

Training & Employment

A QUARTERLY NEWSLETTER FROM CEREQ AND ITS ASSOCIATED CENTRES

THE ARCHITECTURAL HERITAGE A Market under Construction

From the preservation of historical monuments to the repair of existing buildings, interventions in the area of the architectural heritage seems to be a market with a future for the building industry. The public's interest and the perception of the economic and touristic stakes of the quality of the urban and landscaped setting offer a favourable context which is further reinforced by various initiatives from the building trades and the State. Nonetheless, the different players involved still seem to be too dispersed and isolated to create a supply adapted to the diversity of the demand. In addition, the preservation and enhancement of the architectural heritage requires specific skills and qualifications which must be analysed and defined if this particular market is to structure itself and gain its autonomy within the building sector.

The 'architectural heritage' includes the historical monuments—buildings which are listed or registered on the supplementary inventory of historical monuments—but also the heritage sometimes qualified as 'non-protected', 'vernacular' or 'local'. Coinciding in part with work on buildings more than fifty years old, the intervention on the architectural heritage is said to represent about one-third of the building sector's activity. But the market is not yet well defined.

THE KEY ISSUE: CREATING THE HERITAGE MARKET

In the absence of retrospective data on interventions involving the architectural heritage, the economic importance of this market and its evolution can only be evaluated on the basis of a broader activity sector, namely the intervention on existing buildings, which, beyond upkeep and renovation, includes the maintenance of industrial infrastructures and the rehabilitation of public housing. This sector showed considerable expansion between 1970 and 1986, when it went from 29 to 50 percent of the construction market. Its growth continued in the period which followed, albeit at a pace slightly slower than that of new construction (cf. graph p. 2). During the construction crisis of 1993-1997, it did not increase but nonetheless sustained its building activity, while new construction showed a sharp decline. Since then, the latter has shown a sharp rise and the share of

maintenance activity has slightly declined. After the boom of the 1970s and 1980s, the intervention on buildings seems to have ceased gaining market shares.

The public's enthusiasm, along with the improved ability to appreciate the 'value' of cultural goods and integrate them in a framework of economic development, nonetheless offer a favourable context for the rapid expansion of the architectural heritage market. But outside the well-defined area of historical monuments, intervention on the architectural heritage has not gained its autonomy and has yet to become the focus of strategies permitting the elaboration of a real supply policy. As a result, the construction companies may well be neglecting a market with a future.

Various recent initiatives underline the emergence of an architectural heritage market. These target three categories of intermediaries playing an essential role in the creation of this market: the local communities and institutional contracting authorities, the prime contractor, and the individuals, who may be occasional contracting authorities. Since 1995, the 'Heritage Ribbons' (rubans du patrimoine) competition rewards communities which have carried out restoration operations. The first awards for the architectural rehabilitation of existing structures were introduced in 2001. The general public, meanwhile, has been targeted since 1998 with the annual "National Heritage Days". These different initiatives are not sufficient, however, for defining

CENTRE D'ÉTUDES ET DE RECHERCHES SUR LES QUALIFICATIONS

and structuring the architectural heritage market. It is necessary to develop analysis and dialogue among the contracting authorities in order to reinforce the legitimacy of the architectural commission in the heritage field, but also to specify the characteristics of the companies and the qualifications of the professionals intervening in this market.

ARCHITECTS AS PLAYERS IN THE CONSTRUCTION OF THE MARKET

In the face of a potentially significant demand for intervention on the architectural heritage, the players seem to be too dispersed and isolated to formulate an economic response. Whether clients enter directly into contact with the construction companies or address themselves to an architect, they should benefit from advice and services which add to the value of the building. The mission of the project management thus includes designing projects which respect the historic and architectural value of the site, and presenting these projects in such a way that they are understood by the client and well executed by the companies. With the exception of interventions on historical monuments, however, architects have only recently become interested in restoration or rehabilitation, as demonstrated by the fact that the rate of penetration of architects into the market of existing buildings went from 8 percent in 1982 to 20 percent in 2000.

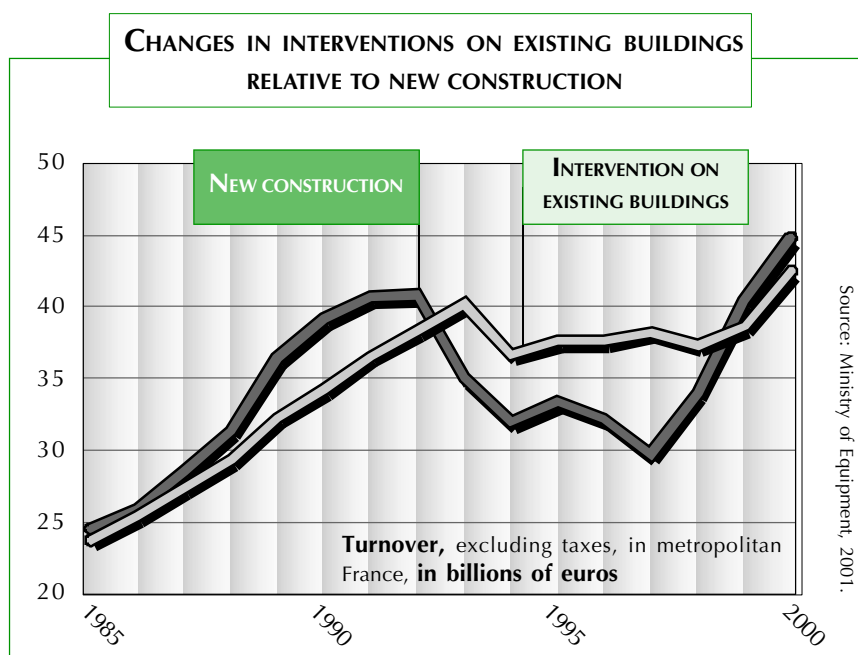
The 'heritage architects', marked by their specialised training at the post-graduate centre known as the Ecole de Chaillot and grouped together in their own association, are concerned with exploiting the competences they have acquired in restoration and rehabilitation and would seem to have a privileged role to play in reinforcing the architectural commission in the heritage field. In practice, however, the designation 'heritage architect' covers three professional groups with different activities:

- The 'head architects for historical monuments' (architects en chef des monuments historiques) constitute an elite body to which the State entrusts the restoration of historical monuments. They are subject to particular constraints with regard to restoration. Often responsible for one or several 'major' buildings—large châteaux or cathedrals—they must pay particular attention to durability of the work carried out. Such buildings call for skills in conservation more than creativity.
- Two-thirds of the 'heritage architects' work solely in private agencies and earn a significant share of their revenues—on the average, one-third—with new construction. Presenting themselves as 'generalists', they are involved in creation on historic sites and appreciate the freedom of design and creation involved in operations of re-utilisation or redeployment of buildings. Depending on the agencies, they may be involved in all or part of the architectural heritage

market: historical monuments as well as the areas surrounding them, the urban and landscaped heritage protection zones or the safeguarded sectors, or the non-protected heritage. If the activity on the heritage is, in general, held to be expanding, the greatest increase is found in the intervention on the non-protected heritage, estimated to be on the rise in 32 percent of the agencies and in decline in only 6 percent.

- The 'architects of the buildings of France', who are civil servants, have project-management responsibilities limited to the upkeep of historical monuments. Their advisory functions lead them to take into account the larger urban and landscaped environment and many of them see themselves as town planners.

Each of these three groups has a predominant vision of the architectural heritage as well as its own approaches to conservation and restoration, but these still leave individual architects a margin of freedom which allows them to assert their particular identities. Some approach the architectural heritage through the historical monuments. Others are involved in decisions concerning the development of architectural and landscaped areas, with the resulting need to reconcile creation and conservation. Still others often approach the architectural heritage in terms of the rehabilitation and re-use of buildings. These approaches give rise to different professional identities, but at least two factors reduce the distance between heritage architects. First of all, the possibilities for professional mobility between the different groups are considerable, and this facilitates communication and the exchange of experiences. Second, with in each group, the architects can diversify their activities by engaging in consulting or combining civil-service assignments and private commissions. The Association des architectes du patrimoine (Heritage Architects Association), which brings together these professionals with their different itineraries and activities, could contribute to developing the exchanges necessary for reinforcing the architectural commission.



ENCOURAGING EXCHANGES ABOUT RESTORATION APPROACHES

The architects are willing participants in initiatives aimed at promoting the heritage—public-information events and trade shows, site visits, courses, talks, conferences, contact with school groups. They are open to the intervention of the organisations devoted to protecting the architectural heritage and consider that these generally do a good job of public relations, effectively watch over the heritage and collect precious information. The architects' proposals show that they are aware of the collective nature of the dynamics to be initiated in favour of the architectural heritage. They would like greater exchanges with partners intervening in restoration operations and feel that a better dissemination of competences is indispensable in order to avoid "closing the architectural heritage off in a ghetto, no matter how honoured and respected it may be". As a result, they would like to see more instruction about the architectural heritage in the schools, in the training of 'craftspersons' and in architecture schools. Some of them already contribute to such activity and this is an opening which should be encouraged in order to advance reflection on two problems often cited by architects: the upkeep of buildings and the care of the non-protected heritage.

Indeed, a number of architects consider that building upkeep poses a problem. State funding is inadequate and the contracting authorities, whether private or public, are not sufficiently convinced of the merits of maintenance, which is nonetheless more respectful of the authenticity of the heritage and less costly than restoration. Several initiatives bringing together all the partners—owners, architects, companies—to this end have been undertaken, such as, for example, the 'inter-professional protocol for the upkeep, conservation and enhancement of existing buildings' signed in 1997 by the Society of Joint-Ownership Architects. It seems, however, that the methods of intervention in this area still need to evolve and notably to integrate the dimension of preventive conservation.

The variety of viewpoints on the care of the architectural heritage is in itself a clear indication of the fact that the appropriate procedures remain to be developed in the direction of what is called the 'local heritage' (*patrimoine de proximité*) or 'vernacular heritage' (*patrimoine de pays*). Certain architects are opposed to the idea of a distinction between historical monuments and non-protected heritage; in their view, "There is no minor architecture, no minor heritage". Others accept the establishment of a hierarchy in function of the 'architectural interest' of the buildings. For them, maintenance and restoration procedures which are less rigid than those for protected structures would avoid discouraging the owners with projects entailing prohibitive costs. Still other architects opt for the 'vernacular' heritage in order to combat trends towards 'museification' and invent approaches which are more respectful of the authenticity which accounts for the value—but also the fragility—of this heritage.

The dialogue between architects, like the communication with the partners intervening on the architectural heritage, could also be based on a theoretical reflection but the diversity of the contexts and restoration projects and the

multiple constraints involved in these operations constitute obstacles to such a process. For the majority of the architects, restoration doctrines do not constitute points of reference or guidelines which permit them to position themselves, analyse or, indeed, explain the premises of an intervention. The restoration project is the fruit of the confrontation of a given sensibility with an existing building. The weakness of doctrinal debate tends to leave the architects alone in their encounter with the uniqueness of the work and expose them to the vicissitudes of the project as well as the confrontation with the different powers that be.

BETTER IDENTIFYING COMPANY COMPETENCES AND MEETING NEEDS FOR SKILLED PERSONNEL

The architects cite two difficulties in undertaking restoration or rehabilitation projects: on the one hand, the linkage between the different segments of the architectural heritage market and the companies and, on the other, needs for skills. They complain of the small number of providers in the historical monuments market, which, in their view, explains the unsuccessful invitations to tender and long deadlines for getting projects underway. They consider that the competition between companies holding a 'historical monuments' qualification is sometimes inadequate and that, in addition, the narrowness of the market leads such companies to position themselves on other market segments and notably that of the non-protected heritage, where they have all the advantages in the face of a prime contractor concerned with the quality of execution of the work and sometimes tempted by the logic of "someone who can do the most can do the least". Such a logic is not without risks, however: in a report issued by the Centre scientifique et technique du bâtiment (Scientific and Technical Centre for Construction, CSTB), the president of the Groupement de monuments historiques (Union of Historical Monuments) expresses concern for the loss of the profession's identity "because of the increasingly frequent use of highly skilled 'historical monuments' labour in current rehabilitation projects calling for technical know-how and above all a form of work organisation which are completely different".

The qualification of the personnel and the organisation of the companies may also suffer from such confusion between historical monuments and architectural heritage, especially insofar as this also contributes to hiding the problem of companies which, without having a 'historical monuments' qualification, want to place themselves in the non-protected heritage market. For the architects, such companies should in fact specify the competences which would allow them to distinguish themselves and justify their desire to intervene on this heritage.

In terms of qualifications, most architects consider the companies' ability to carry out work on the heritage is inadequate, either because they have not sufficiently developed the key competences necessary for proper execution of the commission or because they have difficulties finding and replacing their skilled personnel. This scarcity affects in particular the labour force responsible for the shell and above all, the masons and carpenters, followed by frame-builders and roofers.

The architects are also critical of certain changes in the sector: the abuse of industrial products, the quasi-systematic practice of substitution at the expense of repair, the loss of competences. In their view, the mastery of traditional know-how is essential because it is also a means of acquiring broader qualities—having a good eye, a desire to fabricate, a sense of proportion. The knowledge of the materials and techniques of the past permits the choice of appropriate operations on buildings to be restored or maintained. This mastery must be sufficiently shared so that everyone can detect the way these techniques have been used on the buildings and make the right decisions about the projects. The dissemination of a ‘culture of the past’ is one of the conditions for raising awareness about the architectural heritage. Beyond the knowledge of past techniques and the mastery of the technical vocabulary, historical knowledge and the knowledge of styles are indispensable advantages. It is also necessary to possess specific know-how of conservation and restoration, whether these belong to the tradition of the crafts or integrate new technologies of cleaning, repair, preservation or reinforcement of materials.

AN IMPORTANT ROLE FOR COMPANIES AND TRAINING BODIES

If the restoration of historical monuments is largely structured around a prime contractor, qualified companies brought together in a group and specialised schools, this is hardly the case where the non-protected heritage is concerned. The employers’ organisations in the building industry have, however, taken initiatives to encourage the constitution and identification of an offer extended to the whole of the architectural heritage market. Thus, in 1998, the Confédération de l’artisanat et des petites entreprises du bâtiment (Federation of Building Crafts and Small Companies, CAPEB) created a vocational identity certificate (certificat d’identité professionnelle, CIP) specifically for the heritage field. In this context, self-employed entrepreneurs are offered a three-day training course dealing with the regulatory framework, the role of the main players responsible for the management and preservation of the built heritage and the history of that heritage, so that they can use the CIP to record the projects they have been involved in and the nature of their interventions. Under the impetus of the CAPEB, two university diplomas have also been created for craftspersons seeking to obtain qualifications in the area of the architectural heritage. Since 2001, the Fédération française du bâtiment (French Building Federation) has been offering training on “Past Architectural Heritage” which, upon presentation of three references for work on buildings of more than fifty years old, allows the companies to place the mention “Building Heritage” (patrimoine bâti) on their QUALIBAT qualification certificate. The FFB has also become a member of the Fondation du

patrimoine (Heritage Foundation), which was created in 1996 to promote the preservation, knowledge and enhancement of the local heritage.

These initiatives aimed at building and structuring the heritage market remain fragmentary and dispersed, however. Outside of the Compagnonnage movement of craft guilds and a few specialised institutions which largely contribute to the perpetuation of traditional knowledge, the boundary between the qualifications necessary for intervention in the architectural heritage—which also integrate the new technologies—and the other construction-industry qualifications still remains unclear. Nonetheless, the rapid expansion of building training programmes and qualifications essentially orientated towards installation and assembly, and thus new construction, makes it necessary to insist that these qualifications are also useful to the heritage and in particular the non-protected heritage.

Paul Kalck (Céreq) and Jacques Pillemont (Cerfise)

FURTHER INFORMATION

- “Un contexte porteur pour la qualité architecturale des réhabilitations” [A favourable context for the architectural quality of rehabilitation projects], interview with Wanda Diebolt, head of the Ministry of Culture’s Architecture and Heritage Department, *Le Moniteur des travaux publics et du bâtiment* no. 5093 (6 July 2001).
- Eric Baumelin and Daniela Canela, “Evolution des entreprises de restauration des monuments historiques” [Evolution of companies involved in the restoration of historical monuments]. Report of the Centre scientifique et technique du bâtiment (CSTB), March 2000.

SURVEY OF HERITAGE ARCHITECTS

At the request of the Architecture and Heritage Department of the Ministry of Culture and Communication, and with the support of the Organisation of Heritage Architects, Céreq undertook a study in late 2001 which was intended to analyse training supply and qualifications needs in the area of the architectural heritage. This study was comprised of two parts. The first, on which this article is based, sought to determine the expectations of the project management, notably in terms of the development of activities related to the architectural heritage and qualifications needs. To this end, Céreq, in collaboration with the Centre d’études, de recherches et de formation institutionnelle du Sud-Est (Cerfise), conducted a survey of 283 of the 700 heritage architects (architectes du patrimoine) who are graduates of the Ecole de Chaillot. It was carried out through a postal questionnaire, but also via an Internet site placed at the disposal of the heritage architects. This group does not cover the whole of the market, which remains open to non-specialist architects and other professions such as interior designers, who may intervene on their own when the operations do not require a building permit. The choice of addressing the survey to this population was thus guided by the desire to question experts in conservation, restoration, re-use and rehabilitation of the architectural heritage. The second part of the study, aimed at analysing the training supply, will get underway later this year through enquiries carried out in the companies and training bodies.

briefing

Updates

XV World Congress of Sociology

The XV World Conference of sociology, held in Brisbane, Australia in July 2002, offered an opportunity to address numerous issues in sociology and compare the methodologies employed. Céreq researcher Sylvie-Anne Mériot participated in a session on the sociology of professions with a presentation on the catering trade. In France, a country particularly renowned for its gastronomy, she explained, cooks rapidly manifest the symptoms of a 'dominated' or 'disenchanted' occupation. Initially, they express a desire for social advancement which has been constructed through their primary

socialisation (childhood and initial training). Subsequently, when they discover the real constraints of their activity (significant physical effort, difficult working hours, sometimes limited pay), they may seek refuge in idyllic ambitions which company policies seem unable to counter. These observations might well suggest the predominance of what is learned in the childhood and teen-age years in the socialisation of individuals, an old hypothesis which has often been set aside in favour of investigations centred on professional socialisation alone.

The Congress also permitted a critical look at the status and practices of sociologists in France and elsewhere. While sociology chairs frequently seem

to be threatened in Anglo-American universities, which place greater value on immediate professional opportunities, sociologists in French universities, for example, enjoy a less precarious status. Nonetheless, their identity is not highly visible, owing to both the number of different approaches and the impossibility of defining the 'ethics' of a discipline which is structured around the exploration of social facts.

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The conference papers are available on the website of the World Congress of Sociology:
<http://www.sociology2002.com>

Measuring International Mobilities

Members of the European Network on Human Mobility (ENMOB), which includes economists and statisticians from more than fifteen European research institutes, met at Céreq headquarters in Marseilles on 22-23 May 2002. This network, created in September 2001, is scheduled to conclude its work programme in summer 2003 after two years devoted to measuring the mobilities of highly skilled individuals. Central to ENMOB's preoccupations is the necessity of producing statistical indicators and analyses of human resources in innovation processes. The research group thus studies both national and international mobilities in the science and technology field.

The measure of international mobilities raises a number of questions: What kinds of data are available in each of the partner

countries? What efforts are necessary to harmonise the data produced? Which countries are attracting highly skilled labour? What are the effects of this process on national innovation? What is the state of the brain drain in Europe?

The first investigations carried out by the group have permitted an inventory of available national surveys and an assessment of their appropriateness to the subject of the study. At the group's next meeting, participants will present the findings of studies underway on the measure of international mobility. Another key topic for the network will be sectoral mobilities, approached through the identification of activity sectors employing highly skilled labour forces and the related mobility practices.

Céreq obviously has a place within this network and contributes its particular knowledge in the area of the school-to-work transition of recent graduates at the highest level

of the educational system—PhDs and engineers—notably through the '98 Generation survey, which gives access to all the jobs held by young people exiting the educational system in 1998 during their first three years of working life, in France and abroad.

The question of departures abroad after doctoral programmes is crucial in the transition process of young PhDs. Indeed, the initial findings of the survey show that PhDs are more likely to hold jobs abroad than other graduates of the same generation. Céreq's contribution to the ENMOB study thus involves an analysis of the international mobilities of a specific sub-group of highly skilled individuals—PhDs and engineers—and questions the effects on a professional mobility outside the country on their early careers.

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Updates

Seminar

Social Partnership as a Basis for Co-ordinating Co-operation Between Vocational Training Bodies and the Industrial Sector at Different National, Regional and Local Levels

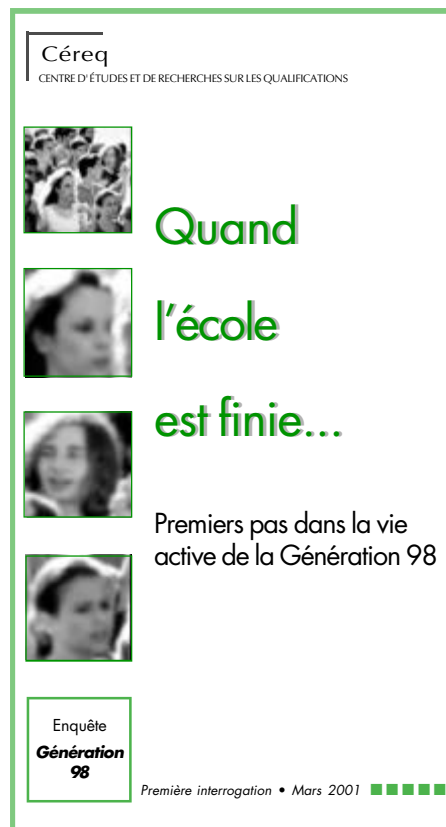
Céreq participated in a regional seminar on "Social Partnership as a Basis for Co-ordinating Co-operation Between Vocational Training Bodies and the Industrial Sector at Different National, Regional and Local Levels" held in Almaty, Kazakhstan on 6-12 September 2002. This gathering, organised by the European Training Foundation in Turin, brought together senior officials from the Ministries of Vocational Education and Training, Labour and Social Welfare of Kazakhstan and representatives of the European Community and TACIS observatories of three neighbouring countries, Kirghizstan, Tajikistan and Uzbekistan, as well as heads of employers organisations and labour unions.

The goal of the seminar was the exchange of experiences in the area of social partnership in vocational training between these four Central Asian countries and Europe. France was thus represented by Céreq and the Belliard Apprenticeship Training Centre in the Paris area. The French experience was the subject of a presentation in Russian on the importance of the social partners in collective bargaining, the keystone of the collective agreements which are central to the functioning of the vocational training system "à la française". Three points were of particular interest to the Kazakh, Kirghiz, Tajik and Uzbek representatives:

- Alternating training programmes, notably apprenticeship;
- The joint management of funding for continuing vocational training and the services provided by the Authorised Joint Collection Bodies (OPCA);
- The situation of the social partners in the creation, modification and elimination of diplomas and the importance of their role within the Advisory Vocational Committees (CPC) and in the elaboration of the Vocational Qualification Certificates (CQP) at branch level.

The ensuing discussion also brought out the importance that the representatives of the four Central Asian countries accord to the French experience in the decentralisation of initial and continuing vocational training, underway since 1993, and notably the question of the devolution of authority from national towards regional and local levels.

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The initial findings of the '98 Generation study are available in French in *Quand l'école est finie... Premiers pas dans la vie active de la Génération 98* (see "Recent Publications" in Training & Employment no. 44).

On PhDs, see also *De la compétence universitaire à la qualification professionnelle. L'insertion des docteurs*, Céreq Document no. 144, "Synthèse" series (June 1999).

New Publications

De l'apport des organismes collecteurs au dynamisme du marché de la formation : La difficile approche des petites entreprises

[From the Contribution of Collection Bodies to the Dynamism of the Training Market: The Difficulty of Reaching Small Companies]

✍ Elyes Bentabet (Céreq), Stéphane Michun, Michel Laget (CRA Céreq, Montpellier), Olivier Meriaux (CERAT, Grenoble)

Drawing on a series of interviews carried out in the Languedoc-Roussillon administrative region—an area which attracts many of the smallest companies—coupled with quantitative analyses based on employers' tax declarations (form 24-83), the statistical and financial statements of the authorised collection agencies and the pedagogical and financial evaluations of the training bodies, this study shows that small companies are still the weak point of the present continuing training schemes. In this sense, we may consider them the training system's 'rejects'—and at the same time, a lost opportunity in terms of the pooling of resources.

The authors thus privilege two approaches intended to promote training in these small enterprises: that of the training market, which is quite classical but still extremely limited in the scope of its validity, and that of networks, which is more experimental but also more appropriate to the forms of learning sought by the small companies.

Document no. 166, "Observatoire" series, Céreq, May 2002, 85 pp. 15 €

Les collectivités locales face au programme emplois-jeunes : Quel apprentissage pour les différents acteurs ?

[Local Communities and the Youth Jobs Programme: What Kinds of Learning Experiences for the Different Actors?]

✍ Jean-Paul Cadet

The setting up and administration of the Youth Jobs programme within local communities should constitute a learning experience for all participants—not only the young people directly benefiting from it but also the administrators responsible for steering the project at community level, the department heads, the personnel in place, elected officials and so on. Such an undertaking calls for developing new activities to meet needs in the local communities' varied areas of intervention and integrating the young people into the host structures, but also preparing for their future and perpetuating the activities created. These management situations, which are relatively unprecedented for the communities, thus call for new forms of representation and practice.

This study considers the kinds of learning processes which are needed by drawing on evaluations of five local communities carried out between 1999 and 2001 under the responsibility of the Ministry of Employment and Solidarity's Department of Research and Statistics (Dares) and co-ordinated by Céreq. The cases of these five communities, actively involved in the Youth Jobs programme, permit a global assessment of the learning experiences of the different participants. The study brings out the original approaches and practices which have emerged, but also the pitfalls and limitations encountered.

Document no. 165, "Evaluation" series, Céreq, May 2002, 77 pp. 15 €



Formation tout au long de la vie et carrières en Europe

[Life-Long Learning and Careers in Europe] 9th Céreq/Lasmas-Institut du Longitudinal/IREIMAR seminar The longitudinal analysis of the labour market - Université de Rennes 1-Céreq, 15-16 May 2002

✍ Maurice Baslé, Alain Degenne, Yvette Grelet and Patrick Werquin (eds)

The paths which the younger generations will follow throughout their working lives in the European education and training space will require study through longitudinal analysis methods. This volume brings together the contributions of various participants invited to the ninth seminar on the longitudinal analysis of the labour market, organised in May 2002 by Céreq and its associated regional centres in Caen and Rennes. It presents various applications and offers insights into this method of analysis through interdisciplinary approaches. The value of such approaches is well known; the studies included here may well provide points of departure for future research.

Document no. 164, "Séminaires" series, Céreq, May 2002, 381 pp. 26 €.

Formation Emploi

Recent articles in Céreq's quarterly journal, no 77, January-March 2002

Apports et limites des théories de l'apprentissage organisationnel : le cas de la réforme permanente

[Contributions and Limitations of Organisational Learning Theories: The Case of Permanent Reform]

✍ Jean-Luc Metzger

Organisational learning theories have gained a remarkable following over the past fifteen years and they are still going strong. Indeed, it is no longer surprising to discover that the companies want to participate in the learning process as well and that they are undertaking continuous transformations to this end. What does such determined pursuit of more fluid structures actually produce? And what learning experiences are in fact promoted? In response to these questions, the author draws on an empirical study to examine the effects of permanent change after a decade of reforms and, at the same time, to assess the contribution of organisational learning theories.

L'intégration, une phase de l'insertion

[Integration, a Phase in the School-to-Work Transition]

✍ Thomas Guy

The notion of the school-to-work transition is defined here as a process by which a young person and a company jointly produce a first qualification. There are several phases to this process, with the transition ultimately giving way to a demand for recognition as a full-fledged salaried employee. Since 1994, the Compagnie Générale des Eaux group (Vivendi Water) has adopted an original and ambitious policy combining vocational training, practical experience and access to a stable job by giving young people the opportunity to obtain training through apprenticeship with a guarantee of hiring if they pass the final exam. This study recapitulates the longitudinal follow-up of a sample group of twenty-one apprentices from their entry into the training programme to their integration into the company.

Le secteur du nettoyage face aux nouvelles technologies

[The Cleaning Sector in the Age of the New Technologies]

✍ Farida Djellal

The cleaning sector is presently undergoing profound changes, involving the expansion and greater complexity of the range of services offered and a growing use of information technologies. Such changes have significant effects, for the core cleaning activity has given rise to the development of a certain number of non-technological innovations which can be related to the job structure in the sector. More specifically, this article examines the consequences of modifications in the nature of the activity on employment, and notably on the emergence of new work practices tied to the professionalisation of a considerable part of this sector.

Les avatars du modèle de la compétence. L'exemple d'un site de la sidérurgie

[The Metamorphoses of the Competence Model: The Example of a Metalworking Plant]

✍ Sylvie Monchatre

Is there a model of 'the competence' as distinct from a model of 'competences', with the one considered virtuous and the other not? The analysis of the implementation of a competence-management system in the iron and steel industry shows that there are in fact hybrid uses which offer unequal benefits to employees. The assessment of the competence coexists with that of results, in the context of autonomous regulations introduced by the local chain of authority. The competence rationale thus forces supervisors to come out into the open but without changing the lot of the work groups.



This issue may be ordered from La Documentation française. Issue price: 14 €. One-year subscription (4 issues): 53 € for France, 56 € for Europe, 57.50 € for the French overseas departments and territories, 60 € for other countries.

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