

2003 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 259 "active" JPOs working for the following agencies: UNDP and its affiliated funds/programmes (DDC¹, IAPSO², MRC³, UNCDF⁴, UNDGO⁵, UNIFEM⁶, UNV⁷), UNFPA⁸ and UNOPS⁹. The current JPOs are sponsored by 22 countries¹⁰ and serve in 100 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 functions as 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 to foster propitious environment for sustainable human development.

Against this background, the annual dissemination of questionnaires to all JPO programme stakeholders is vital to ensuring that the JPO Service Centre is kept abreast of all the major developments that have direct bearing on the performance

¹ Drylands Development Centre (DDC)

² Inter-Agency Procurement Services Office (IAPSO)

³ Mekong River Commission (MRC)

⁴ United Nations Capital Development Fund (UNCDF)

⁵ United Nations Development Group Office (UNDGO)

⁶ United Nations Development Fund for Women (UNIFEM)

⁷ United Nations Volunteers (UNV)

⁸ United Nations Population Fund (UNFPA)

⁹ United Nations Office for Projects Services (UNOPS)

¹⁰ Agence Intergouvernementale de la Francophonie, Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, Monaco, the Netherlands, Norway, Portugal, Republic of Korea, Spain, Sweden, Switzerland and the United Kingdom.

and well being of the JPOs, as well as to solicit feedback regarding the recent track record of the JPO Service Centre itself.

Like last year, the summarised results of the questionnaire will be disseminated to all stakeholders – JPOs, donor countries, country offices and Headquarters' bureaux. 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 seven sections:

- **Recruitment and entry on duty procedures** (for JPOs who have been recruited less than one year ago) (12 questions);
- **JPO induction training course in New York** (for JPOs who have been recruited less than one year ago) (4 questions);
- **Your assignment** (13 questions);
- **Administrative follow-up** (8 questions);
- **Sexual harassment** (8 questions);
- **JPO information needs** (5 questions);
- **General comments and feedback** (3 questions).

Just as last year, the survey was accessible online on the JPO Service Centre website (www.jposc.org). On 17 September 2003, an e-mail announcing the launch of the survey was sent to all active JPOs and to JPOs who recently separated. The deadline was set on 31 October 2003. 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.

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.

General results: participation rate

The questionnaire was distributed to 275 persons: all 259 active JPOs and 16 JPOs who separated in September and October.

Global participation (157/275): 57.1%

Participation in 2002 (144/250): 57.6 %

Participation in 2001 (133/255): 52.2%

For the third Survey launched by the JPO Service Centre, the participation was pretty good with the highest absolute number of respondents so far.

Anonymous answers:

Like in the previous surveys, JPOs were offered the possibility to answer to optional basic information questions on their name, duty station, agency, donor government and sector of assignment.

Below are the numbers of anonymous answers to these optional questions:

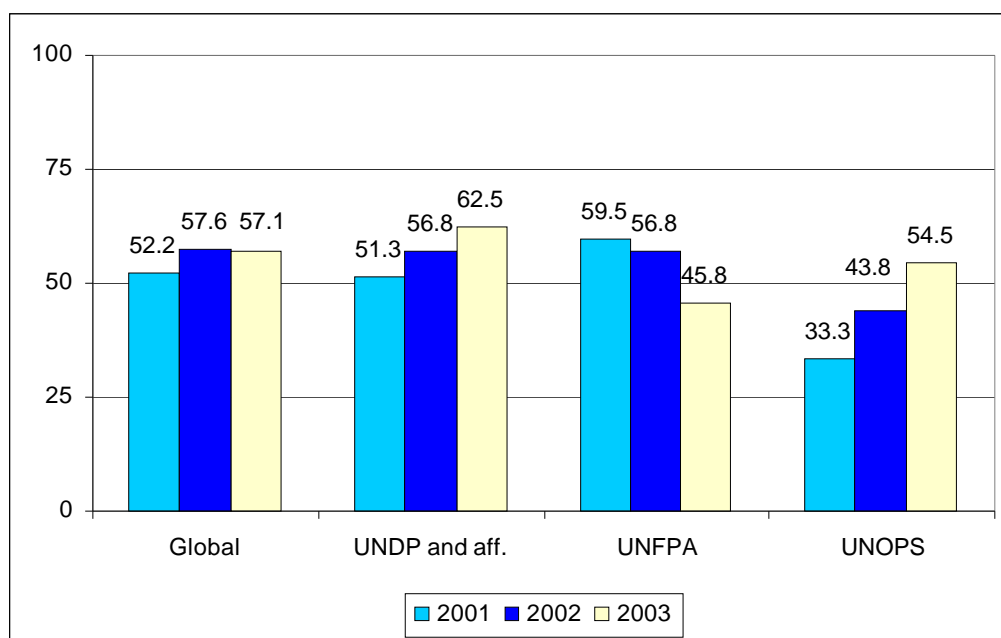
Name	20 anonymous	12.7%	(2002: 40 anonymous // 27.8%)
Duty station:	13 anonymous	8.3%	(2002: 6 anonymous // 4.2%)
Agency:	2 anonymous	1.3%	(2002: 4 anonymous // 2.8%)
Donor government:	4 anonymous	2.5%	(2002: 5 anonymous // 3.5%)
Sector of assignment:	5 anonymous	3.2%	(2002: 0 anonymous // -)

Participation by agency¹¹

UNDP/DDC/IAPSO/UNCDF/UNDGO/UNIFEM/UNV(125/200)	62.5 % (2002: 56.8 % + 5.7 %)
UNFPA (22/48)	45.8 % (2002: 56.8 % - 11 %)
UNOPS (6/11)	54.5 % (2002: 43.8 % +10.7 %)

Anonymous: 2 answers

(2002: 4 answers)

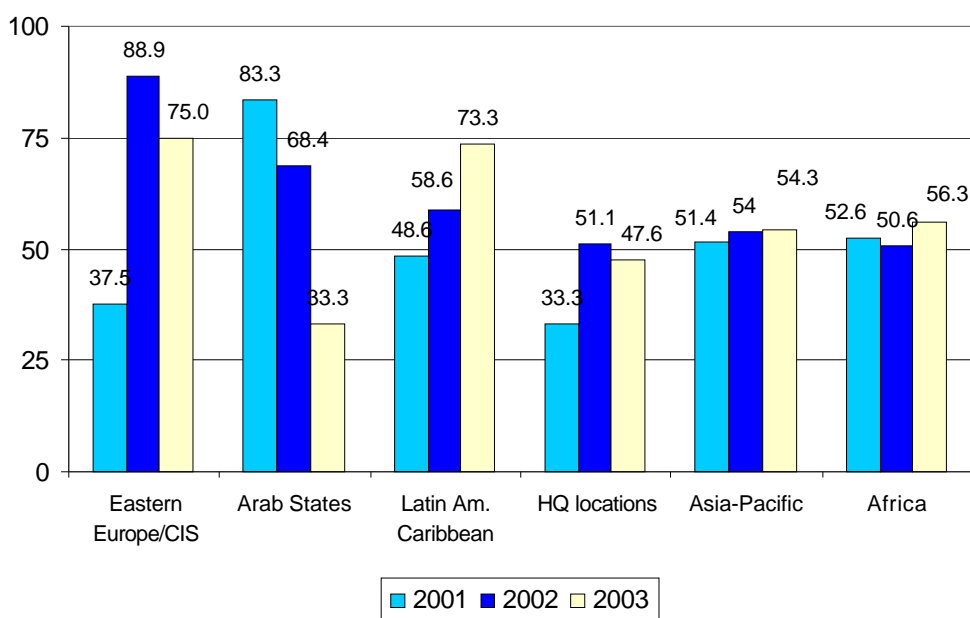


¹¹ Global JPO Programme (259 JPOs) – repartition by agency:

- UNDP/DDC/IAPSO/UNCDF/UNDGO/UNIFEM/UNV (200/259)	77.2 % (2002: 76 % + 1.2 %)
- UNFPA (48/259)	18.5 % (2002: 17.6 % + 0.9 %)
- UNOPS (11/259)	4.2 % (2002: 6.4 % - 2.2 %)

Participation by region¹²

Africa (45/80)	56.3 %	(2002: 50.6% // + 5.6 %)
Arab States (7/21)	33.3 %	(2002: 68.4 % // - 35.1 %)
Asia-Pacific (38/70)	54.3 %	(2002: 54% // + 0.3 %)
Eastern Europe and the CIS (12/16)	75 %	(2002:88.9% // - 13.8 %)
Headquarters location (20/42)	47.6 %	(2002: 51.1% // - 3.5 %)
Latin America and the Caribbean (22/30)	73.3 %	(2002: 58.6% // + 14.7 %)
Anonymous: 13 answers		(2002: 6 answers)



¹² Global JPO Programme (265 JPOs) – distribution by region (as of 1 October 2003)

- Africa (80/259)	31 %	(2002: 34.8 % // - 3.8 %)
- Arab States (21/259)	8 %	(2002: 7.6 % // + 0.4 %)
- Asia-Pacific (70/259)	27 %	(2002: 25.6 % // + 1.4 %)
- Eastern Europe and the CIS (16/259)	6 %	(2002: 3.6 % // + 2.4 %)
- Headquarters location (42/259)	16 %	(2002: 17.2 % // - 1.2%)
- Latin America and the Caribbean (30/259)	12 %	(2002: 11.2 % // + 0.8 %)

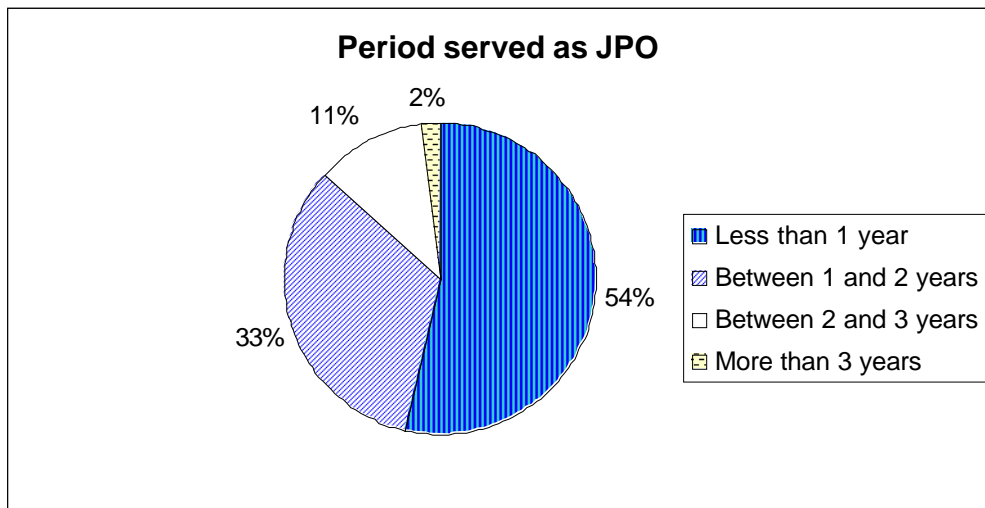
Participation by donor country¹³

Agence Intergouv. Francophonie (1/1)	100 %	(2002: NA)
Australia (1/1)	100 %	(2002: NA)
Austria (4/7)	57.1%	(2002: 0 % + 57.1 %)
Belgium (13/19)	68.4 %	(2002: 55 % +13.4 %)
Canada (4/10)	40 %	(2002: 75 % - 35 %)
Denmark (18/34)	52.9 %	(2002: 55.5 % - 2.6 %)
Finland (8/12)	66.6 %	(2002: 69.2 % - 2.6 %)
France (15/22)	68.2 %	(2002: 57.9 % + 1.3 %)
Germany (13/19)	68.4 %	(2002: 50 % + 18.4 %)
Ireland (2/3)	66.6 %	(2002: 33.3 % + 33.3%)
Italy (5/12)	41.6 %	(2002: 58.8 % - 7.2 %)
Japan (20/40)	50 %	(2002: 48.4 % + 1.6 %)
Luxembourg (6/10)	60 %	(2002: 72.7 % - 12.7 %)
Monaco (0/1)	0 %	(2002: NA)
the Netherlands (15/18)	83.3 %	(2002: 46.6 % + 36.7 %)
Norway (4/10)	40 %	(2002: 80 % - 40 %)
Portugal (0/2)	0 %	(2002: 100 % -100 %)
Republic of Korea (1/1)	100 %	(2002: NA)
Spain (8/13)	61.5 %	(2002: 47.1 % + 14.4 %)
Sweden (11/17)	64.7 %	(2002: 57.1 % + 7.6 %)
Switzerland (3/7)	42.8 %	(2002: 57.1 % - 14.3 %)
the United Kingdom (1/1)	100 %	(2002: 0 % + 100%)
Anonymous: 4 answers		(2002: 5 answers)

13 Global JPO Programme (265 JPOS) – distribution by donor (as of 1 October 2003)

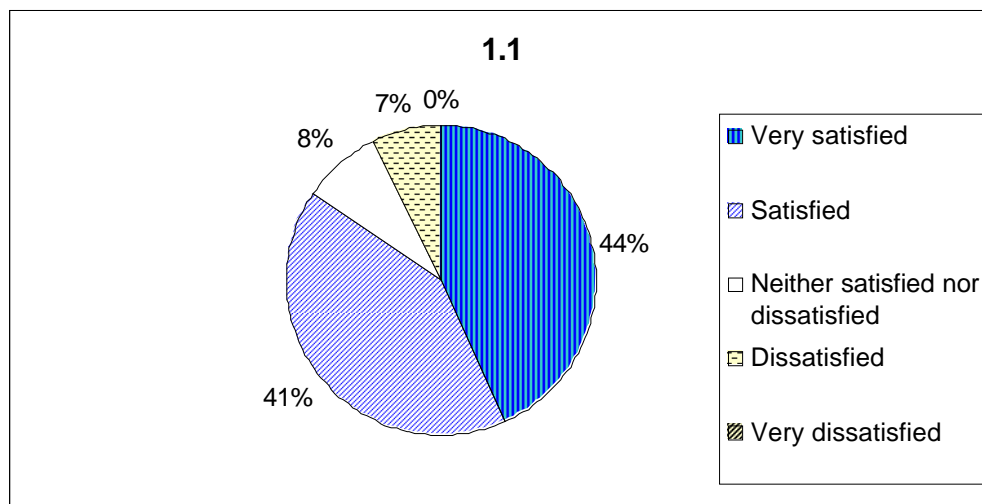
- Agence Intergouvernementale de la Francophonie (1/259)	0.4 %
- Australia (1/259)	0.4 %
- Austria (7/259)	2.7 %
- Belgium (19/259)	7.3 %
- Canada (10/259)	3.9 %
- Denmark (34/259)	13.1 %
- Finland (12/259)	5.8 %
- France (22/259)	8.5 %
- Germany (19/259)	7.3 %
- Ireland (3/259)	1.2 %
- Italy (12/259)	5.8 %
- Japan (40/259)	15.4 %
- Luxembourg (10/259)	3.9 %
- Monaco (1/259)	0.4 %
- the Netherlands (18/259)	7 %
- Norway (10/259)	3.9 %
- Portugal (2/259)	0.8 %
- Spain (13/259)	5 %
- Sweden (17/259)	6.6 %
- Switzerland (7/259)	2.7 %
- the United Kingdom (1/259)	0.4 %

Distribution by period served as a JPO:



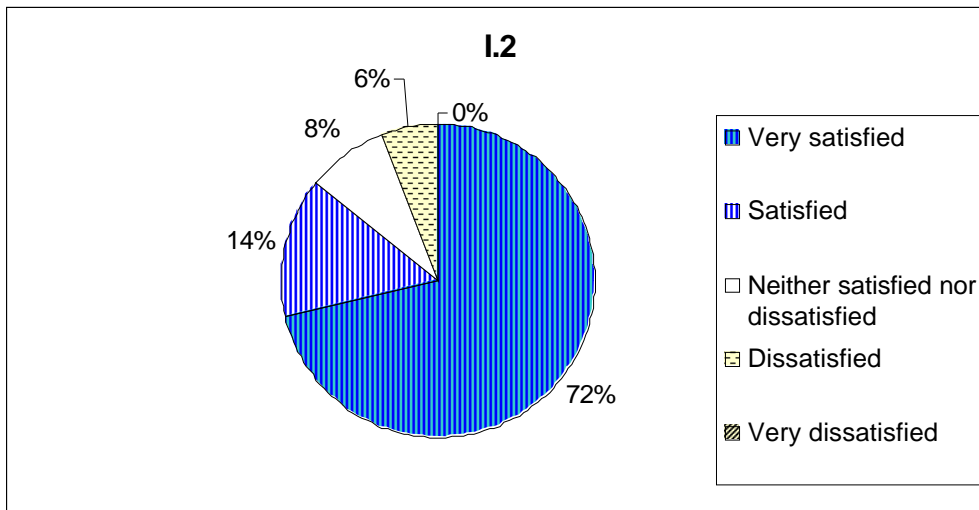
Section 1 - Recruitment and entry on duty procedures

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?



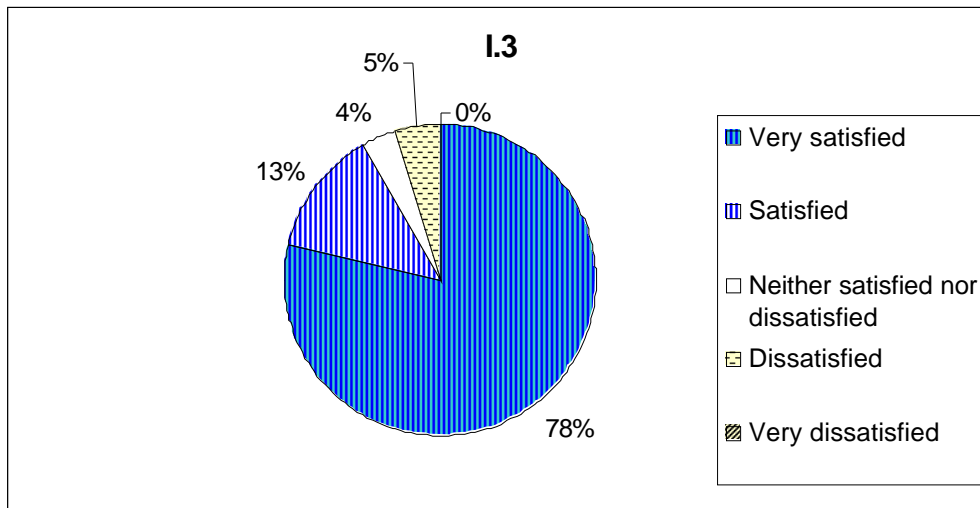
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 83 answers (36/34/7/6/0)	44 %	41 %	8 %	7 %	0 %
2002 results 70 answers (18/43/4/5/0)	26 %	61 %	6 %	7 %	0 %
2001 results 133 answers (13/59/24/34/3)	10 %	44 %	18 %	26 %	2 %
Evolution 2002 - 2003	+18%	-20%	+2%	-	-

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?



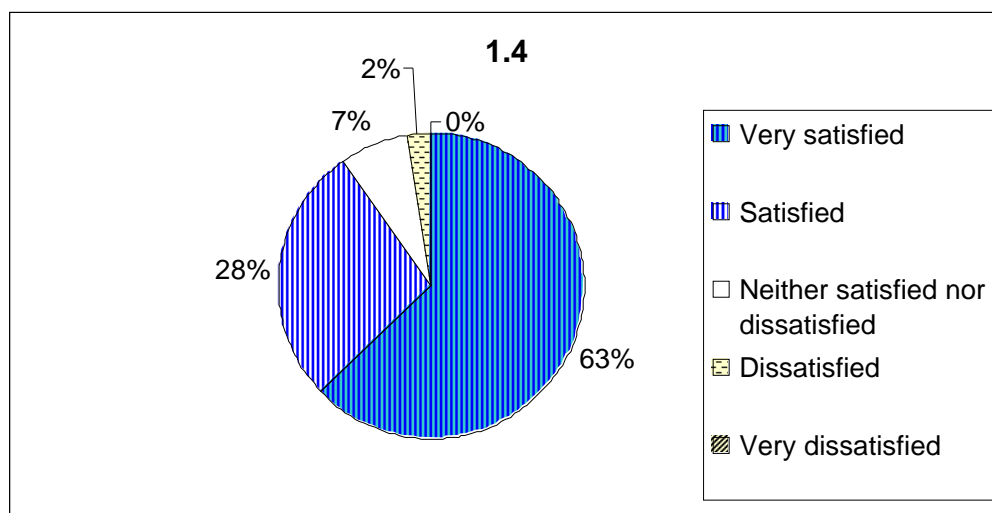
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 84 answers (60/12/7/5/0)	72 %	14 %	8 %	6 %	0%
2002 results 70 answers(40/21/6/3/0)	57%	30%	9%	4%	0%
Evolution 2002-2003	+15%	-16%	-1%	+2%	-

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?



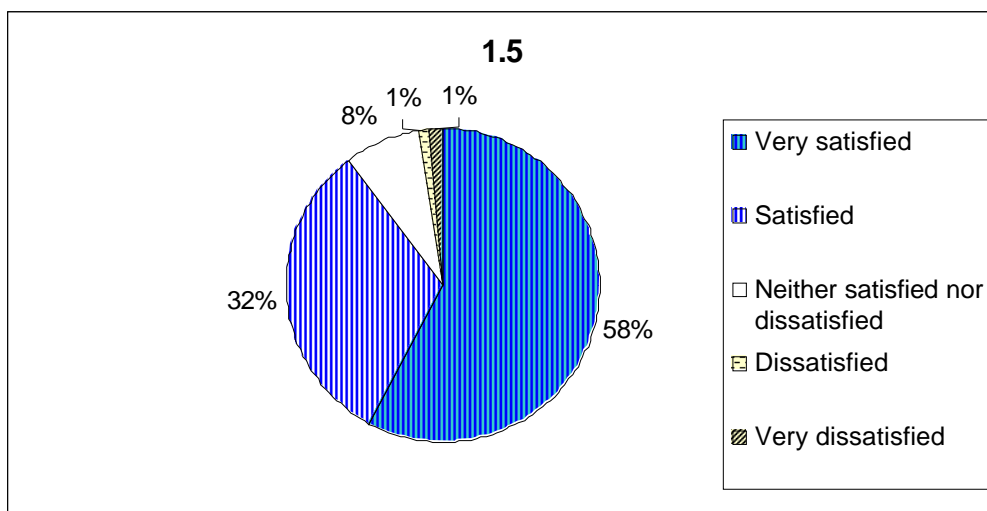
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 84 answers (66/11/3/4/0)	78 %	13 %	4 %	5 %	0 %
2002 results 70 answers (36/15/5/8/6)	52 %	21 %	7 %	11 %	9 %
Evolution 2002-2003	+ 26%	- 8%	- 3%	- 6	- 9%

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?



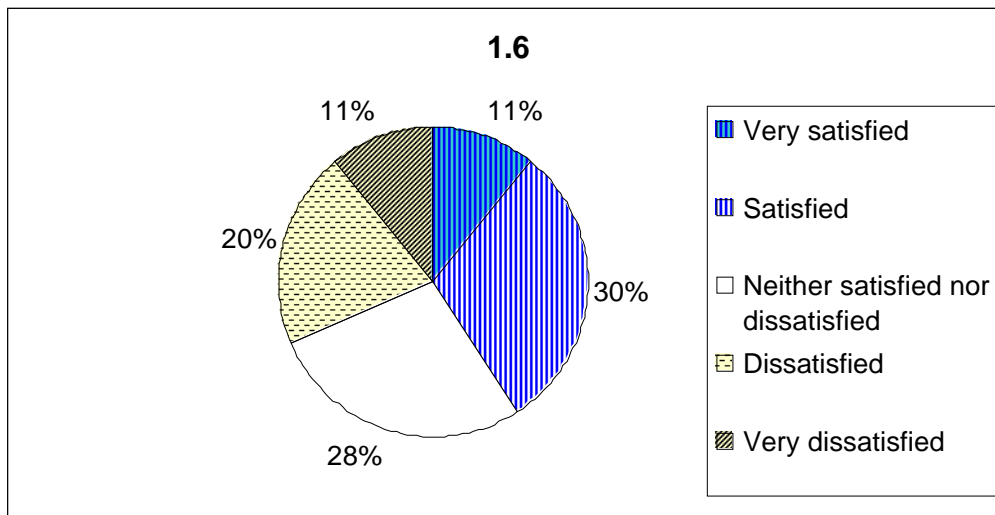
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 83 answers (52/23/6/2/0)	63 %	28 %	7 %	2 %	0 %
2002 results 70 answers (41/19/6/3/1)	59 %	27 %	9 %	4 %	1 %
Evolution 2002 - 2003	+ 4%	+ 1%	- 2%	- 2%	- 1%

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 78 answers (45/25/6/1/1)	58 %	32 %	8 %	1 %	1 %
2002 results 68 answers (31/23/8/5/1)	46 %	34 %	12 %	7 %	1 %
Evolution 2002 - 2003	+ 12%	- 2%	- 4%	- 6%	-

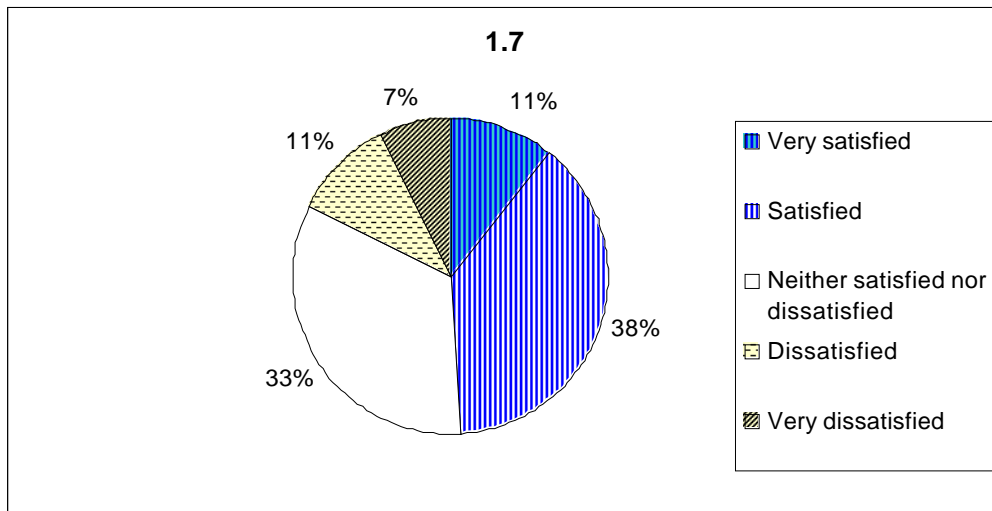
1.6 To what extent did you feel that your duty station was prepared for your arrival (were office space and equipment made available? Were introduction rounds in the office planned for? Was your supervisor clear about his/her expectations of you)?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 84 answers (9/25/23/19/9)	11%	30 %	28 %	20 %	11 %
2002 results 70 answers (13/21/13/14/9)	19%	29 %	19 %	20 %	13 %
2001 results¹⁴ 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %
Evolution 2002 - 2003	- 8%	+ 1%	+ 9%	-	- 2%

¹⁴ 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?"

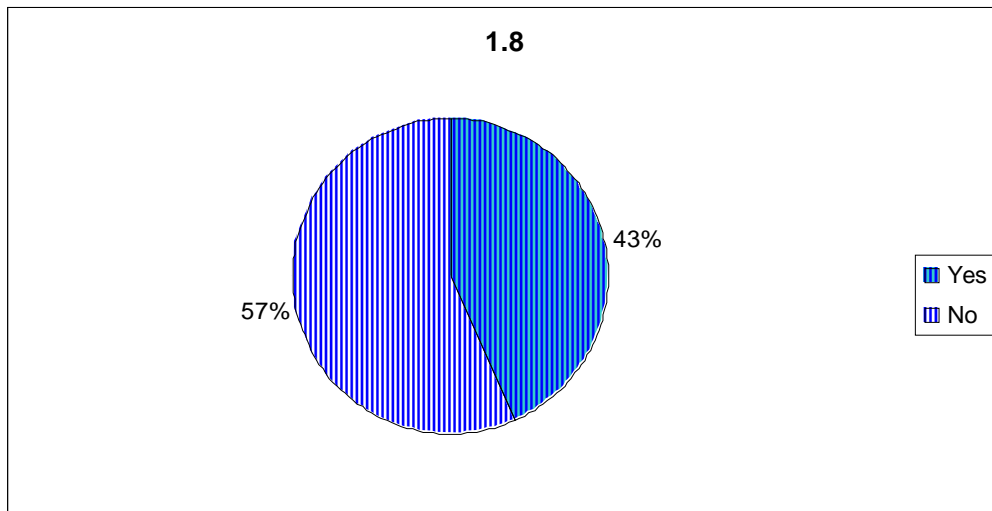
1.7 To what extent were you satisfied with the degree of logistical support provided by your duty station in the course of your "settling-in" period?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 84 answers (9/32/28/9/6)	11 %	38 %	33 %	11 %	7 %
2002 results 70 answers (15/24/16/9/6)	21 %	34 %	23 %	13 %	9 %
2001 results¹⁵ 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %
Evolution 2002 - 2003	- 10%	+ 4%	+ 10%	- 2%	- 2%

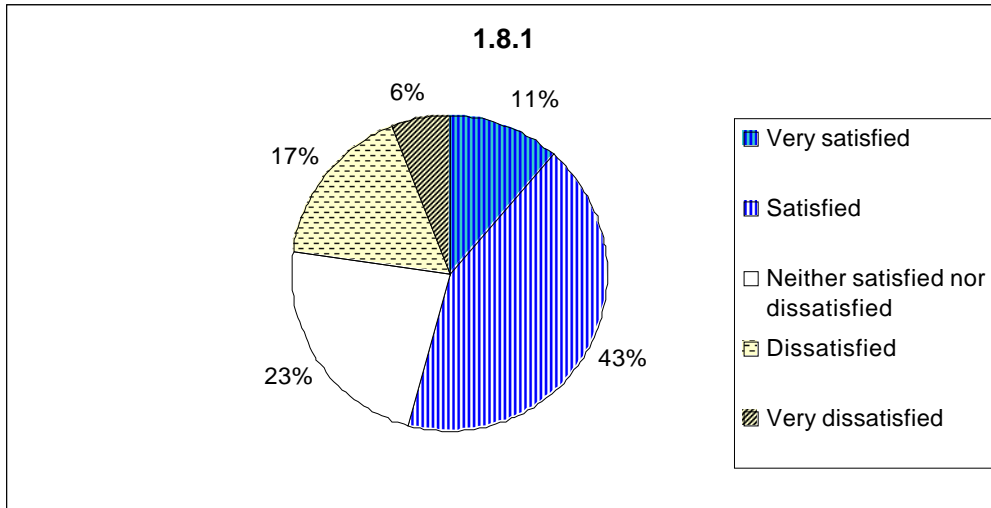
¹⁵ Wording of the question in the 2001 Survey: "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling-in" period?"

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



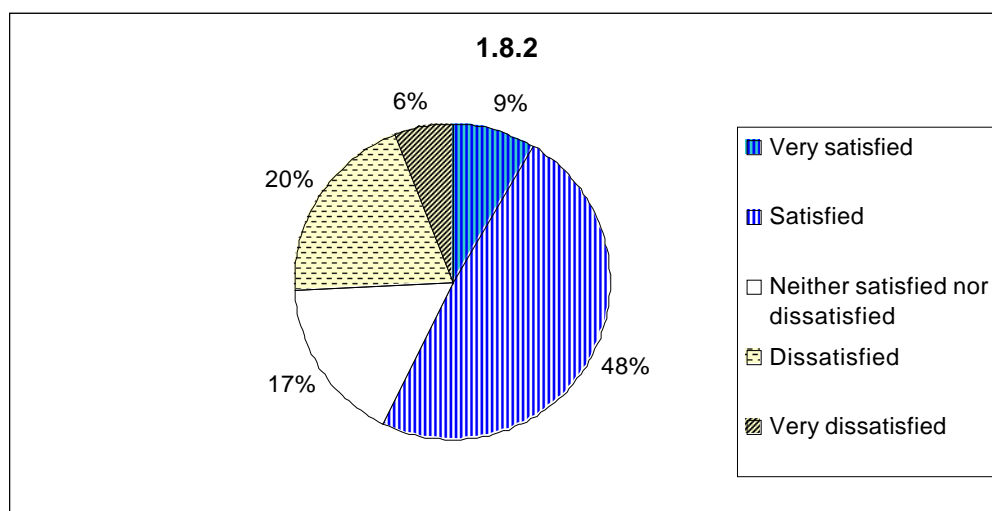
	Yes	No
Global 81 answers (35/46)	43 %	57 %
2002 results 70 answers (36/34)	51 %	49 %
Evolution 2002 - 2003	- 8%	+ 8%

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



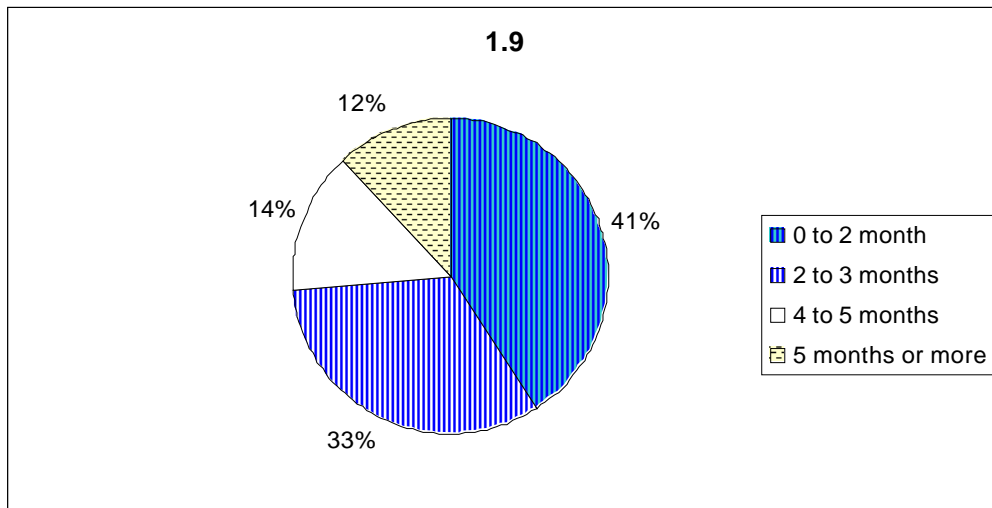
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 35 answers (4/15/6/8/2)	11 %	43 %	23 %	17 %	6 %
2002 results 36 answers (4/14/5/8/5)	11 %	39 %	14 %	22 %	14 %
Evolution 2002 - 2003	-	+ 4%	+ 9%	- 5%	- 8%

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 (3/17/6/7/2)	9 %	48 %	17 %	20 %	6 %
2002 results 35 answers (5/14/6/7/3)	14 %	40 %	17 %	20 %	9 %
Evolution 2002 - 2003	- 5%	+ 8%	-	-	- 3%

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 76 answers (31/25/11/9)	41 %	33 %	14 %	12 %
2002 results 68 answers (32/15/10/11)	47 %	22 %	15 %	16 %
Evolution 2002 - 2003	- 6%	+ 11%	- 1%	- 4%

1.10 Further comments regarding the recruitment and entry on duty procedures:

On the Survey:

"I think this questionnaire, although very comprehensive should also cover more of the office in general as my experiences does not cover the functions of the office in general."

"Review the format of this survey."

On the selection process, ToR and relation with Country Office:

"I was first selected for a position in [my CO]. I was told to start as soon as possible, therefore I told my employer that I would leave. 3 weeks later I got a mail from the JPOSC that the [CO] didn't accept me. It would be advisable to tell prospective JPOs not to take any steps until an assignment is confirmed by the country office in order to avoid uncomfortable situations with their current employer."

1. Please sort out the ToR problem.
2. Please assess a CO's need for and capacity to absorb JPOs before approving their requests.
3. Introduce sanctions against COs with a poor record in dealing with JPOs."
4. COs should have to contribute to the cost of every JPO - even a token contribution - this would at least force them to think before recruiting them."

On training and learning:

"I'm in general satisfied by the services offered by JPOSC. Just hope to obtain more information on training courses."

"Mentoring programme is a good idea, but apparently lack of time limits the successfulness. I attempted to contact my mentor a couple of times, but never got reply, and then gave up. I was actually not very disappointed, because support at CO is adequate, and I might not have found necessary time for regular communication from my own part either. "

"Induction course shall be improved a lot..."

On career guidance :

"I hope that the JPO service centre can work with donors so that every JPO can be offered a similar grading on their contract. Some JPOs are Level 1 while others are Level 2. This will ultimately make a difference when the JPO attempts to apply for positions within the UN after their contracts are completed."

"Additionally to the administrative and assignment support, the JPOSC should provide to the JPOs career guidance, information and support for future assignments in the UN."

On the JPOSC:

“Congratulations for your work. Is very good and also useful. You could try to centralize all JPOs, like UNICEF, WFP, etc...”

“The workshops/courses I have participated have been very good experiences.
- Promotion of (regional) networking even more?”

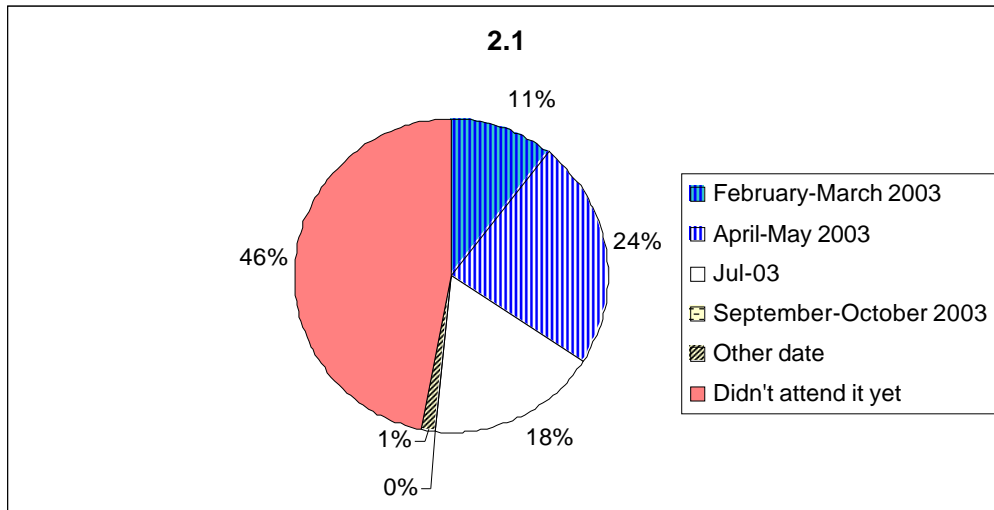
“I am surprised by the quality of the services provided by the JPO centre. No query or request get lost. The fact that we have a special HR person we often have a chance to meet and know personally is excellent.”

“JPOs are not as knowledgeable about UN rules and regulations, UN practices, or procedures as JPOSC members are. Please be patient with our questions (as you always have been). Very very satisfied with the work by JPOSC. “

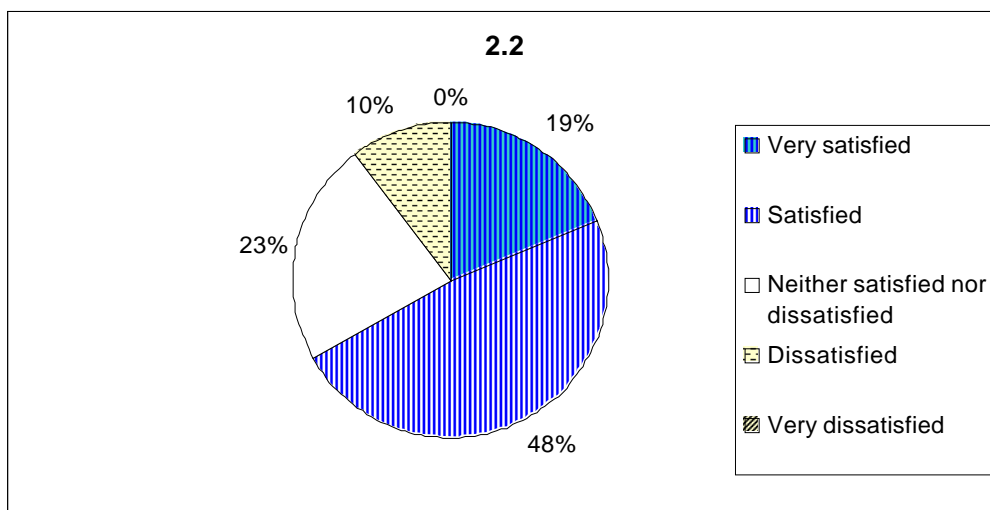
“So far JPOSC have been responsive whenever I needed assistance or had queries. But I think JPOSC could be more proactive in disseminating information which is related to or which could affect JPOs' work.”

Section 2 - JPO induction course in New York

2.1 When did you attend the JPO induction course?



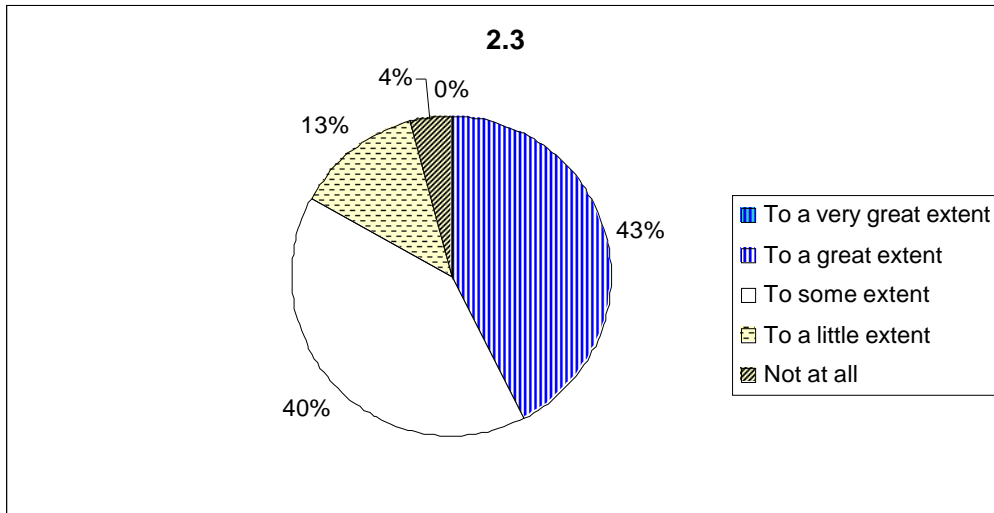
2.2 If applicable, to what extent were you satisfied with the subjects covered in the training course?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 48 answers (9/23/11/5/0)	19 %	48 %	23 %	10 %	0 %
2002 results 48 answers (10/26/5/7/0)	21 %	54 %	10 %	15 %	0 %
2001 results¹⁶ 104 answers (21/56/16/9/2)	20 %	54 %	15 %	9 %	2 %
Evolution 2002 - 2003	- 2 %	- 6%	+ 13 %	- 5 %	-

¹⁶ Wording of the question in the 2001 Survey: "To what extent were you satisfied with the Training Course?"

2.3 If applicable, to what extent have you already applied some of the new learnings from the training course to your job?



	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
Global 47 answers (0/20/19/6/2)	0 %	43 %	40 %	13 %	4 %
2002 results 46 answers (5/11/14/13/3)	11 %	24 %	30 %	28 %	7 %
Evolution 2002 - 2003	- 11%	+ 19%	+ 10%	- 15%	- 3%

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

Methodology:

"I would have focused on the outputs/outcomes expected in the preparatory phase of the course, e.g. with more communication/information prior to the course. A stricter definition on what the course aims to do and why, and what it does not aim to do, I think, would help avoid 'wrong' expectations and thus disappointment and dissatisfaction."

"There were some problems to get the background information and agenda before the course. The contents of the course were good, though the way that the time was distributed was not always optimal. To some issues like security and ICT was given too much time (taking into account what the contents was), and to some issues like programming policies and financial management of the projects were given too little time."

"Have it earlier (e.g. 2 months after arrival)"

"Should have been earlier (2-3 months after start would be optimal)."

"The course was very general and with the current content it comes too late – if the content is to be as general as it was I would suggest that the course is no more than 3 months after arrival at the duty station. Also the learning was not very concrete."

"Make more information available to participants before going to NY"

"Shorten the course and the meetings all together to 2 weeks instead of 2,5 weeks."

"The course should be more interactive"

"As we all had very contrasted backgrounds, duties and responsibilities, I think the course HAS to be very interactive (case studies, etc.) to keep our attention and be useful"

"Allocate more time for questions and interactive discussions. Presentations should be strategic and not an opportunity for presenters to share absolutely everything about a topic. The course is already 2 weeks long and so intensive, it is better for presentations and resource people to present the basic minimum information and spend more time on case studies, exercises and discussions."

"I would have tried to make more specific to each of UNDP's practice areas with more specific information. The main body of the course was interesting but lacked a bit of depth."

"Although I found the course very comprehensive, some more practical assignments and group work would have been useful apart from the Powerpoint presentations. Especially those sessions which included intensive practical work were the most interesting ones, because you learn more by doing."

"Less Powerpoints, more interaction between JPOs and speakers, make use of personal country experiences of other JPOs to introduce and/or elaborate on specific topics, smaller group, make more work assignments instead of just listen. While doing you learn more than by just listening. This was told at the start of the course and was not put into practise by 80% of the speakers."

"Firstly, some of the resource persons were not exactly brilliant communicators. Secondly, from time to time presentations seemed to be conceived and delivered with a HQ mentality: this means that some resource persons presented a sort of "standard case" which is far from

being applicable at CO-level. Finally, the schedule was unbearable. When the organisers decided that we would have shared the first two days of our training with UNICEF JPOs, they did not consider the need to reschedule the activities of the standard two-week UNDP training on a shorter time (12 days instead of the usual 14, if I remember well). Instead, they squeezed the training modules to make them fit into the remaining time. The result was that too many different topics were treated in one day, less time for discussion was available, some resource persons had to present hastily. Most of these comments have been shared with the training team during the course itself."

"The course could have been shortened by dividing it into plenary sessions and break-out sessions, which can cater to specific needs and interests."

"I would have increased the level of specialization"

"The training is fairly good in terms of the internal debates animating UNDP Staff. More time for understanding the politics of it would have been a good thing."

"I think the training was more information than actual training. As information it was very good, but as training I am not sure."

"Less is more: I would focus on some topics instead of having everything shortly. More discussions/working groups and then discuss outcomes of that with the facilitator instead of presentations."

"Less quantity of topics and further in depth training. Often the participant said: "Less is More"."

Subjects:

"A more thorough financial management module"

"I would of really benefited from some hands-on training on budget issues, mainly how to address common problems, how to reflect AOS/COA correctly, how to utilise FINEX or CONDAT when having trouble reconciling budgets with headquarters."

Networking and sharing field and HQ approaches:

"Training course was useful in that we met each other, all JPOs, and got to air all our problems, which were many. Also nice to meet regional bureau people. This was the most important thing - to get a feeling of belonging to the organization as a whole, not only the branch at the duty station."

"By dividing more often the JPOs in groups depending on what are the areas of work of the JPOs."

"Leave more space for regional interactions and exchange of info. Leave also more time for specific debate when they raised, but this was anyway accommodated. reduce the power points presentation, leave more space for direct presentations (more fresh). It was globally a very good training."

"I believe the course loses part of its relevance when trainees have been in their duty stations for nearly a year and have already been quite exposed to UNDP working environment, rules and regulations. I am much more using BDP and surf tools in my field of work. More emphasis on exchanges of practices between country offices. Sessions on common practices such as reintegration for instance, with a BDP moderator, would have allowed us to exchange on our mutual experiences and also get additional perspectives from a BDP professional."

"It was very interesting to get an overview of UNDP, and also to meet people from the various units. I found the workshop to be a bit long - maybe it could be shortened to at least 1.5 weeks."

"More participatory and inclusive, which means that colleagues at HQ should not treat us as an external audience but as an integral part of UNDP."

"More direct participation of the JPO's. Maybe a joint presentation from HQ and relevant JPO. Some HQ presentations sounded like they were for "outsiders" and systems defended too much instead of being discussed."

"More practical discussions/group works/sharing of experiences etc."

Balance between UNDP and other agencies:

"People need to get a better understanding of the UN as a whole, not only their specific agency so they can believe in a UN and learn how to reduce the fights between agencies. For me (in UNOPS) it was really great to learn about UNDP, very helpful for my work. Also, the talk with Jan Mattsson was great but UNDP should have been following up on the concerns."

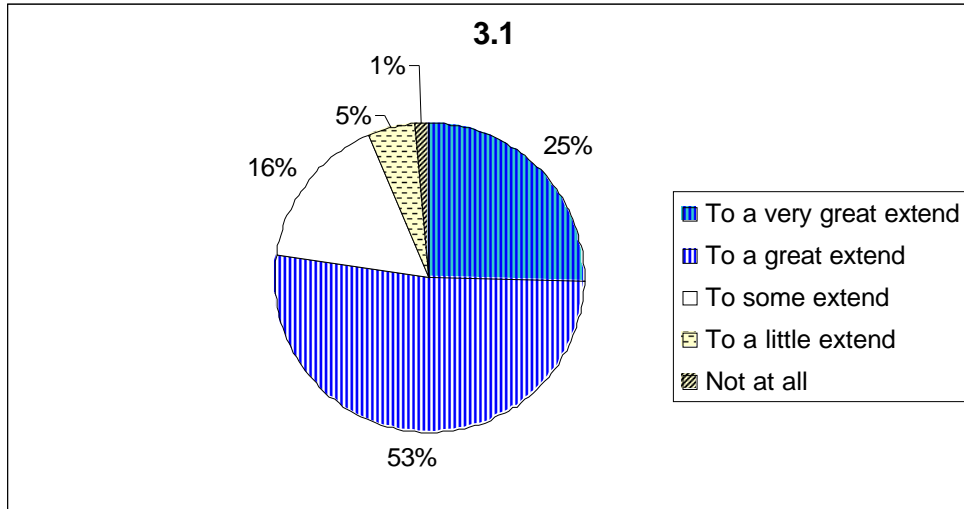
"I really did like the course (thank you) and also the fact that I was given the freedom to leave class if the courses seemed too UNDP specific (I am UNOPS) and I, at the same time, had the chance to meet people at UNOPS' HQ and discuss matters more relevant to my work etc..."

"There is a trade off between generally introducing the UNDP and in depth sessions of practice areas. I feel that the general character of the induction course is struck right and that the JPO's training budget should cater for in-depth training. For future courses it would be interesting to have guest speakers from the IMF and World Bank and get some of the prejudice out of the way that exists on issues like Poverty Reduction Strategy Papers etc..."

"I would add more information on UN coordination."

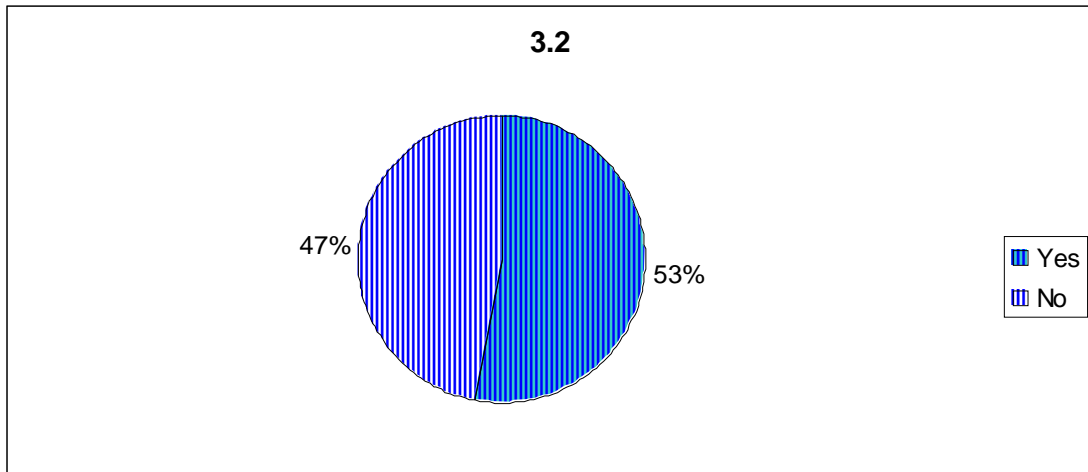
Section 3 - Your assignment

3.1 To what extent are you satisfied with your assignment?



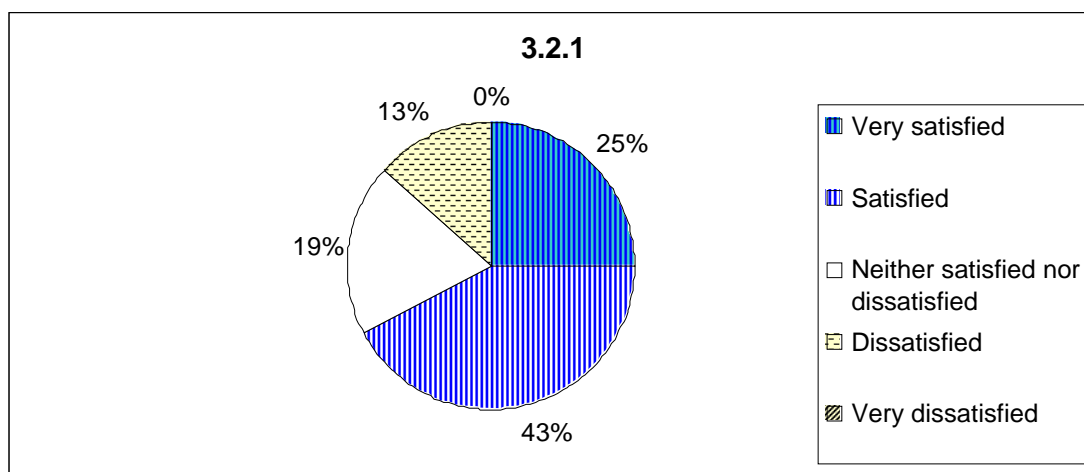
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
Global 154 answers (39/80/25/8/2)	25 %	53 %	16 %	5 %	1 %
2002 results 142 answers (58/41/28/9/6)	41 %	29 %	20 %	6 %	4 %
Evolution 2002 - 2003	- 16%	+ 24%	- 4%	- 1%	- 3%

3.2 Have your tasks and responsibilities changed substantially throughout your JPO assignment? (Only to be answered by JPOs who have served for one year or more)



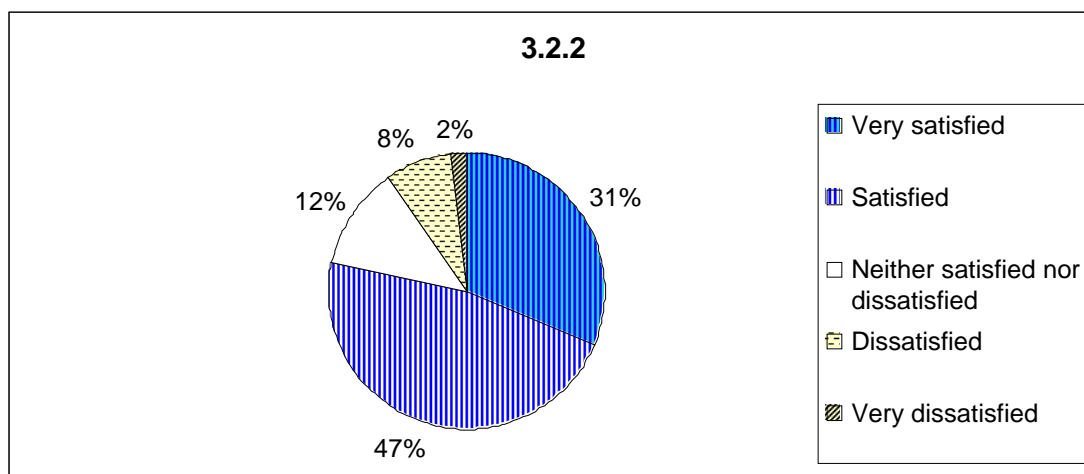
	Yes	No
Global 98 answers (52/46)	53 %	47 %
2002 results 70 answers (47/23)	67 %	33 %
Evolution 2002 - 2003	- 14%	+ 14%

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



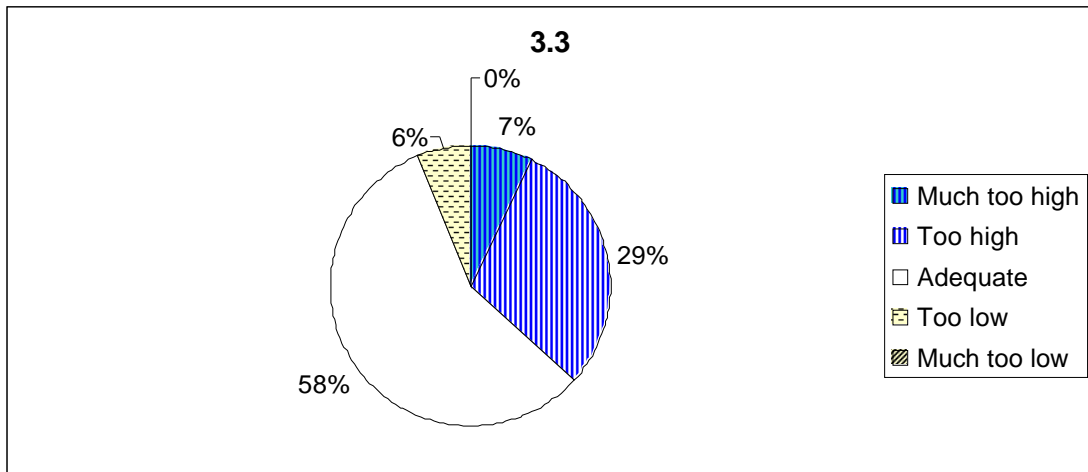
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 52 answers (13/22/10/7/0)	25 %	43 %	19 %	13 %	0 %
2002 results 47 answers (17/12/10/5/3)	36 %	26 %	21 %	11 %	6 %
Evolution 2002 - 2003	- 11%	+ 17	- 2%	+ 2%	- 6%

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



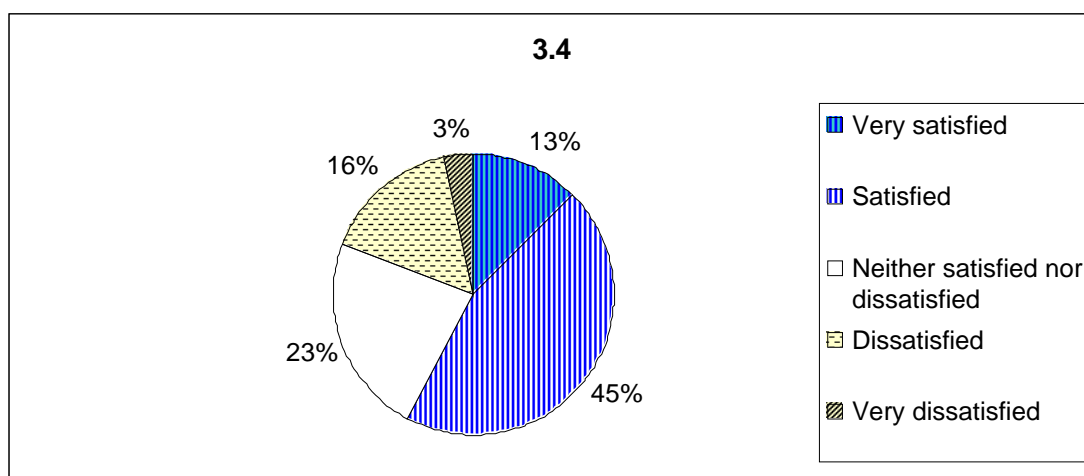
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 51 answers (16/24/6/4/1)	31 %	47 %	12 %	8 %	2 %
2002 results 47 answers (16/19/9/3/0)	34 %	41 %	19 %	6 %	0 %
Evolution 2002 - 2003	- 3%	+ 6%	- 7%	+ 2%	+ 2%

3.3 How would you rate your average monthly work load?



	Much too high	Too high	Adequate	Too low	Much too low
Global 150 answers (11/44/86/9/0)	7 %	29 %	58 %	6 %	0 %
2002 results (137 answers) (12/34/76/14/1)	9 %	25 %	55 %	10 %	1 %
Evolution 2002 - 2003	- 2%	+ 4%	+ 3%	- 4%	-1%

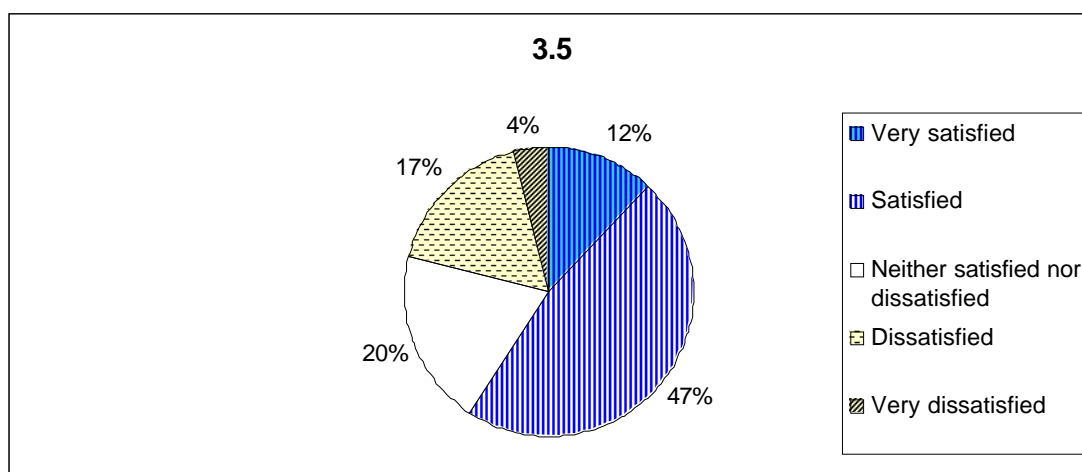
3.4 To what extent are you satisfied with the way and degree to which your pre-employment skills and experience are being utilized?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 152 answer (19/69/35/24/5)	13 %	45 %	23 %	16 %	3 %
2002 results 140 answers (27/43/40/23/7)	19 %	31 %	29 %	16 %	5 %
2001 results¹⁷ 133 answers (88/6/39)	66 %		4 %	30 %	
Evolution 2002 - 2003	- 6 %	+ 14 %	- 6 %	-	- 2 %

¹⁷ Wording of the question in the 2001 Survey: "Are your pre-employment skills and experience being utilized to your satisfaction?"

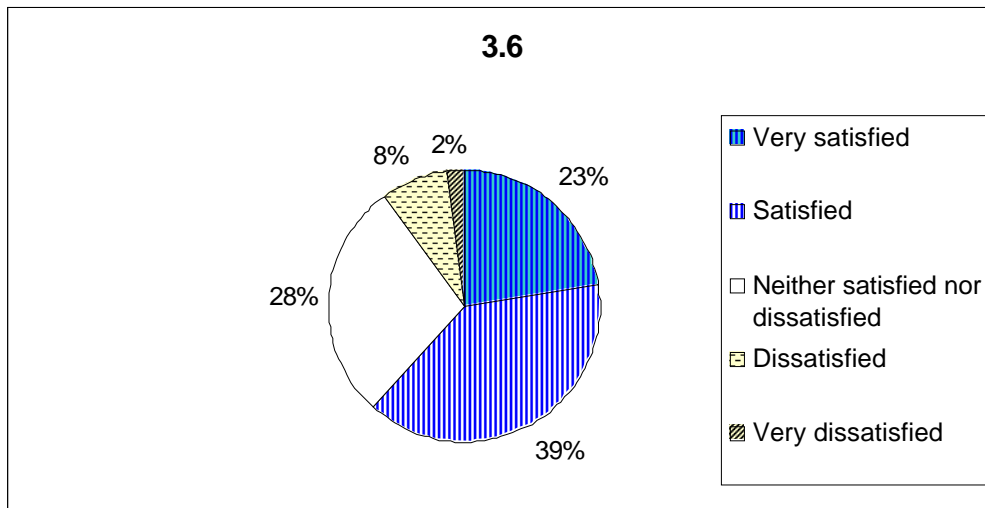
3.5 To what extent are you satisfied with the level of decision-making authority you have in your area of responsibility?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 152 answers (18/72/30/26/5)	12 %	47 %	20 %	17 %	4 %
2002 results 140 answers (27/45/41/20/7)	19 %	33 %	29 %	14 %	5 %
2001 results¹⁸ 133 answers (85/10/38)	64 %		7 %	29 %	
Evolution 2002 - 2003	- 7%	+14%	- 9%	+ 3%	- 1%

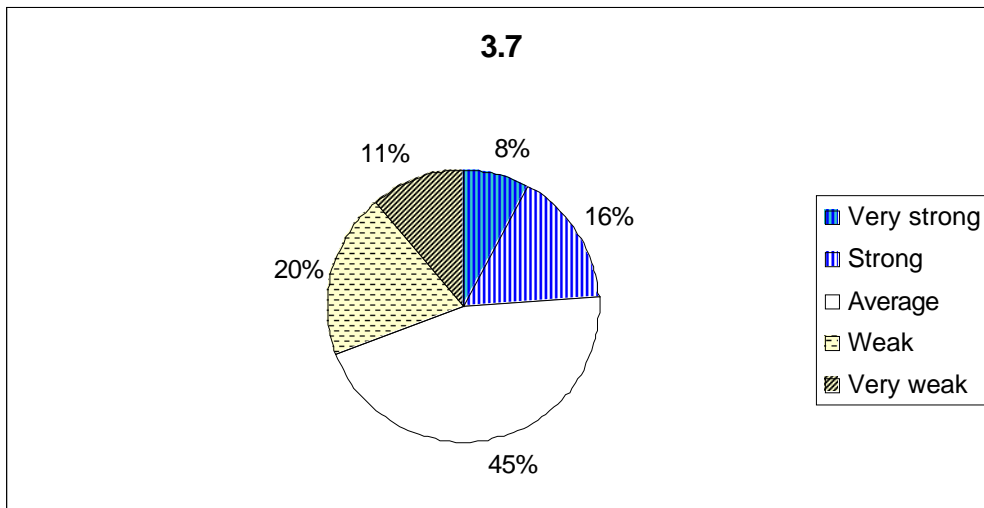
¹⁸ Wording of the question in the 2001 Survey: "Are you satisfied with the level of decision-making authority you enjoy in your area of responsibility?"

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



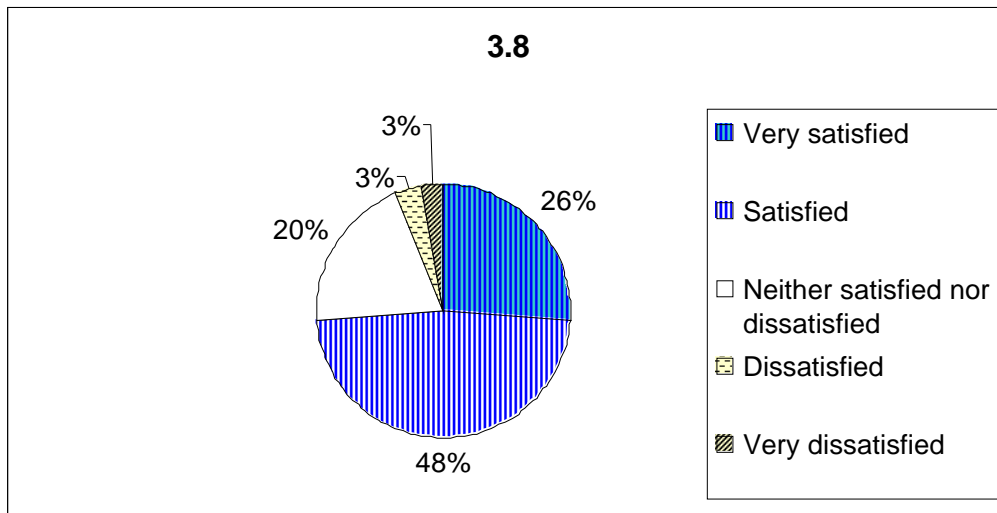
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 151 answers (34/59/43/12/3)	23 %	39 %	28 %	8 %	2 %
2002 results 139 answers (31/57/35/13/3)	22 %	42 %	25 %	9 %	2 %
Evolution 2002 - 2003	+ 1%	- 3%	+ 3%	- 1%	-

3.7 How would you rate the support given by supervision in the use of your DTTA?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 144 answers (11/23/65/28/16)	8 %	16 %	45 %	20 %	11 %

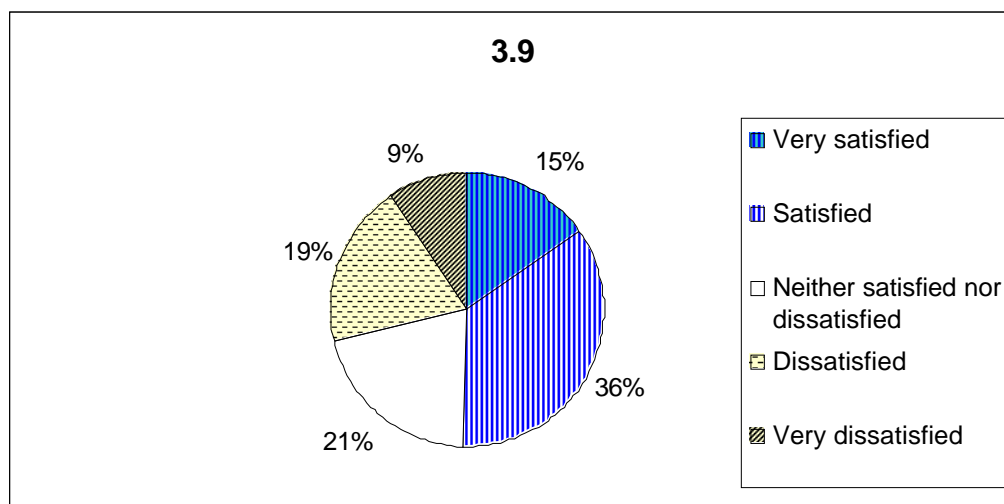
3.8 To what extent are you satisfied with the degree to which you have acquired new skills on-the-job?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 150 answers (39/72/30/5/4)	26 %	48 %	20 %	3 %	3 %
2002 results 137 answers (36/59/25/14/3)	26 %	44 %	18 %	10 %	2 %
2001 results¹⁹ 133 answers (110/6/17)	83 %		5 %	12 %	
Evolution 2002 - 2003	-	+ 4%	+ 2%	- 7%	+ 1%

¹⁹ Wording of the question in the 2001 Survey: "Have you acquired new skills on-the-job?"

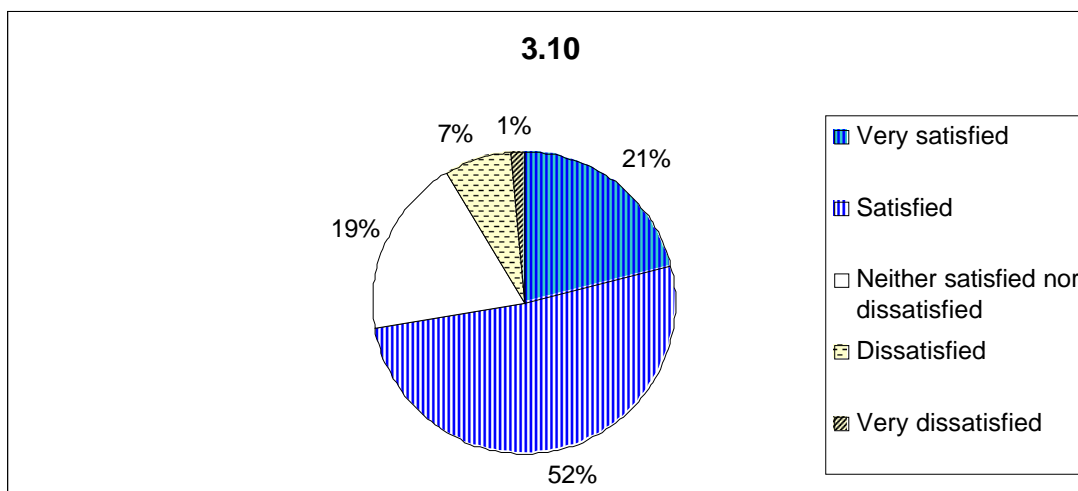
3.9 To what extent do your current access to supervision and the quality of supervision meet your expectations?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 150 answers (23/53/31/29/14)	15 %	36 %	21 %	19 %	9 %
2002 results 140 answers (27/43/27/28/15)	19 %	31 %	19 %	20 %	11 %
2001 results²⁰ 133 answers (116/5/12)	87 %		4 %	9 %	
Evolution 2002 - 2003	- 4%	+ 5 %	+ 2%	- 1%	- 2%

²⁰ 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 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 151 answers (32/77/29/11/2)	21 %	52 %	19 %	7 %	1 %
2002 results 139 answers (33/64/27/14/1)	24 %	46 %	19 %	10 %	1 %
2001 results²¹ 133 answers (100/5/28)	75 %		4 %	21 %	
Evolution 2002 - 2003	- 3%	+ 6%	-	- 3%	-

²¹ 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?"

3.11 Further comments on your assignment:

Related to question 3.1 (overall satisfaction with assignment)

"My job description has been changed after the assignment. If I could work for the projects which has been clearly written on the Job description, I could have evolved my area further more in horizontal and vertical way."

"A dream job, and very creative and fun!"

"It has been a great learning experience so far. However, sometimes I think JPO is not appropriate to sit a programme officer's position (usually P4 level). It requires a solid knowledge of programming including all Policies and Procedures both in programme and financial, as well as a good understanding of how things are run in Country Offices. Also you are expected to discuss with the Representatives in your assigned countries and to provide advice and comments for their programmes. Being young and inexperienced in UN country offices, I did feel a little awkward in many occasions."

"So far, I am very satisfied with my assignment which is definitely as challenging as I imagined, especially because I am operating in a highly politicised and economically difficult environment. Although this can be frustrating from time to time, the other side of the coin is that I learn a lot through working with Government, civil society organisations and other UN Agencies. One lesson learned is that self initiative is very important at the Country Office level, especially in a JPO position. If I had not initiated some activities on my own, I think my assignment would certainly have been far less interesting."

"I am the only JPO currently serving in [the country]. I have been the first JPO posted here in more than 10 years. Some of the living conditions and the "atmosphere" in the office affect the assignment. All in all, this makes my time in [this country] even more challenging."

"It has been satisfactory in terms of the workloads I have been given, even though there is still a space for improvement when it comes to the substantive significance of the works. This may be the result of the special circumstance that [my] Country Office has been encountering, but I hope that I will be able to learn more about programming/project formulation in my second year."

"The assignment is very challenging. I have a lot of responsibilities. Sometimes I wish there would be a senior person with a lot of environmental experience and knowledge of the country whom I could go to for advice or brainstorm with on potential environmental projects. Now I sometimes have the feeling that I am reinventing the wheel. Fortunately, through trainings I get to know more experienced people in the region which helps."

"Being at [another city] far from the country office, as JPO (Training programme) you can of course learn a lot from your work but it was very difficult to have access to information (internet, phone...; it takes you 2 days to drive from [the capital where there is UNDP Office] to [the city where I am located] in one way) and very difficult also to participate to formal and informal discussion, meeting, workshop which are all held in [the capital]."

"I am very happy with my work and learning a lot. I hope it will continue in this way."

"I feel much of the information provided by the JPO Service Centre was very general making it difficult to know what applied to my case. It could be improved by making the information more adjusted to the case and the agency the JPO is going to. The delay in the payment of the first salary (prepayment) was due to the administrator of the local UNFPA offices. Had I not been persistent I could have ended up not getting the salary at all. If the JPO is assigned to other agency than UNDP it should be made sure that the administrator is up to date with his responsibilities. Other wise everything went very smoothly."

"This is my third assignment within 2.5 years. The positive assessment refers to the current one (since last June). The one before was a downright bad experience."

"Initial ToR has become obsolete. In current setting, I have very little areas for which I am responsible. My supervisor sees me mostly as a support to my P-3 colleague (with whom I get along very well and who gives me as much flexibility as he can)."

"The FO underwent a transition in RPD which has changed the level of responsibilities and workload of all staff quite considerably. A more comprehensive evaluation of the impact of these changes on my assignment will have to be measured in a longer term but, so far, these changes explain the relative unsatisfaction with some aspects of my work, at least when compared to the first evaluation."

Related to question 3.2 (change of tasks and responsibilities)

"My unit was seriously under-staffed when I arrived, which was the reason why I was involved in administrative project backstopping from the very first week. Responsibility and exposure to technical programming came very fast and were very beneficial, whereas I had to manage the administrative and financial side of my assignment on a problem-by-problem basis (due to the big workload, there was no introduction to in-house financial procedures, and I still spend a good part of my time understanding who is responsible for what and which chain of command/signature has to be followed, respectively who is responsible if the key person is not in the office). Learning about new administrative and procedural mechanisms is interesting, but working purely on the administrative level and purely office-based may result in a lopsided insight into development work. We work very much top-down on a theoretical and meta-level, whereas our exposure to bottom-up initiatives and community problems (field exposure) is limited at this stage. This is mostly due to the workload – there is simply no time to go out much."

"I am doing work I didn't sign up for. My TOR changed 3 times and I feel I am not very useful at the work that is expected of me. I had no clear supervision and people have little time to explain things to me. Also no experienced staff is in place that has interest and a clear task within the field I am assigned too."

"I have been here 2 months and my tasks have not been clarified although there have been discussions and the TOR is being worked on."

"The changes to my ToR has not been done in writing. Since I had a new supervisor in May things have improved dramatically."

"Initial ToRs were changed without prior consultations! Suggestion for new changes on my initiative had to be undertaken which led to acceptable ToR for both sides."

"Changing the ToR of a JPO is simply unacceptable. The frequency with which it occurs, regrettably, speaks volumes for a country office's capacity to absorb JPO expertise."

"I changed my ToR and unit after two years because I was very dissatisfied with earlier level of supervision, lack of delegation of authority, distrust and lack of feedback."

"Although I selected "yes" on question 2 I could not access question 3 & 4. I find these vital and the most common complaint among JPOs, after all many people leave a job and move far away in order to gain a certain experience, to later be denied this opportunity!"

Related to question 3.3 (workload)

“Although the nature of work itself is very interesting and challenging, the daily work load and time pressure is way too high. I often have to stay in the office until late at night. My supervisor respects my position as JPO and appreciates the donor country's support. But in general, it is often difficult to deal with her and make her understand how much time each job takes in my daily assignments. One problem is that she herself is too busy to listen to me and my colleague in the same unit. Although there are so many things I could (and want to) learn from my supervisor, the daily stress and exhaustion dealing with her is unfortunately high. [My duty station] itself is a very interesting duty station and good place to meet new people. Lots of interaction both with NY Headquarters and Country Offices in the region (Europe and the CIS).”

“I just want to mention, that my work load is very high, not too high. That sounds negative”

“It's way too high but it's a lot of fun so it's ok”

“I have not answered most questions in section 3 as I have started my job less than a month ago and am therefore not yet able to comment on many of the points.

“I am very satisfied in the AREA of my assignment and the topics I work with. However, the workload is almost unbearable and there is total lack of mentoring and constructive supervision is also totally absent. No feedback. Generally a very bad atmosphere in the office.”

Related to question 3.4 (use of past experience)

“I have the feeling pre-employment skills and experience are hardly utilized. They still remain relevant as they allow me to put things into perspectives and determine priorities easily. My level of decision-making is nearly non-existent. I believe this is due to the nature of the programme officer function in UNDP rather than in being a JPO.”

“My pre-employment experience – as well as lack thereof - has not been adequately assessed to make use of my previous experience/develop skills in areas where needed. Too much fire-fighting and too many things get dumped on the JPOs desk.”

My specialty area is HIV AIDS and Reproductive health and this is the area I would like to do career within. Unfortunately, this CO has no interest in utilizing my knowledge in the area, and I am trying to transfer to UNFPA.

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

“As at the final year of the JPO assignment, I believe that functions and responsibilities have gone far beyond expectations and allowed me to improve my knowledge and overall responsibility and commitment towards the UN System.”

“I have been given more responsibility and management tasks than expected. I was supervising 2 technical staff members after only 1 year in office.”

"I work in a CO where we are 3 programme officers in total. This gives you a lot of responsibilities and you also have to be flexible. I like that a lot, and it means that my duties changes occasionally. Therefore in my case, it is difficult to have very specific TORs, because the 3 of us have to cover each other."

Related to question 3.6 (training opportunities)

"The JPO Service Centre provides courses, workshops and international meetings very much focused on UNDP but to my understanding, not so much applied to the several practice areas. Then again, at least from my point of view, there is not much support in trying to locate interesting courses that can really be worth taking from the personal side as well as for the CO. Here again, the DTTA is not even remotely close to what would be necessary. Indeed it is an assistance but it is difficult to find good courses and that can be remotely covered with the DTTA. It is obvious that each JPO has to invest in his/her capacity building but perhaps a bit more help in locating good and accessible courses by the JPO Service Centre would be much appreciated."

"The money is fine, but we have to go and find the training ourselves from scratch. It would be useful if we could get an idea of what trainings other JPOs have gone through to get an idea of what is available and what is recommended by others. I have not had time to properly identify any training yet as it is very time consuming."

"If DTTA means training allowance then not satisfied."

"I have an issue to raise about the DTTA. Working for a regional bureau [agency and country name were given] I will have to use my DTTA for travelling from [my country office] to other countries of the region for my job. I discussed the issue with my supervisor, who up to now understands the DTTA as a tool for paying the travels and DSA while on business trip. This is not how I understood the use of the DTTA when I was at the JPO SC. It seems I am the first one to raise the issue. The JPO SC will have to clarify the situation with the donor countries, the regional bureau and myself because I do not believe that I'll be able to attend a specific training with the allocated sum. I would be very happy to know the position of the JPO SC when speaking about JPOs in regional offices."

"In general, satisfied (with training opportunities), but i have had to do a lot of my own research on training opportunities available. Perhaps a suggestion to the jpo service centre is to take stock of what training other current and ex-jpos have participated in so that this information can be shared. Communication is a very effective way of finding out about the best training opportunities."

"On training opportunities I regret that we do not have one single point of entry to search for a training."

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

"This is an unique opportunity to work as a JPO. This has given me a chance to learn many things since last one year. But I strongly feel that JPOs can be given more responsibility in a country office. Is it possible to recruit some JPOs as ARR. Am I expecting too much, when I say that? I don't know. But this is possible. I have interacted with few JPOs who are capable enough to take the responsibility as the ARR (middle manager)."

Related to question 3.8 (access and quality of supervision)

"My direct supervisor is good and accessible. But decisions have to be taken from his supervisor (DRR level and then RR level) this poses delays in making decisions within my frame of work. Additionally, my supervisor will be leaving soon not yet replaced."

"I am having troubles with my assignment because of my supervisor, DRR, who is always busy and I don't feel she is accessible. It has been already more than half a year since my arrival, but I have been assigned only three projects and organisation of a workshop that my CO hosted, which are all out of my TORs. On one hand my supervisor always talks about assigning me more projects, but on the other hand she says she will not assign me more if I am not doing good in the three projects I manage currently. I feel it is not fair to be evaluated on something which are out of my TORs and my specialities, but it has been hard to discuss it with her. One of the reasons why is that she already said it is normal that new programme officers do not get projects what they want. I think in case of JPOs it should not be like that since 1) the contract is short and one cannot be wasting a couple of years to be assigned to the area of speciality and 2) JPOs supposed to arrive there because there were specific needs with specific TORs. However, because she is new and of course was not involved in requesting this JPO, I do not feel I can do much about it. In stead, I am trying to do my best with what I have and to approach the projects of my area somehow."

"Most of my work is done by imitating samples. Admitting that it's sometimes useful to do that, I would like to have more inputs from my supervisor or a programme officer so that I would see the policies or strategies of my CO. "

"My feeling is that my supervisor, the senior field economist, is not very knowledgeable about the issues that are currently on the agenda in [my country office]. He is not the face of UNDP to other donors and government. In fact, some donors think that the previous senior field economist has not been replaced. It leaves the impression behind that UNDP does not know what it is doing. Furthermore [my country office] was characterised by the fact that decision making authority lied strictly with the former RR who did not leave any room for discussion on any topic. However, since the arrival of a new RR there have been signs of more modern management methods and the National Economist and I have started initiatives to come up with UNDP views on key economic policy issues. Since the hierarchy (also within the unit) is very strong it will be hard for the National Economist and me to take the lead in some areas."

"Indecisiveness and constant hesitation at the management level make it difficult to carry out my duties and perform well."

"Unfortunately the lack of management, and in certain instances mismanagement of the unit, is discouraging, disheartening, and very demotivating for the job. A job that I think I otherwise would be very happy in, I see a lot of possibilities in the position but am finding it very hard to get there, let alone to keep the spirit up and work commitment constant and strong. I had great expectations for this position but am finding the current work situation difficult."

"Too much learning by making mistakes and too little supervision."

"I expected to have more guidance in the beginning; a clear outline what was expected from me and what the country program entailed. This could have saved a lot of time, both for my colleagues as for myself. I have learned a lot during the 8 months I have been working here. However, I feel it could have been better. I feel that I have higher potentials but they are not always coming out because of the organization's structure, working culture in the office."

"The Country Office induction briefing procedures are almost entirely non-functional. At entry on duty, requests for briefings from personnel (even direct supervisors) went largely

unheeded. This has also been the case for the other two JPOs who entered on duty subsequent to my entry. The CO HR head has been informed of the situation.”

“The office was absolutely not prepared for my arrival, neither in terms of logistics (no office space, no equipment), nor in terms of substance (TORs). However, this must have been due to the fact that my unit did not previously exist. I had therefore no supervisor at my arrival and the DRR was very busy and not providing any guidance. Real assignment started after my supervisor [arrived], but TORs were never really discussed, rather tasked.”

“Too long wait for further action from JPOSC after initial contact. I had to contact them to get my introduction package, and then it all became very hurried and stressful. Totally non-existent supervision from the beginning by DRR. (Now new person on this post!)”

“Although I have been EXTREMELY satisfied by the JPO service centre and their timely response on any inquiry, I did not find the same at my duty station. The supervisor was not ready for my arrival neither senior management. I always find it difficult to communicate with them, and even though I am setting up a NEW position (regional projects officer) I have never got any feedback from senior management.”

“The responsiveness was very good but the information came only if you ask for it, and sometimes, there is some questions you are not aware being useful for you.”

“Some of the questions should be seen in view of the fact that my immediate supervisor is currently on maternity leave, and that I have partly been asked to fill in for her.”

“Our office got a new Rep. 9 months ago, whose management style is very participatory. This radically changed my experience and contribution to the better.”

“Further elaboration on responsibilities for supervisors needed.”

“Assignment was perfect until New, non competent unprofessional Representative was assigned. Quality of assignment depends almost entirely on quality of Representative.”

“Our NPO has been my main supervisor, unfortunately she lacks inspiration and managerial skills. Our representative(s) have been supportive.”

“After my first supervisor was affected to another post, the interaction with the new supervisor did not work at all.”

“With a bit more guidance and supervision this assignment could be much more effective for myself and for the organisation.”

“I have ended up in a situation with two supervisors (RR and ARR Programme), and the situation is not working out - it has been discussed many times with management but no action has been taken. I am working in areas where I have no previous knowledge or interest - the original job description was not relevant when I took my position, and I have been assigned duties/projects on an ad hoc basis. “

“There is strong favouritism in the office by RR. Decisions are usually revisited and changed in order to accommodate the favoured person, including decisions made by RR. I am not able to move my programme forward due to this favouritism and constant revisiting of decisions. I do not feel DRR nor my programme has the adequate support.”

“not satisfied with supervision including career development assistance.”

“First I was supervised by the Senior Economist (who is on sick leave); then by The RR and now by a third person who joined the CO mid of this year. There is no continuity and I have to

adjust myself because the difference from one to another is sometimes very huge (team work spirit...)"

Related to question 3.9 (support from colleagues)

"As explained above, there are no local colleagues (except for the local staff which see me as their supervisor and do their best). In the beginning, I received good support in everything I did from my back then supervisor, after he left and the office was transferred from UNOPS PRP (Copenhagen) to UNOPS WAASE (Geneva/New York), supervision came mainly from colleagues (abroad) who were previously not (much) involved. I am thankful for their support."

"For some issues such as applying for visa, IDs and drivers licenses, the County Office was not very helpful."

"The only issues which I am not satisfied are the facts that I have been assigned to the area which I did not want among the UNDP six practice areas, and that support from my colleagues is insufficient, particularly from Operations."

Other:

"Given the duration of my assignment, it is difficult to answer most of the questions. I'll be able to tell more next year."

"It is too early to answer the above questions: EOD three weeks ago"

"Please note that I have only been here a month, thus some of the questions above require a "don't know yet" alternative. In the lack of this alternative, I guessed."

"Upon selection please send all important documentation to the JPO instead of asking him/her to download all documents from a web-side."

"My focal point at the JPO Centre [name given] has been extremely helpful."

"One thing, it seems better that JPO candidates are provided with the "model answer" to the offer package. There are so many things we are seemingly supposed to fill in, though some of them cannot be known till we actually start taking up our duties. If we don't need to worry about the "blanks," then it should be specified as such, for example."

"There is a clear need for an introduction package/welcoming document at Duty station, especially in order to explain the long and tedious Administrative procedures of UNDP. The Programming manual is unreadable to people who don't speak the UN language (Very different from English...)"

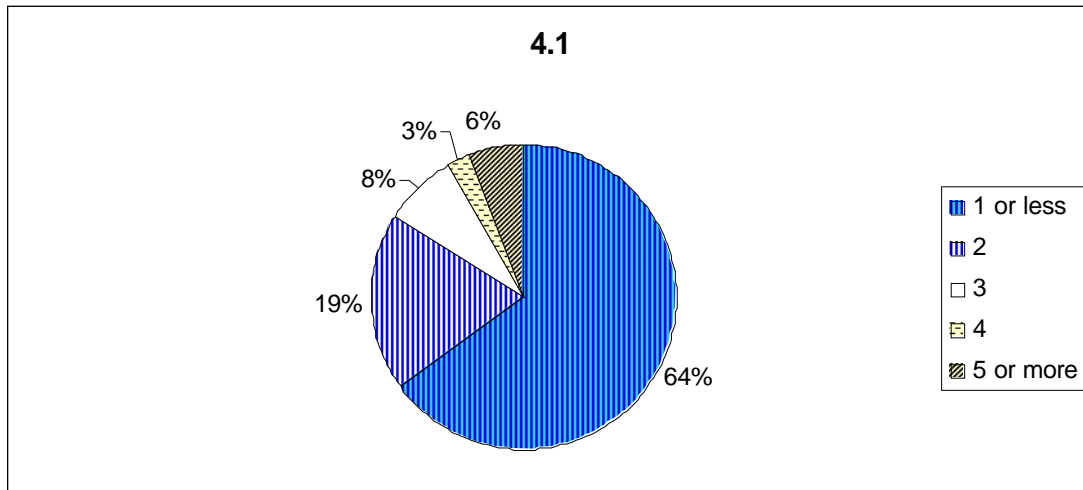
"The support from JPO Service Centre during the recruitment and entry was excellent [name given]. I had a chance to comment my terms of references and suggest changes (the original ones were rather general)."

"I have only been in my duty station for 4 weeks now. First impression is that of an ad-hoc, invent-things-as-you-go-along kind of working environment. Very few people actually know procedures, requirements etc. A lot of time is lost trying to figure out how things need to be done."

“My duty station was ready for me as far as physical equipments (desk, PC, phone, etc) were concerned. However, they were not sure what my work responsibilities were. For a first month or so, I did not have much to do.”

Section 4 - Administrative follow-up

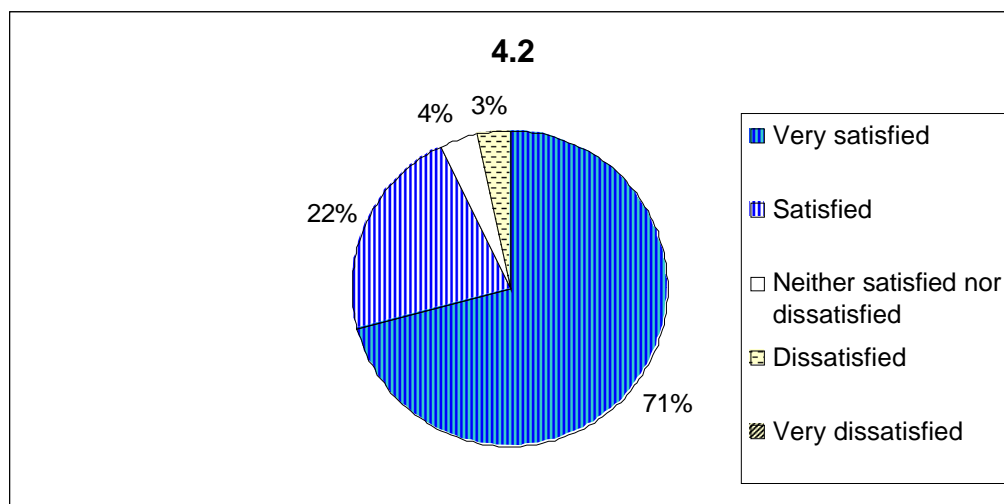
4.1 On a monthly basis, how many times have you been in contact with the JPO SC?



	1 or less	2	3	4	5 or more
Global 154 answers (100/29/12/4/9)	64 %	19 %	8 %	3 %	6 %
	0-10	11-20	21-30	31-40	40 or more
2002 results²² 141 answers (73/42/11/8/7)	52 %	30 %	8 %	5 %	5 %

²² Wording of the question in the 2002 Survey: "How many times have you been in contact with the JPO Service Centre during the past 12 months?"

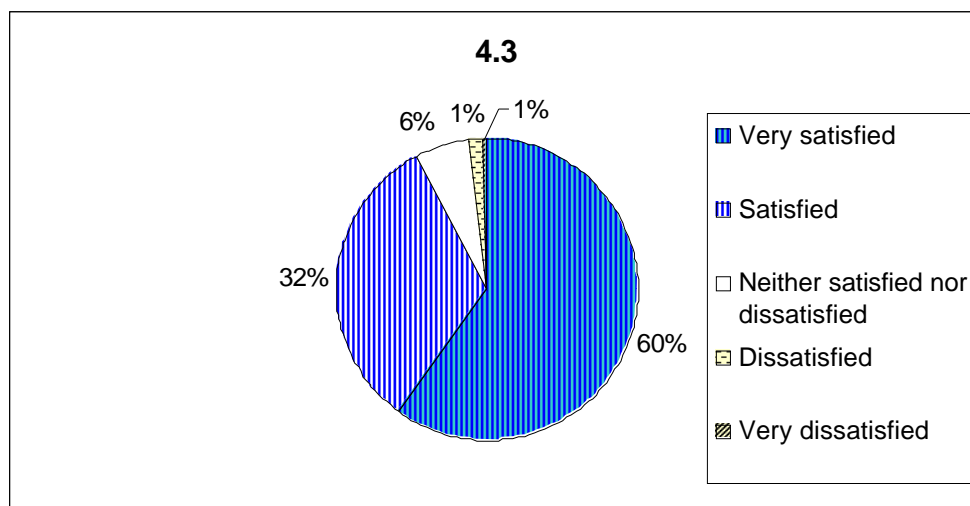
4.2 When communicating with the JPO Service Centre, to what extent are you satisfied with the overall timeliness of our response (taking into consideration our 72 hour response time policy)?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 154 answers (109/34/6/5/0)	71 %	22 %	4 %	3 %	0 %
2002 results 142 answers (97/35/5/5/0)	67 %	25 %	4 %	4 %	0 %
2001 results²³ 136 answers (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %
Evolution 2002 - 2003	+ 4%	- 3%	-	- 1%	-

²³ 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?"

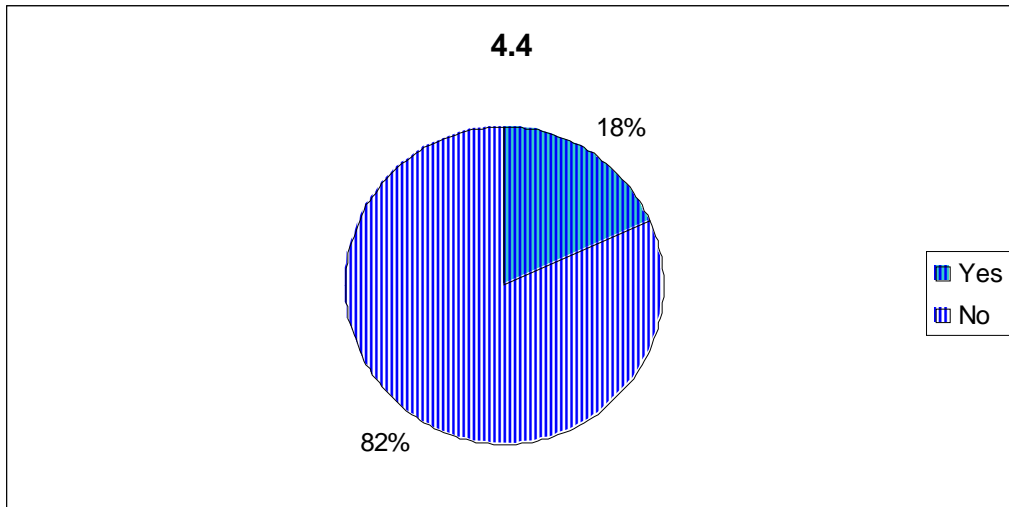
4.3 When communicating with the JPO Service Centre, to what extent are you satisfied with the accurateness of our replies to your questions/concerns?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 155 answers (93/50/9/2/1)	60 %	32 %	6 %	1 %	1 %
2002 results 141 answers (76/53/10/2/0)	54 %	38 %	7 %	1 %	0 %
2001 results²⁴ 136 answers (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %
Evolution 2002 - 2003	+ 6%	- 6%	- 1%	-	+ 1%

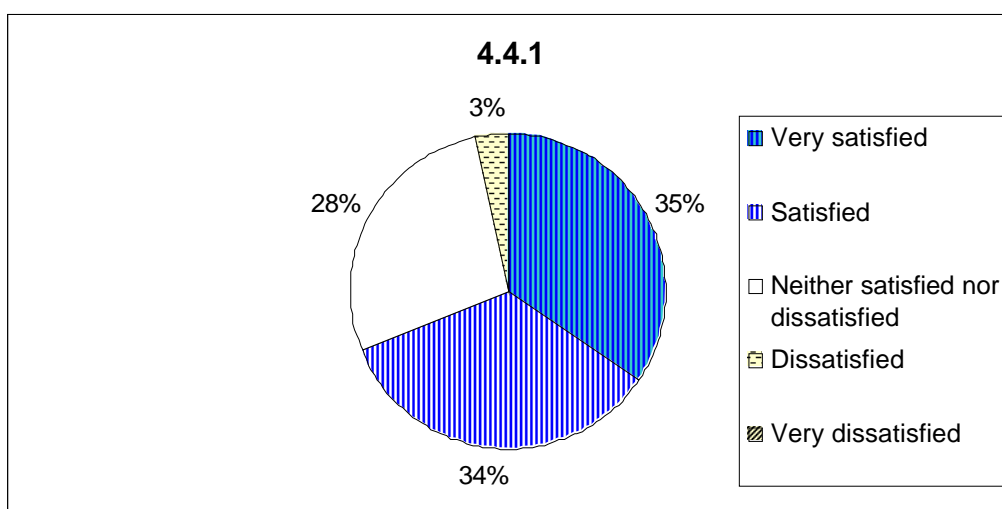
²⁴ Wording of the question in the 2001 Survey: "When communicating with the JPO Service Centre, how would you rate the promptness and accurateness of our replies to your questions/concerns?"

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



	Yes	No
Global 157 answers (29/128)	18 %	82 %
2002 results 143 answers (23/120)	16 %	84 %

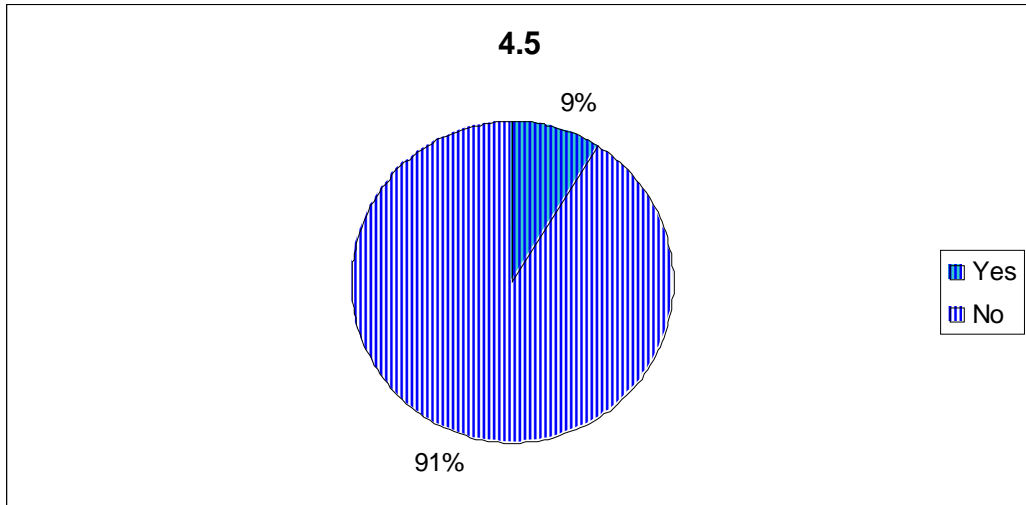
4.4.1 If yes, to what extent were you satisfied with the information and services received from the JPO Service Centre on your reassignment?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 29 answers (10/10/8/1/0)	35 %	34 %	28 %	3 %	0 %
2002 results 23 answers (8/4/8/3/0)	35 %	17 %	35 %	13 %	0 %
2001 results²⁵ 33 answers (5/11/6/9/2)	15 %	33 %	19 %	27 %	6 %
Evolution 2002 - 2003	-	+ 17%	- 7%	- 10%	-

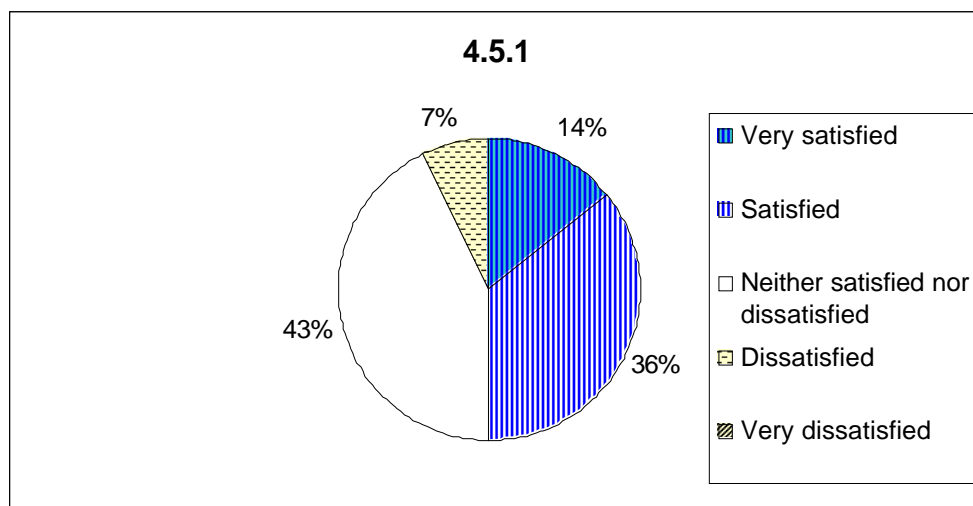
²⁵ Wording of the question in the 2001 Survey: "If you were reassigned, to what extent were you satisfied with the information and services received from the JPO Service Centre on the occasion?"

4.5 Are you in the process of being separated?



	Yes	No
Global 157 answers (14/143)	9 %	91 %
2002 results 143 answers (13/130)	9 %	91 %

4.5.1 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 14 answers (2/5/6/1)	14 %	36 %	43 %	7 %	0 %
2002 results 13 answers (6/2/5/0/0)	46 %	15 %	39 %	0 %	0 %
2001 results²⁶ 13 answers (4/5/3/1/0)	31 %	38 %	23 %	8 %	0 %
Evolution 2002 - 2003	- 32%	+ 21%	+ 4%	+ 7%	-

²⁶ 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?"

4.6 Further comments regarding administrative matters:

Negative comments on, or issues with the JPO Service Centre

"Some times I get a quick and relevant answer from the JPOSC to the questions I send by e-mail, sometimes I have to resend the e-mail up to four times before I get any answer, and waiting for weeks. Most of the time the answer is fine and relevant, but sometimes the e-mail is not really being answered and I have to send the question again asking the person to read it and give me an answer. Concerning this survey, I was not able to log on and also not able to get hold of the administrator (supposedly still out of office). In this word format I could not use the drop down list, so please be aware that I filled it in myself looking at the possible answers from the drop down list. Thanks for making the survey, it's a good initiative."

"Some questions have still not been answered. The workload at the JPOSC seems to be very high making process of solving things difficult sometimes..."

"I was not informed about the procedures for renewal of my contract until I asked about it (though the answer from the JPOSC was immediate). These kind of surprises should be avoided."

"No big complaints. In one individual case I felt the JPOSC staff did not understand in what kind of conditions we work here (i.e. everything is a bit chaotic and plans change in very short notice), and overreacted against our country-office operations, but all went fine in the end. I believe this kind of incidents will be avoided, once the HR associates have had more missions to field. Also, in a couple of cases it seems that the information has been sent to wrong persons (in both ends), causing delays in processing the issue and we had to send the same information many times. I would suggest that the messages (unless their nature prevents) would be always copied to JPO in question, so that queries are quickly redirected, if necessary."

"Money transfer to accounts: it was not identifiable which part was regular salary and which part of the amount was for the moving subsidy."

"Be available for urgent contact 24 hours."

"I am feeling the quick response of JPO/SC was far better one year ago than now."

"Close consultation with both JPO and staff association in the office - if the JPO agrees. Involvement of staff association may be more capacity building than getting assistance, but it should be considered."

"If JPOs could have a guideline on reassignment, clarifying what needs to be done before and after the reassignment and clarifying who - JPOs, JPOSC, sending office or receiving office - is responsible for taking care of the things on the list, it will be."

"Concerning reassignment: not very satisfied. Since I have family, I needed to know much earlier if I would be extended. Now I only knew 3 months in advance."

"I wish to get some support from the Centre for the issue of health/medical insurance claim."

Negatives comments on, or issues with the Country Office

"Responsiveness and quality very good from JPOSC. The problem rather lies on the country level where operations is a bit weak."

Positive comments on the JPO Service Centre in general

"I receive feedback from the JPO SC promptly, however, when related to Donor Government decisions this takes very much time."

"JPOSC has supported me like a friend, philosopher and guide. Whenever I come across with some tensions, I just share them with the JPOSC and they always come up with different options. I would like to congratulate them on this and hope the same tempo continues in the future."

"I am very much satisfied with the service provided by JPO centre due to its prompt actions."

"Generally speaking, JPOSC has been very helpful. Even when I don't have special inquiries, I feel secure to know where I can contact whenever I have problems or questions."

"I can only commend the JPO SC team and their work!!! I have been very pleased how my JPO contract has been administrated and I have a feeling, I have a solid advocacy group supporting me in case of need."

"The JPOSC works extremely well and efficient."

"The JPO SC is providing a service that is beyond my expectations."

"From what I heard from JPO mates at other agencies, they have sometimes difficulties in getting enough attention from HQ. In contrast, JPO SC has been efficient and helpful."

"Before arrival at the duty station, it was slow and difficult given the 6 week time frame for arrival at the duty station as I mentioned before and given the time zone differences. Now, I generally hear back from the JPO service centre in quite a timely manner."

"I think JPO SC is doing a great job."

"No additional comments."

"Very high quality service from the JPOSC. Just perfect!"

"Generally very satisfied with JPOSC services. In my experience, it is one of the most professional departments of all UNDP. Thank you for this."

"JPO SC is superb in their responses, maybe the fastest among UNDP sections and the answers always get to the point, which I am very grateful to."

"In general I have been content with the service I have received from JPOSC on administrative issues."

"Very timely and good services."

"After the initial problem of no contact for too long before I left, the service has been great! "

"Things are dandy."

"Fine, very good."

"The Service Centre has provided invaluable support in my first year. I shudder to think what it was like for JPOs before the centre opened."

"The centre is very responsive."

"Overall I feel the JPOSC is responsive to my needs."

"Indeed, I am very much satisfied with the response and support given by JPO centre."

"Even if reassignments are administratively cumbersome, I must say that for me things have changed tremendously for the better, and was therefore worth the effort."

"Great support from JPOSC - both administrative as well as "moral!"

"To my experience, in an hybrid position between local UN regulations, international UN rules & procedures, the assignment's country bureaucracy and my national government's requirements, the JPO service has been a crucial and reliable support."

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

"My contact person at JPO SC is very responsive but is often on mission and then its hard to get timely answers."

"Contact with JPOSC was frequent, timely and helpful from before arrival at duty station till now. Thank you [name given]!"

"[name given] has been very helpful and always replies me promptly."

"Excellent work by [name given], from the beginning to the end, especially as I was not an easy case. bravo! and [name given] has taken over in a very nice, humoristic and very timely fashion."

"Probably is easier being in Copenhagen, but I have always received an excellent treatment from the JPO SC, especially from [name given]. Professional, accurate and friendly."

Other comments

"Being at the beginning of my assignment I still have many questions, but I imagine the monthly "rate" of contacts will decrease."

"I am temporarily separated only (three months with [another agency]). The JPOSC was not involved in the procedure (only informed etc.). Same goes for the re-assignment from my Country Office to another CO (initiative of UNOPS and myself)."

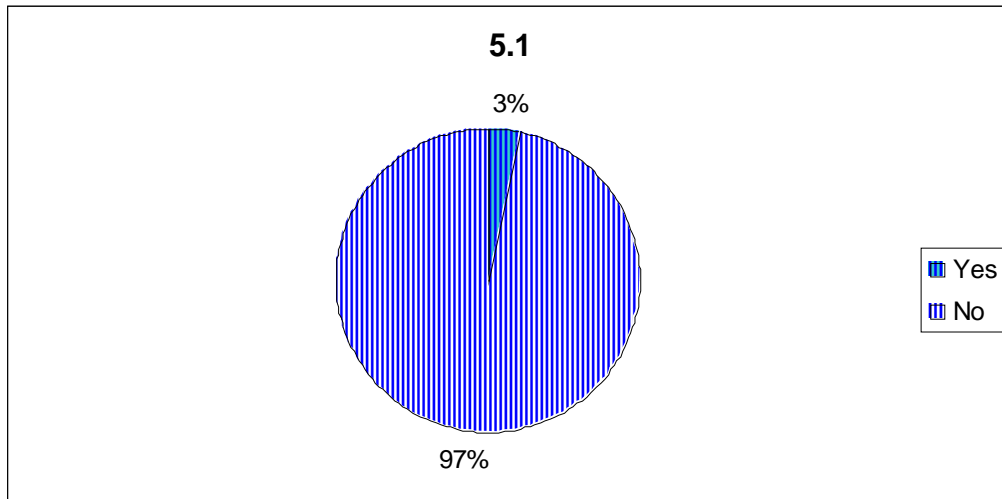
"I have not been a JPO long enough to comment."

"I have not felt the need to use the JPOSC a lot so far, because I am quite happy with my CO. However, I will try and use it more in the future, now that I have realized that it can be quite useful."

"I'm looking forward to good information and support when I'm soon going to separate from my three years as a JPO."

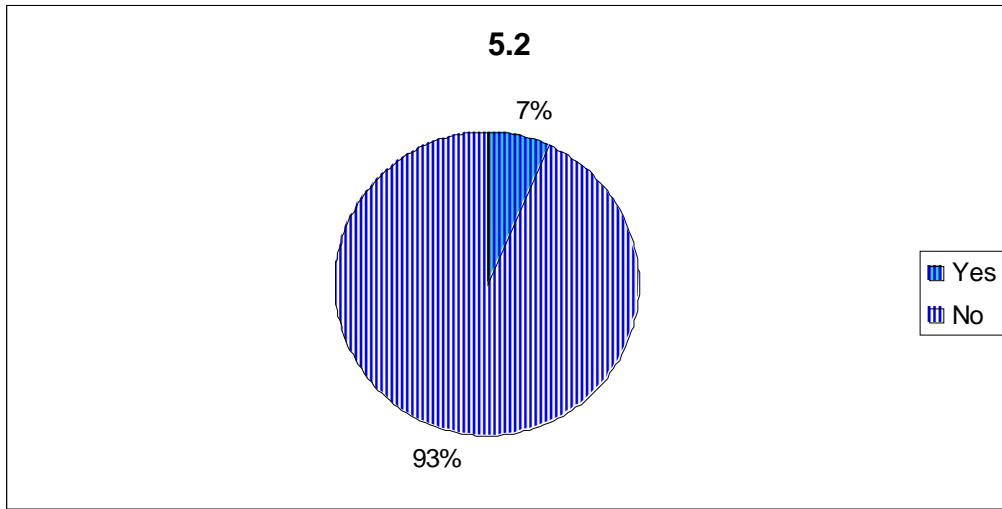
Section 5 - Sexual harassment

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



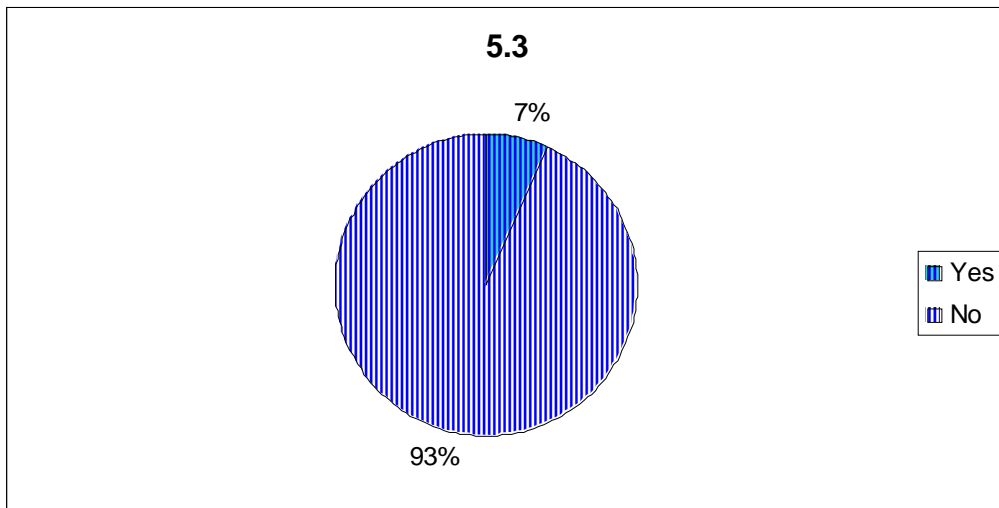
	Yes	No
Global 152 answers (5/147)	3 %	97 %
2002 results 141 answers (6/135)	4 %	96 %
Evolution 2002 - 2003	-1%	+ 1%

5.2 Have you personally experienced work related harassment in your work place while being a JPO?



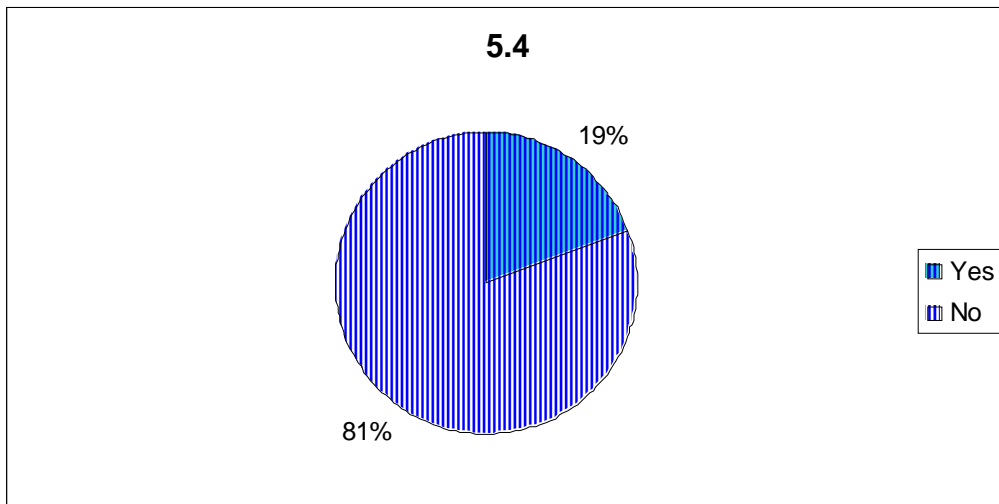
	Yes	No
Global 152 answers (10/142)	7 %	93 %

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



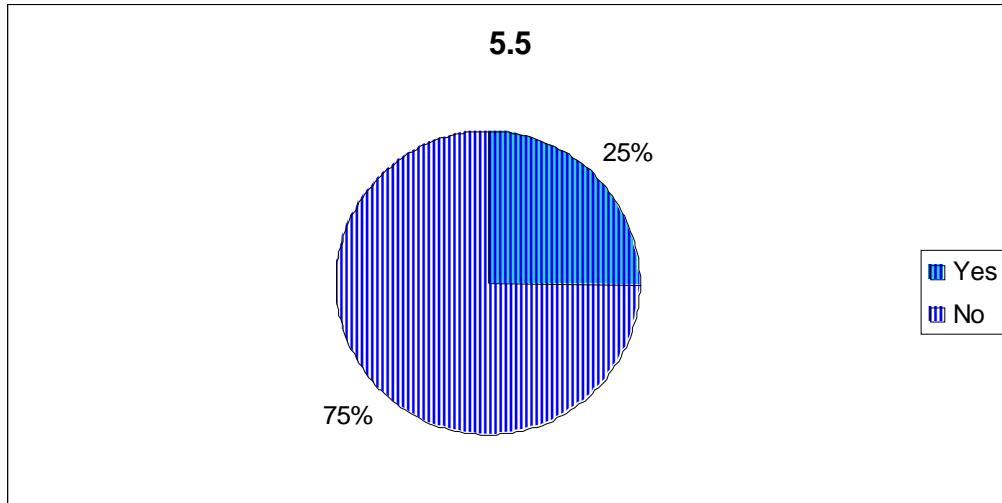
	Yes	No
Global 150 answers (10/140)	9 %	91 %
2002 results 140 answers (12/128)	9 %	91 %
Evolution 2002- 2003	-	-

5.4 To your knowledge, has anyone else in your office experienced work related harassment?



	Yes	No
Global 150 answers (29/121)	19 %	81 %

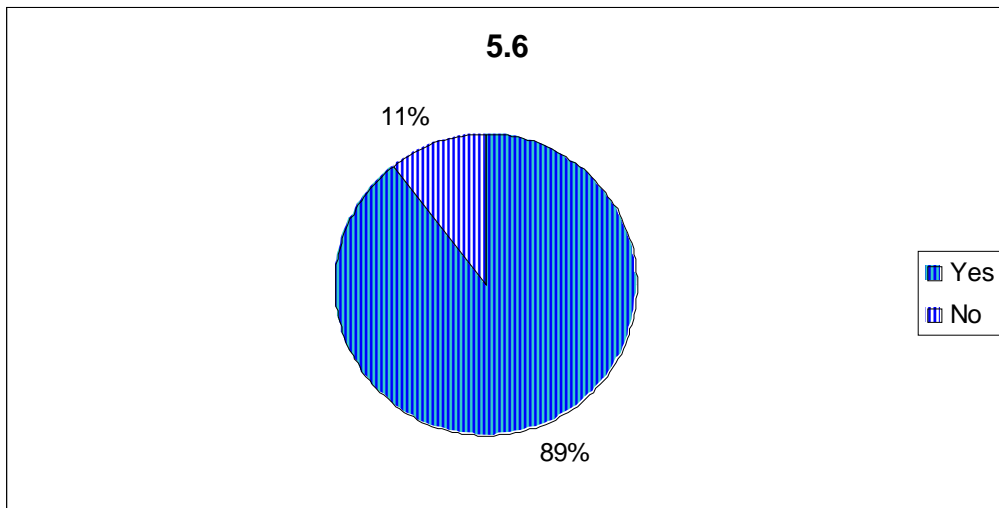
5.5 Are you familiar with the procedures for reporting harassment?



	Yes	No
Global 154 answers (39/115)	25 %	75 %
2002 results²⁷ 141 answers (67/74)	48 %	52 %
Evolution 2002 - 2003	- 23%	+ 23%

²⁷ Wording of the question in the 2002 Survey: "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?"

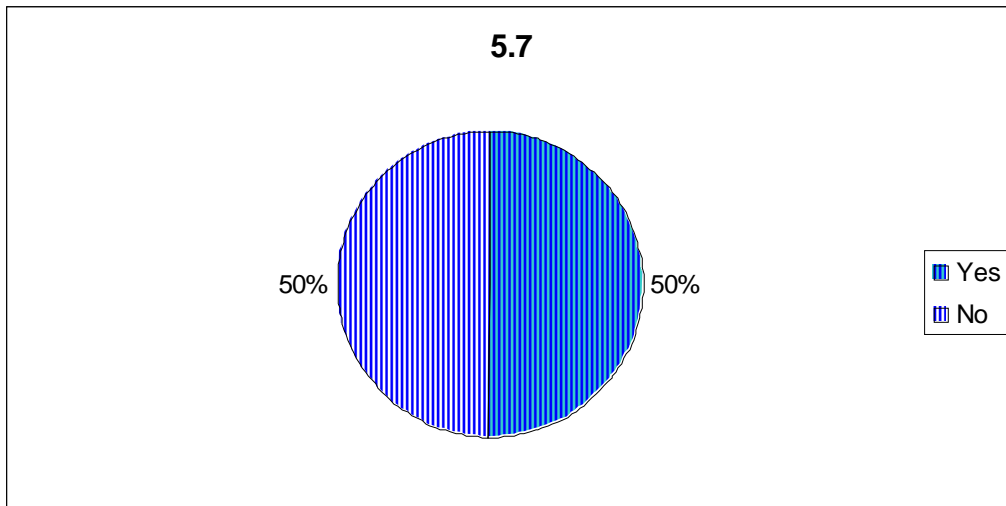
5.6 Do you have someone in your office that you would feel comfortable to talk to in case you experience harassment?



	Yes	No
Global 152 answers (136/16)	89 %	11 %
2002 results²⁸ 141 answers (67/74)	48 %	52 %
Evolution 2002 - 2003	+ 41%	- 41%

²⁸ Wording of the question in the 2002 Survey: "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?"

5.7 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 151 answers (76/75)	50 %	50 %
2002 results 140 answers (91/49)	65 %	35 %
Evolution 2002 - 2003	- 15%	+ 15%

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

Provide information

"Information and procedure provision."

"To inform about reporting procedures if there exist any official ones at corporate level, if not, to establish one exclusively for JPOs and report to their relevant sections at respective HQs."

"I cannot comment on harassment yet as I have only started working yet. Therefore the only question I could answer is whether I am aware of the procedures reporting harassment, which I am not. It may be that this was one of the documents that was part of my offer pack and I have failed to look it up and read it, in which case it is my fault that I am not aware of the procedure. Maybe the JPO service person could tell each JPO that s/he can be a person of confidence for the JPO experiencing harassment, if the JPO has no one in the office that s/he feels comfortable to talk to."

"Don't have ideas on this but would like to use the space for pointing out that there is also a need for the JPO centre to inform on procedures for reporting work-related harassment."

"I am not sure at this point which support exists, but the most important support from my point of view is to know whom to write to, and to get as quick as possible the reply including: which are the options, which support I can get, etc."

"Counselling. But I suppose it already exists."

"Provide information on procedures on reporting, counselling, information on ombudsperson/office of ombudsman"

"It is very hard for the JPO centre to do substantive actions in this regard due to the fact that they are dislocated from Country Offices. However I would suggest that a greater level of support is given to the JPO at the beginning of his/her assignment in order that IF such a case did occur they would be given information and a contact person to which to go to for support. This could be in the form of a mentor or at least a person who is able to provide support to the individual on a personal basis rather than the ad hoc and often non-existent support that is available now (although this gets better with time it cannot replace the initial need)."

"Backstop the person in the various procedures that she/he would have to go through at CO level (establishing panel, filing report, communication if needed to superior of temporary downgraded workload for confidential reasons) Explain and provide guidelines for administrative procedures with HQ. Direct to counselling service, in all be a one stop shop of relevant information to answer the questions "what do I do?"

"A presentation on this matter could be included in the training course. This will help future JPOs deal with sexual harassment, be it directed against them or people they know in their office."

"Perhaps a module on conflict management in the induction course would be a good idea."

"Sexual harassment is a common occurrence that is underreported due to a lack of knowledge of how to report and to a lack of trust that if reported, that the incidence will effectively be dealt with so that the victim of such harassment is not made to feel invalidated or made to feel that they are making up the incident. Provide us with clear information about

the processes of reporting and perhaps outline what sexual harassment entails. Provide us with the ramifications of reporting such harassment because people often don't want to report if they feel nothing will come out of it."

"As sexual harassment has never been an issue in my office, I haven't really noticed what the organization or the JPO SC do to address it. Perhaps posting the procedure and the policy on the JPO website could be helpful, if this has not been already done."

"Just make sure that all new JPOs receive the required info with regards to reporting procedures upon assignment."

"Post the procedures for reporting on the website ."

"JPOs might need a clear definition of sexual harassment. Tips on how to avoid/stop sexual harassment might be also useful, as in most of the cases the harasser might stop if he/she is told so. For victims of severe sexual harassment, support in reporting the case & seeking counselling if required."

"Information, follow up."

"Information on a regular basis."

Provide confidential advice/support

"As much counselling as possible."

"Encourage particularly young women to report possible offences. Too often sexual harassment is tolerated."

"Ensure strict confidentiality and limit response time as much as possible."

"I think that when you experience sexual harassment you would probably talk to an outsider sooner than to someone from your office. At least that would be what I would do. The JPO SC is a good place for that I think. It would be good I think to assign one contact person (preferably a woman) that all JPOs could contact in case of this happening. He/she could then also inform about procedures/steps to take."

"Hotline and decision power to remove JPOs when suspecting sexual harassment."

"A confidential "email hotline"."

"on-line anonymous service to report sexual harassment."

"Establish an information/communication mechanism on sexual harassment."

"Confidential counselling hotline (I think this already exists for JPOs though)."

"Providing them with post traumatic assistance and labour reinsertion programmes."

"Provide a dedicated team."

"Whenever the case has been denounced by the victim the JPOSC could possibly press the JPOs DO or HQs to take immediate action to solve the case."

"Specialised advise."

“Just referring JPOs to the existing rules and regulations on the subject (to new JPOs).“

Support reassignment procedures

“The JPO Centre might be helpful if they give a chance to the victimized JPOs to change their position or even the workplace itself. “

“Support by keeping in touch and offering assistance and even relocation it is very serious.”

“Immediate call to RR and suggest immediate reassignment to the JPO.”

“Support discussions with donor govt on possible relocation (I haven't given it much thought).”

Support legal actions taken against the harasser

“Reassign if requested. Ensure disciplinary action against perpetrator is seen to be taken.”

“Contact HQ.”

“Ensure that those responsible for the harassment are fired (coordinate with HR on this).”

Don't specifically intervene

“Just be very attentive when it happens, otherwise enough is being done.”

“I'm not sure if the JPOSC could really do much in such cases, because the issue would preferably have to be dealt with at CO level. As of recent our office has 2 ombudspersons to whom staff can talk to in case of any work-related problems or harassment. Although I can not speak from personal experience, the ombudsperson initiative seems to work well so far.”

“I don't think it should be a priority.”

Other problems raised

“Open the questionnaire of the above one to an I don't know item.”

“We may not expect much since the JPO Service Centre cannot be in each and every office of JPOs.”

“I think it would unfortunately be difficult for JPOSC to give support in this area, given the fact that you are far away from us and could only give remote support.”

“When I spoke to RR about my concerns on how I was being treated this was not taken seriously and I do not feel I have support from RR. My mentor has been very supportive as has DRR (whom I feel faces same issues as myself to a certain degree).”

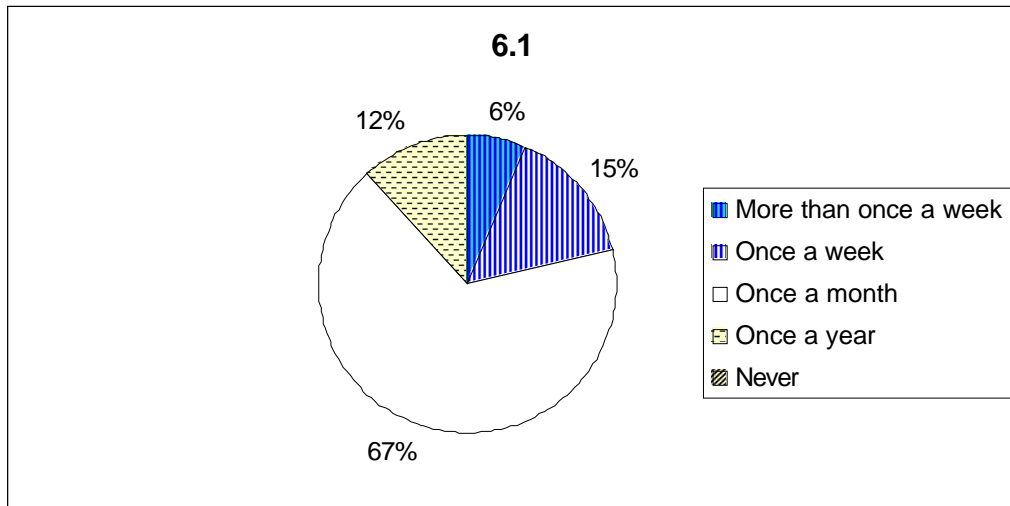
“Country visits in order for the JPO to know his/her human resource associate.”

“To contact to the home government of who is sexually harassed.”

“Ombudsman.”

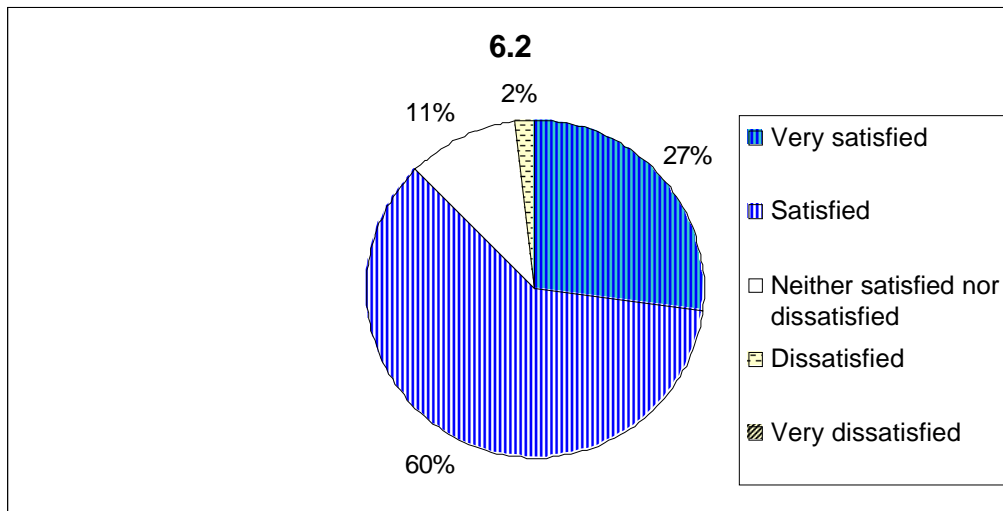
Section 6 - JPO information needs

6.1 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 154 answers (10/23/103/18/0)	6 %	15 %	67 %	12 %	0 %
2002 results 142 answers (3/24/84/28/3)	2 %	17 %	59 %	20 %	2 %
Evolution 2002 - 2003	+ 4%	- 2%	+ 8%	- 8%	- 2%

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



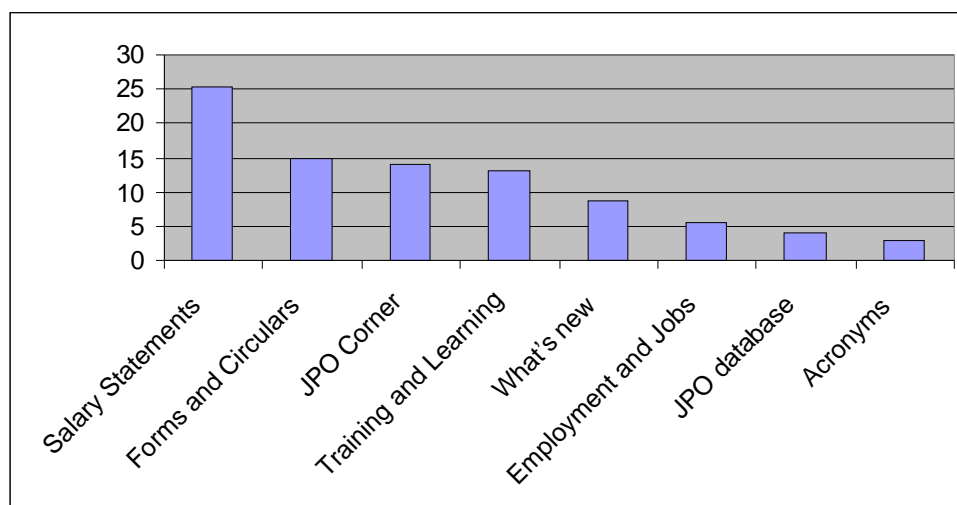
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global 152 answers (41/92/16/3/0)	27 %	60 %	11 %	2 %	0 %
2002 results 136 answers (31/74/30/1/0)	23 %	54 %	22 %	1 %	0 %
Evolution 2002 - 2003	+ 4%	+ 6%	- 11%	+ 1%	-

6.3 What are the sections of the website you visit more often?

214 answers (multiple answers possible).

The following results only show answers mentioned at least 5 times.

	answers	%
Salary Statements	54	25
Forms and Circulars	32	15
JPO Corner	30	14
Training and Learning	28	13
What's new	19	9
Employment and Jobs	12	6
JPO database	9	4
Acronyms	6	3



Comments:

“Just browsing (initially the rent subsidy table :-)”

“Why don't you set up an information network specifically for JPOs, if it works anything like the other knowledge sharing networks it could be a great success and a source of support to all JPOs.”

“Rules and regulations and formats to apply for things.”

“I visit the website when I need specific information on different issues.”

"I used the website most frequently before and right after I started my assignment, initially to find out more about what the JPO Programme was all about, and later to find information on all the various administrative procedures."

"I hardly ever visit the website."

6.4 What could we do to better address JPO information needs (sections of the website you would like to see more developed or improved; other means of information)?

Provide more information: news and job opportunities

“Full information on ALD contracts, how to negotiate them with our CO, salary estimations under ALD vs JPO (simulations by entering JPO's current statement and its components, etc.) ; Job offers, either consultancies or permanent posts.”

“More focus on after JPO-ship placements.”

“Develop a page to advise how to write competitive and successful C.V. for the next assignment, how to prepare for interview examinations for the recruitment.”

“I don't really understand why we don't all have access to job opportunities for former JPOs. Would be good to get an idea of what is possible.”

“To inform even more often of the "news" in the website.”

“The only thing I can think of is job advertisement with actual coming up jobs within the UN system.”

“Follow-up of careers post JPO assignment with UN agencies and other donors. Organise forums with potential employers.”

“Post-JPO jobs.”

“JPO CV roster”

“Links to broader employment opportunities within the UN and else.”

“It would be great to see the job search developed further and to learn more about where JPOs who have completed their assignments recently have ended up. One idea could be post a list (with links) of upcoming vacancies in the UN System at the P3 level, or other vacancies which would benefit from the experiences of JPO candidates. I think it would also be beneficial to document how different JPOs have used their learning funds. It would also be helpful to learn more about and contrast the different levels and types of contracts available (we had a similar discussion on the list serve last year and this was helpful).”

Provide more information: training opportunities

“More on training.”

“List of training programmes”

“Training and learning opportunities.”

“Information about training opportunities could be improved.”

“Update the training section with distance learning programmes.”

"Training opportunities." X5

"I think that this is already suggested, but we need more information on training opportunities across the world."

"More details on training possibilities ."

"More info on training + feedback on training."

"The training part."

"Improved section on training opportunities for DTTA."

"More listings and surveys on training opportunities; job searches."

"Pre or post candidate interview to JPO post, more information should be given (perhaps by donor country) on the options for country of assignment. In the case of my donor country, there was little transparency on the criteria used to assign a JPO to a specific country of assignment."

"More on training alternatives - I'm too busy working to scout for training opportunities. Send out group emails to all of us with ideas about training, do a roster of all courses all JPO's have taken and make us do a review of our course that you can then post on your site."

"Create section on DTTA to provide a list of courses or institutions giving courses useful for JPOs."

"I would like you to update the training website and provide more information on where key trainings/conferences are taking place under respective thematic areas."

"A stronger section on training opportunities would be helpful."

"Training section, but don't know how. The problem is that many potential training sites (like WB's) are completely outdated. But what could JPOSC do to that?"

"Courses for DTTA use."

"Maybe some more information on training perhaps links to the places where other JPO's go and statistical material on how the moneys are spent by JPOs."

"Training opportunities outside those planned and organized by the JPSC should be advertised and promoted."

"Link to learning institutions that offer interesting courses/programmes for both UN and JPO's to follow. Possibly post courses that have been followed by JPO's in the past."

"Develop training opportunity and information."

"Relevant training links."

"Improve list of courses/course options."

"Training opportunities, i.e. the mutual support initiative (MSI) launched by the UNDP SURF was not posted in the JPO website. MSI is a great learning tool and JPOs could be interested in knowing what it is and how to access it."

"Honestly, I do not know the website very well, but information regarding training in different regions and different topics could be very helpful for me."

"More on training, you should log what training the JPOs have attended."

"Improve number and specialisations of training courses."

"More training opportunities on management and public policy and more links to training centres."

"The section on good courses needs to be developed. All JPO's should be required to fill in a one page evaluation form of courses that they did. results of these surveys can then be placed on the web site. Consequently courses can be identified which were judged appropriate."

Provide more information: administration documents

"Capacity building. Indeed, I feel there is an area of improvement, more courses related to the different practice areas could be provided."

"There are several forms but not explicitly the procedures."

"It would be better if there are sections about insurance, leaves and entitlements, allowances and so on."

"Contract information on for example parental leave, DTTA use, procurement trips etc. For example: are family members eligible for going on procurement trips?"

"It would be helpful to have a step by step guide to separation."

JPO Net / Discussions

"It is unfortunate the chat room is not really working. I sometimes visit it, but there is never anybody there. For the rest I think there is quite a lot of information available. To be honest I don't use it a lot and I am sitting in the same room with another JPO so the questions we have we ask each other. Which usually works."

"Maybe have a directory of current JPOs."

"Encourage use of the forum."

Website improvement suggestions

"It contains lots of useful information, but it can be improved to be more user-friendly. There are way too many icons and small letters. It may help to have a noticeable search engine attached to the web page???"

"A livelier website would be nice. More inviting with more up to date general information - news relevant to JPO anywhere in the world."

"More attractive to outsiders, for example, every month a highlight on one or two JPOs: what are they doing etc..."

"Create a section on sexual harassment."

"An archive with a search facility would be great."

"Updated acronyms list."

"Easier saving of downloaded documents."

"If it is not already there (I haven't REALLY looked for it yet), information on travel claims, what we are entitled to, how to calculate DSA etc..."

"There are some problems reading the site with Microsoft Explorer. E.g. to get to the salary statement I need to use the Netscape Navigator."

"Cut the intro, offices with poor bandwidth just waste time."

"A section of difficulties former JPOs have encountered, such as jealousy, viciousness from other colleagues including disrespect, and how they solved them."

"It would also be nice to add some pictures of JPOs from their assignments."

Other comments

"My problem in [my duty station] is to have access to internet. That is very difficult to me."

"Unfortunately I haven't had much time to explore the website so far."

"I think the website is great as it is! Excellent!"

"I am quite satisfied."

"I think it is fine."

"I think it is developing in a nice way."

"I consider the sections currently well structured."

"I get sufficient information from the web site as well as from the emails, so please keep up the good quality."

"Difficult to say. To my understanding the information provided in the web page is pretty good and updated, together with some spontaneous e-mail with info to all JPOs."

"Mentoring system."

"If there's a mailing list (on subscription basis) for sending out what's new or information about training courses etc., that would be useful."

"Not in particular yet salary scales info. of cost sharing between the field office and host government (ALD contract detail etc.) can be appreciated."

"As far I am concerned, the service rendered by the JPO Service is very adequate and efficient. The post JPO employment section is very complete."

"Can't think of anything just yet."

"No idea."

"I am satisfied with the website."

"Salary section: speedier update."

"Because of lack of time I don't even use all the information available on the website. "

6.5 Further comments on JPO information needs:

"An in-depth survey on post-JPO experiences over a period of 5 years after separation (how long did their job research take? Are they still working today in the same organization or in another? Are they still UN staff, bilateral cooperation staff, consultants, or did they switch off totally (private business sector, etc.)? In such a case, what are the reasons of such a discontinuity? etc..."

"More information on training opportunities and job opportunities."

"More information on courses related to different practice areas."

"Information on future employment opportunities."

"I have to admit that I did not make the time to explore all the information on the website in depth. The process of quitting the previous job, organising the move to the duty station, etc. took up a lot of my time, and the amounts of paperwork (or rather the amounts of links to information documents accessible via the JPOSC and UN websites) was quite off-putting for me to even start."

"In case it does not yet exist: I would consider it very useful to receive per email a bimonthly (or even monthly) JPO newsletter that summarizes all important news and development, new documentation, new regulations, upcoming events, training opportunities, etc. This is especially due to the fact that internet downloading from [my Duty Station] sometimes takes an enormous amount of time and often blocks the computer; therefore do not get all the information I would like to get."

"Duty stations needs to be more informed about the activities of JPO. For example, a confusion about the use of DTTA is due because of lack of information."

"I would like to know more about trainings/courses other JPOs have attended, In my case in the environmental field, to get to know better the possibilities available."

"Level of information is ok right now as I have only just arrived at duty station."

"Training possibilities."

"Being very new, i think it would be very good if we could actually make contact with the FO before we get there."

"At the outset, more guidance should be given on use of DTTA, as JPOs in [my CO] are often subjected to mild pressures for the funds to be spent on purposes unrelated to training and travel."

"Important to inform on the possibilities after finishing assignment."

"Info on possible transfers. It seems to be happening a lot, might as well be open about it"

"Renewal of contract procedures" (mentioned twice)

"May be JPOs just need to be reminded the great potential of information available already..."

"Some links (i.e. the website WB for training opportunities in the area of poverty reduction) are not up to date, therefore useless. May be links should be to website that are up to date and provide useful and ready to use information."

Section 7 - General comments and feedback

7.1 What are the three most positive comments you have on the JPO Service Centre?

I will make only one: you seem to work very professional, with quick and accurate answers, really appreciated!

Quickness

"The JPOSC is a real "service" centre, in fact beyond my expectations. In those few cases when I have a question I often get a quick and accurate reply."

Speed (mentioned twice)

Speediness of response to questions.

Quick response (mentioned 32 times)

"Always very quick in terms of services and replies.

"Excellent response time." (mentioned twice)

Fast (mentioned 5 times)

Rapid (mentioned twice)

Timely responses (mentioned 15 times)

"The timeliness of responding and the feeling of being taken seriously."

"Extremely short response time."

Prompt (mentioned 10 times)

Very prompt in replying mails

"Generally prompt response."

"Quick on replying to different requests."

"Readiness of reply."

Service and client-oriented

Service-minded (mentioned 5 times)

"Client oriented, trying to identify the JPO need and work in this direction."

"Responsiveness" (mentioned 3 times)

"Openness"

"very responsive"

"I do not feel too much pressure from the JPOSC to enforce their statistics, surveys etc. Standing for JPO and taking action for JPO."

"Easy to access"

“Services of high quality.”

“business oriented.”

“Professionalism” (mentioned twice)

“Always available for any queries no matter what they are.”

“Staff are very professional, helpful and seem committed to serving JPOs.”

“Adequate answers to questions”

“Great support and assistance.”

“Great service/'personal/caring/ customer-oriented'attitude of all the persons I have met from the service centre.”

“Consistent policy.”

“Client and results-oriented.” (mentioned 3 times)

“Responsive to needs”

“Very approachable.”

“Very responsive - higher standard of professionalism compared with other parts of UNDP.”

“Transparency.”

“Administrative clarity.”

“Financial expertise.”

“No request has been forgotten to respond.”

“Excellent service.”

“Unbureaucratic.”

“Diligence in replying in good time and efficiency.”

Efficiency and accurateness

“On contrary to what I heard, I think JPO SC is very efficient. I always get answers to my questions fairly quickly. Also my feeling is that all arrangements that are necessary are taken care of in a good way. It might be that this is because my resource person at the SC is good! I must admit though, that I hardly use the services of the SC.”

“Professionalism.” (mentioned 4 times)

“Efficiency.” (mentioned 19 times)

“Efficient administrative support.”

“Comprehensiveness.”

“Precision.”

“Accurate advices with the side of JPO.”

“Accuracy.” (mentioned 8 times)

“Timeliness of payments.”

“They give me options if I face any problem.”

“Guidance.”

“I do feel that if I really had to use the assistance of the JPOSC, it could actually help or at least would try to.”

“Productive.”

“Excellent, timely, professional, dedicated assistance.”

“Effectiveness.” (mentioned 3 times)

“Extremely reliable.”

“Very useful and practical inputs (maybe because some of you have been JPOs before, you can second guess very well what we may need).”

“Good help when contacted”

Team commitment

“Available.” (mentioned 4 times)

“Helpful.”(mentioned 13 times)

“Supportive” (mentioned twice)

“Reliable” (mentioned twice)

“Very responsive and kind.”

“Overall general support.”

“Highly professional.”

“Available counselling.”

“The [JPOSC] take your case seriously, follow-up and know what they are working with. Responsive and clear.”

“Good image.”

“Human.”

Team friendliness

“Nice people” (mentioned twice)

“Very international.”

“Friendliness” (mentioned 35 times)

“Always very friendly and welcoming.”

“Friendly interaction pushing for frankness.”

“It is a friendly Centre and you feel at home.”

“Quick and friendly responses to my questions!”

“Friendly personal interactions in visits (very important the regional and induction course visits).”

“Very nice, friendly and professional contact person, who always has answers to my questions.”

“Dynamic staff.”

“Kindness”

“Politeness.”

“My new contact seems a very nice and reliable person.”

“Enthusiasm.”

“Positive attitude and informal.”

“Keeping a very young and professional spirit.”

“Availability of HRAs.”

“Pleasant.”

“Always reachable.”

“Continue being friendly and warm.”

“Good humour.”

Access to information

“Informative communication.”

“Easily accessibly in terms of information.”

“Good communications and monitoring.”

“Informative.”(mentioned 3 times)

“Information sharing, administrative support.”

“Provide needed information.”

“Reliable source of information, when the COs HR (often!) fails to provide this.”

“Information in order, unlike in other UN units.”

Innovation

“It is a dynamic initiative that is evolving and changing according to present and future needs of the JPOs.”

“Modern within the UN system.”

“Interactivity.”

“Well organised.”

“Proactive.”

“Innovative.”

“Both innovative and responsive.”

“Willingness to strive for improving their service, much in line with the spirit of the JPO program. It's some sort of a breath of fresh air inside the UN bureaucratic system.”

“One-stop-shop”

“Easy "1-stop" reference centre.”

“Not a typical UNDP-approach for handling questions.”

Personalisation of the service

“Confidentiality”

“Sympathetic”

“Kind advices”

“Very supportive” (mentioned 7 times)

“They guide me like a friend”

“The person in charge of me [name mentioned] has always been very helpful and patient with all my questions. The fact that there is a JPO service centre that provides personal support to new JPOs is very useful. I haven't had much experience with the JPOSC beyond that as I just started so there is not much more I can say about it at this point.”

"Prompt and efficient in addressing JPO needs, associate officers as well as other JPOSC staff create a reliable, trustful relationship between JPOSC and JPOs."

"Manner in which queries are dealt with are always polite and personal touch. The centre has been a vital support tool to me during my change of CO."

"Very supportive and caring staff."

"Contact and communication has been very good, helpful, cheerful and timely"

"Very nice, friendly and professional contact person, who always has answers to my questions."

"Good understanding of our problems."

"Good to have some body external to turn to for advice, support etc..."

"Caring about those who are in the field."

"You feel supported in difficult situations."

"Immediate feedback."

"Discret but always available."

"Whole team open for single JPO not only designated focal point."

"Good to have a JPO focal point"

"Confidence in staff."

"Personalised"

Web services

Webpage (list of acronyms and workshops)

"The JPOSC website provides comprehensive and useful information."

"Informative website"

"Nice website"

"Availability of forms, circulars etc in the web-site."

"Not too much information on the website, but the essentials are there."

"Keep up the efficiency in responses and updates on website."

"Continuous updating."

"Great and useful webpage."

"Good useful website."

Other comments:

"I have very limited experience with the centre because I have just started my position as JPO (EOD 24 Sep) but I would like to underline that [HRA name stated] has been a great support to me in the weeks coming up to my assignment. She was extremely efficient and supportive."

"The Regional JPO workshops are a very good initiative."

"Photographic brochures."

"Well advanced notice on JPO training."

"When I went there everyone was very friendly, esp. [name given]! They try to answer your questions. They arrange for you to come and meet them before going to FO"

"The mentoring programme is a great initiative."

"A haven for JPOs in the rough world of UN."

"Maybe too easy, in some cases, because it is nicer to come and bother you, than to search the information on your site!"

"You exist, you are very proactive and you respond well."

"The service centre is trying hard to deliver."

"Will to improve."

"Good manager."

"The JPO Service Centre is attentive and answers my queries promptly. They have arranged for my salary to be paid on time, and most importantly are open to and feedback from JPOs, identifying solutions."

7.2 What are the three least positive comments you have on the JPO Service Centre?

Problems of efficiency

"Bureaucratic, offensive, unkind"

"Work load for Staff from the JPO Service Centre."

"Advices are a bit too general to apply for CO sometimes."

"Concerning administration of funds occasionally disorganized."

"Slightly impersonal."

"Only one comment: in some cases (as noted recently) it takes a while to get a reply on a particular question. Also, as a suggestion for the sake of other JPOs I would advise that in future all communication relating to the PPO induction course be copied to the JPO him/herself, because in my case the clearance from the JPOSC for travel, visa and DSA was not communicated to me by the CO Management and no action undertaken, so as a result I had to arrange everything myself at the last minute."

"Sometimes there is a lack of detail!"

"- Respect of the timelines
- Lack of clear goals
- Needs to be more communication."

"Could be more proactive regarding administrative matters in the pipeline."

"More initiative from focal point, e.g. when a extension of regular contract has to be started. Consistency in focal points for the single JPO (I had a change of three tutors so far)."

"You have to ask each question."

"Differential treatment among JPOs, is there?"

"I still feel that when I ask for something I am 'bothering' my desk officer, and the reply doesn't always come. I understand the workload though."

"Sometimes rather arrogant attitudes. Never get my salary right when there have been changes or when I should have had something extra."

"1. Not enough contact between JPO and HRA, 2. Not enough training proposals."

"Not following up on worrying quality of HR section in Country Offices."

Problems with the entry on duty process and with ToR:

"Better check of TORs with CO and future JPO. Increase transparency in recruitment procedure."

"The amounts of information that are given to new JPOs is difficult to manage, but I have no idea how this could be changed, as I guess this is how the UN bureaucracy works."

"I have only one comment: Maybe you could be better at defining your function to the new JPO's. It would have been useful to know exactly who - JPO SC, HQ, CO - does what, from the beginning."

"I was personally not provided with a pre-assignment briefing. Perhaps this could be done by phone if the incoming JPO is unable to fly to Denmark."

"The quality of the information provided at the beginning of the assignment process (commented earlier)."

"Recruitment process wasn't very professional."

"Too long wait before serious contact was taken with me to prepare for departure. This was really a problem, since it made an already stressful situation much more stressful."

"Too lax on JPO ToRs."

"I had to borrow a huge amount of money from my parents for my travel to my CO because I didn't receive the travel grant before the trip."

"1) Funds should be made available for JPO conferences beyond the DTTA.
2) Interaction with HR Associate prior to departure would be useful (is introduced now to my knowledge)."

"Decidedly needs to strengthen its position vis-à-vis COs, regarding treatment of JPOs and their ToRs. This would certainly enhance its image among JPOs and donors (who receive reports from JPOs)."

Problems of relationship with stakeholders and partners

"It would have been good to be able to visit the JPOSC in Copenhagen, but this is not possible because of my government and therefore not a negative comment on the JPOSC as such."

"In spite of five months preparation time I got my UN - laissez passer and visa three days before the date of departure (very stressed atmosphere !). So there is a lack of collaboration between the JPO Service Centre and other UN administration offices."

"It is unclear whether the SC advocates to senior management figures with regard to widespread JPO concerns."

"As a UNFPA JPO it is sometimes difficult to know exactly where the tasks of the JPO Service Centre and the UNFPA JPO Focal Point begins and ends."

"Difficult to know whether the centre is on the side of the COs or on the side of the JPO in relation to delicate issues."

"Share more information with CO senior management."

"To my knowledge, no attempts to link JPOs from the Developing Countries with their Donor Countries."

"The JPO Service Centre should do more to influence the donors to ensure harmonisation of salaries and benefits. This is important in terms of equity and advancement in the UN System. Until such time as this is realised, it is important for the JPO regional workshops that some funds are set aside for JPOs from countries with limited travel budgets. The JPO

Service Centre should also provide donor feedback to the JPOs from their respective countries.”

Distance from the field

“Perhaps it would be good for more of the service centre to come to the various COs and see the context in which the JPOs are working.”

“Far away and do not know the staff in person.”

“Lack of field experience (as outlined in one of my previous answers), cannot think about anything else.”

“Far away.”

“It's in Copenhagen.”

“Not enough decentralized. Some issues have to be checked with NY which delays the response.”

“Distant and not always able to add pressure on field offices.”

Lack of information on/ problems with training:

“To my knowledge, only lack of information on courses available to JPOs.”

“I received out of the blue an invitation for a regional workshop that had dates that clashed with my training in New York, and that was confusing. Also the attachment of that message was very big and blocked my email inbox. Maybe pre selecting recipients of emails properly before sending them out to people for whom a message is not relevant (yet) may help.”

“Information about use of DTTA for training. Would be good to know what the hundreds of previous JPOs have done.”

“Information of training opportunities.”

“Regional workshops need to be revised and made more applicable to JPO work.”

“Training opportunities outside those sponsored by the JPOSC are not promoted.”

“Probably the induction course. Even is good to have a general introduction of the UN, second week could be more specific per agency and assignment.”

“Better guidelines on the eligibility of DTTA.”

Problems with the website

“More up to date.”

“Opening of JPO web site is too heavy and long for field offices where internet facilities are poor.”

“Services provided are mainly based on access to internet but there are some JPO who don't have access to internet.”

“The flash animation on the website can't be disabled.”

“Web page could need a new design.”

Lack of support regarding employment opportunities

“Post JPO information.”

“Knowledge of country-specific employment rules and consequences could be better.”

“Maybe some follow up on how the job is going, however I think we have to learn to deal with that, and the idea of the mentor I thought was excellent.”

“There should be more support in terms of future careers with UNDP. Much of your JPO years depend on the management of your CO and this of course has a direct affect on your career.”

“Better in finding post-JPO job opportunities.”

“After JPO opportunity.”

“Be more proactive (especially in matters of contract extension).”

Problems with reassignments and extensions of contracts

“Inconsistent in replying to questions, slow and a bit of a mess (Maybe because I experienced it during the moving of offices last January).”

“Durations of contracts between JPOs from different countries are not equal: it should be harmonized.”

“Lack of real power.”

“The reassignment process is not totally clear as in: what choice do we have? it looks like it depends much more on personal links and high level decisions than on a choice on availabilities by the JPO.”

Other

“Some forms I had to fill in are not very user-friendly.”

“I wish UNFPA JPOs could have a similar level of support as UNDP JPOs do through JPOSC.”

“Postal cost for sending medical check etc. before assignment can be hosted by the JPO Service Centre. We cannot expect much support on Van Breda insurance related info.”

“Formal, institutional, on the ‘system-side’.”

"Maybe they can provide more networking opportunities among JPOs?"

"No regular feedback."

"Vacation message not always working."

"The little communication I had took longer than just 72 hours."

"For assignment, PPO training, reassignment, sometimes it is difficult for JPOs to see the big picture of what tasks need to be completed before the action materialises, and who (JPO, JPOSC, sending organisation or receiving organisation) is responsible for these tasks. Difficult for JPOs to own the process. They need to be told what they need to do by someone without knowing the big picture, and that could be quite frustrating. Other than that, I cannot find the other "least positive" comments."

"I didn't like much the way one of the people assigned to my case dealt with it, time ago. For the rest, no other unsatisfactory comments so far."

"Sometimes less supporting."

No negative things

"Often sub utilised."

"Don't have any."

"I am very satisfied, so no less positive comments."

"I try not to be dependent on any organization, especially not a UN one. If the same goes for the JPOSC, I guess that this is the one least positive comment I have and unfortunately, there is nothing one can do about it -- it's all scientifically proven (organizational behaviour etc.), so I guess that there is nothing really negative to say from my side about the JPOSC ..."

"I had no problems so far so I cannot answer."

"I have none so far."

"...cannot think of one."

"Can not find."

"I do not really have any complaints."

"I cannot provide you with any!"

"Don't have any problems so far."

"No comments."

"Seriously, I haven't found any. Yet..."

"I haven't been a JPO long enough to experience negative things..."

"I am sorry but I have no negative comments."

"I can not think of any, if I had one I would tell it to my contact personally and I guess that is a positive thing."

"Beside these comments, rest is really all right!"

"Seriously, I don't have any negative comments so far. But I'll let you know should something arise."

"Unfortunately, offices like you are too rare in the UN System."

"I seriously don't have anything to criticize JPOSC for."

"It has been a job well done really."

"None. Seriously, you are doing a great job!"

7.3 Other comments, ideas and general feed-back:

On the JPO Programme and the JPO Service Centre

"It was good for me to visit your Centre before my arrival in [my duty station] for a briefing session. It was nice to see the Centre's staff in person after exchanging so many e-mails in preparation of my assignment. I look forward to meeting JPOs from other countries at the induction course in NY and any other opportunities. Thank you."

"There may be a need to carefully look at how UNDP views JPOs - too often they are simply viewed as a cheap resource to exploit. While it seems slightly different at CO and HQ levels, JPOs are sometimes viewed to be extremely junior and are given many administrative tasks which do not relate to the level of their professional background. This is not to say that JPOs are not at the beginning of their career, they are, but that should not result in a judgement on their ability or inability to do substantive work - that judgement must be made looking at the specific case, and the JPO centre should maybe advocate more strongly that JPOs are a professional resource to be invested in (with training etc.) rather than merely a cheap resource to be exploited for two or three years. Sometimes I feel that JPOs share a similar fate with the UNVs - they are valued less than other staff. Especially in a time of diversification of funding, the funding source shouldn't define a staff member's value. All too often JPOs get referred to as "JPOs" and are even given that title as a functional title. On a very practical level I would suggest that the JPO Centre encourage offices to assign proper functional titles to JPOs. No one else (except UNVs) has a title derived from the funding source of their contract. Generally I think it would be good if the JPO centre could advocate for treating JPOs not as JPOs (whatever good or bad connotation that may have for different people in the organization) but as staff members equal to all other staff members. It would also be nice to hear from the JPO centre what actions are taken in follow-up to the suggestions/feed-back provided in this survey."

"Although the status of the JPOs is quite high within the UN system, JPOs are seen too often as free labor and easy to get. Country Offices apply for a JPO without properly assessing their needs and do not commit to supervise a new JPO adequately. Quite often national interns could do the same work, thus donor money is wasted in vain."

"I believe that it is recommended to send more JPOs to small country offices. I have a feeling that in small offices, there is not sufficient support system for JPOs. Especially in a family duty station like [my duty station] (with very little to do) being a single (in terms of a number and also marital status) in a small country office without proper support can be difficult. Additionally, sensitization on the role of JPOs should be done at the country office level. I often have a feeling that JPOs are regarded as someone young without much experience, therefore national staff (especially older men) do not take us seriously. I often find it challenging to be a young, single woman in this working environment."

"It is sad to say that sometimes OHR is more helpful than JPO Centre."

"Being very new, I think it would be very good if we could actually make contact with the FO before we get there."

"If I see the problems other staff members have with their HR departments, I think you should give technical support to the rest of the UN HR Offices and share your lessons learned..."

"In order to :

- improve funding for JPOs,

- make JPO assignments even more interesting,

one could find it useful to carry out a comparative study of the various systems (e.g Swiss system is 3 years with one year in Switzerland for an NGO or the DDC and then 2 years abroad; I wish I were Swiss !)"

“The JPO Service Centre should work hard to improve the situation of JPOs when they arrive in the country office. Many JPOs get really frustrated when faced with incompetent supervisors and superiors that take no interest in their work and their capacity. Demand country office co-financing of JPOs!!! It's exactly the same as in our programming, to ensure country ownership of projects we expect commitment from the country. In the same way we should expect commitment from country offices. Not much, but a little. JPOs are highly capable of making a serious contribution to the work of the office, and should be more valued. This will not happen if we continue to be regarded as free labour!!!”

“I am really desperate and have spoken to all levels of management in the office in terms of my concerns for the future. I have been promised support by RR but then when a decision is made RR reverses it or accepts lies from a favoured individual. The whole office has the same problem. How do I tackle this in terms of thinking about any future career with UNDP and in relation to the RBM? What is one to do when I have showed successful experience, prior to coming to UNDP, in the field I am working in, but this seems to not be recognised by RR. How is one to deal with issues of possible gender related bias?”

“JPOSC to be a training Centre for Senior Staff from COs to get your experience in meeting the needs of clients.”

“The 72 hour policy is working very well, next should be the "service-minded attitude and accurate information" policy to be implemented.”

“The JPO service centre should be more active in doing evaluations of the HR section in the Country Offices. Even though the Service Centre does a good job I am quite disappointed with the HR section in the Country Office which I feel is not pro-active and does not implement the UNDP work life policy for partners. It might be an idea to organize some sort of capacity development of HR officers to make sure that they are proactive and also comply with the rules that are set up within UNDP such as the work-life policy.”

JPO workshops

“The JPO regional workshop is at the same time as the JPO training at HQ in New York. Next time it might be better to check the dates of the JPO training, so that everybody has the chance to visit the regional workshop.”

“Continue organizing regional meetings and encourage other agencies besides UNDP to participate as resource persons.”

Training issues

“I would like to receive an answer to the DTTA issue I raised taking into account that [my HRA] already replied. However, the JPO SC could try to see with the donor country how to manage the business necessity and a proper use of the DTTA.”

“Training possibilities...”

“At the outset, more guidance should be given on use of DTTA, as JPOs in the [name of the country provided] CO are often subjected to mild pressures for the funds to be spent on purposes unrelated to training and travel.”

Post-JPO and employment issues

“Section on job needs to be improved & JPOSC needs to guide the JPOs on the future jobs.”

“JPO roster?”

“Important to inform on the possibilities after finishing assignment.”

“More information on training opportunities.”

“Maybe more information on how ex-JPOs have found their current jobs?”

“Hope to see the result of CV talent roster very soon.”

“It may be helpful for the JPO Service Centre to engage in a dialogue with JPOs prior to the end of the contract to provide some guidance on post-JPO employment strategies (in addition to the standard information provided on the website). The JPO Service Centre’s visit to our region was welcome and much appreciated. “

Website

“A time-based automatic information program, that could address information needs of the JPOs without the need of request-replay (except on occasional times), based on a typical JPO experience.”

“Very good website.”

“I don't know how well the chat room and forum are working but it would be an idea to have group discussions on specific topics at set times so that we could all log on and know there'd be others there. Also, why not have people like MMB answer questions from JPOs over the internet?”

“Important messages should still be communicated through email and not only posted on the net.”

Problem regarding the survey

“Question one in this section has a problem. Between one month and one year there is a bit of a time gap, you may want to include every 3 months, etc...”

Positive comments

"Sorry not to be able to list three positive and/or negative comments. My experience so far with the JPO SC is rather positive. All questions i have had were answered in a timely manner."

"I'm afraid it is a little too early for me to make constructive comments. The few times I've asked information to the JPO Service centre since I've arrived have always been very satisfactory."

"Thank you for a very good support."

"Thanks!"

"Special thanks to [name mentioned]."

"Keep up the good work."

"I think that the JPO SC provides JPOs with professional and friendly support. I would like to take this opportunity to express my gratitude to you all!"

"Level of information is ok right now as I have only just arrived at duty station."

"Thank you for your support."

"In general, very satisfied with the service."

"Feedback is positive."

Other Comments

"Unfortunately I have not used JPOSC enough to be able to give good ideas."

"Invent a new Xmas Card for 2003 - put the team up-side-down :-)"