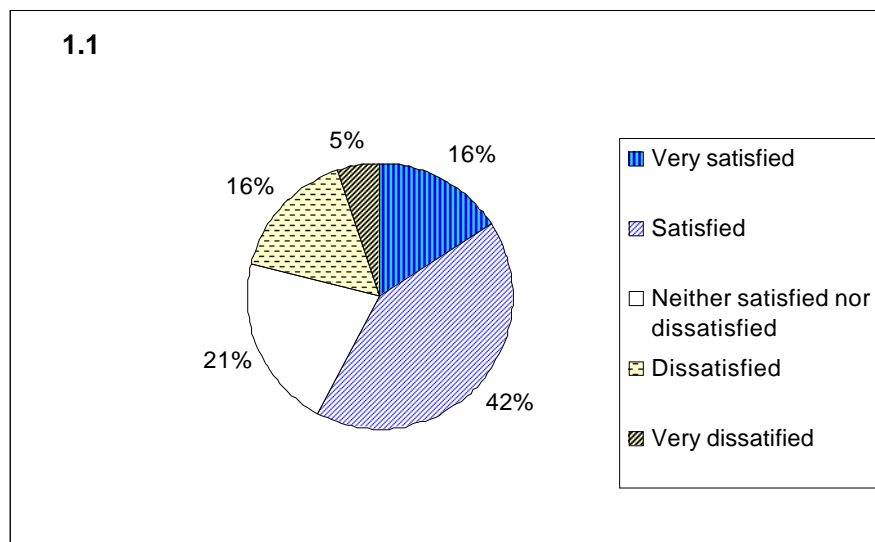


# JPO Mentoring Programme - Evaluation by Mentors

Answer rate: 48.7% (20/41)

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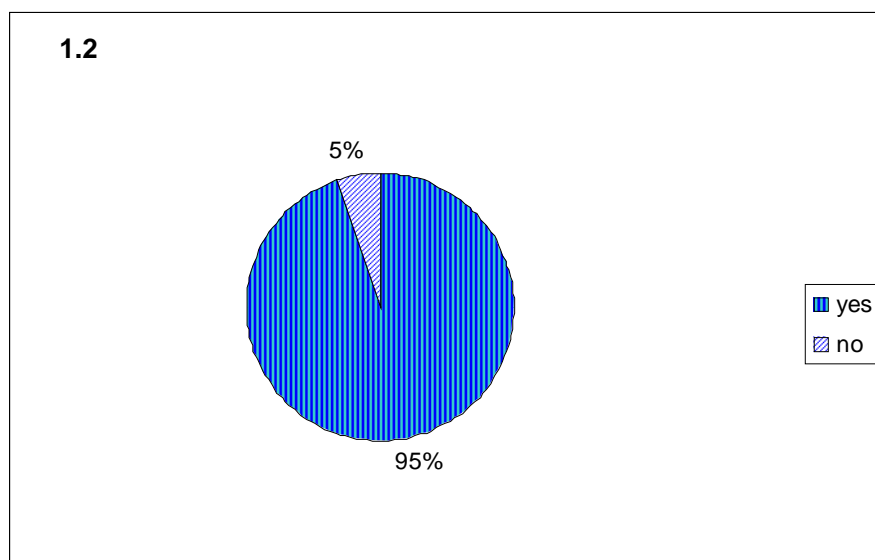
1.1. What is your overall experience with the JPO Mentoring Programme?



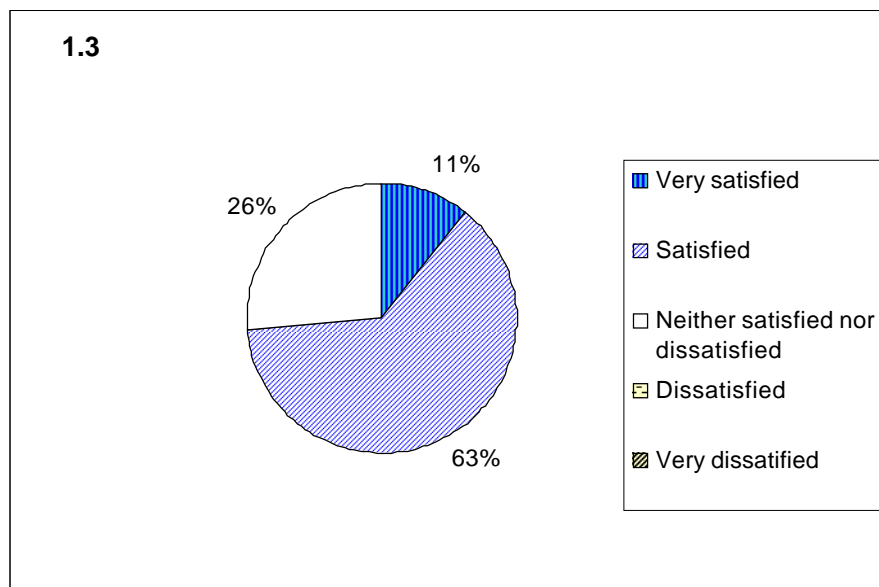
Comments:

- "This kind of questionnaire adds unnecessarily to the work, especially as most of the questions are unlikely to generate specific improvements"

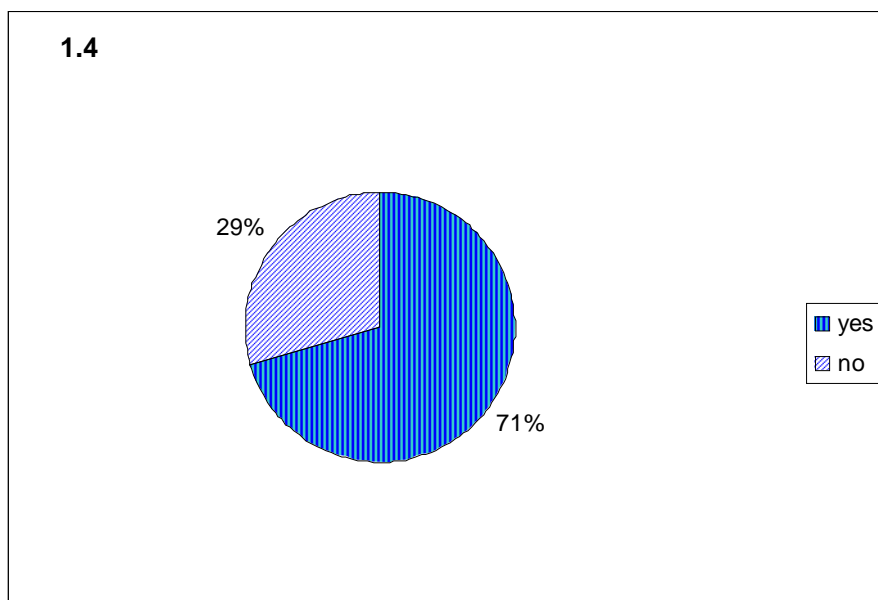
1.2 Did you feel adequately equipped to take up the function of a mentor?



1.3 Were you satisfied with the information and guidelines provided by the JPOSC at the beginning of the Mentoring Programme?



1.4 Did you feel that you received all necessary support and tools from the JPO SC during the mentoring process?



Comments:

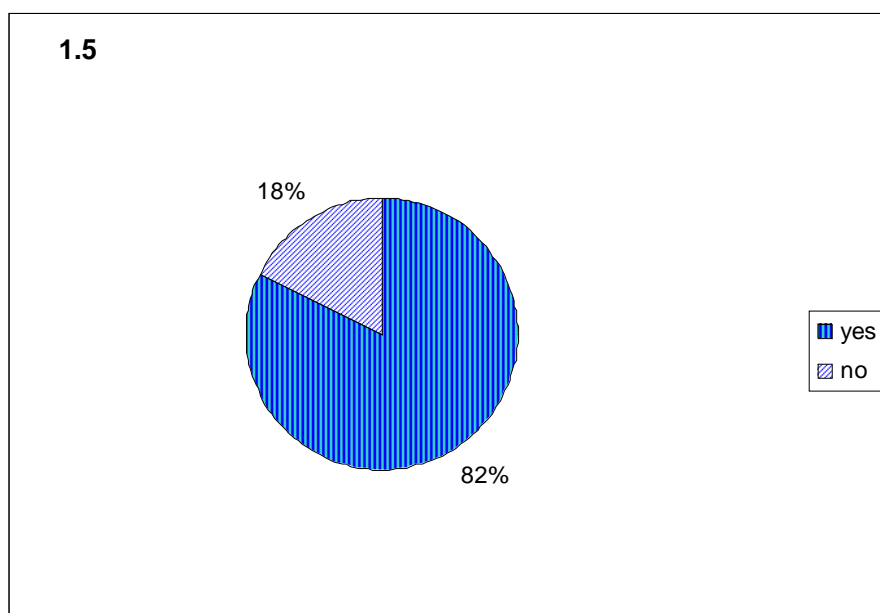
- “I would have liked to receive - not for me - but I feel there was not a good set of expectations communicated from the start – especially from the “mentee”.

- “Although I would have like to receive more information on the personality of the mentees as the relationship is very personal which is usually not contained in a CV.”

- “A contact person with whom you can discuss, on a confidential basis, what to do with some of the info coming out in the discussions with the mentee.”

- “I did not feel I needed any special tool.”
- “Up-to-date information on today’s JPO programme. I was one once, but expectations have changed on both sides, so have JPO profiles, and I might have been more effective had I been better able to place the JPO programme in perspective – performance expectations, training and support provided to JPOs, UN career opportunities etc.”
- “More interaction (quarterly).”
- “More information about my mentee.”

1.5 Do you feel that your mentee did what was necessary to make the mentoring process work well?

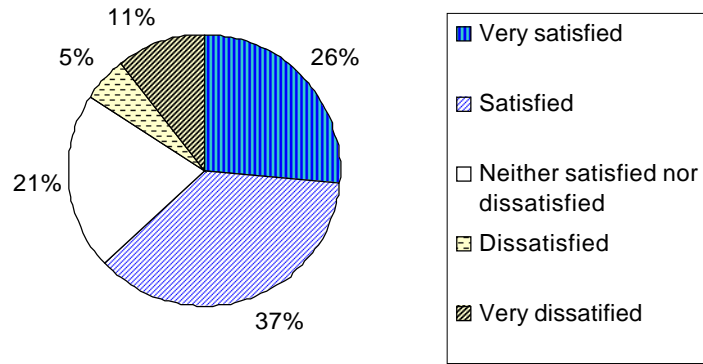


Comments:

- “He contacted me very late and sporadically.”
- “He immediately told me that he had lined up for the scheme without understanding what the point was and without being at all eager to make it work. He was also disappointed with my profile as he was into human rights mostly.”
- “Yes in one case. No as my second mentee, after initial contact, did not contact at all.”
- “Except that we were both busy so that at times communications have been a bit infrequent. But we did discuss issues when they came up (by e-mail or by phone).”
- “I was not contacted at all.”
- “Even with limited contact, I would say that under the complex job circumstances mentee had at duty station, yes.”

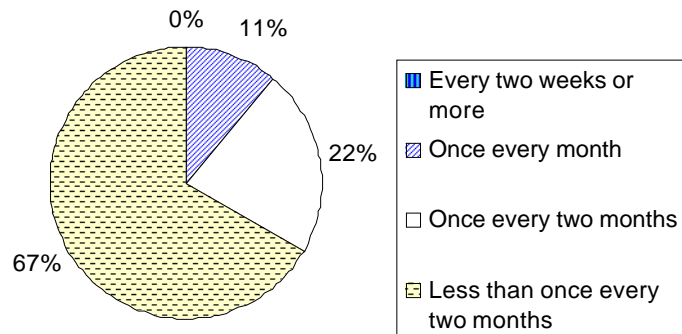
1.6 In general, how satisfied are you with the relationship with your mentee?

1.6

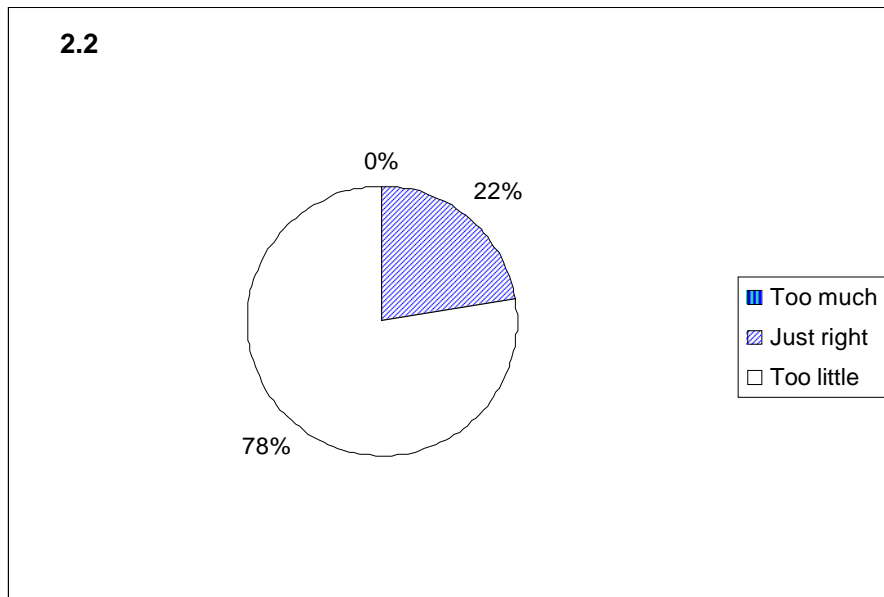


2.1 How often have you been in touch with your mentee?

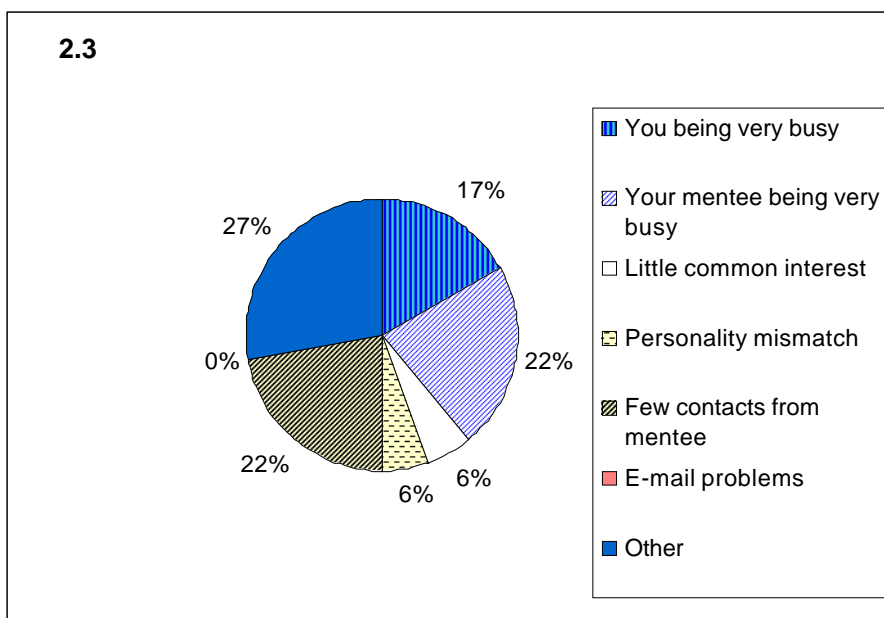
2.1



2.2 How would you evaluate the frequency and extend of communication between you and your mentee?



2.3 If your answer to the previous questions was “too little”, what do you think is the reason for the less-than optimal communication?

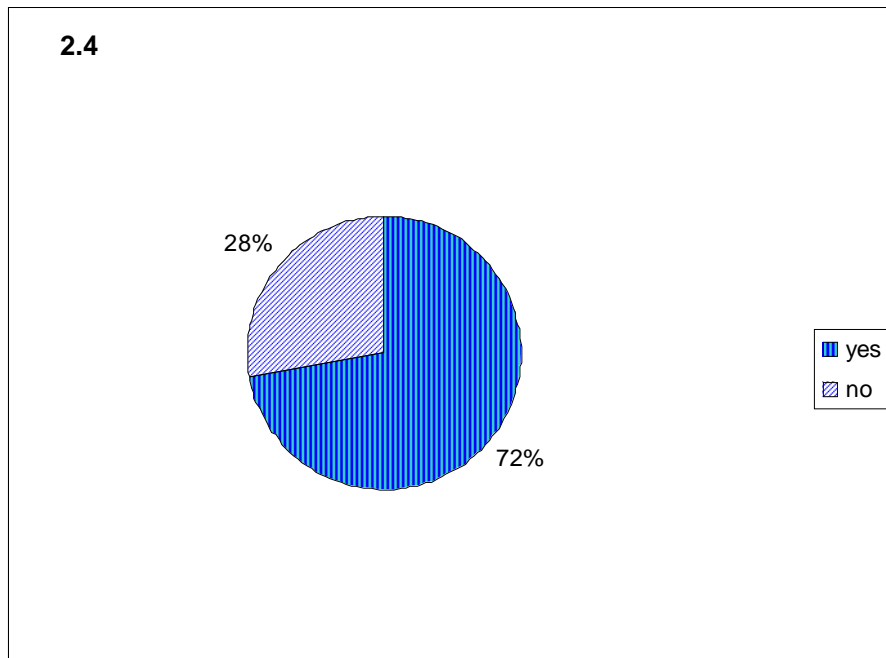


Comments:

- “In part I was travelling too much during this period. This said, because I did not know the office nor the country (the first being a more important reason) the mentee questions were very difficult to answer and it was therefore difficult for me to guide her. Her “questions” were rather state of minds and some few frustrations. I could do little more than reassure her that this was normal and that it took some time to adjust and find a nice way to contribute. I found that as she got more experience her questions were more precise and I felt I could help her more.”

- “The kind of issues that the JPO which I mentored faced were very personal relationships between supervisor and supervisee, and general confusion and disenchantment with her role and work. It was very difficult to be in two distant countries and try and resolve issues even if they are not unknown or unprecedented. The emails would be long and elaborate, and the advice I delivered I felt could not provide the emotional support she needed. On technical things, it was easier.”
- “As long as things go well, there is not that much need to be in frequent touch. I guess this is personal, depending on the need of the mentee.”
- “No interest from the mentee.”
- “We agreed that the mentee would contact me only when she needed/wanted, and it happened that she herself had been quite busy.”
- “No large problems occurred in the mentee’s situation, and the mentee also had good support from other sources as well as strong independent initiative to find solutions to smaller things.”
- “There was no ill will on either part. And when important issues did come up, we made the time for it. When my mentee came to New York for her JPO training, we made time to meet and went out for lunch together, so we had more time to get to know one another and discuss things. In fact, while before we met the relationship was a bit formal and distant, after her visit to New York our contacts became more frequent, more in-depth in terms of things discussed, and overall much more satisfying, I would imagine for both, as we agreed to continue the arrangement in a loose way also after the programme ended.”
- “Little perceived need from mentee: initial contact was set up very late in mentee’s assignment when initial difficulties had been overcome; lack of contemporary information (see above) may have reduced relevance of what I could contribute.”
- “The little contact we had was probably caused by the fact that after the initial months my mentee seemed to do quite well, and just didn’t need much support/guidance. However, had the mentee been in the same region the contact would have been more frequent since I would have a better background to provide guidance and we would have had a chance to meet face to face, which I consider beneficial for a mentor relationship.”
- “Mentee was dealing with significant issues at her duty station and in job, some of which I may have been able to advise on, but many of which unfortunately did not lend themselves well to being solved by a distant mentor/mentee relationship.”

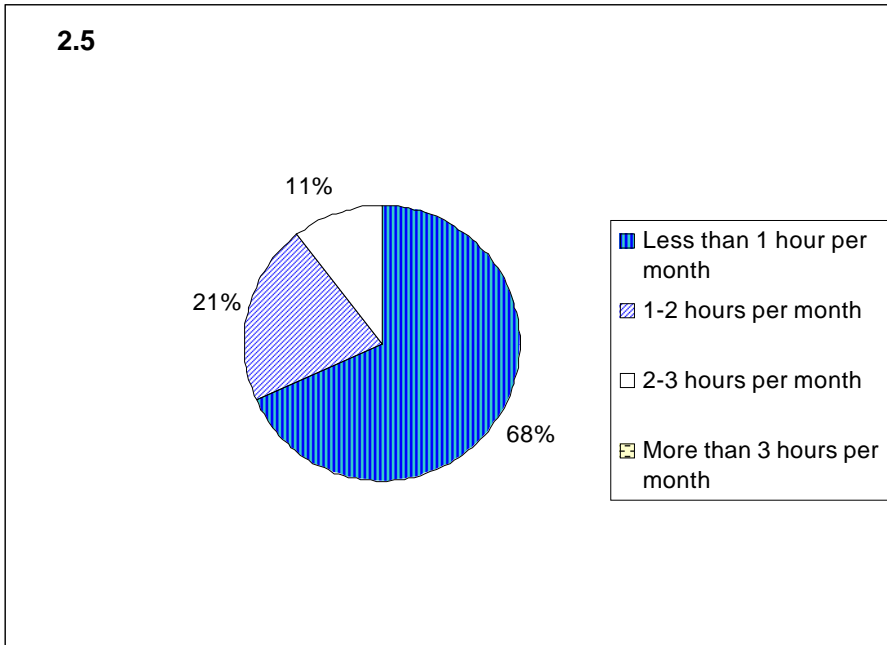
2.4 Are you satisfied with the speed and quality with which you have replied to your mentees messages?



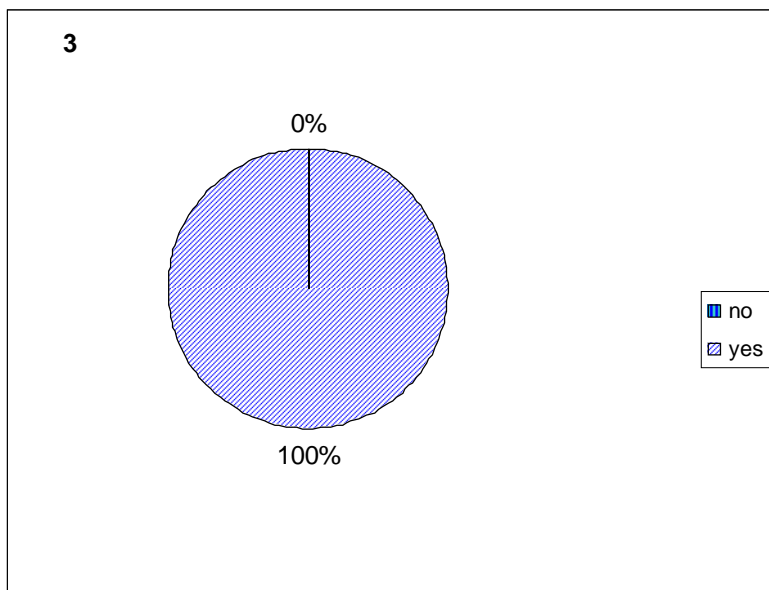
Comments:

- “While I responded quickly, the questions were often very general – almost as if because he felt there needed to be a question.”
- “Especially after the initial two exchanges, I should have been more proactive. Next time I will try to use the phone rather than the email.”
- “I also did not establish contact with the mentee.”
- “It took a while to start the process, once the relationship was established it was a very beneficial experience. We finally agreed to pick up a phone which broke the ice for us.”

2.5 How much time have you spent on mentoring on average, including the time you spent preparing / organizing information?



3. Are there topics that you would not feel comfortable advising your mentee on?



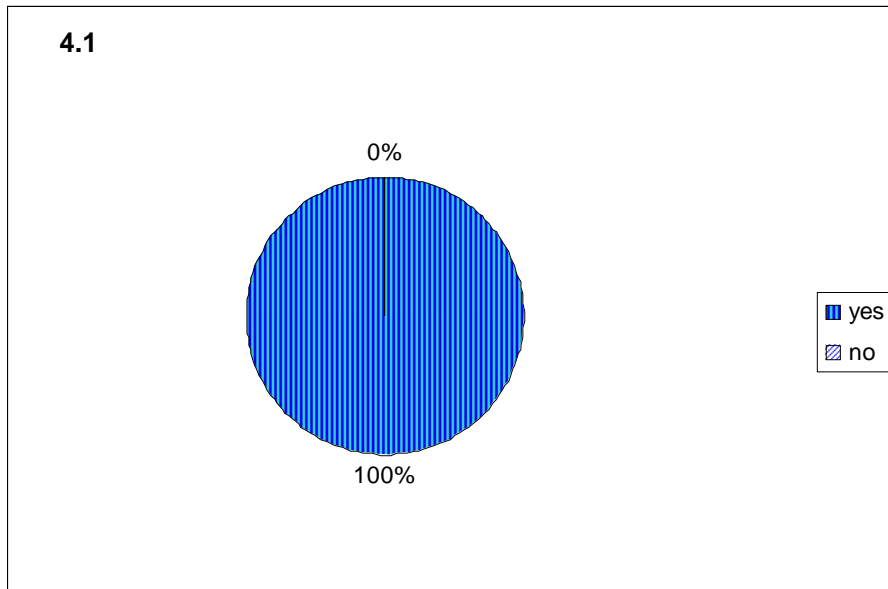
Comments:

- "There were some issues relating specifically to the CO which I could not possibly contribute."

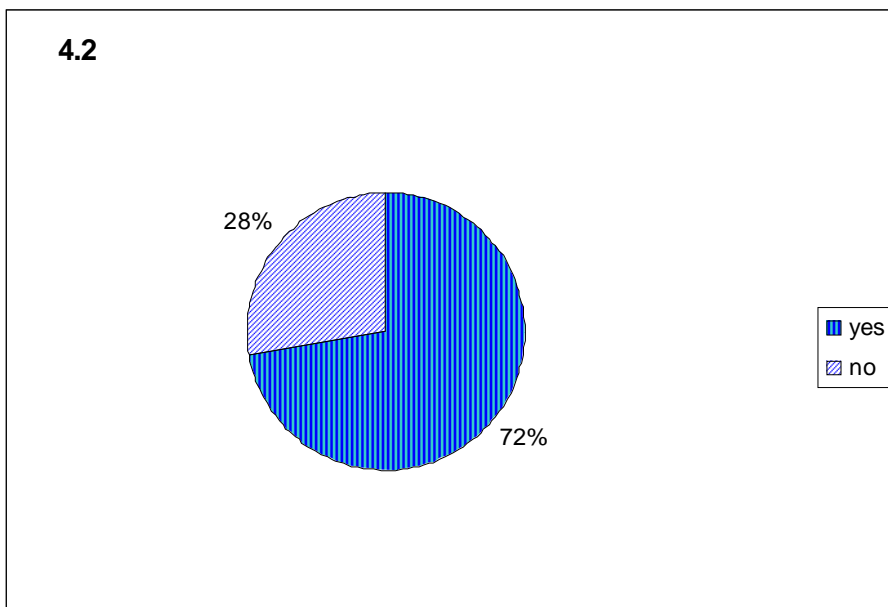
- "In general no. But it would not be appropriate for me to become a psychological counsellor. So, in case of a mentee who develops specific issues of a psychological nature, I would advise to seek the support of a specialist. It is a matter of judgment, at times, whether the issue is for instance one of momentary despondency or a sign of depression. Not easy to define."

- "no such topics came up."

#### 4.1 Would you be interested in continuing as a mentor for other JPOs?



#### 4.2 Do you know anyone else that you would recommend as a mentor for the next phase of the JPO Mentoring Programme?



#### 5.0 General recommendations or suggestions for improving the Mentoring Programme:

- "When I was a JPO I had "mentors" but they were people I worked closely with, respected and trusted. They had a very positive effect on me. But for something as personal as mentor relationship, it is much better that the JPO work with senior staff in the office, even if that person may have some element of a supervisory relationship. It is difficult to establish such a relationship by phone or e-mail."

- "Don't have any more questionnaires like this. To learn to improve, questions have to be much more specific and/or improvements flow from discussion. Give a timeline for initial contact between mentee/mentor."

- "I believe that the general recommendations obtained in the mid-term evaluation are very appropriate and should be incorporated into the programme. I also believe very strongly that we need an integrated mentoring programme covering all professional staff (LEAD, JPOs, NO, etc.)."

- "Understanding the difficulties to match mentors and mentees I think the best of "matches" is when you know the office or the context of those offices. Although [*our Country Offices*] are in the same continent, they are so different. It would have been easier for me to be a mentor for someone in Argentina, Chile, or even Brazil, simply because in my work in Bolivia and Colombia, I developed relations and knowledge in the region. Then again, as I was part of the governance and conflict unit, she was part of the poverty unit, so I was of little help to her thematically, apart from a few contacts."

- "I was matched with someone to whom I could relate, and we discussed thoroughly many issues, but it is difficult to overcome any very negative stance by the JPO, especially as face-to-face is not possible. In the end, I feel that the mentoring programme works for those who are willing to make it work and should be continued."

- "Install a contact point for consultation when the issue raised is complicated and requires some confidential discussion."

- "As mentioned earlier, there should be at least one opportunity for mentor and mentees to meet in person. In my case as I travel extensively I was able to meet one of my mentee in the field. Also the experience of mentoring is so valuable that at least mentors based in NY must be actively involved in the PPO courses. I will be very happy to assist the LRC as a Faculty."

- "I think we need an organization to give more credit to staff who take the time to mentor a younger colleague. This is after all extra work, gratifying as it may turn out to be."

- "Timing is important. Mentor/mentee contact should ideally be established before posting takes place."

- "The initial documentation made it seem that the mentee takes the first step. Mentors should be encouraged to do the same and a quick message from the JPOSC 2 – 4 weeks after the start of the programme to check whether contact has been established would be useful."

- "Try to match mentor and mentee in duty stations in the same region."

- "We do mentoring to interns, junior colleagues and others so really the time spent on this is much bigger than just for mentoring a JPO."

- "The experience is very much an individual one, based on the JPOs assignment and context, the types of concerns she or he has, aspirations, etc. Of primary importance is whether the mentor and mentoree 'click' ie. can communicate easily and freely, find common ground for sharing etc. One can only do so much in matching profiles."

The mentee I had was very positive, mature, organized, open to suggestions and exchange; had a well-balanced view of his assignment, a good idea of what he wanted to get of it and what he was aiming for next; had confidence and a good relationship with his supervisors. I felt the value of my support as a mentor was in providing him with some tips/suggestions that he had not thought of before and in helping him focus on next steps, outside of the day-to-day work of his field office, and that I could help him "in thinking outside the box".

In view of the above, I feel the programme cannot and should not be too prescriptive. Talking once a month or in two months may be appropriate in some cases (and was in mine), but may not be in another situation where a JPO demands and requires more from the relationship. So, although the questions in the survey are relevant, they should not be too narrowly interpreted.

I had the chance to meet with my JPO mentee in person which was a great experience and strengthened our relationship.

A benefit from the experience for me is that it has given me some important insights in approaching the JPOs under my supervision in my own field office. When I discussed my "mentoring" experience

with them, they both expressed the wish that they had been assigned a mentor. It helped to open our own discussions, and I've since had positive feedback from them on this.

My recommendation would be to continue the programme. I will certainly inform my mentee that it is ended, but that I am open and available to continue the relationship for the duration of his JPO assignment. Thanks to the JPO unit for the valuable experience!"

- "Provide more information on the mentee and the mentor to the other party: at minimum a CV, but possibly more via some description of self and interests and professional background which would help catalyse interaction. Consider matching mentors/mentees also on the basis that both work in a duty station in, at minimum, within the same region (or in HQ)

Provide minimum standards for interaction, which should include some face to face time. This would require funding, which need not be a lot if combined with the above stipulation of being in the same region. This could possibly be funded with an increase to the JPO's own learning budget. It could be combined with a so-called Mutual Support Initiative (an initiative of the Bangkok SURF), where staff (i.e. the mentee) goes to another duty station on a learning or consultancy mission, one part of which would include interaction with mentor. If direct meetings could not be funded, at least opportunities to meet might increase through possible attendance at workshops or other in the same region."

- "I agreed to continue to mentor my current mentee and am also the mentor of a DRR."

- "In theory I was very well matched with my mentee and when we spoke he made a very good impression - but for various reasons - he almost never contacted me despite my trying to encourage him. It might cost too much, but it may be an idea to for the mentee to meet the mentor on his/her way to his posting."