

Country Reforms Matrix – France

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	The General Secretariat for the Modernisation of Public Action	The General Secretariat for the Modernisation of Public Action promotes public policies that are based on the expectations of citizens and users. Several tools have been developed to consult with citizens in order to determine where administrative complexity exists, map user journeys, observe users and analyse the drivers of satisfaction with government services.
		faire-simple.gouv.fr	The website faire-simple.gouv.fr was created as an innovative, collaborative platform for listening and co-creating solutions with users as well as simplifying administrative procedures.
	Establishing partnerships	Co-Construction Workshops	Co-Construction Workshops have been established to involve users and public officials in the joint construction of simple and modern public services. These workshops have resulted in a design of new websites for individual employers and the administrations of agriculture and taxes.
		data.gouv.fr	The French Government and local authorities have committed themselves strongly to open, shared data. As a result, the OECD has ranked France as the second most advanced country in this category. The website data.gouv.fr is based on participation and collaboration with citizens, businesses and public administrations.
	Chief Data Officer	Chief Data Officer	Beginning in 2014, France was the first country to have a Chief Data Officer at the national level. The Chief Data Officer is responsible for defining and organising data collection and building capacity in the public administration to elaborate and evaluate public policies through public data.
		Council for the Simplification of Business Regulations	The Council for the Simplification of Business Regulations was created by the Prime Minister in 2014. Composed of elected representatives from business and public administration, the Council is responsible for proposing strategic goals to simplify policies towards business, ensuring there is a dialogue with business during the implementation of these policies, helping to disseminate the results, and making any new proposals for further simplification.

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Integrating groups	Integrating groups	Civil Service	Launched in 2010, Civil Service is a voluntary program open to youth 16-25 years of age without any diploma requirement. The program provides compensation and partners with associations, local authorities or public establishments - both in France and abroad - for a period of six to 12 months. As of March 2015, 85,000 young people have benefitted, providing them an enhanced social network and professional experience. Among its main advantages, the Civil Service promotes social diversity and helps young people to get their first professional experience.
		Interdepartmental Plan	Preventing school dropouts were declared a national priority by Government. In 2014, the Interdepartmental Plan was created with the goal of halving the number of young people leaving the education system without any qualifications by 2017. The program offers young people training, learning and civil service.
		mes-aides.gouv.fr	Studying the non-use of social benefit programs by eligible working poor and isolated peoples, the government sought to simplify procedures, improve user-oriented delivery and detect/inform eligible persons of programs available to them. The website mes-aides.gouv.fr was created as an innovative portal that allows anyone to quickly understand the social benefit programs to which they are entitled.
		General Reference to Accessibility	The new General Reference to Accessibility establishes criteria for all government websites that must be met in order to allow anyone, regardless of disability, to access information and services offered on the website. To maximize the impact, the government has created a label to identify and reward good practices.
Using ICTs	Using ICTs		
		National Action Plan for a Transparent and Collaborative Action	As part of the National Action Plan for a Transparent and Collaborative Action , in relation to the Open Government Partnership (OGP), the government committed to giving citizens a new way to participate in civic life and involving them in identifying issues. Local governments have implemented digital platforms that allow citizens to report incidents on the highway.
		medicaments.gouv.fr	Another central government platform, medicaments.gouv.fr , allows citizens to report the side effects of some drugs.
		'Fix-It' Neighbourhoods Project	The ' 'Fix-It' Neighbourhoods project ', created by the Interministerial Committee for Equality and Citizenship, was created in 2015 to provide a single, common digital solution for reporting incidents and tracking resolutions. Citizens will be able to go online or through their smartphone to provide feedback to government.
Lab 2 - Design	Involving citizens	Methodological Guides	Methodological guides are distributed, which promote available participatory mechanisms for the public sphere and civil society.
	Utilizing a mix of policy instruments		

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Using joined-up government		Environmental Conferences	The fight against global warming has generated coordination and mobilisation of the entire Government and beyond, to local authorities and all of society. In order to gain the widest possible acceptance of common goals, government has needed to mobilise the whole society to use innovative methods to develop policy against global warming. One such practice is through the use of Environmental Conferences , which allow government, businesses, elected officials, environmental protection associations and experts to develop a program of action.
		Roadmap 2015 Ecological Transition	Following these conferences, an interdepartmental working group was organised to define the Roadmap 2015 ecological transition , which has been formally adopted by the Council of Ministers. This interdepartmental working group, organised by the central government, continues to produce scoping documents from the Prime Minister to individual ministers. These scoping documents clarify what goals each Minister must contribute to in order to implement the policies against global warming.
		Energy Transition for Green Growth Law	At the same time as the interdepartmental working group, the Government has submitted the Energy Transition for Green Growth law , which has been recently adopted. This law both defines the objectives of the State's energy policy as well as contains instruments to implement public objectives in the areas of building, transport and energy. The government's working method was to mobilise and engage all ministers and all public policies conducted by the State and a large number of stakeholders, including local authorities, businesses, consumers and associations. The Minister for Ecology, Sustainable Development and Energy has worked with interministerial partners to prepare the 2015 roadmap, scoping documents, and the law. The central government has also provided coordination and monitoring of the regulatory measures to implement the law.
	Fostering a whole-of-government approach	The Simplification Shock Principle	In 2013, the President launched the Simplification Shock principle to help simplify the business environment and relationship between individuals and governments in a comprehensive and integrated approach. This establishes the principle that 'silence is deemed to signal acceptance,' which helps to decrease administrative burden. This principle applies to all state institutions, local authorities, social security organisations and civil servants in charge of public service delivery. To ensure transparency to the public, Legifrance is a website that lists all the services concerned by this principle.

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Engaging with innovative practices		The Future Public Program	<p>The Future Public program is part of a public sector innovation strategy, based on three pillars:</p> <p>First, the General Secretariat for the Modernisation of Public Action (SGMAP) created the 'innovation laboratory' in 2013. This laboratory explores new services that are outside the administrative framework based on participatory and utility design. For example, the laboratory brought together experts from business, the third sector and the public administration to discover new services to promote the autonomy of seniors.</p> <p>Second, the program organises a community of both public officials and partners outside of the administration to develop innovative policy. This includes researchers, teachers, students, associations, etc.</p> <p>Third, the program obtains investment for innovative project from different administrations, such as the National Program for Future Investment (PIA). PIA has supported a diverse range of projects to support and follow young offenders and a life calculator of the custom fees applicable to a product.</p>
		Implementing Innovation Programs	In addition to the 'Public Futures' programme, many administrations are now implementing programs to foster innovation , such as collecting ideas from agents and partners to create 'innovation incubators' that test and develop innovative projects.
		Consultation Mechanisms	Consultation mechanisms have been developed in most jurisdictions to listen to citizens and users. For instance, a 3-week long national consultation was carried out to enable citizens to suggest amendments to the current draft Digital Law (20,000 suggestions registered). Moreover, public officials themselves were able to formulate innovative proposals for simplification during the "Innovation and Simplicity with Public Officials," launched in 2013 by the Minister of State Reform, Decentralisation and Public Service.
		Nudging	The principles of behavioural economics, or 'nudging,' have been used, in particular, in the context of experiments undertaken in 2014 to promote online tax declarations and to prevent the use of mobile phones while driving. Other experiments are in progress, including ones to address the settlement of hospital expenses and the use of generic drugs.
Lab 3 - Delivery	Strengthening the civil service	General Directorate of Administration and Civil Service	The General Directorate of Administration and Civil Service (DGAFP) reinforces interministerial steering and human resource policies through the creation of jobs and fostering skills development, managing human resources, implementing individual assessment procedures, and career counselling. They also operate the School of Management and Human Resources.

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Building a diverse & inclusive civil service		The School of the Modernisation of the State	The School of the Modernisation of the State focuses on enhancing managerial skills and change management for executives and managers.
		Performance Management System	Beginning in 2012 with national civil servants and extending to local civil servants in 2015, France has implemented a performance management system that requires annual professional review meeting. This allows managers and civil servants to discuss training needs and wishes for career development. This tool is now at the centre of management practices and is used to link compensation to the new system based on goals and professional engagement and to support career development.
		Management Control Procedures	Additionally, France has developed various management control procedures , including HR indicators, internal accounting control and internal audits.
		The Access Route to Careers in the Local Civil Service, Hospital and State (PACTE) Program	Since 2006, a new recruitment method has been implemented. The Access Route to Careers in the Local Civil Service, Hospital and State (PACTE) is open to youth aged 16-25 years of age and provides them a one to two year internship. This provides the youth a path to becoming a civil servant, after they complete the requisite testing.
		Recruitment Targets	In 2015, the President set new ambitious recruitment targets - 4,000 new apprentices beginning in September 2015 and 6,000 new apprentices in September 2016.
		Preparatory Classes	Integrated preparatory classes intended to provide material and educational support to candidates of modest origins have been implemented since 2006 within all public service schools, with accompanying financial allowance for diversity.
		Equality and Citizenship Plan	The Equality and Citizenship Plan (2015) seeks to develop new access avenues to the public service in order to increase social diversity in recruitment. This will increase the public service education programs for youth aged 16 to 25 and create new preparatory classes that benefit young graduates recruited based on social criteria (means test, unemployed). As well, this program will train members of the administration to prevent discrimination when hiring new civil servants, ensure all ministries earn the 'diversity label' by the end of 2016 (showing their adherence to non-discriminatory HR procedures), and evaluate recruitment and promotion policies for any risks of discrimination.
		Permanent Forum for Exchange and Dialogue	Under the guidance of the Minister of Decentralisation and Public Service, a permanent forum for the exchange and dialogue between Human Resources managers of private companies and their public sector counterparts has been established.

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Lab 3 - Institutional reform		Public-Private Partnership Workshops	The General Directorate of Administration and Civil Service (DGAFP) organises workshops so that public-private partnerships can exchange human resource practices.
	Building trust in government	Building Trust	Although difficult to measure, these initiatives do help to build trust.
	Reaffirming the core values in the public service	Bill on Ethics, Rights and Obligations of Staff	In Fall 2015, the Bill on Ethics, Rights and Obligations of Staff will be introduced to Parliament and seeks to answer the needs of citizens and civil servants to give sense to public service delivery. The text consecrates some values that are specific to public service action, such as neutrality, impartiality, probity, secularism, and deontology. These reaffirmed values and ethics will form the foundation of training for new civil servants. As well, for 2015, secularism has been identified as a priority when training new civil servants.
	Establishing gender balance in the civil service	Bill on Ethics, Rights and Obligations of Staff	The Bill on the Ethics, Rights and Obligations of Officials codifies equality between women and men and was unanimously signed by representatives of the public service trade unions. In addition, the law also extends the requirement to have balanced appointments to senior management positions.
		Senior Management Targets	The General Directorate of Administration and Civil Service (DGAFP) has set a target that 40% of senior management positions will be occupied by women by 2017. The same percentage applies to boards of some public bodies, national bodies for social dialogue and recruitment panels for public administration.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	modernisation.gouv.fr	Evaluations are monitored by the Prime Minister's Office, working closely with ministries. To date, 60 policy evaluations have been conducted and results have been posted online at modernisation.gouv.fr . These evaluations have increased the quality, effectiveness, and efficiency of services delivered and has led to budgetary savings and less administrative burden.
		Policy Experiments	Experiments on policies and programs to be implemented in France are more and more frequent. In 2009, Active Solidarity Income (RSA) system has been experimented in about 30 voluntary departments before being generalised to the whole country. More recently, the new urban policy has been subject to many experiments, in particular the new 'City Contracts' were experimented in 12 departments between June 2013 and February 2014.

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	Strengthening performance management	Draft Budget Law	<p>Since 2006, the Draft Budget Law (PLF) presented annually to Parliament includes main strategic objectives and indicators to assess performance. These objectives and indicators are broken down by department and contribute to the overall management of the public service. To improve the efficiency of performance measurement, the PLF has been reformed between 2014 and 2016 to reduce objectives by 19% and indicators by 22%. Strategic objectives were strengthened by introducing specific indicators that allow for international comparisons. As a result, overall parliamentary satisfaction for performance has increased by 18%.</p> <p>The communication of the results from the annual strategic objectives has been strengthened by the publication of the performance data by the Budget Directorate. Budget data, the graphic evolution of the most representative indicators, and statistical data on the distribution of indicators and achievement rates targeted by program are published for 26 strategic objectives.</p> <p>The new Act of 13 April 2015 includes wealth indicators into the draft budget law (PLF). Key indicators on inequality, the quality of life, sustainable development and the quantitative and qualitative assessment of major reforms undertaken or contemplated are included. This report will be submitted to Parliament and debated in the context of a review of the PLF.</p>
	Identifying what works		
	Utilising policy and programme experimentation/piloting		