

Training & Employment

PREDICTING WORKFORCE REPLACEMENT REQUIREMENTS

A prospective sectoral approach

The Quarries and Building Materials sector is being faced like many others with the ageing of its workers and is having to solve recruitment problems. The question which has therefore arisen is how to deal with the workforce replacement requirements. To answer this question, a three-stage prospective survey has been launched in this sector. The aim is to analyse how activities and jobs as well as firms' human resource management practices have changed, and to use the overall picture thus obtained to draw up various possible scenarios predicting future patterns of staff recruitment and qualifications. Apart from predicting the large-scale recruitment measures required, this approach makes it possible to view the various possible modes of workforce replacement not only in terms of qualifications, but also in terms of internal mobility within the firms and the sector.

Recruitment problems have become particularly acute in the French "Quarries and Building Materials" sector, which includes some 70 000 employees. To deal with these problems, a set of human resource development measures have been launched, including a prospective survey on how occupations have changed and what needs have arisen in terms of workforce renewal at the firms in this sector. This survey was carried out by Céreq (see the inset on page 4) using a three-stage approach. In the first part, it was proposed to analyse current trends in activities and jobs. The second part focuses on companies' human resource management practices. In the third part, a model was developed for the medium-term requirements, based on several quantitative simulations and the overall qualitative information collected in the first two parts of the project.

This survey focuses on a specific branch of the Quarries and Building Materials sector, namely that producing raw materials in the form of sands and granulates. This branch, which employs 19 000 people, mainly includes medium and small-sized firms, but there are also some large groups. Its activity has been consistently strong for several years and recruitment problems have arisen, both because it is not thought to be a very attractive branch and because of the ageing of its workers. The sands and granulates branch, which is closely associated with the Building and Public Works industry, went through a difficult economic period during the 1990s, which was followed by better times. From 1991 to 2001, the number of establishments decreased by 6.5% and the number of jobs by almost 15%: after dropping below the 20 000 threshold in 1993, this number continued to decrease until 1999, when a slight improvement occurred and the number of jobs stabilised at around 19 000 in 2001 and 2002. In addition, the sands and granulates industry is one of those with the oldest employees. This overall demographic trend is liable to become a competitive disadvantage in comparison with other sectors of activity.

Changes in activities and jobs

The first stage, consisting of analysing how activities and the organisation of work are changing and how this is affecting employment and occupations, was therefore carried out in this particular branch. Two main tendencies are occurring in this sector: the production of granulates from alluvia is decreasing, whereas stone quarrying activities are increasing. The work sites are tending to multiply and are spread over the whole country. There are 3600 quarries France. This branch is becoming concentrated in the hands of large firms and groups, which are expanding by taking over the smaller independent firms. This process of concentration has not led to an overall decrease in the number of production sites, however. The large number of sites, which are often located far from the urban areas where the demand for sands and granulates mainly arises, has led to the creation and development of redistribution hubs supplied by quarries and processing plants with high production capacities.

The key professions in this branch are tending to be those dealing with industrial processes and logistics, developing quality assurance practices and performing on-site maintenance work. Large-scale activities such as quarrying, transporting products, opening up new quarries, clearing worked-out sites and performing heavy maintenance work are being increasingly outsourced.

This analysis of the activities involved and how the work is organised made it possible to give a quantitative description of how the various occupations engaged in this branch are evolving (see the table above). A decrease was observed, for example, in the numbers of

■ Predicted employment trends in the "Sands and Granulates" branch.



Occupational status	Level* (see definitions below)	Predicted trends
Quarry managers	III	Stable
Laboratory technicians	III	Stable or slightly increasing
Logistics specialists	III	New jobs being created
Occupational safety specialists	III	Jobs about to be created
Environmental specialists	III	Jobs about to be created
Maintenance technicians	III ou IV	Stable
Electromechanics	IV	Decreasing due to outsourcing
Machine controllers	IV ou V	Stable
Plant mechanics	IV ou V	Decreasing due to outsourcing
Haulage vehicle drivers	V	Stable or increasing
Haulage vehicle mechanics	V	Decreasing due to outsourcing
Laboratory workers	V	Stable
Weighing machine workers	V	Stable
Rock drillers	V	Decreasing due to outsourcing
Miners	V	Decreasing due to outsourcing

*Based on the French national educational system's list of diplomas. Source: Céreq 2005.

Vocational training levels in France (note that in the French system, the lowest numbers correspond to the highest grades):

III • Technological University Diploma (DUT), higher technician's certificate (BTS) or training corresponding to the first higher educational cycle.

IV • *Baccalauréat*, professional certificate (BP) or technician's certificate (BT).

V • Vocational studies certificate (BEP) or vocational aptitude certificate (CAP).

dredger drivers and drillers working at the stone quarries, whereas jobs of new kinds are developing or being created, such as those for logistics and environmental specialists. However, from the qualitative point of view, this analysis does not seem to suggest that any major changes are likely to affect the content of jobs and occupations between now and 2010.

At the technological level, production sites are being modernised and equipped with computer-based systems. The leaders in this respect have been the sites belonging to large groups, which account for half of the production sites. The automation of production, which seems to be strongly linked to the process of concentration mentioned above, is being introduced relatively slowly but will boost productivity considerably in the future. It is worth noting that between 1995 and 2001, the number of tons produced per employee increased by 9.8%, which works out at a 1.6% increase per year.

In view of these developments, the prospects are as follows:

- Between 1976 and 2002, this branch lost 30% of its employees, amounting to 1.4% per year on average. Given the increase in productivity which is bound to result from the modernisation of the production plants, it can be predicted that this long-term tendency is likely to continue. This would lead to a further decrease of approximately 10% in the numbers employed in this branch by 2010.
- Most of the actors in this field hold a more optimistic picture of the future, since they are convinced that the present short-term upturn of activity will continue. However, this impression is based on the idea that expanding market

demands will parallel the increasing productivity, resulting in stable patterns of employment, and that the challenge ahead is mainly a question of replacing the ageing workforce.

Human resource management practices

The aim of the second part of this survey was to identify and analyse companies' human resource management specificities as regards work organisation, competence management, recruitment practices, measures promoting and accompanying occupational mobility, continuing vocational training, the validation of acquired experience (VAE), certification, etc.

The management of non executive workers (manual workers, technicians and supervisors) in this branch is mostly carried out locally, at production centres running one or several quarries. The human resource management departments working at company headquarters deal mainly with the executive members of staff. This cleavage probably explains why there exist so few tools and policies designed for the management of non executive members of staff. The predictive management of jobs and competences is almost unheard of in this sector. Workforce deployment is usually planned at the local level, and staff recruitment involves a great deal of interim work.

Some really difficult, recurrent recruitment problems seem to mainly affect two specific categories of workers: quarry managers and haulage vehicle drivers. Since these strategic positions, which are central to the activities of this branch, are particularly hard to fill, human resource managers are beginning to develop new career path strategies. Three different career paths can converge, for example, at quarry manager level: managers can be promoted from the "production channel", where employees initially working as heavy vehicle drivers can be promoted to machine operator status; the "maintenance channel", in which mechanics and electromechanics can be promoted to the rank of maintenance technicians; and the "laboratory channel", which is that taken by laboratory technicians.

In the latter channel, it is mainly the initial training which counts, whereas the other two channels place more emphasis on experience acquired at the workplace. In addition, the professional qualifying certificates (CQP) dispensed in this branch cover the whole career path up to the position of quarry manager. These certificates, which were not well known at the beginning, can now be obtained via the VAE system and are becoming more widespread.

Vocational training schemes therefore exist, but the question still remains open as to who is to pay for this training and how effective it is, since employees who have undergone vocational training have been known to leave their jobs to work for competitors. Schemes of this kind could be integrated more firmly into companies'

predictive job and competence management planning practices. For example, the recruitment of heavy machine drivers, who are not easy to find, could be dynamised by the creation of alternance training schemes (a CAP or CQP for haulage machine drivers). This would help to develop the "production channel", which mainly includes employees of this category.

The potential demand for workers and qualifications up to 2010

The results of the analyses carried out in the first two stages of the survey were used in the third stage to assess the medium-term needs in terms of staff recruitment and qualifications, whether these needs have arisen as the result of changing patterns of activity, the ageing of employees, mobility, or the methods of job and competence management applied so far.

Our analysis of the information collected in the first two stages of the survey has led us to adopt the following two hypotheses: the "high hypothesis" that the numbers employed in this industry will stabilise between 2002 and 2010, and the "low hypothesis" that the numbers will decrease at an annual rate of 1.4%, in line with the long term trend observed from 1976 to 2002. The detailed job study carried out in this sector shows that the qualifications required correspond mainly to levels V, IV and III on the French training classification scale (see the chart on page 2). The unqualified worker population is on the decrease, mainly as the result of the process of requalification occurring at the lower worker levels. The percentage of unqualified workers may decrease from 11% in 2000 to 7% in 2010, and the vocational training levels required are tending at the same time to increase. There has been a gradual move from level V to level IV in the case of machine operators and mechanics, and from level IV to level III in that of maintenance technicians. At the same time, technicians' and supervisors' jobs may increase by one third, thus accounting for 15% of all those employed in this branch by 2010 as against only 11% in 2000.

In addition, the employees in this branch include a particularly high percentage of "seniors": in 2000, 27% of the employees were at least 50 years of age. Depending on the official retirement age, the departure of these employees will mean that 32 to 35% of the jobs in this sector will be vacated between 2000 and 2010. Thirty-two to 38% of technicians and supervisors, 30 to 36% of qualified workers and 25 to 31% of non qualified workers are due to retire during the period in question.

In addition to the problems resulting from the retirement of many employees, there are those resulting from inter-sectoral mobility. On average, 7% of all quarry and building material industry employees move to other sectors of activity each year. The departures are compensated

for by new arrivals, which often do not require occupational reconversion processes. Drivers of heavy vehicles and trucks, maintenance workers and some industrial machine operators can join the sector without making a complete change of occupation. Approximately half of all those quitting the sector are replaced by previously trained professional workers.

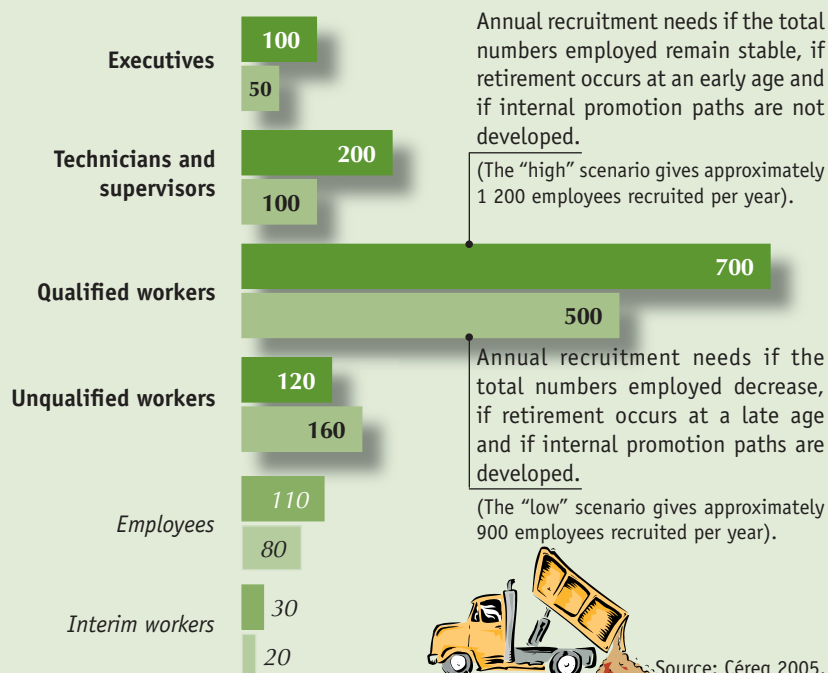
Companies' internal promotion practices are another decisive factor when it comes to assessing the extent and the nature of workforce replacement requirements. If the internal promotion rates are relatively low, the recruitment rates of highly qualified staff will be fairly high, but this will tend to reduce technicians' and manual workers' prospects of internal career advancement. If on the contrary, internal promotion is frequently practised, there will be less recruitment at the higher qualification levels, and the requirements will be more stringent in terms of diplomas and experience.

These multiple factors can be combined to draw up various scenarios. The mean minimum annual demand between now and 2010 will amount to about 900 recruitments if the current trends continue to reduce the numbers employed in this branch, if the employees retire at a fairly late age and if internal promotion practices are intensified. The maximum demand could amount to about 1 200 recruitments, however, if on the contrary, the numbers employed here remain stable, if early retirement becomes more frequent and if current promotion practices persist. Depending on what happens, there could be an annual demand for 500 to 700 qualified workers and 100 to 200 top technicians or supervisors (see the graph below).

Modes used to calculate the demand for workforce replacement in a given branch:

- **Overall requirements =**
Number of departures due to retirement
+ Numbers making inter-sector moves involving a change of occupational category
- Number of jobs abolished (or + number of newly created jobs).
- **Requirements in terms of qualification levels =**
Numbers required at a given level
+ Number of departures from that level due to promotion involving a change of occupational category
- Number of arrivals at each qualification level via the promotion pathway.

■ Predicted recruitment needs in the "Sands and Granulates" branch between now and 2010.



The scenarios drawn up were then examined in terms of the recruitment needs depending on the general level of training required. At level III, for example, the main needs are for quarry managers. At this level, the numbers employed will probably remain stable, although there will be many departures due to retirement. The answer to how these positions should be filled, which is already a difficult task, will certainly involve internal worker mobility and the promotion of technicians and supervisors. Level IV does not seem to set any recruitment problems: at this level, the main requirements are for machine operators, and these jobs have remained fairly stable. At level V, the most difficult workers to replace are the haulage vehicle drivers. There is some interpenetration between the Public Works and Quarries and Building Materials sectors, which has facilitated mobility between the two sectors. The Public Works sector draws young people early in their careers, since they are free to travel and find the high salaries attractive. Here again, the fact that heavy vehicle drivers have strong prospects of future promotion can make this branch seem more attractive to future recruits as well as strengthening the loyalty of young employees.

In addition to the recruitment requirements, we therefore have to look at the needs liable to be met internally, via promotion processes. In the various predictive scenarios, the mean annual needs are liable to range between 60 and 120 in the case of unqualified workers promoted to the rank of qualified workers, and between 50 and 110 qualified workers promoted to the rank of top technicians or supervisors.

Diversifying the modes of responding to needs

Although the sands and granulates branch is obviously not particularly attractive at present, it does not seem appropriate to respond to the needs by simply creating diplomas or vocational training streams. The example of quarry managers provides a good illustration of this point. These strategic positions have become hard to fill: nearly 40% will be vacated during the next ten years. In addition, the work involved in this job is changing, since quarry managers are now required to have team management skills and landscaping abilities: newly worked out sites have to be cleared and made ecologically acceptable. Young people who have recently obtained level III initial training diplomas qualify for quarry managers' positions at the beginning of their careers. Apart from the recruitment problems encountered at this level, creating a diploma such as a vocational three-year diploma *ad hoc* would eventually cause career management problems for these young people, since the prospects of promotion are rather restricted. The approach generally preferred in this branch therefore consists in setting quarry managers' positions at the end of specific career

A prospective approach to qualifications

To deal with the recruitment problems arising in the Quarries and Building Materials industries, the National Union of Quarries and Building Materials (UNICEM) and the French Concrete Industry Federation (FIB) have decided to take steps to develop companies' human resources on the following lines: publishing information about the occupations involved in this sector; qualifying employees by validating acquired experience; creating new diplomas or updating existing diplomas.

In 2004, Céreq carried out a survey in collaboration with the Centre d'études, de recherches et de formations institutionnelles du Sud-Est (CERFISE) with a view to assessing the appropriateness of the above project. For this purpose, a three-stage prospective approach to jobs and qualifications was adopted. The aim was to analyse trends in activities and jobs and in companies' human resource management practices, and to use the results obtained to draw up a model for the medium-term workforce replacement requirements. In addition to the qualitative and quantitative methods used in this survey, documentary analyses, statistical data and semi-directive interviews with professionals working in this sector were also used.

This survey focused on four branches of the Quarries and Building Materials sector: prefabricated concrete, read-to-use concrete, the ornamental stones industry and the sands and granulates industry, with which the above article deals in particular.

paths, which leaves us with two possibilities. The first solution would be to create a level IV technician's diploma encompassing all the branches in the Quarries and Building Materials sector, which would lead to the creation of a pool of young people liable to evolve, once they have gained some relevant experience, towards any of several level III jobs available in the sector, such as quarry manager, distribution centre manager, automated machine operator. The second option would consist in recruiting staff externally at a level below that required for quarry managers, and then giving suitable candidates vocational training, using existing schemes.

The approach adopted in the Quarries and Building Materials sector therefore consists in identifying the most strategic and hard-to-fill positions, and treating them not only as initial positions for young employees with initial vocational training, but also as positions liable to be filled via internal mobility or external recruitment methods. Identifying the scope for career advancement in each of the branches of the sector would give members of staff better prospects of promotion, while at the same time making the sector more attractive to would-be candidates. Filling positions of this kind via the internal mobility pathway would therefore mean resorting less frequently to external recruitment methods. This approach involves not only designing certification procedures with a view to setting up career paths, where competence gained *en route* gives better access to some specific jobs, but it also means creating pools of promising young employees liable to work their way up within the sector. In this case, diplomas, qualifications and professionalising certificates will have to be treated both as the recognized means of obtaining a given type of job and as links in the chain of which employees' career paths consist.

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Briefing

In Focus

The following paper is an excerpt from *Cedefopinfo* N° 3/2004:

European and international vocational education and training at sector level

Initiatives in sectoral social dialogue

For a long time, many issues directly related to developing sector qualifications and education and training at European level have been raised in the framework of European social dialogue. Up to May 2004, 30 European sector social dialogue committees had been established, directly supported by DG Employment. Several sectors have agreements on comprehensive education and training strategies, though discussions on developing sectoral qualifications do not only take place in formal sector social dialogue committees. Additionally, 35 sectors at European level have organised dialogue on issues related to development of sectoral qualifications, vocational training or lifelong learning.

Nine of these sectoral committees have reached agreements and joint opinions on the same topics. For instance, the commerce sector planned to develop vocational training programmes to promote lifelong learning. Another example is the European Central Bank social partners' agreements and joint opinion on lifelong learning, where professional, vocational and entry level skills have been defined. The hotel/restaurant/catering (Horeca) sector has many agreements on vocational training, especially in the catering sector. The social partners there have agreed on the advisability of developing joint initiatives in continuing vocational training at European level. The social partners in agriculture agreed to establish a professional 'reference point', including vocational qualifications and skills. In the chemicals sector, social partners have made a joint statement on industry policy where they highlight the importance of developing qualifications through initial and continuing training needs. Finally, the European furniture industry has given priority to developing sectoral vocational training, and the gas supply industry is assessing vocational training needs as a priority. Several more examples can be found at the virtual community (www.cedefop.communityzero.com/sq) on sectoral qualifications. Other sectors like inland waterways, civil aviation and transport, are working on EU standardisation and harmonisation of vocational training. Issues of harmonisation and Europeanisation of vocational training criteria and systems have also been raised within construction and commerce. The culture and media sector has agreed to develop a European qualification for theatre technicians.

Multiple participants

Education bodies such as training providers, colleges or universities are involved in most LdV (Leonardo da Vinci) projects. Research or technology institutions also take part in some; non-governmental organisations participate in many. It is difficult to identify to what degree the social partners participate, even though associations, federations, unions and chambers of commerce are involved in some projects. It is not clear how social partner organisations might be indirectly involved through sector training centres or other sector organisations such as (regional) information and business centres. Projects on developing sectoral qualification, funded by the ESF and DG Employment budget lines, are more or less hidden behind predetermined themes, as in the first ESF annual report on the themes under Adaptation to the new economy in the framework of social dialogue. Promoter organisations for these projects are employer federation/associations, trades unions, companies, non-profit organisations and education/training bodies. Several sectoral studies have been carried out, funded by these sources. They often examine future challenges, the need to



■ Source:
Cedefopinfo 3/04
<http://www.trainingvillage.gr/etv/>

" Many projects belong to a cluster of initiatives... "

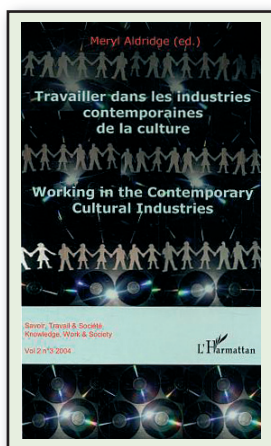
develop new competences and qualifications being set as one of the main priorities. In addition, working parties work on these issues and seminars and conferences are being organised and funded by other programmes and sources.

Need for coordination

The material collected shows a complex picture. It has been difficult to track down the relationship between projects agreed in the context of social dialogue and then carried out under other programmes. These projects cover agriculture, art performance, banking, commerce, construction, hairdressing, mining, plastics and sport sectors; the majority build on each other under various EU programmes. Some sectors are also exchanging experiences and sharing good practice as a spin-off effect, e.g. between banking and insurance. Although numerous activities in the LdV programme support development discussed in sectoral social dialogue, many LdV initiatives are independent and not part of the collaboration and strategy set by the social partners. For instance, one LdV project introduced a standard European foundation certificate in banking, unaware of the agreements and work done by the banking sector social partners. Some initiatives overlap, while others build on work done by others. Many projects belong to a cluster of initiatives. Moreover, there is no coordination of the various new certificates created, so these may also overlap. Many training providers involved in projects offer certifications; results indicate that many new European certificates are being introduced.

Updates

The third issue of the international journal *Savoir, Travail et Société/Knowledge, Work & Society* deals with **Working in the Contemporary Cultural Industries**. The aim of this journal is to inform readers in France about the latest research findings made in other countries, mainly in the field of occupational sociology, and to provide an international platform for French research workers in this field, who have few journals at their disposal in which to publish their papers. This issue was coordinated by Meryl Aldridge (from the University of Nottingham, UK). Three of the five articles it contains focus on the work of journalists: that by Jacques Siracusa (Université Paris X) deals with preparing television news programmes, that by Meryl Aldridge, with the changing modes of press regulation in the UK, and that by Stuart Allan (University of the West of England, UK) and Donald Matheson (University of Canterbury, New Zealand), with on-line journalism. David Wright (The Open University, Milton Keynes, UK) writes about workers in the book trade, and Karen Ross (Cardiff University, UK) and Cynthia Carter (Coventry University, UK) compare men's and women's teaching careers at higher educational media and communications departments in the UK.



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"Travailler dans les industries contemporaines de la culture", (Working in the contemporary cultural industries), *Savoir, Travail et Société*, n° 3, edited by Meryl Aldridge, January 2005. Subscriptions and sales: L'Harmattan, 5-7, rue de l'École Polytechnique, 75005 Paris, tél. 01 40 46 79 20, fax 01 43 25 82 03, e-mail : diffusion.harmattan@wanadoo.fr, site internet : www.editions-harmattan.fr.

In February 2005, the Moroccan Office for vocational training and the promotion of work (OFPPT) held a two-day international meeting in Casablanca on the **"Competence Approach"**. The method in question, which was invented and developed in Canada during the 80s, consists in setting up a vocational training system which is explicitly based on the occupational situations which students and trainees are liable to encounter in their future activities. The activities involved in jobs are analysed in order to determine the exact competences required, and to develop these competences in appropriate learning situations. After having some difficulty in implementing this approach, the OFPPT applied to international experts for advice. Specialists from Belgium, France, Quebec and Tunisia all agreed that this is a valuable approach favouring closer collaboration between the world of vocational training and firms, and stressed the need for trainers to take an active part in designing pedagogical tools. Damien Brochier from Céreq also emphasised the need for this approach to be treated as a collective learning process, in which the vocational trainers must be recognised as co-designers of the new rules of the game to be played. He also pointed out the great diversity characterising present learning situations: to break away from the traditional face-to-face teaching situation between teacher and trainees, he stressed how useful alternance and simulation strategies can be.

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New Publications

L'action de se former et son initiative

[The act of undergoing vocational training and where the initiative comes from]

> Jacques Trautmann

DOCUMENTS
NEF

NEF no. 18, September 2004

Based on the data obtained in the "Continuing vocational training 2000" survey, the author analyses the specificities of vocational training courses attended by employees who took the initiative themselves (personal initiative), in comparison with those where the impulse came from the hierarchical superiors, or where the initiative was taken jointly by employee and employer. The first conclusion reached here is that the term "personal initiative" covers a rather wide range of meanings: first it refers to "independent initiatives", where the entire responsibility for training is taken by the employee himself, often unaware to the employer. Although training of this kind is often motivated by personal reasons, it can also sometimes be a means of achieving professional goals which cannot be reached in the framework of the employment contract. However, the term "personal initiative" also applies to vocational training obtained in the framework of work contracts making provision for personal vocational training leave (CIF in France), and the cost of the training is often covered in this case by the company's vocational training plan: the author has included the latter situation in the "individual initiatives" category, which includes vocational training courses of the kind taken at the employer's instigation and those initiated by both parties jointly. The distribution of hierarchically, jointly and individually initiated vocational training seems to actually depend more on the employees' qualification levels than on whether the training is intended to benefit the employee, the employer, or both: training courses initiated by the hierarchy, which is usually the case, are in fact not generally perceived as being imposed on employees against their will.

La formation continue dans les trajectoires d'emplois précaires

[Continuing vocational training for those with precarious employment paths]

> Coralie Pérez, Gwenaëlle Thomas

NEF, no. 19, October 2004

Based on the "Continuing Training 2000" survey carried out by Céreq and Insee, the authors investigate what vocational training opportunities have arisen for workers whose trajectories are dotted with unstable employment

and unemployment. First they identify some individual trajectories which have been variably affected by precarious conditions of employment. Secondly, they analyse how the lack of steady employment can affect individuals' access to vocational training, and they also describe some specific vocational training practices. It emerges that workers without steady jobs have less access to vocational training than those in long-term employment, since employers tend to give priority to training their permanent staff members. In addition, workers without long-term contracts suffer from other forms of inequality, in terms of their career perspectives, which depend on the amount of vocational training undergone and the content of the courses. Long vocational training courses making it possible to make a change of profession or to acquire specific know-how or qualifications are generally intended for job-seekers and funded by the French State. In view of the fragmentation of employment, which has obliged increasing numbers of employees to take discontinuous occupational paths, the question arises as to whether vocational training might not be a right to which everyone should be entitled to protect themselves from the ups and downs they are liable to encounter during their careers. ■

■ These publications are available at the Céreq bookstore or by mail order to Marie-Christine Antonucci, Céreq, 10, place de la Joliette, BP 21321, 13567 Marseille cedex 2. Tel. 33 (0)4 91 13 28 89 Fax 33 (0)4 91 13 28 80. E-mail: antonucci@cereq.fr. Orders must be accompanied by payment (please include 4 € for postage and handling).

DOCUMENTS
RELIEF

À la recherche d'une conciliation des temps professionnels et personnels dans l'hôtellerie-restauration

[How to achieve a balance between people's work in the hotel and catering industry and their personal lives]

> Christine Guégnard (coordinator)

RELIEF no. 7, September 2004

In the framework of *Equilibre*, which is part of the Equal programme, Céreq and five of its associated regional centres have been studying how workers in the hotel and catering industry manage to achieve a balance between their personal lives and their work. This project was based on three fundamental facts: the difficulty of recruiting and keeping staff at hotels and restaurants, the inequalities existing between the situations of male and female employees both at the workplace and elsewhere, and the difficulty employees in this sector have in achieving a balance between their personal lives and their work. RELIEF no. 7 is the final report on this survey. The positive and negative aspects of working in the hotel and catering business are outlined: some categories of employees have very little chance of career advancement; and because of the difficult working hours, occupational constraints inevitably override personal obligations. Some experiments on various scales are described, in which it has been attempted to reduce the staff turn-over rates and help workers in this field achieve a balance between their work and their personal lives.

L'intégration au groupe professionnel des huissiers de justice

[The process of professional integration undergone by French bailiffs]

> Alexandre Mathieu-Fritz

It is proposed in this paper to analyse the early stages in the training paths of French bailiffs and the process of professional integration they undergo. The author traces the main stages in these bailiffs' socio-professional pathways and points out the ways in which they differ. This study focuses not only on the traditional professional background common to many bailiffs and the ways in which it has evolved, but also on how "outsiders" originating from other professional circles decide to take up this occupation and succeed in doing so.

Le pouvoir des mots : à propos de l'encadrement socio-éducatif des jeunes « sans avenir »

[The power of words: socio-educative measures designed for "young people with no future"]

> Isabelle Coutant

The results of an ethnographic survey on an integration scheme carried out by the French Youth Legal Protection Department, were used to study the relationships between young people and those responsible for "converting" them. On what conditions do "difficult young people with no future" comply with the recommendations they are given? Whether or not they achieve self-sufficiency depends on the resources available to these young people: their socio-educative experience provides them with social capital which is liable to improve their trajectories.

Jeunesse et travail : le paradoxe des apprentis

[Youth and work: the paradox of apprenticeship]

> Gilles Moreau

People tend to leave the educational system at an older age. However, many apprentices aged only 16-17 quit school to work for firms. To understand this apparent paradox, it is necessary to imagine that these young people are induced to re-consider what apprenticeship training is all about. It emerges that there exist three approaches to apprenticeship training. The first two are traditional approaches: the one results from having undergone the process of socialisation in a self-employed family and the other results from the anti-intellectual attitudes of the popular classes. The third approach is

more recent: the predominant secondary school and University training models adopted by most young people today have been re-modelled here in keeping with popular values, as if these young people were joining the world of work in order to catch up on their secondary schooling. This is something of a paradox within a paradox.

Le rôle de la formation continue sur la mobilité professionnelle : quelle différenciation spatiale ?

[The effects of continuing vocational training on occupational mobility: differences in the spatial patterns observed]

> Éric Cahuzac, Stéphane Caprice et Cécile Détang-Dessendre

Continuing vocational training at firms and occupational mobility depend on the specificities of local labour markets. Paradoxically, little attention has been paid to the differences in the resulting spatial patterns. More than the conditions of access to continuing vocational training, it is the nature of the training and its consequences in terms of mobility which differ depending on the density of the local labour markets. In rural areas, for example, vocational training is designed mainly to adapt workers to their jobs, and these workers' mobility decreases after periods of vocational training. In urban areas, periods of vocational training are better recompensed in terms of salary.

L'ambivalence de la politique éducative : le CAP entre déclin et relance

[The ambivalence of educational policy: between the decline of the CAP diploma and its re-launching]

> Fabienne Maillard

During the last two decades, some completely different ministerial policies have been adopted as regards the French CAP (Certificat d'Aptitude Professionnelle) diploma: after being withdrawn from the vocational secondary schools and reduced to a by-product of the BEP (Brevet d'Études Professionnelles) up to the end of the 90s, it became the focal point of the vocational educational reforms launched in 1998. A series of contradictory measures have therefore been taken, which were designed first to disqualify the CAP and then to rehabilitate it. The author describes these contradictory trends, which run counter to the rather fixed, over-simplified picture people often have of the vocational education system and the diplomas it delivers. The institutional measures adopted and the underlying logics are presented and the roles of the various players involved in diploma policy processes are outlined.



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