



CORPORATE
ACADEMY
ROSATOM



LEADERS TEACH LEADERS

2021

BACKGROUND

The strategy of ROSATOM is to become a global technology leader by 2030. It is based on three goals:

- unity throughout the corporation,
- customer-centricity, and
- becoming the best in unleashing potential.

"To become the best in unleashing potential" means:

- Preservation and dissemination of unique knowledge and practices accumulated in the corporation
- Creating an environment of continuous development
- Building an open culture, promoting engagement
- Ensuring a sustainable development

So we needed to develop the program that helps to achieve this goal by engaging employees in sharing knowledge and practices, and by building a coaching community.



In this process the following business needs were taken into consideration:

- ➔ ROSATOM employs professionals with unique knowledge, and when this knowledge is not shared with other employees, there are risks to business and production. As business areas, market coverage, and production grow, the number of such experts should rapidly increase, and unique knowledge should scale.
- ➔ With 275,000 employees in the corporation and demand for the Corporate Academy, it is difficult to respond quickly to the large number of simultaneous requests. This is how the need to increase the number of knowledge-sharing experts was formed.
- ➔ The most of skills require drilling during on-job training, so remote format would significantly reduce the effectiveness. Therefore, employees had to come to the Corporate Academy, and corporate organizations paid not only for the professional development, but also for the roundtrip travel. Travel does not only require money, but a long time as well, up to 2 days. There was a need to reduce the cost of employee training.



We used the following methods to evaluate the requirements:

- Mapping
- Analysis of organizations' expenses for the training and travel of employees.
- Engagement survey results. In 2017, engagement indicator was 77%, and "learning and development" factor was 67%. This was an insufficient level of employee satisfaction with the opportunities to gain new knowledge.
- Evaluation of the share of employees who received training, advanced training in 2017. At that time, the share was 42%, which is not enough in a constantly changing environment.
- Feedback from Corporate Academy's trainees. Frequent comments: "we've got own experience in the subject, where can we share it?", "we would like to study cases customized for our company".
- Interview of employees about readiness to take a coach role. Head of departments and lead specialists expressed their readiness.
- Focus groups with expert communities to identify barriers for social learning. More often than not, communities needed help in organizing platforms for knowledge sharing and attracting new experts.
- Interview of the corporation managers to identify the requirement for learning and development.

The main comment is the lack of knowledge dissemination speed and insufficient coverage with actual knowledge.



As a result of that we got the insights that were used to sharpen our programme:

- Corporate employees have many requests for tips about specific situations and ways to overcome corporation-specific challenges, not just fundamental knowledge.
- Experts who are willing to share their knowledge need organizational support, they often feel insecure and expect training and help with the preparation of learning support materials, and underestimate the difficulty of being an educator.
- Experts care about corporate-wide recognition, people want to become visible.
- And employees themselves would like to take part in the development of training courses and solutions for their organizations. They would like to include their own examples and cases in trainings.

WHAT HAS BEEN DONE?

Rosatom Corporate Academy launched Leaders Teach Leaders project in 2018 to implement learning system for educators to enable knowledge sharing directly from an employee to employee. Goal of the project is to preserve unique knowledge (soft, business and hard) and practices accumulated in the Corporation, build an environment of continuous development, create an open culture encouraging involvement, ensure sustainable development of employees, and unleash the potential of individuals.

Expert holding any position at the company:

1. Determines the domain to share knowledge;
2. Choses one or several roles;
3. Gets special learning;
4. And then shares his/her experience with his/her colleagues supported by the Academy.

This makes an expert visible to a wide audience, helps influence organization performance, and gives an opportunity for self-fulfilment, helps master new competencies or even occupation.



The project is aimed at the activities of employees in the following roles:

Coach

is an employee who conducts trainings and workshops developed in the Academy and supplemented by examples and cases of the enterprise at the enterprises of the corporation.

Ambassador

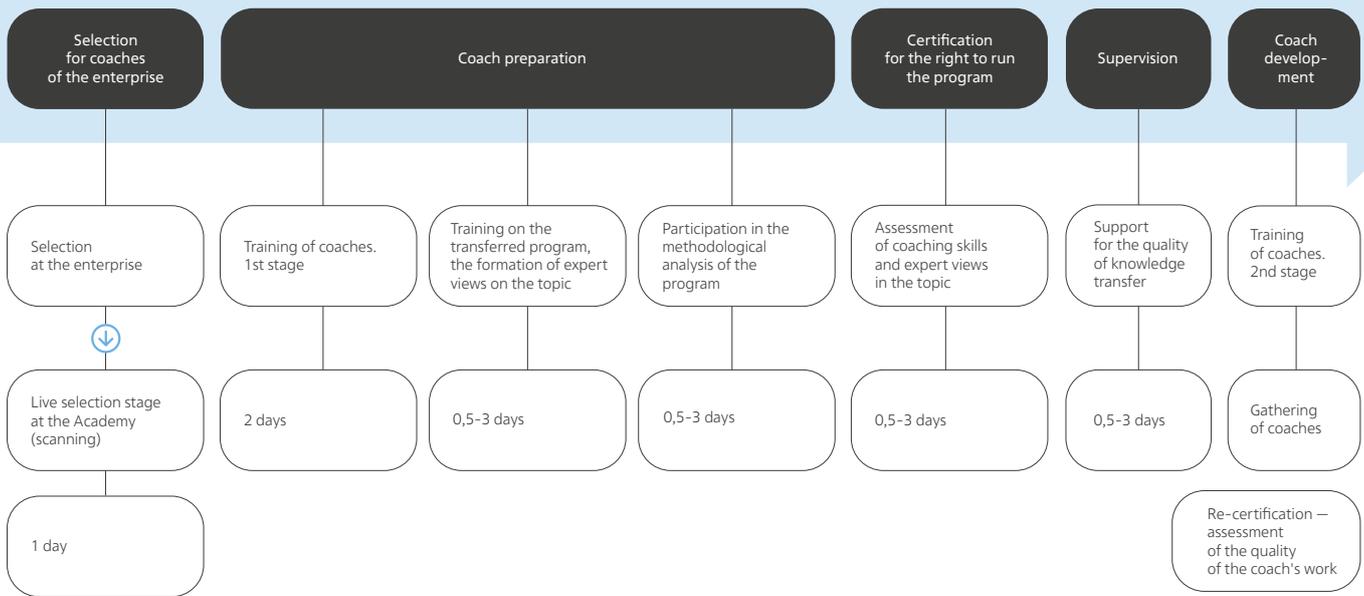
is an employee who has completed training at the Academy and is ready to share the knowledge in his/her organization.

Speaker

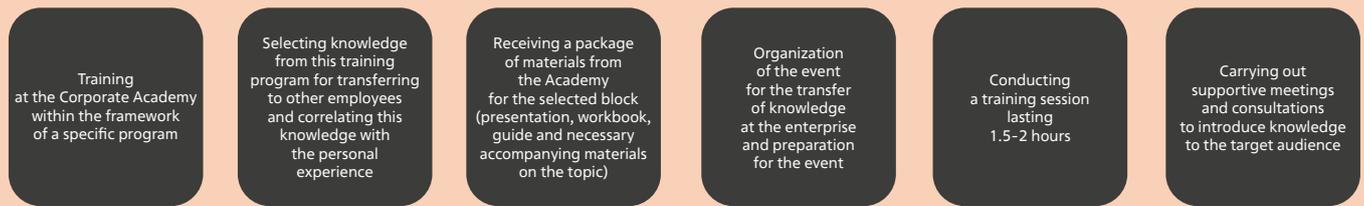
is an expert who has knowledge in areas important for the corporation and is willing to share it.

Each role has its learning and implementation model.

Coach. The process scheme:

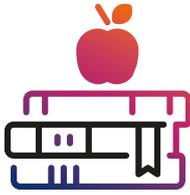


Ambassador. The process scheme:



Speaker. The process scheme:





In order for the corporation's employees to be involved in the process, as well as to be able to effectively share their expertise, the following opportunities are provided:

1. Learning in knowledge sharing skills:

- Training for coaches and their certification at the enterprise
- Free course in team and individual learning in public presentations
- 40+ courses in the special Learn to Teach section in the mobile app
- Learning and feedback in the development of trainings by employees

2. Platforms for posting own content: intranet, social networks, centralized corporate mobile app

3. Technical resources to create the content: video recording studio, editing, posting assistance from the Academy

4. Involvement of division experts in the creation and conduct of centralized training from the Academy

5. The publication of printed and electronic digests, announcements and newsletters from the Academy to promote and increase the number of participants in expert communities.



RESULTS



The coaching staff was formed at the enterprises, as well as a number of expert communities were created with speakers who actively share their unique knowledge and experience. At the moment, the staff includes about **1,000 employees**



The costs of organizations for training and travel of employees **in 2020** compared to **2017 decreased by 79 %**, that is, **by 5 times:**



Educators have trained more than **142,000 persons** throughout the project



by reducing direct travel costs and costs associated with organizing and delivering on-site training.



More than **100 development projects** were implemented as a result of training provided by the coaching staff of enterprises



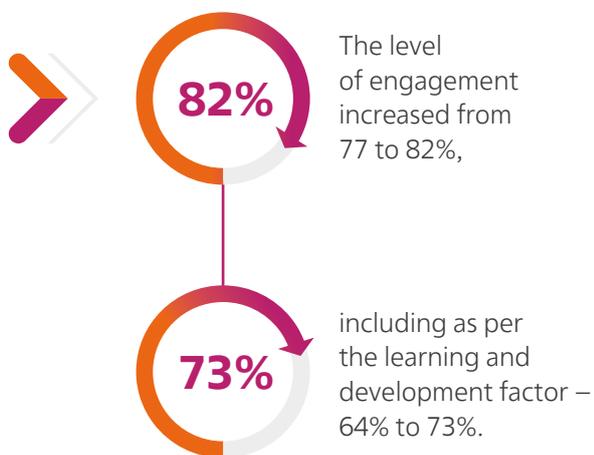
The share of employees who have been trained during the year has been **increased by 10 %**



Employees created a wide database of electronic content for their colleagues numbering more than **1,400 pieces**



The target business indicators have been achieved



The share of trained students relative to the number of project stakeholders against time:

Indicator	Units	Actual values against time				
		2016	2017	2018	2019	2020*
Share of employees who completed training, retraining, advanced training in the reporting year	%	no	43.1	46.9	54.8	51.7
Number of people trained by local coaches	persons/courses	no	35,000	35,899	32,127	11,600
Number of the Academy trainees	persons/courses	20,353	20,893	22,260	28,701	50,142
Number of certified coaches, speakers and ambassadors	persons	no	210	437	490	975

* The decrease in the number of people trained by the employees of enterprises in 2020 is associated with coronavirus control measures.



500+ training videos

were created and uploaded to the corporate RECORD mobile app by industry experts over the past year. The application already has

1,400 pieces of content in total



Training in specific programs is focused on business performance and allows for economic benefits.

For example, in the last 2 years alone, more than

65 production streams

have been optimized, more than

100 development projects

have been implemented and more than

150,000 improvement proposals

have been implemented



We have also seen the change in the participants' behavior

- As a result of practice, coaches at enterprises fill the training content with examples within their organization, which has strengthened the result. The average score as per trainees feedback questionnaires is 8.5 out of 10.
- Employees became more demanding in the assessment of the level of their expertise, started asking themselves which of their knowledge will be useful to other employees of the corporation, where they are really good at. They also began to evaluate their own skills in teaching others, how much the target audience understands the material, whether they succeed to deliver it correctly;
- It is essential for stakeholders to be interesting to the audience. They want recognition; want to be bright experts and speakers. Therefore, the volume of requests for public speech training increases annually (at the moment - about 200 per year), so does the viewing of courses in the public speech section in the corporate mobile app;
- Employees involve their colleagues and subordinates in expert communities; strive to be examples for them. They strive to apply the knowledge and skills that they share with the audience, thereby reducing the discrepancy between the stated target behaviour and the actual one;
- It has become important for experts to replicate their experience, so they make recordings of speeches, webinars, or create videos and upload them to the corporate mobile app, social networks and intranet.