



# **JPOSC Client Satisfaction Survey**

## **2004 JPO Questionnaire**

## 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 270 "active" JPOs working for the following agencies: UNDP and its affiliated funds/programmes (DDC<sup>1</sup>, IAPSO<sup>2</sup>, MRC<sup>3</sup>, UNCDF<sup>4</sup>, UNDGO<sup>5</sup>, UNIFEM<sup>6</sup>, UNV<sup>7</sup>), UNFPA<sup>8</sup> and UNOPS<sup>9</sup>. The current JPOs are sponsored by 22 countries<sup>10</sup> and serve in 103 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 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.

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<sup>1</sup> Drylands Development Centre (DDC)

<sup>2</sup> Inter-Agency Procurement Services Office (IAPSO)

<sup>3</sup> Mekong River Commission (MRC)

<sup>4</sup> United Nations Capital Development Fund (UNCDF)

<sup>5</sup> United Nations Development Group Office (UNDGO)

<sup>6</sup> United Nations Development Fund for Women (UNIFEM)

<sup>7</sup> United Nations Volunteers (UNV)

<sup>8</sup> United Nations Population Fund (UNFPA)

<sup>9</sup> United Nations Office for Projects Services (UNOPS)

<sup>10</sup> 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.

The 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);
- **Training and learning** (7 questions);
- **Your assignment** (13 questions);
- **Administrative follow-up** (8 questions);
- **Harassment** (6 questions);
- **JPO information needs** (6 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](http://www.jposc.org)). On 30 September 2004, 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 2004. 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 twelve months.

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

The team of the 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 **278** persons: all 270 active JPOs and 8 JPOs who separated in October.

### Global participation (152/278): 54.7 %

Participation in 2003 (157/275): 57.1%

Participation in 2002 (144/250): 57.6%

Participation in 2001 (133/255): 52.2%

#### Anonymous answers:

Like in the previous years, 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:

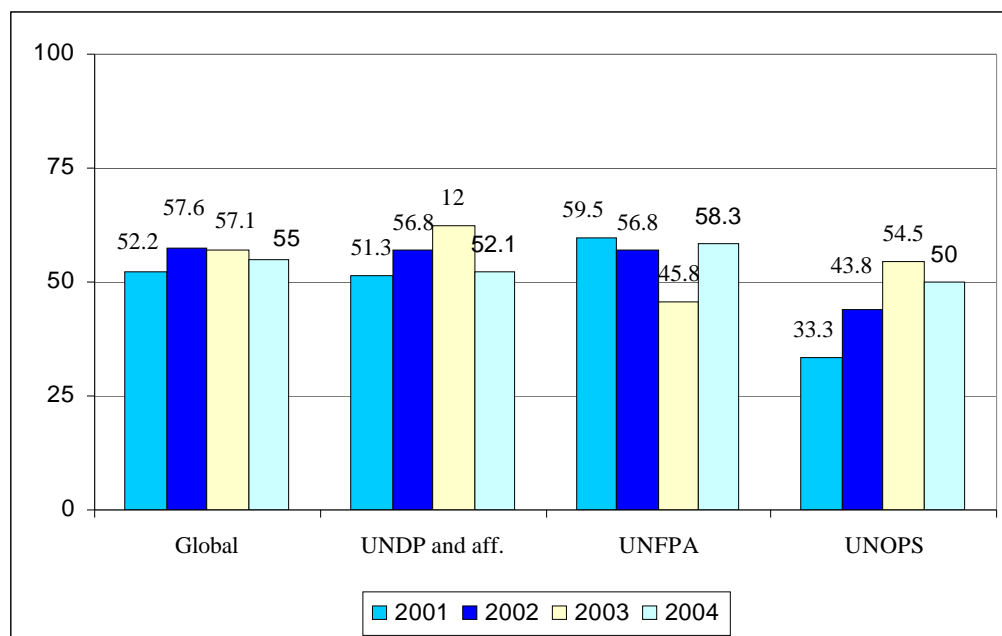
Name	54 anonymous	35.5%	(2003: 20 / 12.7% ; 2002: 40 / 27.8%)
Duty station:	7 anonymous	4.6%	(2003: 12 / 8.3% ; 2002: 6 / 4.2%)
Agency:	1 anonymous	0.7%	(2003: 2 / 1.3% ; 2002: 4 / 2.8%)
Donor government:	4 anonymous	2.7%	(2003: 4 / 2.5% ; 2002: 5 / 3.5%)
Sector of assignment:	3 anonymous	2%	(2003: 5 / 3.2% ; 2002: 0)

## Participation by agency<sup>11</sup>

UNDP and affiliated (110/211)	52.1 %	(2003: 62.5 %    - 10.4 %)
UNFPA (28/48)	58.3 %	(2003: 45.8 %    + 12.5 %)
UNOPS (4/8)	50 %	(2003: 54.5 %    - 4.5 %)
MRC (1/1)	100 %	(2003: ---)

Anonymous: 1 answers

(2003: 2; 2002: 4)

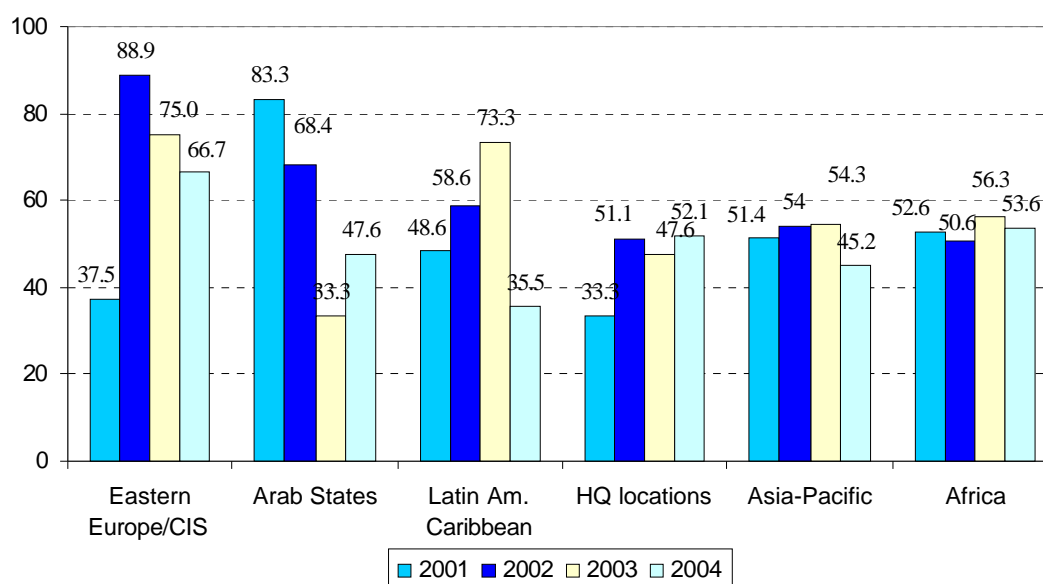


### <sup>11</sup> JPO Programme (268 JPOs) – distribution by agency (as of 1 October 2004):

- UNDP and affiliated (211/268)	78.7 %	(2003: 77.2 %    + 1.5 %)
- UNFPA (48/268)	17.9 %	(2003: 18.5 %    - 0.6 %)
- UNOPS (8/268)	3 %	(2003: 4.2 %    - 1.2 %)
- MRC (1/268)	0.4 %	(2003: 0)

## Participation by region<sup>12</sup>

Region	2004	2003	2002
Africa (44/82)	53.6%	56.3 %	50.6%
Arab States (10/21)	47.6%	33.3 %	68.4%
Asia-Pacific (33/73)	45.2%	54.3 %	54%
Eastern Europe and the CIS (14/21)	66.7%	75 %	88.9%
Headquarters location (25/48)	52.1%	47.6 %	51.1%
Latin America and the Caribbean (11/31)	35.5%	73.3%	58.6%
Anonymous	2 answers	13 answers	6 answers



<sup>12</sup> JPO Programme (268 JPOs) – distribution by region (as of 1 October 2004)

- Africa (78/268)	29.1 %	(2003: 31 % // - 1.9 %)
- Arab States (19/268)	7.1 %	(2003: 8 % // - 0.9 %)
- Asia-Pacific (72/268)	26.9 %	(2003: 27 % // - 0.1%)
- Eastern Europe and the CIS (21/268)	7.8%	(2003: 6 % // + 1.8 %)
- Headquarters location (48/268)	17.9 %	(2003: 16 % // + 1.9%)
- Latin America and the Caribbean (30/268)	11.2 %	(2003: 12 % // - 0.8 %)

## Participation by donor country<sup>13</sup>

Agence Intergouv. Francophonie (1/4)	25 %	(2003: 100 %    - 75 %)
Austria (5/7)	71.4%	(2003: 57.1 %    + 14.3 %)
Belgium (5/15)	33.3 %	(2003: 68.4 %    - 35.1 %)
Canada (4/7)	57.1 %	(2003: 40 %    + 17.1 %)
Denmark (13/31)	42 %	(2003: 52.9 %    - 10.9 %)
Finland (8/13)	61.5 %	(2003: 66.6 %    - 5.1 %)
France (12/22)	54.5 %	(2003: 68.2 %    - 13.7 %)
Germany (12/22)	54.5 %	(2003: 68.4 %    - 13.9 %)
Ireland (1/2)	50 %	(2003: 66.6 %    - 16.6 %)
Italy (5/9)	55.5 %	(2003: 58.8 %    - 3.3 %)
Japan (23/48)	47.9 %	(2003: 50 %    - 2.1 %)
Luxembourg (3/9)	33.3 %	(2003: 60 %    - 26.7 %)
Monaco (1/1)	100 %	(2003: 0 %    + 100 %)
The Netherlands (17/31)	54.8 %	(2003: 83.3 %    - 28.5 %)
Norway (4/13)	33.3 %	(2003: 40 %    - 7 %)
Portugal (0/2)	0 %	(2003: 0 %    = )
Republic of Korea (1/1)	100 %	(2003: 100 %    = )
Spain (3/10)	30 %	(2003: 61.5 %    - 31.5 %)
Sweden (18/26)	69.2 %	(2003: 64.7 %    + 4.5 %)
Switzerland (4/8)	50 %	(2003: 42.8 %    + 7.2 %)

Anonymous: 4 answers

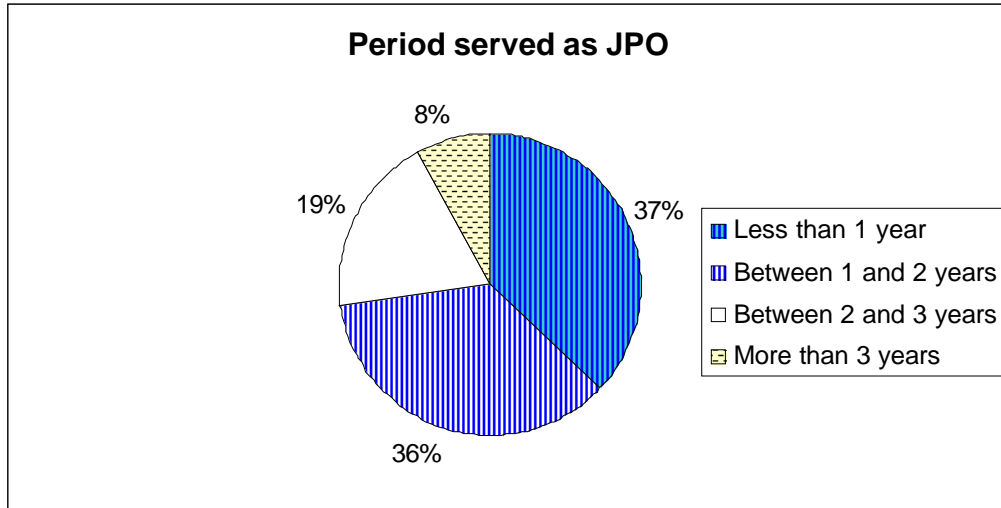
(2003: 4 answers)

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### 13 JPO Programme (268 JPOS) – distribution by donor (as of 1 October 2004)

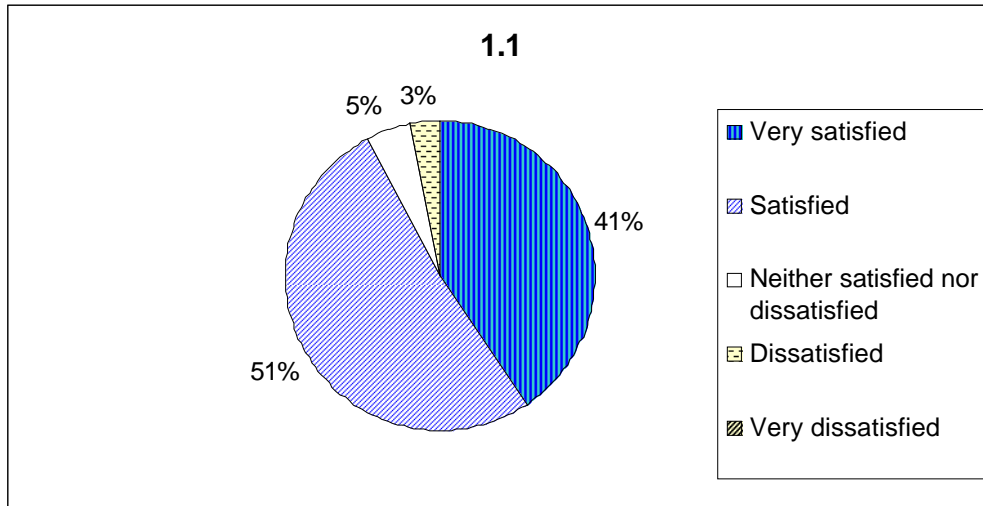
- Agence Intergouvernementale de la Francophonie : 4	1.5 %
- Australia: 0	---
- Austria: 7	2.6 %
- Belgium: 15	5.6 %
- Canada: 7	2.6 %
- Denmark: 26	9.7 %
- Finland: 13	4.8 %
- France: 19	7.1 %
- Germany: 21	7.8 %
- Ireland: 2	0.7 %
- Italy: 8	3 %
- Japan: 48	17.9 %
- Luxembourg: 9	3.4 %
- Monaco: 1	0.4 %
- the Netherlands: 31	11.6 %
- Norway: 11	4.1 %
- Portugal: 2	0.7 %
- Republic of Korea: 1	0.4 %
- Spain: 10	3.7 %
- Sweden: 25	9.3 %
- Switzerland: 8	3 %
- the United Kingdom: 0	---

**Distribution by period served as a JPO (as of 1 October 2004):**

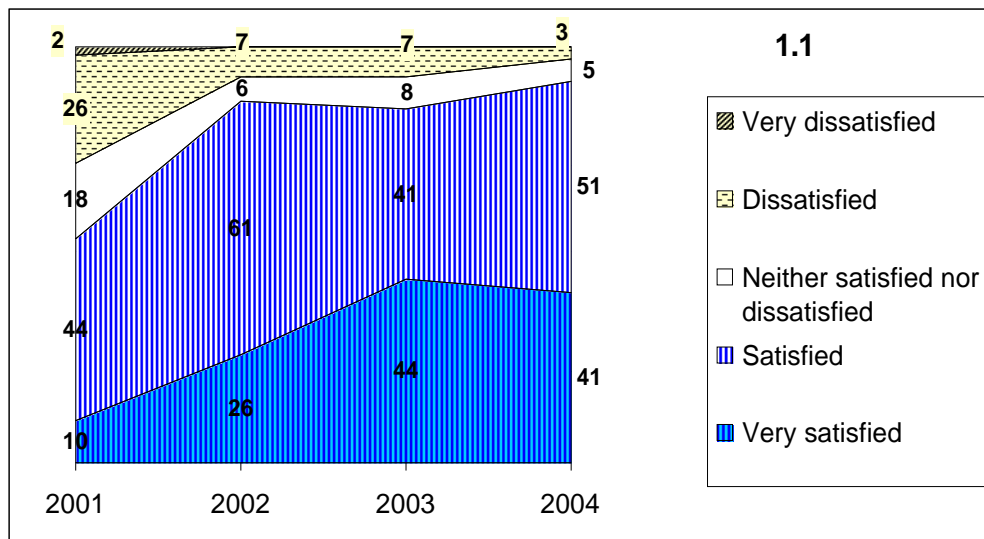


## Section 1 - Recruitment and entry on duty procedures

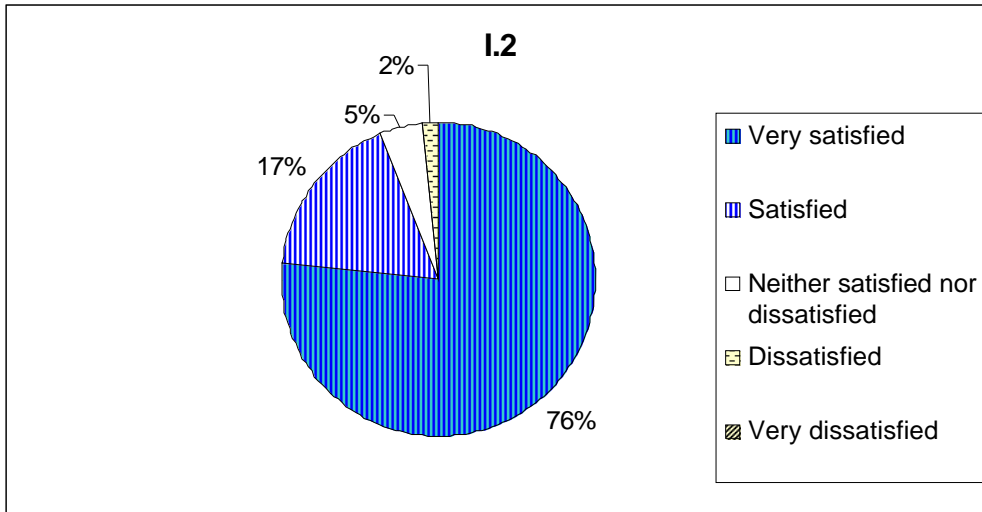
### 1.1 How satisfied were you with the information you received from the JPO Service Centre in the run-up to your Entry on Duty?



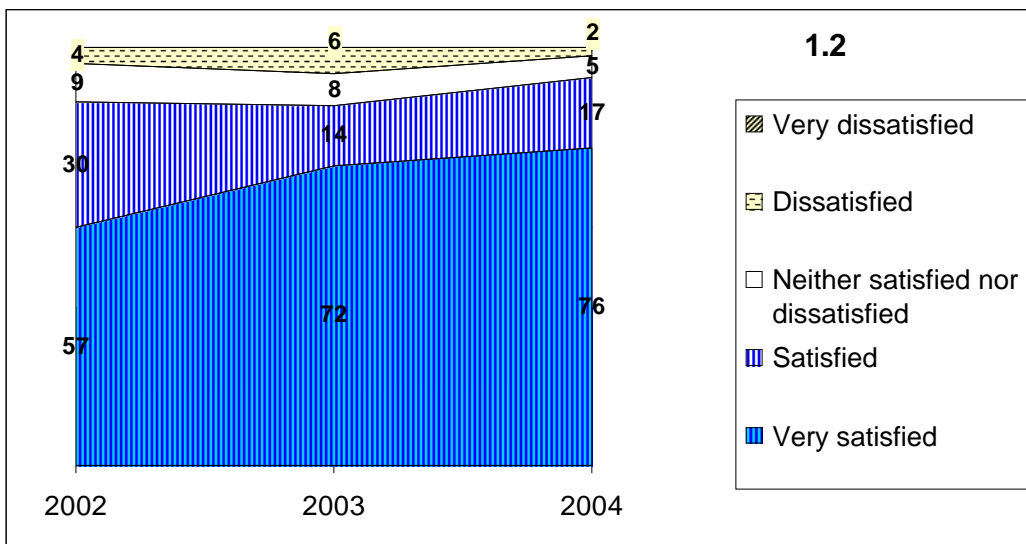
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (26/33/3/2/0)	<b>41%</b>	<b>51%</b>	<b>5%</b>	<b>3%</b>	<b>0%</b>
<b>2003 results</b> 83 answers (36/34/7/6/0)	44 %	41 %	8 %	7 %	0 %
<b>2002 results</b> 70 answers (18/43/4/5/0)	26 %	61 %	6 %	7 %	0 %
<b>2001 results</b> 133 answers (13/59/24/34/3)	10 %	44 %	18 %	26 %	2 %



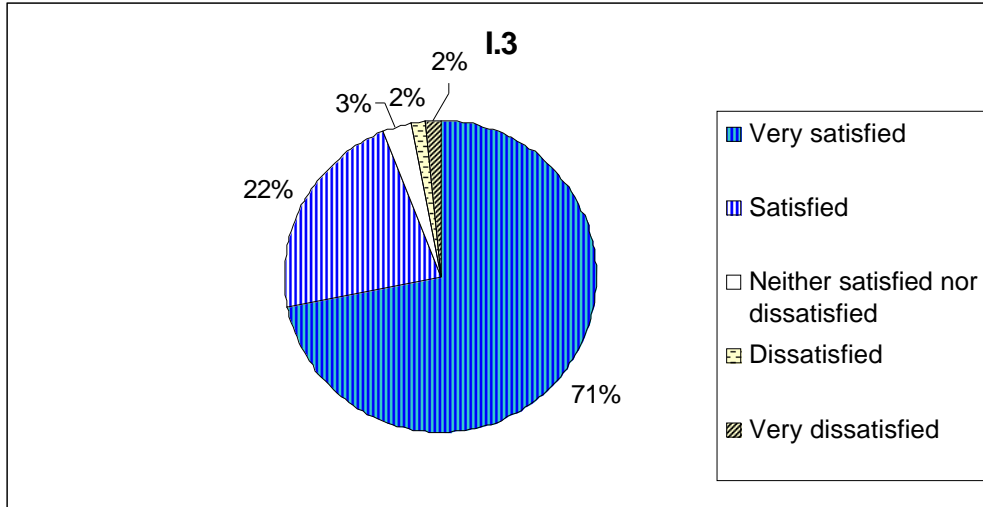
**1.2 How satisfied were you with the responsiveness of your contacts in the JPO Service Centre in the course of your recruitment process?**



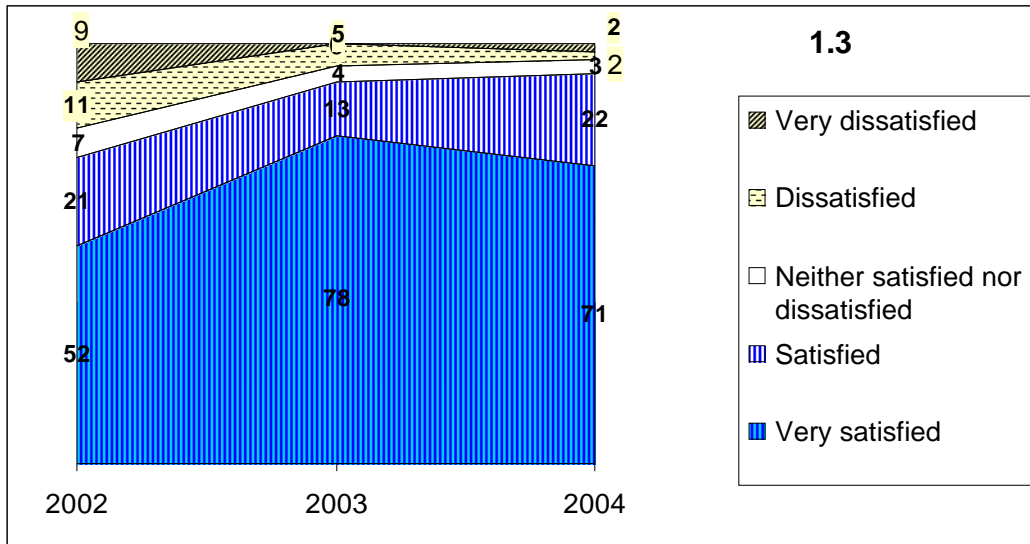
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (49/11/3/1/0)	<b>76%</b>	<b>17%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>
<b>2003 results</b> 84 answers (60/12/7/5/0)	72 %	14 %	8 %	6 %	0%
<b>2002 results</b> 70 answers(40/21/6/3/0)	57%	30%	9%	4%	0%



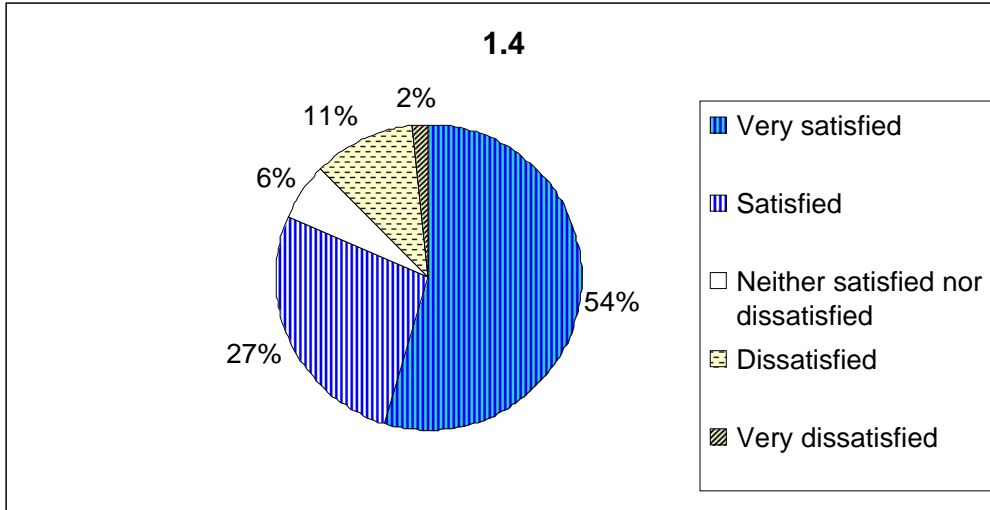
**1.3 How satisfied were you with the timeliness of payments made to you in respect of travel and shipment prior to departure for your duty station?**



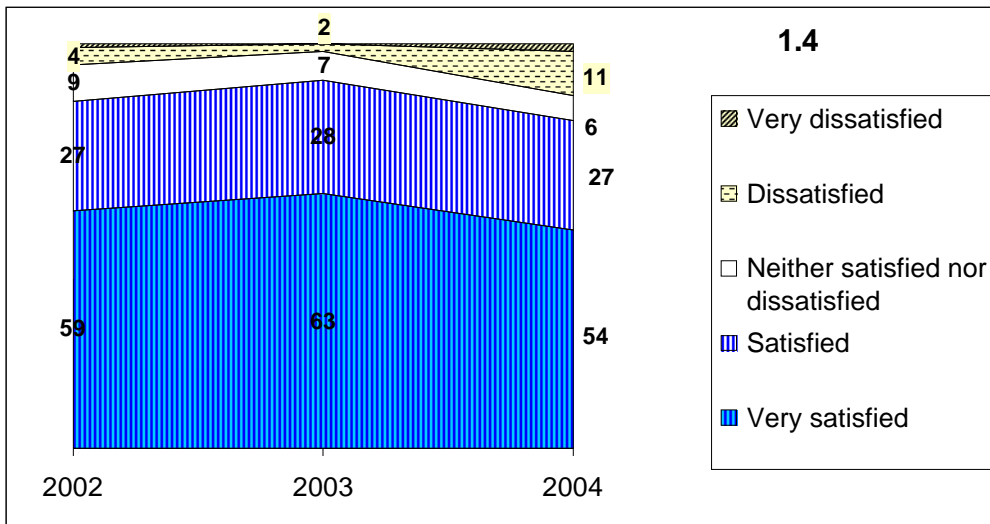
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (49/11/3/1/0)	<b>76%</b>	<b>17%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>
<b>2003 results</b> 84 answers (66/11/3/4/0)	78 %	13 %	4 %	5 %	0 %
<b>2002 results</b> 70 answers (36/15/5/8/6)	52 %	21 %	7 %	11 %	9 %



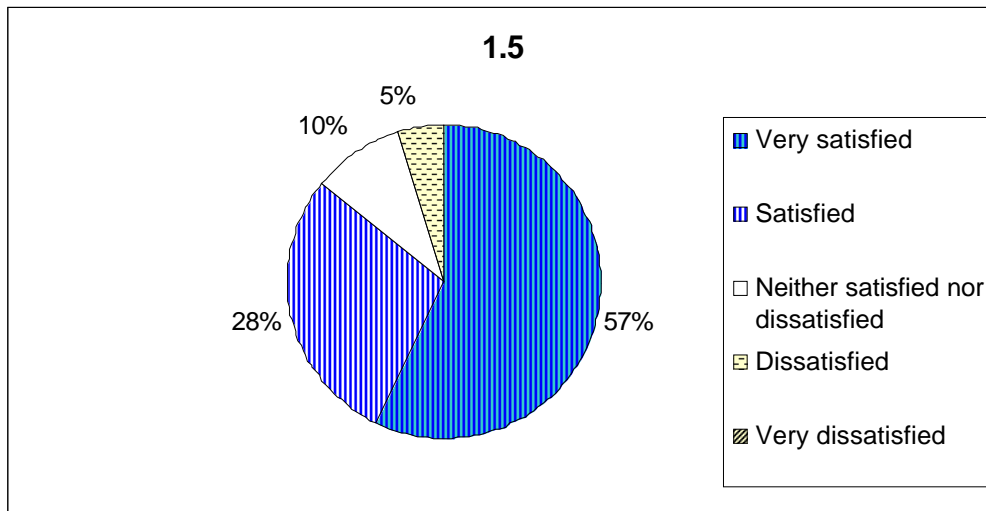
**1.4 How satisfied were you with the timeliness of payments made to you in respect of assignment grant and DSA upon arrival at the duty station?**



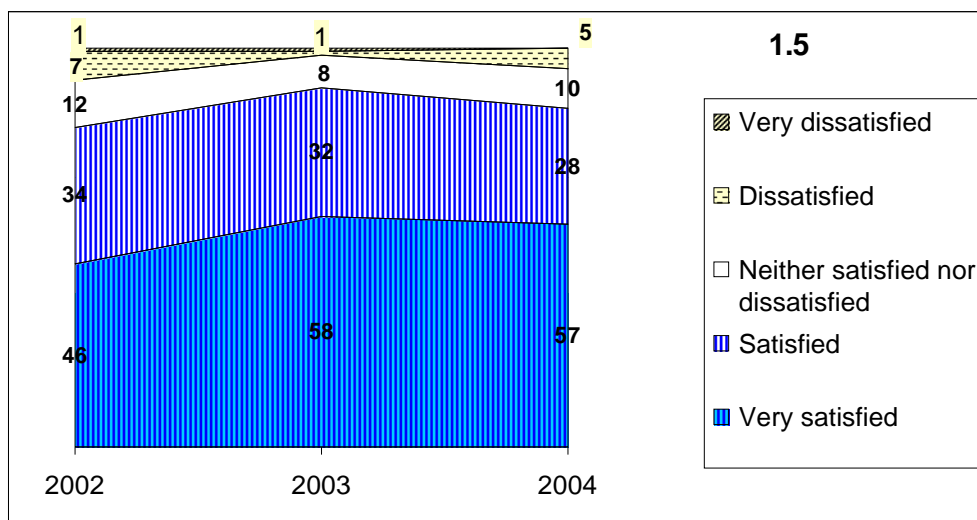
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (35/17/4/7/1)	<b>54%</b>	<b>27%</b>	<b>6%</b>	<b>11%</b>	<b>2%</b>
<b>2003 results</b> 83 answers (52/23/6/2/0)	63 %	28 %	7 %	2 %	0 %
<b>2002 results</b> 70 answers (41/19/6/3/1)	59 %	27 %	9 %	4 %	1 %



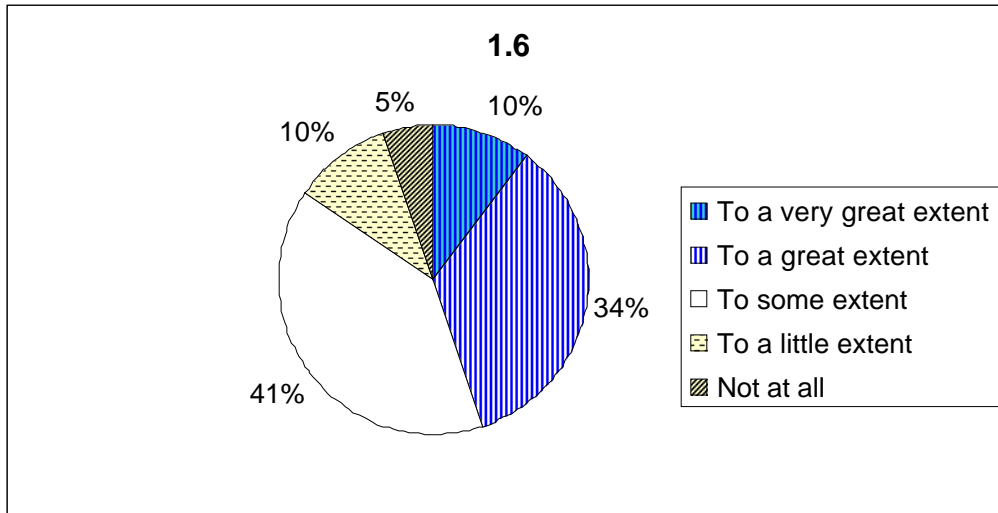
**1.5 How satisfied were you with the timeliness of payments made to you in respect of your first salary (actual salary or salary advance)?**



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 63 answers (36/18/6/3/0)	<b>57 %</b>	<b>28 %</b>	<b>10 %</b>	<b>5 %</b>	<b>0 %</b>
<b>2003 results</b> 78 answers (45/25/6/1/1)	58 %	32 %	8 %	1 %	1 %
<b>2002 results</b> 68 answers (31/23/8/5/1)	46 %	34 %	12 %	7 %	1 %



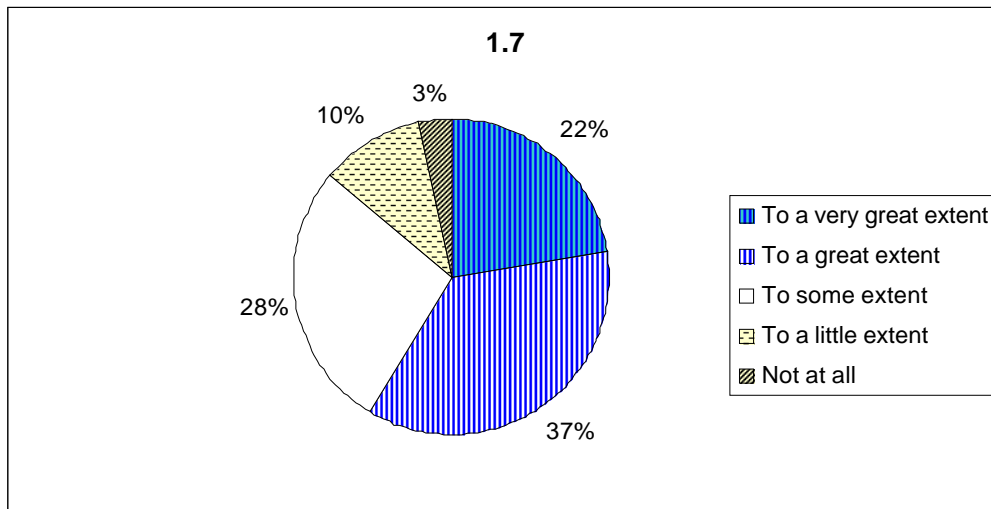
**1.6 To what extent did you feel that your duty station was prepared for your arrival (were office space and equipment made available? Were introduction rounds in the office planned for? Was your supervisor clear about his/her expectations of you)?**



	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2004 results</b> 58 answers (6/20/23/6/3)	<b>10 %</b>	<b>34 %</b>	<b>41 %</b>	<b>10 %</b>	<b>5 %</b>
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2003 results</b> 84 answers (9/25/23/19/9)	11%	30 %	28 %	20 %	11 %
<b>2002 results</b> 70 answers (13/21/13/14/9)	19%	29 %	19 %	20 %	13 %
<b>2001 results<sup>14</sup></b> 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %

<sup>14</sup> 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?"

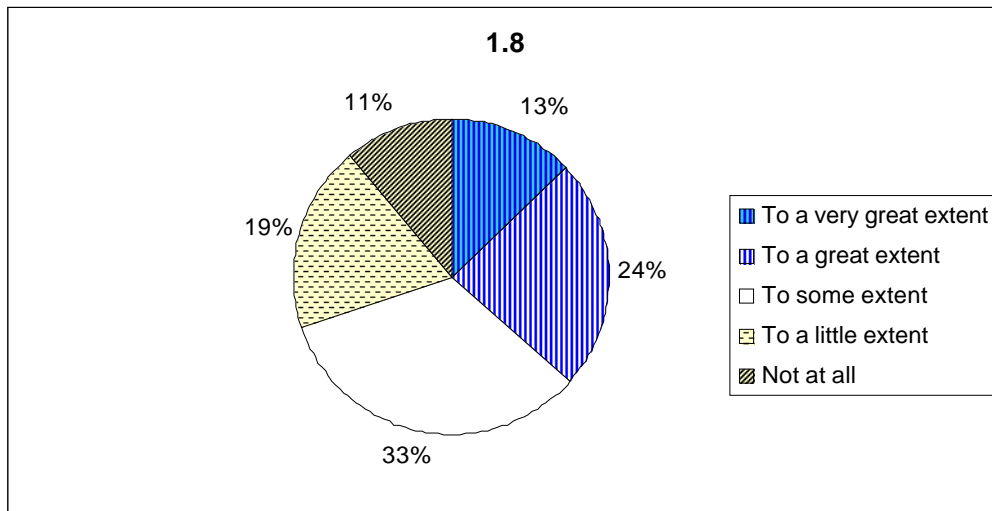
**1.7 To what extent were you satisfied with the degree of logistical support provided by your duty station in the course of your "settling-in" period?**



	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2004 results</b> 58 answers (13/21/16/6/2)	<b>22 %</b>	<b>37 %</b>	<b>28 %</b>	<b>10 %</b>	<b>3 %</b>
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2003 results</b> 84 answers (9/32/28/9/6)	11 %	38 %	33 %	11 %	7 %
<b>2002 results</b> 70 answers (15/24/16/9/6)	21 %	34 %	23 %	13 %	9 %
<b>2001 results<sup>15</sup></b> 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %

<sup>15</sup> 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?"

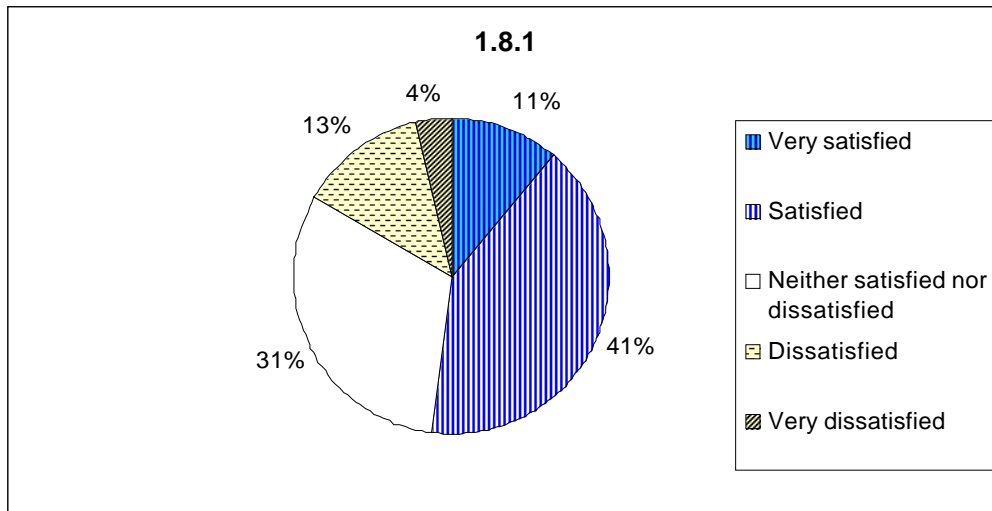
**1.8 To what extent, if at all, did your Terms of Reference changed within the first few months upon your arrival at the duty station?**



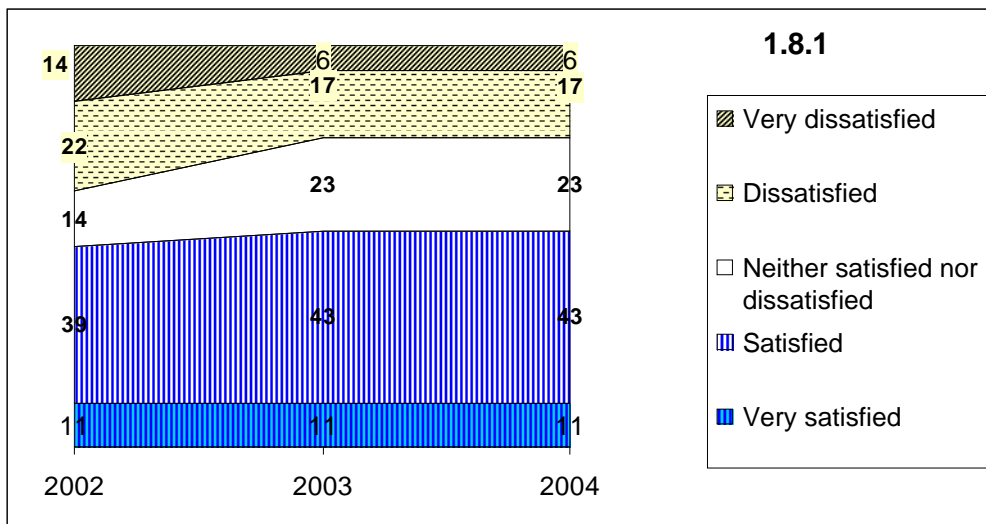
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2004 results</b> 56 answers (8/15/21/12/7)	<b>13 %</b>	<b>24 %</b>	<b>33 %</b>	<b>19 %</b>	<b>11 %</b>
	Yes		No		
<b>2003 results<sup>16</sup></b> 81 answers (35/46)	43 %		57 %		
<b>2002 results</b> 70 answers (36/34)	51 %		49 %		

<sup>16</sup> Wording of the question in the 2002 and 2003 surveys: “Have your Terms of Reference been changed within the first few months upon your arrival at the duty station?”

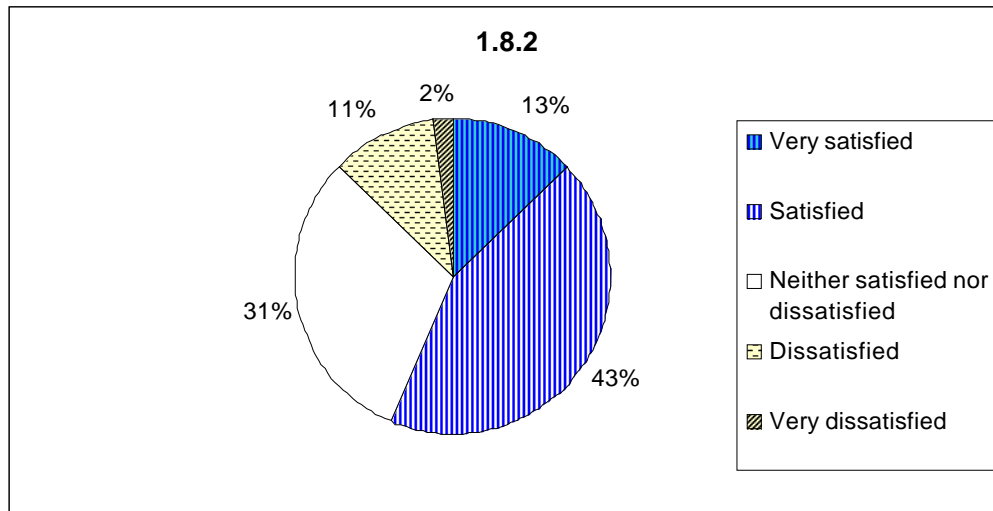
**1.8.1** *If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?*



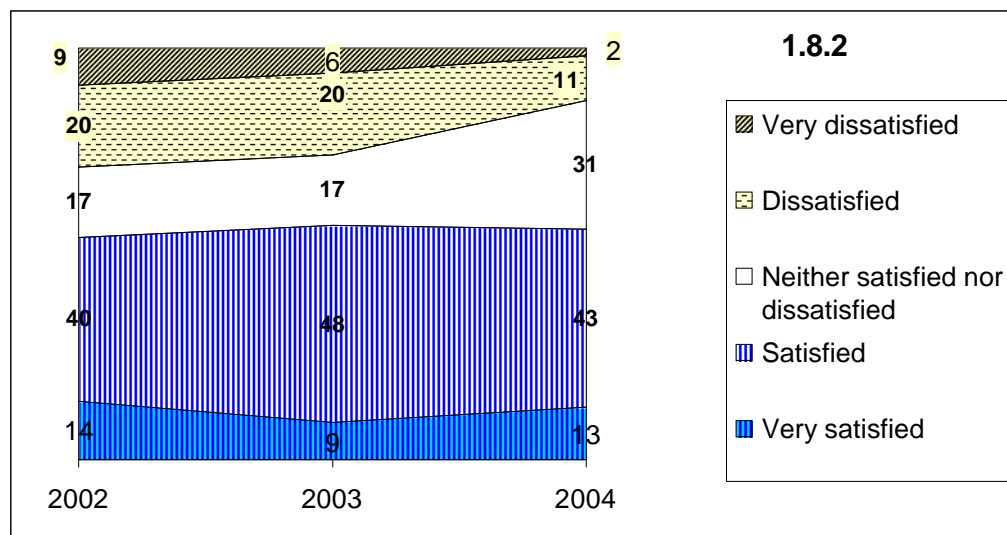
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 54 answers (6/22/17/7/2)	11 %	41 %	31 %	13%	4 %
<b>2003 results</b> 35 answers (4/15/6/8/2)	11 %	43 %	23 %	17 %	6 %
<b>2002 results</b> 36 answers (4/14/5/8/5)	11 %	39 %	14 %	22 %	14 %



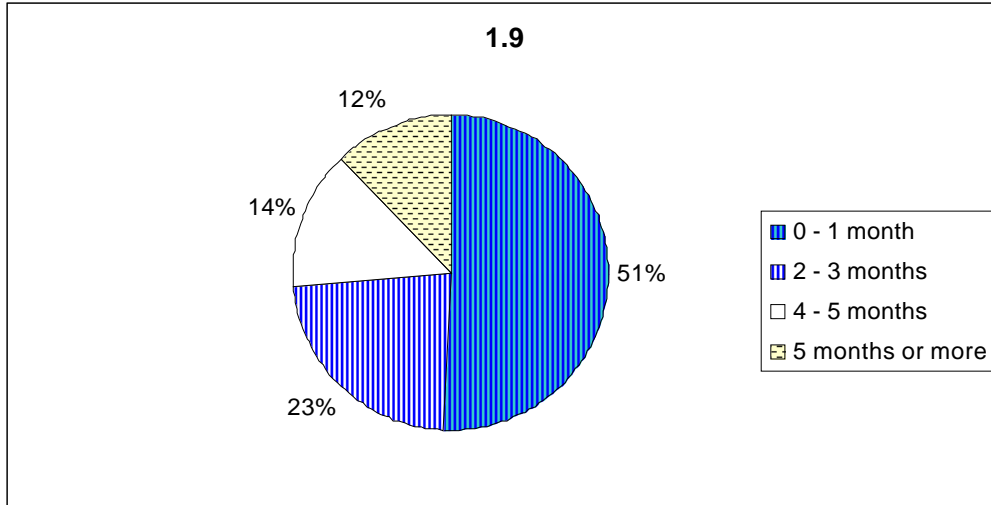
**1.8.2 If changes occurred, how satisfied were you with the above-mentioned changes?**



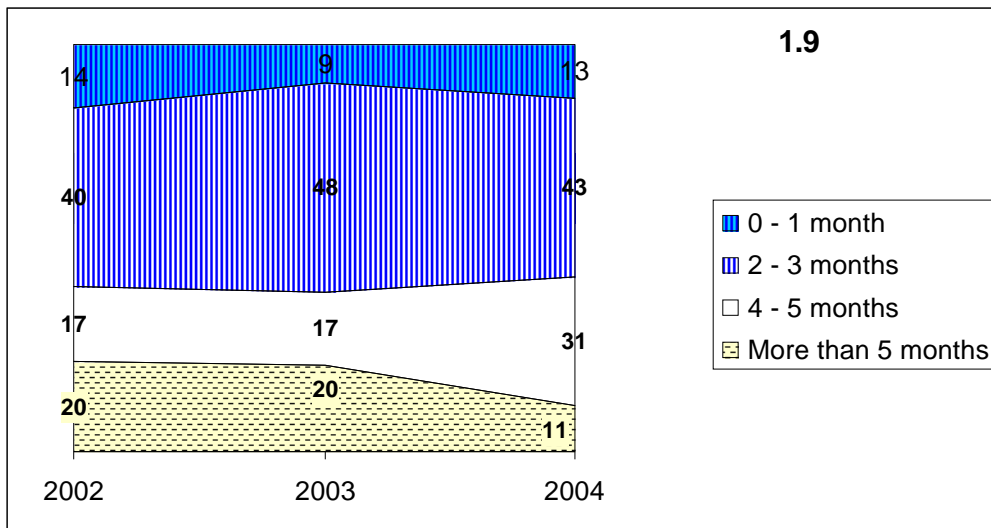
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 55 answers (7/24/17/6/1)	13 %	43 %	31 %	11 %	2 %
<b>2003 results</b> 35 answers (3/17/6/7/2)	9 %	48 %	17 %	20 %	6 %
<b>2002 results</b> 35 answers (5/14/6/7/3)	14 %	40 %	17 %	20 %	9 %



**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
<b>2004 results</b> 57 answers (29/13/8/7)	<b>51 %</b>	<b>23 %</b>	<b>14 %</b>	<b>12 %</b>
<b>2003 results</b> 76 answers (31/25/11/9)	41 %	33 %	14 %	12 %
<b>2002 results</b> 68 answers (32/15/10/11)	47 %	22 %	15 %	16 %



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

“Very few people in the office had any idea on what is a JPO (most still believe JPOs are terns).”

“I think that more could be done to enhance my assignment and I actually started taking steps to correct that and I am satisfied that things are starting to shape up. The TOR was not changed but my expectations with my assignment did not entirely match the TOR. That is the main reason why I expressed dissatisfaction above.”

“JPOSC has been truly outstanding.”

“I still do not have clear expectations established on my work. I have requested this as well as feedback on my work on several occasions, and this is still not forthcoming. My Deputy RR and ARR know I am unsatisfied with the lack of communication on my work and with the great dispersion of my duties.”

“I would have appreciated to receive more information on the duty station, and an introduction to UNDP.”

“No office induction in place, no clear ToR or tasks, poor integration into the unit despite efforts from own side. Everything was handled very well from the JPOSC side, but the office was very poorly prepared for a new arrival and seem not to have planned ahead at all.”

“My first encounters with my original contact at the JPOSC were not really that brilliant but now I am very satisfied. My "boss" in [*Duty Station*] left the office to me after four months and I remained OIC for the rest of my stay there. I stayed 11 months JPO duration even though I also had 12 months SLWOP.”

“JPOSC was superb, the CO sucked as no introduction rounds neither any country or country programme briefings were given. Office space and equipment were made available fast but the office space was and is on a shared basis with a lot of disturbance.”

“Basically the JPOSC was quite efficient on its part and the CO disorganised on its part.”

“I am not sure about item 1.9, as I am still in the 3rd month.”

“The person who was tasked with sending an arrival confirmation letter didn't do that on time and that's why the first payment was delayed.”

“Supervisor still very unclear about tasks, difficult to get him to become clearer. Would have been advantage if supervision was delegated from director level to an intermediate.”

“Still have no clear agreement with Supervisor. Would be beneficial if supervision could be delegated to an intermediate level, not the Director.”

“I was told by CO that TOR is 2 years-old even though I checked it through proper route (my government, SC). I also confirmed if this position/JPO needed. I feel that I am not so needed in the CO.”

“My first few months were heavy as my supervisor left UNDP after only three weeks without having given me either introduction or handover to my tasks (and her tasks that I had to take over).”

“More information on the exact content of the post would have been useful (the ToR were very vague), also: I am not sure whether my supervisor has ever seen my CV prior to my arrival, there were no clear role/responsibilities assigned.”

“It may be helpful to make salary and benefits information available to JPOs as soon as they get their assignment so that they can plan accordingly.”

“After my arrival, my ToRs have been changing constantly, specifically the projects under my portfolio. The needs for my work are not really clear in the CO. Neither are the ToRs well understood.”

“It seems that the country office was not aware of my arrival until I contacted them. So, no office space, no computer, no phone for the first one-two months. No work, obviously.”

“My supervisor did not brief me until after three weeks in the office. I sat in an office and read different project documents without knowing more specifically what my work in the office would consist of. Before entering into duty I was told that it was urgent that I arrive at the duty station...”

“Problems of information prior to departure was rather in [*donor country*] then related to JPOSC. We seemed to receive outdated information and as well the paper work and preparations before departure were not very pedagogically presented.

“The CO is fantastic but with very few internationals and little experience of JPOs. Therefore some logistics have not worked out (until I have figured it out myself, sometimes causing unnecessary problems).”

“As for information prior to departure I was not very satisfied with the information and training provided by [*donor*]. It made things more confusing as some of their information turned out to be old compared to JPOSC. Further, the information package as I remember it can possibly be more pedagogical i.e what are really necessary documents and forms and where can you find information etc.

“My CO has very few international staff and little experience with JPOs, possibly that's the reason for the lack of information on logistics that would have been helpful when settling in.”

“In the entry on duty I had some unclarity and I had to re-book my flight ticket three times (luckily the total delay was only two weeks).”

“UNDP travel section in NY lost my UNLP somehow. It took several months for me to get the LP sent to me and it was very difficult to get the [*country*] visa in New York due to UNDP travel office not knowing if my application had been sent to the Embassy or not.”

“If possible, it will be wiser for a JPO to work under a supervisor who is experienced in UNDP. It will be good and easy for both a new JPO and a supervisor who is new and inexperienced in UNDP.”

“My suggestion is to verify whether the country office has a substantive need for a young professional in the area they requested for or it is just a part of a general resource mobilization strategy to have free of charge workforce on board.”

“My assignment in practice faces some difficulties. I continue my work and I am still very interested in what I am doing but it is a reality that the political, human and financial environment of my organization, and especially at the HQ, alters currently my daily action as a lawyer. I think that such observation illustrates a common fact :the difficult transition of young experts coming from the private sector to the UN sector with all its specificities.”

“Information from JPOSC was good, however I was not satisfied with the information from [*donor*]. Some information was outdated, the help in understanding necessary paper work wasn't that pedagogical etc.

As for logistical support at duty station, some was excellent whereas there were some problems as major things were forgotten or not informed by the office. I believe it might be connected with little experience with JPOs and that the only other internationals are the RR and DRR who have different demands and also a good knowledge about UNDP, which I didn't.

During the first 6 months I didn't have a clear position but after 4-5 months I got interesting tasks matching my capabilities. I believe the ToR was written so long ago it wasn't relevant any longer.”

“No office induction in place, no clear ToR or tasks, poor integration into the unit despite efforts from own side. Everything was handled very well from the JPOSC side, but the office was very poorly prepared for a new arrival and seems not to have planned ahead at all.”

“My ToRs as well as the projects under my portfolio have been changing several times. These have taken time for re-adaptation and readjustment. CO could plan more in advance the specific needs of support.”

“I still have no clear agreement with my supervisor on my tasks, it's hard to get.”

“I have actually never discussed my ToRs or my RCA with a supervisor. The JPOSC must put more pressure on the CO to carry out its responsibilities with regard to new JPOs. Settling in is a difficult process for many and I would have needed more help with transport and advise as to where to stay. I was lucky because I had nice colleagues who gave me a hand. The CO did not offer much help.”

“The CO and the supervisors should be more involved to ensure that a briefing program / introduction package is ready, and that the newcomer gets a good introduction to the CAP/ UNDAF; MYFF; Unit Plans, the various programmes; the CO procedures for reporting, budget revisions, procurement, recruitment etc.”

“Regarding question 1.9. the ToRs were prepared by the previous Resident Coordinator (who had left just before I arrived) and not really discussed with the new one (who arrived 5 months after my EOD).”

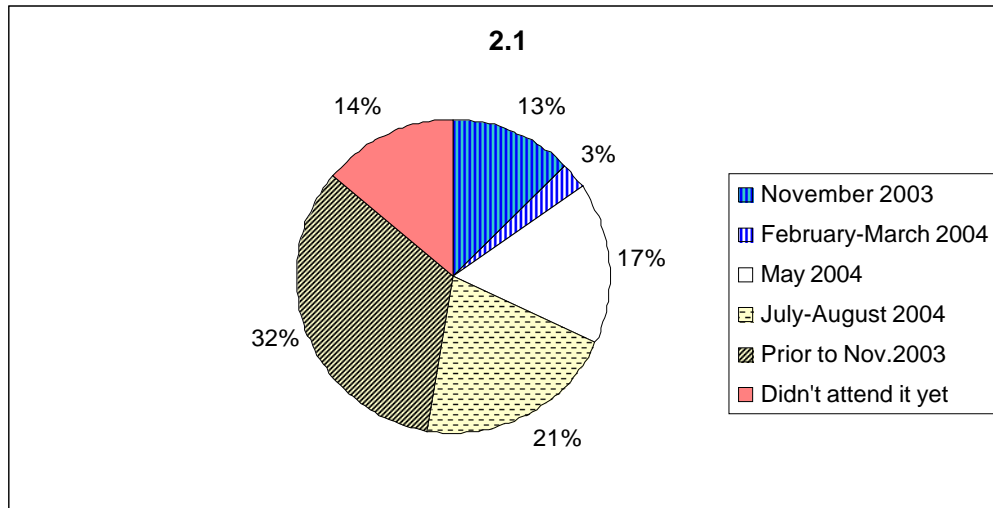
“I think it would be very useful if there was an introductory course at the duty station on the role and mandate of UNDP, language, the way UNDP works. It would be extremely useful for the newcomers.”

“My responses are related to my second duty station STP. My first duty station, [name] was the complete opposite. So I am not sure whether this reflects a reality for a general survey.”

“Please only send JPOs to countries that need them, to countries that can fit them into their program, to countries that truly respect the capacities that we have. We are not interns. We are highly educated, usually with years of international aid work experience, and we get to organize workshops! I do believe that UNFPA, due to other structural problems, is more susceptible to these issues, I understand that UNDP JPOs have more clout.”

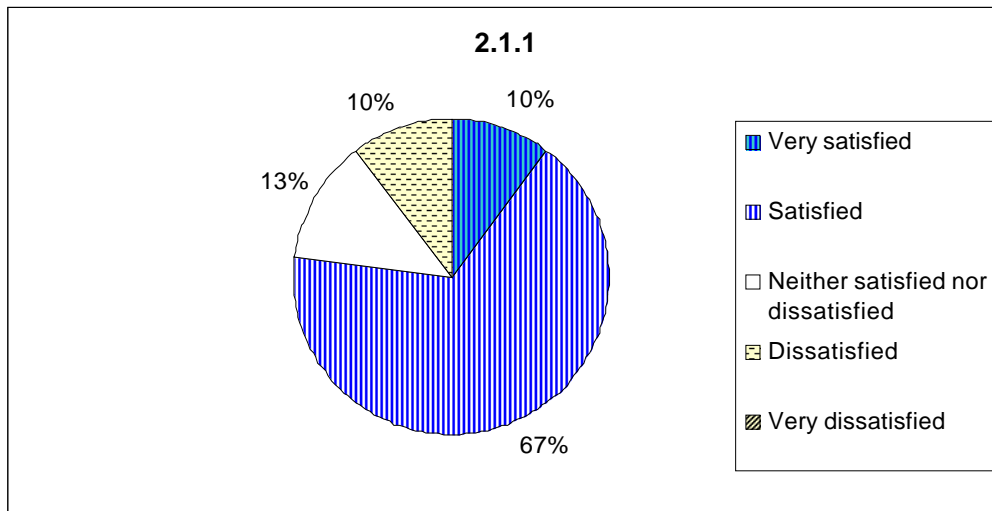
## Section 2 – Training and Learning

### 2.1 When did you attend the JPO induction course?

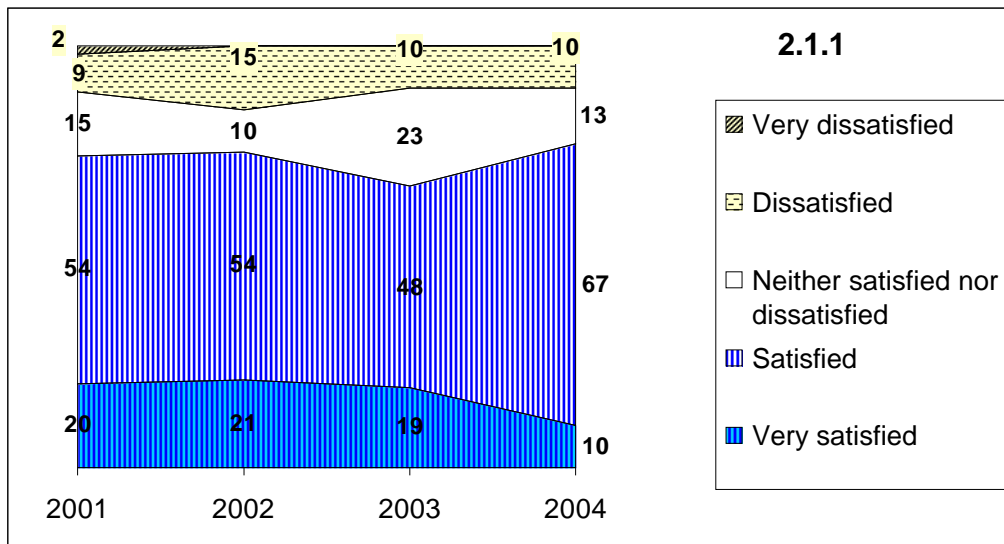


	Prior to Nov. 2003	November 2003	Feb - March 2004	May 2004	July - August 2004	Did not attend it yet
<b>2004 results</b> 72 answers (24/9/2/12/15/10)	<b>32 %</b>	<b>13 %</b>	<b>3 %</b>	<b>17 %</b>	<b>21 %</b>	<b>14 %</b>

**2.1.1** *If you have attended the PPO course in the last 12 months, how satisfied were you with the subjects covered in the training course?*

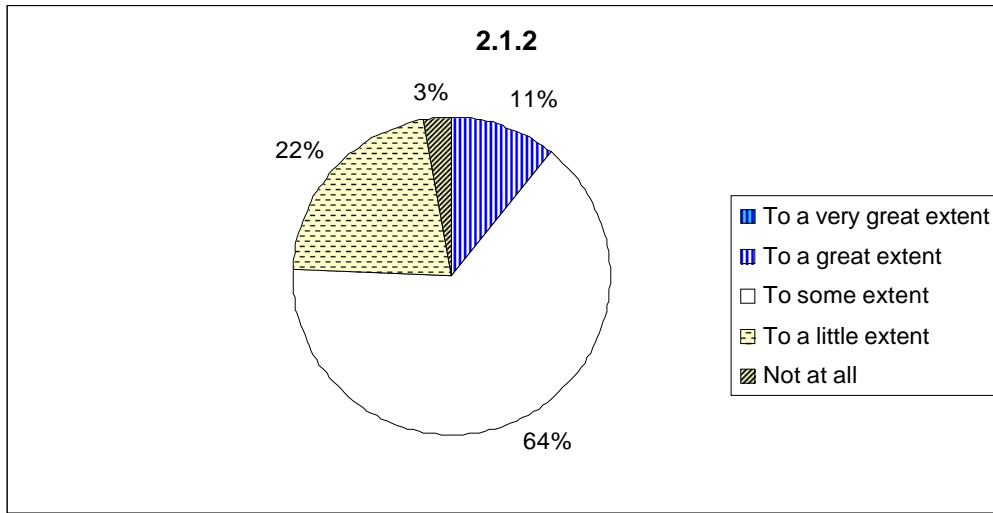


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 39 answers (4/26/5/4/0)	10 %	67 %	13 %	10 %	0 %
<b>2003 results</b> 48 answers (9/23/11/5/0)	19 %	48 %	23 %	10 %	0 %
<b>2002 results</b> 48 answers (10/26/5/7/0)	21 %	54 %	10 %	15 %	0 %
<b>2001 results</b> <sup>17</sup> 104 answers (21/56/16/9/2)	20 %	54 %	15 %	9 %	2 %

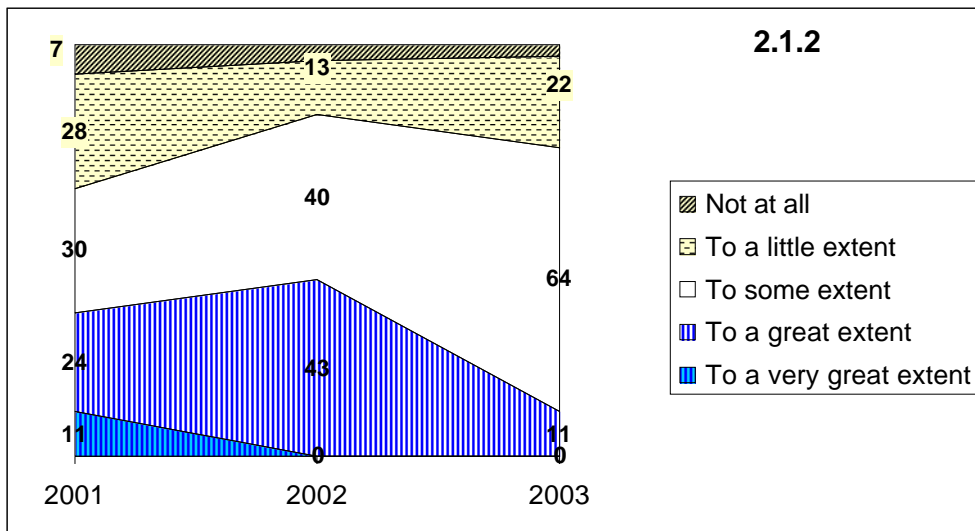


<sup>17</sup> Wording of the question in the 2001 Survey: "To what extent were you satisfied with the Training Course?"

**2.1.2** *If you have attended the PPO course in the last 12 months, to what extent have you already applied some of the new learning 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
<b>2004 results</b> 37 answers (0/4/24/8/1)	<b>0 %</b>	<b>11 %</b>	<b>64 %</b>	<b>22 %</b>	<b>3 %</b>
<b>2003 results</b> 47 answers (0/20/19/6/2)	0 %	43 %	40 %	13 %	4 %
<b>2002 results</b> 46 answers (5/11/14/13/3)	11 %	24 %	30 %	28 %	7 %



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

#### Methodology:

“Fewer presentations and more case studies.”

“Reduction of the number of units included in the training. There were too many contradictions.”

“Less topics, more interactive.”

“Too many subjects, or not enough time available.”

“Less PP presentations more practical assignments.”

“Fewer topics, but greater depth in some of the more thematic/practice areas.”

“More in depth knowledge of specific issues.”

“More in-depth smaller subject work shops/clinics.”

“More practical/ know how/ sharing of experiences/ clinics.”

“More practical information.”

“Have the resource people preparing their presentation and the working group slightly more organised: it felt that we all had to fake a brainstorming for 10 minutes for no real result. Also what is a point of organising group presentation if other groups cannot attend each other's work? I felt it was an enormous waste of resource: 2 weeks just for networking sounds a bit light...”

“Resource persons should be informed and prepared well. Needed more time for discussion, lesser topics, participation earlier (JPO within 2-4 months after joining).”

“The group was a bit too big (i.e. 36 participants). Could have emphasised team oriented activities and more participatory processes and informal team building exercises.”

“The course could be structured around the programme cycle. In general, it might be better to cover fewer topics but to go into more details. A lot of the information provided was very superficial.”

“More programming tools (as opposed to policy directions).”

“For each practice, in addition to explaining what UNDP does in those areas, it would be good to know why UNDP and what is the comparative advantage of UNDP.”

“It was a lot of information to digest in a very short time. I would have liked to attend more than one practice area discussion (but I understand the time constraint).”

“e-archives of sessions should be consulted in earlier stage of JPO assignment.”

“Discussion on "practical" issues.”

“More practical courses should be included, such as dealing with difficult situation with colleagues, etc.”

“More case studies and each JPO should present in the beginning of the course in 5 to 10 minutes the work (s)he is doing.”

“Concrete study cases from country offices.”

“The content was good but not the methodology. Our group made extensive evaluation that I believe can be used to improve the training.”

“There was too much time for management tools and too little time for the substantive areas of UNDP.”

There should have been far less generic information - what are the human rights?, what is democratic governance? -since a JPO/NPO should be familiar with all that. Instead more emphasis should have been laid on the specific UNDP approach and value added to the practice areas, and on the CCA-UNDAF-CPAP and programming cycle issues in general. The number of topics covered should have been smaller.”

“More time for financial and project management under the UNDP guidelines, Resource mobilization.”

“Focus on user demands.”

“Focus more on the thematic areas and work more in sub groups. This would help to have more internal discussion, better conversation with colleagues at HQ. Another option is to have a more sub regional induction course which would focus on regional issues and would be hosted by regional offices, including a fieldtrip. Less attention has been paid to M & E, planning, negotiation, etc.”

### **Subjects:**

“More information on the overall structure of UNDP and its functions; more specific information on rules/regulations pertinent to our (programming) work, in particular more training on the Programming and Procurement Manual; less general introduction and more substantive knowledge.”

“There should be more depth on specific practice areas and we shouldn't have to listen to briefings on practice areas that we have no interest in. Maybe it has already changed this way.”

“A session dedicated to the common negative experiences many JPOs make (slow start, lack of preparation by the office, perception of JPOs as "another set of hands" etc.), maybe to come up with a formal list of proposals for improvement. Although [*UNDP official*] promised after a session with us to take our concerns seriously and get back to us, he never did.”

“Learn also from "bad practices" in the history of the organisation.”

“Procedures.”

“More information on practical hands-on issues concerning financial management, procedures etc.”

“To know more about other UNDP focal areas in particular poverty and governance.”

“Not only program management, but also PROJECT management.”

“Add a session about communications skills.”

“Some more information on the S&H processes as our office was piloting that exercise with other ExCom agencies.”

“More sector training (ex. poverty reduction and UNDP policy in terms of this) to give us more meat on the bones. More CO-reality focused training since it's very clear that HQ and CO are light years apart when it comes to the frameworks for working.”

“The overview of the UN system and UNDP should be maintained, but more time for informal issues such as 'managing self'; negotiation techniques, relations with counterparts and management should be allocated. The idea of having case studies is good, but not for all sessions.”

“The subjects covered during the PPO training were fine even if many it was more the way to present them that could have been unsatisfactory (I understand that it is really linked to the quality of the speaker).”

#### **Networking, field and HQ approaches:**

“The training course was very useful, not so much the subjects covered, but the chance to meet HQ and get some insights on issues that we deal with on a daily basis.”

“More practical! Sometimes I felt that the divide between NYHQ and our country offices grew the more we got to know.”

“More region specific networking and activities.”

“The course was a quick overall look at the organisation - ideal since I had only been on duty for 2 months before the course - but information is too general to be applied in the field.”

“It may have been better if more attention was paid to the fact that not all JPOs have field experiences/programme experiences. Being assigned in HQ, it was very difficult for me to participate in some of the group works or answer questions which start with "Give us examples from your country office" or "What do you do in your country office?", particularly when we were discussing very programme-oriented issues. Also, I remember filling out a feedback sheet after every course in the PPO training - can JPOSC extract feedback from there? I think I gave a very similar feedback to the training organizers.”

#### **Balance between UNDP and other agencies:**

“The initial three day orientation attended along with UNDP NPOs and JPOs, the content covered was mostly UNDP oriented.”

“A separated induction course for JPOs working for UNIFEM.”

“More relevance to non-UNDP agencies and headquarters.”

“More on UNV and more time to discuss with other JPOs on their experiences in the field.”

#### **Timeframe:**

“I would have wished to have a say in WHEN to attend it. I had not started my assignment by the time I had to attend the course.”

“Attending induction course after 1.5 years of service is a bit of a joke...”

“I would have attended earlier - I had had to already go through a large majority of the issues covered, and the workshop at this stage offered only a limited amount of new information.”

“N/A because I decided not to attend.”

“Take the course earlier, although I requested from the beginning to participate early I only took part in the course after nine months of work for UNDP, so most of the information was not new and I spent a lot of time getting all this information myself in the first months of my assignment.”

“Participate in an earlier course. Since I work at HQ and had already served for more than 6 months, there was not much new for me.”

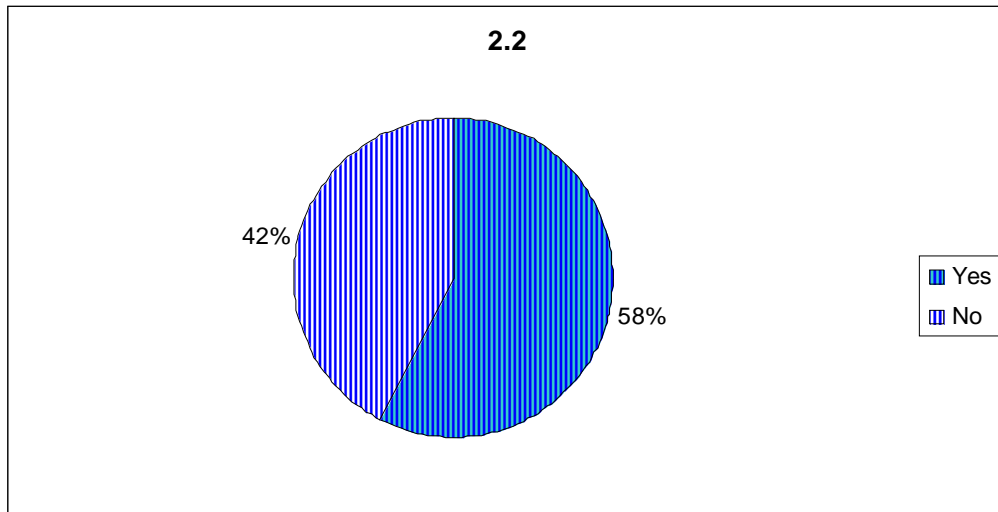
“I also suggest that the course is given when one had been approx 2 months at duty station.”

“I had already been in my duty station for more than 9 months when I attended the PPO induction course, so there were some topics that were less interesting for me personally. But on the other hand thinking about it, listening to other practice area issues was alright because one understands those as well better now, since many are cross-cutting. I especially enjoyed listening and discussing about the organizational structures and priorities and the issues related to "corporate" UNDP. Now I can see the larger perspective, I am working in a country office, but also in a larger, global office so to speak.”

“It should have taken place within the first 3-4 months of my assignment.”

“The training was fine in itself but some information would have been useful just after the EOD. Some others were useful after some months of work at the duty station.”

## 2.2 Did you use your DTTA budget to attend any training in the last 12 months?



	Yes	No
<b>2004 results</b> 73 answers (42/31)	<b>58 %</b>	<b>42 %</b>

### ***2.2.1 If yes, what kind of activity(ies) did the DTTA budget fund?***

“Part of course fees and part of travel. I covered the rest with my own money.”

“Attended an International training course on Logical framework, monitoring and evaluation.”

“A course on human security and its application on the local level.”

“Health in emergency course.”

“I am going to attend an UNFPA regional training workshop next week.”

“A 5 day course in South Africa and a 6 day workshop in Switzerland both in the water and sanitation sector.”

“Regional JPO Workshop in Vietnam and 5-week training on 'Facilitating Development' in Cape Town.”

“1. MDG course in Cairo;  
2. Participation in AGI workshop in Banjul;  
3. Project Management Course in Colombo.”

“JPO workshop in Hanoi / meeting with UNDP experts at HQ / meeting with my mentor.”

“Fiscal Decentralization and Local Governance training at Georgia State University, Atlanta.”

“Regional economic conference in Bishkek/Kyrgyzstan.  
5th JPO regional workshop in Hanoi/Vietnam on Private Sector Development.”

“Two Regional JPO Workshops (MDGs in Cairo and Partnering with Private Sector in Hanoi)”

“Postgraduate Courses in Monitoring and Evaluation, Impact Assessment, Poverty Reduction.”

“I participated in a peace-keeping and peace-building training programme just one month ago. Although the skills and knowledge I have got through the training have not much with the current job, it was truly a good training for my future career after JPO in UNDP.”

“CEPAL/ ILPES two week course on logical framework, monitoring and evaluation.”

“Workshops and training in Women, Peace and Security in the Arab Region, Human Rights and Development and Rule of Law in Post-Conflict States.”

“International Diploma in Humanitarian Assistance (Geneva), Geographical Information System Special Course, (Bangor) (this month).”

“Project Management training, Regional JPO workshop in Egypt, Workshop on CSO & PRSP organised by UNDP regional Centre SA.”

“Peace building course; Civil-Military Coordination course.”

“A regional workshop for UNFPA country office staff and government counterpart on Safe Motherhood.”

“2 weeks of work in the Honduras country office.”

“UNCITRAL Conference on Public Procurement Law (which is my field of expertise within the UN).”

“Regional Early warning and conflict prevention training in Turkmenistan, held by UN Staff College.”

“I attended the 2nd Asia Pacific Conference in RSH in Bangkok. I participated in a 2 weeks M&E training in Bangkok.”

“On-going online course on poverty, gender and employment.”

“Training on Balanced Scorecard.”

“Human Rights course.”

“Training on renewable energy.”

“Workshop about micro-projects in Burkina Faso.”

“MDG JPO workshop in Cairo.”

“In-house training.”

“Project Management Courses, Training Material.”

“Regional Planning Meeting ; World Bank Conference.”

“Development Economics.”

“Attending our division's regional planning meeting.”

“Asia Pacific Seminar on Climate Change.”

“Visit to CST BKK, training in Cambridge on SRHR.”

“Summer Course on International Humanitarian Law.”

“JPO Workshop in Cairo on MDGs.”

“Course for a masters in international health.”

“Coastal Management course.”

“Training on negotiations, mediation skills.”

“Project Management course.”

“Regional UNDP cluster meeting in Namibia.”

“attending a regional workshop on MDGs.”

“Microfinance Training; JPO Workshop on MDGs.”

“JPOSC Workshops.”

“JPO workshop.”

“Training course on Human Rights.”

“JPO regional workshop on MDGs, November 2003.”

“International Conference.”

“UNDP/Oxford Human Development Course.”

“Workshops on crisis prevention and recovery issues.”

“Conference and JPO seminar.”

“2 week training course”

“JPO regional training on MDGs in Cairo.”

“JPO regional WS.”

“a staff exchange with a UNDP CO.”

“JPO workshop.”

“- JPO workshops  
- Meeting with UNDP experts at HQ.”

“- MDGs in Cairo  
- Meetings (job search) in HQs.”

“World Bank Web Course on Macroeconomics.”

“Course on international humanitarian law.”

“Workshop on MDG.”

“Attending an International Development Conference.”

“Sarajevo training (October 2004).”

“Development economics.”

“Study tour & conferences.”

“2 weeks of work in another country office”

“Environmental law course”

“The International AIDS Conference in Bangkok.”

“Regional JPO Workshop”

“CPR workshop in Manila.”

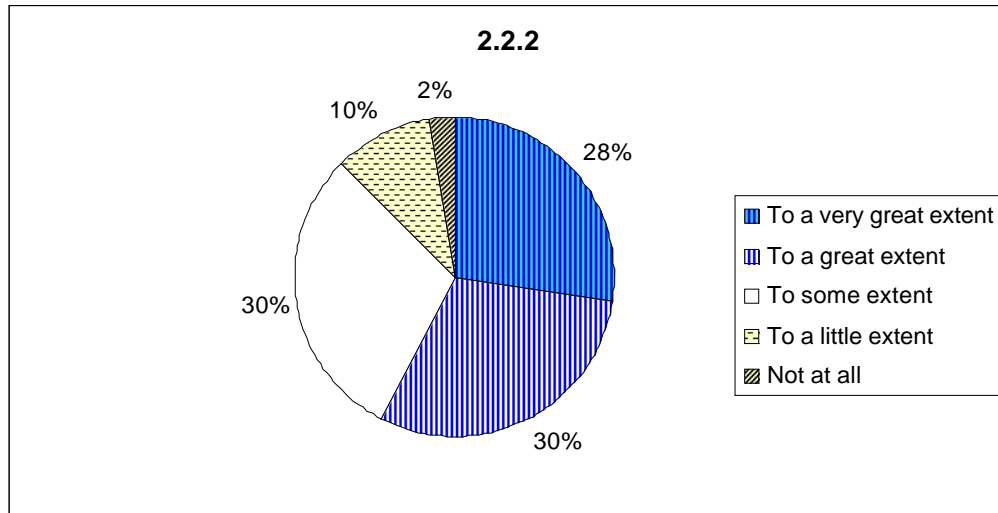
“Distance learning, development management.”

“Workshops organised by UNDP.”

“JPO MDG workshop in Cairo.”

“2 weeks training on mediation and conflict transformation in Austria.”

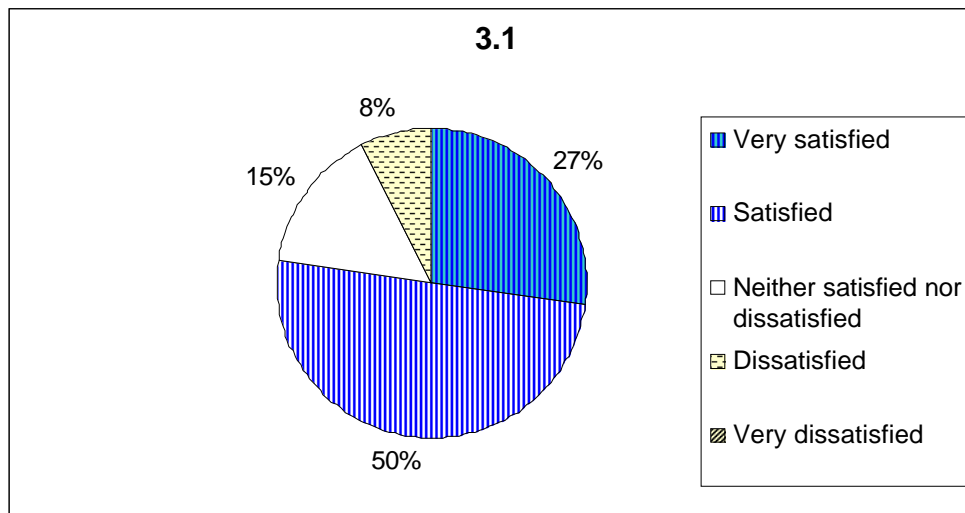
**2.2.2** *If yes, to what extent have you already applied some of the new learnings to your job?*



	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
<b>2004 results</b> 40 answers (11/12/12/4/1))	<b>28 %</b>	<b>30 %</b>	<b>30 %</b>	<b>10 %</b>	<b>2 %</b>

## Section 3 - Your assignment

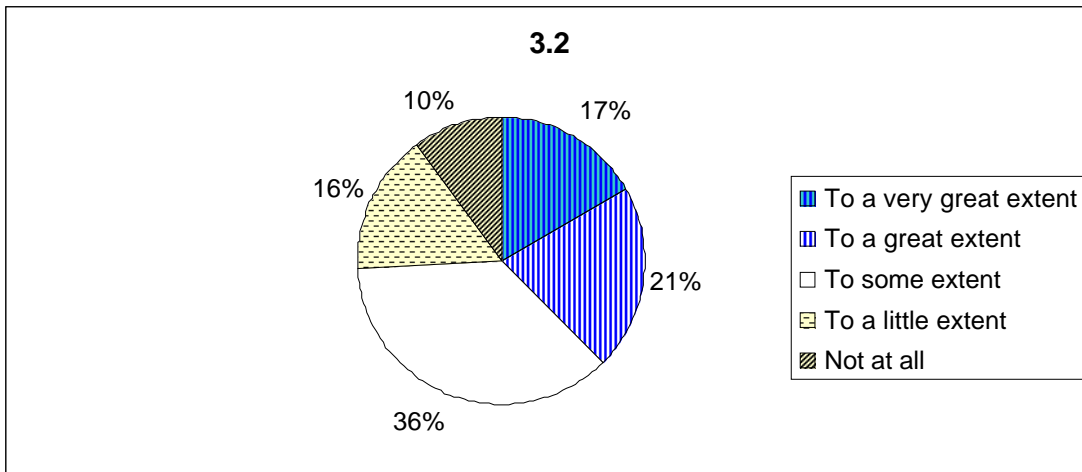
### 3.1 How satisfied are you with your assignment?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 144 answers (39/72/22/11/0)	<b>27 %</b>	<b>50 %</b>	<b>15 %</b>	<b>8 %</b>	<b>0 %</b>
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2003 results<sup>18</sup></b> 154 answers (39/80/25/8/2)	25 %	53 %	16 %	5 %	1 %
<b>2002 results</b> 142 answers (58/41/28/9/6)	41 %	29 %	20 %	6 %	4 %

<sup>18</sup> Wording of the question in the 2002 and 2003 surveys: “*To what extent are you satisfied with your assignment?*”

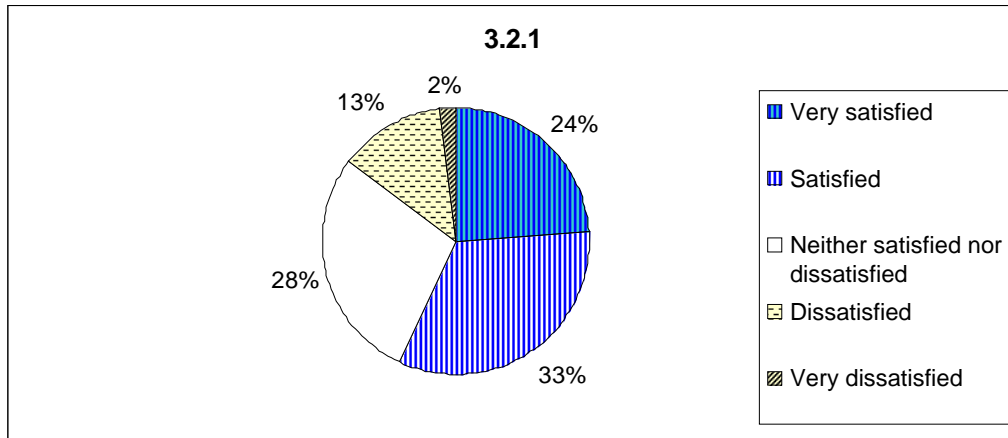
**3.2 To what extent, if at all, did your tasks and responsibilities changed throughout your JPO assignment? (Only to be answered by JPOs who have served for one year or more)**



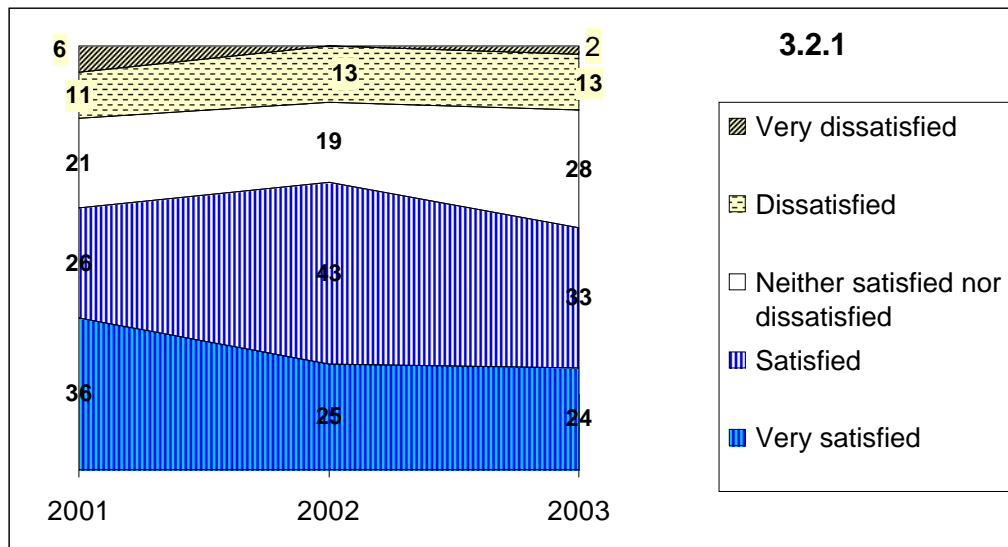
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2004 results</b> 131 answers (22/27/4821/13)	<b>17 %</b>	<b>21 %</b>	<b>36 %</b>	<b>16 %</b>	<b>10 %</b>
	<b>Yes</b>				<b>No</b>
<b>2003 results<sup>19</sup></b> 98 answers (52/46)	53 %				47 %
<b>2002 results</b> 70 answers (47/23)	67 %				33 %

<sup>19</sup> Wording of the question in the 2002 and 2003 surveys: “Have your tasks and responsibilities changed substantially throughout your JPO assignment?”

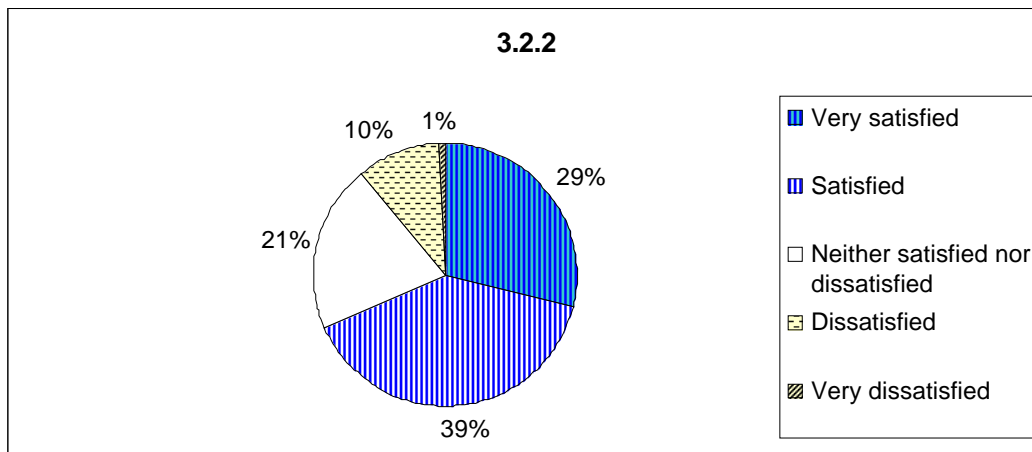
**3.2.1 If changed, how satisfied were you with the way/extent to which you were consulted in the process?**



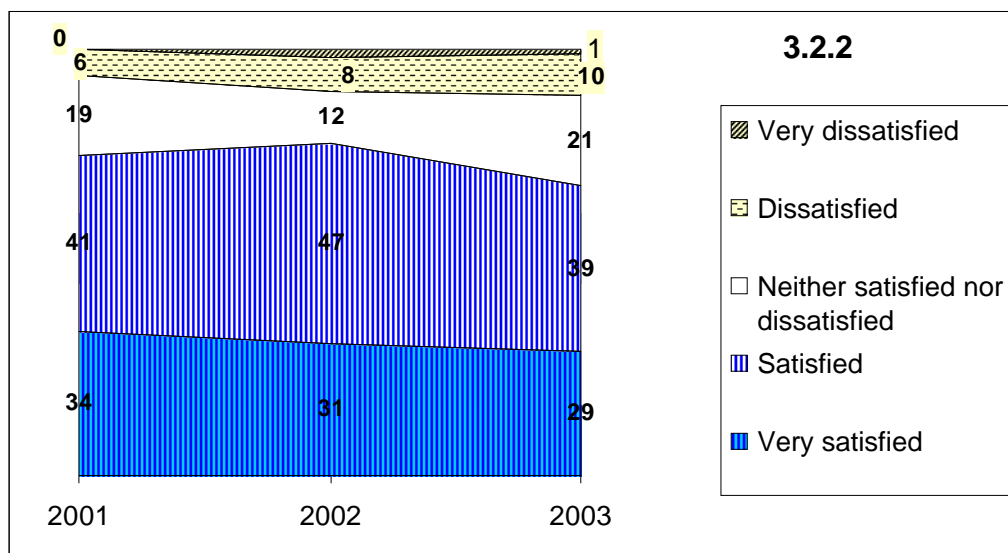
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 109 answers (26/36/31/14/2)	24 %	33 %	28 %	13 %	2 %
<b>2003 results</b> 52 answers (13/22/10/7/0)	25 %	43 %	19 %	13 %	0 %
<b>2002 results</b> 47 answers (17/12/10/5/3)	36 %	26 %	21 %	11 %	6 %



**3.2.2** *If changed at all, how satisfied were you with the changes in your tasks and responsibilities?*

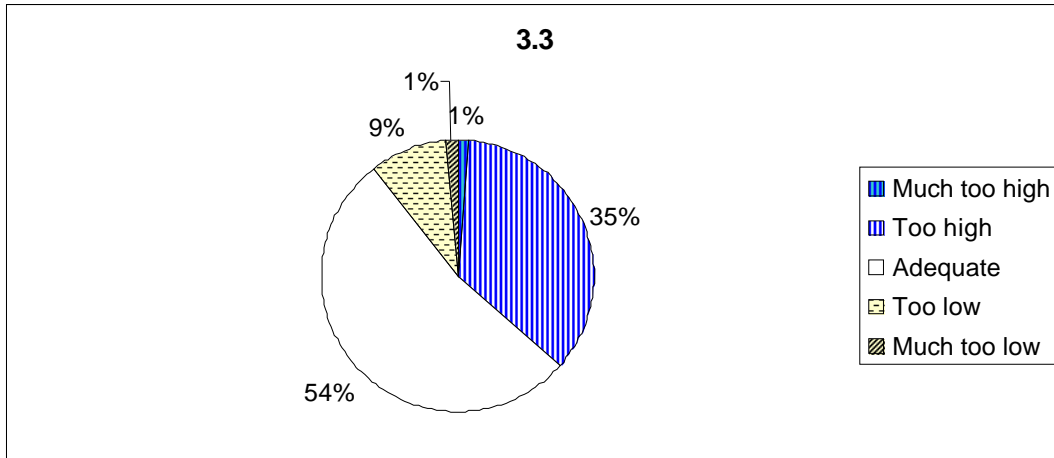


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 107 answers (31/42/22/11/1)	<b>29 %</b>	<b>39 %</b>	<b>21 %</b>	<b>10 %</b>	<b>1 %</b>
<b>2003 results</b> <sup>20</sup> 51 answers (16/24/6/4/1)	31 %	47 %	12 %	8 %	2 %
<b>2002 results</b> 47 answers (16/19/9/3/0)	34 %	41 %	19 %	6 %	0 %

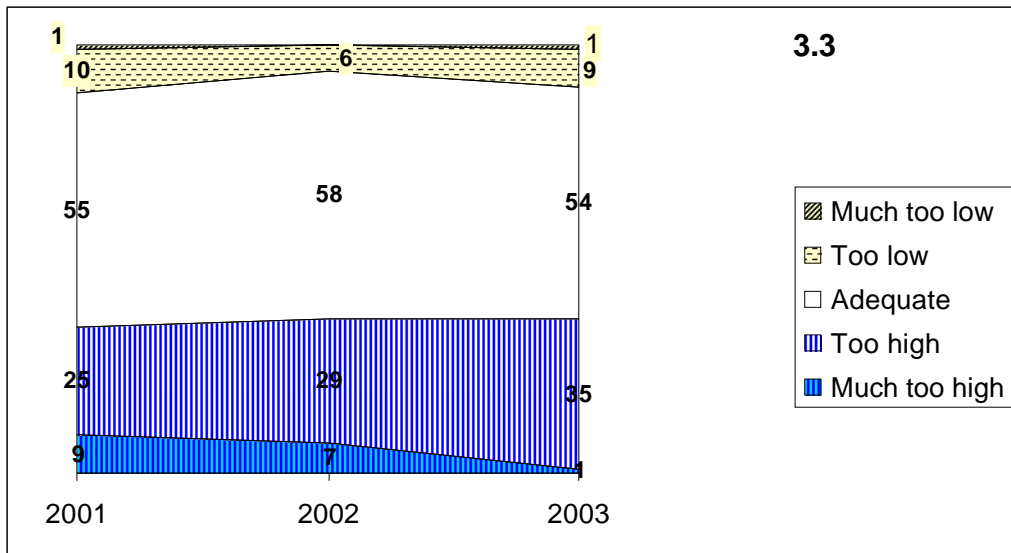


<sup>20</sup> Wording of the question in the 2002 and 2003 surveys: “If yes, to what extent are you satisfied with the way in which your tasks and responsibilities have changed?”

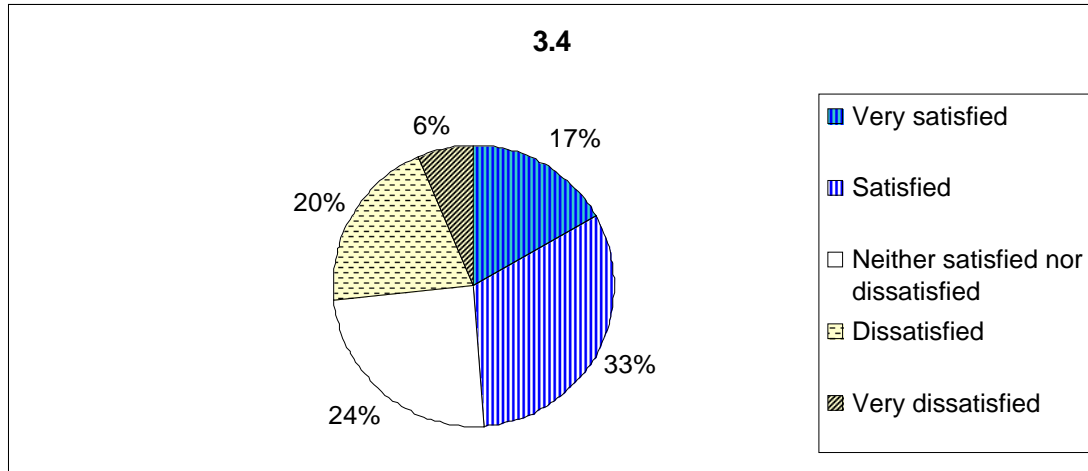
### 3.3 How would you rate your average monthly work load?



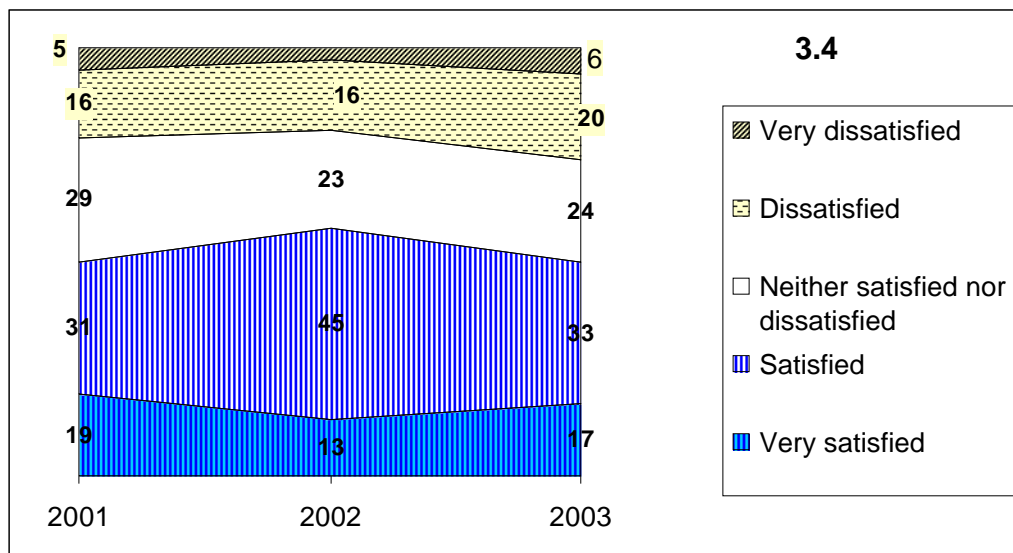
	Much too high	Too high	Adequate	Too low	Much too low
<b>2004 results</b> 143 answers (2/50/76/13/2)	<b>1 %</b>	<b>35 %</b>	<b>54 %</b>	<b>9 %</b>	<b>1 %</b>
<b>2003 results</b> 150 answers (11/44/86/9/0)	7 %	29 %	58 %	6 %	0 %
<b>2002 results</b> (137 answers) (12/34/76/14/1)	9 %	25 %	55 %	10 %	1 %



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

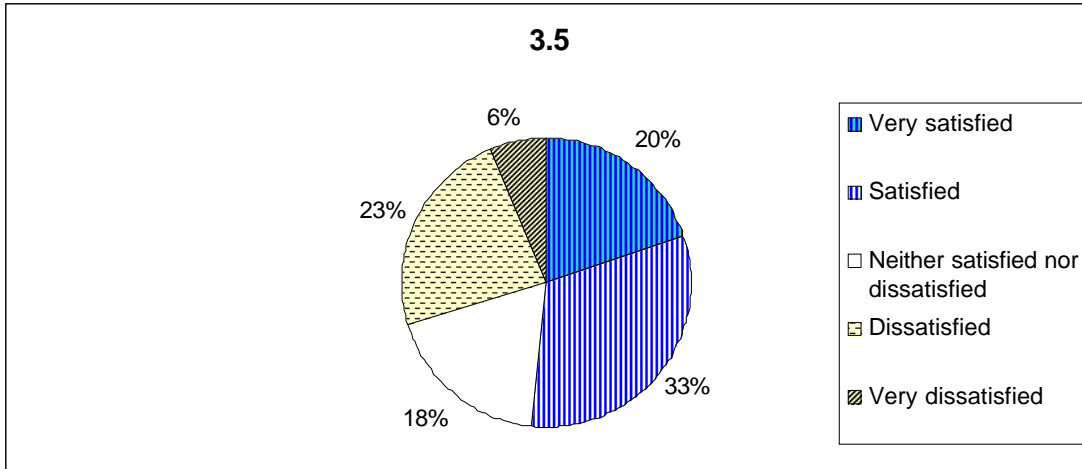


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (24/46/35/29/9/2)	<b>17 %</b>	<b>33 %</b>	<b>24 %</b>	<b>20 %</b>	<b>6 %</b>
<b>2003 results</b> 152 answer (19/69/35/24/5)	13 %	45 %	23 %	16 %	3 %
<b>2002 results</b> 140 answers (27/43/40/23/7)	19 %	31 %	29 %	16 %	5 %
<b>2001 results</b> <sup>21</sup> 133 answers (88/6/39)	66 %		4 %	30 %	

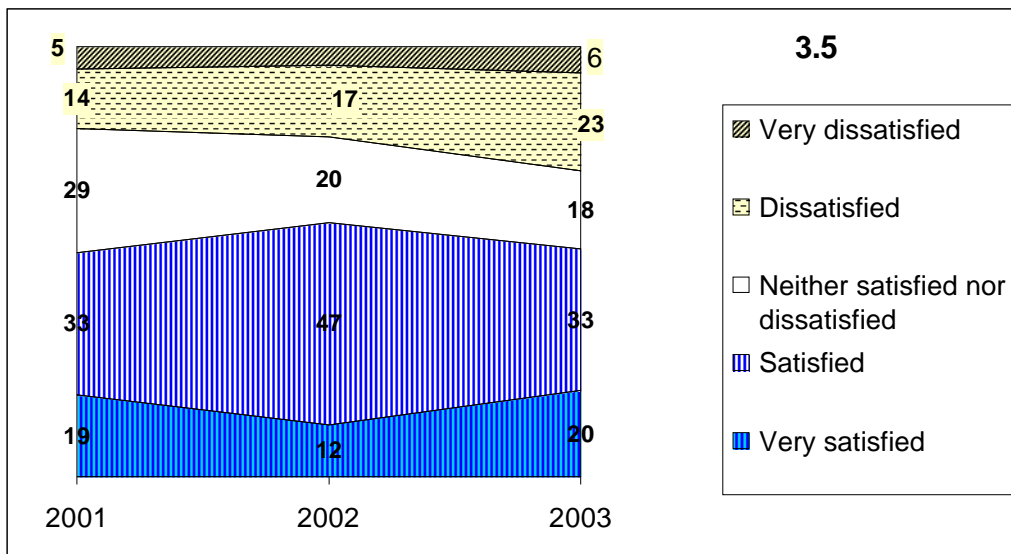


<sup>21</sup> Wording of the question in the 2001 Survey: "Are your pre-employment skills and experience being utilized to your satisfaction?"

**3.5 How satisfied are you with the level of decision-making authority you have in your area of responsibility?**

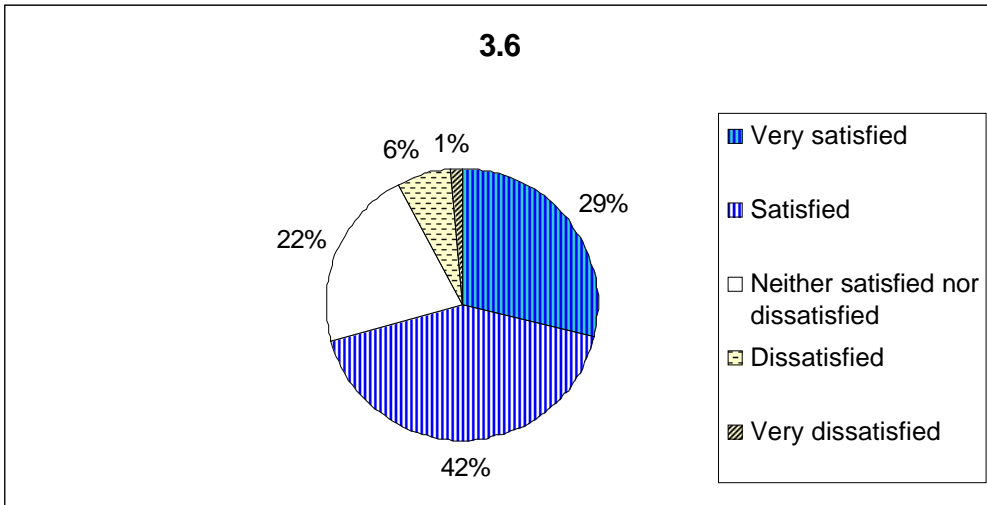


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 144 answers (28/4526/33/9)	<b>20 %</b>	<b>33 %</b>	<b>18 %</b>	<b>23 %</b>	<b>6 %</b>
<b>2003 results</b> 152 answers (18/72/30/26/5)	12 %	47 %	20 %	17 %	4 %
<b>2002 results</b> 140 answers (27/45/41/20/7)	19 %	33 %	29 %	14 %	5 %
<b>2001 results</b> <sup>22</sup> 133 answers (85/10/38)	64 %	7 %	29 %		

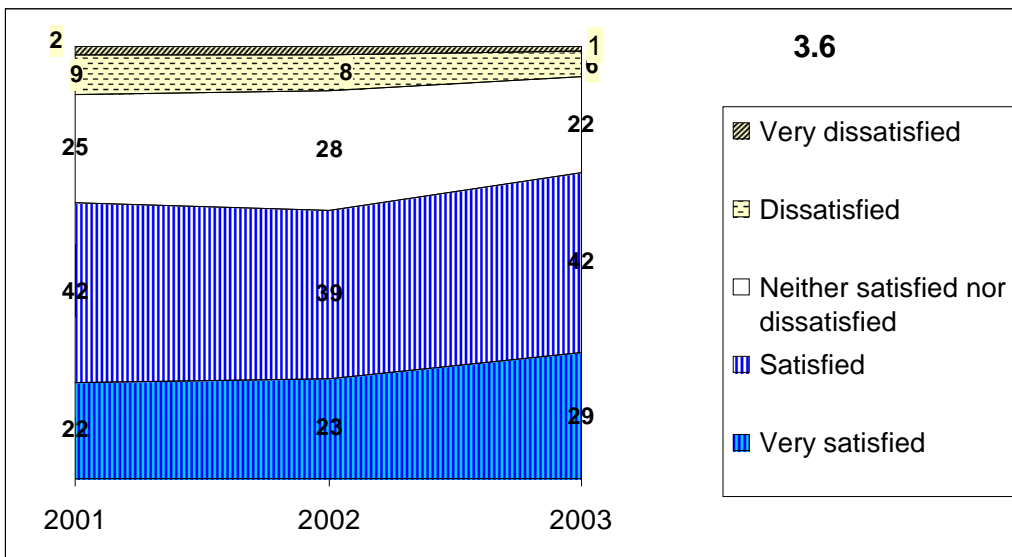


<sup>22</sup> Wording of the question in the 2001 Survey: "Are you satisfied with the level of decision-making authority you enjoy in your area of responsibility?"

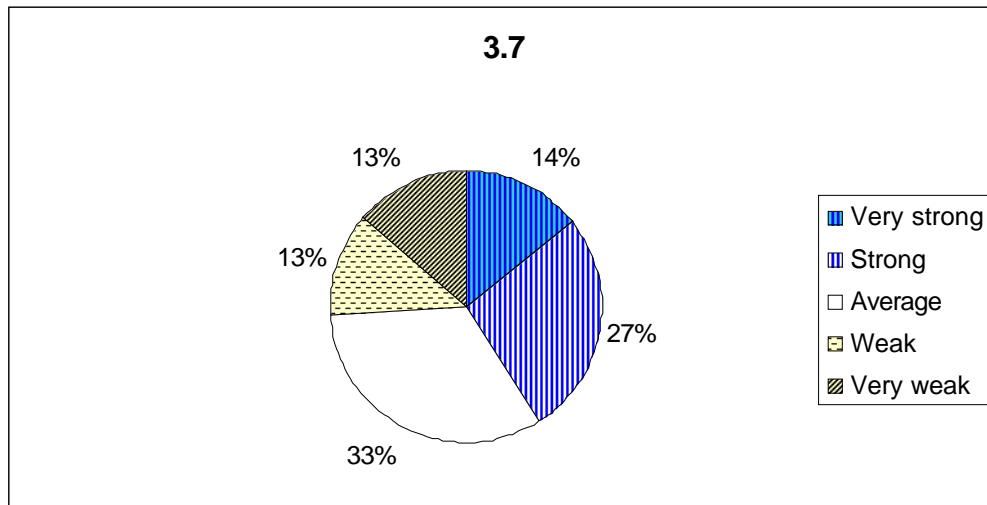
### 3.6 How satisfied are you with the training opportunities available to you as a JPO?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 146 answers (41/59/31/9/2)	29 %	42 %	22 %	6 %	1 %
<b>2003 results</b> 151 answers (34/59/43/12/3)	23 %	39 %	28 %	8 %	2 %
<b>2002 results</b> 139 answers (31/57/35/13/3)	22 %	42 %	25 %	9 %	2 %

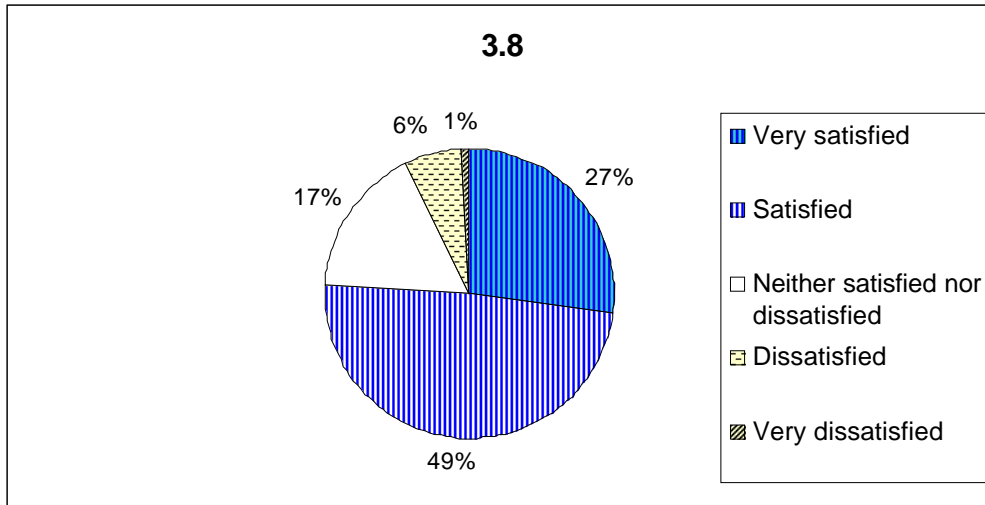


**3.7 How would you rate the support given by supervision in the use of your DTTA?**

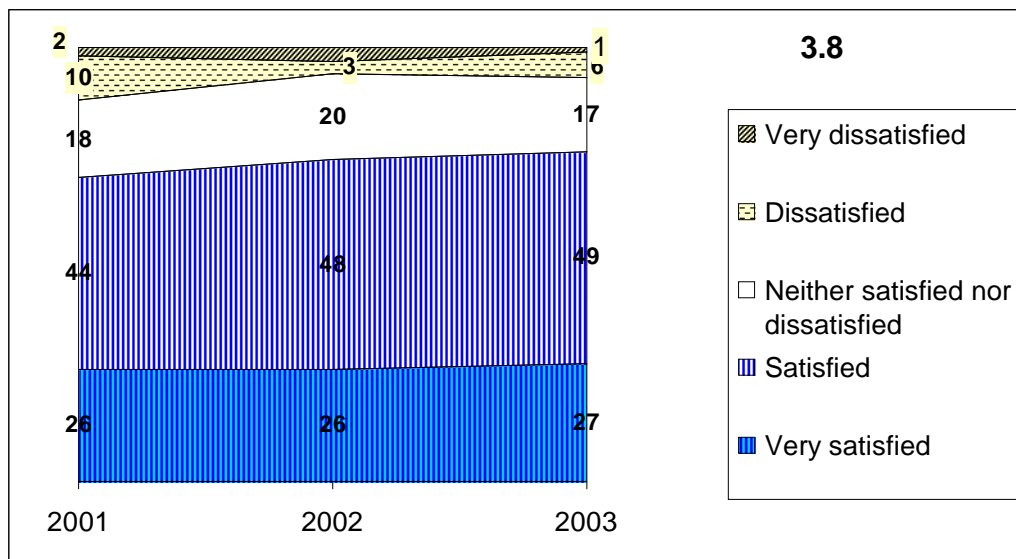


	Very strong	Strong	Average	Weak	Very weak
<b>2004 results</b> 146 answers (20/38/46/18/19)	<b>14 %</b>	<b>27 %</b>	<b>33 %</b>	<b>13 %</b>	<b>13 %</b>
<b>2003 results</b> 144 answers (11/23/65/28/16)	8 %	16 %	45 %	20 %	11 %

**3.8 How satisfied are you with the degree to which you have acquired new skills on-the-job?**

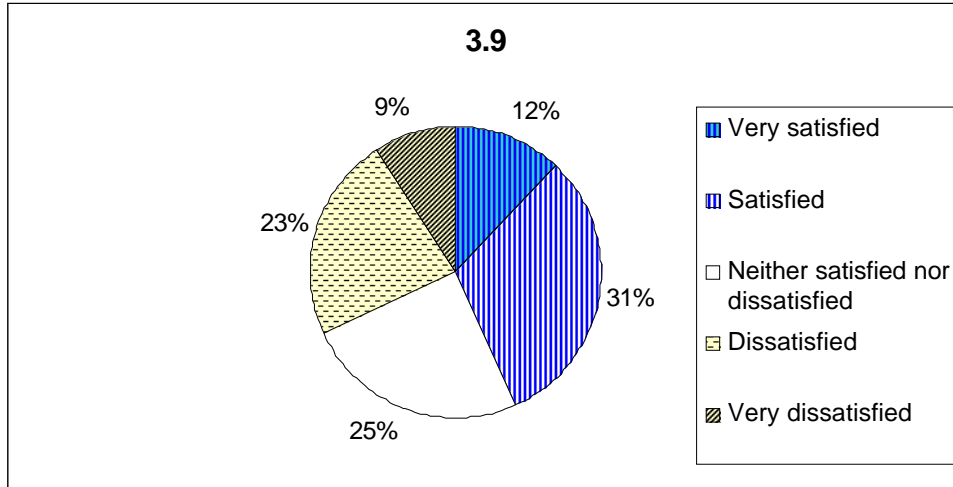


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (38/68/24/9/1)	<b>27 %</b>	<b>49 %</b>	<b>17 %</b>	<b>6 %</b>	<b>1 %</b>
<b>2003 results</b> 150 answers (39/72/30/5/4)	26 %	48 %	20 %	3 %	3 %
<b>2002 results</b> 137 answers (36/59/25/14/3)	26 %	44 %	18 %	10 %	2 %
<b>2001 results</b> <sup>23</sup> 133 answers (110/6/17)	83 %		5 %	12 %	

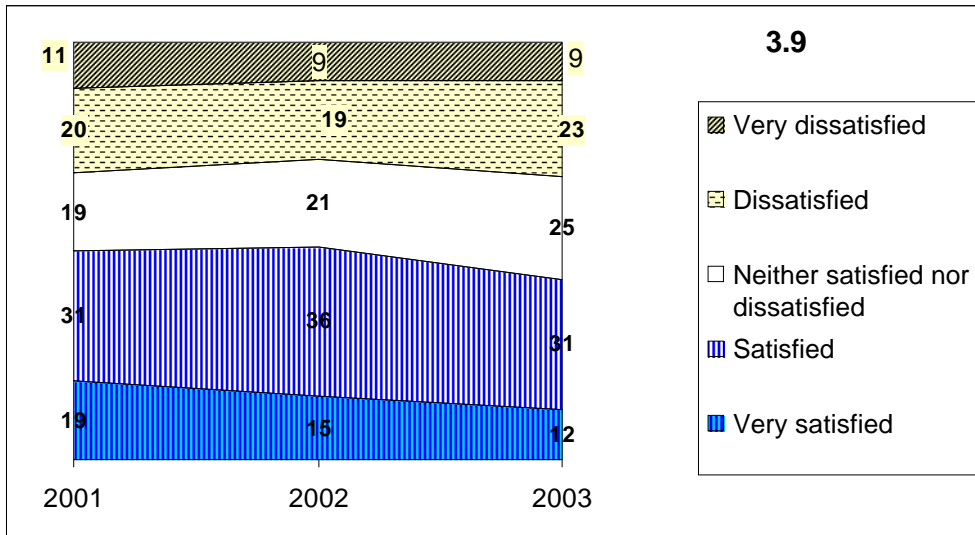


<sup>23</sup> Wording of the question in the 2001 Survey: "Have you acquired new skills on-the-job?"

### 3.9 How satisfied are you with the access to and quality of supervision?



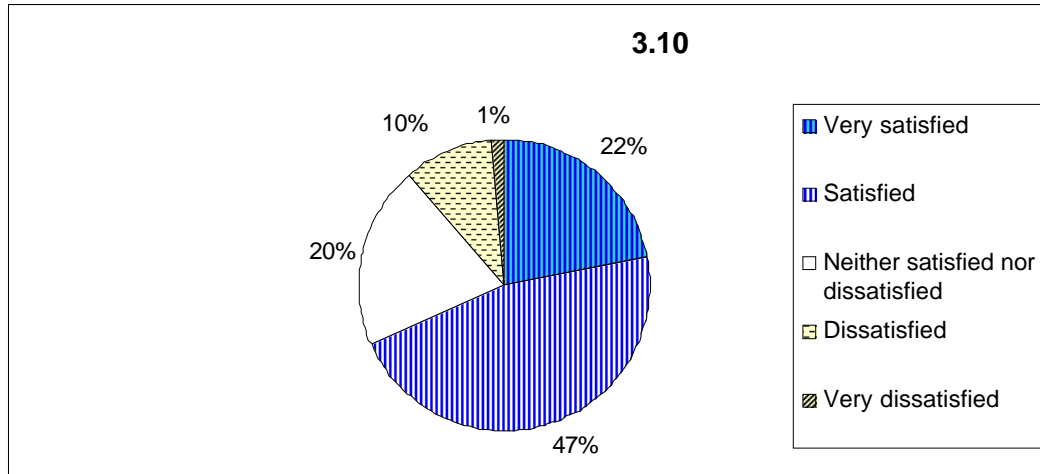
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (17/44/35/32/13)	12 %	31 %	25 %	23 %	9 %
<b>2003 results<sup>24</sup></b> 150 answers (23/53/31/29/14)	15 %	36 %	21 %	19 %	9 %
<b>2002 results</b> 140 answers (27/43/27/28/15)	19 %	31 %	19 %	20 %	11 %
<b>2001 results<sup>25</sup></b> 133 answers (116/5/12)	87 %		4 %	9 %	



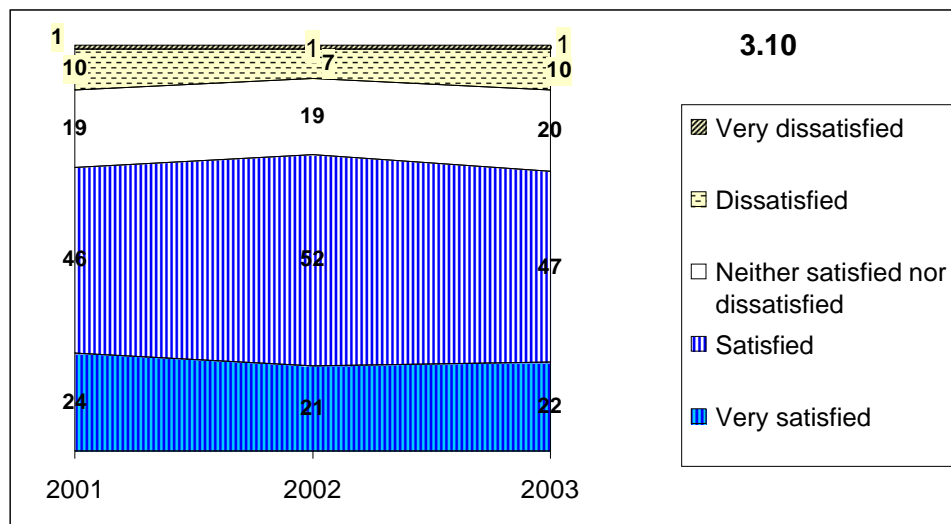
<sup>24</sup> Wording of the question in the 2002 and 2003 surveys: "To what extent do your current access to supervision and the quality of supervision meet your expectations?"

<sup>25</sup> 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 How satisfied are you with the support you receive from your colleagues?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (31/66/29/14/2)	22 %	47 %	20 %	10 %	1 %
<b>2003 results</b> 151 answers (32/77/29/11/2)	21 %	52 %	19 %	7 %	1 %
<b>2002 results</b> 139 answers (33/64/27/14/1)	24 %	46 %	19 %	10 %	1 %
<b>2001 results<sup>26</sup></b> 133 answers (100/5/28)	75 %		4 %	21 %	



<sup>26</sup> 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:

“Good quality and substantive supervision is very weak in the CO. Changing of supervisors is almost every 9 months this requires sometimes additional adaptation from the supervisee. My responsibilities are not very clear and decision making is small. I am very happy with my colleagues, good cooperation.”

“As a JPO, I was not personally chosen by my office and therefore felt that my CV had really never been looked at. I felt that my past professional and life experiences were never taken into consideration or even inquired about. / In this duty station, the work load is huge, the office was restructuring and therefore access to my supervisor can sometimes be challenging. (My supervisor changed three times as well). / If one does encounter difficulties and have no one to talk to for advises it feels difficult. I would also suggest that the JPOSC inform that they are there, or this mentoring idea could also serve this purpose I guess.”

“Very vague on tasks so far, little emphasis on prior skills or areas of interest, limited room for discussing tasks. The director is the supervisor - a more intermediate supervisor would be preferable as he is not available nor a person who provide feedback on how tasks are handled.”

“The assignment in itself could be very rewarding, but the procedures of the office and all our red tape makes it difficult to achieve the things I would want to achieve. I suppose this is a problem in most UNDP offices. I trust that things will change for the better however.”

“Excellent senior management both direct supervisor and RR.”

“Now, I did not really begin working in a special area apart from the CCA/UNDAF. I am now in a training.”

“As a UNCDF PO I report directly to UNCDF HQ, and I have two supervisors (one at the CO and one at HQ). However, this is sometime problematic in so far that UNDP only looks at UNCDF as an independent agency when it comes to payment of common utility costs etc, but not when more policy oriented issues are discussed. / I have represented UNCDF at donor fora etc, and I supervise two staffs, so my position gives me a lot of responsibility. / I would thus recommend UNCDF JPOs to other people.”

“Points. 3.9 and 3.10 refer to the recent re-structuring of the CO's programme department and management. There is little supervision I could seek and other colleagues, in particular nationals prefer to work with nationals. Sometimes this is frustrating and I try to communicate my concerns from time to time. But on the other hand I am enhancing my skills in working to a large extent autonomously. When one goes to the field however, the situation is different and everyone is very supportive. This is quite interesting to note.”

“I am encountering problems in three areas. One is the lack of supervision. For the first six months of my assignment there was no RR and the DRR, a very accommodating, warm and welcoming person, was over-loaded with work and I did not want to disturb him much. At the time there was still a Team Leader to the Poverty Reduction Team I'm working in but despite of having lot to share in terms of analytical supremacy she was not very keen on taking a supervisory role. Now we have a RR but he tries to wash his hands off the programme issues and has dedicated the DRR as the Programme Director - very well but at the moment the DRR/Programme Director is on a sick leave that appears to become a lengthy one, and even at the time he was in the division of responsibilities was very unclear between the RR and him. In the meanwhile, the Team Leader of my team left and since July there has not been anyone. All this is quite disturbing as I'm both facing new issues in the start-up phase of a new programme and we're in a planning stage for new programming cycle where there is to be a lot of focus on poverty reduction specific issues.

The second area is the CO lack of understanding and appreciation of the issues that I am to work with (trade policy and private sector development). The Team Leader I had until July seemed to have been pushing for a JPO position with this type of a ToR to be opened and was very satisfied with my recruitment and later on with my performance. However, new issues to UNDP as these still appear to be the Senior Management is not there when it comes to these issues.

The third area of concern to me is the disturbance I experience from my office-mate who talks constantly. I have brought this up with her several times and finally the previous Team Leader also intervened - in vain. I have also pushed for alternative office space solution - again in vain as we experience a shortage of space.”

“Supervision is not much of a topic in connection with my assignment, simply because we work very well as a team in which every member is trusted with a great range of responsibilities. I have always considered this an advantage of my placement. On the down side, we have never reviewed my ToR from the beginning, simply because we are not used to working schematically. There are so many things that pop up on a day-by-day basis, and we are so thinly stretched on the resource side, that we are simply trying to keep up with our clients' and projects' demands. Some aspects in my ToR therefore still remain "would be nice to do", but can not be made priorities in my daily work schedule.”

“The Resident coordinator unit was constituted of 2 persons: the Resident Coordinator and myself. The first 5 months there was not Resident Coordinator and the interim was handled on a rotating basis by the heads of the other UN agencies. Let's say they were not aware of the RC tasks, couldn't really supervise me or give the direction or define the work to be done by the RC office. As I was alone no real team work except a bit with some UNDP colleagues. Since the new Res Coord took his position nothing much has changed except that we are 2 support officers now in the office giving me even less work to do and that he is too busy to really supervise us without giving us really any autonomy to do substantive or innovative things. Neither autonomy nor guidance.”

“Above all, my skills and interests did not match the office's needs.”

“In the beginning of February 2004 I was assigned to work under the direct supervision of the Deputy Resident Representative. On that occasion my ToR were revised, and I was given more responsibilities in the donor and CO programme coordination, internal control, monitoring and evaluation. I am very satisfied with this change and the support I have received from my supervisor.”

“It has been interesting and fruitful. My position is quite unique. I am working at an office where I am the only international staff. This has forced me to go through situations that at some points are difficult.”

“My office has been though a very tough time the past 3 years due to corruption scandals, but my supervisor has been excellent.”

“My training using DTTA and my training on the job are useful. But no training opportunities whatsoever are provided by the Country Office. While I was informed that they have an obligation to allow me to access training opportunities.”

“I see from the above array of dissatisfied responses that things aren't looking too good. Allow me to stress that this is not a matter of problems with the supervisor. We get along great. The problem is that there is no place for me in the office. I end up helping people with power point presentations, a glorified temp!”

“80% of my work is administrative. No decision power at all. This doesn't depend on the people I work with, but more on the kind of work in this CO. The CO I've been assigned to doesn't offer any possibility for substantive work. It mainly administers funds only. I wouldn't suggest to consider it as a suitable assignment for future JPOs.”

“JPO should be able to participate in VDA.”

“There is simple much too much to do. The reason for it is that the DRR never takes a decision.”

“It is important to add, that I am working with an OHCHR project and not directly with the UNDP. This has been the case for the past 1 year and 9 months. My answers refer to this assignment, and not to the first 10 months with the UNDP.”

“Assignment changed a lot over the years, specially due to the reform of UN coordination (DGO) and the growth of the UNCT in [*Duty Station*] and the fact that I had to work for 3 different RCs.”

“During the last 11 months, my assignment has changed significantly. I have been assigned double the number of thematic areas for which I am responsible as well as gained a number of management responsibilities (i.e., Atlas and Monitoring and Evaluation work), which has weakened my ability to further my technical knowledge in any one area and in my view has reduced the effectiveness of my work.”

“On a professional basis, given that the CO is relatively small, I have got a lot of responsibilities and a heavy workload. This is positive but could have a bit more support.”

The CO has gone through a very challenging and complex situation of acute internal conflict. This, even with the most positive outlook, has been challenging and not too pleasant.”

“In [*Duty Station*], the office had local staff which as OIC, I ended up supervising. There capabilities were a bit lower than what would have been great but some of them were very devoted and very helpful in a pragmatic way. I am grateful for their support. On the international level, my boss, prior to his departure, was a friendly man who taught me many things from his experience in both procurement and the UN. Later on, I dealt with internationals only on the phone or per e-mail -- some of them were helpful, others not. at 3.2) I tried not to answer because I only served 11 months but the system did not allow skipping.”

“My supervisor is incompetent in his own job, but retains almost all decision-making authority, Because of his incompetence he is also largely unable to supervise me. My work is only satisfying when he is not involved.”

“Given that was a newly created job, I wish there had been more follow up from Senior Management and JPO centre on how things were evolving.”

“Overall, it has been very gratifying.”

“While my professional background has initially been of little use / there was little consideration of my knowledge in particular area, there has been sufficient space within the office as well as strong support by Senior Management to gradually shift my responsibilities to match my professional skills as well as interests.”

“Supervision and evaluation by Copenhagen and sponsoring government needs improvement.”

“UNDP [*Duty Station*] is a very good CO to work in technically, but very bureaucratic!!”

“It reflected the preferences I expressed during my recruitment process.”

“I am very happy to have found an assignment which matches both my skills and my personal goals.”

“Excellent manager.

Not perfect working conditions due to a lack of funding to the [*agency*] CO.  
A CO should show its capacity to accommodate a JPO assignment”

“Challenging and interesting, but daily workload doesn't permit much exploration or evolution on the job. In spite of a general agreement to go on field visits, no support has been provided to actually organize them.”

“I moved to new duty station, at which I have worked for one month. Answers apply to the change itself, and to a mix of the two.”

“Strong ownership within the office (or big presence of local language) makes me feel left out sometimes.”

“Direct supervisors of JPOs should have a good understanding of the JPO programme and also should be able to trust JPOs to delegate work.”

“The answers to 3.4, 3.5 and 3.9 would have been "very dissatisfied" if they referred to the first 18 months of my assignment, before shifting clusters within our office.”

“To clarify question 3.9. I have a good supervisor that is always helpful if I ask questions. But I have never got supervision or advice or even feed back from the supervisor or the management without asking for it.

To learn and develop in my role here I would need a supervisor who works and has experience from my working area gender and Gender Mainstreaming.”

“I have been told by the office that National Officers "take priority over junior international staff (such as JPOs), because they are the ones to stay in the system". Such a comment exemplifies the attitude of the office management towards the JPOs and we receive little attention as to our skills/career development.”

“With regards to assigned areas of responsibilities, I am disappointed to realise that the decisive factor is often not the priorities or identified needs of the Government or the country, but either interest/connections of supervisors, esp. RR, or offered funding opportunities. Early on in my assignment, I accepted new tasks not in line with my expertise with the belief that these were priority assignments ("it NEEDED to be done"), but I soon realised this was not the case. Recently I accepted reassignment on the grounds of operational effectiveness of the CO. I refuse to put my interests or priorities ahead of the UN. Lofty and stubborn? Perhaps.”

“I am quite satisfied with my work, but do not have the feeling of belonging to a team. There was no plan/strategic approach towards using my qualifications, but I always have to suggest what I could work on. Since there is (unfortunately) no team work I cannot rate the support by colleagues. Supervision is limited to me making suggestions to my supervisor (he is always open to suggestions).”

“Due to the fact that [*Duty Station*] mainly implements DEX projects, PO's are mostly functioning as administrative managers. The administrative burden is enlarged by big capacity gaps in finance and operations. Combined with a country programme that is "all over the place" (mostly chasing XB income in stead of focussing on the programme), this creates lack of direction. I think I could provide substantial programmatic support in, e.g. developing a focussed local governance programme. It will still take some effort to get this on the CO mgt.'s agenda, but this is the main reason why I feel my skills are underutilised.

Nevertheless I am learning a great deal about the national level government and development partner politicking.”

“In terms of support, I am supposed to start up a program, but it has been taking 8 months (first tool about 5 months for my supervisor to review, and another 3 months for Senior Management to review and make decision). Now I am told that they don't have budget. Very different from what I was originally told.”

“Under 3.6 I don't include the DTTA. Any training I would like to attend would have to come from the DTTA budget. It is a great pity JPOs cannot profit from the UNDP online training, because of our short term contracts.”

“When I have been busy and satisfied it has been due to initiatives I have taken. I don't feel that I have been given responsibilities as such. I seem to be fighting to help where I want to help in an office that essentially sees JPOs as interns they don't have time to train.”

“There should be more training opportunities targeting key skills rather than substantive knowledge.”

“There is an excellent work framework. But the quality of supervision is average in terms of learning.”

“It took time to be "operational" and to bring inputs to the office.”

“I will use my DTTA for the first time in December, to attend a workshop as well as to work for one week in another CO. My DRR has greatly encouraged me to do so. Secondly, the tasks have not changed, however I do have more responsibilities after one year of service. I am satisfied with this encouraging development.”

“Over the years my career path has not been given the opportunity to grow. The region I am placed in is strongly promoting nationals and I feel as a JPO that I am not wanted unless I come as free labour.”

“I'm satisfied with the support from colleagues overall, but a long-standing, serious understaffing in my unit has made it impossible for my immediate superior (ARR) to act as a supervisor, and leadership in the office has, in general, been extremely weak for the past year, in particular due to change of DRR (P).”

“I wish ATLAS worked faster. It's too slow and stressful.”

“Only three months of assignment, some questions are not yet relevant (like DTTA) and I'm currently attending the PPO course.”

“As far as my impression is concerned, levels of capacities of the colleagues around me are not as high as they should be. Very weak.”

“I have a feeling the JPO is very dispensable and flexible - anything no one wants to do goes to you, the moment someone new comes they take away the job from you too...”

“Perhaps because the management knows that JPOs have DTTA, or perhaps because JPOs (L contract) are not prioritized as the "P" category staff members, I was not included into one training programme which was made available to other P2/P3 staff members (reason given to me is "limited availability of seats"). A3 staff members were also not able to attend this programme, which make me a little worried that one has to get a P post after the JPO assignment to benefit from office learning opportunities.

I am glad that the VDA opportunity is expanded to JPOs.

I reckon some managers are too busy noticing your background, particularly the new ones. Even if there are projects you have certain experiences with, project teams are formed without your knowledge. By the time you find out about the project and explain to the management that you are interested in the project and have certain experiences in the area, too, it is often too late - the project team has already been formed!”

“I have been given a lot of responsibility and I have a lot of decision-making authority. This I enjoy and I am learning a lot. I get the necessary support both from my supervisor, management and other staff members. In the last year my working hours have, however, been too long. Luckily I enjoy my work but I would like to have more time with my family. UNDP is generally also somewhat slow.”

“On the whole, I am satisfied with my assignment (3.1) because I am happy to have this job and to experience everything that happens here. But (as I was prepared for during my introduction meeting in Denmark before my departure) it takes indeed a longer period (than I would have wished) to settle-in and to understand my job etc.

Therefore, the work load (3.3) in the first month was not very high, but meanwhile I experience it quite high.

Also the way and degree to which pre-employment skills and experience are being utilized (3.4) is getting more than in the beginning (my supervisor asked me very often to do things that are in my opinion duties for an assistant. She also translated my title JPO into French as 'Administrateur de Programme Stagiaire.' / Remark: One of my skills is giving good presentations. However, when I

had to give a presentation, I was not able to give the presentation as I wanted to do, because they didn't give me the chance. Then I found out that my supervisor and colleagues see presentations just as an (in my opinion boring) lecture and I experienced that they are not aware of how one can do a good presentation and of the importance of (the effects of) giving a good presentation.

As relates to 3.5, I experience the following two things:

- I succeed in letting assistants do some work for me, that 1) I don't have the time for, and 2) that should not be my duties, although my supervisor asks me to do that (such as: telephone calls in advance of meetings to check if people will attend; distribution of newsletters, making copies)

- Among my direct colleagues (Programme unit) I feel a strong atmosphere of strictly following the rules and procedures (including not able to do anything - no good effective, efficient, quick initiatives- ) without permission of the Programme Representative (While the RR encourages/tries to get results quickly). In other words, while the RR is more result and time table focused, in my opinion the PR is more focused in working according to the procedures, even when that means at the cost of effectiveness/efficiency). This also affects (sets bounds to) my work and level of decision-making authority.

3.6: I am satisfied with the training opportunities available to me as JPO (as explained in Denmark and on the JPOSC website, etc), however, my supervisor has not ever mentioned these opportunities. Therefore, I answered question 3.7 as 'weak'.

3.8: I have the feeling that I already acquired some new skills on the job: mostly getting used to the UNDP-Cameroon working culture and the UNDP (Cameroon specific country related/ culture related) procedures.

Also working in French is improving.

However, due to reasons already explained, it took a longer period (than I would have wished) to settle-in and to understand my job etc. Therefore I haven't done as much as I would have done, and I was unfortunately not able to acquire much new skills-on-the-job yet.

3.9: As already explained, I am not satisfied with the access and quality of supervision;

A) Duties/ToR:

- Still not discussed/ clear yet;

- In my opinion I have to do duties that should not be done by a JPO but by a secretary.

- They have not given me the information/ briefings on the (contents of) programmes that I need.

I will ask for a discussion regarding my ToR and responsibilities as soon as possible (after NY), (I haven't done it yet for several reasons).

B) Much information, that has already been available to my supervisor for a long time, reaches me when it is almost too late, or reaching deadlines.

For example;

- she told me one and a half day before a meeting with other UN organisations, several ministries, donors, etc. that I should do a presentation on the project document (of which I did not understand the content very well yet), while she could have told me already three weeks before.

- She didn't inform me about going on (and duration of) holiday.

- When I was organising a meeting with many stakeholders she gave me only one day prior to the meeting certain information that was already available since January 2004. As a result we had to;

- Throw away all already copied project documents (of 60 pages each) that should have been distributed;

- postpone the meeting with UN agencies, ministries and donors (not good for image UNDP);

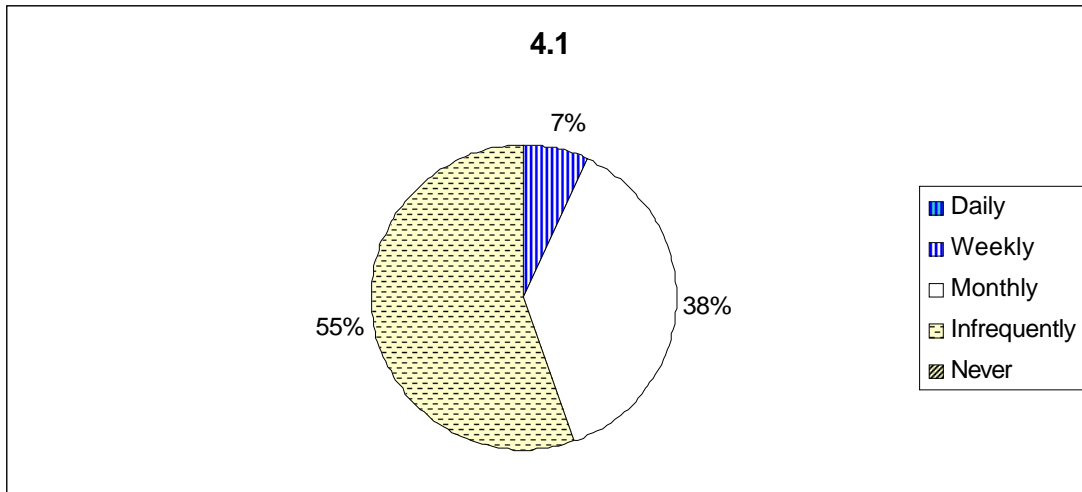
- Sending a new invitation to all these stakeholders (wasting energy).

Despite of this, I have to say that the degree of human understanding of my supervisor (and most other colleagues) is satisfactory; although there was very little logistical support during my "settle-in" period, they were really understanding in giving me time to arrange everything, or when I was ill, they allowed me to stay home until I was recovered, etc.

3.10 I have some colleagues who are really accessible to give me support. However, the workload of most of them is really high. As a result, necessary work related briefing sessions with them have not taken place since I arrived. I see this also a responsibility of my supervisor (3.9)."

## Section 4 - Administrative follow-up

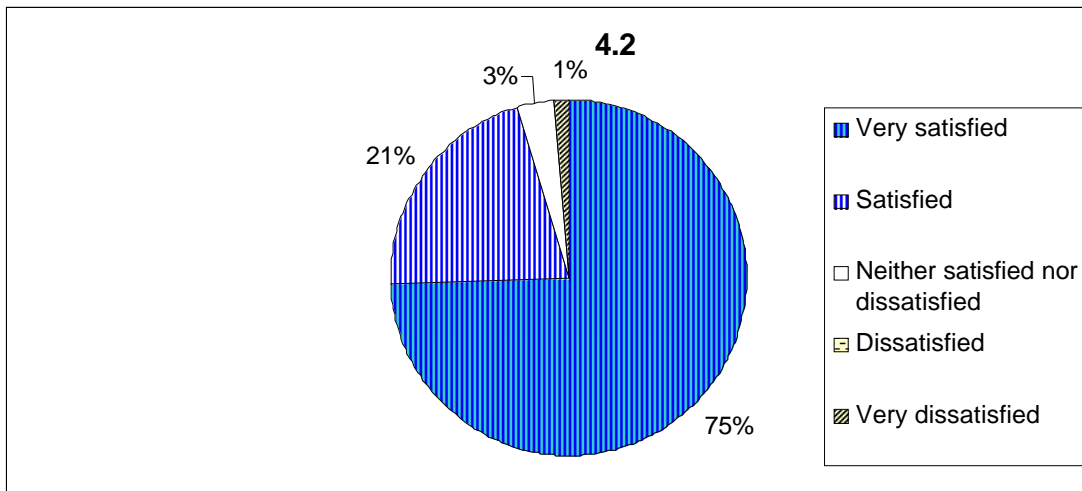
### 4.1 On average, how often did you communicate with the JPO SC within the last 12 months?



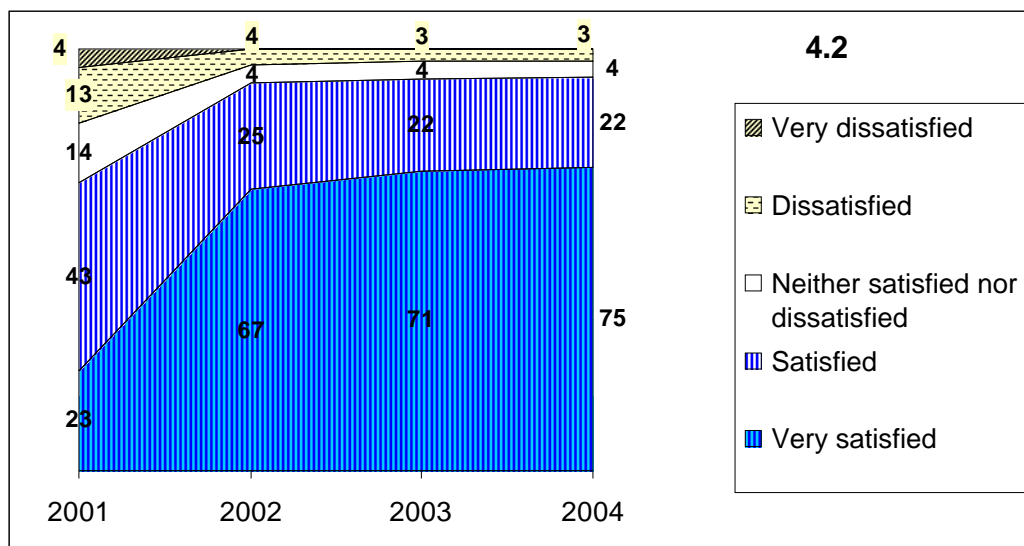
	Never	Infrequently	Monthly	Weekly	Daily
<b>2004 results</b> 145 answers (0/80/55/10/0)	<b>0 %</b>	<b>55 %</b>	<b>38%</b>	<b>7 %</b>	<b>0 %</b>
	1 or less	2	3	4	5 or more
<b>2003 results</b> 154 answers (100/29/12/4/9)	<b>64 %</b>	<b>19 %</b>	<b>8 %</b>	<b>3 %</b>	<b>6 %</b>
	0-10	11-20	21-30	31-40	40 or more
<b>2002 results<sup>27</sup></b> 141 answers (73/42/11/8/7)	<b>52 %</b>	<b>30 %</b>	<b>8 %</b>	<b>5 %</b>	<b>5 %</b>

<sup>27</sup> 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, how satisfied are you with the overall timeliness of our response (taking into consideration our 3 working days response time policy)?**

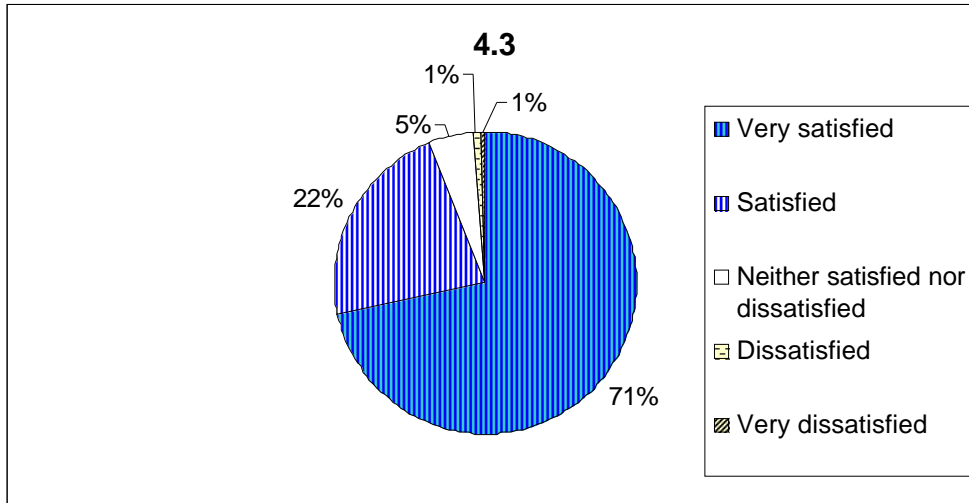


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (108/30/5/0/2)	<b>75 %</b>	<b>21 %</b>	<b>3 %</b>	<b>0 %</b>	<b>1 %</b>
<b>2003 results</b> 154 answers (109/34/6/5/0)	71 %	22 %	4 %	3 %	0 %
<b>2002 results</b> 142 answers (97/35/5/5/0)	67 %	25 %	4 %	4 %	0 %
<b>2001 results<sup>28</sup></b> 136 answers (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %

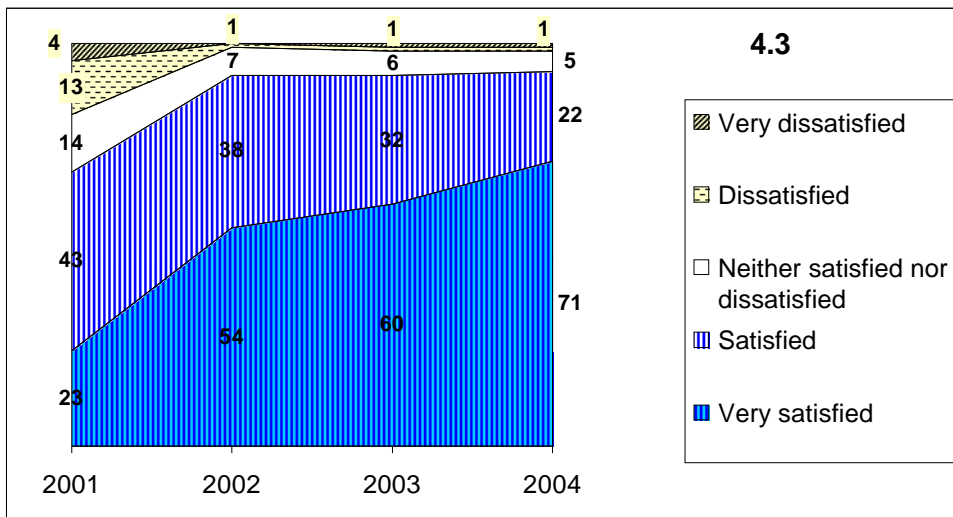


<sup>28</sup> Wording of the question in the 2001 Survey: "When communicating with the JPO Service Centre, how would you rate the promptness and accurateness of our replies to your questions/concerns?"

**4.3 How satisfied are you with the accurateness of our replies to your questions/concerns?**

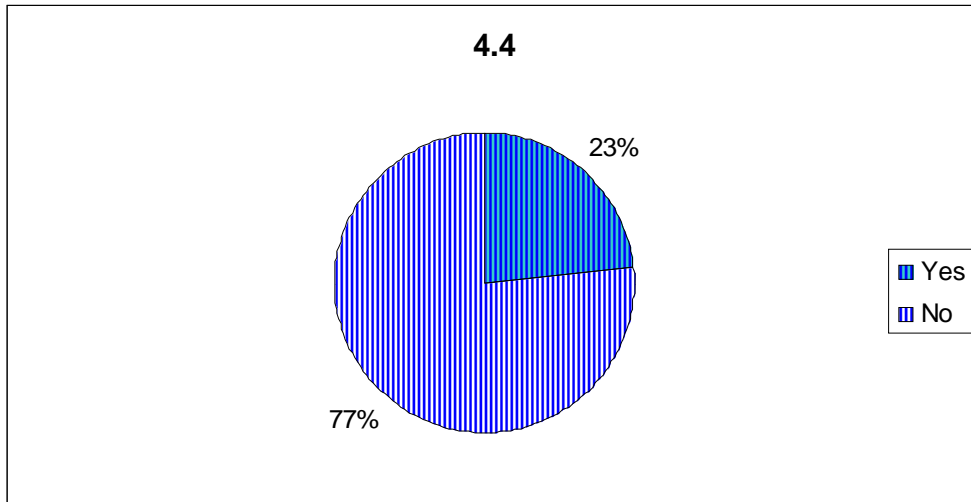


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 145 answers (104/32/7/1/1)	<b>71 %</b>	<b>22 %</b>	<b>5 %</b>	<b>1 %</b>	<b>1 %</b>
<b>2003 results</b> 155 answers (93/50/9/2/1)	60 %	32 %	6 %	1 %	1 %
<b>2002 results</b> 141 answers (76/53/10/2/0)	54 %	38 %	7 %	1 %	0 %
<b>2001 results<sup>29</sup></b> 136 answers (31/62/19/18/6)	23 %	43 %	14 %	13 %	4 %



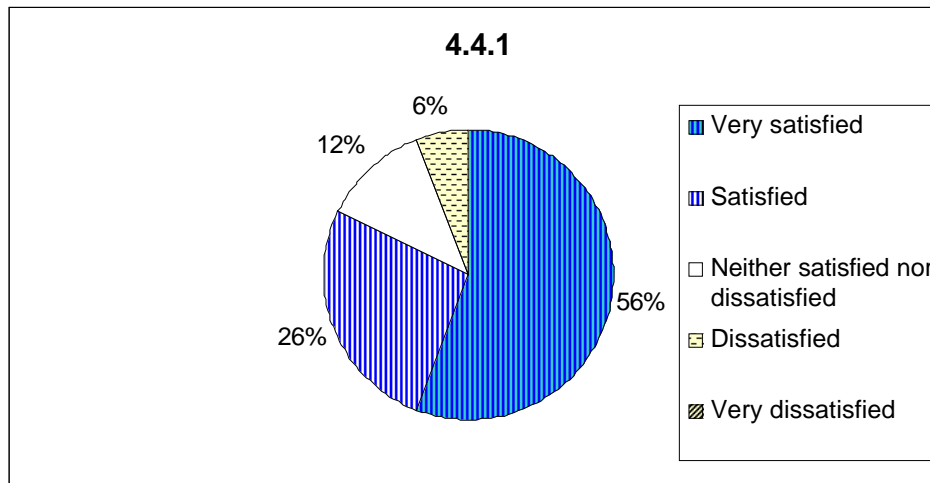
<sup>29</sup> Wording of the question in the 2001 Survey: "When communicating with the JPO Service Centre, how would you rate the promptness and accurateness of our replies to your questions/concerns?"

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

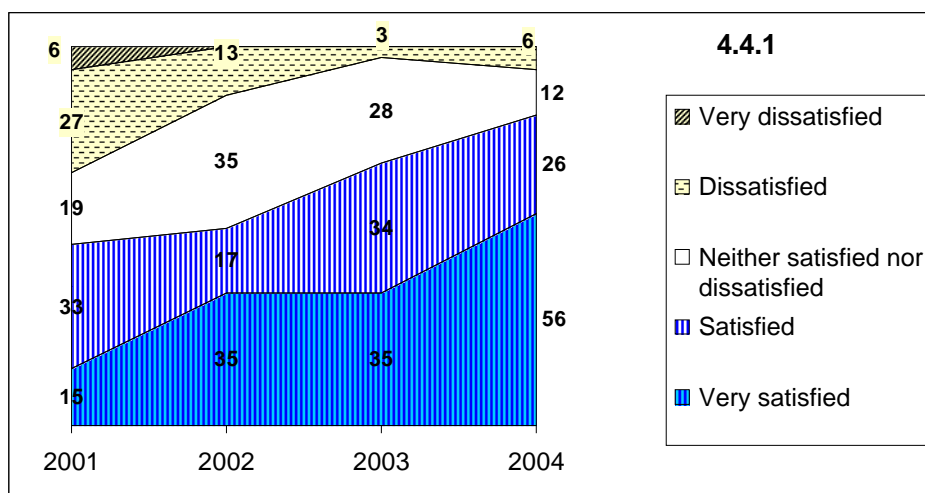


	Yes	No
<b>2004 results</b> 145 answers (34/111)	23 %	77 %
<b>2003 results</b> 157 answers (29/128)	18 %	82 %
<b>2002 results</b> 143 answers (23/120)	16 %	84 %

**4.4.1** *If yes, how satisfied are you with the information and services received from the JPO Service Centre on your reassignment?*

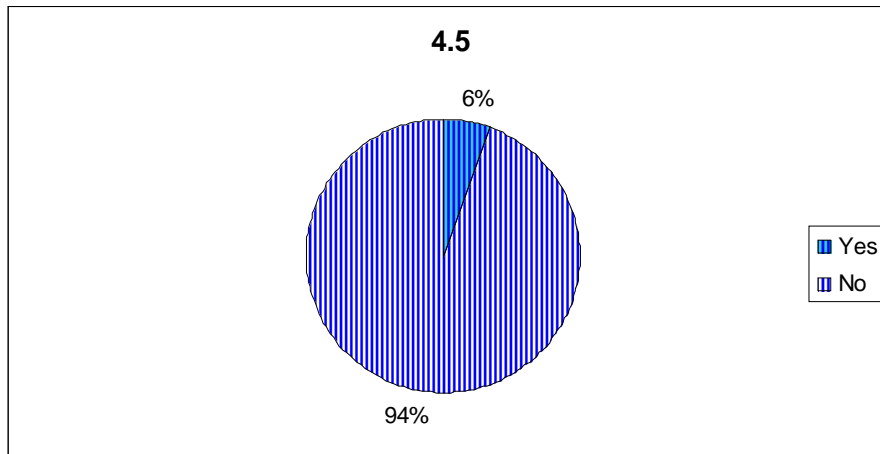


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 34 answers (19/9/4/2/0)	<b>56 %</b>	<b>26 %</b>	<b>12 %</b>	<b>6 %</b>	<b>0 %</b>
<b>2003 results</b> 29 answers (10/10/8/1/0)	<b>35 %</b>	<b>34 %</b>	<b>28 %</b>	<b>3 %</b>	<b>0 %</b>
<b>2002 results</b> 23 answers (8/4/8/3/0)	<b>35 %</b>	<b>17 %</b>	<b>35 %</b>	<b>13 %</b>	<b>0 %</b>
<b>2001 results<sup>30</sup></b> 33 answers (5/11/6/9/2)	<b>15 %</b>	<b>33 %</b>	<b>19 %</b>	<b>27 %</b>	<b>6 %</b>



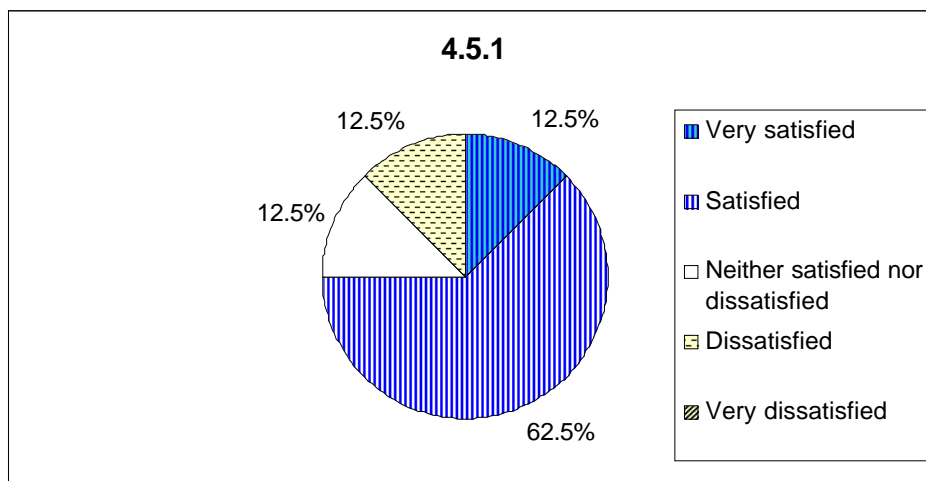
<sup>30</sup> Wording of the question in the 2001 Survey: "If you were reassigned, to what extent were you satisfied with the information and services received from the JPO Service Centre on the occasion?"

#### 4.5 Are you in the process of being separated?

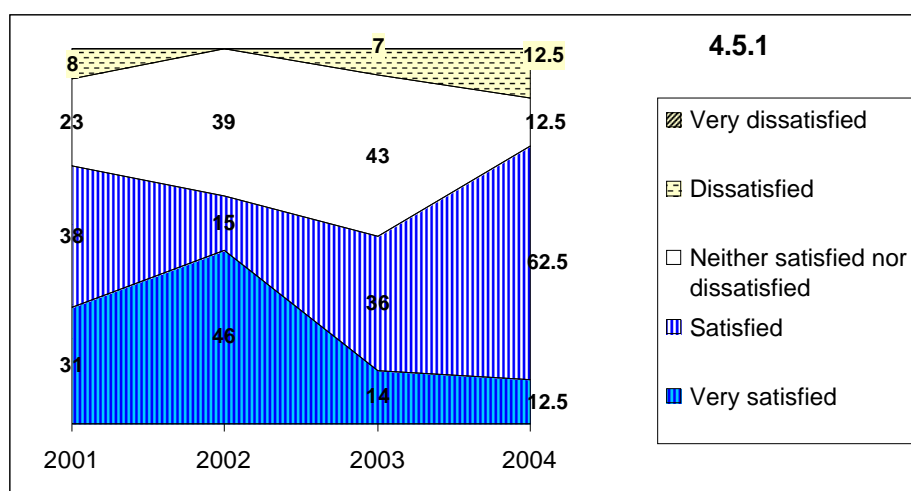


	Yes	No
<b>2004 results</b> 145 answers (8/137)	<b>6 %</b>	<b>94 %</b>
<b>2003 results</b> 157 answers (14/143)	9 %	91 %
<b>2002 results</b> 143 answers (13/130)	9 %	91 %

**4.5.1** *If yes, how satisfied are you 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
<b>2004 results</b> 8 answers (1/5/1/1/0)	<b>12.5 %</b>	<b>62.5 %</b>	<b>12.5 %</b>	<b>12.5 %</b>	<b>0 %</b>
<b>2003 results</b> 14 answers (2/5/6/1)	14 %	36 %	43 %	7 %	0 %
<b>2002 results</b> 13 answers (6/2/5/0/0)	46 %	15 %	39 %	0 %	0 %
<b>2001 results<sup>31</sup></b> 13 answers (4/5/3/1/0)	31 %	38 %	23 %	8 %	0 %



<sup>31</sup> 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

“I asked the JPO SC the possibility of reassignment during my third year. I think there should be more to JPOs on this. I communicate sometimes with other JPOs and many have been reassigned to other CO. I did not receive clarity on why my case was not possible. I have two reasons to request the reassignment:

- The third year has become a bit much of un-excitement, and routine. My responsibilities and duties remain the same and I feel I can move forward. This was not given by the CO although I have discussed it

- Personal reasons. My fiancé has not found a job in my duty station. He has found a job in another place and it would be very difficult for us to stay separated too long. This puts me in a difficult situation of choosing between my personal and professional life.”

“I am currently waiting to see if my contract will be reviewed. I would have wished to know by now whether it will be renewed given the logistical aspects that would be required and expiration of my visa to remain in the country should the contract not be renewed.”

“Too many forms to fill in: it is a bit sad to fill in the same information many different times both during the entry and separation processes / Separation process and payment of final entitlements are too long.”

“The instructions from the [region] a desk of JPOSC are legendary. I and other colleague JPOs in [region] therefore ask each other before we ask JPOSC. The instructions for visas that have come out of Copenhagen have very little validity, so it is better to deal directly with NY or wherever we're going. I have been asking JPOSC for the level that SOLA is in [Duty Station] for the past four months now, without a response. I therefore get the info from other colleagues in the field.”

“Had some rather bad experiences with JPOSC, once due to the fact that paperwork regarding my extension was "lost", resulting in problems in obtaining visa etc in time in the duty station. Also, tracking down a salary that was not paid proved to be quite hard. Some of the replies from JPOSC were completely out of line.”

“In the beginning the JPO would need more information about the composition of the salary.”

“More support on spouse/partner employment by UNDP would be useful.”

##### Negatives comments on, or issues with the Country Office

“JPOSC must put more pressure on the CO to carry out its responsibilities with regard to JPOs. COs should have to demonstrate that they have the administrative capacity to support a JPO.”

“Although the CO has had a number of JPOs so far, it seems that the information and procedure I have got from the JPOSC in terms of the use of DTTA and home leave application, etc are not well understood at the CO level. Decentralization of the process for administrative matters does not necessarily result in effectiveness and timeliness.”

“The administrative process was too slow and ineffective in the previous CO in the reassignment process.”

“I have 6 months left on my contract and 50 days of leave. I do not see management reacting to my attempts to arrange for someone to take over my job, which is taking care of an entire portfolio or for me to be separated. I am very unsure of the future and am stressed because of it.”

### **Positive comments on the JPO Service Centre in general**

“Many thanks to the JPOSC for their professional attitude in all administrative matters.”

“None - good job.”

“In general I feel very comfortable and confident in my contacts with the JPO SC. I like to congratulate you all in your impressive quick & clear responsiveness! (it's almost not UN :)”

“Very good answers in administrative and personal matters. I have been discouraged to ask for reassignment.”

“The service received from the JPOSC has always been very professional, clear, and timely.”

“During my assignment I received adequate and timely information from the JPOSC. I am particularly satisfied with the professionalism demonstrated by the JPOSC in the process of the third year extension of my contract and the strong support provided in this opportunity.”

“If only the whole UNDP could be as fast and accurate with information and services as is the JPOSC ...”

“The JPOSC has really been great.”

“Very professional and quick feed back on questions raised, also when focal point is not there (ex. leave) the replacement is also OK.”

“It seems I was/am a complicated case -- OIC all alone in an office, re-assignment, two breaks to work as a consultant in a different country for a different organization. Considering this and knowing that it was not easy to push through everything I desired, I am fully aware that the JPOSC has proven to be a very supportive and professional entity.”

“JPOSC has provided much of the support I should receive from my CO, but don't get. Very good job.”

“Quite satisfactory.”

“Excellent service throughout.”

“Big "thumbs up" to the JPOSC!”

“No info received yet, 3 months to go until I leave. I assume info will come, I trust JPOSC.”

“Although not formally reassigned, I changed clusters within the office. Advice from JPOSC during my "crisis" in the old cluster was excellent and very helpful. It helped me to stay on board and kept me motivated to work on the internal reassignment. The current assignment I have is outstanding.”

“If only the whole UNDP was run through Copenhagen.”

“The JPOSC's 3 working days response time policy is useful and it works well . Thanks!”

“There is timely support from JPOSC...”

“Very very happy with your service.”

### **Positive comments on the Human Resources Associates and staff members of the JPO Service Centre**

“I really appreciate the quick answers and good communication with JPOSC and especially with [*HR Associate*].”

“[*HR Associate*] and her back-stop [*HR Associate*] @ JPOSC are extremely helpful. [*staff member*] @ JPOSC has been fantastic connecting JPOs.”

“My HR contact person is [*HR Associate*], and I am grateful for her very professional work, as well as her friendly manner and openness. She is really an asset to the JPOSC.”

“My contact person at JPOSC [*HR Associate*]) has been providing me an excellent support and I would like to express my appreciation for her support provided to me.”

“My desk officer is excellent.”

“Very satisfied with the commitment of the staff at the JPOSC. I always feel I can email them with any stupid questions, and I really feel I have their support! They are normally very organised (especially [*HR Associate*] :-)) and it is easy to follow instructions given by them!”

“[*HR Associate*] is a rock!”

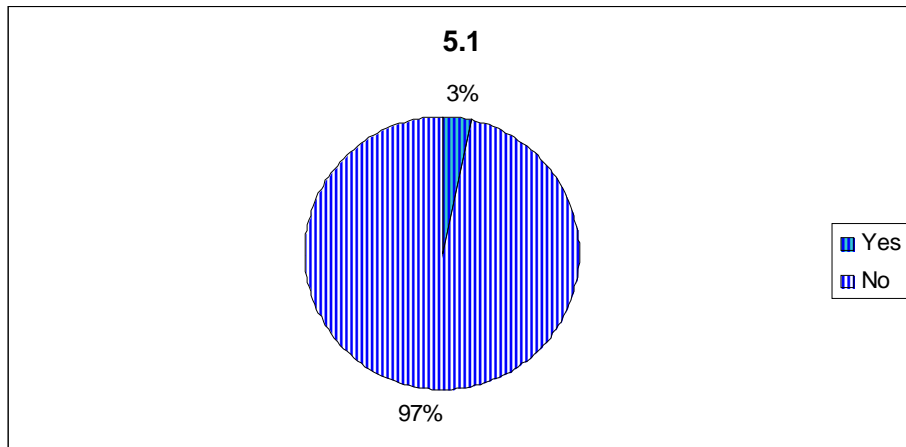
“I have not had a great need to be in contact with the JPOSC in the last year properly. When I have been in contact with the JPOSC it has been with [*HR Associate*]. No other person in UNDP has responded so quickly and so professionally to my queries as [*HR Associate*]. Thanks.”

### **Other comments**

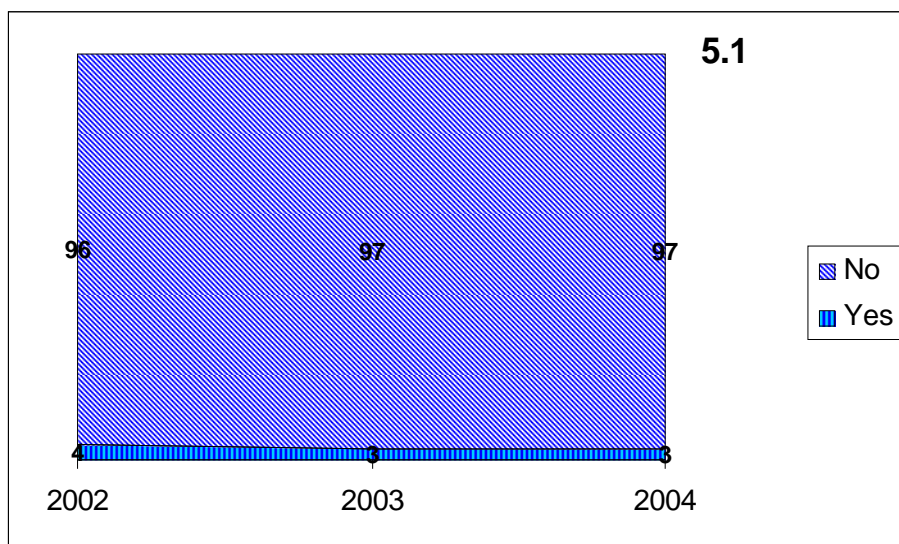
“I have three weeks left of my contract and I have not yet received the OK from the [*donor*] for prolonging the contract. Perhaps this is just standard process and procedure.”

## Section 5 - Harassment

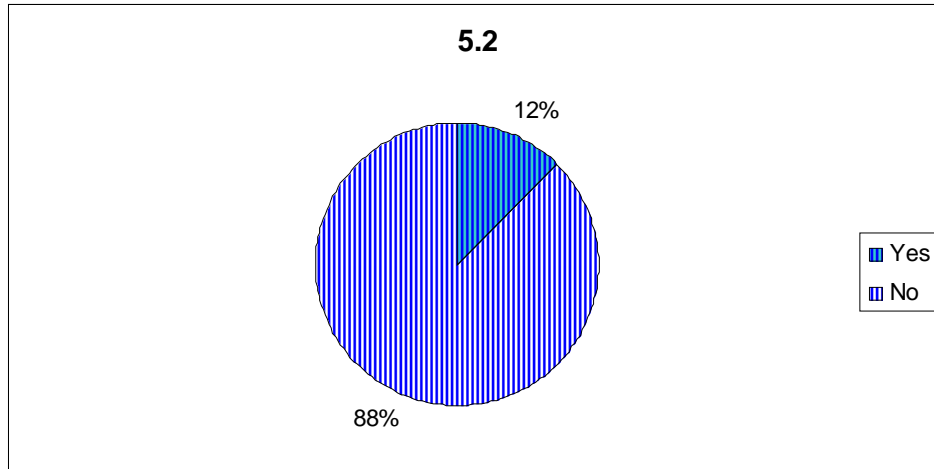
### 5.1 Have you personally experienced sexual harassment in your work place while being a JPO?



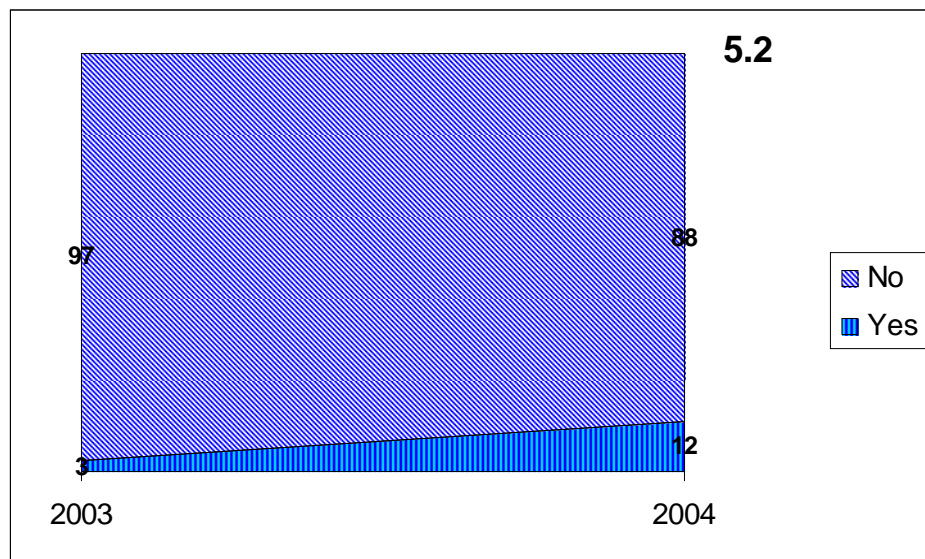
	Yes	No
<b>2004 results</b> 145 answers (5/140)	<b>3 %</b>	<b>97 %</b>
<b>2003 results</b> 152 answers (5/147)	3 %	97 %
<b>2002 results</b> 141 answers (6/135)	4 %	96 %



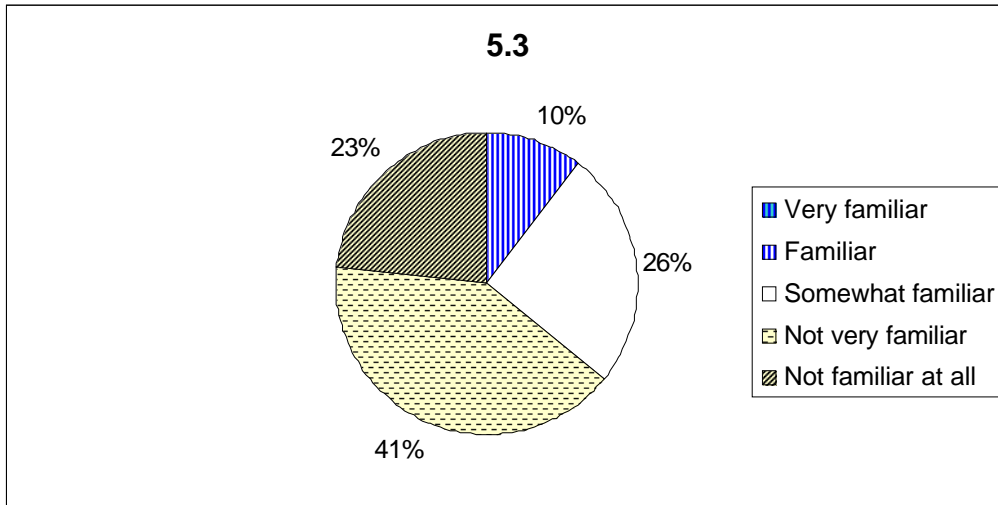
**5.2 Have you personally experienced work related harassment in your work place while being a JPO?**



	Yes	No
<b>2004 results</b> 145 answers (18/142)	<b>12 %</b>	<b>88 %</b>
<b>2003 results</b> 152 answers (10/142)	7 %	93 %



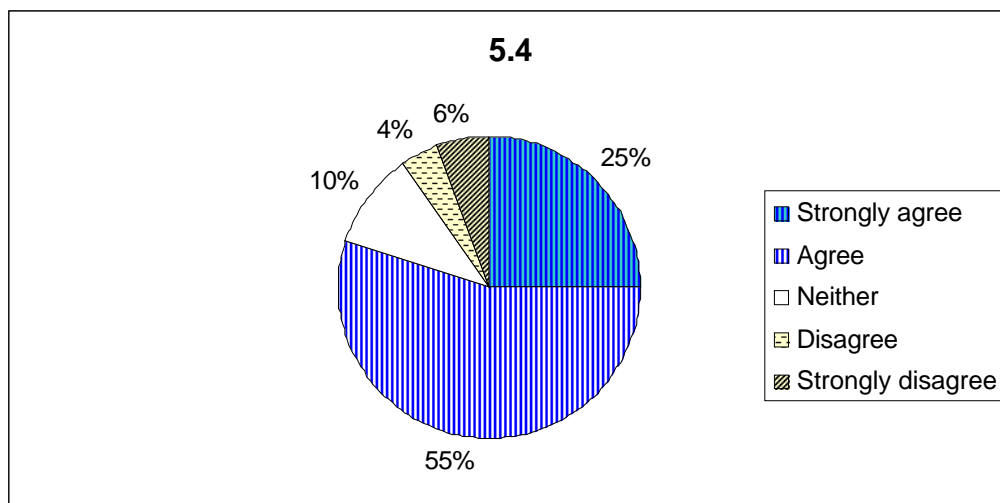
### 5.3 How familiar are you with the procedures for reporting harassment?



	Very familiar	Familiar	Somewhat familiar	Not very familiar	Not familiar at all
<b>2004 results</b> 145 answers (0/15/37/59/34)	<b>0 %</b>	<b>10 %</b>	<b>26 %</b>	<b>41 %</b>	<b>23 %</b>
	<b>Yes</b>				<b>No</b>
<b>2003 results</b> 154 answers (39/115)	25 %				75 %
<b>2002 results<sup>32</sup></b> 141 answers (67/74)	48 %				52 %

<sup>32</sup> Wording of the question in the 2002/3 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?"

**5.4 “I have someone in my office that I would feel comfortable talking to if I experienced harassment”**

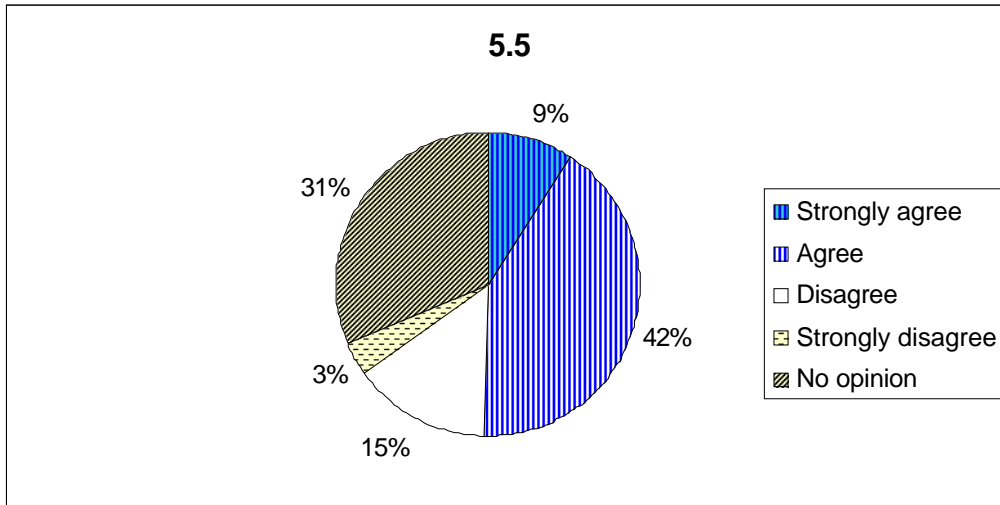


	Strongly agree	Agree	Neither	Disagree	Strongly disagree
<b>2004 results</b> 144 answers (36/79/15/6/8)	<b>25 %</b>	<b>55 %</b>	<b>10 %</b>	<b>4 %</b>	<b>6 %</b>
	<b>Yes</b>			<b>No</b>	
<b>2003 results<sup>33</sup></b> 152 answers (136/16)	89 %			11 %	
<b>2002 results<sup>34</sup></b> 141 answers (67/74)	48 %			52 %	

<sup>33</sup> Wording of the question in the 2003 Survey: “Do you have someone in your office that you would feel comfortable to talk to in case you experience harassment?”

<sup>34</sup> 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?”

**5.5 “I believe there is a need for the JPOSC to be more active in informing about the procedures for reporting sexual harassment”**



	Strongly agree	Agree	Neither	Disagree	Strongly disagree
<b>2004 results</b> 143 answers (13/59/21/55/45)	<b>9 %</b>	<b>42 %</b>	<b>15 %</b>	<b>3 %</b>	<b>31 %</b>

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

### **Provide information**

“I have noted that the Website offers a section on Harassment: definitely a good initiative.”

“Inform about procedures and contact points.”

“Maybe send out email regularly on how to deal with the issue when it occurred or is occurring?”

“Information on the subject and procedures, secondly, maybe have a focal point with special training on the subject.”

“Inform them about the procedures and ensure their protection in the process of resolving the issues.”

“Provide information on related policy and procedures and support a quick and smooth reassignment process.”

“Provide information and moral support; visit JPOs with problems.”

“It is not necessarily the issue of other JPOs being harassed, but colleagues in general and knowing the procedures to report such harassment.”

“Inform the mechanism and support that JPOs can have for both types of harassment.”

“Create a special network for JPOs who were victims of harassment for exchanging.”

“Inform about the procedures; the ombudsman and advice the JPOs how to solve the problems.”

### **Provide confidential advice/support**

“Collaborate with the Ombudsperson and get one part-time/full-time person dealing with JPOs only. (That is if many JPOs have been victims of harassment).”

“Have focal point and clear guidance.”

“Act as reporting channel and counsel. In my case I have no one in the office to turn to, and no relevant contacts in HQ to use.”

“A more personal evaluation of the JPOSC and the respective JPO.”

“Assist them in how to deal with the problem and how to report it.”

“Push the organisation to show with concrete actions, reprehensive measures to perpetrators of harassment.”

“Do everything possible to guarantee anonymity of the victim.”

“First of all the JPO would have to agree to any action the JPOSC take. If the JPO wants to change duty station, she/he should get the full support of the JPOSC. Maybe make the RR. DRR. aware of the problem but I am not sure this would improve the situation of the JPO. A very tricky subject...”

“Establish trust between a JPO and his HR associate, so JPOs feel comfortable reporting such matters.”

“Report to HR at HQ to take necessary sanctions to the concerned.”

“Provide anonymous guidance over phone.”

“I prefer the direct approach, i.e. the JPO should deal with it firstly and if this is not possible then delegate it to JPOSC for instance. JPOSC can call up the "harasser" and tell them what is wrong etc. -to put pressure on these to be more professional. But then again, it is difficult to have such an "ombudsman" function in the JPOSC I think. There should be an ombudsman in the office dealing with these important issues because it can happen to everyone- male and female.”

“Assign a contact person.”

“Follow up regularly with JPOs how things are going on the initiative of the JPOSC, you never know what might be going in the CO but some people avoid to report”

“The JPOSC has already supported the JPOs in the office in tackling certain issues related to harassment and the office atmosphere. Thanks for that!”

“Inform them that you are neutral. That whatever is said will not affect the assignment.”

“Involve the respective RR and require him to facilitate an independent external investigation through Headquarters staff.”

“Listen and try to ensure that appropriate measures are taken to protect the JPO (and colleagues).”

“Provide support in the sense of giving suggestions, ringing them to have a talk and explain procedures and possibilities, back them up at all times. If a very serious case, allow them to re-assign.”

“The JPOSC could offer JPOs who are victims of harassment (the finance and contact information) to visit a psychologist.”

### **Support reassignment procedures**

“Listening; possibility to be reassigned if circumstances require so.”

“When possible it is better to reassign them. It is not easy to stay in the Office after a violent harassment experience.”

“Document the process and help negotiate for reassignment if situation is irreparable at duty station.”

“Strong sanctions against perpetrator, including immediate termination of contract if needed. Reassignment of JPO.”

### **Other comments**

“I did speak to my RR about the harassment. Nothing was done, nor was I given any feedback. I feel putting pressure on the RR about the fact that the JPOSC is aware that under the RR a JPO is being harassed and then attempting to not assign a JPO to an office where the RR's is present. The Regional Director should also be made aware of the occurrence. I have a situation where the harasser was promoted (but stayed at the duty station) as the regional bureau was not aware, or maybe they were, about the incidents.”

"I think, if possible, all harassment cases, as any problems, should be addressed in the country office level first (with supervisors, with peers/colleagues, or with sexual harassment focal point - in case of sexual harassment). JPOSC can guide us or give advice to us how we can tactically address the issues at the duty station level, if asked. It is only when all the attempts at the duty station to resolve the issue that JPOSC should come upfront to rescue JPOs - this is a reminder to myself as well as other fellow JPOs not to be too dependent on the good service and care JPOSC provides - you are not our babysitters!"

"5.2 refers to humiliation by my former supervisor. Following advice from JPOSC, I spoke to the Director of our office and things improved slightly (with me finally being shifted). I think it's difficult for JPOSC to play a larger role in harassment cases. In cases of serious harassment I would personally feel more comfortable to talk to somebody who is physically here than to JPOSC over the phone."

"Firstly we need to change the image of JPOs in the UN system. Most supervisors feel that JPOs are fresh graduates who are capable of little if left on their own, hence are considered apt for writing progress reports, memos, etc. The way JPOs are marketed has to be changed so that we have more respect and acceptance in the work place."

"Have better communication with the Rep from the start and raise the importance of informing the staff in his/her office about the JPO programme. That would create a better understanding of the JPO's role in the office."

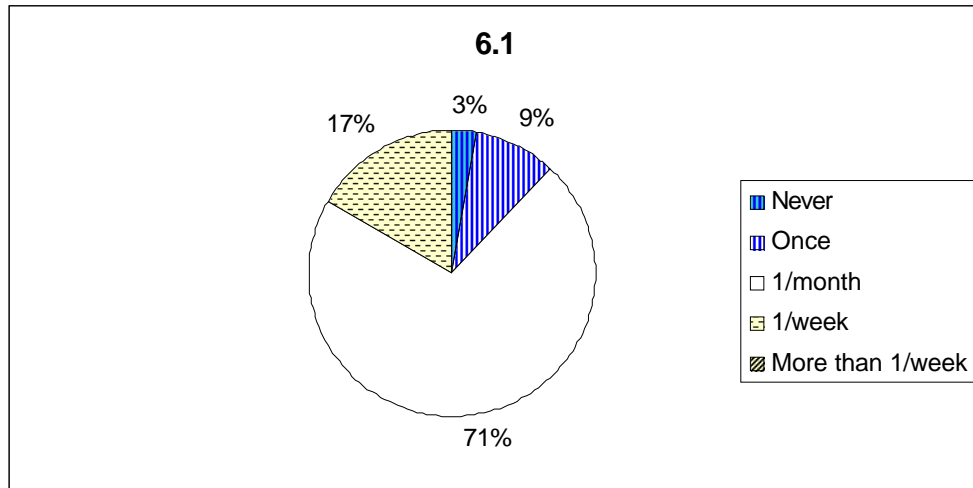
"Since I am not sure to which extent the Centre has been involved in this issue, I would like to reserve my comments."

"It is up to the CO to prevent harassment. If the CO fails and if indeed a JPO claims to be harassed, the JPOSC should simply just call him or her back whilst the matter is investigated."

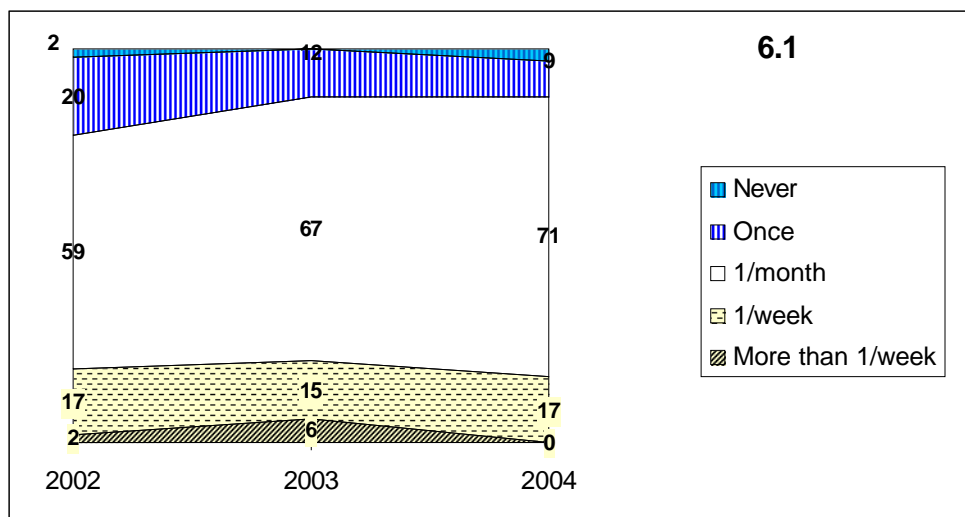
"Start by straightening out the more overbearing issues that seem to prevail in the office. I've heard many stories of JPOSC being highly agitated at JPOs (in the region), for issues that in fact were the fault of JPOSC. This climate is not conducive to me reporting harassment. I would probably talk to a colleague, [agency] HR or my government. JPOSC would be a last resort."

## Section 6 - JPO information needs

### 6.1 Over the last 12 months, how often do you use/visit the JPOSC website (www.jposc.org)?<sup>35</sup>

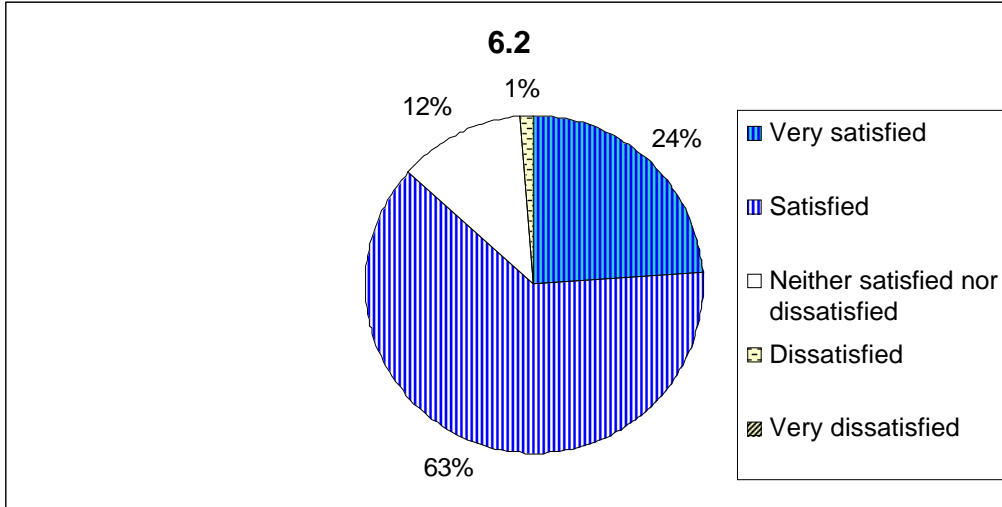


	More than once a week	Once a week	Once a month	Once	Never
<b>2004 results</b> 144 answers (10/23/103/18/0)	<b>0 %</b>	<b>17 %</b>	<b>71 %</b>	<b>9 %</b>	<b>3 %</b>
<b>2003 results</b> 154 answers (10/23/103/18/0)	6 %	15 %	67 %	12 %	0 %
<b>2002 results</b> 142 answers (3/24/84/28/3)	2 %	17 %	59 %	20 %	2 %

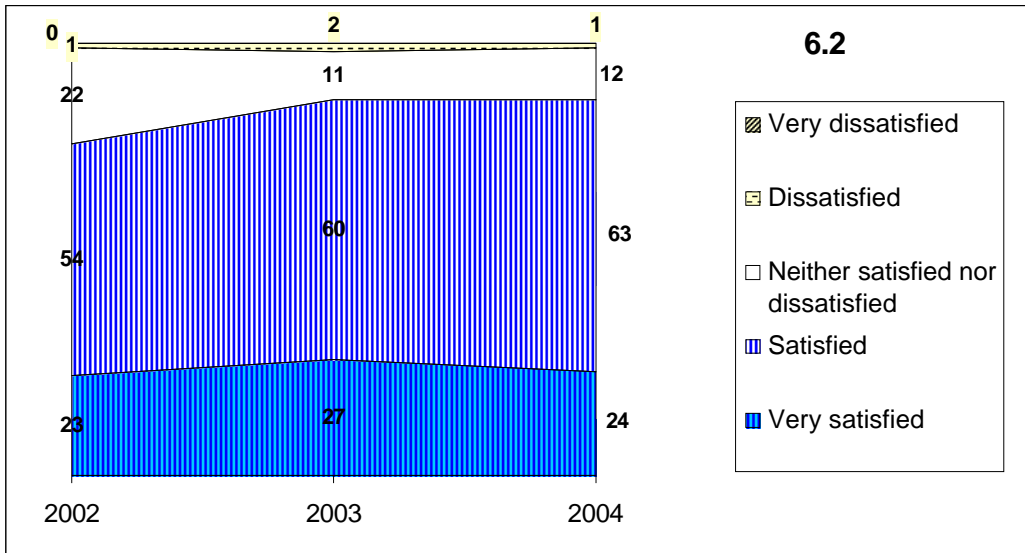


<sup>35</sup> Wording of the question in the 2002/3 Surveys: "How often do you use/visit the JPOSC website?"

**6.2 If applicable, how satisfied are you with the JPO Service Centre website?**



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 142 answers (34/89/17/2/0)	24 %	63 %	12 %	1 %	0 %
<b>2003 results</b> 152 answers (41/92/16/3/0)	27 %	60 %	11 %	2 %	0 %
<b>2002 results</b> 136 answers (31/74/30/1/0)	23 %	54 %	22 %	1 %	0 %



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

The following sections were mentioned 5 times or more:

- **Forms and Circulars:** 51
- **Training and Learning:** 32
- **Salary statements and calculation:** 15
- **JPO directory:** 10
- **Job search and CV roster:** 7
- **Acronyms:** 6

#### **Other comments:**

"Most of all to download documents."

"The fact that I did not visit the website more frequently over the last year is mainly related to The fact that I was on SLWOP for that period."

"It varies."

"I can't remember."

"Questions about contracts."

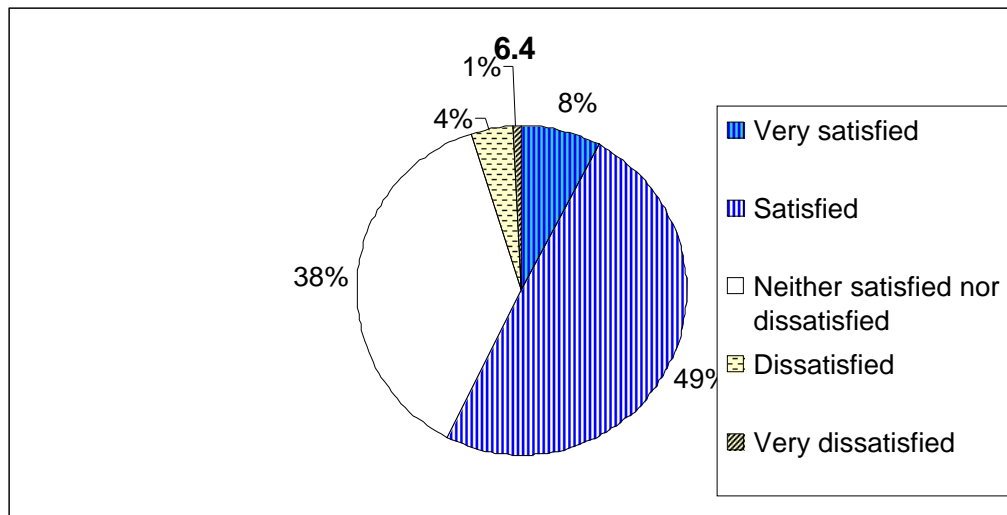
"Survey reports."

"On the "What's New" section - please be a bit more imaginative - surely there's a bit more news out there!"

"I used to consult the salary statements; however I do now receive them by e-mail. Otherwise, I have visited the training opportunities-site."

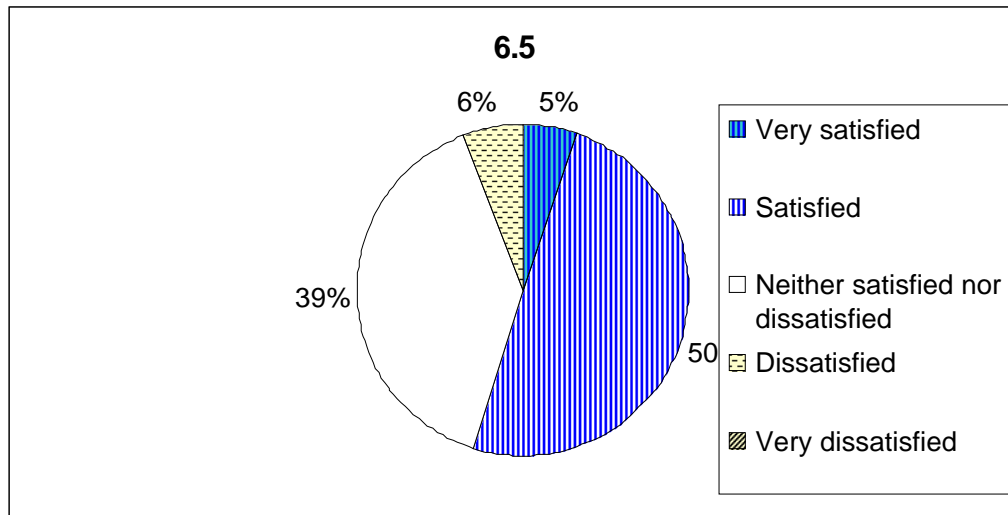
"JPO corner (to find out who is in which duty station, to find out rules & regulations, forms, to find out training opportunities)."

## 6.4 How satisfied are you with the JPO-Net?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 141 answers (11/70/53/6/1)	<b>8 %</b>	<b>49 %</b>	<b>38 %</b>	<b>4 %</b>	<b>1 %</b>

**6.5 How satisfied are you with the information circulated on the JPO-Net?**



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 142 answers (7/67/53/8/0)	<b>5 %</b>	<b>50 %</b>	<b>39 %</b>	<b>6 %</b>	<b>0 %</b>

**6.6 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)?**

“More info on possibility to exchange JPOs between the country offices.”

“Updated list of JPOs by countries and agencies.”

“Possibly some suggestions for the CO on what information they should provide when JPO arrives - including responsibilities, logistics, travelling arrangements incl. security clearances and visas etc.”

“Is adequate enough.”

“Clarify JPO ToR (make sure offices NEED a JPO before they apply!!), clarify what a JPO is with all parties.”

“Circulation of job possibilities after assignment not only through the database but if possible have a system within the UNDP where COs and HQ can inform the JPO SC on vacancies. Inform the Human Resources units at the CO and HQ on the database of JPOs.”

“Monthly bulletin of changes, news, jobs, resources.”

“More circulations on training opportunities would be useful.”

“e-Newsletter sent by email on a regular basis (each 2-4 months)”

“Inform JPOs about new procedures concerning the United Nations System.”

“[JPO-Net] should be moderated - there are too many irrelevant emails.”

“In fact I think it is very good as it is.”

“Network is a suitable tool. It allows anyone to articulate a specific demand.”

“The diversity of needs is too important to have a common response but the network is the good solution and for personal/specific matter a direct contact with the SC is more appropriate.”

“Personally, I think it would be very helpful if the JPOSC could give us more information about the opportunities and procedures based on the former/current JPOs experiences in terms of the post-JPO career not only in UNDP but other UN agencies.”

“I think it is fine the way it is.”

“Prior to arrival at duty station provide more insight into the particular safety situation of the duty station. It should be clearly indicated what the security phase of the duty station is and whether it is a (non) family duty station.”

“A lot of the info on the JPO-Net is of interest. Too many misuse the JPO-Net though, often by mistake I believe.”

“More effort into helping JPOs find jobs after their programmes, not just list websites on JPOSC.”

“Add information also about UNFPA and other agencies as right now the net is UNDP centred.”

“It goes without saying that there are, or at least were, some annoying people sending strange messages but that seems to have stopped because these people are bored now!.

The JPO-NET could really benefit from issuing "consolidated Replies" like other networks. For example, sometimes someone will ask an interesting question but I find it too much trouble to have

to wade through all the email replies, especially when some will have little to do with the question. A consolidated reply would be great for questions on training and things like that.”

“Link JPO-Net with the JPOSC web-site on specific topics such as training.”

“They are very good.”

“Diversify the role of JPO-Net”

“It is fine.”

“The JPO-net and the existing networks are enough. But JPOs have to use it usefully instead of playing with.”

“I am satisfied with the amount of information at this time.”

“It is ok.”

“No suggestions.”

“Not use mailing list for 1-1 conversations.”

“Absorb JPOs voices during the workshop/trainings.”

“You could circulate regular mails from JPOSC to all JPOs with information, updates etc.. You could create a monthly JPO Newsletter.”

“Follow up and implement survey results.”

“Don't have any concrete ideas.”

“Keep us informed on an ongoing basis on developments in the JPO programme. Provide more systematic information on after-assignment job opportunities within the UN system and/or elsewhere.”

“More relevant / useful contents in JPO corner.”

“Processing status of Van Breda medical expense claim.”

“No comments.”

“Already very good.”

“The JPO-Net is used too much. I have currently put all mine in junk mail automatically, otherwise my inbox is overloaded.”

“I think all information you might need you can find on the site, by posting a query or asking your contact person at the JPOSC so no need to improve.”

“Ask JPOs to e-mail you when they need some info. Then, systematically provide info. Required by those JPOs who e-mailed you.”

“Comments arising from the surveys and the JPO-net could be a useful guide to get a sense. Surveys like this as well but currently I have no ideas as to this.”

“Conduct an informal survey more frequently.”

“More systematization of information and subjects that has had an important interchange of emails.”

“Tell JPOs not to use the net to address certain individuals only...to avoid clogging everyone's inboxes...but this has been addressed in the past.”

“I think you are already doing great. But I would like perhaps to have more information on what happens to our entitlements if JPOs take certain type of contracts after the JPO assignment. I believe certain entitlements/privileges given to L contracts are not given to ALDs - if this is the case, what is the difference? Also, what is the difference in entitlements between Ps and Ls?”

“If it has not been done already there is a need to screen and filter the emails sent on the JPO-net. There was a period where too many personal and irrelevant messages were sent on the JPO-net.”

“YOU ARE DOING A GREAT JOB!”

## 6.7 Further comments on JPO information needs:

“What about the JPOSC performance to be monitored in base of the rate of JPOs getting a UN assignment after donor funding stops? It would enhance this role and aspect of JPOSC to help ex-JPOs enter an UN organization.”

“A travel budget (apart from the DTTA) is desperately needed because the office isn't willing to spend on our travel (which means we don't see the country and the reality we're supposed to work in) and DTTA isn't supposed to be used (only) for this!”

“Information about ATLAS, about career building, and Performance Appraisal development.”

“1) The subjects of the workshops could be more interesting sometimes,  
2) More information on career opportunities would be welcome.”

“Need information on employment opportunities and experiences of former JPOs.”

“It would be useful to include info to and from JPOs from other agencies than the ones the JPOSC serve.”

“Most of the information available on the site is very thorough and adequate.”

“Have a JPO website redesigned like the Practice Workspace. These are a bit more user friendly.”

“I think information flow is generally good.”

“Well taken care of.”

“Filter the information in this time of info overload.”

“It would be better to provide more info on hotel in NY, Copenhagen (with rates, maps).”

“Good training information listed per UNDP service line.”

“More information on training and on international conferences etc that JPOs could use their DTTA for.”

“A newsletter?”

“How to survive within/ outside the organization after the term of the assignment.”

“”A section on "what if" which could include information on 'medical evacuation' 'if you experience harassment of a colleague' "how to deal with Van Breda"...”

“I never managed to find the form that allows me to change banking details and where I want how much of my salary to be sent to.”

“Job opportunities information is always appreciated.”

“Training opportunities  
Job opportunities (post JPO)  
Administrative procedures especially relevant for JPOs”

“Maybe more up-to-date information on what to expect on arrival at the duty station.”

“KEEP GOING ON! I really appreciate all your support, advice and information!”

## Section 7 - General comments and feedback

### 7.1 What are the three most positive comments you have on the JPOSC?

“Very efficient.”

“Responsive, Professional, customer-oriented approach.”

“Fast feedback  
Valuable information  
Nice staff.”

“Provide quality service  
Very responsive & timely  
Staff members are nice.”

“Proactive  
Concerned  
Sympathetic.”

“Timely feedback  
Clear feedback  
Friendly feedback”

“1) Easily accessible  
2) Professional and pro-active  
3) Supportive”

“Fantastic support  
Quick and adequate responses  
Very friendly staff”

“Fast  
Helpful  
Understanding”

“The personal and very friendly manner of [*HR Associate*].  
The web site.  
The JPO-net”

“- fast, friendly and effective”

“Timely response.”

“- Clear  
- Concise  
- Complete”

“- Friendly  
- Timely  
- Professional”

“Responsive, informed and respectful.”

“Swift responses, friendly responses and willingness.”

“Very attentive/responsive to questions.  
Very good in helping JPOs prepare for their assignments regarding required steps and time frames.”

“Timeliness, commitment to attend to the JPOs, commitment to improve the services.”

“Nice people there.  
Adequate information on requests.”

“Always accessible!  
Fast response  
Nice people...”

“I think you have a very good staff that supports JPOs effectively.”

“JPO workshops  
Generally quick responses.”

“Website ok.”

“Always responsive. Timely assistance. Friendly.”

“Efficient  
Accessible  
Friendly”

“- professional  
- Pro-active  
- quick”

“Excellent support, friendliness and reliable.”

“After a disappointing start in 2002 and subsequently lowered expectations, I am now fully satisfied and wouldn't even know where the SC could possibly improve.  
There seems to be so much information available at the web-site that I did not even have the time to browse through it.  
I am under the impression that the SC is trying hard to work as a true professional service provider.”

“Fast, Supportive, Reliable”

“Quick, supportive, less administrative than the rest of UNDP.”

“- Good (timely and high quality) feedback on queries.  
- The thoughts of creating a "CO blacklist", please do it.  
- The JPO workshop, strengthens the sense of a JPO community.”

“Fast and proper info/answers/feedback when contacting them!”

“Professionalism, quick response, friendliness.”

“- Very prompt response when contacted  
- A very good website  
- Keen interest to improve the welfare of JPOs through mentors and seeking to get feedback through this kind of survey.  
- Confidentiality”

“- quick  
- Competent  
- forthcoming”

“Always quick answers  
A positive tone  
Can be trusted.”

“Very friendly and efficient.”

“Punctual  
Responsive  
Informative”

“Fast and timely response,  
You feel they are there for you.  
I am confident my position is well managed.”

“Good service-orientation, timely response to requests.”

“-[*Staff member*] is doing a great job!  
-Quick response time  
-Friendly responses”

“Pro active in looking for solutions,  
Efficient,  
Creative”

“Too many things to say.”

“1) My desk officer is excellent  
2) The JPOSC is a professional centre”

“1.excellent service  
2.The JPOSC feels disconnected from the typical intrigues of the duty station, which makes it feel much more trustworthy and accessible.”

“Reliable  
Supportive  
Committed.”

“1. Quick response  
2. Informative website  
3. Willingness to listen to us.”

“Great professional service; caring staffs; great follow-up.”

“- Timely assistance  
- Friendly staff members  
- Support network.”

“I can hardly believe it's a UN administrative unit!  
Extremely quick  
Un-bureaucratic.”

“Friendly, helpful and quick.”

“My contact person [*HR Associate*] responds very patiently and promptly to my questions.”

“Very informative, friendly and timely response - very good.”

“Efficiency, kindness, clarity.”

“Good responsiveness (fast) on contractual issue  
Existence of an independent JPO-Net.”

“Efficient, professional, friendly.”

“Supportive!  
Quick in response!  
Personal!”

“Fast info, friendly treat, accurate.”

“Efficient  
Friendly  
Professional.”

“Very friendly, will always help you but it takes time, very open.”

“Clear answers, quick response and helpful.”

“Timeliness of response to queries; personal 'touch' to the support; understanding.”

“Quick reactions  
Friendly  
Service oriented.”

“You always respond - quickly to all questions that I have.”

“I had a very positive experience starting my assignment. Also the JPO induction course (PPO) was very timely for me (after 5 months of service), there are many ways to get information from fellow JPOs and JPOSC, JPOSC actively sends me information about relevant developments related to possibilities after JPO assignment etc.”

“Efficiency.  
Savoir-faire.”

“Timely info, great help, good courses.”

“Very nice, always open to questions, timely responses.”

“Rapid and effective response  
Very professional team.”

“Efficiency, timeliness of responses, and resourceful/helpful/friendly staff!”

“1. Friendly people  
2. Professional support  
3. Interested in the people and not only in the positions.”

“Very timely feedback.”

“Swift and accurate response  
Pro active  
Very helpful.”

“Responsive  
Dynamic  
Available.”

“Most is positive.”

“They seem to be there if you need them  
Timely responses.”

“Efficient, friendly and reliable.”

“1. Responsible, 2. Friendly, 3. Accountable.”

“Very quick and efficient  
And friendly!”

“Speed, efficiency, personal links.”

“Very warm, clear, and quick feedback whenever necessary.”

“The JPOSC is always ready for help  
The JPOSC information is updated  
The JPOSC response mechanism is fast.”

“Friendly, informative and helpful.”

“Its stance is very much supportive; its organization of training opportunity; open way of communication.”

“Whenever I contact the JPOSC I receive a prompt reply. This is most helpful.”

“Very nice and friendly staff!”

“1. Professional staff  
2. Quick replies  
3. Correct information.”

“1) Reliable information  
2) Relevant information  
3) Efficient handling of requests.”

“Professional  
Friendly  
Reactive”

“1. HR Associate who is very helpful, caring and quick in response.  
2. Very good team I met in Regional JPO Workshop.  
3. JPO-network where we can share experiences, questions and information.”

“Prompt response and useful website.”

“1. Efficient  
2. Prompt  
3. Responsive

“This is directly applicable to my focal point, [*HR Associate*].”

“Helpful, fast and willing to give me the information I need.”

“Friendly, quick, and caring.”

“You are there in case I need you (luckily I haven't)  
Informative website  
Support for future assignments.”

“Quick, efficient, friendly.”

“Location (same time zone, beautiful city etc)

Getting service from JPOSC in fact - payment distribution issue, rental subsidy issue, and some advice

Organizing regional workshop? Are you doing that?”

“Efficient and informative, great entry point into the UN, very proactive in getting training to the JPOs.”

“Swift answers

Friendly answers

Good extra support for some one who is perhaps new in the UN and the international job market.”

“I think JPOSC is genuinely concerned with JPOs' interests, has timely responses to requests, and quite receptive to feedback from JPOs in the field.”

“1) Quick and accurate information, 2) pro activeness, 3) willingness to help / make actions for JPOs if you see something is funny or something unfair is happening to JPOs.”

“Responsiveness, good organization, excellent knowledge of administrative matters.”

“Quick, professional and supportive.”

“Extremely fast responses, everything seems possible and very very friendly responses.”

“Very accessible; quick answer to questions; client friendly approach.”

“Personal and swift service! Someone who sees things from our side! Impartial! HR in the office doesn't function, so excellent to have an "outside body"!!”

“Strong efforts to maintain communication among JPOs, network, workshops etc.  
Give information as soon as some changes are being done for JPOs or on the website.”

“I think it is very positive that the JPOSC exists and provides us with useful information.”

“Friendly, reliable, effective.”

“Quick and accurate responses, personal follow up, availability.”

“Timely answers to requests, short and precise answers.”

“Good to have support outside the office, somebody to ask general questions the office is not necessary familiar with. Happy to see that JPOSC is also offering advice on further career development.”

Efficient, service minded and resourceful”.”

“1. Designated focal point.

2. Organizing Regional Workshops that are relevant and well prepared.

3. Timely follow-up on requests.”

“Their very timely reaction to matters forwarded for their action. I appreciate that very much. Also the responses received are very clear and correct.”

“Excellent timeliness of responses.”

“Effectiveness, concrete actions, necessary information given.”

“Efficient, timely and friendly.”

1. Quick feedback on questions related to assignment,
- 2) Positive and professional approach
- 3) Gives a wealth of information for instance the "Mentorship programme" and other initiatives.”

“It's effective, it delivers on a timely manner and its inputs are clear.”

“Responsive, motivated, friendly.”

“Efficient, Availability, Human (Development of human relation against only a work/administrative one).”

“Timely response, friendly attitude of the staff, much better information sharing and management than other UN agencies.”

“The JPOSC is very efficient and responsive so far.”

“That the service is quick and good.”

“Quick response, always available, helpful.”

“Great personal involvement - very timely responses.”

“Some of you guys are really helpful.”

“My experience has been very positive - JPOSC has been very supportive and reliable.”

“Very timely, very professional, very friendly.”

## 7.2 What are the three least positive comments you have on the JPOSC?

“Not clear whether the clients of the JPOSC are the donors, the JPOs or the UN organization (it was felt among the JPOs that the JPOSC was rather concerned to support the CO needs rather than the JPO needs).”

“Should perhaps in certain issues have more "teeth" i.e. stand up and roar when things don't work as they should! The JPO programme really needs polishing and the JPOSC should stand up and make this clear to all parties!”

“Little support for post-employment opportunities / Little support on family difficulties.”

“So far I did not have any problems with the service of JPOSC.”

“No negative experiences so far.”

“Absolutely no handover of the issues I discussed in New York with a JPOSC representative to my normal contact person in the JPOSC. I had to explain all things to my normal contact person one month after the meeting in New York! I was very satisfied with the meeting in New York and absolutely not with the absence of follow-up!!!”

“The JPOSC has to be more demanding in relation to the CO.”

“At this moment I do not have specific 'less positive' comments to make. I have to think hard and deep. After some thinking, I came up with a thought: may be Nasser should become more visible being the head of the JPOSC. A lot of JPOs still think it is Vitaly. Vitaly wrote us sometimes emails about what is happening, may be Nasser could also do something like that to keep the connection. But may be I should have mentioned this point under the next section. Sorry.”

“Necessity to clarify process of G4 visa when missions are not in the framework of the JPO course.”

“The JPO workshops are too general.”

“This is mostly related to the initial procedures of taking up office in the CO. The JPOSC could send out a comprehensive package about UNDP, practices, procedures etc. before stopping by the JPOSC for the briefing session. At the session, the JPO might have more questions to ask the JPOSC colleagues.”

“You guys are too nice and too well organised to bitch over :-)”

“In my case not having ensured that the timing for the EOD was good. I wanted to start later and discussed it with the ministry of foreign affairs and country office and they answered I had to arrive as soon as possible. Otherwise none, the work is done in the country office, not in the JPOSC and it's up to each JPO to initiate a contact with the SC if he/she thinks it is worth.”

“Lack of influence on the donor government in terms of better job/post assignment process and against the change of Ministry of Foreign Affairs policies that affect JPOs career plan.”

“I do not have any - do not use the service that often.”

“Felt a bit let down when re-assigning. If it hadn't been for another JPOs (in JPOSC) help and my governments readiness to assist, I would not have had to change duty stations.”

“Some of you guys seem to have a workload that makes you give late and sometimes incorrect feedback.”

“Didn't check in my case the assignment adequately.”

“Seem not to know well the environment/atmosphere in COs.”

“JPO-Net is filling my mailbox unnecessarily.”

“Maybe JPOSC can do a little bit more on the after-JPO career enhancement aspect of it. JPOSC could provide tips on "how to" secure the post within the UN system after JPO term, besides providing info and facts as it is doing.”

“I have just one. Within the first months I have not received an explanation about my Earnings and Deductions.”

“The little info on other UN agencies.  
Insufficient efforts to keep JPO within the UN system after the assignment ends.  
The mentor programme.”

“- JPOs and JPOSC staff know each other, without really knowing each other (would be interesting to have short profiles of JPOSC staff on the site.”

“- Lack of interaction  
- Needs to be updated  
- Salary statements should be available”

“No complaints at all (it's true, I'm not eyeing for a job at the JPOSC).”

“Not very prompt, one meeting in a year is not enough and that more information required on how to move forward with our careers.”

“Lots of bureaucratic papers (not just JPOSC but the UN as a whole), lack of duty station material that could be handed out before assignment...”

“No negative comments.”

“The lack of clarity of the initial contracting process and the way the JPOSC sends the contract extension, separation package and alike correspondence to the UNDP at the duty station instead of UNFPA. The UNDP representative doesn't even know the UNFPA JPOs so the correspondence is easily left without action.”

“Replies sometimes not timely.  
Webpage left-side scroll issues: can't see the last one in the column. (is it my pc?)”

“Cannot think of anything negative....”

“No least comments.”

“1.Preparation for the assignment. Had three different focal points.  
2. Why does not JPOSC communicate more with the receiving office before the JPOs arrival?  
3. JPOS from non UNDP agencies feel less prioritized. For WHO is JPOSC?”

“Disappearance of key documents (such as extension papers and requests of clarifying missing salaries) should not happen.”

“Nothing much.”

“Nothing really.”

“eeeh, three? Really I think that you are all doing a great job, as indicated above, PPQ.”

“Sorry, I have not had a negative experience except the unfiltered JPO-Net which is really a minor thing.”

“Sorry, don't know.”

“Work as per manuals.”

“Responsibilities between finance and other services not clear.”

“- Has too little clout  
- Maybe you could advocate more for the use of the JPO roster?  
- ???”

“Low follow up on the assignments.”

“I don't have any.”

“A personal relation towards the JPO other than finance/admin matters.”

“No bad experience during the last 12 month.”

“Lack of empathy, accessible, but not proactive.”

“Nothing to complain about.”

“There are 6 official UN languages and a lot of information is in English.”

“The JPOSC should address the lack of organized training in the first months of the assignment.”

“Not always on time in replying  
Change of case officer too often (I have had at least three).”

“1. Seemingly little contact with Country offices  
2. Less info on career development”

“There are too few units like JPOSC in the UN System - go out and spread the word...”

“The website is not easy to navigate  
A lot of information from UNDP JPOs is not necessarily relevant for me (UNFPA).”

“Not familiar with CO situation, less control or advisory role to CO management.”

“Waste of or inefficient use of funds for training courses  
Practical usefulness of training courses.”

“Far away from my reality here.”

“Strict on administrative issues, not helpful to integration post JPO.”

“Sometimes things take a long time and you have to remind again and again, some times difficult to understand the answer you get.”

“The contact with the duty station.”

“Nothing in particular.”

“I tried to get into the PPO in January, was then told that I would take part in May, made my plans accordingly, found out in April that I could only take part in July.  
No other "least positive comments"”

“Don't have really much to say about this, perhaps more information/links on training opportunities at the JPOSC website.”

“None. I have no complaints. It is one of the few properly functioning units I have encountered within UNDP.”

“Very nice, always open to questions, timely responses.”

1. Very far away
2. Not very familiar with in-country situation
3. Keeps asking the JPOs to fill out all sorts of surveys.”

“Limited to really address issues - the use of JPO in the office, etc.”

“Most of current JPOs are not ready for the JPO Net.  
Do any employers look at the talent roster and how do we know who gets hired (would be useful to know for our own job search).”

“Website could be more lively and interactive, may entice me to have a look more often.”

“Still quite poor on training information. After administration of our recruitment etc. I think better information on training is a JPOs greatest need.”

1. Too many JPOs, Too busy?
2. Be in favour of a country office rather than JPO?
3. Somewhat far away from us?”

“We need to meet the administrators more often in field  
We need the JPOSC to be more aggressive in professional placement for separating and former JPOs.”

“Not able to help in many issues.”

“Don't have any.”

“Website could be improved in terms of navigation.  
Nothing else comes to mind.”

1. No information / data on supervisor in duty station.
2. Not negotiated with government to increase DTTA Budget (our govt is giving too little!)
3. It seems that little say in PPO Course arrangement (could be done a lot better!).”

“I am still not sure what else service I can expect to receive from JPOSC.”

“JPO-Net too widely used, I think JPOSC own emails should be sent through a separate channel so that those who direct JPO net mails to junk mail also receive your emails.”

“I sometimes feel you are far from our work in the field. There is a distance. Just impression.”

“With the caveat that it is understood that the JPOSC does not guarantee employment after the assignment, more info on life after the JPOship.”

“I really don't have any comments - maybe sometimes it takes a while for new information to be put up at the website.....but this is a very minor comment...”

### 7.3 Other Comments, ideas and feedback:

“Thanks to JPO SC for expanding and increasing the JPO programme. Thanks to the [*donor*] Government for financing people from developing countries.”

“The JPOSC webpage should be made known to the JPO immediately upon recruitment/possibly as soon as they are called for interviews. One other minor issue: in my office they could not understand why JPOs were not eligible for business class tickets for over 9 hours flights, as all other staff were, including support staff. This seems a bit odd.”

“I wish all UN offices worked as well as the JPOSC does.”

“I was wondering when we will hear something about the results of a study done by a consultant about expectations from the different partners in the JPO programme. And I only can say: keep up the good work.”

“Could we make the rest of the UN as efficient as the JPOSC?”

“Keep up the good work.”

“What about maintaining a database of ex-JPOs who do NOT remain in the UN system? This would mean being informed where they go and what they do (government? NGO? CBO? World Bank? etc.), thereby building another contact network which could be employed in frame of a more pro-active UNDP partnership-strategy.”

“Thank you very much for your usual support and help.”

“I noticed an amazing disparity between JPOs depending on the CO and assignment. A better selection should be done, it would be better to select less JPOs but insuring them a satisfying job.”

“I have been reassigned to [*Duty Station*] mid of this year; there was a serious "crisis" in the CO; I didn't know at all what was going on. Fortunately I came when things were getting better, otherwise I would have experienced some difficulties.”

“The JPOSC sponsored trainings should achieve a greater balance between the UNDP focus (documents, procedures) and "external substance".”

“Keep up the good work.”

“You are doing very fine.”

“I just think that updating the site and creating an interactive forum for all JPOs (old, new and ex) should be provided.”

“Given the process that CO's must comply with to request a JPO, I was surprised as to the lack of preparation for the JPO and the lack of supervision and communication as to work and performance expectations. I don't know how related this is to the JPOSC, but it is very much an issue.”

“Please keep good work!! I think UNDP JPOs are the luckiest to have JPOSC support.”

“The administrative preparation for the assignment is extremely important for how the receiving office will understand the JPO programme. The JPOSC plays an important role in giving the first impression of the programme. A suggestion is that the JPOSC should communicate with the person in charge of finance at the receiving office as well as with the Rep. to prepare them for the arrival and facilitate the process. I was sent to my duty station for ONE week before I had to attend the orientation course in NY. So in ONE week I had to make my colleagues spend their entire time in processing two visas and getting an airline ticket for me. It gave a very bad impression to the national staff of how planning was made from JPOSC.”

“Provide especially new JPOs information on who to contact if things don't run smoothly with the HR associate they were assigned to. Now too much reliance on that link working - have heard of some quite negative experience from newly recruited JPOs.”

“Would like the JPO/SC to reiterate and advocate more strongly with my donor government that the DTTA is too small and that perhaps a Third year option could allow for more opportunities for JPOs to stay with the host institutions.

Also it must be noted that given the very few JPO posts funded by my government, the JPO/SC and the donor could be a bit more strategic in the identification of the country of assignment to provide for better medium and long-term opportunities to the JPOs.”

“Thank you.”

“I think many JPOs end up with incompetent supervisors, and despite their competencies are therefore put in very low-level positions in the office. Sometimes JPO competence can even be seen as dangerous, or at least embarrassing, or as a threat to an incompetent supervisor. More than half the JPOs I have encountered in the two offices I have worked in have been in such situation (including other UN agencies). If the JPOSC could ensure a certain level of responsibility, and competency of supervisor (=good supervision), perhaps by conducting ITS OWN competency assessment of COs, based on JPO feedback perhaps, that would help many future JPOs escape miserable working conditions. I will be very willing to help design a "CO JPO-utilization competency assessment" with JPOSC, send me an e-mail.”

“Administratively I think you are doing a Great job and I want to congratulate you for that. On the other hand, I think there should be a closer follow up on the satisfaction/dissatisfaction of assignments. After 6/9 months I think it would be worth finding out how are JPOs adapting to their post and provide more support when JPOs are being underutilized. Sometimes one does not realize how to address certain issue and how to overcome them. JPOs should know that they can be reassigned under x,y, and z circumstances, and which help can the JPOSC provide.”

“Congratulations for a job very well done and keep it up!”

“You should set up a set of basic recommendations (rules) for the CO who are hosting a JPO. These rules should be the same for every CO.”

“How much do you discuss expectations with JPOs' supervisors, for instance when recruiting for a new position? Not just guidelines, but discussions? The JPOSC could also broker a "mid-assignment review", again, not a form to fill, but a brokered discussion.”

“The JPOSC is needed, and I really appreciate the support I get in the field. Being a JPO is different; we are inexperienced and therefore more vulnerable, despite the fact that we are the brat pack of the UN system.”

“As mentioned earlier, many of the problems faced by JPOs (especially in the starting phase) are known since years. Senior managers and former JPOs proudly confirm that they "have gone through the same", without anybody seriously addressing the problem. Maybe, we need a JPO Union? I guess this is nothing the JPOSC could get involved in, but you might allow some space in the PPO Induction courses.”

“In general, I find it is very good. Hopefully all the CO management team and HQ can be like JPOSC.”

“Spouse/partner employment is a crucial issue for many UNDP staff (not only JPOs). More information and support would be VERY useful (e.g. on Visa, work permits, regulations).”

“Come and visit when you have the time!””

“Is the roster working in any way?  
Do potential employers refer to it?”

“I am satisfied with experience as JPO. The JPOSC must continue advocacy in order to have more DC JPOs.”

“Thank you for all your support after my first year as a JPO!”

“Keep up your good work!”

“Thank you for the survey!”

“I think it would be nice if we can have a list of JPOs with their duty station and field of work, at least information on those JPOs who agreed. I believe this is more efficient way of networking as using the list, we can contact the person directly without bothering others by sending an e-mail message to the JPO net, hoping to find someone there.”