

COVER STORY

RARE TALENT



'Moovijob Tour' recruitment fairs are held twice a year in Luxembourg. They attract on average 10,000 candidates (12,000 in March 2019) and more than 150 companies with vacancies in all business sectors.

Photo: Moovijob

TALENT STRATEGY

FINDING THE PEOPLE, THE ECONOMY NEEDS

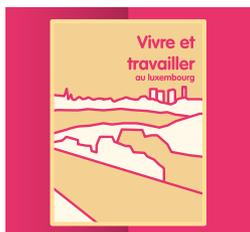
All companies say it: finding the human resources necessary to develop has become very difficult in Luxembourg. There are three main explanations: growth is the order of the day and has created a strong demand for talent; computerisation has transformed trades and professions and therefore the need for manpower; and finally, the baby boomers are continuing to reach retirement age and must be replaced. These phenomena may be found throughout Europe and the rest of the world. Luxembourg is mobilising itself to find the necessarily multiple solutions.

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Echoing the concerns of business, there have been an increasing number of studies and surveys on the talent shortage. They provide a pretty clear idea of the scale of the problem and its different aspects, thanks to analyses that are often complementary. In recent months, no fewer than eight significant surveys have been pub-

lished, with different and complementary approaches. In 2018, Manpower Group published a survey they had conducted in 43 countries to measure talent shortages; and in the same year, the World Economic Forum (WEF) updated its study on the future of work by interviewing executives and HR specialists from large companies in 20 countries (together accounting for 70% of the world's Gross Domestic Product). Again, at the initiative of the WEF in partnership with INSEAD and Adecco, the annual Global Talent Competitiveness Index survey ranks countries according to their ability to develop, attract and retain talent. At the end of May 2019, the OECD (Organisation for Economic Cooperation and Development), in turn, presented a new working paper entitled 'Measuring and assessing talent attractiveness in OECD countries. Through a new set of indicators selected by the OECD, this paper seeks to compare how OECD countries man- ▶



Inspiring you to come to live and work in Luxembourg

The Luxembourg Chamber of Commerce publishes a brochure entitled 'Living and working in Luxembourg', which is available in French, English, and German. It is used by companies and organisations that want to make Luxembourg known as a destination to start or pursue a career and to install a family, if necessary. The publication contains several useful addresses and is equipped with a thematic index to quickly find sought-after information. It can be downloaded from www.cc.lu and can also be ordered free of charge here: www.cc.lu/services/publications



Photo: Pierre Guersing

01. age to attract skilled workers. From another perspective, in 2019, Deloitte questioned thousands of millennials (born between 1980 and 2000) and young people from 'Gen Z' (born after 2000), in 42 countries, to ask their opinions about the world of work. Closer to home, Morgan Philips recruitment agency focused on the attractiveness of Luxembourg by interviewing HR directors and CFOs in May 2018. Also, in Luxembourg, the FEDIL, an employers' organisation representing the industrial and ICT sectors, evaluates the recruitment needs of these two sectors every other year. Finally, the latest survey, the brand-new Economic Barometer published biannually by the Luxembourg Chamber of Commerce, devoted a thematic section to recruitment. All of these studies show that the subject is indeed a hot topic.

A GLOBAL OBSERVATION

First of all, and before focusing on Luxembourg, there are many studies showing that it is not alone in being concerned by a shortage of workers. The latest study published in October 2019 by Manpower Talent Shortage, (whose data are provided by Statista, a data provider for the market and consumers), entitled 'The Countries facing the greatest skill shortages', shows that around 90% of Japanese companies are affected by lack of talent, and that this is also the case for 50% to 65% of companies in Turkey, Greece, India and Germany, but also for more than 45% of companies in the United States.

Most strikingly, all studies on the subject use words from the lexical field of drastic lack, such as 'scarcity', 'loss', and so on. The word 'talent' has never been used so much. Some equate the term only to qualified jobs while all sectors are affected by the shortage of employees in Luxembourg. Analyses show that lower-skilled workers are also scarce. It would therefore be an error to neglect them in any strategy set up to attract people to the country.

WHAT SIZE? WHAT SECTORS? WHAT PROFILES?

Luxembourg was unfortunately not covered by the Manpower study, but observations here are similar.

In 2017, 28% of the job vacancies sent to the Agency for the Development of Employment (ADEM) did not find an adequate candidate (particularly for IT, banking and finance in general). At the beginning of 2019, ADEM announced there were more than 7,000 vacancies. The first edition of the Economic Barometer published by the Chamber of Commerce in the first half of 2019, devoted its thematic focus to recruitment, and it was no coincidence. The results of this Barometer highlighted the fact that more than half of the respondents had already encountered great difficulties in recruiting staff and that these difficulties seem to have been particularly accentuated during the last two years. In addition, for nearly 60% of respondents, their recruitment is for new job creations and not for staff replacement. This trend is not likely to diminish. In parallel, in



Photo: Luxtram

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the FEDIL survey ‘The qualifications of tomorrow in industry’, published in March 2019, the industrial sector predicted nearly 1,400 new hires in the two years following the survey, 55% of which will be job creations. In the March 2018 ICT study ‘Tomorrow’s ICT Qualifications’, the ICT sector anticipated nearly 700 new hires in the two years following the survey, including nearly 70% for new job creation. All profiles will be courted.

Three of the ten studies reviewed put forward three top profiles that are most in demand. Thus, the Chamber of Commerce’s Barometer (for the first half of 2019) indicates that we should look first for workers, then technicians, and then administrative employees, which tends to undermine conventional wisdom. According to the worldwide Manpower Group 2018 survey, it is workers, then sales staff, and then engineers who are most in demand. And according to the WEF study, ‘Future of Jobs Report 2018’, the skills most sought after by the HR managers interviewed are creativity and innovation, analytical skills, and the capacity to take initiatives. The most sought-after profiles are therefore not all people with very high qualifications. In Luxembourg, the HORECA sector is particularly affected by the shortage of manpower. Kitchen and catering staff are also in sixth place for the most difficult profiles to recruit in the first edition of the Economic Barometer. The Chamber of Skilled Trades and Crafts regularly relays a constant need for additional employees in craft industries. This sec- ▶

01, 02. Workers are the most sought-after profiles, both in Luxembourg and world-wide, and this primarily affects the industrial and construction sectors.



INTERVIEW
LUC HENZIG
director of training,
Chamber of Commerce

Continuing vocational training is a solution to develop skills in business

How can the House of Training help solve the problem of the talent shortage in Luxembourg?

To acquire the skills they need, companies can either recruit or invest in training. In order to recruit, not all companies have the human resources services of the big banks and other consulting firms, which can recruit people from as far away as necessary, helped by their international networks and attractive salary packages. For most Luxembourg companies, the employment area is limited to the Greater Region, where skilled labour is undeniably lacking. To date, the education system in Luxembourg does not train enough qualified people and in the Greater Region, universities are also struggling to respond, through adequate training, to a growing demand for increasingly qualified people. In this context, continuing vocational training can therefore be a solution for building the skills of managers and employees of companies and adapting them to the new requirements of the markets. We have therefore undertaken a large-scale job, with the federations and sectoral professional associations, to identify the skills required, according to professional profile, in the companies concerned. We have thus built a training programme that permits the acquisition of skills, within a curriculum which can be changed over time, ranging from simple courses to certification training courses or even degrees.

Can some training courses attract people to Luxembourg from abroad for our economy?

Through national and international academic collaboration, we are setting up higher education courses that fit perfectly into continuing professional education offers. We have also taken advantage of these collaborations to move some training programmes to Luxembourg. The move to Luxembourg is used to organise interaction with the local economy. This allows us to present the assets of our country to a target audience that interests our companies. For example, the Executive Master in International Wealth Management is a course that we propose in collaboration with ESCP Europe, in a sector where Luxembourg can offer many opportunities for future graduates.



INTERVIEW
MATHIEU VAN ROY
 Head of HR, Talkwalker

“
We know that the first month is crucial in convincing people that they have made the right choice by coming to Luxembourg.
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The development of Talk-walker has been extremely fast. How do you recruit the people you need?

In the last two years, we have recruited more than 270 people, including more than 170 for Luxembourg. The trend for the future also looks promising. Three people work full time on recruitment. They are excellent recruiters, hired for their ability to work in a very proactive way. They do not just post ads and wait for CVs to arrive. They use many tools, first and foremost LinkedIn, and we offer a great amount of autonomy in terms of decision making. Each recruiter hires 25 to 30 people a year. To achieve this level of efficiency, we have adopted a very simple operation. No candidate does more than two interviews and each one gets an answer quickly. The entire recruitment process is finalised in two to three weeks. We also have good tools to automate certain administrative steps. A second very important aspect of successful recruiting is not putting up any barriers. We make sure that we have no bias related to the candidate's gender, age, diploma or culture. We must accept taking risks because the candidates are also taking risks, sometimes coming from far away to join us.

How do you then retain talented people in a very competitive market?

We attach great importance to welcoming newcomers, and we pay attention to teaching them about the Luxembourg environment (for example, how things like social security and taxation work), because our hires sometimes come from very far away. We know that the first month is crucial to convincing people that they have made the right choice by coming to Luxembourg. Our hires are almost all millennials on their first or second job, so you must take the time to explain a lot of things. We also show them what the HR department can do for them and what their rights are. Then, we strive to develop their employability through a training programme adapted to each person and we help them evolve. We have a fairly low turnover, especially in purely IT positions because the technology we use is still quite rare in Luxembourg. And finally, we offer internal international mobility opportunities via our different offices (Germany, United States, Singapore, Ed).



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tor, in response to the lack of manpower it faces, has always used cross-border workers and foreign residents, constituting respectively 51% and 34% of employment in the craft industry. According to Tom Wirion, General Manager of the Chamber of Skilled Trades and Crafts, “the scale of the manpower problem is underscored by analysing the results of the quarterly business survey in the craft industry over the last years. In reply to the question ‘Is your business activity hindered by lack of manpower?’ a growing number of companies say they see a substantial negative impact.”

The fact that the number of cross-border workers is increasing (2013: 160,000, 2015: 178,000, 2017: 180,000, 2018: 190,000, and 2019: 200,000) is further evidence of the shortage. While the average increase was 3.7% per year between 2005 and 2018, it was 4.6% between January 2017 and January 2018, and 4.7% between the latter date and January 2019. With people lacking in the country, it becomes necessary to look further afield. And this phenomenon extends beyond the contours of the Greater Region and the borders of neighbouring

03. According to the ‘Future of Jobs’ survey published by the World Economic Forum, the first skills sought by companies in their candidates are creativity and a spirit of innovation. In a world perpetually changing at an increasingly rapid pace, they consider that these skills, as well as a spirit of analysis and of initiative, which are respectively 2nd and 3rd in the ranking, will prove more useful than technical knowledge that could be learned more easily during training.

04. 13,400 young people born between 1980 and 2000 were interviewed by Deloitte in 42 countries for its Global Millennial study. According to these young people, its business that bears the primary responsibility when it comes to preparing people for the jobs of tomorrow.



Photo: Emmanuel Claude/Focalize

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European countries. Resident employees from third countries are also constantly increasing according to Statec's figures (2013: 10,000, 2015: 12,000, 2017: 15,000 and 2019: 17,000). During the survey conducted for the Economic Barometer, recruitment abroad also came in 2nd place out of more than 10 solutions set out by Luxembourg companies to face recruitment difficulties.

In this context, companies continue to announce a growing number of vacancies. The *Chemins de Fer Luxembourgeois* (CFL), for example, said that it had more than 400 vacancies in 2019 and the same proportion for 2020. The July 2019 ADEM report shows that the number of new vacancies registered increased by 8.4% in one year to reach 3,914 open positions. Professions like accountants, IT specialists or bankers, but also kitchen staff or secretarial staff, are indeed among the top ten jobs most frequently sought by employers according to the ADEM. The agency counted, for example, 223 vacancies in accounting, 125 in computer development, and 89 in the analysis of credit and banking risks. The HORECA sector was also one of the most affected

sectors, with 88 vacancies for waiters and 82 for kitchen staff.

A FAVOURABLE CONTEXT

As shown above, Luxembourg is not alone in facing recruitment difficulties. However, its specificities (a small and particularly open country at the heart of the European market, a highly productive economy, a predominant financial centre ...) make the search for people more visible.

In the Global Talent Competitiveness Index 2019, Luxembourg ranks 10th out of 125 countries in terms of its talent attraction competitiveness and ranks in the top 10 on all three key pillars: attracting, retaining, and developing global knowledge (Global Knowledge skills). These good rankings are an asset for the country, as they allow it to enhance its strengths with the international workforce. But these rankings also participate in a sort of spiral, which goes hand in hand with growth. The more companies and entrepreneurs that are attracted, the more new profiles are needed, and so on. In other words, the more attractive the country is (rank- ►



More than 850 training courses

The 2020 catalogue from the House of Training has just been published. It lists more than 850 courses including 266 new ones. Designed to meet every training need, it guides its users, whether individuals or companies, through a package of skill blocks combined with each other to form complete courses that can lead to certification or diplomas. The catalogue was designed with professional federations to precisely meet the training needs of the different functions within companies. For advice or help: customer@houseoftraining.lu



Photo : Sophie Margue pour l'Université du Luxembourg

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ings, salaries, living conditions ...), the more intense is the race for talent. Luxembourg's strengths contribute to its dynamism, which is moving faster than its ability to attract the talent necessary for its needs. This ranking shows another reality. The country is ranked 2nd out of 125 in terms of its attractiveness, but it is ranked only 8th in its ability to retain talent. This difference may also explain part of the problem. In the 2019 publication, 'OECD Indicators of Talent Attractiveness', Luxembourg ranks 11th (out of 35) for its ability to attract highly skilled workers, 19th place for entrepreneurs and 20th place for foreign university students.

But if the Grand Duchy is so well ranked, why doesn't it have the right resources? How is it possible to do better?

In fact, these positions in the rankings need to be seen in relative terms; they are not so good if we consider the level and quality of life in Luxembourg. First, the unemployment rate is 5.4% (Statec, August 2019). In other words, the country has a situation of almost full employment (defined by the International Labour Organization as an unemployment rate of less than 5%). Then, the growth

that the country has known (a GDP that increased more strongly, at 2.6%, than the European GDP, of about 2%, in 2018, which will probably be the same for 2019 and 2020) still requires more workers, a finding which was discovered during the long debates around the qualitative growth desired for Luxembourg. The productivity of Luxembourg is recognised and companies moving to the country want to take advantage of it and hire for it. If productivity is higher than elsewhere, the constant need for talent will continue.

Due to the predominance of certain sectors in Luxembourg, recruitment needs mainly correspond to qualified or even highly qualified positions. It is always harder to find specific skills, requiring very specific qualifications. And this phenomenon is accentuated even more with the digital transition and technological progress in general. Requalification during a career, or even several times during the professional life of an individual, has become more and more indispensable. In economic history, during transition phases, a period of adjustment is usually necessary. The lack of skilled labour that we find can be explained, in Luxembourg as else-



Photo: Luxembourg Science Center

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where, by this unavoidable and necessary adaptation period.

Luxembourg faces an additional challenge in attracting talent. The buoyant sectors of the country are, in fact, the ones that are attractive the world over. For example, Luxembourg is competing with financial centres like London, New York, Hong Kong, Singapore and, closer to home, Frankfurt.

This recruitment race has been accentuated for two years by the Brexit perspective. Indeed, the country is sometimes home to European and international companies wishing to prepare for new rules of international trade. Thus, new companies (mostly financial) have come to settle in the country since 2017. But according to Maxime Durant, director of Michael Page Luxembourg, these companies are fearful: they wonder if they will find qualified personnel and at a reasonable salary, since one of the consequences of the shortage in certain positions is that they are expensive.

Another Luxembourg specificity is the coexistence of three administrative languages, which can be a handicap in this international race for talent, even though it represents a global asset for the ►

05. The University of Luxembourg, which is very open to the rest of the world, attracts many foreign students. The relaxed legislative framework and organised interactions with the business world make it easier for them to enter the Luxembourg labour market.

06. The Luxembourg Science Center opened in October 2017 as an initiative to highlight the appeal of science and scientific professions and offers many interactive workshops and conferences on various topics, including electricity, optics, materials, chemistry, fluids...



INTERVIEW
YANNICK FRANK
director, Moovijob Luxembourg

“ We reach people in Europe and all over the world ”

What different solutions do you have dedicated to recruitment?

Moovijob is distinctive in that we play on two levels. We work online, via our website Moovijob.com, and face-to-face, thanks to the recruitment events we organise throughout the year: the two Moovijob Tour trade fairs, the Unicareers.lu trade fair organised with the University of Luxembourg, and the Plug & Work recruitment evenings. We leave it up to companies to choose the solution that best suits their recruitment needs and their communication strategy.

Which of these formulas is most popular with employers and candidates?

We cannot say that one solution is more effective than another because it depends on the type of profile that a company is looking for. For example, a trade show will enable meeting lots of people but also give a boost to its employer brand. Participation at an evening reception is much more specific and favours the qualitative aspect of the guest's profiles. The site Moovijob.com allows for a digital presence that is essential nowadays. Companies appreciate our online offer because it allows them to see their ads on the websites of major Luxembourg media such as RTL, L'Essentiel and Editus, for example. Our recruitment services are all accompanied by communication services. It has become essential given the complexity of the current market.

What developments have you noticed in the sought-after profiles?

The evolution of recruitment in Luxembourg is complex but exciting. Moovijob works with more than 800 Luxembourg companies from across all sectors of activity. The issue is the same for all sectors: it is increasingly difficult to find the right profiles. Companies are becoming more demanding in their recruitment. Candidates must have technical skills, but this is not enough anymore. It is often necessary to master several languages. Added to this are personality and soft skills, which are paramount. In short, everyone is looking for unicorns. To answer that, Moovijob has extended its communication. We reach people in Europe and all over the world. We have, in a way, become an ambassador of the Grand Duchy and promote the Luxembourg economy abroad. We also play an important role as adviser and trainer, guiding candidates and also accompanying the companies that work with us step-by-step.



Photo: Fedilit

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economy. Indeed, the three official languages of the country (French, German, and Luxembourgish), are often necessary to be able to evolve optimally within a role and sometimes all three are required by employers. However, having all the qualifications and skills necessary for a position, as well as fluency in the three administrative languages, is an exceptional demand. In the thematic section of the Economic Barometer, language proficiency was in pole position for 55% of companies when asked to state the *'obstacles encountered when recruiting abroad'*.

Given the scale of the phenomenon, but also the context and ongoing discussions, more ideas and solutions are needed. And the first indication of where to find them may have come from the *'Deloitte Global Millennial Survey 2019'*. According to the millennials (born between 1980 and 2000) and the Gen Zs (born after 2000), companies/employers and educational institutions have the greatest responsibility to prepare employees for Industry 4.0, followed by individuals themselves, and finally governments.

GENERAL MOBILISATION

Faced with these observations, which are being followed closely by the government, the Ministry of

the Economy has identified the risks that this labour shortage situation runs for Luxembourg. They see it as a threat to economic growth, hindering the international competitiveness of the country's businesses and, in the long run, presenting a danger that talent may be tempted to relocate to more favourable employment centres.

To avoid this, the ministry has offered to coordinate some concerted fresh thinking, in the form of an inter-ministerial working group bringing together all the departments concerned: finance, national education, higher education, digitalisation, foreign affairs and the Ministry of State, plus ADEM, Luxembourg for Finance, and Luxinnovation. The goal of this task force is to review all that can be done to develop and retain the talent that is already available in the country and, in addition, to attract talent from elsewhere.

The process is under way. At present, it consists of a broad consultative programme of different stakeholders to determine priorities. Some ideas are on the table, such as the development of an information portal exclusively designed to inform people interested in coming to work in Luxembourg; the identification of promising markets (a quality education system, spoken languages corresponding to the needs of Luxembourg, numerous candidates



Photo: Jonk Entrepreneuren Luxembourg

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for immigration, possible partnerships in the form of exchanges...); communication regarding best practices for recruitment from high-growth companies; retention policy for students or researchers who come to study in Luxembourg; or identifying the best international recruitment fairs. A comprehensive national plan is to be announced at the end of this year.

Luxembourg already has many attributes to attract talent: it is a recognised financial centre, has state-of-the-art IT infrastructure, generous social benefits, an increasingly dynamic entrepreneurial ecosystem, a naturally multicultural environment, a well-regarded quality of lifestyle, and public authorities audacious in identifying and supporting niche or advanced sectors (space, circular economy, smart tech ...), which all together give Luxembourg the image of an unquestionably innovative country.

Several recent changes to the legal framework have been made to facilitate recruitment abroad. The legislative framework concerning immigration procedures has been adapted, including the introduction of specific provisions concerning students, trainees and researchers.

Regarding taxation, since 2013 a directive has provided for the advantageous treatment of cer-

tain costs incurred by highly qualified employees relocating to Luxembourg. Under certain restrictive conditions, these expenses are deductible from the corporation's taxes and, although these benefits constitute an element of remuneration, they do not inflate the tax base of the employee's income. This advantage can be granted for a maximum duration of 5 years. The list of costs involved includes both one-off expenses (moving house, decorating and equipping new housing, and travel expenses), and regular expenses (accommodation expenses, annual travel to the country of origin, tuition fees for the employee's children and possibly compensation to cover the cost-of-living differential with the country of origin).

AUGMENTING THE LOCAL LABOUR POOL

In other areas, some measures, already in place or forthcoming, have an impact on the local workforce available and highlight the importance of working in several areas. Thus, the Luxembourg Institute of Socio-Economic Research (LISER) recently noted in their assessment that 10 years after the establishment of the Childcare Service Voucher scheme, there was a positive impact on the employment rate of mothers of young children and on their weekly working hours.

Regarding the development of tomorrow's workforce, the Ministry of Education, at a press con- ▶

07. Fedil's Hello Future initiative puts young high school students in touch with industry. During these workshops, companies introduce themselves and reveal the range of jobs they can offer. Young people also have an opportunity to participate in visits to industrial sites, which are generally very successful.

08. The numerous activities proposed by Jonk Entrepreneuren Luxembourg aim to develop in their young participants skills that will be useful if they decide one day to create their own company but also, whatever their future professional environment, to adapt to changes and integrate into organisations by adding value.



INTERVIEW

CAROLE THEISEN

Director, Bonnevoie Technical High School (Bth)

“ Giving young people complete and ready-to-use credentials ”

What is the thinking behind BTH setting up a programme to train technicians?

We offer two distinct training programmes: one for a technician in administrative and commercial activities, and the other for a logistics technician. Our goal is to enable students to develop skills that meet the demands they will encounter in the professional world. Graduates know the particularities of the sector, the procedures of the various departments within a company and the challenges of the job; they are therefore trained to be operational upon hiring. Technician training is very advanced in vocational education, including in terms of languages. One of the great strengths of this training is that it provides professional immersion through internships or apprenticeship contracts. Thus, students can transfer their theoretical skills into real-life work situations and be in contact with potential employers.

Did you encounter any obstacles in setting up this programme?

There are some challenges in setting up this kind of programme. Close contact with employers and companies is essential to know their requirements and the dynamics of their sectors. Some modules of vocational education are so specific that we have to rely on external experts. Another challenge of our technician

training is its very complex modular structure, which has undergone several changes and reforms which means the training itself had to be adapted. Therefore, the teachers' supervision of students is very important and cannot be neglected.

Do you already have positive feedback? What are your expectations for the future?

Currently, we have some 250 students in this training. It has been very successful. Every year, we have more applications than there are places available. The success rate of BTH students is high. Many of them continue their training and begin higher technical and professional studies in the specialty corresponding to their diploma. However, we must stay vigilant regarding market requirements and regularly adjust the content and modules of existing training programmes to give young people the means to enter the labour market with complete and ready-to-use credentials. Our exchanges with the professional world and our close collaboration with the professional chambers help us to make these adjustments.



Photo: Pierre Guersing

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ference in June 2019, listed all the tracks shortly to be implemented to adapt education to the needs of the labour market. These include innovations in courses designed to promote double degrees or bridges between technical and general education; new possibilities for dual training (schools and business), including the Higher Technician Certificate (*Brevet de Technicien Supérieur, BTS*, e.g., the *BTS Commerce* at the *Lycée du Nord* in Wiltz); technician training offered in more languages (for example, technician training in smart technologies offered in French, English, or German in three different high schools); or the modernisation of course content to introduce new concepts such as sustainable development. The Minister of Education, Claude Meisch, has also announced a simplification of accreditation for prior experiential learning (*Validation des Acquis de l'Expérience, VAE*) and the increased promotion of diversity in professions thanks to both the Luxembourg Science Center and a trade fair planned for 2020.

However, the government, which wants to build a favourable framework to develop the local workforce as well as those who hail from elsewhere, believes that many cards remain in the hands of the private sector and it therefore hopes to encourage sectoral initiatives to continue.

PREPARING FOR TOMORROW TODAY

Given the extent of the recruitment needs of Luxembourg companies, the subject is being taken very

09. The Luxembourg Chamber of Commerce has a programme of school-business relations to help the two worlds meet. Here, a 10th-year class from the Bonnevoie Technical High School was received by Christophe Diederich, CEO and founder of Concept & Partners, a company that owns and operates several restaurants in Luxembourg.

10. Digital Explorer: On 23 October 2019, as part of Day Care, IMS (Inspire More Sustainability) launched a new concept, Digital Explorer, to make businesses aware of the inevitable changes brought about by the digitisation of work. For one day, pairs of young people and employees from voluntary companies (here BioneXt Lab), looked at the concrete changes affecting professions.



Photo: IMS

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seriously by professional federations and chambers as well as by other institutional organisations. They are behind various initiatives aimed at developing the available workforce or attracting new talent to Luxembourg.

A number of these initiatives target youth to address the root causes and prepare the workforce of tomorrow. A point common to them all is to give young people an introduction to sectors and professions that may be unknown to them and to arouse curiosity and appetite for the business world, especially at crucial moments of their schooling when they have to choose their path. The efforts of FEDIL concerning industrial and ICT professions can be seen through its flagship action 'Hello Future', co-funded by the Chamber of Commerce and the Government. Every year since 2017, the federation has organised a road show that goes out to meet more than 3,000 students, in twenty high schools. Young people are offered fun quizzes and presentations, prepared by FEDIL's member companies, who also present their products, their sectors, and their professions. These road shows may be complemented by company visits.

The Luxembourg association Jonk Entrepreneuren Luxembourg was created almost 15 years ago and offers an annual opportunity to more than 12,000 young people to participate in one of its 11 programmes, according to their age group. 42 of the country's 50 high schools participate in these pro-

grammes. The '*objective is to learn entrepreneurship in its broadest sense*', explained Stephanie Damgé, director of the association, '*it is about equipping young people with the skills, abilities and knowledge that enable them to become entrepreneurs. This seems very useful in a context where we do not know what the jobs of tomorrow will be. Among the skills and attitudes that we strive to convey are creativity, a sense of responsibility, initiative, team spirit, decision-making, adaptability, the idea of being visionary, to know how to communicate, to negotiate, to sell In short, the soft skills that are becoming more and more important and not just for future entrepreneurs.*'

The Luxembourg Chamber of Commerce also has a school-business programme aimed at developing knowledge of the business world via the education sector, be it with the students through workshops presenting the Luxembourg economy and entrepreneurship, or teachers through the 'teachers meet business' initiative which takes them to meet companies in the field where economic actors have a chance to outline the variety of professions they can offer.

With the same goal of increasing interactions between young people and the business world, and with digitalisation in mind, Inspiring More Sustainability (IMS), is offering, for the first time this year, Digital Explorer, an original initiative to complement the traditional day care that has been organised for the past 10 years by the Care ►



A school unlike any other

To train the digital talent of tomorrow, a school like no other was born in 2016. The Luxembourg Tech School is a non-profit association that offers extra-curricular courses to young people aged 13 to 19, passionate about technology. Young people learn to use the most innovative technologies, either on practical cases from real companies, or on their own projects. These courses, attended by 30 students in the first year, now host 120 students and are offered in 11 high schools in the country. The themes are varied and very much in line with the economic world: gaming, big data, fintech, space technologies, or artificial intelligence applied to finance.

For more information:
www.techschool.lu



Photo: Luxembourg for Finance

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association. On 23 October, some 40 young people paired up with about 40 volunteer employees from companies to think about the digitalised version of their profession. This had to be as concrete as possible: what will the job look like in 5 to 10 years; what will be its tools; the necessary skills; its challenges; and its missions?

Still aimed at young people but in a completely different professional world, the HORESCA Federation (hotels, restaurants, cafes) is preparing, in collaboration with the Chamber of Commerce, a vast campaign in 2020 to promote the sector, its professions, skills and careers. The federation hopes in particular to garner interest for positions as cooks, bartenders and waiters.

HERE AND NOW

Some institutions are also acting in the short term to meet those needs that cannot wait for the next generation.

In the financial sector, which remains dominant in Luxembourg, qualified profiles are becoming scarce and must often be sought abroad. Luxembourg for Finance (LFF) has therefore decided to launch the 'Move to Lux' campaign, which features, in short videos, expatriates who came to live in Luxembourg and are fully satisfied with their decision. The storytelling is based on their experience of their new lifestyle and aims to show that one can pursue a fulfilling career in various branches of the financial sec-

tor, whilst cultivating one's passions, and therefore enjoying a very good quality of life. 20 videos are already available on the site www.movetolux.com and diffused on social networks. A summary version compiling the best moments can be requested from LFF for broadcast as part of events or recruitment operations.

Still in finance, LHoFT (Luxembourg House of Fintech) is very active in helping startups find highly qualified staff. It offers a high-performance job board on its website and makes available to its members the MoBerries platform, which uses artificial intelligence to make real-time matches between job vacancies and a European database of 60,000 profiles. The partnership signed with MoBerries provides that startups pay for this service only in the event of successful recruitment. The LHoFT also maintains close relations with renowned training and research institutions: UNI, LIST, HEC Liège. In addition, in March 2019 the LHoFT launched Talent Month, during which not less than six networking and recruitment events were organised in Luxembourg, Paris, and London. Given the events' success, it was decided to renew the operation annually.

In another sector, FEDIL, already mentioned for its work with young people, has listed the search for talent as one of its priority goals. It invites its members to collectively join trade fairs and recruitment events (UniCarreer, Reel ...), some of which are highly specialised, such as the first trade fair



Photo Adem

12.

for cybersecurity organised by Securitymadein.lu this October. But FEDIL goes further and also strives to find solutions to more down to earth problems such as the lack of a train serving Echternach, which is detrimental to the attractiveness of the area for employees. The Luxembourg Trade Confederation (clc) also works to find concrete solutions to overcome shortages of manpower in very specific work functions. Many of these actions are carried out together with ADEM, which offers to train jobseekers in certain jobs particularly needed: salesmen, truck and bus drivers, butchers, fishmongers. etc. By gathering together, the members of the different federations affiliated with the clc can more easily reach the critical size required to initiate these training programmes (eight people minimum).

BUSINESSES REMAIN AT THE FOREFRONT

As the millennials pointed out in the Deloitte survey, companies themselves are in pole position to find answers to the labour shortage. Driven by necessity, many of them are already putting in place a battery of solutions: a system of co-optation and bonuses for employees who contribute to successful recruitment, communication on social networks and Skype interviews for candidates based abroad, opening representative offices abroad, hiring people with strong soft skills and in-house training in technical aspects, outsourcing, etc. Schematically, to obtain the necessary human resources, companies can act on two levels:

the training of existing employees and recruitment. Apprenticeship, which combines training and hiring, is a recruitment method chosen by more and more companies. Every year around 1,000 new contracts are signed, and the total number of apprentices has increased in recent years to 2,000 young people. The professions concerned by apprenticeship have diversified to adapt to the needs of companies, the two most recently created diplomas were for mechatronics (a combination of mechanical engineering, computing and electronics) and for technicians in smart technologies. Apprenticeship helps to train young people within the context of the work and specific requirements of the company. This is one of the routes chosen by the Kontz Automotive Distribution Group, as explained by Benji Kontz, Managing Director, in an interview with Merkur in March 2018, *“we train 15 apprentices for, on average, three years. We train them in our methods. We see them evolve and then we offer to hire the best of them.”* It is also one of the techniques used by Voyages Flamang, whose manager Gilbert Lentz explained, *“apprenticeship is one of our main sources of recruitment. Every year, we receive about fifty files from the Chamber of Commerce. Among these we retain 1 to 3 candidates whom we train.”*

FLEXIBLE ORGANISATIONS

The use of training to continuously adapt internal skills to business context changes is largely supported by HR experts. One of the recommenda- ►

11, The Move to Lux campaign, launched in 2018 by Luxembourg for Finance, features expatriates who have come to Luxembourg to pursue their careers and who appreciate the quality of life. Each portrait emphasises the possibility of easily reconciling professional development with leisure activities. Here we see Fernando, a Portuguese citizen who came from Australia, with his mountain bike. Like him, about twenty people share their experiences, to give others the desire to discover the cultural diversity of Luxembourg.

12. Adem helps companies in their search for talents. The agency can, for example, organise job days for certain sectors (here for construction), or plan training, for at least eight participants, in very specific professions.



Third-country nationals – Steps to be able to work in Luxembourg

Step 1 -

Before entering the country:

Request a temporary residence permit from the Ministry of Foreign and European Affairs
Have a valid passport
Request a type D visa, if needed

Step 2 -

After entering the country:

Make a declaration of arrival in your new municipality of residence
Undergo a medical exam
Apply for a residence permit for a third-country national employee

Visit www.guichet.public.lu for further information.



13.

tions of the Manpower study cited at the beginning of this article was to build internal competence through training programmes and the promotion of a culture of learning to develop talent once they have joined the business. It is also the credo of Caroline Lamboley (Lamboley Executive Search), who insists on the need to form agile teams able to reconfigure themselves.

In a rapidly changing world, it makes sense that companies do not solidify their organisation but encourage mobility in all its dimensions: geographical but also intellectual and organisational.

But external recruitment sometimes seems to be the only way to adapt or grow an organisation. Companies, in their competition to attract the best candidates, must ensure their attractiveness. In ICT and Internet services, the most appealing weapons seem to be the interest-level of the proposed missions, the scarcity of the technology used or high-end work equipment at the forefront of technology. Companies in this sector are targeting young people, who are generally more mobile than their elders, interested in learning and forging a resalable experience. The difficulty will then sometimes be to retain them, in a very tense market where wages are flying. This is where the company's culture, and well-being come in, through pleasant premises or flexible organisations. *“In any case, it is companies with a good reputation and a high level of coherence between their internal and external discourse that attract the most spontaneous*

applications and the best CVs, regardless of the sector in which they operate”, says Caroline Lamboley. Hence the need to integrate recruitment into a global approach. Caroline Lamboley adds, *“reputation feeds on all aspects of the business, the files it is working on, the satisfaction of its customers, and the atmosphere and management of HR. These different aspects must form a coherent whole to guarantee the attractiveness of a company”*. Being aware of the daily difficulties encountered by employees or candidates in their travel or accommodation and thinking about solutions can be part of this logic, as the Royal Hotel, for example, has understood: it has properties in the city centre that can be used as temporary accommodation for new employees or as a place of rest for staff working split shifts.

When recruiting abroad, and even more so when candidates come from distant countries, the care taken to welcome employees and their families is very important. Attention such as assistance with relocation or funding of regular trips to the country of origin will be assets. Similarly, establishing an atmosphere open to other cultures, using English as the language of exchange, or organising language courses, can facilitate the integration of newcomers.

TWO WIN-WIN INITIATIVES

For companies that would like to combine a hiring project with social action, a pilot initiative, the Inter-C project, aims to help them to find candi-

Photo: Studio Fränk Weber

13. Apprenticeship is a recruitment source increasingly used by companies, and for an increasing number of different roles. Young people are trained not only in a job but also in the methods and culture of the company in which they are doing their apprenticeship. This facilitates their entry into the workforce, often in the company that trained them.

14. Organisational flexibility, so popular with millennials, is becoming an important criterion when choosing an employer. It can be seen in modular, user-friendly and multi-purpose premises, but above all, it must be visible in the company's culture.

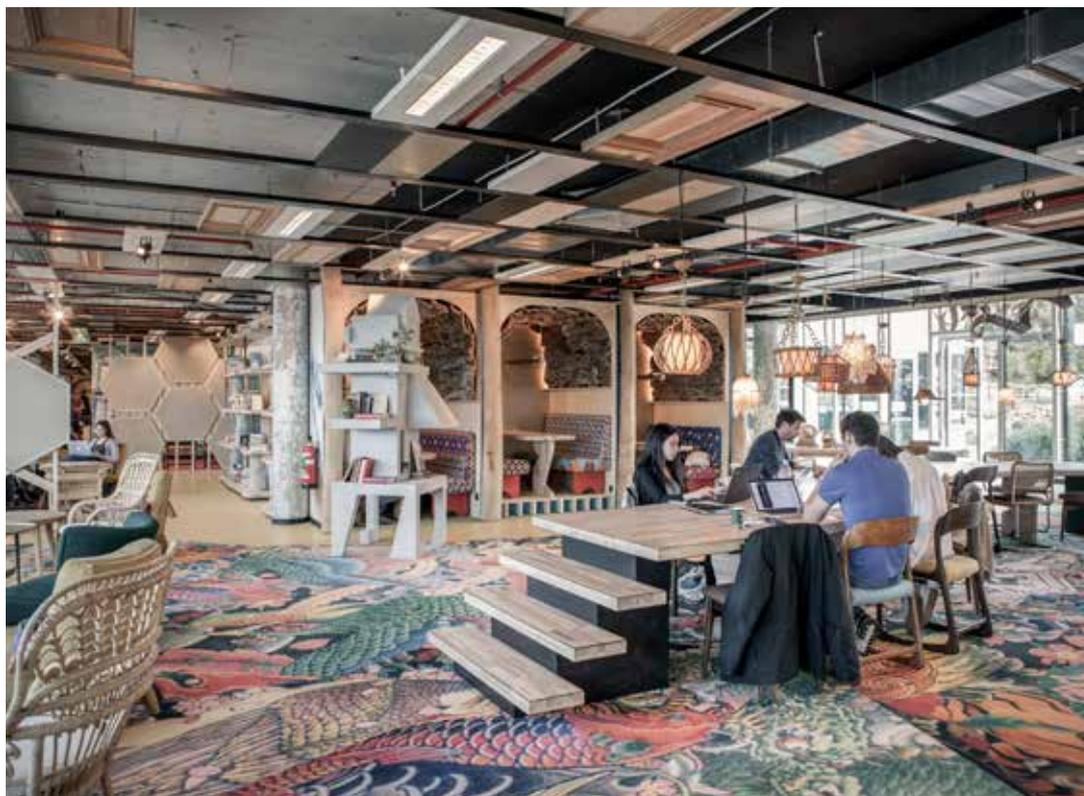


Photo: Silversquare

14.

dates from among people receiving international protection (asylum). At the heart of this project, the association Touchpoints (www.touchpoints.lu) is attentive to the needs of companies and establishes links with a network of associations involved in the reception of refugees (ASTI, Red Cross, Caritas ...). People working in these organisations are individually aware of many migrants available for work; they are therefore well placed to assess the compatibility of their profiles with the proposed positions. Martine Neyen, coordinator of the Inter-C project, explains that, *“the people proposed all have the right to work in Luxembourg and their profiles are very varied in terms of age, qualifications and professional experience. In general, their motivation to learn and to commit themselves is immense”*. In Luxembourg, there are several thousand people looking for work, of whom about 800 are registered with ADEM. Martine Neyen does not shy away from the fact that this type of hiring can require a reciprocal adaptation.

The INTER-C project is specifically dedicated to tailor-made support for companies and refugees, to clarify expectations and lay the foundations for a sustainable working relationship. In a recent press release, Minusines testified to the successful hiring of three people, from Syria and Eritrea, for the posts of architect and storekeeper. Another initiative from a group of private companies has

recently started in Luxembourg. International Dual Career Network (IDCN) is an NGO founded in 2011 in Geneva by a group of large companies (including Nestlé, Philip Morris and Ernst and Young) and the Canton of Vaud Chamber of Commerce. The goal of the organisation is to facilitate the mobility of qualified people, in particular by providing a job search assistance partner to assist expatriate employees.

The organisation’s Luxembourg chapter has been active since January 2019. It has seven member companies at the moment: Amazon, ArcelorMittal, British Chamber of Commerce, the European Investment Bank (EIB), the European Stability Mechanism, Ferrero, and PwC. IDCN provides local market information and job search assistance to newly arrived expatriate spouses in Luxembourg, mainly through a series of networking events, organised in turn by member companies. In doing so, they have access to a pool of varied international profiles, already relocated to Luxembourg. According to Onur Andic, Partner President of IDCN, *“this represents about 400 available people”*. The database of CVs is accessible to all member companies. Companies that join this network commit to running a networking event every two years and paying an annual fee. In just a few months, dozens of recruitments have been finalised through this process. ●