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TRAINING PROJECT

TRAINING IMPACT ASSESSMENT

PERFORMANCE MANAGEMENT
SYSTEM

WATER LEVEL 1 - PILOT

USAID OPERATIONS AND MAINTENANCE TRAINING PROJECT

June 2011

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Prepared by Chemonics International Inc.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Jordan Water and Wastewater Operator Certification and Training Program

Training Impact Assessment (TIA) Report 2 – Water Level 1

Assessment Description

Training Course:	Water Treatment Operator – Level 1 Pilot
Target Institution:	Miyahuna Water Company – Zai Water Treatment Plant
Training Dates:	Jan. 3 rd – Jan. 20 th , 2011
Trainers:	Riyad Nassar, Aziz Yasin
Test Administrator:	Dr. Ziad Abu Hamatteh
QA Evaluators:	Mohammad Irshaid (AQAC) Abdallahman Omari (WWSST) Zainab Abu Zaid (WWSST) Bassim Abbassi (BAU)

Methodology

TIA Procedures – The same methods, procedures and forms used to conduct the initial TIA for Wastewater Operators Level 1 at the Aqaba Water Company (AWC) was again applied when conducting the TIA described above. Although both assessments went smoothly, it was noted that a great deal of time is required to conduct the trainee and supervisor interviews. Each interview requires at least one hour to complete properly. In order to complete a set for a typical group of 10 trainees and 5 supervisors, three full days are necessary. This is considered impractical from the sustainability perspective as the envisioned quality assurance assessors from the Water and Wastewater Sector Services Team (WWSST) will not be able to spend this extended time at every site where training is taking place.

Given this situation, OMT will recommend to the WWSST that they use the TIA survey and interview approach on a spot-check basis.

Pre/Post-Training Comparisons – In general results from the pre and post-training surveys and interviews indicated that pre-training expectations were satisfied by the training as measured by the post-training instruments. The follow-up post-training survey conducted 6 months after training will further confirm or clarify this finding. The results of the final question in the impact section of the survey is of interest and worthy of further inspection. During the pre-training, when asked to express agreement/disagreement with the statement: I expect to see improvements in my performance and the performance of my work unit as a result of the training, 96% of operator trainees expressed agreement. In the post-training, responses to this item were neutral (88%). This may be an indication that training alone is not the total solution to improved performance.

Operator and Supervisor Comparisons – At this early stage of the TIA process, it is somewhat premature to identify significant similarities, difference or trends in the responses based on whether respondents are operator trainees or supervisors. As more data becomes available through the TIA process, OMT will seek to compare operator and supervisor responses as well as any apparent comparisons in water and wastewater trends.

TIA and Certification Curricula – As stated above, TIA findings are still preliminary, however, it can be noted that the initial data collected, especially from trainee and trainer interviews is considered of significant value as an input to both the training needs assessment and training revision processes. This is particularly of note with regard to utility management. In addition to emphasizing the need for technical training specific to a facility or advanced technologies such as SCADA and PLC, water treatment operator trainees and supervisors have identified a compelling set of supervisory and management skills for training. These include time management, interpersonal relations, teambuilding and effective communications.

The OMT project will use these TIA findings to improve curricula in the development and revision processes. The WWSST will be encouraged to use TIA findings in a similar manner when they are updating the curricula being supplied by the OMT project.

Certification, Promotion and Incentives – Water treatment operator and supervisory personnel have indicated the need for a tangible link between certification, promotion and incentives. The majority of respondents agreed that certification should be a significant consideration in promotion and that accomplishment of each certification level should be rewarded. This is especially important as a majority of supervisors also reported that they expect operators to use certification as a basis for seeking employment elsewhere. This ‘brain drain’ can be mitigated by offering competitive salaries, attractive incentives and recognition to high performing operators.

The OMT project will recommend that the WWSST work closely with the utilities in Jordan to link certification, promotion, incentives and recognition. The WWSST can also offer awards such as Operator of the Year to motivate and retain staff.

Annex A: Pre-Training Summary Results

A.1 Quantitative Performance Indicators

Miyahuna Zai Water Treatment Plant (WWTP) – Level 1 Pilot

Baseline Performance Data - 2010

#	Indicator	2010	Notes
1	Quality of Water treated – Non-compliance Citations	0	
2	Major Unplanned Shut-downs	0	
3	Emergency Actions	0	
4	Accident Reports	0	
5	Operating Costs	17,231,125.00	
6	Maintenance Costs	214,503.00	
7	Water Quality (Lab)	365	Approximately (daily)
	a) number of external lab tests conducted*		
	b) percentage of results of non-compliance with the standard	0%	

* Measured by external labs: Water Authority (WAJ), Ministry of Health (MoH), Royal Scientific Association (RSA), etc.

A.2 Zai Trainee Bio-data

Miyahuna Water Treatment operation Mangers/Supervisors Information								
No.	Name	Position	Department/Section/Plant	Education		Experience (Years)		Report to
				Degree	Major Subject	General	Related	
1	Eng. Ali Mahmoud Al-Hamed Al-Qura'an	Operations and Maintenance Manager	Production and Quality Directorate	Bachelor	Chemical Engineering	24	24	Eng. Haitham El Kilani
2	Eng. Ahmad Musa Moh'd Al-Hiaree	Operations Section Head	Production and Quality Directorate	Bachelor	Chemical Engineering	20	12	Eng. Ali Al-Qura'n
3	Eng. Ghasan Adnan Abd Alrahman Al-Salhi	Row Water Secton Head	Production and Quality Directorate	Bachelor	Chemical Engineering	16	8	Eng. Ali Al-Qura'n
4	Ahmad Khalil Moh'd Mansour	Plant Sub Section Head /Rusaifa	Production and Quality Directorate	Diploma (a)	Chemical Engineering	24	10	Eng. Ali Al-Qura'n
5	Hani Omar Madeen Bstas	Plant Sub Section Head /Wadi Al Seer	Production and Quality Directorate	High School	Industrial	27	27	Eng. Ali Al-Qura'n
Miyahuna water Operators Information								
No.	Name	Position	Department/Section/Plant	Education		Experience (Years)		Report to
				Degree	Major Subject	General	Related	
1	Eng. Tarek Ziad Sha'ban	Operation Engineer	Production and Quality Directorate	Bachelor	Chemical Engineering	16	16	Eng. Ahmad Musa Moh'd Al-Hiaree
2	Eng. Mohammad Al-Goweiri	Operation Engineer	Production and Quality Directorate	Bachelor	Chemical Engineering	24	24	Eng. Ahmad Musa Moh'd Al-Hiaree
3	Mr. Hisham AL-Azzeh	WW Operator	Production and Quality Directorate	Vocational Diploma (b)	Electrical	28	28	Eng. Ahmad Musa Moh'd Al-Hiaree
4	Mr. Hamza Tawfiq Qadri	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	3	3	Eng. Ahmad Musa Moh'd Al-Hiaree
5	Mr. Saleh Jadallah Mahmoud	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	3	3	Eng. Ahmad Musa Moh'd Al-Hiaree
6	Mr. Mamdouh Ribhi Al-Owewi	WW Operator	Production and Quality Directorate	Diploma (a)	Electrical	18	18	Eng. Ahmad Musa Moh'd Al-Hiaree
7	Mr. Mustafa Ibrahim Katou'ah	WW Operator	Production and Quality Directorate	Vocational Diploma (b)	Mechanical	22	22	Eng. Ahmad Musa Moh'd Al-Hiaree
8	Mr. Ala'a Aref Khashman	WW Operator	Production and Quality Directorate	Vocational Diploma (b)	Mechanical	20	20	Eng. Ahmad Musa Moh'd Al-Hiaree
9	Mr. Fayez Saleh Arabiat	Assistant Operator	Production and Quality Directorate	Secondary School	Industrial	22	22	Eng. Ahmad Musa Moh'd Al-Hiaree
10	Mr. Adnan Abu Hammour	WW Operator	Production and Quality Directorate	High School	Literature	12	12	Eng. Ahmad Musa Moh'd Al-Hiaree
11	Mr. Amjad Hasan Bawa'neh	Supervisor WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	18	18	Eng. Ahmad Musa Moh'd Al-Hiaree
12	Mr. Nabil Mustafa Al-Shaikh	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	3	3	Eng. Ahmad Musa Moh'd Al-Hiaree
13	Mr. Mohammad Ismail Abdullah	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	5	2	Eng. Ahmad Musa Moh'd Al-Hiaree
14	Mr. Nizar Omar Naghawai	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	6	6	Eng. Ahmad Musa Moh'd Al-Hiaree
15	Mr. Kamal Khalil Masalha	Operator/Sub-Section Head	Production and Quality Directorate	Diploma (a)	Mechanical	15	15	Eng. Ghasan Adnan Abd Alrahman Al-Salhi
16	Mr. Ahmad Farouq Al-Omari	WW Operator	Production and Quality Directorate	Diploma (a)	Petrochemical	3	3	Eng. Ghasan Adnan Abd Alrahman Al-Salhi
17	Mr. Naim Abdel Majeed Alnaimat	WW Operator	Production and Quality Directorate	Diploma (a)	Mechanical	3	3	Eng. Ghasan Adnan Abd Alrahman Al-Salhi
(a)	Community College							A = General Secondary Diploma
(b)	Less than High School							B = Community College - Science
(c)	An engineer or B.S. holder needs 2 years of Level 2 certified working experience to go to level 3							C = Community College - Sanitary Engineering
(d)	A Community College-Science graduate needs 1 year of Level 1 certified working experience to go to level 2							D = B.S. Engineering, Hydrology, Biology, Chemistry, etc.
(e)	Other Community College graduates need 1 year of Level 1 certified working experience to go to level 2							

A.3 Summary of Responses to Pre-Training Survey - Trainees

		Values																						Survey Analysis					Survey Analysis Percentages				
		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree																		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
		Mr. Fayez Saleh Arabiat	Mr. Hamza Tawfiq Qadri	Mr. Ahmad Farouq Al-Omari	Mr. Hisham AL-Azزه	Mr. Nizar Omar Naghawai	Mr. Mohammad Ismail Abdullah	Eng. Tarek Ziad Sha'ban	Mr. Saleh Jadallah Mahmoud	Mr. Mamdouh Ribhi AL-Owewi	Mr. Kamal Khalil Masalha	Mr. Naim Abdel Majeed Alhaimat	Mr. Ala'a Aref Khashman	Mr. Adnan Abu Hammour	Mr. Nabil Mustafa Al-Shaikh	Mr. Mustafa Ibrahim Katou'ah	Mr. Amjad Hasan Bawa'neh	Eng. Mohammad Al-Goweyri	Avg		Number of Trainees					Total	Number of Trainees						
1. Relevance of Training	1.1 I have been interested in learning and improving my job skills.	5	5	5	5	5	4	5	5	5	5	5	5	5	4	5	4	4	4.8	0	0	0	4	13	17	0%	0%	0%	24%	76%			
	1.2 I only want to study topics that are directly related to my current job.	4	2	2	2	4	2	2	5	2	2	2	4	2	2	2	2	4	2.6	0	12	0	4	1	17	0%	71%	0%	24%	6%			
	1.3 I want a complete knowledge of my field regardless of the current relevance.	1	5	4	4	5	4	4	4	5	4	4	4	4	4	4	2	4	3.9	1	1	0	12	3	17	6%	6%	0%	71%	18%			
2. Language of Instruction	2.1 I prefer to study my field in Arabic	4	4	2	4	4	4	4	5	3	5	4	5	5	4	4	2	5	4.0	0	2	1	9	5	17	0%	12%	6%	53%	29%			
	2.2 I prefer to study my field in English.	2	2	3	3	5	2	2	4	3	2	2	1	2	3	2	2	2	2.5	1	10	4	1	1	17	6%	59%	24%	6%	6%			
	2.3 I have no language preference.	1	1	3	2	4	2	2	4	4	2	2	1	2	3	2	4	1	2.4	4	7	2	4	0	17	24%	41%	12%	24%	0%			
3. Knowledge/Understanding	3.1 I am not aware of the new technologies that could improve my performance.	4	4	4	4	4	4	2	3	2	4	4	3	3	2	4	2	3	3.3	0	4	4	9	0	17	0%	24%	24%	53%	0%			
	3.2 The training should increase my knowledge of new international developments and new technologies in my field.	4	4	4	4	5	4	4	4	5	4	4	4	4	4	4	4	4	4.1	0	0	0	15	2	17	0%	0%	0%	88%	12%			
	3.3 I would like to understand the importance of safe drinking water and/or pollution control laws/regulations to my job.	5	5	5	4	5	4	5	5	5	5	5	4	4	5	4	2	4	4.5	0	1	0	6	10	17	0%	6%	0%	35%	59%			
	3.4 I am not aware of safety equipment and safe O&M procedures in my field.	2	1	2	2	4	1	2	3	1	1	2	1	2	2	2	2	2	1.9	5	10	1	1	0	17	29%	59%	6%	6%	0%			
4. Attitude/Confidence, Self Esteem	4.1 I expect the training to give me confidence to apply new knowledge to my job.	5	4	4	4	5	4	5	4	4	5	4	2	4	3	4	4	4	4.1	0	1	1	11	4	17	0%	6%	6%	65%	24%			
	4.2 I expect the training to give me confidence to pursue promotion and career objectives.	4	3	4	3	5	5	5	4	3	4	4	4	4	3	4	3	4	3.9	0	0	5	9	3	17	0%	0%	29%	53%	18%			
	4.3 I expect the training to give me confidence to pursue job opportunities elsewhere.	3	4	4	4	1	4	5	3	3	4	5	4	4	4	4	3	4	3.7	1	0	4	10	2	17	6%	0%	24%	59%	12%			
	4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.	2	2	4	3	3	3	1	4	4	4	4	2	3	2	2	2	2	2.8	1	7	4	5	0	17	6%	41%	24%	29%	0%			
5. Skills/Technical; Management	5.1 I expect to acquire new technical skills that enable me to do my job better.	4	4	4	4	4	4	5	4	4	4	4	3	4	4	4	4	4	4.0	0	0	1	15	1	17	0%	0%	6%	88%	6%			
	5.2 I expect to acquire new ways to solve work problems.	4	4	4	4	4	4	5	5	4	4	4	3	4	4	4	3	4	4.0	0	0	2	13	2	17	0%	0%	12%	76%	12%			
	5.3 I expect to learn new ways to organize people and tasks.	4	4	4	4	5	4	5	3	5	4	4	4	4	4	4	4	4	4.1	0	0	1	13	3	17	0%	0%	6%	76%	18%			
6. Impact	6.1 I expect to receive the support of my supervisor and the utility in the application of new knowledge and skills on the job.	4	4	4	4	5	4	4	4	3	4	5	4	4	4	4	3	4	4.0	0	0	2	13	2	17	0%	0%	12%	76%	12%			
	6.2 I expect my supervisor to monitor my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	3	4	4.0	0	0	1	15	1	17	0%	0%	6%	88%	6%			
	6.3 I expect to see improvements in my performance and the performance of my work unit as a result of the training.	4	4	4	4	4	5	5	5	4	4	4	3	4	5	4	4	4	4.2	0	0	1	12	4	17	0%	0%	6%	71%	24%			

A.3 Zai - Training Impact Assessment Survey – Pre-Training/Trainee Response Summary

Survey	Summary of Responses
<p>1. Relevance of Training 1.1 I have been interested in learning and improving my job skills. 1.2 I only want to study topics that are directly related to my current job. 1.3 I want a complete knowledge of my field regardless of the current relevance.</p>	<p>Trainees indicated a unanimous interest (100%) in improving their job performance and expressed the need to be trained in all aspects of operator responsibilities (89) versus training limited to their current position.</p>
<p>2. Language of Instruction 2.1 I prefer to study my field in Arabic. 2.2 I prefer to study my field in English. 2.3 I have no language preference.</p>	<p>Trainee responses do not show any strong preference for Arabic or English as the language of instruction.</p>
<p>3. Knowledge/Understanding 3.1 I am not aware of the new technologies that could improve my performance. 3.2 The training should increase my knowledge of new international developments and new technologies in my field. 3.3 I would like to understand the importance of safe drinking water and/or pollution control laws/regulations to my job. 3.4 I am not aware of safety equipment and safe O&M procedures in my field.</p>	<p>Trainees were neutral in reporting their awareness of new technologies however 100% expressed interest in increasing their knowledge. They expressed near unanimous (94%) interest in understanding the relationship of their work to quality compliance standards. They strongly expressed (88%) disagreement regarding limited knowledge of safety procedures and equipment.</p>
<p>4. Attitude/Confidence; Self Esteem 4.1 I expect the training to give me confidence to apply new knowledge to my job. 4.2 I expect the training to give me confidence to pursue promotion and career objectives. 4.3 I expect the training to give me confidence to pursue job opportunities elsewhere. 4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>89% agreed or strongly agreed that they wanted the training to build their confidence to apply new knowledge on the job. The majority (71%) expected the training to enable them to pursue promotion and/or job opportunities elsewhere. 71% disagreed with the statement indicated that their family and friends were not aware of the importance of their work. (This is in sharp contrast with the results from TIA 1 where 100% of wastewater operators indicated that family and friends did not appreciate the importance of their job.)</p>
<p>5. Skills/Technical; Management 5.1 I expect to acquire new technical skills that enable me to do my job better. 5.2 I expect to acquire new ways to solve work problems. 5.3 I expect to learn new ways to organize people and tasks.</p>	<p>The majority (94%) of trainees indicated they expected training that would enable them to do their job better and help them solve work problems. The same majority (94%) of trainees expected to learn new ways to organize people and tasks. (This is also a contrast with wastewater operators where only 67% expected the training to help them in organizing people and tasks.)</p>
<p>6. Impact 6.1 I expect to receive the support of my supervisor and the utility in the application of new knowledge and skills on the job. 6.2 I expect my supervisor to monitor my application of new knowledge and skills to determine impact on my performance and the performance of my work unit. 6.3 I expect to see improvements in my performance and the performance of my work unit as a result of the training.</p>	<p>A majority (88%) of trainees expected to receive the support of their supervisor and utility in the application of new knowledge and skills while a greater number (94%) expected their supervisor to closely monitor their performance after training to assess impact. 96% expected to see improvements in their performance and that of their work unit as a result of training.</p>

OMT Training Impact Assessment Survey – Pre Training / Supervisor

		Values							Survey Analysis					Survey Analysis Percentages						
		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree			(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree			(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
		Eng. Ali Mahmoud Al-Hamed Al-Quraan Operations and Maintenance Manager	Eng. Ahmad Musa Moh'd Al-Hiaree Operations Section Head	Eng. Ghasan Adnan Abd Alrahman Al-Sa Row Water Section Head	Ahmad Khalil Moh'd Mansour Plant Sub Section Head /Rusaifa	Hani Omar Madeen Bstas Plant Sub Section Head /Wadi Al Seer														
		Values					Avg	Number of Supervisors; Managers					Total	Number of Supervisors; Managers						
1. Relevance of Training	1. My staff is interested in learning and improving their job s skills.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%		
	2. I only want staff to study topics that are directly related to their current job.	2	2	5	2	4	3	0	3	0	1	1	5	0%	60%	0%	20%	20%		
	3. I want staff to receive complete knowledge of the field regardless of the current relevance.	4	2	5	5	3	3.8	0	1	1	1	2	5	0%	20%	20%	20%	40%		
2. Language of Instruction	1. I prefer staff to study in Arabic.	4	5	4	5	5	4.6	0	0	0	2	3	5	0%	0%	0%	40%	60%		
	2. I prefer staff to study in English.	3	1	3	1	2	2	2	1	2	0	0	5	40%	20%	40%	0%	0%		
	3. I have no language preference.	2	1	2	1	2	1.6	2	3	0	0	0	5	40%	60%	0%	0%	0%		
3. Knowledge/Understanding	1. My staff is aware of the new technologies that could improve their performance.	2	3	2	2	3	2.4	0	3	2	0	0	5	0%	60%	40%	0%	0%		
	2. My staff is not aware of safety equipment and safe O&M procedures in their fields.	2	2	2	3	2	2.2	0	4	1	0	0	5	0%	80%	20%	0%	0%		
	3. The training should increase staff knowledge of new international developments and new technologies in their field	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%		
	4. My staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs .	3	3	4	3	3	3.2	0	0	4	1	0	5	0%	0%	80%	20%	0%		
4. Attitude/Confidence, Self Esteem	1. I expect the training to give my staff confidence to apply new knowledge on their job.	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%		
	2. I expect the training to give my staff confidence to pursue promotion and career objectives.	4	3	3	4	4	3.6	0	0	2	3	0	5	0%	0%	40%	60%	0%		
	3. I expect the training to give my staff confidence to pursue job opportunities elsewhere.	4	4	2	4	4	3.6	0	1	0	4	0	5	0%	20%	0%	80%	0%		
	4. In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.	3	3	2	4	4	3.2	0	1	2	2	0	5	0%	20%	40%	40%	0%		
5. Skills/Technical; Management	1. I expect my staff to acquire new technical skills that enable them to do their job better.	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%		
	2. I expect my staff to acquire new ways to solve work problems.	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%		
	3. I expect my staff to learn new ways to organize people and tasks.	3	4	4	4	4	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%		
6. Impact	1. I intend to support staff in applying new knowledge and skills on the job.	4	4	5	4	5	4.4	0	0	0	3	2	5	0%	0%	0%	60%	40%		
	2. I intend to monitor the performance of staff after training to assess impact.	4	4	5	5	5	4.6	0	0	0	2	3	5	0%	0%	0%	40%	60%		
	3. I expect to see improvements in staff and work unit performance as a result of training.	4	4	5	4	5	4.4	0	0	0	3	2	5	0%	0%	0%	60%	40%		

A.3 Zai - Training Impact Assessment Survey – Pre-Training/Supervisor; Manager Response Summary

<i>Survey</i>	<i>Summary of Responses</i>
<p>1. Relevance of Training 1.1 My staff is interested in learning and improving their job skills. 1.2 I only want staff to study topics that are directly related to their current job. 1.3 I want staff to receive complete knowledge of the field regardless of the current relevance.</p>	<p>The majority of supervisors (80%) indicated that their staff is interested in training and that they wanted their staff to get a complete operator training program regardless of the current relevance.</p>
<p>2. Language of Instruction 2.1 I prefer staff to study in Arabic. 2.2 I prefer staff to study in English. 2.3 I have no language preference.</p>	<p>100% of supervisors preferred that staff study in Arabic.</p>
<p>3. Knowledge/Understanding 3.1 My staff is aware of the new technologies that could improve their performance. 3.2 My staff is not aware of safety equipment and safe O&M procedures in their fields. 3.3 The training should increase staff knowledge of new international developments and new technologies in their field. 3.4 My staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs.</p>	<p>Most supervisors (60%) acknowledged that their staff did not have current knowledge of applied technologies. There was clear consensus (80%) among supervisors with regard to the knowledge of safety among their staff. 100% want training to increase knowledge of new developments and technologies. 80% indicated that they were not aware whether their staff currently understands the relationship of quality compliance to their job.</p>
<p>4. Attitude/Confidence 4.1 I expect the training to give staff confidence to apply new knowledge on their job. 4.2 I expect the training to give staff confidence to pursue promotion and career objectives. 4.3 I expect the training to give staff confidence to pursue job opportunities elsewhere. 4.4 In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>100% expect the training to give staff the confidence to apply new knowledge and skills however they do not believe as strongly with regard to promotion. Only 60% expect staff to have the confidence to pursue promotion while 80% expect staff to pursue employment elsewhere. Supervisors were neutral in responding as to whether the family and friends of their staff are aware of the importance of their work.</p>
<p>5. Skills/Technical; Management 5.1 I expect staff to acquire new technical skills that enable them to do their job better. 5.2 I expect staff to acquire new ways to solve work problems. 5.3 I expect staff to learn new ways to organize people and tasks.</p>	<p>100% of supervisors expect staff to acquire new knowledge and skills that will improve their job performance and problem solving skills; while 80% believed the training would improve performance in organizing people and tasks.</p>
<p>6. Impact 6.1 I intend to support staff in applying new knowledge and skills on the job. 6.2 I intend to monitor the performance of staff after training to assess impact. 6.3 I expect to see improvements in staff and work unit performance as a result of training.</p>	<p>100% of supervisors intend to support their staff in the application of new learning on the job as well as monitor their performance. 100% expect improvements in individual and work unit performance.</p>

A.4 Summary of Responses to Pre-Training Trainee Interview

Capacity Building - Learning-to-Perform		Mr. Fayez Saleh Arabiat	Mr. Hamza Tawfiq Qadri	Mr. Ahmad Farouq Al-Omari	Mr. Hisham AL-Azzeh	Mr. Nizar Omar Naghawai	Mr. Mohammad Ismail Abdullah	Eng. Tarek Ziad Sha'ban	Mr. Saleh Jadallah Mahmoud	Mr. Mamdouh Ribhi Al-Owewi
1. Relevance of Training	1.1 Why are you interested in learning and improving your job skills?	Develop my performance	Develop my performance Increase self confidence Promotion	Develop performance Promotion Job opportunities	Develop performance Track new developments	Develop my and unit performance. Promotion Increase self confidence	Develop my performance Promotion and incentives	Develop my Performance Track new developments	Develop my and facility performance. Increase my knowledge.	Develop my and facility performance.
	1.2 What training topics are of greatest importance to you? Why?	Maintenance, safety	Water treatment process To develop my job knowledge and skills	New operations process To develop my knowledge	Desalination (RO) Lab process develop my knowledge and skills	Maintenance (PLC). Process. To Lab To develop my knowledge and skills, Develop my performance	Maintenance Modern filtration methods To develop my knowledge, skills and performance	SCADA PLC To Develop my knowledge and skills	New water treatment processes Electric maintenance. To: Develop my Knowledge and skills Solve problems	Water Quality Lab To Develop my Knowledge and skills
2. Language of Instruction	2.1 Did you express a preference in language of instruction – Arabic or English?	Arabic	Arabic	Arabic, with using English for the scientific abbreviations	Arabic	English	Arabic	Arabic	Arabic	Arabic
	2.2 Why?	I don't know English	I don't know English	To understand the training materials Strengthen my technical English Language	Better understanding. Effective communication. Don't know English	Most used technical terms are in English. To develop my technical English skills. Effective communication globally.	I don't know English Better understanding Effective communication.	Better understanding Effective communication.	Better understanding Effective communication.	Better understanding Effective communication.
3. Knowledge/Understanding	3.1 Are you aware of any new technologies that you want to know more about?	No.	Yes Desalination (RO) SCADA	No.	No	Yes, SCADA	Yes, New filtration methods.	No	Yes, Scada	Yes, New physics water treatment processes. PLC
	3.2 To what extent do you understand the importance of safe drinking water and/or pollution control laws/regulations to your job?	80%	100%	40%	80%	90%	90%	95%	100%	90%
	3.3 To what extent are you aware of the safety equipment and safe O&M procedures associated with your job?	90%	100%	80%	80%	90%	90%	90%	90%	80%
4. Attitude/Confidence; Self Esteem	4.1 How can this training help you in your career?	Promotion Develop my career path	Promotion Develop my career path Job opportunities	Promotion Develop my career path Job opportunities	Career path development. Job opportunities Promotions	Career path development. Job opportunities Self confidence	Self confidence Career path development Excellence.	Promotions and incentives Job opportunities.	Promotion	Self confidence Job opportunities Promotion and incentives
	4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the	50% Aware	50% Aware	Not aware.	30% aware	50% Aware	50% Aware	90% Aware	90% Aware	90% Aware
5. Skills/Technical; Management	5.1 What new technical skills do you expect to acquire that will enable you to do your job better?	Maintenance	New Water treatment processes	Maintenance	I don't know	Maintenance Process. Filtration Skills	Maintenance	New water treatment process Maintenance Skills	Technical control	Preventive maintenance
	5.2 What new problem solving skills do you expect to acquire that will enable you to do your job better?	Quick response	Assessment and analyzing problems, Quick response	Problem Assessment Quick response	I don't know	Quick Response. Preventive Maintenance.	Follow-up on operation steps	Problem assessment Quick Response	I don't know	I don't know
	5.3 What new supervisory/management skills do you expect to acquire that enable you to do my job better?	Organizing work Reporting	Organizing work Reporting	Organizing work Reporting Time management	I don't know	Reporting Communication. Organizing Work Management	Reporting Time	Teamwork Leadership Organizing work Time management	Organizing work Time management Reporting	Organizing work Team work Reporting
6. Impact	6.1 In what ways do you expect to receive the support of your supervisor and the utility in the application of new knowledge and skills on the job?	Empowerment	Moral support	Moral support	Moral support Incentives. Empowerment	- Moral support. - Permission and Incentives. - Empowerment	Promotion and incentives Moral support	Moral support. Permission and Incentives. Empowerment	Moral support. Promotion and incentives	Moral support. Permission and Incentives. Empowerment
	6.2 How do you expect your supervisor to monitor your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?	Review work reports Discussion Meetings Daily follow-up	Observation Discussion Meetings	Reviewing work reports Discussion Meetings	Follow-up. Reporting. meetings. Discussion	- Reviewing work reports - Follow-up - Discussion Meetings	Daily Follow-up Reviewing work reports Discussion meetings	Daily Follow-up Reviewing work reports Discussion meetings	Follow-up Review work reports.	Observation Reviewing work reports Discussion meetings
	6.3 What improvements do you expect to see in your performance and the performance of your work unit as a result of the training?	80% Positive	80% Positive	80% Positive	50% Positive	90% Positive	60% Positive	90% Positive	100% Positive	30% Positive
	6.4 I expect to see improvements in facility performance in terms of (A) compliance and (B) minimizing repairs and down time.	65% Positive	60% Positive	80% Positive	50% Positive	90% Positive	70% Positive	80% Positive	90% Positive	30% Positive

A.4 Summary of Responses to Pre-Training Trainee Interview

Capacity Building - Learning-to-Perform		Mr. Kamal Khalil Masalha	Mr. Naim Abdel Majeed Alnaimat	Mr. Ala'a Aref Khashman	Mr. Adnan Abu Hammour	Mr. Nabil Mustafa Al-Shaikh	Mr. Mustafa Ibrahim Katou'ah	Mr. Amjad Hasan Bawa'neh	Eng. Mohammad Al-Goweiri
1. Relevance of Training	1.1 Why are you interested in learning and improving your job skills?	Excellence Develop my and facility performance. Promotion.	Develop my and facility performance. Increase my knowledge.	Develop my and facility performance. Track new technologies	Develop my and facility performance. Track new technologies	Develop my and facility performance. Track new technologies	Develop my and facility performance. Track new technologies Increase my knowledge	Develop my and facility performance. Increase my knowledge	Develop my and facility performance. Track new technologies
	1.2 What training topics are of greatest importance to you? Why?	PLC To Develop my Knowledge and skills	New water treatment processes To Develop my performance	SCADA To: Improve my knowledge Develop my performance	Operational maintenance New water treatment processes To: Increase my knowledge Develop my performance.	Preventive Maintenance To: Avoid risk Increase my knowledge	New water treatment process Maintenance To develop my knowledge and skills	SCADA To develop my knowledge and performance	New Water treatment processes Maintenance To: Exchange experiences Develop my knowledge and skills Develop my performance
2. Language of Instruction	2.1 Did you express a preference in language of instruction – Arabic or English?	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic and English	Arabic
	2.2 Why?	Better understanding Effective communication.	Better understanding Effective communication.	Better understanding Effective communication. Don't know English	Better understanding Effective communication.	Better understanding Effective communication.	Better understanding Effective communication. Don't know English	To improve my English language skills Effective communication	Better understanding Effective communication.
3. Knowledge/Understanding	3.1 Are you aware of any new technologies that you want to know more about?	No	Yes, Filtration	No	Yes, SCADA	Yes, SCADA	Yes, Ozone sterilization	No	Yes, new water treatment processes.
	3.2 To what extent do you understand the importance of safe drinking water and/or pollution control laws/regulations to your job?	100%	90%	80%	80%	90%	100%	70%	80%
	3.3 To what extent are you aware of the safety equipment and safe O&M procedures associated with your job?	80%	70%	100%	80%	80%	100%	70%	80%
4. Attitude/Confidence; Self Esteem	4.1 How can this training help you in your career?	Job opportunities Promotion and incentives	Career path development Job opportunities	Career path development Promotion	Excellence Job opportunities Career path development	Job opportunities Promotion	- Excellence - Job opportunities - Promotion	- Job opportunities - Promotion	- Job opportunities - Promotion and incentives
	4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the	Not aware	Not aware	80% Aware	50% Aware	Not aware	80% Aware	50% Aware	70% Aware
5. Skills/Technical; Management	5.1 What new technical skills do you expect to acquire that will enable you to do your job better?	I don't know	I don't know	I don't know	Maintenance	I don't know	Lab analysis skills	Energy saving	Maintenance
	5.2 What new problem solving skills do you expect to acquire that will enable you to do your job better?	Problem assessment Quick response	Problem assessment Quick response	I don't know	Problem assessment Quick Response	Problem assessment Quick Response	Problem assessment Quick Response Teamwork	Problem assessment Quick Response	Problem assessment Quick Response
	5.3 What new supervisory/management skills do you expect to acquire that enable you to do my job better?	Organizing work Team work Reporting	Organizing work Team work Reporting	Team work Reporting	Organizing work Time management Reporting	Organizing work Time management Reporting Team work	Organizing work Reporting Team work	Time management Reporting	Organizing work Reporting Time management
6. Impact	6.1 In what ways do you expect to receive the support of your supervisor and the utility in the application of new knowledge and skills on the job?	Moral support. Incentives. Empowerment	Moral support Incentives	Moral Support	Moral support Empowerment	Moral support Empowerment	Moral support Empowerment	Moral Support	Moral support Empowerment
	6.2 How do you expect your supervisor to monitor your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?	Reviewing work reports Discussion meetings	Reviewing work reports Discussion meetings	Reviewing work reports Discussion meetings Follow-up	Reviewing work reports Discussion meetings Follow-up	Reviewing work reports Discussion meetings Follow-up	Reviewing work reports Discussion meetings	Follow-up Discussion meetings	Reviewing work reports Discussion meetings
	6.3 What improvements do you expect to see in your performance and the performance of your work unit as a result of the training?	90% Positive	80% Positive	70% Positive	80% Positive	70% Positive	70% Positive	50% Positive	70% Positive
	6.4 I expect to see improvements in facility performance in terms of (A) compliance and (B) minimizing repairs and down time.	90% Positive	80% Positive	70% Positive	80% Positive	80% Positive	50% Positive	50% Positive	60% Positive

A.4 Summary of Responses to Pre-Training / Supervisor; Manager

	Capacity Building - Learning-to-Perform	Eng. Ali Mahmoud Al-Hamed Al-Qura'an	Eng. Ahmad Musa Moh'd Al-Hiaree	Eng. Ghasan Adnan Abd Alrahman Al-Salhi	Ahmad Khalil Moh'd Mansour	Hani Omar Madeen Bstas
1. Relevance of Training	1.1 To what extent do you support your staff in learning and improving their job skills? How?	Full support By: Training Workshops Encouragement to continue higher education.	Full support By: Awareness working sessions Training.	Full support By: Training	Full support Training	Full support By Transparent discussions Training
	1.2 What are the top priority topics do you want your staff to study? Why?	New water treatment processes technologies RO To: Develop their knowledge and skills	RO Lab water quality and process. To: Develop their knowledge and performance.	New water treatment processes technologies Maintenance To: Develop their knowledge and skills	Safety Maintenance To develop their performance	PLC Ultra filtration Micro filtration UV Safety To develop facility performance.
2. Language of Instruction	2.1 The training is conducted in Arabic. What is your opinion of this decision?	I agree with using English language for technical abbreviations.	Totally agree.	I agree with using English language for technical abbreviations.	Agreed	Agreed
	2.2 Why?	Effective communication	Better understanding Effective communication	Better understanding Effective communication	Better understanding Don't know English Effective communication	Better understanding Effective communication
3. Knowledge/Understanding	3.1 To what extent do you increase the awareness of your staff of new technologies that could improve their performance? How?	High extent by orientation meetings.	High extent by orientation meetings.	High extent by encouragement.	High extent by orientation discussions.	High extent By: Orientation discussions Moral support Incentives Direction
	3.2 What specific new international developments and new technologies do you want your staff to learn? Why?	New water treatment technologies To develop their performance in compliance with international standards.	New Sterilization and Desalination technologies To develop their and facility performance	SCADA RO process To develop their knowledge and performance.	PLC SCADA Maintenance Safety Lab water quality processes To develop facility performance.	SCADA New water treatment processes. To develop knowledge and performance.
	3.3 To what extent do you ensure that your staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs? How?	70% Ensured. By following-up and observance.	90% Ensured. By discussions and observance.	80% Ensured. By discussions.	90% Ensured. By observation	90% ensured By: - Meetings and discussions. -Follow-up.
	3.4 To what extent do you ensure that your staff is aware of safety equipment and safe O&M procedures associated with their work? How?	80% Ensured By observation , number of accidents and shutdowns.	80% Ensured By observation , number of accidents and shutdowns.	70% Ensured By number of accidents.	70% ensured by number of shutdowns	90% ensured by observation.
4. Attitude/Confidence; Self Esteem	4.1 Do you expect this training to result in a loss of staff to other employers?	yes	yes	No	Yes	Yes
	4.2 How can this be avoided?	- Moral support - Promotion and incentives	- Moral support - Promotion and incentives	N/A	- Incentives	Promotions and incentives
	4.3 In your opinion, to what extent are the families, friends and neighbors of your staff aware of the importance of their jobs in the protection of public health by providing safe drinking water and/or the importance of controlling	Very good awareness	limited awareness	limited awareness	Not aware.	Not aware
5. Skills/Technical; Management	5.1 What specific new technical skills does your staff need to enable them to do their job better?	Maintenance and Lab.	Electrical and mechanical maintenance. Lab process.	Maintenance Safety	PLC SCADA Problem solving skills Maintenance	Problem assessment and solving. Preventive maintenance.
	5.2 What specific new supervisory/management skills does your staff need to enable them to do their job better?	Time management Team work	Time mangment Organizing work Reporting Set performance indicators and measurements.	Time management HR Work organizing Reporting Controlling and directing skills Planning	Reporting Work organizing	Reporting Team work Work organizing
6. Impact	6.1 How do you intend to support staff in applying new knowledge and skills on the job?	Moral support Incentives	Moral support Incentives Empowerment	Empowerment	Incentives Empowerment	Meetings and discussions Moral Support Promotion and incentives Empowerment
	6.2 How do you intend to monitor the performance of staff after training to assess impact?	Review work reports. Follow-up	Follow up Observation Review work reports Discussion meetings	Review work reports.	Review work reports Observance	Review work reports Follow-up Observation
	6.3 What improvements in staff and work unit performance do you expect to see as a result of training?	Positive	Highly Positive	Positive	Don't know.	Highly positive
	6.4 What improvements do you expect to see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?	Highly Positive	Highly Positive	Positive	Don't know.	Positive

المسح التقييمي (استبيان)

متدرب/مشغل

أثر تدريب مشروع التدريب على الإدارة والصيانة – مرحلة ما قبل التدريب

يرجى الإشارة إلى مستوى الاتفاق/الاختلاف بوضع علامة (✓) مقابل البيان:

5	4	3	2	1
أوافق بشدة	أوافق	محايد	أختلف	أختلف بشدة

بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 أنا مهتم في التعلم وتحسين مهاراتي في أدائي العملي .
- 2.1 أريد دراسة الموضوعات التي تتصل بشكل مباشر بوظيفتي الحالية فقط .
- 3.1 أريد معرفة كاملة في مجال عملي بغض النظر عن مدى ارتباطها بوظيفتي الحالية .

2. لغة التدريس:

- 1.2 أنا أفضل الدراسة باللغة العربية في مجال عملي .
- 2.2 أنا أفضل الدراسة باللغة الإنجليزية في مجال عملي .
- 3.2 ليس لدي تفضيل لأي لغة تدريس .

3. المعرفة:

- 1.3 أنا لست على اطلاع حول التقنيات الحديثة التي يمكن أن تحسن من أدائي لعملي .
- 2.3 التدريب سوف يزيد معرفتي حول التطورات العالمية الجديدة والتقنيات الحديثة في مجال عملي .
- 3.3 أود أن أفهم أهمية المياه الصالحة للشرب و/أو قوانين أنظمة مراقبة التلوث المتعلقة بعملي .
- 4.3 أنا لست على علم بمعدات السلامة و إجراءات التشغيل و الصيانة السليمة في مجال عملي .

4. السلوكيات:

- 1.4 أتوقع أن التدريب سيمنحني الثقة لتطبيق المعرفة الجديدة في أدائي العملي .
- 2.4 أتوقع أن التدريب سيعطيني الثقة للحصول على ترقية في عملي وتحقيق الأهداف الوظيفية .
- 3.4 أتوقع أن التدريب سيعطيني الثقة للحصول على فرص عمل في أماكن عمل أخرى .
- 4.4 عائلتي والأصدقاء والجيران ليسوا على دراية بأهمية وظيفتي في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة.

5. المهارات:

- 1.5 أتوقع اكتساب مهارات فنية لأقوم بعملها بشكل أفضل .
- 2.5 أتوقع اكتساب طرق/أساليب جديدة لحل مشاكل العمل .
- 3.5 أتوقع اكتساب طرق وأساليب إدارية جديدة لتنظيم الموظفين والمهام .

6. الأثر المستقبلي:

- 1.6 أتوقع أن أتلقى الدعم من المشرف والإدارة عند تطبيق المعارف والمهارات الجديدة في أدائي لعملي .
- 2.6 أتوقع من المشرف مراقبة تطبيقي للمعارف والمهارات الجديدة التي اكتسبتها في التدريب لتحديد أثرها على دائي وأداء الوحدة .
- 3.6 أتوقع أن أرى تحسن في أدائي وأداء الوحدة نتيجة للتدريب .

A.5 OMT Training Impact Assessment – Pre-Training/Trainee Interview

Capacity Building - Learning-to-Perform

1. Relevance of Training

- 1.1 Why are you interested in learning and improving your job skills?
- 1.2 What training topics are of greatest importance to you? Why?

2. Language of Instruction

- 2.1 Did you express a preference in language of instruction – Arabic or English?
- 2.2 Why?

3. Knowledge/Understanding

- 3.1 Are you aware of any new technologies that you want to know more about?
- 3.2 To what extent do you understand the importance of safe drinking water and/or pollution control laws/regulations to your job?
- 3.3 To what extent are you aware of the safety equipment and safe O&M procedures associated with your job?

4. Attitude/Confidence; Self Esteem

- 4.1 How can this training help you in your career?
- 4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment?

5. Skills/Technical; Management

- 5.1 What new technical skills do you expect to acquire that will enable you to do your job better?
- 5.2 What new problem solving skills do you expect to acquire that will enable you to do your job better?
- 5.3 What new supervisory/management skills do you expect to acquire that enable you to do your job better?

6. Impact

- 6.1 In what ways do you expect to receive the support of your supervisor and the utility in the application of new knowledge and skills on the job?
- 6.2 How do you expect your supervisor to monitor your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?
- 6.3 What improvements do you expect to see in your performance and the performance of your work unit as a result of the training?
- 6.4 I expect to see improvements in facility performance in terms of (A) compliance and (B) minimizing repairs and down time. What improvements do you expect?

A.5 OMT Training Impact Assessment – Pre-Training/Trainee Interview- Arabic

نموذج مقابلة (متدرب/مشغل)

بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 لماذا أنت مهتم في التعلم وتطوير مهارات أدائك لعملك؟
- 2.1 ما هي المواضيع التدريبية التي لها أهمية قصوى بالنسبة لك؟ لماذا؟

2. لغة التدريس:

- 1.2 ما اللغة التي تفضلها في التدريس -- العربية أم الإنجليزية؟
- 2.2 لماذا؟

3. المعرفة:

- 1.3 هل سمعت عن تقنيات عمل حديثة تريد أن تعرف عنها المزيد؟ ماهي؟
- 2.3 ماذا تعرف عن أهمية المياه الصالحة للشرب و/أو قوانين/أنظمة مراقبة التلوث بالنسبة لعملك؟
- 3.3 ماذا تعرف عن أهمية معدات السلامة و إجراءات التشغيل و الصيانة السليمة المرتبطة بعملك؟

4. السلوكيات:

- 1.4 كيف يمكن لهذا التدريب أن يساعدك في عملك وحياتك المهنية؟
- 2.4 إلى أي حد تدرك عائلتك وأصدقائك والجيران أهمية وظيفتك في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو على أهمية السيطرة على التلوث لحماية البيئة؟

5. المهارات:

- 1.5 ماهي المهارات الفنية الجديدة التي تتوقع اكتسابها لتمكنك من القيام بعملك بشكل أفضل؟
- 2.5 ماهي المهارات الجديدة في حل المشاكل التي تتوقع اكتسابها لتمكنك من القيام بعملك بشكل أفضل؟
- 3.5 ما هي المهارات الإشرافية/الإدارية الجديدة التي تتوقع اكتسابها لتمكنك من القيام بعملك بشكل أفضل؟

6. الأثر المستقبلي:

- 1.6 ما هي الطرق التي تتوقع أن تتلقى بها الدعم من مسؤولك وإدارتك عند تطبيقك للمعارف والمهارات الجديدة في عملك؟
- 2.6 كيف تتوقع أن يقوم مسؤولك بمراقبة تطبيقك للمعارف والمهارات الجديدة لتحديد أثر التدريب على أدائك وأداء الوحدة التي تعمل بها؟
- 3.6 ما هي توقعاتك حول رفع وتحسين مستوى أدائك وأداء الوحدة التي تعمل بها نتيجة للتدريب؟
- 4.6 ما هي توقعاتك حول رفع وتحسين مستوى أداء المرفق من حيث الالتزام بمتطلبات العمل وتقليل الأعطال/الإصلاحات وتوقف العمل؟

A.6 OMT Training Impact Assessment Survey – Pre-Training/Supervisor; Manager-Arabic

المسح التقييمي (استبيان) (مشرف/مدير)

أثر تدريب مشروع التدريب على الإدارة والصيانة -- مرحلة ما قبل التدريب
يرجى الإشارة إلى مستوى الاتفاق/الاختلاف بوضع (✓) مقابل البيان:

5 أوافق بشدة	4 أوافق	3 محايد	2 أختلف	1 أختلف بشدة
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بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 الموظفون لديهم الاهتمام في التعلم وتحسين مهاراتهم في أدائهم لعملهم .
- 2.1 أريد فقط من الموظفين دراسة وتعلم الموضوعات ذات العلاقة المباشرة بوظائفهم الحالية .
- 3.1 أريد من الموظفين تلقي المعرفة الكاملة في مجال عملهم بغض النظر عن مدى ارتباطها بوظائفهم الحالية .

2. لغة التدريس:

- 1.2 أنا أفضل للموظفين الدراسة باللغة العربية .
- 2.2 أنا أفضل للموظفين الدراسة باللغة الإنجليزية .
- 3.2 ليس لدي تفضيل لأية لغة تدريس .

3. المعرفة:

- 1.3 الموظفون على اطلاع حول التقنيات الحديثة التي قد تحسن من أدائهم .
- 2.3 الموظفون ليسوا على علم بمعدات السلامة وإجراءات التشغيل و الصيانة السليمة في مجال عملهم .
- 3.3 تدريب الموظفون يؤدي إلى زيادة معرفتهم بالتطورات العالمية الجديدة والتقنيات الحديثة في مجال عملهم .
- 4.3 الموظفون حاليا على دراية بأهمية المياه الصالحة للشرب و/أو قوانين أنظمة مراقبة التلوث المتعلقة بعملهم .

4. السلوكيات:

- 1.4 أتوقع أن تدريب الموظفين سيعطيهم الثقة بتطبيق المعرفة الجديدة في أداء عملهم .
- 2.4 أتوقع أن تدريب الموظفين سيعطيهم الثقة للحصول على ترقية وتحقيق أهدافهم الوظيفية .
- 3.4 أتوقع أن تدريب الموظفين سيعطيهم الثقة للحصول على فرص عمل في أماكن عمل أخرى .
- 4.4 في رأيي ، أسر وأصدقاء وجيران الموظفين ليسوا على دراية بأهمية وظائفهم في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة .

5. المهارات:

- 1.5 أتوقع من الموظفين اكتساب المهارات الفنية الجديدة التي تمكنهم من القيام بعملهم على نحو أفضل.
- 2.5 أتوقع من الموظفين اكتساب طرق وأساليب جديدة لحل مشاكل العمل .
- 2.5 أتوقع من الموظفين اكتساب طرق وأساليب إدارية جديدة لتنظيم الموظفين والمهام .

6. الأثر المستقبلي:

- 1.6 سوف أدمج الموظفين في تطبيق المعارف والمهارات الجديدة التي اكتسبها أثناء التدريب عند أدائهم لأعمالهم .
- 2.6 سوف أقوم بمراقبة أداء الموظفين بعد التدريب لتقييم أثر التدريب .
- 3.6 أتوقع أن أرى تحسينات في مستوى أداء الموظفين والوحدة نتيجة للتدريب

A.6 OMT Training Impact Assessment – Pre-Training/Supervisor; Manager Interview

Capacity Building - Learning-to-Perform

1. Relevance of Training

- 1.1 To what extent do you support your staff in learning and improving their job skills? How?
- 1.2 What are the top priority topics that you want your staff to study? Why?

2. Language of Instruction

- 2.1 The training is conducted in Arabic. What is your opinion of this decision?
- 2.2 Why?

3. Knowledge/Understanding

- 3.1 To what extent do you increase the awareness of your staff of new technologies that could improve their performance? How?
- 3.2 What specific new international developments and new technologies do you want your staff to learn? Why?
- 3.3 To what extent do you ensure that your staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs? How?
- 3.4 To what extent do you ensure that your staff is aware of safety equipment and safe O&M procedures associated with their work? How?

4. Attitude/Confidence; Self Esteem

- 4.1 Do you expect this training to result in a loss of staff to other employers?
- 4.2 How can this be avoided?
- 4.3 In your opinion, to what extent are the families, friends and neighbors of your staff aware of the importance of their jobs in the protection of public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment?

5. Skills/Technical; Management

- 5.1 What specific new technical skills does your staff need to enable them to do their job better?
- 5.2 What specific new supervisory/management skills does your staff need to enable them to do their job better?

6. Impact

- 6.1 How do you intend to support staff in applying new knowledge and skills on the job?
- 6.2 How do you intend to monitor the performance of staff after training to assess impact?
- 6.3 What improvements in staff and work unit performance do you expect to see as a result of training?
- 6.4 What improvements do you expect to see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?

نموذج مقابلة

(مشرف/مدير)

بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

1.1 إلى أي مدى تدعم موظفيك في التعلم وتحسين مهاراتهم الوظيفية؟ وكيف؟

2.1 ما هي المواضيع ذات الأولوية العليا التي تريد لموظفيك تعلمها؟ لماذا؟

2. لغة التدريس:

1.2 سيكون التدريب باللغة العربية. ما هو رأيكم في ذلك؟

2.2 لماذا؟

3. المعرفة:

1.3 إلى أي مدى يمكنك زيادة الوعي لدى موظفيك حول التقنيات الجديدة التي قد تحسن من أدائهم؟ وكيف؟

2.3 ما هي التطورات العالمية الجديدة والتقنيات الحديثة التي تريد من موظفيك تعلمها؟ ولماذا؟

3.3 إلى أي مدى يمكنك التأكد من أن الموظفين يدركون أهمية المياه الصالحة للشرب و/أو قوانين/أنظمة

مراقبة التلوث أثناء ممارستهم لأعمالهم؟ وكيف؟

4.3 إلى أي مدى يمكنك التأكد من أن موظفيك يدركون أهمية معدات السلامة وإجراءات التشغيل والصيانة

السليمة بعملهم؟ وكيف؟

4. السلوكيات:

1.4 هل تتوقعون أن هذا التدريب سيؤدي إلى خسارة في الموظفين وانتقالهم إلى شركات/مؤسسات أخرى؟

2.4 كيف يمكن تفادي ذلك؟

3.4 برأيك ، إلى أي حد يدرك أهالي وأصدقاء وجيران موظفيكم أهمية وظائفهم في حماية الصحة العامة من

خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة؟

5. المهارات:

- 1.5 ما هي المهارات التقنية الجديدة التي يحتاجها موظفيك بحيث يستطيعوا القيام بعملهم على نحو أفضل؟
- 2.5 ما هي المهارات الإدارية/الإشرافية الجديدة التي يحتاجها موظفيك بحيث يستطيعوا القيام بعملهم على نحو أفضل؟

6. الأثر المستقبلي:

- 1.6 كيف ستعملون على دعم الموظفين في تطبيق المعارف والمهارات الجديدة في عملهم؟
- 2.6 كيف ستعملون على مراقبة أداء الموظفين بعد التدريب لتقييم أثر التدريب؟
- 3.6 ما هي توقعاتكم حول رفع مستوى أداء الموظفين والوحدات التي يعملون بها كنتيجة للتدريب؟
- 4.6 ما هي توقعاتكم حول رفع أداء المرفق (المحطة) من حيث الالتزام بمتطلبات العمل وتقليل الأعطال/الإصلاحات وتوقف العمل؟

Annex B – Post-Training Assessment Tools and Forms

B.1 Summary of Responses to Post-Training Survey

B.2 Summary of responses to Post-Training Interview

B.3 OMT Training Impact Assessment Survey – Post-Training/Trainee

OMT Training Impact Assessment Survey – Post-Training/Trainee-Arabic

OMT Training Impact Assessment – Post-Training/Trainee Interview

OMT Training Impact Assessment – Post-Training/Trainee Interview-Arabic

B.4 OMT Training Impact Assessment Survey – Post Training/Supervisor

OMT Training Impact Assessment Survey – Post Training/Supervisor-Arabic

OMT Training Impact Assessment – Post-Training/Supervisor Interview

OMT Training Impact Assessment – Post-Training/Supervisor Interview-Arabic

B.1 Summary of Responses to Post Training-Survey/Trainee

	Values																		Survey Analysis						Survey Analysis Percentages						
	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	Mr. Fayez Saleh Arabiat	Mr. Hamza Tawfiq Qadri	Mr. Ahmad Farouq Al-Omari	Mr. Hisham AL-Azzeh	Mr. Nizar Omar Naghawai	Mr. Mohammad Ismail Abdullah	Eng. Tarek Ziad Sha'ban	Mr. Saleh Jadallah Mahmoud	Mr. Mamdouh Ribhi Al-Oweiri	Mr. Kamal Khalil Masalha	Mr. Naim Abdel Majeed Alnaimat	Mr. Ala'a Aref Khashman	Mr. Adnan Abu Hammour	Mr. Nabil Mustafa Al-Shaikh	Mr. Mustafa Ibrahim Katou'ah	Mr. Amjad Hasan Bawa'neh	Eng. Mohammad Al-Goweiri	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree
	Capacity Building - Learning-to-Perform																		Number of Trainees						Number of Trainees						
	Avg																		Total												
1. Relevance of Training	1. I am interested in learning and improving my job's skills	5	4	4	4	5	4	5	5	4	4	5	5	5	5	5	4	5	4.588235	0	0	0	7	10	17	0%	0%	0%	41%	59%	
	2. I only want to study topics that are directly related to my current job.	3	2	5	2	1	2	3	5	4	2	2	2	3	2	1	2	3	2.588235	2	8	4	1	2	17	12%	47%	24%	6%	12%	
	3. I want a complete knowledge of my field regardless of the current role	5	4	5	2	5	4	5	4	5	4	5	2	5	5	5	5	4	4	4.352941	0	2	0	5	10	17	0%	12%	0%	29%	59%
2. Language of Instruction	1. I prefer to study my field in Arabic.	4	5	3	4	4	4	4	4	4	5	4	5	4	4	4	4	4	4.1	0	0	1	13	3	17	0%	0%	6%	76%	18%	
	2. I prefer to study my field in English.	2	2	3	2	2	2	3	2	2	3	2	2	2	1	2	2	2	2.1	1	13	3	0	0	17	6%	76%	18%	0%	0%	
	3. I have no language preference	2	1	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2.1	1	14	2	0	0	17	6%	82%	12%	0%	0%
3. Knowledge/Understanding	1. I am now more aware of new technologies that could improve my performance.	4	4	4	4	4	4	5	4	4	4	5	4	4	3	5	4	4	4.1	0	0	1	13	3	17	0%	0%	6%	76%	18%	
	2. The training increased my knowledge of new international developments and new technologies in my field.	4	4	4	4	4	4	5	4	4	4	4	4	4	4	5	2	4	4.0	0	1	0	14	2	17	0%	6%	0%	82%	12%	
	3. I now better understand the importance of safe drinking water and/or pollution control laws/regulations to my job.	4	4	5	4	5	5	5	4	5	4	4	5	5	4	5	4	5	4.5	0	0	0	8	9	17	0%	0%	0%	47%	53%	
	4. I am now more aware of safety equipment and safe O&M procedures in my field.	5	5	5	4	4	4	5	4	4	4	5	5	5	3	5	4	5	4.5	0	0	1	7	9	17	0%	0%	6%	41%	53%	
4. Attitude/Confidence; Self Esteem	1. The training is giving me confidence to apply new knowledge to my job.	5	5	4	4	4	4	5	4	4	4	5	5	5	4	4	4	5	4.4	0	0	0	10	7	17	0%	0%	0%	59%	41%	
	2. The training is giving me confidence to pursue promotion and career objectives	4	4	4	4	4	4	5	3	3	4	4	4	5	4	3	4	5	4.0	0	0	3	11	3	17	0%	0%	18%	65%	18%	
	3. The training is giving me confidence to pursue job opportunities elsewhere.	5	4	4	4	5	4	4	3	4	4	4	4	4	4	4	4	5	4.1	0	0	1	13	3	17	0%	0%	6%	76%	18%	
	4. My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.	3	2	2	4	2	3	2	2	4	4	2	2	4	3	1	2	2	2.6	1	9	3	4	0	17	6%	53%	18%	24%	0%	
5. Skills/Technical; Management	1. I acquired new technical skills that enable me to do my job better.	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	3.9	0	0	1	16	0	17	0%	0%	6%	94%	0%	
	2. I acquired new ways to solve work problems.	4	3	4	4	4	4	4	4	4	3	5	4	4	4	4	4	4	3.9	0	0	2	14	1	17	0%	0%	12%	82%	6%	
	3. I learned new ways to organize people and tasks.	4	4	4	4	3	4	4	3	4	3	4	4	4	3	4	4	5	3.8	0	0	4	12	1	17	0%	0%	24%	71%	6%	
6. Impact	1. I am receiving the support of my supervisor and the utility in the application of new knowledge and skills on the job.	4	3	3	4	5	4	4	3	4	4	4	4	4	3	3	4	4	3.8	0	0	5	11	1	17	0%	0%	29%	65%	6%	
	2. My supervisor is monitoring my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.	4	4	3	4	4	4	4	4	4	4	4	4	4	3	3	3	4	3.8	0	0	4	13	0	17	0%	0%	24%	76%	0%	
	3. I can see improvements in my performance and the performance of my work unit as a result of the training.	3	3	3	2	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	0	1	15	1	0	17	0%	6%	88%	6%	0%

B.1 Zai - Training Impact Assessment Survey – Post-Training/Trainee Response

Summary

Survey

Summary of Responses

<p>1. Relevance of Training 1.1 I have been interested in learning and improving my job skills. 1.2 I only want to study topics that are directly related to my current job. 1.3 I want a complete knowledge of my field regardless of the current relevance.</p>	<p>Trainees confirmed their pre-training opinions. After training they continue to see the value in receiving training in all aspects of operator responsibilities. A total of 100% agreed or strongly agreed that they want a complete knowledge of the field regardless of current position.</p>
<p>2. Language of Instruction 2.1 I prefer to study my field in Arabic. 2.2 I prefer to study my field in English. 2.3 I have no language preference.</p>	<p>Trainees showed a unanimous 100% preference to study in Arabic.</p>
<p>3. Knowledge/Understanding 3.1 I am not aware of the new technologies that could improve my performance. 3.2 The training should increase my knowledge of new international developments and new technologies in my field. 3.3 I would like to understand the importance of safe drinking water and/or pollution control laws/regulations to my job. 3.4 I am not aware of safety equipment and safe O&M procedures in my field.</p>	<p>100% of trainees agreed/strongly agreed that as a result of the training they have a greater awareness of new technologies that could improve their job performance and international developments in their field. 97% agreed/strongly agreed that they now have better knowledge of safety equipment and procedures.</p>
<p>4. Attitude/Confidence; Self Esteem 4.1 I expect the training to give me confidence to apply new knowledge to my job. 4.2 I expect the training to give me confidence to pursue promotion and career objectives. 4.3 I expect the training to give me confidence to pursue job opportunities elsewhere. 4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>Post-training responses regarding attitudes showed that the training fulfilled expectations as measured by pre-training survey. Post-training responses were almost identical to pre-training results. 100% of trainees either agreed/strongly agreed that the training gave them the confidence to apply their new knowledge to the job. 100% also reported that the training gave them the confidence to pursue employment elsewhere. 69% disagreed that family and friends are not aware of the importance of their job.</p>
<p>5. Skills/Technical; Management 5.1 I expect to acquire new technical skills that enable me to do my job better. 5.2 I expect to acquire new ways to solve work problems. 5.3 I expect to learn new ways to organize people and tasks.</p>	<p>94% of trainees indicated that the training would enable them to do their job better. 86% indicated that training would help them solve work problems while 77% reported that training would improve the ways they organize people and tasks.</p>
<p>6. Impact 6.1 I expect to receive the support of my supervisor and the utility in the application of new knowledge and skills on the job. 6.2 I expect my supervisor to monitor my application of new knowledge and skills to determine impact on my performance and the performance of my work unit. 6.3 I expect to see improvements in my performance and the performance of my work unit as a result of the training.</p>	<p>After training, the majority of trainees (71%) continued to expect to receive the support of their supervisor and utility in the application of new knowledge and skills. 76% expected their supervisor to closely monitor their performance after training to assess impact. Respondents were neutral regarding improvements in their performance and that of their work unit as a result of training compared with 96% positive in pre-training.</p>

B.1 OMT Training Impact Assessment Survey – Post Training / Supervisor

		Values							Survey Analysis					Survey Analysis Percentages											
		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	Eng. Ali Mahmoud Al-Hamed Al-Qura	Eng. Ahmad Musa Moh'd Al-Hiaree	Eng. Ghasan Adnan Abd Alrahman A	Ahmad Khaill Moh'd Mansour	Hani Omar Madeen Bstas		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree			
		Capacity Building - Learning-to-Perform					Values					Avg		Number of Supervisors; Managers					Total		Number of Supervisors; Managers				
1. Relevance of Training	1. My staff is interested in learning and improving their job s kills.	5	4	4	4	4	4.2	0	0	0	4	1	5	0%	0%	0%	80%	20%							
	2. I only want staff to study topics that are directly related to their current job.	4	3	2	2	5	3.2	0	2	1	1	1	5	0%	40%	20%	20%	20%							
	3. I want staff to receive complete knowledge of the field regardless of the current relevance.	2	4	4	4	4	3.6	0	1	0	4	0	5	0%	20%	0%	80%	0%							
2. Language of Instruction	1. I prefer staff to study in Arabic.	4	5	4	5	4	4.4	0	0	0	3	2	5	0%	0%	0%	60%	40%							
	2. I prefer staff to study in English.	3	1	3	1	2	2	2	1	2	0	0	5	40%	20%	40%	0%	0%							
	3. I have no language preference.	2	1	2	1	1	1.4	3	2	0	0	0	5	60%	40%	0%	0%	0%							
3. Knowledge /Understanding	1. My staff is now better aware of the new technologies that could improve their performance.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
	2. My staff is now better aware of safety equipment and safe O&M procedures in their fields.	4	3	4	4	4	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
	3. The training has increased staff knowledge of new international developments and new technologies in their field	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%							
	4. My staff now better understand the importance of safe drinking water and/or pollution control laws/regulations to their jobs .	4	4	3	4	4	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
4. Attitude/Confidence ; Self Esteem	1. The training is giving my staff confidence to apply new knowledge on their job.	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%							
	2. The training is giving my staff confidence to pursue promotion and career objectives.	4	3	4	4	3	3.6	0	0	2	3	0	5	0%	0%	40%	60%	0%							
	3. The training is giving my staff confidence to pursue job oppor tunities elsewhere.	4	4	3	4	3	3.6	0	0	2	3	0	5	0%	0%	40%	60%	0%							
	4. In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.	2	4	2	4	4	3.2	0	2	0	3	0	5	0%	40%	0%	60%	0%							
5. Skills/Technical; Management	1. My staff is acquiring new technical skills that enable them to do their job better.	4	4	4	4	4	4	0	0	0	5	0	5	0%	0%	0%	100%	0%							
	2. My staff is acquiring new ways to solve work problems.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
	3. My staff is learning new ways to organize people and tasks.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
6. Impact	1. I am suppor ting staff in applying new knowledge and skills on the job .	4	5	5	4	4	4.4	0	0	0	3	2	5	0%	0%	0%	60%	40%							
	2. I am monitoring the performance of staff after training to assess impact.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							
	3. I can see improvements in staff and work unit performance as a result of training.	4	4	4	4	3	3.8	0	0	1	4	0	5	0%	0%	20%	80%	0%							

B.1 Zai - Training Impact Assessment Survey – Post-Training/Supervisor; Manager Response Summary

Survey	Summary of Responses
<p>1. Relevance of Training 1.1 My staff is interested in learning and improving their job skills. 1.2 I only want staff to study topics that are directly related to their current job. 1.3 I want staff to receive complete knowledge of the field regardless of the current relevance.</p>	<p>Supervisor responses increased from 80% on the pre-training survey to 100% on the post-training regarding level of staff interest in training. 80% wanted their staff to get a complete operator training program regardless of the current relevance.</p>
<p>2. Language of Instruction 2.1 I prefer staff to study in Arabic. 2.2 I prefer staff to study in English. 2.3 I have no language preference.</p>	<p>Supervisors were unanimous (100%) in their preference that staff study in Arabic.</p>
<p>3. Knowledge/Understanding 3.1 My staff is aware of the new technologies that could improve their performance. 3.2 My staff is not aware of safety equipment and safe O&M procedures in their fields. 3.3 The training should increase staff knowledge of new international developments and new technologies in their field. 3.4 My staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs.</p>	<p>Where only 60% of supervisors thought their staff had knowledge of new technologies that could improve performance on the pre-training survey, 80% agreed on the post-training survey that staff now had this knowledge. 80% acknowledged better awareness of safety after training and 100% indicated increased knowledge of new technologies. 80% of supervisors agreed that staff had improved knowledge water quality and pollution standards where the majority had the opposite opinion on the pre-training survey.</p>
<p>4. Attitude/Confidence 4.1 I expect the training to give staff confidence to apply new knowledge on their job. 4.2 I expect the training to give staff confidence to pursue promotion and career objectives. 4.3 I expect the training to give staff confidence to pursue job opportunities elsewhere. 4.4 In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>100% expect the training to give staff the confidence to apply new knowledge and skills however they do not believe as strongly with regard to promotion (60%). A slim majority (60%) expect staff to have the confidence to pursue employment elsewhere. 60% responded that the family and friends of their staff are not aware of the importance of their work.</p>
<p>5. Skills/Technical; Management 5.1 I expect staff to acquire new technical skills that enable them to do their job better. 5.2 I expect staff to acquire new ways to solve work problems. 5.3 I expect staff to learn new ways to organize people and tasks.</p>	<p>100% of supervisors confirmed that staff acquired new knowledge and skills that will improve their job performance and their problem solving skills. 80% expected training to help staff to organize people and tasks.</p>
<p>6. Impact 6.1 I intend to support staff in applying new knowledge and skills on the job. 6.2 I intend to monitor the performance of staff after training to assess impact. 6.3 I expect to see improvements in staff and work unit performance as a result of training.</p>	<p>Results on the post-training survey generally matched expectations from the pre-training. 100% of supervisors reported supporting their staff in the application of new learning on the job as well as monitor their performance. 80% of supervisors reported on the post-training survey that they expect to see improvements in individual and work unit performance as a result of training and support.</p>

B.2 Summary of responses to Post-Training Interview

Capacity Building - Learning-to-Perform		Mr. Fayez Saleh Arabiat	Mr. Hamza Tawfiq Qadri	Mr. Ahmad Farouq Al-Omari	Mr. Hisham AL-Azkeh	Mr. Nizar Omar Naghawai	Mr. Mohammad Ismail Abdullah	Eng. Tarek Ziad Sha'ban	Mr. Saleh Jadallah Mahmoud	Mr. Mamdouh Ribhi Al-Owewi
1. Relevance of Training	1.1 Are you interested in learning and improving your job skills? Why?	Yes To increase my knowledge and performance and the unit performance	Yes, Develop my performance Increase my knowledge	Yes, Develop my performance Increase my knowledge	Yes, Develop my and unit performance Increase my knowledge	Yes, Develop my and unit performance Increase my knowledge Self confidence	Yes, Develop my and unit performance	Yes, Develop my performance	Yes, Increase my knowledge Develop performance.	Yes, Increase my knowledge Develop performance.
	1.2 What training topics were of greatest importance to you? Why?	New water treatment technologies, To improve my performance and keep up on development	Water treatment technologies R.O SCADA To improve my performance.	R.O. To develop my performance and keep up on development	Lab analysis To increase my knowledge and develop my performance.	Lab analysis To Increase my knowledge	Maintenance To increase my knowledge and solve the operation problems	RO To increase my knowledge	Dealing with chemicals for water treatment To increase my knowledge	RO To increase my knowledge
2. Language of Instruction	2.1 Was the combination of Arabic and English useful?	Yes	Yes	Yes	Yes	yes	yes	yes	Yes	Yes
	2.2 Why?	To improve my technical English language	Improve my technical English language Effective communication	Better understating	Improve my technical English language	Better understanding Effective communication	Better understanding	Better understanding	Better understanding	Better understanding Improve my technical English language
3. Knowledge/ Understanding	3.1 Did the training cover new technologies that you wanted to know more about?	Yes, 90%	Yes, 80%	Yes, 100%	Yes, 90%	50%	Yes, 70%	Yes, 80%	Yes, 70%	Yes, 30%
	3.2 To what extent did you learn the importance of safe drinking water and/or pollution control laws/regulations to your job?	90%	90%	100%	85%	100%	90%	100%	90%	100%
	3.3 To what extent did you learn about the safety equipment and safe O&M procedures associated with your job?	100%	100%	100%	80%	90%	80%	100%	100%	100%
4. Attitude/Confidence; Self Esteem	4.1 How will this training help you in your career?	Promotions Job opportunities	Promotions Job opportunities	Job opportunities	Promotions Job opportunities	Promotions Job opportunities	Promotions Job opportunities Incentives	Promotion Job opportunities	Promotions -ob opportunities	Job opportunities
	4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the	Limited aware.	Aware.	Limited aware.	Aware	Limited aware	Limited aware	Aware	Aware	Limited Aware
5. Skills/Technical; Management	5.1 Did the training cover the technical skills that you expected to acquire to help you do your job better?	60%	80%	70%	90%	80%	70%	80%	70%	10%
	5.2 What new problem solving skills did you acquire that will enable you to do your job better?	Problem assessment	Quick response	Problem assessment and analysis Quick response	Problem assessment and analysis Quick response Avoid risks	Preventive procedures Quick response Avoid risk	Avoid risks Problem assessment Quick response	Quick response	Avoid risk Problem assessment and analysis Quick response	None
	5.3 What new supervisory/management skills did you acquire that will enable you to do your job better?	Reporting Organizing work	Reporting Work organizing Time management	Reporting. Time management.	Team Work Work organizing Time management	Dealing with staff Reporting Teamwork Time management Work organizing	Time management Work organizing Teamwork	Reporting Work organizing	Time management	Writing reports Work organizing
6. Impact	6.1 In what ways are you receiving the support of your supervisor and the utility in the application of new knowledge and skills on the job?	Moral support	Moral support	Moral Support	Self confidence Moral Support	Moral Support	Moral support	Moral Support	Moral support	Moral Support
	6.2 How is your supervisor monitoring your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?	Follow-up Review work reports	Follow up Meetings and discussions	Follow-up eview work reports	Follow-up Review work reports	Review work reports Follow-up Meetings and discussions	Review work reports Meetings and discussions	Follow-up Meetings and discussion	Follow-up Review work reports	Meetings and discussions Review work reports
	6.3 What improvements can you see in your performance and the performance of your work unit as a result of the training?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	6.4 What improvements can you see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

B.2 Summary of responses to Post-Training Interview/Trainee

	Capacity Building - Learning-to-Perform	Mr. Kamal Khalil Masalha	Mr. Naim Abdel Majeed Alnaimat	Mr. Ala'a Aref Khashman	Mr. Adnan Abu Hammour	Mr. Nabil Mustafa Al-Shaikh	Mr. Mustafa Ibrahim Katou'ah	Mr. Amjad Hasan Bawa'neh	Eng. Mohammad Al-Goweiri
1. Relevance of Training	1.1 Are you interested in learning and improving your job skills? Why?	Yes, Increase my knowledge Develop performance.	Yes, Increase my knowledge Develop performance.	Yes, Increase my knowledge Develop performance.	Yes, Increase my knowledge Develop performance.	Yes, Increase my knowledge Develop performance. Confidence	Yes, Increase my knowledge Develop performance. Confidence	Yes, Increase my knowledge Develop my and unit performance. Confidence	Yes, Develop my and unit performance.
	1.2 What training topics were of greatest importance to you? Why?	New water treatment techniques Lab process / analysis To improve my knowledge and skills	New water treatment techniques Dealing with chemicals To improve my skills	RO To increase my knowledge and develop my performance	RO To increase my knowledge	RO To increase my knowledge and skills	RO New water treatment techniques To increase my knowledge and develop my performance	RO To increase my knowledge	RO To increase my knowledge
2. Language of Instruction	2.1 Was the combination of Arabic and English useful?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	2.2 Why?	Improve my technical English language	Improve my technical English language	Improve my technical English language	Better understanding	Improve my technical English language	Better understanding Effective communication	Better understanding	Better understanding
3. Knowledge/Understanding	3.1 Did the training cover new technologies that you wanted to know more about?	Yes, 85%	Yes, 80%	Yes, 50%	Yes 90%	Yes,70%	Yes, 80%	Yes, 70%	Yes, 80%
	3.2 To what extent did you learn the importance of safe drinking water and/or pollution control laws/regulations to your job?	100%	70%	100%	100%	90%	100%	80%	100%
	3.3 To what extent did you learn about the safety equipment and safe O&M procedures associated with your job?	100%	100%	100%	100%	100%	100%	60%	100%
4. Attitude/Confidence; Self Esteem	4.1 How will this training help you in your career?	Promotions Job opportunities	Promotions Job opportunities	Promotions Job opportunities	Promotions ob opportunities	Job opportunities	Job opportunities Promotions	Job opportunities Promotions	Job opportunities Promotions
	4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the	Aware	Aware	Aware	Limited aware	not aware	Highly Aware	Aware	Aware
5. Skills/Technical; Management	5.1 Did the training cover the technical skills that you expected to acquire to help you do your job better?	80%	75%	50%	80%	80%	90%	70%	80%
	5.2 What new problem solving skills did you acquire that will enable you to do your job better?	Avoid risk Problem assessment	Avoid risk Problem assessment	Avoid risk	Problem assessment Quick response	Problem assessment and solving Avoid Risk	Problem assessment Quick response	Problem assessment Quick response	Take Preventive actions Quick response
	5.3 What new supervisory/management skills did you acquire that will enable you to do your job better?	Work organizing Writing reports	Work organizing Writing reports Time management	Work organizing Writing reports	Work organizing Writing reports Time management	none	Work organizing Writing reports Time management -eam work	Work organizing Time management	Work organizing Time management Writing reports
6. Impact	6.1 In what ways are you receiving the support of your supervisor and the utility in the application of new knowledge and skills on the job?	moral support	moral support	Moral support	Moral Support	Moral support	Moral support	Moral support	Moral support
	6.2 How is your supervisor monitoring your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?	Follow-up Review work reports	Follow-up Review work reports	Follow-up Review work reports	Follow-up Review work reports Meetings and discussions	Follow-up	Don't know	Meetings and discussions	Meetings and discussions
	6.3 What improvements can you see in your performance and the performance of your work unit as a result of the training?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	6.4 What improvements can you see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

B2. OMT Training Impact Assessment – Post Training / Supervisor; Manager Interview

	Capacity Building - Learning-to-Perform	Eng. Ali Mahmoud Al-Hamed Al-Qura'an	Eng. Ahmad Musa Moh'd Al-Hiaree	Eng. Ghasan Adnan Abd Alrahman Al-Salhi	Ahmad Khalil Moh'd Mansour	Hani Omar Madeen Bstas
1. Relevance of Training	1.1 To what extent are you supporting your staff in learning and improving their job skills? How?	Full Support By - Training - Positive Encouragement	Full Support By - Training - Positive Encouragement - Orientation	Full Support By - Discussions	Full Support By - Discussions - Training - Positive encouragement	Full Support By - Positive encouragement - Training
	1.2 your staff study the topics that you consider to be top priority?	Yes	Yes	Yes	Yes	Yes
2. Language of Instruction	2.1 The training is conducted in Arabic with introduction of some English terms. What is your opinion of this decision?	Fully agree	Fully agree	Fully agree	Fully agree	Fully agree
	2.2 Why?	- Effective communication - Improve their technical english language skills	- Effective communication - Improve their technical english language skills	Effective communication	Effective communication	Effective communication
3. Knowledge/Understanding	3.1 what extent are you aware of the content of the training that your staff received?	50% Aware	100% Aware	100% aware	80% Aware	50% Aware
	3.2 What specific new international developments and new technologies did you want your staff to learn? Were these technologies included in the training?	- New water treatment process Yes	-RO, - Sterilization Yes	- New water treatment process - Safety Yes	- Water quality - Safety Yes	-RO, - Safety - New water treatment processes Yes
	3.3 To what extent did the training ensure that your staff learned the importance of safe drinking water and/or pollution control laws/regulations to their jobs?	90%	90%	90%	80%	70%
	3.4 To what extent did the training ensure that your staff learned the safety equipment and safe O&M procedures associated with their work?	90%	90%	90%	80%	80%
4. Attitude/Confidence; Self Esteem	4.1 Do you expect this training to result in a loss of staff to other employers?	No	Yes	No	Yes	Yes
	4.2 How can this be avoided?	N/A	- Promotion - Incentives	N/a	- Incentives	- Incentives - Promotion
	4.3In your opinion, to what extent are the families, friends and neighbors of your staff aware of the importance of their jobs in the protection of public health by providing safe drinking water and/or the importance of controlling	90% Aware	80% Aware	80% Aware	Not aware	(40%) Limited Aware
5. Skills/Technical; Management	5.1 specific new technical skills did your staff learn to enable them to do their job better?	New water treatment processes.	New water treatment processes.	- New water treatment processes. - Safety	- New water treatment processes. - Safety - Understanding and dealing with drinking water specification.	- Safety - Preventive maintenance
	5.2 What specific new supervisory/management skills did your staff learn to enable them to do their job better?	Organizing work	- Organizing work - Reporting - Time Management	- Organizing work - Reporting	- Organizing work	- Reporting - Time Management
6. Impact	6.1 How are you supporting staff in applying new knowledge and skills on the job?	Moral support	Moral support	- Moral support - Meetings Discussions	-Empowerment - Enhance confidence	Moral Support
	6.2How are you monitoring the performance of staff after training to assess impact?	- Review work reports - Meetings discussions	- Review work reports - Empowerment	Observance	- Meetings discussions - Observance -Follow-up	- Observance
	6.3 What improvements in staff and work unit performance do you see as a result of training?	N/A*	N/A*	N/A*	N/A*	N/A*
	6.4 What improvements do you see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?	N/A*	N/A*	N/A*	N/A*	N/A*

B.3 OMT Training Impact Assessment Survey – Post-Training/Trainee “Arabic”

المسح التقييمي (استبيان)

متدرب/مشغل

أثر تدريب مشروع التدريب على الإدارة والصيانة – مرحلة ما بعد التدريب

يرجى الإشارة إلى مستوى الاتفاق/الاختلاف بوضع علامة (✓) مقابل البيان:

5 أوافق بشدة	4 أوافق	3 محايد	2 أختلف	1 أختلف بشدة
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بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 أنا مهتم في التعلم وتحسين مهاراتي في أدائي العملي .
- 2.1 أريد دراسة الموضوعات التي تتصل بشكل مباشر بوظيفتي الحالية فقط .
- 3.1 أريد معرفة كاملة في مجال عملي بغض النظر عن مدى ارتباطها بوظيفتي الحالية .

2. لغة التدريس:

- 1.2 أنا أفضل الدراسة باللغة العربية في مجال عملي .
- 2.2 أنا أفضل الدراسة باللغة الإنجليزية في مجال عملي .
- 3.2 ليس لدي تفضيل لأي لغة تدريس .

3. المعرفة:

- 1.3 أنا حالياً على اطلاع وإدراك أفضل حول التقنيات الحديثة التي يمكن أن تحسن من أدائي لعملي .
- 2.3 التدريب قد زاد معرفتي حول التطورات العالمية الجديدة والتقنيات الحديثة في مجال عملي .
- 3.3 أنا حالياً على علم أفضل عن أهمية المياه الصالحة للشرب و/أو قوانين أنظمة مراقبة التلوث المتعلقة بعملي.
- 4.3 أنا لست على علم بمعدات السلامة و إجراءات التشغيل و الصيانة السليمة في مجال عملي .

4. السلوكيات:

- 1.4 التدريب يمنحني الثقة لتطبيق المعرفة الجديدة في أدائي العملي .
- 2.4 التدريب يمنحني الثقة للحصول على ترقية في عملي وتحقيق الأهداف الوظيفية .
- 3.4 التدريب يمنحني الثقة للحصول على فرص عمل في أماكن عمل أخرى .
- 4.4 عائلتي والأصدقاء والجيران ليسوا على دراية بأهمية وظيفتي في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة.

5. المهارات:

- 1.5 اكتسبت مهارات فنية جديدة لأقوم بعملية بشكل أفضل .
- 2.5 اكتسبت طرق/أساليب جديدة لحل مشاكل العمل .
- 3.5 تعلمت طرق وأساليب إدارية جديدة لتنظيم الموظفين والمهام .

6. الأثر المستقبلي:

- 1.6 أنا أتلقى الدعم من المشرف والإدارة عند تطبيق المعارف والمهارات الجديدة في أدائي لعملي .
- 2.6 المشرف يراقب تطبيقي للمعارف والمهارات الجديدة التي اكتسبتها في التدريب لتحديد أثرها على دائي وأداء الوحدة .
- 3.6 أستطيع أن أرى تحسينات في أدائي وأداء الوحدة نتيجة للتدريب .

B.3 OMT Training Impact Assessment – Post-Training/Trainee Interview

Based on having completed the W/L1 training, please answer the following:

Capacity Building

1. Relevance of Training

- 1.1 Are you interested in learning and improving your job skills? Why?
- 1.2 What training topics were of greatest importance to you? Why?

2. Language of Instruction

- 2.1 Was the combination of Arabic and English useful?
- 2.2 Why?

3. Knowledge/Understanding

- 3.1 Did the training cover new technologies that you wanted to know more about?
- 3.2 To what extent did you learn the importance of safe drinking water and/or pollution control laws/regulations to your job?
- 3.3 To what extent did you learn about the safety equipment and safe O&M procedures associated with your job?

4. Attitude/Confidence; Self Esteem

- 4.1 How will this training help you in your career?
- 4.2 To what extent are your family, friends and neighbors aware of the importance of your job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment?

5. Skills/Technical; Management

- 5.1 Did the training cover the technical skills that you expected to acquire to help you do your job better?
- 5.2 What new problem solving skills did you acquire that will enable you to do your job better?
- 5.3 What new supervisory/management skills did you acquire that will enable you to do your job better?

6. Impact

- 6.1 In what ways are you receiving the support of your supervisor and the utility in the application of new knowledge and skills on the job?
- 6.2 How is your supervisor monitoring your application of new knowledge and skills to determine impact on your performance and the performance of your work unit?
- 6.3 What improvements can you see in your performance and the performance of your work unit as a result of the training?
- 6.4 What improvements can you see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?

B.3 OMT Training Impact Assessment – Post-Training/Trainee Interview “Arabic”

نموذج مقابلة (متدرب/مشغل)

بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 هل أنت مهتم في التعلم وتطوير مهارات أدائك لعملك؟ لماذا؟
- 2.1 ما هي المواضيع التدريبية التي كانت لها أهمية قصوى بالنسبة لك؟ لماذا؟

2. لغة التدريس:

- 1.2 هل كان الجمع بين اللغة العربية والانجليزية مفيداً؟
- 2.2 لماذا؟

3. المعرفة:

- 1.3 هل التدريب غطى التقنيات الحديثة التي كنت تريد معرفة المزيد عنها؟
- 2.3 إلى أي مدى تعلمت عن أهمية المياه الصالحة للشرب و/أو قوانين/أنظمة مراقبة التلوث بالنسبة لعملك؟
- 3.3 إلى أي مدى تعلمت عن أهمية معدات السلامة و إجراءات التشغيل و الصيانة السليمة المرتبطة بعملك؟

4. السلوكيات:

- 1.4 كيف سيساعدك التدريب في عمالك وحياتك المهنية؟
- 2.4 إلى أي حد تدرك عائلتك وأصدقائك والجيران أهمية وظيفتك في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو على أهمية السيطرة على التلوث لحماية البيئة؟

5. المهارات:

- 1.5 هل غطى التدريب المهارات الفنية التي كنت تتوقع اكتسابها لتساعدك في القيام بعملك بشكل أفضل؟
- 2.5 ماهي المهارات الجديدة في حل المشاكل التي اكتسبتها والتي ستمنحك من القيام بعملك بشكل أفضل؟
- 3.5 ما هي المهارات الإشرافية/الإدارية الجديدة التي اكتسبتها و التي ستمنحك من القيام بعملك بشكل أفضل؟

6. الأثر المستقبلي:

- 1.6 ما هي الطرق التي تتلقى بها الدعم من مسؤولك وإدارتك عند تطبيقك للمعارف والمهارات الجديدة في عملك؟
- 2.6 كيف يقوم مسؤولك بمراقبة تطبيقك للمعارف والمهارات الجديدة لتحديد أثر التدريب على أدائك وأداء الوحدة التي تعمل بها؟
- 3.6 ما هي التحسينات التي تستطيع أن تراها في أدائك وأداء الوحدة التي تعمل بها نتيجة للتدريب؟
- 4.6 ماهي التحسينات التي تستطيع أن تراها في أداء المرفق من حيث الالتزام بمتطلبات العمل وتقليل الأعطال/الإصلاحات وتوقف العمل؟

B.4 OMT Training Impact Assessment Survey – Post Training/Supervisor “Arabic”

المسح التقييمي (استبيان) (مشرف/مدير)

أثر تدريب مشروع التدريب على الإدارة والصيانة -- مرحلة ما بعد التدريب
يرجى الإشارة إلى مستوى الاتفاق/الاختلاف بوضع (✓) مقابل البيان:

5 أوافق بشدة	4 أوافق	3 محايد	2 أختلف	1 أختلف بشدة
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بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

- 1.1 الموظفون لديهم الاهتمام في التعلم وتحسين مهاراتهم في أدائهم لعملهم .
- 2.1 أريد فقط من الموظفين دراسة وتعلم الموضوعات ذات العلاقة المباشرة بوظائفهم الحالية .
- 3.1 أريد من الموظفين تلقي المعرفة الكاملة في مجال عملهم بغض النظر عن مدى ارتباطها بوظائفهم الحالية.

2. لغة التدريس:

- 1.2 أنا أفضل للموظفين الدراسة باللغة العربية .
- 2.2 أنا أفضل للموظفين الدراسة باللغة الإنجليزية .
- 3.2 ليس لدي تفضيل لأية لغة تدريس .

3. المعرفة:

- 1.3 الموظفون حاليا مدركين وعلى إطلاع أفضل حول التقنيات الحديثة التي قد تحسن من أدائهم .
- 2.3 الموظفون حاليا مدركين وعلى إطلاع أفضل بمعدات السلامة وإجراءات التشغيل و الصيانة السليمة في مجال عملهم .
- 3.3 تدريب الموظفون قد زاد معرفتهم بالتطورات العالمية الجديدة والتقنيات الحديثة في مجال عملهم .
- 4.3 الموظفون حاليا على دراية أفضل بأهمية المياه الصالحة للشرب و/أو قوانين أنظمة مراقبة التلوث المتعلقة بعملهم .

4. السلوكيات:

- 1.4 التدريب يعطي الموظفين الثقة لتطبيق المعرفة الجديدة في أداء عملهم .
- 2.4 التدريب يعطي الموظفين الثقة للحصول على ترقية وتحقيق أهدافهم الوظيفية .
- 3.4 التدريب يعطي الموظفين الثقة للحصول على فرص عمل في أماكن عمل أخرى .
- 4.4 في رأيي ، أسر وأصدقاء وجيران الموظفين ليسوا على دراية بأهمية وظائفهم في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة .

5. المهارات:

- 5.1 الموظفين يكتسبون المهارات الفنية الجديدة التي تمكنهم من القيام بعملهم على نحو أفضل.
- 5.2 الموظفين يكتسبون طرق وأساليب جديدة لحل مشاكل العمل .
- 5.3 الموظفين يتعلمون طرق وأساليب إدارية جديدة لتنظيم الموظفين والمهام .

6. الأثر المستقبلي:

- 1.6 أنا أدمع الموظفين في تطبيق المعارف والمهارات الجديدة التي اكتسبها أثناء التدريب عند أدائهم لأعمالهم .
- 2.6 أنا أقوم بمراقبة أداء الموظفين بعد التدريب لتقييم أثر التدريب .
- 3.6 أستطيع أن أرى التحسينات في مستوى أداء الموظفين والوحدة نتيجة للتدريب

B.4 OMT Training Impact Assessment – Post-Training/Supervisor Interview

Based on your staff having completed the W/L1 training, please answer the following:

Capacity Building

1. Relevance of Training

- 1.1 To what extent are you supporting your staff in learning and improving their job skills?
How?
- 1.2 Did your staff study the topics that you consider to be top priority?

2. Language of Instruction

- 2.1 The training is conducted in Arabic with introduction of some English terms. What is your opinion of this decision?
- 2.2 Why?

3. Knowledge/Understanding

- 3.1 To what extent are you aware of the content of the training that your staff received?
- 3.2 What specific new international developments and new technologies did you want your staff to learn? Were these technologies included in the training?
- 3.3 To what extent did the training ensure that your staff learned the importance of safe drinking water and/or pollution control laws/regulations to their jobs?
- 3.4 To what extent did the training ensure that your staff learned the safety equipment and safe O&M procedures associated with their work?

4. Attitude/Confidence; Self Esteem

- 4.1 Do you expect this training to result in a loss of staff to other employers?
- 4.2 How can this be avoided?
- 4.3 In your opinion, to what extent are the families, friends and neighbors of your staff aware of the importance of their jobs in the protection of public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment?

5. Skills/Technical; Management

- 5.1 What specific new technical skills did your staff learn to enable them to do their job better?
- 5.2 What specific new supervisory/management skills did your staff learn to enable them to do their job better?

6. Impact

- 6.1 How are you supporting staff in applying new knowledge and skills on the job?
- 6.2 How are you monitoring the performance of staff after training to assess impact?
- 6.3 What improvements in staff and work unit performance do you see as a result of training?
- 6.4 What improvements do you see in facility performance in terms of (A) compliance and (B) minimizing repairs and down time?

B.4 OMT Training Impact Assessment – Post-Training/Supervisor Interview “Arabic”

نموذج مقابلة

(مشرف/مدير)

بناء القدرات -- التعلم من أجل التطبيق

1. أهمية التدريب:

1.1 إلى أي مدى تدعم موظفيك في التعلم وتحسين مهاراتهم الوظيفية؟ وكيف؟

1.2 هل تعلم موظفيك المواضيع التي اعتبرتها ذات اولويه عليا؟

2. لغة التدريس:

2.1 تم التدريب باللغة العربية مع استخدام اللغة الانجليزية لبعض المصطلحات، ما هو رأيكم في ذلك؟

2.2 لماذا؟

3. المعرفة:

1.3 إلى أي مدى تدرك محتوى التدريب الذي تعلمه موظفيك؟

2.3 ما هي بشكل محدد التطورات العالمية الجديدة والتقنيات الحديثة التي أردت من موظفيك تعلمها؟ هل كانت هذه التقنيات ضمن التدريب؟

3.3 إلى أي مدى ضمن التدريب بان الموظفين قد تعلموا أهمية المياه الصالحة للشرب و/أو قوانين/أنظمة مراقبة التلوث أثناء ممارستهم لأعمالهم؟

4.3 إلى أي مدى ضمن التدريب بان الموظفين قد تعلموا أهمية معدات السلامة وإجراءات التشغيل والصيانة السليمة بعملهم؟

4. السلوكيات:

1.4 هل تتوقعون أن هذا التدريب سيؤدي إلى خسارة في الموظفين وانتقالهم إلى شركات/مؤسسات أخرى؟

2.4 كيف يمكن تفادي ذلك؟

3.4 برأيك ، إلى أي حد يدرك أهالي وأصدقاء وجيران موظفيكم أهمية وظائفهم في حماية الصحة العامة من خلال توفير المياه الصالحة للشرب و/أو أهمية السيطرة على التلوث لحماية البيئة؟

5. المهارات:

- 1.5 ما هي المهارات التقنية الجديدة التي تعلمها موظفيك لتمكنهم من القيام بعملهم على نحو أفضل؟
- 2.5 ما هي المهارات الإدارية/الإشرافية الجديدة التي تعلمها موظفيك لتمكنهم من القيام بعملهم على نحو أفضل؟

6. الأثر المستقبلي:

- 1.6 كيف تدعمون موظفيكم في تطبيق المعارف والمهارات الجديدة في عملهم؟
- 2.6 كيف تراقبون أداء الموظفين بعد التدريب لتقييم أثر التدريب؟
- 3.6 ما هي التحسينات في أداء الموظفين والوحدات التي يعملون بها كنتيجة للتدريب؟
- 4.6 ما هي التحسينات في أداء المرفق (المحطة) من حيث الالتزام بمتطلبات العمل وتقليل الأعطال/الاصلاحات وتوقف العمل؟