



J.P.Morgan

Designing and delivering pre-apprenticeships

Formare
Brazil



 FORMARE

The logo for Formare, featuring a green diamond icon above the word 'FORMARE' in a bold, black, serif font.

Formare - Brazil

Case study summary

[Formare](#) is a professional training programme for young people from low income families in Brazil. The programme aims to support young people to develop the skills and qualities needed for the changing world of work, to improve their social mobility and their social and economic prospects.

Formare is delivered by [Fundação lochpe](#), a non-profit organisation dedicated to supporting companies with their corporate social responsibility and improving the life chances of disadvantaged young people. It is a year-long, part time programme in which participants attend the workplace from Monday to Friday each week. Over the year, young people participate for a minimum of 900 hours, which consists of 70% theory and 30% practical based activities.

Formare is delivered within partnering companies and is recognised by the Ministry of Education. The programme is highly adaptable in that the content is tailored to the profile and needs of each partner employer and the local labour market. It is currently delivered across a range of sectors from retail to hospitality, and agriculture to the tech industry. The team at Fundação lochpe have developed more than 150 different types of programmes with employers across Latin America.

The most distinctive feature of the Formare model is the full emersion of young people in the workplace. This feature has substantial benefits to both young people, participating companies, and their employees. Transversal skills are at the heart of Formare and participants are supported to develop these throughout each stage of the programme.



Country context

Brazil is the largest country in Latin America with a population of around 200 million people. It is also one of the most unequal countries in the world, with estimates suggesting that around 50 million Brazilians live in poverty¹.

Existing socio-economic inequalities in Brazil have an impact on children and young people's access to education. Most young people from low socio-economic backgrounds are enrolled in public schools, whilst more affluent young people tend to be in private schools. A recent OECD survey² showed that young people enrolled in public school at the age of 15 were almost three years behind their peers in private school.

The OECD study also found that just 2.1 per cent of young people from low socio-economic backgrounds in Brazil leave school with the level of skills and qualifications that will enable them to effectively transition to stable employment, or to access future opportunities to learn or retrain. In addition, the school to work transition is a very lengthy process where young people typically circle in and out of unemployment, education, unpaid employment and low-wage, low-skilled work.

Since the global financial crisis of 2008, employment in Brazil has struggled to return to previous levels. A Brazilian study³ showed that youth unemployment, combined with an endemic informal labour market, has a marked effect on young people's long-term labour market outcomes. Recent labour market statistics further highlight these inequalities. Young people in Brazil are twice as likely to be unemployed compared to

adults. In 2019, the estimated youth unemployment rate in Brazil was at 27.3 percent⁴. Young people who are in work tend to be employed in sectors characterised by high turnover rates, such as manufacturing, trade, construction and hospitality. Combined, these factors present a complex labour market, with young people facing a range of challenges to securing stable employment.

Studies have shown that the apprenticeship system in Brazil is an effective pathway to permanent employment for young people, especially when compared with other temporary jobs. One study in particular showed that an apprenticeship increases the chances of young people reaching a permanent job by 7.9% after 2-3 years, and by 6.9% after 4-5 years, compared to other temporary contracts⁵. Pre-apprenticeship programmes, therefore, have a key role to play in supporting young people from disadvantaged backgrounds to access apprenticeships.



Formare (the pre-apprenticeship)

Formare is a professional training programme for young people from low income families in Brazil. It is delivered by Fundação lochpe, a non-profit organisation dedicated to supporting businesses with their corporate social responsibility and improving the life chances of disadvantaged young people. The organisation was founded in 1989 by lochpe-Maxion S.A. and currently delivers two programmes, Formare and Arte na Escola. They are currently supporting 12,500 people across Brazil through their programmes.

Fundação lochpe works in partnership with companies across Brazil and Mexico to implement Formare programmes (known as Formare Units). Formare is built on the principle that the best learning environment is the workplace and that employees are well placed to deliver training to young people. Learning in the workplace is considered transformative for young people from disadvantaged communities in Brazil, who are normally disenfranchised from the traditional school setting and stable employment.

Formare programmes are delivered within the partner company and are recognized by the Ministry of Education through a cooperation agreement between Fundação lochpe and the Federal Technological University of Paraná. Young people are trained in sector specific skills, as well as in key skill areas such as communication, environment, health and safety, information technology, business organization and English. Formare has supported almost 23,000 young people across Brazil over the last 31 years.

¹ http://www.iza.org/conference_files/worldb2012/viollaz_m8017.pdf

² Education GPS - Brazil - Overview of the education system (EAG 2020) (oecd.org)

³ http://conference.iza.org/conference_files/worldb2012/viollaz_m8017.pdf

⁴ <https://www.statista.com/statistics/811696/youth-unemployment-rate-in-brazil/>

⁵ <http://www.econ.puc-rio.br/uploads/adm/trabalhos/files/td651.pdf>

Formare is a highly adaptable programme in that the content is tailored to the profile and needs of each partner employer and the local labour market. It is currently delivered across a range of sectors from retail to hospitality, and agriculture to the tech industry. The team at Fundação Lochpe have developed more than 150 different types of programmes with employers across Latin America.

Aims and target group

Formare supports young people, aged 16-19, from low-income families who usually live close to the partner companies that deliver the programme.

Young people have access to a range of benefits as a Formare participant, including payment which is equivalent to half of the minimum wage in Brazil, transport, food, uniforms, medical assistance, and life insurance.

Formare has built a strong reputation amongst families and young people across Brazil and other parts of Latin America. The programme attracts a large number of applications each year – it is estimated that over one thousand applications are received in many units, each of which has an



average of just 20 vacancies. The programme is promoted to young people in a range of ways. Each participating unit is provided with template marketing materials which they tailor to their local context. Marketing and recruitment activities can include:

- Developing partnerships with organisations in the local area
- Outreach activity
- Direct links and referrals from schools
- Media advertising including social media and radio
- Word-of-mouth

The recruitment process

To participate in Formare, young people must come from a family whose household monthly income per capita is no more than the minimum wage and where young people do not otherwise have the opportunity to invest in their education or future.

Staff emphasise that Formare is a large commitment for young people to make, and so the recruitment process is extremely important to the success of the programme, both for young people and participating employers. It is considered paramount that young people are highly motivated to “change their future” and to change the status quo of their families’ social and economic circumstances.

The recruitment process involves Portuguese and Maths tests, an essay, both a one-to-one interview and a group dynamic assessment, designed to

assess young people’s readiness and motivation to participate in Formare. Formare staff from the company also visit young people in their family home. This helps to gain a full picture of a young person’s background, economic and family situation, and to ensure that they are intrinsically motivated to engage with the programme, rather than it being an ambition of their parents or guardians (in some cases, families aspire for their children to work for the large and highly reputable companies that deliver Formare).

“The entire selection process is focused on understanding and knowing that those young people really want to change their future. They just need an opportunity to become something different from their families. The selection process that we do starts with the application, so we have already checked if the family has at least the minimum salary per capita.

After this, we use the interview, and then we do a home visit. We have volunteers going to the teenager’s houses to examine if they are in fact located at underprivileged communities and to be in touch with the people who are responsible for them. They also verify if the candidates want to be part of the Formare programme or if it is their family who is pushing them in some way to take part in Formare.” – Programme Staff

The recruitment process is also critical in ensuring a good match between participating young people and the employer. In the context of the current COVID pandemics, the whole recruitment process has been adapted to an online environment, including registration, interviews, and group dynamics assessments.

Volunteer educators

Volunteer educators are vital to the success of Formare. They are employees of the partner companies and their role in the programme is to provide training, to build positive relationships with young people and to share their personal knowledge and life experiences.

Volunteer educators can come from any department, such as HR or engineering, depending on the company. They can volunteer to train young people in a specific topic or deliver specific elements of Formare, such as supporting the recruitment process.

Regardless of their career history or background, volunteer educators must have the personal skills and qualities that will enable them to build good relationships with young people and to inspire their learning. They are viewed as facilitators rather than teachers, helping to motivate young people to take ownership of their own learning.

Fundação lochpe provide tailored pedagogical support, materials and training to volunteer educators. In 2019, 1230 educators and 94 coordinators were trained by Fundação lochpe. The training package includes a series of online qualifications, learning about the Formare methodology, as well as ongoing face-to-face visits and support from Formare staff.



"We also have qualifications through our learning apprenticeship platform, so the educators can access our courses that are online, where they can find more theories about our methodology. I am responsible for visiting all the units with another colleague. During the pedagogical visit, we have the responsibility to talk with educators and with the co-ordinators to understand if the programme is being very well managed or not and what the gaps are. Nowadays, due to the COVID pandemics, this whole process is implemented online, from training educators and coordinators to the pedagogical visits". – Programme Staff

Model of delivery

Formare is a year-long, part time programme in which participants attend the workplace from Monday to Friday each week. Over the year, young people participate for a minimum of 900 hours, which consists of 70% theory and 30% practical based activities.

To design a new Formare unit, Fundacao lochpe staff who specialise in education and pedagogy visit the company to undertake an intensive assessment of their business profile and needs. Based on this, a customised course plan is developed alongside a proposed pedagogical structure for delivery of the programme.

Fundação lochpe work with each employer to design a programme which is entirely focused on career entry and progression for young people. This ensures that each Formare unit meets the hiring needs of the employers, and also guarantees that young people who participate in the programme have opportunities to start an apprenticeship or another role within the company.

Figure 1. Structure of a Formare programme.

1. Instrumental Base - 320 Hours

- Oral and Written Communication 66h
- Logic and Applied Mathematics 60h
- Health, Safety, Environment and Quality 45h
- Business Organisation 44h
- Teamwork and Relations 50h
- Applied Computer Science 55h

2. Integrator Base - 320 Hours

- Creativity and Innovation 80h
- Life and Work Project 20h
- Integration Activities 50h
- Supervised Professional Practice 170h

3. Technological Base - 260 Hours

- Defined upon the demands of each company

"Formare is very concerned about employment so, when we design our pedagogical materials, we discuss a lot with the companies. Because the idea here is that, if I have a course called, for instance, industrial production assistant, we work on competencies that will enable the young people to assume an entry-level opportunity at the company, such as a production operator. Therefore, we are very concerned about giving these students the opportunity to become, after they qualify, an employee of the company. We also encourage all companies to spread their curriculum among other companies around to increase their chances of getting a job". – Programme Staff

Formare is delivered through three 'bases', tailored to each company. The structure of the programme (illustrated in Figure 1) is designed to enable young people to gradually benefit from more opportunities and increased responsibility. It provides a chance for participants to show how they can be innovative, show initiative and solve real challenges in the workplace.

The instrumental base. All young people are supported to develop general transversal skills during the first stage of Formare. This stage is primarily theory based and includes oral and written communication, numeracy, health and safety, general business studies, teamwork and applied computer science. This phase provides a solid foundation for young people to progress to stage two, the integrator base.

The integrator base. This is a fundamental phase of the Formare programme where young people develop core technical and transversal skills related to life and work. The pedagogical team at Fundação lochpe work with the Human Resources teams at each company to create a programme that is tailored to the business and the local labour market.

A key element of this base is supervised professional practice, where participants gain hands on experience of the workplace. Young people also engage in the 'life and work' project, focused on where they see themselves in five years. This project is holistic – it goes beyond young people's career goals and encourages them to consider their dreams and aspirations around family, health, culture, relationships and to map out the steps they need to take to achieve their goals.

During this stage, young people undertake an 'Integrator Project' which is a great opportunity to

put into practice the skills developed throughout the programme. The company assigns young people with a 'problem situation' and young people are challenged to propose solutions to solve it. This project allows young people to exercise autonomy, creativity, critical thinking, and business skills and also helps them to realise that the work environment is a constant opportunity for learning and development.

The technological base. The final stage, the technological base, is an opportunity for young people to put key transversal and technical competencies into practice through practical and project-based learning activities. Staff emphasise the value of young people putting their learning into practice, making mistakes, and learning from these mistakes. For example, young people could be tasked with developing and presenting a financial plan for the company, receiving feedback from volunteer educators and peers, and learning from this feedback. Staff highlight the importance of such activity in encouraging young people to continuously reflect, develop and learn key problem-solving skills.

*"Our methodology is very different from schools, because it provides students to be more active in reflecting and turning learning into action". –
Programme Staff*

In this final phase, young people gain work experience across a number of company departments, for example they may spend one week with staff in the production line, and the next week with the sales and marketing team. This allows young people to broaden their experience of the workplace, engage with the whole company environment and is key in helping young people to understand what career they are interested in.

Developing skills for the world of work and "learning to learn"

The most distinctive feature of the Formare model is the full emersion of young people in the workplace. This has substantial benefits to both young people, participating companies, and their employees. For young people:

- Competency focused learning equips young people for the world of work – removing barriers to and negative perceptions of learning. It moves young people away from a model of traditional schooling, in which they are often passive participants, to a focus on active learning and ownership of their journey towards employment.
- Transversal skills are at the heart of Formare and activities to develop them are embedded in each stage of the process, e.g. through direct exposure in the workplace.
- Young people have the opportunity to learn from the whole work environment. Through direct exposure and observation, they learn how colleagues communicate with each other, how to lead under pressure, solve problems, learn to fail and to receive feedback, and how to be innovative.

"When our students are there, experiencing our course, they are learning how to work. They are learning how to be a good professional. The resilience is linked in the entire process. We provide work-based learning situations where they need to put their soft skills in practice, and the educators are very sensitive. 'Your presentation went very well, but I thought that you could be more empathetic to your colleague who is facing issues and problems, so as to share with him. And you could help him', this kind of feedback regarding soft skills is part of the evaluation that the volunteer educators do for the young people". -

Programme Staff

Employer engagement

Fundação lochpe has developed a strong reputation amongst employers in Brazil. Currently, 44 companies are actively delivering Formare to thousands of young people across the country.

Fundação lochpe has adopted a social model of employer engagement, whereby employers offer young people from disadvantaged backgrounds direct access to corporate culture, as well as putting the foundations in place for young people to eventually become employed with the company they have trained with.

The programme provides a high return on investment for employers. Fundação lochpe has partnered with the Center for Sustainability Studies of Fundação Getulio Vargas (FGVces) who has created a tool which calculates the Return on Investment (ROI) for each company⁶. As a result, each partner company is able to measure the economic and financial return of adopting and delivering Formare.

Formare provides extensive benefits to companies and their employees:

Benefits to the company

- Training for the company and its employees
- Improvement of organisational culture
- Integration of different departments within the company
- Increased motivation and productivity of employees
- Establishment of a learning environment

Benefits to employees (volunteer educators)

- Improved teamwork and people skills
- Development of crucial skills such as communication, leadership, empathy, negotiation, creativity and emotional intelligence
- Development of the ability to train and support others
- Practical experience for their CV

"We also develop people. I have one employee that prepares himself to deliver good classes for students, he's also being prepared to be a good leader, a good employee, so he's dedicated himself and he's also learning. The other thing that I see is the loyalty. So, in terms of turnover we have a very little turnover, no one would like to leave the company, they would like to be there. So, the employees, they like to be there, they like the environment and they seem proud of being a teacher for one student that in the near future could become a colleague". - **Employer**

Partnerships

Fundação lochpe works closely with local organisations who can offer support to young people, particularly if they have specific needs or difficulties. This wraparound support is important in enabling many participants to complete the programme.

"We've already had some cases like attempted suicide, or a parent in prison, things like that for example. So, we work very closely to identify an institution in their community that can provide this kind of support to young people and their families. We understand that sometimes the company doesn't have the infrastructure to provide this kind of care and support". - **Programme Staff**

Outcomes for young people

Formare is designed so that young people who complete the programme are fully prepared to enter the job market, whether with the participating company, or other labour market opportunities. The most recent figures indicate an 80% employment rate of Formare participants (into both employment and apprenticeships) after the end of the course.

When they complete the Formare programme, young people receive a professional qualification certificate Certificate of PQ issued by the Federal Technological University of Paraná (UTFPR), with the approval of the Ministry of Education (MEC).

⁶ Retorno Econômico de Projetos de Sustentabilidade - GVCes

Celebrating the achievements of young people is an important part of Formare. The company hosts a graduation ceremony for young people who participate in the programme, attended by their friends, families, volunteer educators and Fundação lochpe. It's an important component in the design of the programme, creating a sense of achievement for participants and supporting their progression to an apprenticeship or employment. The inclusion of young people's wider family circle is also considered important in breaking down stereotypes and barriers between companies, family perceptions of work, and creating a sense of achievement amongst young people.

*"The company is always trying to invite the family to come into the ceremony, for example, in order to break those walls that usually we have between the company, the volunteer educators, the leadership, the students and the community. I just wanted to add that because I think it's a very important part of our job as well". - **Programme Staff***



Employers highlight the positive changes they see amongst young people who participate in Formare, particularly in their perception of

work and themselves, and their behaviour in the workplace. Young people from disadvantaged backgrounds often increase their aspirations for work and realise that they have the potential to have a good career as a result of participating in Formare.

*"When they start working, we see all the transformation in terms of this population because the same student that goes to the public school, that does not want or like to study, they start to dedicate themselves. So, we see this kind of change in their behaviour and we see that lots of them open their minds because they come from very in need families, so their parents work in informal jobs and they see that their lives will be doing the same thing. Thus, when they come to [the organisation] and they have contact with engineers, with HR, with lawyers, with psychologists, they start thinking, 'It's possible for me to also have a degree and other careers'". - **Employer***

Formare employers open up opportunities for disadvantaged young people, who would not otherwise be able to enter an apprenticeship or employment. One employer ringfence approximately 50% of their apprenticeships for Formare young people as they consider them to be very well equipped with important transversal and technical skills for the workplace.

*"So, what we agreed with our HR department is that the students from Formare would be able to be part of the pool of candidates for the apprenticeship programme, because in Brazil we have the mandatory apprenticeship programme and the companies have a quota that they need to accomplish. So hasve ve a quota that we need to accomplish and the Formare students are eligible now to be part of its pool of candidates". - **Employer***

A proportion of young people who complete the Formare programme with the employer do not opt for an apprenticeship. Instead, is very common for these young people to progress to higher education and then later return to work for the company.

*"We have the apprenticeship process every year and they are eligible to participate in the selection process. As I've mentioned, at least we have half of the open positions filled up with Formare students, so they start at Formare then they go into the apprenticeship process for an additional 2 years. Some go to university and get back to work for us as an intern from college". - **Employer***

Lessons learned from the coronavirus pandemic

Fundação lochpe have designed Formare in a way that ensures it can respond to the needs of the local labour market on an ongoing basis. At the time of writing, Fundação lochpe and participating Formare units had placed themselves on voluntary lockdown as a result of the global Coronavirus pandemic.

As with most organisations, staff were concerned for the health and wellbeing of colleagues and young people and were considering how they could continue to provide high quality learning and support. In July 2020, the co-ordinators of Formare hosted a webinar, which brought together partner companies to share learning, challenges and good practices identified through delivering online or blended learning.

For example, staff developed a set of practical guides and online training⁷ for young people and volunteer educators which included a step by step outline of how to participate in newly developed online activities at one company. Other participating employers put additional support in place for young people to monitor their wellbeing and progress, for example, by hosting one-to-one meetings in addition to classes, which helped to check how well young people were adapting to online learning. Another employer implemented unique ways of keeping young people motivated and engaged, i.e.: co-ordinators asked young people to record videos for volunteer educators.

They also set tasks for young people to create prototypes or products with materials available to them at home, such as recyclable materials. This also helped young people to continue building their innovation and problem-solving skills.

Formare co-ordinators report that the activities outlined above have helped to generate strong connections between young people, volunteer educators and coordinators during such a challenging time, in addition to supporting the professional development of young people during the pandemic.

Due to the coronavirus pandemic, the entire Formare programme is being delivered online including the recruitment of young people, training of company staff (educators and co-ordinators), pedagogical visits, online classes, and graduation ceremonies. Fundação lochpe has hired specialists in designing distance-learning programmes to ensure they continue to deliver a high quality programme and maintain the high employment rates normally achieved by the programme.

Effective practice

- The extensive recruitment process is an essential component of the Formare programme. It helps to ensure a good match between participating young people and the employer, facilitating progression to employment with the company.
- Having an initial preparation phase is important in motivating participants. It enables them to start with a positive, successful experience and at the same time, allows volunteer educators to get to know young people on an individual basis.
- Transversal skills are at the heart of Formare and activities to develop these amongst participants are integrated throughout each stage of the programme, e.g. through direct exposure in the workplace.
- Strong employer engagement helps to ensure the long-term sustainability of Formare and facilitates a wide range of high quality apprenticeship and employment opportunities.
- Fundação lochpe has put robust mechanisms in place to measure the success of the programme. The tool, which calculates the Return on Investment (ROI) for each company, means that they are able to measure the economic and financial return of adopting and delivering Formare.



⁷ Fundação lochpe disponibiliza novos guias para aulas remotas - Programa Formare