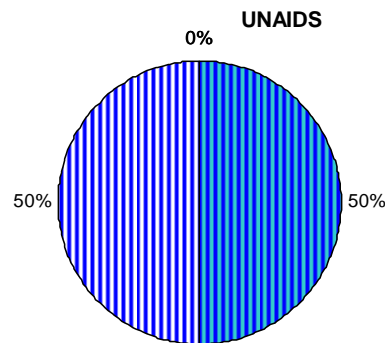
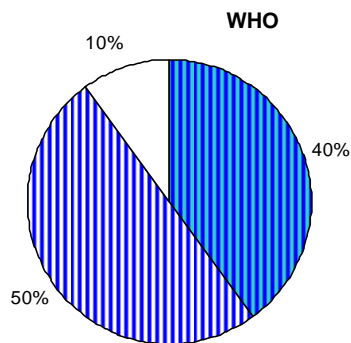
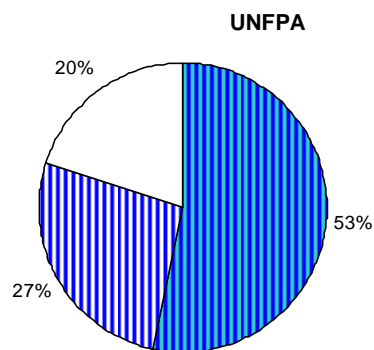
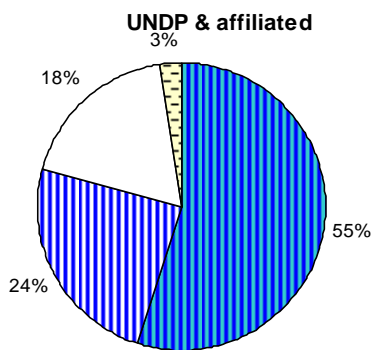
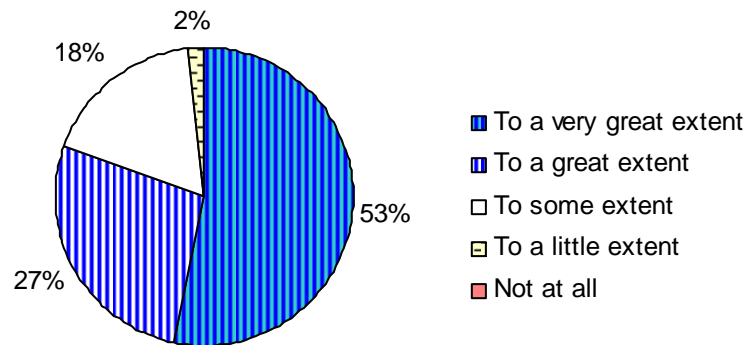




**JPO Service Centre  
Client Satisfaction Survey  
2006 JPO Questionnaire**

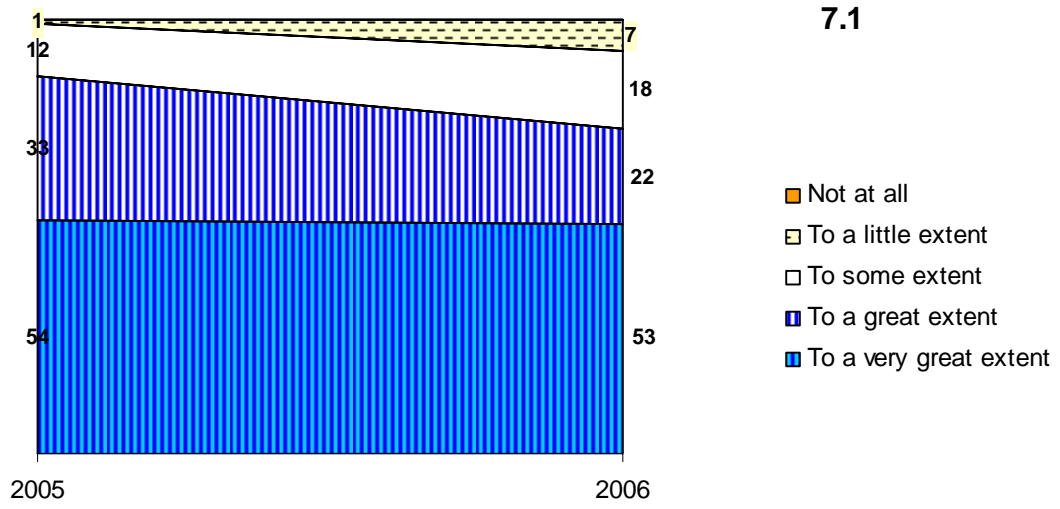
## Section 7 – Career Development

### 7.1 Would you like to pursue a career with international development upon the end of your JPO assignment?

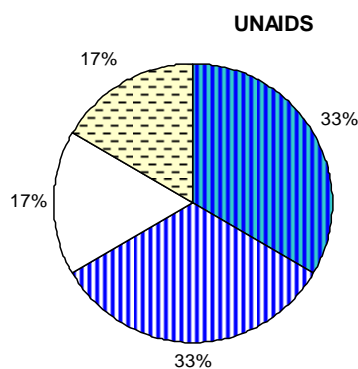
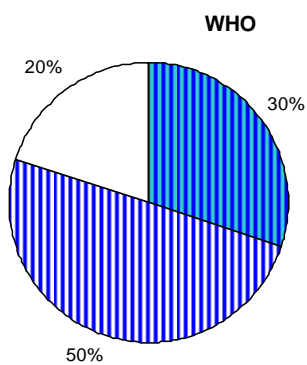
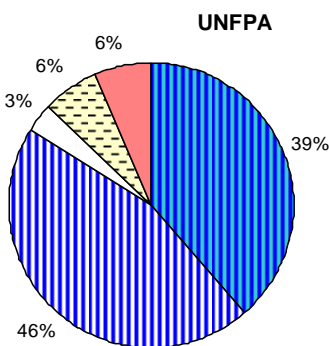
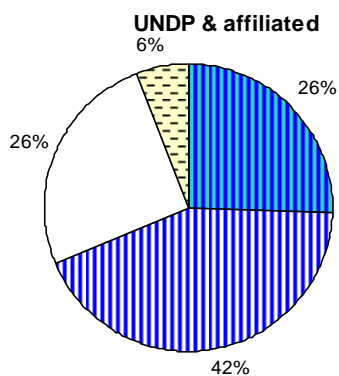
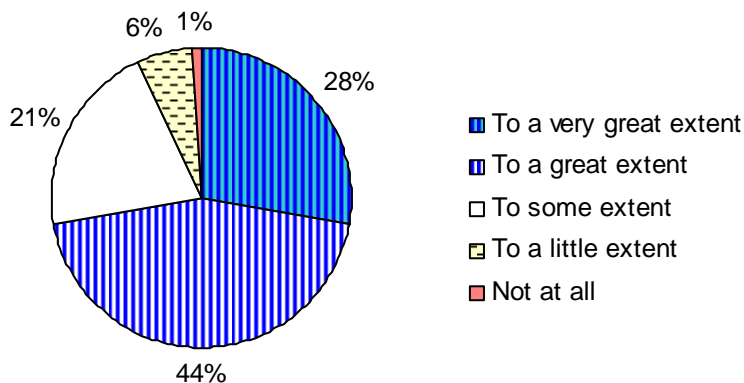


	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
<b>2006 results</b> 173 answers (90/46/30/3/0)	53%	27%	18%	2%	0%
<b>2005 results</b> 150 answers (82/49/18/1/0)	54%	33%	12%	1%	0%

### 7.1

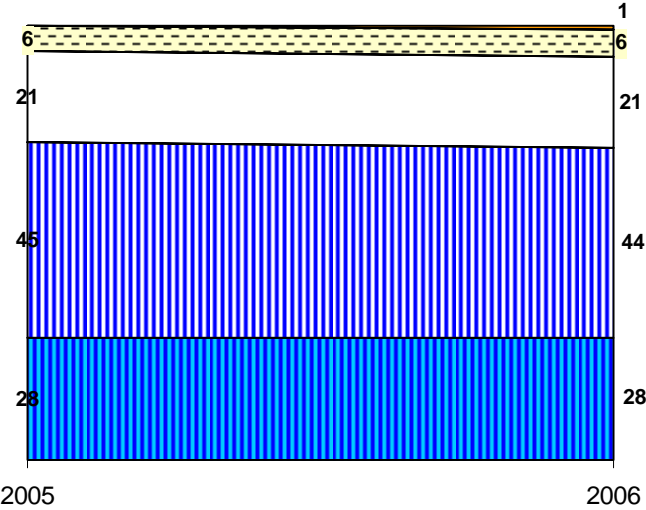


**7.2 To what extent do you feel that your JPO assignment has contributed to strengthening your competencies?**



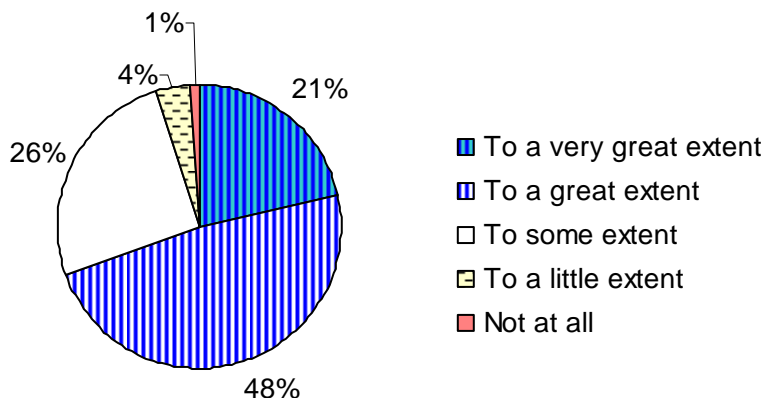
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2006 results</b> 173 answers (48/76/36/10/2)	28%	44%	21%	6%	1%
<b>2005 results</b> 137 answers (39/61/29/8/0)	28%	45%	21%	6%	0%

7.2

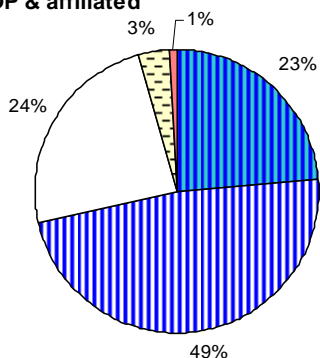


- Not at all
- ▨ To a little extent
- To some extent
- ▤ To a great extent
- To a very great extent

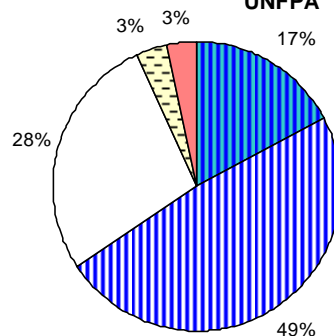
**7.3 To what extent do you feel that your JPO assignment has contributed to strengthen your chances of getting a job with an international development organization?**



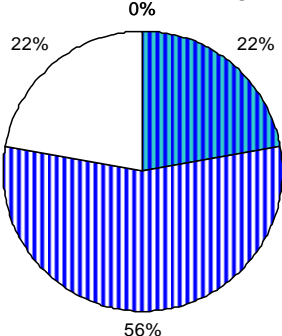
**UNDP & affiliated**



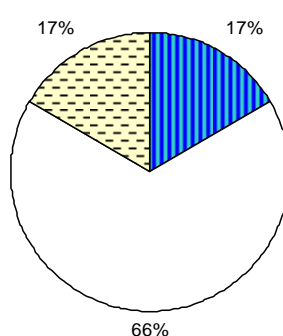
**UNFPA**



**WHO**

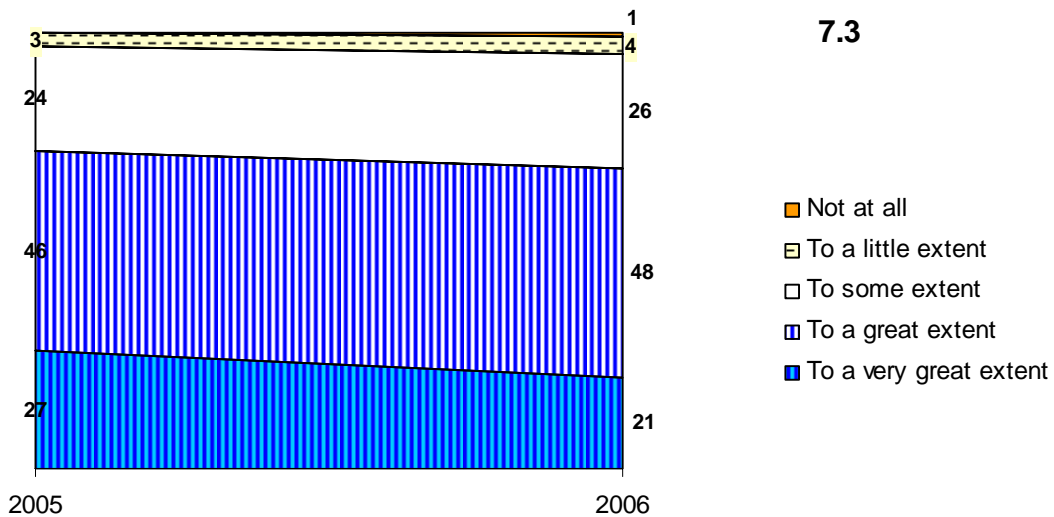


**UNAIDS**



	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
<b>2006 results</b> 171 answers (35/78/42/6/2)	21%	48%	26%	4%	1%
<b>2005 results</b> 143 answers (38/66/35/4/0)	27%	46%	24%	3%	0%

### 7.3



### 7.4 What type of career development support could JPOSC provide to JPOs who would like to pursue a career in international development?

#### Information, support and counselling

"Active mentoring or coaching of JPOs, starting about 6 months before the end of the assignment, in terms of providing information and actively help in supporting potential applicants with applications. One idea would be to introduce a standardised (in terms of format) Recommendation Letter/ Job Evaluation letter issued by the JPOSC, which contains individualised information based on JPOs Assessments and supervisors' feedback. This would help a lot to improve the credibility of JPOs and their value to the organisation."

"Being updated about the opportunities."

"I feel like it is not easy to have some professional experiences that can be used for getting next position after JPO which likely require some professional experiences in a area unless seeking for management line such as LEAD. It will be very useful if there are some opportunities to have some guidance of how to develop professional skills and experiences in a certain areas at P2 level. Also, if more guidance of how to read position level and its conditions such as "A, L, P, ALD, consultant etc" - relevancy between different categories or different entitlement in respective categories etc.- will be very useful when applying position. As well as if you means "international development career", not only UN, relevant information of non UN agencies could be a big help."

"Resume critique, interview practices, mentoring etc."

"CV/interview preparation, circulation of job availability (already exists)."

"Keep sending job opportunities, training opportunities, etc, to ex-JPOs."

"(1) Assign a mentor for each JPO  
(2) Provide training or guidance on interview and CV writing."

"At the end of the day, everything depends on having good networks. The JPO Centre should provide more opportunities for exposure, and help prepare the JPOs well in advance for future assignments. The suggestions to set up a support mechanism for telephone interviews that were presented during the JPO-training in Georgia seemed very good to me. However, since then, I have not received any news. Are you still planning to go life with this?"

"Explain how best to apply, network, assisting at conferences, which rosters to put yourself onto; The UN is a difficult place to work in , even after having had a JPO experience, commenting on the LEAD-programme, etc."

"Offering information on job openings, working together with different international development organizations."

"Interviews trials."

"A referral service in line with the job information."

"Actual case studies. Track record of actual next careers people chose."

"To make people aware of and emphasize the importance of networking in the area where you want to carry on."

"Intensify efforts to publish relevant vacancy announcements; standard performance evaluation form that can be attached to the CV."

"Probably introduce job opportunities in international organisation other than agencies that are part of the JPO program example: IMF, World bank and other organizations."

"Information on job opportunities: a forum for JPO alumni to post positions they are aware of that are available. Guidance on how to apply for internal positions (grading structure etc.). More information on lead programme."

"I would suggest developing a type of performance appraisal that can be used to support the JPO when applying to a future job. And maybe have more contact between the JPOSC and the supervisors."

"Not only focus on internal, i.e. UN jobs. It would be great to link us to other agencies and organisations, including international civil society etc.. and get feedback from ex JPOs about their job search, and tips! This is something I think where if the JPOSC could help us a bit more in, would be very welcome and a great help."

"Evaluation on the competency of each JPOs and individual counselling on how to improve these competencies."

"Compilation of opportunities and coordination with alumni experiences."

"Information on how other people have continued, which alternatives are there."

"Review of CVs, provide support in fine-tuning a competency-based CV."

"More direct support and follow-up with the hosting division/CO/bureau."

"There could be advice on CV formatting and orientation on the kind of jobs that are advertised and actually exist; the profile that we are most suitable for; progression recommendations. As the country offices have no HR, it would be very valuable to be able to discuss career options with a HR UN specialist before separating or while researching for long term opportunities."

"Database of CVs of parting/ex-JPOs and matching profiles to job vacancies."

"Advise on what are the opportunities and chances of JPOs "surviving" in the UN system. I heard that with UNDP it is quite difficult and some of the only chances of surviving in the system is to get into Management, which I am not interested in. Most JPOs I met who did "survive" with the UNDP are all ALDs. People who want to join UNDP as JPOs should be informed of this reality."

"Have an active mentoring scheme."

"Career advices and one-to-one discussions sound useful tools. I have not yet been able to experience it."

"Maybe some guidance on how to apply for jobs in the UN."

"Communicate with the donor country about the prospects and possibilities they could offer to ensure the JPOs that they have spent money on are retained in the international development field. Communicate to the donors the benefits of utilising the skills and experiences gained by JPOs in a constructive way. Circulate job ads, provide job matching and counselling towards the end of the JPOship."

"Keep sending information on job opportunities, taking into account that it is not so common to find P2 and P3 level jobs recruited internationally."

"Job openings (but its already taken care of by JPOSC)."

"Information on job opportunities within the UN and outside."

"A workshop (virtual or otherwise) held every year, and attended by various international development agencies who could present on working for their organization would be great. Also, hearing from JPO alumni who have been successful in working in development might be helpful."

"One to one advice on how to continue to work in the UN (if willing) at least 4-5 months before the end of assignment."

"Circulate job opportunities relevant to the JPO-exit level (P3-P4) only!"

"Provide recruitment info (informal ones also?) more often.  
Provide/support personal links within UN system.  
Provide career counselling, tips for resume and interview skills."

## **Networking**

"JPOSC could provide a forum (web-based or meeting) to assist communications between JPO and its alumni."

"Liaising with UNDP HR in HQs and organise regular session with Senior Management on career development for JPOs, or with former JPOs on their respective experience. There is so much potential for JPOs in HQs but there is no forum or events where we could meet all of them and discuss on topic related to career development, etc."

"Regular sessions on career development during JPO workshops or specific regional workshops on career development and training opportunities."

"Present options and insight regarding vacancies/programmes in the different UN/INGO agencies or information on where former JPOs continued working (consultancy, other)."

"1) Keep on receiving new UN advertisement even if we end our JPOship assignment  
2) Remain in the JPO network even we leave the UN System."

"More and detailed information about post JPO opportunities in UN agencies  
JPOSC to be a very active platform between various UN agencies and JPOs ending or having ended their assignment (e.g. circulate profile of JPOs towards their end of assignment to UN managers e.g. UNDP RR net DRR net, regional bureau managers)  
JPOSC to actively lobby for extended internal status of JPO after the end of assignment."

## **Advocacy for recruitment**

"JPOSC is already increasing its support in this regard, through the possibility of mock interviews as well as the distribution of advertised vacancies. Maybe JPOSC could continue lobbying for more P3 positions within UNDP."

"Provide available and updated profiles of JPOs to the requesting UN agencies or other international organization vacancies."

"Greater advocacy role for immediate placement of JPOs within various UN offices, after their assignment. Bridging the gap between the need of UN offices for trained, qualified international persons and JPOs who have finished their assignment and are well trained and experienced."

"JPOs should be considered internal candidates for up to a year after leaving their JPO posts. Also, it would help if they were not all classified P2, as especially in the field, there aren't any international P2 positions as these are filled with nationals and UNVs. My position was blatantly a P3 post, yet since I was a JPO, I was considered a P2."

"Maybe advice on future planning in a situation where internal jobs can no longer be applied for, and also regarding other UN agencies."

"Advocate to keep an internal candidate status of JPO after the completion of JPO period."

"Pursue the issue of internal candidates for own and other agencies."

"Ensure that JPOs are promoted within the UN system, and if possible labelled as internal candidates for a period after their JPO contract comes to an end."

"There are a lot that JPOSC could do; one of which is that the JPOSC could promote JPOs for UN agencies instead of advertising vacant posts for JPOs."

"Maybe a credibility recommendation system can be developed."

"Inform about career possibilities and experiences of former JPOs. Advocate within the UN for increased career opportunities for ex JPOs within the System, including for example increased number of JPOs in LEAD program."

"Regular updates to UN Agencies about the availability of a JPO pool of applicants, about to end their JPO assignments but interested in jobs within UN agencies. This would help match the vacant (upcoming) post with available knowledge and experience from JPOs."

"Since the JPO function is an investment from donors, JPOs should have a certain advantage in applying for positions within the UN system. Unfortunately, in applying it seems that previous work experience is hardly taken into consideration. Maybe the JPOSC could once or twice a year try to organise a "job fair" for (soon-to-be) ex-JPOs?"

"Encourage JPO home governments to support JPOs after the assignment, e.g. by bringing people together (how about alumni networks), supporting applications, give advice on suitable contacts and national positions. This support seems to vary a lot between governments. JPOSC could support directly by lobbying for the comprehensive internal status of JPOs and also by bringing people together (also: what about alumni networks /events etc.), supporting applications, give advice on suitable contacts and relevant positions."

"Research and dissemination of information pertinent to selected career opportunities and contact prospective employers."

"I feel that JPOSC could be more active in organizing information portal about career advancement for the JPOs."

First, it could try to do interviews with the recruitment officers in HQ who handles these issues. This way, JPOs in COs can imagine better what the HQ is thinking in terms of recruiting JPOs for further service with the UN.

Second, I would like for the JPOSC to actively advocate for the advancement of JPOs in their career upon completion of their service as JPOs. I would like for the JPOSC to act as an advocating body for the JPOs who graduate, achieved their work, learned further skills and ready to apply them at a higher level. Rather than simply be the "information" source for the JPOs, I believe an additional value of the JPOSC could be carved out by its active involvement in the transitional period of JPOs being fully integrated as UN staff. Of course, not all JPOs would like to stay on with the UN system, and this fact must be accepted. However, I feel that there are a great number of us who want to stay on with the UN system and would like for the additional support by the JPOSC."

"I think identification and reference of some important (according to regional, thematic, etc) HR and other officers to JPOs would be very useful. This is not a direct support, but this type of network broker support is what is needed the most to JPOs, who are often based in COs."

"Advocate with smaller UN agencies to explore opportunities for well-performing JPOs after they finish their assignment."

"Negotiate possibility for former JPOs to apply for internal UN positions six-twelve months after end of assignment."

"Improve access to relevant vacancies; negotiate to get access to internal vacancies within the UN system."

"Ensure equal opportunities for JPOs based in less visible COs with less networking opportunities than in HQ."

"- Special vacancies for post-JPOs;  
- Promotion of ex-JPOs at HR offices UN agencies;  
- Support in the arrangement on follow up assignments."

### **Too early in assignment**

"I don't know yet as i am not yet looking for a new job. I believe the existing support is functional."

"Given my short time on my JPO assignment I do not feel I have the capacity to answer this question."

"Inform JPOs on career possibilities. As I only just started my second year as a JPO, I am not looking for a job yet and therefore have not looked into what kind of information JPOSC offers exactly."

### **Other comments**

"None. I think the JPOs can manage their career themselves."

"Looking forward to your career website."

"JPO assignment offers a good opportunity to continue to work in the UN system as well as in the government which has sponsored us."

"I think JPOSC is already doing a good job in this regard, with the job info circulation and training courses etc. At times some people may need individual consultation, which I am sure is available from respective focal points. The rest, I would think, would greatly depend on the individuals."

"Depending on each of the JPOs, I believe there should be 4 or 5 specializations: governance, economic development, international relationships and gender and violence."

"Making sure that TOR for JPOs are clear and adhered or only changed if that means improvement."

"The JPO-Vacancy list serve is not at all enough to assist JPOs find continuing opportunities with UN agencies. For the JPO structure to be effective, the JPO centre needs to be more active and hands-on, to help identify opportunities and links into the UN agencies."

"The problem is not JPOSC but the organisation – I do not think the organisation does enough to take care of its junior staff and, consequently, people decide to get jobs outside. This is very bad for the organization."

"The fact that we are receiving regularly a list of available openings is a very good initiative."

"I think that it would be good if the [donor] Government could give some guarantees of incorporating the JPO into its cooperation agency, for instance."

"When a CO asks for a JPO normally it is because there is a need of personnel, when the JPO assignment ends JPOSC might promote the extension or creation of that posts with UN funds. I find that there are few available positions at a P2 or P3 lever, which would be the level that would correspond to our profiles. Besides the promotion with the COs I think it would be a good idea to create a programme to continue with the preparation of JPOs in headquarters (NY), but not the Lead programme, which is almost impossible to get, but another programme that would show the response of UN of giving support to the JPOs who got good RCA at the end of their assignment."

"Another measure could be the creation of positions exclusively for JPOs who end their assignment satisfactorily."

"I am at headquarters and therefore will lack field experience during the next years which will make it more difficult after my JPO term to find a new assignment within the UNDP. Maybe JPOSC could give special attention to give headquarter JPOs more field experience (e.g. a mandatory mission of at least 8 weeks during the JPO term)."

"I have been followed up with career development advices from my HR Associate and I am very happy with that."

"A good experience as a JPO depends on the situation of the office we are assigned to as on the implication of our supervisor. The experience can be really different from an office to another. It would be important to select offices where it is known that the JPO will REALLY have an opportunity to learn and develop his-her competencies."

"Management and leadership skills."

"More development support in health."

## **7.5 Further comments on career development and where you would see yourself after your JPO assignment**

### **Would like to stay with the Agency or Programme, or with the UN System**

"Still with UNDP."

"I hope [*my donor government*] is willing to co-fund my third JPO-year here in [*my Duty Station*]. If the project I am currently working on will continue beyond my JPO-ship (depending on the availability of financial resources and a constructive partnership between the three UN agencies involved), I would be interested to continue working on this project. On a mid term basis, working in a CO would be an excellent experience."

"While my JPO assignment has so far worked out differently than I had envisaged beforehand, I honestly think that I have learned a lot from the very fact that the office was not performing that well and was therefore a very challenging environment during the past year.

In spite of what I consider to have been a slow start in my country office (due in large part to circumstances), I have gained the confidence that I will be able to achieve further professional growth during the coming year in this office by being pro-active and contributing to the office's improvement through my ongoing work as well as through the Change Management Exercise (amongst others by participating with several colleagues in the so-called Change Facilitation Team that is charged with the follow up of the Change Management Exercise).

Experiences so far during my JPO assignment (as well as previous experiences), have reinforced my wish to continue working in the field of international development. Based on major ongoing changes in this area, my gut feeling still tells me that UNDP is to play a pivotal role with respect to increasing development aid both by coordinating with donors as well as by offering support to developing countries when it comes to advocacy, advisory services and implementation. I would like to be part of what I consider to be the future of the UN."

"I would love to continue working for UNDP or another UN agency to promote development. My current assignment has taught me a great degree on the work of UN agencies, UN reform and

development priorities. Above all, I have learnt to work in (difficult) team environments and to develop social and team skills."

"I hope I will continue to work for UNDP after my JPO period."

"After my JPO assignment I see myself in a senior management position in a UNDP office."

"I have now started a consultancy with the World Bank, but hope to return to another UN agency or the DPKO within the next year or so. I am just trying to broaden my experience at present."

"Hopefully still working in the UN system -- in governance and peace and security in the field (Africa) or at HQ for a year or two would be fantastic! :-)"

"In the field with [my JPO agency]; would very much to get a sense of what is happening in Africa, HIV Aids-wise, and touch base with civil society and Government over there. Would very much like the JPOSC to help out with the possibility of doing the third year of my JPO in Africa perhaps; so I am more "armed" in terms of work experience for the next job or mission."

"Working in UN coordination either in the field or at HQ. But there is the issue of very little posts available. Maybe try once again the LEAD programme..."

"I wish to enjoy a P3 position in the UN system agencies."

"Since I was not able to join the last JPO training in Georgia, I was not able to join the session about the post-JPO career making. I hope to receive information on this. I also want to know how JPOSC can assist JPOs in pursuing development jobs after the JPO term, if JPOSC is able to. For instance, providing information on LEAD program, quarry exercise, pursuing ADL posts, etc..."

"I would like to see myself within the UN international system."

"I would really like to continue in my field of work, and preferably in HQ for a few years."

"I am hoping to extend my JPO assignment by a third year, and would be interested in communicating with JPOSC about how to make this happen (my government generally only sponsors two years, but is sometimes willing to extend - I would like to work together with JPOSC to gain more insight into how to bring this about)."

"Hopefully within the UN system continuing my area of expertise, if not continuing development of academic capacities."

"I would love to continue working for UN, I personally feel confused because after all the effort I made to get to work with UN, I might not be able to continue. Anyway, I would love to gain experience in other contexts, in other continent or in the Headquarters in NY."

"I would like to get another assignment within UNDP."

"I have worked in UNDP [liaison] office for over a year and 7 months in my current duty station. Throughout my service in the UN sector, my desire to stay with the UN sector has grown. And I believe it will continue to be so. I believe many people come into the UN sector with an idealistic thought of the UN. In many cases I have heard JPOs and other newly inducted members disillusioned by what they experience in the UN. However, in my case, I have been blessed with positive experience working in the UN - mainly due to good leadership of my past supervisors. I have been able to work with firm and realistic expectations, which have been so far met. Also, given my background, I feel the UN system fits me well. Hence, I would like to continue my career in the UN sector beyond my JPO years."

"I see myself as Programme Specialist or ARR."

"I think it would be great to be assigned to a regional office or HQ after 2-3 years in the field to see that side of the system as well."

"I hope to be able to continue working for the UN at field level in the African region. Within UNFPA there might not be many opportunities due to the fact that there are few international positions in the field at L2-L3 level. However I am looking at other UN agencies as well for future career opportunities."

"Have not thought through it yet, would maybe like to stay with UNDP, maybe apply for LEAD programme."

"Still with the UN or another international organisation, but not with UNDP (because of the lack of clear separation of expert and admin/programming positions)."

"I have just been offered an L-3 position within my organisation, so I will stay for a while."

"Would like to continue within the UN for some time, ideally something more operational/substantive."

### **Considering options outside of the UN System**

"Although extremely interested in international development cooperation, I'm not yet sure I want to stay within the UN. Perhaps a smaller agency or an INGO would be suitable."

"I see myself either working for an international organization or finishing my phd on ecological economics."

"International NGO, UN, consultancy company..."

"I am interested in working with international development issues but not necessarily within context of UN: this experience has been very useful but also I have realised how slowly UN is changing from bureaucratic and hierarchical organisation to effective modern agencies. So maybe with my action oriented personality I can accomplish more and be more satisfied working at private sector/NGOs."

"I am confident with skills and experience I have already acquired and hope to continue working with the UN. A chance to serve with my country of nationality civil service (Ministry of Health) for a couple of years is very welcome."

### **Other considerations for career choices**

"I will be looking for a family duty station and a more professional environment."

"Although I greatly enjoy working in [*crisis country*] at the moment, if I am to look for a next post with UN or any other organization in the field of development, for personal reasons I would probably opt for going out of this country (i.e. if I keep working in this Phase-3 country I will not be able to have family...)."

"I would like to work in South Asia region in Gender and Development or Conflict Prevention and Peace Promotion (even better if both combined)"

"Where do I see myself? One year with [*my JPO agency*], and afterwards on the street unless I decide to get a baby."

"Environment field, not necessarily in [*my JPO agency*]."

"Difficult one. Definitely in development, though probably back home and objective pursuing a political career."

"First have a break! And take up a few off the things I have had no time or no access to do while a busy JPO. Then I would probably look into jobs in international development, but most likely going back to NGOs or other organizations, take some distance again from the UN agencies to look into a different side of things... (back to the basics)"

"I would like to stay in UNDP, hopefully in the area of Local Governance and Development. But, I am a bit worried whether this is possible. It seems there is a gap between the experience required for a professional UNDP position and the experience I will have at the end of my JPO posting. And having a family now, it will be difficult to bounce between 6-month ALD contracts... but I think this is the most likely scenario beyond the JPO posting here."

### **Too early to tell or still unsure**

"At the moment I have no idea where I could see myself after the JPO assignment. Regrettably enough, my skills have not improved at all but rather impoverished."

"For the moment it's difficult to see where I will be after JPO assignment."

"At this point, I have no idea, whether I wish to stay in UNDP or whether I can stay in UNDP, though I am determinant to pursue my career with international development."

"I don't know, but not with the Agency I am working with now."

"Bit difficult to know as I am going home for my maternity leave soon."

"Most likely not working within [*my JPO agency*], but after having recently reassigned to a new workplace, I might change my view."

"Too early to say."

"It is too early for me to respond."

"Too early to say, sorry."

"Well, I have been here only for a few weeks, so for the time being I am keen on focusing on the current job, which is already quite an interesting challenge."

### **Other comments**

"I am already employed as ALD at a different CO. [*My donor*] government is in fact keen on how to promote JPO into the UN system, and gave us some advice how to work for first 3-6 months (adaptation, patience, learning), mid-term (check job information, what kind of competencies UN is looking for) and the final six months (start applying for the UN system, prepare a good CV etc.). In my case, as I handled some recruitment for projects, I could learn from such process, and I had a good exposure in the project (it is a flagship project, received many high-level missions, handled various types of the projects). So it is a mixture of different elements. I felt at the end of a JPO that I am doing more jobs than its level but that could be an advantage and disadvantage for getting a new career."

"The JPO SC should urgently address the fact that the ex-JPO participation in the LEAD programme has gone down from 50% in 2001 to 6% in 2005. Instead OHR is recruiting people that have no idea about how COs function and that in some cases haven't even been to a developing country. JPOs have a clear advantage in that they know how a UNDP CO functions and UNDP has already invested a great amount of time and money in JPOs."

"As I am a very atypical JPO (49 yrs), I see myself at one point of my career in [*my home country*] with my old job and one point internationally. I would very much like to have a continuing career on the international/national arena in Development. I have good communications with [*my donor government development agency*] as well as people in the RH section of [*my JPO agency*]. I also have a good position on hold in my previous job so I have options and do not have to worry as much as most JPOs seem to do."

"It could be useful to have an optional interview with our agencies HR for orientation on what the next steps could be."

"I would like to have an international position in development cooperation."

"I expect to work in M&E area, Youth area and HIV/AIDS area as technical specialist."

"If I do want to remain in the system, it will be difficult to remain as a Programme Officer as an international. The only options I see at this point are HQ or Regional Offices. Could you advise?"

"I would like to be in a more technical position."

“Just that I find it ironic that the job (JPO) where I have had the least responsibility and have used my skills only a little will be the one that looks the best on my resume and will probably contribute most to my getting a position in development.”

“My donor government, Denmark, only funds for two years, which is insufficient to really get benefit of the JPO assignment. A third year would help both in relation to the JPO assignment but also for future career opportunities.”

“Extend the duration of allowing JPO to apply as internal candidate, even after the end of their assignment.”

“Management trainings are necessary to grow in a career in international development. An idea is to provide such training to JPOs during their assignment (like the PPO workshop at the beginning for UNDP JPO).”