



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère du Travail, de l'Emploi et
de l'Économie sociale et solidaire



“Building Partnerships for future skills” 24th October 2019, Chisinau

Luxembourg Digital Skills Bridge

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ADEM Luxembourg
Employer services





Anticipate Change !

Luxembourg Digital Skills Bridge

supports companies & employees whose activity will be radically transformed by major technological change towards a new organisation, new functions & jobs.

Luxembourg Digital Skills Bridge

On 2nd of May 2018 the Luxembourg Ministry of Labor, Employment and the Social and Solidarity Economy together with the Luxembourg PES launched the Luxembourg Digital Skills Bridge pilot project.

PwC Luxembourg was mandated to define and test the required processes to build the **first national multi-stakeholder Upskilling toolbox and to act as operator of the pilot project** under the supervision of the Ministry of Labor and Luxembourg PES.

3 phases approach

1. Feasibility study
2. Pilot project scoping and preparation
3. Roll-out of a pilot and upskill the workforce

Luxembourg Digital Skills Bridge

LUX TO LAUNCH DIGITAL SKILLS BRIDGE PROJECT FOR 2018

Delano.lu

Luxembourg does not want to leave anyone behind in the digitisation of work which is why it will launch a digital skills bridge programme in 2018.



20.11.2018

Digital Skills Bridge has been rewarded with Talent Management Award 2018

L'ETAT LUXEMBOURGEOIS PROPOSE DES FORMATIONS AU NUMÉRIQUE

Lesfrontaliers.lu – 4 Mai 2018

L'avènement de l'informatique et la place croissante de l'Intelligence Artificielle dans le travail impose de profondes adaptations. C'est tout l'objectif du projet pilote, lancé par l'Etat, mercredi, à destination des entreprises volontaires et de leurs salariés.

FINANCIAL TIMES

Europe's 100 digital champions

Explore the people and companies leading Europe's growth in five categories

- Leading individuals
- Corporate digital transformations
- New technologies and business models
- Technology training
- Using technology for social challenges

L'Essentiel – 2 Mai 2018

Un pont vers les besoins futurs de l'entreprise



LUXEMBOURG – Les besoins de l'entreprise évoluent à travers la révolution numérique, mais le gouvernement croit en l'adaptabilité des compétences.

LE COMITÉ DE CONJONCTURE VALIDE LES PREMIÈRES DEMANDES DU PROJET PILOTE "DIGITAL SKILLS BRIDGE"

19 Juin 2018 – HROne

Présidé par le ministre du Travail, de l'Emploi et de l'Économie sociale et solidaire, Nicolas Schmit, et la secrétaire d'État à l'Économie, Francine Closener, le Comité de conjoncture a validé lors de sa réunion du 18 juin 2018 les premières demandes introduites par les entreprises afin de participer au projet pilote "Luxembourg Digital Skills Bridge".



hedgeweek

07.11.2018

The government has come up with a scheme to bring Luxembourg's employees up to speed with blockchain technology. The Luxembourg Digital Skills Bridge programme supports the development of qualified employees in order to further reinforce innovation and competitiveness in a world of digitisation and automation

Luxembourg Digital Skills Bridge



Raise awareness and support companies whose business activities will be significantly transformed by digital disruption



Coach and upskill employees – whose jobs will be impacted by the digitalisation – and advise them on new placement opportunities (internal or external mobility)



Achieve a **65% internal mobility** rate



Show the value of a **proactive and preventive upskilling approach** for companies, employees and society



Develop an ecosystem of relevant assessment and upskilling solutions

A pilot project in Luxembourg launched on the 2nd May 2018

Luxembourg Digital Skills Bridge

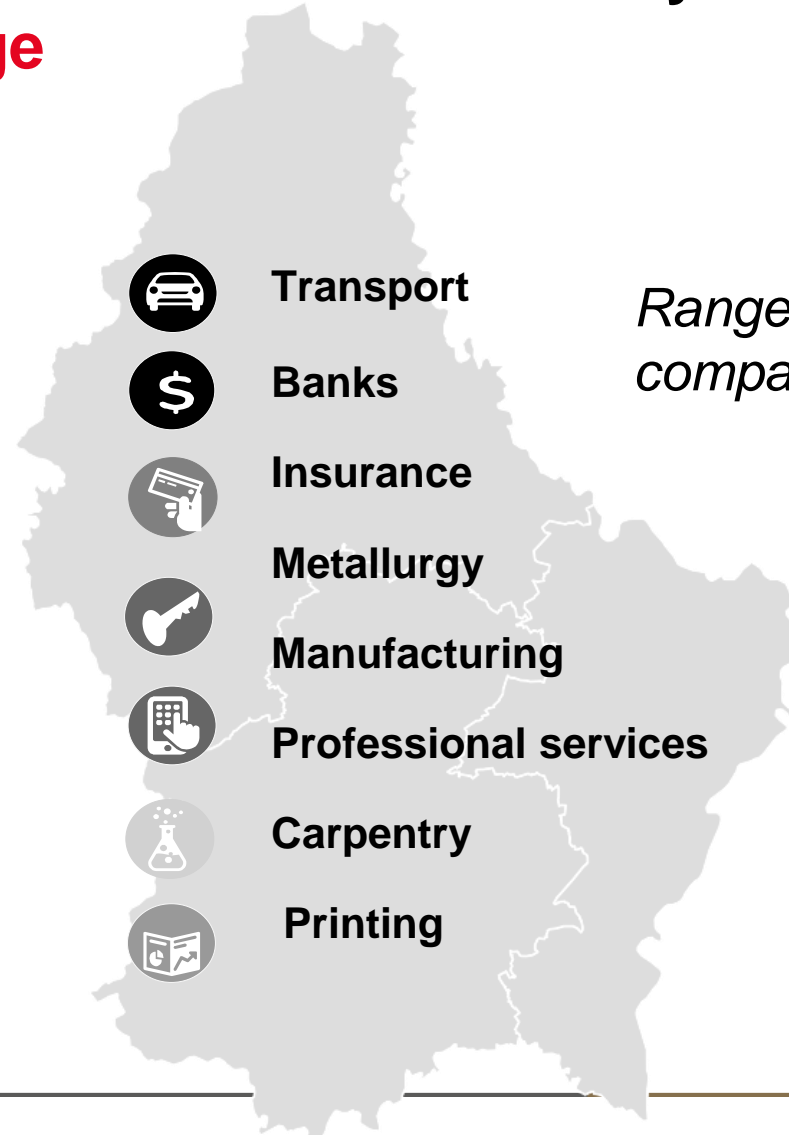
20 applications

-

11 participating
companies

&

330 participating
employees



*Range of employees per
company: 12 – 1800*



How does the Upskilling solution work?

4 steps to success



Transversal communication: ensure an integrated communication approach and store sensitive information securely on the dedicated Upskilling e-collaborative solution



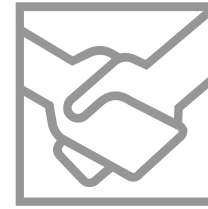
Step 1:
Define the Future Workforce taking into account the impact of the digitalisation and automation

Strategic Workforce Planning



Step 2:
Assess current competencies of impacted employees

Accompaniment by a personal advisor, evaluation with AI-tools



Step 3:
Find the best possible job match for the impacted employees, either internally or externally

Job-matching and job-suggestion tools taking into account vacancies and the skills gap towards new job



Step 4:
Train the new competencies to be best prepared for the new challenge

Definition of technical, transversal and digital training needs and elaboration of a training plan for each employee

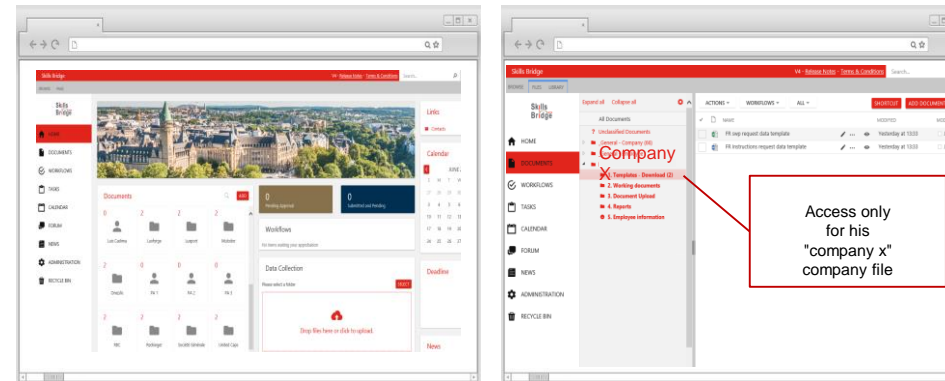
Transversal communication: ensure an integrated communication approach and store sensitive information securely



Communication is key in a transformation project which impacts and changes the workforce.

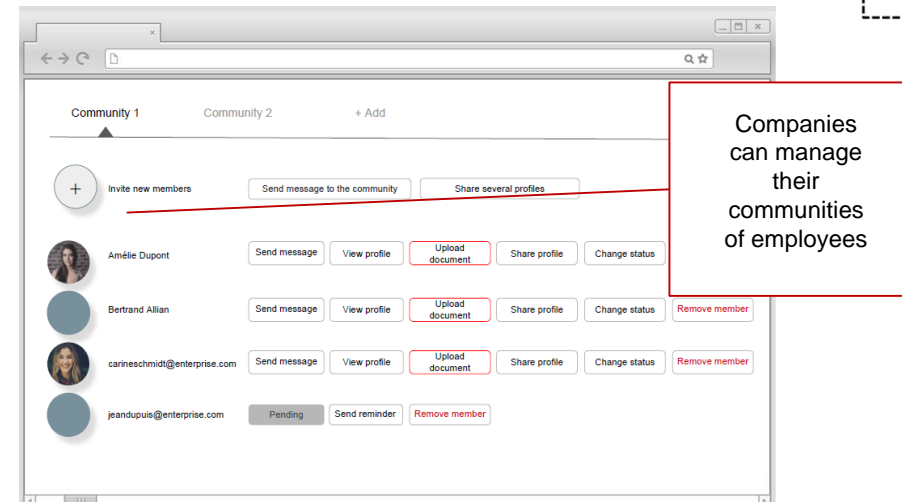
The Upskilling solution provides for:

- A **strong and regular collaboration** between the board, the HR department, us (the operator) and other stakeholders
- **Communication guidelines** for internal and external communication of the project and impacts
- An **e-collaborative solutions platform** to exchange data and information securely with the stakeholders (incl. employees, operator, ...)
- A **community management solution** to communicate digitally with the impacted and participating employees



Communication Good practices

Do's	Don'ts
<ul style="list-style-type: none">✓ Link the global and historical company's speech for employment with the digital impact✓ Concentrate the communication on the advantages✓ Show the investment for upskilling✓ Have a global and consistent speech. This project is a lifetime change✓ Involve middle management right from the beginning	<ul style="list-style-type: none">✗ Concentrate the communication on risk for employment✗ Consider this project as a project amongst others✗ Avoid dialogue with stakeholders✗ Don't dedicate a specific sponsor and communication to this project✗ See Skills Bridge as a way to finance professional training



We help you set up the communication

- Communication kit (guidance on good practices, logo, glossary, Communication plan template, FAQ)
- Your Skills Bridge contact is there to give you feedback where relevant on your internal communication plans.



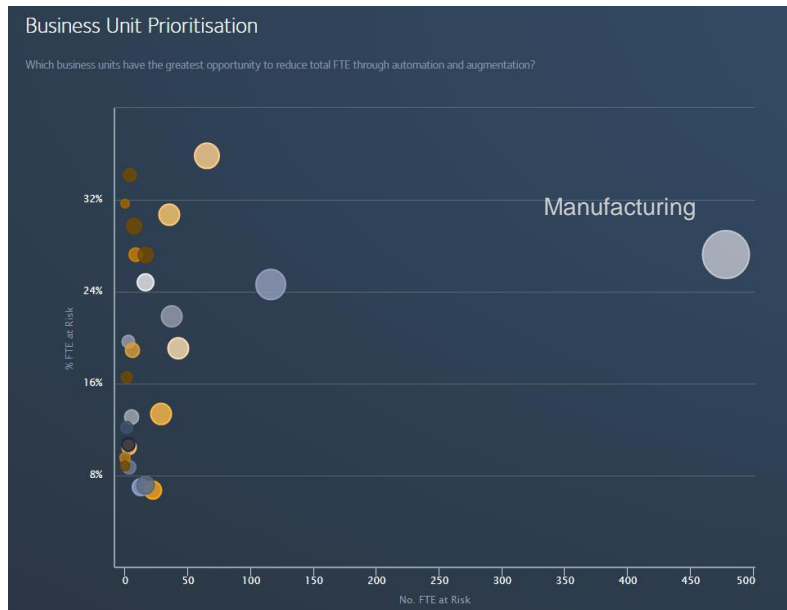
Step 1: Define the future workforce

Analysis of future workforce needs in line with the digital strategy and the vision of the business development in the next years.

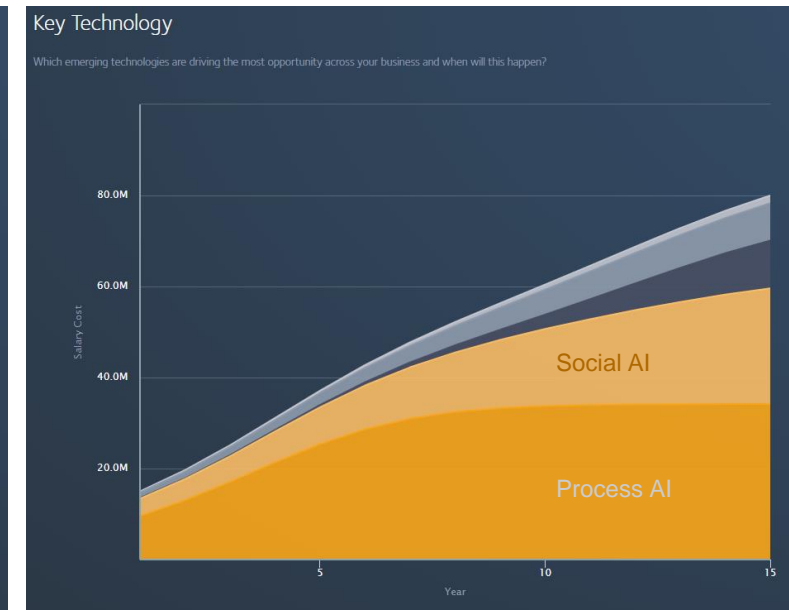
Strategic workforce planning and analysing the employees' data in order to highlight the risk of automation in the most impacted processes and departments.

Visualisation of the mobility culture and co-definition of scenarios for future recruitment and mobility

The **aim** is to **identify the impacted departments and the number of impacted employees** who would be likely to enter the upskilling solution.

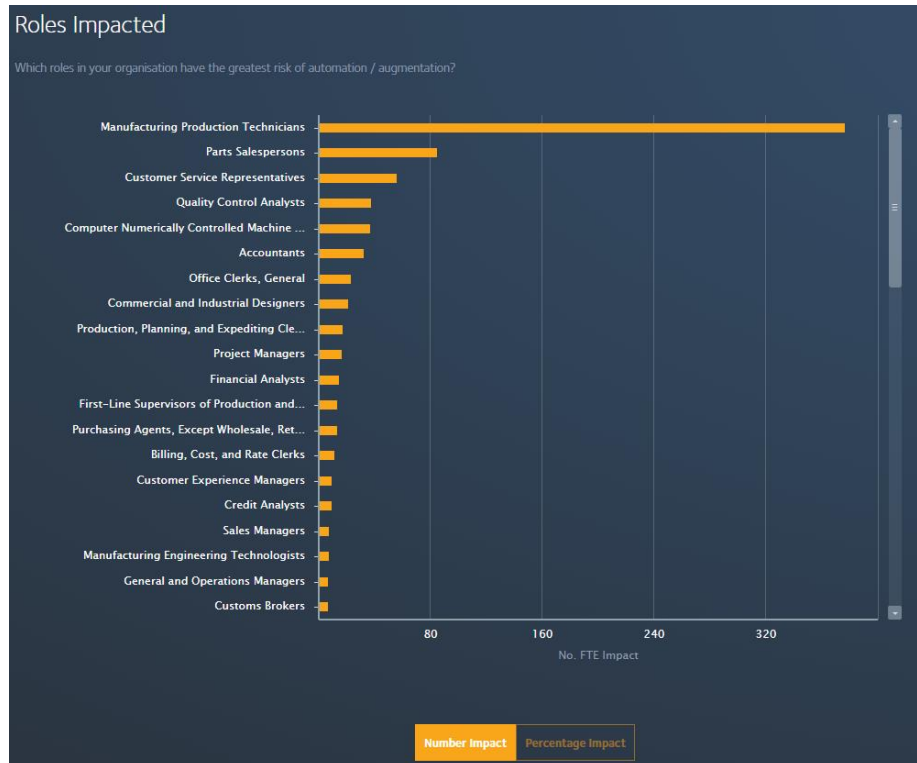


In this real case example, the department “manufacturing” is the most impacted by automation.



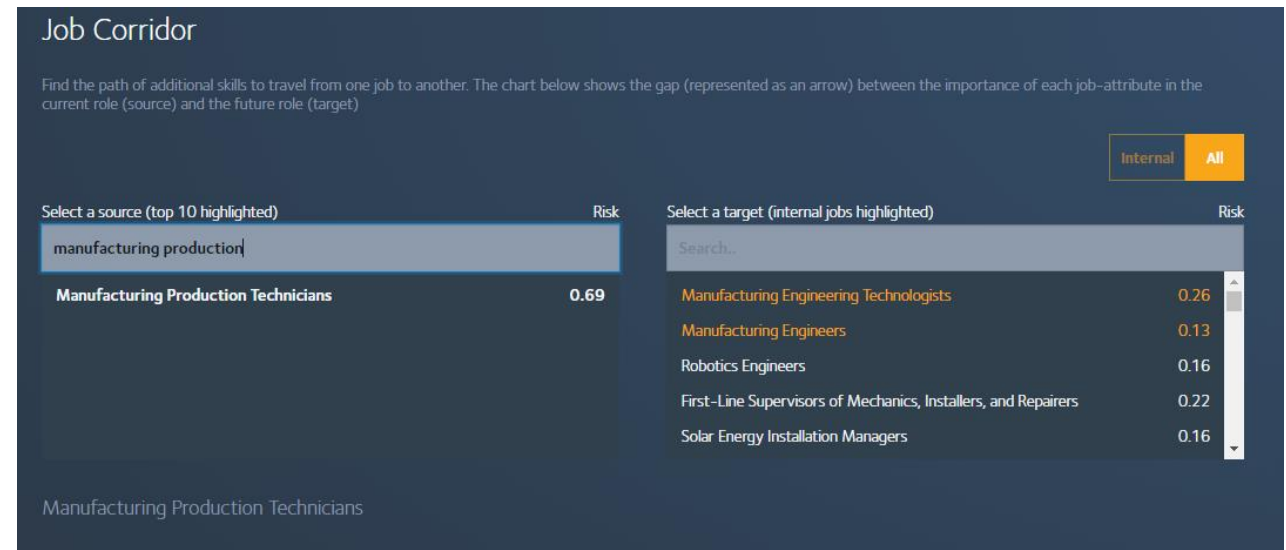
Process Artificial Intelligence (advanced analytics, etc.) and Social Artificial Intelligence (machine learning) are the two main key technologies which are driving the most opportunity across the company's business (real case example)

Step 1: Define the future workforce



The 3 most **impacted roles** with the greatest risk of automation are Manufacturing Production Technicians, Parts Salespersons, Customer Service Representatives (real case example).

In our situation, Jeff's position is at risk.



The **job corridor analysis** provides insights on possible internal and external mobility for positions at a high risk of automation.

In our case, 69% of the roles and responsibilities of an manufacturing production technician position will be transformed or will disappear within the next 15 years. A possible internal job matching would be "Manufacturing Engineer". A possible external position would be "Robotics Engineers". Both jobs show a significantly lower risk of automation and secure the employment of Jeff. However, Jeff needs specific trainings to meet the skills requirement of these future jobs.

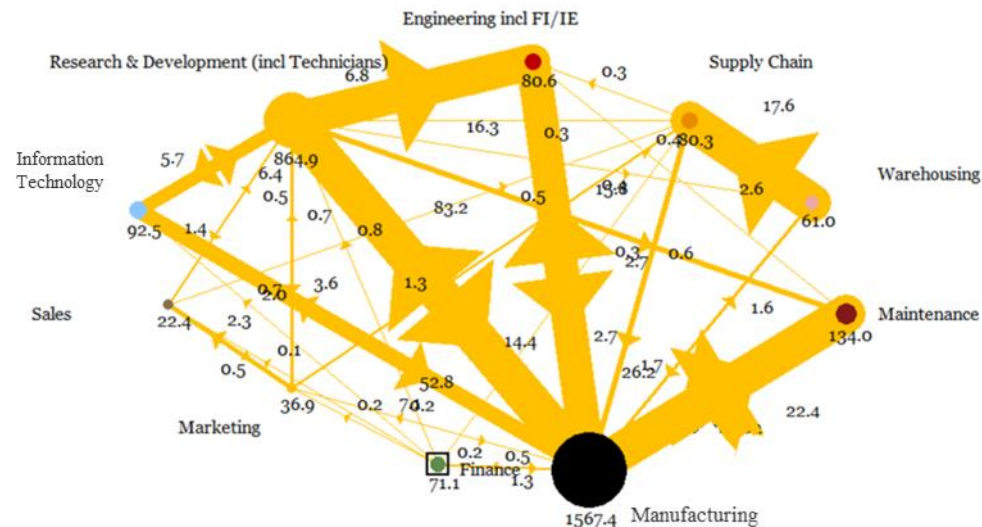
Step 1: Define the future workforce

Deep dive strategic workforce analysis which is based on historical data to provide the company with a visual simulation of future workforce. A view on the company's mobility culture will help to identify the participants for the Upskilling solution.



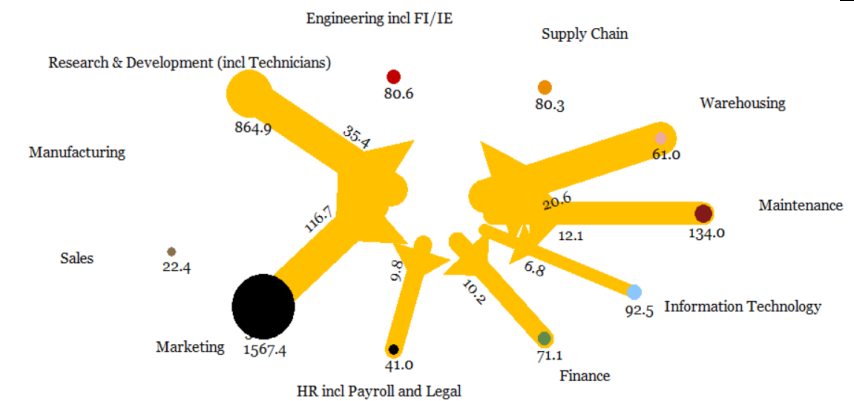
Anticipated Workforce

Scenario – potential internal mobilities



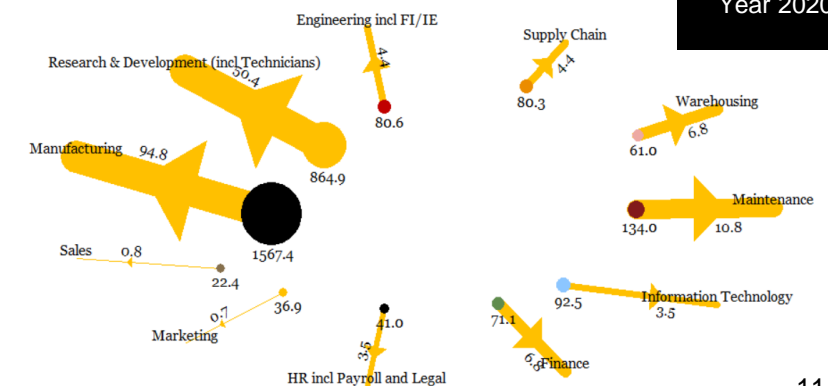
Year 2020

Scenario – potential recruitment needs



Year 2020

Scenario – potential departures



Year 2020

This deep-dive SWP analysis shows us, that in the past, the company had already quite a strong internal mobility culture. Internal mobilities seem therefore also very likely in the future. The solution is also able to show potential recruitment needs and potential departures. This enables to align the vision of the company with concrete HR measures by taking into account the risk of automation of roles and the company's digital strategy.

Step 2: Assess current competencies



For the second step, each participating employee will be **accompanied by a certified personal advisor** or coach throughout the Upskilling project.

Together with this personal advisor as well as our Upskilling toolbox, the **current skills of each employee will be assessed and documented.**

The personal advisor has also access to the **e-collaborative suite** and communicate via this platform.

The company will receive **regular reports.**

English (United States) Progress 15%

Skills Bridge

Competition in the workplace is a good thing.

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

I am so friendly that others feel comfortable with me right away.

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

I prefer to do more than is expected of me.

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

I like debating people who disagree with me.

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

I always plan out exactly how I am going to complete a task.

Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

Soft skills

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Skills Bridge

Professional skills

List your professional skills acquired and the level of expertise. If you wish to learn one or more professional skills, please mark your interest.

Examples:

- **Legal:** Knowledge of social law, labor law, commercial law, ...
- **Logistics:** Supply chain management, permit c / driver, warehouse management, inventory management, ...
- **Finance / Accounting:** cost accounting, MIFID, IFRS, asset management, treasury, consolidation, ...
- **Human Resources:** Management of evaluation interviews, recruitment, salary management

Manufacturing: Operations monitoring, critical thinking, monitoring, active listening, flexibility, big-time problem solving ...

Marketing: Digital advertising, social marketing, website design/development, content development, mobile marketing

Professional competency(ies)	Level of expertise	Interest
Engineering and Technology	Specialist	High
Mechanical	Specialist	High
Public Safety and Security	Proficient User	High
Computer and Electronics	Proficient User	Average
Administration and Management	Basic	Average
Chemistry	Basic	Low
Physics	Basic	Low

Job-related skills

Step 2: Assess current competencies

The personal advisor receives the transversal, professional and numerical skills assessment results which will be debriefed in a **face-to-face meeting** with the participating employee.

About 33 competencies will be evaluated whereas only the relevant competencies for the future position will be focussed in the debriefing.

The **aim** of the assessment is to understand the full potential of each employee and to prepare a successful job matching and identification of a potential skills gap.

A complete report (individual competency and training plan) will be elaborated per employee.



As a participating employee, Jeff answered the skills assessment questionnaires. The results of the assessments will be discussed with his personal advisor. Moreover, both will discuss about interests and job perspectives in order to understand best what a suitable job match would look like.

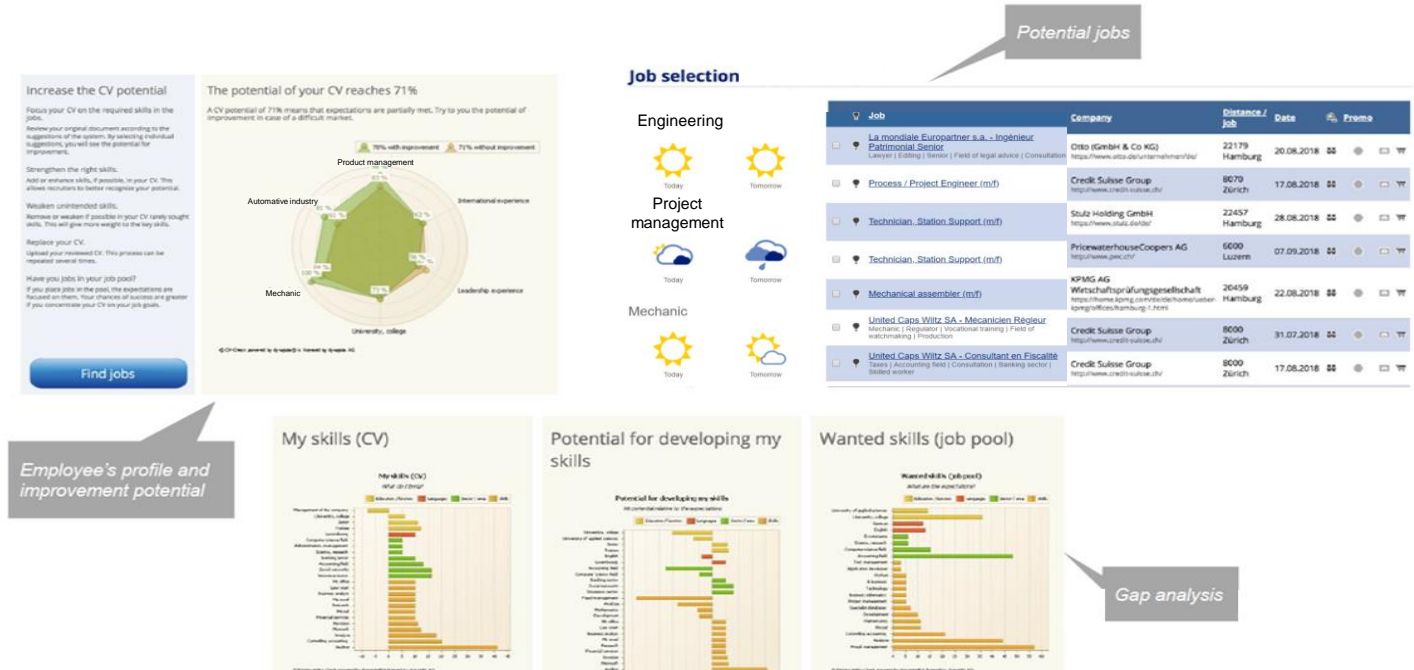


Step 3: Find the best possible job match

The third step is all about finding the right future job for the participating employees. Several solutions, to be discussed with the company, can be envisaged:

- Internal mobility – without change of position
- Internal mobility - with change of position
- External mobility

The project's toolbox provides job matching opportunities for **real-time vacant positions** (either internal or external). The job matching shows the employee's profile and upskilling potential, the job opportunities and the **skills gap**.



Jeff's job matching shows that the best possible match for a vacant job is "manufacturing engineer". This position is available within "Luxfactoring". From the previous SWP analysis, we know that "manufacturing engineer"s do not have a high risk of automation (13%). However, to be able to execute this job, Jeff needs to be trained on several skills.

Step 4: Train the new competencies

The Upskilling solution supports the identification of relevant trainings for the mobility of each employee.

Three training types are possible:

- **Technical trainings**
- **Soft skills trainings**
- **Digital trainings**

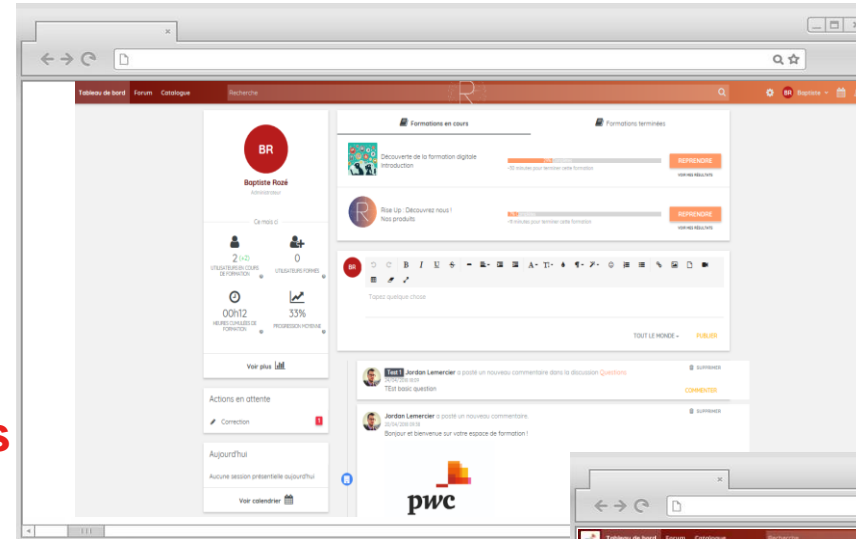
The project's toolbox provides the company with an **LMS** where it can **follow the progress** of each employee and **see future and past upskilling trainings**.

The employees can access this platform to have an overview of their progress and the trainings, they can **evaluate the trainings** and take **e-learning classes**.

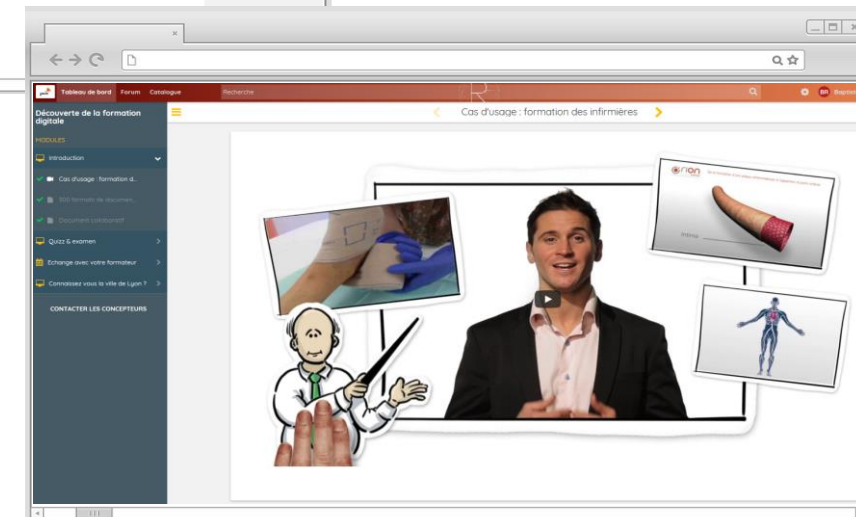
The personal advisor can also see the progress of each employee to catch up and **motivate** when progress drops down.



On the LMS, Jeff has a complete overview on his trainings to become a “manufacturing engineer”. He also find suitable e-learnings on the LMS and can check the progress he made.



Training's dashboard



Access to training content

Luxembourg Digital Skills Bridge

Three categories of trainings are essential

One week of transversal and digital trainings is mandatory for all participants

- ✓ Training "Professional" courses
- ✓ Specific IT training courses
- ✓ Corporate culture

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TRANSVERSAL

- ✓ Ability to learn
- ✓ Curiosity
- ✓ Creativity
- ✓ Openness to change
- ✓ Teamwork
- ✓ Critical thinking skills

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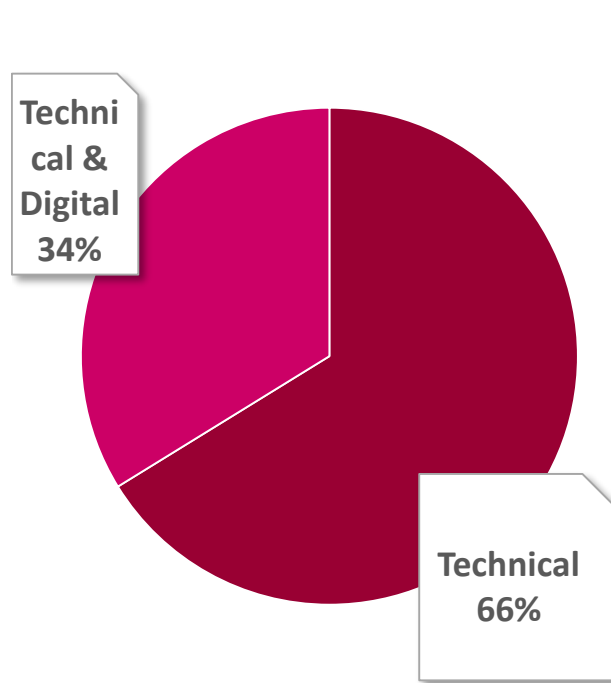
- ✓ Digital transformation
- ✓ Digital Marketing
- ✓ Office automation – ECDL
- ✓ Cybersecurity
- ✓ GDPR

Technical and financial assistance proposed

	Support the company receives :
Technical assistance for workforce planning and employee assessment	Max. 12 days per company
Individual coaching throughout pilot	1 day per employee
Training cost per employee (reimbursement on invoices)	Internal mobility: 35%
	External mobility, same sector: 50%
	External mobility, different sector: 80%
Salary cost during training (“chômage partiel”)	90% of the employee’s salary, limited to a maximum of 250% of the minimum wage.

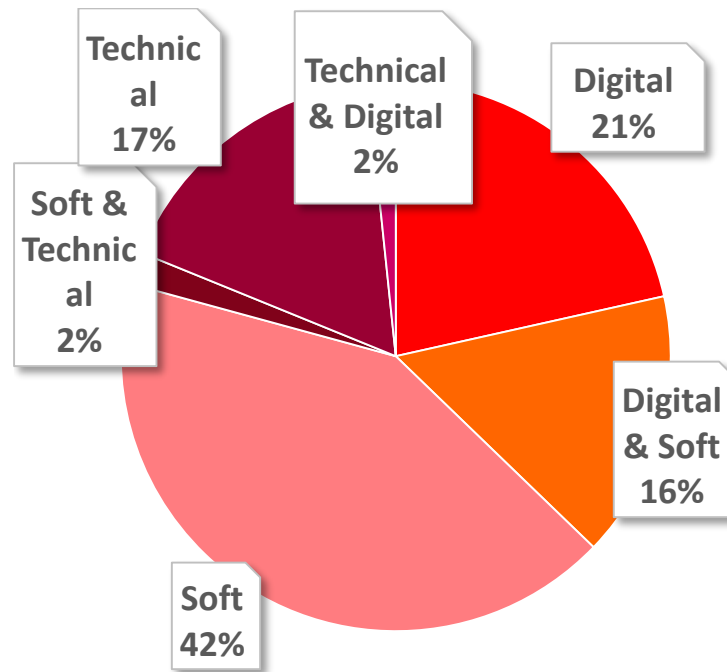
The Craft Industry

a strong technical orientation



Banking – Soft and Digital are most important.

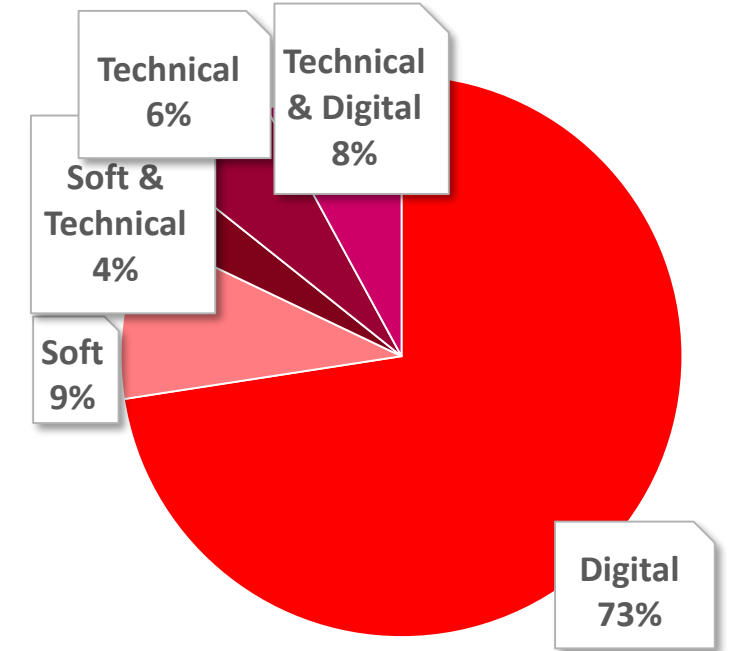
Almost half of banking trainings are soft-oriented.



Insurance – Digital is key.

A great majority is only oriented towards Digital.

85% are somewhat related to it.



Conclusions and lessons learned

- ✓ 11 company skills development plans have been approved for more than 330 employees and a maximum amount of EUR 6.5 million.
- ✓ More than 90% of employees in internal mobility. Out of the 11 participating companies, only 6 are really affected by a digital transformation with a possible risk of redundancy
- ✓ In general, companies are poorly prepared and equipped to deal with the impact of technologies on their skills strategy.
- ✓ Strong media recognition of the program with national and international awards but many companies are not yet aware of the Skills Bridge program.
- ✓ Process appreciated by participants and employers, worked well for internal mobility **but not for external mobility**

Important learnings

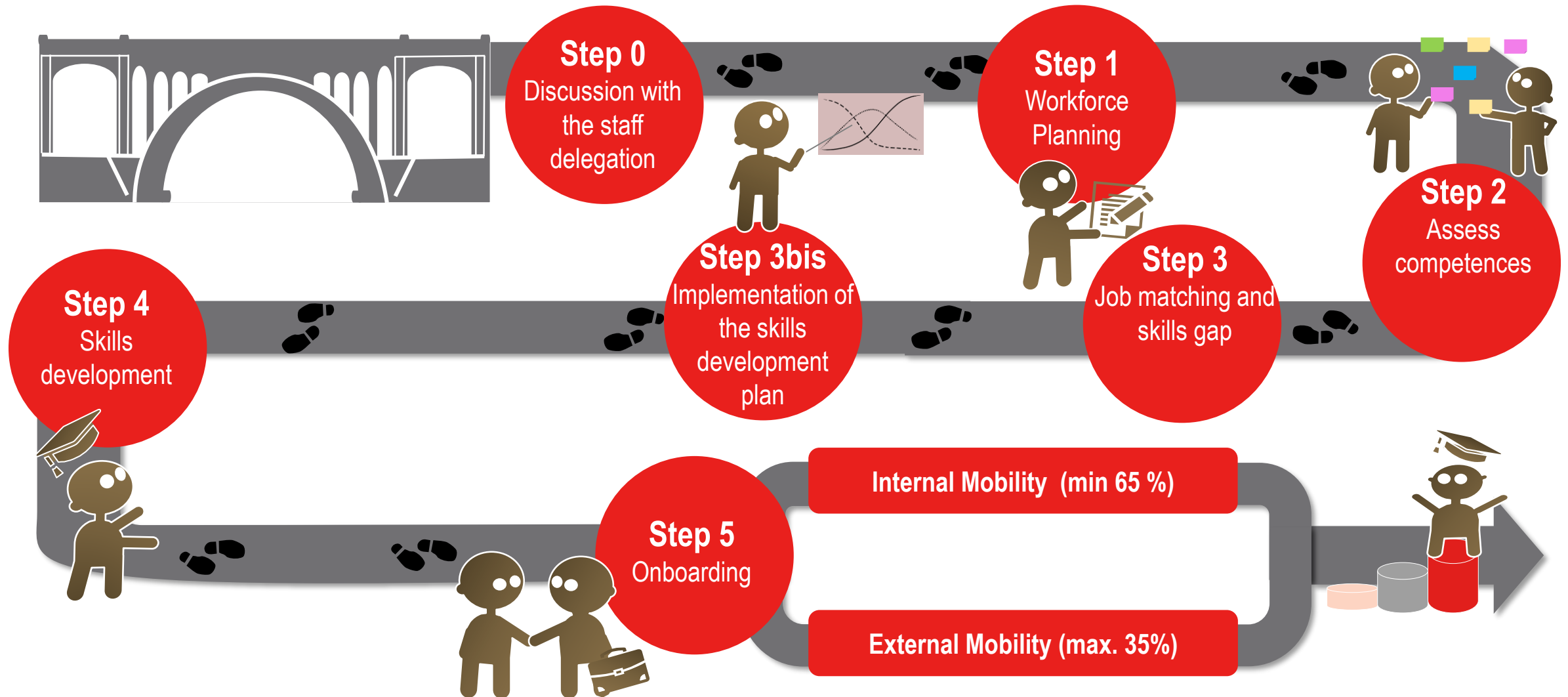
- ✓ Communication is KEY, before starting and during the process
- ✓ Implication of staff delegation before launching the process is a must
- ✓ Need for a modular approach according to the « maturity» of the company
- ✓ Only start process if employer commits to free the required internal resources (HR, Management, Team leaders,...)
- ✓ External coaching of participants has been highly appreciated by participants and employers, coaching efforts to be adapted individually according to required transition and openness of participant.
- ✓ Employers need support to establish learning path according to detected skills gap
- ✓ Tools to be further developed in order to allow automatic proposals of learning path based on detected skills gap

Next steps

« Skills Bridge » consultancy will be integrated into the service portfolio offered by the employer service of the Luxembourg PES (ADEM), mainly to SME:

- Raise the awareness of companies and enable them to carry out strategic workforce planning
- Demographic analysis
- Support in identifying risk areas and develop concrete solution strategies
- Evaluation of personnel structure and training needs
- Best practices and process guidance
- **Sectorial national workforce planning studies a permanent skills foresight process will be launched to support the consultancy**

The Skills Bridge process in a nutshell



Advantages for the employee

Comprehensive overview/assessment of the employee's skills, motivation and interests

Matching of the employee's skills assessment with new employment opportunities (internal or external)

Individual guidance through the upskilling process

Acquisition of new professional skills

Quality assurance of the trainings selected (recognised certifications)

Advantages for the company

Proactive response to the impact the introduction of new technologies will have on workforce planning

Inclusion of the employees into the transformation process

Competitiveness

Access to newly qualified staff able to respond to the new challenges posed by the digital transformation

Positive image both external (social innovation) and external (positive impact on internal working climate)

Methodological and technical expert assistance throughout the upskilling journey

Better understanding/overview of the skills, motivations and interests of the employees

Retention of know-how and experience within the company

Thank you for your attention!

If you have any questions about the Luxembourg Digital Skills Bridge programme, please contact ADEM by email:
laurent.peusch@adem.etat.lu or guy.puetz@adem.etat.lu

www.skillsbridge.lu