



PROMISING PES PRACTICE

“Luxembourg Digital Skills Bridge”

DIGITAL SKILLS BRIDGE OFFERS EMPLOYERS AND THEIR EMPLOYEES A COUNSELLING SERVICE TO IDENTIFY THEIR FUTURE NEEDS OF SKILLS AND JOBS AND FIND SOLUTIONS TO CLOSE THE GAP BETWEEN EXISTING AND REQUIRED SKILLS VIA TARGETED TRAINING THAT CAN EITHER LEAD TO INTERNAL MOBILITY OF EMPLOYEES TO NEW JOBS WITH THEIR CURRENT EMPLOYER OR EXTERNAL MOBILITY INTO NEW JOBS WITH A NEW EMPLOYER.

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LUXEMBOURG

The project Digital Skills Bridge addresses two disparate but connected developments in the current labour market: on the one hand a decline of demand for certain jobs and skills due to automation and digitalisation; on the other hand an increased demand for new jobs and skills that is currently not being met. These developments lead to a skills gap.

In order to narrow this gap, employers are offered support for:

- i. identifying their future skills need regarding their workforce;
- ii. assessing current competencies of their employees that are affected by the aforementioned changes;
- iii. identifying the best option for each affected employee, either on the internal or external labour market;
- iv. training the new competencies according to the requirements of the identified future job.

In addition to the counselling, planning and coaching, employers also receive financial support for the cost of training, the amount of which depends on the targeted labour market (internal/ external) as well as on the salary cost during training.

Name of the PES

ADEM – Agence pour le développement de l’emploi

Scope of measure
(a pilot project or a national reform)

The project consists of three phases:
1. A feasibility study (finished)
2. Pilot project scoping and preparation (finished)
3. Rollout of a pilot and upskilling of workforce (pilot in 10 participating companies).

When was the practice implemented?

The pilot project started in May 2018 and lasted until the end of 2019.

What was the driver for introducing the practice? Was it internal or external?

The initial idea for the project came from the former Minister of Labour, Nicolas Schmit, while the actual design of the project was developed by ADEM in cooperation with an external consultant.

Which organisation was involved in its implementation?

Luxembourg Government / ADEM and an external consultancy (PwC)

Which groups were targeted by the practice?

The primary target group is employers that are facing challenges regarding the composition of their workforce. But employees are also targeted by this practice since they are profiled and trained in the course of participation in order to prepare them for a new (internal or external) job.

What were the practice's main objectives?	To address the challenges posed by digitalisation and automation for both employers and employees via on-the-job training.
What activities were carried out?	A feasibility study was conducted, a first pilot project was scoped, prepared and launched. In total, the project was piloted in ten companies.
What resources and other relevant organisational aspects were involved?	Several specialised IT tools for workforce planning, skills profiles, job matching and learning management. Operational activities outsourced to an external provider.
What were the source(s) of funding?	Fonds pour l'emploi (Employment Fund).
What were the outputs of the practice: people reached and products?	In the course of the first pilot launched in May 2018, 10 companies in 4 sectors and 330 employees from these companies participated in the programme.
What outcomes have been identified?	Over 90% of internal mobility.
What are the lessons learnt and success factors?	Internal mobility of employees remains the preferred choice of most companies. The needs of companies and the required digital skills are very heterogeneous, thus calling for an individualised approach to service provision. However, it is essential to strike a balance between flexibility and personalisation on the one hand and ensuring that core requirements for achieving synergies based on common approaches across companies are met on the other hand.



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