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PRIMARY
EDUCATION
DEVELOPMENT

GOVERNMENT OF BALOCHISTAN
EDUCATION DEPARTMENT
PRIMARY EDUCATION DIRECTORATE

**TRAINING AND CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT
ON
TRAINING OF PROVINCIAL ENGINEERS/
CONSUMER TRAINING**

FINAL REPORT

CONTRACTED BY
ACADEMY FOR EDUCATIONAL DEVELOPMENT
(AED)



DEVELOPED BY
A Human Resources Training
Development & Consultancy Division of



Ministry of Industries & Production, Govt. of Pakistan.

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



A Division of

**State Petroleum Refining &
Petrochemical Corporation (Pvt.) Ltd.**

Ministry of Industries & Production, Govt. of Pakistan.



T.1.6/ICP/FINAL/RPT

June 27, 1994.

Mr. J. J. Bamji,
Technical Advisor,
Primary Education Development,
New Al-Gilani Road,
Mulla Khail St.,
Quetta.

Subject: FINAL REPORT

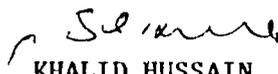
Dear Sir,

After the successful completion of Training of Provincial Engineers/
Consumers Training. We are enclosing Ten (10) sets of Final Report
alongwith attachment as required by you.

However, if you required any more information or clarification we would
be happy to supply you the same.

We thank you for the confidence you have placed in the Petroman and
look forward to be continued relations with you in the future.

Yours faithfully,
For STATE PETROLEUM REFINING AND
PETROCHEMICAL CORPN. (PVT) LTD.


KHALID HUSSAIN
ACTING GENERAL MANAGER, PETROMAN

SI/nak



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1.0 INTRODUCTION

The Academy for Educational Development (AED) under a contract with USAID is providing technical assistance and support to the Primary Education Development Programme in the provinces of Balochistan and NWFP. The activities of the program included improvement of technical skills of the Provincial Engineers in the area of project monitoring, management and field inspection. In order to implement this activity AED invited proposals for providing training to provincial Engineers from various organizations including PETROMAN.

In February 1994 AED sub-contracted the task of developing and organizing the program for Provincial Engineers to PETROMAN.

A. OBJECTIVE

For Provincial Engineers of Directorate of Civil Works, Education Department, Quetta, Balochistan.

The objectives of the training programme developed and organized by PETROMAN are follows:

- To impart training to the Divisional Engineers (D.E.) and Sub-Divisional Officers (S.D.O.) in:-
 - o Developing Job Descriptions
 - o Project/Contract Management
 - o Public Administration, Human Relations
 - o Computer Aided Project Planning and Monitoring
 - o Team Work, Motivation and Commitment.
- To impart training to the Sub-Divisional Officers (S.D.O.) and Sub-Engineers in:
 - o Developing Job Description
 - o Supervision of all construction activities at the project site, including quality of work.



- o Field testing of all materials in timely manner and to ensure that they are in compliance with the contract specification.
- o Accepting or rejecting B.O.Q. work item performed by the contractor
- o Team work and Human Relations
- o Improving moral and Job Commitment
- o Monitoring of field progress
- o Preparation of measurement book and approval of contractor's bill.

B. CONSUMERS TRAINING FOR DISTRICT EDUCATION OFFICERS & SUB-DIVISIONAL ENGINEER OFFICERS PRIMARY EDUCATION DEVELOPMENT PROGRAMME

- To impart training to the DEOs & SDEOs in oversight responsibilities such as:
 - o Requirements of various types work that might be undertaken by the directorate of primary Education and the responsibility of all parties to the effective completion of those works;
 - o The process of certification and payment of contractors and the importance of the quality assurance process, with specific attention to DEO/SDEO responsibilities;
 - o Understanding technical drawings, plans and work specifications so that those items requiring checks are monitored and that officers can, properly review the site before they sign off on work done and;



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- o Duties obligation and responsibilities of Architectural and Engineering Firm's field staff and Directorate of Civil Works Education Department, field staff, and their powers, authority and limits.

To impart training in basic field inspection and observation techniques that are within the capacity of educated lay persons (non-engineers).

- o Inspection of quality of material and workmanship at various stages of construction/operation;
- o Knowledge of Bar-Char and monitoring the progress of work in the field and;
- o Team work, Motivation, commitment and Coordination and other organizations and agencies involved/affected in the execution of the works.

PETROMAN has successfully completed all the activities involved in developing and organizing the training program as per contractual requirements and is submitting it's final report. The report presents the methodology adopted for developing the training program it's coverage and participation, program effectiveness and evaluation. In the end of the report the conclusions and recommendations have been presented.

PETROMAN is thankful to AED for assigning the work and hope that the training program has been able to achieve the designed objectives.

PETROMAN also wishes to express its appreciation to officials of AED and relevant departments of Governments of Balochistan and NWFP for providing guidance, support and assistance during the course of the assignment. A special gratitude is also directed to the participants of various workshops for their interest and involvement in various subjects.



2.0 APPROACH USED FOR DEVELOPING AND ORGANIZING THE TRAINING PROGRAM

The Sub-Contract between PETROMAN and AED having an effective date of January 1, 1994 was executed on February 3, 1994. Subsequently, AED also assigned the work of conducting consumer training for DEOs and SDEOs. The work to be undertaken by PETROMAN was divided into three phases i.e. I, II and III. The Phase-I covered:

- Training need assessment.
- Development of Workshop curriculum and training material.
- Data collection for development of field engineers manual.

In Phase-II the Field Engineers Manual was developed while in Phase-III the seven workshops were organized. The approach used by PETROMAN for developing and organizing the training program is explained in the following paragraphs.

■ Phase-I

Training Need Assessment

The training need assessment was the first activity undertaken by PETROMAN for this assignment. For this purpose the required questionnaires and formats were developed and a five member team of PETROMAN headed by Mr. M. N. Hussain Chief Counselor visited Quetta during February 27, to March 1, 1994. A follow-up visit was also undertaken in the last week of April 1994. In these visits Training Need Assessment questionnaires were completed, various officials were interviewed school sites were visited and data for development of field inspection manual was also collected. The specimen questionnaire and interview form is given in Appendix - I. PETROMAN faced some difficulty in completing the Training Need Assessment questionnaires. The interviews with various officials however, were very useful and were used as base material for training need assessment. The officials interviewed included:-



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- o Secretary Education, Government of Balochistan.
- o Deputy Secretary, Education Government of Balochistan.
- o Director Primary Education Development.
- o Chief Engineer, Department of Communication & Works (C & W).
- o Technical Advisor C & W.
- o Superintendent Engineer C & W.
- o Technical Advisor, Teacher Training & Supply PED.
- o Project Manager Engineering Consultant.

The PETROMAN team visited the following School sites:-

- o Government Girls Lady Syndmen School.
- o Government Girls Model High School Mission Road.
- o Government Middle School Police Lines.
- o Government Girls High School Postal Colony.

Based on the data collected during the PETROMAN team's visits and subsequent discussions and communication exchanged with AED officials the following tasks were undertaken:

- o Establishing the objectives of workshops.
- o Determining the design and structure of the workshops.
- o Developing the detailed curriculum (subjects to be covered).
- o Determining the training methodology to be adopted.
- o Developing the training material and manuals i.e. Field Engineers, consumer field manual.



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The envisaged training methodology gave due emphasis to participatory style and theoretical instructions were supplemented with solution of practical problems and field visits.

■ **Phase-II**

The field engineers and consumer field manuals were compiled based on the data collected during PETROMAN's team visits, interviews with officials consultation with specialists and printed material obtained from various sources. The draft manual was finalized after a thorough review by the Technical Advisor PED.

■ **Phase-III**

Under the assignment PETROMAN organized the following seven training workshops in Quetta Balochistan:-

- o Project Management & Monitoring work-shop May 9 - 12, 1994.
- o Field Inspection Workshop-I May 14 - 16, 1994.
- o Field Inspection Workshop-II May 28 - 30, 1994.
- o Field Inspection Workshop-III May 31 - June 2, 1994.
- o Consumer Training Workshop-I June 4 - 6, 1994.
- o Consumer Training Workshop-II June 12 - 14, 1994.
- o Consumer Training workshop-III June 15 - 17, 1994.



3.0 TRAINING PROGRAM ITS COVERAGE AND PARTICIPATION

The training program organized by PETROMAN comprised of following seven training workshops:

- o Project Management & Monitoring Workshop May 9 - 12, 1994.
- o Field Inspection Workshop-I May 14 - 16, 1994.
- o Field Inspection Workshop-II May 28 - 30, 1994.
- o Field Inspection Workshop-III May 31 - June 2, 1994.
- o Consumer Training Workshop-I June 4 - 6, 1994.
- o Consumer Training Workshop-II June 12 - 14, 1994.
- o Consumer Training Workshop-III June 15 - 17, 1994.

In the paragraphs to follow an overview of workshops and their participation is given.

3.1 Project Management & Monitoring Workshop

This workshop was held in Quetta during May 9 - 12, 1994. The workshop was attended by Divisional Engineers/Sub-Divisional Officers. The subjects covered were divided into two groups. In group-I the aspects related to management, motivation and contract management were covered. In group-II the quantitative aspects of construction management were addressed.

The management & contract administration area were covered by Mr. M. N. Hussain General Manager (Planning & Coordination) State Petroleum Refining and Petrochemical Corporation (PERAC).



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Mr. Hussain in his presentation first addressed the nature, importance and role of motivation in management. He stressed that motivation is vital for an individual to give his best. He also explained in detail the attitudes and behaviour of employees reflecting motivation or the lack of it. He also presented view points of leading behavioral scientists about motivation and explained the modes of group behaviour and presented the guidelines and tips for good and effective human relations.

Mr. Hussain also gave a detail presentation on contract preparation, planning, administration and negotiation process. Number of sample contracts were also presented and discussed. During the presentation the participants took keen interest and gave their views and reactions on various subjects.

The 3rd and 4th study of the workshop was dedicated to quantitative aspects of construction management. Mr. Ubaid Hasan Akhtar who is working as Assistant Professor at the Civil Engineering Department of NED

University of Engineering & Technology, Karachi conducted this part of the workshop. Mr. Akhtar after giving an overview of construction management gave a detailed presentation on project monitoring techniques i.e. Critical Path Method (CPM) and Program Evaluation & Review Technique (PE&RT). The presentation on CPM dealt with the procedure and application areas of CPM, real life problems were also discussed. The participants were given exercises for critical path computation and developing CPM for various projects. The presentation on PERT gave details of the PERT technique its application and utility. Detailed explanation of the concept of probability and normal probability distribution was also presented alongwith a case study.

The course material given to the participants alongwith the exercise undertaken by the participants is presented in Volume-II(a) & II(b) of this report.

The additional handouts given to the participants is presented in Volume-III.



3.2 Field Inspection Workshops

As stated earlier three field inspection workshops were organized by PETROMAN during the months of May/June, 1994. The first workshop was held during May 14 - 16, 1994, while the second workshop was held during May 28 - 30, 1994. The third workshop was held from May 31 - June 02, 1994. The three workshops were attended by 37 participants. All the three workshops were conducted by Dr. S. M. Makhdumi, Chief Counsellor (Technical) and Mr. Sikandar Abul Khairi, Counsellor. Mr. Makhdumi holds PH.D. in Civil Engineering and presently working as Chairman Civil Engineering Department, NED University of Engineering & Technology, Karachi. Mr. Khairi hold a Masters Degree in Civil Engineering and is presently working at NED University of engineering & Technology, Karachi. In the first part of the workshop Mr. Makhdumi explained various aspects of building, drawings their layout and foundation plan. the practical problems being faced by the engineers in building construction were also discussed. In the later part of the workshop Dr. Makhdumi explained the need and principles of inspection and quality control and enforcement of specifications. He run-dun of the field inspection manual developed by PETROMAN as part of the assignment was also given (the field inspection manual is presented in Volume-II(c) & II(d)). All the stages of inspection and quality control for a typical building project were also discussed in detail. Various proformas to be used for inspection purposes were also discussed and views of the participants were obtained.

The standards normally employed for construction of buildings were also discussed. Dr. Makhdumi also apprised the participants about the procedure of estimating, preparation of Bill of Quantities (BOQs) and rate analyses for civil works. The participants of each workshop visited various school sites. The participants of first workshop visited the following sites:-

- o Government Girls High School Pringabad - Mastung.
- o Government Girls Middle School Shamsabad - Mastung.
- o Government Girls Primary School Mir Hasan - Mastung,



The Government Middle School Shamsabad - Mastung was completed in 1993, while the remaining two schools were at various stages of construction. During the visit participants physically inspected the building and gave their views on quality of construction and ways and means to be employed for further improving the quality of construction. The participants also gave their views on the availability of construction material in the area and the province.

The participants of second and third workshops visited the following school sites:-

- o Government Boys Middle School Machan - Pishin.
- o Government Boys Middle School Yaroo - Pishin.
- o Multigrade Girls Primary School Haider Zai - Pishin.
- o Government Girls Primary School Pud Gali Chowk - Quetta.
- o Government Girls Primary School Sardar Karez - Quetta.
- o Government Boys Primary School Sardar Karez - Quetta.
- o Government Girls High School Irrigation Colony - Quetta.

The additional handouts given to the participants is presented in Volume-III.

3.3 Consumer Training Workshops

PETROMAN as part of the assignment organized three consumer training workshops. The first workshop was held from June 04 - 06, 1994, while the second workshop was held during June 12 -14, 1994. The third workshop was organized from June 15 - 17, 1994. The three workshops were attend by 65 participants. The workshop were organized with the objective of equipping the District Education Officer and Sub-Division Education Officer, with the basic features of building construction, principles of inspection and considering for site selection and buildings takeover.



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All the three consumer training workshop were conducted by Dr. Makhdumi, Chief Counsellor (Technical) and Mr. Sikandar Abul Khairi, Counsellor. The speakers after apprising the participants about the need and importance of the workshops gave a detail explanation of principles and stages of inspection as well responsibility of inspector at each stage of inspection. A detail presentation on the elements and types of buildings/structures and materials used was also given. The differences between architectural and structural elements of the buildings were also explained alongwith the importance and features of building drawings including submission, working and completion/asbuilt drawings.

A presentation on considerations and approach to be used in site selection and repairs required in the buildings their structures and regular checks required for preventing major repairs was also given. The participants were briefed about the major defects in construction of buildings and about the steps involved and checks to be performed in buildings takeover. The methodology to be adopted in estimating the quantities of civil works and buildings was also explained. The participants were also briefed about the salient features of consumer field manual developed by PETROMAN as a part of the assignment. The consumer field manual after discussing the need and principles of inspection and quality control and enforcement of specifications gave an exhaustive check list which could be used by the inspectors in various stages of inspection and quality control of building materials and construction work. Various proformas which could help and act as a ready reference were also provided. An explanation on the standards employed in building construction and conversion tables used was also given. The consumer field manual is presented as Volume-II(e) & II(f), while handouts given to the participants are presented as Volume-III.

The participants showed keen interest in topics covered in the workshop specially building takeover process and maintenance procedure. The participants were of the opinion that their involvement in site selection and building construction activities should be enhanced.



4.0 EFFECTIVENESS AND EVALUATION OF THE TRAINING PROGRAM

The training program developed and organized by PETROMAN was very effective and has met the objectives of the program.

In all seven workshops were organized which were attended by around 120 persons. The participation ratio was around 90%. The program has not only equipped the Divisional Engineers, Sub-Divisional Officers with techniques of project management human relations, construction management and field inspection but has also apprised the District Education Officer about the inspection and quality control techniques, repair and maintenance of building/structures and check list of building takeover and site selection. In all the workshops the participants took active interest and appreciated the training program's methodology and contents.

In order to have the feedback about the participants satisfaction level PETROMAN got filled a program evaluation form (For specimen form see Appendix - II). In the form, participants reaction on various aspects of the program was obtained. The results of the program evaluation have been tabulated and presented in Table-1. The review of Table-1 reveals that 75% to 90% of the participants of Project Management and Monitoring and Field Inspection Workshop were not satisfied with the duration of the workshops. In case of consumer training workshop around 58% of the participants were not satisfied with the duration of workshops. Major proportion of the participants rated the quality of handouts as good and excellent. The participants were generally satisfied with the knowledge and presentation of the speakers. On Overall basis over 92% of the participants rated the PETROMAN's coordination arrangement at the workshops as excellent/good.

In case of project management and monitoring workshop over 80% of the participant rated the overall standard as excellent. Around 49% of the participants of field inspection workshops rated it as excellent, while 46% rated it as good. In case of consumer training workshops 86% of the participants rated it as excellent/good.



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Majority of the participants were of the opinion that the program should have been organized in another city e.g. Murree (Punjab) or Karachi (Sindh). This would have also provided an opportunity to have exposure to practices being followed by these provinces and interruptions due to exigencies of the work would have been avoided.

Table - 1

RESULTS OF PROGRAM EVALUATION



S.No.	DESCRIPTION	COURSES													
		A	% Age	B	% Age	C	% Age	D	% Age	E	% Age	F	% Age	G	% Age
1.	# of Participants	14		10		15		12		18		24		23	
2.	DURATION														
	Yes	2	14.29%	1	10.00%	4	26.67%	3	25.00%	8	44.44%	10	41.67%	10	43.46%
	No	12	85.71%	9	90.00%	11	73.33%	9	75.00%	10	55.56%	14	58.33%	13	56.52%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%
3.	HANDOUTS														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	-	-	-	-	-	-	1	8.33%	1	5.56%	3	12.50%	3	13.04%
	Average	2	14.29%	-	-	1	6.67%	2	16.67%	1	5.56%	1	4.17%	1	4.35%
	Good	4	28.57%	3	30.00%	10	66.67%	7	58.33%	8	44.44%	14	58.33%	16	69.57%
	Excellent	8	57.14%	7	70.00%	4	26.67%	2	16.67%	8	44.44%	6	25.00%	3	13.04%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%
4.	COORDINATION														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	-	-	-	-	-	-	-	-	1	5.56%	3	12.50%	-	-
	Average	1	7.14%	-	-	1	6.67%	1	8.33%	-	-	1	4.17%	1	4.35%
	Good	3	21.43%	2	20.00%	3	20.00%	4	33.33%	8	44.44%	12	50.00%	19	82.61%
	Excellent	10	71.43%	8	80.00%	11	73.33%	7	58.33%	9	50.00%	8	33.33%	3	13.04%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%
5.	RATING OF SPEAKER # 1														
	- KNOWLEDGE														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	1	5.56%	-	-	1	4.35%
	Average	-	-	-	-	-	-	4	33.33%	1	5.56%	-	-	-	-
	Good	3	21.43%	3	30.00%	-	-	2	16.67%	5	27.78%	11	45.83%	7	30.43%
	Excellent	10	71.43%	7	70.00%	15	100.00%	6	50.00%	11	61.11%	13	54.17%	15	65.22%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%
	- PRESENTAION														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	1	5.56%	-	-	-	-
	Average	-	-	-	-	-	-	4	33.33%	1	5.56%	-	-	-	-
	Good	3	21.43%	1	10.00%	3	20.00%	2	16.67%	5	27.78%	10	41.67%	11	47.83%
	Excellent	10	71.43%	9	90.00%	12	80.00%	6	50.00%	11	61.11%	14	58.33%	12	52.17%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%
	- OVERALL														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	1	5.56%	-	-	-	-
	Average	-	-	-	-	-	-	4	33.33%	1	5.56%	-	-	-	-
	Good	3	21.43%	2	20.00%	2	13.33%	2	16.67%	5	27.78%	9	37.50%	11	47.83%
	Excellent	10	71.43%	8	80.00%	13	86.67%	6	50.00%	11	61.11%	15	62.50%	12	52.17%
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	100.00%

RESULTS OF PROGRAM EVALUATION



S.No.	DESCRIPTION	COURSES													
		A	% Age	B	% Age	C	% Age	D	% Age	E	% Age	F	% Age	G	% Age
6.	RATING OF SPEAKER # 2														
	- KNOWLEDGE														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	-	1	5.56%	-	-	-
	Average	-	-	-	-	-	-	4	33.33%	1	5.56%	-	-	-	-
	Good	2	14.29%	1	10.00%	1	6.67%	3	25.00%	7	38.89%	-	-	-	-
	Excellent	11	78.57%	9	90.00%	14	93.33%	5	41.67%	9	50.00%	-	-	-	-
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	-	-	-	-
	- PRESENTATION														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	-	1	5.56%	-	-	-
	Average	-	-	-	-	1	6.67%	4	33.33%	1	5.56%	-	-	-	-
	Good	2	14.29%	1	10.00%	1	6.67%	3	25.00%	8	44.44%	-	-	-	-
	Excellent	11	78.57%	9	90.00%	13	86.67%	5	41.67%	8	44.44%	-	-	-	-
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	-	-	-	-
	- OVERALL														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fair	1	7.14%	-	-	-	-	-	-	-	1	5.56%	-	-	-
	Average	-	-	-	-	1	6.67%	4	33.33%	1	5.56%	-	-	-	-
Good	2	14.29%	2	20.00%	1	6.67%	3	25.00%	8	44.44%	-	-	-	-	
Excellent	11	78.57%	8	80.00%	13	86.67%	5	41.67%	8	44.44%	-	-	-	-	
Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	-	-	-	-	
7.	OVERALL STANDARD OF PROGRAM														
	Poor	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Fair	1	7.14%	-	-	-	-	1	8.33%	1	5.56%	1	4.17%	-	
	Average	-	-	-	-	1	6.67%	-	-	2	11.11%	3	12.50%	2	
	Good	3	21.43%	1	10.00%	10	66.67%	6	50.00%	7	38.89%	14	58.33%	14	
	Excellent	10	71.43%	9	90.00%	4	26.67%	5	41.67%	8	44.44%	6	25.00%	7	
	Total	14	100.00%	10	100.00%	15	100.00%	12	100.00%	18	100.00%	24	100.00%	23	

Notes:

Course	TITLE
A	PROJECT MANAGEMENT & MONITORING WORKSHOP
B	FIELD INSPECTION WORKSHOP - I
C	FIELD INSPECTION WORKSHOP - II
D	FIELD INSPECTION WORKSHOP - III
E	CONSUMER TRAINING WORKSHOP - I
F	CONSUMER TRAINING WORKSHOP - II
G	CONSUMER TRAINING WORKSHOP - III



5.0 CONCLUSION & RECOMMENDATION

The overall output of the Training Workshops have been satisfactory and has in-culcated deep interest in the participants about importance of quality control and quality assurance in the construction work. Participation of Divisional & Sub-Divisional Education officer in the supervision of construction work was very interesting and generated lot of quarries about the extent of their responsibility in the completion of a school building.

Petroman feels that by providing the participants in general and Directorate of Primary Education in particular Field Manuals, a pioneer work has been carried out for inspection of construction work. The manuals will be helpful in a long way for improving quality of construction.

It is suggested that more workshops of similar nature should be held keeping the size of the group to a minimum of 10 to 12 so that active participation by each individual can be achieved. To get the objective it is proposed that workshops for persons involved in areas located in extreme cold climate may be run during this period when the schools are closed. Similarly in hot weather the training may be carried out during summer when the schools are closed.

To get the best output of good quality construction the contractors may also be required to get training for quality control in construction. There are two aspects of quality one is quality control and the other is quality assurance. The former being the responsibility of contractor while the latter of consultants and inspectors. Since the contractors of the remote areas are not familiar with the methods of quality control, training is desired for them.

The training program organized and conducted by Petroman for Project Management and Monitoring Workshop has been very effective and achieved its objective of equipping the Divisional Engineers/Sub-Divisional Officers with basic skills of Project Management, human relations, computer aided project planning and monitoring, team work & motivation.



FINAL REPORT

For Field Engineers, supervisors of all the activities of construction work have been explained in detail including quality control, field testing with visual observation stating the required specification and International/Standards of ASTM (American Society of Testing Materials) and BS (British Standards).

A lot of stress was made on job commitment as it was realised that it is their prime responsibility to get the best construction work. By stating the every body feels GREAT PRIDE IN good quality construction work.

The Field Engineers were explained method of taking out quantities of various items of work including their measurement at site and approval and rejection of work carried out.

Site visits for Field Engineers were very useful and induced lot of interest. The DEOS/SDEOS desired that in their training program a day may have been reserved for site visits.

Detail Job Description of Divisional Engineers/Sub-Divisional Engineers/Sub-Engineer was developed by Petroman as desired through interviews conducted at Quetta with concerned personnel and high government officials. The job description was developed technically considering all the aspects required to complete the job and taking into account the job description of similar personnel in other Government/Semi Government Department and autonomous organization.

It is expected that the participants will now be in a better position to supervise, monitor the construction work and maintain the school buildings.



APPENDIX-I

QUESTIONNAIRE AND INTERVIEW FORM



PARTICIPANT PROFILE

NAME Manzoor Ahmed Baloch DESIGNATION Divisional Engineer
DEPARTMENT CWD of Education LOCATION Mekran at turbat
QUALIFICATION DEGREE/DIPLOMA FROM B.E(Civil) NED YEAR 1987
INSTITUTION NED university FIELD OF SPECIALIZATION x

SUMMARY OF PRESENT JOB/ASSIGNMENTS DESCRIPTION Supervision of
Building Development works. & Administration of
Civil Works Directorate of Education Mekran division.

EXPERIENCE Five years. in civil works.

TRAINING RECEIVED In service training course at Pakistan
Engineering Academy Lahore.



PARTICIPANT PROFILE

NAME TARIQ MAHMOOD DESIGNATION JUNIOR ENGINEER

DEPARTMENT D.C.W EDUCATION LOCATION DISTRICT LORALAI.

QUALIFICATION DEGREE/DIPLOMA FROM D.A.E CIVIL (RASUL) YEAR 79-82

INSTITUTION G.C.T RASUL FIELD OF SPECIALIZATION BUILDING & PLANNING

SUMMARY OF PRESENT JOB/ASSIGNMENTS DESCRIPTION I am working from 1985 as a Sub Engineer upto 1992, and now as a junior Engineer in D.C.W Education.

EXPERIENCE Nine years Service.

TRAINING RECEIVED _____



PARTICIPANT PROFILE

NAME: INAM ULLAH KHAN DESIGNATION PROJECT ARCHITECT

DEPARTMENT EDUCATION LOCATION 55-C RAILWAY HOUSING SOCIETY JOINT ROAD GTA

QUALIFICATION DEGREE/DIPLOMA FROM N.C.A LHR YEAR 1982-88

INSTITUTION N.C.A LHR. FIELD OF SPECIALIZATION ARCHITECTURE

MAIN BUILDING DESIGN OF BALUCHISTAN HIGH COURT GTA

SUMMARY OF PRESENT JOB/ASSIGNMENTS DESCRIPTION

PRESENTLY WORKING AS PROJECT ARCHITECT FOR A.D.B GIRL'S PRIMARY EDUCATION DEV. PROJECT BALUCHISTAN GTA.

COMPLETE DESIGN OF 5 C/ROOM BUILDING AND ITS SUPERVISION ALONG WITH COLLABORATION OF CIVIL WORKS DIRECTORATE OF EDUCATION.

EXPERIENCE — TWO YEARS EXPERIENCE IN QIDA AS ASSTT ARCHITECT WITH AN EXP OF CHILDREN HOUSING SOCIETY PLAN AND ITS LAYOUT WITH SUPERVISION. FROM YEAR 88-91.

— 3 YEARS EXPERIENCE IN C.I.D. AS P.ARCHITECT AND ITS SUPERVISIONS OF ALL A.D.B WORKS IN BALUCHISTAN.

TRAINING RECEIVED NIL



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

ZAHOR AHMED JAMALI
 Sub-Divisional Officer

Client - **ABDULMALIK KHAN - QUETTA**

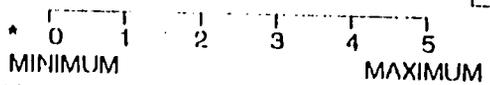
ANALYSIS OF TRAINING NEEDS

1. Each Executive should complete this form for himself.
2. The Senior Officer should complete it also in respect of his subordinate.
3. Column A: rate the job against each competency listed. Use a scale of 5 for High and 0 for Low.
4. Column B: rate individual performance against each competency.
5. The executive and his senior should then compare their views and send them off as indicated below. A gap between columns A & B may indicate a training need.
6. THIS FORM IS DESIGNED SOLELY TO ENSURE THAT EXECUTIVES GET THE TRAINING THEY NEED. IT HAS NO CONNECTION WITH THE ACR. DO NOT SIGN THIS FORM BOTH THE SENIOR AND THE EXECUTIVE SHOULD SIMPLY INSERT THEIR NAMES IN BLOCK CAPITALS.
7. RETURN TO BY

S.NO.	COMPETENCIES	COLUMN "A" RELEVANCE TO CURRENT JOB	COLUMN "B" PERSONAL ASSESSMENT
1	Professional Knowledge	5	3
2	Knowledge of the Education Deptt. Objectives	5	2
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	5	2
4	Analytical Skills - Problem Solving - Decision Making	3	1
5	Creativity - Innovation	N/A	-
Influencing Skills			
6	Persuasiveness	N/A	-
7	Listening	3	2
8	Spoken Communication	3	2
9	Written Communication/Report Writing	5	2
10	Negotiating	5	3
11	Assertiveness	3	2
12	Interviewing	N/A	-
13	Relationship with labour force/Junior Staff	5	2
14	Ability to motivate and lead/Junior Staff	3	1
Administrative Skills			
15	Planning & Organising Work	3	1
16	Orderliness/Goal Setting	3	1
17	Managing Time and Resources	5	3
18	Delegation, Monitoring	3	2
19	Supervisory Control/Maintaining Discipline	3	1
Team Working Skills			
20	To lead a team	4	2
21	To work in a team	3	2
22	Training & Development of Subordinates	3	2
23	Coping with Stress	3	1
24	Objective Setting & Achieving	4	2
25	Financial awareness	5	3
26	Procedural/Quality Awareness	5	3

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)



$A = 3.8$ $B = 1.8$

$A - B = 2.0$

Please tick the box against your Name



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

Mr. Amanullah C.
Sub. Engineer

Client - ADDITIONAL CHIEF EXECUTIVE OFFICER

ANALYSIS OF TRAINING NEEDS

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- RETURN TO BY

S. NO.	COMPETENCIES	COLUMN "A" RELEVANCE TO CURRENT JOB	COLUMN "B" PERSONAL ASSESSMENT
1	Professional Knowledge	5	2
2	Knowledge of the Education Deptt. Objectives	3	1
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	3	1
4	Analytical Skills - Problem Solving - Decision Making	N/A	-
5	Creativity - Innovation	N/A	-
Influencing Skills			
6	Persuasiveness	N/A	-
7	Listening	3	2
8	Spoken Communication	3	2
9	Written Communication/Report Writing	3	0
10	Negotiating	3	0
11	Assertiveness	3	1
12	Interviewing	N/A	-
13	Relationships with labour force/Junior Staff	N/A	-
14	Ability to motivate and lead/Junior Staff	5	1
Administrative Skills			
15	Planning & Organising Work	3	1
16	Orderliness/Goal Setting	N/A	-
17	Managing Time and Resources	N/A	-
18	Delegation, Monitoring	3	1
19	Supervisory Control/Maintaining Discipline	N/A	-
Team Working Skills			
20	To lead a team	N/A	-
21	To work in a team	5	2
22	Training & Development of Subordinates	N/A	-
23	Coping with Stress	3	1
24	Objective Setting & Achieving	3	1
25	Financial awareness	3	1
26	Procedural/Quality Awareness	5	2

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)



A = 3.5

B = 1.2

A - B = 2.3

* 0 1 2 3 4 5
 MINIMUM MAXIMUM

Please tick the box against your Name



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

MICHAEL AD MAS/11A)
 SUB-ENGR.

Client - ADDITIONAL CHIEF EXECUTIVE OFFICER

ANALYSIS OF TRAINING NEEDS

1. Each Executive should complete this form for himself.
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3. Column A: rate the job against each competency listed. Use a scale of 5 for High and 0 for Low.
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7. RETURN TO _____ BY _____

S.NO.	COMPETENCIES	COLUMN "A" RELEVANCE TO CURRENT JOB	COLUMN "B" PERSONAL ASSESSMENT
1	Professional Knowledge	5	3
2	Knowledge of the Education Deptt. Objectives	5	1
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	3	1
4	Analytical Skills - Problem Solving - Decision Making	N/A	-
5	Creativity - Innovation	N/A	-
Influencing Skills			
6	Persuasiveness	N/A	-
7	Listening	3	2
8	Spoken Communication	3	3
9	Written Communication/Report Writing	3	0
10	Negotiating	3	1
11	Assertiveness	N/A	-
12	Interviewing	N/A	-
13	Relationships with labour force/Junior Staff	5	2
14	Ability to motivate and lead/Junior Staff	N/A	-
Administrative Skills			
15	Planning & Organizing Work	3	0
16	Orderliness/Goal Setting	N/A	-
17	Managing Time and Resources	N/A	-
18	Delegation, Monitoring	3	1
19	Supervisory Control/Maintaining Discipline	N/A	-
Team Working Skills			
20	To lead a team	N/A	-
21	To work in a team	5	3
22	Training & Development of Subordinates	N/A	-
23	Coping with Stress	3	1
24	Objective Setting & Achieving	3	1
25	Financial awareness	3	1
26	Procedural/Quality Awareness	5	1

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)

A = 3.5 B = 1.4

A - B = 2.1

* 0 1 2 3 4 5
 MINIMUM MAXIMUM
 Please tick the box against your Name



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

Sikandar Khan Mandokhail
 Divisional Engineer

Client - ADDITIONAL GOVERNMENT ENGINEER

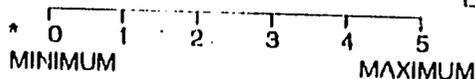
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- RETURN TO BY

S.NO.	COMPETENCIES	COLUMN "A" RELEVANCE TO CURRENT JOB	COLUMN "B" PERSONAL ASSESSMENT
1	Professional Knowledge	5	4
2	Knowledge of the Education Deptt. Objectives	4	3
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	4	3
4	Analytical Skills - Problem Solving - Decision Making	5	3
5	Creativity - Innovation	3	2
Influencing Skills			
6	Persuasiveness	3	2
7	Listening	3	2
8	Spoken Communication	3	2
9	Written Communication/Report Writing	5	3
10	Negotiating	5	3
11	Assertiveness	5	3
12	Interviewing	5	3
13	Relationships with labour force/Junior Staff	3	4
14	Ability to motivate and lead/Junior Staff	5	3
Administrative Skills			
15	Planning & Organising Work	4	2
16	Orderliness/Goal Setting	3	1
17	Managing Time and Resources	3	2
18	Delegation, Monitoring	4	2
19	Supervisory Control/Maintaining Discipline	5	3
Team Working Skills			
20	To lead a team	5	4
21	To work in a team	3	1
22	Training & Development of Subordinates	3	2
23	Coping with Stress	4	2
24	Objective Setting & Achieving	3	2
25	Financial Awareness	3	4
26	Procedural/Quality Awareness	5	4

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)



Please tick the box against your Name

A = 4.1

B = 2.6

A - B = 1.5



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

Muliamand Arshad
 SDO

Client - ARB/113/PAKISTHAN QUETTA

ANALYSIS OF TRAINING NEEDS

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1	Professional Knowledge	5	2
2	Knowledge of the Education Deptt. Objectives	5	2
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	5	3
4	Analytical Skills - Problem Solving - Decision Making	3	1
5	Creativity - Innovation	N/A	-
Influencing Skills			
6	Persuasiveness	N/A	-
7	Listening	3	1
8	Spoken Communication	3	2
9	Written Communication/Report Writing	5	2
10	Negotiating	5	2
11	Assertiveness	3	1
12	Interviewing	N/A	-
13	Relationship with labour force/Junior Staff	5	2
14	Ability to motivate and lead/Junior Staff	3	2
Administrative Skills			
15	Planning & Organising Work	3	1
16	Orderliness/Goal Setting	3	1
17	Managing Time and Resources	5	2
18	Delegation, Monitoring	3	1
19	Supervisory Control/Maintaining Discipline	3	1
Team Working Skills			
20	To lead a team	4	2
21	To work in a team	3	2
22	Training & Development of Subordinates	3	1
23	Coping with Stress	3	1
24	Objective Setting & Achieving	4	1
25	Financial awareness	5	2
26	Procedural/Quality Awareness	5	2

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)



$A = 3.8$

$B = 1.5$

$A - B = 2.3$

* 0 1 2 3 4 5
 MINIMUM MAXIMUM

Please tick the box against your Name



A Division of
**State Petroleum Refining &
 Petrochemical Corporation (Pvt.) Ltd.**
 Ministry of Industries & Production, Govt. of Pakistan.

Ahmed Khan Moizgal
 Divisional Engineer
 Client - ADDITIONAL GOVERNMENT QUETTA

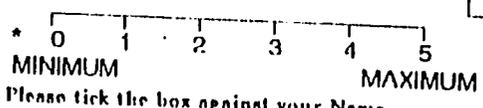
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2	Knowledge of the Education Deptt. Objectives	4	4
3	Knowledge of Provincial work Environment in Education Deptt. Operates.	4	3
4	Analytical Skills - Problem Solving - Decision Making	5	4
5	Creativity - Innovation	3	2
Influencing Skills			
6	Persuasiveness	3	2
7	Listening	3	2
8	Spoken Communication	3	2
9	Written Communication/Report Writing	3	2
10	Negotiating	5	3
11	Assertiveness	5	3
12	Interviewing	5	2
13	Relationship with labour force/Junior Staff	5	3
14	Ability to motivate and lead/Junior Staff	3	2
Administrative Skills			
15	Planning & Organising Work	5	3
16	Orderliness/Goal Setting	4	2
17	Orderliness/Goal Setting	3	1
18	Managing Time and Resources	3	2
19	Delegation, Monitoring	4	3
19	Supervisory Control/Maintaining Discipline	5	4
Team Working Skills			
20	To lead a team	5	3
21	To work in a team	3	1
22	Training & Development of Subordinates	3	2
23	Coping with Stress	5	2
24	Objective Setting & Achieving	4	2
25	Financial awareness	3	2
26	Procedural/Quality Awareness	5	4

NAME OF EXECUTIVE (BLOCK CAPITALS)

NAME OF SENIOR (BLOCK CAPITALS)



Please tick the box against your Name

A = 4.1

B = 2.6

A - B = 1.5



IDE, S.D.O, Bsn fear/.

DESCRIPTION

S.D.O

29/9/92

INTERVIEWEE

1. Mr. Anand
2. Mr. Anand
3. Mr. Anand
- 4.

JOB IDENTIFICATION

Graduate Engineer S.A.E + 5%
B.E. (Civil) or A.E. (Civil) + 7% EXP.

JOB SUMMARY

5. Fair Bhatti
6. Mr. Nadra in Al...

const. Mt; Heavy repair, work execution, give specifications, involved in Quality control of project work, involved in control of Quality of const. Material, control of Quality of work over step, control time/sequence of project work, Review (check) & Contractors Bill payment as per contract/approval procedure and Measurement book.

trip -> preparation of Measurement book

DUTIES PERFORMED

maintain

- Sub Ety.

A. ADMINISTRATIVE DUTIES/GENERAL AFFAIRS

Progress Monitor & report to higher competent authority, Take over ^{bill} to contractors of project & related issues, involved in Take-over/Hand over process, final bill payment, release of security deposit (performance bond) of contractors. Responsible for official vehicle maintenance, in S.D.O's charge, the responsibility in organizing field inspection/trip, prepare itinerary and act as field guide, & prepare briefing etc. -> Field Duty.

1. Document, and handover to Bsn.

2. Document with D.E. (Mr. Hengal) of fund received feedback, confirm contents.

WSI



B. FINANCE/ACCOUNTS DUTIES

(NIL)

Maintenance of books

D.D.O (Project-Disbursing Officer's Post)

C. CONSTRUCTION MANAGEMENT DUTIES

Carbide Test, Slump Test, Material Quality Testing,
Quarterly Progress Report to C
Monthly Progress report to D.E,
Program & work schedule Monitoring,
Ensuring proper implementation of
Contract stipulations
Ensuring that as per contract quality
Foreman's Messico/performance required
Contr. Equipmt/ Materials etc



D. CONTRACT MANAGEMENT DUTIES

Admin Contract. Obligations, record & schedule change to C.F. on justification. ^{no cost} change due to justification. B.O.B - up to 15% recommended to C.F. (Bill of Materials)

E. FIELD/OUT DOOR DUTIES

involved 100% field duty, Land Transfer work (New & old) PED, ^{these responsibilities with} ^{of ensuring construction on out of land...}

- Land preparation etc.
- 1st SITE, Selection & Layout - 10% Variat
 - 2nd Foundation, Concreting - 2nd.
 - 3rd. Paint level
 - 4th. Brick work/Masonry work,
 - 5th. floor paving
 - 6th. Windows, plastering, flooring
 - 7th. Doors, Windows, fixtures, plumbing etc.
 - 8th. Completion & Handover.



F. SUPERVISORY/MAN-MANGEMENT DUTIES

Over-See, Supervision (at time) ^{work charge}
Contractors workers (Mason, Foreman)
Making A.C.R of Sub-Engg and Supervisor (work charge)
More applicable.
Leave case (C.I./E.I) for Sub-Engineer,

G. MISCELLENOUS/ANY DUTIES

Coordinate ^{with} Dy Comm, Consultants, D. E,
P. E. D, C. F, ~~etc~~
meeting
Accompany Senior Govt functionary
on their field visit to respective SITE.

Attend official meeting along with P. E
with P. F. D, C. F etc



DIVISIONAL ENGINEER
CIVIL WORKS DIRECTORATE
OF EDUCATION ZHOB,
AT QUETTA.
JOB IDENTIFICATION

JOB SUMMARY

SUPERVISORY CHARGE OF ALL OFFICE AND FIELD

DUTIES PERFORMED

A. ADMINISTRATIVE DUTIES/GENERAL AFFAIRS

1). ADMINISTRATIVE CONTROL OVER ALL WORKS
IN HAND AND MAINTINANCE DISCIPLINE IN OFFICE



B. FINANCE/ACCOUNTS DUTIES

- 1). Drawing and Disbusing Officer.
- 2). Control over cash.
- 3). Responsible of Financial Regularity.
- 4). Maintenance of Account of the Division.
- 5). Sub Mission of Account to Accountant General.
- 6). Making Account Available for A.G Inspection.

TO CONTROL THE QUALITY OF WORKS IN HAND

C. CONSTRUCTION MANAGEMENT DUTIES

TO CONTROL THE QUALITY OF WORKS IN HAND.



D. CONTRACT MANAGEMENT DUTIES

RESPONSIBLE FOR HEALTHY COMPETITION IN TENDERS AFTER
WIDE PUBLICITY IN REPUTED MEANS PAPERS IN ORDER
TO ACHIVE COMPITITIVE RATES.

E. FIELD/OUT DOOR DUTIES

SUPERVISION OVER CONSTRUCTION WORKS AND
CONTROL OVI QUALITY OF WORK.



F. SUPERVISORY/MAN-MANGEMENT DUTIES

TO MAINTAIN OFFICE DISPLINE.

G. MISCELLENOUS/ANY DUTIES

OVER ALL CHARGE OF THE OFFICE.



APPENDIX-II

PROGRAM EVALUATION FORM



A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
PROJECT MANAGEMENT & MONITORING WORKSHOP
(MAY 09 - 12, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days

2 Weeks Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
MR. MOHAMMAD N. HUSSAIN										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
MR. UBAID HASAN AKHTAR										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Overall Standard of the Program	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others _____

Similar to others _____

Worse than others _____

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____

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A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
FIELD INSPECTION WORKSHOP-I
(MAY 14 - 16, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days

2 Weeks Others

2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S. M. MAKHDUMI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
MR. SIKANDER ABUL KHAIR										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Overall Standard of the Program	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes

No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others

Similar to others

Worse than others

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____



A Division of

STATE PETROLEUM REFINING &
 PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
 FOR
 PRIMARY EDUCATION DEVELOPMENT, QUETTA
 ON
 FIELD INSPECTION WORKSHOP - II
 (MAY 28 - 30, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days

2 Weeks Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	POOR		FAIR		AVERAGE		GOOD		EXCELLENT	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S.N. MAKHIDUNI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Mr. SIKANDER ABUL KHAIK										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Overall Standard of the Program	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others

Similar to others

Worse than others

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____



A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
FIELD INSPECTION WORKSHOP - III
(MAY 31 - JUNE 02, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days
2 Weeks Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	POOR		FAIR		AVERAGE		GOOD		EXCELLENT	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S.M. MAKIDUMI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Mr. SIKANDER ABUL KHAIR										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Overall Standard of the Program	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes

No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others

Similar to others

Worse than others

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____



A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
FIRST WORKSHOP FOR CONSUMERS TRAINING
(JUNE 04 - 06, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes

No

(b) If not, what should be the duration ?

4 Days

5 Days

2 Weeks

Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										

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<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S. M. MAKHDUMI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
MR. SIKANDER ABUL KHAIR										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10
Overall Standard of the Program	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others _____

Similar to others _____

Worse than others _____

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____



A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
SECOND WORKSHOP FOR CONSUMERS TRAINING
(JUNE 12 - 14, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days

2 Weeks Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S. M. MAKHDUMI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
Overall Standard of the Program	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes

No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others _____

Similar to others _____

Worse than others _____

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____



A Division of

STATE PETROLEUM REFINING &
PETROCHEMICAL CORPORATION (PVT) LTD.

CONSULTANCY ASSIGNMENT
FOR
PRIMARY EDUCATION DEVELOPMENT, QUETTA
ON
THIRD WORKSHOP FOR CONSUMERS TRAINING
(JUNE 15 - 17, 1994)

PROGRAM EVALUATION FORM

INSTRUCTIONS : Please place a Cross (x) in the appropriate box unless stated otherwise.

Q.1. (a) Was the duration of the program adequate ?

Yes No

(b) If not, what should be the duration ?

4 Days 5 Days
2 Weeks Others

Q.2. Please suggest topic(s), not presently included, which you would like to have included in a program such as this.

Q.3. Please take each aspect independently and indicate your entry in the rating column by placing a circle around the number that most nearly matches your reaction :

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
	1	2	3	4	5	6	7	8	9	10
Quality of Handouts										
PETROMAN Coordination										



<u>RATING OF SPEAKERS</u>	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
DR. S. M. MAKHDUMI										
Knowledge	1	2	3	4	5	6	7	8	9	10
Presentation	1	2	3	4	5	6	7	8	9	10
Overall	1	2	3	4	5	6	7	8	9	10

	<u>POOR</u>		<u>FAIR</u>		<u>AVERAGE</u>		<u>GOOD</u>		<u>EXCELLENT</u>	
Overall Standard of the Program	1	2	3	4	5	6	7	8	9	10

Q.4. Are you participating first time in this type of program.

Yes

No

If not, how do you rate the overall standard of this program in comparison to similar programs offered by the institutes or by other training organizations ?

Better than others _____

Similar to others _____

Worse than others _____

Q.5. Please list additional comments that could be constructive to improve our Programs in future :

Signature _____

Name _____