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LANGUE VIVANTE A
ANGLAIS

Durée : 3 heures

N.B. : le candidat attachera la plus grande importance à la clarté, à la précision et à la concision de la rédaction. Si un candidat est amené à repérer ce qui peut lui sembler être une erreur d'énoncé, il le signalera sur sa copie et devra poursuivre sa composition en expliquant les raisons des initiatives qu'il a été amené à prendre.

RAPPEL DES CONSIGNES

- *Utiliser uniquement un stylo noir ou bleu foncé non effaçable pour la rédaction de votre composition ; d'autres couleurs, excepté le vert, peuvent être utilisées pour la mise en évidence des résultats.*
- *Ne pas utiliser de correcteur.*
- *Écrire le mot FIN à la fin de votre composition.*

L'usage de toute machine (calculatrice, traductrice, etc.) est strictement interdit.

Rédiger en anglais et en 400 mots une synthèse des documents proposés, qui devra obligatoirement comporter un titre.

Vous indiquerez impérativement le nombre total de mots utilisés (titre inclus) et vous aurez soin d'en faciliter la vérification en mettant un trait vertical tous les vingt mots.

Des points de pénalité seront soustraits en cas de non-respect du nombre total de mots utilisés avec une tolérance de $\pm 10\%$.

Concernant la présentation du corpus dans l'introduction, vous n'indiquerez **que la source et la date de chaque document**. Vous pourrez ensuite, dans le corps de la synthèse, faire référence à ces documents par « doc.1 », « doc. 2 », etc.

Ce sujet comporte les 4 documents suivants qui sont d'égale importance :

- **document 1** - Telecommuting: The Secret to Employer Happiness, Jim Lanzalotto (extrait et adapté de *Computerworld*, August 6, 2007).
- **document 2** - The Future of Remote Work, Zara Abrams (extrait et adapté de *American Psychological Association*, October 1, 2019).
- **document 3** - COVID-19 and Telecommuting: Not The Revolution We Were Hoping For, Meagan Baskin (extrait et adapté de *International Business Times*, August 12, 2020).
- **document 4** - Work-at-home-dad, illustration by Dave Granlund, (extrait de *politicalcartoons.com*, <https://www.cagle.com/dave-granlund/2009/06/work-at-home-dads>, June 17, 2009).

Document 1 - Telecommuting: The Secret to Employer Happiness

When it comes to making employers happy, happy employees are right up there with high-paying customers and a successful business. And what employer wouldn't be happy to be able to make employees more content without resorting to raises and bonuses? One way to increase employee happiness without increasing budgets is to implement a strong, flexible telecommuting program. Done right, telecommuting can improve employees' work/life balance while boosting their productivity and efficiency. Telecommuting has become such a key factor in employee happiness that those companies that don't offer it risk losing out on top talent. Most people agree that telecommuters are people who work out of the office, using equipment such as mobile phones, PDAs and laptops to communicate with co-workers and clients. But that doesn't necessarily mean they work from home. Telecommuters also work in field offices, at work sites, in coffee shops around the corner, on picnic benches outside the office, in company lunchrooms — anywhere away from their desks.

The telecommuting concept took hold when Boas Shamir and Ilan Salomon published "Work-at-Home and the Quality of Working Life" in *The Academy of Management Review* in 1985. It opened people's eyes to telecommuting, sparking a new business trend. Shortly afterwards, in 1986, Gil E. Gordon and Marcia M. Kelly wrote *Telecommuting: How to Make It Work for You and Your Company*. By then, 17.3 million Americans were already participating in telecommuting programs. Beyond those early adopters, take-up was slow. [...] Today, telecommuting is becoming standard procedure. In fact, as many as 27 million people in the United States work from home. Nearly 40% of companies have remote work policies, according to a 2007 study which also found that 31% of companies believe it's very likely that telecommuting will increase over the next two years. What's crucial to understand is the purpose of telecommuting. Telecommuting is not a substitute for day care. It's not free vacation time. Employers offer it to make employees' lives easier and keep them productive when they can't come to the office. The goal is create happy employees through a better working environment. It's also important to remember that telecommuting policies and preferences may vary from company to company. Some employers may allow telecommuting for the entire workweek, while others may prefer that telecommuting employees do so only once or twice a week. [...] Telecommuters can work wherever they're most comfortable, and that flexibility translates into better productivity and efficiency. And some employers have found that many employees spend time working that they would have spent commuting. [...]

Jim Lanzalotto, *Computerworld*, August 6, 2007

Document 2 - The Future of Remote Work

Between 2005 and 2015, the number of U.S. employees who telecommuted increased by 115%. Those workers tend to be older, more educated, full time and nonunion. [...] Telecommuting arrangements can vary greatly for different workers. They can be fully or partially remote; they may work from a home office, co-working space or other location; and increasingly they may be geographically distant from the organization or clients they serve. And such remote work can benefit both employers and employees, experts say. Employers can hire geographically distributed talent and reduce overhead expenses, while employees can gain flexibility, save time, and reduce transportation and some child-care costs. But the impact of such arrangements on productivity, creativity and morale has been up for debate, primarily because working from home offers employees fewer opportunities to talk and network with their colleagues.

Now, to learn more about telecommuting and its implications for the future of work, psychologists are studying remote work's benefits, drawbacks and best practices. A related line of research is also exploring how to maximize the effectiveness of geographically distributed teams that rely primarily on virtual means of communication. [...] Of course, some jobs are better suited to remote work than others. Knowledge workers such as computer programmers who can do most of their work on a

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laptop – tasks like creating software code, reports or spreadsheets – and people whose productivity is easily monitored, such as insurance claims adjusters or call center workers, are the most likely to telecommute, says Ravi Gajendran, PhD, assistant professor in the department of global leadership and management at Florida International University. [...]

“Employees whose jobs require concentration or significant problem-solving often need focused time to think deeply about the task at hand,” says industrial/organizational (I/O) psychologist Timothy Golden, PhD, professor and area coordinator of enterprise management and organization at Rensselaer Polytechnic Institute in Troy, New York. “In a shared office full of potential interruptions, that can be hard to do.” Even within a specific role, some duties may be well suited to teleworking, while others are better performed in person. [...]

In a 2015 research review, Golden and his colleagues found that, overall, telecommuting increased job satisfaction, performance and feelings of commitment to an organization among employees. People who teleworked also tended to experience less work stress or exhaustion. Drawbacks included social and professional isolation, fewer opportunities for information sharing and a blurring of boundaries between work and personal life. [...] Along with social isolation, the clouding of work-family boundaries is a significant challenge for remote employees. Teleworkers operating from a home office lack the physical and psychological separation between these two domains that exists in a traditional office setting, says Golden. On the one hand, family and social obligations can easily bleed over into work hours. But more often, studies show, teleworkers’ professional obligations tend to extend beyond the traditional workday, interrupting family time and preventing teleworkers from ever truly disconnecting.

Zara Abrams, *American Psychological Association*, October 1, 2019

Document 3 - COVID-19 and Telecommuting: Not The Revolution We Were Hoping For

In the early days of the COVID-19 pandemic, as companies made frenzied transitions to telecommuting and remote work, whether they wanted to or not, we saw a spate of media commentary about how this could mark the beginning of a work revolution in which employees would finally enjoy the kind of flexibility and work-life balance they’d long sought after. While it’s still too early to make blanket pronouncements one way or the other, and while there have certainly been some positive indications, so far remote work in the age of COVID has not quite been the revolution we’d been hoping for. [...] Advocates of remote work, flexwork, and family-friendly programs have pushed for a change in the mentality of flexible work options being the exception. They have touted the potential for a massive shift from office-based work to remote work as a potentially huge advancement for family-friendly workplace policies. However, many organizations are attempting to regain control (and profit) by issuing strict telework policies.

While remote and flexible work arrangements have the potential to increase work-life balance, it is important to understand the potential dark side that comes in the form of organizational control. When an employee works from home, they are potentially allowing the organization to control their home life or aspects of it, and if remote work is to be the new normal we are likely to see increases in the levels of organizational infiltration into the home. This could range from specifications for home office aesthetics to who is allowed to be at home during work hours, what we wear, and how long we are in front of the desk.

Legally, an employer can control work-from-home employees the same way it would in-office employees, either through a teleworking agreement or the job description. In some instances, this may be advisable such as ensuring that the remote employee’s physical environments are safe and secure. This usually means providing, in a teleworking agreement, that the employee will ensure their workspace is free from potential hazards, and that the employee is taking steps to ensure that any of the company’s information/property inside the employee’s home is secure. For many employees whose work is entirely done on the computer, this may simply mean password-protecting their devices and logging on from secure connections. But employers can require employees who

have company equipment or hard copy files at home to take steps to properly secure it, such as with a locked office or locked file cabinet.

In addition, many employers ask that employees dedicate a “distraction-free” zone in their home for work. This may have been a fair expectation before the pandemic, but we are obviously living in very different times. With everything that has occurred, it is simply unreasonable to ask working parents to completely separate work from home when they are literally at home. Reopening workplaces and asking parents to go back while schools and daycare remain closed would also be unreasonable. It is as if working parents are being asked to choose between their jobs and their children. Yet, an employer can, legally, say that telecommuting is not a substitute for finding childcare and that employees on video conference calls should try to keep the background relatively free from significant audio or visual distractions (e.g. kids and pets). [...]

Just because companies can legally make such demands does not mean it is in their interest to do so. There are numerous research-backed advantages of telecommuting including employee morale, organizational commitment, productivity, higher employee retention, and greater company appeal to new talent. Practically speaking, being too controlling and rigid about employees’ environments defeats some of these advantages since flexibility is one of the defining qualities that makes the advantages possible, to begin with. Also, during this pandemic, it is simply impossible for employees to be able to keep all home life out of their work-life, especially when they may have no other safe or available childcare options or may have a spouse who is also telecommuting. Insisting on such unrealistic work-life divisions will only reduce autonomy for both sides and increase stress as a result of the inevitable intrusions of personal life and family into work and vice versa.

Meagan Baskin, *International Business Times*, August 12, 2020

Document 4 - Work-at-home-dad

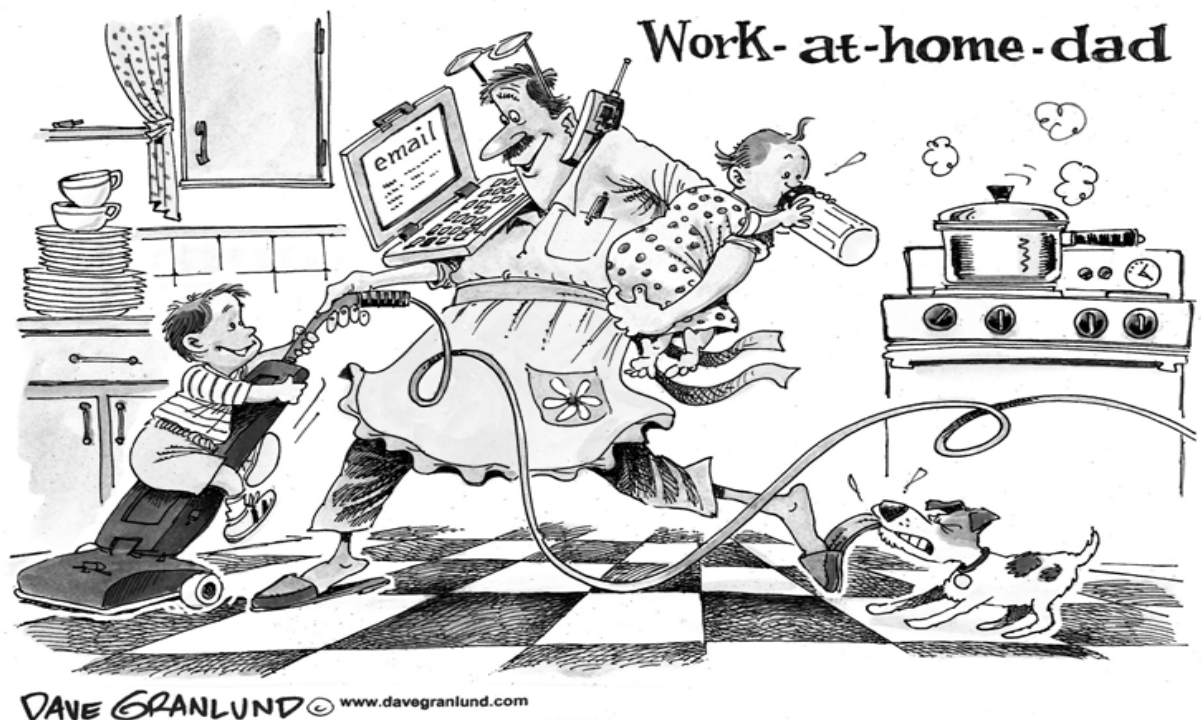


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