

USAID



Energy Management Consultation and Training Project

INDIA

**Advanced Utility Costing and
Pricing Techniques and
Utility Tariff Design (TR-12)**



**Power Finance Corporation and
State Electricity Boards**

Bechtel Corporation

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Section 1

Introduction

1.1 BACKGROUND

Through the Energy Management Consultation and Training (EMCAT) project, the U.S. Agency for International Development (USAID) assists the Government of India in its efforts to improve the performance of the country's electric power sector. To help India achieve this goal, EMCAT provides technical assistance and training to the Power Finance Corporation (PFC), an Indian power sector development bank, and to State Electricity Boards (SEBs) that operate electric power utility systems throughout the country.

The EMCAT project is funded by USAID and managed by Bechtel Corporation (Bechtel) from a dedicated project office in New Delhi and from its corporate headquarters in San Francisco. Bechtel, along with several of its principal subcontractors, is responsible for designing, developing, and delivering the training programs that constitute a major portion of EMCAT's overall scope.

The course that is the subject of this report, **Advanced Utility Costing and Pricing Techniques and Utility Tariff Design**, was the ninth EMCAT training course to be given in the U.S.

1.2 PURPOSE OF THE COURSE

The primary purpose of the course was to provide advanced-level training on utility rate making issues for senior representatives from the PFC and several SEBs, who are charged with power planning, management of utility finances, accounting and operation, and tariff formulation in the electric utility organizations in India.

As in the case of previous training exercises conducted in the EMCAT project, a total quality management (TQM) component was incorporated in the course to give participants additional tools to use in strengthening new work processes within their respective organizations.

Based on experience obtained from previous training courses, it was decided that this course would begin with a 3-day TQM component followed by the main 3-week costing and pricing course. The structure and contents of the course are described in Section 2.

1.3 TRAINING PROVIDERS, DATES, AND LOCATIONS

Under an EMCAT subcontract, Development Associates, Inc. (DA) assisted Bechtel in carrying out U.S.-based training for the EMCAT project, including all training-related logistics such as transportation, lodging, per diem payments, health insurance, and participant orientation.

With Bechtel's concurrence, DA entered into a contract with Pennsylvania State University (Penn State) to provide the services requested by the PFC for TR-12.

The dates and locations of the two training segments were as follows:

- The TQM component was conducted by Bechtel from February 7 to February 9, 1996, at its regional office in Gaithersburg, Maryland.
- The technical course was given by Pennsylvania State University at the latter's Advanced School of Power Engineering in Monroeville, Pennsylvania, from February 12 to February 17, 1996, and by Louisville Gas & Electric Company (LG&E) at the company's Training Center in Louisville, Kentucky, from February 19 to March 1, 1996.

The Advanced School of Power Engineering at Penn State has been involved in technical training for the power sector since 1971 and was the principal trainer for one other EMCAT group (TR-2). To enhance the quality of training in this course, Penn State engaged professionals from LG&E for their expertise in the areas of rate pricing and tariff design.

Participants and trainers are profiled in Section 3 of this report.

Section 2

Course Structure and Content

2.1 TOTAL QUALITY MANAGEMENT TRAINING

Overall Structure and Methodology

Total quality management (TQM) is a general philosophy of management that has become increasingly popular in recent years. It is a model of management that contrasts sharply with the hierarchical, command-and-control model that evolved during the industrial age. Its key features are:

- Focusing on work processes and their continuous improvement, rather than on specific problems and solutions
- Satisfying customer needs and expectations as the unvarying standard of successful process performance
- Using statistical methods for work process analysis and for testing and evaluating the results of process changes
- Addressing process improvement using teams whose members are responsible for carrying out the process successfully and empowered to change the process
- Monitoring the group process in the teams using coaches who employ modern behavioral science concepts to facilitate positive, effective, results-oriented teamwork

TQM teams address ongoing work processes, analyzing the whole process and each component step, with all of its inputs and outputs and supplier-customer relationships. Using statistical and other methods of analysis, teams attempt to continuously improve these work processes, ensuring that each step adds value for its internal or external customer.

The Bechtel TQM course relies extensively on active trainee participation. It provides trainees with the knowledge and skills necessary to implement work process improvement initiatives in all areas of their work.

Course Content

- **Brief review of TQM concepts and history**
- **TQM methodology** – Plan, Do, Check, Act (PDCA) cycle; roles of team members
- **TQM in the workplace** – brainstorming, affinity diagrams, group techniques
- **Choosing a process to improve** – divergence/convergence model of decision-making, evaluation criteria, nominal group technique
- **Effective meeting skills** – five-step process for holding successful meetings

- **Describing the current process** – deployment flowcharting for work processes
- **Functional styles** – individual styles and patterns of action; ways to direct interpersonal behavior to enhance interaction
- **Work process analysis** – cause and effect diagram
- **Group dynamics** – the five stages of group development
- **Purpose statement development** – statement of a team’s work process improvement goal
- **Statistical thinking** – tools for process performance analysis
- **Data collection planning**
- **Data analysis** – Pareto charts and histograms
- **Presentation skills**
- **Team building**

2.2 UTILITY COSTING AND PRICING TECHNIQUES TRAINING

Overall Structure and Methodology

The course format, shown below, was adopted from the Penn State proposal and was modified to address requirements identified by previous participants and by those suggested as an outcome of the principal trainer’s visit to India prior to the course. The course included:

- **Subject presentations** – Penn State and LG&E professionals made presentations and explained how they applied their knowledge and experience to solving problems.
- **Case studies** – extensive use was made of case studies that highlighted the management techniques and practices used daily for operating a utility at its highest level of efficiency. Participants identified problems and used various tools to resolve them.
- **Exercises** – specific exercises were conducted to further demonstrate the application of methods/practices presented during the course.
- **Field visits** – several site visits to important electric power installations were conducted to offer a functional balance between formal classroom instruction and industry practice in the field.

Course Content

The course was divided into two sequential segments: the first, of 1 week’s duration, at the Advanced School of Power Engineering in Monroeville, Pennsylvania; and the second, of 2 weeks’ duration, at the Training Center of the Louisville Gas & Electric Company, in Louisville, Kentucky. Participation of instructors from both institutions and of guest lecturers exposed participants to a broad range of relevant expertise and acquainted them with diverse utility operating environments.

Each essential component outlined in the original request for proposal was covered, as well as special requests submitted by the participants.

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Subjects covered in the Monroeville segment included:

- Utility rate making overview
- Consumer service characteristics
- Alternative rate structuring methods
- Rate contract provisions
- Overview of cost analysis

Subjects covered in the Louisville segment included:

- Cost-of-service study modeling
- Energy and demand loss studies
- Functionalization/classification of costs
- Demand allocation methods
- Revenue assignment and unit costs
- Load research methods and techniques
- Load research applications
- Rate design techniques
- High-voltage safety demonstration
- Rate administration and marketing
- Advanced integrated resource planning technologies
- Marginal cost-based rate making
- Principles and practice of regulation

Annex 1 presents the class schedule and lists the site visits.

The development of the course greatly benefited from a precourse visit to India by the lead instructor. A report concerning this visit and the ensuing course development back in the U.S. can be found in Annex 2.

Section 3

Participants, Trainers, and Training Facilities

3.1 PARTICIPANTS

There were 17 participants – 3 from the PFC, 12 from 10 SEBs located in different regions of India, 1 from the Karnataka Power Co., and 1 from the West Bengal Power Development Co. All were experienced professionals occupying positions as middle to upper level managers in their respective organizations. Most of them had degrees in engineering, accounting, management, or a related field.

Participant List

A complete list of participants, indicating professional titles and organization affiliations, is included as Annex 3.

3.2 TRAINERS

TQM Course

Training at Bechtel's Gaithersburg offices was conducted by a specialized team of trainers that included:

- **Mr. Nick McDuffie** – responsible for team building and TQM training. Mr. McDuffie is a certified TQM specialist responsible for coordinating TQM activities for Bechtel's entire Gaithersburg operation.
- **Ms. Rosanna Steinig** – responsible for TQM coaching, team building, and course development. Ms. Steinig is a training administrator in Bechtel's Gaithersburg office, where she specializes in frontline leadership training, diversity awareness, and TQM coaching.
- **Training Advisors** – responsible for selected course presentations and advising on course content. These Bechtel specialists were of Indian origin and assisted the TQM training team in tailoring the course to the needs of the participants.

Utility Costing and Pricing Techniques Course

Training for this component of the course was conducted in Monroeville, Pennsylvania, and Louisville, Kentucky. Key contributors from LG&E's professional staffs included:

- **Mr. Lawrence J. Vogt** – Principal Trainer, responsible for rate design and analysis, demand-side management, rate contract provisions, and utility engineering. Mr. Vogt has an MS in electrical engineering and has 22 years of experience in the electric power business. As reported in Annex 2, Mr. Vogt visited India in advance of the course to help ensure the appropriateness of the training for its audience.

- **Dr. Martin J. Blake**, Director of Marketing, Planning and Regulation, responsible for topics dealing with strategic rate planning, principles of regulation, utility economics, and contract negotiation. Dr. Blake holds a PhD in economics and has 9 years of experience in electric power rates, marketing, and regulatory affairs.
- **Dr. Chun K. Chang**, Manager, Forecasting and Load Research, responsible for training in load research methods and techniques, and load research applications. Dr. Chang holds a PhD in economics and has over 16 years of experience in electric power forecasting, load research, demand-side management, and utility economics.
- **Mr. Randall J. Walker**, Manager, Product Management, responsible for training in the areas of costing analysis, energy and demand loss, rate design, and products and services development. Mr. Walker has 35 years of experience in electric power rates and cost of service, rates, and regulations.

3.3 TRAINING FACILITIES

TQM Course

The 3-day TQM course was given at the Bechtel regional office in Gaithersburg, Maryland. Participants were lodged in rooms with full kitchen facilities at the Woodfin Suites Hotel in Gaithersburg. Daily van service was provided between the hotel and the Bechtel office building.

Utility Costing and Pricing Course

This component was conducted at Penn State's Advanced School in Power Engineering in Monroeville, Pennsylvania; and at the Louisville Gas & Electric Company's Training Center in Louisville, Kentucky. Participants were lodged at the Days Inn Hotel in Monroeville and at the Marriott Residence Inn in Louisville. Penn State furnished daily transportation between lodgings and the training sites.

Section 4

Course Evaluations

4.1 PARTICIPANTS' EVALUATIONS

All 17 participants took part in the course evaluation process for the TQM component and the utility costing and pricing component. For Bechtel's 3-day TQM session evaluation, a special questionnaire was prepared for participants to complete. For the utility costing and pricing component, both the principal instructor for Penn State and the coordinator for Development Associates, Inc. conducted separate final evaluations using specially designed questionnaires.

TQM Course

Participants rated the TQM course content and delivery very highly. According to the evaluations, about 75 percent of the participants strongly agreed that the course had been relevant to their jobs, that the course materials had been well organized, and that the instruction methods had been excellent.

Annex 4 consists of the TQM course evaluations of the facilitators and participants and the survey questionnaires completed by the participants.

Utility Course

The responses to DA's questionnaire also indicate a high degree of satisfaction on the part of the participants. The group concluded unanimously that the designated objectives had been met.

Annex 5 presents the completed DA exit questionnaires.

The evaluation conducted by the Penn State and LG&E trainers also indicated a high level of success as judged by the participants. On a scale of 1 to 5, where 1 signifies poor and 5 signifies excellent, the overall rating for the course stood at an average value of 4.3. Participants' course critiques submitted to Penn State can be found in Annex 6.

4.2 TRAINERS' EVALUATIONS

From the perspective of the faculty, both at Penn State and LG&E, the training course was a success. The participants expressed considerable interest in learning new ideas and methods and exploring the best ways to apply their newly acquired knowledge toward the introduction of improvements to India's electric power systems. Although it was not possible to fulfill all requests for data and statistics or to satisfy every individual inquiry from the participants, the faculty exerted their best efforts to furnish the participants with resources and information that would better contribute to their learning experience. The course provided a cohesive overview of rate making policies, techniques and administration that, it is hoped, will enhance the participants' understanding of the issues involved.

Section 5

Lessons Learned and Recommendations

5.1 LESSONS LEARNED AND OPPORTUNITIES FOR IMPROVEMENT

Based on participant comments in the evaluation exercises, one can confidently assert that the training course achieved its intended objectives. There is still room for improvement in several areas, one of them being the idea of providing the bulk of the training materials in the form of a floppy disk in order to avoid having to carry excessive weight back to India. This would require advance notice on the types of computer equipment that is available to the participants at their respective organizations.

The course providers feel that the lead trainer's visit to India prior to the course's commencement date significantly enhanced the quality of the training. Such a visit yielded insights into the Indian power sector environment and allowed the training contents to be tailored more precisely to the needs and expectations of the participants.

Additionally, as has been shown in previous courses, conducting the TQM training at the beginning of the training period allowed the participants to better adjust to the new environment and to their fellow participants.

5.2 RECOMMENDATIONS

- Continue to offer the TQM course at the beginning of the training period.
- Study the feasibility of using floppy disks for the training materials.
- Continue to plan for a visit to India by the head trainer before conducting the actual training.

Annex 1
Class Schedule and Site Visits

Class Schedule and List of Site Visits

Week 1

The Penn State University
Monroeville, Pennsylvania

Date

Instructor

Monday

12/02/96

AM Utility Ratemaking Overview

Mr. Larry Vogt

PM Consumer Service Characteristics

Mr. Larry Vogt

Tuesday

13/02/96

AM Alternative Rate Structuring Methods

Mr. Larry Vogt

PM Rate Contract Provisions

Mr. Larry Vogt

Wednesday

14/02/96

AM *Field Trip: Allegheny Power System
T&D Control Center Greensburg, PA*

PM Rate Contract Provisions - Cont.

Mr. Larry Vogt

Thursday

15/02/96

AM Rate Contract Provisions - Cont.

Mr. Larry Vogt

PM Overview of Cost Analysis

Mr. Larry Vogt

Friday

16/02/96

AM Presidents Holiday (Observed) No class

Week 2

Louisville Gas & Electric Company
East Service Center, Louisville KY

Monday

19/02/96

AM Cost-of-Service Study Modeling

Mr. Randy Walker

PM Energy and Demand Loss Studies

Mr. Randy Walker

Tuesday

20/02/96

AM Functionalization/Classification of Costs

Mr. Randy Walker

PM Demand Allocation Methods

Mr. Randy Walker

B

Week 2 - Cont.

Wednesday

21/02/96 AM Revenue Assignment and Unit Costs Mr. Randy Walker
PM *Field Trip: Louisville Gas & Electric Co.
Trimble County Generating Station, Bedford, KY*

Thursday

22/02/96 AM Load Research Methods and Techniques Dr. Chun Chang
PM Load Research Methods - Cont. Dr. Chun Chang

Friday

23/02/96 AM Retail Regulation Perspective Ms. Linda Breathit
Kentucky Public Service Commission Chairman
Load Research Applications Dr. Chun Chang
PM *Field Trip: Louisville Gas & Electric Co.
Metering Shop, Louisville, KY*

Week 3

**Louisville Gas & Electric Company
East Service Center, Louisville, KY**

**Monday
26/02/96**

AM *Field Trips: Louisville Gas & Electric Co.
Ohio Falls Hydroelectric Plant, Louisville, KY
System Trouble Center, Louisville, KY*
PM Rate Design Techniques Dr. Chun Chang

**Tuesday
27/02/96**

AM High Voltage Safety Demonstration IBEW Staff
Rate Design Techniques - Cont. Mr. Larry Vogt
PM Rate Design Techniques - Cont. Mr. Larry Vogt
Power Marketing, IPPs, and PPAs Mr. Jim Kasey
LG&E Power Marketing

**Wednesday
28/02/96**

AM Rate Administration and Marketing Accounts Mgmt.
*Field Trip: Ford Motor Co. Truck Plant,
Louisville, KY*

Week 3 - Cont.

PM *Field Trip: United Parcel Service
Louisville International Airport*

**Thursday
29/02/96**

AM Advanced IRP Technologies

Mr. John Kraft
Caldwell Energy
& Environmental

AM Marginal Cost-Based Ratemaking

Dr. Marty Blake

PM Principles and Practices of Regulation

Dr. Marty Blake

**Friday
01/03/96**

AM Principles of Regulation - Cont.

Dr. Marty Blake

PM Principles of Regulation - Cont.

Dr. Marty Blake

Discussion Session

All Participants

Commencement: The Penn State University
Development Associates, Inc.

Mr. Jim Bedont
Mr. Julio Alcaine

Annex 2
Course Development

B

**EMCAT – INDIA PROJECT
MODULE TR-12**

Advanced Utility Costing and Pricing Techniques and Utility Tariff Design

REPORT ON COURSE PREPARATIONS

Pre-Course Visit to India

In its bid submittal, LG&E and Penn State had prepared a suggested agenda of ratemaking topics and issues to be covered in the course based on the original Request for Proposal. One of the requirements for the training program was a precourse visit to India by the course designer in order to assess Indian utility conditions and make subsequent agenda changes that would enhance the value of the course for the students. Mr. Larry Vogt, LG&E's Rates and Regulatory Coordinator, served as the course planner and principal instructor and visited several locations in India during the week of 15 January 1996 to fulfill this obligation.

In Delhi, Mr. Vogt first met with Messrs. Robert Borgstrom and Krishna Swarup of Bechtel Corporation, the prime contractor for the EMCAT training programs. Mr. Swarup also served as an escort for Mr. Vogt during his stay and made arrangements for several meetings and visits for the purpose of learning the particular ratemaking interests and issues of topical appeal.

Mr. Vogt met with each of the Directors of PFC in order to get the Corporation's perspective of the primary issues which should be covered in the course. One of the key objectives expressed by the Directors was to balance concepts with applications and to emphasize those concepts which would help set a progressive direction for changes in SEB rate planning and design. Major topics offered for the course included:

- Customer satisfaction
- System losses
- Cost of service
- Reliability
- Wholesale vs retail
- Benchmarks
- Public involvement

During the week, a visit was also arranged with representatives of the Tamil Nadu Electricity Board in Madras. Mr. Vogt met with Mr. S. R. Krishnamurthy, Chief Engineer/Planning, and several of his staff engineers to discuss the problems faced by the utility in many of its day-to-day operations. Particular topics of discussion included the need for subsidies (particularly for the agricultural sector), the high level of distribution losses (including thefts of service), and reliability problems which impact customer operations. Mr. Vogt addressed the issues from his knowledge and experience with utilities in the U.S.A. and in some other countries. Discussing the issues from these various perspectives was very valuable for identifying and quantifying a

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number of unique characteristics that exist within the Indian utility environment. An annual finance and operations report and a copy of the tariff were also made available.

While in Madras, Mr. Vogt and Mr. Swarup toured sections of the city and some of the rural areas and villages in order to view first-hand conditions that would be helpful to the instructors in understanding both the major differences and the similarities between a typical U.S. utility and the SEB's. Notable observations during the tour included:

- Distribution system configuration - The SEB arrangement is based on a primary system which feeds large capacity line transformers that in turn feed an extended 400 volt, three-phase secondary system from which a large number of customers are served. U.S. utilities typically install more and lower capacity line transformers with minimal runs of secondary lines and serve from 1 to 5 customers per transformer.
- Customer types/loads/densities - In terms of customer types, Indian and U.S. utility consumers have many similarities. Urban areas are a mix of fairly dense residential and small commercial establishments with spot areas of high-rise buildings. Rural areas are mostly low density residential and small towns/villages. The significant difference in the residential sector is the market penetration of certain electrical appliances such as air conditioning and heat pumps which have a high saturation in the United States. The energy use per customer in India is thus much lower than that for a typical U.S. consumer. In addition, building construction methods and envelope efficiencies appear to be different. The U.S. also has large shopping malls of significant load density typically located outside of the urban core of metropolitan areas. High-rise buildings are constructed much like typical Western hotels, businesses, and institutions and have similar end-use loads. Industrial facilities are likewise similar to U.S. counterparts.
- System reliability - Reliability is a major problem in India, and outages frequently occur as a result of the demand exceeding capacity supply. Critical loads are dependent on on-site, backup generation in order to maintain adequate levels of productivity or services (such as hotels). In the U.S., generation capability is fully sufficient; however, a number of reliability problems exist at the distribution system level where consumers with computers and/or sophisticated electronics are sensitive to momentary outages and voltage aberrations and dips caused by fault conditions, vehicular collisions with power poles, etc.

Other differences between the SEB's and U.S. utilities that were learned on the visit to India included:

- Cross-subsidization between rate classes - In India, the industrial sector provides subsidies to domestic and agricultural customers through rate levels. In the U.S., commercial class customers generally subsidize the residential sector, primarily as a result of regulation.
- Financial conditions - Inflation at this time is considerably higher in India than in the United States.
- Rate revisions - The SEB's revise rates on an annual basis (in part to determine deficiencies that must be made up by government subsidies). U.S. utilities at this time are reaching mature stages of resource expansion, engaging in aggressive cost curtailment

methods, and experiencing external competitive forces that are holding revenue requirements at stable levels. Costs which fluctuate more frequently (e.g., fuel, environmental, and demand-side management programs) are dealt with through special cost recovery mechanisms.

- Customer service operations - Although customer satisfaction is becoming a more important issue in India, the SEB's are at this time less aggressive than U.S. utilities with regard to customer-focused marketing and sales programs.
- Independent power producers - India is heavily dependent on IPP development in order to increase its supply capability. Many U.S. utilities are also looking to IPP's for capacity resources but less aggressively than India. In addition, IPP's in the U.S. tend to be small projects compared to Indian IPP facilities.

While in Delhi, Mr. Vogt had the opportunity to visit Power Management Institute (PMI) at Noida where the Module TR12 students were in session in preparation for their visit to the United States. They were attending a training program entitled "Base Level Program on Utility Costing, Pricing Techniques and Tariff Design." Mr. Vogt and Mr. Swarup met with PMI's General Manager and some of the faculty members and then viewed part of the session in progress.

After introductions and a brief address to the group of students, Mr. Vogt and Mr. Swarup conducted side-bar meetings with selected students from different parts of the country. These discussions were designed to ascertain the current situation of ratemaking methods and techniques as practiced by the SEB's and to further understand the unique conditions and diversities of utility operations that exist throughout India. In a final address to the class, the students were asked to submit a list of the most important issues that would be beneficial to their training while in the United States. The topics of interest expressed by the students are summarized below.

- To study the tools and techniques for modernizing cost of service to various classes of consumers.
- Underlying procedures for getting continuous update of databases financial and physical.
- Tariff mechanisms for DSM. How unintended benefit is stopped.
- Procedure for giving supply to high voltage industrial consumers. Practices for laying transmission and subtransmission line - agreement with consumers.
- Cost subsidy among different categories of consumers.
- To know the tools and techniques of pricing in the U.S.A., other developed countries, and developing countries.
- Regulatory process in the U.S.A.
- Demand-Side Management.
- Power purchase agreements/constraints.
- To know the costing methods adopted in the U.S.A. and examine applications in India.

- Impart the various techniques and methods of evaluation in utility pricing, costing, and tariff design keeping in mind the capacity of the Indian consumers to pay and the various social obligations which the SEB's have to carry out and consider while designing tariffs/rates.
- To familiarize with latest techniques in pricing methods and rate design
- To study workings of Private Power Producers in the U.S.A.
- DSM and regulatory procedures available.
- The techniques used to update the pricing to ensure that at any point of time, the utility does not suffer losses either on account of delay or lower fixation of rates.
- Constraints if any within which the utilities in the U.S.A. have to design rates. Whether there is any direct or indirect political interference.
- Availability and practices with rate software.
- A view of power purchase agreements which balance the interests of utility and the supplier.
- Understand the variables and constituents of utility project cost estimates and their effects on rate design.
- Power policy and tariff policy of the U.S. government.
- Metering and revenue collection practices including subsidy being adopted and options available to suit Indian conditions.
- Differences between and styles of pricing techniques for tariff in a thermal plant, hydro plant, cogeneration plant, nuclear plant
- New technology for reducing prices for old powerhouses.
- Costing and tariffs for nonconventional sources of energy like solar and geothermal and viability in Indian costing.
- Various elements to be taken into consideration for a better power sale agreement.
- Viability of nonconventional energy units (e.g., micro-hydro).
- Concepts of tariff and profit.
- Regulatory mechanism and procedures for tariff fixation.
- Management information systems.
- Concepts of bulk tariff and profit center (station wise) tariffs to be incorporated in purchased power agreements.
- Regulatory mechanism and procedure.
- Cross subsidization that may be permissible.
- Elements of cost of projects and how to assess the cost of each element. Whether tariff fixation should be linked with cost of project or some other method.
- Modern billing methods.
- Metering arrangements to avoid energy theft

- Privatization of distribution - methods and guidelines to be implemented.
- Privatization of generation (Enron).
- Modern methods to reduce the losses.

The final meeting during Mr. Vogt's visit to India was held at the offices of the United States Agency for International Development (USAID) in Delhi. During this meeting, USAID emphasized the need to focus on regulation and regulatory process in setting tariffs throughout the course.

In retrospect, LG&E and Penn State feel that the visit to India was highly successful. Any measures short of first-hand observations and on-site, face-to-face discussions with key individuals would not have provided the great insight into Indian conditions that was gained during the precourse visit. This knowledge proved to be invaluable to both the students and the instructors during the conduct of the course as the issues were discussed in detail.

Upon his return to the United States, Mr. Vogt conducted a briefing with the other course instructors to transfer his new understanding of the Indian conditions to the LG&E faculty and to discuss ideas for modifying the original course agenda.

Course Development

The proposed training course agenda was revised by the instructors in an effort to incorporate the issues and objectives suggested during the precourse visit to India. Some of the more elementary subjects initially proposed were deleted or treated in a quick review format in order to ensure that all students had a common basis with respect to terminology and fundamental ratemaking techniques. The time freed up from these changes was filled with new and expanded topics. For example, the cost-of-service presentation was revised from a generic description of cost analysis methods and techniques to an in-depth analysis of an actual cost-of-service study which was used to redesign rates. Workstations were also set up so that the students would have the opportunity to study the PC cost-of-service study spreadsheets. Each student was also given a copy of the model in Lotus format.

The course program was also modified to include guest lecturers with specialized expertise in some of the areas of interest that were expressed in the precourse visit to India. These additional speakers included:

- Commissioner Linda Breathitt, Chairman of the Kentucky Public Service Commission, Frankfort, KY. The Commission is responsible for regulating the tariffs of all utilities within the State of Kentucky. Ms. Breathitt has made several business trips to India.
- Mr. Jim Kasey, Vice President of LG&E Power Marketing, a division of LG&E Power Development, Inc., Louisville, KY. LG&E Power Development is involved in several IPP projects both domestically and internationally. The Company provides management consulting, construction, and operational expertise in such projects including equity ownership in some ventures.
- Mr. John Kraft, President of Caldwell Energy and Environmental Company, Louisville, KY. A customer and business ally with LG&E, Caldwell Energy and Environmental

Company has expertise in advanced technology applications directed at turbine inlet cooling and cool storage applications. The company currently has business activities in India.

In addition to these preprogram schedule modifications, as the training course progressed, other LG&E experts were brought in to make short, informal presentations in an effort to address specific issues raised by the students. For example, Mr. Greg Ferguson, a Demand-Side Management expert with previous experience at Niagara-Mohawk Corporation and the Tennessee Valley Authority, spoke briefly about DSM rates and regulatory process. Although another EMCAT training contract is focused on DSM programs, it was felt that because of the number of related questions expressed by this class of students, a short discussion on the ratemaking aspects of DSM would help satisfy the interests and needs of the group.

Based on input from the students, several tours were arranged with the intention of providing a functional balance between formal class room instruction and industry practice in the field. These tours included visits to:

- The Allegheny Power System's Transmission and Distribution Control Center near Greensburg, PA, in order to see how load dispatching is managed over a large operational territory.
- LG&E's Trimble County Generating Station in Bedford, KY, which is a new 500 MW plant representing the state of the art in U.S. utility power production facilities. The Trimble County station is fueled with high sulfur coal whose airborne emissions are fully scrubbed by means of a carbide lime flue gas desulfurization process. Detailed information on the plant's operating statistics and costs were provided to the students with the notion that such data could help establish or verify benchmarks for generation performance.
- LG&E's Metering Shop in Louisville, KY, to observe current metering technology, data interpretation, and testing procedures. LG&E is utilizing some of the most sophisticated metering devices available at this time in a number of applications. This tour covered both revenue metering and load research recording equipment.
- LG&E's Ohio Falls Station in Louisville, KY, a run-of-the-river hydroelectric plant. The Ohio Falls station, one of the oldest such facilities in the United States, exemplifies the realizable value of long-term asset utilization through life-extension projects.
- LG&E's System Trouble Center where transmission and distribution outage restoration efforts are organized and coordinated; and the Customer Service Center where customer inquires and complaints about rates and service are received by phone.
- Ford Motor Company's Truck Plant, Louisville, KY where commercial class trucks are assembled into final products, and United Parcel Service, Louisville International Airport, where packages are received, sorted, and reshipped worldwide. The purpose of these customer tours was to relate customer needs with utility services in terms of pricing options and reliability assurances. In addition, the students were able to observe the methods of automation and productivity improvements which industries are utilizing to improve their competitive positions.

In addition to the tours, LG&E conducted its High Voltage Safety Demonstration for the class. This demo, which is an actual live line display, is designed to educate the public on the hazards of electricity, especially with respect to distribution system voltages. The International Brotherhood of Electrical Workers (IBEW) supports this awareness effort by conducting the program at schools and other civic events. The intent of presenting the demonstration for the class was to illustrate another perspective of the types of customer service activities practiced by U.S. utilities.

Annex 3
List of Participants

List of Participants

Vasuki	Controller (Budget & Resources)	KEB
K. Jayarama Alva	Controller of Accounts	KEB
S. Thangarathnam	Chief Financial Controller	TNEB
S. K. Saha	Deputy Finance Manager	OSEB
V. C. Shah	Supdt. Engineer	GEB
P. J. Suryanarayana	General Manager	OPGC
Shashi Kumar Chanana	Executive Engineer	HPSEB
Mohar Singh Chopra	Superintending Engineer	HPSEB
Pradip Kumar Lenka	Deputy General Manager	OPGC
B. B. Kulkarni	Superintending Engineer	MSEB
Magan Singh	Superintending Engineer	UPSEB
Pradip Kumar Sikdar	Manager	W.B. Power Dev. Co., Ltd.
G. S. Shashidhar	Financial Controller	Karnataka Power Corporation Ltd.
Subir Mulchandani	Manager (Finance)	PFC
Mahesh Kumar Motani	Manager (Finance)	PFC
Dinesh Vij	Manager (C&M)	PFC
S. M. Yousuf Ali	Deputy Chief Controller Accounts	APSEB

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Annex 4
TQM Course Evaluations
and Survey Questionnaires

26

Evaluation of EMCAT TR-12
February 8-9, 1996
Gaithersburg, MD

Attendees: See attached list

Facilitators: Nick McDuffie and Rosanna Steinig

Feedback from Facilitators

The group was very attentive during the sessions and participated to the full degree. This was the first group we have asked to give presentations at the end of the course. We were quite impressed with the participants' presentations and their apparent understanding of the TQM concepts which were taught during the session.

One of the last things we ask them to do in the course is write an Action Plan of what they will do to implement TQM when they return to their workplace. We then ask them to share in class what they plan to do, but we don't collect the Action Plans. It might be more effective if the Action Plans were collected, and you then could do some follow-up activities to see how they have done on implementing their plans.

Participants did mention they felt that follow-up sessions back in India would be useful.

Other comments we heard from the participants were that they felt they needed more of this type of training rather than the technical training. They indicated they would like more training in management and leadership techniques.

Feedback from Participants

The individual evaluation forms are attached. There were generally fewer written comments from this group than from past groups even though they were encouraged to provide comments. Following is a quick summary of the forms:

Job Relatedness

Overall, this group felt that TQM was related to their jobs. The majority (over 75%) rated "Strongly agree" and "Agree" in all of the questions in this category. Written comments were as follows;

"TQM course is of much relevance and use to us."

"The training will help to evaluate process more scientifically."

"The course is of very short duration in expansion to the items or points explained. If some time given to study the literature in advance that would have been better."

"We could learn the things because of friendly atmosphere, individual attention. I really don't know, how these three days flew. I wish I were with the faculty for few more days."

"Very much relevant"

"For a new one, time period is small which may be considered for an increase for better improvement."

"Little bit of transactional analysis course work will be useful for training the co-worker's with me."

"The course was to the point and very good."

"Very much relevant."

"TQM as a scientific technique is useful aid in performing my job."

"Mostly in general in nature."

Course Materials

The majority of the participants (at least 75%) rated all questions in this category with a "Strongly agree" or "Agree" answer, indicating they liked the materials provided. The specific components were as follows:

"The course materials given to us were well organized and were complete."

"Explanation notes are good to study."

"Very much useful."

"The course design should have an introduction to TQM for definition and realization purpose of TQM."

"The course material was very useful. With the same we can further develop to get better results in various areas of our Board."

"Course materials are very much useful."

"It can be tailored to the specific requirements of Electricity Boards."

Materials Interaction

In this category 100% of the participants rated all of the questions either "Strongly agree" or "Agree," indicating they were pleased with the mixture of the materials and exercises. Specific comments were as follows:

"Very good collection of materials."

"Interaction was timely."

Instructor Information

In this category, once again the majority of participants rated all questions "Strongly agree" or "Agree," indicating they approved of the instructional methods. Specific comments were as follows:

"Excellent"

"Excellent and well organized"

"Excellent course"

"Well and worthy"

"Very good presentations"

“Faculty was very friendly”

“Very good, very effective”

“Both the instructors did an excellent job and their way of teaching is most effective”

Feedback from Plus/Deltas

The feedback from the participants at the end of Day 1 and Day 2 indicated that they enjoyed the atmosphere, table arrangements, teaching methods, faculty, guest lecturers (Siegel, Peseckas, Gerdes), and videos. The improvements needed were longer lunch period and shorter days.

Recommendations for Future Sessions

Based on the comments and all of the feedback we received, we would have the following recommendations for future sessions:

1. Continue to offer the TQM prior to the technical training. It seems to help acclimate the participants and gets them better acquainted with each other
2. If possible, allow for 3-1/2 days for the course. This would allow for shorter days which would give the participants a chance to recover from jet lag.
3. If the course is to be taught in India, we should consider pulling together some of the individuals who have been through the course and give them additional training to get them better prepared to teach follow-on courses there.



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments:

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	1	2	3	4	5	0
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

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Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

	1	2	3	4	5	0
11.	1	2	3	4	5	0
12.	1	2	3	4	5	0
13.	1	2	3	4	5	0
14.	1	2	3	4	5	0
15.	1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

	1	2	3	4	5	0
16.	1	2	3	4	5	0
17.	1	2	3	4	5	0
18.	1	2	3	4	5	0
19.	1	2	3	4	5	0
20.	1	2	3	4	5	0
21.	1	2	3	4	5	0

Comments:

Name (optional)

L. J. ...

Title & Functional Area of the organization in which you work

Assoc. Prof. APSPD

Date:

3/2/01

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Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments: TAM Course is of RE much
relevance and use to us

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments: The course materials given to us
were well organized and were complete

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments: Both the instructors did a excellent job and their way of teaching is most effective.

Name (optional)

Title & Functional Area of the organization in which you work

Date:

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Technology
Exchange
Center

Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments:

The training will help to evaluate processes
more efficiently

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

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Technology
Exchange
Center

Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments:

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

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Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
11.	1	2	3	4	5	0
12.	1	2	3	4	5	0
13.	1	2	3	4	5	0
14.	1	2	3	4	5	0
15.	1	2	3	4	5	0
16.	1	2	3	4	5	0
17.	1	2	3	4	5	0
18.	1	2	3	4	5	0
19.	1	2	3	4	5	0
20.	1	2	3	4	5	0
21.	1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Name (optional)

Title & Functional Area of the organization in which you work

Date:

9. 2. 1996



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments: The course is of very short duration in comparison to the items or points explained. If some time given to study the literature is advanced that ~~she~~ would have been better.

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments: Explanatory notes are good to study.

38

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
11.	1	2	3	4	5	0
12.	1	2	3	4	5	0
13.	1	2	3	4	5	0
14.	1	2	3	4	5	0
15.	1	2	3	4	5	0
16.	1	2	3	4	5	0
17.	1	2	3	4	5	0
18.	1	2	3	4	5	0
19.	1	2	3	4	5	0
20.	1	2	3	4	5	0
21.	1	2	3	4	5	0

MAGAN SINGH

Name (optional)

Title & Functional Area of the organization in which you work

Date:

39



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1	✓	2	3	4	5	0
2	✓	2	3	4	5	0
3	✓	2	3	4	5	0
4	✓	2	3	4	5	0
5	✓	2	3	4	5	0

Comments: We could learn the things because of friendly atmosphere, teacher individual attention. I really don't know how these three days flew, I wish I were with the faculty for 7 or more days.

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

6	1	✓ 2	3	4	5	0
7	1	✓ 2	3	4	5	0
8	✓ 1	2	3	4	5	0
9	✓ 1	2	3	4	5	0
10	✓ 1	2	3	4	5	0

Comments:

GP

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

FACULTY WAS VERY FRIENDLY

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	2	3	4	5	0
11	✓				
12	✓				
13	✓				
14		1			
15	✓				
16	✓				
17	✓				
18	✓				
19	✓				
20	✓				
21	✓				

MAHESH MOTANI

Name (optional)

MANAGER (FINANCE APPRAISAL)

Title & Functional Area of the organization in which you work

09-02-1996

Date:

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Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0

Comments: Very much relevant

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

Comments: Very much useful.

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MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

Very good collection of materials

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Very good presentations

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
11.	1	(2)	3	4	5	0
12.	1	(2)	3	4	5	0
13.	(1)	2	3	4	5	0
14.	(1)	2	3	4	5	0
15.	1	(2)	3	4	5	0
16.	(1)	2	3	4	5	0
17.	(1)	2	3	4	5	0
18.	1	(2)	3	4	5	0
19.	(1)	2	3	4	5	0
20.	(1)	2	3	4	5	0
21.	(1)	2	3	4	5	0

P. J. SURYANARAYANA
Name (optional)

General Manager, Power Generation
Title & Functional Area of the organization in which you work

Date:

43



DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments: For a new one, time period is small
which may be considered for an increase
for better improvement.

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

44

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
11.	1	(2)	3	4	5	0
12.	1	(2)	3	4	5	0
13.	1	(2)	3	4	5	0
14.	1	(2)	3	4	5	0
15.	1	(2)	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

16.	(1)	2	3	4	5	0
17.	1	(2)	3	4	5	0
18.	(1)	2	3	4	5	0
19.	1	(2)	3	4	5	0
20.	(1)	2	3	4	5	0
21.	1	(2)	3	4	5	0

Comments:

45

Rudip K Sridan
 Name (optional)

O&M Department, Kolaghat Thermal Power Stn. (WBPDCL)
 Title & Functional Area of the organization in which you work

09/2/96
 Date:



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0

Comments: Little bit of Transactron analysis
course work will be useful for taking the computer's
with me.

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments: The course design should have an
introduction to TQM for detection and
realisation purpose of TQM.

4/6

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

	1	2	3	4	5	0
11	1	2	3	4	5	0
12	1	2	3	4	5	0
13	1	2	3	4	5	0
14	1	2	3	4	5	0
15	1	2	3	4	5	0
16	1	2	3	4	5	0
17	1	2	3	4	5	0
18	1	2	3	4	5	0
19	1	2	3	4	5	0
20	1	2	3	4	5	0
21	1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

49

Pradip Ku. Lenka
Name (optional)

DY. Genl. Mgr. OPGC (O&M) (Thermal Gen?)
Title & Functional Area of the organization in which you work

9th Feb. 96
Date:



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	1	2	3	4	5	0
1. The course objectives support my job responsibilities.	1					
2. What I learned in this course will be easy to apply to my job.		2				
3. This course provided me with the skills and/or information I need to do my job.	1					
4. The training references and aids will be usable on my job.		2				
5. The course content/exercises were related to my job.	1					
6. The student course materials were useful during the course.		2				
7. The student course materials were complete.		2				
8. The student course materials were well organized.	1					
9. The student course materials were written at an understandable level.		2				
10. The production quality of the course materials and visuals was acceptable.	1					

Comments: The course was to the point & very good

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments: The course material was very useful, I wish the course was on DVD format. I believe that the course was well developed.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments:

IBAL BALIBHIM KOLKATA

Name (optional)

MANAGERIAL ELECTRICITY BOARD

Title & Functional Area of the organization in which you work

Date: 3/2/16

49



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1	1	2	3	4	5	0
2	1	2	3	4	5	0
3	1	2	3	4	5	0
4	1	2	3	4	5	0
5	1	2	3	4	5	0

Comments:

The course was very much relevant

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Course materials were very much helpful

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

Interactively timely

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

	1	2	3	4	5	0
11	1	2	3	4	5	0
12	1	2	3	4	5	0
13	1	2	3	4	5	0
14	1	2	3	4	5	0
15	1	2	3	4	5	0
16	1	2	3	4	5	0
17	1	2	3	4	5	0
18	1	2	3	4	5	0
19	1	2	3	4	5	0
20	1	2	3	4	5	0
21	1	2	3	4	5	0

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Well and lively

Name (optional)

Title & Functional Area of the organization in which you work

Date:

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Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0
6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

Comments:

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	1	2	3	4	5	0
11.	1					
12.	1					
13.	1	2				
14.	1					
15.	1					
16.	1					
17.	1					
18.	1					
19.	1					
20.	1					
21.	1					

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DINESH NJ

Name (optional)

Manager (CFM), PFC

Title & Functional Area of the organization in which you work

9/2/96

Date:



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments: TQM as a Scientific Technique
is useful aid in performing my job

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

NA

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	1	2	3	4	5	0
1	1	2	3	4	5	0
2	1	2	3	4	5	0
3	1	2	3	4	5	0
4	1	2	3	4	5	0
5	1	2	3	4	5	0
6	1	2	3	4	5	0
7	1	2	3	4	5	0
8	1	2	3	4	5	0
9	1	2	3	4	5	0
10	1	2	3	4	5	0

64

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0
1	2	3	4	5	0

Comments:

66

K. JAYARAMA ALVA
 Name (optional) K

Controller (Account) in State Electricity Board
 Title & Functional Area of the organization in which you work
 Date: 9.2.96



Technology
Exchange
Center

Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
Not Applicable

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1. The course objectives support my job responsibilities.	1	2	3	4	5	0
2. What I learned in this course will be easy to apply to my job.	1	2	3	4	5	0
3. This course provided me with the skills and/or information I need to do my job.	1	2	3	4	5	0
4. The training references and aids will be usable on my job.	1	2	3	4	5	0
5. The course content/exercises were related to my job.	1	2	3	4	5	0

Comments:

Mostly in general in nature

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

6. The student course materials were useful during the course.	1	2	3	4	5	0
7. The student course materials were complete.	1	2	3	4	5	0
8. The student course materials were well organized.	1	2	3	4	5	0
9. The student course materials were written at an understandable level.	1	2	3	4	5	0
10. The production quality of the course materials and visuals was acceptable.	1	2	3	4	5	0

Comments:

It can be tailored to the specific requirements of individual students.

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

Comments:

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	1	2	3	4	5	0
11.	1	2	3	4	5	0
12.	1	2	3	4	5	0
13.	1	2	3	4	5	0
14.	1	2	3	4	5	0
15.	1	2	3	4	5	0
16.	1	2	3	4	5	0
17.	1	2	3	4	5	0
18.	1	2	3	4	5	0
19.	1	2	3	4	5	0
20.	1	2	3	4	5	0
21.	1	2	3	4	5	0

Name (optional) S. THANGARATHNAM

9-2-1996 C.F.C / T.N.E.D.
 Title & Functional Area of the organization in which you work

Date: 9-2-1996

5



Training Reaction Questionnaire

DIRECTIONS: The questions on this form have been designed to monitor course quality. Be sure to read each statement carefully and consider the degree to which you agree or disagree. Mark one response per item. Your responses are confidential and will appear only as part of a summary showing average values for everyone taking this course.

JOB RELATEDNESS

1. The course objectives support my job responsibilities.
2. What I learned in this course will be easy to apply to my job.
3. This course provided me with the skills and/or information I need to do my job.
4. The training references and aids will be usable on my job.
5. The course content/exercises were related to my job.

Comments:

COURSE MATERIALS

6. The student course materials were useful during the course.
7. The student course materials were complete.
8. The student course materials were well organized.
9. The student course materials were written at an understandable level.
10. The production quality of the course materials and visuals was acceptable.

Comments:

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
1	1	2	3	4	5	0
2	1	2	3	4	5	0
3	1	2	3	4	5	0
4	1	2	3	4	5	0
5	1	2	3	4	5	0
6	1	2	3	4	5	0
7	1	2	3	4	5	0
8	1	2	3	4	5	0
9	1	2	3	4	5	0
10	1	2	3	4	5	0

58

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

MATERIALS INTERACTION

- 11. The feedback on exercises was timely.
- 12. The feedback on exercises was constructive.
- 13. The required reading was relevant to the course objectives.
- 14. The exercises were relevant.
- 15. The casework and exercises provided sufficient opportunity to practice skills taught.

	1	2	3	4	5	0
11	1					
12		2				
13		2				
14	1					
15	1					

Comments:

INSTRUCTOR INFORMATION

- 16. The instructor was well prepared for each session/lesson.
- 17. The instructor provided constructive and timely feedback.
- 18. The instructor's knowledge of the subject was apparent.
- 19. The instructor summarized the material effectively.
- 20. The instructor encouraged questions and discussion.
- 21. The instructor's presentations were clear and understandable.

	1	2	3	4	5	0
16	1					
17	1					
18	1					
19	1					
20	1					
21	1					

Comments:

EXCELLENT
 AND WELL ORGANIZED

59

Name (optional)

~~FINANCIAL~~ FINANCIAL & ACCOUNTS

Title & Functional Area of the organization in which you work

Date:

Annex 5
Utility Course Evaluation Questionnaire

ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: PRADIP KUMAR LENKA
(optional)

1. Are you returning to the same position you occupied before training?

Yes No () No Prior Job ()

If no, what is your new position?

NA NA
Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes No ()

If no, please explain why: It may in future address few hours to
developing and understanding Indian condition and efforts required to
quantify the same.

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- Pre-departure orientation in home country
 Arrival orientation in country of training
or
 Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes No ()

If not, what would have helped you to become better prepared?

some more preparatory literature about USA. suggested.
such as roles of FERC, state P.S.C and installed capacity
and capacity.
IPP's role and margins etc

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

64

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions			✓		
Balance of Theory and Practice			✓		
Competence of Instructions	✓	✓			
Adequacy of Training Facilities		✓	✓		
Administrative Arrangements		✓			
Chance to meet Americans (or nationals of country of training)				✓	

If not satisfied with any aspect, please explain: Trg. facility need
upgradation. NTPC facilities at New Delhi India could be
taken as a feedback. Evening should be tailored with optional
engagements for study of habits and culture and understand the
difference. This could have given more insight to American way
 9. How satisfied are you with your overall training experience? of things.

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (2) Enhanced professional capabilities
- (1) Career advancement/better job opportunities
- Exposure to other culture(s) and social system(s)
- (3) Professional contacts
- Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (2) Manage a project, office, division, or company
- (2) Initiate new projects or services
- (4) Improve operational procedures, programs or services
- (1) Influence or make policy
- Train others (workshops, on-the-job training, etc.)
- Participate in research activities
- Did not return to a specific organization/job

Other: _____
(specify)

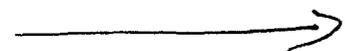
Additional Comments: Some of the lectures could be in the places of stay such as Hotel to make it homely and informal and working hours may be made flexible for the next day. Lectures at lunch and dinner table are quite effective everywhere in the world.

Thank you for your cooperation and good luck with your career in India

The Development Associates Project Staff

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Please see reverse



Following few points need immediate attention.

1) Transportation requirement.

a) Transporting 17 persons in a van of 14 was ~~not~~ ^{tough} taste and was very difficult. and will be glad if can be improvement.

b) Transportation during evening should be arranged, may be the cost can be shared by the participants.

IMPORTANT

USA Govt. has put restriction for visits in the J1 VISA (for training) after training period. This forces us to apply for 2 VISA which is confusing to all attendees and participants alike.

After all visiting places programme made by participants is for 10-15 days at best and by securing permission it leaves a very bad taste.

The subject may be brought to the notice of USA Govt. and put up in strong terms for change.

ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: _____
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ Job Title _____ Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

68

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

69

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)		✓			
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions			✓		
Balance of Theory and Practice		✓			
Competence of Instructions			✓		
Adequacy of Training Facilities					✓ ^①
Administrative Arrangements					✓ ^②
Chance to meet Americans (or nationals of country of training)	✓				

If not satisfied with any aspect, please explain: ^① In Pittsburg and Louisville. Class room was not located at appropriate place. There was no cafeteria, very depressive atmosphere, and no activity ground. It was like we were brought to some God forsaken place.

^② In Pittsburg we were provided very busy accomodation. Hotel was much below our standard.

^③ In Residence Inn., Louisville a room which was meant for SINGLE occupancy was provided to two participants. One participant was to sleep on sofa. x:

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

which was uncomfortable & disgusting. However the Transportation Facility at Pittsburg & Louisville was excellent.

10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- Enhanced professional capabilities
- Career advancement/better job opportunities
- Exposure to other culture(s) and social system(s)
- Professional contacts
- Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- Manage a project, office, division, or company
- Initiate new projects or services
- Improve operational procedures, programs or services
- Influence or make policy
- Train others (workshops, on-the-job training, etc.)
- Participate in research activities
- Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: Although various aspects of training may not be relevant
for Power (Energy) scenario in India, the exposure which I got
is very useful. I could learn a lot how people work with
dedication & in professional manner in United States.

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: G. S. SHASHIDHAR
(optional)

1. Are you returning to the same position you occupied before training?

Yes () No () No Prior Job ()

If no, what is your new position?

_____ Job Title _____ Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes () No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- () Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes () No ()

If not, what would have helped you to become better prepared?

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5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

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8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice	✓				
Competence of Instructions	✓				
Adequacy of Training Facilities	✓				
Administrative Arrangements	✓				
Chance to meet Americans (or nationals of country of training)	✓				

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- () Career advancement/better job opportunities
- (2) Exposure to other culture(s) and social system(s)
- () Professional contacts
- (2) Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- () Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- () Influence or make policy
- (2) Train others (workshops, on-the-job training, etc.)
- (3) Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: K. J. ALVA
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ _____
Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

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8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice		✓			
Competence of Instructions	✓				
Adequacy of Training Facilities		✓			
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- (3) Career advancement/better job opportunities
- (2) Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (4) Manage a project, office, division, or company
- (3) Initiate new projects or services
- (2) Improve operational procedures, programs or services
- (1) Influence or make policy
- (5) Train others (workshops, on-the-job training, etc.)
- (6) Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: - NIL -

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: D. J. SURYANARAYANA
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ _____
Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- (✓) Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

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5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

	No Problems 1	Some Problems 2	Many Problems 3
Speaking	✓		
Understanding	✓		
Writing	✓		
Reading	✓		

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8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions	✓				
Balance of Theory and Practice	✓				
Competence of Instructions	✓				
Adequacy of Training Facilities	✓				
Administrative Arrangements	✓				
Chance to meet Americans (or nationals of country of training)			✓		

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (✓) Enhanced professional capabilities
- () Career advancement/better job opportunities
- (3) Exposure to other culture(s) and social system(s)
- (✓) Professional contacts
- () Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (2) Manage a project, office, division, or company
- (4) Initiate new projects or services
- (1) Improve operational procedures, programs or services
- () Influence or make policy
- (3) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: MUKHANDANI SUBTR.
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

Not Applicable
Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

84

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: N.A.

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

25

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)			✓		
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions			✓		
Balance of Theory and Practice			✓		
Competence of Instructions		✓			
Adequacy of Training Facilities		✓			
Administrative Arrangements				✓	
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: Stay arrangement on twin shaving basin at cheap motels does not meet the standard expected by senior level participants.

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

8/6

10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- (3) Career advancement/better job opportunities
- () Exposure to other culture(s) and social system(s)
- (2) Professional contacts
- () Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (6) Manage a project, office, division, or company
- (3) Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (2) Influence or make policy
- (4) Train others (workshops, on-the-job training, etc.)
- (5) Participate in research activities
- (7) Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India

The Development Associates Project Staff

ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: S. K. SAHA
(optional)

1. Are you returning to the same position you occupied before training?

Yes No () No Prior Job ()

If no, what is your new position?

_____ Job Title _____ Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- Pre-departure orientation in home country
- Arrival orientation in country of training
- or
- Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes No ()

If not, what would have helped you to become better prepared?

48

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

89

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice		✓			
Competence of Instructions		✓			
Adequacy of Training Facilities		✓			
Administrative Arrangements	✓				
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- (4) Career advancement/better job opportunities
- (3) Exposure to other culture(s) and social system(s)
- (2) Professional contacts
- () Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (4) Manage a project, office, division, or company
- () Initiate new projects or services
- (2) Improve operational procedures, programs or services
- (1) Influence or make policy
- (3) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: Overall the training was satisfactory.
However the TQM training arranged by
Bechtel at Gailworsburg was very adequate.

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: Mr. VASUKI

(optional)

1. Are you returning to the same position you occupied before training?

Yes () No () No Prior Job ()

If no, what is your new position?

Job Title	Dept/Agency/Company
-----------	---------------------

2. Did the training you receive fulfill its designated objectives?

Yes () No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- () Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes () No ()

If not, what would have helped you to become better prepared?

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5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

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8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice		✓			
Competence of Instructions	✓				
Adequacy of Training Facilities		✓			
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- ① Enhanced professional capabilities
- ② () Career advancement/better job opportunities
- ③ () Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- () Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (3) Influence or make policy
- (2) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
	✓	

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓	✓	
✓		
✓		

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8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)			✓		
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions				✓	
Balance of Theory and Practice			✓		
Competence of Instructions		✓			
Adequacy of Training Facilities			✓		
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)					

If not satisfied with any aspect, please explain: While ~~good~~ and below to generating Co, the training aspect was related to end use customers. Hence, its application will be limited so far my present job is concerned.

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
		✓		

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (2) Enhanced professional capabilities
- (3) Career advancement/better job opportunities
- (1) Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (4) Manage a project, office, division, or company
- (5) Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (2) Influence or make policy
- (5) Train others (workshops, on-the-job training, etc.)
- (6) Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: Course should have been organized in respect of rate design of Utility (Gen. Co) as so many Individual Power Project are coming up in India in view of liberalised Economic Situation hence the knowledge of diff. rate aspects of a Utility (Particularly Gen. Co) could help me to help my organization to check the rates offered

Thank you for your cooperation and good luck with your career in India
by EPP which will coming under our organization. *The Development Associates Project Staff*

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: _____
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

Job Title	Dept/Agency/Company
-----------	---------------------

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

Orientation training was more on PPA and
related issues. while this was more on
cost-to-serve computation technique and related
issue.

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

101

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)		✓			
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions			✓		
Balance of Theory and Practice		✓			
Competence of Instructions			✓		
Adequacy of Training Facilities			✓		
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)			✓		

If not satisfied with any aspect, please explain: Since the training is to V. Sr. officers of the SEB more classroom oriented speaker-listener approach is useful to limited extent. Thrust should be more on VISITS and EXCHANGE OF EXPERIENCE between persons holding equal ST. ranks and having equal experience.

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

102

10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- () Career advancement/better job opportunities
- (2) Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree or certificate

Other: More equipped and clear about Role design in competitive (specify) market.

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- () Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (3) Influence or make policy
- (2) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: The training would have been more fruitful if a dialog or discussion with power pools or utilities involved in heavy exchange of power had been arranged. Request was made but was regretted.

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: _____
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ _____
Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes () No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

(✓) Pre-departure orientation in home country
() Arrival orientation in country of training
or
() Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

104

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training. *Already knowing English*

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

105

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)		✓			
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice	✓				
Competence of Instructions	✓				
Adequacy of Training Facilities	✓				
Administrative Arrangements	✓				
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

106

10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- Enhanced professional capabilities
- Career advancement/better job opportunities
- Exposure to other culture(s) and social system(s)
- Professional contacts
- Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (1) Manage a project, office, division, or company
- (5) Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (2) Influence or make policy
- (3) Train others (workshops, on-the-job training, etc.)
- (6) Participate in research activities
- Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: S. J HAN GARATH NAM
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ Job Title _____ Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

108

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

109

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)		✓			
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions				✓	
Balance of Theory and Practice		✓			
Competence of Instructions		✓			
Adequacy of Training Facilities		✓			
Administrative Arrangements		✓			
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- (3) Career advancement/better job opportunities
- (2) Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (4) Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (2) Influence or make policy
- (3) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: 1. Field visits can be arranged more ~~of~~
2. Course Materials can be sent in advance so that the
trainees can come well prepared.
3. Indian conditions may also be taken into account.

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: MAGAN SIOY GH.
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ Job Title _____ Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

112

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
	✓	

If many problems were encountered, please explain: DISCUSSIONS WITH

OTHER ASSISTANTS AVAILABLE

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

113

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions	✓				
Balance of Theory and Practice		✓			
Competence of Instructions	✓				
Adequacy of Training Facilities	✓				
Administrative Arrangements		✓			
Chance to meet Americans (or nationals of country of training)	✓				

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (2) Enhanced professional capabilities
- () Career advancement/better job opportunities
- (1) Exposure to other culture(s) and social system(s)
- (3) Professional contacts
- () Obtaining a degree or certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (2) Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (3) Influence or make policy
- () Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India

The Development Associates Project Staff

ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: S. M. YOUSSEF ALI
(optional)

1. Are you returning to the same position you occupied before training?

Yes () No () No Prior Job ()

If no, what is your new position?

Job Title	Dept/Agency/Company
-----------	---------------------

2. Did the training you receive fulfill its designated objectives?

Yes () No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- () Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes () No ()

If not, what would have helped you to become better prepared?

It would be helpful if the reading material
available available here, is ~~is~~ obtained in the
home country in advance as an add'l copy

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
	✓	

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
	✓	
	✓	

Problems related to pronunciation to accent

8. How satisfied are you with the following aspects of your training program?

Program Content and Delivery (technical level, length amount of information)

Relevance of Training to Job

Applicability of Training to Host Country Conditions

Balance of Theory and Practice

Competence of Instructions

Adequacy of Training Facilities

Administrative Arrangements

Chance to meet Americans (or nationals of country of training)

	Very Satisfied		Moderately Satisfied		Not Satisfied	
	1	2	3	4	5	
Program Content and Delivery (technical level, length amount of information)		✓				
Relevance of Training to Job		✓				
Applicability of Training to Host Country Conditions			✓			
Balance of Theory and Practice						
Competence of Instructions		✓				
Adequacy of Training Facilities		✓				
Administrative Arrangements		✓				
Chance to meet Americans (or nationals of country of training)			✓			

If not satisfied with any aspect, please explain: _____

- 1) Guest lectures from personnel of industry may be increased in number
- 2) Field trips to major organizations connected with training may be increased

9. How satisfied are you with your overall training experience?

	Very Satisfied		Moderately Satisfied		Not Satisfied	
	1	2	3	4	5	
		✓				

10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- (2) Career advancement/better job opportunities
- (3) Exposure to other culture(s) and social system(s)
- (4) Professional contacts
- (5) Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- (5) Manage a project, office, division, or company
- (4) Initiate new projects or services
- (3) Improve operational procedures, programs or services
- (2) Influence or make policy
- (1) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India

The Development Associates Project Staff

AL
(SM YOUSOF ALI)

ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: _____
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

Job Title Dept/Agency/Company

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)		✓			
Relevance of Training to Job		✓			
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice		✓			
Competence of Instructions		✓			
Adequacy of Training Facilities			✓		
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
	✓			

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- (1) Enhanced professional capabilities
- () Career advancement/better job opportunities
- (3) Exposure to other culture(s) and social system(s)
- (2) Professional contacts
- () Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- () Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (2) Influence or make policy
- (3) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: _____

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

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ATTACHMENT 7

EMCAT EVALUATION QUESTIONNAIRE
"Advanced Utility Costing and Pricing Techniques and Utility Rate Design"
(Please print)

NAME: KULKARNI BAL BALBHIM
(optional)

1. Are you returning to the same position you occupied before training?

Yes (✓) No () No Prior Job ()

If no, what is your new position?

_____ Dept/Agency/Company
Job Title

2. Did the training you receive fulfill its designated objectives?

Yes (✓) No ()

If no, please explain why: _____

3. Which of the following orientations, if any, did you attend in preparation for your training program?

- (✓) Pre-departure orientation in home country
- () Arrival orientation in country of training
- or
- () Did not attend an orientation

4. Were you adequately prepared for your training program?

Yes (✓) No ()

If not, what would have helped you to become better prepared?

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5. To what extent did you encounter any social or cultural adjustment problems:

No Problems 1	Some Problems 2	Many Problems 3
✓		

If many problems were encountered, please explain: _____

6. Did you have English language training either in the United States or prior to departure for training?

- Had English language training prior to departure
- Had English language training in the United States
- Did not have English language training.

7. To what extent did you experience problems with the English language?

Speaking

Understanding

Writing

Reading

No Problems 1	Some Problems 2	Many Problems 3
✓		
✓		
✓		
✓		

125

8. How satisfied are you with the following aspects of your training program?

	Very Satisfied	Moderately Satisfied		Not Satisfied	
	1	2	3	4	5
Program Content and Delivery (technical level, length amount of information)	✓				
Relevance of Training to Job	✓				
Applicability of Training to Host Country Conditions		✓			
Balance of Theory and Practice		✓			
Competence of Instructions	✓				
Adequacy of Training Facilities		✓			
Administrative Arrangements			✓		
Chance to meet Americans (or nationals of country of training)		✓			

If not satisfied with any aspect, please explain: _____

9. How satisfied are you with your overall training experience?

Very Satisfied	Moderately Satisfied		Not Satisfied	
1	2	3	4	5
✓				

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10. What have been the greatest benefits from your training program? (Please number in rank order. Rank no more than three items)

- ① (✓) Enhanced professional capabilities
- ② () Career advancement/better job opportunities
- ③ () Exposure to other culture(s) and social system(s)
- () Professional contacts
- () Obtaining a degree of certificate

Other: _____
(specify)

11. As a result of your training, what contributions are you now prepare to make upon return to your organization/job? (Please number in rank order. Rank all that apply).

- () Manage a project, office, division, or company
- () Initiate new projects or services
- (1) Improve operational procedures, programs or services
- (3) Influence or make policy
- (2) Train others (workshops, on-the-job training, etc.)
- () Participate in research activities
- () Did not return to a specific organization/job

Other: _____
(specify)

Additional Comments: T. Q. M. program in the training
Should be more than for one weele period
This program is very usefull from Management
angle.

Thank you for your cooperation and good luck with your career in India
The Development Associates Project Staff

Annex 6
Participants' Utility Course Critiques

**EMCAT – INDIA PROJECT
MODULE TR-12**

Advanced Utility Costing and Pricing Techniques and Utility Tariff Decisions

UTILITY COURSE CRITIQUES

In addition to the program critiques that were requested from the students by Development Associates University, LG&E wished to capture additional comments that would help evaluate the success of the training. The results of these surveys are summarized below.

NOTE: One student did not submit a critique.

RATINGS:	<u>Excellent</u>		<u>Good</u>		<u>Poor</u>		
	5	4	3	2	1		
<u>Instructors:</u>	<u>Distribution of Responses*:</u>						<u>Average</u>
Instructors were prepared	8	6	1	--	--	4.5	
Instructors were knowledgeable of the subject matter	8	6	1	--	--	4.5	
Presentations were clear	1	12	2	--	--	3.9	
Gave opportunity for questions and discussions	9	5	1	--	--	4.5	
Encouraged everyone to think for themselves	7	7	1	--	--	4.4	
Instructional aids and techniques	2	10	3	--	--	3.9	
Instructor enthusiasm	8	5	2	--	--	4.4	
Instructors presented interesting case studies	3	9	2	1	--	3.9	
Overall effectiveness of instructors	4	10	1	--	--	4.2	
Guest speakers provided additional value	7	7	1	--	--	4.4	

* One of the respondents did not complete this section citing that "Rating should be instructor-wise basis. Rating on average basis for all instructors could lead to skewed results. Averages do not reflect good to bad situations."

Comments: The instructors are very knowledgeable and their teaching is very impressive. It would be better if the lecture is supported with practical examples. Quite effective. Since there are various methods of rate design, the applicability and limitation of each method is to be presented. This is necessary because different situations are prevailing in different areas and countries. Some topics/issues which are relevant to Indian conditions should have been discussed so as to enable the participant to effectively understand the various pricing techniques and rate design.

<u>LG&E and Customer Tours:</u>	<u>Distribution of Responses</u>					<u>Average</u>
Enhanced value of the course	11	4	1	--	--	4.6
Provided balance with in-class lectures	5	9	2	--	--	4.2
Tour guides were helpful and effective	10	6	--	--	--	4.6
Overall effectiveness of tours	11	4	1	--	--	4.6

Comments: Tour to Trimble Co. power station was useful. Quite adequate. Visits to customer billing office and the method of accounting can add further to the effectiveness of the course. All the field visits were good and had enabled the participants to understand the working atmosphere in the U.S.A. More tours to power shop would be useful to have an overall idea about the running of power shop. Similarly, more tours to other utilities would be fruitful. Very effective, but we could not have a look at the metering and logistic works done by LG&E at the customer premises. Some more tours can be added to the class lectures.

<u>LG&E Training Facilities:</u>	<u>Distribution of Responses</u>					<u>Average</u>
Facilities were clean and adequately maintained	10	5	1	--	--	4.6
Class room environment was conducive to learning	8	7	1	--	--	4.4
Course materials/supplies were adequate	7	7	2	--	--	4.3
Audio/visual equipment was adequate	6	8	2	--	--	4.3
Overall effectiveness of class room facilities	8	5	3	--	--	4.3

Comments: The training facilities provided are really exemplary. Adequately maintained. More visual programs should have been shown to enable the participants to understand certain critical issues in a more effective manner. The classroom was equipped with computers; instead of giving handouts, it would have been better if all the O.H. slides [were] put in these computers or they could have been networked. At the end of training, floppies of all O.H. and spreadsheets [could be made available] instead of 10 lbs. of paper. The alternative is cost effective and convenient. Classroom layout needed improvement. Course materials could be given in floppies so that its handling is easy. Otherwise, there should have an arrangement to send the materials to the respective address of trainees. Classes could have been organized in LG&E head office (centrally located).

What is the most important item(s) that you learned from the course?

Cost-of-service methodology for rate design. Different aspects of rate design and cost of service and end-use customers prevailing in U.S.A. Cost of service of power; your concern for safety; you are aware of future threats and opportunities. Fundamentals of utility costing and utility rate design. Increased professional skills and learned to react when and how. My knowledge on the various issues relating to pricing and rate design has improved substantially, which would enable me to improve my overall performance in the future. Cost-of-service methodologies for ratemaking; overview of regulatory commissions; load research and DSM; marginal cost calculations. Tariff structure and unit rate design. I have [become] acquainted with knowledge on various methods of utility rate design and the aspects of DSM. Punctuality; good definite return for the service rendered; keeping the customer satisfied. The various costing techniques and the rate designs being adopted by the utilities in U.S.A. The various methods of rate design in electric utilities based on the detailed cost-of-service analysis. Regulatory measures available in U.S.A. for regulating the utilities keeping in view of Government interest and utility needs. Design of tariffs; marginal costing; marketing ideas; DSM methods; methods to see that tariff is designed on a cost basis and keep [prices] as low as possible with modern methods. Techniques of rate design and customer relationships. Professional skills which could help in improving professional competence. Transparency of operation; mutual trust of system; cooperation and costing of every aspect of service to get the best value which is affordable by users.

What suggestions would you make to improve this course?

More guest speakers [should] be invited. To have a practical session for a case study practice by the trainees themselves so that they may gain a clear idea in case of implementation in their respective areas. As mentioned earlier, the slides should appear on computer screen on the desk. Material should be on floppy. The visit to site or place where thing happens. To talk and discuss to exchange experience. Topics on cost of service and functionalization needs more elaboration and illustrations. Course study materials should be more in summarized and objective forms. More instructors preferably from outside should be included as faculty. More emphasis has to be given on useful topics which are relevant to Indian conditions. Arrangement of sight-seeing visits during weekends to nearby places (100-200 miles); this could be included in contract as optional. The course should be practically oriented. There should be more stress on the related principles. Instructors from a nearby utility can be invited to explain their methods of rate design. Focusing on the limits of each method of rate design may be analyzed and brought into the course material. Needs of the visitor be given due importance in keeping in view the scenario and requirements of the visitor suggestions and ideas be put forward. The timing of training is not to be in extreme winter period. The venue of training is to be in big cities. A comparative study and applications to Indian situations is to be made. More visits to corporate offices and power plants can be made. Practical exercises on ratemaking and pricing can be included. Some of the heavier lectures like rate design [and] statistics should be laced with lighter subjects in between even though the subject could be different. Every topic needs some theoretical input and synopsis and that was lacking in some of the lectures which made it difficult to catch up with the subject. First flow diagram and procedure, aim and goal should be diagrammed before getting down to the subject itself since the course was a heterogeneous mixture of disciplines. More field visits. Techniques of rate design in other utilities in U.S.A. Rate design of IPP's. Sight seeing at weekends to be encouraged as part of the course in order to expose the participants to U.S. culture. The course may be considered to be held at places where climatic conditions do not substantially differ from the guest country as it will help the trainees to prepare well. Copies of the reading material, if supplied in India prior to the commencement of the course, will also help the trainees. Professionals from various organizations may be invited to deliver the lecture on the relevant subject.

Would you recommend this course to others? YES: 16 NO: 0

Other comments:

Field trips may be increased covering different industries to have a general idea as to the functioning of the units in the U.S.A. Good cooperation has been received from the organizing members of Development Associates, LG&E and The Penn State University. The training course is good and well organized. Preparations for the course on rates and rate design was excellent. It gave an overall picture. The cost-of-service course was a bit out of center and needed elaborate background and detailed introductions so as to understand the methods employed. IPP issues needed some more extra hours and since LG&E is not in this area, guest speakers would have accelerated the interest in discussion. The course materials can be sent in advance to trainees so they can come well prepared. A continuous training program on various technical and financial aspects are to be conducted. Case studies can be developed from State Electricity Boards in India. The total timing can be two weeks. Working atmosphere and the spirit of the management and the workers about the service and responsibilities is excellent in

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U.S.A. Everyone means business and satisfaction of the customer which has influenced my heart too much. After completion of the training period, some time could have been allowed to the participants to visit other parts of the U.S.A. Attempt is necessary to know the various methods of rate design existing in other utilities also. The training course is well organized. This exposure has provided me a real opportunity to actively participate and learn the various techniques on rate design. Much improvement is expected as the subjects of the training were of new technologies. The immediate necessity is to arrange the course materials summarized in objective-wise form for each subject. In view of huge power demand in India, IPPs are coming in a big way to install power plants under SEB's and (state undertaking) generator companies. Hence, different aspects of rate design of power plants could give us an idea [about] executive contracts with IPP. As a matter of fact, PFC arranged a training [course] at New Delhi emphasizing PPA's only. While this training would directly help SEB people towards rate design of their end-use customer, others will not have the same benefit. However, this is a unique facility to learn the rate design and cost of service in U.S.A. which all trainees are going to gain personally. We [were] also moved to observe the extent of professionalism while making the rates. The course on fundamentals of utility costing and rate design are really excellent. The faculty for cost to serve Mr. Walker and Mr. Larry for rate design were excellent. The faculty for marginal cost Mr. Blake was effective and clear in conveying the views and also to understand the views of the of participants.

OVERALL COURSE RATINGS:

<u>Distribution of Responses</u>					<u>Average</u>
6	9	1	--	--	4.3

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