



CORPORATE
ACADEMY
ROSATOM



ROSATOM PRODUCTION SYSTEM (PSR) TRAINING SYSTEM

2021

BACKGROUND

State Atomic Energy Corporation Rosatom is one of the global technological leaders. The Corporation brings together more than 400 enterprises and 275 thousand employees. Rosatom Corporate Academy is an industry-specific educational organization. Strategic priorities of ROSATOM development determine the key areas of the Academy's activities.

ROSATOM Production System Training System project (hereinafter referred to as PSR) was launched in support of ROSATOM strategic goal, i.e. reduction of production costs and timing of processes. PSR refers to culture of lean production and represents a system of continuous improvement of processes for a competitive edge in the global market.



The project goal is to introduce unified standards of training and development of employees in the field of PSR to build the culture of continuous improvement through changes in thinking and behaviors.

The PSR training system is the guarantee of knowledge preservation and sustainable implementation of changes in the field of lean production at ROSATOM.

Project tasks:

- ➔ Establishing principles and standards of training and development of employees in PSR.
- ➔ Development and implementation of a systematic approach to PSR training.
- ➔ Building a system of efficient communication to promote the link between the company's strategic goals and PSR implementation, the results achieved and the best industry practices.
- ➔ Development of a mechanism to motivate ROSATOM employees for continuous training and implementation of PSR tools.



WHAT HAS BEEN DONE?

1. Vocational knowledge and skills requirements (VKS) for PSR were developed for different target groups of employees. The requirements are given in VKS Matrix.
 2. Based on the VKS Matrix, targeted training programs have been developed.
 3. Train-the-trainer system for local PSR coaches was built. Training localization aims at tailoring training programs to the needs of certain enterprise. Tailoring is important because of ROSATOM enterprises diversity, covering areas from the construction of nuclear power plants to nuclear medicine.
 4. Training is organized at enterprises by local trainers and Corporate Academy trainers. Trainings have different formats, such as exercise, simulations, webinars, distant and video courses and on-site training. The most popular are Process Factory and On-site Training. Process Factory is a simulator, where trainees assisted by a trainer can optimize a simulated production process in real time, applying lean production tools, and calculate the economic effect of the implemented improvements. On-site Training is provided directly at the production site, within the production flow, assisted by a trainer, with an opportunity to solve real production tasks.
 5. A system for consolidation of acquired knowledge in practice has been established. The practice helps the trainees check the assimilation of theory received during the trainings, define the details of PSR tools application, form an ability to apply PSR tools on their own.
- Tools to consolidate the knowledge acquired in practice: participation in PSR projects as a stakeholder, independent implementation of PSR projects, application of individual tools in practice (implementation of 5C system, mapping, and search for losses), submission of improvement proposals.
6. Project infrastructure has been developed to support those taking part in the changes during the implementation of improvements. The infrastructure includes:
 - ➔ PSR Training Portal is a single information field for the exchange of experience and breaking news, a knowledge base of professional literature and methodological content (280 participants).
 - ➔ PSR Trainers Meeting is an annual event aimed at improving the quality of training and involvement in the PSR (200 participants).
 - ➔ "New Focus in PSR Projects. Change Management" conference (250 participants) is an annual event aimed at finding solutions to increase the sustainability of changes in improvement projects.
 - ➔ Regular PSR trainings by top officials of the company – "ROSATOM for ROSATOM" program.
 - ➔ PSR training videos of top officials of the company (5C System, Types of Losses, Mapping, etc.).
 - ➔ Developing Partner Quality Audits (DPQA) are held annually to evaluate progress and results achieved. Within the audits, representatives of different enterprises exchange experience, share best practices, evaluate achievements, find opportunities for improvement and development for the next year.

RESULTS



The training is business-oriented and ensures economic impact:

in the last 2 years alone,

65+ production flows

have been optimized;

100+ PSR projects

to improve processes have been implemented;

150,000+ improvement proposals

have been implemented.



36 enterprises

take part in the deployment of PSR on a systematic basis, and training under the PSR programs is provided within

96 ROSATOM enterprises.



In 2020,

82,200+ persons

were trained under the programs.

**14 full-time,
11 distant,
9 online trainings,
and 13 video
micro-courses**

have been developed.



175 local trainers
have been trained and certified
over the past 2 years.

Satisfaction index
(NPS / Net Promoter Score)
for PSR training programs was
68% in 2020.

At the moment,
29 Process Factories
are operating.
On-site Trainings
are being provided within
36 ROSATOM
enterprises.

In 2019,
**the PSR training
system was recognized
as a benchmark and
was taken for further
replication across
Russia**

(85 regions of Russia and 850 enterprises
under "Improving Labor Productivity and
Supporting Employment" program
approved by the President of the Russian
Federation).

