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STAFF TRAINING PRACTICE IN THE NEW REALITY: EXPERT OPINION

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Abstract. The article is devoted to the study of the staff training problems in a new reality. The main purpose of this work is to analyze expert opinions on the current state of corporate staff training practices that have undergone significant changes due to the COVID-19 epidemic, key business processes digitalization, and organizations' restructuring in the face of economic sanctions and restrictions. The empirical analysis is based on interviews with expert practitioners (N=20) in HRM (mentors, HR specialists, heads of HR services in large, medium and small Russian companies of various industry affiliations), implemented in 2022-2023. As a result of the study, it was found that nowadays it is not so much industry affiliation as the enterprises' scale (or rather, the difference in opportunities for large, medium and small organizations to use digital technologies and innovative personnel training practices) that becomes the decisive factor in determining the corporate training systems maturity level. Large and medium-sized enterprises have more resources to provide themselves with highly qualified and competitive staff than small enterprises. They are limited in their capabilities; therefore, they use mainly traditional and not always effective staff training methods.

Keywords: remote learning; corporate training systems maturity; corporate training; staff training; staff development; T&D manager; digital technologies.

JEL codes: I25; J24; M53.

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