

Dear readers,

Allow me to express my thoughts about the time of changes in personnel management, from the recent past towards the future. People change and time changes with them, or is it vice versa? This rebus makes little sense to deal with. Incontrovertible fact is the current and even much more the subsequent development provides an unprecedented amount of change. Some of them are 'cosmetic', some essential, others literally staggering. Personnel Management as an area of Human Resources Management cannot stay away. Conversely; it must be at the forefront because of the changes are based on the challenges of the future. And the future is created by people.

Firstly, it is important to know *what was not changed much in human resources in recent years*. From a quick brief of experience, we can present the following findings. Knowledge in the field of human resources about the content of HR processes remains standard (more or less). It seems as if a new wave of technology has not changed dramatically. In practice, this includes the personal and competence profiles, employee and performance appraisal, training and development, etc. Sure, their content takes a new quality but as the 'personal values', they are stable.

It is necessary to warn against too much stoicism: „Everything what we are doing, we are doing according to normal and even good schemes of personalist routines and we do not have serious problems within the company”. While a number of proven knowledge and methods are true (such as structural optimization of manpower and personnel planning), it is advisable to understand and integrate these operations into new situations and 'plot structures'. For example, in the case of HR planning, it is not only (as would keen to see) about numbers game so that the company will come out with the best budget of personnel costs. Game with zero sums in this 'accounting' is possible for application only rarely.

When we talk about human resources planning, the challenge is clear: the HR plan is a tool for strategic and subsequently for operational management. It must also be closely related to other plans of company (business, financial, etc.): the current company is a monolithic body.

Secondly, it is important to know also about *what was partially changed in HR*. It seems that ways of coping with HR processes and application of HR methods and tools in practice were significantly changed. New tactics in their implementation is becoming more and more clearly traced. This one lies in the more rapid performance of new approaches towards the people and ways of treating them. For example, instead of (already quite rigid) best managerial methods through the established practice (finished models solved algorithmically situations, so called best practices), sometimes used as a universal dogma, an analysis of the new reality taking into account the actual conditions and contexts is starting.

Another positive partial change can be observed in the development of relations between HR experts and other professional departments of companies. These include closer cooperation with the executive management (usually direct superiors) of financial departments in the planning and implementation of HR processes.

Closer intra-departmental collaboration within the company and among the management hierarchy is led by other imperatives of negotiations typical for a company in a competitive market: achieving the high efficiency and performance during an economical behavior and investing in human capital and its necessary development.

Partial development touches also, especially in the last period, the need for more user-friendly respecting demographic development from the site of companies and collaboration with the labor market and employment. It refers to a much more proactive approach to individual subjects of the market, especially those designed to guarantee quality services,

factual, reliable, stable and promising cooperation. In practice, these are mainly secondary vocational schools, and especially universities, local and regional authorities, etc.

Mostly, though not sufficiently forcefully, the education and training of talent are improved in companies. A one-sided view recedes that who is not technician and is not conducive to the creation of innovative product bearing a high added value, has 'nothing to do' in the company. Surely, talented people and their discovery are one of the cornerstones when screening a 'good HR expert'; because of it, it is needed to try to not only find, but also to seek cooperation with them, observe their growth and stabilization.

Thirdly, it is important to know *what was changed significantly and will continue to change*. The concept of the role and tasks of the owner in and management of HR processes is changing more and will continue to change (though it may not appear visually in many cases). Owner role is more visible in the purposeful influencing management and optimizing HR processes, especially in the context of increasing plans of companies' globalization, mergers and acquisitions, and establishing joint ventures or associations.

Another significant change is observed in the approach to the employees as the customers. In practice, it is directly a typical example of the creation of service departments for employees (centers of services). These centers provide partial or full service. This is particularly true for the growth and development of the skills of the workforce, in health and social care, in providing advisory assistance (especially legal services for employees).

An emphasis on communicating with employees changes too. This is contributed by the promotion of knowledge sharing in companies, team work concept, and application of leadership. HR departments not only play the role of 'back office' but their role is transformed onto the front office (frontline work with employees).

An incursion of information technology into HR appears most notably. Substantial application of IT in the management is necessarily responsive in the area of HR too. For example, planning, implementation and monitoring HR processes is almost unthinkable without IT already.

Another major change is the concept of HR as an activity directly related and supporting business. For example, growth of efficiency as a prerequisite for effective business cannot be achieved by steady growth in a labor productivity and organizational savings (which, although recent times, is gone). The source of the effectiveness of human capital and human capital utilization must consist in an intensive development being achieved through knowledge, using the creative potential and, especially, innovative effects. Work with innovation, talent, internet information and particularly the change of management style, seems to be the way forward.

Hope and wish to all readers they will find much more inspirations also in this issue of journal Human Resources Management and Ergonomics.

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