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RÉPUBLIQUE FRANÇAISE

PREMIER MINISTRE



**Centre
d'analyse
stratégique**

Work Programme 2012

SUSTAINABLE DEVELOPMENT

ECONOMIC AND FINANCIAL AFFAIRS

SOCIAL AFFAIRS

LABOR AND EMPLOYMENT

www.strategie.gouv.fr

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Overview

The 2012 project agenda at the *Centre d'analyse stratégique* will deal in particular with the following topics:

- ▶ In face of the economic downturn, what short-term responses, and what medium-term policies are necessary to move towards sustained growth and high employment?
- ▶ What strategies should be adopted in France and elsewhere in Europe in response to the shift of the global economy towards Asia and emerging countries (BRICS)?
- ▶ What are the most effective responses to society's ever-growing demand for risk coverage in an environment of rare public resources?
- ▶ What is the impact on society of the widespread use of the internet and the rise of social networks, and how should public authorities respond?

In terms of method, the Centre, just as in 2011, will continue to bring an international outlook to most of its projects. It will do so by focusing on international comparisons and foreign examples. It will establish or continue partnerships with Government institutes or think tanks from various countries, including Germany, the United Kingdom, the Netherlands, the United States, Canada, China and, of course, the European Union.

In 2012 the Centre will continue its policy, begun in 2011, of putting academic-type studies out for bid to external institutions. Such studies, which will deal with specific issues drawn from the Centre's entire field of action, aim to mobilise expert capacities from various entities, such as universities, consulting firms, specialised associations, etc., while adapting them to the needs of public decision-making.

Lastly, in addition to various publications in the form of policy papers and reports, the Centre will hold a series of seminars based on different formats, including an international autumn economic colloquium as in the past two years, a series of events held in many cases in partnership with other public administrations and entities, and more informal gatherings to encourage discussion of a wide range of issues (such as the "*Rendez-vous du CAS*" dealing each month with a recently published work).

WORK PROGRAMME 2012



■ Main research areas

In 2012, the *Centre d'analyse stratégique* will continue its forward-looking work on **identifying the technologies that will constitute the engines of growth** after the economic crisis and will nourish the sustainable development of tomorrow, including the future of France's "energy mix" by 2050: energy cooperation, use of biomass, nano-technologies, etc.

We will undertake a series of analyses on **regulatory instruments to be used in furthering sustainable development** while promoting a competitive economy, including technological transfers, development of technological start-ups, management of water and rare earths, in particular.

We will also continue to work on evolving **behavioural trends in sustainable development** (behavioural incentives for household energy savings, for example).

We will monitor and analyse principal **international negotiations in the area of the environment** (e.g., "Rio+20", climate change).

In the context resulting from the economic downturn, we will address **cooperative and non-cooperative relations among countries and their consequences on global imbalances**, including the issue of fiscal and budgetary convergence in Europe and inflation/deflation.

We will devote a series of projects to the issue of **investment**, crucial to growth, including investment from the point of view of both companies (encouraging risk-taking, new developments in bank financing of the economy?) and Government in its role as an investor.

A series of projects will be devoted to all the economic **steering tools that the Government has available to it** today, with the purpose of ensuring both maximum efficiency in policies and improving management of public expenditure, including international comparison of public expenditures, and the possibility of pooling certain expenditures on a European scale, for example.

We will examine family issues in the light of public facilities for children (from day care to schooling up to 12 years), focusing particularly on the impact of reconstituted families on public policy. Single-parent families will be covered by specific research studies.



Healthcare will be addressed through various themes, including ways of dispensing medicines, “protocolisation” of healthcare, free circulation of healthcare professionals, and predictive medicine.

Long-term care professions will also be addressed, as will the issue of **schooling of handicapped children**.

As far as **housing is concerned**, we will undertake, from an international point of view, an analysis of the respective rights and duties of owners and tenants.

Education will be examined from several angles, including pupils’ distress in school, the development of “education outside the classroom” (tutoring and after school scholastic support groups) and the question of student evaluation methods, from an international perspective.

We will study the question of “the **generation Y**” —individuals who have grown up in a digital environment— whose specific traits and expectations we grasp better now. We will also address the regulation of new forms of advertisements targeting children and teenagers; and lastly we will devote a study to financial transfers between generations.

As far as **higher education** is concerned, we will undertake in particular a forward-looking study about the French University scene in 2020, including major outlines of higher education and changes in the University system.

Special attention will be devoted to **urban policy** focusing on comparisons with other European countries and the United States. The issue of **noise** will be addressed in particular, as it is now widely recognised as a basic nuisance in contemporary life, particularly in urban and suburban settings.

Relations between administrations, in particular social welfare administrations, and users will be addressed from various angles, including a new approach to “coproduction” of services, rightful payment of social services, and access to banking and insurance services for persons suffering from long-term afflictions.

The issue of **policies promoting access to culture and the practice of sports** (particularly within companies) will be dealt within *ad hoc* projects.

WORK PROGRAMME 2012



We will address issues that have an ethical or philosophical dimension, such as **cyber-protection, neurolaw, corporate philanthropy, and the prevention of social isolation.**

In an environment of persistent unemployment, we will address the **functioning of the job market**, including an international comparison of adjustments in employment during the economic downturn, hysteresis effects, analysis of the segmentation of the job market in France, professional equality between men and women, career planning, etc.

The issue of **competitiveness and employment** will be addressed from the points of view of both price competitiveness (influence of wage trends in emerging economies on employment and wages in France) and non-price competitiveness (comparison between France and Germany, particularly the role of organisational capital and innovation in making companies competitive).

We will look into **new modes of action in employment and work policies**, including the development of individual mechanisms in employment policies, micro-credit and employment, mechanisms that complement or serve as alternatives or dispensations to “conventional” collective bargaining with trade unions, including referendums, conciliation, negotiation with personnel representatives, etc.

We will study the **impact of information technologies on the scope of work and employment sector by sector**, including telecommuting, the influence of new tools (e.g., Internet, social networks, and blogs) on trade union organisations and collective representation of employees.

We will continue our **sector work on professions and employment**, including the publication of the study on the future of professions and professional qualifications (*PMQ IV, “Les métiers en 2020”*, i.e., “Professions in 2020”), the production of recurring research notes (e.g., the notes on *“Les métiers en 2011”* and on *“Les Secteurs porteurs”*, i.e., “Sectors with a Future”) and a forward-looking study on the construction sector and real-estate activities.

And, lastly, several departments at the *Centre d’analyse stratégique* will undertake a joint project on trends in how civil servants do their jobs with the advent of information and communications technologies, called **“Agent Public 2.0”** or **“Civil Servant 2.0”**.



Sustainable development

Research will be conducted on four major areas:

- ▶ **The technologies and investments of the future**
- ▶ **Economic regulations to encourage sustainable development whilst fostering economic competitiveness**
- ▶ **Policy-led behavioural change in favour of sustainable development**
- ▶ **International environmental negotiations**

■ The technologies and investments of the future

In the global economic competition, investments made today will pave the way for competitive industrial products in tomorrow's carbon-free economy: electricity production through carbon capture and storage, renewable energy, bio-fuels, collective transportation systems of the future – to name just a few of the issues we will be addressing:

- ▶ All countries now have to consider the **future of their “energy mix”**: we will attempt to unveil the objective technical factors underlying the debate on the best ways to prepare for 2030 - 2050. A special attention will be paid to the energy mix in China, as well as to the German energy strategy.
- ▶ **Bio-fuels** will play a major role in the energy transition process, which will affect the European transport sector (including air freight): what are the new research and production strategies for bio-fuels of the future in France and other countries (Asia, Brazil, the United States in particular) that will enable us to meet renewable energy objectives without incurring any of the negative effects of the first generation bio-fuels?
- ▶ According to some analysts, the 21st century will be the **“golden age of natural gas”**: what does this mean? What conclusions should we draw, especially regarding France?
- ▶ We will also be working on **cooperation in the field of energy within the Mediterranean area**, as well as on the **development of access to energy in Sub-Saharan Africa**.
- ▶ We will also make an assessment of **genetically modified organisms (GMOs)**, particularly in the light of the latest scientific findings in this area (appearance of resistance in crop pests ...).



- ▶ France has some of the richest forest resources in Europe, but it imports significant amounts of wood every year: how can we **improve biomass management and benefit the most from it**?
- ▶ The ITs introduce profound urban changes in terms of transportation, services, and more widely mobility: this is the age of the “**communicating city**”. How will the cities of tomorrow be able to offer a better lifestyle? How should we rethink networks and services in line with the new digital environment?
- ▶ **Urban logistics** (river, rail, and “last mile”) will also come under review.
- ▶ The appearance of **bacteria with multiple resistances to antibiotics** is a major challenge for public health policy and suggests taking action for a better use of medicines and opening up new fields of research.
- ▶ Some research will be done on **the latest advances in bio-technology**, particularly RNA, whose discovery has opened up major therapeutic possibilities.
- ▶ We will attempt to bring to light those problems concerning the **security of information technology systems**.
- ▶ We will undertake a survey relating to the **possible applications of graphene and carbon nano-technology**.
- ▶ While recent examples reminded us of how complete hygiene is important in food preparation, we will be reviewing the issue of **food and health**: should a tougher approach be introduced in regulations or in other public policies such as labelling, taxation, etc.?
- ▶ What can we say about the **utopias and dystopias of sustainable development**?
- ▶ Finally, in collaboration with the Social Affairs Department, we will address the **issue of noise pollution**, which is critical in terms of sustainable development, urban planning and social well-being.

■ Economic instruments and regulations

What are the economic regulations required to foster sustainable development, while still promoting a competitive economy? How could certain sectors evolve in order to be economically more effective, while protecting the environment?

- ▶ A working group will conduct a socio-economic **evaluation of transport investment**. Its aim will be to re-define the values to be applied in the socio-economic calculus (discount rates, risk premium), with a view to encouraging long-term growth.



- ▶ We will review the French regulations ensuring the security of energy supply for the transport of oil by sea.
- ▶ The department will also survey electricity tariffs (especially sector tariffs and peak and off-peak periods).
- ▶ We will publish a study on the development of start-ups in the digital sector in France, based on a comparative study conducted in California: how can we promote start-ups and preserve them in France?
- ▶ Studies on water resources are also on the agenda, at the local (water management) and global levels (demand for water in France and worldwide, effects of climate change).
- ▶ We will try to quantify the actual scarcity of certain “rare-earth elements” — taking into account the fact that known extraction sites seem to be geographically concentrated.
- ▶ Following the 2010 report, we will update observations and recommendations to establish a guideline of fundamentals to be used in the international negotiations on the regulation of the sale of agricultural assets by developing countries to foreign investors.
- ▶ We will conduct a study on the German rail system and the future of the European rail freight.
- ▶ Finally, we will investigate the various economic models for air freight over the next few years.

■ Behaviour changes

Individual behaviours may have a significant impact on the success of sustainable development policies. How and to what extent can public authorities intervene to encourage such behaviours?

- ▶ In partnership with the French business school HEC, we will review public policies that could influence behaviours in France to favour sustainable development.
- ▶ In collaboration with the French Institute CREDOC, we will undertake an international comparison of the various obstacles – cultural, social, financial – to the development of eco-friendly behaviour (energy saving, recycling, etc.)
- ▶ Finally, we will assess current behavioural incentives for promoting domestic energy savings (e.g. “smart meters”).



■ Sustainable development, climate change and agricultural policy: International and European negotiations

In 2012, we will focus on three topics:

- Two decades on from the Earth Summit, what can we expect from “Rio+20”?
 - What should be included in a new international agreement on climate change?
 - What are the positions of the EU members as to the Common Agricultural Policy (CAP), and its reform in 2013?
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- ▶ The international “Rio+20” conference will offer an opportunity to assess **twenty years of the global governance of sustainable development**: how can we move towards a new institutional system?
 - ▶ We will devote some work to the **international negotiations on climate change**: how should we move forward to reach an agreement on global warming that would be truly effective by the end of 2012, namely the end of the first period of commitment of the Kyoto Protocol?
 - ▶ Finally, the prospect of the **Common Agricultural Policy** reform in 2013 urges us to conduct a comparative study on the positions supported by the main European countries.

■ Studies

In 2012, the department will commission studies on:

- ▶ Organic farming.
- ▶ The Internet of the future.
- ▶ Technology transfers to reduce greenhouse gas emissions (low carbon technology).



Economic and Financial Affairs

How to get out of the financial crisis? Three research areas to contribute to the discussion:

- ▶ **Cooperative and non-cooperative relationships between countries and their consequences on global imbalances**
- ▶ **Investments: how can we start taking risks again and move forward into an uncertain future (situation of companies, role of the State, financing growth)**
- ▶ **Steering the economy: the search for efficiency, the implementation of social and economic incentives**

■ **Europe and the world: cooperative and non-cooperative relationships**

The financial crisis has urged us to revise our understanding of how the global economy works: the roles of various countries are changing quickly, often giving rise to concern. This is why we must examine the targets of real convergence within the EU, the future sustainability of growth in major emerging countries, the risk of inflation and the modalities of the implementation of fiscal consolidation:

- ▶ **Fiscal and budgetary convergence** in Europe: what are the difficulties, how can we tackle them? Twenty years on from the very first discussions, we will assess the issue of the “optimal currency zone” and consider the role-sharing to be implemented in Europe (fiscal federalism, EMF, fiscal convergence, common tools for industrial policy, innovation and intellectual property).
- ▶ We will also review the various strategies that Europe can implement with regard to **global imbalances**, drawing up an outline of possible answers (direction of financial and non-financial investment, role of the WTO, regulatory reform for financial markets and external aspect of the EU internal market...), looking at the ability of major emerging countries to keep the world economy on a sustained growth path. A scoreboard of the imbalances, starting with the discrepancies observed between asset prices and their fundamentals, will also be drawn.
- ▶ **Inflation versus deflation**: we shall address this topic at a time where the risk of inflationist prices-wages “loops” seems to re-appear, mainly due to the growing role of the BRICS in the global added value, the price increases for raw materials, and the temptation to finance deficits with an “inflation tax”.

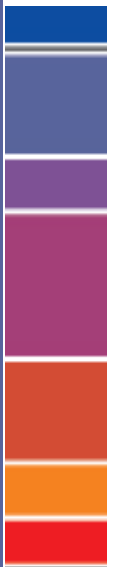


- ▶ Work will be carried out on **fiscal consolidation strategies in Europe**.
- ▶ We will **analyse the negotiations taking place at the WTO** in preparation of the 2013 Ministerial Conference (in collaboration with the Sustainable Development Department).
- ▶ Finally, we will review the **capital investment strategies of BRICS in Africa** and examine how political changes in Maghreb urge us to rethink the **economic future of the Mediterranean area**.

■ **Investing today: corporate risk-taking, the financing of growth and the State as an investor**

Corporate investment behaviour is influenced by the willingness to accept risk: this major point is to be taken into account by decision-making on employment, R & D and business development, particularly at the international level. Likewise it seems important to assess ways of financing the economy (especially the impact of prudential regulation). Finally, on which “doctrine(s)” should the government as an investor rely when managing the tools at its disposal?

- ▶ Any investment involves an expenditure made today to benefit later on from an uncertain increase in value; businesses have a natural tendency to risk aversion, and this may result in reduced growth. We will consider **economic policy levers meant to encourage corporate risk-taking**, especially by promoting international expansion. “Entrepreneurship” will be studied as an archetypal form of risk-taking.
- ▶ We will undertake an international comparison of **aid to export and internationalisation** and their impact.
- ▶ We will deal with the issue of **R & D valorisation within the context of recent reforms** (companies set up to accelerate transfers of technology and consortia for valorisation, creation of France Brevet, Institutes for Technological Research, the increasing resources made available to Carnot Institutes).
- ▶ **The organisation of private equity in France and the EU will be dealt with by** assessing the effective profitability of this sector in France. We will also consider build-up strategies (inter-firm cooperation to optimise costs and critical size): can they help increase the number of mid-cap companies?
- ▶ We shall continue studies started in 2011 on the **State as an investor** conducted with the *Commissariat général à l’investissement* by making an international comparison of practices.



- ▶ Finally, how far did the financing of the economy by the banks change with the crisis: do the liquidity provided by the structure of household investment and the actions taken by central banks play a role in the financing of enterprises? How do we re-establish long-term financial resources for our economies?

■ Steering the economy: new technology, organisational change and public spending

The management tools now available to the public administrations should make it possible to deliver maximum policy effectiveness and a better management of public spending.

- ▶ An international comparative exercise on **public spending** will be done, based mainly on Germany and other countries where reforms have been particularly significant.
- ▶ We will review the issues of “European public goods” and the possibilities for **sharing European public expenditure** in capital-intensive sectors or sectors with high externalities. This point is particularly important in the context of budget consolidation when negotiations begin for the next Multiannual Financial Framework (MFF, 2014-2020).
- ▶ An easy-access **Internet portal for tax evaluation** will be made available to political and economic decision-makers, researchers, and the general public.
- ▶ With regard to the **architecture of social security payments**, we will study the **global** impact of social contributions and offer different scenarios of reforms so as to reduce the weight of social security contributions on salaries (under the assumption that the social security financing remains unchanged). Particular attention will be paid to the redistributive and macro-economic impacts expected in terms of employment levels.
- ▶ The research on **housing**, initiated in 2011 will continue in 2012, and will focus on the issue of urbanisation: in particular, what are the consequences of major urban spread for growth and the environment?
- ▶ The over-production of waste that is costly for society and the environment requires policies that might be implemented to encourage companies to **reduce packaging** since they do not necessarily include the cost of the waste processing in their choice of packaging.

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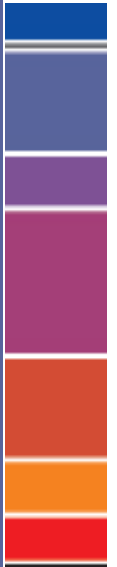


- ▶ Finally, we will update a series of recurring studies conducted by the Department particularly the **survey of the attractiveness of France** (conducted with the Invest in France Agency) and of the “**sectors of the future**” (in collaboration with the Labor and Employment Department).

■ Studies

In 2012, the Department will commission studies on:

- ▶ **Corporate valorisation of R & D** (international comparison).
- ▶ **The consequences of the recent reforms in prudential regulation** (Basel III, Solva 2, Dodd-Franck Act).
- ▶ **Saving and corporate financing needs.**



A work programme with a strong international comparative perspective:

- ▶ Improving the coverage of social risks
- ▶ The promotion of social cohesion and the answer to societal issues
- ▶ The modernisation of social policies institutions and administrations

Political and social stakeholders face a complex equation: while there is less and less room for manoeuvre, the social demand for risk-coverage remains strong; hence, the necessity of a social investment designed to strengthen the prevention of risks before they materialise. This challenge takes place in a context of significant social changes as evidenced, for example, by the change in modes of family life, the new expectations of young people and, of course, ageing.

■ Social risks and public policies

Two main issues are at stake here: on the one hand there is the question of our ability to target benefits and service delivery on expenditures which help us prepare for the future (this is why education-related subjects are listed here), and on the other hand, there is the issue of our response to new social needs.

This study will focus on the French case, but we will also address a topic as yet scarcely explored but to be of growing importance: social risk coverage within major emerging countries (BRICS).

• Family

- ▶ The Department will address the issue of **early childhood services** (below school age) with the publication of the proceedings of a conference held in 2011, as well as of **extra curricular school services** for children aged between three and twelve years. These issues are central to child development and to parents trying to strike a balance between family life and professional activities.
- ▶ We shall also draw an international comparison of **the impact of reconstituted families on public policies**: housing, taxation, support for single-parent families, etc.
- ▶ **Fatherhood**: how is it evolving and how can public policies accommodate the changes?

• Health

- ▶ Facing lofty challenges —from a control of health expenditures to the allocation of responsibilities to various stakeholders—, we will examine the issue of drug distribution (monitoring prescriptions, prevention of incorrect usage, and the growing practice of self-medication).



- ▶ **Unconventional medical practices** (osteopathy, acupuncture, homeopathy, sophrology) will also be the subject of an international comparative study (covering emerging countries).

Other topics to be addressed:

- ▶ **The free circulation of health professionals** both within the EU and between EU countries and their neighbours.
- ▶ At a time where care “protocols” are being introduced, how to assess and how to find a fair compromise between the relevant protocol and the autonomy of the professionals?
- ▶ The issue of **predictive medicine**, that raises questions: medical issues, responsibility of patients, insurance, ethical issues...

- **Dependency and handicap**

- ▶ **Old-age dependency** and the growing number of professionals involved: what are their aspirations and constraints? How to provide better support for them?
- ▶ **The education of handicapped children** will be addressed from an international perspective.

- **Housing**

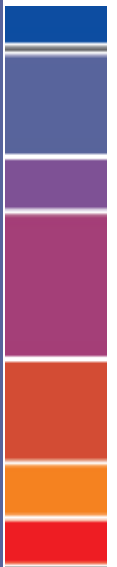
- ▶ **What are the respective rights and obligations of owners (public and private) and tenants** across various European countries?

- **Education**

- ▶ **School failure** and how to tackle its roots (rudeness, school phobia, bullying, prevention of depression).
- ▶ **“Out of school education”**: we will review all forms of complementary education: tutoring, “Cordées de la réussite”, surge in private companies specialized in supporting education, Internet, parents self-help groups...
- ▶ **We will review the education system of the countries similar to France that gain better results in terms of international rankings: how to account for these differences?**
- ▶ **We shall assess the use of different techniques for measuring student progress:** grades or absence of grades, continuous assessment or final examination, taking into account factors outside school, diploma at the end of studies, etc. What is their impact?

- **Social bonds, “living together” and societal issues**

How do we deal with urban challenges, the new social needs expressed by young people, and the development of cultural policies?



- **Metropolitan and urban policy**

Urban policy reforms will be studied in an international perspective so as to contribute to recurring debates in France: should we “target” areas or residents? How do we strike an appropriate balance among policies of acknowledgment of individuals, of redistribution or of “standardisation”? Our work will rely in part on the studies commissioned by the Centre on indicators for metropolitan policy in Europe and the review of urban renewal programmes in the USA.

- **Ethics**

- ▶ In a performance-based society, the issue of “daily drug-taking” is on the rise whether at school, at work, or at leisure. What is the situation on this question, and what public policies are being implemented in France and abroad?
- ▶ We will conduct a comparative study of the legislation covering the protection of private data (cyber-protection) and review the improvement of services related to the growth of computer processing.

- **Young people**

- ▶ As children and teenagers have become the “target” of messages that were once only aimed at adults (advertising, products and services), is there a need to regulate commercial practice and, if so, how?
- ▶ As for the “digital natives”, a generation born between 1980 and 1995, who have grown up with digital technology, what are the expectations of this “Generation Y”, particularly in terms of services, education, workplace etc?
- ▶ The Department, in collaboration with the Labor and Employment Department as well as the Economic and Financial Affairs Department, will produce a report on the various difficulties encountered by students: housing, health, participation in public life, employability.

- **Sport and social policy**

We will investigate the question concerning the practice of sport in the workplace.

- **Culture and social policies**

We will take stock of measures taken to improve access to culture, whether they are “top-down” (developing access to culture for people who are not familiar with it) or “grass roots” (recognition of “street art”). There will be a focus on links between culture (and the supply of cultural goods) and growth. The decentralisation of cultural policies will be addressed, notably through a comparison with Germany.

- **Neuro law**

Following a report released in 2011, we will conduct studies on how various players approach the subject of neuro law in collaboration with the journal *Philosophie et Théorie du Droit*.

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• Corporate philanthropy

We will review this topic in an international perspective since an increasing number of large and medium-sized companies develop philanthropic activities both in France and abroad. What benefit do they obtain from their commitment? How far does it contribute to support the modernisation of the Social State?

• Prevention of loneliness

Above and beyond the sociological aspect of the issue, we will study connections between loneliness and social risk management (especially dependency management).

■ Social institutions and administrations

The cornerstone of the social reforms referred to in this research agenda is how to modernise the institutions and public bodies that implement them: three decades on from the adoption of the French decentralisation laws, what are the main features and prospects of the current administrative landscape? How can the administration continue to modernise?

- ▶ With the *Direction générale de la cohésion sociale* (DGCS), we shall continue our review of the **stakeholders in social cohesion**: assessing thirty years of decentralisation, the fight against social exclusion, the role of companies in promoting diversity, the respective roles of elected representatives, managers and social workers, “civil dialogue” (users, stakeholders in NGOs, public bodies), the future of the decentralisation of social policies.
- ▶ Following the research started in 2008, we will review the issue of **social benefits** including both the fight against fraud and the prevention of incorrect payments (which may be due to mistakes made either by the user or by the administration).
- ▶ We will investigate **banking and insurance services available to persons suffering from serious and chronic illnesses** and who are facing problems of access to such services or inappropriate regulatory measures.
- ▶ Finally, an **overview of social issues** will cover all the important facts, events, regulations, data, etc., observed abroad by the Department in 2011. The purpose of this study will be to identify the basic emerging changes in societies either through fragmented or robust trends.

■ Studies

In 2012, the Department will commission studies on:

- ▶ Aging and quality of life.
- ▶ Monetary transfers across generations.
- ▶ Policies on access to culture (international comparison).

Labor and Employment

In a context of persistent unemployment, a focus on six research areas:

- ▶ **The functioning of the labor market**
- ▶ **Employment and competitiveness**
- ▶ **New modes of action for employment and labor policies**
- ▶ **The impact of information and communication technology on the workplace and on employment**
- ▶ **Sector and profession-based approaches**
- ▶ **The next challenges for higher education**

■ **The functioning of the labor market**

The impact of the crisis on employment has revealed or changed certain ways of managing labor. This has led us to consider the determining factors and consequences of such changes.

- ▶ We will complete a **comparative study on employment adjustments in time of crisis** in a context of a wide heterogeneity in the dynamics of employment and unemployment in the EU.
- ▶ We will research the influence of our “employment model” on our resilience to the economic crisis (**hysteresis effects**).
- ▶ We will conduct a more detailed analysis of the **segmentation of the labor market in France**, identifying various key factors related to the quality of employment (analysis of individual career paths particularly in relation to the characteristics of companies).
- ▶ Having addressed the new individual procedures (see the study carried out on contractual termination in 2010), we will assess the **procedure of collective redundancies for economic reasons** from an international standpoint.
- ▶ We will also look at the **new approaches in monitoring job search efforts** (reasonable job offers or inadequate search for jobs? The fight against fraud or incentives to look for work?).



- ▶ With a profession and sector-based outlook, we will study the **professional mobility of older people in France** in an international perspective.
- ▶ Following up on the reform of the professional training system, in conjunction with the *Délégation interministérielle à l'orientation*, we will take initial stock of the progress achieved by the **public service for lifelong guidance**.

■ **Competitiveness and employment**

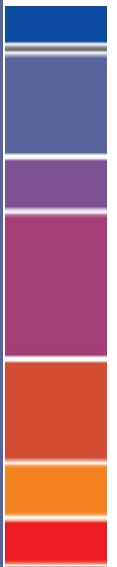
These issues will be addressed both through price competitiveness (what are the trends in emerging countries and what are the impacts for employment and wages in France?) and non-price competitiveness (illustrated by the impact of the organisational capital of a firm compared with that in France and in Germany):

- ▶ In collaboration with the Economic and Financial Affairs Department, we shall study the impact of the **rapid increase in salaries in major emerging countries**.
- ▶ We will assess the extent to which a worldwide convergence toward a **basic set of social rights** is under way despite persistent discrepancies in working standards.
- ▶ Above and beyond gaps in price-competitiveness and in conjunction with the Economic and Financial Affairs Department, we will conduct a **comparative study between France and Germany on the role of immaterial capital — human resources, governance, organization of work, innovation— in the competitiveness of companies**.

■ **Employment and labor policies: new ways for action**

Following up on a study initiated in 2011 (report entitled “Labor and Employment: Twenty Years from Now”), we will continue to review innovative experiments in labor and employment policies. Also, we will study the conditions under which social regulation in France has changed, leaving greater room for negotiation:

- ▶ We will study the development of **individual arrangements** in employment policies in some European countries.
- ▶ A research will be initiated on **micro-credit and employment** (creation of additional jobs, type of jobs, ways to develop this kind of intervention in France).
- ▶ An overview of the evaluation of communication campaigns on labor and employment run by foreign governments will be completed.



■ The impact of ICT on labor and employment

In line with our report entitled “Labor and Employment: Twenty Years from Now”, which underlined the importance of technology in past and future developments, we will participate in the transversal collaboration on “Agent Public 2.0” or “Civil Servant 2.0”:

- ▶ We will conduct a study on the **influence of new communication tools (Internet, social networks, blogs...)** on unionism and the collective representation of employees: right of employees to use ITC at their workplace for collective purposes, impact of these tools on unionism with new opportunities to improve the collective representation.
- ▶ We will report on the issues and the development of teleworking in France.

■ Sector- and profession-based approaches

Each year or over a multi-year cycle the Department makes a forecast of the mid-term employment outlook by sectors and professions:

- ▶ In 2012, it will release a report entitled “**Professions in 2020**”, a survey of professions and qualifications between now and 2020 including methodological documents for a regional and sector-based forecast by geographical zone.
- ▶ In collaboration with the *DARES*, we will also publish a policy paper “**Professions in 2011**” and update the results of the study “**Sectors of the Future**”.
- ▶ Finally, we will make a forecast concerning **the construction sector and real estate activity** particularly with regard to societal changes and environmental requirements.

■ Higher education: challenges for the future

Some major structural reforms have been undertaken in France over the last years within the field of higher education. We will reflect upon this new landscape and its accompanying challenges.

- ▶ Thanks to a partnership with the *Direction générale de l'Enseignement supérieur et de l'Insertion professionnelle* (DGESIP), we will be concerned with the **higher education landscape in 2020**: what major orientations will guide the elaboration of the roadmap for higher education? What are the major national and international trends in higher education in a context of increased global competition, international mobility, and increased demand for professionalization? How do national research systems compare within Europe and outside of it?



- ▶ In France some ambitious goals have been set concerning increasing numbers of higher education graduates. One way to achieve this is certainly to re-think the pre-and post-Baccalaureate cycles in terms of a stronger connection between secondary school and University.
- ▶ Finally, at a time when marketing the attraction of our higher education is a challenge that we have to confront, we will offer recommendations as to the ways to attract the best foreign students in France.

■ Studies

In 2012, the Department will commission studies on:

- ▶ **The dynamics at work in the careers of highly qualified male and female professionals** (an original way of highlighting the “glass ceiling” issue).
- ▶ **Complementary, alternative or exceptional processes with regard to the negotiation of collective agreements with trade unions.**
- ▶ **Companies’ continuing training programmes.**



Cross-cutting issues

■ “Agent public 2.0” (“Public Servant 2.0”)

The increase in digital tools has created major changes with regards to government work as well as to user expectations. In order to respond to the new demand generated by on-line administration (speed, proximity, personalization), public officials have had to change their working methods and re-think their relationship with users who are behaving more and more like consumers. In 2012, the *Centre d’analyse stratégique* will run a cooperative project across various departments. With a focus on international comparisons this exercise will address two major themes:

- ▶ **The role of public officials in the digital age:** what changes have been brought about by new technologies as to the way civil servants carry out their tasks: working methods (project groups, team working, teleworking), communication methods and information processing (information networks, management and confidentiality), working time, new managerial methods?
- ▶ **The relationships between users and the Government:** the dematerialization and simplification of procedures brought about by the Internet (teledclaration, electronic kiosks, personalization of relationships) are changing the nature and quality of public service. How can we develop increasingly personalised and interactive tools? What productivity gains can public services draw from the spread of digital tools while still maintaining the quality of service?
- ▶ Finally, we will conduct a specific study on social services administrations that are now “taking it to” users rather than “waiting for them to call”, the latter being asked to work with the services – a development that has made it possible to redefine the balance between social rights and obligations.

■ Globalisation

The *Groupe d’analyse de la mondialisation* (GAM) will stage four events for the public throughout the year:

- ▶ The “de-westernisation” of the world
- ▶ Banks and financial stability as part of globalisation
- ▶ The emergence of Sub-Saharan Africa in globalisation
- ▶ And a final topic, among the following: Inequality and globalisation/The protection of rights: a challenge to emerging countries under globalisation/Cyber-globalisation.

■ Réseau interministériel de veille et de prospective (RIVP)

Coordinated by the *Centre d’analyse stratégique*, the *Réseau interministériel de veille et de prospective* works to build collaboration between ministerial services dedicated to strategic planning.

A presentation of the results of these findings will be made in 2012 in the form of thematic topics on the consequences of the shift of the global economy towards Asia (economic, social, scientific and environmental aspects).

WORK PROGRAMME 2012

■ Colloquia

A series of international colloquia and seminars will punctuate the work of the Centre in 2012.

Throughout the year we will hold a series of “kiosks” with the *Conseil national des villes*, focused on “**The Major Challenges of Urban Policy**”. Seminars, made up of specialists in the field, will address the question of “**Higher Education**” in collaboration with the *Direction générale de l’Enseignement supérieur et de l’Insertion professionnelle*. The cycle will end with a colloquium at the Sorbonne entitled “Universities and Globalisation”. As in 2011, monthly “**CAS Meetings**” will invite authors of particularly significant work in those fields covered by our activity.

In the first half of the year, there will be a colloquium entitled “**Civil servant 2.0**”. Three events will be organised on environmental issues: “**Civil Society and ’Rio+20**” (in collaboration with the *Ministère de l’Écologie* and the *Conseil économique, social et environnemental*), “**Innovative Financing for Sustainable Development**” and “**The Utopias and Dystopias of Sustainable Development**”.

In the field of economics, we will collaborate with the *Konrad Adenauer Stiftung* (Berlin) to organize a conference entitled “**Business and Innovation**”. We are planning open seminars on the question of housing and “**neurolaw**”. In collaboration with the *Direction générale de la Cohésion Sociale*, a cycle of six conferences will be offered on the subject of “**Social Cohesion through its Players**”. In the field of work and employment, we will organise a seminar on “**Employment Adjustments during the Crisis**”. The publication of the report *Professions in 2020* will provide the opportunity for a colloquium on “**Job Careers in 2020**”.

Finally, in collaboration with the European Commission and the *Représentation permanente de la France auprès de l’Union européenne*, we will organise a colloquium in Brussels on “**Mobility**”.

In the fall semester, we will hold our **third international economic colloquium**. Events are also planned on the subject of “**Fiscal and Budgetary Convergence in Europe**” and “**The Development of Price Competitiveness in Emerging Countries and the Emergence of Social Protection in BRICS**”. A seminar will assess the state of “**well-being**” and **advances observed in certain countries** three years on from the publication of the Stiglitz-Sen-Fitoussi report. In partnership with the University of Strasbourg, a European workshop will be held in Strasbourg on the **multi-level governance of public expenditure in Europe**. In the social field, an open seminar will address “**Changes in Family Life: What Impact Is This Having on Public Policy?**” with the *Haut Conseil de la Famille*, and a seminar on health issues will be organised with the *Haut Conseil pour l’avenir de l’Assurance maladie*. In collaboration with the European Commission, a seminar on “**Corporate Philanthropy**” will be organised. Finally, in the field of labor and employment, there will be an open seminar on **Telecommuting**.

For further information, please go to www.strategie.gouv.fr

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The *Centre d'analyse stratégique* is an institution providing expertise and support for decision-making under the authority of the Prime Minister. Its task is to inform the Government with regard to defining and implementing its strategic orientations for the economy, society, the environment, and technology. At the request of the Prime Minister, it outlines major Government reforms. On its own initiative, it also conducts analytical studies as part of an annual programme of work. It is based on a *comité d'orientation* composed of eleven members, including two Deputies, two Senators and a member of the *Conseil économique, social et environnemental*. It works within a network of the major expert panels collaborative councils under the authority of the Prime Minister: the *Conseil d'analyse économique*, the *Conseil d'analyse de la société*, the *Conseil d'orientation pour l'emploi*, the *Conseil d'orientation des retraites* and the *Haut Conseil à l'intégration*.

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