



## LUXEMBOURG

# Jobelo! programme (‘Job now’ programme)

THE JOBELO! PROGRAMME  
OFFERS YOUNG PEOPLE WITHOUT  
QUALIFICATIONS A CHANCE  
TO ENTER INTO THE LABOUR  
MARKET AND/OR ACCESS  
AN APPRENTICESHIP

Publication date: March 2017

The Jobelo! programme targets young people with no qualifications, helping them to enter into the labour market following a step-by-step approach. The programme is run by the PES and the Centre of Social-Professional Orientation (COSP) in close collaboration with other partners. It consists of three stages: workshops, internship and subsidised employment. If a young person wants to start an apprenticeship, the Ministry of Education offers the possibility (within this programme) of additional courses in order to obtain the necessary qualifications required to become an apprentice.

Young people are accompanied throughout the process by a team of job counsellors and social workers. The team gathers information on the young people’s skills and interests at an early stage of the programme, helping them to define their individual trajectories in close cooperation with partner organisations, as well as employers. The programme serves as a model for cooperation between the PES and a range of partners, and offers a successful way of bringing young people without qualifications into work.

Name of the PES

ADEM (Agence pour le développement de l’emploi)

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

National

When was the practice  
implemented? (including start and  
end date for pilot projects)

Since 2013

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

The Jobelo! Programme was initiated to prepare the ground for the launch of the Youth Guarantee in Luxembourg in June 2014. The programme explicitly targets young people who did not complete secondary school. It offers them an integrated programme of professional orientation and the possibility to obtain work experience and gain qualifications (completing secondary school is a precondition for starting an apprenticeship).

Which organisation was involved  
in its implementation?

The programme was developed by the Ministry of Labour, Employment and the Social and Solidarity Economy and also the Ministry of Education, Children and Youth. It is implemented by different PES departments, such as the Youth Service, Employer Service and Professional Guidance Service, in collaboration with the COSP centres and several services under the responsibility of the Ministry of Education, such as the National Youth Service (SNJ), Local Youth Action (ALJ), the second chance school (E2C) and National Centre for Vocational Training (CNFPC).

In the PES, a dedicated Jobelo! team works with the participants and employers, and coordinates the activity of different PES departments involved in the programme.

In the COSP centres, a multidisciplinary team consisting of job counsellors, social workers and vocational trainers offer various socio-educational and vocational workshops.

The CNFPC provides access to apprenticeships, while other services under the responsibility of the Ministry of Education offer support throughout the programme by providing information on the participants’ previous experiences with partners. If a participant does not sign a contract with an employer, these services can provide support this is not directly part of the programme (for example, a voluntary service provided by SNJ). All organisations also collaborate closely within the framework of the Luxembourg Youth Guarantee.

Which groups were targeted  
by the practice?

Young people between 18 and 25 who did not finish secondary school and therefore do not have sufficient qualifications to enter into the labour market or even access an apprenticeship scheme.

<p>What were the practice's main objectives?</p>	<p>The programme follows a step-by-step approach that aims to integrate young people without qualifications into the labour market. It is an integrated programme of professional orientation, with the possibility to obtain work experience and gain qualifications. Close cooperation between PES, programme partners and employers supports participants to follow a trajectory directly towards employment or alternatively through an apprenticeship.</p>
<p>What activities were carried out?</p>	<p>PES job counsellors identify potential participants and guide them towards the programme. At this stage, the job counsellor checks some criteria, like language skills or qualifications that are needed for an apprenticeship in certain professions. This is done in order to identify potential jobs for the participant and skills that could be improved through the programme.</p> <p>The programme consists of the following stages:</p> <ul style="list-style-type: none"> <li>▶ 1. During the first two months, the participants take part in six practical workshops exploring different professional fields, such as construction, catering, gardening and landscaping, etc., so that young people find out about their skills and interests.</li> </ul> <p>Based on the outcome of these workshops, the counsellors at COSP help participants to plan a professional career and organise, in collaboration with the dedicated PES team, an internship in a company. During the first two months, the participants also receive socio-educational training (i.e. how to behave in the workplace, communication skills, teamwork, etc.) to prepare them for a real job situation. In addition, the PES Guidance Service crosschecks whether the planned entry into the labour market is in line with the skills and previous education the participant already has and which additional qualifications are required.</p> <p>At this stage, the collaboration with the Ministry of Education plays a major role by providing accurate information on the level of education and the eventual lack of competences that can be addressed during the third stage of the programme. In addition, the young people receive support in writing job applications, IT skills and communication techniques.</p> <ul style="list-style-type: none"> <li>▶ 2. The next step is a one-month internship to help participants find out more about a specific profession. COSP counsellors identify problems or questions that participants may have during this initial transition to working life. If the internship does not lead to a subsidised work contract, another internship can be organised.</li> <li>▶ 3. If both the young person and the employer are satisfied and want to continue working together, they sign a subsidised employment contract for 12 months. The young person receives the social minimum wage. The employer provides on-the-job training and receives a reimbursement of 75 % of the salary paid and 100 % of the social insurance contribution<sup>1</sup>. In the case where the young person requires further qualifications to access an apprenticeship, he or she follows special classes on a weekly basis.</li> </ul> <p>At the end of the programme, young people are in a position to apply for an apprenticeship or a long- or short-term working contract. Some may also decide to re-enter school to gain further qualifications. The programme team at the PES provides ongoing support for the participants of the programme after they find an apprenticeship or employment opportunities.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>The PES, COSP and Ministry of Education employ dedicated staff to run the programme. A monitoring committee composed of all partners involved in the programme meets regularly in order to discuss individual cases and their potential trajectories, and agree on the next steps towards a positive outcome of the programme for each participant.</p> <p>Since 2014, the PES has a cooperation agreement with the national employers' association that, amongst other things, aims to increase the number of employers participating in the programme. Besides the general Jobelo! programme, the PES and the Ministry of Education can organise special sector-specific training programmes, especially for sectors that have a real need for workforce. For example, if the catering industry sector has a great amount of vacant positions, a Jobelo! programme on the relevant sector-specific skills can be organised.</p>
<p>What were the source(s) of funding?</p>	<p>The programme is funded by PES, the Ministry of Labour, Employment and the Social and Solidarity Economy and the Ministry of Education who sets up two special qualification classes per year for the participants of the programme.</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p>The number of participants varies depending on the different programme stages. Since the start of 2013, a total of 900 participants and 320 employers have participated in the programme.</p>

<sup>1</sup> This reimbursement is paid by the Luxembourg Employment Fund that is tax funded.  
If the employment contract is extended for six months, the salary is subsidised by 50 %.

**What outcomes have been identified?**

The programme serves as a model for cooperation a) between institutions that work under the responsibility of different ministries; b) between different PES services; and c) between the PES, the Ministry of Education and employers.

A regular information exchange between the PES and the social security authorities enables the PES to monitor whether the participants have concluded an employment contract or started an apprenticeship after having completed or left the Jobelo! programme. The results show that since 2013:

- ▶ 900 young people have participated in the Jobelo! programme and 700 have completed the training successfully (success rate: 77 %).
- ▶ More than 600 internships have been organised after the successful completion of the two-month training period.
- ▶ More than 500 contracts (work, apprenticeships or employment measures) have been signed between young people and employers.
- ▶ The Jobelo! Programme has succeeded in engaging Luxembourgish companies: 326 employers have participated in the Jobelo! programme.

**What are the lessons learnt and success factors?**

The lessons learnt from the programme include:

- ▶ The approach seems to work well for young people who dropped out of school by offering them a mix of work and school (one or two days of school per week).
- ▶ In order to engage young people in the programme, it is crucial to maintain its momentum by organising a seamless transition between the different stages of the programme – from initial workshops to internships, leading towards a subsidised employment contract. In this regard, it is important that cooperation between the PES, programme partners and employers is sufficient to ensure that the transitions between the various stages function in a timely manner. A strong collaboration between labour and education ministries has allowed a coherent approach that favours both the educational and the work-related aspects.
- ▶ A strong link with employers is crucial to facilitate a job trajectory for young people. Therefore, the Employers Service of the PES is actively involved in the programme. The Employers Service reaches out in order to identify employers and provides employer feedback to COSP centres on the skills requirements of employers that need to be considered during the workshops. In addition, employers are supported and motivated to employ young participants lacking qualifications and therefore work experience. There has been a strong interest by employers to participate in the programme.
- ▶ Although all partners had initially agreed on common aims, the practice has shown that actions were differently interpreted and recorded. Therefore, more efforts are being made to encourage common working standards and a better exchange of information (i.e. development of a common database) between partners.
- ▶ It is important that a young person has one consistent contact person throughout the programme in order to build trust.



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