

## BASIC HR-TRENDS IN 2022

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**Abstract.** The author analyzes the basic HR-trends in 2022. This knowledge is important for graduates of “Personnel management” training direction for them to become competitive in the labor market.

**Key words:** personnel management, trends, skills, diversity, equity, inclusion, belonging, competitiveness, health, VUCA-world.

## ОСНОВНЫЕ HR-ТРЕНДЫ В 2022

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**Аннотация.** Автор анализирует основные HR-тренды в 2022 году. Эти знания важны для выпускников направления подготовки “Управление персоналом”, чтобы они могли стать конкурентоспособными на рынке труда.

**Ключевые слова:** управление персоналом, тенденции, навыки, разнообразие, равенство, инклюзивность, принадлежность, конкурентоспособность, здоровье, VUCA-мир.

The sphere of higher education is constantly experiences changes. It is very important for the graduates to be acquainted with all the novelties and trends that are happening in their future professional sphere. Krasnoyarsk SAU faculty members do their best to provide modern graduates with all necessary knowledge and skills [1-5].

The faculty members teaching in the training direction 38.03.03 Personnel management constantly have special trainings and re-trainings in order to receive the additional knowledge connected with the disciplines being taught, thus implementing LLL (lifelong learning) principle. That is why the graduates of this training direction both full-time and part-time are competitive in the labor market possessing a wide range of universal and professional competences [6-9].

The field of personnel management has changed significantly over the past few years. So, it is indispensable to provide future HR-managers with the innovations in this sphere. And it is important to take this into account when building long-term HR goals. At the same time, it is worth paying attention not only to labor market trends, but also to global changes in corporate values. The COVID-19 pandemic accelerated the pace of changes in working conditions and provoked the emergence of a number of HR trends that require coordinated decisions from the HR function. The basic things that influence the formation of HR trends in 2022 are:

- Pandemic and forced remote way of working.
- VUCA (volatility, uncertainty, complexity, ambiguity)-world.
- Changed attitude to health needs.
- Forced cost optimization.

The approach of employees to work has changed; they can now work at any time, so they are ready to work for employers from another city. And not even for one company. Employees are using different digital solutions for work more and more. They have more ways to retrain, to study remotely and to expand their fields of activity [10-14].

The main HR trends of 2022 are as follows:

*High competition for personnel.* It is important for companies to think about the fact that it has now become difficult to retain an employee. It is necessary to use the maximum of innovative techniques to keep them.

*Remote on-boarding.* The adaptation should be fast, as comfortable as possible and well-organized.

*Mentoring to motivate and retain employees.* A mentor who can make an employee a partner within the business should show that he can work in the company for his goals.

*Asynchronous learning.* A mix of different formats for staff training are provided: distance courses, face-to-face training, group and individual classes.

*Gamification.* This trend has been held for several years in the field of HR and continues to gain momentum.

*Individual training paths for employees.* Even with a small budget, it is possible to form professional trajectories for staff to understand what skills a particular employee needs to pump.

*Wellbeing and a more individual approach to employee motivation.* It is important to conduct research on what exactly is important for an employee, what leading motivators can be for him. We need to collect a pool of wishes: what to remove, what to add. And build motivation based on these wishes.

The hybrid format of work is the driving force of business transformation. The vast majority of HR function managers (95%) expect at least some of their employees to work remotely after the pandemic. This transition to a hybrid work model will be a powerful transformation factor, and managers should be ready to take action.

More new skills are needed. The total number of skills required for one position increases by 6.3% annually, and new skills replace old ones. 29% of the skills that were required on average when applying for a job in 2018 will become obsolete by 2022.

Employees want to feel that they are understood and appreciated. HR managers need to build a more human relationship between the employer and employees and provide working conditions that will allow employees to be heard and appreciated. The heads of various HR departments should work to ensure that employees really become a key value for the company [15-20].

The pressure to introduce a culture of diversity, equality and inclusivity is growing. In addition to becoming more empathetic and building a more humane work environment, organizations are also expected to introduce a culture of equality and inclusivity. In particular, pressure is increasing from all internal and external stakeholders who expect progress in the diversification of management.

The companies are also forced to transit from DEI (diversity, equity and inclusion) to DEI&B (diversity, equity, inclusion & belonging).

One of the advantages of the era of hybrid work is that more people work remotely, and geography and physical distance have become an unimportant factor for many companies – thereby they gain access to more qualified and diverse talents.

The sphere of diversity and integration has never developed faster than in the last two years. We have learned that traditional “diversity and inclusivity” (or D&I) is not enough in modern society, and in fact this approach is biased. This prompted the transition to the “diversity, equality and inclusivity” (or DEI) approach.

But being “diverse, equal and inclusive” has now also become insufficient to create a working environment that will help people express themselves to the fullest and that will be suitable for a new era of work. Even those companies that adhere to the model of “diversity, equality and inclusivity” sometimes cannot retain employees from “underrepresented” groups, because people from these groups do not feel their involvement in the company.

“Belonging to the company” is added to the formula DEI. On the one hand, we are talking about the “desire to be here”, and on the other – about the desire to “stay for a long time”. The feeling of belonging to the company leads to a sense of psychological security and real integration. DEI&B represents a long-term, integral part of the organization. This is what organizations and HR teams are increasingly realizing, and therefore this is one of the HR trends for 2022 [21-24].

Considering the main HR priorities for 2022, HR managers should focus on the following:

They should be ready to take on more responsibility for stimulating innovation and implementing business transformation within the framework of a hybrid work model.

It is worth promoting the development of a hybrid work model by using human-oriented design to provide flexible forms of work, ensure focused collaboration and empathy-based management.

It is wise to use a more dynamic approach to managing the changing knowledge and skills requirements of employees.

They should contribute to the formation of a long-term favorable sustainable work environment by reviewing ways to support employees to improve their health, not just productivity [25-28].

It is necessary to accelerate progress towards achieving the goals of the DEI by establishing appropriate monitoring and accounting of compliance with the DEI among the leaders of your organizations.

It is advisable to increase managers' personal influence and influence on the board of directors by defining the success targets of the board of directors related to personnel management.

And finally, it is good to organize the HR function in such a way that it contributes to the dynamism of the organization, customer orientation and operational efficiency.

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