



# CIPD | People Management Awards 2020

## Rosatom Corporate Academy cases

In 2020 Rosatom Corporate Academy participated and got into the short list of the CIPD People Management Awards in two nominations: Best resourcing initiative and Best L&D initiative — public sector. This is a great achievement for us, but even more, appreciation of the importance and quality of our projects. Here, we would like to shed a light on what we did and how it made a difference in our communities.



Name of category:

### Best resourcing initiative

Project title:

### Tournament of young professionals «TEMP»

#### Context

The nuclear industry of Russia has more than 250,000 employees who work not only in the Russian Federation, but are also involved in the construction of nuclear plants in 16 countries. Annually, more than 1,500 university graduates are employed at Rosatom enterprises. It is important to remember that nuclear industry experts represent a very narrow segment of the market (for example, you cannot hire a Lead Nuclear Plant Management Engineer by publishing a job advertisement, you can only raise the specialist in the company — starting from the initial positions). It is very

important for us, what kind of employees will work for the company and in whose hands the future of the nuclear energy will be. Therefore, Rosatom pays great attention to cooperation with students and graduates. Our goal is to make our enterprises appealing to the best students of the most diverse areas of training. In addition, this format of events allows us to search not only for people with high work potential in the nuclear industry, but also to find new ideas for the development of scientific and technological areas of business.



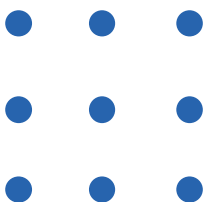
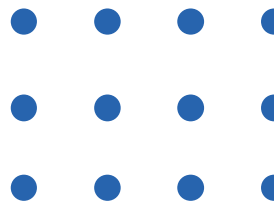
## Our solution

Tournament of young professionals “TeMP” has been held since 2011. Then the events of the Tournament were held at one university and affected only one area of professional training. Gradually, the Tournament became a nationwide event. Annually, more than 2000 students from more than 200 universities participate in the events of the Tournament, covering about 10 scientific and technological areas.

In 2019, the Tournament got new edge to it. Today, participation in the Tournament gives participants the opportunity not only to solve cases from nuclear industry enterprises, but also to promote their own ideas in scientific and technological areas relevant to the nuclear industry, with the following implementation at our enterprises. The directions of the Tournament are formed based on the business request from the enterprises in accordance with the development strategy and the needs of graduates of educational organizations, which are planned at our enterprises for 10 years ahead. Today we understand that the plan for recruiting university graduates in all areas of professional training by 2021 will have increased by 52% compared with 2019 and will be about 2,400 people annually.



The directions of the Tournament which were presented last year are as follows: energy sources, environmental policy, transport development, security, medicine and biotechnology, digital products and artificial intelligence, new materials and production technologies. For each of the declared directions, business customers from enterprises that are responsible for the subsequent implementation of the project (general directors, chief engineers, etc.) take part in the Tournament. Representatives of HR services and technical experts (up to 60 people annually), as well as the leaders of the Russian nuclear industry also participate in the selection of candidates.



The duration of the qualifying stages of the Tournament is 3 months. The tournament consists of the following stages:

### In online format

- Portfolios selection stage: assessment of participation in industry, university and federal projects, scientific and social activities, recommendations from universities and enterprises;
- Project ideas selection: assessment of primary project ideas by enterprise experts (about 120 ideas a year);
- Online testing of participants: assessment of numerical and verbal abilities, compliance with Rosatom Values, level of English and knowledge of the nuclear industry;
- Video essay from participants on the topic “Why I want to work in nuclear industry”.
- Solutions of case studies and tasks for assessing vocational knowledge and skills;
- Formation of teams around the best ideas of participants' projects selected by experts (in a closed group in a popular Russian social network. Participants independently organize promotion to attract participants to their teams. It is important that in a team, each participant can show his/her quality, speaking in a variety of roles from an economist to a strategist, that is why we attract representatives of a wide range of training areas to the Tournament);
- Development of project ideas by participants to a full package of project documentation (also takes place in a closed group in the popular Russian social network).

### Full-time format (final events of the Tournament)

- Preparation for the final Tournament projects defense together with experts;
- Full-time participants assessment with the participation of HR and enterprise experts;
- Final projects defense in front of the leaders of the Russian nuclear industry. When choosing the best projects, the jury takes into account the main technical and business characteristics of the proposed solutions, such as innovation, competitiveness, commercialization potential, scientific and technical feasibility, as well as compliance with business needs. The most important thing is that they can see real project teams, people who created everything. People is the main value in the search for breakthrough ideas, that are so necessary for business development.

In addition, during participation in the Tournament, participants receive an extensive educational program on managing business projects, project economics, the basics of technological entrepreneurship, public speaking skills and business reasoning. Participation in the Tournament becomes a complete immersion for university students in the strategic directions of Rosatom development: “success stories” of industry speakers, “intellectual battles” with solving problems and cases from enterprises, getting acquainted with leading Russian scientific and technical figures, personal acquaintance with the winners of the Tournament of past years who now work at our enterprises.

In addition to the main prize which is employment and the opportunity to implement their project at industry enterprises, the winners get the opportunity to visit unique sites of the nuclear industry. For example, visiting enterprises located beyond the Arctic Circle on the Kola Peninsula. Last year’s winners will set off on an atomic icebreaker to the Earth’s North Pole in August 2020.



## Results

For the industry, such winners become ambassadors of the employer's brand. According to statistics, over the past 5 years, more than 30% of all finalists of the Tournament were employed at the nuclear industry enterprises, while the staff turnover in this category of employees is less than 8%.

Vivid examples of the continuation of the "stellar" path in the industry were the victory of one of the winners in the "Person of the Year" competition of Rosatom in the "Rising Star" nomination for a breakthrough solution after one year of work in the industry. Another winner, who submitted a project to create a line of gas turbine engines to the jury, made a breakthrough in the field of additive technologies and new materials.

The Tournament develops the continuity of generations and the mentoring system — today, among the technical experts of the Tournament, one often encounters the winners of past years. The support of such experts is especially valuable among the participants, such experts know even more about the Tournament than the organizers.

Over the years of its existence, the Tournament has a certain eco-environment. Today's Tournament allows future employees to get acquainted with the enterprises and tasks that Rosatom is solving today, to feel the culture and values that we are guided by, to introduce themselves to the TOP-management for the further employment. Experts and representatives of the HR functions of various enterprises get to know each other and exchange best practices, and have a chance to realize once the scale of the industry they belong to. The senior management of the industry gets an opportunity to understand how the future generation perceives them, how they understand the modern nuclear industry, how they think.

The quality of projects at the Tournament is growing considerably year after year. Engineering, scientific and economic thought makes continuous progress. But the Tournament is never held according to the same scenario. Every year, according to the Lessons learnt the adjustments into procedure are made. The main initiators of these changes are people — people are the core: students, technical experts, HR, organizers, senior management, for whom it is important to develop professionally for the better future of Rosatom, the country and the world.





Name of category:

## Best L&D initiative. Public sector

Project title:

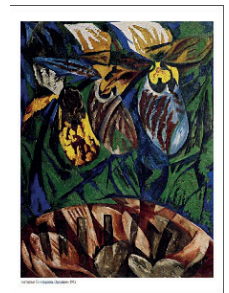
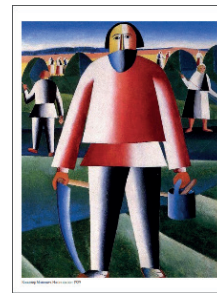
### Leadership framed by arts

#### Background

State Atomic Energy Corporation Rosatom or ROSATOM is one of the global technological leaders. It is a multi-industry holding comprising assets in power engineering, machine engineering, nuclear medicine and construction, among others. It is striving to achieve global leadership in advanced technologies, competencies and innovations. In 2019 ROSATOM became the first and the only one amongst Russia's state corporations who included the goal to be the best in unleashing the talent potential of human in its business strategy.

The company works in an extremely complex and turbulent business environment. It is critically important that its leaders are visionary, creative, independent thinkers and bold executors. It also requires thousands of highly cooperative, innovative talents at all organizational levels. How can such competencies be inspired and nurtured within the organisation?

We believe that the study of art and the humanities helps employees find support and inspiration in order to continue moving forward, not to stop developing. Incorporating arts topic into L&D portfolio also contributes to the development of imaginative thinking, intuition, creative and responsible thinking, which provides benefits for individuals, the organisation and the society, balancing economic sustainability with social accountability.



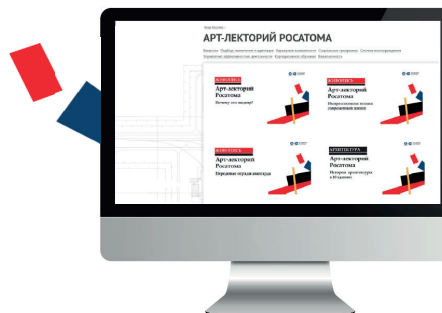
#### What has been done?

The breadth and complexity of thinking, as well as high level of cultural development have always been key characteristics of employees within the nuclear industry. For many years, the Rosatom Academy has been systematically engaged in the development of holistic thinking of leaders. And while a range of activities to broaden the horizons of managers at all levels has been undertaken regularly, it was only in early 2019 that we started to manage learning through art as a separate and important direction within our L&D portfolio. The initiative called "Leadership framed by art" started its life.

The main goal of this initiative was to engine powerful changes in ROSATOM's people capabilities to be more creative and bold in their thinking, to foster them

to appreciate diversity, to help them to live a fuller and more conscious life and to be better leaders. Three separate directions were established within the initiative:

1. **Regular art lecture hall.** An extensive series of high-quality lectures for a wide audience on the subject of fine art, music, architecture, literature, cinema and history. Available online and offline.



online...

...and off-line





2. **Special events.** A wide range of events, from deep art interventions to unique authorial polyartistic spaces, creating a deep experience of immersion in the world of art and meanings.

3. ROSATOM's **ART-Screen.** A series of 5-minute videos explaining the values and key principles of ROSATOM through fascinating examples from the world of outstanding artists, musicians, architects. Available for viewing both in a specially designated atmospheric space at the Rosatom's Academy, and remotely on the online sites of ROSATOM.

One of the features of this initiative is its focus on wide layers of staff. This is a truly massive movement. Key events of the initiative are available to a wide audience of employees, regardless of their status in organisational hierarchy, their job function, type of employment contract or their physical location. The initiative is also targeting some special categories of employees providing attention to women, recent graduates and older generations of ROSATOM's talents.

More than 140 large-scale massive events within "Leadership framed by art" initiative were held in 2019 with more than 13.300 employees involved in those. Over 12.000 of online views were counted for online materials of "Leadership framed by art" within the same period.



## Results

In 2020 we undertook formal evaluations of the effects of the "Leadership framed by art" initiative we have invested in. While from the very beginning, it was obvious that the initiative is generating a network of effects that stretches over all groups, connecting different areas and levels of organisational life, it was important for us to accurately measure the specific impact.

Massive online survey followed by focus groups reported major improvements in the following areas:

- **Strategic impacts**  
(ideas led to new product development) – **7%**
- **Relationship**  
(both external & internal) – **34%**
- **Organizational development**  
(quality of leadership, working climate) – **38%**
- **Personal development**  
(personal growth, better self-awareness, discovery of self) – **38%**
- **Collaborative ways of working** – **29%**
- **Seeing more and differently**  
(widened perspectives, awareness of present conditions) – **41%**
- **Activation**  
(sense of meaning, positive emotions, energy, boost in confidence) – **40%**

