



**MAINTAINING
AND DEVELOPING
COMPANY BRAND
VALUES THROUGH
GENERATIONS
DIALOGUE**

The largest functional branch of JSC “Russian Railways” - Railway Infrastructure Business Unit - faced a challenge of ensuring the continuity of valuable working experience transferred from the mentors acting in the workplace to the students enrolled to the employer-sponsored places in the railway transport universities, future employees of Russian Railways.

The roots of the problem lie in the intergenerational gap between mentors and students as well as the imperfection of the adaptation process passed by students. Demographic pitfall caused by the violent economic downturn in 1990-s in Russia and the tendency of young people to leave small settlements where the Railway Infrastructure Business Unit operates became the negative conditions for the matters concerned.

Further aggravation of the scenario could have seriously affected the process of safety ensuring and performance of production tasks on railway transport and as a result threatened the company business development, its impact on the national economy.

What is the way to embody the company brand values - Expertise, Integrity, Renewal - through the improvement of mentoring process, students' adaptation and cooperation with transport universities which are in charge of professional competencies of the future Russian Railways employees? That was one of the challenges to overcome.

To achieve the task JSC “Russian Railways” in the partnership with the Corporate University of Russian Railways carries out a series of activities called “Generations Forum”. Forums involved the mentors from the Railway Infrastructure Business Unit and encouraged the participation of railway transport universities.

Generations Forums benefit will fully manifest itself over time taking into account the depth level of the work performed and the necessity of comprehensive approach to solve the challenge. However, the first course of Generations Forums served as a trigger to major personnel changes in the Railway Infrastructure Business Unit related to the transformation of mentoring and adaptation processes. The carried-out Forums:

- set the development strategy for this format integrating it to the cooperation ecosystem;
- led the mentoring to the qualitatively different level by opening the door for the core changes of its nature;
- updated the necessity of organization of the adaptation process for the young specialists who make the first steps in the railway industry and brought it to the launch mode.

