

Russian Railways has created bilateral exchange programs with DB AG (Germany), VR Group (Finland) and OeBB AG (Austria). These programs are being developed separately, however, they have one aim in common, which is to let the partner railways' employees meet each other, visit offices and railway objects and understand the structure, the values and the plans of the each other's companies. Employees get inspired by the international solutions and share the knowledge, acquired during the technical visits with their colleagues and leaders in the form of report. Exchange groups of employees from the partner companies travel together in both countries, which helps develop intercultural understanding and enrich management methods with intercultural aspects.

Each company has its own approach to the process of choosing the employees to participate in these programs. Within RZD, this is the process of finding railway talents among the employees of the whole company in all regions, it is functioning in.

At the first stage, RZD distributes information about the start of the contest among all the employees of the company aged under 35 years, speaking English and motivated to participate in the exchange programs, via Intranet (SAP) to all HR departments and via the corporate newspaper. Language skills are checked with the help of test (an online test since 2015). Simultaneously, applicants send motivation letters and pass telephone interviews. At the second stage, those, who passed the above mentioned phases, are invited to the 3 days meeting, where business-games and seminars are conducted by the professional business-instructors and consultants. Each participant is evaluated by the facilitators and hr. In addition to the evaluations and business-games, participants have lectures and seminars devoted to corporate culture, languages, protocol at the official meetings, etiquette and history of the industry.

Employees, chosen in the end of this selection, are invited to participate in the exchange programs. The profiles of the rest participants are also kept, as they compose perspective pool of employees in all regions of the country, where Russian Railways are present.

Thus, in such a way several issues of new generation of talent development inside the company are addressed :

- ▶ constant search and check of talented employees, personal meetings with them and input in their development, which is crucial and useful in such big company as RZD ;
- ▶ motivation of young employees, development of loyalty, initiative and interest in the industry as a whole and RZD, especially ;
- ▶ intercultural aspect in management and partnership development with the international rail companies thanks to the process of preparation of the exchange program, meeting people on sight and exchanging ideas during the visits ;
- ▶ broadening of views of the employees and leaders of all companies that participate in the programs based on personal experience.

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