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RÉPUBLIQUE FRANÇAISE

PREMIER MINISTRE



**Centre
d'analyse
stratégique**



Work programme for 2011

ECONOMIC AND FINANCIAL AFFAIRS

SUSTAINABLE DEVELOPMENT

SOCIAL AFFAIRS

LABOUR AND EMPLOYMENT

www.strategie.gouv.fr

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Orientations

In 2011, the Centre for Strategic Analysis (*Centre d'analyse stratégique - CAS*) will analyze future developments in international **climate negotiations** and the future markets for carbon trading.

A prospective study will be conducted to identify the **technologies** constituting engines of growth and sustainable development for tomorrow (energy, construction, transportation; space; nanotechnologies; synthetic biology, etc.)

We will analyze the **regulation instruments** facilitating the establishment of sustainable development patterns. How can we reveal the price of carbon externalities, correct policies (notably fiscal policies) potentially harmful to biodiversity, manage scarce resources (minerals, water), and set up the conditions for a high-speed digital network throughout the country?

We will continue our work on **behavioural evolution**, notably the contributions of behavioural sciences and the social acceptability of new technologies.

What are the necessary conditions for **resuming growth after the economic and financial crisis**? We will devote a series of studies to the “growth sectors” in France, industrial policy, innovation strategies (notably through a comparison with Germany) and capital investment, in addition to an assessment of business and research clusters.

We will also analyze **French companies' internationalization and competitiveness**: foreign direct investment, technology transfers, France's position in terms of cost competitiveness (especially relative to that of Germany).

We will address the issue of **financial regulation after the crisis**: what are the conditions for European cooperation, how can we improve coordination of public policy instruments, and how can we move toward greater public spending efficiency in Europe?

We will conduct an international comparison of corporate taxation and savings income taxation.

The Centre will also focus on the **opening up to competition of the market for goods and services**.

We will devote a working group to “Open Data,” focusing on the transparency of government data.

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We will conduct studies on the conditions for improved access to **housing**.

The theme of **family** will be approached from different angles: services for young children, compensation for family expenses, help to parents, the blending of families.

Regarding **health**, we will focus on current technological developments and the impact that they will have on restructuring the healthcare supply and network.

We will bring light to the reform of **long term care** from an international perspective (insurance, organization of aid, attractiveness of careers and new actors).

We will devote numerous studies to the question of **social ties**: diversity, changes in urban policy, social cohesion (early prevention, participation of inhabitants), etc.

The issue of **education** will also be addressed from an international perspective: the organization of the education system, institutional autonomy, the strengthening of pedagogic teams, pedagogic autonomy and language-learning.

Regarding **higher education**, the Centre will notably evaluate, from an international perspective, the services provided by universities. We will also outline the strategies needed to attract the most qualified international students and make the most of the expatriation of our graduates. Finally, in regards to **vocational training**, we will conduct a comparative study of the French and German training approaches.

The focus group “**labour and employment in 20 years**” will present its findings, and we will continue the study “**forecasting jobs and skills**”.

We will analyze the **structural problems of the labour market** from different angles (notably an international approach to employment contracts), as well as strive to better understand the reality of the **labour market segmentation** in France. We will also study the impact of the crisis on the labour market.

We will explore **new modes of action in employment and labour policy** (call for projects, bargaining requirements).

Finally, the question of **social dialogue** will be addressed from the perspective of the representativeness of employer associations and the evaluation of the reform of trade union representativeness.

Work method

The agenda of the Centre for Strategic Analysis for the year 2011 is built around a central question: how can we reinforce the growth of our economy in a sustainable way in order to contribute to employment in a context of scarce public resources?

In identifying its central work themes, the Centre takes into account its ambition to offer **the best possible added value with respect to research institutions and other administrations**. Accordingly, in carrying out our work, we will on the one hand engage in numerous international comparisons through systematic benchmarking, with the help of the Ministry of Economy and the diplomatic and consular network. This approach, although already used, will be made more systematic. On the other hand, we will **further strengthen the collaboration between the departments within the Centre** by taking a multidisciplinary approach (at the origin of much of the aforementioned 'added value'), while also **involving academic and research teams more closely** in the process. This may involve partnerships between departments within the Centre and other teams; it may also involve studies ordered and financed by the CAS, in order to address the domains in which our internal resources alone would not be appropriate or sufficient. Effectively, the Centre for Strategic Analysis strives to position itself as even more central to the technical expertise and the public debate, and more broadly, to the formation of ideas, in order to more effectively fulfil its task of advising the Government.

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With this in mind, a series of **international symposia** will be held regularly throughout the year, most frequently in conjunction with administrations, universities, both French and foreign research centres and international think tanks (partnerships primarily with Germany, Canada, China and Great Britain). To be addressed, among others: higher education and research (“The university in the world,” June), social dialogue (“The evolution of social dialogue,” December), growth after the crisis (“Future growth”, September), and the ecological transition (“How can we achieve the ecological transition towards a more ‘sustainable’ world?”, end of the year).

We will refrain from going into detail here about the way our main areas of study (detailed hereafter) will be publicized. Our research will contribute to the usual CAS publications, whose format has just undergone a major overhaul: the “*notes d’analyse*” (Policy briefs), the “*Rapports et documents*”, acts resulting from a colloquium, and working papers (available only online) which constitute the substrate of our working seminars.

Finally, the Centre will develop a new website during the first half of the year.

Sustainable development

THE 2011 WORK PROGRAMME OF THE DEPARTMENT OF SUSTAINABLE DEVELOPMENT INTENDS TO EXPLORE FOUR MAIN ISSUES:

- ▶ **The evolution of global climate negotiations;**
- ▶ **The development of new technologies to ensure our country's leadership position in future-oriented fields, particularly green- and cleantech;**
- ▶ **The regulations to put in place to partake in sustainable modes of development;**
- ▶ **Finally, the desirable changes in our behaviour.**

An international symposium will be held at the end of the year on the transition to a more "sustainable" and equitable world.

■ Changes in climate negotiations

The global climate process now seems on a path in some ways comparable to the WTO Doha Round Negotiations. In this context, the department will devote its work in the year 2011 to:

- ▶ An evaluation of the results of the climate conference in Cancun in preparation for the climate conference in Durban at the end of the year;
- ▶ An overview of the **U.S. strategy** in the fight against greenhouse gas emissions (GHG);
- ▶ The future (in France and among our neighbours), in the post-crisis context, of the European commitment to a 20% reduction of greenhouse gas emissions by 2020 (30% if comparable efforts are made by other developed countries);
- ▶ In continuation of our work on carbon markets, a reflection on the future of flexibility mechanisms and the identification of markets for carbon trading to whom the European Union should link its own market;
- ▶ Following the report on the **sale of agricultural lands** in developing countries, an update on the progress of international negotiations seeking to regulate these operations.



■ The technologies and investments of tomorrow

In the dual context of global competition and the fight against global warming, we know that the capacity for technological innovation constitutes one of the engines of growth that is both sustained and sustainable: what will be the technologies of tomorrow? For the second focus of its work programme, the Department of Sustainable Development will seek answers to the following:

- ▶ Is the **French high-speed train** still competitive, in the context of China's impressive rise to power, including in export markets?
- ▶ What is the **future of the clean vehicle** (physical and economic realities, strategy of manufacturers, countries' strategies);
- ▶ What is really covered by the notion of **smart grid**, which is supposed to enable behavioural changes toward a better control of consumption? How can we encourage our companies to go that route?
- ▶ The future and goals (including its ground applications related to sustainable development) of the **European Space Policy**, in the context of the new Space competence of the European Union due to the Lisbon Treaty;
- ▶ The "Gutenberg Galaxy" is poised for a Big Bang: **what about written work (books, newspapers) in the digital age** – economic model, cultural and informational independence, the issue of storing digital data and the new role that libraries will fulfil. This study will be carried out in collaboration with the Department of Social Affairs and the Ministry of Culture;
- ▶ In the long-term, we will try to identify the **key industrial sectors of sustainable development of tomorrow** and the major assets of France in this domain (energy – with a particular focus on the future of nuclear power and the financing of the power generation sector, – construction, transportation);
- ▶ We will conduct an exercise in **technology foresight**: identifying key sectors of technological innovation and growth at 10, 20, or 30 years (nanotechnology, synthetic biology, etc.)

- ▶ How to **debate efficiently**, in light of recent experiences (especially **nanotechnology**), **emerging technologies and innovations**: what are the principles which should guide us in organizing public consultations to oversee the development of these technologies? How to lead them in a manner that is more effective and truly participatory?
- ▶ Finally, we will propose a progress report on the **shale gases** and global oil reserves.

■ Economic instruments and regulations

In the process of energy transition, a number of economic tools can be used to send price signals to users (taxes, emissions trading markets), regulate a sector or rare resources, or even assess the merits of proposed projects. Our objective is to provide an overview as complete as possible to the question:

- ▶ Given the French Constitutional Council's decision to cancel the article of law concerning the climate and energy contribution, what are the solutions enabling consideration of the **implementation of economic tools revealing the price of carbon externalities**?
- ▶ Identification (and possible courses of change) of **grants and subsidies harmful to biodiversity**;
- ▶ Based on the **identification of critical raw materials** (including marine ones) which could be in short supply in the coming years, what strategies could be implemented to better manage those resources?
- ▶ What are the geographic conditions for the deployment of a high-speed digital network: based on an analysis of economic models developed in other countries, we will address the question of the distribution of the value added, the preferred model and economic tools to create;
- ▶ What are the foreseeable consequences of **opening up to competition, within the European framework, of passenger lines** (international lines first, and then throughout the railway network)?
- ▶ How to establish a **European rail freight organization** (development of competition? partnerships?)



- ▶ Finally, we will conduct an update on the socioeconomic evaluation methodologies of transportation infrastructure.

■ Behavioural changes

Today, although 80% of the French say they are aware of threats to the planet, only 20% take into account the requirements for sustainable development at the time of the act of purchasing: clearly, behavioural changes constitute an interesting path to progress toward a more sustainable world.

- ▶ How can we make concrete progress toward **new mobility in rural and suburban areas**?
- ▶ Based on the study of the innovative management of **water resources** established in a number of countries, a study will be conducted on how to best use this scarce resource;
- ▶ From an international perspective (California electricity sector, air transport in Great-Britain...), a study will be conducted on the contribution of behavioural sciences in sustainable development policies (the “**green nudges**”).

Economic and financial affairs

THE PROGRAMME'S DEPARTMENT WILL BE ORGANIZED AROUND THREE MAIN TOPICS:

- ▶ Economic growth in a post-crisis situation
- ▶ Challenges of macroeconomic policy
- ▶ Regulation, incentives and optimal taxation
- Growth, supply, production structure

Strategic growth sectors:

- ▶ International symposium “**Future growth**”: although the crisis has reinforced doubts about the ability of developed economies to follow a path of strong and job-rich sustainable growth, the public and private investment choices made in the period following the crisis will be decisive. This conference, to be held in September, will be an opportunity to identify the engines of future growth and the direction of economic policy trade-offs that will reinforce potential growth in France and in Europe;
- ▶ Annual medium-term projection exercise of “**growth sectors**”: in continuation of a first exercise in 2010, we will, in co-production with the Department of Labour and Employment, shed light on the likely production and productivity trends (particularly in regards to employment) in various sectors: what are the discernible trends in areas identified as sources of job creation (service industries, “green” jobs, cognitive jobs...)? How do trade-offs in the outsourcing of production in France or abroad affect the dynamic of sectors in the medium-term? We will present new projections of jobs and proposals on employment policy;
- ▶ What are the trade-offs in terms of **industrial policy**? The crisis, through various national recovery plans and measures to support R&D, has restored relevance to the idea of industrial policy: today, the time has passed for “major programs”, planned and benefiting from a concentration of resources; however, we must rethink this policy focusing on the emergence of technology or knowledge-intensive sectors. We will attempt, firstly, to define the modes of selection and evaluation of future State investments, and, secondly, to strike a balance in the way OECD countries’ industrial policies deal with manufacturing and services. Finally, we will examine the modes of evaluation of the industrial component of investments of the *Commissariat Général à l’Investissement* (CGI). To complete this discussion, we will organize an international symposium in partnership with the Konrad Adenauer Foundation. It will be devoted to a **comparison of the performance of German and French enterprises in terms of innovation** (*Mittelstand / ETI*) and to an assessment of the scope of public policy in this area in the two countries (“high-tech strategy” in Germany, “future expenditures” overseen by the CGI and research tax credit in France);



- ▶ How to strengthen **seed funding** (from business angels to private equity) after the crisis: what incentives should be put in place to expand the sources of seed capital financing and a sustainable venture capital industry (amounts granted; question of taxation: should it act at the “entrance” or “exit” for investors)? What leeway is available to overcome national fragmentations and to develop a European-wide market? How to organize European “Funds of funds”?
- ▶ What are the achievements of **poles of competitiveness** in terms of creation and growth of businesses, jobs, attraction of foreign subsidiaries and export performance (in collaboration with DATAR) ?

Internationalization and competitiveness of enterprises:

Although France is the world’s second largest investor abroad, the internationalization of enterprises is often analyzed in our country, primarily through the lens of outsourcing, whether real or assumed. A record of the reality of internationalization – with its questions, but also its benefits – is thus necessary:

- ▶ **Deployment of French companies abroad:** what are the direct and indirect benefits of the internationalization of enterprises on business activity in France (growth and employment)? What influence does it have on the job qualifications and profitability of enterprises that establish themselves abroad? An exercise in **mapping the internationalization of enterprises** (supplementary to the panel of attractiveness produced by the CAS and the Invest in France Agency (IFA), which will be updated) will provide additional information. In addition, we will conduct a **comparison of the international strategies of major groups** in France (direct presence in growing markets) and in Germany (“bazaar economy”);
- ▶ **FDI and technology transfers:** an international symposium, organized in partnership with the University of Jiaotong in Shanghai, will provide policymakers in France with more **precise insight on China’s positions on capital flows (including Franco-Chinese) and on strategies for the internationalization of R&D.** The question of technological cooperation will be addressed through the crucial issue of the transfer of “**clean**” technologies, especially targeting emerging markets (what cooperative strategies could be conducted on a global scale on the issue of intellectual property)? These studies will be undertaken in collaboration with the Department of Sustainable Development;
- ▶ What is France’s position, in a post-crisis context, in terms of cost competitiveness and specialization within **growth markets for exportation** (in partnership with Ubifrance)?
- ▶ Finally, we will organize a colloquium on **France and Europe facing the challenge of emerging markets (China, India)**, in cooperation with the Friedrich Ebert Foundation.

■ **Public and private financing of the economy, macroeconomic policy**

Our work on this theme fits naturally in the calendar of international events this year, including notably the G8 and G20 summits, in which France will play a major role in 2011. We will address this topic by focusing on three aspects:

International financing:

The financial crisis revealed the weaknesses of American and European financial systems. Structural reforms are being implemented (Frank-Dodd legislation, Basel III, European financial supervision package) and are instituting important changes, including those which apply to very little-regulated sectors. The Department will analyze the objectives of different stakeholders, evaluate the macroeconomic impacts of the reforms and suggest appropriate avenues for improvement.

Policy mix:

This issue concerns improving the coordination of public policy instruments, controlling budgetary consolidation against the risk of deflation, and finally, beyond consolidation policies, establishing mechanisms for managing the risks to public budgets:

- ▶ The interactions between fiscal and monetary policies coming out of the crisis: in a situation of high public deficits and unconventional monetary control (e.g. direct purchase of government bonds), how should fiscal and monetary instruments be used to consolidate the recovery in the European context? What will be the impact on economic growth of a gradual withdrawal of these exceptional measures?
- ▶ The consequences of the banking crises on the balance sheet of public institutions (public administrations and central banks), in the United States and the euro zone. To this end, we will define a concept of sustainability of public finances able to better take into account all public budgets, including “hidden debts” (work conducted jointly with the CEPII);
- ▶ Review of the control of local finances: developments, comparison with central State administration, avenues for improving their macroeconomic regulation.

Effectiveness of public spending:

To provide insight on this issue, the department:

- ▶ Will question the conditions for the possibility of a European economic government after the crisis: how to guarantee financial sustainability in the euro zone? What are the objectives for a “pact of real convergence” in the medium-term in Europe?

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Finally, how to make concrete progress, in the longer term, in advancing a “federal” reinforced budget (this may be passed notably through bilateral or multilateral agreements for the sharing of some EU expenditures. This last exercise will be accompanied by updating our control panel of European public spending);

- ▶ Will develop an exercise in international comparison and foresight on **the role of public service in society**: what could be the implications for users of the evolution of modes of governance and of a lesser degree of administration? What could be the modes of organization and the funding of emerging public utilities? This exercise will result in a meeting on the new actors of public service by the end of the year.

■ Incentives, regulation and optimal taxation

Avenues for reform of taxation:

Throughout the first half of the year, the department will look to compare the taxation of enterprises and of savings income in France and in a number of our partners (notably Germany, the UK and the US), then to specify the economic rationality of different fiscal instruments. We will take into account both tax competition between countries to attract talent and businesses, and the goal of equitable financing of the State’s budget in the context of budgetary consolidation and the fight against inequality.

Markets for goods and services:

The distribution sector offers the potential for substantial growth. Recent legislative changes in the distribution sector, which alleviate a certain number of regulatory constraints on major areas, in addition to changing the practice of opening hours, will provide the opportunity for an initial evaluation. We will also put a central focus on France’s highly centralized central purchasing organizations.

“Open Data” (data transparency):

We will establish a workgroup charged with improving the transparency and the availability of French statistical data (which are recognized as being among the most reliable in the world) to the public and between administrations. The effectiveness of public action as a whole would gain a better display and greater transparency of data.

Social affairs

THE PROGRAM OF THE DEPARTMENT OF SOCIAL AFFAIRS WILL BE ORGANIZED AROUND TWO MAIN THEMES:

- ▶ The evolution of public policies;
- ▶ The issue of social ties and of “living together”.

■ Social risk and public policy

Family:

How can we translate, in practical terms, the orientation of our social model toward “social investment”?

This question will be addressed from four angles:

- ▶ The issue of **providing services for young children** (reconciling the quantitative target with the requirement for quality), in an international perspective. A symposium will be organized on this theme during the second half of the year;
- ▶ **Compensation of family expenses related to the child**: analysis of the consistency of different arrangements (family allowances, family quotient, allowance for back-to-school expenses, etc.);
- ▶ **How to help parents to be “better” parents**: public intervention on the matter has historically targeted families identified as being “a problem.” There is a growing expectation of many parents regarding innovative mentoring (question of authority, addictive practices of youth). This theme has thus become an important social question, naturally tied to the question of the “pivot generation”;
- ▶ **The blending of families** has a considerable effect on the structure of our society: what are the consequences in terms of purchasing power and housing? Does this issue require a rethinking of our public policies (social rights and taxation)? Are public policies neutral with respect to individual choices? An international approach will be favoured here (including the question of dual-nationality couples).

These studies will be concluded, by the year’s end, with a reflection on the impact of our model of family policy on French demography.



Health:

In the context of recent developments in France and abroad, the common thread that guides us is as follows: what will be the face of the healthcare supply in 10 years?

We will approach the issue from two perspectives:

- ▶ **Technological developments**, which offer new perspectives on tele-health and patient involvement in the “co-production” of care;
- ▶ **Developments in the organization of healthcare services**: “retail clinics”; expanding rights of non-medical caregivers; self-medication; the link between the city, hospital and home. How will health services be delivered in the future? How will the healthcare system be structured with regard to patient responsibility, private and public infrastructures? Who will provide treatment, how and where? How should the healthcare system be restructured in order to integrate these developments to optimal effect?

Long term care:

This topic is a major undertaking announced by the President of the Republic for 2011. Throughout the first half of the year, we will focus on studying:

- ▶ The approach to managing this issue in a number of European countries (financing, organization, support to caregivers);
- ▶ **Professions pertaining to long term care**: the attractiveness of jobs devoted to it and the emergence of new careers (“case managers”);
- ▶ Finally, a symposium devoted to the issue from an international perspective will be organized in collaboration with the Konrad Adenauer Foundation.

Education:

Regarding Education, the Department will address the following points:

- ▶ **The educational system:** in the logic of international comparison based largely on the conclusions of the PISA study, analysis of the organization of the education system (departments, decentralized services, communities), of the autonomy of educational institutions in addition to the teaching profession (the organization of teams, pedagogic autonomy, missions)
- ▶ **Language-learning:** the contributions of information technologies, of more active and participatory teaching methods and of beginning the language-learning process earlier.

■ **The issue of social ties and of “living together”**

- ▶ **Diversity:** “Colour blindness” versus “colour consciousness”? In the French republican context, and through the lens of foreign experience, what measures could guarantee effective equality among individuals, no matter what their origins? What are the breaks and levers for a better integration of foreign populations?
- ▶ **Urban policy:** in a context in which targeted policies (urban renewal, ZEP [priority education zones]...) become subject to critique, what should be the urban policies of tomorrow? By examining the issue from an international perspective (in particular, examining innovative urban policy measures in the United States), we will be able to determine the most effective modes of action: population distribution, organizing a “return” of the middle class, promotion of local residents?
- ▶ **Social cohesion:** early prevention measures, collective approaches in social work, participation of residents, development of social entrepreneurship, new tools for the financing of social innovation (example of policies implemented in the US or the UK) – all subjects which will bring new light to the issues at hand;

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- ▶ **True gender equality**, in connection with the organization of work (reconciling professional and family life, business operations);
- ▶ **Sports and social policies**: what is the best way to develop daily practices among the French people?
- ▶ The use of neuroscience in the framework of legal proceedings (“**neurolaw**”): scientific, legal and ethic perspectives;
- ▶ **Volunteering**: how to promote volunteer involvement without institutionalizing the practice (specific holidays in certain businesses, skills development, integration into training curricula, etc.)?
- ▶ **Contraception**: evaluation and perspectives on plans with regard to contraception, France being one of the OECD countries in which the incidence of abortion is the most common.

Labour and employment

THE 2011 PROGRAMME OF THE DEPARTMENT OF LABOUR AND EMPLOYMENT WILL BE STRUCTURED AROUND SIX CORE THEMES:

■ Future of work and employment, elements of long-term planning

- ▶ The workgroup “labour and employment in 20 years”, launched in 2010, will bring forth for debate its initial findings at a seminar to be held in the first quarter, followed by the publication of a report;
- ▶ “forecasting jobs and skills” (PMQ IV): the year 2011 will continue the study on job and retirement forecasts by sector (the final conclusions will be issued in 2012). In this context, addressed issues will be the mobility of seniors, the labour market for women and that of immigrants and professions in shortage. Studies will also be conducted on the youth labour market at the 2020 time horizon. The year will also be marked by the updating of the annual CAS-DARES note, “Careers in 2010”, and by the launching of supporting methodological work on forecasting by region and by sector.

■ The labour market in France: insights on several structural questions

- ▶ **Salaries and labour costs:** wage determination in France (what was the impact of the crisis? what are the scenarios of wage evolutions and of value added distribution?), cuts in mandatory welfare contributions (where are we on this debate? What are the possible options?), wages in Europe (what are the determinants of different strategies for wages? What is their relative effectiveness in terms of productivity and their effects on wage inequalities?);
- ▶ **Work contracts:** approach by international comparison (are there any countries with “unique contract” types or a contract with progressive “pre-hiring” rights, or other types of innovative work contracts?);
- ▶ **Duality/segmentation of the labour market:** the aim here is to refine the analysis, which consists of observing the labour market solely in terms of the fixed-term contract/permanent contract duality, and to move toward a better understanding of the reality of the cleavage between job seekers and employees – where in reality is the true cleavage? Is fixed-term contract/permanent contract duality just a stage in the integration of young people in the labour market, or a problem with long-term effects? What are the best criteria for measuring the job quality?



- ▶ **Professional integration of young graduates:** what are the instruments facilitating the transition from studies to employment (work-study programs, student loans, *CIFRE* contracts, pre-recruiting against the commitment of remaining with the company...)?
- ▶ **Employment of seniors**, analyzed from the angle of professional mobility, in an international perspective (What are the dominant characteristics in the professional mobility of seniors? What are the different types of labour markets in which seniors are active, according to profession and sector?);
- ▶ **Hysteresis effects in France:** although the French economy is often characterized by low resilience, we will assess the impact of the crisis, *via* the labour market, on inequality and poverty, and propose a comprehensive typology of risks associated with post-crisis employment (unemployment, underemployment, job deskilling). Equally important to consider, as a long-term objective, is the contribution of employment policy in the fight against poverty;
- ▶ **Coaching job seekers:** an international comparison (systematic approach and innovative practices in other countries).

■ **New modes of action in employment and labour policy**

In the dual context of financial constraints (immediate context, but lasting) and of possible labour shortages to come in numerous sectors, we must consider new ways of constructing labour and employment policies. Two examples:

- ▶ The method of **calling for projects** in employment policy: is there an interest in learning from this “bottom up” method, well known in other fields (research, development aid, etc.), in order to apply it to the field of employment? On what subjects, how, and under what conditions?
- ▶ The analysis and evaluation of “**bargaining requirements**” (especially recent experiments: policies for seniors, cuts in mandatory social welfare contributions conditional on wage negotiation, compulsory three-year negotiation on employment and qualifications (GPEC), etc.).

■ How can we recover from the labour and management crisis?

We must identify new challenges in the domain of working conditions:

- ▶ **Corporate Social Responsibility practices**, particularly those concerning human resources and companies' economic performance;
- ▶ The influence of **technological and organizational changes** on the management of human resources (skills building, training and internal and external mobility) in public administration;
- ▶ Information and communication technologies (ICT) and working conditions;
- ▶ Businesses and psychosocial risks;
- ▶ **Working conditions and subcontracting** (by sectors of activity or by intensity of outsourcing): what is the impact of externalization on working conditions and the quality of jobs (particularly as a function of the position on the value chain)?

■ Social dialogue, social negotiation

This topic will be addressed from the following angles:

- ▶ The representativeness of employer associations;
- ▶ The reform of trade unions' **representativeness** (notably: what affects the implementation of the majority principle?).

A symposium will be devoted to evolutions in the social dialogue toward the middle of the year.

■ Vocational training – Higher education

The body of work in this domain, detailed below, will enrich our reflection for the organization of an international colloquium on “The University in the World”: how can we improve relations between the academic and research communities, businesses, and the field of public decision-making?



We will also bring in, throughout the course of the year, elements in response to the following questions:

- ▶ How is the issue of **apprenticeship** addressed in France and the rest of Europe (especially in Germany)?
- ▶ Adults' access to **vocational training** (in particular, what are the effects of the legislation assuring individual entitlement to training (*Droit Individuel à la Formation* [DIF]) and of the 2009 reform?);
- ▶ **The offering of vocational training in higher education** in France, in comparative perspective (OCDE): the stature and development of the supply, the Universities' role in this process, the balance between general courses and vocational training, etc.;
- ▶ **Services provided to students** by universities overseas and the lessons to be drawn from this in France (reception and orientation, student life, assistance with the professional integration of young graduates);
- ▶ Recruitment, placement and evaluation of University professors: an international comparison;
- ▶ In the face of global competition for the attractiveness of a skilled workforce, how can we on the one hand succeed in **attracting skilled immigrant populations**, and on the other hand make the most of the expatriation of our graduates?

Cross-cutting issues

■ Housing

Several departments of the Centre for Strategic Analysis will conduct studies on the conditions for improving access to housing, in the context of the continuous rise for the past 20 years of this item as a proportion of the household budget and the expected acceleration of the aging of the population:

- ▶ Evaluation of the situation: what explains the rise in housing prices, and how have households adapted? Is this rise in prices tied to the formation of a “housing bubble”?
- ▶ **Public housing in France and in Europe:** analysis of the different conceptions of public housing in Europe (funding, populations, modes of allocation), and of the influence of the EU competition law on the policies of Member States. This study will lead to a symposium organized in collaboration with Sciences Po and the Delegation for housing and access to housing;
- ▶ What main focuses would facilitate access to housing for low- and middle-income households (production efficiency of public housing, conditions for access to housing, clarification of the objectives for diversity and the ways to achieve them)?
- ▶ **Social home ownership:** while the 0% loan rate (PTZ) will become the main public policy tool in favour of home ownership, evaluating the old PTZ formula will allow us to draw valuable lessons that will prove useful in assessing the benefits of the new system and to propose possible readjustments;
- ▶ **Housing and the aging of the population:** how can we deal with housing stock trends, in order to adapt the supply to new needs (particularly a loss of autonomy)?

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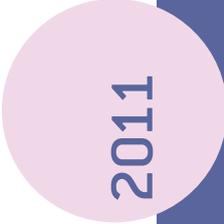


■ **International Relations:**

alongside numerous international conferences organized under the authority of/with the support of the Centre this year, the Globalization Analysis Group (GAM) will offer four events:

- ▶ Currencies, exchange rates and globalization ;
- ▶ The Euro zone and globalization;
- ▶ Commodities, critical raw materials, energy resources: the impact of globalization on the supply and the volatility of prices;
- ▶ The European social model in globalization.

■ **First results of the multinational macroeconomic model NEMESIS (analysis of structural economic policies in different domains).**



➤ WORK PROGRAMME FOR 2011

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