

## Portfolio careers increasing

The ever-evolving nature of the workforce is changing the way professionals operate in the business world.

There is a growing trend of individuals choosing to work "portfolio careers" over traditional 9-to-5 jobs. Rather than working for one employer, individuals work a series of part-time jobs that, when combined, are equivalent to a full-time job.

Now, as Millennials<sup>1</sup> progressively continue to emerge as the largest demographic represented in the workforce, we are increasingly noticing that this generation is opting to establish a portfolio career.

Economic developments and changing values amongst Millennials and the up-and-coming Generation Z<sup>2</sup> in the workforce, mean portfolio careers are more appealing than ever.

"Millennials are said to be skeptical of institutions. Working as a free agent might really appeal to someone who doesn't want to be tied down to one institution or company," says Bethany Wallace, who has recently transitioned from a full-time salaried employee to a portfolio careerist.

Pursuing a portfolio career is an opportunity for a young worker to explore many different venues of the workplace and gain valuable experience.

"Since choosing to pursue the portfolio career option myself a few months ago, I have learned the importance of saying no to every shiny new task and project in order to maintain a sense of direction and intention," adds Wallace.

One of the most notable advantages to this type of work is the potential to work flexible hours that best fit the schedule of the employee. It allows professionals to pick and choose which jobs to pursue.

For companies wanting to attract and retain Generation Z graduates — particularly top talent — they are going to compete not only with other employers but also with the appeal of the portfolio career option.

Employers can save costs on insurance and benefits by hiring individuals working portfolio careers. They also may be able to avoid overtime pay by employing portfolio careerists to work hours which their full-time employees would otherwise need to work.

In addition to saving costs, hiring individuals who work portfolio careers brings diversity to the workplace. Most of these individuals have varied work experience and can share this experience with their team members.

For the many who decide to enter this type of career, it is absolutely vital to keep your skillsets sharp, continually stay on top of industry trends, and be prepared to develop yourself. Choosing a portfolio career path allows employees to pursue multiple career options simultaneously, while maintaining a work-life balance that best suits their values and need.

Abridged and adapted from *The Daily News*, 13 June 2016

<sup>1</sup> Millennials: people born between the 1980s and the mid-1990s.

<sup>2</sup> Generation Z: people born after 1995, now the biggest generational group in the U.S.

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION PME PMI		SESSION 2017
Anglais	17APLVE-ANG-P	Page 2 sur 3

### A. Compréhension de l'écrit (10 points)

Vous rédigerez **en français** le compte rendu de ce document en 180 mots (+/-10%). Vous indiquerez **impérativement** le nombre de mots utilisés.

### B. Expression écrite (10 points)

Vous êtes Alex Stepton, assistant(e) de gestion chez PnK Industries, entreprise située en Californie.

John Avery (149 Avenue Drive, Sacramento, CA 94273), un jeune diplômé, travaille à temps partiel dans une entreprise voisine. Il a postulé pour un emploi complémentaire dans plusieurs sociétés dont la vôtre (PnK Industries, 73 Tuttle Creek Boulevard, Sacramento, CA 94273).

Votre PDG, Paula Dorset, souhaiterait embaucher ce jeune candidat.

Elle vous charge de rédiger une lettre **en anglais** l'informant des différentes prestations offertes par l'entreprise.

- Vous expliquez que sa candidature a retenu toute l'attention de la direction.
- Vous expliquez que l'entreprise offre :
  - des horaires flexibles qui permettent de s'investir dans d'autres activités ;
  - des formations permettant de développer ses compétences professionnelles ;
  - un programme pour le remboursement partiel de prêt étudiant (*student loan*) ;
  - l'accès gratuit au complexe sportif 'Starways' pendant un an ;
  - des réductions sur des billets de concerts et cinéma.
- Vous l'invitez à prendre rendez-vous avec Madame Dorset pour plus d'informations.

Formules et présentation d'usage.

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION PME PMI		SESSION 2017
Anglais	17APLVE-ANG-P	Page 3 sur 3

## Female university graduates dramatically underestimate their worth, contributing to gender pay gap

We may be making some progress when it comes to the glass ceiling but women might also have a "lead floor"<sup>1</sup> to deal with. New research reveals that female graduates dramatically underestimate their earning power when applying for their first job out of university, which could be contributing to a stubborn gender pay gap later in life.

Results from a survey of 5,000 postgraduates show that more than a third of female respondents indicate that they expect a starting graduate salary of £20,000, compared with the median UK graduate wage of £30,000 per year.

The study – conducted by the graduate career website Milkround – shows that only 17 per cent of women expect to earn between £25,000 and £35,000 in their first jobs, compared with almost half of male graduates.

Milkround found that just 18 per cent of male graduates say they are prepared to accept a starting graduate salary below the £20,000 mark and that this confidence in their own worth gives them a head start when it comes to their salaries, paving the way for a gap further up the road.

Despite efforts by policy groups, charities and the Government to close the gender pay gap, progress has been rather slow. According to the Fawcett Society, the overall gender pay gap for full-time workers is still about 14 per cent.

A report published by the Department for Education in June shows that, five years into their careers, women still earn on average £6,500 less than their male peers.

"Although we're very aware of the existing gender pay gap, it was a surprise for us to see that so many female graduates do not realise their worth when starting their careers, a fact that may contribute to a difference in pay," said Francesca Parkinson from Milkround.

"Nearly 85 per cent of female graduates do not know their own value, which may have a knock-on effect in their future earnings."

On Wednesday, the BBC sparked<sup>2</sup> national outrage when it published the salaries of its top earners revealing a severe gap between the salaries of its top paid male and female stars.

From April next year, companies across the UK employing more than 250 people will have to publish their gender pay gap figures on their websites.

Adapted from *The Independent*, 20 July 2017

<sup>1</sup>lead floor: starting salary

<sup>2</sup>sparked: suddenly started

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION PME PMI		SESSION 2018
Anglais	18APLVE-ANG-P	Page 2 sur 3

### A – Compréhension de l'écrit (10 points)

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### B – Expression écrite (10 points)

Vous êtes Sam Johnson, assistant(e) de gestion de la chaîne de franchises Oak and Birch (Churchill Estate, London EA2 4SN), spécialisée en négoce de bois.

Alex Ridley, PDG, vous charge de rédiger en son nom une lettre à l'attention de Christopher Timber, responsable de la franchise de Nottingham (Oak and Birch, Robin Crescent, Nottingham NG1 1AJ). En effet, des disparités de salaires choquantes entre les employés des services commerciaux ont été signalées.

- Vous exposez les plaintes qu'Alex Ridley a reçues de la part de certaines employées :
  - salaires à l'embauche inégaux entre hommes et femmes ;
  - primes accordées principalement aux salariés masculins ;
  - promotions plus rapides pour les hommes ;
  - disparité des évolutions de carrières.
- Vous rappelez que la société Oak and Birch s'est engagée dans une politique d'égalité des sexes et avait promis de réduire la fracture salariale.
- Vous insistez sur le fait que les inégalités relevées nuisent au bon climat social dans l'entreprise et donc à ses résultats.
- Vous lui annoncez qu'un audit de l'ensemble des franchises est envisagé dans les semaines à venir ; des mesures urgentes s'imposent donc pour que les pratiques de la franchise soient conformes à l'esprit du groupe.
- Vous l'invitez à prendre contact avec Alex Ridley.

Formules et présentation d'usage.

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION PME PMI		SESSION 2018
Anglais	18APLVE-ANG-P	Page 3 sur 3



## What job-seekers now want more than anything else: unlimited holiday

Flexible hours and remote working are two workplace trends that have boomed over the past few years, as companies try desperately to lure<sup>1</sup> new talent and retain their best staff amid the current skills shortage in Britain.

5 However, a new employee benefit has spread from Silicon Valley to the UK, and job-seekers are now looking for it more than ever: unlimited holiday, while the perk is controversial among employers.

10 While demand for the perk is increasing and is outweighing supply, the majority of businesses are failing to make their holiday policies more flexible. Employees in the UK are entitled to 28 days' paid annual leave each year, if they work a traditional five-day week.

Many firms that have adopted a flexible approach to holidays champion the idea of giving their employees more freedom in the workplace, saying it boosts productivity and improves work-life balance, helping staff retention.

15 Nevertheless, other businesses think that an unlimited holiday allocation would discourage employees from actually taking the holiday and would instead encourage a culture of presenteeism.

Adapted from *The Telegraph*, 5 June 2018

## The ugly truth about unlimited holidays

*A bottomless vacation allowance sounds dreamy — but the companies who offer this perk may have an ulterior motive*

Although having an endless allowance of leave may sound like heaven, in reality you would not be likely to spend half the year sipping piña coladas on a remote beach.

Bottomless holidays first appeared in the mid-90s in Silicon Valley and now are spreading into British workplaces.

5 Firms that have introduced unlimited holidays claim the policy works wonders, helping their employees to create a better work-life balance. Having control over holidays is also said to make employees happier, which should make commercial sense, because happier workers are generally more productive. A flexible holiday policy could also help companies attract skilled employees, which is particularly important in industries where talent is scarce<sup>2</sup>, such as software development.

10 The reality is often quite different. The package is limited to a tiny number of UK workplaces, usually in the technology and professional service sectors. The companies that offer it tend to be demanding and all-consuming workplaces, so taking time off can make employees feel guilty — particularly as it may show their boss and their colleagues that they are not fully committed. If you are up for a promotion against another colleague, it is unlikely you will book that two-week Himalayan trek. This means employees often end up taking less time off, not more.

15 In addition, it means firms do not need to account for holidays they would previously have owed to employees. Not so heavenly after all.

Adapted from *The Guardian*, 5 June 2018

<sup>1</sup> lure: tempt, attract

<sup>2</sup> scarce: rare

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION DE PME PMI		SESSION 2019
Anglais	19APLVE-ANG-P	Page 2 sur 3

## A. Compréhension de l'écrit (10 points)

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## B. Expression (10 points)

Vous rédigerez, en anglais, une note de service à propos de la nouvelle politique de vacances illimitées.

Vous êtes Sam PARKS, l'assistant(e) de gestion d'Alex BAIN, directrice des Ressources Humaines de l'entreprise *Mainstream Computing*. Alex BAIN vous demande de rédiger, en son nom, une note interne à l'attention de tous les chefs de service à propos du concept de vacances illimitées.

Vous mentionnerez les points suivants :

- La direction a remarqué que les avantages traditionnels ne suffisent plus à motiver le personnel (citez au moins deux avantages de votre choix).
- De nouvelles mesures sont nécessaires pour relancer la motivation des salariés et augmenter le chiffre d'affaires.
- Prendre des vacances à volonté sera possible à condition :
  - de s'assurer de la présence d'au moins trois personnes, par jour et par équipe ;
  - de renoncer aux congés payés habituels ;
  - de prévenir l'entreprise six mois au préalable.
- Il appartiendra aux chefs de service de diffuser l'information et de mettre en place cette nouvelle politique.
- Vous les convoquez à une réunion d'information sur le sujet qui aura lieu le 20 juin 2019, à 9h30, dans la salle du conseil d'administration.
- Pour tout renseignement complémentaire, vous pouvez prendre rendez-vous auprès de l'assistant(e) de gestion du service de Ressources Humaines.

Formules et présentation d'usage.

BREVET DE TECHNICIEN SUPÉRIEUR ASSISTANT DE GESTION DE PME PMI		SESSION 2019
Anglais	19APLVE-ANG-P	