

JPO Programme

2002

Junior Professional Officer

Questionnaire

Results

2002 JPO Questionnaire

Results

Presentation

The Junior Professional Officer (JPO) Service Centre is a branch of the United Nations Development Programme's Office of Human Resources. At the time this questionnaire was distributed, it administered 250 "active" JPOs working for the following agencies: UNDP and its affiliated funds/programmes (DDC¹, IAPSO², UNCDF³, UNDGO⁴, UNIFEM⁵, UNV⁶), UNFPA⁷ and UNOPS⁸. The current JPOs are sponsored by 18 countries⁹ and serve in 88 duty stations worldwide.

Relocated from New York to Copenhagen in summer 2001, the JPO Service Centre is based on the premises of the UN/UNDP Nordic Office. In line with the UN reform and the UNDP corporate change process, the JPO Service Centre aims at becoming a "one-stop-shop", covering the whole range of issues relating to JPO administration, such as human resources, finance, travel, etc. The work programme thus aims at streamlining work processes and procedures and at greatly reducing response time. The ultimate objective remains to better serve and support the JPOs, who are making a sizeable contribution to the UN community's effort aimed at creating environment for sustainable human development.

Against this background, the annual dissemination of questionnaires to all JPOs is vital to ensure that the JPO Service Centre is kept abreast of all the major developments that have a bearing on the performance and well being of the JPOs, as well as to solicit feedback regarding the recent track record of the JPO Service Centre itself. It is also an opportunity to make the JPOs' voice heard.

¹ Drylands Development Centre (DDC)

² Inter-Agency Procurement Services Office (IAPSO)

³ United Nations Capital Development Fund (UNCDF)

⁴ United Nations Development Group Office (UNDGO)

⁵ United Nations Development Fund for Women (UNIFEM)

⁶ United Nations Volunteers (UNV)

⁷ United Nations Population Fund (UNFPA)

⁸ United Nations Office for Projects Services (UNOPS)

⁹ Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and the United Kingdom. The Republic of Korea also participates in the Programme but is not funding any JPOs at the moment. Besides, Australia will resume its participation and Monaco will join the Programme in January 2003.

The present document is the synthesis of the answers as well as the analysis of the key results obtained in the second version of the JPO survey. When applicable¹⁰, comparison is also made between this year's and last year's results.

Like last year, the summarised results of the questionnaire will be disseminated to all stakeholders – JPOs, donor countries, country offices and Headquarters' bureaux¹¹. All the questionnaires received have been treated in strict confidence so as not to reveal individual opinions and observations.

The present survey was divided into eight sections, labelled as follows:

- **Recruitment and entry on duty procedures** (for JPOs that have been recruited less than one year ago) (12 questions);
- **JPO induction training course in New York** (for JPOs that have been recruited less than one year ago) (4 questions);
- **Your assignment** (12 questions);
- **Administrative follow-up** (9 questions);
- **Regional workshops for JPOs** (7 questions);
- **Sexual harassment** (5 questions);
- **JPO information needs** (5 questions);
- **General comments and feedback** (3 questions).

For the first time this year, the survey was accessible online on the JPO Service Centre website (www.jposc.org). An e-mail announcing the launch of the survey was sent to all JPOs on 1st October 2002. The deadline was 3 November 2002. As an option, JPOs were offered a possibility to reply to the survey using a Word document format.

JPOs were asked to base their answers to the questionnaire on their experiences over the past year.

The results and comments made will be carefully analysed and taken into account to the extent possible possible.

The team of the UNDP JPO Service Centre would like to take this opportunity to express its gratitude to all JPOs, and especially those that have taken time to complete this survey, for their continuous support.

¹⁰ The 2002 JPO Questionnaire differs rather significantly from the 2001 version, following comments from the JPOs and lessons learnt.

¹¹ Following the commitment made to the JPO Service Centre partners, three other client satisfaction surveys (donor countries, country offices and Headquarters bureaux) were circulated in October -November 2002. The results of these surveys will be disseminated very shortly.

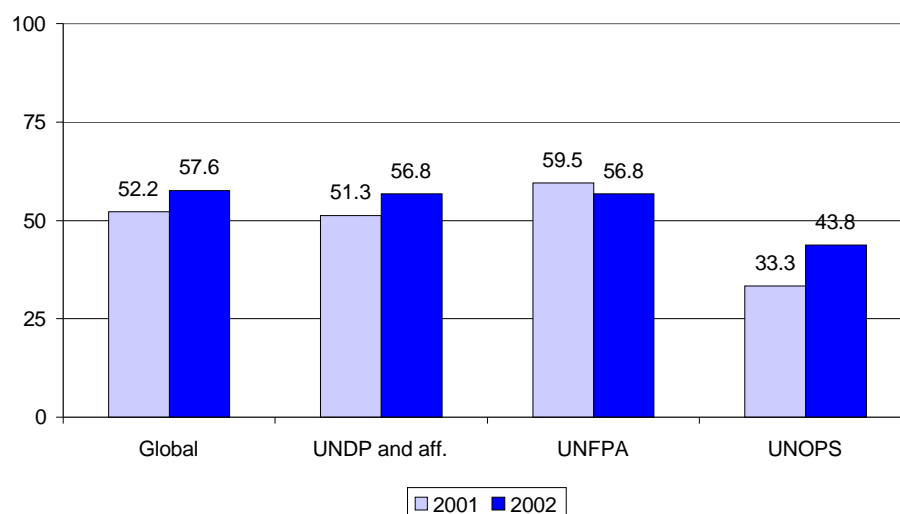
General results: participation rate

Global participation (144/250) 57.6% (2001: 52.2 % || + 5.4%)

Though globally positive and with a noticeable increase compared to the 2001 survey, the participation rate may have suffered from two factors: a very high turnover of JPOs in October 2002 (25 JPOs separated) and technical incompatibility problems that prevented some JPOs from accessing the survey online. The latter problem should hopefully become less relevant next year as UNDP devotes a great deal of attention to investments in ICT.

The participation rate was probably also affected by insufficient degree of trust regarding confidentiality. Many JPOs wondered how a survey could be anonymous if a personal password was required to access it. Perhaps the JPO Service Centre did not communicate clearly enough on this specific issue, as the database storing/checking the passwords and the database storing the answers were indeed totally dissociated.

Participation by agency¹²



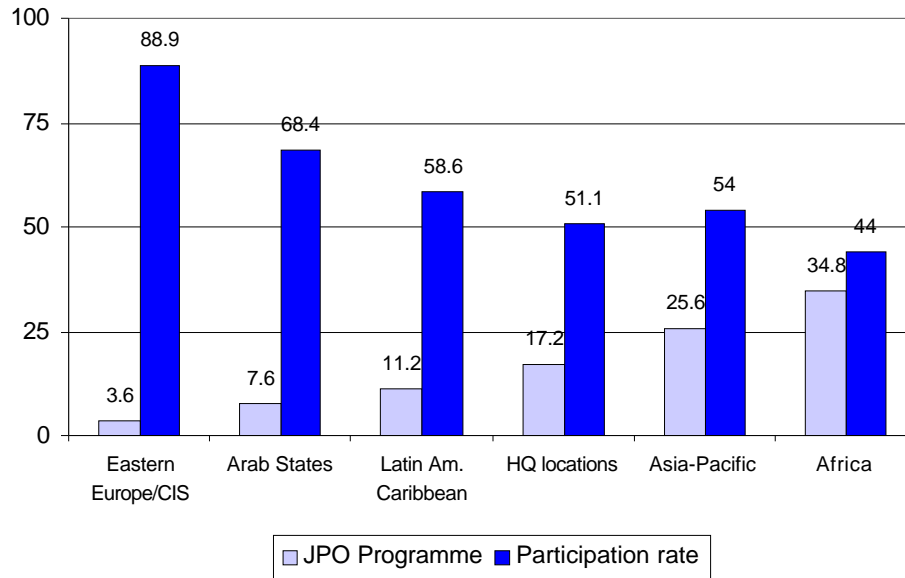
UNDP/DDC/IAPSO/UNCDF/UNDGO/UNIFEM/UNV(108/190)	56.8 % (2001: 51.3 % + 5.5 %)
UNFPA (25/44)	56.8 % (2001: 59.5 % - 2.7 %)
UNOPS (7/16)	43.8 % (2001: 33.3 % +10.5 %)
Anonymous: 4 answers	

The disparities of participation rate between the agencies have been reduced. However, while improving, the participation rate of UNOPS JPOs is still below average. It is also worth mentioning that each anonymous answer represents 0.7 % of the global answers.

¹² Global JPO Programme (250 JPOs) – repartition by agency:

- UNDP/DDC/IAPSO/UNCDF/UNDGO/UNIFEM/UNV (190/250)	76.0 % (2001: 74.1 % + 1.9 %)
- UNFPA (44/250)	17.6 % (2001: 14.5 % + 3.2 %)
- UNOPS (16/250)	6.4 % (2001: 09.4 % - 3.0 %)

Participation by region¹³



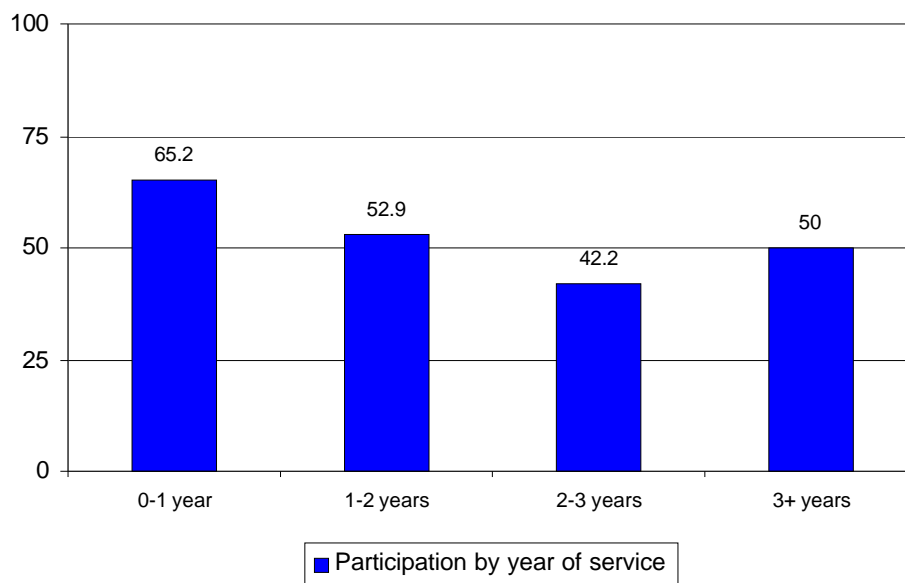
Africa (44/87)	50.6 %	(2001: 52.6 % - 2.0 %)
Arab States (13/19)	68.4 %	(2001: 83.3 % - 14.9 %)
Asia-Pacific (34/63)	54.0 %	(2001: 51.4 % + 2.6 %)
Eastern Europe and the CIS (8/9)	88.9 %	(2001: 37.5 % + 51.4 %)
Headquarters location (22/43)	51.1 %	(2001: 33.3 % + 17.8 %)
Latin America and the Caribbean (17/29)	58.6 %	(2001: 48.6 % + 10.0 %)
Anonymous: 6 answers		

But for a slight exception concerning Headquarters locations and Asia-Pacific region, the smaller relative weight of a region in the JPO Programme, the higher participation rate in the survey.

¹³ Global JPO Programme (250 JPOs) – repartition by region

- Africa (87/250)	34.8 %	(2001: 29.8 % + 4.0 %)
- Arab States (19/250)	7.6 %	(2001: 07.1 % + 0.5 %)
- Asia-Pacific (64/250)	25.6 %	(2001: 27.5 % - 1.9 %)
- Eastern Europe and the CIS (9/250)	3.6 %	(2001: 03.1 % + 0.5 %)
- Headquarters location (43/250)	17.2 %	(2001: 18.8 % - 1.6 %)
- Latin America and the Caribbean (28/250)	11.2 %	(2001: 13.7 % - 2.5 %)

Participation by year of service¹⁴



Less than one year (73/112)	65.2 %
Between one and two years (45/85)	52.9 %
Between two and three years (19/45)	42.2 %
More than three years (4/8)	50.0 %
Anonymous: 3 answers	

As last year, a higher percentage of newly-recruited JPOs participated in the survey compared to those JPOs who have served longer.

¹⁴ Global JPO Programme (250 JPOs) – repartition by region

- less than one year (109/250)	43.6 %	(2001: 29.4 % + 14.2 %)
- between one and two years (85/250)	34.0 %	(2001: 34.1 % - 0.1 %)
- between two and three years (46/250)	18.4 %	(2001: 27.5 % - 9.1 %)
- more than three years (10/250)	4.0 %	(2001: 9 % - 5 %)

Participation by donor country¹⁵

Austria (0/5)	0 %	(2001: 62.5 % - 62.5 %)
Belgium (10/18)	55.5 %	(2001: 50.0 % + 5.5 %)
Canada (6/8)	75.0 %	(2001: 60.0 % + 15 %)
Denmark (20/36)	55.5 %	(2001: 46.9 % + 8.4 %)
Finland (9/13)	69.2 %	(2001: 33.3 % + 35.9 %)
France (11/19)	57.9 %	(2001: 59.0 % - 2.1 %)
Germany (8/16)	50.0 %	(2001: 20.0 % + 30 %)
Ireland (1/3)	33.3 %	(2001: N/A N/A)
Italy (10/17)	58.8 %	(2001: 63.6 % - 4.8 %)
Japan (15/31)	48.4 %	(2001: 40.0 % + 8.4 %)
Luxembourg (8/11)	72.7 %	(2001: 50 % + 22.7 %)
the Netherlands (7/15)	46.6 %	(2001: 69.2 % -22.6 %)
Norway (8/10)	80.0 %	(2001: 50 % + 30 %)
Portugal (2/2)	100.0 %	(2001: 0 % +100 %)
Spain (8/17)	47.1 %	(2001: 58.8 % - 11.7 %)
Sweden (12/21)	57.1 %	(2001: 55 % + 2.1 %)
Switzerland (4/7)	57.1 %	(2001: 50 % + 7.1 %)
the United Kingdom (0/1)	0 %	(2001: 0 % -)
Anonymous: 5 answers		

15 Global JPO Programme (250 JPOS) – repartition by donor

- Austria (5/250)	2.0 %	(2001: 3.1 % - 1.1 %)
- Belgium (18/250)	7.2 %	(2001: 3.9 % + 3.3 %)
- Canada (8/250)	3.2 %	(2001: 2.0 % + 1.2 %)
- Denmark (36/250)	14.4 %	(2001: 19.2 % - 4.8 %)
- Finland (13/250)	5.2 %	(2001: 4.7 % + 0.5 %)
- France (19/250)	7.6 %	(2001: 8.6 % -1 %)
- Germany (16/250)	6.4 %	(2001: 5.9 % - 0.6 %)
- Ireland (3/250)	1.2 %	(2001: 0 % + 1.2 %)
- Italy (17/250)	6.8 %	(2001: 4.3 % + 2.5 %)
- Japan (31/250)	12.4 %	(2001: 11.8 % + 0.6 %)
- Luxembourg (11/250)	4.4 %	(2001: 3.1 % + 1.3 %)
- the Netherlands (15/250)	6.0 %	(2001: 10.2 % - 4.2 %)
- Norway (10/250)	4 %	(2001: 6.3 % - 2.3 %)
- Portugal (2/250)	0.8 %	(2001: 0.4 % + 0.4 %)
- Spain (17/250)	6.8 %	(2001: 6.7 % + 0.1 %)
- Sweden (21/250)	8.4 %	(2001: 7.8 % + 0.6 %)
- Switzerland (7/250)	2.8 %	(2001: 1.6 % + 1.2 %)
- the United Kingdom (1/250)	0.4 %	(2001: 0.4 % -)

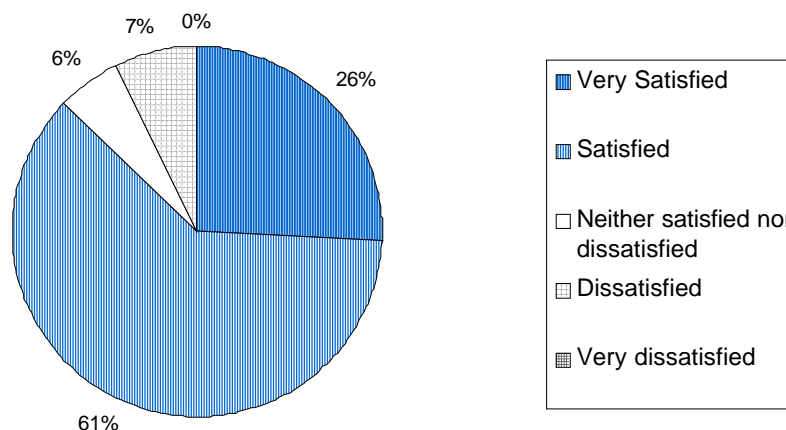
General results: repartition by sector of assignment

- Global (144/144)	100.0 %
- Agriculture, food security and rural development (2/144)	1.4 %
- Business and administrative management (9/144)	6.2 %
- Crisis prevention, humanitarian relief & recovery (5/144)	3.5 %
- Energy and environment (17/144)	11.8 %
- Gender (8/144)	5.6 %
- Governance and human rights (31/144)	21.5 %
- HIV/AIDS (10/144)	6.9 %
- Industrial development, micro-finance and trade (2/144)	1.4 %
- ICT (2/144)	1.4 %
- Population and development, HDR (8/144)	5.6 %
- Poverty and economy (11/144)	7.6 %
- Sexual and reproductive health (11/144)	7.6 %
- Strategic partnerships and resource mobilisation (4/144)	2.8 %
- Sustainable human development (7/144)	4.9 %
- UN system coordination (10/144)	6.9 %

Section 1

Recruitment and entry on duty procedures

1.1 To what extent were you satisfied with the information you received from the JPO Service Centre in the run-up to your Entry on Duty?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (18/43/4/5/0)	26 %	61 %	6 %	7 %	0 %
(2001 results)¹⁶ (133 answers) (13/59/24/34/3)	10 %	44 %	18 %	26 %	2 %
Evolution	+16 %	+17 %	-12 %	-19 %	- 2 %

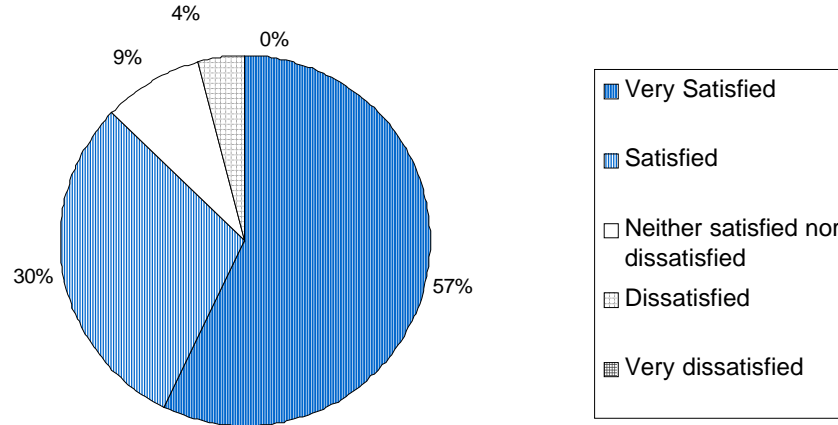
UNDP and affiliated programmes (60 answers) (14/38/4/4/0)	23 %	63 %	7 %	7 %	0 %
UNFPA (9 answers) (4/4/0/1/0)	44 %	44 %	0 %	12 %	0 %
UNOPS (1 answer) (0/1/0/0/0)	0 %	100 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

Overall, 87 % of positive answers (+33 % compared to 2001 figures) with only 7 % of negative replies is a very encouraging figure. It confirms that the service improvements introduced by the JPO Service Centre over this first year following relocation are bringing fruit.

¹⁶ Wording of the question in the 2001 Survey : "To what extent were you satisfied with the information and services provided by the JPO Service Centre in the course of your recruitment, up to and including your entry of duty?"

1.2 To what extent were you satisfied with the responsiveness of your contacts in the JPO Service Centre in the course of your recruitment process?

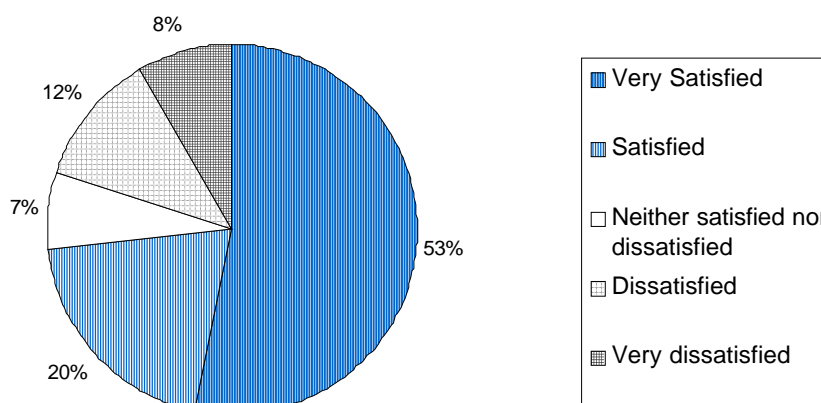


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (40/21/6/3/0)	57 %	30 %	9 %	4 %	0 %
UNDP and affiliated programmes (60 answers) (33/20/5/2/0)	56 %	33 %	8 %	3 %	0 %
UNFPA (9 answers) (6/1/1/1/0)	67 %	11 %	11 %	11 %	0 %
UNOPS (1 answer) (1/0/0/0/0)	100 %	0 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

As in question 1.1, 87 % of the JPOs have replied positively with only 4% answering negatively, and close to two-thirds of them were very satisfied by the responsiveness of their contacts in the JPO Service Centre prior to their recruitment.

1.3 To what extent were you satisfied with the timeliness of payments made to you in respect of travel and shipment prior to departure for your duty station?



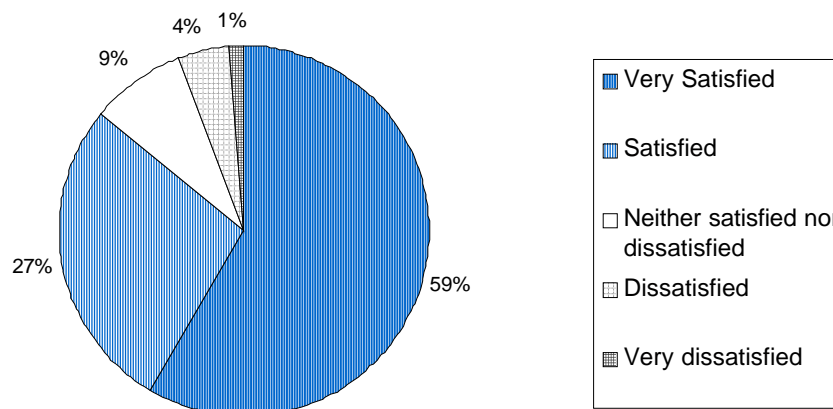
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (36/15/5/8/6)	52 %	21 %	7 %	11 %	9 %
UNDP and affiliated programmes (60 answers) (32/12/4/7/5)	53 %	20 %	7 %	12 %	8 %
UNFPA (9 answers) (4/2/1/1/1)	45 %	22 %	11 %	11 %	11 %
UNOPS (1 answer) (0/1/0/0/0)	0 %	100 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

Though globally positive, this question received 20 % of negative answers, which is not a negligible percentage.

Payments made in respect of travel and shipment entitlements involve both the JPO Service Centre in Copenhagen and the UN Payroll Unit in New York. In 2003, the JPO Service Centre will endeavour to reduce the delays in communication and money transfers.

1.4 To what extent were you satisfied with the timeliness of payments made to you in respect of assignment grant and DSA upon arrival at the duty station?

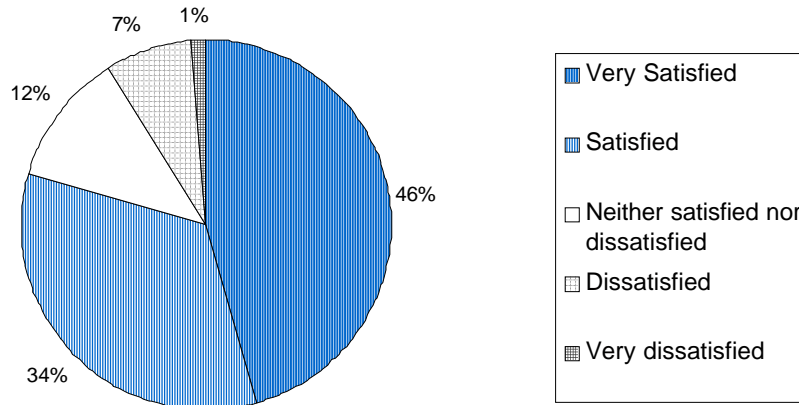


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (41/19/6/3/1)	59 %	27 %	9 %	4 %	1 %
UNDP and affiliated programmes (60 answers) (37/ 15/5/2/1)	62 %	25 %	8 %	3 %	2 %
UNFPA (9 answers) (4/3/1/1/0)	45 %	33 %	11 %	11 %	0 %
UNOPS (1 answer) (0/1/0/0/0)	0 %	100 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

86% of the JPOs have answered positively to this question, against 5 % that were dissatisfied.

1.5 To what extent were you satisfied with the timeliness of payments made to you in respect of your first salary (actual salary or salary advance)?

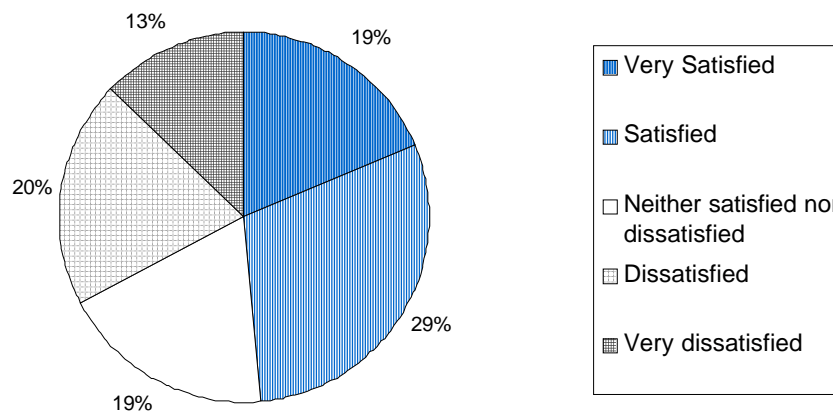


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (68 answers) (31/23/8/5/1)	46 %	34 %	12 %	7 %	1 %
UNDP and affiliated programmes (58 answers) (25/20/7/5/1)	45 %	33 %	12 %	8 %	2 %
UNFPA (9 answers) (5/3/1/0/0)	56 %	33 %	11 %	0 %	0 %
UNOPS (1 answer) (1/0/0/0/0)	100 %	0 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

Once again, 80 % of positive answers is a good figure, but the JPO Service Centre will nonetheless address the concerns raised by unsatisfied JPOs (8 %) in their comments.

1.6 To what extent did you feel that the duty station was prepared for your arrival (was office space and equipment made available, introduction rounds in the office planned for, Supervisor clear about his/her expectations of you)?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (13/21/13/14/9)	19%	29%	19%	20%	13%
(2001 results)¹⁷ (130 answers) (24/39/34/24/9)	19%	29%	26%	19%	7%
Evolution	-	-	- 7%	+ 1%	+ 6%

UNDP and affiliated programmes (60 answers) (10/19/11/13/7)	17%	31%	18%	22%	12%
UNFPA (9 answers) (3/1/2/1/2)	34%	11%	22%	11%	22%
UNOPS (1 answer) (0/1/0/0/0)	0%	100%	0%	0%	0%
Anonymous (0 answers) (0/0/0/0/0)	0%	0%	0%	0%	0%

This question only concerned JPOs who did less than one year of service.

Less than one half (48%) of the JPOs that answered were satisfied or very satisfied by the way the Duty Station was prepared for their arrival. The dissatisfaction level reaches 33% of the answers, an increase compared to last year's results (26% of dissatisfaction).

¹⁷ Wording of the question in the 2001 Survey : "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling-in" period?"

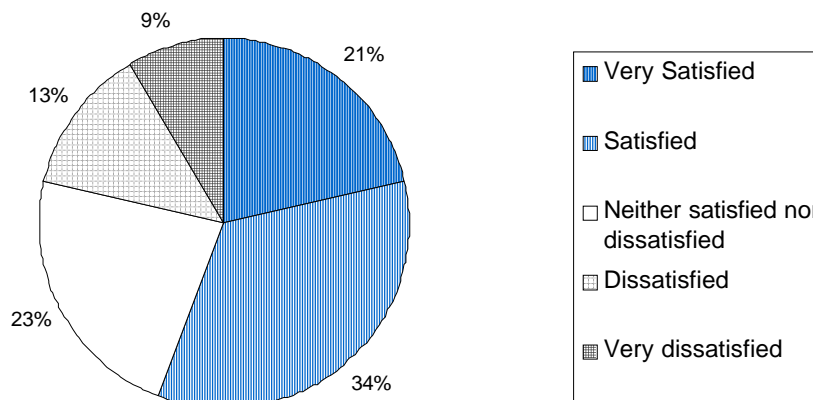
The analysis made last year on this specific issue is therefore still perfectly valid:

“All in all, there is definitely a need for greater support during the settling-in period. It could be achieved by the creation of a JPO (or professional staff) -oriented country office welcome kit, the setting-up of JPO focal points in country offices (especially the large ones), provision of the orientation briefings and induction training courses and better co-ordination between the JPO Service Centre and the duty stations. A JPO-oriented website platform, providing practical and professional information on the duty stations could also be helpful.”

Some of these suggestions, such as a web section dedicated to Country Offices needs and the reformulation of a JPO welcome kit, have been implemented. Others, such as the development of a mentoring programme, should take place in 2003.

A closer coordination between the Country Offices and the JPO Service Centre should definitely take place.

1.7 To what extent were you satisfied with the degree of logistical support provided by your duty station in the course of your "settling-in" period?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (70 answers) (15/24/16/9/6)	21 %	34 %	23 %	13 %	9 %
(2001 results)¹⁸ (130 answers) (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %
Evolution	+ 2 %	+ 5 %	- 3 %	- 6 %	+ 2 %

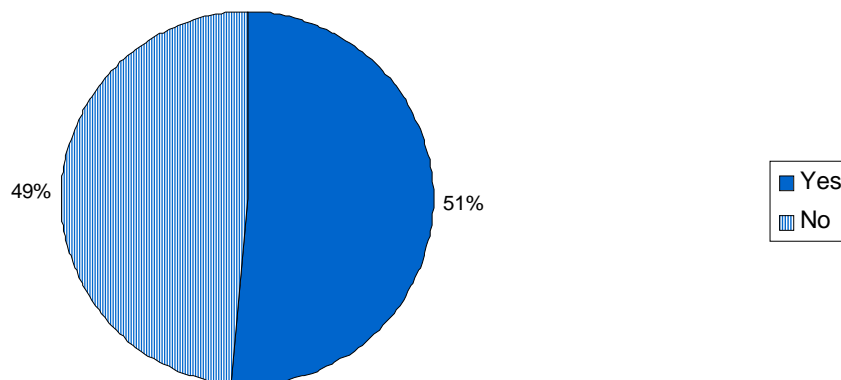
UNDP and affiliated programmes (60 answers) (14/19/12/9/6)	23 %	32 %	20 %	15 %	10 %
UNFPA (9 answers) (1/5/3/0/0)	11 %	56 %	33 %	0 %	0 %
UNOPS (1 answers) (0/0/1/0/0)	0 %	0 %	100 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

Comments made for question 1.6 apply as well, even though the results are slightly better and have moderately improved compared to 2001.

¹⁸ Wording of the question in the 2001 Survey : "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling -in" period?"

1.8 Have your Terms of Reference been changed within the first few months upon your arrival at the duty station?

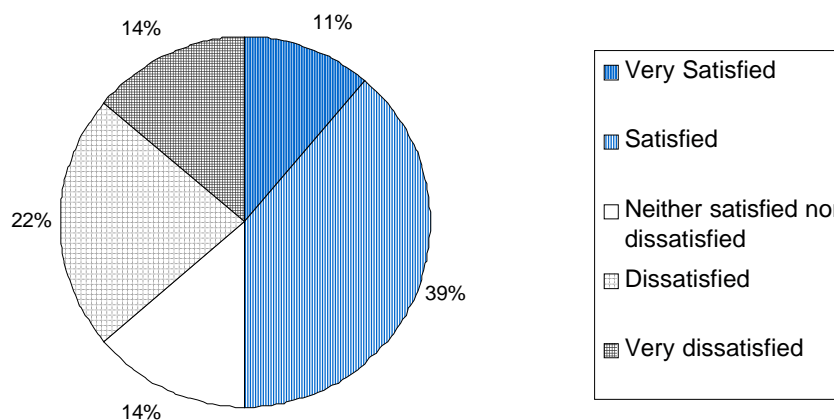


	Yes	No
Global (70 answers) (36/34)	51 %	49 %

UNDP and affiliated programmes (60 answers) (31/29)	52 %	48 %
UNFPA (9 answers) (5/4)	56 %	44 %
UNOPS (1 answers) (0/1)	0 %	100 %
Anonymous (0 answers) (0/0)	0 %	0 %

This question only concerned JPOs who did less than one year of service.

1.8.1 If yes, to what extent are you satisfied with the way/extent to which you were consulted in the process?

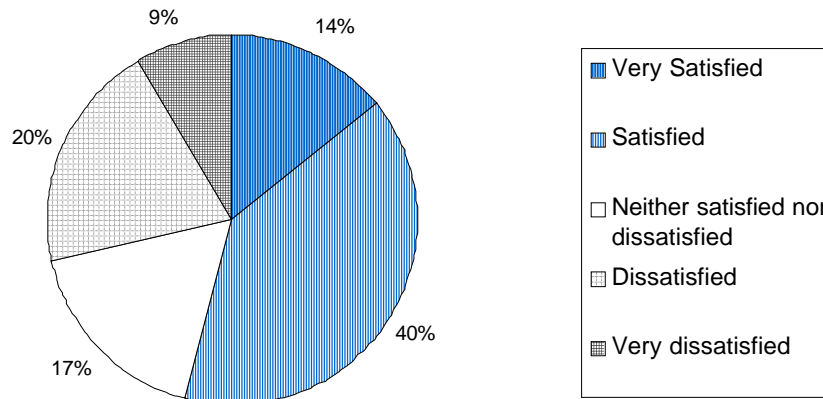


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (36 answers) (4/14/5/8/5)	11 %	39 %	14 %	22 %	14 %
UNDP and affiliated programmes (31 answers) (2/12/5/7/5)	6 %	39 %	16 %	23 %	16 %
UNFPA (5 answers) (2/2/0/1/0)	40 %	40 %	0 %	20 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service and who replied yes to question 1.8.

Only 50 % of the JPOs whose terms of reference have changed within the first few months upon their arrival at the duty station were satisfied with the consultation process, with 36 % being unsatisfied.

1.8.2 If yes, to what extent are you satisfied with the above-mentioned changes?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (35 answers) (5/14/6/7/3)	14 %	40 %	17 %	20 %	9 %

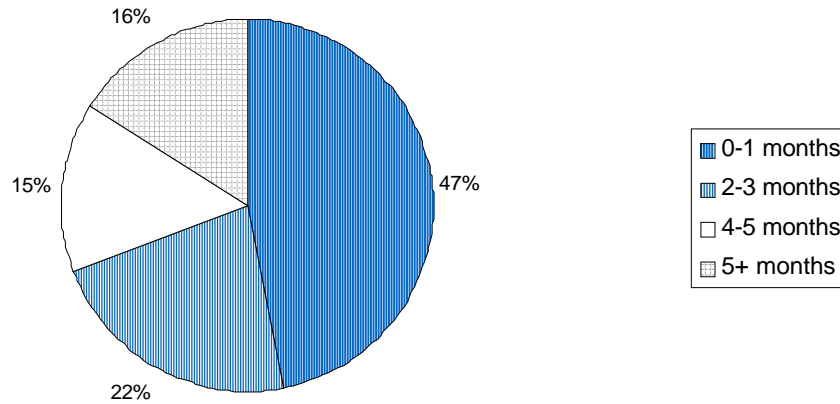
UNDP and affiliated programmes (30 answers) (3/12/6/6/3)	10 %	40 %	20 %	20 %	10 %
UNFPA (5 answers) (2/2/0/1/0)	40 %	40 %	0 %	20 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service and who replied in affirmative to question 1.8.

These rather bad results are very similar to those obtained for question 1.8.1 (consultation process). Only one-half (54 %) of the JPOs concerned are satisfied, whereas close to one-third (29 %) are dissatisfied.

A closer dialogue between the supervisor and the JPOs in the course of the renegotiation of the Terms of Reference is indeed vital. The JPO Service Centre will try to raise awareness of the duty stations managers on this topic, whereas the recently implemented Terms of Reference online submission system will hopefully reduce the incidence of Terms of Reference being modified after the JPOs' entry of duty.

1.9 How much time elapsed from your start date until you had a clear agreement with your Supervisor on your tasks?



	0-1 month	2-3 months	4-5 months	5 months or more
Global (68 answers) (32/15/10/11)	47 %	22 %	15 %	16 %
UNDP and affiliated programmes (58 answers) (27/12/10/9)	46 %	21 %	17 %	16 %
UNFPA (9 answers) (4/3/0/2)	45 %	33 %	0 %	22 %
UNOPS (1 answers) (1/0/0/0)	100 %	0 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0)	0 %	0 %	0 %	0 %

This question only concerned JPOs who did less than one year of service.

Close to half of the new JPOs agreed with their supervisor on the definition of their tasks within the first month upon their arrival. Though satisfactory, this figure should not hide the fact that it took more than four months for close to one-third of the new JPOs to agree with their supervisor.

Once again, this issue should be addressed urgently as it is one of the keys to a successful JPOship.

1.10 Further comments regarding the recruitment and entry on duty procedures

This comment box only concerned JPOs who did less than one year of service.

In summary, most of the problems highlighted by the JPOs answering this question have to do with the lack of supervision, non-respect of the initial Terms of Reference and, to a lesser extent, lack of logistical support during the entry on duty period.

The following pages present absolutely all the comments as received; they can be grouped in different categories¹⁹.

Positive comments - JPOSC

"A big thanks to [my HRA] who was always ready to answer my questions and to follow up on the delayed payments."

"I am quite impressed by the way the JPOSC makes contact with the newly selected JPOs. It's a process and you feel part of it. It is really tiring but the staffs at JPOSC never give you a chance to feel that. Great job. Thanks a lot."

"Satisfied."

"I was very satisfied with the JPO SC and my HRA."

"The recruitment process was very smooth and issues raised for clarification were responded to very promptly."

Positive comments – Duty Station

"It was smooth. I felt very welcomed and somebody to be taken advantage of from the very first moment."

"I had a very smooth start (basically because I had been in [the country] before and did not need any help to find accommodation, buy car etc.). Though there are things which might have been good to include in an induction package at arrival, I felt welcome."

"I only started my entry on duty 3-4 weeks ago and I had a clear picture on my tasks during the first days."

"Satisfied."

"The duty station gave me some time in the beginning to get used to the new system. After that I got my own assignments and a couple of small projects. After 6 months my portfolio of projects was increased, because I now know a lot more about the country."

"My supervisor met me in New York prior to taking up the appointment which was very helpful. The transition to [the country] was great and they had arranged for everything and were extremely accommodating."

¹⁹ Some comments appear between brackets, which means that they have been slightly modified to preserve anonymity.

Too recently arrived to really match a judgement

"All questions not applicable; been here just 2 weeks."

"I have an agreement with my supervisor to revise my terms of reference after two months from my arrival. I arrived 1,5 months ago."

"I have been on duty for only two weeks, so all job related questions are a bit premature in my case."

"I have just arrived!"

"I have not yet received my first salary."

Administrative concerns

"The logistics at my duty station was unorganised. At my arrival at 9 pm in the country, I had to take the taxi to my hotel which I also organized myself. Furthermore I took care of my luggage."

"Administrative problems with HQ concerning reimbursement of pre -departure expenses (more than two months have passed by and the money has not reached my bank account yet)."

"The Duty Station did not know of my arrival until I called them the previous day. The departure was quite a rush and although the JPO Centre was supportive in the process, I felt that the CO was not prepared at all."

"I found the administrative procedures of recruitment quite heavy and complicated, in particular concerning the number and type of forms."

"I wish to have received the information package earlier. Although I got TOR in [...], the package came in [three months later]. Because the expected timeline was so tight, I had to change the flight again and again."

"Shifting my Entry Of Duty from [one month], as requested by [the agency], turned out to not make much sense. My direct colleagues all [then] left for a workshop."

"No orientation provided by duty station (budget processes, administrative procedures)."

"There was a JPO meeting in [my duty station] this year that I did not hear of until afterwards and yet everyone at my office thought I would attend it. This is just one example of the lack of communication between the JPO Service Centre and CO."

"JPOSC needs to provide information in which step -by-step procedure before entry on duty station is listed. For example, I did not know I had to buy air ticket by myself until I got answer from JPOSC to my question."

"The contracting process undertaken by the JPO Service centre was first delayed then rushed and in general it had the feeling of bureaucratic chaos. Receiving a mountain of official documents by email with a note urging me to fill all forms."

"The checklist provided by the JPO Service Centre was useful as a self -learning tool, but it was not utilised by supervisor or Rep."

"Too much money is being paid to JPOs for travel arrangements and DSA rates. For the same post, leaving JPOs should overlap one or two weeks with the new JPOs in order to exchange information."

Terms of Reference / supervision issues

"The change of the Assistant Resident Representative at the same time and this caused some confusion with the responsibilities. Practical guidance to the work was minimal."

"Maybe the JPO Service Centre could make a greater effort to ensure that the duty station (not only the operational part but also the unit where the JPO will be working) is well aware of the JPO arrival and the necessity of preparing updated Terms of Reference before it."

"My supervisor had not seen the terms of reference according to which I was recruited."

"Have to note that two JPOs were recruited at the same more or less with the same Terms of Reference, which was not an easy situation to start with. This created very much confusion and uncertainty in the beginning in a negative way. The office was also totally unprepared."

"I am not clear on who my supervisor(s) is/are and I have been on duty for 6 months."

"I was a bit disappointed on my duty station because I did not feel they were prepared on my arrival. They made me come urgently when I had personal things to arrange at home. I came just to spend a few hours with my supervisor during three weeks then after."

"I reached an agreement with my supervisor on my terms of reference, at least temporarily, but that was not without a huge amount of tension. New staff is expected in the office and I don't know how this will affect my TORs either."

"Until now (I am here since 5 months) I have not received a briefing on my tasks, procedures etc."

"My TOR change was due to unforeseen problems at the office. The work/project I was supposed to do simply didn't materialise, and it was hard for me to find alternatives."

"Original Terms of Reference for post were written over one year before my entry to the post. Terms of Reference have changed completely. Initially I was satisfied - but I soon understood these new tasks were "available" or "open" to me only since there was no priority."

"Please kindly make sure that the position will be able to be in charge of the mentioned tasks at the Terms of Reference. For my case, the projects which were mentioned at the Terms of Reference are kept by the national officers and they did not release."

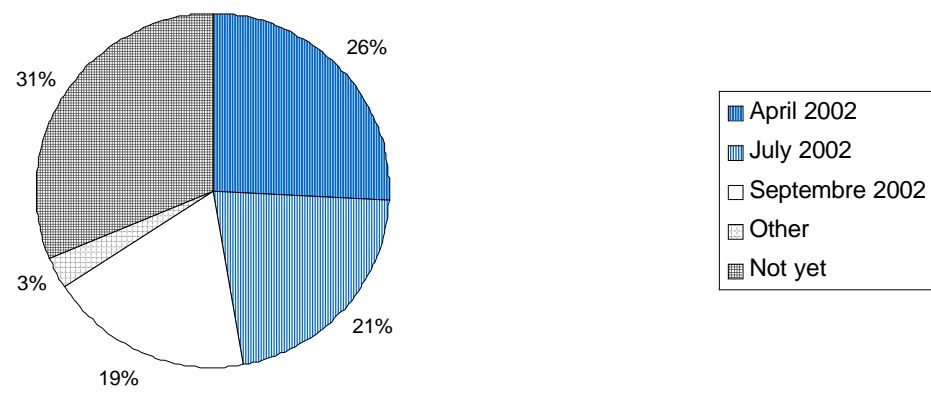
"Recruitment process could be improved by sharing current information with the donor governments. TOR does not mean anything. I was told that they can do whatever they want with me. It is a question of having the right to a voice."

"One project was assigned to me upon arrival - for closure. Other projects were 'shred' with my counterpart, no clear outline of responsibilities. I seem to have worked more as someone picking up where there is an emergency, than actually having a clear portfolio."

Section 2

JPO induction course in New York

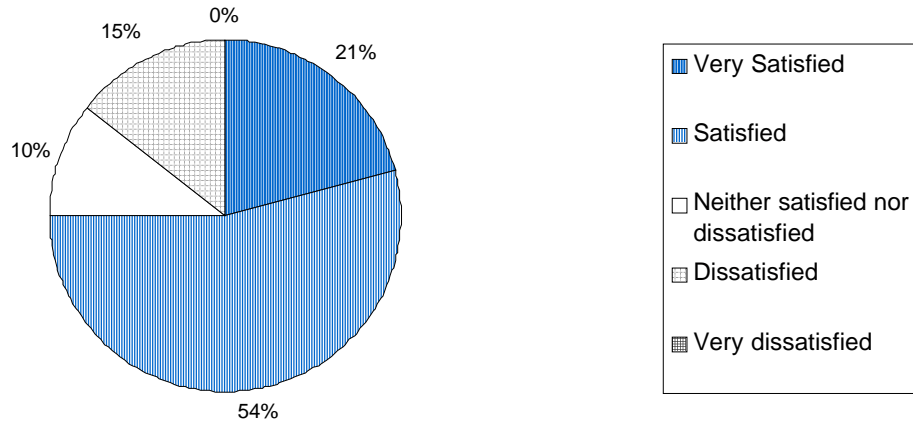
2.1 When did you attend the JPO induction course?



	April 2002	July 2002	September 2002	Other	Not yet
Global (70 answers) (18/15/13/2/22)	26 %	21 %	19 %	3 %	31 %

This question only concerned JPOs who did less than one year of service.

2.2 If applicable, to what extent were you satisfied with the subjects covered in the training course?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (48 answers) (10/26/5/7/0)	21 %	54 %	10 %	15 %	0 %
(2001 results)²⁰ (104 answers) (21/56/16/9/2)	20 %	54 %	15 %	9 %	2 %
Evolution	+ 1 %	-	- 5 %	+ 6 %	- 2 %

UNDP and affiliated programmes (40 answers) (6/23/4/7/0)	15 %	57 %	10 %	18 %	0 %
UNFPA (7 answers) (4/2/1/0/0)	57 %	29 %	14 %	0 %	0 %
UNOPS (1 answer) (0/0/1/0/0)	0 %	0 %	100 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

April 2002 (18 answers) (2/10/3/3/0)	11 %	56 %	17 %	17 %	0 %
July 2002 (15 answers) (5/6/1/3/0)	33 %	40 %	7 %	20 %	0 %
September 2002 (13 answers) (8/3/1/1/0)	62 %	19 %	8 %	8 %	0 %

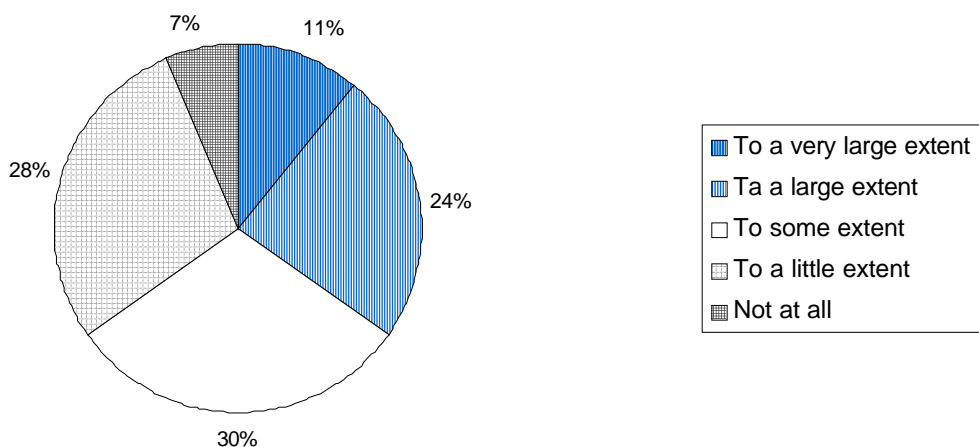
This question only concerned JPOs who did less than one year of service and who attended the JPO induction course.

²⁰ Wording of the question in the 2001 Survey : "To what extent were you satisfied with the Training Course?"

The satisfaction of the JPOs regarding the subjects covered during the induction course has increased over the year: 57 % in April, 73 % in July and 81 % in September.

Some caution should be exercised, however, based on the answers to question 2.3 (see below).

2.3 If applicable, to what extent have you already used some of the new things you learned in your job?



	To a very large extent	To a large extent	To some extent	To a little extent	Not a all
Global (46 answers) (5/11/14/13/3)	11 %	24 %	30 %	28 %	7 %

UNDP and affiliated programmes (38 answers) (4/7/12/12/3)	10 %	18 %	32 %	32 %	8 %
UNFPA (7 answers) (1/4/1/1/0)	14 %	58 %	14 %	14 %	0 %
UNOPS (1 answer) (0/0/1/0/0)	0 %	0 %	100 %	0 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

April 2002 (18 answers) (2/10/3/3/0)	11 %	55 %	17 %	17 %	0 %
July 2002 (15 answers) (1/5/2/5/2)	8 %	33 %	13 %	33 %	13 %
September 2002 (12 answers) (1/2/6/3/0)	8 %	17 %	50 %	25 %	0 %

This question only concerned JPOs who did less than one year of service and who attended the JPO induction course.

Basically, one-third of the attendees have largely used their new knowledge in their work, one-third did so moderately and one-third did so very moderately or not at all.

One can also notice a slight paradox: the improvement of the JPOs' satisfaction regarding the subjects covered during the induction course (see question 2.2) is in inverse relationship to the knowledge gained.

2.4 What would you have added or changed to make the training course more useful to you?

This question only concerned JPOs who did less than one year of service and who attended the JPO induction course.

The comments suggesting possible improvements/changes to the training course can be grouped in different categories²¹:

Methodologies

“A two-week learning period is long and at the end the training was not efficient anymore. Also, I would have expected some homework to be done before or during the training.”

“Part of the course could have been done via internet etc. or some of the materials could have been mailed in advance in order to take full advantage of the time and lecturers.”

“Make some of the PowerPoint presentations a bit shorter and instead focus on a debate between the presenter and the audience. In the second week it would be nice to have some breaks, because the schedule is simply too tight and people tend to lose their concentration.”

“More interaction and not a boring “talking to us” course. Presentations should be more UNDP critical. Presentations should be tailored for JPOs and not just a presentation for the general public.”

“Coverage of topics was superficial, the case studies should have been better prepared, insufficient involvement of Regional Bureaux and the Bureau for Development Policy in the contents and organization of the course. It felt like a bit of lost opportunity.”

“Better curricular planning (less course hours/day); Thematic rather than Sectoral division of “courses”.”

“More group work, less presentations. More practical, less philosophical with UNDP and its policies.”

“I was quite satisfied with the different subjects covered in the course but the methodology should be improved: more participatory and less lecturing, more practical exercises.”

“The methodology of the course. I would choose to make it more participatory - to a larger extent based on group work.”

“More of a teaching, so that all UNDP programme areas could have been taught to a degree. This helps to give a global perspective to things. More of an introduction to contacts in New York. Everyone should be given a phone book of respective agency.”

“More practical work and more group exercises which show strategic thinking on UN mandate.”

“The factual and very important information on UNFPA and its procedures could have been combined in more practical exercises in management and prioritising tasks - but otherwise organizers did a very good job in making the training a real learning exercise.”

²¹ Some comments appear between brackets, which means that they have been slightly modified to preserve anonymity.

"I would have liked more open debate on themes, it would have benefited not only interactions between JPOs but also the presenters who are often not familiar with the field work."

"Two weeks of PP presentations is not pedagogical. [The facilitator] did the best she could, but the presenters were often very static. Suggestions: 1) intersperse days of "meetings" with days of "presentations" 2) Sensitise participating JPOs expectations."

"More time spent on own area of focus and more inter-active."

"More guided group discussion time with practical exercises. The course was extremely useful for me."

"Maybe to a larger extent have grouped issues, which were related (concentrated them on a few days instead of spreading them out on the two weeks) (e.g. practice areas). I know the logistics related to 'booking' the presenters (who are all busy people) is difficult."

"The training should have a better coordination. For example, only one person should be with the group during the first 3 days to discuss about the UN and UNDP's role. The group was too big!"

"Reduce the number of topics and allocate more time on each topic; less than 25 participants."

"To make it more focused on UNDP's thematic areas. Better coordination between the presenters. More group work."

Subjects

"Have also sub-groups related to the thematic areas that each one of us is working to spend a few hours in more in-depth on the topic. Cover not only funding and country arrangements but some of the policy issues and lessons learnt."

"After more than six months of experience the course is too general."

"Get a resource person from the JPO service centre to make a presentation about what is offered and ongoing transition - relocation, etc."

"In general, the topics and configuration of the course were useful and interesting, nevertheless I missed a training on writing and analysing UN documents and reports, such as CCA and UNDAF and more information on global, national and regional Human Development Report."

"More time about the Human Development Report and the Millennium Development Goals Report issues."

"Less topics more in-depth, more about programming issues, development of PSDs, etc."

"It should have been much more focussed on tools used by programme managers."

"More in-depth discussions on practice areas, and more sharing of experiences. The course seemed to be targeted at an audience with no experience whatsoever in UN."

Field experience versus academic approach

“Practice was missing. The whole course was built upon theoretical subjects.”

“As I wrote in the evaluation of the course, it would have been very good to draw more upon the experiences of the participants and limit the amount of power point presentations. Also more group work and case studies would improve the course.”

“More practical issues, especially for those of us with no guidance in own CO.”

“It must be closer to the reality on the field.”

“More practical cases based on real situations.”

“Less Country Office oriented, more thematic sessions, less management perspective. I would have included a session on the Millennium Development Goals and one on information and communication. Maybe someone from COA.”

Balance between UNDP and the other participating agencies

“Less UNDP oriented training and more days for the own organisation.”

“Parts of the training could be more focused on different areas and the participants could be divided according to their responsibilities.”

“The course was too general, with a too broad audience in terms of UNDP experience. A lot of one - way communication from UNDP. Very difficult to relate to what one actually does in the field.”

“The course is very much UNDP focused; while for [my agency] some of it is relevant, some of it is less useful. Also, [my agency] has its proper programme issues that have not been covered by the course. It might be useful to modulate the course somewhat for each agency.”

“Some courses are completely irrelevant. Some resource persons did not even prepare the lecture. The knowledge and experience of JPOs are so diverse, which does not seem relevant to have such training with 30-40 participants.”

“More practical examples. More interest within headquarters to meet us and make time for us. No knowledge of [my agency] programme and not much interest in it, made my visits very frustrating. The training course was also very long.”

Other

“I was actually surprised by the training and had learned a number of things, especially related to UN Reform and wider processes. Some more hands on sessions and case studies would be helpful.”

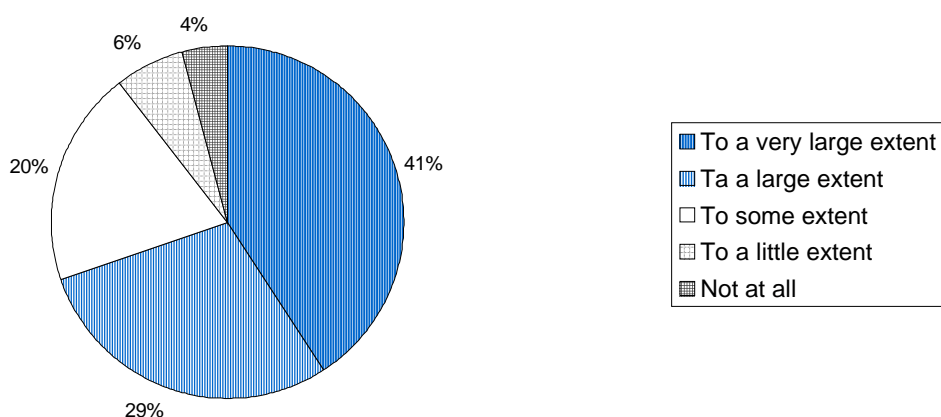
“The course was excellent. Just I wish to have been prepared more by myself. At that moment and even now, our office is closing the previous projects and has not started new ones. Therefore, no project is going under my responsibility.”

“One of the most useful things was to actually meet persons and get a better understanding of who is where in the organigram. In particular, [my Agency]’s intranet is pretty bad, so it’s very hard to know who to contact if a question on a particular subject comes.”

Section 3

Your assignment

3.1 To what extent are you satisfied with your assignment?



	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
Global (142 answers) (58/41/28/9/6)	41 %	29 %	20 %	6 %	4 %

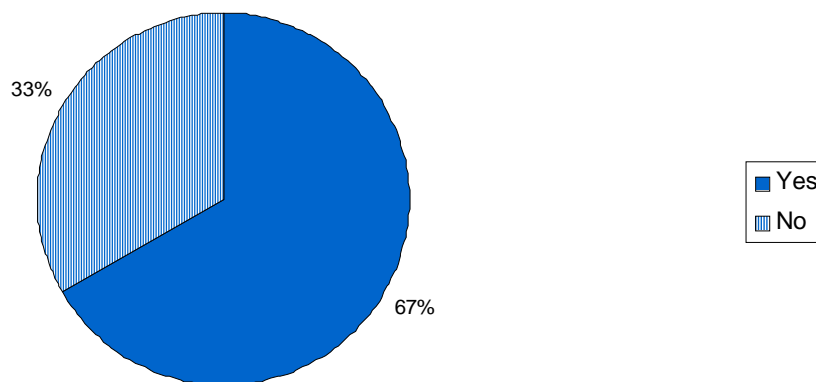
UNDP and affiliated programmes (106 answers) (39/36/20/6/5)	36 %	34 %	19 %	6 %	5 %
UNFPA (25 answers) (13/1/7/3/1)	52 %	4 %	28 %	12 %	4 %
UNOPS (7 answers) (5/1/1/0/0)	70 %	15 %	15 %	0 %	0 %
Anonymous (4 answers) (1/3/0/0/0)	20 %	80 %	0 %	0 %	0 %

Less than one year (71 answers) (26/22/12/7/4)	36 %	31 %	17 %	10 %	6 %
More than one year (69 answers) (33/16/16/2/2)	48 %	23 %	23 %	3 %	3 %
Anonymous (3 answers) (0/3/0/0/0)	0 %	100 %	0 %	0 %	0 %

70 % of the JPOs that replied to the survey are satisfied with their assignment to a great or a very great extent, with only 10 % dissatisfied.

One would also note that 16% of the JPOs that have been working for less than one year are not at all satisfied or to a little extent, against 6% only for the JPOs that have been working for more than one year.

3.2 Have your tasks and responsibilities changed substantially throughout your JPO assignment (only for JPOs who did more than one year of service)?

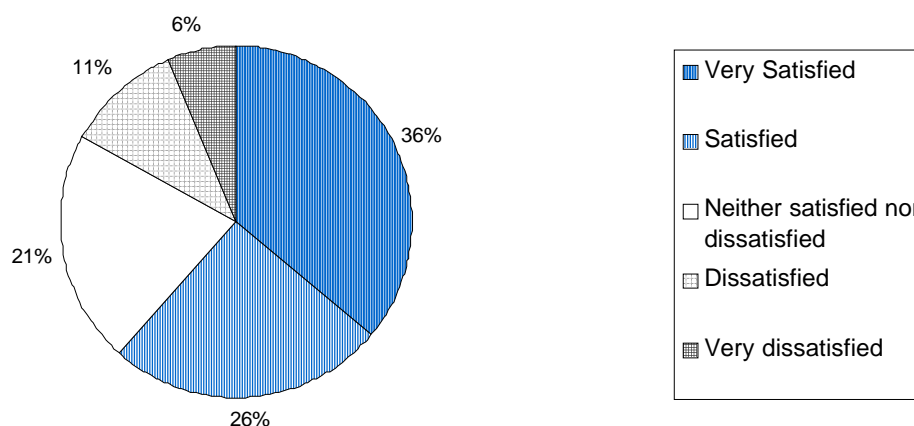


	Yes	No
Global (70 answers) (47/23)	67 %	33 %

UNDP and affiliated programmes (46 answers) (29/17)	63 %	37 %
UNFPA (15 answers) (11/4)	73 %	27 %
UNOPS (6 answers) (4/2)	67 %	33 %
Anonymous (4 answers) (3/1)	75 %	25 %

This question only concerned JPOs who did more than one year of service. It corresponds to question 1.8 (asked of JPOs who did less than one year of service).

3.2.1 If yes, to what extent are you satisfied with the way/extent to which you were consulted in the process?

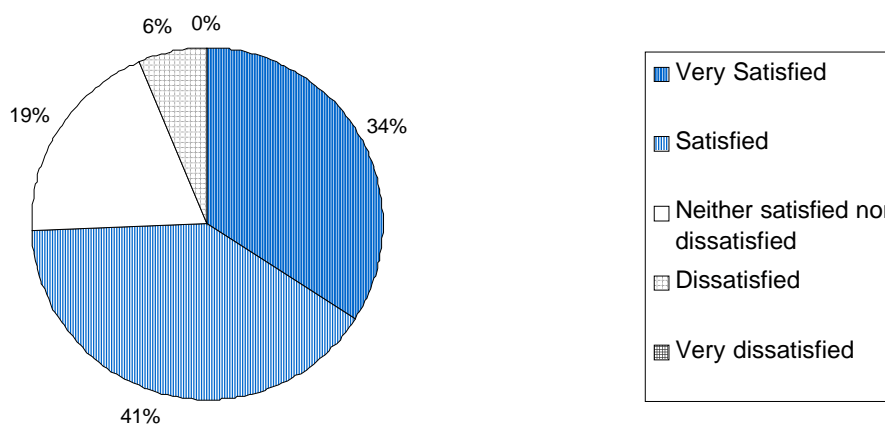


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (47 answers) (17/12/10/5/3)	36 %	26 %	21 %	11 %	6 %
UNDP and affiliated programmes (29 answers) (13/5/7/1/3)	46 %	17 %	24 %	3 %	10 %
UNFPA (11 answers) (1/6/2/2/0)	9 %	55 %	18 %	18 %	0 %
UNOPS (4 answers) (3/0/1/0/0)	75 %	0 %	25 %	0 %	0 %
Anonymous (3 answers) (0/1/0/2/0)	0 %	33 %	0 %	67 %	0 %

This question only concerned JPOs who answered positively to question 3.2.

61 % of the JPOs concerned were satisfied or very satisfied, against 17 % dissatisfied or very dissatisfied. These results are more positive than the ones from question 1.8.1 (same question but asked to new JPOs): respectively 50 % and 36 % of positive and negative assessments.

3.2.2 If yes, to what extent are you satisfied with the way in which your tasks and responsibilities have changed?



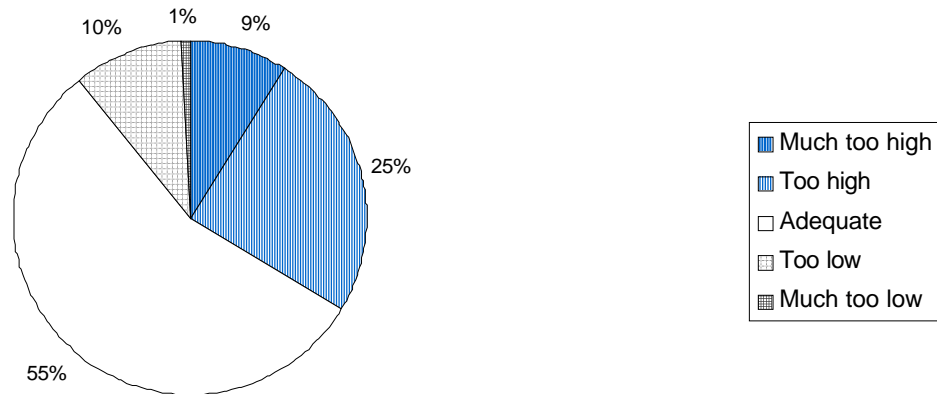
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (47 answers) (16/19/9/3/0)	34 %	41 %	19 %	6 %	0 %
UNDP and affiliated programmes (29 answers) (12/11/3/3/0)	42 %	38 %	10 %	10 %	0 %
UNFPA (11 answers) (1/6/4/0/0)	9 %	55 %	36 %	0 %	0 %
UNOPS (4 answers) (1/2/1/0/0)	25 %	50 %	25 %	0 %	0 %
Anonymous (3 answers) (2/0/1/0/0)	67 %	0 %	33 %	0 %	0 %

This question only concerned JPOs who answered positively to question 3.2.

As for the previous question, “old” JPOs are far more satisfied by the changes that occurred in their tasks and responsibilities than the JPOs that have been working for less than a year (75 % of satisfaction against 54 %, 6 % of dissatisfaction against 29 %) ²².

²² See question 1.8.2.

3.3 How would you rate your average monthly workload?



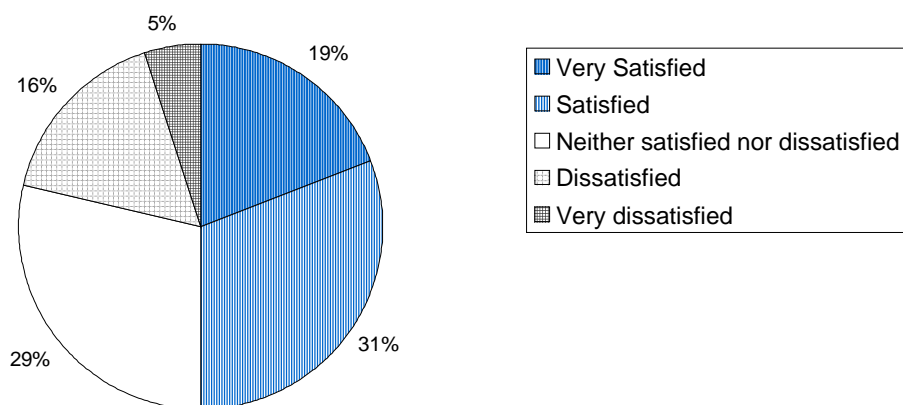
	Much too high	Too high	Adequate	Too low	Much too low
Global (137 answers) (12/34/76/14/1)	9 %	25 %	55 %	10 %	1 %

UNDP and affiliated programmes (102 answers) (8/28/53/12/1)	8 %	27 %	52 %	12 %	1 %
UNFPA (24 answers) (4/3/16/1/0)	17 %	12 %	67 %	4 %	0 %
UNOPS (7 answers) (0/1/6/0/0)	0 %	14 %	86 %	0 %	0 %
Anonymous (4 answers) (0/2/1/1/0)	0 %	50 %	25 %	25 %	0 %

Less than one year (66 answers) (3/16/39/7/1)	4 %	24 %	59 %	11 %	2 %
More than one year (68 answers) (10/16/36/6/0)	15 %	24 %	52 %	9 %	0 %
Anonymous (3 answers) (0/1/1/1/0)	0 %	33 %	34 %	33 %	0 %

A majority of JPOs think that their average monthly workload is adequate, whereas more than a third (28 % for the new JPOs, 39 % for the “old” JPOs) considers it too high or much too high.

3.4 To what extent are you satisfied with the way and degree to which your pre-employment skills and experience are being utilized?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (140 answers) (27/43/40/23/7)	19 %	31 %	29 %	16 %	5 %
(2001 results)²³ (133 answers) (88/6/39)	66 %		4 %	30 %	
Evolution	- 16 %		+25 %	- 9%	

UNDP and affiliated programmes (104 answers) (18/33/30/16/7)	17 %	32 %	29 %	15 %	7 %
UNFPA (25 answers) (7/6/8/4/0)	28 %	24 %	32 %	16 %	0 %
UNOPS (7 answers) (0/4/2/1/0)	0 %	57 %	29 %	14 %	0 %
Anonymous (4 answers) (2/0/0/2/0)	50 %	0 %	0 %	50 %	0 %

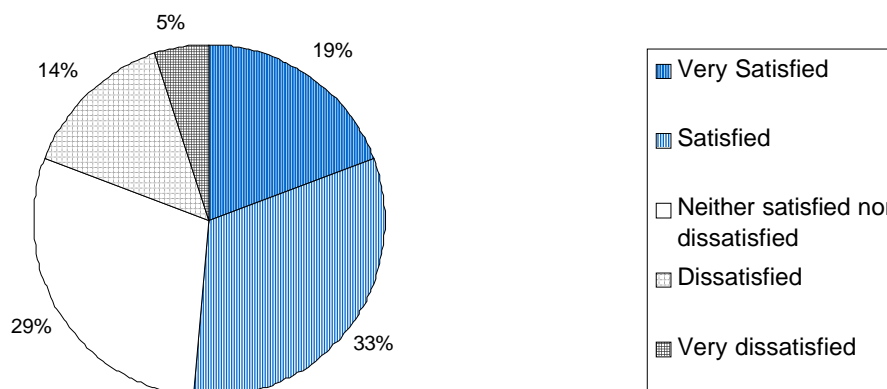
Less than one year (69 answers) (11/25/17/12/4)	16 %	36 %	25 %	17 %	6 %
More than one year (68 answers) (15/18/23/9/3)	22 %	26 %	34 %	13 %	5 %
Anonymous (3 answers) (1/0/0/2/0)	33 %	0 %	0 %	67 %	0 %

The comparison with last year's results is only partially relevant as the array of answers is different: in 2001, the JPOs could answer by "yes", "don't know" and "no".

²³ Wording of the question in the 2001 Survey: "Are your pre-employment skills and experience being utilized to your satisfaction?"

Half the JPOs are satisfied or very satisfied with the way and degree their skills and experience are being utilised. However, more than 20 % of the JPOs are dissatisfied or very dissatisfied. A more precise matching between the Terms of Reference and the experience should reduce this dissatisfaction rate.

3.5 To what extent are you satisfied with the level of decision-making authority you enjoy in your area of responsibility?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (140 answers) (27/45/41/20/7)	19 %	33 %	29 %	14 %	5 %
(2001 results)²⁴ (133 answers) (85/10/38)	64 %	7 %	29 %		
Evolution	- 11 %	+ 22 %	- 10 %		

UNDP and affiliated programmes (104 answers) (18/33/32/15/6)	17 %	32 %	31 %	14 %	6 %
UNFPA (25 answers) (5/9/6/4/1)	20 %	36 %	24 %	16 %	4 %
UNOPS (7 answers) (3/1/2/1/0)	43 %	14 %	29 %	14 %	0 %
Anonymous (4 answers) (1/2/1/0/0)	25 %	50 %	25 %	0 %	0 %

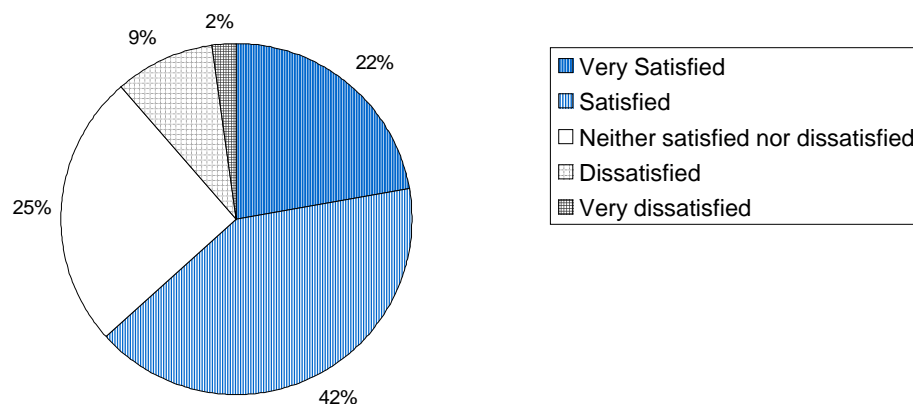
Less than one year (69 answers) (10/19/25/12/3)	14 %	28 %	37 %	17 %	4 %
More than one year (68 answers) (16/25/15/8/4)	24 %	36 %	22 %	12 %	6 %
Anonymous (3 answers) (1/1/1/0/0)	33 %	34 %	33 %	0 %	0 %

The comparison with last year's results is only partially relevant as the array of answers is different: in 2001, the JPOs could answer by "yes", "don't know" and "no".

Comments made for question 3.4 seem to apply here as well.

²⁴ Wording of the question in the 2001 Survey: "Are you satisfied with the level of decision -making authority you enjoy in your area of responsibility?"

3.6 To what extent are you satisfied with the training opportunities available to you as a JPO?



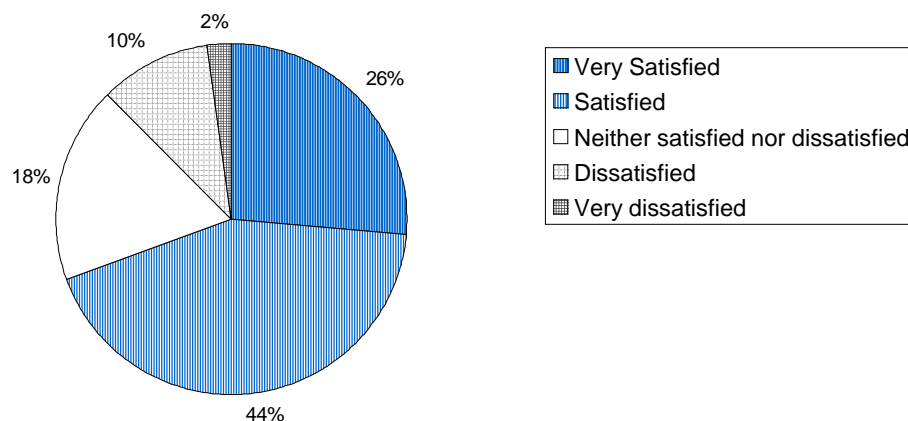
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (139 answers) (31/57/35/13/3)	22 %	42 %	25 %	9 %	2 %

UNDP and affiliated programmes (103 answers) (25/42/27/8/1)	24 %	41 %	26 %	8 %	1 %
UNFPA (25 answers) (3/12/7/2/1)	12 %	48 %	28 %	8 %	4 %
UNOPS (7 answers) (2/1/1/3/0)	29 %	14 %	14 %	43 %	0 %
Anonymous (4 answers) (1/2/0/0/1)	25 %	50 %	0 %	0 %	25 %

Less than one year (68 answers) (17/27/18/5/1)	25 %	41 %	26 %	7 %	1 %
More than one year (68 answers) (13/28/17/8/2)	19 %	41 %	25 %	12 %	3 %
Anonymous (3 answers) (1/2/0/0/0)	33 %	67 %	0 %	0 %	0 %

These figures are rather satisfactory: two-thirds of the JPOs are satisfied or very satisfied with the training opportunities offered, against 11 % that are dissatisfied or very dissatisfied.

3.7 To what extent are you satisfied with the degree to which you have acquired new skills on-the-job?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (137 answers) (36/59/25/14/3)	26 %	44 %	18 %	10 %	2 %
(2001 results)²⁵ (133 answers) (110/6/17)	83 %		5 %	12 %	
Evolution	- 13 %		+13 %		-

UNDP and affiliated programmes (102 answers) (29/42/18/11/2)	28 %	41 %	18 %	11 %	2 %
UNFPA (24 answers) (4/12/4/3/1)	17 %	50 %	17 %	12 %	4 %
UNOPS (7 answers) (2/3/2/0/0)	29 %	42 %	29 %	0 %	0 %
Anonymous (4 answers) (2/1/1/0/0)	50 %	25 %	25 %	0 %	0 %

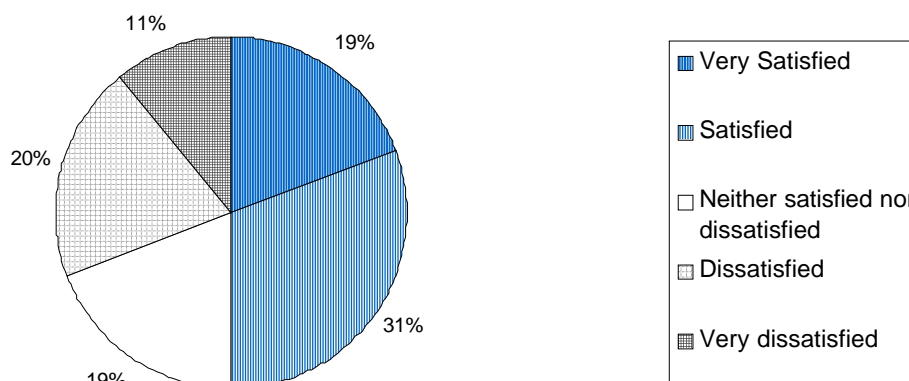
Less than one year (66 answers) (13/26/15/11/1)	20 %	39 %	23 %	17 %	1 %
More than one year (68 answers) (22/32/9/3/2)	32 %	48 %	13 %	4 %	3 %
Anonymous (3 answers) (1/1/1/0/0)	33 %	34 %	33 %	0 %	0 %

The comparison with last year's results is only partially relevant as the array of answers is different: in 2001, the JPOs could answer by "yes", "don't know" and "no".

A disparity in the satisfaction level can be observed between new and "old" JPOs (59 % of satisfaction against 80 %, 18 % of dissatisfaction as opposed to 7 %).

²⁵ Wording of the question in the 2001 Survey: "Have you acquired new skills on -the-job?"

3.8 To what extent does your current access to supervision and the quality of supervision meet your expectations?



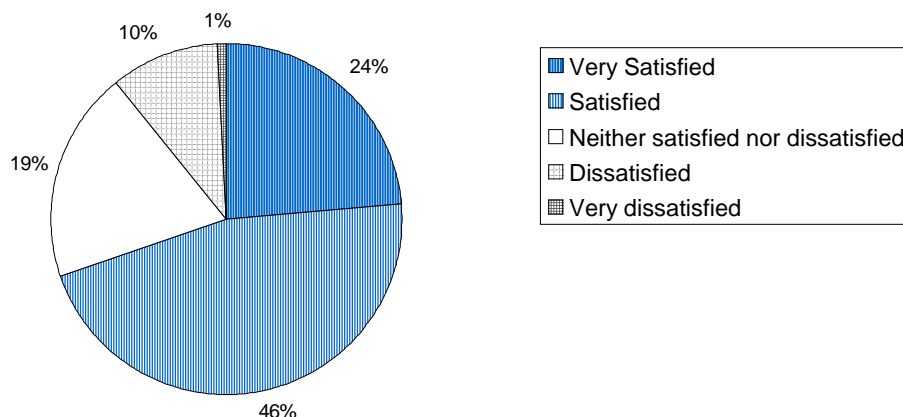
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (140 answers) (27/43/27/28/15)	19 %	31 %	19 %	20 %	11 %
(2001 results)²⁶ (133 answers) (116/5/12)	87 %		4 %		9 %
Evolution	- 37 %		+ 15 %		+ 22 %
UNDP and affiliated programmes (104 answers) (18/33/17/26/10)	17 %	32 %	16 %	25 %	10 %
UNFPA (25 answers) (4/7/7/2/5)	20 %	28 %	28 %	8 %	20 %
UNOPS (7 answers) (4/2/1/0/0)	57 %	29 %	14 %	0 %	0 %
Anonymous (4 answers) (1/1/2/0/0)	25 %	25 %	50 %	0 %	0 %
Less than one year (69 answers) (12/22/12/14/9)	17 %	33 %	17 %	20 %	13 %
More than one year (68 answers) (14/21/13/16/6)	21 %	31 %	19 %	24 %	9 %
Anonymous (3 answers) (1/0/2/0/0)	33 %	0 %	66 %	0 %	0 %

The comparison with last year's results is only partially relevant as the array of answers is different: in 2001, the JPOs could answer by "yes", "don't know" and "no".

Only one half of the JPOs (with a notable exception for UNOPS JPOs) are satisfied with their current access to and quality of supervision. As already noted in questions 1.6 to 1.9, supervision seems to be a key issue that will have to be addressed to approve the quality and success of the JPO Programme.

²⁶ Wording of the question in the 2001 Survey: "Do you have reasonably easy access to senior management when in need of advice and/or guidance?"

3.9 To what extent are you satisfied with the support you receive from your colleagues?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (139 answers) (33/64/27/14/1)	24 %	46 %	19 %	10 %	1 %
(2001 results)²⁷ (133 answers) (100/5/28)	75 %		4 %		21 %
Evolution	- 5 %		+ 15 %		-10 %

UNDP and affiliated programmes (103 answers) (24/47/18/13/1)	23 %	48 %	17 %	13 %	1 %
UNFPA (25 answers) (6/13/5/1/0)	24 %	52 %	20 %	4 %	0 %
UNOPS (7 answers) (3/3/1/0/0)	43 %	43 %	14 %	0 %	0 %
Anonymous (4 answers) (0/1/3/0/0)	0 %	25 %	75 %	0 %	0 %

Less than one year (69 answers) (14/38/11/6/0)	20 %	55 %	16 %	9 %	0 %
More than one year (67 answers) (19/26/13/8/1)	28 %	39 %	19 %	12 %	2 %
Anonymous (3 answers) (0/0/3/0/0)	0 %	0 %	100 %	0 %	0 %

The comparison with last year's results is only partially relevant as the array of answers is different: in 2001, the JPOs could answer by "yes", "don't know" and "no".

The answers to this question are positive (70 % of global satisfaction, 11 % of global dissatisfaction), especially those from UNOPS JPOs. However, these were based on the feedback from just 7 respondents.

²⁷ Wording of the question in the 2001 Survey: "Do you have reasonably easy access to senior management when in need of advice and/or guidance?"

3.10 Further comments

The comments under section 3 (JPO assignment) can be grouped in different categories²⁸:

Related to question 3.1 (overall satisfaction with assignment)

“Satisfied.”

“I just worked for two months because I’m in evacuation. The time that I spent it was really successful for my professional and personal grow.”

“I cannot apply my skills (environmental expert), because of the too big work load regarding financial and general administration, as well as routine. - Unfortunately, also my supervisor is much too overloaded and has no capacity to coach and/or let me do more technical work (e.g. new projects, strategic decisions, etc.). - I'm also not at all involved in any strategic issue, but only running after implementation of my portfolio.”

“I think there is a limit in providing the whole truth in answering the above questions as the choice is limited.”

“In the case of [my donor country] sponsored JPO there is absolutely no choice in terms of position, nor area of work. I believe it would be more useful to let candidates apply to specific posts.”

“Thank you very much for providing the opportunity to work in the country office.”

“Maybe you could as well include questions concerning the Country Office. I for example am satisfied with my work when I compare my section to other sections. It is relative and many things relate to the functioning itself of the country office. This probably lies beyond our influence, but I know it influences many JPOs and their overall satisfaction. It could be interesting to learn if others are encountering the same type of frustrations.”

Related to question 3.2 (change of tasks and responsibilities)

“I am in my third year as a JPO and my assignment changed in the third year. This change was favourable for me, but it would have been much better if I had begun to work on it in my second year.”

“I am in the process of working for a transfer to another duty station.”

“My current portfolio is not related to the ToR I was recruited for, several attempts to change portfolio have resulted in nothing but empty promises. (Still pushing for it though...)”

“The focus of my work has changed significantly during the year due to the humanitarian crisis affecting [my Country Office] and the whole region. I have as a consequence been heavily involved in among others the development of a UN specific strategy.”

“I (nor the CO) have not been able to raise any funds for my projects so far. Thus I am a programme officer without a single project under the programme section. (I do other initiatives under the RC functions.)”

²⁸ Some comments appear between brackets, which means that they have been slightly modified to preserve anonymity.

Related to question 3.3 (workload)

"I am satisfied with my job, the only negative part is that there is too much of it. However, I feel that I have 'been lucky', since my post is clearly defined, my work is interesting and my supervisor gives me plenty of decision-making authority."

"The amount of tasks is adequate so far, with some events and administrative correspondence with other organizations. Although my colleagues are very nice, I feel I am not activating full capacity."

"Extremely overloaded sometimes if you compare myself with other colleagues in the country office, but I can handle it."

"I feel my workload is high but I am OK with it. I am a foreigner who does not know much about this country. I have 6 projects with 4 sectoral areas. I am still not very much familiar with office and project procedures. It is natural that I have to work hard in this situation. So it is OK."

"The workload is either far too high, or too low. But there is no good in -between."

"Overall I am indeed very satisfied with my assignment in [my Country Office], although the work load is still far too high considering that the CO has moved from an emergency phase to a long term development phase."

"The workload is too high, but with administrative problems or work outside my area. Workload within my area of expertise is too low."

Related to question 3.4 (use of past experience)

"Although my work has little to do with my education, I am very satisfied with it."

"I am using only half of my capacity. Pity for the organization!"

"The assignment and responsibilities given to a JPO should be always linked to his/her background."

"Basically, I think there is little need for 4 years of previous experience in my post. Also, my dissatisfaction concerns the nature of the bureaucracy, too little substance and too much administration, but this is not only an issue for me as a JPO."

"I am overall satisfied with the job and my assignment. However, I do feel that a lot of my skills, experiences and capacity are not fully used, even if I do feel I could definitely use them in the Country Office context."

"I felt often underemployed regarding my skills. I met some difficulties in information sharing useful for some meetings etc...(for example, briefing) The beginning was a little difficult but after a time of adaptation, it is OK now."

"My (limited) disappointment is due mostly because my sector is being excluded from the current Common Country Framework. I feel I was accepted as a JPO because the Country Office wasn't willing to turn down free labour. The Country Office has a great working environment, nonetheless."

"My assignment is not very challenging & has nothing to do neither with my educational background nor with any working experience. "

Related to question 3.5 (level of decision-making authority)

“Besides the low level of responsibilities, the most frustrating is the lack of an objective or target. I am not responsible for any portfolio on my own. By now, my duties have not been properly defined. Since my arrival to the duty station the tasks have always been unpredictable, uncertain and casual.”

“Most of my tasks are managerial and less technical/substantial. I have tried to discuss possibilities for working in my area of expertise, but the field is already 'occupied'. I am grateful for improving my management skills, but I have not been able to become responsible for a particular substantive field. I am asked to assist in this and that practical/managerial exercise but cannot work independently and thereby contribute to the work done in the office. I have plans of inventing my own field (which would of course fit into already existing activities), but there is not much support for that in the office. The result is that I feel like a shadow to the other, very competent, officers and that I give little added value to the office.”

“I have been given a lot of responsibility in my current office, which has allowed me to develop professionally. However, the general workload and lack of a dequate support staff in the office has made it difficult to balance private and professional life.”

“I am able to deliver in a very professional way and have the opportunity to make key decisions.”

“I believe it should be highlighted from the very beginning of the JPO assignment the importance for the office to have a new JPO, plus his/her skills and knowledge. Sometimes a JPO is perceived as a young person staying for a short time period in a duty station, without giving him/her more responsibility/decision capacity.”

“In my previous experience I have had much greater latitude and responsibility. My colleagues are great and I hope to work more closely with them in the future.”

“I have been overloaded in some other areas I don't have suitable skills and I have been evaluated for them. I am highly satisfied with responsibilities assumed and performance of my skills in my expertise field.”

“I used to be my own boss running an NGO with 18 people so I feel I could give more to the organisation at a higher level. Since I am strongly Committed to UNDP, I feel this a bit frustrating though I am very happy because my current assignment is a very good awareness session to the UN system.”

Related to question 3.6 (training opportunities)

“I have not received any training yet.”

“I think it is probably too early to say whether I am satisfied with the skills I have acquired through my day-to-day work. I find it a great privilege to have a training budget, but since I have not used it yet, I don't know how it will improve my skills.”

“Since JPO is training opportunity paid by the host Governments, but not by UNDP, before taking JPO positions, the candidate should be able to talk to colleagues working in the unit (s)he is to be assigned.”

“As for training, I'm not quite sure what I'll be allowed to attend. Also, I travelled for one of my projects, and this was charged to my JPO account. reversed it later to the project account, but I have heard that JPO travels tend to be charged on their training budget even if it is for a project.”

“The issues listed under point [lack of supervision] are directly affecting my ability to take time away from the office for learning activities.”

Related to question 3.7 (new skills on-the-job)

“As you must know, JPOs are not invested in as other staff, cause we will be gone anyways. It is both discouraging, and an under-utilisation of JPOs as a human resource.”

“I feel that I am stagnating in my learning process and that I have a need for further learning. That is of course after having been here for 2,5 years and not all that strange; and know much more and do realize what I do not know and would like to learn.”

Related to question 3.8 (access and quality of supervision)

“I work in a very encouraging supportive environment with a balance of professional autonomy and supervision.”

“Supervision is very poor, almost not existing. Supervisor often refuses to talk to me, to explain things, to inform me, etc. Even after discussion with the Resident Representative and Deputy Resident Representative, this has not changed.”

“The office has been too busy with limited human resources to discuss on even my work plan. I was very disappointed by the words, such as, "sorry, there is nobody that can supervise you" and "nobody pays attention to you." On the other hand, when interns came to the office, I was suddenly told to work with them. The timing may not be good in fact. The office is trying to close the previous projects and now develop new ones. The development of Sub -Programme is still taking a long time, and new projects are expected to start at the beginning of next year. The situation may get better next year.”

“The country director being based in another country, direct contacts are scarce. My direct supervisor is the assistant representative (a national), hence I cannot benefit from the experience of a senior supervisor.”

“I am working in an area that is new to most staff here, which makes it difficult to receive substantial supervision, however supervision on procedures and working methods could be improved in my view. I work more with people in HQ and regional programmes via e -mail than face-to-face in the CO.”

“No people in the office who has gender expertise so rarely get advice/supervision in terms of substantive work of gender.”

“My supervisor is trying to improve his supervision task recently. However I feel like not being fully involved in the projects of the unit to which I belong. There is no information sharing, neither a kind of orientation to new comers.”

“The dissatisfaction expressed above is mostly resulting from poor planning and time management, lack of information sharing (in all directions) and unwillingness to delegate authority from my direct supervisor. With an over-worked supervisor with little or no time, a lot of work is pending for weeks and months before clearance, this certainly causes frustration.”

“I have serious problem with my direct supervisor. He does not work in team work and I feel that he tries to marginalize my involvement.”

“The re-profiling of the office was a factor that strongly influenced the level and quality of supervision. Now that the re-profiling has taken place supervision is getting better but still needs to be improved.”

“Without a direct supervisor I am somewhat unable to move forward and I do also not feel valuable to the office.”

"My "supervisor" has mentioned the word supervisor only ones since I came and the word guidance does not come to my mind when I think about him. Very demanding, too busy and does not want to know anything."

"I think the idea of the mentor program was great, but unfortunately I have not heard any more about it. My supervision sessions are mostly random. However, if I need to speak with my supervisor we always try to find time."

"I have only had access to supervision 2 months ago. This lack of feed -back during more than one year made me very dissatisfied. However, I am very satisfied with my present supervisor."

"Supervision is virtually not there in terms of how I should develop in the job, only i n terms of editing things I have written."

"Currently I am in a transition phase meaning that the supervisor is changing. My first year experience has been not very positive at all."

"I think JPOs should have an adequate guidance especially in the beginn ing of the assignment before taking big decisions or responsibilities on behalf of the bureau."

"Having been without a supervisor since two months after my arrival my introduction has been based on learning by doing, which have made some things difficult. Such as understanding/using UNDP policies and practices. Luckily, I was able to use my Deputy Resident Representative when needed."

"I am sorry to sound so negative. But I have been very unfortunate with my duty station and supervisor. I have two colleagues with whom I work very well and am very satisfied."

"It is very important that the new environment and the supervisor are capable of providing good 2 or 3 years for the new JPO. I think it is in the end, in the best interest of UNDP to maintain good re putation as UN JPO destination. There have been too much restructuring and organisational shake -ups within the organisation in the last couple years, it has been very difficult for JPOs to feel that they are 'part' of a system that will give him/her opportunity to gain something."

"Most of the supervision and guidance I receive is from my direct colleague who is not officially my supervisor, this support is very useful. The support from my official supervisor is very dissatisfying."

Related to question 3.9 (support from colleagues)

"Support is mainly coming from other JPOs and the Resident Representative."

"Well, there is a clear problem of communication and bad atmosphere in the office (that the management tries to solve). I have been dropped with a t ricky portfolio with no explanation, induction, clarification etc. on top of that my supervisor is new."

"[My] UNDP office is small and quite effective with highly motivated staff. Our Resident Representative is very experienced, which is needed here. To cooperate in such an environment is very interesting. The political climate here, is namely another story."

"At the level of the cluster, things work out excellently but at the office level things are different, ie. problems between internationals/nationa ls, information sharing (blocked out) etc. Personally these are not so serious problems as they are for some."

"The Country Office is trying to promote teamwork, but the mentality is not in place."

"I receive great support from [my] Field Office colleagu es, and my colleagues from other offices and [my agency] HQs. I appreciate this team network and exchange of experiences."

"Colleagues, especially fellow JPOs are very open and helpful."

To early to say

“After two weeks it is too early to answer. Glad to provide you after my first year with answers.”

“As I just arrived 3-4 weeks ago, the answers to some of the questions are premature.”

“As I have just started my assignments one month ago, I cannot give the clear picture of many things. As I am new to the office they are quite nice to me and takes care of me.”

“I'm in my second month on duty, my [supervisor] assumed her post only last week. Hence, my answers can only be indicative.”

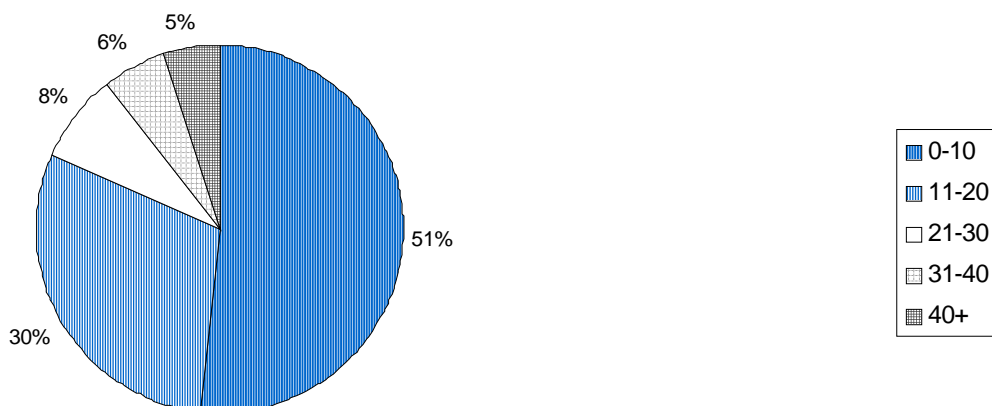
“I'm still too new to the job to give realistic answers to these questions. Currently ongoing internal changes within the organisation will most likely affect my work area/load too, but it is too early to say how.”

“The above questions were difficult to answer since I feel I never got to do any "real" work.”

Section 4

Administrative follow-up

4.1 How many times have you been in contact with the JPO Service Centre during the past 12 months?

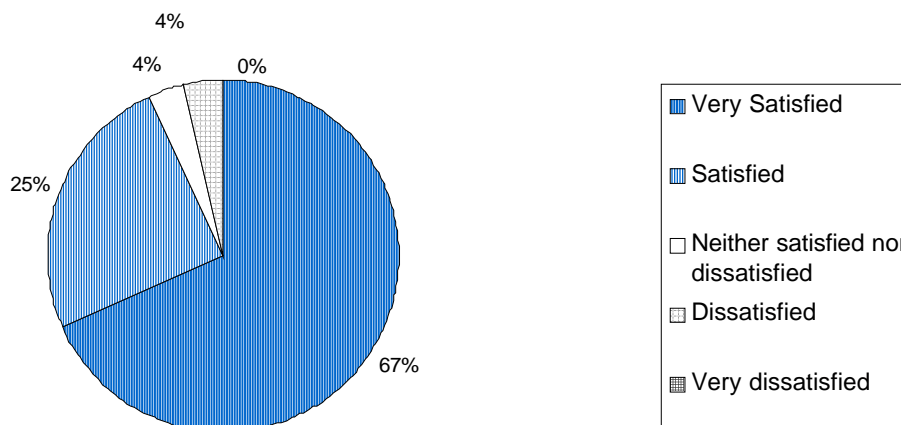


	0-10	11-20	21-30	31-40	40 +
Global (141 answers) (73/42/11/8/7)	52 %	30 %	8 %	5 %	5 %

UNDP and affiliated programmes (105 answers) (59/29/5/6/6)	56 %	28 %	4 %	6 %	6 %
UNFPA (25 answers) (13/8/2/2/0)	52 %	32 %	8 %	8 %	0 %
UNOPS (7 answers) (0/4/2/0/1)	0 %	57 %	29 %	0 %	14 %
Anonymous (4 answers) (1/1/2/0/0)	25 %	25 %	50 %	0 %	0 %

Less than one year (70 answers) (36/20/7/3/4)	51 %	29 %	10 %	4 %	6 %
More than one year (68 answers) (36/21/3/5/3)	53 %	32 %	4 %	7 %	4 %
Anonymous (3 answers) (1/1/1/0/0)	33 %	34 %	33 %	0 %	0 %

4.2 When communicating with the JPO Service Centre, to what extent are you satisfied with the overall timeliness of our response (taking into consideration our 72 hour response time policy)?



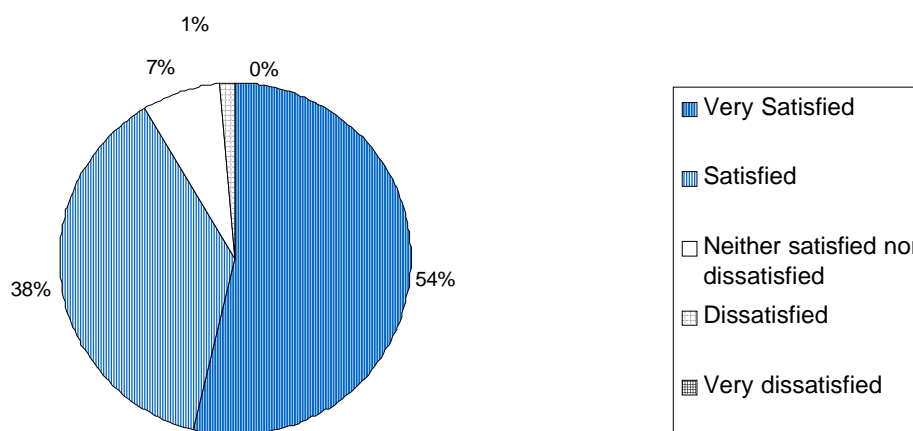
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (142 answers) (97/35/5/5/0)	67 %	25 %	4 %	4 %	0 %
(2001 results) ²⁹ (136 answers) (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %
Evolution	+ 46 %	- 19 %	- 11 %	- 9 %	- 4 %
UNDP and affiliated programmes (106 answers) (71/28/2/5/0)	67 %	26 %	2 %	5 %	0 %
UNFPA (25 answers) (19/4/2/0/0)	76 %	16 %	8 %	0 %	0 %
UNOPS (7 answers) (5/2/0/0/0)	71 %	29 %	0 %	0 %	0 %
Anonymous (4 answers) (2/1/1/0/0)	50 %	25 %	25 %	0 %	0 %
Less than one year (71 answers) (45/19/2/5/0)	63 %	27 %	3 %	7 %	0 %
More than one year (68 answers) (50/16/2/0)	73 %	24 %	3 %	0 %	0 %
Anonymous (3 answers) (2/0/1/0/0)	67 %	0 %	33 %	0 %	0 %

92 % of the JPOs that have replied to the survey are satisfied or very satisfied with the overall timeliness of the JPO Service Centre response, with just 4 % being dissatisfied. It represents an increase of 29 % compared to 2001.

The structural reforms of the JPO Service Centre, conducted over the last year, seem to have brought positive results. Such an encouraging assessment from the JPOs is a strong incentive to stay the course.

²⁹ Wording of the question in the 2001 Survey : "When communicating with the JPO Service Centre, how would you rate the promptness and accurateness of our replies to your questions/concerns?"

4.3 When communicating with the JPO Service Centre, to what extent are you satisfied with the accurateness of our replies to your questions/concerns?



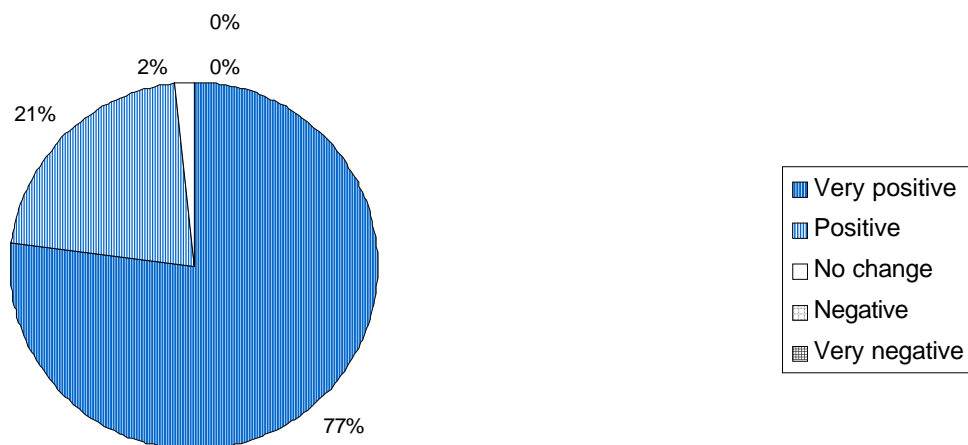
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (141 answers) (76/53/10/2/0)	54 %	38 %	7 %	1 %	0 %
(2001 results) ³⁰ (136 answers) (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %
Evolution	+ 32 %	- 6 %	- 7 %	- 12 %	- 4 %
UNDP and affiliated programmes (105 answers) (53/42/9/1/0)	50 %	40 %	9 %	1 %	0 %
UNFPA (25 answers) (15/8/1/1/0)	60 %	32 %	4 %	4 %	0 %
UNOPS (7 answers) (6/1/0/0/0)	86 %	14 %	0 %	0 %	0 %
Anonymous (4 answers) (2/2/0/0/0)	50 %	50 %	0 %	0 %	0 %
Less than one year (70 answers) (37/26/6/1/0)	53 %	37 %	9 %	1 %	0 %
More than one year (68 answers) (37/26/4/1/0)	54 %	38 %	6 %	2 %	0 %
Anonymous (3 answers) (2/1/0/0/0)	67 %	33 %	0 %	0 %	0 %

As for question 4.2, 92 % of the JPOs that answered the survey are satisfied or very satisfied by the accurateness of the JPO Service Centre replies. The dissatisfaction rate is 1 % (against 17 % in 2001).

The comments made under question 4.2 apply to the present question as well.

³⁰ Wording of the question in the 2001 Survey : "When communicating with the JPO Service Centre, how would you rate the promptness and accurateness of our replies to your questions/concerns?"

4.4 How would you rate the change in quality of services provided by the JPO Service Centre after the move from New York to Copenhagen in July 2001?



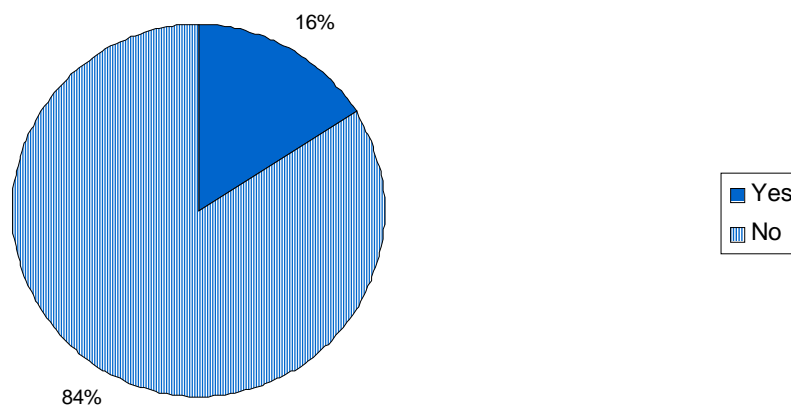
	Very positive	Positive	No change	Negative	Very negative
Global IF APPLICABLE³¹ (61 answers) (47/13/1/0/0)	77 %	21 %	2 %	0 %	0 %

UNDP and affiliated programmes (44 answers) (33/11/0/0/0)	75 %	25 %	0 %	0 %	0 %
UNFPA (10 answers) (7/2/1/0/0)	70 %	20 %	10 %	0 %	0 %
UNOPS (5 answers) (5/0/0/0/0)	100 %	0 %	0 %	0 %	0 %
Anonymous (2 answers) (2/0/0/0/0)	100 %	0 %	0 %	0 %	0 %

98 % of positive answers with “0” dissatisfaction rate are interpreted by us as a vote of confidence.

³¹ 57 % of the JPOs answered “Not applicable” to this question.

4.5 Have you been, or are you in the process of being reassigned?

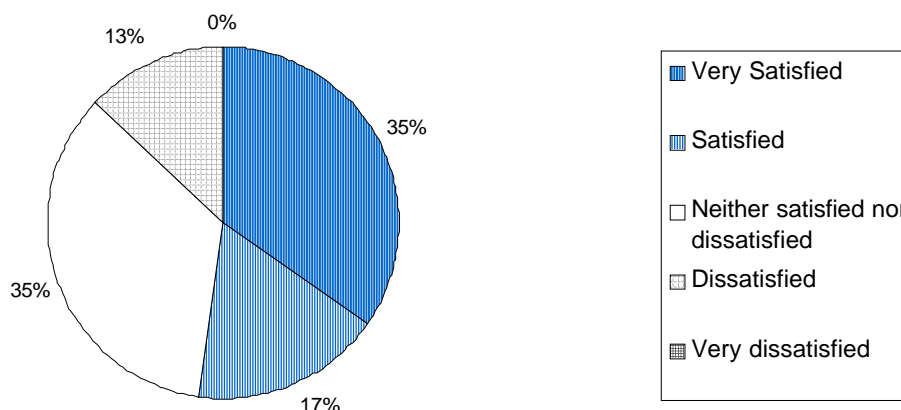


	Yes	No
Global (143 answers) (23/120)	16 %	84 %

UNDP and affiliated programmes (107 answers) (14/93)	13 %	87 %
UNFPA (25 answers) (6/25)	24 %	76 %
UNOPS (7 answers) (2/5)	29 %	71 %
Anonymous (4 answers) (1/3)	25 %	75 %

Less than one year (72 answers) (4/68)	6 %	94 %
More than one year (68 answers) (19/49)	28 %	72 %
Anonymous (3 answers) (0/3)	0 %	100 %

4.5.1 If yes, to what extent were you satisfied with the information and services received from the JPO Service Centre on your reassignment?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (23 answers) (8/4/8/3/0)	35 %	17 %	35 %	13 %	0 %
(2001 results) ³² (33 answers) (5/11/6/9/2)	15 %	33 %	19 %	27 %	6 %
Evolution	+ 20 %	- 16 %	+ 16 %	- 14 %	- 6 %

UNDP and affiliated prog rammes (14 answers) (5/2/5/2/0)	36 %	14 %	36 %	14 %	0 %
UNFPA (6 answers) (2/1/2/1/0)	33 %	17 %	33 %	17 %	0 %
UNOPS (2 answers) (1/1/0/0/0)	50 %	50 %	0 %	0 %	0 %
Anonymous (1 answer) (0/0/1/0/0)	0 %	0 %	100 %	0 %	0 %

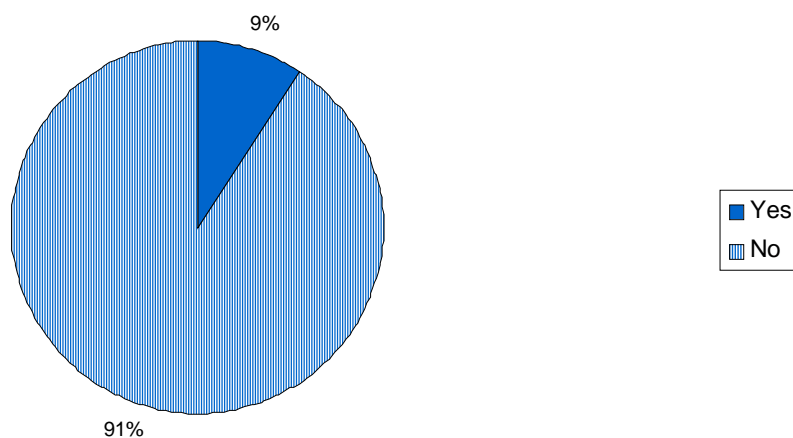
Less than one year (4 answers) (2/1/1/0/0)	50 %	25 %	25 %	0 %	0 %
More than one year (19 answers) (6/3/7/3/0)	32 %	16 %	36 %	16 %	0 %
Anonymous (0 answers) (0/0/0/0/0)	0 %	0 %	0 %	0 %	0 %

The slight increase of satisfaction rate (+ 4 %) but above all the important decrease of dissatisfaction rate (- 20 %) are encouraging figures. Besides, the satisfaction rate reaches 75 % for the JPOs that have been working for less than a year.

The present trend will hopefully be confirmed and strengthened in the next survey.

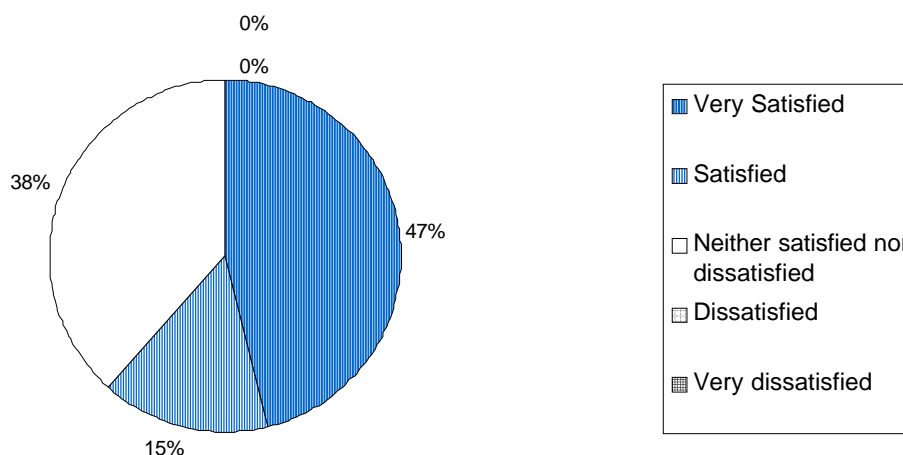
³² Wording of the question in the 2001 Survey : "If you were reassigned, to what extent were you satisfied with the information and services received from the JPO Service Centre on the occasion?"

4.6 Are you in the process of being separated?



	Yes	No
Global (143 answers) (13/130)	9 %	91 %
UNDP and affiliated programmes (107 answers) (12/95)	11 %	89 %
UNFPA (25 answers) (0/25)	0 %	100 %
UNOPS (7 answers) (0/7)	0 %	100 %
Anonymous (4 answers) (1/3)	25 %	75 %
Less than one year (72 answers) (2/70)	3 %	97 %
More than one year (68 answers) (10/58)	15 %	85 %
Anonymous (3 answers) (1/3)	33 %	67 %

4.6.1 If yes, to what extent are you satisfied with the information and services received from the JPO Service Centre in connection with your separation?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (13 answers) (6/2/5/0/0)	46 %	15 %	39 %	0 %	0 %
(2001 results) ³³ (13 answers) (4/5/3/1/0)	31 %	38 %	23 %	8 %	0 %
Evolution	+ 15 %	- 23 %	+ 16 %	- 8 %	-
UNDP and affiliated programmes (12 answers) (5/2/5/0/0)	42 %	16 %	42 %	0 %	0 %
Anonymous (1 answers) (1/0/0/0/0)	100 %	0 %	0 %	0 %	0 %
Less than one year (2 answers) (1/0/1/0/0)	50 %	0 %	50 %	0 %	0 %
More than one year (10 answers) (4/2/4/0/0)	40 %	20 %	40 %	0 %	0 %
Anonymous (1 answer) (1/0/0/0/0)	100 %	0 %	0 %	0 %	0 %

None of the 13 JPOs that are in the process of being separated and that answered the survey are dissatisfied with the information and services received from the JPO Service Centre on this issue. However, close to 40 % of them are neither satisfied nor dissatisfied and the satisfaction rate dropped from 69 % in 2001 to 61 %.

The JPO Service Centre will pay particular attention to this matter and will try to better the administrative services and advice provided during the often-stressful separation period.

³³ Wording of the question in the 2001 Survey : "If your separation formalities have begun, to what extent were you satisfied with the information and services received from the JPO Service Centre on the occasion?"

4.7 Further comments regarding administrative matters

The comments on the administrative follow-up can be grouped in different categories³⁴:

Negative comments on, or issues with the JPO Service Centre

"Make sure that you actually read the e-mails we send you. I have sometimes felt that the answer I got had nothing to do with the question I sent."

"I never got feedback from my meeting with the JPOSC in New York."

"I miss information on the extension of contract process."

"Some of the correspondence regarding me has been sent to a wrong office within the country, causing some confusion."

"Quality of service to JPOs has improved since the Service Centre moved. The only change that I do not agree is that now JPOs have to send additional reports on their assignment and evaluation. Information provided in this evaluation is basically the same as the evaluation form of UNDP."

"If JPO Service Centre could substantially support the recruitment of the post -JPO and on-going JPO, it is highly appreciated."

"I have been engaged in a series of communication with the JPO centre in regard to issues pertinent to my work and private life. Some issues that I have noted in this connection are: There is a need to adjust the Letter of Appointment to cater for JPO specific entitlements and responsibilities different from other posts within the UN system. There is also a need to spell out what is not JPO specific entitlements - reference made to subsidy for transportation of private vehicle. The web page of the Centre could also be further developed."

"At the beginning of my contract there were many problems with my salary calculations. This was not helped by the fact that the Statement of Earnings arrive (through pouch) at least a month after the payment. I think the idea of receiving our statements by email is a great idea, I hope this can be done."

"Given the number of JPOs and variety of issues that the centre has to deal with I think perhaps the JPOSC needs additional staff."

"I find the information from the JPOSC a bit too interactive, I would prefer if you could e-mail a bit more."

"Generally I am very satisfied. However, recently I asked a very concrete question, was promised an answer soon, and have now waited more than one month. Simply replying "we don't have time/capacity to answer you", or "this information is classified", would be a more frank and helpful response from the JPO Service Centre."

"I feel that very often when I send an e-mail, which I expect to be treated as confidential that this is not respected. My e-mail is then forwarded to various others. It makes sending e-mails with personal issues very difficult to send. I feel we should be able to send e-mails without feeling that confidentiality is breached and our HRA should provide more respect in this regard. I know all of the HRA have about 50 JPOs to deal with, but we too have lots of work."

³⁴ Some comments appear between brackets, which means that they have been slightly modified to preserve anonymity.

"Being an UNFPA JPO, it would have been useful to have more information regarding the split that occurred in July, UNFPA JPOs being now partly administered by New York."

"My experience of responses of JPO SC admin support was so varied (sometimes immediate response, sometimes response only after second or third reminder of my query), I decided to only ask for possible assistance in emergencies. Now it seems to have improved - after discussions during training course, which is great. On one very important issue, visas, the JPO SC was wrong - which was very close to costing myself or UNDP dearly."

"The biggest issue (and it does not seem to be of JPOSC fault) was the time of processing the various payments. Otherwise all is ok. One can always improve but I was very satisfied with the responses in terms of Time and preciseness provided by JPOSC."

Negatives comments on, or issues with the Country Office

"I am not satisfied with the fact that I have not been able to make a single trip to the other 9 countries that our office serves. I am supposed to work for these countries as well but have major difficulties to speak to these governments in person. Also, for travel related to my regular office work our office management wants me to use my DTTA for travel costs/DSA, which demotivates me highly."

"Please note that our office is never aware of administrative matters that concern JPOs, therefore the help from the JPO unit is very useful and also necessary!"

"In UNDP Country Office, administrative matters are too heavy and not efficient at all."

"I think that the JPOSC is very useful for JPO because very often, we have not the adequate information in the Country Office. Even if most of the information are in the BBS and internet, a lot of local administrative staff, even for themselves, have no time or do not know exactly how to find the information. And often they do not want to tell it. So, it is better to give them directly the text from the guidelines for the procedure to make them be quite easy regarding an answer for a request."

"The administrative questions have been a real burden, not to say a nightmare, since I arrived. Misinformation, no information, etc. I calculated that I spent on average one day (if not more) per week to try and sort out administrative questions instead of dedicating this time to my assignment. Almost one year after having been assigned, some administrative questions are still pending and being sorted out. This takes up a lot of time and energy. Still, my feeling is that the JPO Centre could not do much about it since we are talking about specific [national] procedures. I don't expect the JPO Centre to know about each and every country's regulations. These should be UNDP's responsibility. Certainly [national] bureaucracy can be quite absurd at times but my feeling is that HR was not helpful in the process. I never received any previous information on what should be done regarding various questions (ID, bank account, car, taxes, etc.). I just discovered things along the way and tried to sort them out the best I could. As a result for instance, I could not open a bank account until my 5th month here and had to carry my salary in cash, we had to wait 9 months before being able to buy a car and 2 months later we are still driving a car without the proper documents, etc. etc. Besides putting an extra load to my work, these administrative problems have made settling quite difficult at times."

Positive comments on the JPO Service Centre in general

"Extremely happy with Copenhagen JPO Service Centre."

"I am in general very satisfied with the services offered by the JPO Service Centre."

"I am satisfied regarding administrative matters."

"The JPO Service Centre is offering great service. A model for other UN agencies."

"JPO Service Centre staff has been excellent in resolving problems and giving advice."

"The change from UNDP in New York to JPO SC in Copenhagen has been a tremendous change to the better!"

"Response is generally good."

"It is extremely helpful to have the JPO Service Centre for advice and information. My Country Office seems to have very little knowledge of or interest in keeping themselves updated on any issues related to JPOs."

"I was only in touch once or twice, but overall impression is very positive about the services of the JPO Service Centre."

"The JPO Service Centre really makes a difference."

"Thank you for your support."

"I am very impressed with the quality of work done by the JPO Service Centre team and dedication of its officers to help JPOs. I would like to express my appreciation for this."

"Thank you for also offering your services to [my agency] JPOs."

"The approach of individually assigned task managers in the JPOSC is helpful."

"I am one of the first who was assigned to a duty station after the JPO Service Centre moved from New York to Copenhagen. My experience so far has been very positive, and I would like to use this opportunity to thank those whom I have communicated for the prompt and reliable reply and info they have provided me and the UNDP and [my agency] offices in [my duty station]."

"The response from JPOSC on administrative matters is really good. and sometimes even it is less than 24 hours even when they have replied back."

"My experience to date regarding administrative matters has been very good."

"The response has been very accurate and is provided promptly within 72 hours."

"The earlier New York JPO Service Centre was a big joke and very unprofessional. The new team in Copenhagen is GREAT!"

"Very quick responses from JPO Service Centre are very impressive all the time. Since I do not know the situation when it was located in New York, I cannot make any comment on the effect of the moving from New York. However, I hear that there have been much improvements on services."

"The JPO Service Centre has always been very useful and helpful."

"The Centre has been providing excellent services in terms of the speed and quality since its move from New York. I appreciate for it, and please keep it up!"

"You all seem to do an excellent job!!! Congratulations. It's not only "very positive" compared to before, but like being on another planet! Cheers!"

"I appreciate the meetings with the staff of the JPO SC in New York (during the PPO Course), in particular the advice and the attention received during the personal meeting. I also appreciate the website, as attestation of the existing institutional support to JPOs."

"The JPO Service Centre, especially [my Human Resources Associate], is doing an exceptional work in my case. They are helping me and my family in all concerns we have about my special situation."

"I am not in the process of being reassigned, nor separated, however I have just been extended for a third year and I am very satisfied with the information and services received from the JPO Service Centre in connection to my extension."

"I have started to work as a JPO in autumn last year, during the time the Service Centre was moving to Copenhagen. I have the feeling that since then, the service has improved dramatically - a big thank you to all of you!!"

"Generally, I see the JPO Service Centre working very well and responding well to the special needs of JPOs."

"The JPO Service Centre at Copenhagen has truly become a support and has made life much easier. Congrats."

"The timeliness of the services provided has improved after the move."

"I have just requested a reassignment 2 days ago and I am still waiting for an answer, so for now I am neither nor. However, I have a lot of confidence in the JPS SC so I am not worried."

"The new JPO section is doing a great job and it is big change. In fact, the JPO section works better than all other sections of the UNDP, I have been in contract with during my employment period. I have extremely happy with all services provided from the JPO Service Centre."

"I have found the JPO Service Centre generally extremely responsive to queries, but I see this mostly through reading the comments of others and the response from the JPO SC. Personally, I have felt no need to use your services, as the Country Office is my home and work place, and any problems I've had (with one exception regarding my donor country), I've resolved locally. I tend to think JPOs cling on to the Service Centre too much, but you provide a great service anyway."

Positive comments on the Human Resources Associates of the JPO Service Centre

"Again, I would like to commend [My Human Resources Associate] for the always friendly, prompt and accurate advice she provided me from the beginning."

"[My Human Resources Associate] is very good & quick in responding to my requests."

"[My Human Resources Associate] has been great - and [another HRA] in NY for the training course likewise!"

"[My Human Resources Associate] has been excellent ! very quick and to the point responses even in difficult situations."

"[My Human Resources Associate] is just great in supporting regarding administrative matters."

"I have been mainly in contact with my direct counterpart at the JPO Service Centre. She is providing an excellent service!"

"Very satisfied with the attention received by the person dealing with my case at JPOSC."

"Very much satisfied with the accurate and quick response from [my Human Resources Associate]."

"I wish to thank [My Human Resources Associates] for their timely and efficient and not at least friendly attitude."

"[My Human Resources Associate] has been excellent!"

Other comments

"My travel and my assignment grant apparently got stuck on UNDP level. Hence, I received both only after having settled in New York."

"I have not been much in contact with the JPO SC as there seemingly have not been a need for that."

"I have been a JPO only for 2 months, so it is a bit too early to answer questions about the JPO Service Centre."

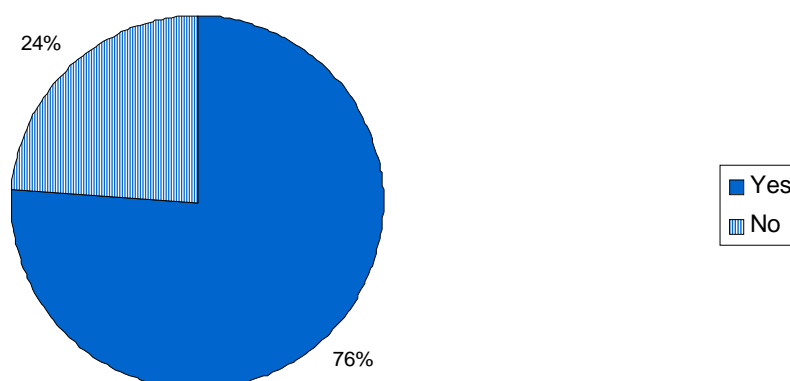
"I do not understand the question, "Are you in the process of being separated?" I suppose it is: "Are you about to end your assignment?""

"I will be separating in April 2002. I would like to be briefed about the process."

Section 5

Regional Workshops for JPOs

5.1 Would you be interested, in principle, in participating in a JPO workshop at some point?



	Yes	No
Global (143 answers) (109/34)	76 %	24 %
(2001 results) ³⁵ (129 answers) (118/11)	91 %	9 %
Evolution	-15 %	+15 %
UNDP and affiliated programmes (107 answers) (84/23)	79 %	21 %
UNFPA (25 answers) (18/7)	72 %	28 %
UNOPS (7 answers) (4/3)	57 %	43 %
Anonymous (4 answers) (3/1)	75 %	25 %
Less than one year (72 answers) (59/13)	80 %	20 %
More than one year (68 answers) (47/21)	69 %	31 %
Anonymous (3 answers) (3/0)	100 %	0 %

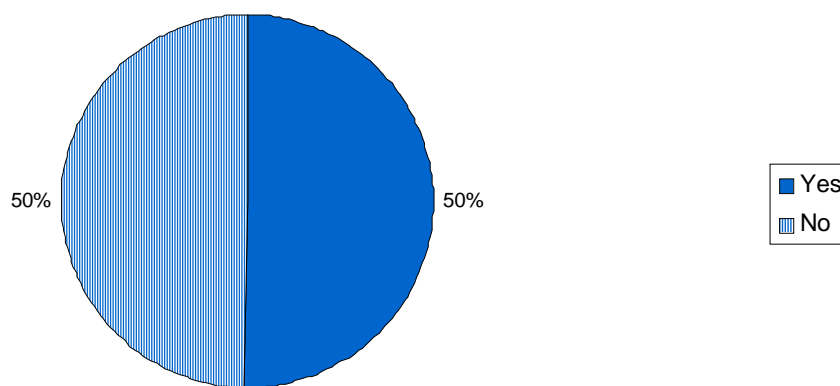
The organisation of regional JPO workshops was decided following the enthusiasm revealed in the 2001 survey results

At the time of the present survey, one regional JPO workshop had taken place in 2002 in Kenya and a second one was about to take place in Malaysia.

The interest of the JPOs for such an activity seems to have decreased somewhat.

³⁵ Wording of the question in the 2001 Survey: "Would you be interested in participating in regional workshops organised by the JPO Service Centre in order to exchange ideas, share concerns, etc.?"

5.2 Would you be willing to spend your DTTA on participation in a JPO workshop, provided that there are no training fees, but that you would have to cover the cost of your ticket and DSA?

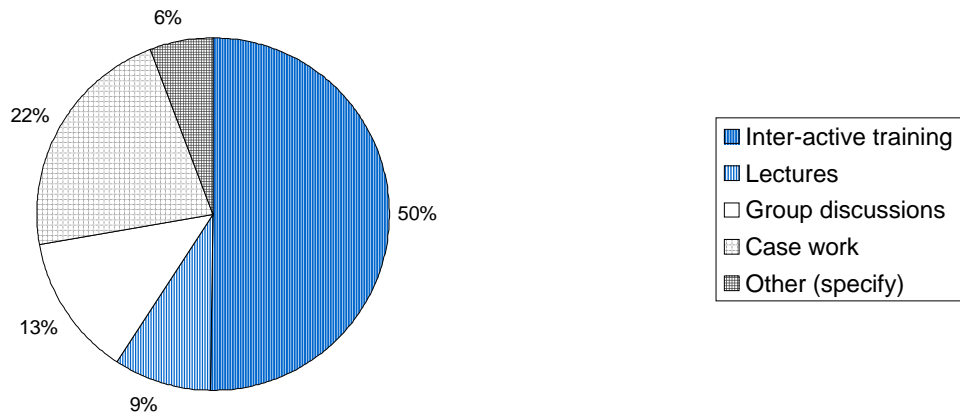


	Yes	No
Global (143 answers) (72/71)	50 %	50 %
UNDP and affiliated programmes (107 answers) (54/53)	50 %	50 %
UNFPA (25 answers) (12/13)	48 %	52 %
UNOPS (7 answers) (4/3)	57 %	43 %
Anonymous (4 answers) (2/2)	50 %	50 %
Less than one year (72 answers) (38/34)	53 %	47 %
More than one year (68 answers) (32/36)	47 %	53 %
Anonymous (3 answers) (2/1)	67 %	33 %

Even though more than 75 % of the JPOs are interested in attending JPO workshops, only 50 % of the respondents would use part of their DTTA (training budget) for this purpose.

Just as in question 5.1, JPOs that have served for less than one year seem to be slightly more enthusiastic about the concept of JPO workshops.

5.3 Which of the following methodologies would you prefer to be used most in the workshop?



	Inter-active training	Lectures	Group discussions	Case work	Others (please specify)
Global (137 answers) (69/12/18/30/8)	50 %	9 %	13 %	22 %	6 %

Comments provided:

“The methodologies described above are all appropriate, to the exception of lectures from professionals, which are often shallow. My personal point of view is that any training should concentrate on a limited number of core issues and not dilute itself in numerous one-hour presentations. The selection of the lecturers shall also be done on pedagogic skills and qualities and not only on professional expertise. The JPO induction course was very disappointing in this respect.”

“A mix of the four.”

“A constructive combination of all four would be the preferred.”

“Actual assignments under supervision.”

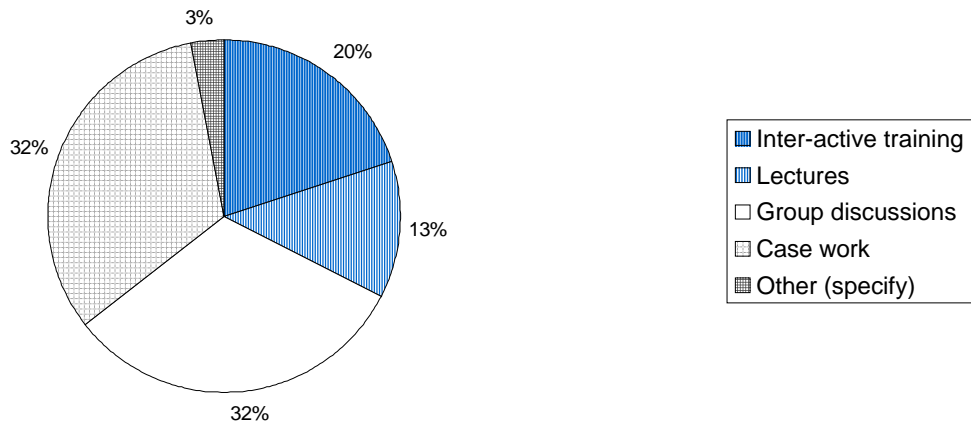
“Combination of all.”

“A mix of methodologies is always to be preferred.”

“This would depend on the kind of issue the workshop would be dealing with.”

If the replies to questions 5.3 and 5.4 are added up, the following results appear: inter-active training (36 %), case work (27 %), group discussions (22 %), lectures (11 %) and others (4 %).

5.4 Which of the following would be the second most important for you if you were to participate in a JPO workshop?



	Inter-active training	Lectures	Group discussions	Case work	Others (please specify)
Global (135 answers) (27/17/43/44/4)	20 %	13 %	32 %	32 %	3 %

Comments provided:

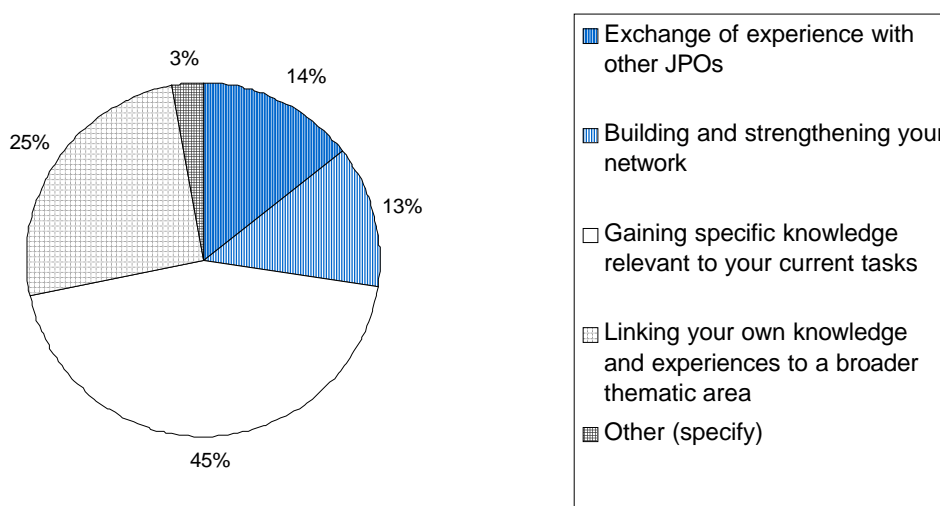
“Again a combination would be the ideal.”

“Combination of all.”

“This would depend on the kind of issue the workshop would be dealing with.”

See other remarks on page 69.

5.5 Which of the following methodologies would you prefer to be used most in the workshop?



	Exchange of experience with other JPOs	Building and strengthening your network	Gaining specific knowledge relevant to your current tasks	Linking your own knowledge and experiences to a broader thematic area	Others (please specify)
Global (138 answers) (20/18/61/35/4)	14 %	13 %	45 %	25 %	3 %

Comments provided:

“Getting a better feeling of where UNDP is moving as an organisation and how we can ensure that HQ thinking and what is happening at the country levels are interlinked in each of the thematic areas.”

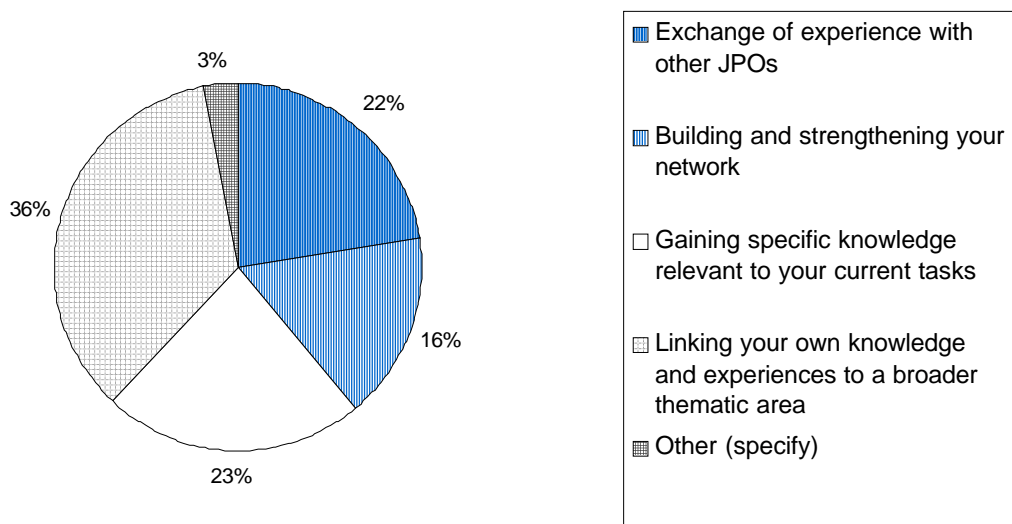
“Best practise / models to be showcased/presented in different thematic areas.”

“Exchanging experience will be done anyway in a more informal context, which is why I would prefer concentrating on the three other areas mentioned.”

If the answers to questions 5.5 and 5.6 are added up, the following results appear:

- Gaining specific knowledge relevant to your current tasks (34 %);
- Linking your own knowledge and experiences to a broader thematic area (30 %);
- Exchange of experience with other JPOs (18 %);
- Building and strengthening your network (15 %);
- Others (3 %);

5.6 Which of the following methodologies would you prefer to be used second most?



	Exchange of experience with other JPOs	Building and strengthening your network	Gaining specific knowledge relevant to your current tasks	Linking your own knowledge and experiences to a broader thematic area	Others (please specify)
Global (134 answers) (30/22/31/47/4)	22 %	16 %	23 %	36 %	3 %

Comments provided:

“Working on a (real) case, with much time for discussions: To implement own experience gained so far at the duty station in a model case (i.e. where you HAVE the time to do a log frame correctly, to include beneficiary groups, make some broader baseline -studies).”

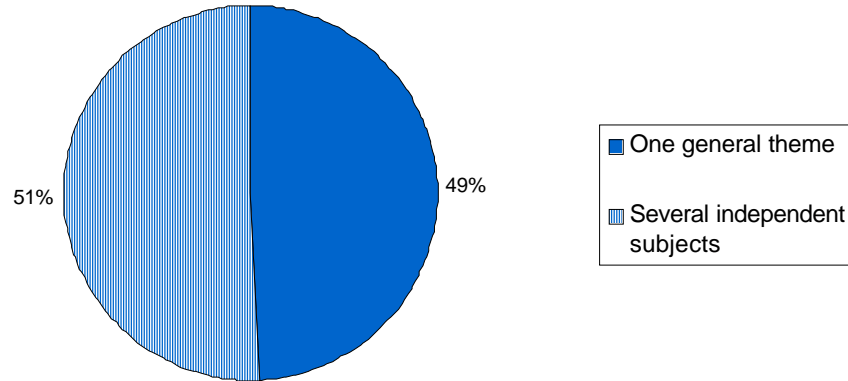
“Gaining specific knowledge relevant to the tasks of my office.”

“Visiting a new Country.”

“Instead of linking us regionally it would be great if we could be linked thematically according to the six priority areas of UNDP e.g. HIV/AIDS allowing more fruitful networking and more substantial programming of the workshop.”

See other remarks on page 71.

5.7 Which of the following would you prefer in terms of thematic coverage?



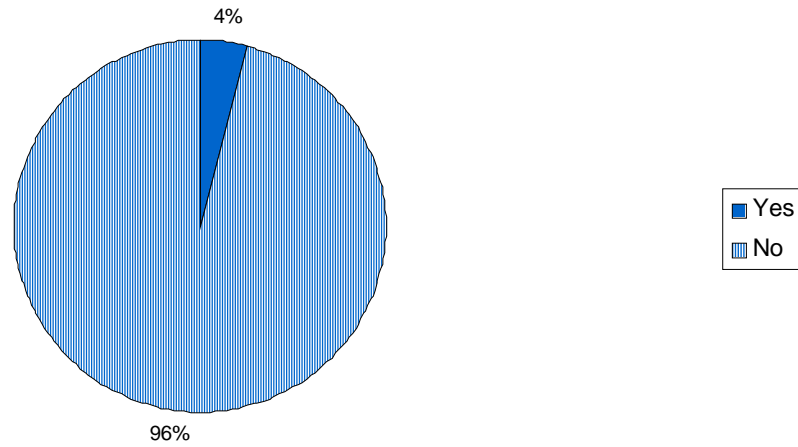
	One general theme to cover the workshop with the possibility of "logging on" to sub-themes	Several independent subjects to be covered at the workshop
Global (134 answers) (66/68)	49 %	51 %

The JPOs that have replied to the survey are equally divided regarding the thematic coverage format of the JPO workshop. So far, the two workshops that were organised followed the second trend and covered several independent subjects.

Section 6

Sexual harassment

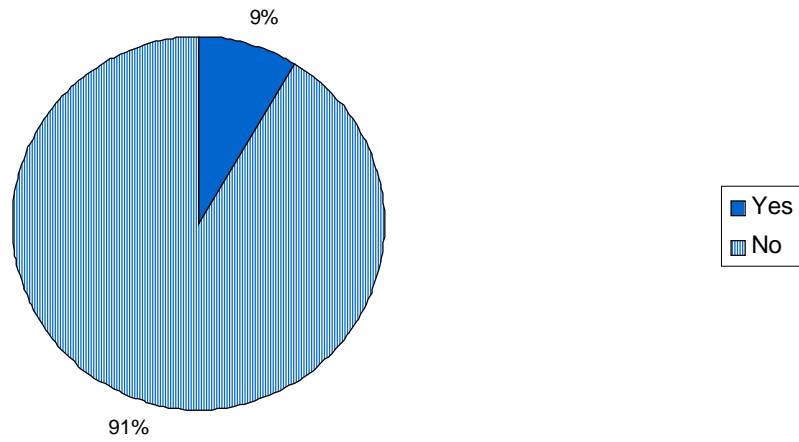
6.1 Have you personally experienced sexual harassment in your work place while being a JPO?



	Yes	No
Global (141 answers) (6/135)	4 %	96 %

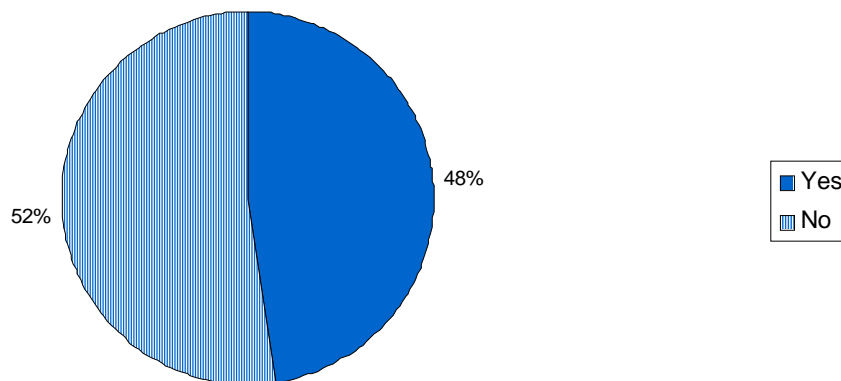
4 % of the interviewees, representing 6 JPOs, replied that they have personally experienced sexual harassment in their work place (while being a JPO). Though statistically low, such a figure is worrisome and the issue must be addressed.

6.2 To your knowledge, has anyone else in your office experienced sexual harassment?



	Yes	No
Global (140 answers) (12/128)	9 %	91 %

6.3 Are you familiar with the procedures for reporting sexual harassment and/or do you have someone in your office that you would feel comfortable to talk to in case you experienced sexual harassment?



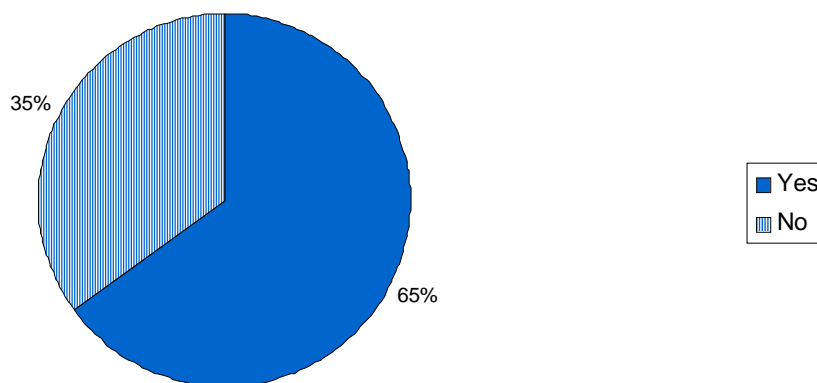
	Yes	No
Global (141 answers) (67/74)	48 %	52 %

A majority of JPOs would encounter difficulties in reporting sexual harassment, because of a lack of familiarity with the procedures or a lack of confidence in the working team.

Such a situation should change and the JPO Service Centre will put online in 2003 some key documents regarding sexual harassment and the relevant UNDP procedures in this respect.

Besides, JPOs that do not dare talking of such a situation to some of their colleagues may consider contacting the Chief of the JPO Service Centre or their Human Resources Associate.

6.4 Do you believe there is a need for the JPO Service Centre to be more active in informing about the procedures for reporting sexual harassment?



	Yes	No
Global (140 answers) (91/49)	65 %	35 %

As already mentioned under question 6.3, the JPO Service Centre will put online in 2003 some key documents regarding sexual harassment and the UNDP procedures on this respect. After consultation, other activities (like an awareness-raising campaign) may also be undertaken in the future.

6.5 What are your ideas as to what the JPO Service Centre could do to support JPOs who are victims of sexual harassment?

The comments provided on the issue of sexual harassment can be grouped in different categories³⁶:

Provide information

“Keep it on the agenda! This is the first time I hear/read references to sexual harassment from the JPO SC.”

“To my opinion it would be appropriate if the Centre as a first step could develop an information pamphlet outlining what constitutes sexual harassment and channels of formal possible support within the CO, contacts to the JPO Centre and other means available for the JPO. Secondly, the issue could be brought to the attention of all new JPOs in their introduction to the UN system. Finally you could consider as part of an annual update to share, in line with UNDP practice, cases that have been made in regard to the issue and also others involving JPOs. This update should also include the outcomes.”

“One should clearly be told of current rights and regulations before going to a CO.”

“Send out information on what is to be considered sexual harassment (ref. UN Security Handbook), and include information about who the JPO should contact. Maybe their HR Associate in the JPOSC?”

“Information on the procedures to report on sexual harassment.”

“Disseminate available UN policies, include this in training, have a focal point, follow up with survey like this one.”

“Be very clear about the procedures and make sure that there is someone you can report to outside the office, so may be at the JPO Service Centre.”

“To inform about the procedures.”

“To provide information prior to departure.”

“Just to inform the newly-come JPO where to address any comment / denounce in case of suffering/seeing other suffering sexual harassment.”

“I believe a first step consists in organizing or briefing JPOs when going to a duty station on security. Maybe the JPO SC should agree with the duty station for such briefings.”

“I would like a weekly e-mail with news and information from the JPOSC and this could be included there.”

“Information, resources etc.”

“Make explicit what the procedures are to report it and what the options available for a JPO at the induction course, and include a section in the materials forwarded at the beginning of the posting.”

³⁶ Some comments appear between brackets, which means that they have been slightly modified to preserve anonymity.

"Sexual harassment is quite common, so JPOs should be made aware of the procedures and the support available."

"The JPO Service Centre should ask all JPOs starting their assignment that they are the ones to be contacted in case they become victims of sexual harassment. Then the centre should handle the case with due care, according to the different situations."

"Also, could share the information, how sexual harassment happened and how the JPO prevented from the further harassment, with others."

"Provide information of how to file a complaint. Moral support to the JPO."

"More information on the issue on the JPO website is way of providing more info."

"I have been sexually harassed but not at [my Agency] but from our counterparts. I believe it is important, as part of a general introduction, to inform on the possibilities of it happening, and what actions that can be taken if it does (speak to supervisor/Representative etc.)"

"Inform about procedures and how should we handle situations."

"Offer a way for anonymous communication on the matter on the web site could be something."

"Assist in providing information on legal procedures."

"Simply fill the gaps in those cases in which information or committees dealing with the matter are not available"

"Give information about the procedures, support and advice."

"You could assist them by providing them with the necessary information for reporting."

"Give clear instructions and institutional support regarding the procedures that the JPO should follow. additionally, organize local assistance and counselling for the JPO. Include such information in pre-departure packages."

"I have not been confronted with the issue but I did not know there are any procedures for reporting. I believe informing us of the procedures would be the first step in case we might need it."

Provide confidential advice/support

"Apart from sending information on procedures, the regional focal points should be trained on counselling and supporting JPOs. This could be used not only in terms of sexual harassment but also on other issues that the JPO feel the need to discuss with them."

"To listen to the victim and to provide advice built on other victims experiences and on knowledge of UNDP procedures."

"Give early advice and be a source of confidence. I think the structures for taking action are in place, it is however difficult for a young JPO to know what they are supposed to put up with and when it is reasonable to take action."

"Provide a hotline."

"Could support the JPO individually, including reference to counselling services, legal procedure, and reassignment."

"Just remind JPOs that you are ready to support them. Note) The third question in this section is not very good, as it combines two questions. I am not familiar with the procedure but I can report somebody with no hesitation."

"First of all be open, listen and talk to the JPO, to find out how serious the case is and what the JPO wants/needs."

"Provide guidelines and maybe e-counselling."

"Provide them with the necessary support so as not to be victims of further harassment which may not necessarily be sexual."

"This is the first time I hear of the JPO SC being involved in sexual harassment. I suspect that the victims of sexual harassment often do not report it, as they don't feel they have confidence in anyone to do so. So maybe you could inform us of how to handle it if it happens as to create an open atmosphere."

"Keep e-mails more confidential, and provide a safe and comfortable environment in which the JPO could open if there has been a case of sexual harassment."

"They should just be open and helpful if someone is reporting such a behaviour. I don't think there is a need for preventive action at that point. Affected people will ask the centre for help and advise I assume."

"A contact person in case of need, pieces of advice to prevent such events."

"Perhaps open some sort of an on-line help desk."

"For [my Country Office] this is not a problem, but if I were a victim of sexual harassment, or accused of harassing my colleagues, I would definitely appreciate guidance from the JPO SC as to my rights and possibilities to act."

"Counselling, etc."

"Provide CONFIDENTIAL counselling on procedures, and if necessary, support reassignment (I am thinking of cases in which the maximum authorities would be involved as offenders)."

"To have a contact person to have initial support from."

"Take them seriously and treat their allegations with respect and diligence."

"Moral and process support in case of complain."

"Providing confidentiality and security that the victim has his/her rights assured."

"There should be a very clear procedure that protects the victim the most. A lot of timely support in the reassignment, if that is the wish of the victim as well as counselling. Furthermore, it would be good to have access to psychologists specialised in the subjects."

"Act as a representative of the JPO in possible disciplinary action, inform JPO on the procedures, advice on counselling options."

"Create an online counselling-information centre. Include sexual harassment in the JPO training session on pre-assignment."

"Provide anonymous counselling."

"To keep permanent contact with the person; to help in the eventual judicial procedure (giving information, advice...); to ensure appropriate relocation of the JPO if he/her does not desire to continue in the same office..."

"Moral support until the case is dealt with."

"Inform about possibilities, support, support in contacting HQ, support to not suffer repercussions."

"Good and timely support."

"Active support."

"Information, sensibilisation and a person to contact by mail or phone."

"Give the JPO different options to consider so that he or she does not feel to be in a dead -end."

"I think that this could be done confidentially through the counselling service. I am not aware of the services (which could exist) as I have not encountered a problem."

"Continue building a friendly relationship with JPOs and be clear that the JPO SC is an open door in case of any problem."

"Information about procedures and establishing suitable channels for victims to denounce sexual harassment without being a traumatic experience."

"It would be good if JPO Service Centre could be the first place to consult when JPOs receive sexual harassment."

Support reassignment procedures

"To consider the possibility of a new assignment."

"To support the JPO if sexual harassment is reported, by helping in 'building the case' or transferring the JPO to a different duty station if necessary."

"Assist with counselling. If deemed necessary, re -assignment should be considered."

"Assist a transfer, in extreme cases."

"Change the person to other location immediately and cover the costs related to transfer."

"Help with the report procedures, and, in case the problem is not solved, help with finding another duty station."

"Reassignment."

"Offer a possibility to change duty -station."

"It is really difficult, as sexual harassment is difficult to prove and locally JPOs are in a weak position as local staff has stronger networks amongst their colleagues and JPOs are not high level employees in the hierarchy. It would really depend on the specific case and the wishes of the JPO. But if the only solution is to reassign a JPO to another duty station, the UN would have to facilitate and finance that."

"It could be a good support to offer the possibility to change the duty station or office if the victim doesn't feel good in the actual situation."

"Help for alternative workplace if necessary."

JPO advocacy towards other stakeholders

“Prevention. Make supervisors and all staff members in contact with the JPO aware of the sanctions.”

“Be the link between JPO and the local rep (if he/she is not directly involved).”

“Address the issue in the country office where incident took place and help with possible legal proceedings.”

“Maybe make sure that is one of the campaigns that run through UNDP and with focus on what sexual harassment is - that it does not have to come from your boss but can also come from drivers whom you are very dependent on during field trips!”

“Not only work on the JPO level, but to feedback such issues (without harming the JPO of course) to the appropriate location in Headquarters.”

“Get the office management to be responsible and behave in a responsible manner.”

“Listening to the victims and raising the issue with the management level both in the COs and HQ.”

“Apart from support and give advice on procedures, perhaps make sure that the duty station is handling the matter carefully.”

“Transmit possible contact persons to JPOs.”

“To liaise with the host government as a mediator.”

“There have not been many and serious cases of sexual harassment in my office, and Senior Management has always taken it seriously. The JPOSC could possibly provide more information about how to deal with such cases and actively promote among Senior Management staff the importance of taking it seriously.”

“Dependent on who in the CO is the one harassing I guess the Centre would either contact the CO directly or a high level HR person within HQ (e.g. Brian Gleeson) (in case we are talking about a senior management staff member, e.g. the RR).”

“I have heard of past sexual harassment cases of female JPOs which have apparently not been handled very well by neither the country office or the organization. Given that it may indeed be very difficult to raise such an issue with the country office, and given that especially newcomers may not be familiar with the organization and its procedures, the JPOSC should be the first place a JPO may contact if help is needed.”

“Ensure close liaison with the appropriate office/person within the organisation.”

“Be 100% on the side of the JPO if it comes to a general clash between JPO and the UN agency.”

“Contact with the country office to solve the problem.”

“Be the link between the field office and the body/office/individual whom must take corrective action.”

Support legal actions taken against the harasser

“Support legal action.”

“I think the victim can be consoled and given strength to face the situation. and the JPOSC should ensure that the culprit should get the punishment.”

“Zero tolerance and no compromises in terms of investigation, pressing for disciplinary action and charges.”

“A thorough investigation, take strong decisive measures that are deterring.”

“This should be directly reported to administrator and not tolerated at any level.”

“Represent the JPO vs Bureau of Management/disciplinary committee.”

“By providing legal and procedural assistance if necessary.”

“Consultation and taking action for solution.”

“Make sure the sexual harassment is being reported, and (if the JPO wants) make the person who is harassing aware of the complaint.”

“It is important that the JPO centre formulates and encourages a zero-tolerance policy of which the JPOs are informed, especially when JPO's are stationed in small offices in developing countries (Africa especially).”

“Sanctions: ask MM Brown to raise the matter in his circulars on UNDP's Internal justice system.”

“Report the case to the highest level possible to avoid further sexual harassment and immediately begin a procedure of separation of the aggressor.”

“If the case is founded and can be proven, and if the JPO agrees, liaise directly with the Head of Agency or with Headquarters, and look into possibilities for disciplinary sanctions for the perpetrator (not just a re-assignment, as is sometimes done!).”

Don't specifically intervene

“I think that this problem would have to be dealt with at the duty station, in direct personal contact. Don't overload JPOSC with such questions!”

“Again, I see this as something a JPO should be able to do as a UNDP staff member, in general. I don't fully understand why we need the parallel service of the SC. After all, even if temporarily, we are UNDP staff member and shouldn't need a special support.”

“I believe the UNDP policy is very clear and accessible to everybody within the organisation.”

“I think it is difficult to put up general rules to this topic, because it varies around the world, because of the different cultures we are living in.”

“I think that JPO is knowledgeable to whom to contact at New York HQ would be sufficient. I think it is not JPO Service Centre's task.”

“It is not a problem in this office - therefore we do not see the need of further support from JPO service centre - but then we do not know the situation in other COs.”

“This is not only a JPO matter. If UNDP has an appeal scheme, I don't think JPO SC has to be very active.”

Other problems raised

"In our office the problem is that our locally recruited boss apparently has deeper than normal relationship with one of the staff members. This concludes into shabby travel arrangements and domination of persons over other staff. How to tackle this?"

"In this case I am very unsure on what to give advise on. I am in my office sure that some women, incl. myself, have experienced some kind of sexual harassment but it is a very fine line. I have not come to the point yet where I need to do something about it, but I am very aware that it is an issue. [Local] men are just used to be able to speak and comment, and even touch, women as they like. I will not put up with it, but I know that my [national] colleagues do."

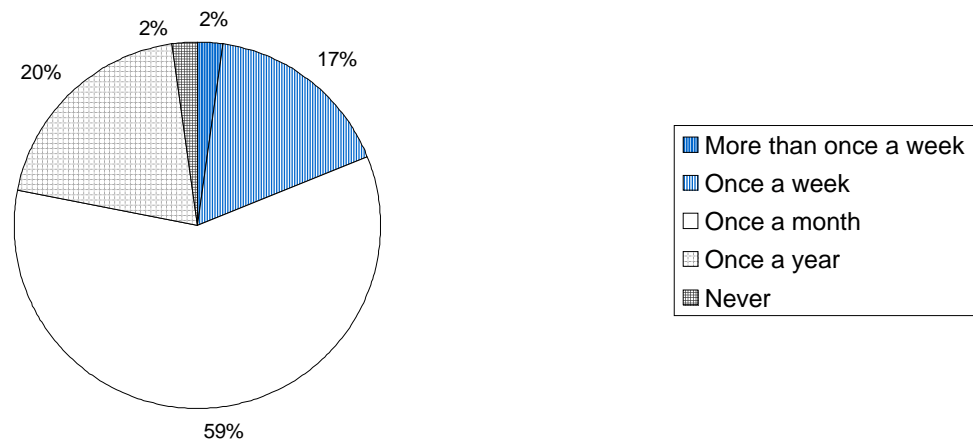
"Sexual harassment is an extremely sensitive issue, since it always involves misuse of power as well. When reporting a case of sexual harassment, any employee should be assured that the reporting will not backfire against them, neither socially nor work wise."

"Not only for sexual harassment but for harassment in general (mobbing). In [my duty station], we had a workshop about that but I was dissatisfied for what the [title] Officer proposed in this time (To leave the person do it, and make it film to trap the person and no juridical service to help the victim in this case.)."

Section 7

JPO information needs

7.1 How often do you use/visit the JPO Service Centre website (www.jposc.org)?



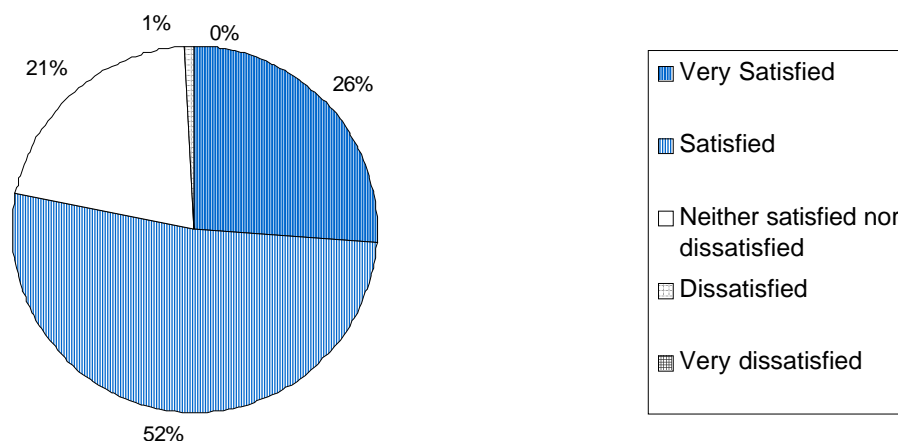
	More than once a week	Once a week	Once a month	Once a year	Never
Global (142 answers) (3/24/84/28/3)	2 %	17 %	59 %	20 %	2 %

UNDP and affiliated programmes (106 answers) (3/22/56/22/3)	3 %	21 %	52 %	21 %	3 %
UNFPA (25 answers) (0/2/18/5/0)	0 %	8 %	72 %	20 %	0 %
UNOPS (7 answers) (0/0/6/1/0)	0 %	0 %	86 %	14 %	0 %
Anonymous (4 answers) (0/0/4/0/0)	0 %	0 %	100 %	0 %	0 %

Less than one year (71 answers) (2/12/43/13/1)	3 %	17 %	61 %	18 %	1 %
More than one year (68 answers) (1/12/38/15/2)	1 %	18 %	55 %	22 %	3 %
Anonymous (3 answers) (0/0/3/0/0)	0 %	0 %	100 %	0 %	0 %

Only one JPO out of five visited the JPO Service Centre website as infrequently as once a year, i.e. once, since it was launched in November 2001. This percentage will hopefully decrease as better IT connections and equipment will be promoted in the Country Offices, and as the JPOs get used to this central platform of knowledge gaining and sharing on the JPO Programme.

7.2 If applicable, to what extent are you satisfied with the JPO Service Centre website?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (136 answers) (31/74/30/1/0)	23 %	54 %	22 %	1 %	0 %

UNDP and affiliated programmes (102 answers) (25/51/25/1/0)	25 %	49 %	25 %	1 %	0 %
UNFPA (23 answers) (3/17/3/0/0)	13 %	74 %	13 %	0 %	0 %
UNOPS (7 answers) (2/4/1/0/0)	29 %	57 %	14 %	0 %	0 %
Anonymous (4 answers) (1/2/1/0/0)	25 %	50 %	25 %	0 %	0 %

Less than one year (69 answers) (13/42/14/0/0)	19 %	61 %	20 %	0 %	0 %
More than one year (64 answers) (17/31/15/1/0)	27 %	48 %	23 %	2 %	0 %
Anonymous (3 answers) (1/1/1/0/0)	33 %	34 %	33 %	0 %	0 %

77 % of the respondents are satisfied or very satisfied with the website of the JPO Service Centre (and 1 % is dissatisfied), which was launched one year ago. However, as can be seen from the comments (questions 7.3 and 7.4), some JPOs also complained about the difficulty to quickly find information on the site.

The JPO service Centre website now provides a wide range of information relevant to all stakeholders – above all, to the current JPOs – and receives an average of 26,000 visitors per month. Its navigation path will be reviewed in 2003.

7.3 What could we do to better address JPO information needs (on our website or through other means)?

The comments on the JPO information needs can be grouped in different categories. A few comments were made under question 7.4 (other comments) but are shown hereunder for ease of reference.

Provide more information: news and job opportunities

“A weekly e-mail with information and news.”

“Keep JPOs informed when there are major additions/changes/updates to the website by email.”

“I'd like to receive more information on employment by e-mail.”

“More on Post JPO opportunities outside the UN system.”

“I wish it could provide more information of job postings, as a service of career development after the JPO assignment.”

“The "Updates" are very good - keep that initiative up. Maybe one update per month if it is possible?”

“Could disseminate vacancy information through e-mail.”

“The concern of most JPOs is whether they could get a post after their JPO contract. It would be great if JPO Service Centre could try to increase such an opportunity.”

“Maybe a monthly newsletter (email) giving an overview, and linking up with the web site would be useful.”

“Perhaps there is the need, for JPOs at their last year, to see employment opportunities more than the ones already indicated in the website. You could create a sort of personalized follow-up with those JPOs close to the end of their assignment.”

“It would be useful for those who are towards the end of their assignment, to have forwarded more job vacancies.”

“You may consider distributing an electronic newsletter. I tend to 'forget' the homepage.”

“Maybe send a three-month regular update to our emails.”

“Frequent short news.”

“Mailing List for vacancies will be appreciated.”

“Continue to inform us via email any change or important news.”

“Send a regular newsletter with job opportunities.”

“Job posting (not only UN, but also other sectors).”

“What about sending us mails when you post something up so that we know whether we are interested in logging in, rather than once in a while checking to see what there is.”

Provide more information: training opportunities

“Put more information on courses. There has been some info on the web site and suggestions how to find other courses. This does not guarantee however that a course you will find on the Internet will be good. Some more recommendations from other JPO's need to be put in order to have a larger range of possibilities. Suggestion: have every JPO fill in an evaluation form of a course they have done and integrate this information on the web site including ratings.”

“It would be nice to know more about training opportunities.”

“Develop more the training section.”

“Building a database on trainings classified by themes (economics, management, IT, etc.) attended by former JPOs could help new JPOs to make good choices.”

“I wished some more information on trainings in specific areas.”

“The sections on job opportunities and training opportunities might be strengthened.”

“More information about the training opportunities.”

“It would be very helpful if the website would contain links and info to training opportunities for JPOs in and outside the UN system.”

“Mailing lists? Actually I don't know if any exist, and the role of the JPO service centre is not too clear for me either.”

“To increase the information and links available related to training opportunities.”

“A full training opportunities directory (themes, titles, dates, location, costs, etc.).”

“More on training possibilities.”

“More information on training opportunities would be very helpful.”

“Maybe trying to place some good links to relevant training institutions.”

“Be more specific (on training opportunities in particular).”

“List of relevant trainings for JPO with respect to their backgrounds (economists, ITs, etc.).”

Provide more information: administration documents

"I believe a better share/coordination of duties between the JPO Centre and the CO would be helpful. Some information are crucial when settling in a new country. Whose responsibility is it to inform the JPO on local regulations and to support the JPO through local administrative processes? My impression is that because of the international nature of the JPO contract, the CO tends to rely on the JPO Centre, which does not have this kind of capacity. If the CO had a list of local procedures/administrative matters to take care of for international staff, this could easily be posted on the JPO website and sent to the JPO upon entry on duty. It would certainly have spared me a lot of time finding out what to do, where to go for it, etc."

"A weekly e-mail with news, etc."

"Certain problems JPOs encounter regularly concern financial and administrative matters (especially upon entry of duty). It would therefore be helpful if the JPOSC could provide detailed information and in difficult cases also assistance in dealing with the Treasury and other important administrative offices in the Headquarters."

"More documents and publications in the website (rules...)"

"I would like to know issues in other offices. I am curious how this bureaucracy can be reduced."

"Admin documents"

"Explanation of different contracts of the UN system post the JPO assignment (short descriptions)."

"A specific brief on JPO's contract and extension possibilities."

JPO Net / Discussions

"I have to admit that I didn't check, but is there already a discussion forum ("chatroom")? This would avoid email-spamming as in the case of ALD extensions..."

"I know we spend lots of time in the internet but besides the website a network is one option."

"The names of the new JPOs should be put the day he/she joins."

"To organise a JPO discussion group to share experiences."

"Promote more inter-JPO online discussions regarding common doubts, work themes, ideas, etc."

"A collective and informal e-work space/e-group for all JPOs or JPOs working in each of the 6 corporate priority areas. A monthly mail to all of us with anything relevant and with links to the website where more detailed information is displayed."

"In my case I think the problem has been, that I have not felt an urge or need to visit the homepage. Lately I have received so many mails from the JPOSC, so I do not really read them very carefully. If you send out fewer mails and do some of the discussion on the homepage instead of on the mail, then I think it would be easier to focus on the e-mails and go to the homepage if you are more interested in the topic."

"I think it would be good if you could feature some experiences of former JPOs who stayed with UNDP and who decided not to. Practical realities of JPO would be informative for new incoming JPOs and current ones."

Website structure improvement suggestions

"Change the design - it is too dark and not very inviting / positive on the one hand and not attractive in structure (the tab system !) on the other."

"The website is sometimes confusing. There are too many menus to choose in top and in the left. In my opinion you should limit only to one menu."

"Make the JPO site more attractive with a humour corner."

"There should be a system where one can find out in how many thematic areas one is working. now you can give this option or that option. you can not select both options."

"I actually went to website a few times and it shut down Netscape each time, so I don't go anymore."

"A web site like this is a great tool in addition to the very valuable assistance we receive from the JPO service centre. However, I think that the website could be more clear as with many other UNDP websites."

"Widening the space to make it easier to scroll."

"More links to relevant websites."

"1) I am in the lucky position to have a high-speed connection, but I can imagine that some of my colleagues would have troubles to view your rather bite-intensive site (although it's a pleasure to use it) 2) the intro is a bit needless.. 3) The actual space 4) The actual space of the information on my computer takes only 50% of the width. The scroll bar is detached on the right side..(?)"

"Website should be accessible also for users of older versions of internet browsers - the new ICT has not yet arrived to the COs! E.g. I can not install new versions as my computer does not have enough memory, and getting that memory is a never-ending process."

"As already outlined, there is a need to improve the search engine to find relevant circulars relevant to JPO entitlements, and also continue to transfer the news updates into e-mails, as the chance to view these are higher than relying solely on the web."

"I'm not keen on the layout and I've had difficulty downloading and printing documents from the site. We should be able to change our login name and password (maybe we can already!). The site needs to be more user friendly - it's not a "pleasure" to explore in the way a really good website is."

"The structure of the website is not very logical so it is difficult to find the information needed."

"Thematic resources page more profound to serve better as a source of information."

"Do more publicity about the web site to see it integrated in more donors websites."

"I would like to ask, if permitted, that the JPO directory be accessible from quasi-closed community (only donors, current/graduates(?) JPOs, UN entities etc.). One of the candidates who is sitting for interview for JPO, found this directory and sent to all the [my donor Country] JPOs a -sort of questionnaire asking their position, satisfaction, the possibility of position in your organisation for his background. He was not in a sense trained in the business manner, but I'm afraid that we will be bothered by similar mails like this later on."

Positive comments

"The website is a great place to find the information we need. It would be interesting to include some more feedback on the programme from various donors."

"The website is quite nice with lots of information."

"The JPOSC website is excellent and represents an extremely helpful tool for both candidates and existing JPOs."

"In general, the web is good and sufficient."

"The forms and documents section of the web page is an excellent service!"

"Dramatic progress since relocation and hiring new staff. This site is one positive example."

"I am satisfied with the services."

"I think it is fine."

"Website is good."

"I think that the web site is improving and adapting to new needs and information available. I might be sometimes unhappy with parts of it, but overall it is a good piece of work and, as said, it is constantly changing and improving."

"I think that the combination of website and sending out info. on e-mail works very well."

"I think the website is already informative and well prepared, as well as useful."

"I've checked the website twice, and found it much better in its later version. Well done for a user-friendly web-site!"

"I like it as it is."

"I have found everything I ever wanted to know so far. Or wait: maybe the issue of the health insurance? (I have to check)."

"Keep up!"

"I think it is rather good."

"I have always been provided with the information I need."

"I believe it is very good as it is. CONGRATULATIONS!!!"

"I feel that my needs are covered presently."

"Web page is satisfactory for [my Country Office] as we have the Vsat."

"It is fine as it is."

"I have all the information that I need."

Other comments

"It is helpful to have two vehicles to address JPO needs - one through the website and also through email correspondence. The recent discussion on extensions and contract modalities would be useful in a summary on a secure part of the site just for JPOs."

"Continue asking for our opinions."

"You could carry out survey, as you are doing, and find out our information needs."

"To complete it regularly, using JPO feedbacks on information needs."

"Reflecting comments and demands from JPOs."

"Being sensitive to the needs of JPO."

"Follow up strongly at the beginning of their assignment (TORs...)."

"Nothing, the needs are largely addressed through other channels, and by e-mail if specifically JPO related."

"I'm too new to be able to answer this."

"To be honest I have not surfed it thoroughly. I only go there if I need exact information about something. I guess I have visited it 4 times over the past 7 months."

"I don't know, since I have not used it (since I have had no need for further information reg. my assignment etc.) (I have had my questions answered by the JPO Service Centre)."

7.4 Further comments:

Other issues/suggestions

"You're discussing sexual harassment and its procedures, but it can also be useful to have a person outside the office for other problems in the office (like corruption, other forms of harassment etc) and be clear about these procedures."

"There is no further comments on section 5: My DTTA is used to pay my missions in the field in [my duty station], not to go to JPOs meetings or other trainings and you do not propose any support to attend to these workshops. The question has been the same for two years: what can I do to participate training?"

"It would be useful to multiply the offer available of regional JPO workshops (on different global or specific themes, Agency policies, problems and specificity of the region...)"

"I think there should be close coordination with UNFPA - this lacks in the web page and it is very difficult to know the linkage between UNDP and UNFPA in handling UNFPA JPO issues."

"As a UNFPA JPO, I would like to have access to intranet sites of other UN agencies, e.g. UNICEF and UNDP."

"Providing new JPOs information on other JPOs currently working in a country would be a good idea."

"I think it would be important for the JPO Centre to inform better on how to tackle harassment (not just sexual). This has nothing to do with me personally, but so something I got the feeling was a problem to a number of other JPOs (during the induction course)."

"As I said previously, I believe the Country Office should also take up their responsibility in information sharing. Of course, I can't really say if this argument is valid in other countries. The feedback I had from other JPOs was that they actually had gotten some support."

Positive comments

"I find it very useful and a good tool."

"In general I am satisfied with the information provided by the centre. "

"The info on web site is excellent, the problem is that it is a bit difficult to access with the equipment we have."

"I'm satisfied with the JPO Service Centre website."

"Thank you very much for your work."

"The JPO web site is a really good idea and I like it that the JPO SC is constantly trying to improve it and its services."

"The information system is good."

"The JPO Service Centre is doing a good job."

"JPO Service Centre is doing great."

Negative comments

“The recent discussion on the conversion of JPOs to ALDs was a negative example of (not) involving, or at least consulting, JPOs from the beginning of the process. In addition, the response from the Service Centre after some JPOs raised their concern was very thin / absent. Given the importance of the topic, and the otherwise excellent performance of the Service Centre, this left me surprised.”

“There is very useful information available but it could be more easily accessible.”

Lack of time

“Sometimes too much work to have time to check out all the good stuff on the site.”

“Due to my workload I regret not having had the time so far to explore the JPO website nor to fully utilize its services and information.”

Section 8

General comments and feedback

8.1 What are the three most positive things you have to say about the JPO Service Centre?

The positive comments provided by the respondents can be grouped under different labels. The title given to each category summarises the subject raised; for obvious reasons some comments are repetitive.

Quickness

"Fast answers." [mentioned twice]

"Fast response to questions."

"Fast."

"Good response time."

"I appreciate the promptness of their replies and their continuous efforts to improve it."

"I never had to wait long for a reply or for things being done."

"Immediate responses."

"Pretty fast service (for UNDP -office)."

"Prompt reply."

"Promptly responds to requests made."

"Quick & efficient responses to inquiries."

"Quick and accurate responses."

"Quick answer"

"Quick feedback."

"Quick reaction, active, learning."

"Quick reply" [mentioned twice]

"Quick response." [mentioned five times]

"Quick." [mentioned five times]

"Readiness to respond."

"Relatively prompt response comparing to other sections in UNDP."

"Response is timely."

"Response time."

"Services delivered quickly."

"Speed of service (3 day policy)."

"Swift and clear response."

"Swift answer."

"Effectiveness (/time) of disbursement for the relocation grant."

"Swift reaction to New York."

"They are extremely responsive and they make information available in a timely fashion."

"The timeliness of the responses to requests."

"Timeliness." [mentioned twice]

"Timely and accurate responses." [mentioned twice]

"Timely payment of relocation grant and reassignment grant."

"Timely response." [mentioned four times]

"Timely responsiveness"

"That response is fast."

"Usually quick in responding."

"Very quick response."

"Very quick replies - provided the person is not on leave/mission etc."

"Very swift answers."

Service and client-oriented

"Accuracy and client-oriented."

"Client oriented and courtesy."

"Client-oriented." [mentioned thrice]

"Customer friendly services."

"Drive to be more client oriented."

"Efforts to improve services."

"Excellent service attitude."

"Focus on customers."

"Friendly and good service."

"Good service." [mentioned twice]

"Responsive, trustworthy."

"Sense of accurate replies and customer oriented."

"Service attitude."

"Service minded." [mentioned thrice]

"Service oriented"

"Willingness to support JPOs."

"Consultation with customers (JPO)."

Efficiency and accurateness

"Efficient." [mentioned eight times]

"Accurate and effective."

"Accurate response."

"Breadth of services."

"Effective." [mentioned twice]

"Effective and serious."

"Effective reply from the JPOSC."

"Effectiveness and a motivated spirit shine from the staff that I have been having contact with."

"Effective service (does not feel like UNDP!)"

"Effectiveness. Where I go for help."

"Efficient response from the person dealing with my case."

"Efficiency."

"Efficiency of service."

"Efficient and reliable."

"Efficient, on a general basis."

"Experts in HR."

"Extremely competent staff."

"Knowledgeable about procedures."

"Has set standards worth replicating."

"I have the feeling of good management."

"Its existence. It is very comforting to know that there is a place to seek guidance and information, when the need for that comes."

"Its preparedness to set targets - JPOs notice when they haven't had a response within 72 hours!"

"Problem resolution."

"Reliable."

"Responsiveness" [mentioned three times]

"Often proves to be 'one-stop-shop' - usually quick reply - attention to JPOs, not given by many other UN offices."

"Quality staff."

"Professional responses to questions."

"Sometimes it takes a while, BUT you always get an answer."

"The JPO SC is very efficient and the regional focal points (at least the one for [my region]) are good."

"They did a good job with all the paperwork before starting on the job. Usually good answers to the questions."

"Very efficient." [mentioned twice]

"Very proactive attitude, expressed, inter alia, by establishment of the website, negotiations for life insurance payments etc."

"Well organized."

"You seem to be considerably more efficient than the rest of UNDP! Congrats!"

Team commitment

"Apparently very qualified staff, I have the impression that you (the ones I dealt with) love their jobs and understand our needs."

"Availability and respect."

"Be available when a problem arises."

"Availability of the contact person."

"Good help is normally available when needed."

"Commitment."

"Committed contact person!"

"Committed."

"Committed to offer practical service to support JPO around the world."

"Competence." [mentioned four times]

"Competent people who give quick answers to specific questions."

"Continuous support available."

"Dedicated hardworking staff of professionals. Reliable and supportive."

"Dedicated team always prompt to help."

"DEDICATED, ON A GENERAL BASIS."

"Depending on the HRA very friendly, helpful, usually respond quickly."

"Dynamic."

"Great attitude, great work."

"Great help."

"Have the potential to raise the profile of JPOs, assist with difficulties faced by JPOs."

"Having care of the JPOs." [mentioned twice]

"Helpful."

"It is very important to know that [my Human Resources Associate] is there and I can talk with her. It is good to know that at least one person knows what is happening. To me that covers everything and is most important."

"Its commitment to improving its performance."

"Motivated staff."

"My impression of the staff at the Centre is that they are: 1) Very professional, 2) very quick to reply, 3) very kind persons (whom you 'trust')."

“Permanence : of support and listening.”

“Professional.” [mentioned four times]

“Professional and [my Human Resources Associate] is just great.”

“Professionalism.” [mentioned twice]

“Supportive.”

“Staff are understanding, professional and patient.”

“Timeless answer s to JPO questions.”

“The service of the JPOSC is very satisfying & reliable. I can count on you, which is important. Thank you very much for your support & continue like that!”

“Thorough and knowledgeable staff.”

“Very professional and dedicated team.”

“Willing to defend the rights of the JPOs, not typically UN.”

Team friendliness

“Friendly.” [mentioned twelve times]

“Friendly attitude” [mentioned twice]

“Friendly and understanding.”

“Friendly contact.”

“Friendly staff.”

“Friendly people.”

“Friendliness.” [mentioned twice]

“Its friendly and patient staff.”

“JPO Service Centre has shown a very human, supportive and caring face. This has been very important.”

“JPO Service Centre staff is really kind and nice.”

“The JPO SC makes the JPOs feel that they are part of the family. The JPOSC is concerned for the JPO's well being. They keep one to one rapport.”

“Kindness and professionalism.”

“[My Human Resources Associate]”

“My human resource associate is very understanding.”

“Nice people!”

“Nice people, who support you.”

“Nice people working there.”

“Open-minded.”

“Personal involvement.”

"Personal service and treatment."
"Respect and listening."
"Sincere."
"Staff approachable."
"Staff is kind."
"The people are nice, helpful and efficient."
"That staff is positive. That Service Centre cares about us"
"Very friendly."
"Very friendly staff."
"Very helpful, friendly and timely."
"Very motivated. Very patient."
"Willing to help."

Access to information

"Accurate information." [mentioned twice]
"A lot of information."
"Accuracy of information."
"Availability of information."
"Communication is very collegial, no hierarchy involved."
"Direct communication with JPOs."
"Excellent information service."
"Good and clear information. Good that you also interact directly through e-mail (that increases use of web-site)."
"Good source of information."
"Good and useful information."
"Knowledgeable."
"The frequent e-mails with valuable information."
"I enjoy the discussions on the extension of contracts. I consider there is a much better communication than New York."
"Informative." [mentioned thrice]
"It provides easy access to relevant information."
"Source of information."
"The information provided are helpful."
"Very good information centre."

"Very willing to inform JPOs when necessary."

"Will inform if they have it."

Innovation

"Innovative."

"Innovativeness."

"Better visibility than before."

"I find the centre very caring about JPOs' suggestions."

"It has been reorient ed to satisfy JPO needs."

"I welcome the initiatives to improve services."

"JPO service Centre in Copenhagen is now getting more responsive, accurate, and responsible."

"JPO Service Centre is keeping its efforts in improving services."

"A great improve ment of services compared with New York."

"Active initiative for change."

"Good innovative ideas."

"Less bureaucracy. Pleasant service."

"Open to change through asking JPOs for their ideas."

"PROACTIVE, ON A GENERAL BASIS."

"Pro-active interventions. "

"Pro-active method: queries, surveys, proposals... "

"Pro-active, good listening."

"UNDP is changing and JPOSC is even a step ahead."

"Willingness to experiment and listen."

"Willingness to improve the quality of services."

"Convenient location."

Personalisation of the service

"A personal contact."

"Assignment of "personal contact person"."

"Capacity to address specific concerns."

"Great contact with my administrator, prompt reply to all my questions and wonderful support in case of problems."

"Knowing the staff at the other end of the e -mail."

"Openness for all sorts of questions."

"Personal attention."

"Personal attention given to the problems."

"That you exist and obviously there is the understanding that JPOs deserve attention within the UN system."

"They think of our best. This is a place designated to take care of JPOs."

"Very easy to reach."

"Willingness to engage in dialogue with customers JPO's as a way to improve the service provided."

Support to a smooth entry of duty

"The recruitment procedure was reasonably smooth."

"Recruitment process went very smoothly."

"Smooth introduction to the country office."

"Transparent Recruitment (I am very impressed that most of JPOs were independent to the UN system before entering)."

"Efficient guidance through the administrative process before joining the CO."

"Facilitate well the entry on duty through 1. contract explanations (e-mails, web site), 2. Travel grant, relocation grant deliver in time."

"Solidity : additional institutional frame."

"The overall organisation is doing great and is of utmost support for us."

"It's somebody that you can contact within UNDP, outside of the CO."

Web services

"Good web page."

"Website." [mentioned twice]

"Information available, etc. through the website."

"Has a very informative/rich website."

"Good web."

"Rich website."

8.2 What are the three least positive things you have to say about the JPO Service Centre?

The negative comments written by the JPOs can be grouped under different categories. The title given to each category summarises the subject raised.

Problems of efficiency

"It doesn't always respond with 72 hours (often but not always)."

"72 hours respond time promised but not maintained"

"The information provided is not always accurate."

"Answers are not always accurate."

"Staff not fully acquainted with rules."

"New staff is often not entirely familiar with rules & procedures."

"Read carefully the mails you get."

"The follow up on the enrolment in Aetna fail to reach me till I enquired."

"Didn't get my feedback from my meeting in New York."

"To some extent I have felt that some of the support received from the Centre have not been adequate to cover my needs. Secondly the guidance on various topics could be improved - not just referring to a circular."

"People who are too often away from their desks. One cannot call again and again from the other side of the world to speak to the person one needs!"

"No confidentiality. HRA are too busy to really respond to the needs of the JPO and don't always respond to all the questions asked."

"More care should be taken on addressing the correspondence."

"JPO Service Centre could still make an effort in analysing specific cases or dealing with particular situations. Even if it would take some additional time, I think it's very useful."

"Some minor problems with administrative stuff (or maybe New York, for example payments)."

"Loud administrative procedures."

"Too much money spent, is there value for money?"

"Feels static."

"No customized service delivered according to the background of JPOs."

"Role unclear. NO FOLLOW -UP ON PERSONAL CASES."

"The administrative procedures are often very long and complicated, there could be some more transparency regarding procedures."

"Lack of logic in questionnaire."

Problems with the entry on duty process

"Related to the JPO programme in general I don't believe that a JPOSC's representative should be the only one interviewing JPO candidates. A key person from the duty station's office should always intervene. They know best what sort of JPO they want at their office."

"Recruitment interview was not friendly and not informative and rather inquisitive; if I hadn't worked at the UN + UNDP before, I would have considered not to accept the offer - and I heard the same statement from other JPOs."

"JPO offer package is not user-friendly. I had to ask many things of the form. Guideline before assignment is also needed. They may be service oriented, not really customer or user-oriented."

"JPOSC needs to advocate for a quicker process in payments of various allowances."

"No visa support for spouses in connection with duty related travel."

"No personal contact with our focal points and the JPO office before entry on duty."

"Lack of information regarding the issue of UN Laissez -Passer, which appears to be a crucial point."

"Delay in appointment process and pre -contract health check disbursement."

Much better service must be achieved for JPOs during recruitment and the first 3 months."

"Should issue a toolkit / checklist to help duty station to be ready of JPO arrival."

"Very slow in transferring money."

"I had huge problems extending my US visa, because I wasn't recorded (P1) at the mission. Don't know whose responsibility this was."

"Not enough details on contact persons at the duty station before arrival."

Problems of relationship with stakeholders

"Purpose unclear/ Duplicating what should be UNDP/CO service provision; 2. Similarly, promoting a "separate treatment" for JPOs, which hampers the will of JPOs to integrate as professionals into the CO."

"The JPOSC is not very open to debate."

"Seems like UNFPA JPOs often are grouped together with UNDP although the two organizations treat JPOs quite differently."

"There should be more linkage between the UNDP JPO SC and the other agencies. As it is a UNDP Centre sometime the other agencies may feel not everything applies to them."

"Lack of coordination with CO and other UN services."

"I doubt the power of the JPOSC if it comes to a legal question, how strong will you be then, and how much do you need to keep good relations with the involved people in the UN agency."

"The staff is part of a bigger UN system, and therefore this linkage to New York HQ can sometimes result in bottlenecks in terms of school money papers, that are not correctly filled in etc. New York HQ seems a bit bureaucratic."

"Does not seem to have a role in defending JPOs position in internal negotiations. Does not seem to have a role in providing advice to donor government's as to how to get the best returns from their investment in these positions (increasing training funding, extending number of years, designing career plans for JPOs, etc.)."

Maybe there should be more frequent info exchange with our respective officers - i.e. follow up on how we do. One thing that is uncertain though is where we stand. I have not filed any complaints about my situation here because I did not expect you to be able to do anything about it. From the beginning we were told that reassignment is only in very rare cases, thus I did not see it as an option. Maybe you should focus more on what our rights are as JPOs both towards JPOs but also to COs. Make a ranking of COs so that you do not send a JPO to a CO where they are not appreciated. Furthermore it might be an idea if you gave guidelines for how we should spend our time on substance, admin, projects, support work etc... I do not wish by this survey to raise any of the problems mentioned. If these are to be dealt with in my CO with your help, I will approach JPOSC.

"Communication with other stakeholders than JPOs and donors."

"Sometimes too discrete."

"Most of the time contact between JPOs and the JPOSC are limited to "problem solving" in one way or another."

"Less focus on UNFPA JPOs. More linked to UNDP."

"Weak in building a JPO network."

"Also, greater efforts would be welcomed in inciting some contacts between [my Donor Country] JPOs and [my Donor Country Government]."

Distance from the field

"Distant from the field level."

"Does not visit JPOs in their work stations."

"Lack of power to influence COs (?)."

"More information to senior management in COs, sometimes problems of delegation to correct person."

"Lack of information regarding bureaucratic procedures in different countries and that slows down their performance when they are dealing with issuing of tickets etc. It might be just because it was the beginning."

"Time difference (which will be a problem anywhere for anyone)."

"JPO Service centre assumes that country offices are aware of all the JPO procedures and that country offices are willing to share this information with JPOs, which is not always the case."

"Not sure about equal and fair access from all the JPOs, some JPOs might have better access to SC, but I don't know."

"The location of the Centre is far from my duty station and my host country."

"JPO service centre far away from the Country offices. It is not possible to easily talk to your focal point."

"I don't understand the relation between the headquarters (JPO's responsible) in New York and the JPO Service centre. Who is in charge of what?"

"Geographical remoteness, time difference."

"JPO serving at HQs could somehow be better integrated."

"Don't always have a realistic picture of how it is to work in a CO and what administrative procedures exist at our level."

Problems with the website

"I'm not a fan of the website."

"Need more dynamic websites."

"The website is too generic and would benefit from having an "intranet" to expand the information provided to JPOs."

"Important to keep website updated, more info about training courses."

"The internet page is messy."

"Too many debates on the e-mail. Use the homepage instead and send out a consolidated answer like in the network groups."

"No e-mails with news, not enough information in the recruitment process, hard to find information."

Problems with the JPO workshops

"Regional JPO program not attractive enough to spend DTTA."

"Design of the regional workshop has some space to be improved."

"Improve regional JPO workshops (the one in Nairobi was almost a copy of the one in New York)."

Lack of communication on training opportunities

"Not enough info on training opportunities."

"More training opportunities should be advertised - including trainings outside the UN system."

"I would have like to come to the Centre before the assignment starts for training and information."

"Regional Training was a waste of time and money. No need because most of it was covered in the training in New York City."

"Training opportunities (information) with universities and institutes on specific subjects should be improved (besides JPO workshops)."

Lack of support regarding employment opportunities

“Be more proactive in terms of offering opportunities to JPO after their assignment.”

“Address personal issues of post JPO employment opportunities.”

“Not clear whether SC can support us to find a post in UNDP even with a good evaluation from the supervisor in the CO.”

“Post-assignment career development assistance within UNDP and post-assignment career development assistance outside of UNDP.”

“More proactive informing about job opportunities, advertising your web based services, facilitating networking between the JPOs in thematic areas.”

Problems with reassignments and extensions of contracts

“Could improve on handling separations.”

“Not enough support when moving to a new contract after JPO.”

“The discussion between the donor communities and your office are still not open. (e.g. co-sharing for third year extension.) Some of the questions raised by our colleagues, which I found very valid, are not yet answered by the JPO Service Centre. Just after these discussions over co-sharing arrangement, I spoke with my government, he explained that he did not provide any official decision regarding the issue, although your office explained us that this arrangement will come effective in Nov as agreed by all the donors. I would like to ask you to clarify the issue.”

“Handling of recent JPO-ALD conversion in contents and style.”

“Duplicated evaluation form.”

“I think it would be helpful to more strongly advocate for equity for JPOs in terms of contract (length, salary, training allowance). We could be in more frequent contact (but this is equally true on the JPOs' part).”

“1. JPOSC should negotiate with the donor governments for a common set of agreements which are similar for all the JPOs. 2. JPOSC should give all the JPOs to work for minimum of three years. 3. The JPOs contract to be transferred to ALD contracts is not a good idea. This should be changed.”

“Some operational procedures are not always clearly explained. Wished more efforts had been provided to maintain the third year contract extension without involving the ALD contract status.”

Lack of real power

“Perhaps it's spreading itself a little thin at the moment and operating beyond capacity (needs more staff to undertake more tasks).”

“Don't seem to have a lot of influence on office management in the country offices.”

"I just have a few months in my assignment but: not being able to follow up with Resident Representatives and supervisors to know interest for the JPO's work and involvement."

"Limited possibility for the JPO service centre to resolve issues that you have as a JPO."

"Power/possibility to actually do something about a sour situation is not possible to the centre."

"My impression is that the influence for inducing modifications or changes in order to ensure a proper utilisation of the JPO skills and the respect of terms of reference is very low. To my knowledge, there are scarce requirements to the country office and supervisors in order to follow the JPO assignments and to obtain information about his/her tasks. Low possibilities to allow the mobility of the JPOs during their assignment in order to ensure the best utilisation of professional skills."

"I have not experienced this personally, but I know colleagues who have had difficulties in their assignment, and have received little support or options from the JPO SC (support in negotiations on change of post within the office, or to another office)."

"In the end the Service Centre cannot do much to help us."

"Besides for recruitment, I am unsure of your role."

"Not much they seem to be able to do when a JPO is in a bad placement. Should be stronger towards CO & HQ to enforce correct TORs etc."

No negative things

"No, actually there is nothing coming to my mind under "least positive things"!!"

"Can't really think of any."

"I really have no complaints."

"Don't have any."

"I have had no negative experiences with the Centre."

"Personally I don't have any particular remark."

"I have nothing "least positive" to say."

"No negative things!"

"I have only positive experiences with JPOSC."

"I cannot think of any."

"I do not have anything "least positive" to say"

"Until this day, I had no bad experiences with the JPO SC. Therefore I have no least positive things to report."

"I can't find negative things about JPO Service Centre."

"Haven't got such claims"

"Nothing negative to point out."

"I can't find any!"

"I haven't had bad experiences so far."

"I do not have much negative issues with SC."

8.3 Other comments, ideas and general feedback

The final comments, ideas and general feedback can be grouped in different categories.

On the JPO Programme and the JPO Service Centre

"Again: We've been hired as professionals in an important organization, though on a temporary nature and with a different salary modality. But it should be our responsibility to adapt to our new environment in a professional manner, and not differently from other staff. Imagine if we had a SC for every category of professionals, the mess! Perhaps I don't fully understand the mandate of the SC, or maybe I've been very lucky with my CO, but I don't think it's constructive to be reminded that we're JPOs before we are POs."

"I really think the JPO program as a whole is wonderful, as to get involved in development efforts within the UN system. I personally think, working in UNDP, that it is great that nationals from non-donor countries are also being considered for JPOships."

"The decision to become a JPO it is generally a decisive career move. In this context, it is important that the interview be an opportunity for the JPO to ask questions about the organization + the assignment. (ex: at the end of the interview, I was only asked if I still wanted to share information about myself which I felt was relevant for the decision of the interview panel. I was not asked if I had any questions that I would like to pose.) Maybe that was due to the fact that I had worked at UNDP HQ before."

"Give JPOs more concrete information on how we can actually use you."

"How to make JPO-programme known to the national staff also?"

"Please keep us informed about the agreements between UNDP and our bilateral cooperation (i.e. in extending JPO contracts...)"

"Maybe I have to discover resources of JPO Service Centre."

"The term JPO should be clarified for many COs. There are too many JPOs who are treated as very juniors."

"I personally feel that there should be close coordination with the JPO departments in the other agencies and even when providing training, other JPOs in the other agencies should also be considered to take experience from Ex-JPOs. There is too much focus on UNDP."

Recruitment process

"I experienced problems with the UN approved doctor during the recruitment phase. I would imagine that mine is an isolated case but these problems really jeopardised my appointment. Perhaps the JPOSC could look into improving the system of medical examinations during recruitment of JPOs."

"I would like JPOSC to minimise JPOs' confusion before assignment. It is not systematic and customer oriented."

"The centre could be more involved in the actual on -the -job issues, such as following of TOR and problems with supervisors."

"Field offices are quite busy with limited human resources. Therefore, it might be helpful for both field offices and JPOs to have a list of basic documents, which should be provided to new comers upo n their arrival and topics to be briefly explained by supervisors."

"I was very glad that my future boss was present during my interview, because questions from JPO people tended to be very general. So I had the opportunity to get very specific informatio n that I needed to make my decision."

"The pre-entry of duty visit in Denmark is an excellent initiative."

"Probably something more should be done about making sure that JPOs are used effectively in their locations and in case, they are not, something mu st be done to change the situation."

"I actually haven't had much to do with the JPO Service Centre. I would have liked it to exist between the time I received the job offer and the beginning of my assignment (it took quite some time to receive anything official)."

My answers may be biased, as I had a long and tedious recruitment process (9 months waiting for a visa, which never came, before being offered another assignment), where I would have expected the JPO SC to be a little more active and decisive. Personal suggestions: end of mission personal debriefing, mail posting of job opportunities

JPO workshops

"Workshops organized by JPO SC would comprise common themes and specific themes according to the assignments of JPOs."

"If a UNFPA JPO regional workshop is to be organized, I would like to participate in it. I have no intention to participate in UNDP regional workshop. The themes are different enough."

"It would be good to have a yearly workshop - also for JPO's who are on their second year. I w as in Nairobi this year, but would definitely go again next year if it is possible. To talk with the senior colleagues in the system is very valuable."

"As regards the regional JPO workshop held in Malaysia, it would be great to focus on issues as post - employment JPO opportunities and other issues as feedback of experiences of JPO and general inputs. This should allow JPO at their final year of assignment to better contribute to the workshop and being more interested too."

"As there was no comment area in the JPO-workshop section I will comment here. I have not participated in the workshop and do not plan to either. Our RR participated and gave us a briefing. In my view the agenda seemed to overlap very much with the New York induction course. I myself fin d I need to have more specific knowledge concerning my work and not networking with other JPO's (although this is very nice and interesting socially). Our budgets are limited and the training opportunities in different fields numerous, so unless the object ive of the workshop changes I would not be interested. I find it hard to see how you could make a workshop that everyone could benefit"

Training issues

"At least in my office, after the arrival of the new Deputy Resident Representative, we (JPOs) have been informed that we should use our DTTA for monitoring visits, due to the financial crisis of the office."

"I feel that a lot of the initiatives made by the Centre has made it more visible in the CO for JPOs. The web page for one thing has created a platform for dialogue. The JPO regional workshop is another initiative that I would like to commend. I am still not quite sure of the overall aim of the workshops and think that the content could be improved. More than focussing on networking and career development - within the context of the lead programme I think that learning experiences/tools should be part of the programmes to enable the participants to bring something with them from the workshops."

"I also suggest that training institutions around the world could also be accessible from the jposc web so that we can easily access the different courses within our field/ areas of work."

"The use of DTTA seems problematic for many JPOs. Clearer & updated guidelines for COs are needed. The Government should revise the amount of DTTA."

Post-employment issues

"None. I am very satisfied overall. My only comment is that the centre should develop a branch specialized in post-JPO employment opportunities and counselling."

"Would be good to know if one could be moved and which posts are available."

"Don't know, but might it be that the JPO Centre could try to foster the lobbying with potential employers for ex-JPOs? Or help actively, besides the links on the side, to find a job?"

"A career development programme, something like the UNDP LEAD Programme but solely for the current JPOs should be established, in order to motivate JPOs for developing their career within UNDP, etc. after the completion of JPO assignment. For even outside of UNDP, etc. the Centre needs to develop post-assignment career development support for JPOs. Otherwise, JPO simply ends up with a temporary job service programme."

"Would be great to survey former JPOs to see what they've done after separation (% of ALDs or other type of contract in the UN system, % in bilateral cooperation, % in private sector, etc.)."

"Perhaps, you could spend more time advocating within the UN and with our members states in order to ensure career opportunities to all JPOs."

"Also, it would be great if JPO Service Centre could encourage the entire organization to hire JPOs after their contract."

Website

"A more comprehensive list of websites with vacancy announcements and posts advertised within the UN system. This could facilitate that the investment the UN-system and the national governments have made in JPOs result in them becoming actors for change beyond the JPO assignments."

"I am not sure if everybody is happy about having their names (including former JPOs) on the list on the web, but if not many people are complaining, I guess it is okay. From time to time, you receive odd e-mails from strangers asking general questions."

"If you were to really spoil us, we would receive lists of other JPOs in our country (with contact details), reminders when it is time to renew contracts (explaining the procedure), and other selected information. It is already available on the website, but sometimes it is not explored."

"The recent e-mail discussions on "what after" are interesting, therefore the web site could have some information on what is ALD or other types of contract."

Problems regarding the survey

"1. For an anonymous survey please do not ask people to log in with a personal password.
2. give all JPO's the same login name and password, this seems much more logical
3. mention on the first page of the survey that the survey is anonymous and will not be used for problem resolution unless explicitly indicated by the JPO."

"Suggestion: prepare a questionnaire on the interview to collect views from a broader group."

Positive comments

"The JPO Centre is a fundamental resource for JPO's and for the UN system as a whole. I take the opportunity to thank the whole team for their work and especially [my Human Resources Associate] for her kind and warm support."

"I find these kinds of surveys excellent as they will give new ideas and feedback to further improve the JPO programme. Please do share with us also the results of the CO and donor surveys. Thanks a lot for the whole JPO Centre Team!"

"Generally no problem, even satisfied. Please keep going."

"JPO Service Centre seems to be very committed!"

"You are doing a great job!"

"Thank you for all your work and efforts, I do feel supported and if I have a problem I would come and speak to you about it. It is great to have you!"

"Keep up the great work."

"Thank you for your active initiative, I remain."

"Thank you!"

"Thank you for that initiative allowing us to express our concerns and opinions!!"

"The rest is OK !"

"Keep up the good work! Information on training, temporary vacant posts to be considered during JPO service and vacancies after ended JPO service is very helpful."

"You did a terrific job in re-organizing the JPO Service Centre, and introducing a webpage which provides excellent information and updates! The previous JPO Service in New York was really lousy: they rarely replied to messages, did not provide any kind of substantial information (or did so with extreme delays). In general, they frustrated and annoyed many JPOs, including myself."

"You are a great resource and support!"

"The JPO Service Centre is doing a good job! Congratulations and keep it up!"

"Thank you for your support to date!"

"You have been of great support, especially in the initial phase of my JPO where I valued the effectiveness of your office. In my case my duty station was not prepared for a JPO at all, and I therefore had to rely entirely on [my Human Resources Associate] for advice and back-up. I appreciate her patience and professionalism. Thanks. "

"The JPO Service Centre is one of the most professional centres that I have come across while working for UNDP."

"Thank you!"

"Thanks for undertaking this survey, hope the results are widely distributed."

"JPO Service Centre is giving me an invaluable help in the resolution of my case. From my entry in duty until today the staff from JPO SC have done an exceptional work with me."

"Keep up the good work."

"You are a very nice group."

"This is a good survey, which underlines the commitment of the Service Centre to proactive and service-oriented work."

"Thanks for your usual assistance!"

"Keep up the good work."