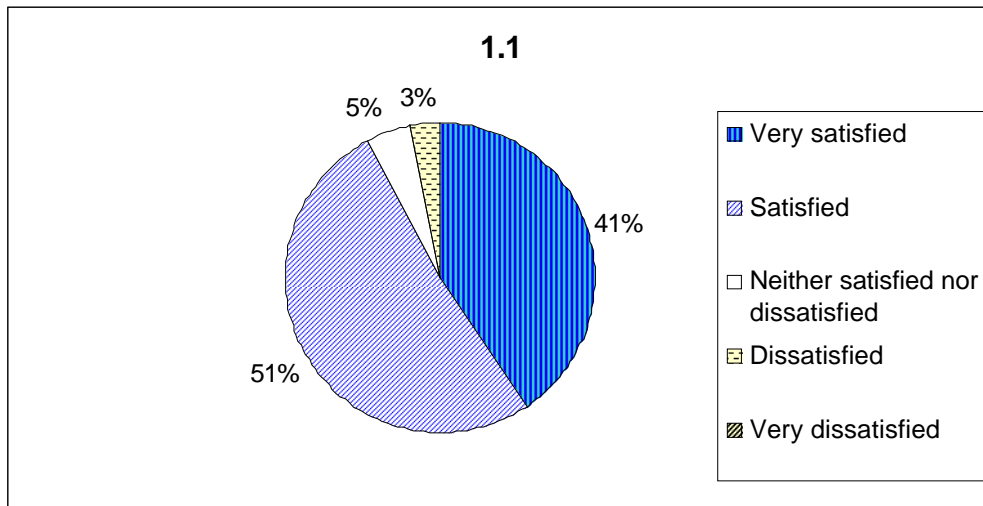
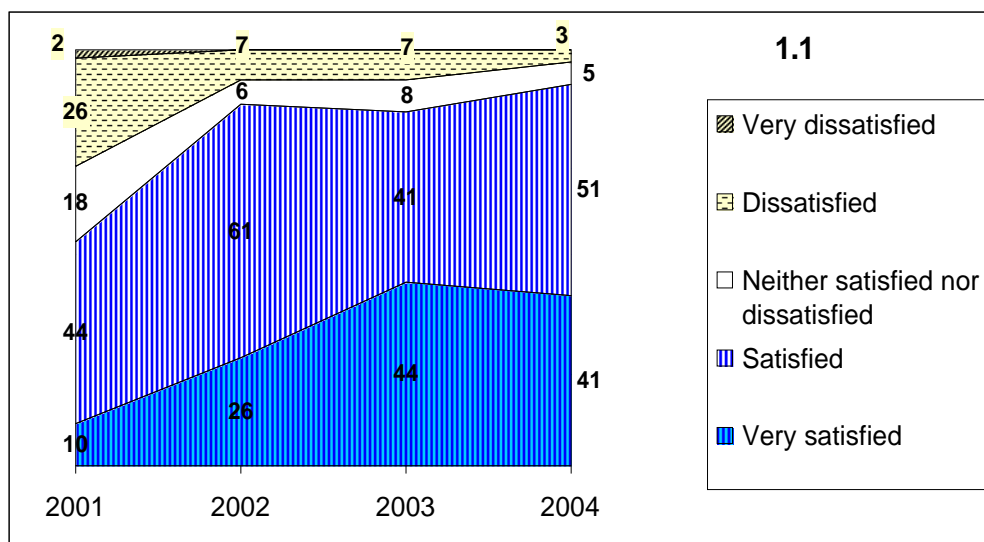


## Section 1 - Recruitment and entry on duty procedures

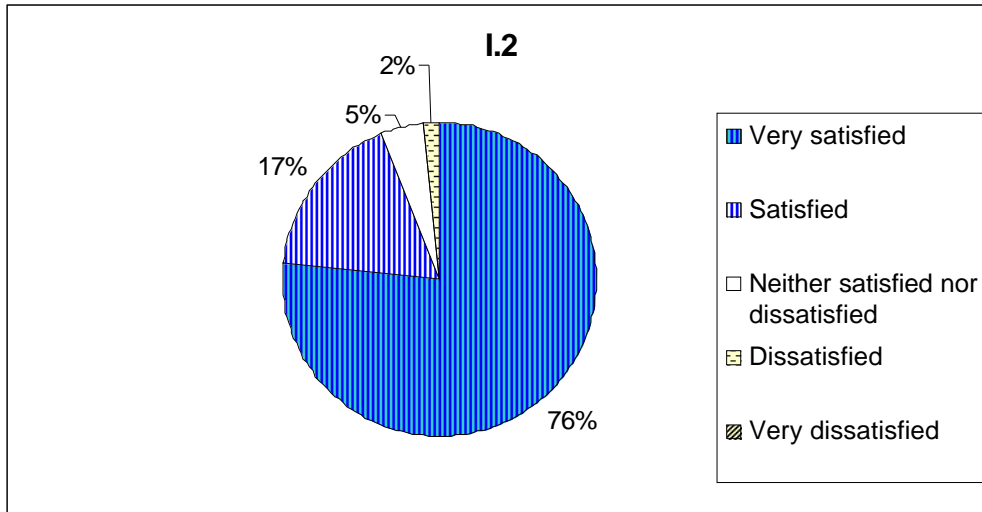
### 1.1 How satisfied were you with the information you received from the JPO Service Centre in the run-up to your Entry on Duty?



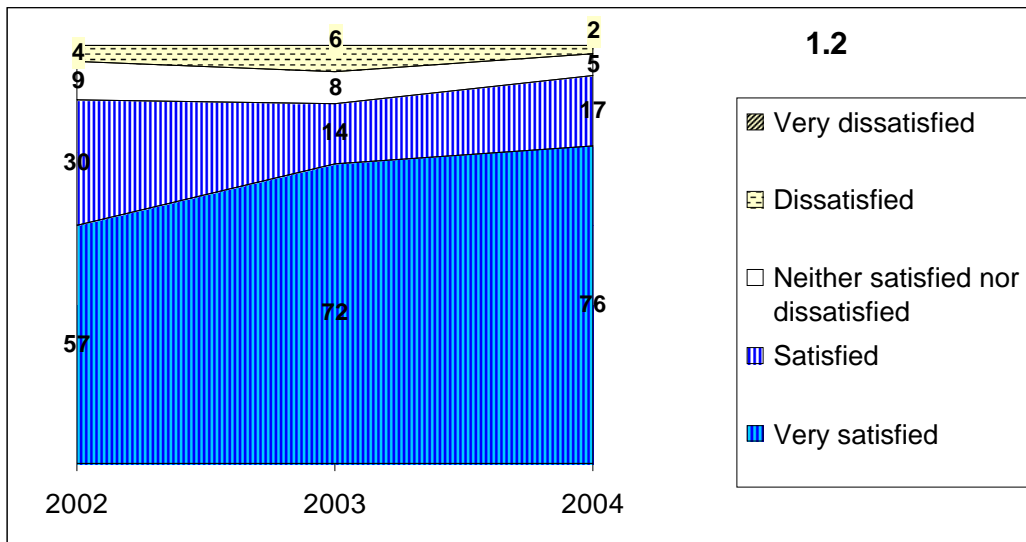
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (26/33/3/2/0)	<b>41%</b>	<b>51%</b>	<b>5%</b>	<b>3%</b>	<b>0%</b>
<b>2003 results</b> 83 answers (36/34/7/6/0)	44 %	41 %	8 %	7 %	0 %
<b>2002 results</b> 70 answers (18/43/4/5/0)	26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



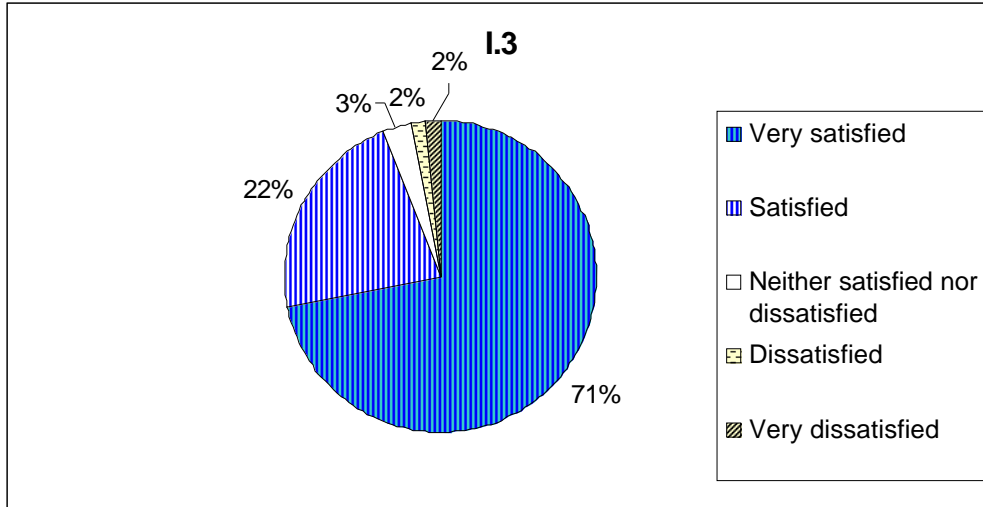
**1.2 How satisfied were you with the responsiveness of your contacts in the JPO Service Centre in the course of your recruitment process?**



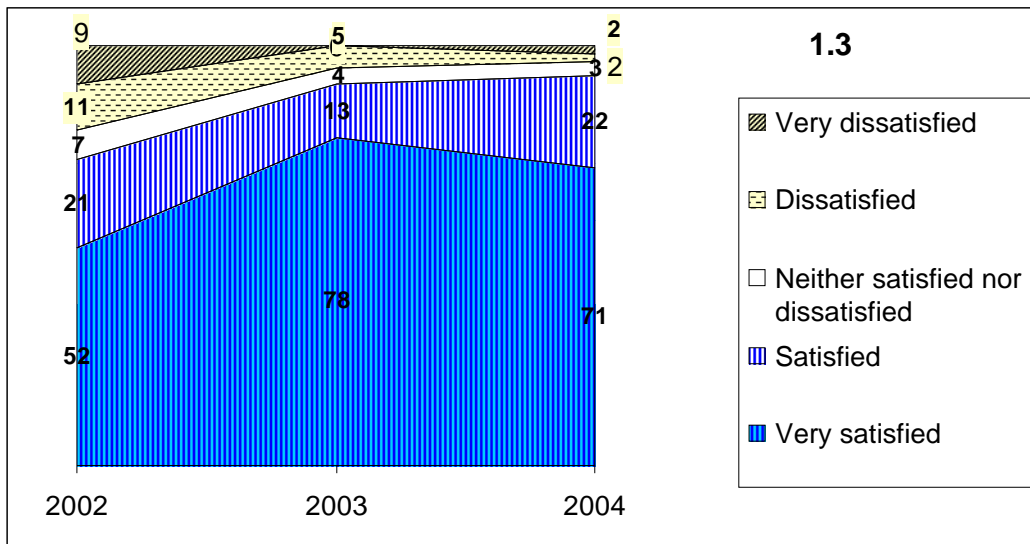
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (49/11/3/1/0)	<b>76%</b>	<b>17%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>
<b>2003 results</b> 84 answers (60/12/7/5/0)	72 %	14 %	8 %	6 %	0%
<b>2002 results</b> 70 answers(40/21/6/3/0)	57%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



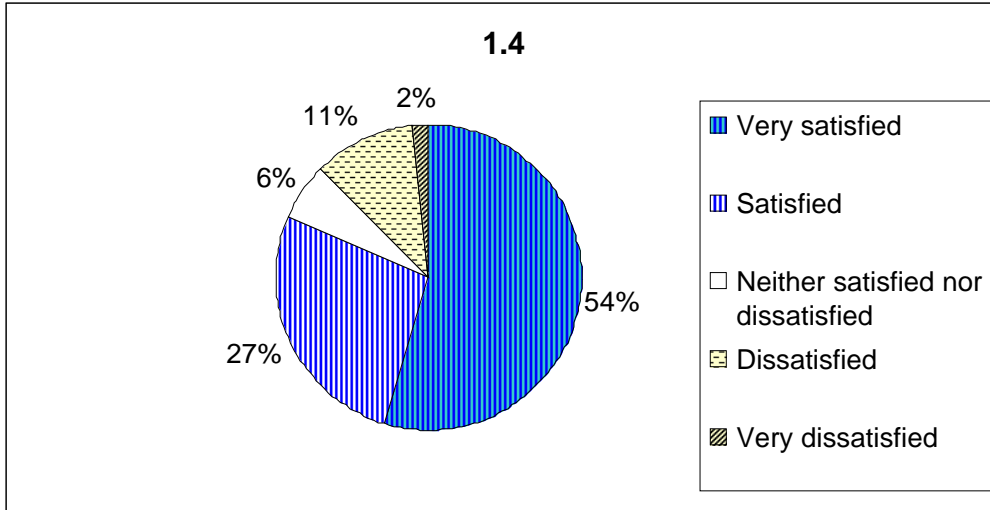
**1.3 How satisfied were you with the timeliness of payments made to you in respect of travel and shipment prior to departure for your duty station?**



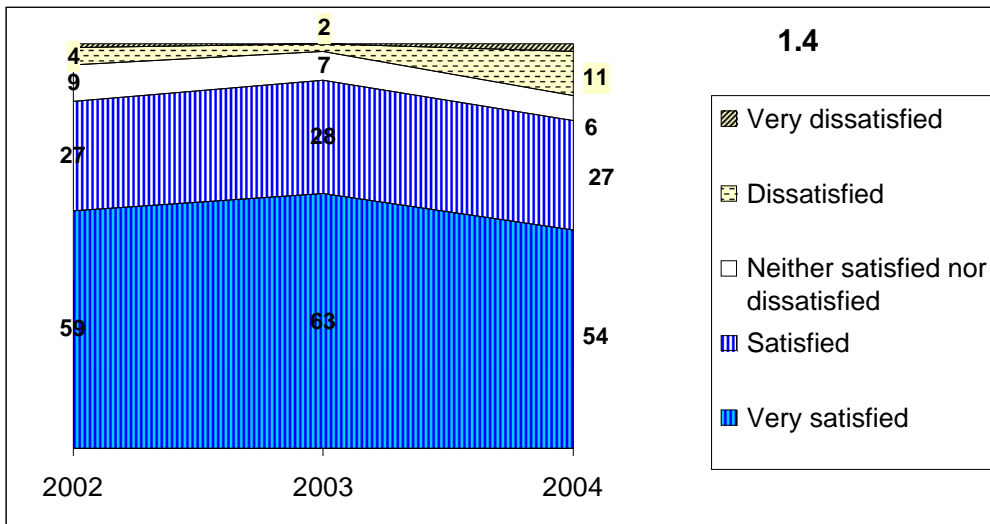
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (49/11/3/1/0)	<b>76%</b>	<b>17%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>
<b>2003 results</b> 84 answers (66/11/3/4/0)	78 %	13 %	4 %	5 %	0 %
<b>2002 results</b> 70 answers (36/15/5/8/6)	52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



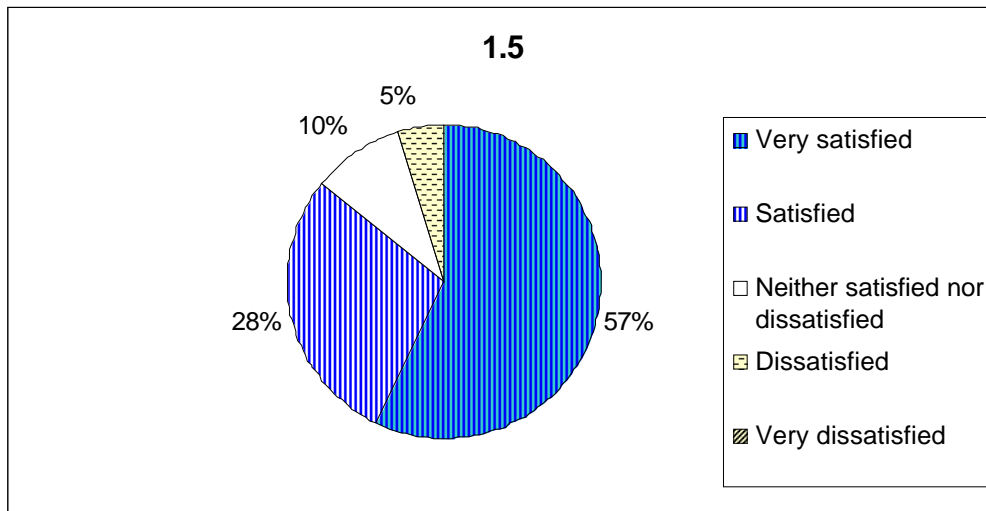
**1.4 How satisfied were you with the timeliness of payments made to you in respect of assignment grant and DSA upon arrival at the duty station?**



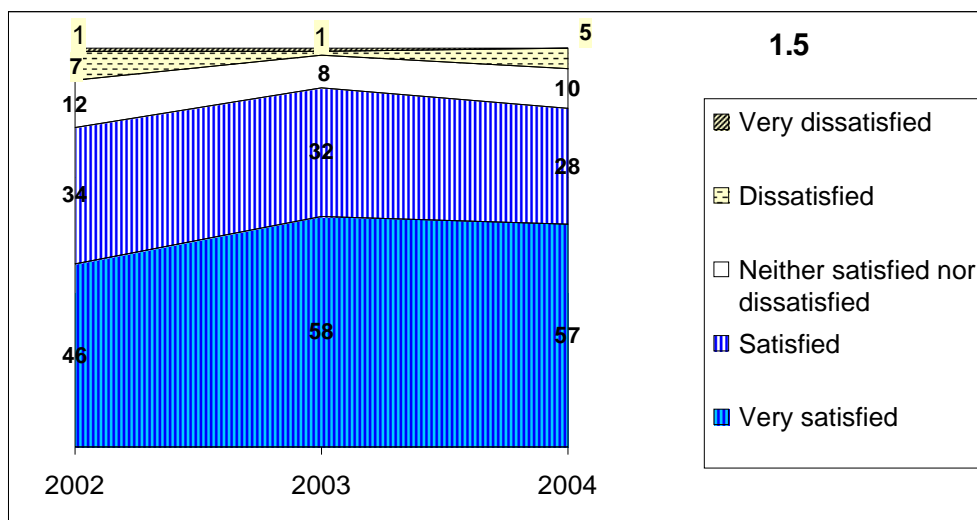
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 64 answers (35/17/4/7/1)	<b>54%</b>	<b>27%</b>	<b>6%</b>	<b>11%</b>	<b>2%</b>
<b>2003 results</b> 83 answers (52/23/6/2/0)	63 %	28 %	7 %	2 %	0 %
<b>2002 results</b> 70 answers (41/19/6/3/1)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



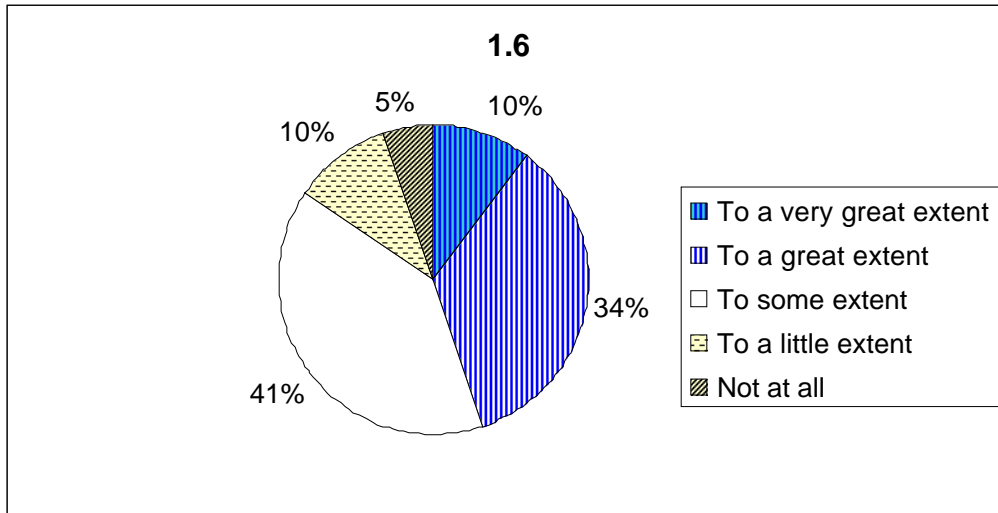
**1.5 How satisfied were you with the timeliness of payments made to you in respect of your first salary (actual salary or salary advance)?**



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 63 answers (36/18/6/3/0)	57 %	28 %	10 %	5 %	0 %
<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 %



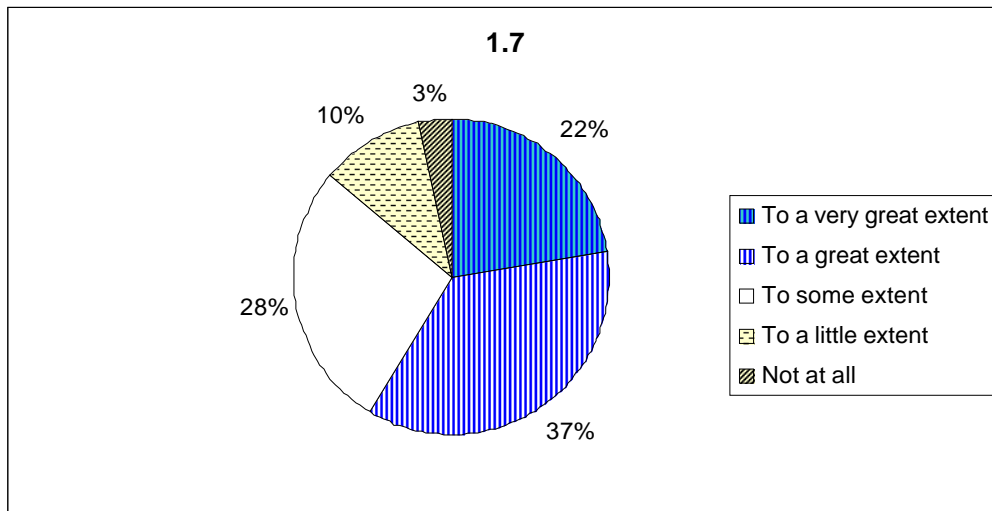
**1.6 To what extent did you feel that your duty station was prepared for your arrival (were office space and equipment made available? Were introduction rounds in the office planned for? Was your supervisor clear about his/her expectations of you)?**



	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?"

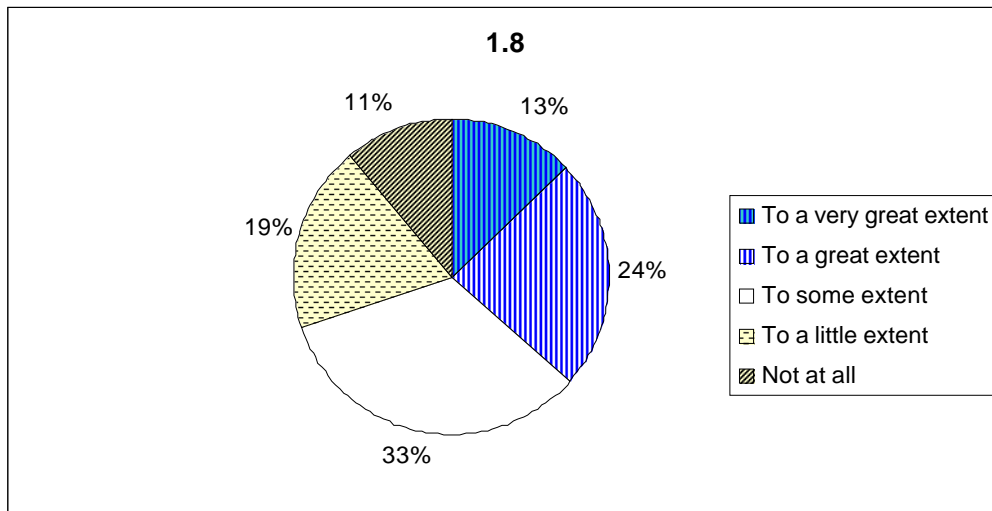
**1.7 To what extent were you satisfied with the degree of logistical support provided by your duty station in the course of your "settling-in" period?**



	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?"

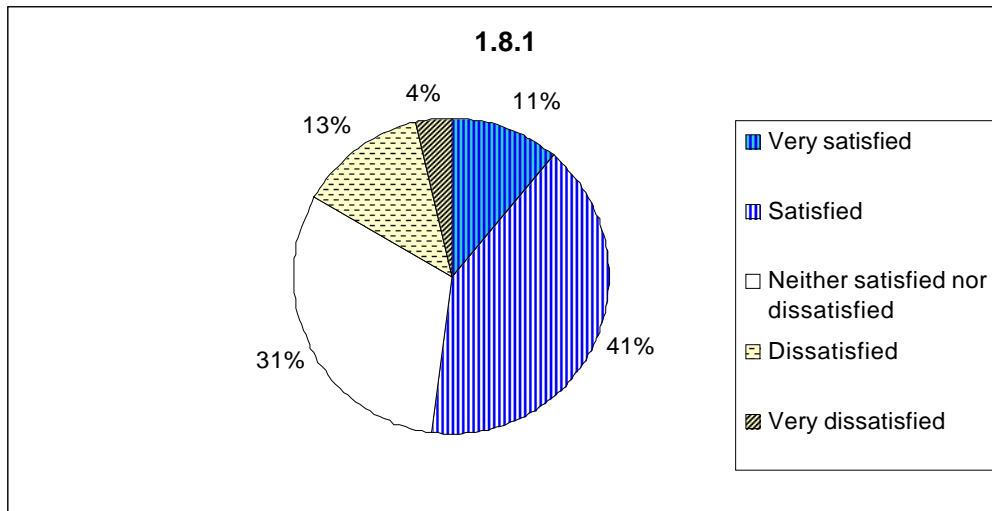
**1.8 To what extent, if at all, did your Terms of Reference changed within the first few months upon your arrival at the duty station?**



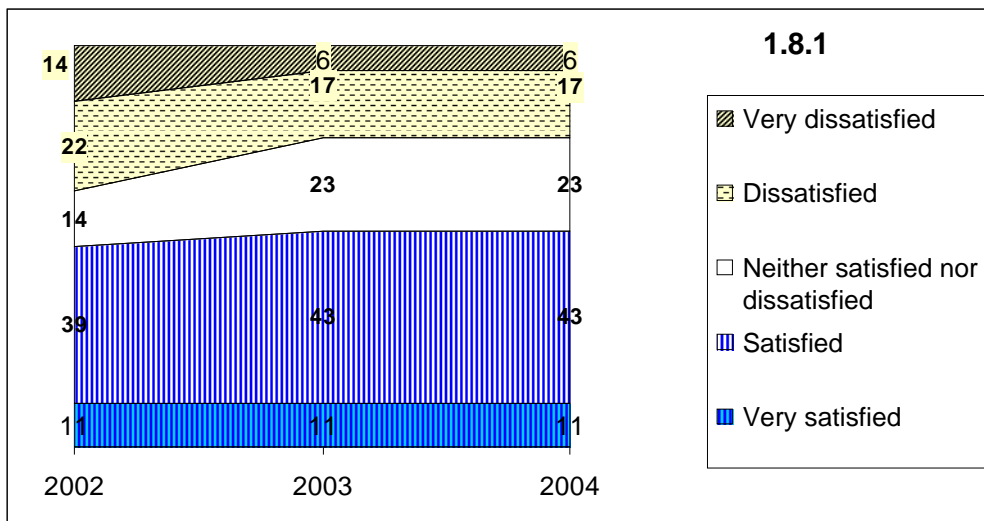
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2004 results</b> 56 answers (8/15/21/12/7)	<b>13 %</b>	<b>24 %</b>	<b>33 %</b>	<b>19 %</b>	<b>11 %</b>
	Yes		No		
<b>2003 results<sup>16</sup></b> 81 answers (35/46)	43 %		57 %		
<b>2002 results</b> 70 answers (36/34)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

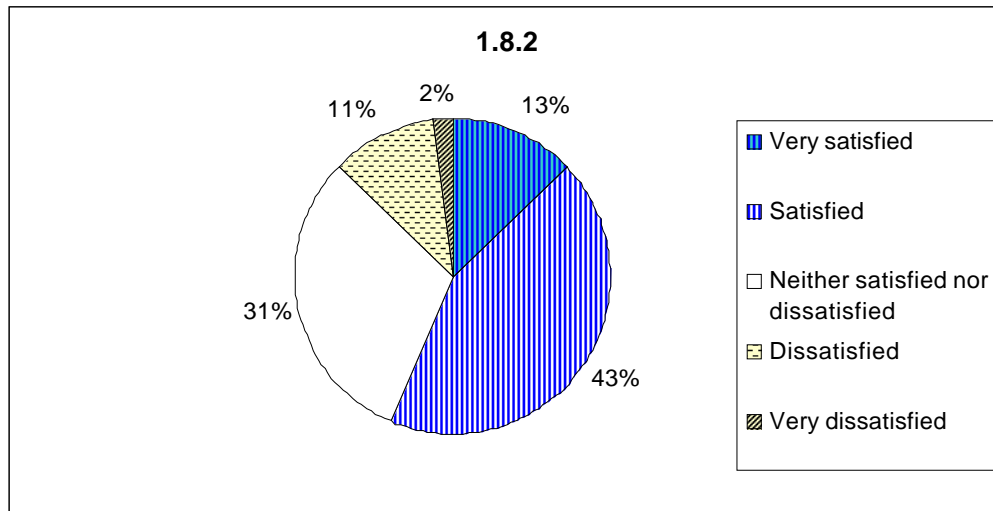
**1.8.1** *If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?*



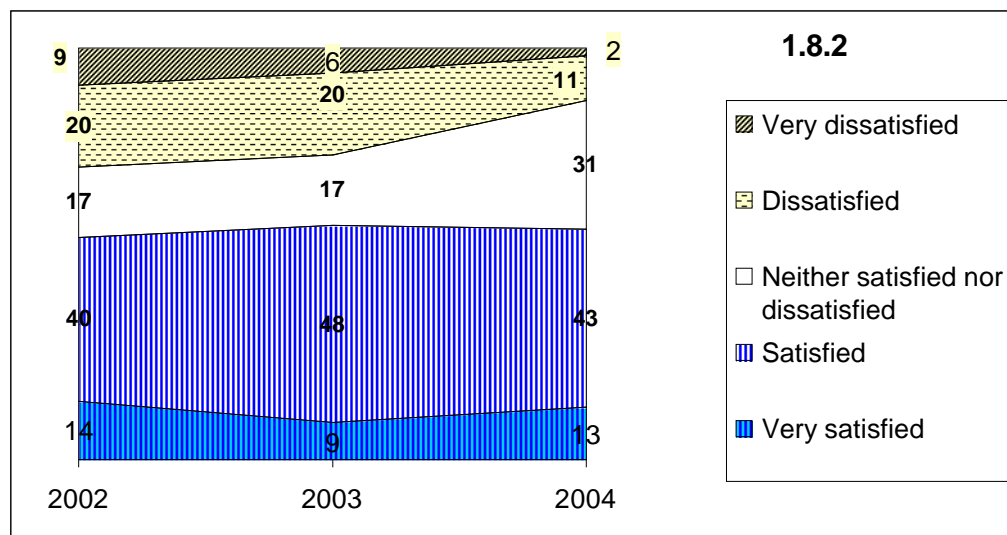
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 54 answers (6/22/17/7/2)	11 %	41 %	31 %	13%	4 %
<b>2003 results</b> 35 answers (4/15/6/8/2)	11 %	43 %	23 %	17 %	6 %
<b>2002 results</b> 36 answers (4/14/5/8/5)	11 %	39 %	14 %	22 %	14 %



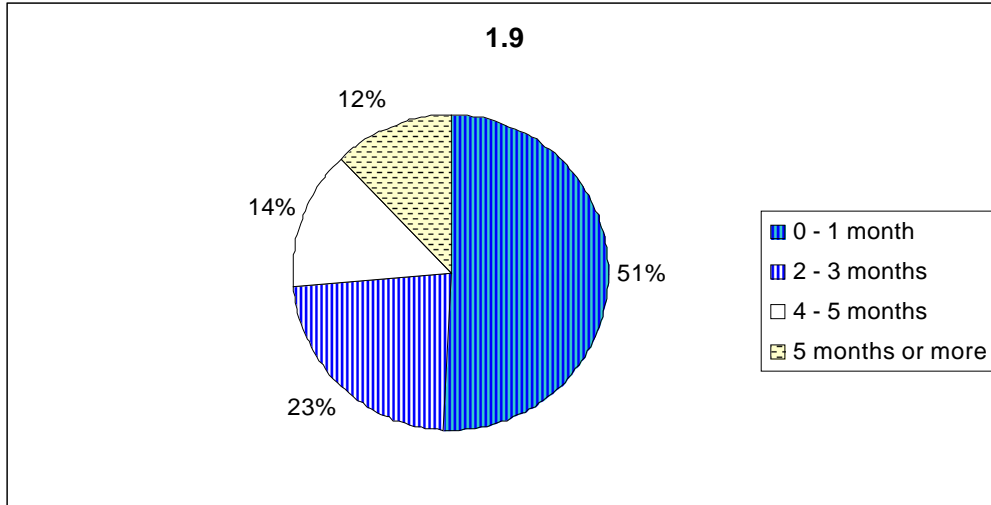
**1.8.2 If changes occurred, how satisfied were you with the above-mentioned changes?**



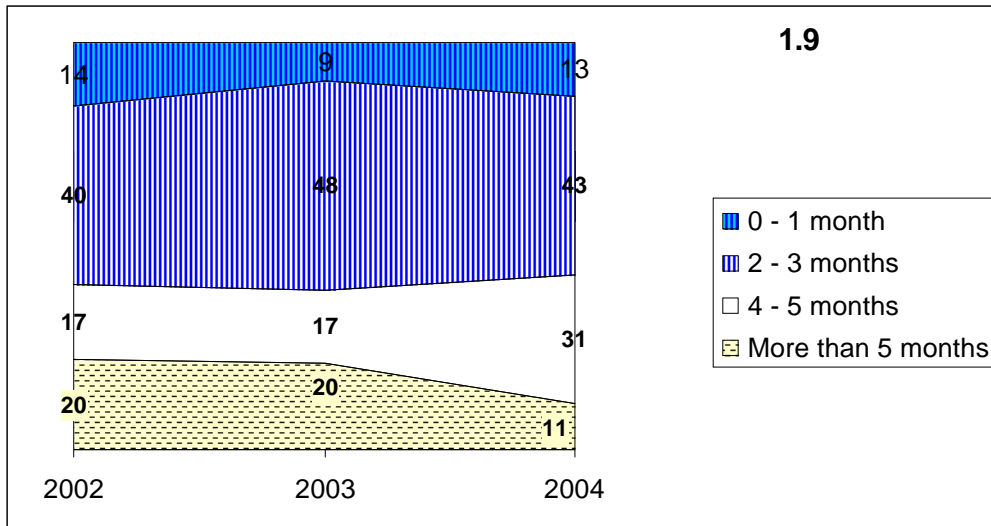
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 55 answers (7/24/17/6/1)	13 %	43 %	31 %	11 %	2 %
<b>2003 results</b> 35 answers (3/17/6/7/2)	9 %	48 %	17 %	20 %	6 %
<b>2002 results</b> 35 answers (5/14/6/7/3)	14 %	40 %	17 %	20 %	9 %



**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.”