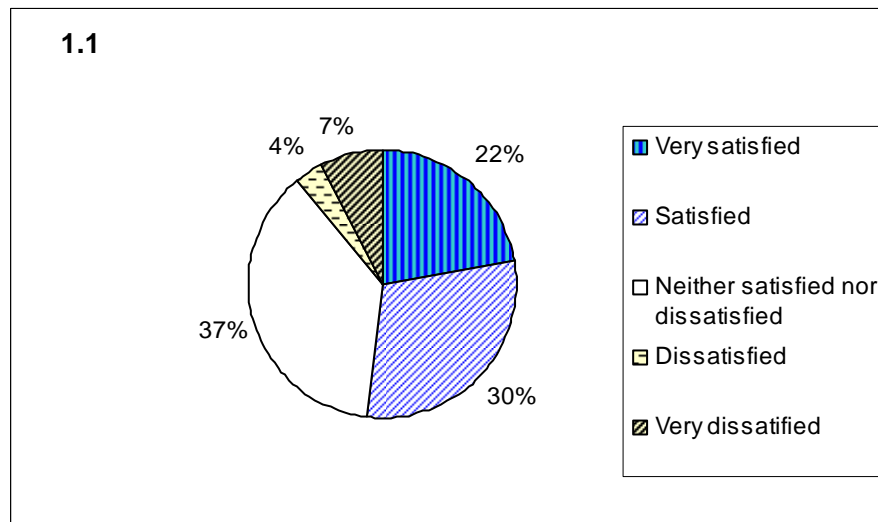


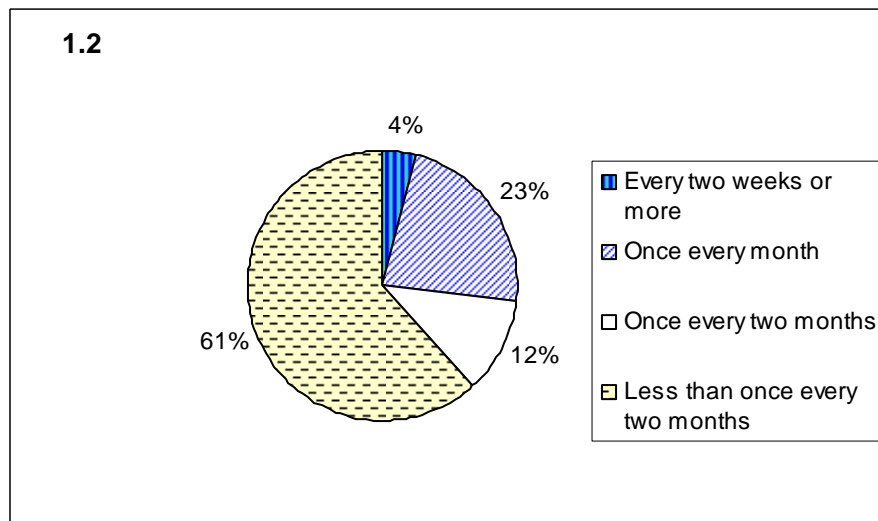
JPO Mentoring Programme - Evaluation by Mentees

Answer rate: 57.4% (27/50)

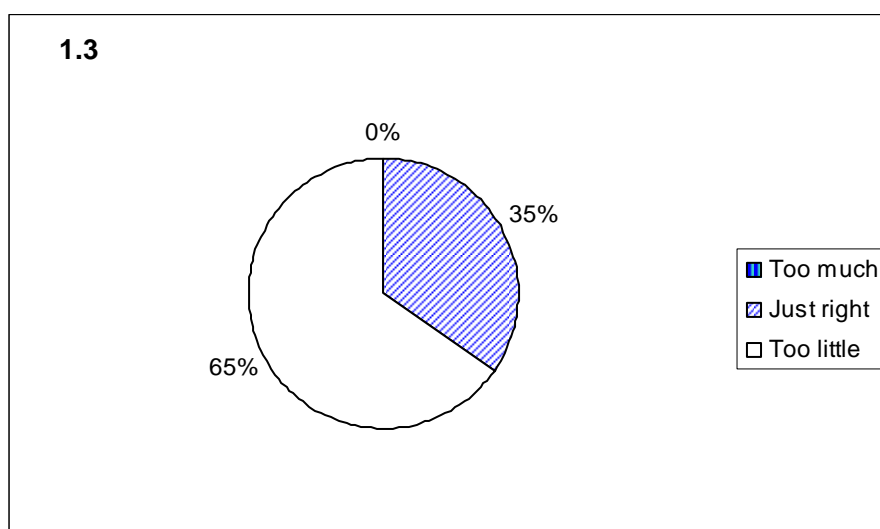
1.1 What is your overall experience with the Mentoring Programme?



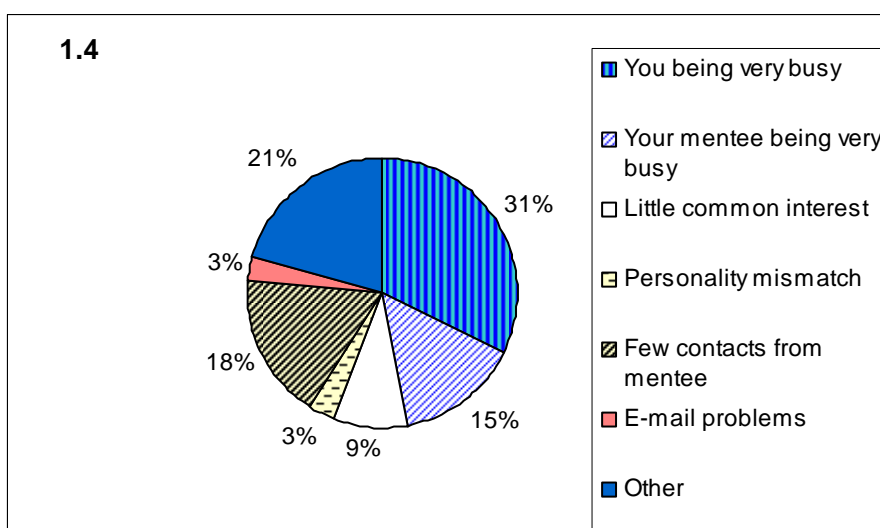
1.2 How often have you contacted your mentor?



1.3 How would you evaluate the frequency of communication between you and your mentor?



1.4 If your answer to the previous questions was “too little”, what is your reason for not contacting your mentor as often as you wish?



Comments:

- “After my first attempts without response to contact my mentor I have given up to contact him until my mentor phoned me last February 2004. We had a nice and open conversation.”

- “The mentoring relationship began actively, but after a while the mentor didn't reply to my message. I sent a reminder to her, but she still didn't reply. I concluded that she was no more interested in continuing the mentoring process, and since I had no acute situation I decided not to pressure her more.”

- “Initial contacts were frequent but with time, there was lack of continuity.”

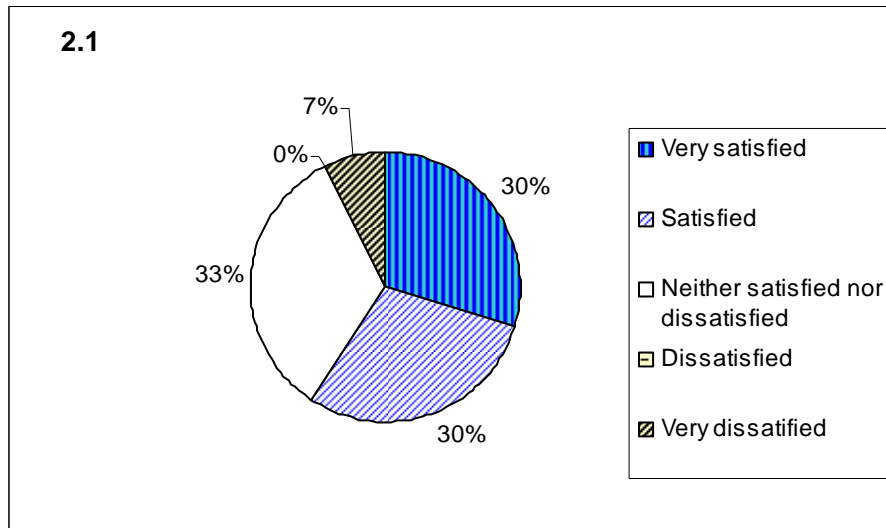
- “In addition to [reasons already quoted], I went on unpaid leave to work on SSA basis for another UN agency.”

- “I got two more mentors last year: one in my duty station and one who used to do the same job as I do in other country office. I found these two mentors more helpful than the one assigned by the JPO Centre.”

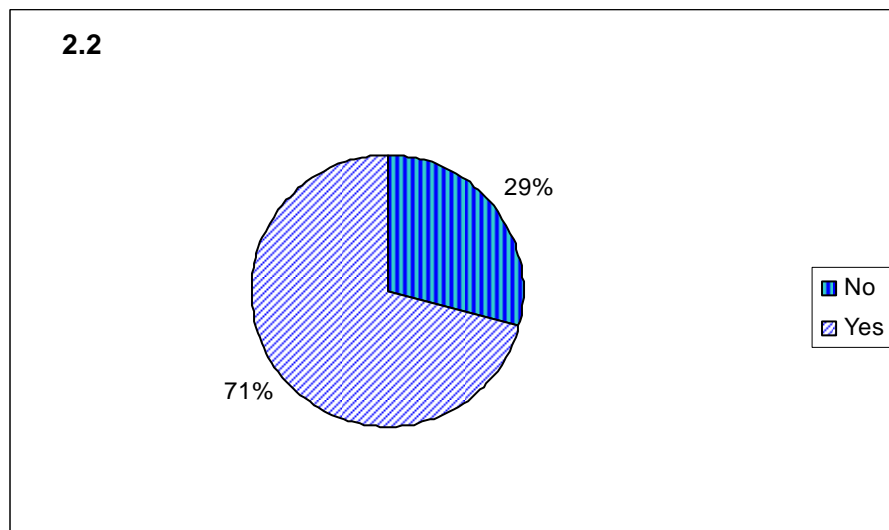
- "I had a good contact with my Mentor at the beginning; then I sent a draft concept paper asking for advice, but I didn't get any feedback; I guess he was busy, it's just a guess. I think my Mentor can help; but I am not sure he has enough time..."

- "Time-zone difference, difficult to call."

2.1 In general, how satisfied are you with the quality of support / advice you received from your mentor?



2.2 Are you satisfied with the speed with which your mentor has replied to your messages?



Comments:

- "Too general comments, he was not really interested in support, he did not proactively get in contact with me from his side even once."

- "As mentioned earlier, in the beginning the mentoring process seemed very adequate, but later on the whole process died away."

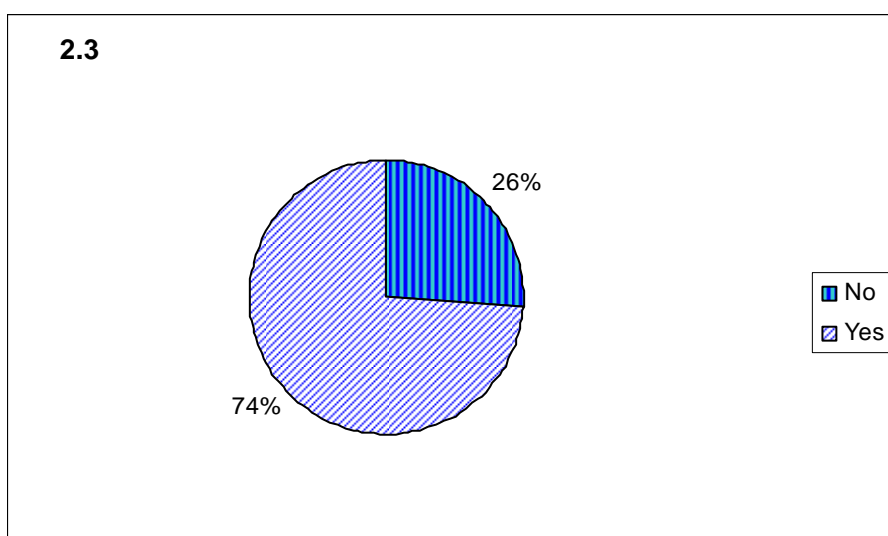
- "Initially yes. It went on very well."

- “Well, we have both started off with writing nice introduction mails -- later, I have met him once for ten minutes in his office in New York and we agreed to have lunch together the following day. Unfortunately, I got sick and did not recover before my departure. Back in Kosovo, I was extremely busy with the office - being the only international at the Kosovo Procurement Unit anyway ... In August, I left for Rome, returned to Kosovo for a few weeks in September, November, and December. I am still in Rome with the WFP CO Iraq ... I have no idea what has happened to my mentor, whether he had to re-apply for his position and with what success.”

- “Very prompt and useful replies, including making herself available at, what I am sure were, awkward times.”

- “He seems to be a very busy person, travelling frequently and hence it was difficult for him to reply in time.”

2.3 Would you recommend your mentor to others in future?



Comments:

- “He was very helpful in the beginning, but we had almost no communication since May 2003.”

- “Maybe he can provide better support to a total newcomer.”

- “I perceive that she had no firm interest in mentoring. Suddenly stopping the process could be traumatic to a mentee who has sincerely expressed her/his concerns and trusted the mentor who then does not conclude the process in a responsible manner.”

- “He was a nice person and seemed easy to approach with problems etc. I do not know for sure as I never really spoke with him.”

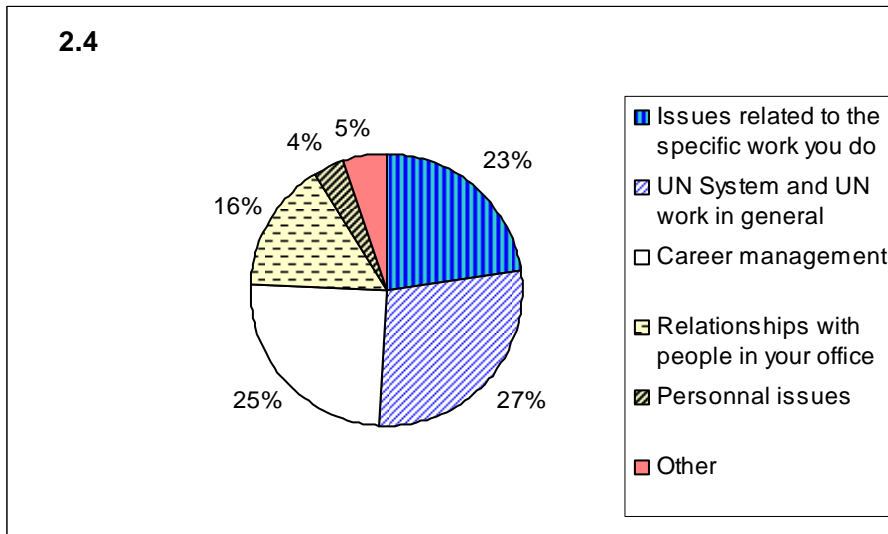
- “Really level headed, neutral and constructive in her advice. A good balance of career advice as well as personal advice was given.”

- “I do think he can really help, provided he has time and the mentee and he are in the same location or region (just thinking)”

- “But not before I the end of my assignment as a JPO!”

- “I strongly recommend him.”

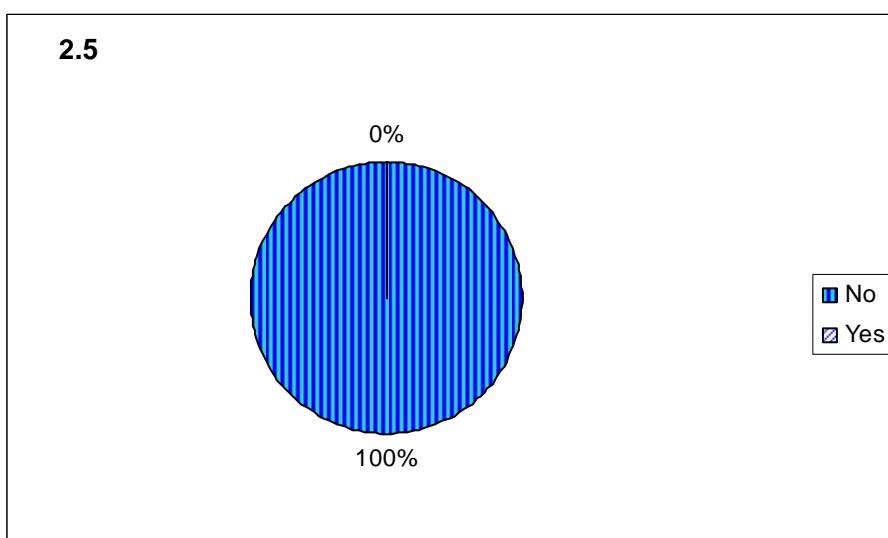
2.4 What are the topics you discussed (or wanted to discuss) with your mentor? *Choose one or two that you think are the most important*



Comments:

- “Not applicable as we did not discuss any topic.”
- “Wise senior advise in various regards.”
- “Strategies to advance in my field of work, best practises to get other people's attention to my topic of work.”
- “Life experiences that relate to topics of discussion as well as choices in life.”
- “Training”.
- “Security issues.”

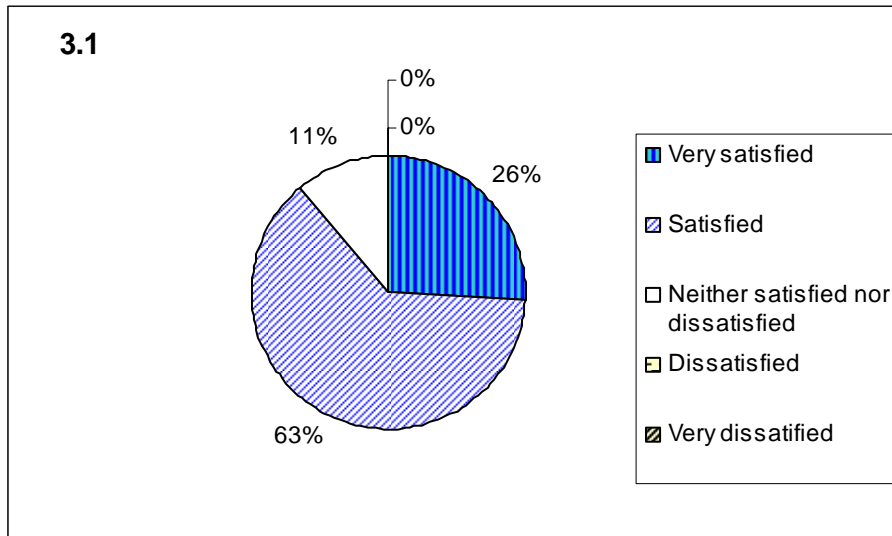
2.5 Are there topics that you would not feel comfortable raising with your mentor?



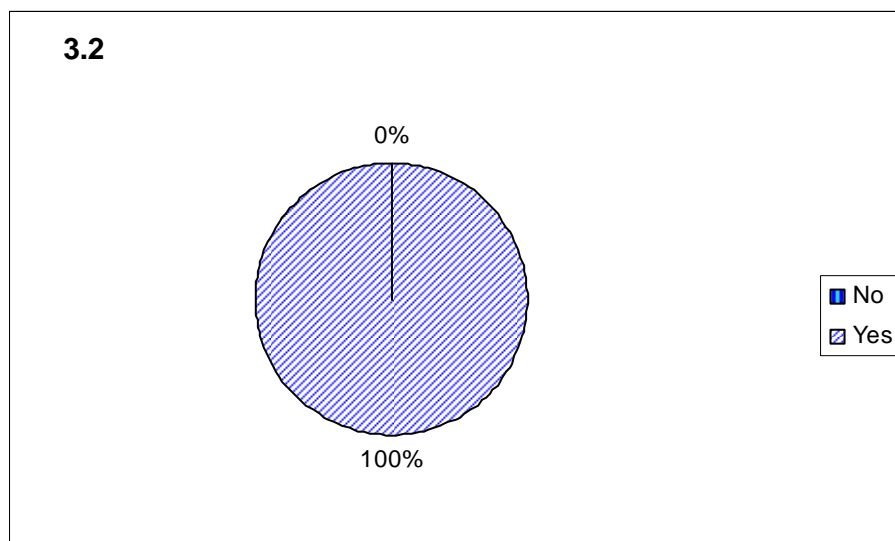
Comments:

- “Get a Mentor from the same agency as the Mentee but trade off really because there are advantages too in getting a Mentor from a different agency.”
- “Career management issues may not be easy topics to be discussed in this JPO mentoring system. I was always afraid the mentor may feel annoyed to talk about 'my' career, and I did not raise this issue.”
- “Build up a personal relationship.”
- “As I don't know him personally, I would limit myself asking advice on job/career training, related issues.”
- “There is no particular issue I wouldn't like to raise with my mentor. Because my mentor is from another agency, I feel probably more free to speak about my colleagues or my Representative that I would be if my mentor was from UNFPA.”

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



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



Comments:

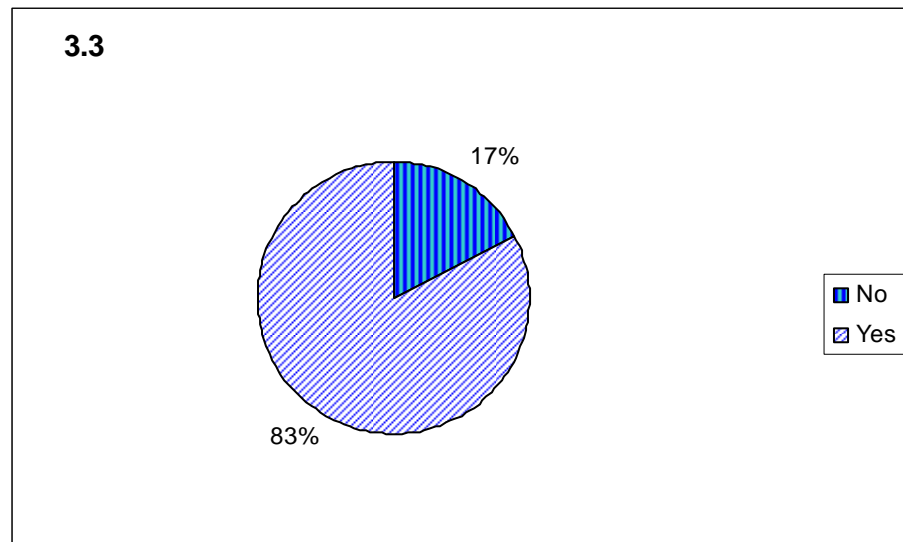
- “Maybe a reminder to mentors to communicate with mentees, in case they are not communicating.”

- “I think the JPOSC gave just enough information. I wouldn't like to receive too much guidance, the relationship that I created with my mentor was based on spontaneity, like all relationship should be I suppose. Of course spontaneity does not mean success, but it is worth it to leave mentors/mentees to discover each other by their own way with respect to their own personality.”

- “It was a pity that you were not able to find a mentor in Human rights Issues.”

- “Although the initial guidance provided by JPOSC was good and sufficient, no additional support has been provided during the mentoring process; but I don't think it was necessary and personally I didn't expect it.”

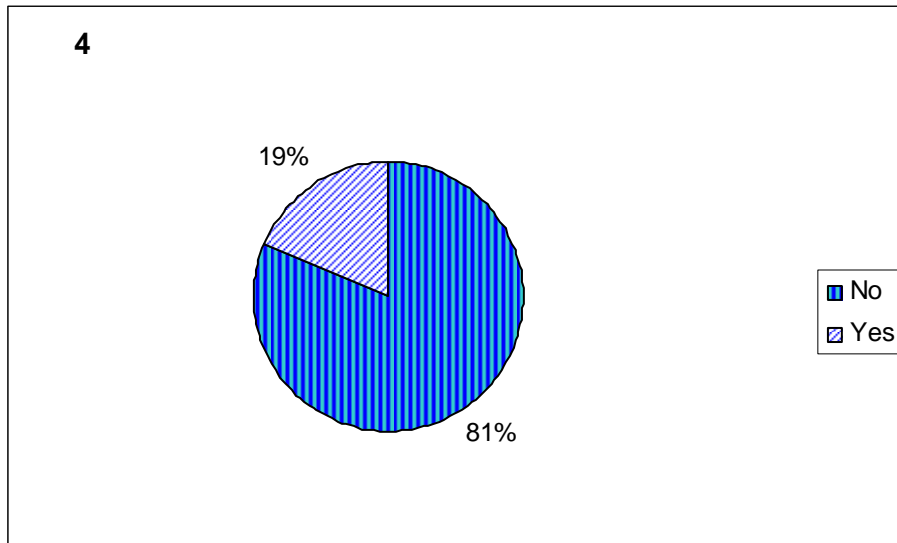
3.3 Was the information about your mentor provided at the beginning sufficient to make you feel comfortable initiating the contact?



Comments:

- "I think the JPOSC could not give more info; it is up to the mentor and mentee to have a first session to introduce each other in depth."
- "It should be much more detail to know each other from the very beginning."
- "All the information possible was there, but I just felt he wasn't the right match for me."
- "The information about my mentor was wrong (it said that my mentor joined UNDP less than one year ago) which made me puzzled. At that point, I already had more than one year experience in UNDP."
- "We started by sending CVs to one another and then finding commonalities."
- "Honestly, I don't remember! What makes me comfortable was probably my mentor herself that what you provided us at the beginning."
- "As an environmentalist having to advice on Human Rights it was difficult to initiate a comfortable contact, however the info provided was good but as the topic was so different we both were uncomfortable."
- "The information was extremely brief but it didn't matter as during our first interaction we sufficiently introduced at each other. "

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



5.1 General recommendations or suggestions for improving the Mentoring Programme:

- “Be sure that the mentor is willing to take up his or her responsibility to be a mentor, which means making time available to communicate with the mentee. May be by including it as a result in the person's RCA, because it is a serious and important responsibility once the mentor commits itself to this task.”
- “About my experience with the mentoring system I agree with you that I could have contacted the JPOSC to get things back on track or to be connected to another mentor. I found, however, that during the course of the year I did not feel a direct need to do that. The reason for this is that I cannot complain a lot about my working situation and things were running quite smoothly. In the occasions that I could have needed to speak with a mentor there were fortunately people around me in Guyana I could contact or some other people I have met during the PPO training last July in NY. So, for me, things worked out ok also without the mentor.”
- “It would be better to choose from a set of available mentors. By this one would be in the position to support a better match (regarding are of work, locations, etc.) between montor and mentee. Even if this would mean that some mentors may be chosen more often. You finally decide about the best matches in these cases.”
- “1. The mentor should be from the same region;
2. Ex JPOs would be better;
3. Same cultural background.”
- “My mentor was always supportive and open to provide his input. Being both of us Spanish speaking I think smooth the communication. As was suggested the initiative should come from the mentee, hence I we have not had a more regular communication is my fault. I think it is a great initiative, and you use it more or less also depending on your personal situation in your office.”
- “Unfortunately, my workload did not allow me to enter in regular contact with my mentor except for an initial email presentation. Therefore, I cannot make a proper evaluation of the mentoring programme.”
- “I was very satisfied with this programme and the support from the mentor was crucial during this period. I already talked with my mentor and we will keep in touch anyway.”
- “Keep the Programme running and consider to link up Mentees with Mentors as they report on duty.”
- “I think the JPO center did what it could and it is really up to the mentor and mentee to make the best out of it. Congratulations and thank you a lot for your work and giving us the opportunity.”

- "Maybe, my feedback shouldn't be seen as representative to the general outcome of the first round -- after all, it occurs to me, circumstances in this particular case (strange JPO position as OIC in Kosovo, UNOPS in transition, JPO on unpaid leave for most of the time of the programme). Thank you for your efforts."

- "I have regular communications via email but also via telephone with my mentor, even though it was difficult to find time due to the time differences, I found telephone communication is very good and more personal. We communicate through email, but again, when asking for suggestions and/or advice it is easier to talk.

Some of the issues discussed were raised by me, some others by my mentor. This was good since sometimes we have to make an appointment to talk but I did not have any specific issues to raise. Then, my mentor asks me specific questions and then provided me with issues that I have not thought about.

It took me sometime to feel comfortable to raise some sensitive issues and at the beginning I was not able to do so. This depends on personalities and how open people would seem."

- "Maybe, it will be better to have multiple mentoring programmes. One may be a thematic mentoring programme, which aims to deepen the knowledge of JPOs in a certain area (e.g. governance, poverty, crisis recovery etc.). Second may be career development mentoring programme, which only talk about career making of JPOs (limited to final year JPOs)."

- "Improved matches between mentors and mentees. AS per mid term evaluation."

- "I later found out that I like to have female mentors with whom I can talk about issues unique to women. With my other mentors (both of them are female), I can discuss how to balance my private life including getting pregnant and giving birth with my professional life. It was also helpful to receive advice on how to "prove myself", because being a young woman, some people do not show respect to me as a professional."

- "did not answer the question on amount of times one is in contact. Seasons and situations direct the amount of time one contacts one another. My comment would be that periods of intense contact, including late phone calls to personal phone numbers, are alternated with periods of short updates, or no contact at all. It would give a wrong impression to mention the quantity of the contacts, rather than intensity and quality of contacts made. Not sure what can be improved, it is really up to the communication/dedication between the two parties in question.

You may want to discuss adding the mentoring programmes of JPO and LEAD to the Balance Score card in some way as it truly fosters a learning element within the organisation."

- "I read that JPOs would be more proactive; I do agree! But when you do not get an answer on a topic after two messages; you may wonder if you do not bother your Mentor... Proactivity from the Mentee and availability from the Mentor should go together."

- "If I did only benefit a little from the programme it was entirely my own fault. I think it is a great idea, and I should have utilised it more."

- "As I already explained, I believe that we shouldn't guide too much the mentors/mentees. I don't think that JPOSC should play a bigger role than matching mentor/mentees and giving some tips. We (JPOs) are supposed to be professionals which means that we should be able to create a good relationship with our mentor. Then it is up to us to take the opportunity to meet our mentor if we want to... Let's be creative. / Of course selection of mentor is critical, young JPOs are demanding. Do the mentors realize and accept their role as mentor? Do they have the time? What their real motivations?... It must be difficult for some JPOs not to have contact anymore with their mentor especially if they are in a difficult position in their working place. Mentor should realize that being a JPO is not always "pink" and that they should be prepared to support their mentee! Therefore I think that JPOSC has a major role in the selection of mentors.

Honestly, I think it is great to share information with someone with more experiences. I would like to take the opportunity to thank the people who worked on this pilot programme and I wish it could be extended for all JPOs in the future."

- “Unfortunately, my mentor only wrote to me once. I wrote back to him copying my CV and explaining my ToRs which has a strong weight on human rights. I tried to open up a dialogue, in spite of the topics, however, I never received another answer from my mentor, even after writing him back 4 weeks later. So my experience was actually not very good.... Please don’t hesitate to contact me, if you wish further info. I had a lot of expectations to this initiative which I find very useful and a brilliant idea, and I hope that a lot of other JPOs gained from the experience.”
- “From my experience I think it would be better for HQ JPOs to have a mentor in HQs in the same city. First, it is more comfortable to meet personally. Second, different issues/situations to discuss at HQ level than in COs. And compared to some COs the HQ community should be large enough to match mentors with mentees at this station.”
- “I had the opportunity to travel and meet my mentor in her CO (I work in India and she works in Sri Lanka) and I must say that it was extremely interesting and useful to discuss in a one to one meeting. We are indeed continuing the mentoring although it has officially ended.”
- “It is a very good initiative, and very helpful, since you get to contact somebody that has been in your similar position, a few years ago, so is able to show you a much larger picture when you struggle with certain issues. In my case I would have liked to meet him, but the fact that my mentor was in Nepal, where the communications are not very easy, and of course the distance, it was not possible.”
- “Try to better match the objectives of the mentor and mentee and the specific needs of the mentee. for example, i was hoping for a human rights specialist because I wanted to consult someone on the substantive areas of my work and my mentor did not have such a background.”