

EU.EM.NET Project W.P 2

Country report : Luxembourg

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Sandrine Reiter
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Characterisation of the T&H sector in Luxembourg

General information

In hospitality, 95 % of the Staff is foreign; 65-70% of the Employers are non-Nationals. French and Italian form majority. Staff and Employers lack dramatically of knowledge about Luxembourg products and customs. However this is not too problematic as 43 % of Luxembourg's population is foreign.

In tourism: there is a lack of professionalism; most local Tourism Offices are run by Volunteers and Pensioners without any proper training and education for Tourism.

Overall, H&T have few coordinated actions, very inefficient marketing and a lot of frittered energy and financial resources.

The main actors in the T&H sector in Luxembourg are:

- Ministry:
 - o Ministère des classes moyennes et du tourisme; département tourisme
- Associations:
 - o HORESCA : Hotels, bars and restaurants association
 - o EUROTOQUES: Chef's association, most of them running their own business; very dynamicClub
 - o VATEL: Chef's association; shrinking membership; few activities
 - o GAVL: Groupement des Agences de Voyages
 - o SAVL: Syndicat des Agences de Voyages
- Promotion:
 - o ONT: Office National du Tourisme (National TourismBoard)
 - o ORT: Offices Régionaux du Tourisme (RegionalTourismBoard) Ententes touristiques régionales (group of tourism information center for a local region)
- Others: Chamber of commerce
- Schools:
 - o Lycée technique hôtelier « Alexis Heck » Diekirch
 - o Apprentissage hôtelier au Lycée technique de Bonnevoie
 - o BBI-LUX, Wiltz (Private)

Main figures :

According to the Activity report 2011, from the ministry there are:

- 80 Hotels, pensions (approx. 8410 rooms for 15780 places) for those who have asked for classification:
 - o 5*: 4
 - o 4*: 57

- 3*: 101
- 2*: 27
- 1*: 7
- 99 camping site (approx. 47704 places) for those who have asked for classification:
 - 5*: 5
 - 4*: 20
 - 3*: 10
- 13 Young hostels (1090 beds)
- 40 cottages (2080 beds)
- 981 bars
- 957 restaurants

More than 14000 jobs in the sector which represent 6.3% for the total employment in Luxembourg
Some touristic labels are also define: Q-Label (Quality Management Label) Eco-Label (ecological label) Bed and Bike Bureaux d'informationreconnusEureWelcome

Finally according to www.statistiques.public.lu/fr/publications/thematique/entreprises/repertoire-entreprises/fascicule-1/index.html :

- Schools and Training: LTHAH, Diekirch-Public; trains professionals for the operations (Kitchen, Service, Reception, Housekeeping) and the Middle Management Full time training in the school completed by 10 weeks of internship yearly; 3&4 years curricula
- LTB, Bonnevoie-Public; completes apprenticeship in Cooking and Service with Theory and some practical modules;
- BBI-LUX, Wiltz-Private; since Sept 2012; offers BA and MA degrees in international H&T Management. All courses in English; 3 Months of internship per year

Inform / Promote / attract

Promotion and marketing of the T&H sector in Luxembourg

There is a leaflet which is edited by the Cedies (documentation and information center for higher education) on tourism and hospitality jobs. (<http://www.cedies.public.lu/fr/publications/dossiers-metiers/gestion-economie-droit/hotellerie-tourisme/brochure.pdf>)

Advertisements in all kind of Media are also proposed.

A Connection with the Unemployment Administration exists.

However, especially the Hospitality sector as an image problem, like in no other countries. There is a high turn-over of staff and bad career opportunities. The LTHAH is the only school training staff for the basic Operations, beside Apprenticeship.

There is no clear and coordinated strategy from the Hospitality sector. Somewhat better for the Tourism sector. The schools (LTHAH and BBI-LUX) have their own Marketing Strategies and do more promotion for the sectors than the professional bodies.

Direct marketing campaigns appear sporadically; some publicity is done indirectly through TV with the numerous Cooking Shows. Unfortunately they give a wrong image of the actual requirements.

A real marketing campaign stressing the advantages of the H&T sectors in terms of employment and transferability is not done.

When marketing campaigns exist, they are mainly directed towards tourists and not employees

Some congress will be organised in 2013, but mainly directed for the general public (and not the professional) :

- Vakantiebeurs Utrecht 08.01. - 13.01.2013
- CMT – Fahrrad&Wanderwelt Stuttgart 12.01. - 13.01.2013
- Vakanz Luxembourg 18.01. - 20.01.2013
- FreizeitSarrebruck 25.01. - 27.01.2013
- Salon des VacancesBruxelles 31.01. - 04.02.2013
- Fiets- &Wandelbeurs Amsterdam 09.02. - 10.02.2013
- Fiets- &WandelbeursMechelen 16.02. - 17.02.2013
- ITB Berlin 09.03. - 10.03.2013
- 50-Plus Beurs Utrecht 10.09. - 15.09.2013
- ZénithBruxelles 20.11. - 24.11.2013

Some more professional one but abroad:

- ITB Berlin 06.03. - 10.03.2013 WTM
- Londres 04.11. – 07.11.2013

Other:

- CONFEX Londres 19.03. – 21.03.2013
- MEEDEX Paris 03.04. – 04.04.2013
- IMEX Frankfurt 21.05. – 23.05.2013

In addition, some **contests** exist at national level mainly in the cooking sector and some campaigns focus on healthy food which has some side effects on job promotion, but no direct job promotion is done for H&T in the primary schools.

T&H jobs visibility in Luxembourg

Some jobs are identified in the T&H sector (like from other sectors) on the website <http://beruffer.anelo.lu>.

There are also some jobs descriptions available on www.men.public.lu/documents_divers such as : Cook, Chef, Waiter, Restaurant Manager, Receptionist, Accommodation Manager or Housekeeping Manager. However, these jobs are not really described in terms of competences. And very little employers are using them, as they are rather new (following a reform of vocational training in 2011).

The main demand for new competences in the coming years seems to be on the managerial side as well as IT competences.

The main associations in the sector are:

- HORESCA : Hotels, bars and restaurants association
- EUROTOQUES: Chef's association, most of them running their own business; very dynamicClub
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In addition, employees are only represented by syndicates, where they are regrouped in special sections

Develop and Train Workforce

Existing training and qualification levels in Luxembourg

Based on estimation the trainings can be defined as follow:

- Service: 75 % unqualified, trained on the job and 25 % level 2
- Cooking: 25 % unqualified, trained on the job, 75 % level 2 and 3
- Reception: 95 % level 2 and 3
- Middle Management: Mixture of all; Promoted level 2, level 3, level 6, level 7
- On level 3 and 4 : Diplôme d'Aptitude Professionnelle en hôtellerie-restauration et DAP en cuisine) and (Diplôme de Technicien en hotellerie et DT en cuisine)
- On Higher education 5 and 6 : in the BBI private school

Globally, the Government calls for higher qualification at all Management levels of Enterprises and no specific promotion is done for the H&T sectors.

In the Hospitality sector the classic job descriptions are no longer valid, as food production gets more and more industrialised. Self service and Take-out's are taking a growing place in the sector.

Concerning the tourism sector Jobs are slowly but surely more professionalised and move away from volunteers and pensioners doing the work. With ICT becoming essential in T, higher qualification gets essential too.

The recent reform of the vocational training in general has been preceded by studies and surveys of the actual and future competencies needed in all sectors, i.e. also in the H&T sectors

Quality and certification in Luxembourg

Both the LTHAH and BBI-LUX are active members in international associations of H&T schools at all levels, vocational, secondary-technical, higher education, i.e. AEHT (www.aeht.eu), EUHOFA (www.euhofa.org); EuroChrie (www.eurochrie.org).

Exchanges of students and/or teachers are done on a regular basis. International conferences are organised by all these networks.

Most H&T schools in Europe are also active participants in EU Educational programs (LEONARDO, ERASMUS, COMENIUS,...)

BBI-LUX is the first and only Institute offering Management courses for the H&T sector on BA and MA level in Luxembourg, starting one year ago. It is a private initiative and has not been established following some promotional campaign for Higher Ed., but by doing its own research and estimating that Luxembourg offers promising perspectives for such a project, especially as the Government promotes higher Ed and Training in all economic sectors.

Luxembourg has signed all the agreements concerning ECVET, ECTS and other European programs and actions promoting recognition and transferability of education and training, both formal and informal.

BBI-LUX got an official accreditation of the Government, recognising its BA and MA diplomas as national degrees, which should give them EU wide recognition. The BA and MA degrees comply to the Bologna agreements.

In addition, BBI-LUX and the Luxembourg School of Commerce (LSC) are collaborating for the definition of common certifications on the sector.

However there is for the moment no NQF defined in Luxembourg.

Training organisms and employer's link; development of curricula in Luxembourg

Collaboration between employers and school are mainly done thanks to:

- Partnerships for internships

- For the vocational and secondary level it's an agreement between the LTHAH and LTB and the HORESCA Federation.
- For the Higher Education, it is based on mutual agreements of BBI-Lux and the different hotels

Training adaptation

- LTHAH: training adaptation is mostly based on the feedback of the internships (reports from the enterprise, the trainees tutor and the trainee himself)
- BBI-Lux: based partly on the internships and partly on the direct comments and information provided by BBI's lecturers, who are all former or still active H&T professionals with high experience.
- Vocational and secondary level: Mixed expert commissions (educators and professionals) establish and design the training programs

The **Impact of technology** is very high (Internet and new payment modes). The equipment gets more and more sophisticated and automated. For the most basic operations, humans are more and more replaced by machines; industrial food processing on a bigger scale is replacing locally produced meals; all this creates new job profiles with technical competencies beyond the actual specific skills.

Finally, the unemployment agency and the professional bodies coordinate their actions to get more young people into the apprenticeship system. Unfortunately, the H&T sectors have big image problems (working and payment conditions) and recruit often lots of unmotivated and poorly educated young people.

Retain workforce in the T&H sector in Luxembourg

Mature workers encouragement

- offering part-time : part-time arrangements are generally possible for the basic operational jobs
- offering flexible work arrangements (please precise) : part time jobs on demand, often on WE's
- involving mature workers in mentoring and training : Mentoring offered by the HORESCA Federation to young entrepreneurs

Students' attraction

Trainees on vocational and secondary level often take part-time jobs during WE's, getting thus more practice and earning some pocket-money. Often these WE-jobs offer a start for a career after the diploma.

HR practices

Sometimes internal continuous training programs and mobility within a chain or group of Hotels motivates employees to stay in the company. The chronic lack of qualified staff in the H&T industry all over Europe and the massive change for jobs in other economic sectors are the main reasons for the high turn-over in the H&T industry. This makes retention strategies very complicated and inefficient

Skills anticipation (forecasting) in the T&H sector in Luxembourg

The schools and the professional bodies are the key actors in skills anticipation. Employers are sending experts to the mixed groups that are responsible for the training programs and curricula in the school (vocational and secondary level).

In Higher education, the "still in the job" professionals are involved in the teaching process.

However, there is no organisation or institution monitoring constantly the changes of the sectors and its needs. Only some highly relevant analyses were done in the last years for the global reform of vocational training (in all sectors). These analyses were done by the mixed group of experts responsible for the new curricula. As the reform raised more new problems as it solved, the most urgent task of all implicated actors is now to adapt the legal frame to get this reform running in a way to reach the objectives it fixed.

In general, there is no forecast for skills, but only a reaction on appearing needs and problems. It then seems that in the next 5 to 10 years, getting better and higher qualified professionals into the sector will be a challenge, as well as offering punctual training seminars to professionals in the job on new techniques, ICT and new legal regulations (safety, hygiene,...). This is not very different from the past years but it will have more and more weight in the coming years.

Existing best practices in Luxembourg

Generally

A tool was developed by Tudor in order to anticipate competence of one given job or group of jobs within 3 to 5 years (skill foresight methodology). However it is not used in the T&H sector. It is actually proposed mainly at the training organism level.

APPENDIX