help countries/regions improve their VET systems and raise their national benchmarks for skills excellence. WorldSkills now has the reputation, tools, industry partners and capable membership to work with international development organizations such as the World Bank, UNESCO and the EU, global educational charities, and international industry sponsors, to design and deliver VET and skills development programmes in countries and regions seeking to improve economic opportunities for growth, with a particular focus to 2025 on Africa. This will enable WorldSkills to make a significant contribution to the United Nations Sustainable Development Goals.

STRATEGIC AIMS

1. To encourage and facilitate visits, best practice exchanges, collaborative projects, and partnership programmes between Members to improve national VET systems and competition performance.
2. To develop and offer a comprehensive candidate Member development programme, including mentoring from existing experienced Members, to all countries and regions at an appropriate stage of VET system development.
3. To establish a structured Member mentoring programme to ensure all new Members have access on admission to experience, advice, and support during their first three competition cycles.
4. To create and promote a globally accessible WorldSkills knowledge base of curriculum models, pedagogical approaches, assessment methodologies, research findings, and case studies in VET to help shape international policy and practice.
5. To collaborate with international education and aid agencies on the development and delivery of VET change programme built upon WorldSkills tools, models, and experience.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in International Cooperation and Development:

- WorldSkills and its Members will be the first choice partners of such organizations as the World Bank, UNESCO and the EU on regional and international aid and development programmes for VET and skills, with a priority focus on Africa to 2025;
- All new WorldSkills Members will have gained productive and valuable opportunities for learning and participation in competitions and events within their first three competition cycles, and thereafter; and
- WorldSkills will have continued to grow its Membership numbers through its candidate Member development programme whilst maintaining Member satisfaction levels and organizational viability.



PROMOTING SKILLS

CONTEXT

WorldSkills, and the value of skills excellence to countries and regions, organizations and individuals, remains one of the world's best kept secrets. WorldSkills must do more to highlight the contribution of skills, the effectiveness of skills standards, the importance of high quality teaching and learning, and the value of competitions to help all countries and regions, employers, and individuals understand the value of VET for opportunity and growth. Utilizing the latest and most effective media channels matched to key target audiences, WorldSkills and its Members should strive to become the leading voice for skills and VET at the global, regional, and national levels.

STRATEGIC AIMS

1. FOR INDUSTRY

To become the partner of choice for all key business/industry sectors in setting, demonstrating, and promoting up-to-date standards of excellence in the skills required for industrial performance, economic success, and individual opportunity.

2. FOR POLITICIANS AND POLICY MAKERS

To develop, over the next four competition cycles, the biennial WorldSkills Competition event into the premier international skills event, an international congress of skills excellence, that becomes recognized as the "Davos of skills".

3. FOR YOUNG PEOPLE

To build WorldSkills and its Members into the leading voices to young people on skills and careers, utilizing Champions and Competitors reaching out through social media, to transform youth attitudes to skills.

4. FOR VET PRACTITIONERS

To become the standard setting and development partner of choice on the content, delivery and assessment of today's and tomorrow's priority industrial skills.

5. FOR WORLDSKILLS MEMBERS

To be an excellent and high performing professional body committed to the continuous improvement and success of all its Members, learning from each other, leading change, and excelling in innovation.

KEY OUTCOMES FOR 2025

By 2025, WorldSkills will have achieved the following outcomes in Promoting Skills:

- WorldSkills will be the first partner of choice for international business/industry on skills standards and skills development;
- WorldSkills will be widely recognised as the leading international influencer of young people's skills and career choices, and the first point of contact for global media on youth skills and careers and
- Member satisfaction levels with WorldSkills will be at an all-time high.



MEMBERSHIP, GOVERNANCE, AND LEADERSHIP

CONTEXT

The Vision 2025 strategic aims and outcomes outlined above raise significant challenges relating to the current membership model of WorldSkills, the relationships between Members themselves and with WorldSkills International, the governance of the evolving WorldSkills movement, its leadership and management over time, and the financial implications of these wider ambitions.

What sort of organization can deliver this new strategic direction? How do Members engage with and direct organizational change? How do they use WorldSkills to change themselves? To what extent do current governance and leadership arrangements make this possible? How can these ambitions be funded?

This section sets out the actions WorldSkills will take over the period to 2025 to address these issues and progress the strategy.

A. MEMBERSHIP

WorldSkills Members bring different backgrounds, experiences, and expectations. Whilst existing members are primarily focused on assessing and demonstrating excellence, the principal motivation driving new Members to join the WorldSkills movement is to improve and develop the quality of their national VET systems through the competition framework and the experience of other Members.

The significant growth in membership over the last ten years has highlighted major differences in standards in different systems, and led to major variations in Competitor performance between Members. WorldSkills must seek to help new and developing members gain the best experience from their membership whilst protecting and enhancing its organizational commitment to innovation and excellence.

STRATEGIC ACTION 1

By 2020, WorldSkills will have completed a comprehensive review of Membership conditions, requirements, and privileges to serve the strategic aims above, including consideration of, but not limited to:

- New requirements for, and a more progressive approach to, entry to membership over the first two to three Competition cycles;
- Differentiating membership by experience, by competition performance levels, by Member's levels of involvement in the six focus areas, or by other means;
- Whether and how membership conditions, responsibilities, and privileges (including fees and voting rights) vary by category of membership; and
- Development of a clear system of mutual accountability between the WorldSkills and its Members.



SKILLS **SHAPE** PEOPLE **AND** SOCIETIES

B. BOARD AND COMMITTEE STRUCTURES, AND REGIONAL ORGANIZATIONS

Successful delivery of Vision 2025 will depend on strong governance through its Board, its committees, and from effective Member engagement. The wider reach and ambition of this strategy will place significantly greater demands on governance, direction, and oversight, from both elected Board members and from Members.

Are the current Board membership and election arrangements still fit for purpose under this new strategy? Are the current Committee arrangements still appropriate for the oversight of all six of the focus areas? Achievement of many of the new strategic aims would be significantly enhanced by the active engagement of individual Members, and from mutual collaboration through stronger and more effective regional organizations. Yet regional structures are highly variable in capability and effectiveness.

STRATEGIC ACTION 2

By 2019, WorldSkills will have completed a comprehensive review of governance, Board, committee responsibilities, and regional arrangements, including consideration of, but not limited to:

- The roles and responsibilities of the Board and Board members for strategic governance and oversight of WorldSkills;
- The structure, responsibilities, and membership of committees to help drive progress in the six focus areas;
- The contribution, structure, and remit of regional approaches for the delivery of Vision 2025; and
- The need for, and suitability of existing, mechanisms to manage finance, audit, risk, and the wider engagement of WorldSkills with the international community, including the potential use of professional advisers and non-executive directors.

C. LEADERSHIP AND MANAGEMENT

WorldSkills current leadership and management has an exceptional track record for excellence, capability, commitment and delivery of WorldSkills work programmes, and has justifiably earned the admiration and respect of both Members and the myriad of external organizations with whom WorldSkills already works. But already, workloads at peak times can place unreasonable demands upon the existing executive team.

Vision 2025, and particularly the expansion of the non-competition focus areas, will grow the required workload substantially beyond anything that can reasonably be expected of the existing leadership and management team, and WorldSkills must respond to this challenge rapidly if this new strategy is to be achieved.

STRATEGIC ACTION 3

By 2019, and in parallel with the governance review, WorldSkills will have completed a leadership and management review, including consideration of but not limited to:

- The design, responsibilities and organization of the leadership and management team required to deliver Vision 2025;
- The potential appointment, under the CEO, of directors for all, some, or combinations of, the six focus areas
- Strategic development programmes for all senior staff to help ensure the effective operation of new leadership and management arrangements; and
- The potential to tap into greater expertise, innovation, and talent from Members, regional organizations, partners, sponsors, and international agencies.



D. RELATIONSHIPS WITH THE EXTERNAL ENVIRONMENT

WorldSkills will be able to make best progress on a number for the strategic aims under the non-competition focus areas (particularly in relation to Research and International Development) by working in collaboration with external partners, agencies, and specialists. As WorldSkills expands its work in Research, Education and Training, and Career Building, we will be increasingly drawn into joining or creating consultative or advisory structures and networks to maintain relationships, encourage engagement and widen communication.

Many of these partnerships will be informal or loosely structured, but in some cases, especially those involving funding, major collaborative work programmes will require more formal and even contractual arrangements. Collaborative partnership arrangements like these typically require shared formal coordination mechanisms for oversight, work allocation, progress monitoring, and evaluation, and potentially impact on governance and risk for WorldSkills.

STRATEGIC ACTION 4

As Vision 2025 develops, WorldSkills will explore the value of informal and formal structures to help coordinate its partnership and collaborative programmes, and in particular will consider the establishment of:

- A research advisory committee, drawn from the wider world of respected VET research organizations, to help shape and guide its work in Research;
- An international development coordinating group – involving the key development organizations, especially UNESCO, UNIDO, ILO, World Bank, and the European Commission;
- A (wider) communications advisory group, drawing in specialists in communication, press relations and social media, to help spread and increase the reach and effectiveness of our work in Promoting Skills; and
- An education and careers advisory network of national and industry careers bodies, to help achieve the strategic aims in those two focus areas.

E. FINANCE

Vision 2025 is an ambitious strategy designed to transform WorldSkills visibility and impact on the global stage, and to provide increasing opportunity for existing and new Members to collaborate and learn from each other.

WorldSkills and its Members are committed to delivering the strategy to the fullest extent possible, but fully recognize that it must always act within the scope of its available resources. WorldSkills must therefore seek to identify new sources of income, maximize access to grants and investment, utilize its resources to maximum efficiency and be innovative in both fund raising and delivery.

STRATEGIC ACTION 5

WorldSkills will launch from 2017 a fundamental review of its financial model to help achieve Vision 2025, including a review of:

- Membership models and fee levels;
- Greater access to grants and support from external foundations, development agencies, and similar organizations;
- New charged-for services to generate “commercial” income streams for WorldSkills; and
- Ways of working that can reduce “internal” costs and thus make more resources available for impact on the new strategic aims.

